



The following draft Minutes of the meeting of the Toronto Police Services Board held on June 20, 2013 are subject to adoption at its next regularly scheduled meeting.

The Minutes of the regular meeting held on May 22, 2013 previously circulated in draft form, were approved by the Toronto Police Services Board at its meeting held on June 20, 2013.

MINUTES OF THE PUBLIC MEETING of the Toronto Police Services Board held on **JUNE 20, 2013** at 1:30 PM in the Auditorium, 40 College Street, Toronto, Ontario.

PRESENT:

Dr. Alok Mukherjee, Chair
Mr. Michael Thompson, Councillor & Vice-Chair
Mr. Michael Del Grande, Councillor & Member
Ms. Marie Moliner, Member
Dr. Dhun Noria, Member
Ms. Frances Nunziata, Councillor & Member
Mr. Andrew Pringle, Member

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 JUNE 20, 2013**

#P158. CITY OF TORONTO SHARED SERVICES STUDY – FINAL REPORT

The Board was in receipt of the following:

- report dated June 06, 2013 from Joseph Pennachetti, City Manager, City of Toronto, with regard to a presentation on the final report of the City's Shared Services Study conducted by KPMG *;
- report dated June 03, 2013 from Alok Mukherjee, Chair, with regard to the recommendations arising from the City's Shared Services Study that apply to the Toronto Police Services Board and the Toronto Police Service; and
- correspondence dated June 19, 2013 from Joseph Pennachetti, City Manager, City of Toronto, in response to the Chair's June 03, 2013 report.

Copies of the foregoing documents are appended to this Minute for information.

* a copy of Appendix C – the Final Report prepared by KPMG on the City's Shared Services Study is on file in the Board office and can also be accessed at www.toronto.ca/legdocs/mmis/2013/ex/bgrd/backgroundfile-58362.pdf

The following persons were in attendance and delivered a presentation to the Board on the recommendations arising from the City's Shared Services Study that apply to the Toronto Police Services Board and the Toronto Police Service:

- Linda Taschereau, Executive Director, Strategic and Corporate Policy, City Manager's Office;
- Bruce Anderson, Executive Director, Human Resources, City Manager's Office; and
- Rob Rossini, Deputy City Manager and Chief Financial Officer, City Manager's Office.

A paper copy of the presentation is on file in the Board office.

The Board approved the following Motions:

- 1. THAT the Board receive the presentation and the report dated June 06, 2013 and the correspondence dated June 19, 2013 from Mr. Pennachetti; and**
- 2. THAT the Board approve the report from Chair Mukherjee.**

Moved by: M. Thompson



Joseph P. Pennachetti
City Manager

City Manager's Office
City Hall
100 Queen Street West
East Tower, 11th Floor
Toronto, Ontario M5H 2N2

Memorandum

Tel: 416-392-3551
Fax: 416-392-1827
jpennac@toronto.ca
www.toronto.ca

Date: June 6, 2013
TO: Alok Mukherjee, Chair, Toronto Police Services Board
FROM: Joseph P. Pennachetti, City Manager
SUBJECT: Shared Services Study Presentation

Thank you for your invitation to present on the results of the Shared Services Study at the upcoming June 20th, 2013, meeting of the Toronto Police Services Board.

As you are aware, the Shared Services Study conducted by KPMG LLP was a review of opportunities for the shared provision of corporate support services in eight functional areas. Along with the City, Toronto Police Services was one of the six City agencies involved in the Study.

The Study is now complete, and KPMG's results and my review are contained in a report to Council. The report was before Executive Committee on May 28, 2013, and will be before Council on June 11-12, 2013 (EX32.3: Results of the Shared Services Study - City Agencies at <http://app.toronto.ca/tmmis/index.do>).

We look forward to presenting on the report, Council's decisions and next steps at the upcoming meeting of the Board.



Toronto at your service

Tracking Status

- This item was considered by Executive Committee on May 28, 2013 and was adopted with amendments. It will be considered by City Council on June 11, 2013.

Executive Committee consideration on May 28, 2013

EX32.3	ACTION	Amended		Ward:All
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Results of the Shared Services Study - City Agencies
Committee Recommendations

The Executive Committee recommends that:

1. City Council authorize the City Manager and the City's Executive Director of Human Resources to lead the development of a labour relations and collective bargaining strategy for the City and its agencies going forward, in consultation with City agencies, and report the strategy to the City's Employee and Labour Relations Committee for approval in principle.
2. City Council, following approval in principle of the strategy by the City's Employee and Labour Relations Committee, request the City Manager and the City's Executive Director of Human Resources to bring forward the strategy to the relevant agency boards, or the Labour Relations Committees of the boards under delegated authority, for their consideration and approval.
3. City Council refer the following shared service opportunities to the City Manager to commence implementation in 2014 and to report further as required:
 - a. Share generic training and learning functions;
 - b. Coordinate and standardize common health and safety functions;
 - c. Enhance the use of the City's Internal Audit Division for compliance, assurance and business risk consulting services by agencies that do not have their own audit resources;
 - d. Establish a Quality Assurance Centre of Excellence to leverage tools, templates and specialized skills, coordinate work plans and share best practices; and
 - e. Continue to rationalize the City stores and increase direct delivery of consumable goods and automate P2P (purchase to pay) processes.
4. City Council request the City Clerk to provide as a best practice, the City's online submission application for Freedom of Information requests to interested agencies when it becomes available.
5. City Council request the Chief Corporate Officer to work with the Chief Executive Officers of the Toronto Transit Commission and Toronto Parking Authority regarding

the possibility of the City providing lessor services to their agencies.

6. City Council request the City Manager and Deputy City Manager and Chief Financial Officer, to work with the Chief Executive Officers of the Toronto Transit Commission and Toronto Parking Authority, to insure the Toronto Transit Commission and the Toronto Parking Authority under the City's insurance for non-specialized policies and exclusive of claims, where the City is able to provide similar coverage for a lower cost and report further as required.
7. City Council refer the following shared service opportunities to the City Manager for further due diligence and consultation with City agencies and report back to Executive Committee with a multi-year shared service implementation plan and after consideration by boards of affected City agencies:
 - a. share procurement of common goods and services and implement strategic sourcing;
 - b. standardize human resource information systems and share payroll and benefits administration;
 - c. share common information technology infrastructure with a focus on infrastructure management, data management and storage;
 - d. rationalize information technology applications;
 - e. coordinate real estate contract and vendor management through an information technology platform; and
 - f. establish a change management centre of excellence to support the implementation of shared services and other major City change initiatives.
8. City Council request the City Clerk, in consultation with the City Manager and the Chief Information Officer, to include in the Information Management Strategy for the City, a plan to transition to managing digital records and phased-in implementation to include City agencies.
9. City Council request that this report be forwarded to the boards of the agencies included in the Shared Service Study for their consideration.
10. City Council request the Toronto Police Services Board to implement the shared service recommendations outlined in the report through all available budgetary and administrative tools.

Origin

(May 10, 2013) Report from the City Manager

Summary

This report responds to Council's request for the City Manager to review opportunities for the City to share corporate support services with its agencies. The Auditor General has also put forward recommendations about improving shared services over the last ten years through value for money audits.

The City Manager identified eight corporate support services to review as a part of a Shared Service Study and retained third party consulting expertise, KPMG LLP (KPMG), to undertake this assignment. The corporate support services reviewed were: information technology,

internal audit, insurance and risk management, legal services, human resources/labour relations, procurement and materials management, real estate and records management.

The study focused on the City's six largest agencies with a view to expanding any resulting opportunities to additional City agencies as appropriate. The agencies included were: Exhibition Place, Toronto Parking Authority, Toronto Police Service, Toronto Public Health, Toronto Public Library, and Toronto Transit Commission.

The Shared Services Study confirmed that the City and its agencies are already sharing many corporate support services across a range of functions. KPMG put forward 20 opportunities to increase shared services by bringing together resources, functions, processes and skills to create economies of scale and increase standardization to yield a positive return on investment.

This report recommends the implementation of eighteen (18) opportunities and no further action on two (2) opportunities. Eleven (11) opportunities will be implemented in the shorter term and reported out as required. The remaining seven (7) KPMG opportunities are broad transformational directions that will require significant business process re-engineering, organizational change and information technology investment to successfully implement. These opportunities are recommended for referral to the City Manager for further due diligence and planning, in consultation with City agencies with potential net financial benefits of about \$55 million.

A Shared Service Steering Committee will be established with membership from City and agency senior management to guide the next stages of shared services planning and implementation. The City Manager will report back to Executive Committee with a multi-year shared services implementation plan, after consideration by boards of affected agencies.

Background Information

(May 10, 2013) Report from the City Manager on Results of the Shared Services Study - City Agencies

(<http://www.toronto.ca/legdocs/mmis/2013/ex/bgrd/backgroundfile-58359.pdf>)

Appendix A - Summary of Current Shared Services

(<http://www.toronto.ca/legdocs/mmis/2013/ex/bgrd/backgroundfile-58360.pdf>)

Appendix B - Disposition of KPMG Opportunities

(<http://www.toronto.ca/legdocs/mmis/2013/ex/bgrd/backgroundfile-58361.pdf>)

Appendix C - KPMG Final Report

(<http://www.toronto.ca/legdocs/mmis/2013/ex/bgrd/backgroundfile-58362.pdf>)

Communications

(May 27, 2013) E-mail from Miguel Avila (EX.New.EX32.3.1)

Speakers

Miguel Avila

Councillor Janet Davis

Councillor Gord Perks

Motions

1 - Motion to Adopt Item moved by Councillor Paul Ainslie (**Carried**)

2 - Motion to Re-open Item moved by Councillor Michael Thompson (**Carried**)

3 - Motion to Amend Item (Additional) moved by Councillor Michael Thompson (**Carried**)
 City Council request the Toronto Police Services Board to implement the shared service recommendations outlined in the report through all available budgetary and administrative tools.

Vote (Amend Item (Additional)) May-28-2013

Result: Carried	Majority Required - Thompson - motion 3
Yes: 10	Paul Ainslie, Gary Crawford, Frank Di Giorgio, Doug Holyday, Norman Kelly, Peter Milczyn, Cesar Palacio, Jaye Robinson, David Shiner, Michael Thompson
No: 0	
Absent: 3	Vincent Crisanti, Rob Ford (Chair), Denzil Minnan-Wong

4 - Motion to Amend Item moved by Councillor Paul Ainslie (**Lost**)
 That recommendation 1 in the report (May 10, 2013) from the City Manager, be deleted.

Vote (Amend Item) May-28-2013

Result: Lost	Majority Required - Ainslie - motion 4
Yes: 1	Paul Ainslie
No: 9	Gary Crawford, Frank Di Giorgio, Doug Holyday, Norman Kelly, Peter Milczyn, Cesar Palacio, Jaye Robinson, David Shiner, Michael Thompson
Absent: 3	Vincent Crisanti, Rob Ford (Chair), Denzil Minnan-Wong

5 - Motion to Adopt Item as Amended moved by Councillor Doug Holyday (**Carried**)

Vote (Adopt Item as Amended) May-28-2013

Result: Carried	Majority Required - Holyday - motion 5
Yes: 10	Paul Ainslie, Gary Crawford, Frank Di Giorgio, Doug Holyday, Norman Kelly, Peter Milczyn, Cesar Palacio, Jaye Robinson, David Shiner, Michael Thompson
No: 0	
Absent: 3	Vincent Crisanti, Rob Ford (Chair), Denzil Minnan-Wong

Source: Toronto City Clerk at www.toronto.ca/council

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**STAFF REPORT
ACTION REQUIRED**

Results of the Shared Services Study – City Agencies

Date:	May 10, 2013
To:	Executive Committee
From:	City Manager
Wards:	All

SUMMARY

This report responds to Council's request for the City Manager to review opportunities for the City to share corporate support services with its agencies. The Auditor General has also put forward recommendations about improving shared services over the last ten years through value for money audits.

The City Manager identified eight corporate support services to review as a part of a Shared Service Study and retained third party consulting expertise, KPMG LLP (KPMG), to undertake this assignment. The corporate support services reviewed were: information technology, internal audit, insurance and risk management, legal services, human resources/labour relations, procurement and materials management, real estate and records management.

The study focused on the City's six largest agencies with a view to expanding any resulting opportunities to additional City agencies as appropriate. The agencies included were: Exhibition Place, Toronto Parking Authority, Toronto Police Service, Toronto Public Health, Toronto Public Library, and Toronto Transit Commission.

The Shared Services Study confirmed that the City and its agencies are already sharing many corporate support services across a range of functions. KPMG put forward 20 opportunities to increase shared services by bringing together resources, functions, processes and skills to create economies of scale and increase standardization to yield a positive return on investment.

This report recommends the implementation of eighteen (18) opportunities and no further action on two (2) opportunities. Eleven (11) opportunities will be implemented in the shorter term and reported out as required. The remaining seven (7) KPMG opportunities are broad transformational directions that will require significant business process re-engineering, organizational change and information technology investment to

successfully implement. These opportunities are recommended for referral to the City Manager for further due diligence and planning, in consultation with City agencies with potential net financial benefits of about \$55 million.

A Shared Service Steering Committee will be established with membership from City and agency senior management to guide the next stages of shared services planning and implementation. The City Manager will report back to Executive Committee with a multi-year shared services implementation plan, after consideration by boards of affected agencies.

RECOMMENDATIONS

The City Manager recommends that City Council:

1. Authorize the City Manager and the City's Executive Director of Human Resources to lead the development of a labour relations and collective bargaining strategy for the City and its agencies going forward, in consultation with City agencies, and report the strategy to the City's Employee and Labour Relations Committee for approval in principle;
2. Following approval in principle of the strategy by the City's Employee and Labour Relations Committee, request the City Manager and the City's Executive Director of Human Resources to bring forward the strategy to the relevant agency boards, or the Labour Relations Committees of the boards under delegated authority, for their consideration and approval;
3. Refer the following shared service opportunities to the City Manager to commence implementation in 2014 and to report further as required:
 - a) Share generic training and learning functions;
 - b) Coordinate and standardize common health and safety functions;
 - c) Enhance the use of the City's Internal Audit Division for compliance, assurance and business risk consulting services by agencies that do not have their own audit resources;
 - d) Establish a Quality Assurance Centre of Excellence to leverage tools, templates and specialized skills, coordinate work plans and share best practices; and
 - e) Continue to rationalize the City stores and increase direct delivery of consumable goods and automate P2P (purchase to pay) processes.
4. Request the City Clerk to provide as a best practice, the City's online submission application for Freedom of Information requests to interested agencies when it becomes available;

5. Request the Chief Corporate Officer to work with the Chief Executive Officers of the Toronto Transit Commission and Toronto Parking Authority regarding the possibility of the City providing lessor services to their agencies;
6. Request the City Manager and Deputy City Manager and Chief Financial Officer, to work with the Chief Executive Officers of the Toronto Transit Commission and Toronto Parking Authority, to insure the Toronto Transit Commission and the Toronto Parking Authority under the City's insurance for non-specialized policies and exclusive of claims, where the City is able to provide similar coverage for a lower cost and report further as required;
7. Refer the following shared service opportunities to the City Manager for further due diligence and consultation with City agencies and report back to Executive Committee with a multi-year shared service implementation plan and after consideration by boards of affected City agencies:
 - a) share procurement of common goods and services and implement strategic sourcing;
 - b) standardize human resource information systems and share payroll and benefits administration;
 - c) share common information technology infrastructure with a focus on infrastructure management, data management and storage;
 - d) rationalize information technology applications;
 - e) coordinate real estate contract and vendor management through an information technology platform; and
 - f) establish a change management centre of excellence to support the implementation of shared services and other major City change initiatives.
8. Request the City Clerk, in consultation with the City Manager and the Chief Information Officer, to include in the Information Management Strategy for the City, a plan to transition to managing digital records and phased-in implementation to include City agencies; and
9. Request that this report be forwarded to the boards of the agencies included in the Shared Service Study for their consideration.

Financial Impact

KPMG quantified financial benefits for four opportunities that the City Manager is recommending for implementation. Their high-level estimate of potential cost savings for these opportunities ranges from \$58.8 to \$65.3 million per year with up-front investments of between \$3.5 and \$10.5 million. One of the four opportunities – to develop a City-wide labour relations and collective bargaining strategy – accounts for \$47 M of the potential cost savings.

KPMG categorized other opportunities by level of potential savings: high (more than \$1 million per year), medium (between \$100 thousand and \$1 million per year), and low (less than \$100 thousand per year).

Shared services should be value driven and it is important that any recommended opportunities be cost neutral for the City and its agencies and provide a return on investment.

Actual savings will be highly dependent on the viability of the opportunities as determined by further due diligence and cost validation, and implementation planning and timing. Financial impacts of shared services will be reported out through the 2014 and future year budget processes as required.

The Deputy City Manager and Chief Financial Officer has reviewed this report and agrees with the financial impact information.

DECISION HISTORY

At its meeting of July 28, 2011, in consideration of EX8.1 Core Service Review, Executive Committee recommended that the City Manager review shared service models for communications, facilities management, fleet, real estate, information technology, legal services, human resources, and finance and administration for all City divisions and large City agencies, and incorporate as appropriate in the 2012 and 2013 budget process (EX8.1 Core Service Review).

At its meeting of September 26 and 27, 2011, in consideration of EX10.1 Core Service Review – Final Report to Executive Committee, Council approved recommendations for actions related to the opportunities identified by KPMG during the Core Service Review process. These actions included a request to the City Manager to review efficiency related opportunities that included shared services opportunities to determine whether and in what manner implementation is appropriate (EX10.1 Core Service Review – Final Report to Executive Committee).

At its meeting on April 10 and 11, 2012, in consideration of AU6.7 Previous Audit Reports – Common Themes and Issues, Council directed the City Manager to conduct a review giving consideration to the opportunities for consolidating services or a shared service approach in nine functional areas, including accounting, audit, financial information systems, fleet services, information technology, human resources, legal services, procurement and real estate management (AU6.7 Previous Audit Reports – Common Themes and Issues).

At its meeting on April 3 and 4, 2013, in consideration of AU10.12 Results Arising from the Shared Services Study Related to Internal Audit and Jurisdictional Research Respecting Funding Models for Accountability Functions, Council received a report for information on shared service opportunities related to internal audit and funding models for accountability functions. The report provides the City Manager's review and

assessment internal audit consolidation opportunities by the City and its agencies. The analysis for this functional area was accelerated ahead of this report in order to respond to Council's direction (AU10.12 Results Arising from the Shared Services Study Related to Internal Audit and Jurisdictional Research Respecting Funding Models for Accountability Functions).

ISSUE BACKGROUND

Shared services refer to the provision of corporate support services common to multiple organizations to reduce duplication, overlap and redundancy. Initially developed to serve private sector businesses, shared service models have been implemented successfully in public sector environments for the past 20 years.

Shared services are often described by organizations as a 'journey' that takes time, leadership, careful planning, strategic technology investments and good governance. Implementing shared services involves a multi-year and multi-phase approach in order to effect technology investments and business re-engineering across multiple organizations.

Shared services in other governments and organizations have demonstrated a positive return on investment. Efficiencies and cost savings are often seen to build over time as the delivery model matures and organizations leverage common technology infrastructure enabling expansion to additional services.

COMMENTS

1. Study Scope

The City Manager initiated a Shared Service Study to assess opportunities to share common corporate support services between the City and its six largest agencies.

To focus the study and contain costs, eight functions were identified as priority areas to evaluate for shared services including: (1) human resources/labour relations, (2) information technology, (3) insurance and risk management, (4) internal audit, (5) legal services, (6) purchasing and materials management, (7) records management and (8) real estate services. The City six largest agencies - Exhibition Place, Toronto Parking Authority, Toronto Police Service, Toronto Public Health, Toronto Public Library, and Toronto Transit Commission - were included in the study with a view to expanding opportunities to additional agencies as appropriate.

The study deliverables included:

- A literature and jurisdictional review of shared service approaches to identify leading practices and critical success factors;
- A current state assessment of each function and a review to assess and validate their immediate potential of providing shared service delivery;

- A business case for each shared service opportunity including benefits, limitations, risks, cost savings, and required investments;
- Future state operating models for shared services including structure, governance, mandate, operating costs and financing model, technology requirements, and performance standards; and
- An implementation plan for proposed future state operating models including a roadmap to move from the current to future state.

2 KPMG Study Methodology and Approach

KPMG's assignment included significant engagement with both City divisions and agencies. The consultants sought input and validation of shared service opportunities through 67 individual interviews and 14 workshops. In addition to direct stakeholder engagement, the consultants reviewed wide-ranging documentation and information provided by divisions and agencies and conducted a jurisdictional review of leading practices in public sector entities to inform their findings.

Given the number of functional areas and organizations within the scope of this study, KPMG used selection criteria to identify shared service opportunities with the greatest potential for organizational success and value for the City including size and scope, proof of concept, appetite for change, cost savings, implementable, time horizon and service excellence.

For further information on the approach and methodology of the Shared Services Study see Section 1.2, pages 25 to 30 of the KPMG final report attached in Appendix C.

3. KPMG Review of Other Jurisdictions

KPMG reviewed 11 Canadian and American jurisdictions to better understand the successes, challenges and risks faced in the initiation, implementation and ongoing maintenance of shared services.

Lessons from the jurisdictional review suggest that implementation should be based on the capacity of the organization to handle change while maintaining service delivery, and up-front investments are required to achieve future savings. KPMG describes the process as a transformational path that involves a multi-year and multi-phased approach.

The jurisdictional review identified a number of critical enablers for the successful implementation of shared services including:

- Strong leadership to continually move forward implementation;
- Established governance structures;
- Sufficient resources;
- Change management;

- Structured communication plans; and
- Metrics to measure success.

KPMG suggests that jurisdictions had common successes through shared services that Toronto can expect to achieve including cost savings, operational efficiencies, improved service delivery, increased client satisfaction, improved governance and greater accountability.

For further information on the Review of Other Jurisdictions see pages 309 to 325 of the KPMG final report attached in Appendix C.

4. KPMG Key Study Findings

KPMG confirmed that the City and its agencies are already sharing services in many areas including insurance and risk management, internal audit, legal services, real estate services, common purchasing and records storage. Their findings validate that a high level of effort across the organization to coordinate corporate support services, reduce redundancies and realize cost efficiencies is already occurring but often in an ad hoc manner and on an informal basis. A summary of current shared services between the City and the six agencies included in the study is attached as Appendix A.

The consultants suggested improvements to current shared services between the City and its agencies through establishing formal governance structures to monitor shared service arrangements and establishing robust service level agreements including performance metrics and issue resolution mechanisms.

The City also has current shared service arrangements, outside of the scope of this study, with other City agencies, City corporations such as Toronto Community Housing, and participates on occasion in joint purchasing with school boards, post secondary institutions and other municipalities.

KPMG confirmed that there are additional opportunities to share services and put forward 20 opportunities for the City Manager's consideration. KPMG did not put forward any opportunities related to legal services and confirmed that there is little duplication or overlap in this function.

For further information about the findings and opportunities of the Shared Services Study see pages 31 to 88 of the KPMG final report attached in Appendix C.

5. City Manager's Review of the KPMG Opportunities

The City Manager has reviewed the KPMG opportunities in consultation with City agencies and sees tremendous opportunity for the City and its agencies to share these and other corporate support services to create economies of scale, pool resources and skills, leverage technology investments, and save money now and into the future.

The City Manager recommends the following disposition of the KPMG opportunities:

- Implement ten (10) opportunities and report further as required;
- Implement eight (8) opportunities pending further due diligence and planning and report back on a detailed shared service implementation plan;
- Take no further action on two (2) opportunities.

The KPMG opportunities and recommended disposition are summarized in Appendix B and discussed further below.

a. Implement and Report Further as Required

The following KPMG opportunities will be implemented and reported further as required:

- Develop a City-Wide Labour Relations and Collective Bargaining Strategy;
- Pool generic training and learning;
- Coordinate and standardize common health and safety functions;
- Expand the use of the City's Internal Audit Division for compliance, assurance and business risk consulting services to City agencies that do not have their own internal audit capacity;
- Continue to rationalize the City stores and increase direct delivery of products and automation of P2P (purchase to pay) processes;
- Establish a Quality Assurance Centre of Excellence to leverage tools, templates and specialized skills, coordinate work plans and share best practices;
- Provide the City's online submission application for Freedom of Information requests to interested agencies when it becomes available;
- Insure the Toronto Transit Commission and Toronto Parking Authority under the City's insurance for non-specialized policies and exclusive of claims, where the City is able to provide similar coverage for a lower cost; and
- Expand the City's provision of lessor activities to the Toronto Transit Commission and Toronto Parking Authority.

Develop and Implement a City-Wide Labour Relations and Collective Bargaining Strategy

KPMG has proposed the development of a labour relations and collective bargaining strategy on a go forward basis to enhance coordination and communications between with the City and its agencies. KPMG recommends that the strategy takes into account the City's current and future fiscal environment, macroeconomic trends and changes, workforce dynamics and other factors related to terms and conditions of employment

including compensation. They recommend that the strategy be developed in close collaboration with City agencies and be directed by the City's Employee and Labour Relations Committee. Under this model, City agencies will continue to be responsible for day-to-day labour relations activities including grievances.

The City Manager agrees with this opportunity and feels a labour relations and collective bargaining strategy will formalize the enhanced bargaining coordination and communications that the City and agencies have already developed over the last several years. For example, the City recently executed a Service Level Agreement with Exhibition Place to provide labour relation services, including bargaining, to their organization. The City also provides bargaining services to the Toronto Zoo.

A labour relations and collective bargaining strategy will also enable a more consistent and uniform approach to dealing with similar collective bargaining issues and may allow for improved management of operations and greater control of rising labour costs. The development and implementation of a labour relations and collective bargaining strategy will need to consider potential legal limitations and be adopted by agency boards.

KPMG has estimated that pursuing this opportunity may yield annual cost savings of \$47M. Their analysis is based on one percent of the City's annual salary and benefits costs. The City Manager agrees that there are potential cost savings but is of the opinion that cost savings will likely be lower than the KPMG estimates.

Pool generic training and learning

The City Manager concurs that that the City and its agencies should pool generic training and learning and coordinate common health and safety functions.

Expand the use of the City's Internal Audit Division

The City Manager reported out the results of the internal audit component of the Shared Service Study to Audit Committee and City Council. The report, *Results Arising from the Shared Services Study Related to Internal Audit and Jurisdictional Research Respecting Funding Models for Accountability Functions*, was considered by City Council at its meeting on April 3 and 4, 2013 and the report concurred with expanding the use of the Internal Audit Division for compliance, assurance and business risk consulting services to agencies that do not have this capacity.

Continue to rationalize the City stores and increase direct delivery of products and automation of P2P (purchase to pay) processes

The City Manager agrees with the KPMG opportunity to rationalize the City's stores and this approach is consistent with the recommendations arising out of the Auditor General's report, AU9.10 – City Stores: Maximizing Operating Capacity.

The Procurement and Materials Management Division is in the process of implementing the Auditor General recommendations to improve drop shipment and leverage direct delivery, develop an online inventory system and evaluate the use of scanning technology for improved efficiencies, and continual rationalization of the City stores. Three warehouses are scheduled for consolidation in late 2014.

Establish a Quality Assurance Centre of Excellence

A Quality Assurance Centre of Excellence (a Community of Practice) for quality assurance practitioners will be established to leverage tools, templates and specialized skills, coordinate work plans and share best practices.

KPMG also suggested that City and agency internal audit professionals should meet regularly to share work plans and leverage specialized audit skills and expertise. This working level collaboration with internal audit professionals has already begun.

Provide the City's online submission application for Freedom of Information requests to interested agencies when it becomes available

The City Clerk has a project currently underway, funded through the City's Capital Budget, to automate the City's submission of Freedom of Information requests from the public. KPMG has suggested that the City could extend this initiative to City agencies through a common information technology platform.

Given that some City agencies are considered separate institutions under the *Municipal Freedom of Information and Protection of Privacy Act*, a common information technology platform is not feasible under legislation. The City Clerk recommends that the City make the on-line automated request application available to City agencies as a best practice and to adapt for their use, rather than pursue a common information technology platform.

Insure the Toronto Transit Commission and Toronto Parking Authority under the City's insurance

The City Manager agrees that the Toronto Parking Authority and Toronto Transit Commission should be insured under the City's insurance where the City can provide similar terms at a lower cost, and for non-specialized policies and exclusive of claims. The City Manager, Deputy City Manager and Chief Executive Officer will work with senior agency staff to undertake a cost benefit analysis and report further as required.

Extend the City's provision of lessor activities to the Toronto Transit Commission and Toronto Parking Authority

The City's Real Estate Division currently provides a full suite of lessor services to the Toronto Police Service and Toronto Public Health and some specific lessor services to Toronto Public Library.

KPMG suggest that the City's Real Estate Division provide lessor services including negotiation and tenant management, leasing air rights, and lease administration to the Toronto Parking Authority and Toronto Transit Commission.

The specific operational requirements of both agencies including requirements for specialized lessor services will need to be considered before moving forward. The report recommends that the Chief Corporate Officer work with senior agency staff on the possibility of the City providing this service to these two agencies and report further as required.

b. Implement Pending Further Due Diligence and Planning

The following KPMG opportunities are recommended for implementation following further due diligence and planning and subject to approval of a multi-year implementation plan:

- Expand common procurement and implement strategic sourcing;
- Adopt standard human resource management information technology systems and build agency requirements into solution development;
- Implement shared payroll and benefits administration;
- Expedite the transition to digital records management;
- Implement common information technology infrastructure with a focus on data centres, infrastructure management and storage services;
- Rationalize and consolidate the City's use of information technology applications;
- Establish an information technology platform such as SAP Real Estate to maintain a database of vendor records and information about appraisals, tenant improvements and remediation; and
- Establish a change management centre of excellence to support the implementation of shared services and other major City initiatives.

The development of an implementation plan is discussed further in section 6 of this report.

c. No Further Action Required

The City Manager reviewed the KPMG opportunity to outsource the City's two records centres with the City Clerk and recommend that this not be pursued. Outsourcing the City's two records centres introduces an unnecessary risk to the City and the integrity of its public records for minimal projected cost savings. Toronto Public Health and the Toronto Police Service also raised concerns with this opportunity as they store their records at the City's two records centres including criminal and health records collected under the authority of the Criminal Code of Canada and the *Health Protection and Promotion Act*.

KPMG suggest that a Joint City and Agency Records Management Working Group be established to expand the City's records schema to other agencies and to a greater scope of record. Although KPMG recognized that records collaboration and consultation already exists between the City and its agencies, they believed that there were opportunities for even further standardization. The City Manager discussed this opportunity with both the City Clerk and City agencies and there is agreement that the level of remaining records schema standardization would result in an unnecessary draw on resources and not yield sufficient benefits.

The City Manager and City Clerk recommend that no further action be taken on these opportunities and believe that the City should focus its efforts on the transition to digital records. Transitioning the City and its agencies to digital records will require an assessment of record requirements and reduce reliance for paper based storage over the longer term.

6. Developing a Shared Service Implementation Plan

The KPMG opportunities referred for inclusion in an implementation plan are broad transformational directions that will require significant business process re-engineering, organizational change and information technology investment to successfully implement. Further due diligence and planning will be undertaken and a multi-year implementation plan will be developed.

The City Manager concurs with KPMG that the approach to shared services should be value-driven. KPMG suggests that next steps include a value proposition analysis for each opportunity to evaluate financial savings, service benefits, resource reallocations, and any other benefits over drawbacks, limitations and risks. The value proposition analysis also needs to confirm that moving to shared services will be cost neutral for the City and its agencies and provide a return on investment.

KPMG highlighted that agency engagement at the due diligence and implementation planning stage is critical and that decision-making structures should represent all partner interests to facilitate shared ownership and realize the maximum benefits of shared services. To guide planning and implementation, a Shared Service Steering Committee will be established with membership from City and agency senior management and work teams will be convened to undertake further analysis and operational planning.

KPMG identified dedicated resources as a key enabler for the successful implementation of shared services and proposed a Shared Service Secretariat be established to lead the City and agencies through the next stages of planning and implementation. They also recommend enhanced change management resources to support the shared services implementation and other major City initiatives.

The City Manager recognizes that resources to sustain and manage this change will be important. Dedicated resources will be identified for the initial stages of this work and budget impacts reported as required. Longer term resource requirements will be further

considered and addressed through the development of a multi-year shared service implementation plan.

CONTACT

Rob Rossini, Deputy City Manager and Chief Financial Officer
Phone: 416-392-8773; Fax: 416-397-5236; Email: rrossin@toronto.ca

Lynda Taschereau, Executive Director, Strategic and Corporate Policy
Phone: 416-392-6783; Fax: 416-696-3645; Email: ltascher@toronto.ca

Fiona Murray, Director, Corporate Policy
Phone: 416-397-5214; Fax: 416-696-3645; Email: fmurray@toronto.ca

SIGNATURE

Joseph P. Pennachetti
City Manager

ATTACHMENTS

Appendix A: Summary of Current Shared Services
Appendix B: Disposition of KPMG Opportunities
Appendix C: KPMG Final Report

Appendix A

Summary of Current Shared Services

Service	Exhibition Place	Toronto Parking Authority	Toronto Public Health	Toronto Public Library	Toronto Police Service	Toronto Transit Commission
Legal services ¹	✓	✓	✓	✓	✓	✓
Purchasing services ²	✓	✓	✓	✓	✓	✓
Insurance and Risk Management	✓	X	✓	✓	✓	X
Records storage in City records centres ³	X	X	✓	X	✓	✓
Real estate services ⁴	X	X	✓	✓	✓	X
Internal audit services ⁵	✓	X	✓	X	X	X
Human resource/labour relations services	✓ ⁶	X	✓	X	X	X
Information and technology services and infrastructure	X	X	✓	X	X	X

✓ City provides service to agency
 X The City does not provide service to agency

¹ The City's Legal Services Division provides legal support for real estate transactions to all agencies. In addition, it provides all legal services to Exhibition Place and Toronto Public Health, municipal law expertise to Toronto Public Library and Toronto Parking Authority, and contract, claims and employment law expertise to Toronto Police Service.

² Procurement and Materials Management Division informally collaborate with all agencies for the purchase of select commodities, and provide a full range of procurement services to Exhibition Place and Toronto Public Health.

³ Corporate Information and Management Services store all records for Toronto Public Health and Toronto Transit Commission, and the Toronto Police Services. All records are stored in the City's two records centres.

⁴ Real Estate Services provides a full range of real estate services to Toronto Public Health and Toronto Police Service, and some lessor services to Toronto Public Library.

⁵ Internal Audit provides a full range of internal audit services to Exhibition Place and Toronto Public Health. KPMG did not recommend shared internal audit services for agencies with an existing internal audit function or specific operational requirements such as Toronto Police Service and Toronto Transit Commission.

⁶ The City's Human Resources Division recently executed a Service Level Agreement with Exhibition Place to provide labour relations services, including bargaining, to the agency.

Results of the Shared Services Study
Disposition of KPMG Opportunities

#	KPMG Opportunity	Service Area	Disposition
1.	<p>Labour Relations Strategy and Coordination Develop a City-wide strategy for Labour Relations directed by the Employee and Labour Relations Committee and executed with support from a specialized, coordinated team.</p>	Human Resources	Implement and report further as required
2.	<p>Share Common Learning Functions Training that is generic in nature could be provided as a shared service to the City and its agencies and coordinated through the City's HR Division.</p>	Human Resources	Implement and report further as required
3.	<p>Consolidate Health & Safety Function Consider implementing a shared services model for the provision of occupational health and safety services, to be led by the City's HR division. Site and organization specific processes would remain with respective agencies, as per provincial legislation.</p>	Human Resources	Implement and report further as required
4.	<p>Use of the City's Internal Audit Division by Agencies In-scope agencies that currently do not have an internal audit function should utilize the City's Internal Audit division for their compliance, assurance and business risk consulting needs.</p>	Internal Audit	Implement and report further as required
5.	<p>Quality Assurance Centre of Excellence A formal collaborative structure (e.g., community of practice) is implemented and accessed by staff currently performing quality assurance functions.</p>	Internal Audit	Implement and report further as required

#	KPMG Opportunity	Service Area	Disposition
6.	<p>City Stores Rationalization Rationalization of the corporate stores and reduction of consumable products moving through the stores by significantly increasing the proportion of direct delivered products and the automation of the P2P processes.</p>	Procurement and Materials Management	Continue to implement
7.	<p>Automate Freedom of Information (FOI) Submissions and Intake Process The City and its agencies could automate and digitize the submission and intake of FOI requests submitted by the public through the implementation of a common IT platform.</p>	Records Management	Provide the City's online submission application for Freedom of Information requests to interested agencies when it becomes available
8.	<p>Rationalize Lessor Activities Consolidate lessor activities across agencies into the Leasing & Site Management Unit within Real Estate Services. Examples of lessor activities include negotiations and tenant management, lease abstracting, and lease administration.</p>	Real Estate	Implement pending further planning and report further as required
9.	<p>Use of City Insurance by Toronto Parking Authority TPA adopts the City's insurance program provided the City can provide insurance on similar terms for a lower premium than TPA is currently incurring.</p>	Insurance and Risk Management	Implement where the City is able to provide similar coverage for a lower cost and report further as required
10.	<p>Common Insurance Procurement Toronto Transit Commission works with the City on the procurement of insurance products as well using the City's insurance for the coverage of non-specialized policies.</p>	Insurance and Risk Management	Implement where the City is able to provide similar coverage for a lower cost and report further as required

#	KPMG Opportunity	Service Area	Disposition
11.	<p>Category Management as a Shared Service The creation of a new procurement shared service unit. The mandate of this organization is to operate using category management and strategic sourcing approaches, acting as a procurement 'agent' for the City and agencies.</p>	Procurement and Materials Management	Implement pending further due diligence and the approval of a shared service implementation plan
12.	<p>Common HR Information Systems The City could adopt a leadership role in standardizing HR information systems across agencies, incorporating their needs into the development and implementation of common platforms and applications.</p>	Human Resources	Implement pending further due diligence and the approval of a shared service implementation plan
13.	<p>Shared Payroll and Benefits Administration The City's Pension, Payroll and Employee Benefits Division could become the provider of payroll and administration services for agencies when the maturity and capability of the organization is sufficient to do so.</p>	Payroll and Benefits Administration	Implement pending further due diligence and the approval of a shared service implementation plan
14.	<p>Common IT Infrastructure Services Create a technology infrastructure shared services unit that delivers core IT infrastructure services. The primary focus of the new unit is to provide data centre, infrastructure management, and storage services.</p>	Information Technology	Implement pending further due diligence and the approval of a shared service implementation plan
15.	<p>IT Application Portfolio Rationalization Establishment of a seconded project team with the objective of implementing an application rationalization program. The purpose of this team will be to design the future target state of the application landscape, and identify potential applications for consolidation.</p>	Information Technology	Implement pending further due diligence and the approval of a shared service implementation plan

#	KPMG Opportunity	Service Area	Disposition
16.	<p>Coordinated Contract and Vendor Management</p> <p>The City's Real Estate Services will establish, own and manage an information system platform (e.g., SAP Real Estate Suite) in order to maintain a database of vendor records and share information regarding outsourced real estate services such as appraisals, tenant improvements and remediation.</p>	Real Estate	Implement pending further due diligence and the approval of a shared service implementation plan
17.	<p>Expedite Transition to Digital Records</p> <p>The City should expedite the transition to digital records and include the City agencies in its plan and actions.</p>	Records Management	Implement pending further due diligence and the approval of a shared service implementation plan
18.	<p>Change Management – Centre of Excellence</p> <p>Implement a change management function with the Human Resources Division of the City to assist in the ongoing delivery of components of change.</p>	Human Resources	Implement and report further as required
19.	<p>Records Centre Alternate Service Delivery</p> <p>The operation and management of the City's two storage centres could be outsourced to a third party record storage service provider.</p>	Records Management	No further action required
20.	<p>Formalize Records Management Collaboration</p> <p>A Joint Working Group could be established to formalize a community of practice for records management practitioners across the City.</p>	Records Management	No further action required

Report dated June 03, 2013 from Alok Mukherjee, Chair:

SUBJECT: CITY OF TORONTO SHARED SERVICES STUDY

Recommendations:

It is recommended that

- (1) The Board receive the Executive Committee recommendations of May 28, 2013 and the City of Toronto Shared Services Efficiency Study,
- (2) The Board advise the City Manager that the Board will work in cooperation with him during his on-going review and implementation of shared services opportunities,
- (3) Given that the Board does not have its own internal auditors, the City Manager be requested to advise whether the City's Internal Audit services can be made available to the Board, upon request, to conduct audits with respect to the Toronto Police Service; and,
- (4) The Chair, in consultation with the City Manager and the TPS/TPSB Manager of Labour Relations, provide to the Board, for consideration at its October meeting, a draft process for ensuring that the City's strategic labour relations priorities are communicated to, and considered by, the Board in its preparations for collective bargaining

Financial Implications:

As it pertains to the Toronto Police Services Board, the financial implications of the recommendations and opportunities identified in the Shared Services Efficiency Study are unknown, at this time.

Background/Purpose:

I anticipate that the Board will receive the City of Toronto Shared Services Efficiency Study at its public meeting on June 20, 2013. I have invited Mr Rob Rossini, Deputy City Manager and CFO, to attend the Board meeting and make a brief presentation with respect to this report.

Discussion:

The City of Toronto's Executive Committee considered the Shared Services Efficiency Study at its meeting on May 28, 2013. A copy of the Executive Committee decision is included with Mr Rossini's report.

The Shared Services report presents a number of opportunities for potential collaboration or enhanced and continued collaboration particularly in the areas of human resource management, labour relations and internal audit. The report also discusses a number of areas where the

Toronto Police Service and the Toronto Police Services Board already share services or extensively collaborates with the City; namely, legal services, procurement, IT infrastructure and real estate services.

In terms of the potential for expanded sharing or collaboration, I am proposing that the Board explore the possibility of accessing the City's internal audit division for the provision of quality assurance services to the Board. The Toronto Police Service Quality Assurance Unit reports to the Chief and conducts audits and reviews, the results of which are not made available to the Board. I recommend that the Board explore the possibility of accessing the expertise of the City's Audit Services Division and, if collaboration is possible, the Board develop an audit policy reflecting this collaboration and setting out the scope and process of auditing at the Toronto Police Services Board.

With respect to human resources management and labour relations, it is my recommendation that the Board refer this portion of the Shared Services report to me for the preparation of a report back to the Board in the autumn of 2013. I propose to consult with the City Manager and the TPS/TPSB Manager of Labour Relations, and provide to the Board, for consideration at its October meeting, a draft process for ensuring that the City's strategic labour relations priorities are communicated to, and considered by, the Board in its preparations for collective bargaining

Conclusion:

The shared services report discusses opportunities for further collaboration with the City of Toronto. At this early stage, the details of the potential sharing are not yet clear nor are the potential efficiencies defined or known; however, Executive Committee has endorsed an implementation plan for the City Manager and I propose that the Board cooperate to the fullest extent possible with the City Manager's implementation plans.

June 17, 2013

Chair and Members of the Toronto Police Services Board
40 College Street
Toronto, ON M5G 2J3

Re: Shared Services Study – City Agencies

City Council considered my report on the Results of the Shared Services Study for City Agencies on June 11-13, 2013 and unanimously adopted all of the report's recommendations.

I want to thank the Toronto Police Services Board, Chief Blair and the Toronto Police Service for supporting the Shared Services study through a positive working relationship with KPMG and City staff on this project.

The study found that the City and the TPSB and TPS have already adopted a shared service approach in many areas and identified several areas for further rationalization and potential efficiencies including:

- the development of a City-wide labour relations strategy
- provision of generic human resource training and learning functions
- increased shared procurement of common goods and services
- shared information technology infrastructure and rationalization of IT applications

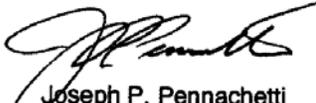
At the June 20th, 2013, meeting of the Board, Roberto Rossini (Deputy City Manager and Chief Financial Officer) and Lynda Taschereau (Executive Director, Strategic and Corporate Policy, City Manager's Office) will provide more detail on Council's decisions relevant to the TPSB and TPS along with next steps regarding implementation.

I have reviewed the Chair's report which will be before the TPSB on June 20th and support his recommendations. I agree that there is an opportunity for the TPSB to access the City's Internal Audit services. If this is approved by the Board I will request the Director of Internal Audit to meet with Board representatives to move this initiative forward with a view to building it into the annual internal audit work plan.

Along with the City's Executive Director of Human Resources, I will work with the Chair to provide further information to the Board related to a corporate strategic labour relations strategy that will support upcoming collective bargaining.

I look forward to continuing to work closely with the Toronto Police Service, through the Board and Chief, as we move into the planning and implementation phases of the shared services initiative.

Yours truly,



Joseph P. Pennachetti
City Manager

cc: Chief William Blair, Toronto Police Services
Roberto Rossini, Deputy City Manager and CFO
Lynda Taschereau, Executive Director, Strategic & Corporate Policy

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 20, 2013**

**#P159. PARKING ENFORCEMENT - ROLES OF THE TORONTO POLICE
SERVICE AND THE CITY OF TORONTO**

The Board was in receipt of a report dated May 21, 2013 from William Blair, Chief of Police, with regard to a presentation that would be delivered to the Board about parking enforcement and the collection of fines in the City of Toronto. A copy of the report is on file in the Board office.

The Board deferred consideration of the foregoing report and the presentation to its July 18, 2013 meeting.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 20, 2013**

**#P160. STREET CHECKS – INTERIM RECEIPT PROCESS & DEFERRAL OF
THE AUDITOR GENERAL’S REVIEW OF THE POLICE COLLECTION
OF DEMOGRAPHIC DATA**

The Board was in receipt of the following report June 07, 2013 from Marie Moliner, Board Member & Chair, Street Check Sub-Committee:

Subject: UPDATE - TORONTO POLICE SERVICES BOARD STREET CHECK SUB-COMMITTEE

Recommendation:

It is recommended that the Board receive the following report.

Financial Implications:

There are no financial implications arising from the Board’s receipt of this report.

Background/Purpose:

In its last update report to the Toronto Police Services Board, the Street Check Sub-Committee proposed a series of recommendations which were adopted, as amended, by the Board as follows:

- a. That, as an interim measure, the Chief implement by no later than July 1, 2013, the use of Form 306, proposed by the Chief at the Board meeting in December 2012, for all stops where a FIR (208) is required to be completed.
- b. If the Form 306 continues to include a reference to “community engagement”, that the Chief provide the Board, for its’ information, a copy of the written instructions to TPS members defining what types of interactions constitute “community engagement”.
- c. That the Chief prepare a public communiqué to be posted on the TPS website and on Divisional web pages, which explains the purpose of the relevant Street Check forms and how they inter-relate. For ease of reference by the public, the current forms being used (208/FIR/306) should be posted to the website as part of this communiqué.
- d. That the Chief provide a report to the Board responding to the deputants’ requests for revisions to Form 208/FIR and to the viability of providing a carbon copy or equivalent record so that individuals are more fully informed of what has resulted from the stop and able to obtain appropriate information.

- e. That the Chief provide, to the Sub-committee, a list and summary of all materials the TPS has gathered on the collection of race-based data on stops.
- f. That, as offered by the Chief at the Board's meeting in December 2012, the Chief produce a standardized quarterly report for the Board on Street Check practices beginning with the first quarter of 2013; including information about the implementation of Form 306, about the age and race of persons stopped and additional information which will enable an analysis of the nature and quality of Street Check activity and its impact on community safety (Min. P271/12 refers).
- g. That the Chief provide a status report at the June 2013 public Board meeting on the implementation of these directions.

The Board also approved a recommendation which requested that the Chief work closely with the Sub-Committee as it works through the various tasks enumerated in the Sub-Committee's draft Terms of Reference (Board Min. P121/13 refers).

Discussion:

Since the last update report the Street Check Sub-Committee has held two meetings.

On May 21, 2013, the Street Check Sub-Committee convened a meeting to which it invited City of Toronto Auditor General Jeff Griffiths and his staff. The Auditor General attended this meeting in light of the Board's 2012 request that he conduct an analysis of TPS community contacts. (Report from Auditor General filed separately)

The Sub-Committee received an update from Deputy Chief Peter Sloly who advised that extensive work is being done within the Toronto Police Service to review and substantially revise the current Field Information Report (FIR) process and to consider the most workable format for an interim receipt. The Sub-Committee was advised as to the complexity of this work and the challenges the Service is facing to complete its Street Check review and develop an appropriate receipt, print and distribute the receipt, and conduct training for Service members prior to the Board-approved July 1, 2013 implementation date.

Given the on-going review and revision process within the Service, the Sub-Committee determined that, with respect to items (a) through (g) in its April 25, 2013 report (cited above) it is reasonable to expect that, while most of the requested items can be addressed by July, items (e) and (f) will not be available to the Board until late 2013, at the earliest.

The Sub-Committee met again on May 28, 2013. At this meeting, the Sub-Committee invited a number of community stakeholders to hear Deputy Sloly and members of his team describe the revisions that are being contemplated to the Street Check process and the challenges presented by the timelines approved by the Board, particularly for the implementation of the receipt.

This Sub-Committee meeting was attended by several individuals, organizations and institutions interested in the issue including Mr. Alvin Curling, co-author of the Roots of Youth Violence Report, Mr. Doug Ewart, Policy Lead, Roots of Youth Violence Report, and a representative of the Jamaican Canadian Association.

The stakeholders were invited to attend because of the impending new developments in the TPS approach to Street Checks and because of the timelines with respect to the work of both the Street Check Sub-Committee and the Chief's internal review on police-community interaction in public places, being led by Deputy Sloly. Deputy Sloly outlined the proposed, revised process for Street Checks and explained the various challenges including those presented by the implementation schedule approved by the Street Check Sub-Committee and the Board.

Sub-Committee members expressed appreciation for the thoughtful input provided by the stakeholders. The Sub-Committee committed to providing the stakeholders with an update prior to the June 20, 2013 Board meeting.

Conclusion:

There has been significant work done over the past 6 weeks by Deputy Chief Peter Sloly and his team. The Street Check Sub-Committee looks forward to the Board's consideration of the report from Chief Blair at the June 20, 2013 Board meeting and to

The Board was also in receipt of the following report June 05, 2013 from Jeff Griffiths, Auditor General, City of Toronto:

SUBJECT: DEFERRAL OF AUDITOR GENERAL'S REVIEW OF POLICE COLLECTION OF DEMOGRAPHIC DATA

SUMMARY

The purpose of this report is to inform the Police Services Board of the deferral of the Auditor General's review of police collection of demographic data. The Auditor General determined that the deferral was necessary and appropriate given the Police Service's plan to implement significant changes to street checks conducted by officers.

In response to the Board's request to conduct a project on police collection of demographic data, the Auditor General assigned staff to begin planning for the requested project. In addition, the Auditor General held four separate meetings in April and May 2013 with the Chair of the Board, the Chief of Police, the Deputy Chief of Police, and the Director of the City's Legal Services Division to discuss the proposed terms of reference for the project.

The Auditor General also attended the Street Check Sub-Committee's May 21, 2013 meeting, and presented his draft project terms of reference to the Sub-Committee. During the meeting, Deputy Chief Sloly advised that the Service has been undertaking an internal review of the street check practice, and would be implementing significant changes that will take effect July 1, 2013. The planned changes, according to the Deputy Police Chief, would substantially alter and improve police policies and procedures, data collection and retention, officer training, and officer performance evaluation relating to street checks.

Conducting any audit when significant changes to policies and procedures are being implemented provides little to no value and results in the inefficient use of audit resources. In view of the latest information from the Police Service, the Auditor General has decided to defer the review until after the Service has implemented the planned changes. A review by the Auditor General may be contemplated after the new policies and procedures have been in effect for at least 12 months.

The decision to defer the Auditor General's review was supported by members of the Street Check Sub-Committee, the Director of the City's Legal Services Division, and the Deputy Police Chief at the Street Check Sub-Committee's May meeting. The Auditor General also consulted the Chair of the Board on the deferral prior to preparing this report.

RECOMMENDATION

The Auditor General recommends that:

1. This report be forwarded to the City's Audit Committee for information.

Financial Impact

The recommendations in this report have no financial impact.

DECISION HISTORY

At its April 5, 2012 meeting, the Toronto Police Services Board approved a report containing the following recommendations:

1. (that) the Board, in order to establish baseline data showing the pattern of contact between the police and members of the community in general, and young people from certain ethno-racial backgrounds in particular, request the City of Toronto Auditor General conduct a project to collect and analyze data related to such contacts between the police and the community; and
2. (that) the Auditor General be requested to report to the Board in public on the results of the project, no later than the December 2013 meeting of the Board.

The Board also approved, *inter alia*, the following Motion:

THAT the Auditor General be requested to meet and consult with the Chief of Police and the Police Services Board in the development of terms of reference for this study and identify any procedural issues that may require the Board's direction.

In response to the Board's request, the Auditor General included in his 2013 Audit Work Plan a review of police collection of demographic data. The 2013 Audit Work Plan was adopted by City Council at its November 2012 meeting. The 2013 Audit Work Plan is available at: <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2012.AU9.4>

COMMENTS

In accordance with the 2013 Audit Work Plan, audit staff began preliminary planning for the requested project in early 2013. Planning activities included reviews of the following information:

- relevant deputations and reports to the Board
- police policies and procedures governing street checks
- the form used to collect street check data
- related newspaper articles and other published studies
- consultation with academics with expertise in police services.

In addition, in accordance with the Board's request and the approved Motion, the Auditor General held separate meetings with the Chair of the Board, the Chief of Police, the Deputy Chief of Police, and the Director of the City Legal Services Division in April and May 2013 to discuss the development of the terms of reference for the requested project.

Based on results of preliminary audit reviews and consultations, the Auditor General decided to broaden the scope of the requested project to include other areas in addition to a quantitative analysis of street check statistics. The expanded scope included other aspects of street checks such as:

- the design and implementation of supervision and monitoring
- data collection and retention
- officer training
- performance evaluation.

A draft audit terms of reference had been developed based on the expanded scope.

The draft terms of reference was presented and discussed at the Street Check Sub-Committee's May 21, 2013 meeting by the Auditor General. During the meeting, Deputy Chief Soly advised that the Service has been undertaking an extensive internal review of police street checks and would be implementing substantial changes to the practice starting July 1, 2013. The planned changes, according to the Deputy Chief, would significantly improve existing policies and procedures governing street checks, types of information collected, record retention, officer training, and the design of officer performance evaluation in relation to street checks.

After considering the latest information from the Deputy Police Chief, the Auditor General determined that a review should not be conducted during a time when the Service would be introducing significant changes to its street check practice. A review by the Auditor General may be considered after all of the changes have been in effect for at least 12 months.

With support from members of the Street Check Sub-Committee, the Director of the City's Legal Services Division, and the Deputy Police Chief, the Auditor General decided to defer the planned review until a later time when the Police Service has completed the implementation of changes to improve the street check practice. Prior to preparing this report, the Auditor General also consulted with the Chair of the Board on the deferral of the planned review.

CONTACT

Alan Ash, Director, Auditor General's Office

Tel: 416-392-8476, Fax: 416-392-3754, E-mail: aash@toronto.ca

Jane Ying, Senior Audit Manager, Auditor General's Office

Tel: 416-392-8480, Fax: 416-392-3754, E-mail: jying@toronto.ca

The following persons were in attendance and delivered a presentation to the Board on the interim receipt process:

- **Deputy Chief Peter Sloly, Divisional Policing Command;**
- **Sgt. Aly Virji, FIR Review Team; and**
- **P.C. Ali Moosvi, FIR Review Team.**

A paper copy of the presentation is appended to this Minute for information.

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

- **Howard Morton and James Roundell, The Law Union of Ontario ***
- **Odion Fayalo, Justice is Not Colour Blind ***
- **John Sewell, Toronto Police Accountability Coalition**
- **Barbara Hall, Chief Commissioner, Ontario Human Rights Commission**
- **Roger Love, African Canadian Legal Clinic ***

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

The Board was also in receipt of the following written submissions:

- **June 10, 2013 from Alvin Curling, Strategic Advisor on Youth Opportunities to the Minister of Children and Youth Services**
- **June 20, 2013 from Noa Mendelsohn Aviv, Equity Program Director, Canadian Civil Liberties Association**

Copies of the foregoing written submissions are on file in the Board office.

Following the presentation and the deputations, Chief Blair and Deputy Chief Sloly responded to questions by the Board.

The Board approved the following Motions:

- 1. THAT the Board receive the deputations and the written submissions and that these be referred to the Board's Street Check Sub-Committee;**
- 2. THAT the Board receive the report from Ms. Moliner;**
- 3. THAT the Board receive the presentation delivered by Deputy Chief Sloly, Sgt. Virji and PC Moosvi; and**
- 4. THAT the Board receive Mr. Griffiths' report and forward a copy to the City of Toronto - Audit Committee for information.**

Moved by: M. Moliner

Note: an electronic copy of the presentation on the interim receipt process is not available. A paper copy is available in the Board office.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 20, 2013**

**#P161. SPECIAL FUND – REQUEST FOR FUNDS: 2013 WORLD POLICE AND
FIRE GAMES RECEPTION**

The Board was in receipt of the following report May 31, 2013 from Alok Mukherjee, Chair:

Subject: REQUEST FOR FUNDS: 2013 WORLD POLICE & FIRE GAMES (WPFG)
RECEPTION

Recommendation:

It is recommended that, as an exception to the Board's Special Fund Policy, the Board approve an expenditure from the Special Fund in the amount of \$1,500.00, inclusive of taxes, to support a reception for athletes participating in the 2013 World Police & Fire Games.

Financial Implications:

If the Board approves the recommendation contained in this report, the Special fund will be reduced in the amount of \$1,500.00. The current balance in the Special Fund as at March 31, 2013 is \$1,276,127.00.

Background/Purpose:

I am in receipt of correspondence dated May 22, 2013 from Staff Sergeant Charlene Baptist, President, Toronto Police Amateur Athletic Association (TPAAA), requesting that the Board contribute a third of the cost toward hosting a reception in support of over 100 Toronto Police Service (TPS) athletes participating in the 2013 World Police and Fire Games (WPFG) to be held in Belfast, Northern Ireland, from August 1 to 10, 2013.

Discussion:

In 1985, the WPFG Federation, a non-profit organization, established the WPFG. Today, the WPFG is an international sporting event, offering police officers, fire fighters, customs and correction officers from around the world an opportunity to showcase their athletic excellence in over 65 sporting events. In terms of the number of competitors, the WPFG is the third largest multi-sports event in the world, after the Olympics and the World Masters.

This year, the WPFG is being held in Belfast, Northern Ireland from August 1 to August 10, 2013. To date, over 100 TPS members are registered to compete. Police athletes dedicate thousands of hours to train for this event and are attending on their own time. This event is a great opportunity for TPS members to work together to reinforce the spirit of teamwork; to meet with other law enforcement officials from around the world, as well as provide an opportunity for TPS members to showcase the Service and the City of Toronto.

In previous years the Board has partnered with the TPAAA in support of TPS participation in the WPFPG by contribution towards the cost of the reception. This is an opportunity for the Board to encourage and provide its continued support of TPS members that are engaged in positive community relations.

The WPFPG reception for TPS athletes will be held on Wednesday, July 10th at 5:30 p.m., in the Toronto Police Association Building, 180 Yorkland Blvd, Toronto, Ontario M2J 1R5. The TPAAA has extended an invitation to all Board members who wish to attend. A copy of S/Sergeant Baptist's correspondence is attached to this report for information.

Conclusion:

Therefore, it is recommended that, as an exception to the Board's Special Fund Policy, the Board approve an expenditure from the Special Fund in the amount of \$1,500.00, inclusive of taxes, to support a reception for athletes participating in the 2013 World Police & Fire Games.

The Board approved the foregoing report.

Moved by: D. Noria



**TORONTO POLICE AMATEUR
ATHLETIC ASSOCIATION**

180 YORKLAND BLVD. SUITE 28, TORONTO, ONTARIO M2J 1R5 (416) 502-8711 or 1-888-76 TP AAA FAX: (416) 502-8714

DATE RECEIVED

MAY 23 2013

TORONTO
POLICE SERVICES BOARD

May 22, 2013

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

Dear Dr. Mukherjee:

The World Police and Fire Games are fast approaching. This year the Games will be held in Belfast, Northern Ireland from August 1st to August 10th. The Toronto Police Amateur Athletic Association is expecting to support over 100 athletes from the Toronto Police Service who will be attending this event.

As in past years the TPAAA will be coordinating a reception on August 2nd for our athletes attending the Games. This event will provide an opportunity for our members to connect with colleagues and friends far from home and provide support and encouragement to each other in upcoming competitions.

The Toronto Police Services Board has partnered with us in the past in this endeavour and I am requesting the Board's assistance once again this year. We will also be looking for assistance from our other past partner the Toronto Police Association.

The budget for this event is \$4500. We anticipate sharing the expense with our partners on a one third basis. Therefore I am respectfully requesting a donation to this event from the Toronto Police Services Board in the amount of \$1500.

On behalf of the members, the Board and the Executive of the Toronto Police Amateur Athletic Association I want to thank you in advance for taking the time to consider this request. I would also like to extend an open invitation to any members of the Board that may be in the Belfast area on the day of the reception to please feel welcome to attend and offer your support and encouragement to our athletes.

We are planning a send off reception for our athletes on July 10 at 530pm in the TPA Building . All members of your Board are welcome to attend that reception as well.

Sincerely

A handwritten signature in cursive script that reads "CBaptist".

Charlene Baptist
Staff Sergeant
Toronto Police Service

President
Toronto Police Amateur Athletic Association

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 20, 2013**

**#P162. SPECIAL FUND – REQUEST FOR FUNDS: TORONTO POLICE
SERVICE CRICKET CLUB AND STANDING AUTHORITY FOR
FUTURE ANNUAL FUNDS**

The Board was in receipt of the following report May 29, 2013 from Alok Mukherjee, Chair:

Subject: SPECIAL FUND REQUEST: TORONTO POLICE SERVICE CRICKET CLUB

Recommendation:

It is recommended:

1. THAT the Board approve \$9,000.00 from the Special Fund to help offset the 2013 maintenance cost of the Toronto Police Service Cricket Club (TPSCC) playing field; and
2. THAT the cost of maintaining the TPSCC playing field be included in the list of annual request for Special Fund provided by the Chief, effective 2014.

Financial Implications:

If the recommendations contained in this report are approved, the Special Fund will be reduced in the amount of \$9,000.00 in 2013 and the Special fund will incur an annual expenditure of \$9,000.00. The current balance in the Special Fund is approximately \$1,276,127.00.

Background/Purpose:

The Toronto Police Service Cricket Club was founded in 1992. Over the last 20 years the club has developed and sustained positive relationships with various communities including a wide cross section of youth organizations. In 1994 the TPSCC acquired land which the club dedicated to the memory of Police Constable Percy B. Cummins who was fatally shot in Toronto on September 23, 1981. The sustainability of the TPSCC is being threatened as a result of the downloading of land taxes to the club.

Discussion:

In 1994 the TPSCC negotiated a 5 year lease with Hydro valued at \$1 dollar a year for a plot of land officially described as Lot 21 and 22, Concession 4, located at the south east corner of Whitheather Blvd and McNicol Avenue and is 7. acres. The lease has been renewed at the same rate since 1994. The agreement was made on the condition that the TPSCC would maintain and upkeep the land. Expenses associated with the cost of maintaining the ground is paid for from funds received annually from the Toronto Police Amateur Athletic Association, membership dues and social functions.

Prior to 2008 the cost of the land tax was absorbed by Hydro One. However since 2008 the land tax has been downloaded to the TPSCC. The TPSCC has reviewed and explored various sources of funding and has managed to carry the costs, with some difficulty, from 2008 to 2009. In 2010, the Board approved \$9,000 from the Special Fund to help offset the maintenance cost of the TPSCC playing field (Min. No. P286/10 refers). However, the TPSCC has not been able to secure sustainable funding to defray the cost of the tax. The additional cost of approximately \$9,000.00 annually has created a financial burden which is threatening the club's sustainability.

The Club has formed on-going partnerships with local and US based cricket clubs to enhance the reputation of the Service. It continues to partner with community members and organizations to address and assist youth and at risk youth issues. Further, for many years, the Percy Cummins Cricket Ground was the only visible community tribute to Toronto's only Black officer killed in the line of duty. The cricket ground continues to be a highly recognized tribute to Officer Cummins within the Black community.

Since its inception over 20 years ago, the TPSCC continues to provide a unique opportunity for members of the Service and members of the public to join together and celebrate the diversity that makes Toronto a vibrant city, it continues to address youth issues, and serves as a means of promoting positive community-police relations. Appended to this report is a list of some of the community events/initiatives the TPSCC has initiated or participated in over the years.

Conclusion:

In 2010, the Board granted standing authority to the Chair and Vice Chair to approve expenditures from the Special Fund for annual internal and external community events and or initiatives involving the Board and or the Service that meet the Special Fund Policy criteria. The annual events/initiatives are submitted to the Board by the Chief for information annually at the beginning of each calendar year, with each individual event totalling less than \$10,000.00 (Min. No. P208/10 refers). The TPSCC plays a vital role in community engagement and community policing, and it is recommended that it be included in the annual list of events.

Further, TPSCC activities are in keeping with the Special Fund Policy Community Outreach provision which outlines the criteria for funding of community-oriented policing activities that involve a co-operative effort on the part of the Toronto Police Service and the community that addresses:

- a. Initiatives involving members of the Toronto Police Service that benefit children and/or youth and/or their families; and
- b. Initiatives addressing violence prevention or prevention of repetition of violence or the root causes of violence.

Therefore, it is recommended:

1. THAT the Board approve \$9,000.00 from the Special Fund to help offset the 2013 maintenance cost of the Toronto Police Service Cricket Club (TPSCC) playing field; and
2. THAT the cost of maintaining the TPSCC playing field be included in the list of annual request for Special Fund provided by the Chief, effective 2014.

The Board approved the foregoing report.

Moved by: A. Pringle

TORONTO POLICE SERVICE CRICKET CLUB COMMUNITY INITIATIVES

Since its inception in 1992, the TPSCC has initiated or participated in the following community events:

- Fundraising dance with proceeds to Variety Village to support athletic program.
- Partnership with schools to coach cricket and provide mentoring to students.
- In partnership with Pro Action, hosted children from various social service agencies (over 1000 hosted to date) at annual picnics.
- Collected and distributed education material to less privileged children.
- Partnered with the Toronto Breakfast Club to raise funds in support of its program. TPSCC members have also volunteered and served breakfast to participating children.
- Hosted Christmas parties for children and mothers fleeing abusive homes.
- Fundraising and participation in Camp Jumoke walkathon to raise funds to send Sickle Cell afflicted children to summer camp (over \$50,000.00 raised thus far). This initiative is on-going.
3.
- Partnered with members of 13 Division and the local councillor to host community cricket matches aimed at building community relations
- Organized and hosted fundraising event to raise funds to assist the hurricane ravaged island of Grenada.
4.
- The TPSCC undertook to assist in rebuilding two schools damaged by the hurricane. This was completed with the assistance of Retired Constable Doreen Guy.
5.
- The TPSCC secured and shipped ten computers to Grenada to assist education endeavours
- Fundraising partnership with the Canadian Cricket Academy to raise funds for the Canadian Cancer Society. \$10,000.00 raised and donated from recent event.
- Formed partnership with the Chartered Institute of Management Accountants to raise awareness of cricket in Toronto through competition for the Mayor's Cup Cricket event
- On-going partnership with local and U.S. based cricket clubs to enhance the reputation of the Service. (The club includes community members on its team to further this objective).

- Plan and host the annual Percy Cummins Memorial game. This game is played annually in July since 1998 at the Percy Cummings Grounds and commemorates the life and service of Const. Percy Cummins who was killed on duty in 1981. This event is publicized in local media and is attended by politicians, members of Police Service Board, members of the TPS Command, members of the Caribbean Consular Core and community members
- Partnership with the Employment Office to host cricket events aimed at targeted recruiting
- On-going partnership with Canadian Women's Cricket Association to enhance the profile of women in the game as well as to form positive relations
- On-going partnership with other community cricket clubs and organizations to enhance Police/community relations
- 6.
- Formed Law Enforcement partnerships with GTA Services and NYPC to participate in an annual competition (alternately hosted at The Percy Cummins Cricket Grounds and in New York city)

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 20, 2013**

**#P163. CHIEF'S INTERNAL ORGANIZATIONAL REVIEW – STATUS OF 54
AND 13 DIVISIONS**

The Board was in receipt of the following report May 22, 2013 from William Blair, Chief of Police:

Subject: CHIEF'S INTERNAL ORGANIZATIONAL REVIEW (CIOR) - CLOSING 54
AND 13 DIVISIONS

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:

As first reported to the Board at its meetings on April 19 and May 18, 2012, the Service is currently conducting a comprehensive internal review of all aspects of policing in the Toronto Police Service (Min. Nos. C125/12 and C165/12 refer). This review is known as the Chief's Internal Organizational Review (CIOR).

As reported to the Confidential Board in July 2012 the Service was conducting a review into the closing of 13 and 54 Divisions (Min. No. C236/12 refers). This review concluded on November 21, 2012. The CIOR Steering Committee supported the review team's recommendation to not close the divisions. The completion of this review was reported to the Board in January 2013 (Min. No. C1/13 refers). The decision to not close the divisions was reported to the Board in March 2013 (Min. No. C56 refers).

Discussion:

On May 2, 2012 a CIOR review was approved to assess the viability of closing Divisions 13 and 54. Part of the justification for initiating the review was the end of life cycle replacement of these two divisions which were next for replacement on the capital project list. The planned for expenditures on these divisions was thirty nine (39) and thirty six (36) million dollars for 13 Division and 54 Division respectively. The review team was asked to consider all relevant factors. These factors included the following for both communities:

- efficient and effective delivery of policing services
- stakeholder needs
- risks to public safety
- risks to officer safety
- the opportunities for fiscal savings
- opportunities for efficiency
- alternative delivery models including consolidation to other divisions
- capacity issues at alternative facilities
- risks to the organization
- a full cost benefit analysis

There was extensive consultation of internal stakeholders. External stakeholder consultations included the following:

- Meeting with Councillors Fragadakis, Davis, and Palmer (rep.) – June 21, 2012
- Town Hall with Councillor Palacio – July 4 , 2012
- Meeting with Councillor Mihevic – July 5 , 2012
- Oakwood Village BIA Board meeting – July 11 , 2012
- 13 Div. Jewish Community meeting – July 12 , 2012
- Meeting with Councillor Colle – July 17, 2012
- 13 Div. meeting with Gesher Canada – July 17, 2012
- Town Hall with Councillor Colle – July 18 , 2012
- Town Hall with Councillor Fragadakis – July 18 , 2012
- Meeting with Ministry of the Attorney General – July 19 , 2012
- Telephone conferences with City of Toronto Planning Division – August 2012
- Town Hall with Councillor Davis – September 5, 2012
- Town Hall with Councillor Parker – September 11, 2012

The review was presented to the CIOR Steering Committee. The CIOR Steering Committee did not recommend closing the divisions.

Conclusion:

The CIOR will continue to focus on creating an enhanced and sustainable model of policing for the Toronto Police Service.

Deputy Chief Michael Federico, Corporate Command, will be in attendance to answer any questions that the Board may have.

cont...d

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

- **Mary Fragedakis, Councillor, Ward 29 Toronto-Danforth, City of Toronto ***
- **Justin Van Dette, President, Parkview Hills Community Association**
- **Jim Parker, Co-Chair, 54 Division Community Police Liaison Committee ***
- **Janet Davis, Councillor, Ward 31 Beaches-East York, City of Toronto ****

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

**** petition – containing 173 signatures - opposing the closing of 54 Division or amalgamating 54 Division with another Division also provided; copy on file in the Board office.**

The Board was also in receipt of the following written submissions:

- **dated June 20, 2013 from Matt Turner**
- **dated March 04, 2013 from Friends of 54 Division**

Copies of the foregoing written submissions are on file in the Board office.

The Board approved the following Motion:

THAT the Board receive the Chief's report, the deputations and written submissions and the petition.

Moved by: M. Thompson

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 20, 2013**

**#P164. CHIEF'S INTERNAL ORGANIZATIONAL REVIEW – METHODOLOGY
UPDATE**

The Board was in receipt of the following report May 22, 2013 from William Blair, Chief of Police:

Subject: CHIEF'S INTERNAL ORGANIZATIONAL REVIEW METHODOLOGY AND
UPDATE

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:

As first reported to the Board at its meetings on April 19 and May 18, 2012, the Service is currently conducting a comprehensive internal review of all aspects of policing in the Toronto Police Service (Min. Nos. C125/12 and C165/12 refer). This review is known as the Chief's Internal Organizational Review (CIOR).

As identified at the April 25, 2013 Board meeting, City Council requested the Chair, Toronto Police Services Board to report back to the Deputy City Manager and Chief Financial Officer on the outcomes of the Chief's Internal Organizational Review. The Chair has requested the Chief report on the methodology and outcomes, to date, of the Chief's Internal Organizational Review (CIOR) (Min. No. P115/13 refers).

This report will describe the methodology of the CIOR and the outcomes to date.

Discussion:

In February 2012, Chief William Blair commenced a Review of the Toronto Police Service, including its services delivered, business processes and organizational structure.

The purpose of this review was to examine how the Service was conducting business, and considered the questions: Can we do it better? Can we do it more effectively and more economically? Are we delivering services of value to our community? Are we efficiently meeting our obligations? Are there alternative methodologies to deliver service in a more efficient, effective and economical manner?

To initiate the process two senior officers with business and project management experience were assigned to create a process and to facilitate the CIOR. This team is known as the CIOR Team (CIORT). While the mandate of the CIOR was to create a more efficient, effective, and economical Service, while looking for opportunities to achieve excellence in service delivery, the mandate of the CIORT was to engage members from all areas of the Service to participate in that process. The philosophy was to engage those who know best about their areas of business to bring ideas forward to improve service delivery, and to participate in that change process. This was facilitated in part by a communication strategy and an internal website which included transparency of all ideas and reviews.

All members of the Service were encouraged to put forward ideas for improvement. The CIOR established three methods for members to suggest changes and efficiencies for the Service. These methods included a simple suggestion by email, a more explicit suggestion known as an idea generation, and a fully developed review proposal. The Chief and his Command were committed to hear all ideas to facilitate engagement of the membership.

Once ideas are developed fully to review proposals they are scored against a matrix of opportunities and limits by a panel of experts, from all business areas of the Service, sitting as an Assessment Team. The Assessment Team then amplifies the proposal. Proposals are presented to the Command which sits as a Steering Committee and includes two Board members in an advisory capacity. The Steering Committee assesses and decides which proposals are worthy of a full review. The Steering Committee also determines a review team lead who is a senior manager with subject matter expertise.

The CIORT supports the review team that is assigned ensuring consistency in project management, document management, review methodology, business analysis, and the preparation of the final report. Upon conclusion of a review the final report is presented to the Assessment Team. This team ensures a thorough review was conducted, all stakeholders were addressed, assumptions are challenged and a thorough business analysis was conducted. The CIORT present the Final Report with recommendations to the Steering Committee for deliberation. If approved for implementation, a team is tasked and once again managed by the CIORT.

The CIOR has utilized internal and external expertise to build the process. The external expertise included business academics and industry experts. Two reviews have been conducted by external consultants with expertise in organizational structure and business process and labour optimization.

CIOR Update

As of May 2013 there are seven (7) CIOR reviews in the implementation stage: Divisional Prisoner Management, Flexible Schedules for Specialized Units (8&6), TPS Auxiliary Policing Program, the Review to Civilianize Forensic Identification Officers, the CopLogic Shoplifting Diversion review, and the Organizational Structure review (see Table 4 below). A review into

the use of technology to improve traffic safety in Toronto is also complete although that review continues in part, to determine the best model for TPS traffic service delivery and deployment.

Employee Engagement and overall CIOR business is reflected in the following table (Table 1).

Table 1	
Employee Engagement - Reviews/Ideas/Suggestions Generated	Number
Suggestions to Date	99
Ideas Generated	58
Reviews Proposed	28
Active CIOR Reviews	13
Pending Final Approval to Review	0
Reviews Completed	10
Reviews Completed and in Implementation	7

All reviews and their current status are itemized on the table below (Table 2).

Table 2												
Status of Review Projects (continued)												
Description Y –potential N –N/A	Civilianization	Consolidation	Outsourcing	Shared Services	Privatization	P.P. Partnerships	Cost Avoidance/ Savings	Efficiency	Service Excellence	Technology	Review Status	Potential Annualized Economies (estimates)
Divisional Prisoner Management	Y	N	Y	N	N	N	Y	Y	Y	Y	Implement	\$2.1 million upon full implementation
Flexible Schedules for Specialized Units (8&6)	N	N	N	N	N	N	Y	Y	Y	N	Implement	To Be Determined (TBD)
TPS Auxiliary Policing Program	N	N	N	N	N	N	N	Y	Y	N	Implement	Nil
Table 2												
Status of Review Projects (continued)												

Description Y –potential N –N/A	Civilianization	Consolidation	Outsourcing	Shared Services	Privatization	P.P. Partnerships	Cost Avoidance/ Savings	Efficiency	Service Excellence	Technology	Review Status	Potential Annualized Economies (estimates)
Civilianize Forensic Identification SOCO Officers	Y	N	N	N	N	N	Y	Y	Y	N	Implement	Civilianization of four positions: \$95,000 annualized upon completed implementation
CopLogic and Theft (shoplifting) Call for Service Diversion	N	N	N	Y	Y	Y	Y	Y	Y	Y	Implement	TBD
Accenture-Organizational Structure, Span of Control, Civilianization, Delayering Review	Y	Y	N	Y	N	N	Y	Y	Y	Y	Implement	TBD
Traffic Safety and Technology (Centralization of traffic still under way)	Y	Y	Y	Y	N	Y	Y	Y	Y	Y	Implement	TBD
Outsourcing of Courts Screening Positions	N	N	Y	N	N	Y	Y	Y	N	N	Complete	TBD
Civilianization and Centralizing of the School Crossing Guard Program	Y	Y	Y	N	N	N	Y	Y	Y	N	Complete	\$2-300,000 implementation deferred
Closing Divisions – 13 and 54 Divisions	N	Y	N	N	N	N	Y	Y	N	N	Complete	Capital: \$36 million (D54); \$39 million (D13). Operations dependent. Not implemented

Table 2: Status of Review Projects (continued)

Description Y –potential N –N/A	Civilianization	Consolidation	Outsourcing	Shared Services	Privatization	P.P. Partnerships	Cost Avoidance/ Savings	Efficiency	Service Excellence	Technology	Review Status	Potential Annualized Economies (estimates)
Multi-Agency Collaboration to Assist Community Development – HUB Model	Y	N	N	Y	N	Y	Y	Y	Y	N	Active	TBD
Traffic Safety and Technology	Y	Y	Y	Y	N	Y	Y	Y	Y	Y	Active (complete in part)	TBD
Civilianization and Combining of Divisional Positions	Y	Y	N	N	N	N	Y	Y	Y	N	Active	TBD
Emergency Services Efficiencies Review	N	Y	N	Y	N	N	Y	Y	Y	N	Active	TBD
Training and Course Facilitation (TPC)	Y	N	Y	Y	N	N	Y	Y	Y	Y	Active	TBD
Special Events Resource Assignment	Y	Y	N	N	N	N	Y	Y	Y	Y	Active	TBD
Community Engagement and Intelligence Gathering	N	N	N	N	N	N	N	Y	Y	N	Active	TBD
Customer Service Review	N	N	N	N	N	N	N	Y	Y	N	Active	TBD
Internal External Processes (includes civilianization and automation)	Y	N	N	N	N	N	Y	Y	Y	Y	Active	TBD
Employment Background Consultants	Y	N	N	N	N	N	Y	Y	Y	N	Active	TBD

Table 2: Status of Review Projects (continued)

Description Y –potential N –N/A	Civilianization	Consolidation	Outsourcing	Shared Services	Privatization	P.P. Partnerships	Cost Avoidance/ Savings	Efficiency	Service Excellence	Technology	Review Status	Potential Annualized Economies (estimates)
Duty Operations Centre Review	N	Y	N	N	N	N	Y	Y	Y	N	Active	TBD
Civilianization of SOCO Positions	Y	Y	N	N	N	N	Y	Y	Y	N	Active	TBD
The Right Number Review	N	N	N	N	N	N	Y	Y	N	N	Active	TBD

Conclusion:

Economies and efficiencies will continue to be identified in the ongoing reviews that are in progress or in implementation. Importantly, it must be stated that standards of service delivery to the community will not be sacrificed, and opportunities to achieve excellence in that delivery will continue to be sought.

The CIOR will continue to focus on creating an enhanced and sustainable model of policing for the Toronto Police Service.

Deputy Chief Michael Federico, Corporate Command, will be in attendance to answer any questions that the Board may have.

The Board received the foregoing report.

Moved by: A. Pringle

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 20, 2013**

#P165. COURT SERVICES STAFFING AND SPECIAL CONSTABLES

The Board was in receipt of the following report May 14, 2013 from William Blair, Chief of Police:

Subject: COURT SERVICES STAFFING AND SPECIAL CONSTABLES

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

At the Confidential Board meeting held on March 27, 2013, the Board approved an additional motion related to the Chief's Internal Organizational Review (CIOR) Update and requested:

- information about the staffing of Court Services in terms of the members' uniform or civilian status, positions and function;
- the reason why 611 of 619 court officers have been appointed as special constables, as well as whether this has been the case since the inception of the unit or whether this has occurred over a period of time, and if it is the latter, when was the decision to do this taken and why; and
- a year by year breakdown showing the number of appointments each year since the first appointments were approved by the Board (Min. No. C56/2013 refers).

Discussion:

Court Services Staffing and Function

In the early 1980's, the Service initiated the hiring of civilian personnel to fill the position of court officer. Court officers are primarily responsible for the safety and security of all persons within Toronto's court locations, as well as the transportation, security, and safety of all prisoners attending court each day.

Prior to 1980, this function was performed by police officers under the supervision of a sergeant at each court location. In 1980, the first class of twenty civilian employees were appointed by the Police Services Board to replace the uniformed police officers at the court locations. These court officers were sworn in as special constables, pursuant to the provisions of the *Police Services Act*.

As the City's policing needs expanded, so did the continued civilianization and growth of Court Services. In 1984, the first civilian supervisors were trained to replace the sergeants.

In the mid 1980's, the Summons Bureau became a part of Court Services and the Civilian Summons Servers and support staff took on an expanded role under the newly created Document Services Section (DSS). The title, Summons Server, was changed to Document Server to reflect the expanded responsibilities. Document Servers are responsible for serving summonses, subpoenas and other court documents on individuals required to attend Toronto courts.

Court Services was later assigned responsibility for overseeing the Matrons, now known as Custodial Officers, tasked with managing female prisoners at 55 Division. Court Services was also assigned responsibility for Computer Assisted Scheduling of Courts (CASC), an area responsible for ensuring efficient and effective selection of *Provincial Offences Act* (POA) trial dates.

By 1990, court officers had been assigned responsibility for transporting prisoners in specialized wagons between the court locations, divisions and correctional facilities; a task previously performed only by police officers. This centralized service became known as the Prisoner Transportation Section.

By 1995, Court Services promoted its first civilian to the position of location administrator, replacing the detective sergeants who were formerly in charge of the court locations.

Today, all sections within Court Services are managed by civilian location administrators. These location administrators report directly to a manager or staff inspector, who in turn reports to the Superintendent of Court Services.

Until January of 1990, the Province of Ontario and then Metropolitan Toronto were involved in a cost sharing agreement for court security. In November 1989, Bill C-187 (*The Police and Sheriffs Statute Law Amendment Act*) was passed and the responsibility for safety, security and prisoner custody at all court facilities in Metropolitan Toronto was downloaded to the Metropolitan Board of Commissioners of Police. Upon proclamation of Bill C-187, all cost sharing ceased and the Board was required to hire an additional 75 full time court officers and 98 part time court officers to meet its legislated responsibilities.

In addition to increasing the responsibilities of the Service, there was also an increase in the number of courthouses for which the Service was responsible. The increase in court facilities and courtrooms continued throughout the 1990's. Between the end of 1990 and 1993, the number of courtrooms that Court Services was responsible for increased from 138 to 147. By 2004, the number of courtrooms had increased to 240. There are currently 16 locations staffed

by Court Services members across Toronto with a total of 274 court rooms encompassing criminal, civil, POA, family and hearing rooms.

In October 2008, the Provincial Government committed to fulfil its responsibility to pay for court security and prisoner transportation costs which were costing police services millions of dollars annually. In 2012, the Province began uploading costs associated with court security and prisoner transportation. The Province will fully upload these costs by 2018.

In September of 2012, Court Services began placing court officers in divisions to take on the function booking officer, replacing police officers.

Court Services has an establishment of 769 members, comprised of 17 uniform positions and 752 civilian positions, working in criminal and civil court locations as well as Prisoner Transportation, DSS, CASC, Planning, Risk Management, Training and now as divisional bookers.

In 2012, Court Services was responsible for:

- the continued detention and supervision of 80,851 persons in custody
- the transportation of 155,668 persons in custody
- serving 19,045 Subpoenas/Summonses
- processing 584,218 POTs (Part I)
- creating 34,777 Provincial Court Informations

Court Services Staffing - Uniform	
Uniform Positions	Number of Positions
Superintendent	1
Staff Inspector	1
Detective Sergeant	8
Sergeant/Detective	5
PC/DC	2
Total Uniform	17

cont...d

Court Services Staffing - Civilian				
Civilian Positions	Number of positions	Assigned Special Constable Status		# of Assigned Special Constable Positions
		yes	no	
Manager	1		no	-
Location Admin.	9	yes		9
Shift Supervisor	11	yes		11
Supervisor	45	yes		45
Court officer	415	yes		415
Part time court officer	165	yes		165
Custodial Officer	5	yes		5
A08 - Civilian	1		no	-
A07 - Civilian	1		no	-
A06 - Civilian	3	yes		2*
A05 - Civilian	32		no	-
A04/35 - Civilian	38		no	-
A04/40 - Civilian	8	yes		8
Supervisor/DSS	2	yes		2
Document Server	16	yes		16
Total Civilian	752			678
Total Civilian & Uniform	769			

*one class 6 position in DSS does not require special constable status

Since 2006, key efficiencies, specialized service delivery and increased responsibilities were identified and Court Services staffing changes were approved and implemented through the following methods:

At its meeting on April 26, 2007, the Board approved a motion (Min. No. P174/07 refers) which resulted in an increase in:

- 90 full time positions due to new court room openings including
- 1 Sr. Admin Court Officer (shift supervisor)
- 6 Senior Court Officers (supervisor)
- 83 Court Officers
- 3 Department Of Justice (DOJ) disclosure clerks

At its meeting on June 14, 2007, the Board approved a motion (Min. No. P213/07 refers) which established the civilian coordinator position, which was reclassified to manager in 2010.

At its meeting on November 15, 2007, the Board approved a motion (Min. No P386/07 refers) which resulted in the hiring of 24 disclosure clerks.

At its meeting on August 26, 2010, the Board approved a motion (Min. No. P226/10 refers) to hire 10 court officers and 1 supervisor to fulfill legislated security requirements at new POA court locations.

During the years 2009 – 2011 Court Services Unit underwent a reorganization which resulted in the following:

- decrease of 10 court officer positions
- increase of 10 supervisor positions
- transfer of 10 uniform positions out of Court Services
- decrease in Uniform Senior Officer Position – Staff Inspector

Court Services Staffing – Establishment Changes from 2006 to 2013		
Uniform Positions	2006	2013
Superintendent	1	1
Staff Inspector	2	1
Detective Sergeant	8	8
Sergeant/Detective	12	5
Police Const./Detective Const.	7	2
Total Uniform	30	17
Civilian Positions	2006	2013
Manager	-	1
Location Administrator	7	9
Shift Supervisor	4	11
Supervisor	36	45
Court officer	330	415 *
Part Time Court Officer	190	165
Custodial Officer	5	5
A08 - Civilian	1	1
A07- Civilian	1	1
A06 - Civilian	3	3
A05 - Civilian	8	32
A04/35- Civilian	38	38
A04/40 - Civilian	8	8
Supervisor/DSS	1	2
Document Server	16	16
Total Civilian	651	752
Total Civilian & Uniform	681	769

*As of April 17, 2013, sixty-one (61) court officers are currently being deployed as booking officers in Divisional Policing Command

Special Constable Appointments

Special Constable Status is conferred upon members when entering a position with duties that require the special constable status. With this Status members are able to enforce the Criminal Code of Canada (s25, s495), Public Works Protection Act (s2, s3), The City of Toronto Act (s103) and the Courts of Justice Act (s137). The appointment of members as special constables is managed actively by both Court Services and the Special Constable Liaison office. At any given time some members of Court Services may not have special constable status due to medical or administrative restrictions.

Each Special Constable application for appointment describes the purpose for which special constable status is being requested:

Purpose of Appointment - Court Officer & Court Supervisor:

Searching, guarding and management of persons in custody; providing for the safety and security of persons in custody, staff and members of the public; service or execution of legal documents and warrants and other court orders; transportation of persons in custody.

Purpose of Appointment - DSS (Document Server, Document Services Supervisor & Duty Clerk)

Serving court processes and swearing to informations as a common informant within the Province of Ontario.

Purpose of Appointment - Custodial Officer

Searching, guarding and management of persons in custody.

Year by Year Breakdown

A year by year breakdown showing the number of appointments each year since the first appointments are only available back to 2008 as previous years were not tracked by the Service. While the Board Minute made a reference to there being 619 court officers, the current number is actually 678. The number of members appointed as special constables can fluctuate month to month due to normal staffing changes (ie: retirement, resignation, transfer and accommodations).

Year	*Appointment or Reappointment	Hired	Resignation, Retirement	Transfer to P.C.	Transfer to other unit	Transfer in from other unit
2008	158	48	34	35	2	1
2009	198	75	20	16	-	2
2010	109	25	19	4	1	-
2011	35	-	17	-	-	1
2012	129	21	11	11	1-	1

2013 (to date)	77	-	9	-	-	-
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*inclusive of court officer, custodial officer, supervisor, duty clerk.

Conclusion:

Court Services fulfills a critical operational and legislative requirement for the Service. In the early 1980's, the Service initiated the hiring of civilian personnel to fill the position of court officer to take on duties previously assigned to police officers. As civilianisation has evolved, the City's demand for additional court rooms increased and additional responsibilities were added, Court Services has responded to work successfully in an increasingly complex environment.

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

The Board received the foregoing report.

Moved by: F. Nunziata

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 20, 2013**

**#P166. INTEGRATED RECORDS AND INFORMATION SYSTEM PROJECT –
STAFFING IMPLICATIONS**

The Board was in receipt of the following report April 24, 2013 from William Blair, Chief of Police:

Subject: INTEGRATED RECORDS AND INFORMATION SYSTEM (IRIS) PROJECT -
STAFFING IMPLICATIONS

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

The Board, at its meeting of June 15, 2012, considered a report from the Chief of Police in relation to the electronic disclosure system award of contract for product and services, and the entering into a licensing and software maintenance agreement with eJust Systems Inc. for a specified period (Min. No. P149/12 refers). Following consideration of this report, the Board approved the following motions:

- 1) That the Board approve a contract for the delivery of professional services in relation to the acquisition and implementation of an electronic disclosure system to eJust Systems Inc. at a cost not to exceed \$360,000 (including taxes);
- 2) That the Board approve entering into a licencing and software maintenance contract with eJust Systems Inc. at an estimated cost of \$630,000 per year (including taxes) for a five year period commencing from the date of implementation of the system (expected to be November 1, 2013) for a total cost of \$3.15 million over the contract term;
- 3) That the Board authorize the Chair and Vice-Chair to execute any required agreements and related documents on behalf of the Board, subject to the conditions approved by the Board in the *in camera* meeting (Min. No. C181/12 refers), and approval as to form by the City Solicitor; and
- 4) That the Chief of Police provide a report on any staffing reductions that may occur as a result of moving to the electronic disclosure system.

The purpose of this report is to inform the Board of the projected staffing implications resulting from the Integrated Records and Information System (IRIS) project and the implementation of the Versadex police operations management system and the eJust electronic disclosure system.

Discussion:

In October 2011, the Board approved the award of contract for the supply and delivery of software, maintenance, and professional services to Versaterm Inc. in relation to the acquisition and implementation of a police operations management system (Min. No. P262/11 refers).

Electronic disclosure capabilities were envisioned as part of the business process change that would support the achievement of optimal benefits from the Integrated Records and Information System (IRIS) implementation. The eJust charge management system fully integrates with Versadex and extracts information seamlessly from the police operations management system to enable the transmission of disclosure material to the courts in an electronic format (Min. No. P149/12 refers).

A determination of the future state business processes and staffing implications stemming from the IRIS project is linked to the implementation of both major technology elements (Versadex and eJust).

As the Service prepares for implementation in Q4 2013, numerous site visits and consultations with police agency partners across the province were held to establish best practices currently in place in law enforcement agencies using Versadex and the eJust charge management products. As a result of this research, coupled with consultations with internal and external stakeholders, the Service does not envision any staffing reductions but rather full time equivalent (FTE) efficiency savings through improved operational business processes.

For example, it has been determined that centralized occurrence review and centralized disclosure are the preferred business models. By centralizing these two key operational functions, and bridging the technology of the new police operations management and electronic disclosure software, it will provide the Service with the operational ability to realize substantial benefits including optimal utilization of available resources.

Existing job functions and staffing levels across the Service have been examined at length to identify the number of positions where job duties will change with the automation and streamlining resulting from the project implementation. It must be noted that the Service is still in the planning stage but preliminary estimates indicate that approximately 50 civilian positions will be made available for reinvestment. The Service will utilize this FTE efficiency savings to assist in staffing the new operational business functions introduced by the IRIS project – centralized occurrence review, centralized disclosure, the Master Name Index process, and sustainment. Any remaining shortfall in staffing these functions will be found from within; the Service will not require any new hires.

As stated above, the Service is in the planning phase with regards to the staffing of the new operational business functions. Discussions are on-going with Toronto Police Service Human Resources, Labour Relations, and Toronto Police Association representatives in preparation for staffing to be place by Q4 2013. Training plans are underway to enable the redeployment of personnel in the new, automated environment. As well, work has also been initiated with respect to facility and equipment requirements.

A more comprehensive assessment of how staff will be realigned to coincide with the IRIS implementation will be available Q3 2013.

Conclusion:

It is anticipated that the police operations management system and the electronic disclosure system will be in place and fully operational by Q4 2013.

It is not anticipated that there will any staff reductions as a result of the IRIS project implementation but rather the opportunity for the Service to realize FTE efficiency savings through automation and streamlining of business processes. These person savings will be reinvested to align with the new operational business functions that will be introduced by the project.

The Board will continue to be kept apprised of the overall staffing implications stemming from the IRIS project. A more definitive assessment of the full staffing impact associated with the IRIS project implementation will be available Q3 2013.

Deputy Chief Peter Sloly, Divisional Policing Command, will be in attendance to answer any questions that the Board may have.

The Board received the foregoing report.

Moved by: D. Noria

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 20, 2013**

#P167. ANNUAL REPORT – 2012 PUBLIC SECTOR SALARY DISCLOSURE

The Board was in receipt of the following report dated March 06, 2013 from William Blair, Chief of Police, which had been deferred from the March 27, 2013 meeting:

Subject: ANNUAL REPORT: 2012 PUBLIC SECTOR SALARY DISCLOSURE

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

The *Public Sector Salary Disclosure Act, 1996 (PSSDA)* and the *Public Sector Salary Disclosure Amendment Act, 2004* were passed to make Ontario's public sector more open and accountable to taxpayers. Therefore, in accordance with the *PSSDA*, the Toronto Police Service (TPS) is required to disclose the names, positions, salaries and taxable benefits of employees who were paid \$100,000 or more in a year. The report includes active, retired and terminated members. This information, which includes Toronto Police Service and Toronto Police Services Board employees, is also submitted to the City of Toronto Pension, Payroll and Employee Benefits Division for inclusion in a corporate report filed, by the City, with the Ministry of Municipal Affairs and Housing.

Beginning in 2009, the Ministry of Finance requires that organizations with members seconded to other ministries file the listing of those members with the appropriate ministry. For the 2012 reporting year, TPS had 24 members seconded to the Ministry of Community Safety and Correctional Services. A separate listing of the members appearing on the Public Sector Salary Disclosure listing has also been provided to that agency.

Discussion:

The *Public Sector Salary Disclosure Act, 1996* defines "Salary Paid" as "the amount paid by the employer to the employee in a given year, as reported on the T4 slip (Box 14 minus Taxable Benefits total)."

The salary paid amount includes regular salary, acting pay, premium pay (including court time, call backs and overtime), and retroactive adjustments paid in 2012. In 2012, the definition of salary was amended to include per diems and/or retainers paid by an organization to an individual who is a director or holder of office elected or appointed under the authority of an Act of Ontario. Furthermore, in 2010, the Canada Revenue Agency (CRA) altered T4 reporting requirements. Consequently, payments to members for retiring allowances, such as sick pay gratuities, are now reported on the T4. However, such amounts are not reported in Box 14 and therefore do not require disclosure as salary paid.

Taxable benefits are reported as a separate line item. Taxable benefits for TPS members include the value of life insurance premiums for coverage provided by the employer and employer-provided parking. Taxable benefits also include an amount for the standby charge and operating benefit of being assigned and utilizing an employer provided vehicle for non-business related travel.

Number of Employees on the 2012 Disclosure Listing (Appendix A – Alphabetic order and Appendix B – Descending order by salary paid):

In 2012, 3,181 employees earned more than \$100,000. This total includes 1,770 employees whose base salary is normally under \$100,000. The earnings for these employees were the result of their combined base salary, premium pay and other payouts such as final vacation pay.

Normally, the TPS has 26 payrolls in any given year. However, the 2012 year contained 27 pay periods, an occurrence that happens once every 11 years in organizations with a bi-weekly pay process. For 2012, the 27th pay was made on December 31, 2012. All 27 payrolls were included in T4 balances for 2012. Furthermore, in January 2012, senior officers received retroactive pay for the 2011 salary settlement and in April 2012, the TPS reached an agreement with Public Safety Canada regarding the overtime hours worked by senior officers during the 2010 G20 event. As a result, senior officers were reimbursed overtime hours over and above their regular earnings, which contributed to their salary paid amount on their T4. The foregoing factors contributed to senior officers earnings being higher than their base salaries.

Base salaries have increased over the years due to contract settlements. The following table depicts the salary ranges for uniform positions during 2012, the number of employees in each category at December 31, 2012 and the corresponding number of members appearing on the Public Sector Salary Disclosure report for the 2012 year. The number of employees differs since the listing is for the entire year, and captured at the member’s rank at the end of the year, whereas the employee total is only shown for the end of the year at a point in time.

Category	Salary range at January 1, 2012	Salary range at July 1, 2012	Employees per HR system at December 31, 2012	Numbers per category on PSSD
Detective Sgt/Staff Sgt	\$106,812 to 114,470	\$108,392 to 116,164	274	274

Detective/Sergeant	\$96,599 104,260	to	\$98,030 105,803	to	971	957
Plainclothes/Training Constable	\$90,857 98,518	to	\$92,202 99,975	to	1,132	842
Police Constables	\$85,107 92,770	to	\$86,366 94,144	to	3,039	904

The table above shows that the majority of members at the Detective/Sergeant rank and that all members at the Detective/Staff Sergeant rank earn a base salary over \$100,000.

Premium pay is the result of court attendance, overtime earned when members work beyond their regular shift and call-backs when members are requested to return to work for various operational reasons or special projects. For example, in 2012, the continuation of the Toronto Anti-Violence Intervention Strategy (TAVIS) initiative increased the number of call-backs and therefore, the premium pay earned by members. Provincial TAVIS grant funds are used to fund these call-backs. In addition, members earned premium pay as part of the Summer Safety Initiative.

Premium pay is carefully managed, and the TPS has significantly reduced premium pay costs over the last two years. However, some premium pay (e.g. court time) is unavoidable and increases members earnings, and therefore is a contributing factor to the number of TPS members who earned more than \$100,000.

24 members of the TPS seconded to the Ministry of Community Safety and Correctional Services have been included in the complete report as their earnings exceeded \$100,000 for the 2012 year.

Paid Duty Earnings:

Most paid duty requests are centrally managed and distributed to units. Members are paid for the hours worked on paid duties by the individuals or businesses requesting the service.

The Canada Revenue Agency (CRA) requires that paid duty earnings be reported on a T4 separate from members' regular earnings. As a result of this change in reporting, the TPS contacted the Ministry of Finance to determine if there was now a requirement to report paid duty earnings as part of the Public Sector Salary Disclosure listing. The Ministry has confirmed that since the officers are being paid by the client, the earnings are not considered "salary paid" under the PSSDA. Therefore, members' paid duty earnings have no impact on and are not taken into account in the preparation of the TPS' public sector salary disclosure listing.

The TPS is working on the implementation of an on-line paid duty system that will change how paid duties are administered. In order to comply with CRA statutory deduction and garnishment requirements, the TPS plans to begin paying officers who perform paid duties directly and requiring the client to pay the TPS for the entire amount of the paid duty and not just the administrative fee and vehicle/equipment rentals as is currently done. Once this change is made,

the TPS will again contact the Ministry of Finance to determine if this administrative change has impacted the PSSD requirement.

Conclusion:

In accordance with the *PSSDA*, this report provides the names, positions, salaries and taxable benefits of TPS and Board employees who were paid more than \$100,000 in 2012. The information is provided in alphabetical order as required by the Ministry and in salary paid descending order as requested previously by the Board.

The report is provided to the Board for information, and has been forwarded to the City for inclusion in a corporate report filed with the Ministry of Municipal Affairs and Housing.

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

The Board was also in receipt of the following report April 17, 2013 from William Blair, Chief of Police:

SUBJECT: ADDITIONAL MEMBERS WHO EARNED MORE THAN \$100,000 IN 2012 AS A RESULT OF PAID DUTIES

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 of March, 27 2013, the Board was asked to receive the Public Sector Salary Disclosure (PSSD) listing for 2013, containing the Toronto Police Service (TPS) members who earned more than \$100,000 in 2012 (Min. No. P69/13 refers). At that meeting, the Board approved the following motion:

1. *“THAT the Board defer the foregoing report until such time as the report requested in Motion No. 2 is provided; and*
2. *THAT the Board request the Chief of Police to provide a report containing information about the total number of staff who would have earned more than \$100,000 in 2012 if their total salary and paid duty income were combined.”*

The *Public Sector Salary Disclosure Act (PSSDA)* requires organizations who receive public funding to annually disclose the names, positions, salaries and taxable benefits of active, retired and terminated members. In 2010, the Ministry of Finance confirmed that paid duty income should not be included in the calculation of salary for disclosure purposes.

Discussion:

The *Police Services Act S. 49(2)* allows the performance of policing duties in a private capacity, as long as such duties are arranged through the Police Service. As a result, TPS members perform paid duties, which are required by permit or requested by clients that are arranged through the Service's Central Paid Duty Office. Officers receive payment directly from the client or through The Police Credit Union, if requested by the client.

Prior to the 2010 Canada Revenue Agency (CRA) compliance audit, the TPS was reporting paid duty earnings to officers and the CRA on a paid duty statement. This practice had been discussed with and agreed to by the CRA. However, in 2010, the CRA requested that paid duty earnings be reported on a T4 separate from regular earnings. As a result, TPS retroactively issued T4's for the 2007 to 2009 audit period and has since issued a T4 separate from regular earnings for paid duty income.

In June 2010, the Manager, Financial Management contacted the Ministry of Finance, requesting direction on how such earnings should be reported for the PSSD, given that the Ministry's instructions for preparing the report make reference to T4 earnings and that paid duties were now reported on a T4. A representative of the Office of the Provincial Controller, Ministry of Finance, confirmed that these amounts had no impact on the PSSD report and therefore, should not be included in the salary calculation. As a result, the TPS continues to exclude such earnings for the members reported on the PSSD.

In order to address the Board's motion, members paid duty earnings were added to the salary calculated for the purpose of the PSSD. Through this process, it was determined that an additional 709 individuals would have earned more than \$100,000 in 2012.

Conclusion:

In response to the Board's motion related to TPS members earning paid duty income, 3,890 members would have earned more than \$100,000 in 2012, if their total salary and paid duty income were combined.

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

The Board received the foregoing reports.

Moved by: M. Del Grande

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
ABBASI	SOPHIA SEHER	Police Constable	\$ 103,499.53	\$662.93
ABBOTT	DEBORAH LYNN	Staff Sergeant	\$ 122,422.25	\$744.60
ABDEL-MALIK	MAHER	Detective	\$ 124,308.56	\$701.67
ABDULLA	AL RAHIM	Senior Technical Analyst	\$ 121,894.14	\$280.88
ABKARIAN	HOVIG	Police Constable	\$ 100,699.76	\$658.58
ABRAMOVITZ	MATHEW CHRISTOPHER	Plainclothes Police Constable	\$ 106,768.38	\$678.70
ACCIAROLI	SHERI DARLENE	Detective	\$ 116,815.21	\$701.67
ACHAIBAR	RICHARD ANTHONY	Police Constable	\$ 104,973.25	\$657.76
ACORN	CHRISTOPHER ALLAN	Police Constable	\$ 136,438.24	\$669.95
ADACH	EDWARD HIERONIM	Detective	\$ 109,152.49	\$717.06
ADAM	BARBARA ANNE	Detective	\$ 115,237.08	\$708.56
ADAM	MICHAEL JASON	Sergeant	\$ 109,422.74	\$701.67
ADAMS	BRADLEY DEAN	Police Constable	\$ 100,729.33	\$684.37
ADAMS	CLAYTON EDWARD	Detective	\$ 123,603.15	\$701.67
ADAMSON	JAMES GRAHAM	Sergeant	\$ 109,833.87	\$717.06
ADDERLEY	DIANA LOUISE	Sergeant	\$ 106,993.03	\$708.56
AGNEW	ROBERT	Senior Technical Analyst	\$ 104,869.36	\$280.88
AGUIAR	STEVEN CABRAL	Police Constable	\$ 118,417.03	\$669.95
AHLUWALIA	MANDEEP SINGH	Police Constable	\$ 101,146.24	\$662.93
AHMAD	MANSOOR	Police Constable	\$ 100,335.73	\$669.95
AHMAD	SYED OMAR	Police Constable	\$ 103,440.63	\$386.14
AIELLO	ANTONIO	Plainclothes Police Constable	\$ 122,862.91	\$686.42
AIKMAN	SCOTT DOUGLAS	Plainclothes Police Constable	\$ 117,709.06	\$693.44
AIRD	LUCILE VERITY	Plainclothes Police Constable	\$ 100,134.72	\$693.44
AITKEN	SHAWN CAMPBELL	Police Constable	\$ 100,633.50	\$684.37
AKESON	AARON JOSEPH	Plainclothes Police Constable	\$ 114,354.24	\$686.42
AL-NASS	WALID	Police Constable	\$ 120,417.03	\$669.95
AL-ROUBAIAI	ALI TALIB	Police Constable	\$ 104,932.37	\$662.93
ALAGURAS	VIJAYAKUMAR	Parking Enforcement Officer	\$ 109,575.04	\$595.54
ALAMAG	ADELIO PERADA	Police Constable	\$ 100,550.33	\$676.70
ALBANESE	JASON JOHN	Sergeant	\$ 108,949.00	\$701.67
ALBERGA	PASQUALE	Plainclothes Police Constable	\$ 109,238.05	\$686.42
ALBRECHT	IRVIN JOHN	Plainclothes Police Constable	\$ 126,484.99	\$686.68
ALDERDICE	JEFFERY PAUL	Sergeant	\$ 113,023.01	\$701.93
ALEKSANDROWICZ	LUKASZ	Police Constable	\$ 115,759.42	\$662.93
ALEXA	BRENDAN JAMES	Police Constable	\$ 114,015.39	\$675.34
ALEXAKIS	CHRISTOS	Police Constable	\$ 123,334.81	\$662.06
ALEXANDER	CHARLES BOLTON	Detective	\$ 114,583.30	\$717.06
ALEXANDER	DAVID WALTER	Detective	\$ 123,784.77	\$708.56
ALEXANDER	LYNNE MARIE	Plainclothes Police Constable	\$ 113,233.16	\$686.16
ALEXIOU	DEMITRIOS	Plainclothes Police Constable	\$ 107,280.57	\$700.32
ALI	ASIF IFTIKHAR	Sergeant	\$ 104,546.86	\$701.67
ALIAS	GAVIN RAYMOND	Police Constable	\$ 107,306.85	\$654.23
ALLAN	SCOTT DOUGLAS	Police Constable	\$ 105,577.57	\$670.20
ALLDREAD	GORDON SCOTT	Police Constable	\$ 107,989.22	\$676.70
ALLDRIT	DARREN LEE	Detective	\$ 126,720.89	\$717.06
ALLEN	MICHAEL DAVID	Detective	\$ 116,785.97	\$701.67
ALLEY	NICHOLAS DAVID	Plainclothes Police Constable	\$ 102,096.99	\$666.29
ALLINGTON	JEFFREY SCOTT	Detective	\$ 121,128.09	\$701.67
ALLISON	ELAINE HUNTER	Sergeant	\$ 108,771.97	\$717.06
ALPHONSO	MARK ANDREW	Staff Sergeant	\$ 121,646.27	\$744.60
ALPHONSO	WADE LEONARD	Staff Sergeant	\$ 119,793.37	\$744.60
ALS	ANTHONY CHRISTOPHER	Police Constable	\$ 101,017.45	\$673.00
ALTOBELLO	DOMENIC JOESPH	Plainclothes Police Constable	\$ 114,642.05	\$678.70
ALVAREZ	JORGE DAVID	Police Constable	\$ 100,350.06	\$669.95
AMBLER	KENNETH LAWRENCE	Police Constable	\$ 100,703.16	\$684.37
AMLIN	SCOTT CHRISTOPHER	Plainclothes Police Constable	\$ 124,794.92	\$686.42
AMOS	SEAN DAVID	Police Constable	\$ 107,075.89	\$678.56
ANAND	ANIL	Inspector	\$ 148,574.70	\$792.69
ANDERSEN	CARL HENRIK	Plainclothes Police Constable	\$ 125,265.27	\$700.32
ANDREJISHYN	JAMES JOSEPH	Plainclothes Police Constable	\$ 101,491.28	\$686.42
ANDREW	WILLIAM JASON	Training Constable	\$ 102,674.10	\$685.20
ANDREWS	JOHN PAUL	Police Constable	\$ 102,999.32	\$684.37
ANDREWS	SARAH LYNN	Sergeant	\$ 106,662.82	\$683.99
ANDRICI	IULIAN	Police Constable	\$ 120,720.22	\$669.95
ANDRUS	ALEXANDRU	Plainclothes Police Constable	\$ 100,928.19	\$678.70
ANGUS	DARREN RONALD	Police Constable	\$ 108,237.63	\$661.19
ANGUS	JOHN DOUGLAS	Plainclothes Police Constable	\$ 113,516.51	\$674.22
ANSARI	ALI AKBAR	Detective	\$ 106,453.60	\$283.58
ANSTEY	JASON CHRISTOPHER	Plainclothes Police Constable	\$ 119,993.70	\$683.37

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
ANTONE	KEVIN FRANCIS	Police Constable	\$ 113,424.25	\$682.76
ANTONELLI	GIANPIERO	Plainclothes Police Constable	\$ 110,009.10	\$687.86
APOSTOLIDIS	JOHN	Detective	\$ 118,480.90	\$701.67
APOSTOLOPOULOS	G. DIMITRIOS	Plainclothes Police Constable	\$ 102,475.65	\$662.93
AQUILINA	MARCEL	Police Constable	\$ 105,871.14	\$669.95
ARBUS	PAUL WILLIAM	Police Constable	\$ 100,452.49	\$679.71
ARCAND	BRIAN CHRISTOPHER	Police Constable	\$ 105,776.77	\$662.93
ARDILES	BENJAMIN GONZALO	Police Constable	\$ 101,047.69	\$667.87
ARMANI	PEDRAM	Police Constable	\$ 100,448.09	\$669.95
ARMSTRONG	CHRISTOPHER RICHARD	Police Constable	\$ 108,634.07	\$675.44
ARMSTRONG	DAVID LAWRENCE	Patrol Supervisor	\$ 110,448.42	\$616.46
ARMSTRONG	FREDERICK SHANE	Plainclothes Police Constable	\$ 114,660.87	\$686.42
ARMSTRONG	KAREN	Police Constable	\$ 106,795.79	\$682.76
ARMSTRONG	MARK RICHARD	Sergeant	\$ 120,398.76	\$717.06
ARMSTRONG	RICHARD DAVID	Staff Sergeant	\$ 116,551.88	\$312.74
ARMSTRONG	ROBERT KENNETH	Plainclothes Police Constable	\$ 125,333.20	\$686.42
ARMSTRONG	ROBERT PAUL	Plainclothes Police Constable	\$ 107,337.13	\$686.42
ARNOTT	ROBERT WILLIAM	Plainclothes Police Constable	\$ 116,834.20	\$700.32
ARODA	SANJEE	Detective	\$ 131,627.65	\$701.67
ARP	JAMES ANDREW	Plainclothes Police Constable	\$ 125,806.87	\$686.42
ARRUDA	SANDRA	Plainclothes Police Constable	\$ 105,035.81	\$686.42
ARTINIAN	PEGLAR	Plainclothes Police Constable	\$ 105,560.93	\$686.42
ARULANANDAM	GERRARD NIMALAN	Training Constable	\$ 101,807.85	\$685.20
ASHLEY	MARK NICHOLAS	Detective	\$ 122,884.83	\$717.06
ASHMAN	AILEEN ALBERTA	Director of Human Resources	\$ 211,089.35	\$1,164.17
ASKIN	PAUL ALEXANDER	Plainclothes Police Constable	\$ 113,934.56	\$686.42
ASNER	ROBERT EDWARD	Police Constable	\$ 104,778.35	\$669.17
ASSELIN	GLENN ANDRE	Detective	\$ 118,320.75	\$714.50
ASSELSTINE	SHAUN DAVID	Police Constable	\$ 127,764.42	\$662.93
ASTAPKOVICH	ANDREI	Police Constable	\$ 100,080.89	\$665.53
ASTOLFO	ROBERT	Police Constable	\$ 110,501.36	\$400.05
ATKINS	CHERRY MAXINE	Police Constable	\$ 101,175.93	\$669.95
ATKINSON	GRAHAM STEPHEN	Plainclothes Police Constable	\$ 104,295.90	\$686.42
ATKINSON	JAMES JONATHAN	Police Constable	\$ 106,068.72	\$684.37
ATTENBOROUGH	JEFFREY BRUCE	Detective Sergeant	\$ 124,608.04	\$738.48
AUCLAIR	JANE MARILYN	Sergeant	\$ 111,164.33	\$480.96
AUDETTE	DAVID FRANCIS	Police Constable	\$ 132,176.44	\$684.37
AWAD	ASHRAF SAMIR	Sergeant	\$ 112,251.31	\$701.67
AZARRAGA	JOSE MATIAS	Detective	\$ 123,509.98	\$708.56
BABIAR	JOHN JAMES	Staff Sergeant	\$ 156,179.03	\$744.60
BABINEAU	JARED MICHAEL	Sergeant	\$ 110,534.12	\$701.67
BABUJI	SUSAN ZACHARIAH	Group Leader	\$ 108,458.76	\$171.41
BACHLY	CHRISTOPHER DAVID	Sergeant	\$ 112,499.14	\$701.67
BACKUS	LESLIE DOUGLAS	Detective	\$ 120,559.83	\$717.06
BACON	ANDREW MARTIN	Training Constable	\$ 101,346.97	\$685.20
BAGNALL	KENRICK PATRICE	Plainclothes Police Constable	\$ 104,462.38	\$678.70
BAGSHAW	ROBERT BRUCE	Plainclothes Police Constable	\$ 105,771.54	\$700.32
BAHULA	JAMES SIMON	Police Constable	\$ 111,886.02	\$642.32
BAI	DON XIN	Police Constable	\$ 103,484.79	\$669.95
BAILIE	KENNETH	Police Constable	\$ 101,378.14	\$684.37
BAINARD	PAUL CRAIG	Sergeant	\$ 113,659.87	\$717.06
BAIRD	KAREN ANN	Police Constable	\$ 101,452.46	\$684.37
BAJ	STANISLAW	Sergeant	\$ 122,902.79	\$717.06
BAKER	JASON ROBERT	Police Constable	\$ 103,345.64	\$669.95
BAKER	RICHARD JAMES	Sergeant	\$ 101,196.92	\$701.67
BAKER	RICHARD TIMOTHY	Training Constable	\$ 101,938.26	\$693.44
BAKSH	FAIZAL ANTHONY	Police Constable	\$ 104,550.20	\$662.93
BALACHOREK	DANIEL ALAN	Police Constable	\$ 104,640.93	\$669.95
BALAGA	ARTUR	Plainclothes Police Constable	\$ 127,737.03	\$686.42
BALASUBRAMANIAM	KOWSIHAN	Plainclothes Police Constable	\$ 107,233.36	\$671.99
BALET	ANDREW SEBASTIAN	Police Constable	\$ 105,648.60	\$662.93
BALINT	MICHAEL ANDREW	Detective	\$ 129,684.82	\$701.67
BANGILD	JEFFREY	Detective	\$ 130,667.86	\$276.69
BANKS	DONNA	Detective	\$ 106,151.44	\$566.90
BANKS	WAYNE MICHAEL	Detective Sergeant	\$ 140,864.72	\$744.60
BANTON	ROBIN HORATIO	Sergeant	\$ 107,263.81	\$708.56
BANYAEM	SANTI	Police Constable	\$ 111,571.79	\$663.97
BAPTIST	CHARLENE	Staff Sergeant	\$ 119,640.87	\$650.16
BAPTIST	ROBERT SCOTT	Inspector	\$ 152,765.52	\$949.04
BARATTO	ANTONIO	Sergeant	\$ 103,347.15	\$504.02
BARATTO	MICHELLE TERESA	Detective	\$ 125,642.37	\$717.06

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
BARBERO	TRISHA	Police Constable	\$ 107,600.45	\$654.23
BARCLAY	TAMMY LYNN	Police Constable	\$ 110,425.52	\$669.95
BARDGETT	JAMES FRANCIS	Police Constable	\$ 111,668.43	\$684.37
BARENTHIN	GLENN KARL	Detective Sergeant	\$ 121,442.63	\$744.60
BARKLEY	MARK EDWIN	Inspector	\$ 147,915.06	\$792.69
BARNES	MURRAY WINSTANLEY	Detective	\$ 119,418.17	\$701.67
BARNES	WALLACE CRISPIN	Plainclothes Police Constable	\$ 107,369.91	\$678.70
BARNHARDT	TIMOTHY MICHAEL	Police Constable	\$ 108,923.62	\$662.93
BARREDO	FRANCISCO JAVIER	Staff Sergeant	\$ 134,687.50	\$744.60
BARREIRA	NELSON	Plainclothes Police Constable	\$ 110,358.05	\$686.42
BARRETTO	BERTRAND STANLEY	Plainclothes Police Constable	\$ 103,726.64	\$686.42
BARSKY	MICHAEL STEVEN	Detective Sergeant	\$ 137,236.17	\$744.60
BARTLETT	ALAN ANDREW	Police Constable	\$ 109,042.23	\$680.68
BARTLETT	DANIEL ALBERTO	Police Constable	\$ 101,068.99	\$662.93
BARTLETT	JASON MITCHELL	Police Constable	\$ 100,792.39	\$675.18
BARTZ	HANNAH FAY	Plainclothes Police Constable	\$ 104,459.89	\$686.42
BARWELL	DAVID ERIC	Detective	\$ 118,780.42	\$292.08
BASS	LORNE WILLIAM	Police Constable	\$ 121,955.65	\$684.37
BASSINGTHWAITE	STEVEN JEFFREY	Sergeant	\$ 106,073.73	\$686.98
BATES	BARRY MICHAEL	Police Constable	\$ 139,067.32	\$259.39
BATES	KIMBERLEY MICHELE	Detective	\$ 123,601.15	\$717.06
BATES	SANDY	Staff Sergeant	\$ 119,254.41	\$319.62
BATES	TIMOTHY BRIAN	Sergeant	\$ 110,205.19	\$717.06
BATES	WAYNE EDWARD	Detective	\$ 133,294.76	\$717.06
BATOR	ANDREW ISTVAN	Sergeant	\$ 109,066.06	\$717.06
BAUS	JACQUELINE SANDRA	Sergeant	\$ 104,753.22	\$670.19
BAYES	JOHN ARTHUR	Police Constable	\$ 116,126.65	\$669.95
BEADMAN	BRIAN GEORGE	Detective	\$ 108,275.20	\$708.56
BEARD	BENJAMIN JAMES	Plainclothes Police Constable	\$ 109,875.56	\$686.42
BEATTIE	CHRISTOPHER DENNIS	Sergeant	\$ 101,551.50	\$685.16
BEAUDOIN	SHANE REGINALD	Police Constable	\$ 104,704.31	\$662.93
BEAULAC	JOSEPH ANDRE	Police Constable	\$ 103,472.53	\$669.95
BEAULAC	SACHA LUCY	Plainclothes Police Constable	\$ 111,034.87	\$673.82
BEAUPARLANT	PAUL JOSEPH	Sergeant	\$ 126,789.28	\$711.97
BEAUSOLEIL	MARC	Plainclothes Police Constable	\$ 116,050.22	\$696.19
BEAVEN-DESJARDINS	JOANNA RUTH	Inspector	\$ 155,054.63	\$949.04
BECKWITH	CHRISTOPHER	Police Constable	\$ 105,768.49	\$674.83
BEERS	CLAY ALBERT	Manager of Radio and Electronics	\$ 162,020.38	\$823.06
BEGIN	MARCEL ARMAND	Plainclothes Police Constable	\$ 103,402.34	\$700.32
BELANGER	DANIEL JOSEPH	Sergeant	\$ 115,992.15	\$708.56
BELANGER	DONALD RENE	Staff Sergeant	\$ 124,812.31	\$703.83
BELANGER	LISA GABRIELLE	Plainclothes Police Constable	\$ 100,781.87	\$686.42
BELL	DANIEL	Detective Sergeant	\$ 184,684.52	\$602.94
BELL	DARYL EDWARD	Plainclothes Police Constable	\$ 107,075.60	\$686.42
BELL	KATHLEEN BRIGID	Plainclothes Police Constable	\$ 105,987.97	\$700.32
BELLAND	NEIL GREGORY	Police Constable	\$ 102,323.55	\$669.95
BELLE	FRANCOIS MARIE	Plainclothes Police Constable	\$ 135,664.44	\$686.42
BELLEFEUILLE	NEIL DOUGLAS	Plainclothes Police Constable	\$ 102,667.37	\$275.34
BELLION	LAURENT HUGUES	Police Constable	\$ 128,046.55	\$669.95
BELLON	CORINNE	Detective Sergeant	\$ 119,413.92	\$602.94
BELMONTE	ANTHONY	Police Constable	\$ 100,965.50	\$684.37
BENALLICK	DIANNA	Police Constable	\$ 102,704.87	\$676.70
BENALLICK	MARK DANIEL	Detective	\$ 114,112.11	\$708.56
BENEVIDES	RICHARD FERREIRA	Plainclothes Police Constable	\$ 108,592.88	\$678.70
BENGE	PAUL	Plainclothes Police Constable	\$ 107,858.71	\$700.32
BENINCASA	MARIANO JOSEPH	Training Constable	\$ 101,433.66	\$683.98
BENNETT	BRIAN ROBERT	Sergeant	\$ 108,017.20	\$675.80
BENNETT	JOANNE	Detective	\$ 105,919.12	\$708.56
BENNETT	TREVOR	Sergeant	\$ 107,199.78	\$286.99
BENNETT	WINSTON ANTHONY	Staff Sergeant	\$ 125,396.87	\$742.00
BENNEY	PETER	Plainclothes Police Constable	\$ 121,382.12	\$700.32
BENNOCH	CHRISTOPHER JOHN	Police Constable	\$ 112,816.35	\$667.87
BENOIT	HORST ALBERT	Police Constable	\$ 101,215.43	\$673.95
BENOIT	JASON REGIS	Plainclothes Police Constable	\$ 109,529.67	\$686.42
BENOIT	LISABET JANE	Detective Sergeant	\$ 105,843.53	\$689.30
BENSON	RODNEY WELLON	Plainclothes Police Constable	\$ 109,031.43	\$686.42
BENTLEY	CHRISTOPHER JOHN	Plainclothes Police Constable	\$ 112,039.26	\$686.42
BERCHARD	RENNIE	Detective	\$ 109,870.57	\$717.06
BEREZOWSKI	JOHN	Detective	\$ 116,226.96	\$717.06
BEREZOWSKY	ROBERT NESTOR	Plainclothes Police Constable	\$ 100,132.10	\$693.44
BERG	MICHAEL ANDREW	Sergeant	\$ 114,643.24	\$701.67

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
BERGEN	FRANCIS	Superintendent	\$ 172,938.53	\$13,757.32
BERNARD	CYNTHIA LEE	Plainclothes Police Constable	\$ 133,145.79	\$686.42
BERNARD	DAVID ANTHONY	Plainclothes Police Constable	\$ 103,155.65	\$678.70
BERNARDO	EDUARDO MADEIROS	Training Constable	\$ 101,180.85	\$685.20
BERNARDO	ISRAEL FARIA	Sergeant	\$ 124,466.77	\$701.93
BERNOBIC	KEVIN	Police Constable	\$ 109,505.86	\$662.93
BERRY	JOSHUA MICHAEL	Police Constable	\$ 108,303.75	\$237.08
BERRY	STEPHEN ROGER	Sergeant	\$ 105,648.85	\$369.05
BERTUCCA	KIMBERLY	Plainclothes Police Constable	\$ 100,120.40	\$693.44
BESCO	DAVID RUSSELL	Plainclothes Police Constable	\$ 103,951.43	\$678.70
BESON	MARK WILLIAM	Sergeant	\$ 106,238.15	\$694.83
BEVAN	GORDON	Training Constable	\$ 102,914.42	\$700.32
BEVAN	WILLIAM	Detective	\$ 120,047.33	\$717.06
BEVERIDGE	KATHRYN ANNE	Detective	\$ 133,830.44	\$717.06
BEVERIDGE	LYNN	Plainclothes Police Constable	\$ 108,459.77	\$700.32
BEVERS	DONALD	Manager of Corporate Planning	\$ 173,322.81	\$1,038.45
BEVILACQUA	FILIPPO	Detective	\$ 118,460.05	\$701.67
BEVILACQUA	GIULIO	Police Constable	\$ 102,297.03	\$669.95
BHARDWAJ	ELLA ELIZABETH	Police Constable	\$ 106,120.69	\$669.95
BHATHAL	HARJEET SINGH	Police Constable	\$ 112,501.22	\$662.93
BHOGAL	RAJAN-SINGH	Police Constable	\$ 107,211.73	\$662.93
BIANCHI	DANIELA	Plainclothes Police Constable	\$ 102,875.90	\$687.11
BIBEAU	CHRISTOPHER ROLAND	Police Constable	\$ 107,853.54	\$669.95
BILAK	STEPHEN	Sergeant	\$ 129,328.87	\$610.54
BILBY	DAVID ANDREW	Training Constable	\$ 100,056.30	\$685.20
BINNS	MICHAEL DOUGLAS	Police Constable	\$ 100,610.17	\$676.70
BIRING	SACHBINDER SINGH	Sergeant	\$ 105,729.30	\$276.69
BIRRELL	JOHN THOMAS	Plainclothes Police Constable	\$ 122,142.84	\$693.44
BISHOP	ALLAN SCOTT	Plainclothes Police Constable	\$ 110,866.35	\$686.42
BISHOP	ANNE-MARIE	Staff Sergeant	\$ 119,611.44	\$737.72
BISHOP	DAVID	Detective Sergeant	\$ 125,973.80	\$744.60
BISHOP	LEONA	Sergeant	\$ 110,639.84	\$717.06
BISHOP	STEPHEN	Detective	\$ 132,519.93	\$717.06
BISLA	KIRAN	Plainclothes Police Constable	\$ 101,482.27	\$686.42
BISSONNETTE	PAUL MARCEL	Sergeant	\$ 112,984.80	\$694.79
BLACKADAR	JANELLE RUTH	Plainclothes Police Constable	\$ 105,427.23	\$686.68
BLACKER	FREDERICK	Detective	\$ 108,656.01	\$717.06
BLACKLOCK	GUY	Sergeant	\$ 108,823.44	\$717.06
BLACKMAN	ARLINGTON	Staff Sergeant	\$ 121,118.80	\$319.62
BLAIR	JEFFREY KELVIN	Police Constable	\$ 113,769.24	\$669.95
BLAIR	WILLIAM STERLING	Chief of Police	\$ 367,719.94	\$3,006.72
BLAKELEY	JANICE	Sergeant	\$ 121,857.34	\$717.06
BLANCHARD	RICHARD	Staff Sergeant	\$ 123,052.90	\$744.60
BLOWER	STUART WILLIAM	Sergeant	\$ 111,849.20	\$701.67
BLUNK	ANDREW FREDDY	Police Constable	\$ 101,462.76	\$669.95
BOBBIS	RICHARD ROBERT	Sergeant	\$ 153,440.00	\$701.67
BOCKUS	CORY	Inspector	\$ 156,530.22	\$792.69
BODDAERT	WARREN PETER	Training Constable	\$ 104,665.56	\$685.20
BODDY	CHRISTOPHER EDWARD	Staff Sergeant	\$ 120,454.13	\$312.74
BOGLES	LOUIE MARK	Plainclothes Police Constable	\$ 105,916.42	\$678.70
BOIS	PAUL ROBERT	Sergeant	\$ 116,353.11	\$701.67
BOKALO	NIKOLAJ	Plainclothes Police Constable	\$ 111,555.09	\$700.32
BOLCSO	MARTHA ANN	Senior Analyst	\$ 105,228.21	\$280.88
BOLDUC	KEVIN VICTOR	Plainclothes Police Constable	\$ 110,255.24	\$686.42
BONCARDIO	PETER JOHN	Police Constable	\$ 109,985.99	\$675.19
BOND	MARLIN	Detective	\$ 126,981.81	\$292.08
BOND	MICHELE LOUISE	Plainclothes Police Constable	\$ 105,430.02	\$686.42
BOOTH	KENNETH COURTLAND	Detective	\$ 121,434.65	\$744.60
BOPARA	GURMOKH	Sergeant	\$ 117,965.19	\$701.67
BOPARA	GURWINDER	Detective	\$ 112,004.57	\$708.56
BORCH	MATTHEW PAUL	Police Constable	\$ 100,769.75	\$656.84
BORG	BRIAN	Detective Sergeant	\$ 144,835.07	\$319.62
BORG	SUSANNE JOSEPHENE	Plainclothes Police Constable	\$ 111,590.98	\$686.68
BORISSOV	BORIS ILIEV	Police Constable	\$ 101,522.43	\$662.93
BORNEMAN	MARK ROBERT	Plainclothes Police Constable	\$ 103,021.25	\$700.32
BORSBOOM	MARCELINUS HENDRIKUS	Plainclothes Police Constable	\$ 115,745.76	\$686.42
BORTKIEWICZ	CHRISTINE	Manager of Human Resources	\$ 157,154.20	\$991.86
BORTOLUSS	JO-ANNE ELLEN	Police Constable	\$ 111,932.46	\$669.95
BORUN	STEPHANIE ELIZABETH	Police Constable	\$ 100,816.49	\$668.65
BOSSERT	DENNIS	Police Constable	\$ 114,112.18	\$676.70
BOSWARD	WILLIAM	Detective Sergeant	\$ 125,532.38	\$744.60

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
BOTT	BRYAN	Inspector	\$ 148,704.41	\$792.69
BOUCHER	ROBERT DANIEL	Detective	\$ 131,138.84	\$708.56
BOULET	SCOTT	Detective	\$ 114,178.70	\$717.06
BOURGEOIS	JEAN PHILIP	Plainclothes Police Constable	\$ 101,755.15	\$680.93
BOURQUE	DOUGLAS	Sergeant	\$ 123,011.37	\$717.06
BOUVERAT	ROCH ERIC	Police Constable	\$ 102,208.57	\$662.93
BOWER	MARC ALAN	Police Constable	\$ 101,094.53	\$662.93
BOWKER	COLLEEN LISA	Plainclothes Police Constable	\$ 101,598.72	\$686.42
BOWMAN	BRIAN	Staff Sergeant	\$ 129,089.81	\$744.60
BOWMASTER	MICHAEL GLEN	Plainclothes Police Constable	\$ 107,852.84	\$686.42
BOWRY	CHRISTOPHER GEORGE	Plainclothes Police Constable	\$ 103,442.46	\$678.85
BOYCE	RONALD	Staff Sergeant	\$ 132,599.23	\$744.60
BOYD	ANDREW	Police Constable	\$ 109,461.02	\$669.95
BOYD	EDWARD	Inspector	\$ 149,477.83	\$949.04
BOYD	KAREN LINDA	Plainclothes Police Constable	\$ 102,793.49	\$558.66
BOYER	DENIS	Plainclothes Police Constable	\$ 114,187.47	\$700.32
BOYKO	DAYNA KATHLEEN	Plainclothes Police Constable	\$ 102,351.93	\$686.42
BOYKO	JEREMY JEFFREY	Sergeant	\$ 111,691.36	\$701.67
BOYLE	JASON EDWARD	Plainclothes Police Constable	\$ 104,826.14	\$683.98
BOYLE	KENNETH	Staff Sergeant	\$ 129,319.97	\$744.60
BRABANT	LAURA ANN	Police Constable	\$ 100,727.33	\$662.93
BRADBURY	SCOTT GORDON	Detective	\$ 110,535.99	\$701.67
BRADLEY	CHRISTOPHER	Police Constable	\$ 100,291.49	\$676.70
BRADSHAW	KEITH	Detective	\$ 119,174.60	\$292.08
BRADY	PETER GORDON	Plainclothes Police Constable	\$ 100,532.31	\$673.82
BRAGG	LORNE GORDON	Detective	\$ 108,618.60	\$701.67
BRAKE	MICHAEL JOSEPH	Sergeant	\$ 108,855.72	\$717.06
BRAMMALL	MICHAEL	Detective	\$ 144,444.53	\$717.06
BRANKER	DARRYL DERMOT	Plainclothes Police Constable	\$ 101,260.57	\$678.70
BRANTON	SHANE	Staff Sergeant	\$ 116,547.88	\$422.92
BRAR	GURSHARNJIT SINGH	Police Constable	\$ 121,018.69	\$669.95
BRAR	SHANE GURSHARAN	Detective	\$ 107,214.93	\$708.56
BRASCA	WALTER	Sergeant	\$ 121,443.47	\$717.06
BRAUND	JAMES RAYMOND	Plainclothes Police Constable	\$ 100,639.12	\$686.42
BRAUTIGAM	JAZEN LORNE	Sergeant	\$ 107,971.74	\$701.67
BRAYMAN	GEOFFREY ROBERT	Plainclothes Police Constable	\$ 101,630.54	\$686.42
BREEDON	WARREN SPENCER	Plainclothes Police Constable	\$ 106,067.39	\$681.54
BREEN	FRANCIS	Superintendent	\$ 169,571.27	\$8,756.97
BREMNER	JAMES	Training Constable	\$ 102,606.60	\$700.32
BRESSAN	LORENZO	Detective	\$ 115,883.68	\$717.06
BRESSE	JEAN	Police Constable	\$ 111,137.22	\$526.21
BRETT	BRYAN DONALD	Police Constable	\$ 117,756.46	\$662.93
BRIDEAU	RENE ALYRE	Plainclothes Police Constable	\$ 107,980.49	\$686.42
BRIGGS	CHRISTOPHER NEAL	Plainclothes Police Constable	\$ 100,230.37	\$684.34
BRINN	NORMAN	Detective Sergeant	\$ 119,292.74	\$744.60
BRISCOE	OMARI KAMAU	Police Constable	\$ 107,563.69	\$662.93
BRISTER	JOHN WILLIAM	Police Constable	\$ 105,529.12	\$536.83
BRITO	SERGIO AGOSTINHO	Police Constable	\$ 115,836.73	\$667.20
BRITTON	FRANCES	Sergeant	\$ 117,329.63	\$717.06
BROAD	AARON NATHANIEL	Police Cadet-in-Training	\$ 100,324.09	\$169.78
BROADFOOT	ALEXANDER	Sergeant	\$ 111,071.46	\$715.78
BRONS	JAMES	Detective	\$ 128,858.69	\$715.78
BRONSEMA	TANYA LISETTE	Police Constable	\$ 101,849.87	\$682.76
BROOKES	LEVERNE MCCOURCEY	Police Constable	\$ 125,995.94	\$689.50
BROOKES	RALPH	Staff Sergeant	\$ 120,384.81	\$744.60
BROOKS	MICHAEL	Plainclothes Police Constable	\$ 103,348.34	\$700.32
BROSKE	PETER WERNER	Police Constable	\$ 103,991.61	\$684.37
BROSNAN	SEAN	Staff Sergeant	\$ 121,930.29	\$744.60
BROUGHTON	PETER WILLIAM	Plainclothes Police Constable	\$ 122,488.43	\$686.42
BROWN	DOUGLAS	Sergeant	\$ 119,393.39	\$717.06
BROWN	JACQUELINE	Plainclothes Police Constable	\$ 113,960.32	\$693.44
BROWN	JAMES	Staff Sergeant	\$ 128,666.28	\$429.80
BROWN	ROBERT	Staff Sergeant	\$ 121,395.46	\$744.60
BROWN	SCOTT DEREK	Plainclothes Police Constable	\$ 108,472.11	\$684.59
BROWNE	JIMMY	Sergeant	\$ 115,649.40	\$717.06
BROWNE	TERRENCE	Detective Sergeant	\$ 138,979.30	\$744.60
BRUCE	PAMELA	Training Constable	\$ 102,787.13	\$700.32
BRUNATO	RICCARDO	Training Constable	\$ 104,418.11	\$698.04
BRUNELLE	GLEN WINSTON	Police Constable	\$ 105,811.04	\$670.56
BRUZZESE	DOMENICO D.	Sergeant	\$ 109,576.55	\$717.06
BRYAN	CHARLOTTE ANN	Plainclothes Police Constable	\$ 110,822.28	\$684.34

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
BRYAN	DAVID	Police Constable	\$ 100,458.93	\$684.37
BRYAN	KEITH XAVIER	Sergeant	\$ 113,948.62	\$717.06
BRYANT	ALAN MICHAEL	Training Constable	\$ 102,747.02	\$699.18
BRYCE	ROBERT FRANCIS	Sergeant	\$ 110,148.86	\$717.06
BRYL	BOGUMIL	Police Constable	\$ 115,972.59	\$684.37
BRYSON	LAWRENCE NEIL	Staff Sergeant	\$ 135,071.90	\$744.60
BUCHANAN	GREGORY MICHAEL	Plainclothes Police Constable	\$ 100,751.66	\$686.42
BUCKLEY	DONALD	Sergeant	\$ 115,237.70	\$717.06
BUDDO	JAMES	Plainclothes Police Constable	\$ 102,875.52	\$700.32
BUI	TAM THACH	Detective	\$ 137,924.99	\$701.67
BULBROOK	CALVIN MILORAD	Police Constable	\$ 106,985.40	\$675.34
BULLOCK	NEIL	Staff Sergeant	\$ 119,419.94	\$744.60
BULMER	WARREN JAMES	Plainclothes Police Constable	\$ 100,129.08	\$693.44
BURGESS	TROY	Sergeant	\$ 115,009.92	\$717.06
BURKE	CHRISTOPHER JOHN	Detective	\$ 108,866.18	\$283.58
BURKE	DARRYL WILFRED	Plainclothes Police Constable	\$ 102,526.36	\$686.42
BURKE	GARY EDWIN	Sergeant	\$ 105,146.29	\$701.67
BURKE	MICHAEL DAVID	Police Constable	\$ 123,776.53	\$684.37
BURKE	SUSAN JOYCE	Detective	\$ 108,664.50	\$715.78
BURKHOLDER	HERBERT	Sergeant	\$ 109,942.90	\$717.06
BURKS	CHARLES DEAN	Detective Sergeant	\$ 121,314.06	\$744.60
BURLEY	DAVID JOSEPH	Plainclothes Police Constable	\$ 119,863.87	\$686.42
BURNETT	ANSON RICHARD	Police Constable	\$ 115,829.64	\$665.53
BURNINGHAM	GRANT NEIL	Staff Sergeant	\$ 120,473.84	\$681.64
BURNS	ROY BRIAN	Police Constable	\$ 103,870.24	\$654.23
BURNS	STEPHEN GEORGE	Sergeant	\$ 108,973.53	\$708.56
BURNSIDE	SEAN KELLY	Police Constable	\$ 109,757.88	\$662.93
BURROWS	TIMOTHY SCOTT	Sergeant	\$ 104,215.04	\$708.56
BURRY	SHAWN CECIL	Detective	\$ 109,669.46	\$701.67
BUSTOS	HARRY SANTIAGO	Police Constable	\$ 115,117.59	\$662.93
BUTLER	PHILIP MICHAEL	Plainclothes Police Constable	\$ 113,566.46	\$678.70
BUTT	CELESTE BARBARA	Sergeant	\$ 113,170.47	\$683.99
BUTT	FASIEH UZ	Police Constable	\$ 105,192.18	\$654.23
BUTT	STEPHEN MILLER	Police Constable	\$ 106,300.75	\$674.83
BUTTON	BERNADETTE	Inspector	\$ 152,053.42	\$792.69
BYERS	DEREK JONATHAN	Sergeant	\$ 112,004.21	\$701.67
BYERS	MICHAEL	Police Constable	\$ 103,785.21	\$684.37
BYRNES	ELIZABETH	Superintendent	\$ 176,693.63	\$9,811.87
CACCAVALE	ERASMO	Plainclothes Police Constable	\$ 108,006.41	\$693.44
CAIN	JAMES MICHAEL	Police Constable	\$ 101,051.25	\$669.95
CAISSIE	PAUL	Sergeant	\$ 113,640.31	\$717.06
CAKEBREAD	ALAN WILLIAM	Detective	\$ 115,448.93	\$708.56
CALIFARETTI	SANDRA ANGELA	Manager of Financial Management	\$ 157,556.04	\$823.06
CALLAGHAN	PETER EDWARD	Staff Sergeant	\$ 133,923.92	\$744.60
CALLANAN	BRIAN MICHAEL	Detective	\$ 112,757.34	\$701.67
CAMACHO	JOSE	Sergeant	\$ 111,874.51	\$717.06
CAMARA	TOMMY	Police Constable	\$ 101,403.06	\$675.44
CAMERON	ALAN	Plainclothes Police Constable	\$ 110,222.87	\$700.32
CAMERON	NEIL ROBERT	Police Constable	\$ 100,104.79	\$662.93
CAMPANILE	EMANUELE	Sergeant	\$ 113,502.52	\$717.06
CAMPBELL	ANDREW JAMES	Plainclothes Police Constable	\$ 107,083.08	\$673.82
CAMPBELL	BRYAN EDWARD	Detective	\$ 115,555.12	\$701.67
CAMPBELL	CLAYTON DOUGLAS	Detective	\$ 106,188.26	\$701.67
CAMPBELL	DEBORAH ANNE	Senior Operations Supervisor	\$ 115,357.29	\$713.15
CAMPBELL	DONALD ALEXANDER	Superintendent	\$ 174,083.24	\$17,756.30
CAMPBELL	DOUGLAS	Sergeant	\$ 116,920.04	\$717.06
CAMPBELL	JOANNE ELIZABETH	Executive Director, Police Services Board	\$ 172,745.23	\$855.62
CAMPBELL	MARCIA	Sergeant	\$ 111,719.61	\$702.66
CAMPBELL	MICHELLE DIANE	Sergeant	\$ 123,307.45	\$698.82
CAMPBELL	MURRAY SMEATON	Sergeant	\$ 108,461.09	\$702.97
CAMPBELL	NICOLE	Plainclothes Police Constable	\$ 118,754.31	\$700.32
CAMPBELL	PHILLIP SCOTT	Plainclothes Police Constable	\$ 118,138.72	\$686.42
CAMPBELL	STEVEN D.	Training Constable	\$ 102,791.79	\$700.32
CAMPBELL	STEVEN JAMES	Plainclothes Police Constable	\$ 106,707.80	\$666.29
CAMPOLI	STEVEN ROBERT	Plainclothes Police Constable	\$ 135,909.26	\$686.42
CANEPA	ANTONIO	Plainclothes Police Constable	\$ 136,197.53	\$700.32
CANNATA	DAVID	Plainclothes Police Constable	\$ 117,619.47	\$700.32
CANNELLA	ANGELO GIUSEPPE	Police Constable	\$ 117,077.93	\$669.95
CANNING	MARK	Training Constable	\$ 111,754.98	\$698.61
CANNING	PAUL BRET	Police Constable	\$ 100,324.10	\$662.93
CANNON	MARLENE	Plainclothes Police Constable	\$ 102,910.45	\$700.32

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
CANNON	MICHAEL	Staff Sergeant	\$ 124,799.65	\$744.60
CANTELON	GREGORY	Staff Sergeant	\$ 123,551.45	\$744.60
CAPIZZO	GIUSEPPE DINO	Detective	\$ 116,466.73	\$708.56
CAPONE	DAVID JOSEPH	Police Constable	\$ 128,740.48	\$679.04
CAPUTO	JOSEPH	Detective	\$ 124,778.74	\$717.06
CARACCILOLO	ROGER DOMINIC	Detective	\$ 119,171.72	\$701.67
CARBONE	MIKE	Detective	\$ 146,552.95	\$717.06
CAREFOOT	TODD	Plainclothes Police Constable	\$ 117,052.92	\$700.32
CARGILL	PAUL SCOTT	Detective	\$ 115,612.61	\$708.56
CARL	GEORGE WILLIAM	Police Constable	\$ 109,075.69	\$684.37
CARLETON	STEPHEN JAMES	Plainclothes Police Constable	\$ 101,640.60	\$686.42
CARMICHAEL	STEPHEN FRANCIS	Sergeant	\$ 105,586.66	\$701.67
CARSWELL	BRIAN PATRICK	Plainclothes Police Constable	\$ 103,454.14	\$673.82
CARTER	DALE	Sergeant	\$ 111,296.09	\$717.06
CARTER	MARVA MARIE	Project Leader	\$ 114,800.68	\$303.15
CARTER	MAXWELL	Staff Sergeant	\$ 127,282.74	\$744.60
CARTER	RANDOLPH	Inspector	\$ 152,808.96	\$792.69
CARTER	SCOTT	Detective	\$ 110,244.61	\$717.06
CARUSO	SALVATORE	Plainclothes Police Constable	\$ 105,516.55	\$673.82
CARVALHO	AVELINO MOTA	Sergeant	\$ 122,484.63	\$708.56
CASCADDEN	KELLY	Sergeant	\$ 108,880.12	\$292.08
CASEY	JAMES AUSTIN	Plainclothes Police Constable	\$ 106,231.89	\$678.70
CASH	JENNIFER ANNE	Plainclothes Police Constable	\$ 104,601.33	\$682.15
CASHMAN	GERALD	Inspector	\$ 154,828.88	\$634.24
CASSIDY	SEAN ANDREW	Plainclothes Police Constable	\$ 103,657.26	\$681.54
CASTELL	TIFFANY ALICIA	Plainclothes Police Constable	\$ 106,216.46	\$678.70
CASTELLUCCI	ANTHONY	Sergeant	\$ 115,178.65	\$715.78
CATENACCIO	MARIO	Plainclothes Police Constable	\$ 142,127.20	\$673.21
CATES	STEVEN RICHARD	Police Constable	\$ 118,535.95	\$682.76
CATON	MATTHEW MICHAEL	Plainclothes Police Constable	\$ 117,335.00	\$686.42
CAVE	RANDAL DELBERT	Police Constable	\$ 102,342.54	\$684.37
CECILE	GLEN	Detective	\$ 126,279.21	\$715.78
CENSONI	LORENZINO MICHAEL	Police Constable	\$ 111,773.72	\$662.93
CERESOLI	MAURIZIO	Plainclothes Police Constable	\$ 112,078.44	\$686.42
CERNOWSKI	ANDREW JOHN	Financial Planner	\$ 128,825.33	\$886.80
CHAMBERS	COURTNEY	Staff Sergeant	\$ 126,122.79	\$744.60
CHAN	ALPHA HAWK-BUNG	Police Constable	\$ 104,432.21	\$690.96
CHAN	CHUN KWONG	Plainclothes Police Constable	\$ 112,906.25	\$693.44
CHANG	CHU THAO	Detective	\$ 128,409.73	\$701.67
CHANNER	NEVILLE	Sergeant	\$ 107,674.08	\$708.56
CHANT	JAMES ELLIOT	Plainclothes Police Constable	\$ 114,419.20	\$686.42
CHAPMAN	KAREN	Detective	\$ 109,885.72	\$701.67
CHAPMAN	MARK	Detective	\$ 108,967.98	\$708.56
CHARBONNEAU	JEFFREY PATRICK	Police Constable	\$ 100,325.80	\$669.95
CHARLES	ANTHONY	Detective Sergeant	\$ 126,769.45	\$744.60
CHARRON	STEPHANE REJEAN	Plainclothes Police Constable	\$ 106,076.80	\$686.42
CHARUK	MARK	Detective	\$ 109,738.24	\$717.06
CHASE	WILLIAM OLIVER	Plainclothes Police Constable	\$ 119,958.68	\$686.16
CHAUDHARY	NICHOLAS	Plainclothes Police Constable	\$ 102,766.62	\$667.41
CHAUDHRY	MAGHFOOR AHMAD	Planner	\$ 107,237.44	\$654.56
CHELLEW	STEPHEN	Sergeant	\$ 110,030.37	\$717.06
CHEN	WEI PIN	Plainclothes Police Constable	\$ 107,810.76	\$678.70
CHENG	ALAN LAP	Police Constable	\$ 103,256.34	\$662.93
CHEUNG	CHING TIN	Sergeant	\$ 114,222.38	\$701.67
CHEUNG	GADMAN DANIEL	Plainclothes Police Constable	\$ 101,031.57	\$686.42
CHEUNG	NICKY TIN-FU	Police Constable	\$ 102,053.99	\$662.93
CHHABRA	AJAY	Plainclothes Police Constable	\$ 120,735.52	\$678.70
CHIASSON	MARCEL ANDRE	Sergeant	\$ 121,609.96	\$708.56
CHIASSON	YVETTE MARIE	Police Constable	\$ 106,260.91	\$669.95
CHILDS	CYNTHIA	Detective Sergeant	\$ 135,815.59	\$744.60
CHILVERS	AMANDA DANIELLE	Plainclothes Police Constable	\$ 102,796.11	\$685.81
CHILVERS	CHRISTOPHER CLIFFORD	Detective	\$ 123,186.81	\$701.67
CHIU	SIN-YI	Sergeant	\$ 106,706.51	\$709.80
CHO	HYUNG EUN	Police Constable	\$ 106,910.29	\$662.06
CHOE	ROBERT	Detective	\$ 116,646.81	\$339.65
CHOO-WING	DEXTER MICHAEL	Plainclothes Police Constable	\$ 127,875.16	\$686.42
CHORNOOK	STEPHEN	Police Constable	\$ 107,247.71	\$684.37
CHOURYGUINE	DMITRY	Plainclothes Police Constable	\$ 109,993.38	\$678.70
CHOW	HAROLD	Sergeant	\$ 117,738.13	\$711.97
CHOW	LAWRENCE CHI	Detective	\$ 107,467.98	\$283.58
CHOW	WING YEM	Police Constable	\$ 100,768.26	\$662.93

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
CHRISTIAN	PHILIP BRUCE	Police Constable	\$ 101,696.97	\$662.93
CHRISTIE	PETER	Detective	\$ 108,707.60	\$292.08
CHRISTODOULOU	YIORGO RICHARD	Police Constable	\$ 100,078.38	\$650.69
CHUDOBA	MYRON	Detective	\$ 123,673.94	\$717.06
CHUNG	PHILIP	Detective	\$ 111,784.74	\$292.08
CHUNG	RODCLIFF RODGER	Sergeant	\$ 103,810.21	\$701.67
CHUNG	RYAN ANTHONY	Sergeant	\$ 111,134.37	\$678.95
CHUNG	YONG SUL	Police Constable	\$ 104,569.69	\$662.93
CHURKOO	DOODNATH DEODATH	Sergeant	\$ 149,338.05	\$701.67
CIBULIS	CLINTON FRANK	Police Constable	\$ 130,998.24	\$662.93
CID	CLAUDIA IRENE	Plainclothes Police Constable	\$ 104,559.26	\$680.93
CIESLIK	JAROSLAW	Police Constable	\$ 102,173.81	\$679.56
CIESLIK	SUSAN HELENA	Plainclothes Police Constable	\$ 115,219.25	\$700.32
CILIA	JOHN ROBERT	Police Constable	\$ 106,998.15	\$675.34
CIOFFI	MARC ANGELO	Sergeant	\$ 108,348.23	\$701.67
CIOFFI	MICHAEL ANTHONY	Plainclothes Police Constable	\$ 111,822.77	\$678.70
CIPRO	MICHELLE PAULINE	Detective	\$ 103,409.39	\$701.67
CLAPP	CATHERINE ANN	Police Constable	\$ 100,964.10	\$662.93
CLARK	CORINNE	Detective	\$ 108,691.06	\$717.06
CLARK	DANA JOHN	Plainclothes Police Constable	\$ 113,949.82	\$686.42
CLARK	DAVID JAMES	Plainclothes Police Constable	\$ 114,030.17	\$686.42
CLARK	JAMIE ANDERSON	Sergeant	\$ 108,665.92	\$701.67
CLARK	KARAH DAWN	Police Constable	\$ 103,896.62	\$244.97
CLARK	NANCY PATRICIA	Communications Operator	\$ 109,828.56	\$634.42
CLARK	PRESTON MICHAEL	Plainclothes Police Constable	\$ 117,582.89	\$686.42
CLARK	RUSSELL	Sergeant	\$ 113,444.24	\$717.06
CLARK	STEVEN	Detective	\$ 113,136.82	\$717.06
CLARK	TRAVIS DAYMOND	Sergeant	\$ 118,598.82	\$689.78
CLARKE	CALVIN PETER	Police Constable	\$ 102,760.78	\$662.93
CLARKE	DOUGLAS	Plainclothes Police Constable	\$ 116,708.40	\$700.32
CLARKE	JEFFERY HOWARD	Police Constable	\$ 103,377.83	\$669.95
CLARKE	JOHN	Detective	\$ 120,108.89	\$717.06
CLARKE	MATTHEW FRANCIS	Plainclothes Police Constable	\$ 118,060.12	\$686.42
CLARKE	PAUL EGERTON	Police Constable	\$ 101,919.99	\$676.70
CLARKE	STACYANN MARIA	Detective	\$ 114,022.41	\$701.67
CLARKE	STEVEN	Detective Sergeant	\$ 119,209.29	\$319.62
CLAUDIO	DONALD	Police Constable	\$ 111,860.63	\$675.34
CLEMENS	JEFFREY	Sergeant	\$ 114,522.47	\$386.06
CLEMENTS	HOWARD	Police Constable	\$ 113,114.05	\$684.37
CLENDINNING	MARK WILLIAM	Detective	\$ 121,708.51	\$717.06
CLIFFORD	HUGH ANTHONY	Police Constable	\$ 106,662.63	\$662.93
CODE	PETER	Staff Sergeant	\$ 134,823.95	\$599.31
COFFEY	CHARLES JAMES	Plainclothes Police Constable	\$ 100,206.47	\$664.61
COFFIN	PHILIP	Police Constable	\$ 112,710.14	\$684.37
COGHLIN	JAMES GARFIELD	Staff Sergeant	\$ 118,444.24	\$596.06
COHEN	ALAN LAWRENCE	Plainclothes Police Constable	\$ 128,779.61	\$673.61
COHEN	MELISSA KELLY	Plainclothes Police Constable	\$ 107,462.55	\$673.21
COLE	DONALD	Staff Sergeant	\$ 121,902.14	\$744.60
COLE	GREGORY	Inspector	\$ 154,807.83	\$949.04
COLE	JASON ARTHUR	Detective	\$ 122,780.82	\$717.06
COLEMAN	CRAIG EDWARD	Police Constable	\$ 101,402.22	\$669.95
COLLIN	JONATHAN DAVID	Plainclothes Police Constable	\$ 103,214.55	\$686.42
COLLINS	ROBERT SCOTT	Sergeant	\$ 115,768.52	\$717.06
COLLYER	ADAM STEPHEN	Police Constable	\$ 106,785.29	\$669.95
COLLYMORE	BRIAN MATTHEW	Police Constable	\$ 114,249.18	\$662.93
COMBDON	AARON ARTHUR	Police Constable	\$ 103,655.66	\$237.95
COMMISSION	CHRISTOPHER PAUL	Plainclothes Police Constable	\$ 105,255.04	\$686.42
CONIGLIO	DOMENICO	Police Constable	\$ 100,280.20	\$662.93
CONLEY	TIMOTHY KENNETH	Plainclothes Police Constable	\$ 102,324.25	\$671.99
CONNELL	DALE	Sergeant	\$ 109,003.20	\$418.00
CONNOLLY	JOHN PAUL	Police Constable	\$ 119,150.03	\$670.20
CONNOR	BRUCE ALEXANDER	Plainclothes Police Constable	\$ 123,517.37	\$686.42
CONTANT	JASON ARTHUR	Training Constable	\$ 102,249.80	\$685.20
COOK	THOMAS WILLIAM	Plainclothes Police Constable	\$ 105,831.47	\$671.78
COOKE	LEE SCOTT	Police Constable	\$ 139,940.18	\$669.95
COOMBS	ALBERT GEORGE	Plainclothes Police Constable	\$ 115,592.04	\$700.32
COOPER	CHRISTOPHER ROBERT	Police Constable	\$ 100,081.01	\$662.93
COOPER	RICHARD	Training Constable	\$ 101,044.17	\$260.83
COOPER	ROBERT	Detective	\$ 108,584.50	\$717.06
COOVADIA	ABDUL-KHALIK YAHYA	Plainclothes Police Constable	\$ 107,210.94	\$693.44
COPAT	LUIGI	Plainclothes Police Constable	\$ 110,906.40	\$700.32

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
CORBIE	WESLEY MARCUS	Plainclothes Police Constable	\$ 119,169.02	\$680.58
CORDEIRO	ELIZABETT MARIA	Sergeant	\$ 113,847.79	\$645.60
CORMACK	BRIAN JAMES	Detective	\$ 124,381.04	\$701.67
CORNFORD	CHRISTOPHER	Police Constable	\$ 101,010.17	\$286.81
COROGHLY	KHALID MOHAMMED	Plainclothes Police Constable	\$ 110,337.43	\$678.70
CORRA	DALE	Sergeant	\$ 109,308.38	\$711.97
CORREA	ANTONIO	Police Constable	\$ 105,107.49	\$668.42
CORREA	DAVID RODRIGUEZ	Detective	\$ 112,659.18	\$701.67
CORREA	IRWIN	Police Constable	\$ 137,192.98	\$684.37
CORREIA	BRYAN MEDEIROS	Plainclothes Police Constable	\$ 118,140.31	\$686.42
CORREIA	JEFFERY	Plainclothes Police Constable	\$ 114,781.83	\$678.70
CORRIGAN	NEIL DAVID	Superintendent	\$ 168,564.67	\$15,692.36
COSCARELLA	ANTHONY	Staff Sergeant	\$ 118,656.12	\$737.72
COSENTINO	SALVATORE	Detective Sergeant	\$ 149,906.83	\$602.94
COSGROVE	SEAN DAVID	Police Constable	\$ 103,579.68	\$675.44
COSTA	ANGELO	Sergeant	\$ 119,330.78	\$717.06
COSTA CORREIA	ZENON PIO	Detective	\$ 135,204.61	\$701.93
COSTABILE	GINO	Police Constable	\$ 120,636.76	\$689.50
COSTELLO	PATRICK WILLIAM	Police Constable	\$ 111,056.45	\$662.93
COTE	KEVIN JAMES	Police Constable	\$ 108,443.41	\$669.95
COULSON	WILLIAM	Staff Sergeant	\$ 119,723.17	\$744.60
COULTER	JOHN ALAN	Detective Sergeant	\$ 124,566.42	\$744.60
COULTER	SHANE DUSTIN	Sergeant	\$ 106,425.68	\$701.93
COULTHARD	JASON MILES	Detective	\$ 113,009.07	\$701.67
COURT	ANDREW JAMES	Police Constable	\$ 113,198.00	\$662.93
COWAN	ANDRIA	Sergeant	\$ 108,198.78	\$708.56
COWAN	JAMES	Sergeant	\$ 110,973.53	\$717.06
COWL	LAWRENCE	Sergeant	\$ 112,399.36	\$717.06
COX	DARREN ANDREW	Sergeant	\$ 127,571.13	\$710.11
COXON	SHAWNA MICHELLE	Staff Sergeant	\$ 114,553.37	\$730.70
COYLE	ROBERT	Police Constable	\$ 101,652.50	\$684.37
COYNE	PATRICK KEVIN	Plainclothes Police Constable	\$ 111,433.32	\$678.70
CRACKNELL	ALECHIA CYNTHIA	Plainclothes Police Constable	\$ 108,433.37	\$684.34
CRADDOCK	STEPHEN	Sergeant	\$ 124,411.90	\$717.06
CRAGHILL	DAVID	Sergeant	\$ 109,406.86	\$717.06
CRAIG	SCOTT	Sergeant	\$ 110,051.85	\$717.06
CRAMPTON	DAVID ALAN	Police Constable	\$ 100,804.71	\$669.95
CRANE	ROBERT JASON	Police Constable	\$ 101,499.45	\$669.95
CRAWFORD	ANTHONY JOHN	Plainclothes Police Constable	\$ 100,558.37	\$677.53
CRAWFORD	JASON RICHARD	Police Constable	\$ 105,888.45	\$662.93
CREWS	ALEXANDER	Police Constable	\$ 104,210.12	\$684.37
CREWS	WILLIAM	Detective Sergeant	\$ 120,978.02	\$744.60
CRICHTON	NORMAN	Sergeant	\$ 112,541.03	\$717.06
CRILLY	JOHN JAMES	Detective	\$ 105,290.02	\$701.67
CRISTIANO	GUIDO	Police Constable	\$ 156,487.27	\$684.37
CRISTOFARO	ANGELO	Director of Finance and Administration	\$ 184,452.63	\$1,088.82
CRONE	SUSAN	Detective Sergeant	\$ 120,622.27	\$744.60
CRONE	TIMOTHY	Staff Sergeant	\$ 134,391.77	\$337.04
CROOKER	LISA CATHERINE	Detective	\$ 119,939.19	\$701.67
CROSBY	DANIEL PATRICK	Staff Sergeant	\$ 119,670.90	\$726.24
CROWLEY	JANINE	Detective	\$ 109,372.20	\$717.06
CRUZ	ANTONIO RAMON	Plainclothes Police Constable	\$ 112,608.71	\$675.04
CULLETON	OWEN	Police Constable	\$ 103,780.55	\$684.37
CUNNINGTON	MATTHEW DOUGLAS	Plainclothes Police Constable	\$ 106,492.39	\$686.42
CURTIN	HELEN MARGARET	Manager of IT Governance	\$ 156,946.81	\$823.06
CUSHING	IRKA KATHERINE	Senior Analyst	\$ 106,360.95	\$280.88
D'ABREO	OLIVER	Police Constable	\$ 100,186.51	\$662.93
D'ALIMONTE	STEVEN	Plainclothes Police Constable	\$ 102,398.44	\$683.30
D'ANGELO	GIUSEPPE	Plainclothes Police Constable	\$ 100,969.57	\$693.44
D'ANTONIO	REMO	Detective	\$ 105,604.69	\$701.67
D'ONOFRIO	ANTONIO	Plainclothes Police Constable	\$ 119,417.98	\$678.70
D'SILVA	ALLISTER	Plainclothes Police Constable	\$ 115,938.88	\$686.42
D'SOUZA	PHILIP	Police Constable	\$ 103,353.59	\$676.70
D'SOUZA	RYAN ASHLEY	Police Constable	\$ 111,026.63	\$250.62
D'SOUZA	TYRON IAN	Police Constable	\$ 115,275.64	\$662.93
DA COSTA	ANTONIO NORBERTO	Police Constable	\$ 108,685.66	\$676.70
DA SILVA	JOSE	Police Constable	\$ 117,835.41	\$306.61
DA SILVA CRISTOPULO	JIMMY BERNARDO	Police Constable	\$ 104,321.43	\$662.93
DABU	JOSE PAULINO	Police Constable	\$ 100,988.09	\$669.95
DABUZINSKAS	VYTAUTAS	Plainclothes Police Constable	\$ 102,774.19	\$275.34
DAFOE	DALE	Detective	\$ 113,475.48	\$717.06

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
DAL BIANCO	JULIANO	Plainclothes Police Constable	\$ 103,080.31	\$700.32
DAL GRANDE	MAURO ANGELO	Police Constable	\$ 101,708.68	\$684.37
DALE	DONALD	Sergeant	\$ 115,639.98	\$717.06
DALEY	KEVIN	Police Constable	\$ 127,230.05	\$679.56
DALEY	TIMOTHY WILLIAM	Training Constable	\$ 100,102.13	\$692.20
DAMANI	ZAHIR	Project Leader	\$ 114,311.73	\$303.15
DAMASO	RODNEY	Detective	\$ 121,351.74	\$701.67
DANCE	RYAN WILLIAM	Plainclothes Police Constable	\$ 104,628.64	\$686.42
DANIELS	JEFFERY CLARENCE	Plainclothes Police Constable	\$ 113,107.29	\$678.70
DANIELS	MARK CHARLES	Detective	\$ 125,076.59	\$708.56
DAOUST	MICHAEL-LEE DENIS-PAUL	Plainclothes Police Constable	\$ 111,607.92	\$686.42
DARBYSHIRE	JAMES EDWARD	Staff Sergeant	\$ 121,489.95	\$744.60
DARMITZ	ANDREW JOSEPH	Police Constable	\$ 101,322.23	\$662.93
DARNBROUGH	DANIEL ROBERT	Detective	\$ 126,808.63	\$717.06
DARNLEY	STEVEN WILLIAM	Plainclothes Police Constable	\$ 111,915.32	\$686.42
DAS GUPTA	ONIL	Training Constable	\$ 101,671.04	\$692.20
DAVEY	AMY LEE	Plainclothes Police Constable	\$ 101,505.58	\$261.44
DAVEY	DEREK JAMES	Plainclothes Police Constable	\$ 100,257.64	\$674.43
DAVEY	SEAN ANDREW	Plainclothes Police Constable	\$ 106,479.24	\$686.42
DAVEY	THOMAS	Sergeant	\$ 110,314.41	\$717.06
DAVEY	TIMOTHY	Detective Sergeant	\$ 120,953.88	\$319.62
DAVID	COSMA	Police Constable	\$ 100,918.25	\$568.49
DAVIES	ROBERT EARLE	Detective	\$ 124,529.58	\$701.67
DAVIS	JASON BRIAN	Plainclothes Police Constable	\$ 115,852.64	\$678.09
DAVIS	SHARON	Staff Sergeant	\$ 121,568.06	\$744.60
DAVIS	STACEY DEE	Sergeant	\$ 105,527.28	\$701.67
DAWN	BRIAN GORDON	Police Constable	\$ 100,752.70	\$662.93
DAWODU	CHRISTOPHER OLUFEMI	Plainclothes Police Constable	\$ 102,486.14	\$686.42
DAWOOD	AMAAN	Police Constable	\$ 102,911.01	\$662.93
DAWSON	GEORGE JOSEPH	Staff Sergeant	\$ 132,031.77	\$744.60
DAWSON	KEITH	Sergeant	\$ 112,177.11	\$717.06
DAWSON	SHANNON INEZ	Detective	\$ 116,985.27	\$701.93
DAWSON	VICKI	Sergeant	\$ 108,973.89	\$717.06
DAYLER	NATHAN DAVID	Training Constable	\$ 102,976.76	\$686.42
DE CAIRE	JEFFREY PAUL	Police Constable	\$ 108,988.86	\$651.62
DE COSTE	LISA GERMAINE	Plainclothes Police Constable	\$ 108,077.06	\$686.42
DE GRAAF	RYAN EVERT	Police Constable	\$ 102,235.25	\$662.93
DE GUZMAN	NOEL ENRIQUEZ	Plainclothes Police Constable	\$ 101,142.12	\$340.14
DE LIO	FRANK PAUL	Sergeant	\$ 120,743.21	\$708.56
DE LOS RIOS	JUAN CARLOS	Plainclothes Police Constable	\$ 102,045.45	\$693.44
DE LUGT	MARK	Police Constable	\$ 105,194.25	\$684.37
DE SOUSA	JOHN PAUL	Plainclothes Police Constable	\$ 123,991.81	\$686.42
DE SILVA	MICHAEL BRIAN	Plainclothes Police Constable	\$ 110,731.77	\$686.42
DESILVA	JULIUS THEODORE	Senior Analyst	\$ 117,797.67	\$280.88
DEABREU	GREGORY JOHN	Plainclothes Police Constable	\$ 105,606.67	\$678.70
DEACON	TIMOTHY WILLIAM	Police Constable	\$ 102,370.85	\$662.93
DEAN	BERTRAND	Police Constable	\$ 120,284.59	\$633.02
DEAN	JESSE RUSSELL	Plainclothes Police Constable	\$ 117,805.27	\$678.70
DEARBORN	ROBERT FREDERICK	Police Constable	\$ 118,537.89	\$684.37
DECOSTE	WANDA MARIE	Sergeant	\$ 103,397.37	\$701.67
DECOURCY	JOHN	Detective Sergeant	\$ 120,991.57	\$744.60
DELPOR	MICHAEL	Plainclothes Police Constable	\$ 102,792.78	\$700.32
DEMIAN	HIBA JOSEPH	Parking Enforcement Officer	\$ 109,794.69	\$170.56
DEMIRDEN	AHMET	Plainclothes Police Constable	\$ 104,239.37	\$665.73
DEMKIW	MYRON ANDREY	Inspector	\$ 146,891.78	\$947.86
DEMOE	KEVIN	Detective	\$ 109,331.90	\$717.06
DENNIS	AARON	Sergeant	\$ 110,930.09	\$701.67
DENTON	MARK	Plainclothes Police Constable	\$ 117,512.40	\$700.32
DESJARDINS	JOSEPH FRANCOIS	Plainclothes Police Constable	\$ 119,082.19	\$673.21
DESMARAIS	JOHN PAUL	Police Constable	\$ 106,038.94	\$669.95
DESROCHERS	JEROME JEREMY	Police Constable	\$ 103,691.94	\$669.95
DESROCHERS	ROGER HENRI	Detective	\$ 117,848.57	\$701.67
DEVEREUX	CHRISTOPHER LEE	Plainclothes Police Constable	\$ 104,436.57	\$686.42
DEVINE	PHILIP	Detective	\$ 108,751.14	\$717.06
DEWLAND	WILLIAM RONALD	Police Constable	\$ 100,409.51	\$237.95
DEWLING	NORMAN	Staff Sergeant	\$ 120,110.13	\$744.60
DEWSNAP	JAMIE DUNCAN	Plainclothes Police Constable	\$ 109,256.73	\$686.42
DEY	ROBIN HUGH	Sergeant	\$ 122,748.76	\$717.06
DHALIWAL	PIARA SINGH	Police Constable	\$ 101,487.36	\$662.06
DHALIWAL	SURINDERJIT	Senior Technical Analyst	\$ 122,244.40	\$280.88
DHATT	RUBINDER	Sergeant	\$ 115,246.06	\$701.67

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
DHILLON	JAGJIT SINGH	Police Constable	\$ 118,185.41	\$658.58
DHILLON	RANBIR SINGH	Plainclothes Police Constable	\$ 103,177.96	\$677.53
DHINGRA	RAJEEV	Police Constable	\$ 110,586.25	\$662.93
DHOUM	MUNISH	Plainclothes Police Constable	\$ 115,957.11	\$671.99
DHUKAI	ZEESHAN AYUB	Plainclothes Police Constable	\$ 102,984.07	\$678.70
DI GIACOMO	ROBERTO	Detective	\$ 123,843.44	\$701.67
DI PASSA	DOMENICO	Detective	\$ 141,325.35	\$715.78
DI PASSA	JULIE	Detective	\$ 116,360.97	\$292.08
DI POCE	EMILIO	Detective	\$ 116,947.64	\$717.06
DI TOLLO	MONICA FRANCA	Operations Supervisor	\$ 101,356.17	\$665.63
DI TOMMASO	MARIO	Superintendent	\$ 172,181.08	\$13,209.87
DIDANIELI	ROBERTO	Detective Sergeant	\$ 131,500.46	\$744.60
DIAZ	ANGELA MARIA	Police Constable	\$ 106,444.11	\$678.14
DIAZ	PEDRO EDUARDO	Detective	\$ 126,110.79	\$708.56
DICK	MICHAEL DAVID	Plainclothes Police Constable	\$ 108,661.55	\$678.70
DICKIE	CRAIG WILLIAM	Police Constable	\$ 116,194.16	\$669.95
DICKINSON	DAVID THORPE	Detective	\$ 129,287.11	\$701.67
DICKSON	BRETT GORDON	Plainclothes Police Constable	\$ 100,581.14	\$679.71
DICOSOLA	MICHELE	Detective	\$ 125,906.00	\$708.56
DIDIC	ADAMIRA MARIA	Plainclothes Police Constable	\$ 102,333.33	\$684.34
DIGIOVANNI	GIUSEPPE	Sergeant	\$ 135,864.76	\$717.06
DION	DANIEL	Detective	\$ 107,464.64	\$710.11
DIONNE	CHRISTOPHER	Detective	\$ 108,709.03	\$292.08
DIPOCE	JEREMY MICHAEL	Plainclothes Police Constable	\$ 100,245.85	\$686.42
DIRENZO	RAYMOND MARTIN	Sergeant	\$ 106,759.90	\$708.56
DISALVO	SHARON	Sergeant	\$ 110,609.34	\$711.97
DIVESTI	TONY	Sergeant	\$ 111,271.42	\$717.06
DIZON	JOSE BENEDICTO	Detective	\$ 125,377.54	\$701.67
DOBBS	BEVERLY ROSE	Police Constable	\$ 101,495.21	\$654.23
DOBBS	CHRISTIAN DANIEL	Plainclothes Police Constable	\$ 112,939.69	\$678.70
DOBRO	ANDREW	Police Constable	\$ 104,953.00	\$684.37
DODDS	LESLIE GRAHAM	Plainclothes Police Constable	\$ 110,388.49	\$686.42
DODSON	RANDIE	Training Constable	\$ 101,951.00	\$686.68
DOHERTY	BRADEN SPENCER	Plainclothes Police Constable	\$ 105,064.89	\$686.42
DOKURNO	RICHARD MICHAEL	Detective Sergeant	\$ 120,724.51	\$744.60
DOMINELLI	VITTORIO SALVATORE	Police Constable	\$ 109,498.96	\$662.93
DOMINEY	PAUL LAURIE	Detective	\$ 130,736.45	\$701.67
DONAIS	BRADLEY JAMES	Detective	\$ 100,973.02	\$689.22
DONISON	KIM	Police Constable	\$ 110,942.00	\$684.37
DONOVAN	STEPHEN	Training Constable	\$ 102,596.60	\$700.32
DORAZIO	NICKOLAS CHARLES	Plainclothes Police Constable	\$ 103,207.08	\$667.46
DOREY	JOSEPH THOMAS	Project Leader	\$ 114,562.18	\$303.15
DORRINGTON	FRANCIS JUSTIN	Police Constable	\$ 101,585.52	\$662.93
DOUGLAS	BARBARA ANN	Detective	\$ 121,445.23	\$708.56
DOUGLAS	JEFFREY	Sergeant	\$ 111,513.66	\$717.06
DOUGLAS	STEPHEN MICHAEL	Plainclothes Police Constable	\$ 110,457.77	\$686.42
DOUPE	JEFFERY JONATHON	Plainclothes Police Constable	\$ 104,743.38	\$686.42
DOWNING	THOMAS	Police Constable	\$ 102,863.50	\$696.66
DOYLE	CHRISTOPHER PATRICK	Plainclothes Police Constable	\$ 101,280.04	\$663.49
DRAKE	KEVIN CHRISTOPHER	Police Constable	\$ 132,547.05	\$669.95
DRAKE	WILLIAM	Sergeant	\$ 118,450.65	\$717.06
DRAPACK	RYAN JOSEPH	Sergeant	\$ 112,764.38	\$695.77
DRAPER	KIRSTAN GILES	Police Constable	\$ 108,820.24	\$665.53
DRENNAN	CRAIG	Detective	\$ 127,911.38	\$717.06
DREWS	JASON	Plainclothes Police Constable	\$ 117,409.88	\$686.42
DROZDZOWSKI	MAREK	Police Constable	\$ 101,125.06	\$683.37
DRURY	PAUL	Detective	\$ 115,172.12	\$575.40
DUARTE	JOAO RODRIGO	Plainclothes Police Constable	\$ 118,819.60	\$686.42
DUBE	DAVID	Sergeant	\$ 110,882.81	\$717.06
DUBREUIL	JEAN	Sergeant	\$ 123,656.06	\$717.06
DUCKWORTH	SCOTT	Sergeant	\$ 110,901.27	\$717.06
DUCUSIN	MICHAEL RYAN	Police Constable	\$ 101,224.48	\$669.95
DUERDEN	PATRICK PETER	Plainclothes Police Constable	\$ 104,705.54	\$670.21
DUFFUS	RICHARD HUGH	Detective	\$ 123,903.76	\$708.56
DUFFY	MARJORIE ARLEEN	Sergeant	\$ 112,075.27	\$708.56
DUGAN	ERIC	Sergeant	\$ 115,164.32	\$717.06
DUKE	BRIAN DOUGLAS	Sergeant	\$ 108,851.29	\$717.06
DULATAS	JOSE JOB	Police Constable	\$ 101,315.12	\$654.23
DUNBAR	EVERETT CLAIR	Police Constable	\$ 103,095.49	\$662.93
DUNCAN	JEANINE	Detective	\$ 107,172.25	\$710.42
DUNCAN	MELISSA JOY	Plainclothes Police Constable	\$ 112,450.61	\$686.42

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
DUNCAN	PETER	Detective	\$ 105,922.12	\$708.56
DUNCAN	PHILLIP ZVI	Plainclothes Police Constable	\$ 113,630.36	\$686.42
DUNK	LISA TERRA	Police Constable	\$ 100,609.98	\$683.03
DUNKER	NIGEL PETER	Training Constable	\$ 105,781.88	\$685.20
DUNKLEY	LESLIE	Detective	\$ 136,847.25	\$717.06
DUNLOP	JAMES MICHAEL	Plainclothes Police Constable	\$ 110,318.66	\$681.54
DUNLOP	JOHN PAUL	Detective	\$ 116,055.61	\$717.06
DUNN	BEVERLY	Police Constable	\$ 126,760.33	\$684.37
DUNNE	JAMES WILLIAM	Police Constable	\$ 100,744.03	\$669.95
DUNNING	ANDREW RICHARD	Police Constable	\$ 118,657.18	\$682.76
DUNSTAN	DOUGLAS	Detective	\$ 142,627.55	\$717.06
DURAN	ADRIAN ROGELIO	Police Constable	\$ 137,754.04	\$675.90
DURHAM	CAMERON EDWARD	Staff Sergeant	\$ 124,640.75	\$744.60
DUROCHER	DAVID LEONARD	Police Constable	\$ 116,760.12	\$665.53
DURRAN	NED	Police Constable	\$ 109,566.18	\$669.95
DURST	GREGORY FRANCIS	Training Constable	\$ 102,600.10	\$700.32
DURST	PETER	Plainclothes Police Constable	\$ 105,934.78	\$275.34
DURY	BENJAMIN MICHAEL	Detective	\$ 115,558.41	\$701.93
DUTHIE	ROBERT	Sergeant	\$ 116,214.46	\$717.06
DWYER	ANTHONY	Plainclothes Police Constable	\$ 102,820.16	\$700.32
DYCK	HENRY JACOB	Plainclothes Police Constable	\$ 105,065.61	\$253.72
DYKE	GEOFFREY THOMAS	Training Constable	\$ 100,415.10	\$686.42
DZIEMIANKO	STAI SLAW	Police Constable	\$ 128,366.92	\$689.50
DZINGALA	EDWARD	Staff Sergeant	\$ 119,535.92	\$744.60
DZINGALA	RICHARD GEORGE	Police Constable	\$ 128,450.00	\$684.37
EAGLESON	DAWN MICHELLE	Detective	\$ 117,407.86	\$701.67
EAGLESON	LISA CHRISTINE	Sergeant	\$ 106,363.57	\$708.56
EARL	MICHAEL	Staff Inspector	\$ 163,046.56	\$15,306.21
EASTER	PETER	Police Constable	\$ 104,663.09	\$684.37
EATON	DOUGLAS BRIAN	Plainclothes Police Constable	\$ 121,882.03	\$672.60
EBRAHIMI	POOYA	Police Constable	\$ 104,104.09	\$662.93
ECKLUND	ANDREW DOUGLAS	Sergeant	\$ 148,607.82	\$701.67
ECKLUND	DAVID GRENVILLE	Detective Sergeant	\$ 141,870.96	\$724.28
EDGAR	LESLIE ADAM	Plainclothes Police Constable	\$ 104,737.75	\$686.42
EDWARD	GLENN RAYMOND	Sergeant	\$ 106,425.88	\$701.67
EDWICKER	ALEXIS GRACE	Detective	\$ 109,322.95	\$701.67
EICHENBERG	JAMES MICHAEL	Training Constable	\$ 106,485.16	\$685.46
ELDRIDGE	REGINALD	Sergeant	\$ 109,619.76	\$717.06
ELEY	STUART	Inspector	\$ 148,380.04	\$792.69
ELGAR	KAREN ELIZABETH	Plainclothes Police Constable	\$ 101,127.49	\$696.19
ELLIOT	BENJAMIN GEORGE	Police Constable	\$ 105,924.05	\$662.93
ELLIOTT	CHRISTOPHER PAUL	Detective	\$ 108,067.92	\$701.67
ELLIOTT	EVERETT	Plainclothes Police Constable	\$ 163,537.66	\$700.32
ELLIOTT	JOHN	Plainclothes Police Constable	\$ 102,596.60	\$700.32
ELLIOTT	PAUL	Sergeant	\$ 119,300.11	\$717.06
ELLIOTT	SHAWN WILLIAM	Sergeant	\$ 106,248.12	\$708.56
ELLIS	GEOFFREY WILLIAM	Plainclothes Police Constable	\$ 109,087.62	\$678.49
ELLIS	MATTHEW AUSTIN	Police Constable	\$ 104,290.26	\$642.62
ELLIS	MICHAEL DAVID	Manager of Facilities Management	\$ 147,513.60	\$949.60
ELZINGA	SIU-MIA	Plainclothes Police Constable	\$ 103,118.92	\$686.42
EMIGH	DAVID	Sergeant	\$ 111,773.61	\$717.06
EMMS	JEFFREY BRIAN	Plainclothes Police Constable	\$ 104,155.55	\$678.49
EMOND	CHRISTIAN RENE	Police Constable	\$ 101,517.48	\$662.93
ENTWISTLE	DAVID	Detective	\$ 115,800.83	\$717.06
ENTWISTLE	WARREN CLAYTON	Plainclothes Police Constable	\$ 106,732.75	\$544.76
ERMACORA	ROBERT GALDINO	Detective	\$ 106,476.51	\$708.56
ERVICK	DALE	Staff Sergeant	\$ 132,814.07	\$744.60
ESCUDE RO WHU	TSUI-CHEE	Project Leader	\$ 115,763.35	\$303.15
ESDON	JONATHAN AARON	Senior Intelligence Analyst	\$ 108,900.07	\$682.73
ESKEN	INDREK	Detective	\$ 111,035.74	\$717.06
ESPIE	GLEN	Police Constable	\$ 100,150.11	\$662.93
ESTWICK	EULIALIA	Detective	\$ 105,919.75	\$708.56
ETHIER	CHRISTOPHER MICHAEL	Police Constable	\$ 102,056.09	\$662.93
EUSTACE	DAVID	Sergeant	\$ 122,516.06	\$717.06
EUTENEIER	SIMON QUINCEY	Police Constable	\$ 114,557.96	\$658.58
EVANS	BART	Sergeant	\$ 110,049.10	\$717.06
EVANS	BRYCE	Staff Inspector	\$ 164,061.16	\$14,147.30
EVANS	JACQUELINE	Sergeant	\$ 110,190.45	\$402.26
EVELYN	DION	Manager of Communications Services	\$ 137,026.86	\$607.88
EVELYN	JOEL JAMSON	Police Constable	\$ 103,278.73	\$673.61
EVEREST	JOHN ALFRED	Sergeant	\$ 114,930.19	\$717.06

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
EXTON	CHARLES	Police Constable	\$ 118,643.39	\$684.37
EZEKIEL	SCOTT CARL	Police Constable	\$ 101,947.97	\$669.95
FACOETTI	MICHAEL PAUL	Sergeant	\$ 130,585.64	\$708.56
FADEL	MOHAMAD	Police Constable	\$ 104,910.73	\$662.93
FAIRCLOUGH	JAMES STEPHEN	Police Constable	\$ 103,172.51	\$674.83
FALCONER	GREGORY	Detective	\$ 125,579.37	\$717.06
FALKINSON	FRANK	Sergeant	\$ 108,695.71	\$717.06
FALLIS	ROBERT	Plainclothes Police Constable	\$ 110,398.64	\$699.28
FARAHBAKSH	JEANETTE ISABEL	Manager of Labour Relations	\$ 153,767.77	\$815.58
FAREWELL	DANIEL HAROLD	Plainclothes Police Constable	\$ 102,203.69	\$686.42
FARRELL	CHRISTINE MARIE	Detective	\$ 119,420.07	\$708.56
FARRELL	DOUGLAS JAMES	Training Constable	\$ 104,071.46	\$685.20
FARRELL	GEORGE	Staff Sergeant	\$ 130,562.94	\$744.60
FARRUGIA	MARIE	Detective	\$ 118,215.31	\$717.06
FASSBENDER	SUSAN ELISABETH	Police Constable	\$ 105,317.00	\$669.95
FEAGAN	GREGORY DAVID	Plainclothes Police Constable	\$ 113,913.01	\$686.42
FEBBO	OLIVER	Sergeant	\$ 122,988.47	\$711.97
FEDERICO	MATTHEW MICHAEL	Senior Technical Analyst	\$ 121,433.04	\$705.86
FEDERICO	MICHAEL	Deputy Chief	\$ 243,469.38	\$15,218.59
FEDORY	MYKOLA	Police Constable	\$ 101,993.16	\$662.93
FEGAN	BRENDA ELIZABETH	Police Constable	\$ 105,390.88	\$673.70
FEGAN	PAUL	Police Constable	\$ 102,355.83	\$695.52
FENTON	DAVID M.	Superintendent	\$ 174,505.55	\$14,683.36
FENTON	JASON ROBERT	Police Constable	\$ 110,289.81	\$669.95
FERADAY	MARK DANIEL	Sergeant	\$ 108,576.62	\$717.06
FERDINAND	PATRICK WALLACE	Police Constable	\$ 102,836.77	\$676.70
FERGUSON	HUGH	Superintendent	\$ 177,219.02	\$13,569.05
FERGUSON	JAY MARIE	Detective	\$ 125,545.26	\$717.06
FERGUSON	SCOTT CAVANAGH	Detective	\$ 116,547.88	\$737.72
FERGUSON	STEPHEN	Detective	\$ 114,170.86	\$717.06
FERKO	CHRISTOPHER ROBIN	Police Constable	\$ 107,545.16	\$669.95
FERNANDES	CHRISTOPHER	Inspector	\$ 153,729.64	\$949.04
FERNANDES	DWAYNE ANTHONY	Plainclothes Police Constable	\$ 102,130.63	\$686.42
FERNANDES	KERI ANN	Detective	\$ 108,169.80	\$701.67
FERNANDES	MICHAEL A.	Plainclothes Police Constable	\$ 101,590.98	\$271.21
FERNANDES	MICHAEL FREITAS	Police Constable	\$ 111,167.82	\$662.93
FERNANDES	ROLAND ANDREA	Training Constable	\$ 100,133.72	\$693.44
FERNANDES	ROSS SAVIO	Plainclothes Police Constable	\$ 103,836.17	\$686.42
FERNANDES	SELWYN JOHN	Superintendent	\$ 171,267.58	\$9,390.22
FERREIRA	MARK	Plainclothes Police Constable	\$ 129,282.07	\$699.28
FERRIS	KEVIN	Sergeant	\$ 110,452.50	\$717.06
FERRIS	LISA	Sergeant	\$ 126,542.85	\$717.06
FERRIS	MANIE THERESE	Plainclothes Police Constable	\$ 110,531.28	\$686.42
FERRY	JASON WAYNE	Detective	\$ 106,147.37	\$701.67
FERRY	MICHAEL BERNARD	Sergeant	\$ 157,139.50	\$717.06
FIDLER	ANDREW CLARENCE	Police Constable	\$ 128,302.11	\$662.93
FIELD	CAMERON DOUGLAS	Detective Sergeant	\$ 122,001.18	\$602.94
FIELDING	SHAWN MICHAEL	Police Constable	\$ 138,950.10	\$662.93
FIGLARZ	RADOSLAW	Police Constable	\$ 105,892.78	\$662.93
FILIPPIN	GIANNI ALAN	Plainclothes Police Constable	\$ 105,014.58	\$686.42
FINDLAY	RYAN MCLEAN	Plainclothes Police Constable	\$ 100,089.57	\$686.42
FINLAY	ALLAN	Sergeant	\$ 120,206.72	\$717.06
FIRTH	ZACHARY JONATHON	Police Constable	\$ 102,192.94	\$656.84
FISCHER	DAVID ANTHONY	Plainclothes Police Constable	\$ 102,238.45	\$686.16
FISHER	BRADLEY	Sergeant	\$ 112,532.37	\$715.78
FISHER	SUSAN	Police Constable	\$ 118,943.31	\$684.37
FISTER	MIRAN	Plainclothes Police Constable	\$ 108,781.05	\$700.32
FITKIN	CHRISTOPHER ALLAN	Plainclothes Police Constable	\$ 103,413.66	\$397.00
FITKIN	GRISEL	Plainclothes Police Constable	\$ 103,622.88	\$686.42
FITZGERALD	THOMAS	Superintendent	\$ 185,501.10	\$12,244.35
FLANDERS	TODD MATTHEW	Sergeant	\$ 107,679.32	\$701.67
FLETT	JAMES	Plainclothes Police Constable	\$ 105,472.80	\$271.21
FLIS	ALBERT	Detective	\$ 119,175.74	\$710.42
FLIS	CANDICE LYNN	Detective	\$ 106,133.41	\$708.56
FLORES	MANUEL ALEJANDRO	Police Constable	\$ 102,400.76	\$668.56
FLOREZ	LUIS GUILLERMO	Police Constable	\$ 102,833.67	\$662.93
FLUMIAN	TRACY LYNN ANGELA	Plainclothes Police Constable	\$ 100,713.59	\$677.81
FODEN	STEPHEN	Detective Sergeant	\$ 119,684.70	\$744.60
FOGG	BRETT GORDON	Police Constable	\$ 105,571.31	\$676.70
FOOTE	GORDON	Plainclothes Police Constable	\$ 102,596.60	\$275.34
FORBES	DAVID WILLIAM	Plainclothes Police Constable	\$ 102,788.44	\$680.56

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
FORCHIONE	ANTONIO	Staff Sergeant	\$ 120,738.77	\$303.30
FORCILLO	JAMES BERNARD	Police Constable	\$ 106,800.89	\$639.53
FORD	ANDREW RION	Police Constable	\$ 107,868.78	\$662.93
FORDE	ROGER ANTHONY	Sergeant	\$ 109,792.44	\$701.67
FORDE	RYAN	Detective	\$ 113,038.63	\$701.67
FORESTALL	GREGORY	Sergeant	\$ 136,497.50	\$717.06
FORESTELL	MICHAEL	Sergeant	\$ 125,772.10	\$717.06
FORSYTHE	ROSS	Plainclothes Police Constable	\$ 118,947.14	\$700.32
FORTIN	LOUIS-MARIE RAYMOND	Detective Sergeant	\$ 125,887.12	\$744.60
FOSTER	ANTHONY JOSEPH	Police Constable	\$ 104,397.19	\$669.95
FOSTER	LORNE DAVID	Police Constable	\$ 100,438.10	\$662.06
FOSTER	ROY	Detective	\$ 121,676.92	\$717.06
FOTOPOULOS	GEORGE	Sergeant	\$ 113,609.23	\$713.86
FOUGERE	CORY TRENTON	Police Constable	\$ 115,592.49	\$684.59
FOURNIER	MARIE-JOSEE	Plainclothes Police Constable	\$ 105,461.31	\$678.70
FOWLDS	GORDON BRUCE	Police Constable	\$ 107,358.17	\$685.51
FOWLDS	SCOTT MACKENZIE	Sergeant	\$ 119,434.90	\$708.56
FOWLER	WAYNE LEONARD	Detective	\$ 116,832.52	\$717.06
FOX	JAMES	Sergeant	\$ 109,812.75	\$717.06
FOX	STEVEN ANDREW	Police Constable	\$ 108,786.39	\$669.95
FRANCO	CHRISTOPHER ROBERT	Police Constable	\$ 101,923.49	\$651.62
FRANK	MARILYN IRENE	Plainclothes Police Constable	\$ 101,205.41	\$686.42
FRANKLIN	RICHARD	Plainclothes Police Constable	\$ 117,346.18	\$700.32
FRANKS	RANDY	Staff Inspector	\$ 160,613.34	\$13,413.15
FRASER	SIMON	Sergeant	\$ 110,171.07	\$717.06
FRASER	SPENCER ROBERT	Plainclothes Police Constable	\$ 111,784.33	\$686.42
FRASER	TRACEY	Sergeant	\$ 107,375.35	\$708.56
FREDERICK	ANTONIO RUDOLPH	Police Constable	\$ 108,702.16	\$669.95
FREEMAN	ERIC MICHAEL	Plainclothes Police Constable	\$ 104,293.18	\$686.42
FREEMAN	JEFFREY BRYANT	Police Constable	\$ 112,900.74	\$682.76
FRENCH	JOHN	Staff Sergeant	\$ 126,959.99	\$744.60
FRIGON	ROBERT	Plainclothes Police Constable	\$ 126,327.66	\$700.32
FRIMETH	KEVIN DAVID	Detective	\$ 138,818.87	\$708.56
FRITZ	GORDON	Plainclothes Police Constable	\$ 116,847.23	\$700.32
FRITZ	THEODOR	Detective	\$ 118,600.65	\$717.06
FROSCH	JAY JACKSON	Detective Sergeant	\$ 122,782.35	\$319.62
FRY	RONALD	Sergeant	\$ 113,715.09	\$717.06
FUNCHION	DANIEL SCOTT	Plainclothes Police Constable	\$ 105,530.53	\$673.82
FURNESS	HOWARD WAYNE	Assistant Manager, Payroll Services	\$ 106,085.01	\$378.33
FURYK	ROBERT PAUL	Police Constable	\$ 108,849.34	\$662.93
FYDENCHUK	KAY	Police Constable	\$ 102,641.23	\$684.37
FYFE	JOHN	Plainclothes Police Constable	\$ 120,412.12	\$693.44
FYNES	ADRIAN	Detective Sergeant	\$ 120,172.75	\$744.60
FYNES	BRONAGH MARIA	Detective	\$ 109,755.56	\$701.67
GABRIEL	MATTHEW THOMAS	Police Constable	\$ 101,943.32	\$664.49
GAGLIARDI	DEANNA LYNN	Plainclothes Police Constable	\$ 106,440.44	\$686.42
GAGLIARDI	VITO	Detective	\$ 119,970.67	\$701.67
GAJRAJ	SYED SEAN	Plainclothes Police Constable	\$ 107,782.98	\$686.42
GALAMIYEVA	YEKATERINA	Police Constable	\$ 101,983.83	\$658.58
GALDIKS	ROLAND GERHARD	Police Constable	\$ 106,806.13	\$669.95
GALES	WENDY	Sergeant	\$ 103,584.77	\$456.72
GALITOS	KONSTANTINOS	Plainclothes Police Constable	\$ 103,096.69	\$686.42
GALL	ALEXANDRU	Plainclothes Police Constable	\$ 105,474.97	\$683.30
GALLAGHER	IAN JAMES	Police Constable	\$ 103,553.00	\$662.93
GALLAGHER	JOHN ASHLEY	Police Constable	\$ 103,050.69	\$669.95
GALLANT	DENISE	Sergeant	\$ 106,720.79	\$285.13
GALLANT	KELLY-ANN	Detective Sergeant	\$ 119,404.39	\$492.76
GALLANT	ROBERT	Detective	\$ 127,658.23	\$717.06
GALLANT	STACY	Detective Sergeant	\$ 118,772.82	\$742.52
GALLANT	TIMOTHY	Sergeant	\$ 129,231.57	\$708.56
GALLO	DANIEL	Plainclothes Police Constable	\$ 106,701.36	\$686.42
GANJ	ARRAN	Police Constable	\$ 110,371.04	\$662.93
GARBUTT	DEBORAH GRACE	Police Constable	\$ 102,057.57	\$670.20
GARBUTT	TODD	Training Constable	\$ 103,846.50	\$693.44
GARCIA	ETELVINO MANUEL	Police Constable	\$ 105,998.38	\$662.06
GARDINER	ROBERT SCOTT	Police Constable	\$ 101,011.57	\$669.95
GARDNER	RONALD FRANKLIN	Sergeant	\$ 108,495.29	\$701.67
GARLAND	MARINA EDUARDOVNA	Plainclothes Police Constable	\$ 101,173.46	\$686.42
GARRETT	RICHARD FREDRICK	Plainclothes Police Constable	\$ 101,092.12	\$678.70
GARRISON	HEIDI ELSIE	Detective Sergeant	\$ 116,547.88	\$312.74
GARROW	PATRICK JOHN	Plainclothes Police Constable	\$ 101,063.35	\$686.68

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
GARVEY	ANDREW FREDERICK	Police Constable	\$ 100,389.47	\$668.66
GAUDET	DERRICK	Sergeant	\$ 112,644.41	\$710.11
GAUTHIER	KEITH	Plainclothes Police Constable	\$ 103,540.07	\$700.32
GAUTHIER	LEO	Detective	\$ 116,590.76	\$710.11
GAUTHIER	PAUL RICHARD	Sergeant	\$ 104,887.85	\$701.67
GAUVREAU	MARC ROBERT	Police Constable	\$ 102,036.24	\$669.95
GAZEY	DARYL	Police Constable	\$ 105,603.44	\$682.82
GEE	KEVIN WAI	Police Constable	\$ 101,074.50	\$658.58
GEE	WILLIAM EDWARD	Police Constable	\$ 136,338.38	\$669.95
GENOVY	SHAUN	Detective	\$ 112,357.32	\$717.06
GEORGE	GLEN	Sergeant	\$ 123,879.45	\$717.06
GEORGE	KEITH JOSEPH	Police Constable	\$ 101,803.58	\$662.93
GEORGOPOULOS	KEVIN	Plainclothes Police Constable	\$ 110,656.03	\$686.42
GERRITS	JOHN	Police Constable	\$ 124,005.95	\$684.37
GERRY	DARYLE	Staff Sergeant	\$ 122,467.53	\$744.60
GERRY	DONALD	Staff Sergeant	\$ 118,067.02	\$738.48
GERRY	MATTHEW JAMES	Police Constable	\$ 100,570.02	\$662.93
GETTY	SHAWN	Detective Sergeant	\$ 122,883.70	\$744.60
GHAZARIAN	HAMAYAK	Police Constable	\$ 110,298.67	\$662.93
GHEYSAR	MAKDA	Financial Planner	\$ 128,822.09	\$886.80
GIANNOTTA	CELESTINO	Director of Information Technology	\$ 183,097.27	\$1,088.82
GIBB	LOUIS	Sergeant	\$ 110,840.95	\$717.06
GIBBONS	REBECCA NICOLE	Plainclothes Police Constable	\$ 105,939.87	\$686.42
GIBILLINI	RICHARD	Sergeant	\$ 116,014.43	\$717.06
GIBSON	ANDREW NEIL	Sergeant	\$ 114,291.11	\$713.54
GIBSON	GRAHAM	Detective Sergeant	\$ 148,396.21	\$744.60
GIBSON	JAMES	Staff Sergeant	\$ 121,752.97	\$744.60
GIBSON	NATHAN EDWARD	Plainclothes Police Constable	\$ 115,637.23	\$678.70
GIBSON	ROGER	Sergeant	\$ 117,154.25	\$717.06
GICZI	JIM FRANK	Detective	\$ 118,750.40	\$708.56
GIEDROYC	KAROL ZYGMUNT	Detective Sergeant	\$ 117,641.40	\$312.74
GIESCHE	CHAD ALLEN	Plainclothes Police Constable	\$ 112,123.73	\$686.42
GILBERT	DONNA ELLEN	Information Security Officer	\$ 117,315.15	\$728.13
GILBERT	SCOTT	Inspector	\$ 153,792.99	\$949.04
GILBERT	SHAWN WILLIAM	Sergeant	\$ 101,390.54	\$694.59
GILFOY	LEAH DAWN	Detective Sergeant	\$ 118,052.30	\$737.72
GILL	AMANPREET SINGH	Police Constable	\$ 114,299.30	\$669.95
GILL	DALBINDER SINGH	Police Constable	\$ 104,066.92	\$669.95
GILL	JASON GOWAN	Plainclothes Police Constable	\$ 120,922.46	\$686.42
GILL	SUKHJIT SINGH	Police Constable	\$ 101,888.19	\$662.93
GILLAN	JEFFREY JOHN	Plainclothes Police Constable	\$ 117,476.68	\$686.42
GILLESPIE	ANDREA	Plainclothes Police Constable	\$ 102,884.52	\$700.32
GILLESPIE	MICHAEL PATRICK	Plainclothes Police Constable	\$ 108,753.95	\$678.70
GILLIS	DAVID WILLIAM	Staff Sergeant	\$ 119,211.04	\$744.60
GINI	GUILLERMO STEVE	Plainclothes Police Constable	\$ 107,319.81	\$678.70
GINN	DAVID	Plainclothes Police Constable	\$ 109,267.15	\$700.32
GIRARD	MARTIN REMI	Police Constable	\$ 103,854.32	\$662.93
GIRARDI	NANCY LYNNE	Plainclothes Police Constable	\$ 103,630.59	\$686.42
GIRMENIA	FRANCESCO	Plainclothes Police Constable	\$ 105,722.70	\$673.61
GIROUX	GARY	Detective Sergeant	\$ 160,235.12	\$319.62
GITTUS	RYAN CHRISTOPHER	Plainclothes Police Constable	\$ 101,027.30	\$670.77
GLANCY	DAVID	Police Constable	\$ 129,690.37	\$676.70
GLASGOW	JUSTIN JOSEPH	Plainclothes Police Constable	\$ 102,488.75	\$686.42
GLAVIN	LYDIA STEPHANY	Detective Sergeant	\$ 117,401.27	\$737.72
GLAVIN	PHILLIP	Sergeant	\$ 123,098.99	\$717.06
GLEN	CAROLINE	Detective	\$ 109,900.90	\$711.97
GLENDINNING	GREGORY DAVID	Detective	\$ 121,705.84	\$717.06
GOBBO	CLAUDIO	Plainclothes Police Constable	\$ 102,898.34	\$700.32
GODDARD	GLENN PATRICK	Police Constable	\$ 110,712.74	\$669.95
GOEBELL	NAD	Police Constable	\$ 101,753.64	\$684.37
GOH	ANDRE PIERRE	Manager of Diversity Management	\$ 145,464.67	\$367.71
GOKEDA	GOPALA KRISHNA	Project Leader	\$ 105,408.29	\$707.82
GOLDLIQUST	ANATOL	Police Constable	\$ 101,249.61	\$662.93
GOLDSMITH	ERIC CHARLES	Detective	\$ 109,062.98	\$701.93
GOMES	JUSTIN DAVID	Plainclothes Police Constable	\$ 108,079.52	\$686.42
GOMES	SUSAN ELIZABETH	Detective	\$ 145,515.83	\$708.56
GONZALES	ANGELO ENRIQUEZ	Police Constable	\$ 106,420.60	\$669.95
GOOBIE	DERRICK	Training Constable	\$ 105,667.77	\$700.32
GOODING	JOANNE MICHELE	Senior Administrator Civilian Recruitment	\$ 112,021.88	\$823.35
GOODWIN	ELLA RILEY	Plainclothes Police Constable	\$ 102,396.52	\$666.29
GOODWIN	RALPH	Sergeant	\$ 115,002.94	\$649.01

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
GORDON	CHRISTOPHER	Sergeant	\$ 107,688.24	\$393.76
GOSS	JASON JAMES	Police Constable	\$ 101,216.29	\$307.93
GOTELL	JAMES ELWOOD	Detective Sergeant	\$ 124,328.00	\$737.72
GOTTSCHALK	BRIAN	Staff Sergeant	\$ 120,755.78	\$744.60
GOTTSCHALK	MICHAEL	Staff Sergeant	\$ 119,454.23	\$571.46
GOTTSCHLING	RONALD EDMUND	Police Constable	\$ 102,339.86	\$669.95
GOUDIE	ROBERT RANDALL	Sergeant	\$ 109,714.49	\$708.56
GOUGH	JEFFREY MICHAEL	Police Constable	\$ 109,983.73	\$237.95
GOULAH	ANTHONY LEO	Plainclothes Police Constable	\$ 113,716.35	\$686.42
GOUTHRO	CRAIG JOSEPH	Sergeant	\$ 109,450.77	\$708.56
GOUEIA	DERECK FRANCIS	Plainclothes Police Constable	\$ 100,094.44	\$693.44
GOWAN	TODD JOHN	Sergeant	\$ 103,395.15	\$701.67
GOWANLOCK	CAROL LYNN	Administrator Document Services	\$ 112,996.62	\$240.65
GRACE	TIMOTHY	Plainclothes Police Constable	\$ 114,197.39	\$681.67
GRAFFMANN	GORDON	Detective Sergeant	\$ 119,209.29	\$744.60
GRAHAM	KEVIN JOSEPH	Police Constable	\$ 102,060.80	\$669.95
GRAHAM	LEE MICHAEL	Sergeant	\$ 109,442.13	\$717.06
GRAMMATIKOS	MICHAEL GEORGE	Police Constable	\$ 100,150.81	\$669.95
GRANATA	SALVATORE FRANCESCO	Sergeant	\$ 112,964.26	\$717.06
GRANBERG	DINO	Detective	\$ 111,704.19	\$708.56
GRANDE	PIETRO	Plainclothes Police Constable	\$ 120,222.86	\$691.36
GRANT	CHRISTOPHER RICHARD	Police Constable	\$ 103,142.51	\$669.95
GRANT	CINDYLOU CHRISTINA	Project & Policy Co-ordinator	\$ 135,114.14	\$886.80
GRANT	KEVIN	Plainclothes Police Constable	\$ 105,766.76	\$700.32
GRANT	PATRICIA ANN	Sergeant	\$ 108,419.19	\$701.67
GRAVELIIN	ROBERT-THEO	Police Constable	\$ 100,885.40	\$662.93
GRAY	GLENN	Staff Sergeant	\$ 123,389.65	\$744.60
GRAY	PAULINE	Detective Sergeant	\$ 134,550.55	\$744.60
GRAY	ROBERT	Sergeant	\$ 111,942.58	\$292.08
GREAVES	BRANDON LLOYD	Plainclothes Police Constable	\$ 101,470.61	\$666.29
GREAVETTE	JAMES	Plainclothes Police Constable	\$ 102,538.62	\$692.91
GREEN	JOHN	Detective	\$ 111,073.83	\$717.06
GREEN	RONALD TERRY	Police Constable	\$ 102,711.93	\$259.39
GREENAWAY	COLIN	Detective Sergeant	\$ 119,209.29	\$744.60
GREENAWAY	FIONA	Detective	\$ 108,992.46	\$292.08
GREENE	MICHAELA SARA	Police Constable	\$ 106,633.37	\$662.93
GREENER	KIMBERLEY ANNE	Police Constable	\$ 101,402.84	\$669.95
GREENLAW	CYNTHIA	Police Constable	\$ 105,367.64	\$684.37
GREENWOOD	JAMES	Detective Sergeant	\$ 121,612.87	\$744.60
GREENWOOD	KIMBERLEY SARA	Staff Superintendent	\$ 187,100.31	\$10,622.31
GREER	MARIE	Detective Sergeant	\$ 119,716.75	\$744.60
GREER	THOMAS ROBERT	Detective	\$ 120,014.84	\$708.56
GREGORY	ROBERT K.	Staff Sergeant	\$ 119,832.26	\$744.60
GREGORY	ROBERT R.	Detective	\$ 108,604.12	\$717.06
GREGORY	SANDRA	Sergeant	\$ 111,820.52	\$715.78
GREGORY	TREVOR PIXLEY	Police Constable	\$ 100,227.96	\$662.93
GREIG	ROBERT	Detective	\$ 116,987.11	\$717.06
GREKOS	MICHAEL	Detective	\$ 119,645.00	\$708.56
GREWAL	DHARMENDRA SINGH	Police Constable	\$ 109,683.67	\$685.20
GRIALDI	THIERRY	Detective	\$ 117,725.96	\$708.56
GRIERSON	MICHAEL	Detective	\$ 110,007.17	\$711.97
GRIEVE	TREVOR SCOTT	Police Constable	\$ 107,375.82	\$675.34
GRIEVES	GARY	Plainclothes Police Constable	\$ 105,158.25	\$275.34
GRIFFIN	LINDSAY GLENA	Police Constable	\$ 104,283.47	\$669.95
GRIFFIN	PAUL	Police Constable	\$ 106,495.71	\$684.37
GRIFFIN	SHAIN MICHAEL	Sergeant	\$ 108,607.63	\$701.67
GRIFFITHS	DAVID	Detective	\$ 126,529.67	\$717.06
GRIFFITHS	SEAN RONALD	Sergeant	\$ 117,355.11	\$717.06
GRIS	ROBERT MICHAEL	Sergeant	\$ 106,640.43	\$695.77
GRISOLIA	LISA	Sergeant	\$ 107,654.48	\$712.28
GRONDIN	SCOTT WILLIAM	Plainclothes Police Constable	\$ 114,611.60	\$686.42
GROSS	KIMBERLY	Detective Sergeant	\$ 122,943.71	\$744.60
GROSS	PAVEL	Manager of Information Systems	\$ 157,155.15	\$991.86
GROVER	TODD	Sergeant	\$ 107,985.86	\$712.59
GROVES	GREGORY	Detective Sergeant	\$ 132,372.84	\$739.50
GUERREIRO	JOSEPH ANDREW	Plainclothes Police Constable	\$ 106,961.88	\$686.42
GUEST	DALE	Sergeant	\$ 108,576.62	\$292.08
GUEST	KEVIN	Staff Sergeant	\$ 119,338.04	\$744.60
GURMAN	MICHAEL	Detective	\$ 124,155.08	\$717.06
GURR	JACK JACOB	Sergeant	\$ 105,048.49	\$386.87
GUTHRIE	JANICE	Plainclothes Police Constable	\$ 100,135.76	\$268.46

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
HABIBULLAH	JAMSHID	Police Constable	\$ 108,630.09	\$662.93
HADDEN	ELIZABETH ANNE	Police Constable	\$ 118,214.70	\$676.70
HADDRELL	PETER	Police Constable	\$ 100,470.12	\$684.37
HAFFEJEE	FAZAL MOHAMMED	Plainclothes Police Constable	\$ 117,412.06	\$681.54
HAFIZ	AMIN	Sergeant	\$ 117,983.26	\$717.06
HAGERMAN	DAVID	Police Constable	\$ 113,158.76	\$694.22
HAGGETT	LORI LYNN	Detective	\$ 106,117.17	\$566.90
HAGSHENAS	EHSAN	Police Constable	\$ 109,849.76	\$658.58
HAGOPIAN	GREGORY KRİKOR	Detective	\$ 106,651.08	\$701.67
HAIN	DAVID JOSEPH	Police Constable	\$ 102,519.42	\$669.95
HAINES	DAVID PAUL	Sergeant	\$ 109,258.84	\$701.67
HAINES	KEITH	Staff Sergeant	\$ 134,527.29	\$744.60
HAINES	RICHARD PAUL	Plainclothes Police Constable	\$ 119,052.15	\$679.01
HAITZER	GARY	Sergeant	\$ 109,130.55	\$370.78
HAIJ	MOHAMMAD ABID	Police Constable	\$ 104,112.69	\$669.95
HALAGIAN	ADAM RYAN	Plainclothes Police Constable	\$ 101,167.11	\$686.42
HALES	KEITH JOHN	Police Constable	\$ 107,772.46	\$669.95
HALEY	RHONDA GAYLE	Plainclothes Police Constable	\$ 104,880.36	\$686.42
HALJASTE	MARK HARIVALD	Police Constable	\$ 116,566.06	\$675.34
HALL	ALVIN DALTON	Sergeant	\$ 118,780.45	\$708.56
HALL	JOHN	Police Constable	\$ 108,257.02	\$684.37
HALL	NEIL HARCOURT	Plainclothes Police Constable	\$ 123,708.64	\$686.42
HALL	WILLIAM MICHAEL	Plainclothes Police Constable	\$ 129,069.32	\$686.42
HALMAN	DARREN	Staff Sergeant	\$ 121,380.86	\$740.97
HAMILTON	KEVIN STEWART	Police Constable	\$ 100,934.17	\$674.22
HAMILTON	MICHAEL S.	Police Constable	\$ 100,367.02	\$684.37
HAMILTON-GREENER	MICHAEL J.	Staff Sergeant	\$ 126,936.39	\$744.60
HAMLET	ROWAN ALLEN	Police Constable	\$ 108,368.13	\$669.95
HAMPSON	SCOTT ANDREW	Police Constable	\$ 137,227.80	\$669.95
HANCOCK	JANINE RHONA	Sergeant	\$ 108,272.74	\$708.56
HANCOCK	KIMBERLY	Detective	\$ 115,609.23	\$717.06
HANDSOR	AMY CHRISTINE	Plainclothes Police Constable	\$ 107,983.96	\$686.42
HANDSOR	PHILIP ALLEN	Detective	\$ 122,452.38	\$701.67
HANDY	CHRISTINE	Plainclothes Police Constable	\$ 101,444.17	\$693.44
HANLON	ERIN VALENTINE	Plainclothes Police Constable	\$ 120,497.74	\$684.34
HANS	DALJIT	Sergeant	\$ 108,659.83	\$717.06
HANSEN	KATHLEEN ANN	Police Constable	\$ 108,830.74	\$683.13
HANSEN	PETER	Police Constable	\$ 104,192.37	\$684.59
HANTON	JEFFREY	Plainclothes Police Constable	\$ 102,805.79	\$558.66
HARDY	RUSSELL	Police Constable	\$ 100,756.05	\$676.70
HARGAN	ROBERT	Sergeant	\$ 131,521.20	\$717.06
HARKER	ADAM MICHAEL	Plainclothes Police Constable	\$ 100,561.17	\$681.80
HARLEY	ALEXANDER PETRIE	Police Constable	\$ 103,897.14	\$662.93
HARLOCK	DAVID	Sergeant	\$ 115,482.31	\$717.06
HARNETT	ROBERT	Detective	\$ 137,617.38	\$710.11
HARNISH	MICHAEL STEVENS	Police Constable	\$ 109,004.07	\$669.95
HAROON	USMAN	Police Constable	\$ 116,830.15	\$662.93
HARRAS	JOHN	Detective	\$ 122,269.34	\$717.06
HARRINGTON	JULIA ANNE	Police Constable	\$ 101,885.95	\$662.93
HARRIS	CRAIG EDWARD	Police Constable	\$ 102,212.54	\$684.37
HARRIS	DAVID C.	Detective	\$ 118,519.37	\$717.06
HARRIS	DAVID ANTHONY	Senior Analyst	\$ 104,628.21	\$280.88
HARRIS	DEBBIE	Detective	\$ 163,028.95	\$717.06
HARRIS	KIMBERLEY ANN	Plainclothes Police Constable	\$ 109,111.61	\$261.44
HARRIS	RICHARD VICTOR	Detective	\$ 118,671.84	\$701.67
HARRIS	STEPHEN ARTHUR	Staff Inspector	\$ 159,333.33	\$14,255.20
HARRISON	KEITH ISSAC	Police Constable	\$ 109,633.14	\$662.93
HART	DOUGLAS	Detective	\$ 126,381.17	\$717.06
HARTFORD	DEBORAH	Detective	\$ 111,993.22	\$717.06
HARTFORD	THOMAS JOSEPH	Detective	\$ 116,432.01	\$292.08
HARVEY	DONALD	Plainclothes Police Constable	\$ 104,256.31	\$275.34
HARVEY	MARK	Sergeant	\$ 119,451.01	\$710.11
HASIUK	MELISSA ANNE	Police Constable	\$ 103,111.89	\$675.34
HASSALL	ANDREW	Plainclothes Police Constable	\$ 104,261.96	\$700.32
HAUNTS	ALAN	Detective Sergeant	\$ 120,754.47	\$744.60
HAWCO	BERNARD THOMAS	Sergeant	\$ 112,602.01	\$714.50
HAWKEN	MICHAEL BROWNLEE	Plainclothes Police Constable	\$ 100,742.53	\$671.78
HAWKINS	HILARY LAURENE	Plainclothes Police Constable	\$ 102,120.81	\$261.44
HAWKINS	ROBERT GEOFFREY	Plainclothes Police Constable	\$ 102,668.38	\$686.42
HAYES	JEREMY MATTHEW	Detective	\$ 126,253.54	\$701.67
HAYES	ROY EDWARD	Plainclothes Police Constable	\$ 111,238.04	\$700.32

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
HAYES	SHAWN EARL	Police Constable	\$ 100,217.87	\$669.95
HAYLES	MICHAEL BANCROFT	Sergeant	\$ 107,345.54	\$701.93
HAYNES	ANDREW EDWARD	Plainclothes Police Constable	\$ 103,711.49	\$678.70
HAYNES	CHRISTOPHER SEAN	Plainclothes Police Constable	\$ 106,357.68	\$693.44
HAYNES	ERNEST DAVID	Plainclothes Police Constable	\$ 106,955.78	\$686.42
HAYRE	HARMAN SINGH	Police Constable	\$ 100,178.53	\$669.95
HAYWARD	DARRELL MAURICE	Police Constable	\$ 101,543.60	\$669.95
HAYWARD	MARK	Sergeant	\$ 159,804.91	\$717.06
HAZELL	SANDRA DAWN	Police Constable	\$ 104,851.43	\$669.95
HEAD	STEVEN ROSS	Plainclothes Police Constable	\$ 108,947.25	\$686.42
HEADLEY	CHRISTINE	Senior Operations Supervisor	\$ 110,426.74	\$713.15
HEALY	MICHAEL DAVID	Detective	\$ 114,852.22	\$717.06
HEANEY	GERALD	Staff Sergeant	\$ 122,430.07	\$737.72
HEARD	CHRISTOPHER SHAYNE	Sergeant	\$ 129,146.18	\$362.28
HEARD	JASON MARK	Plainclothes Police Constable	\$ 109,254.50	\$686.42
HEDGEMAN	CORY MICHAEL	Plainclothes Police Constable	\$ 111,117.87	\$676.05
HEGARTY	NATALIE MONIQUE	Detective	\$ 107,051.92	\$647.77
HEGEDUS	RICHARD	Inspector	\$ 148,670.25	\$949.04
HEILIMO	KARL	Staff Sergeant	\$ 120,184.76	\$744.60
HEITZNER	ROBERT MATTHEW	Detective	\$ 120,034.90	\$708.56
HEMPEN	GEORGE JOHANNES	Plainclothes Police Constable	\$ 101,886.77	\$686.42
HENDERSON	GEOFFREY PAUL	Police Constable	\$ 113,866.62	\$669.95
HENDERSON	NORMAN GEORGE	Manager of Fleet and Materials Management	\$ 169,379.76	\$1,038.45
HENDRICKS	KEITH	Detective	\$ 109,795.00	\$717.06
HENDRIKS	BART	Plainclothes Police Constable	\$ 100,113.48	\$693.44
HENKEL	HEINZ	Detective	\$ 115,467.42	\$717.06
HENRY	ANN-MARIE PATRICIA	Manager of Benefits and Employment	\$ 146,231.71	\$952.79
HENRY	PETER	Staff Sergeant	\$ 122,753.47	\$744.60
HENSCHHELL	CHRISTOPHER KEITH	Police Constable	\$ 107,053.93	\$669.95
HERRON	CLIFFORD	Police Constable	\$ 102,209.10	\$259.39
HESSE	GEOFFREY	Detective	\$ 112,938.34	\$717.06
HEUGHAN	DEBORAH	Police Constable	\$ 110,598.17	\$684.37
HEUGHAN	DONALD	Plainclothes Police Constable	\$ 111,339.38	\$700.32
HEWITT	STEPHEN MARK	Police Constable	\$ 149,811.47	\$673.61
HEWNER	ELIZABETH JANINE	Manager of Budgeting and Control	\$ 161,546.29	\$1,009.30
HEWSON	BROOKE LESLIE	Plainclothes Police Constable	\$ 118,536.92	\$686.42
HEWSON	KENT	Sergeant	\$ 111,609.49	\$717.06
HIBBELN	PHILIP JOSEPH	Detective	\$ 115,524.75	\$292.08
HICKMOTT	MARCI LYNN	Detective	\$ 103,781.10	\$701.67
HICKS	STEPHEN	Sergeant	\$ 113,069.47	\$717.06
HIGGINS	ANDREW CRAIG	Sergeant	\$ 107,533.53	\$701.67
HIGGITT	ELISA	Sergeant	\$ 101,696.72	\$695.77
HIGO	TODD ELLIOT	Plainclothes Police Constable	\$ 116,230.93	\$691.88
HILBORN	LYNDA DAWN	Sergeant	\$ 109,024.29	\$713.86
HILDEBRAND	SHAUN CHRISTOPHER	Plainclothes Police Constable	\$ 111,669.80	\$686.42
HILDRED	LESLEY	Staff Sergeant	\$ 121,478.33	\$744.60
HILL	ELIOT LEWIS	Police Constable	\$ 106,880.11	\$669.95
HILL	IRA NORMAN	Detective	\$ 122,668.14	\$717.06
HILL	SHANE	Detective	\$ 116,577.65	\$708.56
HILLHOUSE	TODD GARRY	Sergeant	\$ 108,172.86	\$708.56
HILLIER	JASON SABINO	Plainclothes Police Constable	\$ 106,670.68	\$678.70
HILTON	TYRONE CHRISTOPHER	Detective	\$ 117,242.23	\$701.67
HIND	D'ARCY LIAM	Police Constable	\$ 112,193.69	\$682.76
HINES	GORDON IAN	Police Constable	\$ 107,217.27	\$669.95
HISCOX	PATRICK JAMES	Plainclothes Police Constable	\$ 107,419.43	\$677.88
HO	ALEC KAI-KWUN	Parking Enforcement Officer	\$ 100,081.39	\$595.54
HO	JOSEPH CHOA	Plainclothes Police Constable	\$ 109,497.72	\$693.44
HO	KENNY KONG-LEUNG	Staff Sergeant	\$ 117,625.87	\$730.70
HO	MATTHEW WEI-EN	Police Constable	\$ 102,775.48	\$662.06
HO	OLIVER NICHOLAS	Plainclothes Police Constable	\$ 104,238.87	\$682.50
HOBBINS	ALAN GARY	Sergeant	\$ 103,739.64	\$701.67
HOBOR	TERENCE ALEC	Plainclothes Police Constable	\$ 105,496.69	\$635.42
HOCHRADL-ZORKO	STEPHANIE	Detective	\$ 109,508.60	\$708.56
HOCKADAY	ADAM ROY	Plainclothes Police Constable	\$ 118,804.48	\$678.09
HODGERT	DOUGLAS	Police Constable	\$ 119,859.00	\$684.37
HODGINS	MARK GREGORY	Police Constable	\$ 116,335.14	\$669.95
HODGSON	FREDERICK ALVIN	Police Constable	\$ 105,766.89	\$669.95
HODKIN	JASON JOSEPH	Plainclothes Police Constable	\$ 105,724.90	\$686.42
HOELLER	CHRISTOPHER ALEXANDER	Plainclothes Police Constable	\$ 111,311.80	\$678.70
HOFFMAN	GREGORY RODNEY	Plainclothes Police Constable	\$ 109,647.09	\$678.49
HOFFMEYER	RUSSELL DANIEL	Detective	\$ 106,413.99	\$701.67

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
HOFLAND	MATTHEW ROBERT	Sergeant	\$ 103,457.23	\$701.67
HOGAN	JAMES	Detective Sergeant	\$ 117,564.44	\$596.06
HOLDER	ADKIN	Detective	\$ 107,360.88	\$566.90
HOLDER	PAUL	Plainclothes Police Constable	\$ 113,961.91	\$693.44
HOLLAND	MARK LEWIS	Plainclothes Police Constable	\$ 111,155.87	\$686.42
HOLLINGSHEAD	RICHARD WARREN	Plainclothes Police Constable	\$ 110,880.09	\$700.32
HOLLYWOOD	NEIL	Plainclothes Police Constable	\$ 112,206.08	\$693.44
HOLMES	JOHN	Sergeant	\$ 112,189.51	\$717.06
HOLT	GLENN	Inspector	\$ 152,677.12	\$949.04
HOLUBKO	PAWEL	Police Constable	\$ 107,710.61	\$662.93
HONG	ANDREW	Police Constable	\$ 128,424.74	\$669.95
HOOPER	KEVIN JOSEPH	Sergeant	\$ 106,233.80	\$701.67
HOOVER	BRADLEY	Detective	\$ 112,622.16	\$292.08
HOPKINS	JEFFREY DAVID	Detective	\$ 105,591.56	\$701.67
HOPTON	RICHARD FREDERICK	Police Constable	\$ 107,960.40	\$662.93
HORNBY	GREGORY ALLEN	Police Constable	\$ 111,623.59	\$676.70
HORNER	GAVIN	Detective	\$ 130,555.63	\$717.06
HORTON	BRIAN	Police Constable	\$ 117,534.45	\$679.56
HORTON	CHRISTOPHER NEIL	Plainclothes Police Constable	\$ 107,699.22	\$686.42
HORWOOD	RYAN KNIGHT	Plainclothes Police Constable	\$ 107,488.72	\$685.20
HOUSTON	DEBRA	Staff Sergeant	\$ 117,496.83	\$738.97
HOUSTON	JEANETTE MARIE	Compensation and Benefits Analyst	\$ 112,460.69	\$825.49
HOUSTON	JOEL MICHAEL	Police Constable	\$ 100,426.76	\$669.95
HOVEY	GWENYTH	Detective	\$ 108,725.64	\$717.06
HOWARD	ELDON	Police Constable	\$ 132,390.92	\$684.37
HOWARD	SHAWN	Police Constable	\$ 123,588.28	\$676.70
HOWELL	JEFFREY	Staff Sergeant	\$ 121,173.37	\$744.60
HOWELL	JOHN	Staff Sergeant	\$ 125,151.89	\$744.60
HOWELL	WAYNE VINCENT	Plainclothes Police Constable	\$ 113,187.49	\$686.42
HOWLETT	WAYNE	Plainclothes Police Constable	\$ 105,221.31	\$700.32
HREPIC	MARIO	Sergeant	\$ 113,936.85	\$708.56
HRYHORSKY	MICHAEL THOMAS	Plainclothes Police Constable	\$ 115,089.38	\$686.42
HU	YI	Police Constable	\$ 108,382.39	\$662.93
HUBBARD	SIMON	Plainclothes Police Constable	\$ 129,191.34	\$693.44
HUBER	ERWIN WERNER	Plainclothes Police Constable	\$ 107,468.07	\$686.42
HUBER	SIMONE GABRIELLE	Plainclothes Police Constable	\$ 101,306.49	\$686.42
HUDSON	NOEL MCNAIR	Police Constable	\$ 100,569.53	\$651.62
HUGHES	GUY	Police Constable	\$ 122,010.42	\$683.13
HUGHES	LYNN	Sergeant	\$ 108,506.72	\$708.56
HUGHES	TRUDY	Detective	\$ 111,314.01	\$377.92
HUGHSON	REGINALD GUY	Plainclothes Police Constable	\$ 110,156.09	\$693.44
HUMENIUK	JUSTYN DAVID	Plainclothes Police Constable	\$ 109,685.56	\$686.42
HUNG	JAMES	Staff Sergeant	\$ 117,674.95	\$731.34
HUNG	JEFFREY	Plainclothes Police Constable	\$ 103,952.32	\$686.42
HUNG	LESLIE FAN	Police Constable	\$ 107,619.07	\$662.93
HUNT	CHRISTOPHER DAVID	Plainclothes Police Constable	\$ 111,770.31	\$678.70
HUNT	GLEN STEPHEN	Police Constable	\$ 103,466.01	\$678.20
HUNT	PETER	Plainclothes Police Constable	\$ 102,600.60	\$700.32
HUNT	ROBERT	Detective	\$ 116,962.93	\$717.06
HUNTE	KAREN	Sergeant	\$ 110,178.94	\$708.56
HUNTER	JASON COLIN	Plainclothes Police Constable	\$ 104,584.50	\$672.39
HURLEY	JASON LESLIE	Police Constable	\$ 116,125.07	\$662.93
HURLEY	WILLIAM ANTHONY	Staff Sergeant	\$ 120,985.63	\$744.60
HUSAIN	MOHAMMED SALEEM	Detective	\$ 116,521.85	\$701.93
HUSSEIN	RIYAZ	Inspector	\$ 152,632.83	\$792.69
HUTCHEON	WILLIAM	Detective	\$ 112,203.99	\$717.06
HUTCHINGS	DANIEL WILLIAM	Sergeant	\$ 104,880.84	\$701.67
HUTCHINGS	MARK DEREK	Police Constable	\$ 101,529.20	\$662.93
HUTCHINGS	TRACEY LYNN	Police Constable	\$ 100,513.25	\$663.19
HWANG	THOMAS YUNG-YIH	Police Constable	\$ 105,306.38	\$244.97
HYLAND	SCOTT ANDREW	Plainclothes Police Constable	\$ 101,841.57	\$678.70
IANCU	VLADIM ADRIAN	Police Constable	\$ 113,194.60	\$662.93
IDSINGA	HANK	Detective Sergeant	\$ 156,615.97	\$313.99
IHASZ	JOHN CHRISTOPHER	Detective	\$ 123,507.11	\$717.06
ILSON	DANIEL JAMES	Plainclothes Police Constable	\$ 113,831.05	\$678.70
IMRIE	THOMAS ALLEN	Detective	\$ 110,168.82	\$701.67
INGLEY	PAUL LEO	Plainclothes Police Constable	\$ 113,935.13	\$675.65
INGLIS	CRAIG NORMAN	Police Constable	\$ 107,218.32	\$669.95
ION	DEAN FRANCIS	Sergeant	\$ 100,637.45	\$691.73
IONTA	ALESSANDRO	Detective	\$ 106,517.44	\$701.67
IRELAND	MORGAN HARRIS	Police Constable	\$ 124,978.16	\$669.95

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
IRISH	DAVID	Detective	\$ 119,282.67	\$717.06
IRISH	PETER	Plainclothes Police Constable	\$ 103,437.57	\$700.32
IRISH	TIMOTHY GARNET	Detective	\$ 119,689.47	\$708.56
IRVINE	ZACHARY JAMES	Plainclothes Police Constable	\$ 105,893.73	\$686.42
IRWIN	STEPHEN	Inspector	\$ 147,898.37	\$949.04
ISABELLO	DAVID ANTHONY	Plainclothes Police Constable	\$ 118,801.16	\$674.68
ISHERWOOD	RICHARD MATTHEW	Police Constable	\$ 104,476.15	\$662.93
ISIP	WILLIADOR JR.	Plainclothes Police Constable	\$ 102,625.36	\$686.42
ITO	CHRISTOPHER	Police Constable	\$ 106,993.59	\$662.93
IZDEBSKI	PETER ANTONI	Police Constable	\$ 108,118.40	\$662.93
IZZETT	STEVEN	Staff Inspector	\$ 151,937.14	\$6,852.32
JACKSON	LAURIE	Staff Sergeant	\$ 120,701.20	\$742.52
JACKSON	PAUL EDWARD	Police Constable	\$ 119,404.21	\$684.37
JACKSON	ROBERT MICHAEL	Police Constable	\$ 104,958.62	\$669.95
JACOB	TIMOTHY ALFRED	Detective	\$ 132,023.54	\$708.56
JACOBS	SHELDON ALEXANDER	Police Constable	\$ 101,285.76	\$669.95
JAMES	ALLISTAIR WINSTON	Police Constable	\$ 107,596.14	\$677.27
JAMES	BRIAN STEVEN	Police Constable	\$ 113,483.31	\$669.95
JAMES	GARY	Plainclothes Police Constable	\$ 113,020.08	\$700.32
JAMES	RITA ANNE	Police Constable	\$ 110,171.36	\$669.95
JAMISON	JAMES WILLIAM	Police Constable	\$ 114,106.11	\$244.97
JAMSHIDI	JOSHUA PAYAM	Detective Sergeant	\$ 117,797.47	\$730.70
JANECZKO	DANIEL MARCIN	Police Constable	\$ 104,828.09	\$662.93
JANES	GARY AMBROSE	Plainclothes Police Constable	\$ 110,692.56	\$686.68
JANKULOVSKI	LILJANA	Plainclothes Police Constable	\$ 105,274.77	\$686.42
JANSZ	ANGELO TYRELL	Sergeant	\$ 107,699.83	\$695.77
JANSZ	GAWAIN MARIO	Sergeant	\$ 122,618.05	\$701.67
JAROSZ	RUSSELL	Detective Sergeant	\$ 124,803.17	\$744.60
JARVIS	ELAN	Plainclothes Police Constable	\$ 102,596.60	\$275.34
JASWAL	MONISH SINGH	Police Constable	\$ 100,273.14	\$662.93
JATTAN	CLINT	Police Constable	\$ 121,347.40	\$684.37
JEEVA	ASIF ALI	Police Constable	\$ 104,419.25	\$661.19
JENKINS	ALLEN	Sergeant	\$ 115,700.26	\$292.08
JENKINS	CLINTON RICHARD	Training Constable	\$ 100,942.61	\$680.58
JHAJJ	CHARANJIT	Police Constable	\$ 122,237.07	\$676.70
JIMENEZ	FRANCISCO RAUL	Police Constable	\$ 117,448.63	\$662.93
JIRI	GEORGE	Plainclothes Police Constable	\$ 110,290.85	\$686.42
JITTA	ROBERT LYNDON	Plainclothes Police Constable	\$ 109,541.82	\$685.46
JOCKO	TODD JOSEPH	Detective	\$ 122,823.81	\$701.67
JODOIN	CHRISTOPHER GUNSTEIN	Plainclothes Police Constable	\$ 104,865.75	\$686.42
JOHN	JEANILLE MARIA	Detective	\$ 106,290.40	\$708.56
JOHNS	MARK DOUGLAS	Plainclothes Police Constable	\$ 104,591.22	\$686.42
JOHNSON	DAVID EDWARD	Detective	\$ 109,459.22	\$708.56
JOHNSON	JENNIFER ANNE	Staff Sergeant	\$ 114,345.22	\$730.70
JOHNSON	KEVIN WILLIAM	Police Constable	\$ 100,399.10	\$669.95
JOHNSON	MARTIN NATHANIEL	Police Constable	\$ 106,209.71	\$662.93
JOHNSON	ROBERT	Inspector	\$ 147,309.79	\$946.68
JOHNSTON	BRENT ANDREW	Plainclothes Police Constable	\$ 116,110.53	\$686.42
JOHNSTON	BRIAN HUGH	Detective	\$ 131,147.51	\$717.06
JOHNSTON	CHARLES	Sergeant	\$ 115,671.11	\$708.56
JOHNSTON	JEFFREY	Plainclothes Police Constable	\$ 136,570.30	\$700.32
JOHNSTON	JOHN DAVID	Plainclothes Police Constable	\$ 123,808.71	\$686.42
JOHNSTON	TRICIA MARLENE	Detective	\$ 108,072.25	\$701.93
JOHNSTON	WENDY ELIZABETH	Sergeant	\$ 104,690.55	\$689.87
JOHNSTONE	ADRIANNE	Staff Sergeant	\$ 114,142.39	\$730.70
JOHNSTONE	ANDREW PAUL	Detective Sergeant	\$ 126,859.75	\$737.72
JOHNSTONE	TIMOTHY	Detective	\$ 137,433.25	\$717.06
JOKAKELIAN	RAZMIKE AVEDIKE	Police Constable	\$ 109,788.50	\$669.95
JONES	COREY LEE	Sergeant	\$ 115,590.61	\$701.67
JONES	DOUGLAS ALBERT	Plainclothes Police Constable	\$ 102,879.70	\$700.32
JONES	GORDON	Inspector	\$ 168,419.96	\$949.04
JONES	JASON NEIL	Police Constable	\$ 104,599.41	\$418.11
JONES	LEANNE	Sergeant	\$ 113,557.30	\$715.78
JONES	PAUL CHRISTOPHER	Detective	\$ 106,619.45	\$701.67
JONES	SANDRA MAUREEN	Sergeant	\$ 106,703.89	\$566.90
JONES	THOMAS	Plainclothes Police Constable	\$ 111,337.13	\$637.36
JONGDONG	LHAWANG TOPGYAL	Detective	\$ 116,758.48	\$701.67
JOSEPH	RONALD RAJESH	Police Constable	\$ 107,457.77	\$656.84
JOSEPH	TREVOR JOHN	Police Constable	\$ 111,089.57	\$669.95
JOSEPHS	ADAM KIRK	Police Constable	\$ 103,965.50	\$676.70
JOSIFOVIC	MLADEN	Sergeant	\$ 123,152.18	\$717.06

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
JOSTIAK	JOSEPH	Staff Sergeant	\$ 122,651.50	\$709.32
JUDD	RICHARD ANDREW	Plainclothes Police Constable	\$ 110,742.59	\$686.42
JUHASZ	ALEXANDER GYOZO	Plainclothes Police Constable	\$ 121,594.01	\$678.70
JUHASZ	JAMIE CHRISTINE	Police Constable	\$ 102,944.35	\$662.93
JUPP	BRUCE	Police Constable	\$ 123,961.92	\$684.37
KACHUR	DAMIEN JOHN	Police Constable	\$ 102,129.42	\$663.19
KAHNT	ANGELA CHRISTINE	Plainclothes Police Constable	\$ 103,742.70	\$673.61
KALDIS	GEORGE	Sergeant	\$ 110,415.74	\$717.06
KALWIES	DAVID	Police Constable	\$ 101,523.99	\$589.93
KANE	SHAWN GERALD	Police Constable	\$ 106,127.81	\$662.93
KANG	GURJOT SINGH	Police Constable	\$ 114,441.09	\$662.93
KAPITANY	JESSY TARA	Plainclothes Police Constable	\$ 103,793.06	\$678.70
KAPLIOUK	IVAN ALEKSANDROVICH	Police Constable	\$ 106,258.46	\$669.64
KAPOSY	KEVIN JOHN	Training Constable	\$ 100,837.20	\$686.42
KARAGAN	PANAYIOTIS NICKOLAS	Sergeant	\$ 109,006.89	\$701.67
KARAKOCHUK	GERALD GEORGE	Police Constable	\$ 102,123.92	\$654.23
KARAVADI	HANUMANTHA	Senior Analyst	\$ 104,928.21	\$280.88
KARGES	BRADLEY JOSEPH	Police Constable	\$ 115,269.15	\$669.95
KARJALAINEN	TREVOR VINCENT	Plainclothes Police Constable	\$ 114,172.34	\$696.19
KARKOULAS	TREVOR DANIEL	Plainclothes Police Constable	\$ 123,047.30	\$686.16
KARMALI	FAIZAL SHIRAZ	Police Constable	\$ 104,155.04	\$675.44
KARPIK	JAMES	Police Constable	\$ 116,341.64	\$684.37
KARPUC	DAWID WALDEMAR	Police Constable	\$ 100,296.66	\$662.93
KARR	JOCELYN	Sergeant	\$ 112,612.24	\$717.06
KARRAS	STELLA STAUROULA	Sergeant	\$ 113,834.69	\$701.67
KARSTOFF	BRANDON CHRISTOPHER	Plainclothes Police Constable	\$ 104,259.07	\$686.42
KASZYCA	JOSEPH LUDWIK	Police Constable	\$ 108,579.12	\$683.37
KATAFIGIOTIS	CONSTANTINE	Plainclothes Police Constable	\$ 109,809.76	\$686.42
KATHIRAVELU	KAJAMUGANATHAN	Plainclothes Police Constable	\$ 104,517.26	\$676.31
KATOCH	AMAR SINGH	Police Constable	\$ 101,565.28	\$676.70
KAVANAGH	TIMOTHY	Sergeant	\$ 113,484.75	\$717.06
KAY	BRIAN	Detective	\$ 126,420.13	\$717.06
KAY	COLIN	Staff Sergeant	\$ 137,715.88	\$728.28
KAY	GRANT MICHAEL	Police Constable	\$ 104,146.88	\$662.93
KAY	WILLIAM DONALD	Police Constable	\$ 131,817.73	\$669.95
KEALEY	DEVIN	Detective Sergeant	\$ 119,303.47	\$319.62
KEANE	PATRICK	Detective Sergeant	\$ 119,435.49	\$429.80
KEEFER	JASON YVON	Plainclothes Police Constable	\$ 111,559.90	\$686.42
KEELER	CHRISTOPHER THOMAS	Plainclothes Police Constable	\$ 121,229.51	\$693.44
KEHLER	JASON WADE	Plainclothes Police Constable	\$ 108,963.73	\$686.42
KELL	JEFFREY STEWART	Police Constable	\$ 120,020.62	\$669.95
KELLAR	BRIAN MURRAY	Police Constable	\$ 102,946.44	\$669.95
KELLOWAY	TREVOR PAUL	Police Constable	\$ 104,140.97	\$654.23
KELLY	BRIAN WAYNE	Detective Sergeant	\$ 122,114.49	\$737.72
KELLY	DENISE EUGENIA	Police Constable	\$ 100,346.03	\$654.23
KELLY	DIANE MARY	Police Constable	\$ 107,811.04	\$682.76
KELLY	RYAN ANDREW	Plainclothes Police Constable	\$ 105,703.94	\$686.42
KELLY	TERENCE PETER	Detective	\$ 126,493.51	\$708.56
KEMP	WILLIAM	Staff Sergeant	\$ 125,656.97	\$744.60
KEMPSTER	DARRYL MARTIN	Plainclothes Police Constable	\$ 106,684.26	\$254.03
KENNEDY	CHRISTOPHER	Police Constable	\$ 110,358.58	\$676.70
KENNEDY	DORNA TRESIA	Police Constable	\$ 103,994.32	\$685.20
KENNEDY	GEOFFREY	Sergeant	\$ 112,907.97	\$717.06
KENNEDY	IAN DANIEL	Detective	\$ 107,392.71	\$701.67
KENNY	BRIAN	Staff Sergeant	\$ 119,506.04	\$744.60
KERNOHAN	SUZANNE	Detective	\$ 112,486.27	\$717.06
KERR	GEOFFREY	Police Constable	\$ 104,506.72	\$684.37
KERR	KYLE	Detective	\$ 111,657.58	\$717.06
KERR	MICHAEL WILLIAM	Plainclothes Police Constable	\$ 106,311.66	\$686.42
KERR	ROBERT	Police Constable	\$ 115,869.69	\$684.37
KERR	SAMUEL WILLIAM	Police Constable	\$ 112,116.80	\$684.37
KERR	STEVEN HAROLD	Plainclothes Police Constable	\$ 106,876.89	\$686.42
KESIC	ZELJKO	Police Constable	\$ 101,905.64	\$682.76
KEVEZA	RYAN MATHEW	Plainclothes Police Constable	\$ 110,205.36	\$678.70
KEYS	GARY	Staff Sergeant	\$ 119,567.13	\$744.60
KHAN	AHMAR ALI	Police Constable	\$ 128,842.32	\$662.93
KHAN	MOHAMMAD ASAD ULLAH	Police Constable	\$ 104,004.46	\$662.93
KHAN	OMAR ASHRAF	Detective	\$ 130,163.02	\$701.67
KHAN	RONALD ARLINGTON	Staff Sergeant	\$ 129,814.64	\$646.03
KHAN	WAHID	Police Constable	\$ 103,055.97	\$662.93
KHAWAJA	ARSHAD SADIQ	Training Constable	\$ 100,151.25	\$693.44

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
KHAWAJA	SUHAIL RASHID	Police Constable	\$ 117,252.39	\$662.93
KHERA	MILPREET SINGH	Plainclothes Police Constable	\$ 102,519.46	\$673.61
KHIMANI	ZULFIQAR ALI	Parking Enforcement Officer	\$ 107,584.94	\$595.54
KHOSHBOOI	ALI NADER	Plainclothes Police Constable	\$ 117,587.44	\$666.29
KHOW	SIEWING	Counsel	\$ 142,699.43	\$361.00
KHURSHID	SHEIKH AHMAD	Police Constable	\$ 115,322.39	\$668.42
KICKSEE	CHERYL NOREEN	Human Resources Application Specialist	\$ 106,882.61	\$400.51
KIDD	JAMES JEFFREY	Plainclothes Police Constable	\$ 103,174.10	\$576.24
KIENS	ASTRID	Training Constable	\$ 104,453.20	\$700.32
KIJEWSKI	KATHLEEN LAUREN	Police Constable	\$ 100,224.34	\$667.87
KIJEWSKI	KRISTINE JEAN	Director of Corporate Services	\$ 187,568.61	\$1,088.82
KILLY	ANTON	Police Constable	\$ 105,259.21	\$683.13
KIM	CHARLES WON-JIN	Sergeant	\$ 105,746.51	\$701.67
KIM	HOON (RICHARD)	Police Constable	\$ 102,924.92	\$662.93
KIM	HYOK KYUN	Police Constable	\$ 119,842.40	\$662.93
KIM	JIN HOI (JOE)	Police Constable	\$ 102,841.94	\$662.93
KIM	JONG WOO	Police Constable	\$ 103,896.38	\$669.95
KIM	MIN CHUL	Police Constable	\$ 128,145.79	\$677.27
KIM	SAMUEL-CHONG	Police Constable	\$ 100,683.68	\$662.93
KIM	SANG HYUP	Police Constable	\$ 102,102.30	\$662.93
KIM	SANG-RAE SAM	Manager of Enterprise Architecture	\$ 169,589.24	\$1,038.45
KIM	SIN-JOONG SIN	Plainclothes Police Constable	\$ 109,138.21	\$675.44
KIMMERER	DAVID RUSSELL	Police Constable	\$ 108,133.49	\$669.95
KING	CHERYL	Staff Sergeant	\$ 119,911.16	\$737.72
KING	DWAYNE EDWARD	Plainclothes Police Constable	\$ 103,141.30	\$693.44
KING	STUART MACPHERSON	Sergeant	\$ 121,293.66	\$717.06
KINGDON	SCOTT ANTHONY	Sergeant	\$ 108,591.43	\$701.67
KINGHORN	SHAWN IAN	Police Constable	\$ 100,814.54	\$662.93
KINNEAR	KATHRYN	Sergeant	\$ 120,155.18	\$717.06
KIPROFF	MICHAEL PETER	Police Constable	\$ 100,892.58	\$669.95
KIRINDE	RANJAN WICKRAMASINGHE	Police Constable	\$ 138,352.68	\$678.52
KIRKPATRICK	CHRISTOPHER JOHN	Detective Sergeant	\$ 119,845.95	\$716.79
KIS	ANDREW	Sergeant	\$ 113,597.69	\$717.06
KISIELEWSKI	DARIUSZ	Police Constable	\$ 116,787.12	\$684.37
KISSI	CHARLES SAFO	Plainclothes Police Constable	\$ 103,743.63	\$669.88
KITCHENER	ANDREW JAMES	Detective	\$ 121,476.91	\$717.06
KLAAS	PETER	Plainclothes Police Constable	\$ 113,211.88	\$686.42
KLACZA	CAROL	Sergeant	\$ 108,747.24	\$717.06
KLEIN-HORSMAN	BRIAN	Police Constable	\$ 111,157.19	\$662.93
KLIMTSCHUCK	JOSEPH CHRISTIAN	Plainclothes Police Constable	\$ 110,743.91	\$686.42
KLINE	STEPHEN ROBERT	Police Constable	\$ 111,491.70	\$662.93
KLODT	SHAWN EDWARD	Plainclothes Police Constable	\$ 113,656.19	\$693.44
KLUNDER	GERARD WILLIAM	Sergeant	\$ 107,169.47	\$701.67
KLUTZ	CHRISTOPHER JOSEPH	Police Constable	\$ 103,103.91	\$669.95
KMIECIAK	JOHN	Sergeant	\$ 154,468.48	\$708.56
KNAAP	JOHN	Staff Sergeant	\$ 119,209.29	\$319.62
KNAAP	WADE	Plainclothes Police Constable	\$ 103,243.00	\$700.32
KNAPPER	ROBBERT NICOLAAS	Staff Sergeant	\$ 123,939.80	\$744.60
KNIGHT	JULIE	Plainclothes Police Constable	\$ 113,227.00	\$700.32
KNILL	GRAHAM KENNETH	Plainclothes Police Constable	\$ 110,079.83	\$686.42
KNOBlauch	KEITH PERCY	Police Constable	\$ 111,175.69	\$676.70
KNOTT	SIMON	Police Constable	\$ 108,395.41	\$684.37
KNOWLES	DAVID	Detective	\$ 129,100.63	\$717.06
KOCANOVIC	ALEKSANDAR SASHA	Police Constable	\$ 100,545.82	\$669.95
KOH	DAVID SUKJIN	Police Constable	\$ 105,582.10	\$316.65
KOHL	BARBARA LOUISE	Detective	\$ 111,960.36	\$708.56
KOHOUT	WENDY ELAINE	Police Constable	\$ 100,648.03	\$674.48
KOLAR	ANDREW	Plainclothes Police Constable	\$ 115,105.60	\$700.32
KOMARNISKY	SANDRA	Plainclothes Police Constable	\$ 106,079.57	\$693.44
KONDO	JASON	Detective	\$ 120,376.81	\$717.06
KONKEL	KAZIMIERZ	Staff Sergeant	\$ 120,296.43	\$744.60
KORAC	PAUL LOUIS	Plainclothes Police Constable	\$ 111,158.70	\$686.42
KOSTIUK	MICHAEL	Police Constable	\$ 111,197.58	\$681.27
KOTAS	ARTUR JACEK	Sergeant	\$ 112,744.26	\$701.67
KOTES	JULIA MARIE	Police Constable	\$ 103,160.54	\$662.93
KOVACIC	JOSEPH MARK	Police Constable	\$ 117,445.76	\$669.95
KOZAR	FREDERICK JOSEPH	Sergeant	\$ 108,746.43	\$695.77
KRAFT	JASON	Sergeant	\$ 105,811.66	\$701.67
KRANENBURG	LORI PATRICIA	Sergeant	\$ 104,538.84	\$701.67
KRANJAC	JOSEPH ANTHONY	Detective	\$ 104,913.97	\$701.67
KRAWCZYK	MICHELLE MARLAINE	Training Constable	\$ 101,451.22	\$693.44

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
KRAWCZYK	PAUL THOMAS	Detective	\$ 111,366.20	\$276.69
KRAWCZYK	RICHARD	Police Constable	\$ 107,157.59	\$684.37
KRUCZEK	PIOTR PAWEL	Plainclothes Police Constable	\$ 107,959.79	\$673.61
KUCK	HEINZ	Staff Inspector	\$ 158,197.96	\$980.34
KUHN	RENE MICHAEL	Training Constable	\$ 105,149.66	\$685.20
KULMATYCKI	JOEL PATRICK	Detective Sergeant	\$ 153,385.80	\$643.28
KUMMER	TANIA CHARLENE	Plainclothes Police Constable	\$ 109,039.99	\$686.42
KUNG	TOMMY WING	Police Constable	\$ 118,196.97	\$665.53
KURTS	LISA CRYSTAL	Sergeant	\$ 103,467.62	\$701.67
KUZNETSOV	SERGIY ANATOLYOVICH	Police Constable	\$ 110,729.87	\$665.53
KYRIACOU	SAVAS	Detective Sergeant	\$ 121,682.11	\$744.60
LA BORDE	REGINA	Plainclothes Police Constable	\$ 100,093.46	\$268.46
LA FOSSE	JEFFERY GUY	Police Constable	\$ 108,668.60	\$676.05
LAVALLEE	DAVID VIKTOR	Plainclothes Police Constable	\$ 126,435.82	\$261.44
LABELLE	JOSEPH	Police Constable	\$ 116,982.98	\$629.28
LADURANTAYE	BROCK YVES	Training Constable	\$ 106,864.12	\$685.20
LAHEY	MARY REGINA	Sergeant	\$ 120,353.79	\$708.56
LAI	DAVID	Police Constable	\$ 102,433.73	\$662.93
LAI	VICTOR TZE-KAU	Police Constable	\$ 130,915.83	\$669.95
LAING	DARREN S	Detective	\$ 123,016.29	\$717.06
LAING	RICHARD ANTHONY	Police Constable	\$ 105,849.61	\$669.95
LAKEY	WAYNE	Sergeant	\$ 109,308.51	\$710.11
LALL	LALLMAN	Parking Enforcement Officer	\$ 110,148.64	\$595.54
LALLA	LESTER ROYSON	Plainclothes Police Constable	\$ 112,384.63	\$686.42
LAM	IAN WAYNE	Police Constable	\$ 121,702.15	\$663.19
LAMANNA	ANTHONY	Police Constable	\$ 100,363.20	\$684.37
LAMBE	JAMES W	Police Constable	\$ 103,654.58	\$684.37
LAMBIE	DARRYL BRADLEY	Police Constable	\$ 115,837.43	\$662.93
LAMOND	IAN DAVID	Staff Sergeant	\$ 123,107.56	\$737.72
LANDRY	DARRYL JAMES	Plainclothes Police Constable	\$ 108,811.11	\$673.61
LANDRY	JOEL CHRISTIAN	Plainclothes Police Constable	\$ 110,534.44	\$686.42
LANE	ARTHUR	Plainclothes Police Constable	\$ 128,769.74	\$700.32
LANE	MICHEAL WILLIAM	Police Constable	\$ 118,412.81	\$662.93
LANGFORD	CHRISTAIN TREVOR	Police Constable	\$ 109,157.88	\$665.53
LANGFORD	JAMES DOUGLAS	Police Constable	\$ 103,963.07	\$669.95
LANGILLE	LYNN	Plainclothes Police Constable	\$ 106,567.39	\$690.34
LANGLOIS	MARK	Sergeant	\$ 108,871.75	\$708.56
LANIGAN	ROBIN	Plainclothes Police Constable	\$ 104,953.58	\$700.32
LAPENSEE	SYLVAIN AURELE	Plainclothes Police Constable	\$ 109,446.17	\$686.42
LARAMY	STEPHEN WILLIAM	Detective	\$ 127,854.40	\$701.67
LAROCHE	WINSTON	Sergeant	\$ 108,761.38	\$292.08
LATINCIC	DANIEL	Police Constable	\$ 111,244.42	\$662.06
LATTER	JORDAN CHRISTOPHER	Detective Sergeant	\$ 116,547.88	\$737.72
LAUFER	PETER	Sergeant	\$ 117,949.98	\$717.06
LAUSH	CHRISTOPHER ALLEN	Sergeant	\$ 107,717.17	\$708.56
LAVERS	MANFRED JAMES	Police Constable	\$ 108,132.35	\$658.58
LAWR	GREGORY EDWARD	Detective	\$ 122,697.97	\$717.06
LAWRENCE	NEVILLE DONAVON	Plainclothes Police Constable	\$ 104,268.10	\$686.42
LAWRENCE	SHAWN	Sergeant	\$ 131,475.43	\$708.56
LAWSON	ANDREW AVERY	Detective	\$ 106,008.74	\$701.93
LAWSON	ANTHONY	Sergeant	\$ 111,487.33	\$708.56
LAWSON	JAMES THOMAS	Sergeant	\$ 139,503.11	\$717.06
LAWSON	NICHOLAS WILLIAM	Police Constable	\$ 111,281.56	\$662.93
LAZARUS	TERRENCE ANTHONY	Plainclothes Police Constable	\$ 109,130.60	\$679.71
LE	NAM-NHAT	Police Constable	\$ 100,270.38	\$669.95
LEFORT	KENTON WILLIAM	Training Constable	\$ 101,810.53	\$685.20
LEAHY	KEVIN JOHN	Detective	\$ 107,942.85	\$708.56
LEAL	JASON DAVID	Plainclothes Police Constable	\$ 113,744.96	\$683.98
LEARY	DEREK WILLIAM	Police Constable	\$ 111,030.79	\$672.75
LEBLANC	ADAM LIONEL	Plainclothes Police Constable	\$ 117,046.14	\$686.42
LEBLANC	NORMAN	Detective Sergeant	\$ 120,363.93	\$744.60
LECK	DAVID	Sergeant	\$ 109,930.33	\$717.06
LEDGERWOOD	KIM	Sergeant	\$ 107,826.70	\$708.56
LEE	DEREK RICHARD	Police Constable	\$ 114,544.92	\$676.70
LEE	JAE-WOOK	Sergeant	\$ 104,444.34	\$701.67
LEE	JAMES STANTON	Plainclothes Police Constable	\$ 111,802.33	\$681.80
LEE	JOHN	Plainclothes Police Constable	\$ 105,690.29	\$693.44
LEE	JORGE	Plainclothes Police Constable	\$ 104,767.68	\$678.70
LEE	KAREN	Police Constable	\$ 105,110.95	\$252.90
LEE	KENNY	Sergeant	\$ 130,297.94	\$701.67
LEE	KYU IL	Plainclothes Police Constable	\$ 102,305.96	\$678.70

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
LEE	KYUNG SOO	Police Constable	\$ 108,246.38	\$662.93
LEE	NICOLE DENISE	Staff Sergeant	\$ 120,436.56	\$744.60
LEE	NOEL THOMAS	Staff Sergeant	\$ 123,263.14	\$744.60
LEE	PHILIP BRIAN	Detective	\$ 123,164.02	\$705.81
LEE	RANDALL JAMES	Sergeant	\$ 113,964.35	\$701.67
LEE	STEVEN MINTEK	Police Constable	\$ 101,392.77	\$662.93
LEECE	GORDON WILLIAM	Police Constable	\$ 102,237.53	\$669.95
LEERMAKERS	WILLIAM ANTHONY	Police Constable	\$ 103,801.67	\$671.78
LEFEBVRE	MARC	Plainclothes Police Constable	\$ 102,971.58	\$700.32
LEITCH	JASON	Detective	\$ 124,224.83	\$708.56
LEMAITRE	ROBERT JAMES	Detective	\$ 107,842.73	\$701.67
LEMBKE	KRISTIN NICOLE	Police Constable	\$ 121,420.00	\$662.93
LENFESTY	SEAN	Detective Sergeant	\$ 113,890.80	\$730.70
LENGYEL	SCOTT TIMOTHY	Police Constable	\$ 103,827.05	\$669.95
LENNON	KIRK DEMETRICE	Police Constable	\$ 105,642.52	\$662.93
LENNOX	PETER	Superintendent	\$ 165,629.09	\$12,879.38
LENTSCH	PAUL TONY	Detective	\$ 113,733.15	\$701.67
LEONARD	ANNE	Sergeant	\$ 108,791.26	\$292.08
LEONARD	DOUGLAS CLINT	Police Constable	\$ 100,705.48	\$662.93
LEONE	MICHIELE MARIO	Detective Sergeant	\$ 117,123.89	\$737.72
LESLIE	HAMIL THEODORE	Sergeant	\$ 104,377.72	\$701.67
LETSCHKE	DOUGLAS REYNOLDS	Training Constable	\$ 104,156.58	\$685.20
LEUNG	SHEUNG	Detective	\$ 121,123.28	\$708.56
LEVERT	BRYCE STERLING	Police Constable	\$ 112,941.13	\$669.95
LEVESQUE	MARTIN	Sergeant	\$ 105,426.90	\$701.67
LEVY	GARTH ST.	Police Constable	\$ 101,122.45	\$662.93
LEYVA	SHARON MARISOL	Police Constable	\$ 101,828.20	\$663.19
LI	BOYD	Detective	\$ 116,615.97	\$701.67
LI	ROBERT CHAK	Police Constable	\$ 124,949.31	\$669.95
LICOP	ROBERT JOSEPH	Police Constable	\$ 107,454.07	\$676.70
LILLIE	SHAWN GERALD	Police Constable	\$ 101,389.43	\$662.93
LIM	DONG HYEOK DAVE	Plainclothes Police Constable	\$ 107,062.92	\$679.01
LIMA	RODNEY JAMES	Plainclothes Police Constable	\$ 110,472.97	\$686.42
LIMSIACO	MICHAEL	Police Constable	\$ 103,294.45	\$669.69
LINDALE	MICHAEL	Police Constable	\$ 105,986.49	\$684.37
LINDSAY	HOWARD ROSS	Sergeant	\$ 117,378.69	\$717.06
LING	JONATHAN	Detective	\$ 109,618.36	\$717.06
LINNEY	JOHN THOMAS	Plainclothes Police Constable	\$ 106,604.63	\$686.42
LINQUIST	DARRYL ANDREW	Detective	\$ 114,310.19	\$701.67
LIONTI	CALOGERO	Plainclothes Police Constable	\$ 122,804.54	\$686.42
LIUMANIS	METODIOS	Detective	\$ 128,690.06	\$701.67
LIPKUS	ANDREW BRADLEY	Plainclothes Police Constable	\$ 111,335.10	\$686.42
LIPSEY	WILLIAM NORMAN	Police Constable	\$ 114,803.62	\$669.95
LISANIN	ARNULFO JR.	Police Constable	\$ 106,187.28	\$662.93
LISKA	DAVID VICTOR	Police Constable	\$ 110,258.84	\$669.95
LISKA	IRENE	Detective	\$ 132,477.63	\$717.06
LISOWSKI	KEVIN FRANCIS	Training Constable	\$ 103,897.46	\$686.42
LITTLE	ARTHUR	Inspector	\$ 148,544.58	\$524.06
LITTLE	DARRIN	Detective	\$ 108,580.62	\$402.26
LITTLE	DAVID	Plainclothes Police Constable	\$ 115,600.29	\$700.32
LITTLE	MICHELLE LYNNE	Detective	\$ 131,333.49	\$708.56
LITTLE	TERENCE ANTHONY	Detective	\$ 128,117.77	\$701.67
LIU	BRUCE ZHIYONG	Police Constable	\$ 105,151.27	\$662.93
LIU	JUN	Senior Telecom Engineer	\$ 126,134.08	\$742.07
LIU	SHUXIN TONY	Senior Programmer	\$ 108,899.00	\$257.90
LLOYD	BRADFORD	Detective	\$ 123,670.14	\$708.56
LOCKE	DONOVAN	Sergeant	\$ 113,523.33	\$654.45
LOCKEN	ALAN	Sergeant	\$ 113,519.66	\$717.06
LOGAN	BEVERLEY	Sergeant	\$ 114,198.69	\$717.06
LOKENATH	RAMDIAL TIWARIE	Police Constable	\$ 104,253.04	\$646.97
LOMBARDI	LORENZO	Detective	\$ 116,576.63	\$717.06
LONG	CHRISTINE	Detective	\$ 108,740.53	\$292.08
LONG	GARRY	Detective	\$ 124,596.06	\$717.06
LONG	JOHN MICHAEL	Police Constable	\$ 114,835.25	\$684.37
LOPES	JUDE ALEXANDER	Detective	\$ 116,024.44	\$701.67
LOPEZ	ROWAN CARL	Plainclothes Police Constable	\$ 103,750.38	\$669.09
LORIA	CATERINA	Police Constable	\$ 100,165.40	\$669.09
LORIMER	TROY WILLIAM	Plainclothes Police Constable	\$ 104,998.55	\$686.42
LORRIMAN	STEVEN CYRIL	Sergeant	\$ 103,599.16	\$701.67
LORTIE	MARC LEONEL	Plainclothes Police Constable	\$ 112,852.64	\$686.00
LOU	BING YU	Plainclothes Police Constable	\$ 112,448.30	\$686.42

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
LOUCKS	CORINA MICHELLE	Plainclothes Police Constable	\$ 110,837.57	\$686.42
LOUGHLIN	EDWARD	Detective Sergeant	\$ 119,209.29	\$319.62
LOUHIKARI	RENATA	Sergeant	\$ 114,663.33	\$717.06
LOURENCO	ADAM COLIN	Plainclothes Police Constable	\$ 111,717.86	\$679.10
LOVE	ALLEN ROBERT	Sergeant	\$ 112,583.34	\$701.67
LOWE	SCOTT MARTIN	Sergeant	\$ 108,915.62	\$717.06
LOWREY	ALAN	Staff Sergeant	\$ 120,167.46	\$744.60
LUCAS	PATRICK	Detective	\$ 127,407.07	\$717.06
LUCHETTA	MARK	Police Constable	\$ 112,341.40	\$646.97
LUCZYK	RICHARD ALEXANDER	Plainclothes Police Constable	\$ 107,286.56	\$686.42
LUFF	DANIEL	Detective	\$ 130,195.10	\$717.06
LUKINGS	AIMEE ELISABETH	Plainclothes Police Constable	\$ 101,123.22	\$686.42
LUM	SOON	Plainclothes Police Constable	\$ 122,820.23	\$700.32
LUPSON	CHRISTOPHER BRYDON	Police Constable	\$ 125,369.74	\$667.87
LUSBY	GORDON	Training Constable	\$ 102,524.12	\$694.95
LUSSOW	CHRISTOPHER	Training Constable	\$ 105,365.84	\$700.32
LYON	ROBERT KIRK	Detective	\$ 122,570.14	\$708.56
MA	DEREK	Police Constable	\$ 105,834.16	\$662.06
MA	JEFFREY HONG	Police Constable	\$ 100,696.13	\$662.93
MA	YU PAU (SYDNEY)	Plainclothes Police Constable	\$ 112,409.66	\$678.70
MAADANIAN	NAZARET	Detective	\$ 120,707.17	\$701.67
MAC	OVID RUBEN	Police Constable	\$ 109,432.34	\$669.95
MACCHEYNE	RICHARD DOUGLAS	Detective Sergeant	\$ 112,831.71	\$725.35
MACDONALD	AARON ROYCE	Detective	\$ 124,067.61	\$710.11
MACDONALD	ANNE	Detective Sergeant	\$ 119,631.15	\$744.60
MACDONALD	BERNARD	Sergeant	\$ 106,421.27	\$708.56
MACDONALD	GREGORY	Staff Sergeant	\$ 120,214.45	\$744.60
MACDONALD	HECTOR MURDO	Police Constable	\$ 109,966.20	\$676.05
MACDONALD	IAN KENNETH	Detective	\$ 129,455.00	\$708.56
MACDONALD	JANICE	Detective	\$ 106,467.82	\$708.56
MACDONALD	JOHN	Staff Sergeant	\$ 119,553.55	\$744.60
MACDONALD	LEO	Detective	\$ 129,839.77	\$712.59
MACDONALD	LORI-ANN	Detective	\$ 106,103.98	\$283.58
MACDONALD	SCOTT JOHN	Plainclothes Police Constable	\$ 110,823.13	\$686.42
MACDONELL	SUSAN	Sergeant	\$ 110,859.76	\$717.06
MACDONNELL	BRIAN	Detective Sergeant	\$ 142,653.31	\$744.60
MACDUFF	JEFFERY JOHN	Sergeant	\$ 112,257.45	\$701.67
MACGILLIVRAY	CRAIG ANTHONY	Police Constable	\$ 104,419.45	\$669.95
MACGREGOR	JASON JAMES	Detective	\$ 123,960.05	\$701.67
MACINNIS	ROBERT FRANCIS	Detective	\$ 113,554.99	\$708.56
MACINTYRE	BRIAN PAUL	Staff Sergeant	\$ 157,036.52	\$744.60
MACKAY	RONALD ERNEST	Police Constable	\$ 103,640.74	\$669.95
MACKAY	SHARI PATRICIA	Sergeant	\$ 109,597.73	\$701.67
MACKENZIE	ROBERT DEAN	Plainclothes Police Constable	\$ 104,383.74	\$678.70
MACKENZIE	THOMAS BLAIR	Training Constable	\$ 105,796.14	\$685.20
MACKINNON	RICHARD JAMES	Plainclothes Police Constable	\$ 111,107.93	\$686.42
MACKRELL	JAMES	Inspector	\$ 151,820.75	\$949.04
MACKRELL	PAUL	Detective	\$ 108,947.83	\$654.10
MACLEAN	RODERICK	Sergeant	\$ 116,467.18	\$717.06
MACNEIL	STEVEN JAMES	Plainclothes Police Constable	\$ 113,840.21	\$686.42
MACPHERSON	DONALD WADE	Police Constable	\$ 125,519.51	\$669.95
MACARAEG	JUANITA	Senior Advisor of Quality Assurance	\$ 132,952.85	\$886.80
MACHELL	GARY LAWRENCE	Police Constable	\$ 107,188.37	\$662.06
MACIAS	ANTONIO DELGADO	Detective	\$ 108,857.61	\$708.56
MACIEK	JOHN	Police Constable	\$ 126,357.26	\$683.13
MACKAY	CRAIG TRAVIS	Police Constable	\$ 101,592.58	\$669.69
MACKRELL	JAMES MURRAY	Police Constable	\$ 111,162.70	\$661.19
MACNAB	DANIEL WILLIAM	Police Constable	\$ 106,320.74	\$682.76
MADILL	ALLAN NEIL	Sergeant	\$ 128,394.25	\$598.38
MADRAMOOTOO	MARC ANDREY	Plainclothes Police Constable	\$ 102,337.66	\$686.42
MAGEE	BRYAN GERALD	Plainclothes Police Constable	\$ 115,208.88	\$680.58
MAHARAJ	BRYAN SANJEEV	Plainclothes Police Constable	\$ 126,726.33	\$686.42
MAHARAJ	ZALINA	Supervisor	\$ 113,672.45	\$303.15
MAHMODIAN	MEHRDAD	Police Constable	\$ 103,760.38	\$662.06
MAHMOOD	TAYYAB	Police Constable	\$ 106,253.42	\$662.06
MAHONEY	JULIE	Plainclothes Police Constable	\$ 115,003.07	\$700.32
MAHONEY	SHAWN	Detective	\$ 141,000.12	\$717.06
MAILER	DAVID	Police Constable	\$ 103,041.08	\$669.95
MAILER	STEVEN	Plainclothes Police Constable	\$ 114,475.73	\$686.42
MAISONNEUVE	DANIEL	Detective	\$ 124,115.35	\$713.86
MAKRIS	DEMETRIOS	Plainclothes Police Constable	\$ 108,576.62	\$292.08

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
MALE	DAVID JOSEPH	Detective	\$ 106,789.24	\$701.67
MALENFANT	ANDREW DEREK	Plainclothes Police Constable	\$ 116,828.38	\$686.42
MALTAR	MICHAEL CHRISTOPHER	Plainclothes Police Constable	\$ 119,005.80	\$686.42
MANCUSO	ANITA MARIA	Plainclothes Police Constable	\$ 114,657.77	\$700.32
MANCUSO	FRANCESCO	Detective	\$ 130,604.29	\$701.67
MANHERZ	JOEL NICHOLAS	Plainclothes Police Constable	\$ 110,083.01	\$686.42
MANIQUIS	ALVIN KEITH	Plainclothes Police Constable	\$ 107,630.50	\$686.42
MANN	AMARJIT SINGH	Plainclothes Police Constable	\$ 104,959.86	\$686.42
MANN	MANDEEP SINGH	Sergeant	\$ 104,094.84	\$701.67
MANNING	JOHN	Police Constable	\$ 119,240.36	\$684.37
MANOTA	RAMAN ROMI	Police Constable	\$ 104,703.47	\$669.95
MANSERRA	DAVID JAMES	Police Constable	\$ 109,895.47	\$662.93
MANSON	SANDRA	Sergeant	\$ 116,123.84	\$717.06
MANTLE	BRYAN LARRY	Plainclothes Police Constable	\$ 118,587.44	\$684.34
MANTLE	MELINDA ANNE	Plainclothes Police Constable	\$ 106,795.02	\$678.70
MARCH	JOHN	Detective	\$ 108,765.83	\$717.06
MARCHACK	ROGER	Detective	\$ 124,297.42	\$708.56
MARCHEN	LEANNE	Police Constable	\$ 100,142.64	\$685.38
MARCHEN	MICHAEL	Plainclothes Police Constable	\$ 116,070.55	\$700.32
MARCHESE	FRANK	Police Constable	\$ 101,591.11	\$684.37
MARCHIS	SERENA JANE	Police Constable	\$ 109,546.76	\$662.93
MARGETSON	JOHN	Detective	\$ 144,050.91	\$708.56
MARJI	MARTHA BUTROS	Police Constable	\$ 100,415.65	\$662.93
MARKS	DAVID	Staff Inspector	\$ 162,806.38	\$12,092.78
MARO	KJELL KRISTOFFER	Police Constable	\$ 100,409.59	\$663.19
MARSHALL	KEVIN GEORGE	Police Constable	\$ 101,459.69	\$669.95
MARSHALL	KIRWIN	Sergeant	\$ 113,938.52	\$708.56
MARSHALL	SHAWN TOBIN	Sergeant	\$ 106,196.10	\$689.22
MARSMAN	HENRI	Detective	\$ 118,669.88	\$708.56
MARTELL	BRIAN	Detective	\$ 108,306.54	\$710.11
MARTELLUZZI	CLAUDIO	Sergeant	\$ 121,264.90	\$708.56
MARTIN	ANTHONY	Plainclothes Police Constable	\$ 119,918.61	\$699.28
MARTIN	CAROLINE	Plainclothes Police Constable	\$ 112,730.34	\$700.32
MARTIN	DANIEL ALEXANDER	Sergeant	\$ 105,708.85	\$701.67
MARTIN	JOSEPH JEAN	Sergeant	\$ 110,350.54	\$713.86
MARTIN	KATHRYN	Superintendent	\$ 173,467.83	\$9,676.92
MARTIN	PAUL GEORGE	Plainclothes Police Constable	\$ 112,478.66	\$686.42
MARTIN	RUDOLF	Detective	\$ 109,731.56	\$669.84
MARTIN	RYAN DAVID	Plainclothes Police Constable	\$ 108,652.14	\$686.42
MARTIN-DOTO	CATHERINE ANN	Corporate Psychologist	\$ 181,841.57	\$1,088.82
MARTSENYUK	VADYM	Police Constable	\$ 112,161.79	\$662.93
MARXER	MATTHEW ALOIS	Plainclothes Police Constable	\$ 107,444.50	\$677.88
MASLOWSKI	BRIAN WERNER	Sergeant	\$ 112,777.76	\$701.67
MASON	ROBERT HAROLD	Plainclothes Police Constable	\$ 136,936.73	\$700.32
MASTERS	MICHELLE	Detective	\$ 118,842.07	\$710.11
MASTRACCI	PAOLA	Plainclothes Police Constable	\$ 101,478.30	\$686.42
MASTROKOSTAS	MAGDALENE MAGGIE	Detective	\$ 106,112.28	\$283.58
MATHESON	DAVID	Plainclothes Police Constable	\$ 101,785.65	\$603.28
MATHEWS	BRANT	Plainclothes Police Constable	\$ 101,194.39	\$686.42
MATHIEU	MELANIE JANE	Plainclothes Police Constable	\$ 109,073.05	\$686.42
MATIC	MICHAEL	Staff Sergeant	\$ 123,745.46	\$744.60
MATTHEWS	JOSEPH BLAKE	Sergeant	\$ 127,141.73	\$708.56
MATTHEWS	SCOTT ANDREW	Police Constable	\$ 121,702.68	\$662.93
MATTHEWS	STEPHEN MICHAEL	Detective	\$ 134,837.08	\$701.67
MATTLISS	WAYNE	Detective	\$ 131,440.30	\$717.06
MATTOS	MOUNTY JOSEPH	Police Constable	\$ 103,765.01	\$662.93
MATYS	JOSEPH PAUL	Detective	\$ 123,668.07	\$701.67
MAVROU	DANNY	Plainclothes Police Constable	\$ 105,405.98	\$666.29
MAXWELL	GEORGE BYRON	Plainclothes Police Constable	\$ 105,566.86	\$686.42
MAY	NATALIE ELIZABETH	Police Constable	\$ 100,858.88	\$654.23
MAYERS	ROGER	Police Constable	\$ 104,653.47	\$582.26
MAYO	KENNETH	Police Constable	\$ 106,172.90	\$684.37
MAYWOOD	SCOTT	Sergeant	\$ 108,576.62	\$402.26
MC CONNELL	SHAWN LAWRENCE	Police Constable	\$ 117,310.91	\$658.58
MC KENZIE	JOSHUA BRANDON	Plainclothes Police Constable	\$ 106,359.98	\$676.93
MC SWEENEY	JOSH MATTHEW	Plainclothes Police Constable	\$ 107,061.14	\$678.70
MCALDER	KEVIN	Police Constable	\$ 107,440.74	\$684.37
MCALLISTER	DAVID WILLIAM	Police Constable	\$ 105,083.21	\$669.95
MCARTHUR	PAUL IAN	Detective Sergeant	\$ 119,209.29	\$744.60
MCASKILL	MELINDA JEAN	Sergeant	\$ 110,244.21	\$701.67
MCBRATNEY	GARY	Staff Sergeant	\$ 122,665.80	\$744.60

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
MCBRATNEY	RISE ANNE	Operations Supervisor	\$ 101,624.52	\$382.31
MCBRIDE	KEITH ROBERT	Police Constable	\$ 105,166.92	\$667.87
MCBRIDE	RAYMOND DOUGLAS	Plainclothes Police Constable	\$ 111,112.42	\$685.20
MCBRYDE	GLEN WILLIAM	Detective	\$ 106,168.30	\$701.93
MCCABE	ANASTASIA PAULINE	Plainclothes Police Constable	\$ 111,449.02	\$673.21
MCCALL	ANDREW JOHN	Detective	\$ 125,803.03	\$717.06
MCCALL	JAYANT JOHN	Sergeant	\$ 103,908.18	\$701.67
MCCANN	KEITH	Training Constable	\$ 107,876.26	\$700.32
MCCANN	LAURIE ANNE	Plainclothes Police Constable	\$ 100,215.09	\$681.54
MCCARTHY	CHEOLIVER DAX	Police Constable	\$ 100,795.76	\$669.95
MCCARTHY	KRISTOPHER RYAN	Sergeant	\$ 109,146.39	\$701.67
MCCAUSLAND	YOSHIO MICHAEL	Detective	\$ 108,038.44	\$701.67
MCCAW	DOUGLAS GORDON	Police Constable	\$ 104,688.65	\$244.97
MCCLELLAND	ROBERT	Sergeant	\$ 123,688.33	\$717.06
MCCLOREY	SEAN MICHAEL	Police Constable	\$ 112,644.85	\$693.61
MCCONACHIE	STEVEN LEONARD	Police Constable	\$ 104,227.51	\$669.95
MCCONKEY	RONALD FRANK	Police Constable	\$ 114,356.68	\$684.37
MCCONNACH	ROBERT BRUCE	Plainclothes Police Constable	\$ 100,716.63	\$688.64
MCCONNELL	BRADLEY	Police Constable	\$ 128,687.76	\$684.37
MCCONNELL	DARREN	Plainclothes Police Constable	\$ 102,976.64	\$275.34
MCCORMACK	DAVID	Superintendent	\$ 166,560.66	\$16,564.27
MCCORMACK	INKERI HELENA	Sergeant	\$ 109,656.31	\$717.06
MCCORMACK	JAMES	Detective	\$ 111,737.17	\$717.06
MCCOURT	KEVIN	Plainclothes Police Constable	\$ 118,028.66	\$697.47
MCCRAN	ROBERT	Detective	\$ 125,281.09	\$717.06
MCCREADY	WILLIAM	Detective Sergeant	\$ 122,037.72	\$744.60
MCCULLOCH	MICHAEL	Detective	\$ 114,888.95	\$708.56
MCCULLOUGH	DAVID	Police Constable	\$ 138,344.44	\$684.37
MCCULLOUGH	KRISTAL KASHMIR	Plainclothes Police Constable	\$ 115,901.22	\$684.34
MCCUTCHEON	DOUGLAS	Detective	\$ 111,483.85	\$292.08
MCCUTCHEON	SEAN CAMERON	Sergeant	\$ 130,155.40	\$701.67
MCDERMOTT	DANIEL	Sergeant	\$ 118,597.60	\$717.06
MCDONALD	JAMES WILLIAM	Plainclothes Police Constable	\$ 133,454.61	\$686.42
MCDONALD	MATTHEW PETER	Plainclothes Police Constable	\$ 100,641.15	\$680.93
MCDONALD	ROBERT JAMES	Plainclothes Police Constable	\$ 102,985.87	\$256.82
MCDONALD	ROBERT	Police Constable	\$ 101,719.77	\$683.13
MCDONALD	SPENCER MATTHEW	Detective	\$ 112,264.95	\$701.67
MCDOUGALL	ROBERT GORDON	Sergeant	\$ 135,626.04	\$701.67
MCEVOY	CLINTON WAYNE	Plainclothes Police Constable	\$ 101,590.11	\$671.53
MCFADYEN	BRIAN DENNIS	Police Constable	\$ 103,767.53	\$669.95
MCFADYEN	DANIEL GORDON	Detective	\$ 135,083.87	\$701.67
MCFARQUHAR	BRETT HARRY	Sergeant	\$ 104,237.80	\$701.67
MCGAHERN	JOHN ANTHONY	Police Constable	\$ 103,803.29	\$684.37
MCGARRY	WILLIAM MICHAEL	Detective	\$ 110,645.52	\$708.56
MCGARVEY	WILLIAM	Training Constable	\$ 102,790.34	\$700.32
MCGEE	JESSE PATRICK	Plainclothes Police Constable	\$ 103,167.56	\$678.70
MCGHEE	MICHAEL	Sergeant	\$ 112,095.02	\$708.56
MCGINN	MICHAEL JOSEPH	Plainclothes Police Constable	\$ 117,019.36	\$686.42
MCGIVERN	MICHAEL GEORGE	Sergeant	\$ 109,273.20	\$717.06
MCGIVERN	SEAN BARME	Police Constable	\$ 101,193.53	\$669.95
MCGOVERN	MICHAEL PATRICK	Senior Analyst	\$ 109,085.30	\$280.88
MCGOWAN	KENNETH	Police Constable	\$ 107,400.30	\$362.28
MCGOWAN	MONICA	Plainclothes Police Constable	\$ 102,109.53	\$693.44
MCGOWN	JOHN	Staff Sergeant	\$ 119,863.16	\$744.60
MCGRADY	KATHRYN	Sergeant	\$ 109,586.84	\$292.08
MCGRADY	PATRICK	Detective	\$ 110,239.95	\$717.06
MCGUINNESS	SEAN	Police Constable	\$ 101,739.10	\$680.08
MCGUIRE	AMY LOUISE	Plainclothes Police Constable	\$ 100,958.50	\$673.82
MCGUIRE	JEFFREY	Staff Superintendent	\$ 173,391.01	\$5,954.83
MCILWAIN	STEVEN GEORGE	Sergeant	\$ 111,978.51	\$717.06
MCINERNEY	PATRICK HARRY	Police Constable	\$ 100,025.38	\$669.95
MCINNIS	JESSICA MICHELLE	Sergeant	\$ 109,500.78	\$701.67
MCINTOSH	DANIEL	Detective	\$ 127,751.33	\$708.56
MCINTYRE	JASON ALAN	Plainclothes Police Constable	\$ 100,848.69	\$686.42
MCKAY	CARYN	Sergeant	\$ 110,714.52	\$717.06
MCKAY	EDWARD	Sergeant	\$ 109,823.62	\$292.08
MCKAY	SCOTT	Detective	\$ 108,395.65	\$708.56
MCKENZIE	PETER SHELDON	Plainclothes Police Constable	\$ 108,955.99	\$686.42
MCKENZIE	ROBERT SEAN	Sergeant	\$ 106,829.66	\$701.67
MCKERAGHAN	DANN FRANCIS	Police Constable	\$ 107,930.18	\$685.20
MCKINNIE	AMANDA	Sergeant	\$ 108,582.62	\$717.06

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
MCLANE	GREGORY	Staff Inspector	\$ 156,277.49	\$12,855.41
MCLANE	JAMES RUSSELL	Detective	\$ 123,095.80	\$717.06
MCLANE	KRISTINE ANN	Plainclothes Police Constable	\$ 100,071.15	\$639.20
MCLAUGHLIN	IAN	Sergeant	\$ 135,173.70	\$717.06
MCLAUGHLIN	JUNIOR SYLVESTER	Police Constable	\$ 106,047.43	\$676.70
MCLAUGHLIN	MARTIN WILLIAM	Police Constable	\$ 105,506.73	\$669.95
MCLEAN	BARBARA	Staff Sergeant	\$ 132,328.37	\$611.80
MCLEAN	NANCY MARY	Sergeant	\$ 117,895.39	\$708.56
MCLEISH	PATRICIA LOUISE	Senior Technical Analyst	\$ 116,457.96	\$280.88
MCLEOD	MATTHEW ALEXANDER	Plainclothes Police Constable	\$ 114,647.41	\$681.80
MCLEOD	PATRICK	Training Constable	\$ 104,722.29	\$699.18
MCLEOD	VERNETT	Superintendent	\$ 166,166.49	\$19,167.81
MCMAHON	JOSEPH	Police Constable	\$ 102,720.18	\$684.37
MCMAHON	KATHY LYNN	Plainclothes Police Constable	\$ 101,290.32	\$678.70
MCNABB	EDWARD LYNN	Plainclothes Police Constable	\$ 108,159.45	\$686.42
MCNALLY	DEREK	Plainclothes Police Constable	\$ 105,019.06	\$596.28
MCNAMARA	COLLEEN	Sergeant	\$ 102,988.75	\$683.99
MCNEIL	RONALD	Detective	\$ 115,335.68	\$717.06
MCNEILLY	JOSEPH GORDON	Detective	\$ 136,117.89	\$717.06
MCQUEEN	GARY	Detective	\$ 127,005.89	\$663.80
MCQUEEN	SHERRY LYNN	Police Constable	\$ 122,561.90	\$669.95
MCWILLIAM	HEATHER LYNN	Police Constable	\$ 105,839.37	\$675.34
MEANEY	SHAWN	Detective	\$ 124,414.56	\$715.78
MEDEIROS	ANDY	Plainclothes Police Constable	\$ 114,453.84	\$686.42
MEECH	RAYMOND JOHN	Sergeant	\$ 111,204.51	\$292.08
MEEHAN	PATRICK	Sergeant	\$ 122,857.63	\$717.06
MEIK	VIVIAN	Detective	\$ 122,790.14	\$717.06
MEISSNER	CAROL	Detective	\$ 108,880.65	\$717.06
MEISSNER	GERHARD	Inspector	\$ 154,844.14	\$949.04
MELANSON	JAMES ALLEN	Senior Operations Supervisor	\$ 103,929.96	\$288.17
MELBYE	MARK ALEXANDER	Police Constable	\$ 106,888.85	\$669.95
MELOCHE	SHAWN RONALD	Staff Sergeant	\$ 128,988.58	\$744.60
MENARD	JOHN PHILLIP	Detective	\$ 110,510.82	\$701.67
MENDOZA	ERWIN GONZALES	Police Constable	\$ 104,370.71	\$662.93
MENDOZA	PHILIP MANILAY	Sergeant	\$ 119,527.79	\$708.56
MEREDITH	CRAIG ANDREW	Police Constable	\$ 106,154.16	\$669.95
MERRITT	CHAD JOSEPH	Plainclothes Police Constable	\$ 100,139.73	\$666.29
MERSEREAU	MICHAEL	Sergeant	\$ 118,199.28	\$717.06
METCALFE	MARY	Staff Inspector	\$ 158,554.60	\$13,096.71
MI	YAOMING	Senior Technical Analyst	\$ 119,204.08	\$280.88
MIAN	FARHAAN AFTAB	Police Constable	\$ 106,210.65	\$670.92
MIESZKALSKI	PETER	Plainclothes Police Constable	\$ 103,086.82	\$700.32
MIGNARDI	STEVEN ANTHONY	Police Constable	\$ 102,818.76	\$662.93
MIJARES	RENE LIBRE	Police Constable	\$ 102,822.40	\$662.06
MILDENBERGER	KAINE JOHANN	Plainclothes Police Constable	\$ 114,463.58	\$686.42
MILES	JEREMY OLIVER	Plainclothes Police Constable	\$ 116,438.69	\$686.42
MILIC	DANY	Police Constable	\$ 128,565.54	\$684.37
MILLAR	JASON ANDREW	Plainclothes Police Constable	\$ 112,652.05	\$678.70
MILLER	BRIAN JAMES	Police Constable	\$ 106,027.84	\$646.97
MILLER	DUNCAN	Sergeant	\$ 121,746.18	\$717.06
MILLER	HELEN DIANE	Superintendent	\$ 169,596.81	\$12,828.31
MILLER	IAN MARK	Plainclothes Police Constable	\$ 106,972.77	\$678.85
MILLER	JAMES ANTHONY	Police Constable	\$ 100,467.57	\$669.95
MILLER	MATTHEW HAMILTON	Police Constable	\$ 103,556.97	\$662.93
MILLER	PAUL	Staff Sergeant	\$ 120,450.20	\$319.62
MILLER	RYAN KENETH	Detective	\$ 103,983.50	\$701.67
MILLS	PAUL TERRANCE	Plainclothes Police Constable	\$ 103,828.60	\$686.42
MILLWOOD	KARLENE ANN	Senior Analyst	\$ 102,389.09	\$280.88
MINAMI	MARK NOBUYUKI	Police Constable	\$ 100,361.00	\$669.95
MINASVAND	GEORGE	Police Constable	\$ 100,743.69	\$244.97
MINEYKO	KRZYSZTOF EUSTACHY	Senior Analyst	\$ 105,865.81	\$280.88
MINOR	DOUGLAS ALLAN	Sergeant	\$ 109,995.11	\$708.56
MIRANDA	EDUARDO CANDIDO	Plainclothes Police Constable	\$ 111,470.41	\$686.42
MIRON	BRUNO JOSEPH	Detective	\$ 128,265.51	\$701.93
MIRZA	SHAHRIKH	Police Constable	\$ 110,455.56	\$658.58
MISTEROWICZ	RICHARD JOHN	Sergeant	\$ 115,183.29	\$685.16
MITCHELL	CHARLES	Sergeant	\$ 108,934.17	\$717.06
MITCHELL	JODI LYNN	Plainclothes Police Constable	\$ 109,825.21	\$590.76
MIU	WAI-SANG	Detective	\$ 110,299.33	\$717.06
MOED	JEREMY CLARK	Police Constable	\$ 111,949.00	\$669.95
MOFFAT	ANTHONY	Police Constable	\$ 118,759.02	\$662.06

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
MOFFATT	MICHAEL	Police Constable	\$ 107,352.03	\$582.77
MOI	NATALIE BOBO	Police Constable	\$ 111,229.49	\$669.95
MOISSEEV	IOURI	Senior Technical Analyst	\$ 104,913.21	\$280.88
MOLE	DEREK JAMES	Police Constable	\$ 107,209.08	\$669.95
MOLINARO	ANTONIO	Shift/Area Supervisor	\$ 138,956.66	\$629.59
MOLYNEAUX	STEVEN	Staff Sergeant	\$ 123,802.43	\$744.60
MOMENI	ORANG	Sergeant	\$ 154,284.58	\$708.56
MONAGHAN	PATRICK JAMES	Detective Sergeant	\$ 124,574.25	\$744.60
MONAGHAN	THERESA	Sergeant	\$ 110,560.21	\$717.06
MONAHAR	DION RAJESH	Plainclothes Police Constable	\$ 104,964.93	\$686.42
MONTCALM	ALAIN JEAN	Police Constable	\$ 103,847.45	\$662.93
MONTEIRO	ROBERT	Training Constable	\$ 105,611.04	\$685.20
MONTGOMERY	ELIZABETH HELEN	Sergeant	\$ 108,131.40	\$708.56
MONTIETH	KIRK	Police Constable	\$ 105,842.71	\$259.39
MONTRAIT	DAVID WILLIAM	Police Constable	\$ 106,972.15	\$662.06
MOORCROFT	MICHELLE JAYNE	Police Constable	\$ 102,320.29	\$662.93
MOORE	ADAM BENJAMIN	Training Constable	\$ 103,207.77	\$685.20
MOORE	BRETT CALVIN	Sergeant	\$ 126,196.16	\$701.67
MOORE	DARCY	Sergeant	\$ 108,771.26	\$717.06
MOORE	KEVIN ROBERT	Police Constable	\$ 108,772.89	\$675.44
MOORE	SCOTT WILLIAM	Detective	\$ 108,360.01	\$701.67
MOORE	STEVEN	Sergeant	\$ 108,462.95	\$713.86
MOOSVI	SYED	Police Constable	\$ 104,113.16	\$258.77
MORAES	TIMOTHY	Plainclothes Police Constable	\$ 112,301.37	\$693.44
MORAN	ERICK ODYR	Police Constable	\$ 100,443.37	\$646.04
MORAN	RUTH MARIAN	Detective	\$ 103,789.36	\$638.71
MORASH	DEBORAH	Plainclothes Police Constable	\$ 100,507.44	\$693.44
MORDEN	TODD DOUGLAS	Plainclothes Police Constable	\$ 102,480.41	\$686.42
MOREAU	PAUL ROBERT	Plainclothes Police Constable	\$ 112,027.49	\$686.42
MOREHOUSE	RITA	Sergeant	\$ 111,465.91	\$433.74
MOREIRA	JOHN	Detective	\$ 112,355.86	\$717.06
MOREIRA	PETER MICHAEL	Staff Sergeant	\$ 123,398.84	\$737.72
MORELL	ADAM	Police Constable	\$ 114,639.21	\$679.56
MORETON	BARTON	Plainclothes Police Constable	\$ 102,754.42	\$700.32
MORETTI	MARK	Police Constable	\$ 100,319.04	\$679.56
MORGAN	CHRISTOPHER	Police Constable	\$ 102,933.33	\$662.93
MORGAN	DANIEL PHILIP	Plainclothes Police Constable	\$ 113,296.03	\$678.70
MORI	DEBORAH ANN	Staff Sergeant	\$ 120,443.96	\$744.60
MORRIS	CHRISTOPHER ROSS	Plainclothes Police Constable	\$ 104,923.59	\$681.80
MORRIS	HAROLD	Detective	\$ 126,939.68	\$710.11
MORRIS	LESLIE	Detective	\$ 138,474.02	\$708.56
MORRIS	MANDY DAWN	Sergeant	\$ 107,118.26	\$706.31
MORRIS	MARK LAVAROUS	Sergeant	\$ 105,496.71	\$703.75
MORRIS	NICKOLAS JOSEPH	Police Constable	\$ 151,285.75	\$684.37
MORRIS	PETER NEIL	Training Constable	\$ 111,995.45	\$679.18
MORRISON	BRUCE	Staff Sergeant	\$ 121,208.28	\$744.60
MORRISON	MICHAEL ROBERT	Detective	\$ 120,781.87	\$708.56
MORRISON	MICHELLE YVETTE	Plainclothes Police Constable	\$ 112,518.26	\$700.32
MORRISON	STEVEN CHRISTOPHER	Police Constable	\$ 101,956.39	\$669.95
MORRISON	TREVOR JAMES	Police Constable	\$ 107,745.06	\$665.53
MORSE	STEPHEN	Detective Sergeant	\$ 117,950.37	\$744.60
MORSE	VICTORIA JANE	Plainclothes Police Constable	\$ 119,698.43	\$686.42
MOSHER	KRYSTAL ANNE	Plainclothes Police Constable	\$ 108,490.56	\$678.70
MOSQUITE	RUEL	Plainclothes Police Constable	\$ 130,173.56	\$679.80
MOSTOWSKI	MAREK	Plainclothes Police Constable	\$ 110,695.38	\$686.42
MOTA	DANNY LABAO	Police Constable	\$ 108,007.85	\$669.95
MOULTON	RONALD	Plainclothes Police Constable	\$ 102,596.60	\$275.34
MOUREAU	JULIE SOLINE	Police Constable	\$ 100,089.00	\$662.93
MOXAM	DARREN KENNETH	Detective	\$ 111,334.46	\$701.67
MOYER	IAN	Staff Sergeant	\$ 119,514.79	\$744.60
MOYER	JEFFREY	Sergeant	\$ 111,104.79	\$717.06
MOYER	MATTHEW IGNATIUS	Staff Sergeant	\$ 116,543.50	\$723.68
MOYNAGH	ROBERT	Police Constable	\$ 109,793.33	\$684.37
MUELLER	STEFAN	Police Constable	\$ 104,784.89	\$687.22
MULLEN	MICHAEL JEFFERY	Detective	\$ 132,432.88	\$701.67
MULLIN	GEORGE	Staff Sergeant	\$ 119,430.15	\$744.60
MUNGAL	MATTHEW	Detective	\$ 118,516.93	\$708.56
MUNRO	ASHLEY	Police Constable	\$ 101,994.57	\$684.37
MUNROE	KELLY BRUCE	Police Constable	\$ 130,281.09	\$684.37
MUNROE	NEIL GERARD	Detective	\$ 103,765.86	\$701.67
MURDOCH	RICHARD	Staff Sergeant	\$ 119,272.04	\$319.62

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
MURPHY	DANIEL	Detective	\$ 101,959.41	\$450.76
MURPHY	JOHN	Sergeant	\$ 114,369.44	\$717.06
MURPHY	LIAM	Sergeant	\$ 111,888.28	\$700.36
MURRAY	ALICIA MARIE	Plainclothes Police Constable	\$ 113,139.65	\$686.42
MURRAY	DAVID	Staff Sergeant	\$ 123,298.53	\$744.60
MURRAY	DAVID GERARD	Plainclothes Police Constable	\$ 104,834.24	\$686.42
MURRAY	KAREN PATRICIA	Training Constable	\$ 109,543.32	\$370.16
MURRAY	NEAL ALLAN	Police Constable	\$ 104,028.64	\$662.93
MURRAY	SANDY	Senior Advisor Policy and Communication	\$ 129,106.56	\$324.51
MURRAY	SCOTT ROBERT	Police Constable	\$ 101,431.77	\$669.95
MURRAY	WILLIAM	Plainclothes Police Constable	\$ 111,991.35	\$700.32
MURRAY-BATES	KERRY-ANNE	Senior Operations Supervisor	\$ 115,690.57	\$713.15
MURRELL	KEVIN EARL	Staff Sergeant	\$ 121,709.81	\$744.60
MUSAH	ISHMAIL	Sergeant	\$ 114,777.85	\$701.67
MUSCLOW	CLAUDE	Sergeant	\$ 115,300.43	\$715.78
MUSSO DUARTE	SUSANA	Police Constable	\$ 124,299.40	\$676.70
MUTIS	DAWN	Plainclothes Police Constable	\$ 103,375.45	\$700.32
MYERS	GREGORY	Sergeant	\$ 106,445.59	\$710.11
MYERS	MILTON	Sergeant	\$ 109,342.93	\$292.08
MYERS	SHARON ELIZABETH	Sergeant	\$ 105,685.35	\$701.67
NACCARATO	JOSE	Project Leader	\$ 113,663.06	\$715.73
NAIDOO	GRAEME CLAYTON	Sergeant	\$ 100,877.17	\$683.99
NAIR	SAJEEV	Plainclothes Police Constable	\$ 112,495.51	\$686.42
NAMAYANDEH	ARASH	Police Constable	\$ 101,935.79	\$665.53
NANTON	ANDREW ANTONIO	Police Constable	\$ 103,443.51	\$654.23
NANTON	JASON STANLEY	Police Constable	\$ 116,389.85	\$662.93
NARINE	SHAUN	Staff Sergeant	\$ 131,526.21	\$737.72
NASIM	FAISAL	Police Constable	\$ 106,636.79	\$662.93
NASNER	STEFAN	Plainclothes Police Constable	\$ 113,943.09	\$700.32
NASSER	AMAN	Plainclothes Police Constable	\$ 124,500.70	\$678.70
NEADLES	WILLIAM	Staff Inspector	\$ 165,593.09	\$12,986.35
NEAL	PETER	Detective	\$ 112,641.52	\$292.08
NEAL	WESLEY JOHN	Detective	\$ 128,130.73	\$717.06
NEATH	KEVIN BRADLEY	Plainclothes Police Constable	\$ 103,178.69	\$686.42
NEEDHAM	ROSS ELLIOTT	Sergeant	\$ 108,578.37	\$307.82
NEI	NICHOLAS SHANG-LIN	Detective	\$ 109,356.67	\$701.67
NEVILL	STEPHEN	Detective	\$ 109,634.01	\$654.10
NEVIN	DAVID	Plainclothes Police Constable	\$ 107,750.15	\$697.72
NEVIN	PATRICK	Detective	\$ 122,988.75	\$610.54
NEWHOOK	MATTHEW ALBERT	Sergeant	\$ 108,025.26	\$708.56
NEWMAN	BRUCE	Staff Sergeant	\$ 122,561.61	\$744.60
NEWMARCH	BRETT RYAN	Plainclothes Police Constable	\$ 100,058.80	\$686.42
NEWTON	DAVID	Police Constable	\$ 100,790.58	\$684.37
NEWTON	DEEDEE	Detective	\$ 114,627.72	\$717.06
NG	CHI WAI	Plainclothes Police Constable	\$ 101,814.05	\$693.44
NG	WILLIAM	Police Constable	\$ 107,023.86	\$662.93
NG	YUEN	Detective	\$ 108,966.23	\$708.56
NGAN	EDWARD SHING-KEUNG	Senior Advisor of Quality Assurance	\$ 134,031.78	\$886.80
NICHOL	IAN FRASER	Detective	\$ 118,463.84	\$654.10
NICHOLS	HEATHER LAURY	Detective	\$ 106,060.54	\$386.87
NICHOLSON	LEONARD BRUCE	Police Constable	\$ 105,397.75	\$669.95
NICKERSON	BRANDON RANDAL	Police Constable	\$ 108,837.68	\$654.23
NICKSON	MICHAEL JAMES	Police Constable	\$ 109,275.30	\$676.46
NICOL	BRETT DONALD	Detective Sergeant	\$ 146,390.63	\$731.22
NICOL	ROBERT	Plainclothes Police Constable	\$ 107,490.29	\$686.42
NICOLLE	CHAD EDWARD	Sergeant	\$ 120,336.77	\$708.56
NIELSEN	CHRISTIAN HINGE	Manager of Shop Operations	\$ 145,464.67	\$792.69
NIELSEN	DANIEL	Detective Sergeant	\$ 127,795.38	\$539.14
NIEZEN	MARK	Sergeant	\$ 113,738.23	\$717.06
NIJJAR	HARJIT SINGH	Sergeant	\$ 109,420.78	\$701.67
NIMMO	RICHARD JAMES	Sergeant	\$ 109,288.45	\$701.67
NISHIKAWA	BRIAN JONATHAN	Police Constable	\$ 100,982.80	\$658.58
NIZIOL	WILLIAM JAMES	Police Constable	\$ 104,574.67	\$646.97
NOLAN	CHRISTOPHER	Staff Sergeant	\$ 120,429.56	\$744.60
NOLL	CARL	Detective Sergeant	\$ 125,315.47	\$744.60
NOONAN	TIMOTHY JOHN	Plainclothes Police Constable	\$ 126,606.58	\$700.32
NORMAN	DARRYL JAMES	Police Constable	\$ 103,191.11	\$662.93
NORMAN	WILLIAM MICHAEL	Police Constable	\$ 105,726.79	\$669.95
NORRIE	ANDREW	Staff Sergeant	\$ 131,528.98	\$744.60
NORRIS	ROBERT	Police Constable	\$ 101,173.75	\$684.37
NORSKI	PRZEMYSLAW	Plainclothes Police Constable	\$ 116,678.77	\$678.70

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
NORTH	ROBERT LLOYD	Detective	\$ 128,100.20	\$701.67
NORTHMORE	COLLEEN	Detective	\$ 128,626.53	\$717.06
NORTHROP	JEFFREY JOHN	Plainclothes Police Constable	\$ 121,628.60	\$693.69
NORTON	DAVID JOHN	Detective	\$ 114,893.03	\$701.67
NOSWORTHY	JUDY	Detective	\$ 109,776.35	\$402.26
NOTAY	JAGMOHAN SINGH	Parking Enforcement Officer	\$ 107,541.82	\$595.54
NOTO	DIANA	Plainclothes Police Constable	\$ 103,665.50	\$681.80
NOVINC	BRANKO	Sergeant	\$ 110,127.02	\$717.06
NUNES	MARIA	Plainclothes Police Constable	\$ 116,344.49	\$693.44
NUNNO	MELISSA	Plainclothes Police Constable	\$ 106,644.39	\$686.42
NUSSBAUM-VOINA	VIORICA IOAN	Senior Analyst	\$ 105,636.94	\$280.88
O'BRIEN	DAVID	Training Constable	\$ 108,807.80	\$700.32
O'BRIEN	KENNETH	Police Constable	\$ 136,793.62	\$684.37
O'BRIEN	SEAN	Sergeant	\$ 112,077.65	\$717.06
O'CONNOR	BRIAN	Inspector	\$ 172,800.79	\$792.69
O'CONNOR	MIKE STEPHEN	Plainclothes Police Constable	\$ 122,859.21	\$686.42
O'DOHERTY	FRANK	Sergeant	\$ 111,863.89	\$292.08
O'DONOVAN	STEPHEN	Sergeant	\$ 117,430.36	\$717.06
O'DRISCOLL	DENNIS	Plainclothes Police Constable	\$ 114,120.07	\$700.32
O'KANE	GERAID DAVID	Detective	\$ 111,750.92	\$701.67
O'NEILL	BARRY JOHN	Plainclothes Police Constable	\$ 105,112.99	\$686.42
O'NEILL	BRIAN DONALD	Plainclothes Police Constable	\$ 100,678.04	\$673.61
O'RILEY	JULIE	Plainclothes Police Constable	\$ 102,762.74	\$275.34
O'RIORDAN	WAYNE JAMES	Sergeant	\$ 112,626.92	\$697.68
O'TOOLE	KIMBERLEY ANNE	Staff Sergeant	\$ 129,289.67	\$728.00
OAKES	JAMES	Plainclothes Police Constable	\$ 116,190.25	\$694.52
OATLEY-WILLIS	MARK	Police Constable	\$ 108,816.98	\$684.37
OBERFRANK	TIMOTHY	Detective	\$ 132,877.42	\$717.06
ODISHO	ASHUR	Police Constable	\$ 116,361.58	\$662.93
OGG	SHEILA ELIZABETH	Detective	\$ 141,390.83	\$717.06
OH	DAVID JIN	Plainclothes Police Constable	\$ 112,858.50	\$678.70
OLIVER	MATTHEW TYLER	Plainclothes Police Constable	\$ 113,234.11	\$686.42
OLIVER	PAUL	Detective	\$ 109,862.33	\$717.06
OLIVER	STEVEN RONALD	Police Constable	\$ 108,722.79	\$667.81
OLIVEROS	RAMON	Sergeant	\$ 105,625.20	\$701.67
OLLOS	SANDOR ERNEST	Police Constable	\$ 101,698.43	\$669.95
OLSEN	FRANK	Detective	\$ 118,265.60	\$717.06
OLSEN	SHAUN	Sergeant	\$ 108,558.34	\$708.56
OLSON	GARY ALDRED	Sergeant	\$ 108,828.57	\$717.06
OLUKOYA	OLUFEMI	Police Constable	\$ 101,873.06	\$676.70
OLVER	ROBERT BOND	Plainclothes Police Constable	\$ 103,614.60	\$693.44
ONG	RHOEL VILLEGAS	Police Constable	\$ 137,251.35	\$669.95
ONYSZKIEWICZ	ANDREW	Detective Sergeant	\$ 126,720.90	\$445.54
ONZUKA	EDWARD YUJI	Plainclothes Police Constable	\$ 101,691.17	\$686.42
ORCHARD	IAN DUNCAN	Plainclothes Police Constable	\$ 100,643.66	\$268.72
OSAGIE	BASSEY	Sergeant	\$ 108,346.53	\$682.82
OSBORN	ROBERT DANIEL	Police Constable	\$ 118,789.17	\$662.93
OSBORNE	BRIAN OTTO	Police Constable	\$ 100,481.66	\$669.95
OSBORNE	KEITH THOMAS	Plainclothes Police Constable	\$ 109,667.05	\$678.70
OSMAN	WALID AHMED	Police Constable	\$ 102,090.02	\$662.93
OSMANAJ	ARDIT	Police Constable	\$ 109,447.66	\$662.93
OSOBA	OLUSESAN OSOKOYA	Police Constable	\$ 101,375.58	\$662.93
OTTEN	VICTORIA	Police Constable	\$ 102,368.75	\$0.00
OUELLET	ANDREW	Police Constable	\$ 102,295.87	\$671.78
OUELLETTE	DAVID MARK	Plainclothes Police Constable	\$ 111,599.80	\$686.42
OUELLETTE	ROBERT BRUCE	Police Constable	\$ 103,974.15	\$670.20
OZKAN	NEDIM	Senior Analyst	\$ 116,554.63	\$280.88
OZOLS	JOHN	Police Constable	\$ 119,327.33	\$684.37
OZRETIC	NICOLE MICHELLE	Plainclothes Police Constable	\$ 109,072.97	\$678.70
PABLA	SUKHVINDERPAL SINGH	Sergeant	\$ 108,240.63	\$701.67
PABLO	GLEN PATRICK	Plainclothes Police Constable	\$ 102,327.19	\$678.70
PAGE	DEREK WILLIAM	Police Constable	\$ 103,496.51	\$669.95
PAGE	HOWARD	Inspector	\$ 151,322.32	\$949.04
PAGLIA	GIANCARLO	Plainclothes Police Constable	\$ 105,514.47	\$686.42
PAGNIELLO	MICHELE	Police Constable	\$ 134,151.69	\$669.95
PAIS	GLENN EDWIN	Police Constable	\$ 107,485.94	\$686.42
PAIS	SCHARNIL VALERIAN	Police Constable	\$ 121,476.11	\$662.93
PAK	ANDREW JIN-HO	Plainclothes Police Constable	\$ 114,577.68	\$686.42
PALA	RASHI SAN	Plainclothes Police Constable	\$ 124,505.02	\$681.80
PALERMO	CARMINE	Sergeant	\$ 110,836.67	\$717.06
PALERMO	LOREDANA	Plainclothes Police Constable	\$ 105,839.71	\$683.98

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
PALERMO	MICHAEL ANGELO	Detective	\$ 173,307.88	\$701.67
PALMER	JOHN	Sergeant	\$ 108,773.99	\$717.06
PANDOLFI	ALESSANDRO ANTHONY	Plainclothes Police Constable	\$ 105,848.34	\$686.42
PANESAR	SARABHJEET SINGH	Plainclothes Police Constable	\$ 105,873.70	\$678.70
PAOLETTA	ANTHONY	Sergeant	\$ 106,782.43	\$708.56
PAPADOPOULOS	KYRIAKOS	Police Constable	\$ 140,757.98	\$669.95
PAPIZEWSKI	LEEANN	Detective Sergeant	\$ 123,929.72	\$738.22
PAREJA	CARLOS ADRIAN	Police Constable	\$ 102,588.08	\$640.58
PARGETTER	KEVIN JAMES	Police Constable	\$ 103,104.68	\$662.93
PARK	JOSEF	Police Constable	\$ 108,656.07	\$669.95
PARK	SUNG JIN	Plainclothes Police Constable	\$ 112,606.03	\$686.42
PARKER	FITZROY	Police Constable	\$ 101,524.03	\$665.53
PARKER	TODD WILLIAM	Police Constable	\$ 106,478.86	\$669.95
PARKIN	ANDREW WILFRED	Police Constable	\$ 126,376.40	\$669.95
PARLIAMENT	JAMES RALPH	Training Constable	\$ 102,666.16	\$685.46
PARMAR	MANDEEP SINGH	Plainclothes Police Constable	\$ 125,816.63	\$686.42
PAROUSSOUDI	LEMONIA ALEXANDRA	Police Constable	\$ 102,535.30	\$654.23
PARRISH	SCOTT	Plainclothes Police Constable	\$ 102,776.97	\$700.32
PARROTT	MICHAEL ERIC	Sergeant	\$ 122,332.17	\$701.67
PARSONS	STUART MAGRUDER	Plainclothes Police Constable	\$ 116,832.37	\$700.32
PARSRAM	RAMESH BRIAN	Sergeant	\$ 110,882.75	\$708.56
PARTRIDGE	DAVID WILLIAM	Police Constable	\$ 104,898.18	\$662.06
PARTRIDGE	FRANK	Staff Sergeant	\$ 127,921.90	\$744.60
PARVIN	ARMAND SYDNEY	Plainclothes Police Constable	\$ 107,327.51	\$678.70
PASINI	RUDY	Detective Sergeant	\$ 119,245.04	\$744.60
PASSERINO	CURTIS PAUL	Police Constable	\$ 101,367.84	\$669.95
PATCHING	ANDREA	Plainclothes Police Constable	\$ 104,204.61	\$697.72
PATEL	RAJESHKUMAR	Sergeant	\$ 105,723.88	\$698.55
PATERSON	KYLE SCOTT	Plainclothes Police Constable	\$ 100,317.34	\$666.29
PATHAK	DAVINDER KUMAR	Police Constable	\$ 101,626.13	\$662.93
PATHAK	SAMIP	Plainclothes Police Constable	\$ 113,006.99	\$673.21
PATTERSON	JAMES	Sergeant	\$ 118,861.56	\$292.08
PATTERSON	MICHAEL JAMES	Detective	\$ 108,601.62	\$701.67
PATTERSON	ROBERT	Sergeant	\$ 116,159.42	\$708.56
PATTERSON	STEPHEN BRENT	Plainclothes Police Constable	\$ 108,063.65	\$678.70
PATTISON	STEVEN	Staff Sergeant	\$ 119,218.04	\$319.62
PAUL	MOHIT	Plainclothes Police Constable	\$ 110,553.53	\$671.53
PAVLIDIS	THEODORA	Plainclothes Police Constable	\$ 103,169.87	\$700.32
PAYNE	GREGORY JAMES	Detective Sergeant	\$ 121,672.37	\$744.60
PAYNE	KARL SCOTT	Sergeant	\$ 107,441.94	\$708.56
PAYNE	THEODORE ALGERNON	Detective	\$ 123,251.98	\$717.06
PAYTON	HOWARD LEWIS	Sergeant	\$ 115,633.96	\$717.06
PEARSON	JEFFREY	Detective Sergeant	\$ 131,319.48	\$744.60
PECK	JENNIFER LOUISE	Police Constable	\$ 105,277.91	\$682.76
PELLETIER	CHRISTIAN JOSEPH	Police Constable	\$ 116,355.00	\$669.95
PENNER	ADAM CHRISTOPHER	Police Constable	\$ 118,405.71	\$646.97
PENTON	SHANE STEPHEN	Sergeant	\$ 113,556.14	\$701.67
PERA	ENRICO	Senior Project Co-ordinator	\$ 130,140.87	\$886.80
PEREM	ERIK ARTUR	Police Constable	\$ 104,869.34	\$662.93
PERINO	KENNETH VINCENT	Police Constable	\$ 114,484.05	\$662.06
PERKS	TREVOR AARON	Police Constable	\$ 103,650.33	\$658.58
PERREAULT	SEAN MICHAEL	Staff Sergeant	\$ 118,947.91	\$726.92
PERSAUD	RAJENDRA	Police Constable	\$ 109,475.14	\$669.95
PERSAUD	RAMACE	Police Constable	\$ 105,577.81	\$662.93
PERSHIN	ANDREI VALERI	Police Constable	\$ 124,884.06	\$662.93
PERSICETTI	DONATO	Plainclothes Police Constable	\$ 111,636.66	\$680.93
PETERS	CORNELIUS	Police Constable	\$ 113,889.75	\$669.95
PETERSEN	KRISTAN MATHEW	Plainclothes Police Constable	\$ 113,468.23	\$686.42
PETERSON	CLIFFORD WILLIAM	Police Constable	\$ 103,435.08	\$662.93
PETKOVIC	BORIS	Training Constable	\$ 102,873.73	\$686.42
PETRAKIS	MICHAEL	Police Constable	\$ 107,545.86	\$677.88
PETRAKIS	STAVROS	Plainclothes Police Constable	\$ 104,875.54	\$679.20
PETRIE	KYLE JOHNATHON	Sergeant	\$ 110,344.35	\$701.67
PETRIE	RICHARD	Detective	\$ 134,261.38	\$708.56
PHAIR	MARK GORDON	Sergeant	\$ 114,238.73	\$708.56
PHELPS	JOHN	Detective	\$ 109,673.86	\$717.06
PHILIPSON	GRAEME	Sergeant	\$ 110,892.81	\$708.56
PHILLIPS	ADAM MARSHALL	Police Constable	\$ 110,990.87	\$662.93
PHILLIPS	RYAN BENJAMIN	Police Constable	\$ 101,055.62	\$667.87
PHOON	NEWTON CHUN	System Administrator	\$ 110,279.78	\$705.86
PICHE	PAULA	Plainclothes Police Constable	\$ 100,143.49	\$686.62

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
PICKERING	STEPHEN	Plainclothes Police Constable	\$ 102,885.70	\$700.32
PICKETT	TRAVIS GRAYSON	Plainclothes Police Constable	\$ 105,873.05	\$686.42
PICKRAN	HILDOR	Police Constable	\$ 101,100.06	\$684.37
PICKRELL	NEIL	Police Constable	\$ 107,640.50	\$684.37
PIGNATELLI	TONY	Police Constable	\$ 106,298.18	\$676.70
PIKE	JAMES WAYNE	Sergeant	\$ 108,773.63	\$717.06
PIKULA	KAMIL STANISLAW	Police Constable	\$ 103,461.41	\$658.58
PILOTTE	KAREN ALISON	Police Constable	\$ 102,443.42	\$654.23
PINCHIN	BRIAN	Plainclothes Police Constable	\$ 102,883.72	\$700.32
PINFOLD	MATTHEW GEORGE	Plainclothes Police Constable	\$ 124,284.62	\$686.16
PINTO	SUZANNE MARIE	Sergeant	\$ 107,772.28	\$708.56
PIPE	STEPHEN	Staff Sergeant	\$ 130,064.93	\$744.60
PISCHEDDA	MARK STEPHEN	Plainclothes Police Constable	\$ 115,556.26	\$686.42
PITCHER	DAVID CHARLES	Plainclothes Police Constable	\$ 101,329.50	\$686.42
PLUNKETT	PATRICK JOHN	Plainclothes Police Constable	\$ 113,411.34	\$686.42
POCZAK	LISA	Detective	\$ 109,232.86	\$708.56
POGUE	LAUREN	Detective Sergeant	\$ 125,648.33	\$744.60
POLAK	BRANDON VICTOR	Plainclothes Police Constable	\$ 110,582.89	\$686.42
POLIAK	MARK JOHN	Plainclothes Police Constable	\$ 104,631.54	\$686.42
POLLARD	KRISTINE RIAN	Plainclothes Police Constable	\$ 100,568.76	\$666.29
POLLOCK	TIGE SAMUEL	Sergeant	\$ 104,073.36	\$693.14
POOLE	CANDICE JENNIFER	Police Constable	\$ 112,154.36	\$662.93
POOLE	RICHARD ANDREW	Training Constable	\$ 100,277.28	\$692.20
POP	IAN	Plainclothes Police Constable	\$ 112,245.44	\$686.81
PORANGANEL	MARK VARKEY	Training Constable	\$ 102,346.43	\$686.42
PORTER	DAINIAN ALLOY	Police Constable	\$ 100,915.27	\$669.95
POSLUSZNY	ANDREW ZBIGNIEW	Police Constable	\$ 102,784.39	\$662.93
POTTER	VIVIENNE SANJA	Police Constable	\$ 101,372.83	\$662.93
POULIMENOS	WILLIAM DEMETRE	Plainclothes Police Constable	\$ 109,665.46	\$678.70
POULIN	MARTIN FABIAN	Detective	\$ 116,454.23	\$701.67
POWELL	CATHY VERONICA	Sergeant	\$ 109,617.37	\$701.67
POWELL	DANIEL JAMES	Detective	\$ 110,212.29	\$717.06
POWELL	MICHELLE ELIZABETH	Plainclothes Police Constable	\$ 105,287.60	\$688.50
POWRIE	JOHN ERWIN	Police Constable	\$ 104,621.85	\$662.93
POYNTER	CHRISTOPHER REX	Police Constable	\$ 117,496.10	\$669.95
PRAVICA	DUSAN DAN	Detective	\$ 130,982.80	\$701.67
PRENTICE	STEFAN PATRICK	Detective	\$ 121,121.19	\$701.67
PRESS	MICHAEL ALLEN	Senior Firearms Officer	\$ 122,303.84	\$717.07
PRESTON	BRIAN	Inspector	\$ 152,855.01	\$949.04
PRESTON	DEBRA	Superintendent	\$ 168,237.71	\$10,373.32
PREVOST	JAYME THOMAS	Police Constable	\$ 106,142.20	\$237.95
PRICE	BRANDON LEE	Detective	\$ 121,538.02	\$701.67
PRICE	DAVID RAYMOND	Plainclothes Police Constable	\$ 101,770.73	\$662.93
PRICE	MARY	Staff Sergeant	\$ 122,091.40	\$744.60
PRICE	ROBERT ARTHUR	Police Constable	\$ 105,677.03	\$662.06
PRICE	TIMOTHY JOHN	Police Constable	\$ 112,339.52	\$669.95
PRITCHARD	BRIAN JAMES	Sergeant	\$ 103,649.94	\$276.69
PROCTOR	KELLY SEAN	Police Constable	\$ 103,315.23	\$662.93
PROCTOR	NORMAN EDWARD	Staff Sergeant	\$ 122,332.90	\$744.60
PROCTOR	RICHARD P.	Detective	\$ 119,426.67	\$708.56
PROSAVICH	PAULA ANNE	Sergeant	\$ 107,887.66	\$701.67
PROSPER	MARK ANTHONY	Police Constable	\$ 100,656.29	\$662.93
PROULX	KEVIN EDWARD	Police Constable	\$ 120,688.33	\$669.95
PUGASH	MARK	Director of Corporate Communications	\$ 190,198.32	\$9,002.15
PULLA	JEREMY JAMES	Police Constable	\$ 101,535.67	\$662.06
PURCHES	SCOTT ROBERT	Detective	\$ 128,908.74	\$701.67
PUTERBAUGH	MICHAEL FRANCIS	Detective	\$ 108,624.59	\$283.58
PUTMAN	AARON MATTHEW	Plainclothes Police Constable	\$ 101,069.76	\$666.29
PUTNAM	KIMBERLEY JOAN	Senior Advisor of Quality Assurance	\$ 132,534.01	\$461.82
QUAIATTINI	SUSAN	Staff Sergeant	\$ 119,325.67	\$319.62
QUALTROUGH	JAMES	Staff Sergeant	\$ 121,997.55	\$744.60
QUAN	DOUGLAS	Inspector	\$ 153,421.23	\$13,147.38
QUEEN	GRAHAM	Staff Sergeant	\$ 144,226.46	\$744.60
QUIGG	MARTIN	Staff Sergeant	\$ 117,211.25	\$737.46
QUIJADA-MANCIA	JUAN CARLOS	Sergeant	\$ 112,348.59	\$701.67
QUINN	MICHAEL MARC	Sergeant	\$ 166,408.76	\$701.67
QUINN	SEAN LEE	Plainclothes Police Constable	\$ 107,586.37	\$686.42
QURESHI	AJWAID NIAZ	Detective	\$ 123,938.64	\$701.67
RABBITO	CORRADO	Plainclothes Police Constable	\$ 113,707.34	\$686.42
RACETTE	ALLAN ROGER	Plainclothes Police Constable	\$ 109,650.94	\$678.70
RADFORD	BARRY	Detective	\$ 112,276.53	\$717.06

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
RADIX	BRENDA REBECCA	Manager of Property and Evidence	\$ 150,723.11	\$949.60
RAGELL	THOMAS MICHAEL	Police Constable	\$ 105,173.16	\$676.70
RAHIM	KAMAL SEAN	Plainclothes Police Constable	\$ 109,228.93	\$686.42
RALPH	TIMOTHY	Staff Sergeant	\$ 126,827.34	\$744.60
RAMBEHARRY	SANJAY RABINDRANAUTH	Plainclothes Police Constable	\$ 100,998.25	\$686.42
RAMBHARACK	NEIL	Sergeant	\$ 103,297.87	\$276.69
RAMER	DONALD	Superintendent	\$ 174,453.72	\$10,744.97
RAMESAR	VICTOR	Sergeant	\$ 115,728.06	\$717.06
RAMIREZ	MARION GENEVIEVE	Senior Analyst	\$ 105,228.21	\$280.88
RAMJATTAN	RAMNARINE	Detective	\$ 122,435.65	\$708.56
RAMJI	ALY RAZA	Detective	\$ 130,582.16	\$717.06
RAMOS	JOHN FITZGERALD	Police Constable	\$ 104,177.28	\$667.87
RAMOS	LERMY	Assistant Manager of Accounting	\$ 112,346.91	\$823.35
RAMPAT	SUNIL	Police Constable	\$ 100,673.45	\$669.95
RAMPERSAD	STEVEN	Police Constable	\$ 109,596.24	\$669.95
RAMPERSAUD	DAVID	Senior Analyst	\$ 105,605.77	\$280.88
RAMPRASHAD	DWARKH	Police Constable	\$ 148,900.32	\$676.70
RAMSAY	MICHAEL TODD	Police Constable	\$ 100,268.02	\$669.95
RAMSBOTTOM	CHRISTOPHER WILLIAM	Police Constable	\$ 129,630.25	\$669.95
RAND	RICHARD THEODORE	Plainclothes Police Constable	\$ 124,692.72	\$686.42
RANDHAWA	PALVINDER SINGH	Police Constable	\$ 102,032.45	\$662.06
RANDLE	MARK RICHARD	Sergeant	\$ 126,206.71	\$717.06
RANEY	ANDREW	Sergeant	\$ 108,635.25	\$711.97
RANTISI	ADAM MICHEAL	Police Constable	\$ 109,921.77	\$654.23
RASMUSSEN	KEVIN WILLIAM	Police Constable	\$ 125,191.32	\$662.93
RATHBONE	MELANIE LYNN	Police Constable	\$ 103,783.05	\$669.95
RAWLUK	ROY	Plainclothes Police Constable	\$ 107,708.77	\$700.32
REBELLATO	LARRY	Detective	\$ 132,014.88	\$708.56
REBELLO	MARK ANDREW	Plainclothes Police Constable	\$ 100,556.71	\$678.23
RECTOR	JASON ANTHONY	Plainclothes Police Constable	\$ 110,505.49	\$683.30
REDDEN	JEFFREY	Sergeant	\$ 144,666.89	\$717.06
REDDIN	KIRBY ALBERT	Detective	\$ 126,416.65	\$701.67
REDICK	AMANDA BROOKE	Plainclothes Police Constable	\$ 119,408.12	\$681.80
REDIGONDA	RICHARD	Sergeant	\$ 109,216.23	\$717.06
REDMAN	SUZANNE	Staff Sergeant	\$ 121,238.79	\$733.32
REED	RONALD COLIN	Staff Sergeant	\$ 134,223.45	\$744.60
REED-PYEFINCH	JENNIFER CHRISTINE	Police Constable	\$ 110,962.27	\$682.76
REEVES	LAWRENCE	Staff Sergeant	\$ 124,929.25	\$744.60
REGAN	DOUGLAS FREDRICK	Staff Sergeant	\$ 119,387.23	\$744.60
REGAN	GAIL	Detective	\$ 109,701.23	\$284.51
REGAN	PAUL FRANCIS	Police Constable	\$ 106,707.50	\$662.93
REID	CHAD SCOTT	Plainclothes Police Constable	\$ 118,640.46	\$686.42
REID	GREGOR JOHN	Plainclothes Police Constable	\$ 105,603.93	\$670.21
REID	JOHN	Training Constable	\$ 102,625.10	\$700.32
REID	JONATHAN DOUGLAS	Detective	\$ 114,856.67	\$605.69
REID	KYLE THOMAS	Plainclothes Police Constable	\$ 112,497.15	\$686.42
REID	WAVERLEY ELAINE	Detective	\$ 108,771.82	\$717.06
REIMER	KENNETH BRIAN	Detective Sergeant	\$ 137,559.78	\$744.60
REIMER	THOMAS ARTHUR	Plainclothes Police Constable	\$ 116,408.66	\$666.29
REINARTAS	MICHAEL ARTHUR	Police Constable	\$ 102,716.30	\$662.93
REISE	RONALD GORDON	Police Constable	\$ 102,385.57	\$667.87
REKHI	JASDEEP	Plainclothes Police Constable	\$ 105,791.55	\$681.80
RELPH	BRADLEY GEORGE	Detective	\$ 106,897.19	\$706.06
REMY	SMEDLEY ANTHONY	Sergeant	\$ 108,301.44	\$708.56
RENDON	BRIAN	Police Constable	\$ 107,232.45	\$662.93
RENNIE	ALEXANDER	Detective	\$ 118,352.02	\$717.06
RENNIE	BRIAN ANTHONY	Training Constable	\$ 100,379.03	\$685.20
RENNIE	JASON DOUGLAS	Plainclothes Police Constable	\$ 100,550.45	\$666.29
RETSINAS	PANAGIOTA	Police Constable	\$ 117,769.89	\$676.70
REYNOLDS	JASON DAVID	Police Constable	\$ 106,657.90	\$675.44
REYNOLDS	STEPHEN THOMAS	Staff Sergeant	\$ 129,570.78	\$744.60
REZVANI	SEYED ALI	Police Constable	\$ 111,059.79	\$662.93
RHEAULT	DEAN GEORGE	Police Constable	\$ 103,419.45	\$662.93
RIBEIRO	REUBEN FRANCIS	Plainclothes Police Constable	\$ 113,346.03	\$672.60
RICCI	CHARLES MICHAEL	Detective	\$ 121,989.79	\$701.67
RICCIARDI	MARCO	Police Constable	\$ 117,658.56	\$669.95
RICHARDS	CLIVE	Detective Sergeant	\$ 126,967.05	\$744.60
RICHARDSON	ANDREW	Sergeant	\$ 112,172.51	\$614.12
RICHARDSON	SANDRA	Inspector	\$ 152,142.45	\$792.69
RICHARDSON	SHEILA ANN	Sergeant	\$ 110,527.63	\$292.08
RICHE	SCOTT LESLIE	Plainclothes Police Constable	\$ 116,802.83	\$684.59

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
RICHMOND	MICHAEL KENNETH	Detective Sergeant	\$ 117,909.54	\$740.47
RIDDELL	ALAN	Detective Sergeant	\$ 119,209.29	\$319.62
RIDDELL	LINDSAY DIANA	Police Constable	\$ 126,277.28	\$675.34
RIEGERT	CHRISTOPHER ANDREW	Police Constable	\$ 109,699.83	\$658.58
RIEL	JEFFERY JAMES	Police Constable	\$ 103,453.16	\$669.95
RIETKOEETTER	SETH ANDREW	Police Constable	\$ 118,697.79	\$662.93
RIGGS	BRIAN CHRISTOPHER	Plainclothes Police Constable	\$ 106,568.45	\$686.42
RIM	CHRIS	Plainclothes Police Constable	\$ 105,025.15	\$675.65
RINKOFF	LEE ADAM	Plainclothes Police Constable	\$ 106,561.19	\$678.70
RINKOFF	PAUL BARRY	Detective	\$ 151,298.41	\$701.67
RIOLO	SALVATORE TONY	Police Constable	\$ 106,214.89	\$669.95
RIPCO	MARK	Detective	\$ 116,686.36	\$669.84
RIVERS	BRETT LEWIS	Police Constable	\$ 101,169.36	\$670.41
RIVIERE	ANTHONY FRANCIS	Staff Inspector	\$ 155,063.87	\$8,977.53
ROBB	PAUL GEORGE	Plainclothes Police Constable	\$ 110,173.12	\$686.42
ROBBINS	KEVIN SHAUN	Plainclothes Police Constable	\$ 117,115.18	\$681.80
ROBERTS	ANGELA PATRICIA	Plainclothes Police Constable	\$ 105,021.66	\$673.82
ROBERTS	DAVID	Detective	\$ 113,282.01	\$717.06
ROBERTS	DEIGHTON ARTHUR	Police Constable	\$ 108,948.00	\$669.69
ROBINSON	ANDREW CHARLES	Police Constable	\$ 112,421.15	\$675.34
ROBINSON	BRANDON MICHAEL	Plainclothes Police Constable	\$ 104,273.44	\$681.80
ROBINSON	DANIEL	Sergeant	\$ 124,838.82	\$717.06
ROBINSON	MORGAN	Detective Sergeant	\$ 120,586.24	\$366.84
ROBITAILLE	PATRICK ANTOINE	Detective	\$ 108,333.74	\$701.67
ROCHE	CHARLENE LYNN	Plainclothes Police Constable	\$ 103,732.17	\$686.42
ROCK	CAROL	Sergeant	\$ 105,391.34	\$608.22
RODNEY	DEAN LLOYD	Sergeant	\$ 107,831.98	\$701.67
RODRIGUES	JULIUS ANTHONY	Police Constable	\$ 103,357.57	\$666.57
RODRIGUEZ	ROBERT DAVID	Police Constable	\$ 107,507.49	\$683.75
ROGATINSKY	ALEXANDER	Police Constable	\$ 101,111.95	\$401.05
ROGERS	RICHARD	Sergeant	\$ 105,917.37	\$393.76
ROHDE	DANNY WILLIAM	Police Constable	\$ 120,800.25	\$669.95
ROMAIN	JEAN-BERNARD	Sergeant	\$ 109,301.93	\$710.11
ROMAIN	PHILLIP ROLAND	Plainclothes Police Constable	\$ 105,611.71	\$686.42
ROMANO	ANTHONY STEFANO	Police Constable	\$ 101,280.59	\$670.56
ROMITO	MARINO	Police Constable	\$ 111,949.92	\$669.95
ROONEY	NIGEL PATRICK	Police Constable	\$ 110,694.79	\$682.76
ROONEY	TREVOR MICHAEL	Sergeant	\$ 106,679.11	\$701.67
ROSBROOK	ANDREW MICHAEL	Police Constable	\$ 102,917.95	\$682.76
ROSE	DAWN	Detective	\$ 107,388.46	\$710.11
ROSE	DOUGLAS GRANT	Sergeant	\$ 158,137.43	\$717.06
ROSENBERG	HOWARD	Police Constable	\$ 143,336.66	\$259.39
ROSETE	LESTER EDWARD	Detective	\$ 121,302.77	\$701.67
ROSETO	EGIDIO	Inspector	\$ 152,946.08	\$949.04
ROSINA	MICHAEL DREW	Sergeant	\$ 106,113.98	\$425.24
ROSS	CAMERON STEPHEN	Police Constable	\$ 110,629.24	\$662.93
ROSS	DARLENE	Detective	\$ 108,593.87	\$717.06
ROSS	KEITH	Plainclothes Police Constable	\$ 110,655.96	\$694.69
ROSS	MATTHEW DOUGLAS	Plainclothes Police Constable	\$ 109,413.24	\$678.70
ROSS	SCOTT JEREMY	Plainclothes Police Constable	\$ 138,266.70	\$689.54
ROSS	WILLIAM	Police Constable	\$ 112,405.43	\$684.37
ROSSANO	JOHN BENITO	Sergeant	\$ 118,228.28	\$717.06
ROSSEL	RICHARD ALBERT	Plainclothes Police Constable	\$ 103,373.07	\$700.32
ROSSI	KIMBERLY DAWN	Manager of Parking Support Services	\$ 145,087.64	\$949.60
ROSSI	MARCELO OSVALDO	Plainclothes Police Constable	\$ 104,414.03	\$673.21
ROUETTE	JOSEPH MICHEL	Sergeant	\$ 116,541.11	\$717.06
ROUTH	MATTHEW AARON	Detective	\$ 118,671.83	\$701.67
ROWE	ANTOINETTE MARGARET	Police Constable	\$ 100,098.03	\$677.27
ROWETT	JOHN	Detective	\$ 108,576.62	\$292.08
ROWSOME	RICHARD DAVID	Sergeant	\$ 109,225.14	\$701.67
ROZARIO	CONRAD GEORGE	Plainclothes Police Constable	\$ 110,237.47	\$686.42
ROZICH	SAMANTHA MILDRED	Sergeant	\$ 109,417.40	\$708.56
RUBBINI	DAVID	Police Constable	\$ 118,402.49	\$684.37
RUDNICK	JOANNE LINDA	Staff Sergeant	\$ 119,743.82	\$744.60
RUFFINO	STEPHEN	Detective	\$ 119,773.39	\$717.06
RUGHOO	DAVID RAVINDRA	Plainclothes Police Constable	\$ 104,913.16	\$686.42
RUHL	CHRISTOPHER KEITH	Plainclothes Police Constable	\$ 102,835.73	\$679.71
RUMNEY	TRACI GWENDOLYN	Plainclothes Police Constable	\$ 103,114.98	\$686.42
RUPNARINE	LEONARD SASE	Police Constable	\$ 102,714.94	\$669.95
RUSSELL	ALEXANDER	Police Constable	\$ 101,486.94	\$684.37
RUSSELL	DAVID MICHAEL	Police Constable	\$ 105,209.26	\$662.93

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
RUSSELL	JAMES JOSEPH	Plainclothes Police Constable	\$ 101,989.41	\$623.46
RUSSELL	ROBERT GLENN	Detective	\$ 106,569.51	\$701.67
RUSSELL	THOMAS	Superintendent	\$ 185,918.58	\$13,163.97
RUTLEDGE	MONICA JANET	Police Constable	\$ 101,643.79	\$669.95
RUTTNER	ALEXANDER	Police Constable	\$ 134,611.37	\$676.70
RYAN	BARBARA	Detective	\$ 106,139.81	\$708.56
RYAN	CLINTON DEREK	Police Constable	\$ 107,487.45	\$662.93
RYAN	JENNIFER	Detective	\$ 128,453.35	\$708.56
RYAN	RICHARD	Detective	\$ 133,913.04	\$712.59
RYAN	STEPHEN CHARLES	Detective Sergeant	\$ 122,220.59	\$744.60
RYCZKO	LESLIE	Plainclothes Police Constable	\$ 103,174.93	\$700.32
RYDZIK	DAVID BRIAN	Staff Sergeant	\$ 120,160.08	\$742.52
RYZEK	WENDY	Manager of Occupational Health and Safety	\$ 125,156.68	\$825.09
SABADICS	DANIEL	Detective Sergeant	\$ 125,319.61	\$744.60
SABADICS	KIMBERLY JOAN	Police Constable	\$ 111,585.50	\$684.37
SABADIN	MICHAEL ALEXANDER	Plainclothes Police Constable	\$ 118,752.12	\$686.42
SADEGHI	AZADEH	Police Constable	\$ 100,452.24	\$662.93
SADLER	STEPHEN	Sergeant	\$ 117,456.24	\$717.06
SADRZADEH	MIR SIAMAK	Police Constable	\$ 123,159.22	\$662.93
SAFARI	MUSTAFA	Police Constable	\$ 105,371.42	\$662.93
SAGER	LAWRENCE	Sergeant	\$ 113,618.30	\$713.86
SAGGI	SHARNJIT SINGH	Police Constable	\$ 123,458.15	\$662.93
SAIB	RACHID	Police Constable	\$ 100,233.07	\$662.06
SALAMON	MARIUSZ ROBERT	Police Constable	\$ 101,188.63	\$668.91
SALERMO PANEQUE	JAVIER	Police Constable	\$ 104,922.02	\$662.93
SALIBA	RACHEL CATHERINE	Plainclothes Police Constable	\$ 103,807.89	\$678.70
SALINES	CIRO JR.	Police Constable	\$ 100,434.22	\$683.98
SALOWSKI	GAYLE WINNIFRED	Labour Relations Analyst	\$ 104,208.93	\$796.08
SALTMARSH	SEAN RYAN	Police Constable	\$ 101,154.11	\$662.93
SAMM	SAMUEL JUNIOR	Sergeant	\$ 115,317.47	\$708.56
SAMMUT	DAVID	Sergeant	\$ 127,499.67	\$708.56
SAMSON	JEREMY CALVIN	Plainclothes Police Constable	\$ 112,044.89	\$674.13
SAMUELS	ROBERT	Sergeant	\$ 109,975.23	\$717.06
SAN PEDRO	MANUEL	Plainclothes Police Constable	\$ 103,244.90	\$558.66
SANDEMAN	JOHN MICHAEL	Manager of Video Services	\$ 163,208.98	\$991.86
SANDERS	NEIL GREGORY	Police Constable	\$ 141,602.29	\$669.95
SANDFORD	JUDY MARY	Manager of Records Management	\$ 156,772.11	\$566.88
SANDFORD	ROBERT	Sergeant	\$ 111,142.83	\$717.06
SANDHU	BALRAJ	Police Constable	\$ 103,990.34	\$675.60
SANGHA	HARJIT SINGH	Plainclothes Police Constable	\$ 105,943.03	\$630.48
SANGUINETTI	MICHAEL JOSEPH	Police Constable	\$ 100,086.22	\$661.19
SANSON	CHERYL-ANNE	Detective	\$ 109,215.94	\$717.06
SANTIZO ORANTES	NELSON ALFREDO	Plainclothes Police Constable	\$ 112,827.88	\$681.80
SANTOS VICENTINO	RICHARD	Police Constable	\$ 102,402.72	\$679.30
SAPSFORD	IAN DOUGLAS	Police Constable	\$ 111,017.25	\$669.95
SARDELLA	GLENN DONATO	Detective	\$ 123,364.91	\$701.67
SARGENT	CHRISTOPHER SEAN	Sergeant	\$ 108,140.38	\$708.56
SARJOO	KEVIN RAMROOP	Police Constable	\$ 106,679.14	\$662.93
SARVANANDAN	BAHEERATHAN	Plainclothes Police Constable	\$ 116,815.79	\$686.42
SATTZ	STEVEN	Sergeant	\$ 109,989.08	\$717.06
SAUNDERS	DAVID	Inspector	\$ 155,396.30	\$949.04
SAUNDERS	MARK	Deputy Chief	\$ 201,916.98	\$10,965.52
SAVILLE	JASON LESLIE	Police Constable	\$ 116,049.21	\$669.95
SAVINO	LEONARDO	Police Constable	\$ 119,201.94	\$669.95
SAVOIA	GIOVANNI	Plainclothes Police Constable	\$ 107,631.36	\$700.32
SAWYER	ANDREW LESLIE	Detective	\$ 106,543.66	\$709.80
SAWYER	DAVID ALLAN	Police Constable	\$ 107,142.29	\$682.76
SCANLAN	KIMBERLY LYN	Staff Sergeant	\$ 125,457.27	\$744.60
SCAVONE	GABRIELE	Police Constable	\$ 105,642.14	\$684.37
SCEARCE	MARTIN KENDAL	Police Constable	\$ 108,181.06	\$662.93
SCHAFHAUSER	HANS PETER	Police Constable	\$ 109,050.93	\$669.95
SCHENK	PHILIP	Police Constable	\$ 100,586.24	\$684.37
SCHERBEY	RONNIE MIKEAL	Plainclothes Police Constable	\$ 103,464.98	\$686.42
SCHERK	CHRISTOPHER	Detective	\$ 120,464.26	\$708.56
SCHERTZER	JOYCE	Detective	\$ 153,808.10	\$710.11
SCHETTINI	ANTHONY	Detective	\$ 112,458.84	\$717.06
SCHNEIDER	ANDREW	Staff Sergeant	\$ 128,817.80	\$744.60
SCHOCH	RICHARD AUGUSTIN	Detective	\$ 110,861.71	\$701.67
SCHOFIELD	GLENN	Detective	\$ 124,385.55	\$708.56
SCHUEDER	MARK	Detective	\$ 109,600.26	\$717.06
SCHULZE	FRANK THOMAS	Police Constable	\$ 118,975.21	\$684.37

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
SCHULZE	SCOTT CURTIS	Police Constable	\$ 108,268.67	\$662.93
SCHUMACHER	JONATHAN MICHAEL	Plainclothes Police Constable	\$ 107,072.97	\$686.42
SCOTT	DWAYNE	Plainclothes Police Constable	\$ 103,764.98	\$700.32
SCOTT	GORDON	Detective	\$ 114,120.01	\$717.06
SCOTT	MICHAEL ANDREW	Plainclothes Police Constable	\$ 108,408.01	\$686.42
SCOTT	PRESTON WAYNE	Plainclothes Police Constable	\$ 112,288.34	\$678.70
SCRIVEN	PATRICK	Sergeant	\$ 111,433.21	\$717.06
SCUDDS	PAUL	Staff Sergeant	\$ 121,311.32	\$744.60
SEABAN	MICHAEL GEORGE	Police Constable	\$ 114,344.89	\$662.93
SEARLES	TREVOR	Sergeant	\$ 111,827.87	\$393.76
SEDORE	KEVIN ARTHUR	Detective	\$ 122,255.14	\$701.67
SEGUIN	CHRISTIAN ARMAND	Police Constable	\$ 102,141.22	\$682.15
SEHDEV	NITIN	Plainclothes Police Constable	\$ 106,883.49	\$678.70
SELDON	WILLIAM	Detective Sergeant	\$ 128,114.70	\$744.60
SELVER	TERRY WILLIAM	Plainclothes Police Constable	\$ 106,114.22	\$686.42
SEN	TAPAN KUMAR	Project Leader	\$ 113,983.53	\$303.15
SENYK	JANNA LOUISE	Plainclothes Police Constable	\$ 100,938.85	\$673.21
SERBAN	ION VERONEL	Project Leader	\$ 105,882.40	\$280.88
SEREMETKOVSKI	KATHLIN	Sergeant	\$ 109,759.90	\$698.82
SERRANO	MATTHEW ANTONIO	Plainclothes Police Constable	\$ 114,037.28	\$678.70
SERROUL	GORDON DAVID	Sergeant	\$ 108,772.09	\$292.08
SHANAHAN	MICHAEL	Detective	\$ 108,576.62	\$292.08
SHAND	JOSEPH EDWARD	Police Constable	\$ 126,917.55	\$662.93
SHANGI	JOSEPH RALPH	Training Constable	\$ 101,243.68	\$685.20
SHANK	RICHARD	Detective Sergeant	\$ 137,882.55	\$737.72
SHANKARAN	JASON RAJESH	Detective	\$ 149,538.11	\$701.67
SHARMA	ATUL	Police Constable	\$ 111,712.07	\$662.93
SHAW	ANDREW DOUGLAS	Sergeant	\$ 145,025.87	\$708.56
SHAW	CARL	Plainclothes Police Constable	\$ 102,774.11	\$700.32
SHAW	DAVID JOHN	Sergeant	\$ 110,410.00	\$708.56
SHAW	KATHLEEN	Detective Sergeant	\$ 121,126.06	\$744.60
SHAW	RICHARD JAMES	Plainclothes Police Constable	\$ 115,765.00	\$678.70
SHAW	WILLIAM	Plainclothes Police Constable	\$ 109,779.96	\$700.32
SHEPHERDLY	GORDON WALTER	Plainclothes Police Constable	\$ 100,275.49	\$693.44
SHETTY	VIJAY RAMESH	Sergeant	\$ 104,541.92	\$701.67
SHI	LEI	Police Constable	\$ 104,352.32	\$662.93
SHIELDS	GAIL PATRICIA	Police Constable	\$ 115,145.85	\$681.27
SHIKATANI	WILLIAM GORO	Training Constable	\$ 100,002.16	\$685.20
SHIN	HAROLD	Police Constable	\$ 101,707.19	\$669.69
SHIN	JAY HO	Police Constable	\$ 101,377.77	\$669.95
SHREERAM	AMAR	Plainclothes Police Constable	\$ 115,753.11	\$686.42
SHREVE	CLARENCE BLAKE	Staff Sergeant	\$ 119,420.54	\$744.60
SHUTT	SCOTT DAVID	Plainclothes Police Constable	\$ 117,309.46	\$686.42
SHYMCHONAK	ANDREI	Police Constable	\$ 112,367.51	\$669.95
SIDDIQUI	HAROON AHMED	Police Constable	\$ 105,720.66	\$662.93
SIDHU	ARVIND PRAKASH	Police Constable	\$ 117,526.55	\$669.95
SIDHU	GORPAL SINGH	Sergeant	\$ 106,116.09	\$708.56
SIDHU	SARBJEET KAUR	Police Constable	\$ 111,708.76	\$684.59
SIDHU	SUKHVINDER SINGH	Plainclothes Police Constable	\$ 106,008.81	\$686.42
SIDORA	TERRY	Sergeant	\$ 124,656.81	\$717.06
SIEVERS	JOHN	Sergeant	\$ 114,798.74	\$710.11
SILLIKER	GARRY	Staff Sergeant	\$ 123,021.12	\$744.60
SILVA	ELOI BRUM	Police Constable	\$ 109,761.93	\$662.93
SIMAKOV	ALEXANDER DAVID	Police Constable	\$ 106,015.65	\$682.76
SIMAS	SERGIO	Plainclothes Police Constable	\$ 102,062.16	\$673.21
SIMON	DUANE	Police Constable	\$ 116,863.36	\$684.37
SIMPKINS	DAVID	Staff Sergeant	\$ 122,327.18	\$744.60
SIMPSON	OLIVER STAFFORD	Police Constable	\$ 101,169.92	\$662.93
SIMPSON	RYAN JAMES	Plainclothes Police Constable	\$ 101,536.44	\$684.34
SIMS	ANDREW MICHAEL	Police Constable	\$ 111,985.63	\$669.95
SINCLAIR	DOUGLAS CARL	Plainclothes Police Constable	\$ 100,233.52	\$666.29
SINCLAIR	IAN THOMAS	Plainclothes Police Constable	\$ 111,976.19	\$693.44
SINGH	AMARJIT PURBA	Detective	\$ 120,617.13	\$708.56
SINGH	AMRITPAL	Senior Technical Analyst	\$ 124,194.95	\$1,034.24
SINGH	ANGADVIR	Detective	\$ 117,674.57	\$701.67
SINGH	RAMINDARJIT SINGH	Police Constable	\$ 110,294.00	\$662.93
SINOPOLI	DOMENIC	Detective Sergeant	\$ 130,887.29	\$744.60
SIRBOS	CHRIS	Police Constable	\$ 103,428.14	\$669.95
SIRBU	PETRICIA CRISTIAN	Police Constable	\$ 105,200.42	\$658.58
SISK	DARREN	Detective	\$ 108,892.62	\$717.06
SIVADASAN	SURENDRAN	Police Constable	\$ 101,449.75	\$662.93

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
SKEETE	JUNIOR	Sergeant	\$ 108,877.46	\$292.08
SKINNER	KELLY SIMONE	Detective	\$ 110,840.67	\$701.67
SKINNER	ROBERT	Staff Sergeant	\$ 119,986.37	\$744.60
SKINNER	RONALD GARY	Detective	\$ 110,190.91	\$717.06
SKLAR	NICKOLAS	Plainclothes Police Constable	\$ 102,596.60	\$700.32
SKOLLY	BARBARA ANN	Police Constable	\$ 103,678.65	\$662.93
SKREPNEK	ERIC	Police Constable	\$ 109,966.05	\$662.93
SKUBIC	FRANK	Detective Sergeant	\$ 152,011.78	\$744.60
SLATER	ALLYSON MARY	Training Constable	\$ 102,596.60	\$700.32
SLATER	RICHARD SCOTT	Plainclothes Police Constable	\$ 105,600.23	\$678.49
SLAVEN	WILLIAM	Plainclothes Police Constable	\$ 126,039.37	\$700.32
SLOAN	CHRISTOPHER STUART	Sergeant	\$ 111,049.38	\$701.67
SLOLY	PETER JOHN	Deputy Chief	\$ 255,499.83	\$2,092.15
SMALL	BRYAN GEORGE	Plainclothes Police Constable	\$ 121,225.70	\$678.70
SMALL	CHRISTOPHER DOUGLAS	Police Constable	\$ 115,109.97	\$662.93
SMALL	GREGORY DAVID	Plainclothes Police Constable	\$ 101,090.20	\$686.42
SMALL	MATTHEW WILLIAM	Plainclothes Police Constable	\$ 103,104.43	\$678.70
SMISSEN	JOHN MICHAEL	Plainclothes Police Constable	\$ 123,759.20	\$686.42
SMIT	BRIAN JOHN	Sergeant	\$ 125,897.81	\$717.06
SMITH	BRIAN	Detective	\$ 107,101.83	\$710.11
SMITH	BRYAN MICHAEL	Police Constable	\$ 101,157.37	\$673.00
SMITH	DEAN LARENY	Plainclothes Police Constable	\$ 116,273.50	\$693.44
SMITH	FREDERICK	Staff Superintendent	\$ 183,415.10	\$8,385.97
SMITH	HUNTER WELLINGTON	Detective	\$ 118,925.46	\$701.67
SMITH	JASON SEAN	Police Constable	\$ 109,474.14	\$669.95
SMITH	JEAN-PAUL	Police Constable	\$ 100,341.68	\$676.70
SMITH	JOHN GRAY	Police Constable	\$ 109,901.92	\$662.93
SMITH	KEITH	Staff Sergeant	\$ 117,371.90	\$739.50
SMITH	LAWRENCE OLIVER	Staff Sergeant	\$ 116,979.73	\$737.72
SMITH	MICHAEL WAYNE	Manager of Equipment and Supply	\$ 145,659.09	\$949.60
SMITH	RANDOLPH	Inspector	\$ 148,575.92	\$949.04
SMITH	RAYMOND ERNEST	Project Leader	\$ 110,121.09	\$303.15
SMITH	ROBERT DAVID	Police Constable	\$ 103,377.71	\$675.44
SMITH	ROHAN ALEXANDER	Police Constable	\$ 112,014.90	\$669.95
SMITH	RYAN ISAAC	Police Constable	\$ 104,207.27	\$675.60
SMITH	STEPHEN AARON	Training Constable	\$ 100,772.51	\$685.20
SMITH	STEPHEN PATRICK	Detective	\$ 116,972.16	\$701.67
SMITH	STEVEN D.	Detective	\$ 108,794.14	\$712.59
SMYTH	CRAIG CHARLES	Supervisor of Video Services	\$ 124,575.70	\$321.24
SMYTH	TRACEY CAROLE	Plainclothes Police Constable	\$ 103,755.66	\$700.32
SMYTHE	KAREN GRACE	Staff Sergeant	\$ 118,417.43	\$317.54
SMYTHE	KENT	Sergeant	\$ 124,747.19	\$708.56
SNEDDON	GORDON	Inspector	\$ 152,678.51	\$949.04
SNEEP	TODD JAMES	Plainclothes Police Constable	\$ 105,793.14	\$678.70
SNOW	ROYAN JEFFERY	Police Constable	\$ 102,339.28	\$662.93
SO	CHRISTOPHER STUART	Plainclothes Police Constable	\$ 112,285.54	\$686.42
SO	YING HO	Plainclothes Police Constable	\$ 105,521.51	\$686.42
SOBOTKA	KARL	Detective Sergeant	\$ 121,363.53	\$744.60
SOKOLOWSKA	EWA ANNA	Police Constable	\$ 101,392.55	\$658.58
SOMERS	CRAIG ALLAN	Sergeant	\$ 111,326.26	\$701.67
SONDERGAARD	NIELS	Staff Sergeant	\$ 119,836.27	\$744.60
SONDHI	SANJAY	Police Constable	\$ 109,368.61	\$685.81
SORGO	ROY	Detective	\$ 109,318.98	\$717.06
SOUKATCHEV	KONSTANTIN	Training Constable	\$ 103,766.65	\$685.20
SOUSA	PAUL ALEXANDRE	Police Constable	\$ 106,541.94	\$662.93
SOUSA-GUTHRIE	JONI	Sergeant	\$ 109,218.54	\$283.58
SOUVANDY	CHANTHIMA	Plainclothes Police Constable	\$ 107,185.21	\$678.70
SOVA	DANIEL	Detective	\$ 113,720.35	\$717.06
SOVA	DEBORAH	Detective Sergeant	\$ 113,085.38	\$726.24
SPADE	BRIAN DAVID	Plainclothes Police Constable	\$ 102,685.61	\$686.42
SPANTON	JOHN	Staff Sergeant	\$ 123,896.25	\$744.60
SPELMAN	BRENDAN JAMES	Plainclothes Police Constable	\$ 115,177.19	\$696.33
SPENCER	DAVID JOHN	Plainclothes Police Constable	\$ 104,853.61	\$686.42
SPENCER	ENNIS STEWART	Sergeant	\$ 138,263.88	\$701.67
SPENCER	JASON GUEVARA	Plainclothes Police Constable	\$ 107,941.34	\$686.42
SPENCER	JASON ALLAN	Police Constable	\$ 105,318.04	\$669.95
SPENCER	LAURA ELIZABETH	Police Constable	\$ 114,434.36	\$678.14
SPENCER	WAYNE	Plainclothes Police Constable	\$ 103,354.52	\$698.61
SPITZIG	GERARD	Plainclothes Police Constable	\$ 116,973.59	\$700.32
SPIVAK	SHARI	Plainclothes Police Constable	\$ 102,114.20	\$693.44
SPRATT	ALAN	Detective	\$ 113,699.85	\$622.62

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
SPRATT	SCOTT EDWARD	Detective Sergeant	\$ 144,594.82	\$742.00
SPRIGGS	BRETT HAROLD	Plainclothes Police Constable	\$ 112,575.97	\$686.68
SPROXTON	ROBERT	Detective Sergeant	\$ 122,657.28	\$744.60
SPURLING	PETER	Sergeant	\$ 112,387.98	\$292.08
ST CLAIR	KAREY ALOYSIUS	Police Constable	\$ 104,307.25	\$662.93
ST CROIX	PAULA	Police Constable	\$ 102,516.81	\$676.70
ST GEORGE	STEPHANE MARC	Plainclothes Police Constable	\$ 105,448.29	\$686.42
ST JEAN	DUANE MARVIN	Police Constable	\$ 109,973.06	\$669.95
STACEY	BRIAN	Plainclothes Police Constable	\$ 107,271.83	\$700.32
STALK	JOJI KAWAKAMI	Police Constable	\$ 102,715.13	\$662.93
STAMPLECOSKIE	DWAYNE	Police Constable	\$ 100,296.66	\$662.93
STANLEY	WILLIAM	Detective Sergeant	\$ 119,209.29	\$744.60
STAPLETON	BRADLEY THOMAS	Detective	\$ 109,154.94	\$701.67
STASIAK	LESZEK EDWARD	Detective Sergeant	\$ 121,579.74	\$744.60
STE-CROIX	BRADLEY	Plainclothes Police Constable	\$ 115,557.94	\$681.66
STEEL	TYLER FRANKLIN	Police Constable	\$ 106,982.37	\$662.06
STEEVES	THOMAS WARREN	Sergeant	\$ 118,240.46	\$697.68
STEFFLER	RODNEY MORRIS	Police Constable	\$ 116,342.82	\$669.95
STEHLIK	MICHAEL JOSEF	Plainclothes Police Constable	\$ 105,844.45	\$686.42
STEIN	WARREN MARK	Sergeant	\$ 114,607.17	\$701.67
STEINWALL	ANDREW TREVOR	Detective	\$ 127,685.16	\$701.67
STEPANENKO	ELENA	Plainclothes Police Constable	\$ 113,638.79	\$679.01
STEPHENSON	KATHERINE LYNN	Detective	\$ 108,393.09	\$701.67
STERN	CHARLES ANDREW	Detective	\$ 124,732.66	\$717.06
STEVENS	JOHN	Sergeant	\$ 109,060.72	\$717.06
STEVENSON	BRENDAN LEIGH	Plainclothes Police Constable	\$ 117,164.84	\$686.42
STEVENSON	KEVIN GLENN	Police Constable	\$ 107,852.91	\$668.88
STEVENSON	SHANE	Sergeant	\$ 111,451.82	\$708.56
STEWART	COLIN ALEXANDER	Detective	\$ 112,909.62	\$701.67
STEWART	KERRY MARIE	Plainclothes Police Constable	\$ 113,839.25	\$678.70
STEWART	PATRICK ALEXANDER	Plainclothes Police Constable	\$ 118,695.76	\$678.70
STEWART	ROBERT	Staff Sergeant	\$ 119,484.54	\$744.60
STEWART	TINA MARIE	Detective	\$ 109,488.00	\$717.06
STIBBE	CLINTON RODNEY	Police Constable	\$ 101,089.44	\$669.95
STIBBE	ROBERT LEE	Plainclothes Police Constable	\$ 114,874.77	\$679.10
STINSON	ANDREW GORDON	Detective	\$ 147,135.87	\$708.56
STIRLING	ROBERT	Staff Sergeant	\$ 121,974.29	\$739.50
STOCKFISH	JOHN RICHARDSON	Sergeant	\$ 110,077.72	\$701.67
STOCKWELL	SEAN PAUL	Plainclothes Police Constable	\$ 130,893.53	\$686.42
STOICA	TIBERIU NICULII	Police Constable	\$ 111,175.91	\$658.58
STOJIC	NENAD	Police Constable	\$ 136,504.15	\$669.95
STOJKOV	SLOBODAN BOB	Police Constable	\$ 105,055.94	\$662.93
STOLF	ROBERT GUIDO	Detective	\$ 120,890.15	\$701.67
STONE	CAROLYN RUTH	Plainclothes Police Constable	\$ 103,334.28	\$681.80
STONE	CHRISTOPHER GEORGE	Plainclothes Police Constable	\$ 101,452.06	\$678.70
STONE	CHRISTOPHER	Police Constable	\$ 103,101.54	\$676.70
STONE	TERENCE	Training Constable	\$ 103,074.63	\$700.32
STONES	MICHAEL	Detective Sergeant	\$ 120,806.42	\$744.60
STOREY	TODD MELVYN	Plainclothes Police Constable	\$ 126,155.44	\$686.42
STOYKO	SANDRA LOUISE	Police Constable	\$ 105,407.51	\$675.34
STRACHAN	JAMES ALEXANDER	Training Constable	\$ 100,138.42	\$692.20
STRADZA	KRYSTIAN	Police Constable	\$ 107,433.28	\$662.93
STRAIN	GARVAN AUGUSTINE	Plainclothes Police Constable	\$ 105,299.49	\$686.42
STRAIN	ROBERT JAMES	Detective	\$ 118,493.30	\$717.06
STRANGWAYS	PAUL ROBERT	Sergeant	\$ 120,853.77	\$708.56
STRATFORD	IAN	Inspector	\$ 146,458.58	\$791.46
STRATTON	KENNETH DAVID	Police Constable	\$ 103,790.37	\$669.95
STRAVER	LAWRENCE	Sergeant	\$ 111,721.73	\$717.06
STRENG	MICHAEL ANTHONY	Sergeant	\$ 107,235.33	\$701.67
STRILEC	KIRK WAYNE	Police Constable	\$ 101,066.31	\$662.93
STRILEC	SHAWN RYAN	Plainclothes Police Constable	\$ 100,113.81	\$678.70
STROBLE	REUBEN	Inspector	\$ 151,336.63	\$944.32
STUART	MATTHEW JAMES	Training Constable	\$ 102,513.42	\$685.20
STUBBINGS	RICHARD	Staff Superintendent	\$ 186,118.93	\$9,612.30
STYRA	DANA TERESE	Manager of Quality Assurance	\$ 162,538.68	\$991.86
SUDDER	KEVIN	Staff Sergeant	\$ 153,882.16	\$744.60
SUDDER	MARLENE	Sergeant	\$ 108,772.83	\$717.06
SUKH	EMMANUEL	Police Constable	\$ 108,466.98	\$582.77
SUKUMARAN	RAJEEV	Detective	\$ 127,559.87	\$708.56
SUMAISAR	TOM NILAN	Police Constable	\$ 102,992.72	\$676.70
SUN	SAM SHUO	Police Constable	\$ 100,884.30	\$662.93

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
SUNGHING	DANIEL RICHARD	Plainclothes Police Constable	\$ 101,763.59	\$686.42
SUNGHING	KELLY MARIE	Police Constable	\$ 100,105.61	\$675.44
SUONGAS	CHRIS	Sergeant	\$ 113,620.72	\$717.06
SURITA	ALFRED	Police Constable	\$ 124,581.05	\$662.93
SURPHLIS	DOUGLAS	Sergeant	\$ 110,261.95	\$717.06
SURRIDGE	SCOTT WOODROW	Police Constable	\$ 102,811.49	\$646.97
SUTCLIFFE	COLIN DAVID	Police Constable	\$ 100,962.41	\$662.93
SUTCLIFFE	DARRIN HERBERT	Sergeant	\$ 109,644.49	\$717.06
SUTHERLAND	BRIAN ARTHUR	Police Constable	\$ 100,320.03	\$667.87
SUTHERLAND	GRANT ANTHONY	Plainclothes Police Constable	\$ 101,324.02	\$686.42
SUTTON	DANIEL	Sergeant	\$ 109,391.30	\$717.06
SUTTON	SEAN MATTHEW	Plainclothes Police Constable	\$ 107,577.93	\$686.42
SVITAK	PETER	Training Constable	\$ 104,201.64	\$698.04
SVITLYCHNYI	VOLODYMYR VOLOD	Police Constable	\$ 104,209.20	\$225.71
SWACKHAMER	BRENT	Staff Sergeant	\$ 122,765.98	\$742.00
SWAINE	AARON DOUGLAS	Police Constable	\$ 101,460.31	\$637.73
SWART	ROGER JOHN	Plainclothes Police Constable	\$ 103,974.65	\$686.42
SWEENIE	CAROLYN	Sergeant	\$ 108,772.66	\$717.06
SWEENIE	PAUL MARTIN	Sergeant	\$ 122,516.69	\$701.67
SYBYDLO	BOHDAN	Plainclothes Police Constable	\$ 109,697.25	\$700.32
SYED	HASSAN RAZA	Police Constable	\$ 101,644.13	\$662.06
SYRMBOS	TOM ANASTASIOS	Police Constable	\$ 115,492.12	\$682.76
SZKOTAK	MARIUSZ	Police Constable	\$ 102,433.79	\$669.95
SZULC	SEBASTIAN	Police Constable	\$ 104,536.32	\$669.95
TABOROWSKI	ROBERT JOSEPH	Police Constable	\$ 103,950.94	\$662.93
TAHIRAJ	ALI SHUKRI	Plainclothes Police Constable	\$ 105,775.77	\$686.42
TAIT	ADRIAN WILLIAM	Police Constable	\$ 123,841.69	\$669.95
TAIT	JUDITH MAUREEN	Sergeant	\$ 104,800.56	\$701.67
TAIT	KEITH HAMILTON	Police Constable	\$ 110,463.42	\$684.37
TAIT	PAUL LEONARD	Police Constable	\$ 108,816.18	\$411.09
TAIT	SCOTT JOHN	Plainclothes Police Constable	\$ 112,543.61	\$685.20
TAKEDA	ROBERT	Detective	\$ 116,256.79	\$717.06
TALBOT	DARRYL THOMAS	Sergeant	\$ 115,007.91	\$661.34
TALESNIK	NICOLAS RICHARD	Plainclothes Police Constable	\$ 100,027.74	\$591.98
TAM	WING	Police Constable	\$ 119,469.85	\$676.70
TAMSE	EDWARD TED	Police Constable	\$ 100,782.92	\$669.95
TAN	MARK ANTHONY	Plainclothes Police Constable	\$ 131,259.49	\$680.56
TANABE	SHINGO OLIVER	Plainclothes Police Constable	\$ 123,802.08	\$686.42
TANNAHILL	DARLA	Sergeant	\$ 109,488.64	\$409.50
TANNER	JOHN ALEXANDER	Plainclothes Police Constable	\$ 104,044.89	\$678.70
TANOUYE	JASON THOMAS	Plainclothes Police Constable	\$ 112,643.76	\$680.56
TANOUYE	JOHNNY	Superintendent	\$ 171,168.76	\$11,522.85
TANOUYE	STEVAN TOSH	Police Constable	\$ 103,512.31	\$662.06
TAPLEY	RONALD	Staff Sergeant	\$ 122,650.12	\$744.60
TAPP	DEAN	Detective	\$ 106,202.87	\$708.56
TATONE	MAURO	Sergeant	\$ 108,778.17	\$717.06
TATTERSALL	MICHAEL EASTWOD	Plainclothes Police Constable	\$ 109,101.69	\$674.22
TAURO	KEITH GERARD	Police Constable	\$ 108,057.90	\$662.93
TAVARES	JEFFERY	Sergeant	\$ 119,818.09	\$701.67
TAVERNER	RONALD EDWARD	Superintendent	\$ 169,388.12	\$16,704.89
TAYLOR	ANDREW JAMES	Detective	\$ 109,598.84	\$701.41
TAYLOR	ANDREW BRIAN	Police Constable	\$ 103,455.53	\$669.95
TAYLOR	JASON PETER	Plainclothes Police Constable	\$ 122,697.70	\$686.42
TAYLOR	JEFF	Police Constable	\$ 101,605.52	\$684.37
TAYLOR	JEFFREY	Staff Sergeant	\$ 118,798.41	\$742.00
TAYLOR	KENNETH	Inspector	\$ 147,828.33	\$792.69
TAYLOR	KEVIN DWIGHT	Plainclothes Police Constable	\$ 103,126.36	\$686.42
TAYLOR	MICHAEL BRYAN	Plainclothes Police Constable	\$ 102,697.65	\$684.34
TAYLOR	MICHAEL KENNETH	Plainclothes Police Constable	\$ 108,858.86	\$678.70
TAYLOR	ROBERT EDWARD	Police Constable	\$ 107,641.15	\$658.58
TAYLOR	ROBERT ALLISTER	Police Constable	\$ 103,829.13	\$662.93
TAYLOR	SCOTT DAVID	Plainclothes Police Constable	\$ 118,841.61	\$686.42
TAYLOR	WAVENEY PATSY	Police Constable	\$ 106,061.15	\$669.95
TEATERO	FREDERICK LESLIE	Police Constable	\$ 108,661.37	\$669.95
TEDFORD	STEVEN THOMAS	Sergeant	\$ 106,713.30	\$708.56
TEIXEIRA	ANDREW PEREIRA	Plainclothes Police Constable	\$ 113,917.34	\$686.42
TEIXEIRA	MARIO JORGE	Staff Sergeant	\$ 116,786.89	\$732.32
THAI	THANH	Plainclothes Police Constable	\$ 102,809.03	\$693.44
THAYALAN	SARATH	Plainclothes Police Constable	\$ 108,666.12	\$678.70
THERIAULT	ANGELA	Sergeant	\$ 113,602.82	\$717.06
THERIAULT	DONALD	Detective	\$ 121,934.64	\$712.59

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
THERIAULT	JOHN	Detective	\$ 117,108.03	\$717.06
TERRIEN	ALLAN	Police Constable	\$ 112,641.27	\$684.37
THIBODEAU	JOHN ROBERT	Sergeant	\$ 118,023.67	\$708.56
THOMAS	CLAUDINE ANNE-MARIE	Detective Sergeant	\$ 121,791.71	\$728.14
THOMAS	LEROY	Police Constable	\$ 108,998.48	\$684.37
THOMAS	MICHAEL	Police Constable	\$ 103,202.27	\$684.37
THOMAS	RHONDA LEE	Detective	\$ 106,441.33	\$701.67
THOMAS	ROBERT	Detective	\$ 115,051.74	\$717.06
THOMAS	SONIA	Staff Sergeant	\$ 132,840.79	\$744.60
THOMAS	SYDNEY	Staff Sergeant	\$ 120,373.72	\$744.60
THOMPSON	ELSIE TINA	Supervisor	\$ 113,991.20	\$303.15
THOMPSON	JAMES DUNCAN	Plainclothes Police Constable	\$ 118,801.80	\$681.80
THOMPSON	JENNIFER	Plainclothes Police Constable	\$ 102,187.16	\$686.42
THOMPSON	MARLAND FINLAY	Plainclothes Police Constable	\$ 116,720.45	\$686.42
THOMPSON	MICHAEL ALLISTER	Plainclothes Police Constable	\$ 110,866.25	\$678.70
THOMPSON	MICHAEL	Police Constable	\$ 166,550.99	\$684.37
THOMPSON	PAUL ANTHONY	Police Constable	\$ 114,991.94	\$676.45
THOMS	HEATHER BERNADETTE	Assistant Manager of Computer Operations	\$ 129,033.95	\$886.80
THOMSON	ALLAN JOHN	Detective	\$ 127,861.47	\$708.56
THORNING	SHIRLEY	Staff Sergeant	\$ 115,636.50	\$732.32
THORNTON	AMANDA DORIS	Detective	\$ 117,147.78	\$701.67
THORPE	GREGORY JOSEPH	Staff Sergeant	\$ 148,030.09	\$743.56
TILLEY	MARK	Staff Sergeant	\$ 121,540.76	\$744.60
TILLSLEY	JOHN	Detective	\$ 112,490.50	\$717.06
TIMMS	KEVIN DOUGLAS	Police Constable	\$ 102,559.87	\$662.93
TINNEY	HARLEN	Sergeant	\$ 109,083.54	\$705.05
TINT	JULIE CHRISTINE	Sergeant	\$ 106,083.20	\$708.56
TJERKSTRA	ROELOF	Sergeant	\$ 114,879.51	\$717.06
TOBIN	ROBERT	Staff Sergeant	\$ 127,156.52	\$744.60
TOHM	DARIK GORDON	Police Constable	\$ 115,196.82	\$684.37
TOMASZEWSKI	MARCIN ROBERT	Police Constable	\$ 107,494.47	\$662.93
TOMLINSON	JASON ALLAN	Plainclothes Police Constable	\$ 108,336.07	\$686.42
TOMPRAS	THEODORE	Training Constable	\$ 106,553.82	\$685.20
TOMS	FREDERIC HALLEY	Police Constable	\$ 105,545.25	\$662.93
TONNA	PAUL ANTHONY	Police Constable	\$ 102,607.56	\$662.93
TONOGAI	BENJAMIN JOSEPH	Plainclothes Police Constable	\$ 108,754.08	\$674.43
TORRANCE	STEVEN JAMES	Police Constable	\$ 100,107.64	\$662.93
TOUT	JEFFREY SHAWN	Police Constable	\$ 100,127.26	\$669.95
TOWNLEY	DARREN	Sergeant	\$ 109,418.11	\$708.56
TOWNLEY	PHILIP ALEXANDER	Detective	\$ 107,507.78	\$701.67
TOYNE	SIMON ANDREW	Police Constable	\$ 102,385.88	\$662.93
TRACEY	CHRISTOPHER JAMES-ALBERT	Sergeant	\$ 108,947.53	\$701.67
TRACEY	MARK ROBERT	Detective	\$ 106,393.90	\$708.56
TRACY	STEVEN	Staff Sergeant	\$ 126,986.64	\$744.60
TRAMONTOZZI	NUNZIATO	Detective	\$ 127,360.89	\$717.06
TRENOUTH	BRADLEY ROBERT	Police Constable	\$ 115,295.53	\$662.93
TRENTON	REBECCA	Patrol Supervisor	\$ 102,234.82	\$616.46
TRETTER	MADELAINE	Detective Sergeant	\$ 119,566.14	\$744.60
TREUSCH	JEFFREY EDWARD	Sergeant	\$ 109,782.31	\$705.76
TRIAS	ETHELWALD DIOSA	Police Constable	\$ 100,402.69	\$662.93
TRIMBLE	PETER JOHN	Detective Sergeant	\$ 147,988.25	\$737.72
TRITES	CHRISTOPHER	Sergeant	\$ 109,588.21	\$710.11
TROINA	BENEDETTO	Sergeant	\$ 108,752.62	\$292.08
TROTMAN	DREW ALEXANDER	Police Constable	\$ 103,151.27	\$662.93
TROTMAN	KENNETH	Sergeant	\$ 110,701.96	\$717.06
TROTTER	CHRISTINE JANE	Plainclothes Police Constable	\$ 102,353.56	\$686.42
TROTTER	TIMOTHY WALLACE	Police Constable	\$ 102,622.55	\$669.95
TROUP	PETER	Staff Sergeant	\$ 124,310.06	\$744.60
TROVATO	LUIGI MOSE	Plainclothes Police Constable	\$ 105,279.24	\$688.50
TRUBECKI	ROBERT	Detective	\$ 116,544.82	\$717.06
TRUEMAN	MAUREEN ANN	Sergeant	\$ 101,094.43	\$689.28
TSERING	TENZIN CHODON	Plainclothes Police Constable	\$ 103,610.48	\$591.98
TSIANOS	DIMITRIOS	Sergeant	\$ 128,944.45	\$694.83
TSO	WING-IP	Sergeant	\$ 113,139.27	\$710.11
TUCKER	ADRIANA PATRICIA	Plainclothes Police Constable	\$ 107,682.44	\$686.42
TUCKER	BRIAN DOUGLAS	Senior Technical Analyst	\$ 112,213.86	\$280.88
TUCKWELL	BELINDA AGNES	Plainclothes Police Constable	\$ 100,510.55	\$434.58
TUCKWELL	TIMOTHY EDWARD	Police Constable	\$ 106,512.82	\$669.95
TUGHAN	MICHAEL PATRICK	Plainclothes Police Constable	\$ 109,788.44	\$686.42
TULIPANO	ROSARIO	Staff Sergeant	\$ 126,233.88	\$744.60
TUMANSKIY	MYKOLA	Police Constable	\$ 108,603.81	\$662.93

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
TUPLING	ANN-MARIE	Detective	\$ 112,049.35	\$708.56
TURNBULL	MICHAEL	Sergeant	\$ 108,139.14	\$708.73
TURNBULL	RONALD JAMES	Systems Integration Specialist	\$ 113,351.45	\$303.15
TURNER	KIMBERLY	Police Constable	\$ 100,466.96	\$259.39
TURZA	JANICE	Sergeant	\$ 112,090.67	\$717.06
TUTCHENER	GARY	Staff Sergeant	\$ 121,743.44	\$744.60
TYMBURSKI	EDWARD	Staff Sergeant	\$ 119,675.46	\$744.60
TYNKALUK	DEAN ALLAN	Sergeant	\$ 106,668.36	\$708.56
UCHMAN	GERALD ROBERT	Police Constable	\$ 105,144.42	\$636.86
UEBERHOLZ	THOMAS FRIEDRICH	Plainclothes Police Constable	\$ 100,495.70	\$261.44
UHRICH	ALLAN JOSEPH	Sergeant	\$ 113,380.28	\$717.06
UPPAL	VISHAL	Police Constable	\$ 118,677.69	\$669.95
URBAN	JON	Training Constable	\$ 100,427.05	\$694.69
URBANIAK	THOMAS	Sergeant	\$ 110,613.97	\$717.06
URE	JAMES ANDREW	Police Constable	\$ 106,001.81	\$676.70
URKOSKY	BRIAN WILLIAM	Sergeant	\$ 109,842.26	\$701.67
URQUHART	BRIAN DAVID	Police Constable	\$ 102,185.47	\$662.93
VADIVELU	KRISHNAMOORTHY	Police Constable	\$ 102,579.92	\$662.93
VALENTINI	ENZO-LORETO	Police Constable	\$ 111,794.00	\$669.95
VALERIO	JOHN	Detective	\$ 113,568.28	\$717.06
VALLEDOR	ALVIN	Training Constable	\$ 104,374.70	\$685.20
VALLES	SHEHARA	Detective	\$ 118,830.90	\$654.10
VAN ANDEL	PHILLIP GEORGE	Staff Sergeant	\$ 123,482.60	\$744.60
VAN DER KRABBE	STEVEN JOHN	Police Constable	\$ 106,699.96	\$669.95
VAN HET VELD	JAN	Plainclothes Police Constable	\$ 102,198.88	\$580.54
VAN HOOGENHUIZE	MICHAEL DANIEL	Plainclothes Police Constable	\$ 104,932.73	\$666.29
VAN SCHUBERT	KEVIN JOHN	Sergeant	\$ 108,329.14	\$708.56
VAN SETERS	PAUL	Police Constable	\$ 142,024.33	\$684.37
VAN VEGHEL	NANCY	Detective	\$ 158,087.82	\$292.08
VANWART	DANIEL ROBINSON	Plainclothes Police Constable	\$ 101,172.28	\$686.42
VANDALL	MARTIN PHILIP	Sergeant	\$ 113,775.87	\$717.06
VANDEBERG	CAROLYN	Sergeant	\$ 109,810.30	\$710.42
VANDENBRINK	HENDRIK	Sergeant	\$ 109,438.25	\$717.06
VANDER HEYDEN	JUSTIN WILLIAM	Detective Sergeant	\$ 143,466.48	\$630.10
VANDERBURGH	ANDREW NORMAN	Police Constable	\$ 100,889.89	\$658.58
VANDERHART	GREGORY	Police Constable	\$ 132,672.26	\$684.37
VANSPALL	GREGORY PATRICK	Police Constable	\$ 109,289.82	\$662.93
VAYANI	SHAFIQ ABDUL	Plainclothes Police Constable	\$ 126,200.34	\$678.70
VEGA	DANIEL	Plainclothes Police Constable	\$ 100,772.60	\$686.42
VEIT	OSWALD	Sergeant	\$ 120,361.70	\$715.78
VELAUTHAM	KARTHIGESAN	Sergeant	\$ 115,124.49	\$708.56
VELLA	TONYO	Police Constable	\$ 102,233.85	\$598.00
VELLEND TAYLOR	KATHARINE	Sergeant	\$ 116,958.61	\$370.78
VENDRAMINI	LUIGI	Sergeant	\$ 109,661.56	\$717.06
VENEZIANO	TONY	Chief Administrative Officer	\$ 254,143.85	\$13,618.50
VENN	JOANNE MICHELE	Sergeant	\$ 110,213.54	\$712.59
VERDOOLD	LANCE SCOTT	Police Constable	\$ 108,355.06	\$676.70
VERSPETEN	BRADLEY DENNIS	Plainclothes Police Constable	\$ 116,710.70	\$678.70
VERWEY	ALBERT	Detective	\$ 113,366.16	\$717.06
VICKERS	DAVID	Inspector	\$ 153,996.37	\$949.04
VIEIRA	ABILIO	Staff Sergeant	\$ 119,979.52	\$744.60
VIGNA	RITA ELSA	Assistant Manager of Records Management	\$ 112,044.69	\$823.35
VILLEMAIRE	DOUGLAS STEPHEN	Police Constable	\$ 113,411.67	\$684.37
VILLERS	SCOTT CHARLES	Police Constable	\$ 109,921.24	\$675.44
VINCENT	MATTHEW EDWARD	Project Leader	\$ 112,655.16	\$303.15
VIOLOT	ANDREW	Plainclothes Police Constable	\$ 103,965.81	\$696.19
VIPARI	CAROL MARIE	Corporate Psychologist	\$ 183,063.30	\$789.76
VIRANI	ABDULHAMEED	Police Constable	\$ 144,408.47	\$676.70
VIRK	MAHEEP KAUR	Police Constable	\$ 120,603.44	\$662.93
VLACH	ERIC	Training Constable	\$ 102,897.44	\$700.32
VO	THAO BA	Plainclothes Police Constable	\$ 115,785.88	\$686.42
VRUNA	MARIA	Detective	\$ 132,369.60	\$708.56
VUONG	KENT	Plainclothes Police Constable	\$ 100,436.79	\$686.42
WADDELL	MARK GRANT	Plainclothes Police Constable	\$ 109,885.87	\$686.42
WALKER	DAVID	Plainclothes Police Constable	\$ 109,063.11	\$668.84
WALKER	FRANCIS	Police Constable	\$ 100,995.52	\$684.37
WALKER	JAMES	Staff Sergeant	\$ 121,855.35	\$744.60
WALKER	JEROME	Manager of System Operations	\$ 156,946.81	\$823.06
WALKER	JOHN	Sergeant	\$ 112,923.61	\$717.06
WALKER	KELLY LYNN	Senior Operations Supervisor	\$ 120,010.28	\$713.15
WALKER	MARK DOYLE	Police Constable	\$ 101,035.68	\$669.95

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
WALKER	SCOTT JAMES	Police Constable	\$ 117,716.32	\$662.93
WALKER	STEVEN	Plainclothes Police Constable	\$ 107,188.27	\$700.32
WALKER-KNAPPER	SUSAN COLETTE	Manager of Court Support Services	\$ 143,300.45	\$593.25
WALLACE	ALEXANDER MATTHEW	Plainclothes Police Constable	\$ 104,458.26	\$673.21
WALLACE	JAMES	Police Constable	\$ 161,711.41	\$432.53
WALLACE	JOHN DAVID	Plainclothes Police Constable	\$ 115,674.94	\$686.42
WALLACE	PETER	Sergeant	\$ 112,356.88	\$701.67
WALLACE	ROBERT BOYD	Plainclothes Police Constable	\$ 115,914.27	\$686.42
WALLI	ALYKHAN AMIR	Police Constable	\$ 109,052.80	\$662.93
WALLS	CHRISTOPHER GEORGE	Police Constable	\$ 103,378.01	\$669.95
WALSH	DEREK ANDREW	Plainclothes Police Constable	\$ 102,085.59	\$681.54
WALSH	SUZANNE MARIE	Staff Sergeant	\$ 132,464.63	\$744.60
WALTERS	GREGORY	Detective	\$ 120,022.44	\$708.56
WANG	CHUAN	Police Constable	\$ 103,931.82	\$662.06
WANG	TIAM YEE	Police Constable	\$ 100,918.89	\$662.93
WANNAMAKER	JEFFREY MICHAEL	Plainclothes Police Constable	\$ 112,647.73	\$686.42
WARD	BRETT TERRANCE	Plainclothes Police Constable	\$ 105,469.10	\$686.42
WARD	KEVIN WALTER	Police Constable	\$ 106,105.58	\$662.93
WARD	PAUL	Detective	\$ 141,458.69	\$711.97
WARD	PETER	Plainclothes Police Constable	\$ 106,520.57	\$275.34
WARD	VANESSA	Detective	\$ 125,846.58	\$717.06
WARDLE	ROLAND	Sergeant	\$ 108,758.37	\$292.08
WARDLE	WILLIAM	Staff Inspector	\$ 161,863.55	\$10,497.04
WARNER	CHRISTINE	Plainclothes Police Constable	\$ 103,593.73	\$700.32
WARNER	RUTH	Detective	\$ 110,158.17	\$708.56
WARR	RICHARD JOHN	Plainclothes Police Constable	\$ 101,980.52	\$686.42
WARRENER	ROBERT JOSEPH	Plainclothes Police Constable	\$ 110,299.61	\$686.42
WASHINGTON	KATHARINE ANN	Detective	\$ 108,432.11	\$708.56
WATERS	JASON ROY	Detective	\$ 115,983.83	\$701.67
WATKINS	KERRY	Detective	\$ 111,023.11	\$717.06
WATSON	ADAM MICHAEL	Police Constable	\$ 104,514.67	\$682.76
WATSON	CHRISTOPHER	Police Constable	\$ 103,623.53	\$675.18
WATSON	ERROL JOHN	Training Constable	\$ 104,123.31	\$685.20
WATSON	IAN ANDREW	Police Constable	\$ 100,221.23	\$677.88
WATT	JERMAINE ANTONIO	Plainclothes Police Constable	\$ 104,344.38	\$674.43
WATTS	GREGORY MILES	Sergeant	\$ 113,261.25	\$701.67
WATTS	ROBERT ANDREW	Police Constable	\$ 101,203.49	\$669.95
WATTS	STEVEN MARK	Detective	\$ 137,783.35	\$717.06
WAUCHOPE	LIAM	Plainclothes Police Constable	\$ 127,557.29	\$686.42
WEAVER	VERNON	Police Constable	\$ 100,746.31	\$684.37
WEBSTER	DAVID GREGORY	Sergeant	\$ 120,473.17	\$714.50
WEHBY	PETER MICHAEL	Detective	\$ 112,620.21	\$701.67
WEIDMARK	ARTHUR	Staff Inspector	\$ 162,569.57	\$12,522.27
WELLER	RICHARD ANTHONY	Plainclothes Police Constable	\$ 111,399.00	\$693.44
WELLS	DAVID ARCHER	Police Constable	\$ 101,138.48	\$680.93
WELLS	MICHAEL	Plainclothes Police Constable	\$ 103,438.36	\$275.34
WELSH	JONATHAN CLAYTON	Plainclothes Police Constable	\$ 109,104.52	\$679.10
WENZEL	DEREK MICHAEL	Police Constable	\$ 103,183.71	\$662.93
WESLEY	JEFFREY	Police Constable	\$ 102,283.02	\$669.95
WEST	JACK	Sergeant	\$ 112,707.13	\$717.06
WEST	LEE ANN	Police Constable	\$ 109,377.58	\$686.42
WEST	MICHAEL ADAM	Plainclothes Police Constable	\$ 109,481.38	\$679.01
WESTELL	CLINTON JON	Police Constable	\$ 100,645.43	\$674.83
WESTERHOFF	DAVID JAMES	Police Constable	\$ 101,163.47	\$662.93
WESTERVELT	VICKI ANN	Sergeant	\$ 107,205.05	\$683.99
WHALEN	CHRISTOPHER ANDREW	Plainclothes Police Constable	\$ 122,223.68	\$686.42
WHALEN	ROBERT	Detective	\$ 122,174.50	\$711.97
WHEALY	GORDON	Detective Sergeant	\$ 156,920.18	\$744.60
WHEELER	CHRISTOPHER	Police Constable	\$ 124,495.92	\$684.37
WHELER	KATHERINE ANNE	Police Constable	\$ 112,581.72	\$677.27
WHITE	BARRY	Detective	\$ 110,316.10	\$715.78
WHITE	CATHERINE MARLENE	Sergeant	\$ 112,983.52	\$714.50
WHITE	CHRISTOPHER	Superintendent	\$ 174,294.88	\$17,847.08
WHITE	DANIEL CAMPBELL	Police Constable	\$ 109,444.86	\$662.93
WHITE	DEIDRA DENISE	Manager of Customer Service	\$ 159,845.85	\$897.42
WHITE	DONALD GERALD	Sergeant	\$ 105,836.92	\$701.67
WHITE	JOHN	Staff Sergeant	\$ 126,774.76	\$744.60
WHITE	KEVIN JOSEPH	Sergeant	\$ 106,778.74	\$689.22
WHITE	KEVIN	Sergeant	\$ 110,415.70	\$717.06
WHITE	MARILYN EDNA	Detective	\$ 115,241.04	\$717.06
WHITE	MARK	Police Constable	\$ 104,923.20	\$684.37

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
WHITE	PAUL	Sergeant	\$ 111,222.51	\$717.06
WHITE	WILLIAM	Sergeant	\$ 116,734.96	\$697.90
WHITFIELD	LOUIS FRANCIS	Police Constable	\$ 103,191.94	\$675.34
WHITLA	RONALD	Detective	\$ 115,838.86	\$717.06
WHITLEY	PAUL WILLIAM	Plainclothes Police Constable	\$ 109,064.55	\$678.70
WHITTALL	SHAWN MICHAEL	Police Constable	\$ 101,572.11	\$658.58
WHITTEMORE	SCOTT	Detective	\$ 129,489.49	\$717.06
WHITWORTH	ERNEST	Detective Sergeant	\$ 127,153.66	\$744.60
WHITWORTH	MICHAEL BRUCE	Training Constable	\$ 101,391.25	\$692.20
WHYNOT	CARROL ANNE	Senior Corporate Planner	\$ 145,627.76	\$367.71
WIGGERMANN	SVEN	Police Constable	\$ 107,237.51	\$662.93
WIGHTON	MATTHEW STEWART	Police Constable	\$ 130,849.23	\$669.95
WILCOX	JANE	Staff Superintendent	\$ 196,479.08	\$10,163.76
WILDEBOER	PAUL	Police Constable	\$ 101,686.42	\$694.83
WILLAN	SUMMER LEE	Detective	\$ 104,149.49	\$701.67
WILLERS	RONALD	Training Constable	\$ 100,146.63	\$692.20
WILLIAMS	ANTHONY	Detective	\$ 122,803.31	\$708.56
WILLIAMS	CAROL	Sergeant	\$ 110,042.31	\$717.06
WILLIAMS	CLAYTON	Sergeant	\$ 106,928.06	\$708.56
WILLIAMS	DEIRDRE ELIZABETH	Board Administrator	\$ 112,427.15	\$280.88
WILLIAMS	GHERARDT	Detective	\$ 137,035.45	\$717.06
WILLIAMS	IAN	Senior Intelligence Analyst	\$ 109,120.44	\$257.75
WILLIAMS	KEVIN CHRISTOPHER	Plainclothes Police Constable	\$ 102,201.75	\$686.42
WILLIAMS	KYLE	Detective	\$ 129,418.39	\$717.06
WILLIAMS	MARK	Training Constable	\$ 102,779.78	\$700.32
WILLIAMS	MICHAEL JAMES	Sergeant	\$ 113,183.78	\$701.67
WILLIAMS	STEVEN THOMAS	Plainclothes Police Constable	\$ 122,984.64	\$686.42
WILLIAMSON	CHARLES	Training Constable	\$ 109,328.25	\$275.34
WILLMS	DAVID GEORGE	Senior Technical Analyst	\$ 105,370.77	\$280.88
WILSON	ANTON LAWRENCE	Police Constable	\$ 102,149.98	\$259.39
WILSON	BRADLEY MICHAEL	Plainclothes Police Constable	\$ 100,906.43	\$686.42
WILSON	CHRISTOPHER DAVID	Plainclothes Police Constable	\$ 112,010.03	\$661.94
WILSON	DAVID W.	Sergeant	\$ 121,585.78	\$717.06
WILSON	DAVID JAMES	Police Constable	\$ 107,719.67	\$676.70
WILSON	DAWN KIMBERLEY	Plainclothes Police Constable	\$ 100,733.12	\$678.70
WILSON	DEREK SCOTT	Detective	\$ 107,374.25	\$645.60
WILSON	JULIE THERESE	Sergeant	\$ 105,750.12	\$701.67
WILSON	TIMOTHY	Detective	\$ 109,978.54	\$708.56
WILSON	WARREN	Detective Sergeant	\$ 120,918.72	\$744.60
WILSON	WILLIAM	Plainclothes Police Constable	\$ 102,786.70	\$700.32
WINCHESTER	JOHN	Police Constable	\$ 115,140.79	\$684.37
WINDLE	TRACY GEORGINA	Police Constable	\$ 104,983.36	\$662.93
WINDMOLLER	THEODORE JOHN	Sergeant	\$ 112,654.41	\$717.06
WINDSOR	DAVID LEE	Plainclothes Police Constable	\$ 105,592.79	\$686.42
WINFIELD	RICHARD	Plainclothes Police Constable	\$ 100,663.55	\$285.45
WINTER	JEFFREY MATTHEW	Plainclothes Police Constable	\$ 121,733.65	\$686.42
WINTER	JOHN	Sergeant	\$ 112,098.96	\$717.06
WISZNIOWSKI	RYSZARD	Sergeant	\$ 108,601.37	\$292.08
WITHROW	JENNIFER AUTUMN	Plainclothes Police Constable	\$ 104,709.92	\$686.42
WITTY	EARL	Superintendent	\$ 121,106.61	\$2,897.36
WOJDYLO	HENRYK	Sergeant	\$ 114,788.62	\$717.06
WOJTKIEWICZ	VICTOR BRUNISLAW	Plainclothes Police Constable	\$ 108,006.97	\$686.42
WOLF	RAYMOND	Detective	\$ 119,725.77	\$717.06
WONG	CHUNG MAN	Sergeant	\$ 125,191.25	\$708.56
WONG	CONRAD EMERY	Plainclothes Police Constable	\$ 123,405.07	\$666.29
WONG	GORDON CHUNG-HOI	Police Constable	\$ 106,192.39	\$669.95
WONG	WAN-HOI	Police Constable	\$ 110,103.23	\$684.37
WOO	CHI SHING	Senior Programmer	\$ 107,823.49	\$257.90
WOOD	JOHN ALAN	Plainclothes Police Constable	\$ 138,331.75	\$686.42
WOOD	KIMBERLY ANN	Senior Supervisor of Support Services	\$ 107,031.15	\$705.86
WOOD	NANCY	Sergeant	\$ 108,773.36	\$669.84
WOODHOUSE	STEPHEN	Sergeant	\$ 121,540.37	\$717.06
WOODS	DOUGLAS STEPHEN	Police Constable	\$ 108,829.84	\$669.95
WOODS	GARY	Sergeant	\$ 112,372.15	\$695.77
WOOKEY	CHARLES	Detective	\$ 134,718.92	\$708.56
WOOLLEY	RAYMOND	Police Constable	\$ 107,542.53	\$684.37
WOOTTON	RYAN PETER	Plainclothes Police Constable	\$ 122,246.45	\$678.70
WORDEN	PAUL HAMILTON	Detective	\$ 124,958.82	\$708.56
WORRELL	PHILIP	Sergeant	\$ 109,236.01	\$708.56
WORSDALE	SHAYNE WILLIAM	Police Constable	\$ 108,459.05	\$669.95
WORTH	DARREN	Detective	\$ 118,852.32	\$701.67

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
WORTH	KANE WILSON	Sergeant	\$ 147,067.40	\$708.56
WLOUDENBERG	HETTY JOHANA	Police Constable	\$ 100,278.09	\$669.95
WRAY	TERRENCE	Detective	\$ 117,673.17	\$717.06
WRIGHT	ARTHUR	Police Constable	\$ 105,020.01	\$684.37
WRIGHT	JAMES	Plainclothes Police Constable	\$ 102,596.60	\$700.32
WRIGHT	LESTER	Detective	\$ 113,999.18	\$717.06
WRIGHT	REGINALD GEORGE	Detective	\$ 120,502.97	\$717.06
WRONG	JASON CHRISTOPHER	Police Constable	\$ 117,527.34	\$684.37
WU	XU	Police Constable	\$ 101,819.23	\$662.93
WULFF	EDUARDO IGNACIO	Sergeant	\$ 107,768.00	\$283.58
WYARD	LESLIE ANN	Plainclothes Police Constable	\$ 102,081.49	\$678.70
WYNIA	RANDALL	Sergeant	\$ 120,095.95	\$682.02
WYNNE	TRAVERS	Sergeant	\$ 111,353.51	\$717.06
XINOS	EVAGELOS	Police Constable	\$ 100,671.68	\$669.95
YAN	PETER SAMUEL	Police Constable	\$ 104,807.94	\$683.37
YANG	QIANLIANG	Police Constable	\$ 120,629.99	\$662.93
YANG	YANJIAO	Enterprise Data Architect	\$ 128,791.51	\$461.82
YAP	MEIYIN	Plainclothes Police Constable	\$ 100,397.22	\$693.44
YARDE	RYAN ANTON	Plainclothes Police Constable	\$ 108,222.49	\$686.42
YARMOLUK	DAVID GEORGE	Sergeant	\$ 111,155.91	\$708.56
YEANDLE	KIMBERLEY	Staff Inspector	\$ 163,157.55	\$11,396.41
YEANDLE	MARK	Sergeant	\$ 109,466.37	\$717.06
YEE	IAN	Plainclothes Police Constable	\$ 103,865.61	\$686.42
YEO	DARREN ROY	Detective	\$ 133,861.21	\$701.67
YIN	YA-WEN	Plainclothes Police Constable	\$ 103,294.64	\$678.70
YOUNG	BLAIN	Sergeant	\$ 130,191.23	\$717.06
YOUNG	CRAIG	Staff Sergeant	\$ 123,922.39	\$744.60
YOUNG	DEREK	Detective	\$ 109,752.05	\$717.06
YOUNG	JENNIFER MARIE	Police Constable	\$ 124,226.00	\$253.72
YOUNG	PAUL ELIOT	Plainclothes Police Constable	\$ 104,535.95	\$680.93
YOUNG	RONALD	Detective Sergeant	\$ 121,061.40	\$744.60
YOUNG	WARREN H.	Detective	\$ 133,490.17	\$708.56
YOUNG	WARREN G.	Training Constable	\$ 102,932.47	\$700.32
YOUNGER	CHAD ANDREW	Plainclothes Police Constable	\$ 113,356.60	\$686.42
YOUROUKOS	JONATHAN NICHOLAS	Police Constable	\$ 108,017.62	\$662.93
YOUSUFI	ABDULLAH	Drafting Technician	\$ 108,280.49	\$682.88
YU	CLIFFORD	Police Constable	\$ 105,701.68	\$684.37
YU	KA WAI ERIC	Police Constable	\$ 117,908.59	\$662.06
YUEN	PETER	Staff Inspector	\$ 151,854.40	\$10,208.50
YULE	ROBERT CHRISTOPHER	Police Constable	\$ 107,558.35	\$676.70
ZAJAC	DAVID	Detective	\$ 116,541.12	\$717.06
ZAJAC	JULIE	Sergeant	\$ 106,782.63	\$283.58
ZAMBRI	CARMELO	Detective	\$ 128,133.71	\$708.56
ZAMMIT	JEFFREY	Sergeant	\$ 136,870.39	\$717.06
ZAMPARO	DANIEL VALENTINO	Plainclothes Police Constable	\$ 116,403.60	\$686.42
ZANK	GARY CHARLES	Plainclothes Police Constable	\$ 104,559.72	\$700.32
ZARB	RAYMOND	Staff Sergeant	\$ 124,856.15	\$429.80
ZEBESKI	DAVID MICHAEL	Sergeant	\$ 103,656.36	\$701.67
ZELENY	JOHN DARYN	Detective	\$ 119,380.71	\$717.06
ZETTLER	STEVEN CARL	Plainclothes Police Constable	\$ 102,793.19	\$697.47
ZIELENIEWSKI	STANLEY	Police Constable	\$ 117,673.56	\$684.37
ZIMMERMAN	LAWRENCE	Sergeant	\$ 110,085.92	\$717.06
ZIVCIC	JOHN	Police Constable	\$ 112,843.00	\$662.93
ZLOBICKI	ALEKSANDRA	Plainclothes Police Constable	\$ 108,594.12	\$648.09
ZOLD	JOHN	Plainclothes Police Constable	\$ 108,625.40	\$682.87
ZUBAIR	MOHAMMAD	Police Constable	\$ 111,561.76	\$678.14
ZUBEK	JOSEPH	Staff Sergeant	\$ 119,209.29	\$319.62
ZYCH	STEFAN	Police Constable	\$ 115,080.45	\$684.37

APPENDIX B

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
BLAIR	WILLIAM STERLING	Chief of Police	\$ 367,719.94	\$3,006.72
SLOLY	PETER JOHN	Deputy Chief	\$ 255,499.83	\$2,092.15
VENEZIANO	TONY	Chief Administrative Officer	\$ 254,143.85	\$13,618.50
FEDERICO	MICHAEL	Deputy Chief	\$ 243,469.38	\$15,218.59
ASHMAN	AILEEN ALBERTA	Director of Human Resources	\$ 211,089.35	\$1,164.17
SAUNDERS	MARK	Deputy Chief	\$ 201,916.98	\$10,965.52
WILCOX	JANE	Staff Superintendent	\$ 196,479.08	\$10,163.76
PUGASH	MARK	Director of Corporate Communications	\$ 190,198.32	\$9,002.15
KIJEWSKI	KRISTINE JEAN	Director of Corporate Services	\$ 187,568.61	\$1,088.82
GREENWOOD	KIMBERLEY SARA	Staff Superintendent	\$ 187,100.31	\$10,622.31
STUBBINGS	RICHARD	Staff Superintendent	\$ 186,118.93	\$9,612.30
RUSSELL	THOMAS	Superintendent	\$ 185,918.58	\$13,163.97
FITZGERALD	THOMAS	Superintendent	\$ 185,501.10	\$12,244.35
BELL	DANIEL	Detective Sergeant	\$ 184,684.52	\$602.94
CRISTOFARO	ANGELO	Director of Finance and Administration	\$ 184,452.63	\$1,088.82
SMITH	FREDERICK	Staff Superintendent	\$ 183,415.10	\$8,385.97
GIANNOTTA	CELESTINO	Director of Information Technology	\$ 183,097.27	\$1,088.82
VIPARI	CAROL MARIE	Corporate Psychologist	\$ 183,063.30	\$789.76
MARTIN-DOTO	CATHERINE ANN	Corporate Psychologist	\$ 181,841.57	\$1,088.82
FERGUSON	HUGH	Superintendent	\$ 177,219.02	\$13,569.05
BYRNES	ELIZABETH	Superintendent	\$ 176,693.63	\$9,811.87
FENTON	DAVID M.	Superintendent	\$ 174,505.55	\$14,683.36
RAMER	DONALD	Superintendent	\$ 174,453.72	\$10,744.97
WHITE	CHRISTOPHER	Superintendent	\$ 174,294.88	\$17,847.08
CAMPBELL	DONALD ALEXANDER	Superintendent	\$ 174,083.24	\$17,756.30
MARTIN	KATHRYN	Superintendent	\$ 173,467.83	\$9,676.92
MCGUIRE	JEFFREY	Staff Superintendent	\$ 173,391.01	\$5,954.83
BEVERS	DONALD	Manager of Corporate Planning	\$ 173,322.81	\$1,038.45
PALERMO	MICHAEL ANGELO	Detective	\$ 173,307.88	\$701.67
BERGEN	FRANCIS	Superintendent	\$ 172,938.53	\$13,757.32
O'CONNOR	BRIAN	Inspector	\$ 172,800.79	\$792.69
CAMPBELL	JOANNE ELIZABETH	Executive Director, Police Services Board	\$ 172,745.23	\$855.62
DI TOMMASO	MARIO	Superintendent	\$ 172,181.08	\$13,209.87
FERNANDES	SELWYN JOHN	Superintendent	\$ 171,267.58	\$9,390.22
TANOUE	JOHNNY	Superintendent	\$ 171,168.76	\$11,522.85
MILLER	HELEN DIANE	Superintendent	\$ 169,596.81	\$12,828.31
KIM	SANG-RAE SAM	Manager of Enterprise Architecture	\$ 169,589.24	\$1,038.45
BREEN	FRANCIS	Superintendent	\$ 169,571.27	\$8,756.97
TAVERNER	RONALD EDWARD	Superintendent	\$ 169,388.12	\$16,704.89
HENDERSON	NORMAN GEORGE	Manager of Fleet and Materials Management	\$ 169,379.76	\$1,038.45
CORRIGAN	NEIL DAVID	Superintendent	\$ 168,564.67	\$15,692.36
JONES	GORDON	Inspector	\$ 168,419.96	\$949.04
PRESTON	DEBRA	Superintendent	\$ 168,237.71	\$10,373.32
MCCORMACK	DAVID	Superintendent	\$ 166,560.66	\$16,564.27
THOMPSON	MICHAEL	Police Constable	\$ 166,550.99	\$684.37
QUINN	MICHAEL MARC	Sergeant	\$ 166,408.76	\$701.67
MCLEOD	VERNETT	Superintendent	\$ 166,166.49	\$19,167.81
LENNOX	PETER	Superintendent	\$ 165,629.09	\$12,879.38
NEADLES	WILLIAM	Staff Inspector	\$ 165,593.09	\$12,986.35
EVANS	BRYCE	Staff Inspector	\$ 164,061.16	\$14,147.30
ELLIOTT	EVERETT	Plainclothes Police Constable	\$ 163,537.66	\$700.32
SANDEMAN	JOHN MICHAEL	Manager of Video Services	\$ 163,208.98	\$991.86
YEANDLE	KIMBERLEY	Staff Inspector	\$ 163,157.55	\$11,396.41
EARL	MICHAEL	Staff Inspector	\$ 163,046.56	\$15,306.21
HARRIS	DEBBIE	Detective	\$ 163,028.95	\$717.06
MARKS	DAVID	Staff Inspector	\$ 162,806.38	\$12,092.78
WEIDMARK	ARTHUR	Staff Inspector	\$ 162,569.57	\$12,522.27
STYRA	DANA TERESE	Manager of Quality Assurance	\$ 162,538.68	\$991.86
BEERS	CLAY ALBERT	Manager of Radio and Electronics	\$ 162,020.38	\$823.06
WARDLE	WILLIAM	Staff Inspector	\$ 161,863.55	\$10,497.04
WALLACE	JAMES	Police Constable	\$ 161,711.41	\$432.53
HEWNER	ELIZABETH JANINE	Manager of Budgeting and Control	\$ 161,546.29	\$1,009.30
FRANKS	RANDY	Staff Inspector	\$ 160,613.34	\$13,413.15
GIROUX	GARY	Detective Sergeant	\$ 160,235.12	\$319.62
WHITE	DEIDRA DENISE	Manager of Customer Service	\$ 159,845.85	\$897.42
HAYWARD	MARK	Sergeant	\$ 159,804.91	\$717.06
HARRIS	STEPHEN ARTHUR	Staff Inspector	\$ 159,333.33	\$14,255.20
METCALFE	MARY	Staff Inspector	\$ 158,554.60	\$13,096.71
KUCK	HEINZ	Staff Inspector	\$ 158,197.96	\$980.34

APPENDIX B

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
ROSE	DOUGLAS GRANT	Sergeant	\$ 158,137.43	\$717.06
VAN VEGHEL	NANCY	Detective	\$ 158,087.82	\$292.08
CALIFARETTI	SANDRA ANGELA	Manager of Financial Management	\$ 157,556.04	\$823.06
GROSS	PAVEL	Manager of Information Systems	\$ 157,155.15	\$991.86
BORTKIEWICZ	CHRISTINE	Manager of Human Resources	\$ 157,154.20	\$991.86
FERRY	MICHAEL BERNARD	Sergeant	\$ 157,139.50	\$717.06
MACINTYRE	BRIAN PAUL	Staff Sergeant	\$ 157,036.52	\$744.60
CURTIN	HELEN MARGARET	Manager of IT Governance	\$ 156,946.81	\$823.06
WALKER	JEROME	Manager of System Operations	\$ 156,946.81	\$823.06
WHEALY	GORDON	Detective Sergeant	\$ 156,920.18	\$744.60
SANDFORD	JUDY MARY	Manager of Records Management	\$ 156,772.11	\$566.88
IDSINGA	HANK	Detective Sergeant	\$ 156,615.97	\$313.99
BOCKUS	CORY	Inspector	\$ 156,530.22	\$792.69
CRISTIANO	GUIDO	Police Constable	\$ 156,487.27	\$684.37
MCLANE	GREGORY	Staff Inspector	\$ 156,277.49	\$12,855.41
BABIAR	JOHN JAMES	Staff Sergeant	\$ 156,179.03	\$744.60
SAUNDERS	DAVID	Inspector	\$ 155,396.30	\$949.04
RIVIERE	ANTHONY FRANCIS	Staff Inspector	\$ 155,063.87	\$8,977.53
BEAVEN-DESJARDINS	JOANNA RUTH	Inspector	\$ 155,054.63	\$949.04
MEISSNER	GERHARD	Inspector	\$ 154,844.14	\$949.04
CASHMAN	GERALD	Inspector	\$ 154,828.88	\$634.24
COLE	GREGORY	Inspector	\$ 154,807.83	\$949.04
KMIECIAK	JOHN	Sergeant	\$ 154,468.48	\$708.56
MOMENI	ORANG	Sergeant	\$ 154,284.58	\$708.56
VICKERS	DAVID	Inspector	\$ 153,996.37	\$949.04
SUDES	KEVIN	Staff Sergeant	\$ 153,882.16	\$744.60
SCHERTZER	JOYCE	Detective	\$ 153,808.10	\$710.11
GILBERT	SCOTT	Inspector	\$ 153,792.99	\$949.04
FARAHBAKSH	JEANETTE ISABEL	Manager of Labour Relations	\$ 153,767.77	\$815.58
FERNANDES	CHRISTOPHER	Inspector	\$ 153,729.64	\$949.04
BOBBIS	RICHARD ROBERT	Sergeant	\$ 153,440.00	\$701.67
QUAN	DOUGLAS	Inspector	\$ 153,421.23	\$13,147.38
KULMATYCKI	JOEL PATRICK	Detective Sergeant	\$ 153,385.80	\$643.28
ROSETO	EGIDIO	Inspector	\$ 152,946.08	\$949.04
PRESTON	BRIAN	Inspector	\$ 152,855.01	\$949.04
CARTER	RANDOLPH	Inspector	\$ 152,808.96	\$792.69
BAPTIST	ROBERT SCOTT	Inspector	\$ 152,765.52	\$949.04
SNEDDON	GORDON	Inspector	\$ 152,678.51	\$949.04
HOLT	GLENN	Inspector	\$ 152,677.12	\$949.04
HUSSEIN	RIYAZ	Inspector	\$ 152,632.83	\$792.69
RICHARDSON	SANDRA	Inspector	\$ 152,142.45	\$792.69
BUTTON	BERNADETTE	Inspector	\$ 152,053.42	\$792.69
SKUBIC	FRANK	Detective Sergeant	\$ 152,011.78	\$744.60
IZZETT	STEVEN	Staff Inspector	\$ 151,937.14	\$6,852.32
YUEN	PETER	Staff Inspector	\$ 151,854.40	\$10,208.50
MACKRELL	JAMES	Inspector	\$ 151,820.75	\$949.04
STROBLE	REUBEN	Inspector	\$ 151,336.63	\$944.32
PAGE	HOWARD	Inspector	\$ 151,322.32	\$949.04
RINKOFF	PAUL BARRY	Detective	\$ 151,298.41	\$701.67
MORRIS	NICKOLAS JOSEPH	Police Constable	\$ 151,285.75	\$684.37
RADIX	BRENDA REBECCA	Manager of Property and Evidence	\$ 150,723.11	\$949.60
COSENTINO	SALVATORE	Detective Sergeant	\$ 149,906.83	\$602.94
HEWITT	STEPHEN MARK	Police Constable	\$ 149,811.47	\$673.61
SHANKARAN	JASON RAJESH	Detective	\$ 149,538.11	\$701.67
BOYD	EDWARD	Inspector	\$ 149,477.83	\$949.04
CHURKOO	DOODNATH DEODATH	Sergeant	\$ 149,338.05	\$701.67
RAMPRASHAD	DWARKH	Police Constable	\$ 148,900.32	\$676.70
BOTT	BRYAN	Inspector	\$ 148,704.41	\$792.69
HEGEDUS	RICHARD	Inspector	\$ 148,670.25	\$949.04
ECKLUND	ANDREW DOUGLAS	Sergeant	\$ 148,607.82	\$701.67
SMITH	RANDOLPH	Inspector	\$ 148,575.92	\$949.04
ANAND	ANIL	Inspector	\$ 148,574.70	\$792.69
LITTLE	ARTHUR	Inspector	\$ 148,544.58	\$524.06
GIBSON	GRAHAM	Detective Sergeant	\$ 148,396.21	\$744.60
ELEY	STUART	Inspector	\$ 148,380.04	\$792.69
THORPE	GREGORY JOSEPH	Staff Sergeant	\$ 148,030.09	\$743.56
TRIMBLE	PETER JOHN	Detective Sergeant	\$ 147,988.25	\$737.72
BARKLEY	MARK EDWIN	Inspector	\$ 147,915.06	\$792.69
IRWIN	STEPHEN	Inspector	\$ 147,898.37	\$949.04
TAYLOR	KENNETH	Inspector	\$ 147,828.33	\$792.69
ELLIS	MICHAEL DAVID	Manager of Facilities Management	\$ 147,513.60	\$949.60

APPENDIX B

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
JOHNSON	ROBERT	Inspector	\$ 147,309.79	\$946.68
STINSON	ANDREW GORDON	Detective	\$ 147,135.87	\$708.56
WORTH	KANE WILSON	Sergeant	\$ 147,067.40	\$708.56
DEMKIW	MYRON ANDREY	Inspector	\$ 146,891.78	\$947.86
CARBONE	MIKE	Detective	\$ 146,552.95	\$717.06
STRATFORD	IAN	Inspector	\$ 146,458.58	\$791.46
NICOL	BRETT DONALD	Detective Sergeant	\$ 146,390.63	\$731.22
HENRY	ANN-MARIE PATRICIA	Manager of Benefits and Employment	\$ 146,231.71	\$952.79
SMITH	MICHAEL WAYNE	Manager of Equipment and Supply	\$ 145,659.09	\$949.60
WHYNOT	CARROL ANNE	Senior Corporate Planner	\$ 145,627.76	\$367.71
GOMES	SUSAN ELIZABETH	Detective	\$ 145,515.83	\$708.56
GOH	ANDRE PIERRE	Manager of Diversity Management	\$ 145,464.67	\$367.71
NIELSEN	CHRISTIAN HINGE	Manager of Shop Operations	\$ 145,464.67	\$792.69
ROSSI	KIMBERLY DAWN	Manager of Parking Support Services	\$ 145,087.64	\$949.60
SHAW	ANDREW DOUGLAS	Sergeant	\$ 145,025.87	\$708.56
BORG	BRIAN	Detective Sergeant	\$ 144,835.07	\$319.62
REDDEN	JEFFREY	Sergeant	\$ 144,666.89	\$717.06
SPRATT	SCOTT EDWARD	Detective Sergeant	\$ 144,594.82	\$742.00
BRAMMALL	MICHAEL	Detective	\$ 144,444.53	\$717.06
VIRANI	ABDULHAMEED	Police Constable	\$ 144,408.47	\$676.70
QUEEN	GRAHAM	Staff Sergeant	\$ 144,226.46	\$744.60
MARGETSON	JOHN	Detective	\$ 144,050.91	\$708.56
VANDER HEYDEN	JUSTIN WILLIAM	Detective Sergeant	\$ 143,466.48	\$630.10
ROSENBERG	HOWARD	Police Constable	\$ 143,336.66	\$259.39
WALKER-KNAPPER	SUSAN COLETTE	Manager of Court Support Services	\$ 143,300.45	\$593.25
KHOW	SIEWING	Counsel	\$ 142,699.43	\$361.00
MACDONNELL	BRIAN	Detective Sergeant	\$ 142,653.31	\$744.60
DUNSTAN	DOUGLAS	Detective	\$ 142,627.55	\$717.06
CATENACCIO	MARIO	Plainclothes Police Constable	\$ 142,127.20	\$673.21
VAN SETERS	PAUL	Police Constable	\$ 142,024.33	\$684.37
ECKLUND	DAVID GRENVILLE	Detective Sergeant	\$ 141,870.96	\$724.28
SANDERS	NEIL GREGORY	Police Constable	\$ 141,602.29	\$669.95
WARD	PAUL	Detective	\$ 141,458.69	\$711.97
OGG	SHEILA ELIZABETH	Detective	\$ 141,390.83	\$717.06
DI PASSA	DOMENICO	Detective	\$ 141,325.35	\$715.78
MAHONEY	SHAWN	Detective	\$ 141,000.12	\$717.06
BANKS	WAYNE MICHAEL	Detective Sergeant	\$ 140,864.72	\$744.60
PAPADOPOULOS	KYRIAKOS	Police Constable	\$ 140,757.98	\$669.95
COOKE	LEE SCOTT	Police Constable	\$ 139,940.18	\$669.95
LAWSON	JAMES THOMAS	Sergeant	\$ 139,503.11	\$717.06
BATES	BARRY MICHAEL	Police Constable	\$ 139,067.32	\$259.39
BROWNE	TERRENCE	Detective Sergeant	\$ 138,979.30	\$744.60
MOLINARO	ANTONIO	Shift/Area Supervisor	\$ 138,956.66	\$629.59
FIELDING	SHAWN MICHAEL	Police Constable	\$ 138,950.10	\$662.93
FRIMETH	KEVIN DAVID	Detective	\$ 138,818.87	\$708.56
MORRIS	LESLIE	Detective	\$ 138,474.02	\$708.56
KIRINDE	RANJAN WICKRAMASINGHE	Police Constable	\$ 138,352.68	\$678.52
MCCULLOUGH	DAVID	Police Constable	\$ 138,344.44	\$684.37
WOOD	JOHN ALAN	Plainclothes Police Constable	\$ 138,331.75	\$686.42
ROSS	SCOTT JEREMY	Plainclothes Police Constable	\$ 138,266.70	\$689.54
SPENCER	ENNIS STEWART	Sergeant	\$ 138,263.88	\$701.67
BUI	TAM THACH	Detective	\$ 137,924.99	\$701.67
SHANK	RICHARD	Detective Sergeant	\$ 137,882.55	\$737.72
WATTS	STEVEN MARK	Detective	\$ 137,783.35	\$717.06
DURAN	ADRIAN ROGELIO	Police Constable	\$ 137,754.04	\$675.90
KAY	COLIN	Staff Sergeant	\$ 137,715.88	\$728.28
HARNETT	ROBERT	Detective	\$ 137,617.38	\$710.11
REIMER	KENNETH BRIAN	Detective Sergeant	\$ 137,559.78	\$744.60
JOHNSTONE	TIMOTHY	Detective	\$ 137,433.25	\$717.06
ONG	RHOEL VILLEGAS	Police Constable	\$ 137,251.35	\$669.95
BARSKY	MICHAEL STEVEN	Detective Sergeant	\$ 137,236.17	\$744.60
HAMPSON	SCOTT ANDREW	Police Constable	\$ 137,227.80	\$669.95
CORREA	IRWIN	Police Constable	\$ 137,192.98	\$684.37
WILLIAMS	GHERARDT	Detective	\$ 137,035.45	\$717.06
EVELYN	DION	Manager of Communications Services	\$ 137,026.86	\$607.88
MASON	ROBERT HAROLD	Plainclothes Police Constable	\$ 136,936.73	\$700.32
ZAMMIT	JEFFREY	Sergeant	\$ 136,870.39	\$717.06
DUNKLEY	LESLIE	Detective	\$ 136,847.25	\$717.06
O'BRIEN	KENNETH	Police Constable	\$ 136,793.62	\$684.37
JOHNSTON	JEFFREY	Plainclothes Police Constable	\$ 136,570.30	\$700.32
STOJIC	NENAD	Police Constable	\$ 136,504.15	\$669.95

APPENDIX B

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
FORESTALL	GREGORY	Sergeant	\$ 136,497.50	\$717.06
ACORN	CHRISTOPHER ALLAN	Police Constable	\$ 136,438.24	\$669.95
GEE	WILLIAM EDWARD	Police Constable	\$ 136,338.38	\$669.95
CANEPA	ANTONIO	Plainclothes Police Constable	\$ 136,197.53	\$700.32
MCNEILLY	JOSEPH GORDON	Detective	\$ 136,117.89	\$717.06
CAMPOLI	STEVEN ROBERT	Plainclothes Police Constable	\$ 135,909.26	\$686.42
DIGIOVANNI	GIUSEPPE	Sergeant	\$ 135,864.76	\$717.06
CHILDS	CYNTHIA	Detective Sergeant	\$ 135,815.59	\$744.60
BELLE	FRANCOIS MARIE	Plainclothes Police Constable	\$ 135,664.44	\$686.42
MCDUGALL	ROBERT GORDON	Sergeant	\$ 135,626.04	\$701.67
COSTA CORREIA	ZENON PIO	Detective	\$ 135,204.61	\$701.93
MCLAUGHLIN	IAN	Sergeant	\$ 135,173.70	\$717.06
GRANT	CINDYLOU CHRISTINA	Project & Policy Co-ordinator	\$ 135,114.14	\$886.80
MCFADYEN	DANIEL GORDON	Detective	\$ 135,083.87	\$701.67
BRYSON	LAWRENCE NEIL	Staff Sergeant	\$ 135,071.90	\$744.60
MATTHEWS	STEPHEN MICHAEL	Detective	\$ 134,837.08	\$701.67
CODE	PETER	Staff Sergeant	\$ 134,823.95	\$599.31
WOOKEY	CHARLES	Detective	\$ 134,718.92	\$708.56
BARREDO	FRANCISCO JAVIER	Staff Sergeant	\$ 134,687.50	\$744.60
RUTTNER	ALEXANDER	Police Constable	\$ 134,611.37	\$676.70
GRAY	PAULINE	Detective Sergeant	\$ 134,550.55	\$744.60
HAINES	KEITH	Staff Sergeant	\$ 134,527.29	\$744.60
CRONE	TIMOTHY	Staff Sergeant	\$ 134,391.77	\$337.04
PETRIE	RICHARD	Detective	\$ 134,261.38	\$708.56
REED	RONALD COLIN	Staff Sergeant	\$ 134,223.45	\$744.60
PAGNIELLO	MICHELE	Police Constable	\$ 134,151.69	\$669.95
NGAN	EDWARD SHING-KEUNG	Senior Advisor of Quality Assurance	\$ 134,031.78	\$886.80
CALLAGHAN	PETER EDWARD	Staff Sergeant	\$ 133,923.92	\$744.60
RYAN	RICHARD	Detective	\$ 133,913.04	\$712.59
YEO	DARREN ROY	Detective	\$ 133,861.21	\$701.67
BEVERIDGE	KATHRYN ANNE	Detective	\$ 133,830.44	\$717.06
YOUNG	WARREN H.	Detective	\$ 133,490.17	\$708.56
MCDONALD	JAMES WILLIAM	Plainclothes Police Constable	\$ 133,454.61	\$686.42
BATES	WAYNE EDWARD	Detective	\$ 133,294.76	\$717.06
BERNARD	CYNTHIA LEE	Plainclothes Police Constable	\$ 133,145.79	\$686.42
MACARAEG	JUANITA	Senior Advisor of Quality Assurance	\$ 132,952.85	\$886.80
OBERFRANK	TIMOTHY	Detective	\$ 132,877.42	\$717.06
THOMAS	SONIA	Staff Sergeant	\$ 132,840.79	\$744.60
ERVICK	DALE	Staff Sergeant	\$ 132,814.07	\$744.60
VANDERHART	GREGORY	Police Constable	\$ 132,672.26	\$684.37
BOYCE	RONALD	Staff Sergeant	\$ 132,599.23	\$744.60
DRAKE	KEVIN CHRISTOPHER	Police Constable	\$ 132,547.05	\$669.95
PUTNAM	KIMBERLEY JOAN	Senior Advisor of Quality Assurance	\$ 132,534.01	\$461.82
BISHOP	STEPHEN	Detective	\$ 132,519.93	\$717.06
LISKA	IRENE	Detective	\$ 132,477.63	\$717.06
WALSH	SUZANNE MARIE	Staff Sergeant	\$ 132,464.63	\$744.60
MULLEN	MICHAEL JEFFERY	Detective	\$ 132,432.88	\$701.67
HOWARD	ELDON	Police Constable	\$ 132,390.92	\$684.37
GROVES	GREGORY	Detective Sergeant	\$ 132,372.84	\$739.50
VRUNA	MARIA	Detective	\$ 132,369.60	\$708.56
MCLEAN	BARBARA	Staff Sergeant	\$ 132,328.37	\$611.80
AUDETTE	DAVID FRANCIS	Police Constable	\$ 132,176.44	\$684.37
DAWSON	GEORGE JOSEPH	Staff Sergeant	\$ 132,031.77	\$744.60
JACOB	TIMOTHY ALFRED	Detective	\$ 132,023.54	\$708.56
REBELLATO	LARRY	Detective	\$ 132,014.88	\$708.56
KAY	WILLIAM DONALD	Police Constable	\$ 131,817.73	\$669.95
ARODA	SANJEE	Detective	\$ 131,627.65	\$701.67
NORRIE	ANDREW	Staff Sergeant	\$ 131,528.98	\$744.60
NARINE	SHAUN	Staff Sergeant	\$ 131,526.21	\$737.72
HARGAN	ROBERT	Sergeant	\$ 131,521.20	\$717.06
DIDANIELI	ROBERTO	Detective Sergeant	\$ 131,500.46	\$744.60
LAWRENCE	SHAWN	Sergeant	\$ 131,475.43	\$708.56
MATTLESS	WAYNE	Detective	\$ 131,440.30	\$717.06
LITTLE	MICHELLE LYNNE	Detective	\$ 131,333.49	\$708.56
PEARSON	JEFFREY	Detective Sergeant	\$ 131,319.48	\$744.60
TAN	MARK ANTHONY	Plainclothes Police Constable	\$ 131,259.49	\$680.56
JOHNSTON	BRIAN HUGH	Detective	\$ 131,147.51	\$717.06
BOUCHER	ROBERT DANIEL	Detective	\$ 131,138.84	\$708.56
CIBULIS	CLINTON FRANK	Police Constable	\$ 130,998.24	\$662.93
PRAVICA	DUSAN DAN	Detective	\$ 130,982.80	\$701.67
LAI	VICTOR TZE-KAU	Police Constable	\$ 130,915.83	\$669.95

APPENDIX B

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
STOCKWELL	SEAN PAUL	Plainclothes Police Constable	\$ 130,893.53	\$686.42
SINOPOLI	DOMENIC	Detective Sergeant	\$ 130,887.29	\$744.60
WIGHTON	MATTHEW STEWART	Police Constable	\$ 130,849.23	\$669.95
DOMINEY	PAUL LAURIE	Detective	\$ 130,736.45	\$701.67
BANGILD	JEFFREY	Detective	\$ 130,667.86	\$276.69
MANCUSO	FRANCESCO	Detective	\$ 130,604.29	\$701.67
FACOETTI	MICHAEL PAUL	Sergeant	\$ 130,585.64	\$708.56
RAMJI	ALY RAZA	Detective	\$ 130,582.16	\$717.06
FARRELL	GEORGE	Staff Sergeant	\$ 130,562.94	\$744.60
HORNER	GAVIN	Detective	\$ 130,555.63	\$717.06
LEE	KENNY	Sergeant	\$ 130,297.94	\$701.67
MUNROE	KELLY BRUCE	Police Constable	\$ 130,281.09	\$684.37
LUFF	DANIEL	Detective	\$ 130,195.10	\$717.06
YOUNG	BLAIN	Sergeant	\$ 130,191.23	\$717.06
MOSQUITE	RUEL	Plainclothes Police Constable	\$ 130,173.56	\$679.80
KHAN	OMAR ASHRAF	Detective	\$ 130,163.02	\$701.67
MCCUTCHEON	SEAN CAMERON	Sergeant	\$ 130,155.40	\$701.67
PERA	ENRICO	Senior Project Co-ordinator	\$ 130,140.87	\$886.80
PIPE	STEPHEN	Staff Sergeant	\$ 130,064.93	\$744.60
MACDONALD	LEO	Detective	\$ 129,839.77	\$712.59
KHAN	RONALD ARLINGTON	Staff Sergeant	\$ 129,814.64	\$646.03
GLANCY	DAVID	Police Constable	\$ 129,690.37	\$676.70
BALINT	MICHAEL ANDREW	Detective	\$ 129,684.82	\$701.67
RAMSBOTTOM	CHRISTOPHER WILLIAM	Police Constable	\$ 129,630.25	\$669.95
REYNOLDS	STEPHEN THOMAS	Staff Sergeant	\$ 129,570.78	\$744.60
WHITTEMORE	SCOTT	Detective	\$ 129,489.49	\$717.06
MACDONALD	IAN KENNETH	Detective	\$ 129,455.00	\$708.56
WILLIAMS	KYLE	Detective	\$ 129,418.39	\$717.06
BILAK	STEPHEN	Sergeant	\$ 129,328.87	\$610.54
BOYLE	KENNETH	Staff Sergeant	\$ 129,319.97	\$744.60
O'TOOLE	KIMBERLEY ANNE	Staff Sergeant	\$ 129,289.67	\$728.00
DICKINSON	DAVID THORPE	Detective	\$ 129,287.11	\$701.67
FERREIRA	MARK	Plainclothes Police Constable	\$ 129,282.07	\$699.28
GALLANT	TIMOTHY	Sergeant	\$ 129,231.57	\$708.56
HUBBARD	SIMON	Plainclothes Police Constable	\$ 129,191.34	\$693.44
HEARD	CHRISTOPHER SHAYNE	Sergeant	\$ 129,146.18	\$362.28
MURRAY	SANDY	Senior Advisor Policy and Communication	\$ 129,106.56	\$324.51
KNOWLES	DAVID	Detective	\$ 129,100.63	\$717.06
BOWMAN	BRIAN	Staff Sergeant	\$ 129,089.81	\$744.60
HALL	WILLIAM MICHAEL	Plainclothes Police Constable	\$ 129,069.32	\$686.42
THOMS	HEATHER BERNADETTE	Assistant Manager of Computer Operations	\$ 129,033.95	\$886.80
MELOCHE	SHAWN RONALD	Staff Sergeant	\$ 128,988.58	\$744.60
TSIANOS	DIMITRIOS	Sergeant	\$ 128,944.45	\$694.83
PURCHES	SCOTT ROBERT	Detective	\$ 128,908.74	\$701.67
BRONS	JAMES	Detective	\$ 128,858.69	\$715.78
KHAN	AHMAR ALI	Police Constable	\$ 128,842.32	\$662.93
CERNOWSKI	ANDREW JOHN	Financial Planner	\$ 128,825.33	\$886.80
GHEYSAR	MAKDA	Financial Planner	\$ 128,822.09	\$886.80
SCHNEIDER	ANDREW	Staff Sergeant	\$ 128,817.80	\$744.60
YANG	YANJIAO	Enterprise Data Architect	\$ 128,791.51	\$461.82
COHEN	ALAN LAWRENCE	Plainclothes Police Constable	\$ 128,779.61	\$673.61
LANE	ARTHUR	Plainclothes Police Constable	\$ 128,769.74	\$700.32
CAPONE	DAVID JOSEPH	Police Constable	\$ 128,740.48	\$679.04
LIUMANIS	METODIOS	Detective	\$ 128,690.06	\$701.67
MCCONNELL	BRADLEY	Police Constable	\$ 128,687.76	\$684.37
BROWN	JAMES	Staff Sergeant	\$ 128,666.28	\$429.80
NORTHMORE	COLLEEN	Detective	\$ 128,626.53	\$717.06
MILIC	DANY	Police Constable	\$ 128,565.54	\$684.37
RYAN	JENNIFER	Detective	\$ 128,453.35	\$708.56
DZINGALA	RICHARD GEORGE	Police Constable	\$ 128,450.00	\$684.37
HONG	ANDREW	Police Constable	\$ 128,424.74	\$669.95
CHANG	CHU THAO	Detective	\$ 128,409.73	\$701.67
MADILL	ALLAN NEIL	Sergeant	\$ 128,394.25	\$598.38
DZIEMIANKO	STAI SLAW	Police Constable	\$ 128,366.92	\$689.50
FIDLER	ANDREW CLARENCE	Police Constable	\$ 128,302.11	\$662.93
MIRON	BRUNO JOSEPH	Detective	\$ 128,265.51	\$701.93
KIM	MIN CHUL	Police Constable	\$ 128,145.79	\$677.27
ZAMBRI	CARMELO	Detective	\$ 128,133.71	\$708.56
NEAL	WESLEY JOHN	Detective	\$ 128,130.73	\$717.06
LITTLE	TERENCE ANTHONY	Detective	\$ 128,117.77	\$701.67
SELDON	WILLIAM	Detective Sergeant	\$ 128,114.70	\$744.60

APPENDIX B

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
NORTH	ROBERT LLOYD	Detective	\$ 128,100.20	\$701.67
BELLION	LAURENT HUGUES	Police Constable	\$ 128,046.55	\$669.95
PARTRIDGE	FRANK	Staff Sergeant	\$ 127,921.90	\$744.60
DRENNAN	CRAIG	Detective	\$ 127,911.38	\$717.06
CHOO-WING	DEXTER MICHAEL	Plainclothes Police Constable	\$ 127,875.16	\$686.42
THOMSON	ALLAN JOHN	Detective	\$ 127,861.47	\$708.56
LARAMY	STEPHEN WILLIAM	Detective	\$ 127,854.40	\$701.67
NIELSEN	DANIEL	Detective Sergeant	\$ 127,795.38	\$539.14
ASSELSTINE	SHAUN DAVID	Police Constable	\$ 127,764.42	\$662.93
MCINTOSH	DANIEL	Detective	\$ 127,751.33	\$708.56
BALAGA	ARTUR	Plainclothes Police Constable	\$ 127,737.03	\$686.42
STEINWALL	ANDREW TREVOR	Detective	\$ 127,685.16	\$701.67
GALLANT	ROBERT	Detective	\$ 127,658.23	\$717.06
COX	DARREN ANDREW	Sergeant	\$ 127,571.13	\$710.11
SUKUMARAN	RAJEEV	Detective	\$ 127,559.87	\$708.56
WAUCHOPE	LIAM	Plainclothes Police Constable	\$ 127,557.29	\$686.42
SAMMUT	DAVID	Sergeant	\$ 127,499.67	\$708.56
LUCAS	PATRICK	Detective	\$ 127,407.07	\$717.06
TRAMONTOZZI	NUNZIATO	Detective	\$ 127,360.89	\$717.06
CARTER	MAXWELL	Staff Sergeant	\$ 127,282.74	\$744.60
DALEY	KEVIN	Police Constable	\$ 127,230.05	\$679.56
TOBIN	ROBERT	Staff Sergeant	\$ 127,156.52	\$744.60
WHITWORTH	ERNEST	Detective Sergeant	\$ 127,153.66	\$744.60
MATTHEWS	JOSEPH BLAKE	Sergeant	\$ 127,141.73	\$708.56
MCQUEEN	GARY	Detective	\$ 127,005.89	\$663.80
TRACY	STEVEN	Staff Sergeant	\$ 126,986.64	\$744.60
BOND	MARLIN	Detective	\$ 126,981.81	\$292.08
RICHARDS	CLIVE	Detective Sergeant	\$ 126,967.05	\$744.60
FRENCH	JOHN	Staff Sergeant	\$ 126,959.99	\$744.60
MORRIS	HAROLD	Detective	\$ 126,939.68	\$710.11
HAMILTON-GREENER	MICHAEL J.	Staff Sergeant	\$ 126,936.39	\$744.60
SHAND	JOSEPH EDWARD	Police Constable	\$ 126,917.55	\$662.93
JOHNSTONE	ANDREW PAUL	Detective Sergeant	\$ 126,859.75	\$737.72
RALPH	TIMOTHY	Staff Sergeant	\$ 126,827.34	\$744.60
DARNBROUGH	DANIEL ROBERT	Detective	\$ 126,808.63	\$717.06
BEAUPARLANT	PAUL JOSEPH	Sergeant	\$ 126,789.28	\$711.97
WHITE	JOHN	Staff Sergeant	\$ 126,774.76	\$744.60
CHARLES	ANTHONY	Detective Sergeant	\$ 126,769.45	\$744.60
DUNN	BEVERLY	Police Constable	\$ 126,760.33	\$684.37
MAHARAJ	BRYAN SANJEEV	Plainclothes Police Constable	\$ 126,726.33	\$686.42
ONYSZKIEWICZ	ANDREW	Detective Sergeant	\$ 126,720.90	\$445.54
ALLDRIT	DARREN LEE	Detective	\$ 126,720.89	\$717.06
NOONAN	TIMOTHY JOHN	Plainclothes Police Constable	\$ 126,606.58	\$700.32
FERRIS	LISA	Sergeant	\$ 126,542.85	\$717.06
GRIFFITHS	DAVID	Detective	\$ 126,529.67	\$717.06
KELLY	TERENCE PETER	Detective	\$ 126,493.51	\$708.56
ALBRECHT	IRVIN JOHN	Plainclothes Police Constable	\$ 126,484.99	\$686.68
LAVALLEE	DAVID VIKTOR	Plainclothes Police Constable	\$ 126,435.82	\$261.44
KAY	BRIAN	Detective	\$ 126,420.13	\$717.06
REDDIN	KIRBY ALBERT	Detective	\$ 126,416.65	\$701.67
HART	DOUGLAS	Detective	\$ 126,381.17	\$717.06
PARKIN	ANDREW WILFRED	Police Constable	\$ 126,376.40	\$669.95
MACIEK	JOHN	Police Constable	\$ 126,357.26	\$683.13
FRIGON	ROBERT	Plainclothes Police Constable	\$ 126,327.66	\$700.32
CECILE	GLEN	Detective	\$ 126,279.21	\$715.78
RIDDELL	LINDSAY DIANA	Police Constable	\$ 126,277.28	\$675.34
HAYES	JEREMY MATTHEW	Detective	\$ 126,253.54	\$701.67
TULIPANO	ROSARIO	Staff Sergeant	\$ 126,233.88	\$744.60
RANDLE	MARK RICHARD	Sergeant	\$ 126,206.71	\$717.06
VAYANI	SHAFIQ ABDUL	Plainclothes Police Constable	\$ 126,200.34	\$678.70
MOORE	BRETT CALVIN	Sergeant	\$ 126,196.16	\$701.67
STOREY	TODD MELVYN	Plainclothes Police Constable	\$ 126,155.44	\$686.42
LIU	JUN	Senior Telecom Engineer	\$ 126,134.08	\$742.07
CHAMBERS	COURTNEY	Staff Sergeant	\$ 126,122.79	\$744.60
DIAZ	PEDRO EDUARDO	Detective	\$ 126,110.79	\$708.56
SLAVEN	WILLIAM	Plainclothes Police Constable	\$ 126,039.37	\$700.32
BROOKES	LEVERNE MCCOURCEY	Police Constable	\$ 125,995.94	\$689.50
BISHOP	DAVID	Detective Sergeant	\$ 125,973.80	\$744.60
DICOSOLA	MICHELE	Detective	\$ 125,906.00	\$708.56
SMIT	BRIAN JOHN	Sergeant	\$ 125,897.81	\$717.06
FORTIN	LOUIS-MARIE RAYMOND	Detective Sergeant	\$ 125,887.12	\$744.60

APPENDIX B

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
WARD	VANESSA	Detective	\$ 125,846.58	\$717.06
PARMAR	MANDEEP SINGH	Plainclothes Police Constable	\$ 125,816.63	\$686.42
ARP	JAMES ANDREW	Plainclothes Police Constable	\$ 125,806.87	\$686.42
MCCALL	ANDREW JOHN	Detective	\$ 125,803.03	\$717.06
FORESTELL	MICHAEL	Sergeant	\$ 125,772.10	\$717.06
KEMP	WILLIAM	Staff Sergeant	\$ 125,656.97	\$744.60
POGUE	LAUREN	Detective Sergeant	\$ 125,648.33	\$744.60
BARATTO	MICHELLE TERESA	Detective	\$ 125,642.37	\$717.06
FALCONER	GREGORY	Detective	\$ 125,579.37	\$717.06
FERGUSON	JAY MARIE	Detective	\$ 125,545.26	\$717.06
BOSWARD	WILLIAM	Detective Sergeant	\$ 125,532.38	\$744.60
MACPHERSON	DONALD WADE	Police Constable	\$ 125,519.51	\$669.95
SCANLAN	KIMBERLY LYN	Staff Sergeant	\$ 125,457.27	\$744.60
BENNETT	WINSTON ANTHONY	Staff Sergeant	\$ 125,396.87	\$742.00
DIZON	JOSE BENEDICTO	Detective	\$ 125,377.54	\$701.67
LUPSON	CHRISTOPHER BRYDON	Police Constable	\$ 125,369.74	\$667.87
ARMSTRONG	ROBERT KENNETH	Plainclothes Police Constable	\$ 125,333.20	\$686.42
SABADICS	DANIEL	Detective Sergeant	\$ 125,319.61	\$744.60
NOLL	CARL	Detective Sergeant	\$ 125,315.47	\$744.60
MCCRAN	ROBERT	Detective	\$ 125,281.09	\$717.06
ANDERSEN	CARL HENRIK	Plainclothes Police Constable	\$ 125,265.27	\$700.32
RASMUSSEN	KEVIN WILLIAM	Police Constable	\$ 125,191.32	\$662.93
WONG	CHUNG MAN	Sergeant	\$ 125,191.25	\$708.56
RYZEK	WENDY	Manager of Occupational Health and Safety	\$ 125,156.68	\$825.09
HOWELL	JOHN	Staff Sergeant	\$ 125,151.89	\$744.60
DANIELS	MARK CHARLES	Detective	\$ 125,076.59	\$708.56
IRELAND	MORGAN HARRIS	Police Constable	\$ 124,978.16	\$669.95
WORDEN	PAUL HAMILTON	Detective	\$ 124,958.82	\$708.56
LI	ROBERT CHAK	Police Constable	\$ 124,949.31	\$669.95
REEVES	LAWRENCE	Staff Sergeant	\$ 124,929.25	\$744.60
PERSHIN	ANDREI VALERI	Police Constable	\$ 124,884.06	\$662.93
ZARB	RAYMOND	Staff Sergeant	\$ 124,856.15	\$429.80
ROBINSON	DANIEL	Sergeant	\$ 124,838.82	\$717.06
BELANGER	DONALD RENE	Staff Sergeant	\$ 124,812.31	\$703.83
JAROSZ	RUSSELL	Detective Sergeant	\$ 124,803.17	\$744.60
CANNON	MICHAEL	Staff Sergeant	\$ 124,799.65	\$744.60
AMLIN	SCOTT CHRISTOPHER	Plainclothes Police Constable	\$ 124,794.92	\$686.42
CAPUTO	JOSEPH	Detective	\$ 124,778.74	\$717.06
SMYTHE	KENT	Sergeant	\$ 124,747.19	\$708.56
STERN	CHARLES ANDREW	Detective	\$ 124,732.66	\$717.06
RAND	RICHARD THEODORE	Plainclothes Police Constable	\$ 124,692.72	\$686.42
SIDORA	TERRY	Sergeant	\$ 124,656.81	\$717.06
DURHAM	CAMERON EDWARD	Staff Sergeant	\$ 124,640.75	\$744.60
ATTENBOROUGH	JEFFREY BRUCE	Detective Sergeant	\$ 124,608.04	\$738.48
LONG	GARRY	Detective	\$ 124,596.06	\$717.06
SURITA	ALFRED	Police Constable	\$ 124,581.05	\$662.93
SMYTH	CRAIG CHARLES	Supervisor of Video Services	\$ 124,575.70	\$321.24
MONAGHAN	PATRICK JAMES	Detective Sergeant	\$ 124,574.25	\$744.60
COULTER	JOHN ALAN	Detective Sergeant	\$ 124,566.42	\$744.60
DAVIES	ROBERT EARLE	Detective	\$ 124,529.58	\$701.67
PALA	RASIH SAN	Plainclothes Police Constable	\$ 124,505.02	\$681.80
NASSER	AMAN	Plainclothes Police Constable	\$ 124,500.70	\$678.70
WHEELER	CHRISTOPHER	Police Constable	\$ 124,495.92	\$684.37
BERNARDO	ISRAEL FARIA	Sergeant	\$ 124,466.77	\$701.93
MEANEY	SHAWN	Detective	\$ 124,414.56	\$715.78
CRADDOCK	STEPHEN	Sergeant	\$ 124,411.90	\$717.06
SCHOFIELD	GLENN	Detective	\$ 124,385.55	\$708.56
CORMACK	BRIAN JAMES	Detective	\$ 124,381.04	\$701.67
GOTELL	JAMES ELWOOD	Detective Sergeant	\$ 124,328.00	\$737.72
TROUP	PETER	Staff Sergeant	\$ 124,310.06	\$744.60
ABDEL-MALIK	MAHER	Detective	\$ 124,308.56	\$701.67
MUSSO DUARTE	SUSANA	Police Constable	\$ 124,299.40	\$676.70
MARCHACK	ROGER	Detective	\$ 124,297.42	\$708.56
PINFOLD	MATTHEW GEORGE	Plainclothes Police Constable	\$ 124,284.62	\$686.16
YOUNG	JENNIFER MARIE	Police Constable	\$ 124,226.00	\$253.72
LEITCH	JASON	Detective	\$ 124,224.83	\$708.56
SINGH	AMRITPAL	Senior Technical Analyst	\$ 124,194.95	\$1,034.24
GURMAN	MICHAEL	Detective	\$ 124,155.08	\$717.06
MAISONNEUVE	DANIEL	Detective	\$ 124,115.35	\$713.86
MACDONALD	AARON ROYCE	Detective	\$ 124,067.61	\$710.11
GERRITS	JOHN	Police Constable	\$ 124,005.95	\$684.37

APPENDIX B

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
DE SOUSA	JOHN PAUL	Plainclothes Police Constable	\$ 123,991.81	\$686.42
JUPP	BRUCE	Police Constable	\$ 123,961.92	\$684.37
MACGREGOR	JASON JAMES	Detective	\$ 123,960.05	\$701.67
KNAPPER	ROBBERT NICOLAAS	Staff Sergeant	\$ 123,939.80	\$744.60
QURESHI	AJWAID NIAZ	Detective	\$ 123,938.64	\$701.67
PAPIZEWSKI	LEEANN	Detective Sergeant	\$ 123,929.72	\$738.22
YOUNG	CRAIG	Staff Sergeant	\$ 123,922.39	\$744.60
DUFFUS	RICHARD HUGH	Detective	\$ 123,903.76	\$708.56
SPANTON	JOHN	Staff Sergeant	\$ 123,896.25	\$744.60
GEORGE	GLEN	Sergeant	\$ 123,879.45	\$717.06
DI GIACOMO	ROBERTO	Detective	\$ 123,843.44	\$701.67
TAIT	ADRIAN WILLIAM	Police Constable	\$ 123,841.69	\$669.95
JOHNSTON	JOHN DAVID	Plainclothes Police Constable	\$ 123,808.71	\$686.42
MOLYNEAUX	STEVEN	Staff Sergeant	\$ 123,802.43	\$744.60
TANABE	SHINGO OLIVER	Plainclothes Police Constable	\$ 123,802.08	\$686.42
ALEXANDER	DAVID WALTER	Detective	\$ 123,784.77	\$708.56
BURKE	MICHAEL DAVID	Police Constable	\$ 123,776.53	\$684.37
SMISSEN	JOHN MICHAEL	Plainclothes Police Constable	\$ 123,759.20	\$686.42
MATIC	MICHAEL	Staff Sergeant	\$ 123,745.46	\$744.60
HALL	NEIL HARCOURT	Plainclothes Police Constable	\$ 123,708.64	\$686.42
MCCLELLAND	ROBERT	Sergeant	\$ 123,688.33	\$717.06
CHUDOBA	MYRON	Detective	\$ 123,673.94	\$717.06
LLOYD	BRADFORD	Detective	\$ 123,670.14	\$708.56
MATYS	JOSEPH PAUL	Detective	\$ 123,668.07	\$701.67
DUBREUIL	JEAN	Sergeant	\$ 123,656.06	\$717.06
ADAMS	CLAYTON EDWARD	Detective	\$ 123,603.15	\$701.67
BATES	KIMBERLEY MICHELE	Detective	\$ 123,601.15	\$717.06
HOWARD	SHAWN	Police Constable	\$ 123,588.28	\$676.70
CANTELON	GREGORY	Staff Sergeant	\$ 123,551.45	\$744.60
CONNOR	BRUCE ALEXANDER	Plainclothes Police Constable	\$ 123,517.37	\$686.42
AZARRAGA	JOSE MATIAS	Detective	\$ 123,509.98	\$708.56
IHASZ	JOHN CHRISTOPHER	Detective	\$ 123,507.11	\$717.06
VAN ANDEL	PHILLIP GEORGE	Staff Sergeant	\$ 123,482.60	\$744.60
SAGGI	SHARNJIT SINGH	Police Constable	\$ 123,458.15	\$662.93
WONG	CONRAD EMERY	Plainclothes Police Constable	\$ 123,405.07	\$666.29
MOREIRA	PETER MICHAEL	Staff Sergeant	\$ 123,398.84	\$737.72
GRAY	GLENN	Staff Sergeant	\$ 123,389.65	\$744.60
SARDELLA	GLENN DONATO	Detective	\$ 123,364.91	\$701.67
ALEXAKIS	CHRISTOS	Police Constable	\$ 123,334.81	\$662.06
CAMPBELL	MICHELLE DIANE	Sergeant	\$ 123,307.45	\$698.82
MURRAY	DAVID	Staff Sergeant	\$ 123,298.53	\$744.60
LEE	NOEL THOMAS	Staff Sergeant	\$ 123,263.14	\$744.60
PAYNE	THEODORE ALGERNON	Detective	\$ 123,251.98	\$717.06
CHILVERS	CHRISTOPHER CLIFFORD	Detective	\$ 123,186.81	\$701.67
LEE	PHILIP BRIAN	Detective	\$ 123,164.02	\$705.81
SADRZADEH	MIR SIAMAK	Police Constable	\$ 123,159.22	\$662.93
JOSIFOVIC	MLADEN	Sergeant	\$ 123,152.18	\$717.06
LAMOND	IAN DAVID	Staff Sergeant	\$ 123,107.56	\$737.72
GLAVIN	PHILLIP	Sergeant	\$ 123,098.99	\$717.06
MCLANE	JAMES RUSSELL	Detective	\$ 123,095.80	\$717.06
BLANCHARD	RICHARD	Staff Sergeant	\$ 123,052.90	\$744.60
KARKOULAS	TREVOR DANIEL	Plainclothes Police Constable	\$ 123,047.30	\$686.16
SILLIKER	GARRY	Staff Sergeant	\$ 123,021.12	\$744.60
LAING	DARREN S	Detective	\$ 123,016.29	\$717.06
BOURQUE	DOUGLAS	Sergeant	\$ 123,011.37	\$717.06
NEVIN	PATRICK	Detective	\$ 122,988.75	\$610.54
FEBBO	OLIVER	Sergeant	\$ 122,988.47	\$711.97
WILLIAMS	STEVEN THOMAS	Plainclothes Police Constable	\$ 122,984.64	\$686.42
GROSS	KIMBERLY	Detective Sergeant	\$ 122,943.71	\$744.60
BAJ	STANISLAW	Sergeant	\$ 122,902.79	\$717.06
ASHLEY	MARK NICHOLAS	Detective	\$ 122,884.83	\$717.06
GETTY	SHAWN	Detective Sergeant	\$ 122,883.70	\$744.60
AIELLO	ANTONIO	Plainclothes Police Constable	\$ 122,862.91	\$686.42
O'CONNOR	MIKE STEPHEN	Plainclothes Police Constable	\$ 122,859.21	\$686.42
MEEHAN	PATRICK	Sergeant	\$ 122,857.63	\$717.06
JOCKO	TODD JOESEPH	Detective	\$ 122,823.81	\$701.67
LUM	SOON	Plainclothes Police Constable	\$ 122,820.23	\$700.32
LIONTI	CALOGERO	Plainclothes Police Constable	\$ 122,804.54	\$686.42
WILLIAMS	ANTHONY	Detective	\$ 122,803.31	\$708.56
MEIK	VIVIAN	Detective	\$ 122,790.14	\$717.06
FROSCH	JAY JACKSON	Detective Sergeant	\$ 122,782.35	\$319.62

APPENDIX B

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
COLE	JASON ARTHUR	Detective	\$ 122,780.82	\$717.06
SWACKHAMER	BRENT	Staff Sergeant	\$ 122,765.98	\$742.00
HENRY	PETER	Staff Sergeant	\$ 122,753.47	\$744.60
DEY	ROBIN HUGH	Sergeant	\$ 122,748.76	\$717.06
LAWR	GREGORY EDWARD	Detective	\$ 122,697.97	\$717.06
TAYLOR	JASON PETER	Plainclothes Police Constable	\$ 122,697.70	\$686.42
HILL	IRA NORMAN	Detective	\$ 122,668.14	\$717.06
MCBRATNEY	GARY	Staff Sergeant	\$ 122,665.80	\$744.60
SPROXTON	ROBERT	Detective Sergeant	\$ 122,657.28	\$744.60
JOSTIAK	JOSEPH	Staff Sergeant	\$ 122,651.50	\$709.32
TAPLEY	RONALD	Staff Sergeant	\$ 122,650.12	\$744.60
JANSZ	GAWAIN MARIO	Sergeant	\$ 122,618.05	\$701.67
LYON	ROBERT KIRK	Detective	\$ 122,570.14	\$708.56
MCQUEEN	SHERRY LYNN	Police Constable	\$ 122,561.90	\$669.95
NEWMAN	BRUCE	Staff Sergeant	\$ 122,561.61	\$744.60
SWEENIE	PAUL MARTIN	Sergeant	\$ 122,516.69	\$701.67
EUSTACE	DAVID	Sergeant	\$ 122,516.06	\$717.06
BROUGHTON	PETER WILLIAM	Plainclothes Police Constable	\$ 122,488.43	\$686.42
CARVALHO	AVELINO MOTA	Sergeant	\$ 122,484.63	\$708.56
GERRY	DARYLE	Staff Sergeant	\$ 122,467.53	\$744.60
HANDSOR	PHILIP ALLEN	Detective	\$ 122,452.38	\$701.67
RAMJATTAN	RAMNARINE	Detective	\$ 122,435.65	\$708.56
HEANEY	GERALD	Staff Sergeant	\$ 122,430.07	\$737.72
ABBOTT	DEBORAH LYNN	Staff Sergeant	\$ 122,422.25	\$744.60
PROCTOR	NORMAN EDWARD	Staff Sergeant	\$ 122,332.90	\$744.60
PARROTT	MICHAEL ERIC	Sergeant	\$ 122,332.17	\$701.67
SIMPKINS	DAVID	Staff Sergeant	\$ 122,327.18	\$744.60
PRESS	MICHAEL ALLEN	Senior Firearms Officer	\$ 122,303.84	\$717.07
HARRAS	JOHN	Detective	\$ 122,269.34	\$717.06
SEDORE	KEVIN ARTHUR	Detective	\$ 122,255.14	\$701.67
WOOTTON	RYAN PETER	Plainclothes Police Constable	\$ 122,246.45	\$678.70
DHALIWAL	SURINDERJIT	Senior Technical Analyst	\$ 122,244.40	\$280.88
JHAJJ	CHARANJIT	Police Constable	\$ 122,237.07	\$676.70
WHALEN	CHRISTOPHER ANDREW	Plainclothes Police Constable	\$ 122,223.68	\$686.42
RYAN	STEPHEN CHARLES	Detective Sergeant	\$ 122,220.59	\$744.60
WHALEN	ROBERT	Detective	\$ 122,174.50	\$711.97
BIRRELL	JOHN THOMAS	Plainclothes Police Constable	\$ 122,142.84	\$693.44
KELLY	BRIAN WAYNE	Detective Sergeant	\$ 122,114.49	\$737.72
PRICE	MARY	Staff Sergeant	\$ 122,091.40	\$744.60
MCCREADY	WILLIAM	Detective Sergeant	\$ 122,037.72	\$744.60
HUGHES	GUY	Police Constable	\$ 122,010.42	\$683.13
FIELD	CAMERON DOUGLAS	Detective Sergeant	\$ 122,001.18	\$602.94
QUALTROUGH	JAMES	Staff Sergeant	\$ 121,997.55	\$744.60
RICCI	CHARLES MICHAEL	Detective	\$ 121,989.79	\$701.67
STIRLING	ROBERT	Staff Sergeant	\$ 121,974.29	\$739.50
BASS	LORNE WILLIAM	Police Constable	\$ 121,955.65	\$684.37
THERIAULT	DONALD	Detective	\$ 121,934.64	\$712.59
BROSNAN	SEAN	Staff Sergeant	\$ 121,930.29	\$744.60
COLE	DONALD	Staff Sergeant	\$ 121,902.14	\$744.60
ABDULLA	AL RAHIM	Senior Technical Analyst	\$ 121,894.14	\$280.88
EATON	DOUGLAS BRIAN	Plainclothes Police Constable	\$ 121,882.03	\$672.60
BLAKELEY	JANICE	Sergeant	\$ 121,857.34	\$717.06
WALKER	JAMES	Staff Sergeant	\$ 121,855.35	\$744.60
THOMAS	CLAUDINE ANNE-MARIE	Detective Sergeant	\$ 121,791.71	\$728.14
GIBSON	JAMES	Staff Sergeant	\$ 121,752.97	\$744.60
MILLER	DUNCAN	Sergeant	\$ 121,746.18	\$717.06
TUTCHENER	GARY	Staff Sergeant	\$ 121,743.44	\$744.60
WINTER	JEFFREY MATTHEW	Plainclothes Police Constable	\$ 121,733.65	\$686.42
MURRELL	KEVIN EARL	Staff Sergeant	\$ 121,709.81	\$744.60
CLENDINNING	MARK WILLIAM	Detective	\$ 121,708.51	\$717.06
GLENDINNING	GREGORY DAVID	Detective	\$ 121,705.84	\$717.06
MATTHEWS	SCOTT ANDREW	Police Constable	\$ 121,702.68	\$662.93
LAM	IAN WAYNE	Police Constable	\$ 121,702.15	\$663.19
KYRIACOU	SAVAS	Detective Sergeant	\$ 121,682.11	\$744.60
FOSTER	ROY	Detective	\$ 121,676.92	\$717.06
PAYNE	GREGORY JAMES	Detective Sergeant	\$ 121,672.37	\$744.60
ALPHONSO	MARK ANDREW	Staff Sergeant	\$ 121,646.27	\$744.60
NORTHTRUP	JEFFREY JOHN	Plainclothes Police Constable	\$ 121,628.60	\$693.69
GREENWOOD	JAMES	Detective Sergeant	\$ 121,612.87	\$744.60
CHIASSON	MARCEL ANDRE	Sergeant	\$ 121,609.96	\$708.56
JUHASZ	ALEXANDER GYOZO	Plainclothes Police Constable	\$ 121,594.01	\$678.70

APPENDIX B

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
WILSON	DAVID W.	Sergeant	\$ 121,585.78	\$717.06
STASIAK	LESZEK EDWARD	Detective Sergeant	\$ 121,579.74	\$744.60
DAVIS	SHARON	Staff Sergeant	\$ 121,568.06	\$744.60
TILLEY	MARK	Staff Sergeant	\$ 121,540.76	\$744.60
WOODHOUSE	STEPHEN	Sergeant	\$ 121,540.37	\$717.06
PRICE	BRANDON LEE	Detective	\$ 121,538.02	\$701.67
DARBYSHIRE	JAMES EDWARD	Staff Sergeant	\$ 121,489.95	\$744.60
HILDRED	LESLEY	Staff Sergeant	\$ 121,478.33	\$744.60
KITCHENER	ANDREW JAMES	Detective	\$ 121,476.91	\$717.06
PAIS	SCHARNIL VALERIAN	Police Constable	\$ 121,476.11	\$662.93
DOUGLAS	BARBARA ANN	Detective	\$ 121,445.23	\$708.56
BRASCA	WALTER	Sergeant	\$ 121,443.47	\$717.06
BARENTHIN	GLENN KARL	Detective Sergeant	\$ 121,442.63	\$744.60
BOOTH	KENNETH COURTLAND	Detective	\$ 121,434.65	\$744.60
FEDERICO	MATTHEW MICHAEL	Senior Technical Analyst	\$ 121,433.04	\$705.86
LEMBKE	KRISTIN NICOLE	Police Constable	\$ 121,420.00	\$662.93
BROWN	ROBERT	Staff Sergeant	\$ 121,395.46	\$744.60
BENNEY	PETER	Plainclothes Police Constable	\$ 121,382.12	\$700.32
HALMAN	DARREN	Staff Sergeant	\$ 121,380.86	\$740.97
SOBOTKA	KARL	Detective Sergeant	\$ 121,363.53	\$744.60
DAMASO	RODNEY	Detective	\$ 121,351.74	\$701.67
JATTAN	CLINT	Police Constable	\$ 121,347.40	\$684.37
BURKS	CHARLES DEAN	Detective Sergeant	\$ 121,314.06	\$744.60
SCUDDS	PAUL	Staff Sergeant	\$ 121,311.32	\$744.60
ROSETE	LESTER EDWARD	Detective	\$ 121,302.77	\$701.67
KING	STUART MACPHERSON	Sergeant	\$ 121,293.66	\$717.06
MARTELLUZZI	CLAUDIO	Sergeant	\$ 121,264.90	\$708.56
REDMAN	SUZANNE	Staff Sergeant	\$ 121,238.79	\$733.32
KEELER	CHRISTOPHER THOMAS	Plainclothes Police Constable	\$ 121,229.51	\$693.44
SMALL	BRYAN GEORGE	Plainclothes Police Constable	\$ 121,225.70	\$678.70
MORRISON	BRUCE	Staff Sergeant	\$ 121,208.28	\$744.60
HOWELL	JEFFREY	Staff Sergeant	\$ 121,173.37	\$744.60
ALLINGTON	JEFFREY SCOTT	Detective	\$ 121,128.09	\$701.67
SHAW	KATHLEEN	Detective Sergeant	\$ 121,126.06	\$744.60
LEUNG	SHEUNG	Detective	\$ 121,123.28	\$708.56
PRENTICE	STEFAN PATRICK	Detective	\$ 121,121.19	\$701.67
BLACKMAN	ARLINGTON	Staff Sergeant	\$ 121,118.80	\$319.62
WITTY	EARL	Superintendent	\$ 121,106.61	\$2,897.36
YOUNG	RONALD	Detective Sergeant	\$ 121,061.40	\$744.60
BRAR	GURSHARNJIT SINGH	Police Constable	\$ 121,018.69	\$669.95
DECOURCY	JOHN	Detective Sergeant	\$ 120,991.57	\$744.60
HURLEY	WILLIAM ANTHONY	Staff Sergeant	\$ 120,985.63	\$744.60
CREWS	WILLIAM	Detective Sergeant	\$ 120,978.02	\$744.60
DAVEY	TIMOTHY	Detective Sergeant	\$ 120,953.88	\$319.62
GILL	JASON GOWAN	Plainclothes Police Constable	\$ 120,922.46	\$686.42
WILSON	WARREN	Detective Sergeant	\$ 120,918.72	\$744.60
STOLF	ROBERT GUIDO	Detective	\$ 120,890.15	\$701.67
STRANGWAYS	PAUL ROBERT	Sergeant	\$ 120,853.77	\$708.56
STONES	MICHAEL	Detective Sergeant	\$ 120,806.42	\$744.60
ROHDE	DANNY WILLIAM	Police Constable	\$ 120,800.25	\$669.95
MORRISON	MICHAEL ROBERT	Detective	\$ 120,781.87	\$708.56
GOTTSCHALK	BRIAN	Staff Sergeant	\$ 120,755.78	\$744.60
HAUNTS	ALAN	Detective Sergeant	\$ 120,754.47	\$744.60
DE LIO	FRANK PAUL	Sergeant	\$ 120,743.21	\$708.56
FORCHIONE	ANTONIO	Staff Sergeant	\$ 120,738.77	\$303.30
CHHABRA	AJAY	Plainclothes Police Constable	\$ 120,735.52	\$678.70
DOKURNO	RICHARD MICHAEL	Detective Sergeant	\$ 120,724.51	\$744.60
ANDRICI	IULIAN	Police Constable	\$ 120,720.22	\$669.95
MAADANIAN	NAZARET	Detective	\$ 120,707.17	\$701.67
JACKSON	LAURIE	Staff Sergeant	\$ 120,701.20	\$742.52
PROULX	KEVIN EDWARD	Police Constable	\$ 120,688.33	\$669.95
COSTABILE	GINO	Police Constable	\$ 120,636.76	\$689.50
YANG	QIANLIANG	Police Constable	\$ 120,629.99	\$662.93
CRONE	SUSAN	Detective Sergeant	\$ 120,622.27	\$744.60
SINGH	AMARJIT PURBA	Detective	\$ 120,617.13	\$708.56
VIRK	MAHEEP KAUR	Police Constable	\$ 120,603.44	\$662.93
ROBINSON	MORGAN	Detective Sergeant	\$ 120,586.24	\$366.84
BACKUS	LESLIE DOUGLAS	Detective	\$ 120,559.83	\$717.06
WRIGHT	REGINALD GEORGE	Detective	\$ 120,502.97	\$717.06
HANLON	ERIN VALENTINE	Plainclothes Police Constable	\$ 120,497.74	\$684.34
BURNINGHAM	GRANT NEIL	Staff Sergeant	\$ 120,473.84	\$681.64

APPENDIX B

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
WEBSTER	DAVID GREGORY	Sergeant	\$ 120,473.17	\$714.50
SCHERK	CHRISTOPHER	Detective	\$ 120,464.26	\$708.56
BODDY	CHRISTOPHER EDWARD	Staff Sergeant	\$ 120,454.13	\$312.74
MILLER	PAUL	Staff Sergeant	\$ 120,450.20	\$319.62
MORI	DEBORAH ANN	Staff Sergeant	\$ 120,443.96	\$744.60
LEE	NICOLE DENISE	Staff Sergeant	\$ 120,436.56	\$744.60
NOLAN	CHRISTOPHER	Staff Sergeant	\$ 120,429.56	\$744.60
AL-NASS	WALID	Police Constable	\$ 120,417.03	\$669.95
FYFE	JOHN	Plainclothes Police Constable	\$ 120,412.12	\$693.44
ARMSTRONG	MARK RICHARD	Sergeant	\$ 120,398.76	\$717.06
BROOKES	RALPH	Staff Sergeant	\$ 120,384.81	\$744.60
KONDO	JASON	Detective	\$ 120,376.81	\$717.06
THOMAS	SYDNEY	Staff Sergeant	\$ 120,373.72	\$744.60
LEBLANC	NORMAN	Detective Sergeant	\$ 120,363.93	\$744.60
VEIT	OSWALD	Sergeant	\$ 120,361.70	\$715.78
LAHEY	MARY REGINA	Sergeant	\$ 120,353.79	\$708.56
NICOLLE	CHAD EDWARD	Sergeant	\$ 120,336.77	\$708.56
KONKEL	KAZIMIERZ	Staff Sergeant	\$ 120,296.43	\$744.60
DEAN	BERTRAND	Police Constable	\$ 120,284.59	\$633.02
GRANDE	PIETRO	Plainclothes Police Constable	\$ 120,222.86	\$691.36
MACDONALD	GREGORY	Staff Sergeant	\$ 120,214.45	\$744.60
FINLAY	ALLAN	Sergeant	\$ 120,206.72	\$717.06
HEILIMO	KARL	Staff Sergeant	\$ 120,184.76	\$744.60
FYNES	ADRIAN	Detective Sergeant	\$ 120,172.75	\$744.60
LOWREY	ALAN	Staff Sergeant	\$ 120,167.46	\$744.60
RYDZIK	DAVID BRIAN	Staff Sergeant	\$ 120,160.08	\$742.52
KINNEAR	KATHRYN	Sergeant	\$ 120,155.18	\$717.06
DEWLING	NORMAN	Staff Sergeant	\$ 120,110.13	\$744.60
CLARKE	JOHN	Detective	\$ 120,108.89	\$717.06
WYNIA	RANDALL	Sergeant	\$ 120,095.95	\$682.02
BEVAN	WILLIAM	Detective	\$ 120,047.33	\$717.06
HEITZNER	ROBERT MATTHEW	Detective	\$ 120,034.90	\$708.56
WALTERS	GREGORY	Detective	\$ 120,022.44	\$708.56
KELL	JEFFREY STEWART	Police Constable	\$ 120,020.62	\$669.95
GREER	THOMAS ROBERT	Detective	\$ 120,014.84	\$708.56
WALKER	KELLY LYNN	Senior Operations Supervisor	\$ 120,010.28	\$713.15
ANSTEY	JASON CHRISTOPHER	Plainclothes Police Constable	\$ 119,993.70	\$683.37
SKINNER	ROBERT	Staff Sergeant	\$ 119,986.37	\$744.60
VIEIRA	ABILIO	Staff Sergeant	\$ 119,979.52	\$744.60
GAGLIARDI	VITO	Detective	\$ 119,970.67	\$701.67
CHASE	WILLIAM OLIVER	Plainclothes Police Constable	\$ 119,958.68	\$686.16
CROOKER	LISA CATHERINE	Detective	\$ 119,939.19	\$701.67
MARTIN	ANTHONY	Plainclothes Police Constable	\$ 119,918.61	\$699.28
KING	CHERYL	Staff Sergeant	\$ 119,911.16	\$737.72
BURLEY	DAVID JOSEPH	Plainclothes Police Constable	\$ 119,863.87	\$686.42
MCGOWN	JOHN	Staff Sergeant	\$ 119,863.16	\$744.60
HODGERT	DOUGLAS	Police Constable	\$ 119,859.00	\$684.37
KIRKPATRICK	CHRISTOPHER JOHN	Detective Sergeant	\$ 119,845.95	\$716.79
KIM	HYOK KYUN	Police Constable	\$ 119,842.40	\$662.93
SONDERGAARD	NIELS	Staff Sergeant	\$ 119,836.27	\$744.60
GREGORY	ROBERT K.	Staff Sergeant	\$ 119,832.26	\$744.60
TAVARES	JEFFERY	Sergeant	\$ 119,818.09	\$701.67
ALPHONSO	WADE LEONARD	Staff Sergeant	\$ 119,793.37	\$744.60
RUFFINO	STEPHEN	Detective	\$ 119,773.39	\$717.06
RUDNICK	JOANNE LINDA	Staff Sergeant	\$ 119,743.82	\$744.60
WOLF	RAYMOND	Detective	\$ 119,725.77	\$717.06
COULSON	WILLIAM	Staff Sergeant	\$ 119,723.17	\$744.60
GREER	MARIE	Detective Sergeant	\$ 119,716.75	\$744.60
MORSE	VICTORIA JANE	Plainclothes Police Constable	\$ 119,698.43	\$686.42
IRISH	TIMOTHY GARNET	Detective	\$ 119,689.47	\$708.56
FODEN	STEPHEN	Detective Sergeant	\$ 119,684.70	\$744.60
TYMBURSKI	EDWARD	Staff Sergeant	\$ 119,675.46	\$744.60
CROSBY	DANIEL PATRICK	Staff Sergeant	\$ 119,670.90	\$726.24
GREKOS	MICHAEL	Detective	\$ 119,645.00	\$708.56
BAPTIST	CHARLENE	Staff Sergeant	\$ 119,640.87	\$650.16
MACDONALD	ANNE	Detective Sergeant	\$ 119,631.15	\$744.60
BISHOP	ANNE-MARIE	Staff Sergeant	\$ 119,611.44	\$737.72
KEYS	GARY	Staff Sergeant	\$ 119,567.13	\$744.60
TRETTER	MADELAINE	Detective Sergeant	\$ 119,566.14	\$744.60
MACDONALD	JOHN	Staff Sergeant	\$ 119,553.55	\$744.60
DZINGALA	EDWARD	Staff Sergeant	\$ 119,535.92	\$744.60

APPENDIX B

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
MENDOZA	PHILIP MANILAY	Sergeant	\$ 119,527.79	\$708.56
MOYER	IAN	Staff Sergeant	\$ 119,514.79	\$744.60
KENNY	BRIAN	Staff Sergeant	\$ 119,506.04	\$744.60
STEWART	ROBERT	Staff Sergeant	\$ 119,484.54	\$744.60
TAM	WING	Police Constable	\$ 119,469.85	\$676.70
GOTTSCHALK	MICHAEL	Staff Sergeant	\$ 119,454.23	\$571.46
HARVEY	MARK	Sergeant	\$ 119,451.01	\$710.11
KEANE	PATRICK	Detective Sergeant	\$ 119,435.49	\$429.80
FOWLDS	SCOTT MACKENZIE	Sergeant	\$ 119,434.90	\$708.56
MULLIN	GEORGE	Staff Sergeant	\$ 119,430.15	\$744.60
PROCTOR	RICHARD P.	Detective	\$ 119,426.67	\$708.56
SHREVE	CLARENCE BLAKE	Staff Sergeant	\$ 119,420.54	\$744.60
FARRELL	CHRISTINE MARIE	Detective	\$ 119,420.07	\$708.56
BULLOCK	NEIL	Staff Sergeant	\$ 119,419.94	\$744.60
BARNES	MURRAY WINSTANLEY	Detective	\$ 119,418.17	\$701.67
D'ONOFRIO	ANTONIO	Plainclothes Police Constable	\$ 119,417.98	\$678.70
BELLON	CORINNE	Detective Sergeant	\$ 119,413.92	\$602.94
REDICK	AMANDA BROOKE	Plainclothes Police Constable	\$ 119,408.12	\$681.80
GALLANT	KELLY-ANN	Detective Sergeant	\$ 119,404.39	\$492.76
JACKSON	PAUL EDWARD	Police Constable	\$ 119,404.21	\$684.37
BROWN	DOUGLAS	Sergeant	\$ 119,393.39	\$717.06
REGAN	DOUGLAS FREDRICK	Staff Sergeant	\$ 119,387.23	\$744.60
ZELNY	JOHN DARYN	Detective	\$ 119,380.71	\$717.06
GUEST	KEVIN	Staff Sergeant	\$ 119,338.04	\$744.60
COSTA	ANGELO	Sergeant	\$ 119,330.78	\$717.06
OZOLS	JOHN	Police Constable	\$ 119,327.33	\$684.37
QUAIATTINI	SUSAN	Staff Sergeant	\$ 119,325.67	\$319.62
KEALEY	DEVIN	Detective Sergeant	\$ 119,303.47	\$319.62
ELLIOTT	PAUL	Sergeant	\$ 119,300.11	\$717.06
BRINN	NORMAN	Detective Sergeant	\$ 119,292.74	\$744.60
IRISH	DAVID	Detective	\$ 119,282.67	\$717.06
MURDOCH	RICHARD	Staff Sergeant	\$ 119,272.04	\$319.62
BATES	SANDY	Staff Sergeant	\$ 119,254.41	\$319.62
PASINI	RUDY	Detective Sergeant	\$ 119,245.04	\$744.60
MANNING	JOHN	Police Constable	\$ 119,240.36	\$684.37
PATTISON	STEVEN	Staff Sergeant	\$ 119,218.04	\$319.62
GILLIS	DAVID WILLIAM	Staff Sergeant	\$ 119,211.04	\$744.60
CLARKE	STEVEN	Detective Sergeant	\$ 119,209.29	\$319.62
KNAAP	JOHN	Staff Sergeant	\$ 119,209.29	\$319.62
LOUGHLIN	EDWARD	Detective Sergeant	\$ 119,209.29	\$319.62
RIDDELL	ALAN	Detective Sergeant	\$ 119,209.29	\$319.62
ZUBEK	JOSEPH	Staff Sergeant	\$ 119,209.29	\$319.62
GRAFFMANN	GORDON	Detective Sergeant	\$ 119,209.29	\$744.60
GREENAWAY	COLIN	Detective Sergeant	\$ 119,209.29	\$744.60
MCARTHUR	PAUL IAN	Detective Sergeant	\$ 119,209.29	\$744.60
STANLEY	WILLIAM	Detective Sergeant	\$ 119,209.29	\$744.60
MI	YAOMING	Senior Technical Analyst	\$ 119,204.08	\$280.88
SAVINO	LEONARDO	Police Constable	\$ 119,201.94	\$669.95
FLIS	ALBERT	Detective	\$ 119,175.74	\$710.42
BRADSHAW	KEITH	Detective	\$ 119,174.60	\$292.08
CARACCILO	ROGER DOMINIC	Detective	\$ 119,171.72	\$701.67
CORBIE	WESLEY MARCUS	Plainclothes Police Constable	\$ 119,169.02	\$680.58
CONNOLLY	JOHN PAUL	Police Constable	\$ 119,150.03	\$670.20
DESJARDINS	JOSEPH FRANCOIS	Plainclothes Police Constable	\$ 119,082.19	\$673.21
HAINES	RICHARD PAUL	Plainclothes Police Constable	\$ 119,052.15	\$679.01
MALTAR	MICHAEL CHRISTOPHER	Plainclothes Police Constable	\$ 119,005.80	\$686.42
SCHULZE	FRANK THOMAS	Police Constable	\$ 118,975.21	\$684.37
PERREAULT	SEAN MICHAEL	Staff Sergeant	\$ 118,947.91	\$726.92
FORSYTHE	ROSS	Plainclothes Police Constable	\$ 118,947.14	\$700.32
FISHER	SUSAN	Police Constable	\$ 118,943.31	\$684.37
SMITH	HUNTER WELLINGTON	Detective	\$ 118,925.46	\$701.67
PATTERSON	JAMES	Sergeant	\$ 118,861.56	\$292.08
WORTH	DARREN	Detective	\$ 118,852.32	\$701.67
MASTERS	MICHELLE	Detective	\$ 118,842.07	\$710.11
TAYLOR	SCOTT DAVID	Plainclothes Police Constable	\$ 118,841.61	\$686.42
VALLES	SEHARA	Detective	\$ 118,830.90	\$654.10
DUARTE	JOAO RODRIGO	Plainclothes Police Constable	\$ 118,819.60	\$686.42
HOCKADAY	ADAM ROY	Plainclothes Police Constable	\$ 118,804.48	\$678.09
THOMPSON	JAMES DUNCAN	Plainclothes Police Constable	\$ 118,801.80	\$681.80
ISABELLO	DAVID ANTHONY	Plainclothes Police Constable	\$ 118,801.16	\$674.68
TAYLOR	JEFFREY	Staff Sergeant	\$ 118,798.41	\$742.00

APPENDIX B

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
OSBORN	ROBERT DANIEL	Police Constable	\$ 118,789.17	\$662.93
HALL	ALVIN DALTON	Sergeant	\$ 118,780.45	\$708.56
BARWELL	DAVID ERIC	Detective	\$ 118,780.42	\$292.08
GALLANT	STACY	Detective Sergeant	\$ 118,772.82	\$742.52
MOFFAT	ANTHONY	Police Constable	\$ 118,759.02	\$662.06
CAMPBELL	NICOLE	Plainclothes Police Constable	\$ 118,754.31	\$700.32
SABADIN	MICHAEL ALEXANDER	Plainclothes Police Constable	\$ 118,752.12	\$686.42
GICZI	JIM FRANK	Detective	\$ 118,750.40	\$708.56
RIETKOETTER	SETH ANDREW	Police Constable	\$ 118,697.79	\$662.93
STEWART	PATRICK ALEXANDER	Plainclothes Police Constable	\$ 118,695.76	\$678.70
UPPAL	VISHAL	Police Constable	\$ 118,677.69	\$669.95
HARRIS	RICHARD VICTOR	Detective	\$ 118,671.84	\$701.67
ROUTH	MATTHEW AARON	Detective	\$ 118,671.83	\$701.67
MARSMAN	HENRI	Detective	\$ 118,669.88	\$708.56
DUNNING	ANDREW RICHARD	Police Constable	\$ 118,657.18	\$682.76
COSCARIELLA	ANTHONY	Staff Sergeant	\$ 118,656.12	\$737.72
EXTON	CHARLES	Police Constable	\$ 118,643.39	\$684.37
REID	CHAD SCOTT	Plainclothes Police Constable	\$ 118,640.46	\$686.42
FRITZ	THEODOR	Detective	\$ 118,600.65	\$717.06
CLARK	TRAVIS DAYMOND	Sergeant	\$ 118,598.82	\$689.78
MCDERMOTT	DANIEL	Sergeant	\$ 118,597.60	\$717.06
MANTLE	BRYAN LARRY	Plainclothes Police Constable	\$ 118,587.44	\$684.34
DEARBORN	ROBERT FREDERICK	Police Constable	\$ 118,537.89	\$684.37
HEWSON	BROOKE LESLIE	Plainclothes Police Constable	\$ 118,536.92	\$686.42
CATES	STEVEN RICHARD	Police Constable	\$ 118,535.95	\$682.76
HARRIS	DAVID C.	Detective	\$ 118,519.37	\$717.06
MUNGAL	MATTHEW	Detective	\$ 118,516.93	\$708.56
STRAIN	ROBERT JAMES	Detective	\$ 118,493.30	\$717.06
APOSTOLIDIS	JOHN	Detective	\$ 118,480.90	\$701.67
NICHOL	IAN FRASER	Detective	\$ 118,463.84	\$654.10
BEVILACQUA	FILIPPO	Detective	\$ 118,460.05	\$701.67
DRAKE	WILLIAM	Sergeant	\$ 118,450.65	\$717.06
COGLIN	JAMES GARFIELD	Staff Sergeant	\$ 118,444.24	\$596.06
SMYTHE	KAREN GRACE	Staff Sergeant	\$ 118,417.43	\$317.54
AGUIAR	STEVEN CABRAL	Police Constable	\$ 118,417.03	\$669.95
LANE	MICHEAL WILLIAM	Police Constable	\$ 118,412.81	\$662.93
PENNER	ADAM CHRISTOPHER	Police Constable	\$ 118,405.71	\$646.97
RUBBINI	DAVID	Police Constable	\$ 118,402.49	\$684.37
RENNIE	ALEXANDER	Detective	\$ 118,352.02	\$717.06
ASSELIN	GLENN ANDRE	Detective	\$ 118,320.75	\$714.50
OLSEN	FRANK	Detective	\$ 118,265.60	\$717.06
STEEVES	THOMAS WARREN	Sergeant	\$ 118,240.46	\$697.68
ROSSANO	JOHN BENITO	Sergeant	\$ 118,228.28	\$717.06
FARRUGIA	MARIE	Detective	\$ 118,215.31	\$717.06
HADDEN	ELIZABETH ANNE	Police Constable	\$ 118,214.70	\$676.70
MERSEREAU	MICHAEL	Sergeant	\$ 118,199.28	\$717.06
KUNG	TOMMY WING	Police Constable	\$ 118,196.97	\$665.53
DHILLON	JAGJIT SINGH	Police Constable	\$ 118,185.41	\$658.58
CORREIA	BRYAN MEDEIROS	Plainclothes Police Constable	\$ 118,140.31	\$686.42
CAMPBELL	PHILLIP SCOTT	Plainclothes Police Constable	\$ 118,138.72	\$686.42
GERRY	DONALD	Staff Sergeant	\$ 118,067.02	\$738.48
CLARKE	MATTHEW FRANCIS	Plainclothes Police Constable	\$ 118,060.12	\$686.42
GILFOY	LEAH DAWN	Detective Sergeant	\$ 118,052.30	\$737.72
MCCOURT	KEVIN	Plainclothes Police Constable	\$ 118,028.66	\$697.47
THIBODEAU	JOHN ROBERT	Sergeant	\$ 118,023.67	\$708.56
HAFIZ	AMIN	Sergeant	\$ 117,983.26	\$717.06
BOPARA	GURMOKH	Sergeant	\$ 117,965.19	\$701.67
MORSE	STEPHEN	Detective Sergeant	\$ 117,950.37	\$744.60
LAUFER	PETER	Sergeant	\$ 117,949.98	\$717.06
RICHMOND	MICHAEL KENNETH	Detective Sergeant	\$ 117,909.54	\$740.47
YU	KA WAI ERIC	Police Constable	\$ 117,908.59	\$662.06
MCLEAN	NANCY MARY	Sergeant	\$ 117,895.39	\$708.56
DESROCHERS	ROGER HENRI	Detective	\$ 117,848.57	\$701.67
DA SILVA	JOSE	Police Constable	\$ 117,835.41	\$306.61
DEAN	JESSE RUSSELL	Plainclothes Police Constable	\$ 117,805.27	\$678.70
DESILVA	JULIUS THEODORE	Senior Analyst	\$ 117,797.67	\$280.88
JAMSHIDI	JOSHUA PAYAM	Detective Sergeant	\$ 117,797.47	\$730.70
RETSINAS	PANAGIOTA	Police Constable	\$ 117,769.89	\$676.70
BRETT	BRYAN DONALD	Police Constable	\$ 117,756.46	\$662.93
CHOW	HAROLD	Sergeant	\$ 117,738.13	\$711.97
GRIALDI	THIERRY	Detective	\$ 117,725.96	\$708.56

APPENDIX B

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
WALKER	SCOTT JAMES	Police Constable	\$ 117,716.32	\$662.93
AIKMAN	SCOTT DOUGLAS	Plainclothes Police Constable	\$ 117,709.06	\$693.44
HUNG	JAMES	Staff Sergeant	\$ 117,674.95	\$731.34
SINGH	ANGADVIR	Detective	\$ 117,674.57	\$701.67
ZIELENIEWSKI	STANLEY	Police Constable	\$ 117,673.56	\$684.37
WRAY	TERRENCE	Detective	\$ 117,673.17	\$717.06
RICCIARDI	MARCO	Police Constable	\$ 117,658.56	\$669.95
GIEDROYC	KAROL ZYGMUNT	Detective Sergeant	\$ 117,641.40	\$312.74
HO	KENNY KONG-LEUNG	Staff Sergeant	\$ 117,625.87	\$730.70
CANNATA	DAVID	Plainclothes Police Constable	\$ 117,619.47	\$700.32
KHOSHBOOI	ALI NADER	Plainclothes Police Constable	\$ 117,587.44	\$666.29
CLARK	PRESTON MICHAEL	Plainclothes Police Constable	\$ 117,582.89	\$686.42
HOGAN	JAMES	Detective Sergeant	\$ 117,564.44	\$596.06
HORTON	BRIAN	Police Constable	\$ 117,534.45	\$679.56
WRONG	JASON CHRISTOPHER	Police Constable	\$ 117,527.34	\$684.37
SIDHU	ARVIND PRAKASH	Police Constable	\$ 117,526.55	\$669.95
DENTON	MARK	Plainclothes Police Constable	\$ 117,512.40	\$700.32
HOUSTON	DEBRA	Staff Sergeant	\$ 117,496.83	\$738.97
POYNTER	CHRISTOPHER REX	Police Constable	\$ 117,496.10	\$669.95
GILLAN	JEFFREY JOHN	Plainclothes Police Constable	\$ 117,476.68	\$686.42
SADLER	STEPHEN	Sergeant	\$ 117,456.24	\$717.06
JIMENEZ	FRANCISCO RAUL	Police Constable	\$ 117,448.63	\$662.93
KOVACIC	JOSEPH MARK	Police Constable	\$ 117,445.76	\$669.95
O'DONOVAN	STEPHEN	Sergeant	\$ 117,430.36	\$717.06
HAFFEJEE	FAZAL MOHAMMED	Plainclothes Police Constable	\$ 117,412.06	\$681.54
DREWS	JASON	Plainclothes Police Constable	\$ 117,409.88	\$686.42
EAGLESON	DAWN MICHELLE	Detective	\$ 117,407.86	\$701.67
GLAVIN	LYDIA STEPHANY	Detective Sergeant	\$ 117,401.27	\$737.72
LINDSAY	HOWARD ROSS	Sergeant	\$ 117,378.69	\$717.06
SMITH	KEITH	Staff Sergeant	\$ 117,371.90	\$739.50
GRIFFITHS	SEAN RONALD	Sergeant	\$ 117,355.11	\$717.06
FRANKLIN	RICHARD	Plainclothes Police Constable	\$ 117,346.18	\$700.32
CATON	MATTHEW MICHAEL	Plainclothes Police Constable	\$ 117,335.00	\$686.42
BRITTON	FRANCES	Sergeant	\$ 117,329.63	\$717.06
GILBERT	DONNA ELLEN	Information Security Officer	\$ 117,315.15	\$728.13
MC CONNELL	SHAWN LAWRENCE	Police Constable	\$ 117,310.91	\$658.58
SHUTT	SCOTT DAVID	Plainclothes Police Constable	\$ 117,309.46	\$686.42
KHAWAJA	SUHAIL RASHID	Police Constable	\$ 117,252.39	\$662.93
HILTON	TYRONE CHRISTOPHER	Detective	\$ 117,242.23	\$701.67
QUIGG	MARTIN	Staff Sergeant	\$ 117,211.25	\$737.46
STEVENSON	BRENDAN LEIGH	Plainclothes Police Constable	\$ 117,164.84	\$686.42
GIBSON	ROGER	Sergeant	\$ 117,154.25	\$717.06
THORNTON	AMANDA DORIS	Detective	\$ 117,147.78	\$701.67
LEONE	MICHIELE MARIO	Detective Sergeant	\$ 117,123.89	\$737.72
ROBBINS	KEVIN SHAUN	Plainclothes Police Constable	\$ 117,115.18	\$681.80
THERIAULT	JOHN	Detective	\$ 117,108.03	\$717.06
CANNELLA	ANGELO GIUSEPPE	Police Constable	\$ 117,077.93	\$669.95
CAREFOOT	TODD	Plainclothes Police Constable	\$ 117,052.92	\$700.32
LEBLANC	ADAM LIONEL	Plainclothes Police Constable	\$ 117,046.14	\$686.42
MCGINN	MICHAEL JOSEPH	Plainclothes Police Constable	\$ 117,019.36	\$686.42
GREIG	ROBERT	Detective	\$ 116,987.11	\$717.06
DAWSON	SHANNON INEZ	Detective	\$ 116,985.27	\$701.93
LABELLE	JOSEPH	Police Constable	\$ 116,982.98	\$629.28
SMITH	LAWRENCE OLIVER	Staff Sergeant	\$ 116,979.73	\$737.72
SPITZIG	GERARD	Plainclothes Police Constable	\$ 116,973.59	\$700.32
SMITH	STEPHEN PATRICK	Detective	\$ 116,972.16	\$701.67
HUNT	ROBERT	Detective	\$ 116,962.93	\$717.06
VELLEND TAYLOR	KATHARINE	Sergeant	\$ 116,958.61	\$370.78
DI POCE	EMILIO	Detective	\$ 116,947.64	\$717.06
CAMPBELL	DOUGLAS	Sergeant	\$ 116,920.04	\$717.06
SIMON	DUANE	Police Constable	\$ 116,863.36	\$684.37
FRITZ	GORDON	Plainclothes Police Constable	\$ 116,847.23	\$700.32
ARNOTT	ROBERT WILLIAM	Plainclothes Police Constable	\$ 116,834.20	\$700.32
FOWLER	WAYNE LEONARD	Detective	\$ 116,832.52	\$717.06
PARSONS	STUART MAGRUDER	Plainclothes Police Constable	\$ 116,832.37	\$700.32
HAROON	USMAN	Police Constable	\$ 116,830.15	\$662.93
MALENFANT	ANDREW DEREK	Plainclothes Police Constable	\$ 116,828.38	\$686.42
SARVANANDAN	BAHEERATHAN	Plainclothes Police Constable	\$ 116,815.79	\$686.42
ACCIAROLI	SHERI DARLENE	Detective	\$ 116,815.21	\$701.67
RICHE	SCOTT LESLIE	Plainclothes Police Constable	\$ 116,802.83	\$684.59
KISIELEWSKI	DARIUSZ	Police Constable	\$ 116,787.12	\$684.37

APPENDIX B

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
TEIXEIRA	MARIO JORGE	Staff Sergeant	\$ 116,786.89	\$732.32
ALLEN	MICHAEL DAVID	Detective	\$ 116,785.97	\$701.67
DUROCHER	DAVID LEONARD	Police Constable	\$ 116,760.12	\$665.53
JONGDONG	LHAWANG TOPGYAL	Detective	\$ 116,758.48	\$701.67
WHITE	WILLIAM	Sergeant	\$ 116,734.96	\$697.90
THOMPSON	MARLAND FINLAY	Plainclothes Police Constable	\$ 116,720.45	\$686.42
VERSPEETEN	BRADLEY DENNIS	Plainclothes Police Constable	\$ 116,710.70	\$678.70
CLARKE	DOUGLAS	Plainclothes Police Constable	\$ 116,708.40	\$700.32
RIPCO	MARK	Detective	\$ 116,686.36	\$669.84
NORSKI	PRZEMYSLAW	Plainclothes Police Constable	\$ 116,678.77	\$678.70
CHOE	ROBERT	Detective	\$ 116,646.81	\$339.65
LI	BOYD	Detective	\$ 116,615.97	\$701.67
GAUTHIER	LEO	Detective	\$ 116,590.76	\$710.11
HILL	SHANE	Detective	\$ 116,577.65	\$708.56
LOMBARDI	LORENZO	Detective	\$ 116,576.63	\$717.06
HALJASTE	MARK HARIVALD	Police Constable	\$ 116,566.06	\$675.34
OZKAN	NEDIM	Senior Analyst	\$ 116,554.63	\$280.88
ARMSTRONG	RICHARD DAVID	Staff Sergeant	\$ 116,551.88	\$312.74
BRANTON	SHANE	Staff Sergeant	\$ 116,547.88	\$422.92
FERGUSON	SCOTT CAVANAGH	Detective	\$ 116,547.88	\$737.72
LATTER	JORDAN CHRISTOPHER	Detective Sergeant	\$ 116,547.88	\$737.72
GARRISON	HEIDI ELSIE	Detective Sergeant	\$ 116,547.88	\$312.74
TRUBECKI	ROBERT	Detective	\$ 116,544.82	\$717.06
MOYER	MATTHEW IGNATIUS	Staff Sergeant	\$ 116,543.50	\$723.68
ZAJAC	DAVID	Detective	\$ 116,541.12	\$717.06
ROUETTE	JOSEPH MICHEL	Sergeant	\$ 116,541.11	\$717.06
HUSAIN	MOHAMMED SALEEM	Detective	\$ 116,521.85	\$701.93
MACLEAN	RODERICK	Sergeant	\$ 116,467.18	\$717.06
CAPIZZO	GIUSEPPE DINO	Detective	\$ 116,466.73	\$708.56
MCLEISH	PATRICIA LOUISE	Senior Technical Analyst	\$ 116,457.96	\$280.88
POULIN	MARTIN FABIAN	Detective	\$ 116,454.23	\$701.67
MILES	JEREMY OLIVER	Plainclothes Police Constable	\$ 116,438.69	\$686.42
HARTFORD	THOMAS JOSEPH	Detective	\$ 116,432.01	\$292.08
REIMER	THOMAS ARTHUR	Plainclothes Police Constable	\$ 116,408.66	\$666.29
ZAMPARO	DANIEL VALENTINO	Plainclothes Police Constable	\$ 116,403.60	\$686.42
NANTON	JASON STANLEY	Police Constable	\$ 116,389.85	\$662.93
ODISHO	ASHUR	Police Constable	\$ 116,361.58	\$662.93
DI PASSA	JULIE	Detective	\$ 116,360.97	\$292.08
PELLETIER	CHRISTIAN JOSEPH	Police Constable	\$ 116,355.00	\$669.95
BOIS	PAUL ROBERT	Sergeant	\$ 116,353.11	\$701.67
NUNES	MARIA	Plainclothes Police Constable	\$ 116,344.49	\$693.44
STEFFLER	RODNEY MORRIS	Police Constable	\$ 116,342.82	\$669.95
KARPIK	JAMES	Police Constable	\$ 116,341.64	\$684.37
HODGINS	MARK GREGORY	Police Constable	\$ 116,335.14	\$669.95
SMITH	DEAN LARENY	Plainclothes Police Constable	\$ 116,273.50	\$693.44
TAKEDA	ROBERT	Detective	\$ 116,256.79	\$717.06
HIGO	TODD ELLIOT	Plainclothes Police Constable	\$ 116,230.93	\$691.88
BEREZOWSKI	JOHN	Detective	\$ 116,226.96	\$717.06
DUTHIE	ROBERT	Sergeant	\$ 116,214.46	\$717.06
DICKIE	CRAIG WILLIAM	Police Constable	\$ 116,194.16	\$669.95
OAKES	JAMES	Plainclothes Police Constable	\$ 116,190.25	\$694.52
PATTERSON	ROBERT	Sergeant	\$ 116,159.42	\$708.56
BAYES	JOHN ARTHUR	Police Constable	\$ 116,126.65	\$669.95
HURLEY	JASON LESLIE	Police Constable	\$ 116,125.07	\$662.93
MANSON	SANDRA	Sergeant	\$ 116,123.84	\$717.06
JOHNSTON	BRENT ANDREW	Plainclothes Police Constable	\$ 116,110.53	\$686.42
MARCHEN	MICHAEL	Plainclothes Police Constable	\$ 116,070.55	\$700.32
DUNLOP	JOHN PAUL	Detective	\$ 116,055.61	\$717.06
BEAUSOLEIL	MARC	Plainclothes Police Constable	\$ 116,050.22	\$696.19
SAVILLE	JASON LESLIE	Police Constable	\$ 116,049.21	\$669.95
LOPES	JUDE ALEXANDER	Detective	\$ 116,024.44	\$701.67
GIBILLINI	RICHARD	Sergeant	\$ 116,014.43	\$717.06
BELANGER	DANIEL JOSEPH	Sergeant	\$ 115,992.15	\$708.56
WATERS	JASON ROY	Detective	\$ 115,983.83	\$701.67
BRYL	BOGUMIL	Police Constable	\$ 115,972.59	\$684.37
DHOUM	MUNISH	Plainclothes Police Constable	\$ 115,957.11	\$671.99
D'SILVA	ALLISTER	Plainclothes Police Constable	\$ 115,938.88	\$686.42
WALLACE	ROBERT BOYD	Plainclothes Police Constable	\$ 115,914.27	\$686.42
MCCULLOUGH	KRISTAL KASHMIR	Plainclothes Police Constable	\$ 115,901.22	\$684.34
BRESSAN	LORENZO	Detective	\$ 115,883.68	\$717.06
KERR	ROBERT	Police Constable	\$ 115,869.69	\$684.37

APPENDIX B

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
DAVIS	JASON BRIAN	Plainclothes Police Constable	\$ 115,852.64	\$678.09
WHITLA	RONALD	Detective	\$ 115,838.86	\$717.06
LAMBIE	DARRYL BRADLEY	Police Constable	\$ 115,837.43	\$662.93
BRITO	SERGIO AGOSTINHO	Police Constable	\$ 115,836.73	\$667.20
BURNETT	ANSON RICHARD	Police Constable	\$ 115,829.64	\$665.53
ENTWISTLE	DAVID	Detective	\$ 115,800.83	\$717.06
VO	THAO BA	Plainclothes Police Constable	\$ 115,785.88	\$686.42
COLLINS	ROBERT SCOTT	Sergeant	\$ 115,768.52	\$717.06
SHAW	RICHARD JAMES	Plainclothes Police Constable	\$ 115,765.00	\$678.70
ESCUDERO WHU	TSUI-CHEE	Project Leader	\$ 115,763.35	\$303.15
ALEKSANDROWICZ	LUKASZ	Police Constable	\$ 115,759.42	\$662.93
SHREERAM	AMAR	Plainclothes Police Constable	\$ 115,753.11	\$686.42
BORSBOOM	MARCELINUS HENDRIKUS	Plainclothes Police Constable	\$ 115,745.76	\$686.42
RAMESAR	VICTOR	Sergeant	\$ 115,728.06	\$717.06
JENKINS	ALLEN	Sergeant	\$ 115,700.26	\$292.08
MURRAY-BATES	KERRY-ANNE	Senior Operations Supervisor	\$ 115,690.57	\$713.15
WALLACE	JOHN DAVID	Plainclothes Police Constable	\$ 115,674.94	\$686.42
JOHNSTON	CHARLES	Sergeant	\$ 115,671.11	\$708.56
BROWNE	JIMMY	Sergeant	\$ 115,649.40	\$717.06
DALE	DONALD	Sergeant	\$ 115,639.98	\$717.06
GIBSON	NATHAN EDWARD	Plainclothes Police Constable	\$ 115,637.23	\$678.70
THORNING	SHIRLEY	Staff Sergeant	\$ 115,636.50	\$732.32
PAYTON	HOWARD LEWIS	Sergeant	\$ 115,633.96	\$717.06
CARGILL	PAUL SCOTT	Detective	\$ 115,612.61	\$708.56
HANCOCK	KIMBERLY	Detective	\$ 115,609.23	\$717.06
LITTLE	DAVID	Plainclothes Police Constable	\$ 115,600.29	\$700.32
FOUGERE	CORY TRENTON	Police Constable	\$ 115,592.49	\$684.59
COOMBS	ALBERT GEORGE	Plainclothes Police Constable	\$ 115,592.04	\$700.32
JONES	COREY LEE	Sergeant	\$ 115,590.61	\$701.67
DURY	BENJAMIN MICHAEL	Detective	\$ 115,588.41	\$701.93
STE-CROIX	BRADLEY	Plainclothes Police Constable	\$ 115,557.94	\$681.66
PISCHEDDA	MARK STEPHEN	Plainclothes Police Constable	\$ 115,556.26	\$686.42
CAMPBELL	BRYAN EDWARD	Detective	\$ 115,555.12	\$701.67
HIBBELN	PHILIP JOSEPH	Detective	\$ 115,524.75	\$292.08
SYRMBOS	TOM ANASTASIOS	Police Constable	\$ 115,492.12	\$682.76
HARLOCK	DAVID	Sergeant	\$ 115,482.31	\$717.06
HENKEL	HEINZ	Detective	\$ 115,467.42	\$717.06
CAKEBREAD	ALAN WILLIAM	Detective	\$ 115,448.93	\$708.56
CAMPBELL	DEBORAH ANNE	Senior Operations Supervisor	\$ 115,357.29	\$713.15
MCNEIL	RONALD	Detective	\$ 115,335.68	\$717.06
KHURSHID	SHEIKH AHMAD	Police Constable	\$ 115,322.39	\$668.42
SAMM	SAMUEL JUNIOR	Sergeant	\$ 115,317.47	\$708.56
MUSCLOW	CLAUDE	Sergeant	\$ 115,300.43	\$715.78
TRENOUTH	BRADLEY ROBERT	Police Constable	\$ 115,295.53	\$662.93
D'SOUZA	TYRON IAN	Police Constable	\$ 115,275.64	\$662.93
KARGES	BRADLEY JOSEPH	Police Constable	\$ 115,269.15	\$669.95
DHATT	RUBINDER	Sergeant	\$ 115,246.06	\$701.67
WHITE	MARILYN EDNA	Detective	\$ 115,241.04	\$717.06
BUCKLEY	DONALD	Sergeant	\$ 115,237.70	\$717.06
ADAM	BARBARA ANNE	Detective	\$ 115,237.08	\$708.56
CIESLIK	SUSAN HELENA	Plainclothes Police Constable	\$ 115,219.25	\$700.32
MAGEE	BRYAN GERALD	Plainclothes Police Constable	\$ 115,208.88	\$680.58
TOHM	DARIK GORDON	Police Constable	\$ 115,196.82	\$684.37
MISTEROWICZ	RICHARD JOHN	Sergeant	\$ 115,183.29	\$685.16
CASTELLUCCI	ANTHONY	Sergeant	\$ 115,178.65	\$715.78
SPELMAN	BRENDAN JAMES	Plainclothes Police Constable	\$ 115,177.19	\$696.33
DRURY	PAUL	Detective	\$ 115,172.12	\$575.40
DUGAN	ERIC	Sergeant	\$ 115,164.32	\$717.06
SHIELDS	GAIL PATRICIA	Police Constable	\$ 115,145.85	\$681.27
WINCHESTER	JOHN	Police Constable	\$ 115,140.79	\$684.37
VELAUTHAM	KARTHIGESAN	Sergeant	\$ 115,124.49	\$708.56
BUSTOS	HARRY SANTIAGO	Police Constable	\$ 115,117.59	\$662.93
SMALL	CHRISTOPHER DOUGLAS	Police Constable	\$ 115,109.97	\$662.93
KOLAR	ANDREW	Plainclothes Police Constable	\$ 115,105.60	\$700.32
HRYHORSKY	MICHAEL THOMAS	Plainclothes Police Constable	\$ 115,089.38	\$686.42
ZYCH	STEFAN	Police Constable	\$ 115,080.45	\$684.37
THOMAS	ROBERT	Detective	\$ 115,051.74	\$717.06
BURGESS	TROY	Sergeant	\$ 115,009.92	\$717.06
TALBOT	DARRYL THOMAS	Sergeant	\$ 115,007.91	\$661.34
MAHONEY	JULIE	Plainclothes Police Constable	\$ 115,003.07	\$700.32
GOODWIN	RALPH	Sergeant	\$ 115,002.94	\$649.01

APPENDIX B

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
THOMPSON	PAUL ANTHONY	Police Constable	\$ 114,991.94	\$676.45
EVEREST	JOHN ALFRED	Sergeant	\$ 114,930.19	\$717.06
NORTON	DAVID JOHN	Detective	\$ 114,893.03	\$701.67
MCCULLOCH	MICHAEL	Detective	\$ 114,888.95	\$708.56
TJERKSTRA	ROELOF	Sergeant	\$ 114,879.51	\$717.06
STIBBE	ROBERT LEE	Plainclothes Police Constable	\$ 114,874.77	\$679.10
REID	JONATHAN DOUGLAS	Detective	\$ 114,856.67	\$605.69
HEALY	MICHAEL DAVID	Detective	\$ 114,852.22	\$717.06
LONG	JOHN MICHAEL	Police Constable	\$ 114,835.25	\$684.37
LIPSEY	WILLIAM NORMAN	Police Constable	\$ 114,803.62	\$669.95
CARTER	MARVA MARIE	Project Leader	\$ 114,800.68	\$303.15
SIEVERS	JOHN	Sergeant	\$ 114,798.74	\$710.11
WOJDYLO	HENRYK	Sergeant	\$ 114,788.62	\$717.06
CORREIA	JEFFERY	Plainclothes Police Constable	\$ 114,781.83	\$678.70
MUSAH	ISHMAIL	Sergeant	\$ 114,777.85	\$701.67
LOUHIKARI	RENATA	Sergeant	\$ 114,663.33	\$717.06
ARMSTRONG	FREDERICK SHANE	Plainclothes Police Constable	\$ 114,660.87	\$686.42
MANCUSO	ANITA MARIA	Plainclothes Police Constable	\$ 114,657.77	\$700.32
MCLEOD	MATTHEW ALEXANDER	Plainclothes Police Constable	\$ 114,647.41	\$681.80
BERG	MICHAEL ANDREW	Sergeant	\$ 114,643.24	\$701.67
ALTOBELLO	DOMENIC JOESPH	Plainclothes Police Constable	\$ 114,642.05	\$678.70
MORELL	ADAM	Police Constable	\$ 114,639.21	\$679.56
NEWTON	DEEDEE	Detective	\$ 114,627.72	\$717.06
GRONDIN	SCOTT WILLIAM	Plainclothes Police Constable	\$ 114,611.60	\$686.42
STEIN	WARREN MARK	Sergeant	\$ 114,607.17	\$701.67
ALEXANDER	CHARLES BOLTON	Detective	\$ 114,583.30	\$717.06
PAK	ANDREW JIN-HO	Plainclothes Police Constable	\$ 114,577.68	\$686.42
DOREY	JOSEPH THOMAS	Project Leader	\$ 114,562.18	\$303.15
EUTENEIER	SIMON QUINCEY	Police Constable	\$ 114,557.96	\$658.58
COXON	SHAWNA MICHELLE	Staff Sergeant	\$ 114,553.37	\$730.70
LEE	DEREK RICHARD	Police Constable	\$ 114,544.92	\$676.70
CLEMENS	JEFFREY	Sergeant	\$ 114,522.47	\$386.06
PERINO	KENNETH VINCENT	Police Constable	\$ 114,484.05	\$662.06
MAILER	STEVEN	Plainclothes Police Constable	\$ 114,475.73	\$686.42
MILDENBERGER	KAINE JOHANN	Plainclothes Police Constable	\$ 114,463.58	\$686.42
MEDEIROS	ANDY	Plainclothes Police Constable	\$ 114,453.84	\$686.42
KANG	GURJOT SINGH	Police Constable	\$ 114,441.09	\$662.93
SPENCER	LAURA ELIZABETH	Police Constable	\$ 114,434.36	\$678.14
CHANT	JAMES ELLIOT	Plainclothes Police Constable	\$ 114,419.20	\$686.42
MURPHY	JOHN	Sergeant	\$ 114,369.44	\$717.06
MCCONKEY	RONALD FRANK	Police Constable	\$ 114,356.68	\$684.37
AKESON	AARON JOSEPH	Plainclothes Police Constable	\$ 114,354.24	\$686.42
JOHNSON	JENNIFER ANNE	Staff Sergeant	\$ 114,345.22	\$730.70
SEABAN	MICHAEL GEORGE	Police Constable	\$ 114,344.89	\$662.93
DAMANI	ZAHIR	Project Leader	\$ 114,311.73	\$303.15
LINQUIST	DARRYL ANDREW	Detective	\$ 114,310.19	\$701.67
GILL	AMANPREET SINGH	Police Constable	\$ 114,299.30	\$669.95
GIBSON	ANDREW NEIL	Sergeant	\$ 114,291.11	\$713.54
COLLYMORE	BRIAN MATTHEW	Police Constable	\$ 114,249.18	\$662.93
PHAIR	MARK GORDON	Sergeant	\$ 114,238.73	\$708.56
CHEUNG	CHING TIN	Sergeant	\$ 114,222.38	\$701.67
LOGAN	BEVERLEY	Sergeant	\$ 114,198.69	\$717.06
GRACE	TIMOTHY	Plainclothes Police Constable	\$ 114,197.39	\$681.67
BOYER	DENIS	Plainclothes Police Constable	\$ 114,187.47	\$700.32
BOULET	SCOTT	Detective	\$ 114,178.70	\$717.06
KARJALAINEN	TREVOR VINCENT	Plainclothes Police Constable	\$ 114,172.34	\$696.19
FERGUSON	STEPHEN	Detective	\$ 114,170.86	\$717.06
JOHNSTONE	ADRIANNE	Staff Sergeant	\$ 114,142.39	\$730.70
O'DRISCOLL	DENNIS	Plainclothes Police Constable	\$ 114,120.07	\$700.32
SCOTT	GORDON	Detective	\$ 114,120.01	\$717.06
BOSSERT	DENNIS	Police Constable	\$ 114,112.18	\$676.70
BENALLICK	MARK DANIEL	Detective	\$ 114,112.11	\$708.56
JAMISON	JAMES WILLIAM	Police Constable	\$ 114,106.11	\$244.97
SERRANO	MATTHEW ANTONIO	Plainclothes Police Constable	\$ 114,037.28	\$678.70
CLARK	DAVID JAMES	Plainclothes Police Constable	\$ 114,030.17	\$686.42
CLARKE	STACYANN MARIA	Detective	\$ 114,022.41	\$701.67
ALEXA	BRENDAN JAMES	Police Constable	\$ 114,015.39	\$675.34
WRIGHT	LESTER	Detective	\$ 113,999.18	\$717.06
THOMPSON	ELSIE TINA	Supervisor	\$ 113,991.20	\$303.15
SEN	TAPAN KUMAR	Project Leader	\$ 113,983.53	\$303.15
LEE	RANDALL JAMES	Sergeant	\$ 113,964.35	\$701.67

APPENDIX B

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
HOLDER	PAUL	Plainclothes Police Constable	\$ 113,961.91	\$693.44
BROWN	JACQUELINE	Plainclothes Police Constable	\$ 113,960.32	\$693.44
CLARK	DANA JOHN	Plainclothes Police Constable	\$ 113,949.82	\$686.42
BRYAN	KEITH XAVIER	Sergeant	\$ 113,948.62	\$717.06
NASNER	STEFAN	Plainclothes Police Constable	\$ 113,943.09	\$700.32
MARSHALL	KIRWIN	Sergeant	\$ 113,938.52	\$708.56
HREPIC	MARIO	Sergeant	\$ 113,936.85	\$708.56
INGLEY	PAUL LEO	Plainclothes Police Constable	\$ 113,935.13	\$675.65
ASKIN	PAUL ALEXANDER	Plainclothes Police Constable	\$ 113,934.56	\$686.42
TEIXEIRA	ANDREW PEREIRA	Plainclothes Police Constable	\$ 113,917.34	\$686.42
FEAGAN	GREGORY DAVID	Plainclothes Police Constable	\$ 113,913.01	\$686.42
LENFESTY	SEAN	Detective Sergeant	\$ 113,890.80	\$730.70
PETERS	CORNELIUS	Police Constable	\$ 113,889.75	\$669.95
HENDERSON	GEOFFREY PAUL	Police Constable	\$ 113,866.62	\$669.95
CORDEIRO	ELIZABETT MARIA	Sergeant	\$ 113,847.79	\$645.60
MACNEIL	STEVEN JAMES	Plainclothes Police Constable	\$ 113,840.21	\$686.42
STEWART	KERRY MARIE	Plainclothes Police Constable	\$ 113,839.25	\$678.70
KARRAS	STELLA STAUROULA	Sergeant	\$ 113,834.69	\$701.67
ILSON	DANIEL JAMES	Plainclothes Police Constable	\$ 113,831.05	\$678.70
VANDALL	MARTIN PHILIP	Sergeant	\$ 113,775.87	\$717.06
BLAIR	JEFFREY KELVIN	Police Constable	\$ 113,769.24	\$669.95
LEAL	JASON DAVID	Plainclothes Police Constable	\$ 113,744.96	\$683.98
NIEZEN	MARK	Sergeant	\$ 113,738.23	\$717.06
LENTSCH	PAUL TONY	Detective	\$ 113,733.15	\$701.67
SOVA	DANIEL	Detective	\$ 113,720.35	\$717.06
GOULAH	ANTHONY LEO	Plainclothes Police Constable	\$ 113,716.35	\$686.42
FRY	RONALD	Sergeant	\$ 113,715.09	\$717.06
RABBITO	CORRADO	Plainclothes Police Constable	\$ 113,707.34	\$686.42
SPRATT	ALAN	Detective	\$ 113,699.85	\$622.62
MAHARAJ	ZALINA	Supervisor	\$ 113,672.45	\$303.15
NACCARATO	JOSE	Project Leader	\$ 113,663.06	\$715.73
BAINARD	PAUL CRAIG	Sergeant	\$ 113,659.87	\$717.06
KLODT	SHAWN EDWARD	Plainclothes Police Constable	\$ 113,656.19	\$693.44
CAISSIE	PAUL	Sergeant	\$ 113,640.31	\$717.06
STEPANENKO	ELENA	Plainclothes Police Constable	\$ 113,638.79	\$679.01
DUNCAN	PHILLIP ZVI	Plainclothes Police Constable	\$ 113,630.36	\$686.42
SUONGAS	CHRIS	Sergeant	\$ 113,620.72	\$717.06
SAGER	LAWRENCE	Sergeant	\$ 113,618.30	\$713.86
FOTOPOULOS	GEORGE	Sergeant	\$ 113,609.23	\$713.86
THERIAULT	ANGELA	Sergeant	\$ 113,602.82	\$717.06
KIS	ANDREW	Sergeant	\$ 113,597.69	\$717.06
VALERIO	JOHN	Detective	\$ 113,568.28	\$717.06
BUTLER	PHILIP MICHAEL	Plainclothes Police Constable	\$ 113,566.46	\$678.70
JONES	LEANNE	Sergeant	\$ 113,557.30	\$715.78
PENTON	SHANE STEPHEN	Sergeant	\$ 113,556.14	\$701.67
MACINNIS	ROBERT FRANCIS	Detective	\$ 113,554.99	\$708.56
LOCKE	DONOVAN	Sergeant	\$ 113,523.33	\$654.45
LOCKEN	ALAN	Sergeant	\$ 113,519.66	\$717.06
ANGUS	JOHN DOUGLAS	Plainclothes Police Constable	\$ 113,516.51	\$674.22
CAMPANILE	EMANUELE	Sergeant	\$ 113,502.52	\$717.06
KAVANAGH	TIMOTHY	Sergeant	\$ 113,484.75	\$717.06
JAMES	BRIAN STEVEN	Police Constable	\$ 113,483.31	\$669.95
DAFOE	DALE	Detective	\$ 113,475.48	\$717.06
PETERSEN	KRISTAN MATHEW	Plainclothes Police Constable	\$ 113,468.23	\$686.42
CLARK	RUSSELL	Sergeant	\$ 113,444.24	\$717.06
ANTOINE	KEVIN FRANCIS	Police Constable	\$ 113,424.25	\$682.76
VILLEMAIRE	DOUGLAS STEPHEN	Police Constable	\$ 113,411.67	\$684.37
PLUNKETT	PATRICK JOHN	Plainclothes Police Constable	\$ 113,411.34	\$686.42
UHRICH	ALLAN JOSEPH	Sergeant	\$ 113,380.28	\$717.06
VERWEY	ALBERT	Detective	\$ 113,366.16	\$717.06
YOUNGER	CHAD ANDREW	Plainclothes Police Constable	\$ 113,356.60	\$686.42
TURNBULL	RONALD JAMES	Systems Integration Specialist	\$ 113,351.45	\$303.15
RIBEIRO	REUBEN FRANCIS	Plainclothes Police Constable	\$ 113,346.03	\$672.60
MORGAN	DANIEL PHILIP	Plainclothes Police Constable	\$ 113,296.03	\$678.70
ROBERTS	DAVID	Detective	\$ 113,282.01	\$717.06
WATTS	GREGORY MILES	Sergeant	\$ 113,261.25	\$701.67
OLIVER	MATTHEW TYLER	Plainclothes Police Constable	\$ 113,234.11	\$686.42
ALEXANDER	LYNNE MARIE	Plainclothes Police Constable	\$ 113,233.16	\$686.16
KNIGHT	JULIE	Plainclothes Police Constable	\$ 113,227.00	\$700.32
KLAAS	PETER	Plainclothes Police Constable	\$ 113,211.88	\$686.42
COURT	ANDREW JAMES	Police Constable	\$ 113,198.00	\$662.93

APPENDIX B

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
IANCU	VLADIM ADRIAN	Police Constable	\$ 113,194.60	\$662.93
HOWELL	WAYNE VINCENT	Plainclothes Police Constable	\$ 113,187.49	\$686.42
WILLIAMS	MICHAEL JAMES	Sergeant	\$ 113,183.78	\$701.67
BUTT	CELESTE BARBARA	Sergeant	\$ 113,170.47	\$683.99
HAGERMAN	DAVID	Police Constable	\$ 113,158.76	\$694.22
MURRAY	ALICIA MARIE	Plainclothes Police Constable	\$ 113,139.65	\$686.42
TSO	WING-IP	Sergeant	\$ 113,139.27	\$710.11
CLARK	STEVEN	Detective	\$ 113,136.82	\$717.06
CLEMENTS	HOWARD	Police Constable	\$ 113,114.05	\$684.37
DANIELS	JEFFERY CLARENCE	Plainclothes Police Constable	\$ 113,107.29	\$678.70
SOVA	DEBORAH	Detective Sergeant	\$ 113,085.38	\$726.24
HICKS	STEPHEN	Sergeant	\$ 113,069.47	\$717.06
FORDE	RYAN	Detective	\$ 113,038.63	\$701.67
ALDERDICE	JEFFERY PAUL	Sergeant	\$ 113,023.01	\$701.93
JAMES	GARY	Plainclothes Police Constable	\$ 113,020.08	\$700.32
COULTHARD	JASON MILES	Detective	\$ 113,009.07	\$701.67
PATHAK	SAMIP	Plainclothes Police Constable	\$ 113,006.99	\$673.21
GOWANLOCK	CAROL LYNN	Administrator Document Services	\$ 112,996.62	\$240.65
BISSONNETTE	PAUL MARCEL	Sergeant	\$ 112,984.80	\$694.79
WHITE	CATHERINE MARLENE	Sergeant	\$ 112,983.52	\$714.50
GRANATA	SALVATORE FRANCESCO	Sergeant	\$ 112,964.26	\$717.06
LEVERT	BRYCE STERLING	Police Constable	\$ 112,941.13	\$669.95
DOBBS	CHRISTIAN DANIEL	Plainclothes Police Constable	\$ 112,939.69	\$678.70
HESSE	GEOFFREY	Detective	\$ 112,938.34	\$717.06
WALKER	JOHN	Sergeant	\$ 112,923.61	\$717.06
STEWART	COLIN ALEXANDER	Detective	\$ 112,909.62	\$701.67
KENNEDY	GEOFFREY	Sergeant	\$ 112,907.97	\$717.06
CHAN	CHUN KWONG	Plainclothes Police Constable	\$ 112,906.25	\$693.44
FREEMAN	JEFFREY BRYANT	Police Constable	\$ 112,900.74	\$682.76
OH	DAVID JIN	Plainclothes Police Constable	\$ 112,858.50	\$678.70
LORTIE	MARC LEONEL	Plainclothes Police Constable	\$ 112,852.64	\$686.00
ZIVCIC	JOHN	Police Constable	\$ 112,843.00	\$662.93
MACCHEYNE	RICHARD DOUGLAS	Detective Sergeant	\$ 112,831.71	\$725.35
SANTIZO ORANTES	NELSON ALFREDO	Plainclothes Police Constable	\$ 112,827.88	\$681.80
BENNOCH	CHRISTOPHER JOHN	Police Constable	\$ 112,816.35	\$667.87
MASLOWSKI	BRIAN WERNER	Sergeant	\$ 112,777.76	\$701.67
DRAPACK	RYAN JOSEPH	Sergeant	\$ 112,764.38	\$695.77
CALLANAN	BRIAN MICHAEL	Detective	\$ 112,757.34	\$701.67
KOTAS	ARTUR JACEK	Sergeant	\$ 112,744.26	\$701.67
MARTIN	CAROLINE	Plainclothes Police Constable	\$ 112,730.34	\$700.32
COFFIN	PHILIP	Police Constable	\$ 112,710.14	\$684.37
WEST	JACK	Sergeant	\$ 112,707.13	\$717.06
CORREA	DAVID RODRIGUEZ	Detective	\$ 112,659.18	\$701.67
VINCENT	MATTHEW EDWARD	Project Leader	\$ 112,655.16	\$303.15
WINDMOLLER	THEODORE JOHN	Sergeant	\$ 112,654.41	\$717.06
MILLAR	JASON ANDREW	Plainclothes Police Constable	\$ 112,652.05	\$678.70
WANNAMAHER	JEFFREY MICHAEL	Plainclothes Police Constable	\$ 112,647.73	\$686.42
MCCLOREY	SEAN MICHAEL	Police Constable	\$ 112,644.85	\$693.61
GAUDET	DERRICK	Sergeant	\$ 112,644.41	\$710.11
TANOUE	JASON THOMAS	Plainclothes Police Constable	\$ 112,643.76	\$680.56
NEAL	PETER	Detective	\$ 112,641.52	\$292.08
THERRIEN	ALLAN	Police Constable	\$ 112,641.27	\$684.37
O'RIORDAN	WAYNE JAMES	Sergeant	\$ 112,626.92	\$697.68
HOOVER	BRADLEY	Detective	\$ 112,622.16	\$292.08
WEHBY	PETER MICHAEL	Detective	\$ 112,620.21	\$701.67
KARR	JOCELYN	Sergeant	\$ 112,612.24	\$717.06
CRUZ	ANTONIO RAMON	Plainclothes Police Constable	\$ 112,608.71	\$675.04
PARK	SUNG JIN	Plainclothes Police Constable	\$ 112,606.03	\$686.42
HAWCO	BERNARD THOMAS	Sergeant	\$ 112,602.01	\$714.50
LOVE	ALLEN ROBERT	Sergeant	\$ 112,583.34	\$701.67
WHELER	KATHERINE ANNE	Police Constable	\$ 112,581.72	\$677.27
SPRIGGS	BRETT HAROLD	Plainclothes Police Constable	\$ 112,575.97	\$686.68
TAIT	SCOTT JOHN	Plainclothes Police Constable	\$ 112,543.61	\$685.20
CRICHTON	NORMAN	Sergeant	\$ 112,541.03	\$717.06
FISHER	BRADLEY	Sergeant	\$ 112,532.37	\$715.78
MORRISON	MICHELLE YVETTE	Plainclothes Police Constable	\$ 112,518.26	\$700.32
BHATHAL	HARJEET SINGH	Police Constable	\$ 112,501.22	\$662.93
BACHLY	CHRISTOPHER DAVID	Sergeant	\$ 112,499.14	\$701.67
REID	KYLE THOMAS	Plainclothes Police Constable	\$ 112,497.15	\$686.42
NAIR	SAJEEV	Plainclothes Police Constable	\$ 112,495.51	\$686.42
TILLSLEY	JOHN	Detective	\$ 112,490.50	\$717.06

APPENDIX B

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
KERNOHAN	SUZANNE	Detective	\$ 112,486.27	\$717.06
MARTIN	PAUL GEORGE	Plainclothes Police Constable	\$ 112,478.66	\$686.42
HOUSTON	JEANETTE MARIE	Compensation and Benefits Analyst	\$ 112,460.69	\$825.49
SCHETTINI	ANTHONY	Detective	\$ 112,458.84	\$717.06
DUNCAN	MELISSA JOY	Plainclothes Police Constable	\$ 112,450.61	\$686.42
LOU	BING YU	Plainclothes Police Constable	\$ 112,448.30	\$686.42
WILLIAMS	DEIRDRE ELIZABETH	Board Administrator	\$ 112,427.15	\$280.88
ROBINSON	ANDREW CHARLES	Police Constable	\$ 112,421.15	\$675.34
MA	YU PAU (SYDNEY)	Plainclothes Police Constable	\$ 112,409.66	\$678.70
ROSS	WILLIAM	Police Constable	\$ 112,405.43	\$684.37
COWL	LAWRENCE	Sergeant	\$ 112,399.36	\$717.06
SPURLING	PETER	Sergeant	\$ 112,387.98	\$292.08
LALLA	LESTER ROYSON	Plainclothes Police Constable	\$ 112,384.63	\$686.42
WOODS	GARY	Sergeant	\$ 112,372.15	\$695.77
SHYMCHONAK	ANDREI	Police Constable	\$ 112,367.51	\$669.95
GENOVY	SHAUN	Detective	\$ 112,357.32	\$717.06
WALLACE	PETER	Sergeant	\$ 112,356.88	\$701.67
MOREIRA	JOHN	Detective	\$ 112,355.86	\$717.06
QUIJADA-MANCIA	JUAN CARLOS	Sergeant	\$ 112,348.59	\$701.67
RAMOS	LERMY	Assistant Manager of Accounting	\$ 112,346.91	\$823.35
LUCHETTA	MARK	Police Constable	\$ 112,341.40	\$646.97
PRICE	TIMOTHY JOHN	Police Constable	\$ 112,339.52	\$669.95
MORAES	TIMOTHY	Plainclothes Police Constable	\$ 112,301.37	\$693.44
SCOTT	PRESTON WAYNE	Plainclothes Police Constable	\$ 112,288.34	\$678.70
SO	CHRISTOPHER STUART	Plainclothes Police Constable	\$ 112,285.54	\$686.42
RADFORD	BARRY	Detective	\$ 112,276.53	\$717.06
MCDONALD	SPENCER MATTHEW	Detective	\$ 112,264.95	\$701.67
MACDUFF	JEFFERY JOHN	Sergeant	\$ 112,257.45	\$701.67
AWAD	ASHRAF SAMIR	Sergeant	\$ 112,251.31	\$701.67
POP	IAN	Plainclothes Police Constable	\$ 112,245.44	\$686.81
TUCKER	BRIAN DOUGLAS	Senior Technical Analyst	\$ 112,213.86	\$280.88
HOLLYWOOD	NEIL	Plainclothes Police Constable	\$ 112,206.08	\$693.44
HUTCHEON	WILLIAM	Detective	\$ 112,203.99	\$717.06
HIND	D'ARCY LIAM	Police Constable	\$ 112,193.69	\$682.76
HOLMES	JOHN	Sergeant	\$ 112,189.51	\$717.06
DAWSON	KEITH	Sergeant	\$ 112,177.11	\$717.06
RICHARDSON	ANDREW	Sergeant	\$ 112,172.51	\$614.12
MARTSENYUK	VADYM	Police Constable	\$ 112,161.79	\$662.93
POOLE	CANDICE JENNIFER	Police Constable	\$ 112,154.36	\$662.93
GIESCHE	CHAD ALLEN	Plainclothes Police Constable	\$ 112,123.73	\$686.42
KERR	SAMUEL WILLIAM	Police Constable	\$ 112,116.80	\$684.37
WINTER	JOHN	Sergeant	\$ 112,098.96	\$717.06
MCGHEE	MICHAEL	Sergeant	\$ 112,095.02	\$708.56
TURZA	JANICE	Sergeant	\$ 112,090.67	\$717.06
CERESOLI	MAURIZIO	Plainclothes Police Constable	\$ 112,078.44	\$686.42
O'BRIEN	SEAN	Sergeant	\$ 112,077.65	\$717.06
DUFFY	MARJORIE ARLEEN	Sergeant	\$ 112,075.27	\$708.56
TUPLING	ANN-MARIE	Detective	\$ 112,049.35	\$708.56
SAMSON	JEREMY CALVIN	Plainclothes Police Constable	\$ 112,044.89	\$674.13
VIGNA	RITA ELSA	Assistant Manager of Records Management	\$ 112,044.69	\$823.35
BENTLEY	CHRISTOPHER JOHN	Plainclothes Police Constable	\$ 112,039.26	\$686.42
MOREAU	PAUL ROBERT	Plainclothes Police Constable	\$ 112,027.49	\$686.42
GOODING	JOANNE MICHELE	Senior Administrator Civilian Recruitment	\$ 112,021.88	\$823.35
SMITH	ROHAN ALEXANDER	Police Constable	\$ 112,014.90	\$669.95
WILSON	CHRISTOPHER DAVID	Plainclothes Police Constable	\$ 112,010.03	\$661.94
BOPARA	GURWINDER	Detective	\$ 112,004.57	\$708.56
BYERS	DEREK JONATHAN	Sergeant	\$ 112,004.21	\$701.67
MORRIS	PETER NEIL	Training Constable	\$ 111,995.45	\$679.18
HARTFORD	DEBORAH	Detective	\$ 111,993.22	\$717.06
MURRAY	WILLIAM	Plainclothes Police Constable	\$ 111,991.35	\$700.32
SIMS	ANDREW MICHAEL	Police Constable	\$ 111,985.63	\$669.95
MCILWAIN	STEVEN GEORGE	Sergeant	\$ 111,978.51	\$717.06
SINCLAIR	IAN THOMAS	Plainclothes Police Constable	\$ 111,976.19	\$693.44
KOHL	BARBARA LOUISE	Detective	\$ 111,960.36	\$708.56
ROMITO	MARINO	Police Constable	\$ 111,949.92	\$669.95
MOED	JEREMY CLARK	Police Constable	\$ 111,949.00	\$669.95
GRAY	ROBERT	Sergeant	\$ 111,942.58	\$292.08
BORTOLUSS	JO-ANNE ELLEN	Police Constable	\$ 111,932.46	\$669.95
DARNLEY	STEVEN WILLIAM	Plainclothes Police Constable	\$ 111,915.32	\$686.42
MURPHY	LIAM	Sergeant	\$ 111,888.28	\$700.36
BAHULA	JAMES SIMON	Police Constable	\$ 111,886.02	\$642.32

APPENDIX B

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
CAMACHO	JOSE	Sergeant	\$ 111,874.51	\$717.06
O'DOHERTY	FRANK	Sergeant	\$ 111,863.89	\$292.08
CLAUDIO	DONALD	Police Constable	\$ 111,860.63	\$675.34
BLOWER	STUART WILLIAM	Sergeant	\$ 111,849.20	\$701.67
SEARLES	TREVOR	Sergeant	\$ 111,827.87	\$393.76
CIOFFI	MICHAEL ANTHONY	Plainclothes Police Constable	\$ 111,822.77	\$678.70
GREGORY	SANDRA	Sergeant	\$ 111,820.52	\$715.78
LEE	JAMES STANTON	Plainclothes Police Constable	\$ 111,802.33	\$681.80
VALENTINI	ENZO-LORETO	Police Constable	\$ 111,794.00	\$669.95
CHUNG	PHILIP	Detective	\$ 111,784.74	\$292.08
FRASER	SPENCER ROBERT	Plainclothes Police Constable	\$ 111,784.33	\$686.42
CENSONI	LORENZINO MICHAEL	Police Constable	\$ 111,773.72	\$662.93
EMIGH	DAVID	Sergeant	\$ 111,773.61	\$717.06
HUNT	CHRISTOPHER DAVID	Plainclothes Police Constable	\$ 111,770.31	\$678.70
CANNING	MARK	Training Constable	\$ 111,754.98	\$698.61
O'KANE	GERAID DAVID	Detective	\$ 111,750.92	\$701.67
MCCORMACK	JAMES	Detective	\$ 111,737.17	\$717.06
STRAVER	LAWRENCE	Sergeant	\$ 111,721.73	\$717.06
CAMPBELL	MARCIA	Sergeant	\$ 111,719.61	\$702.66
LOURENCO	ADAM COLIN	Plainclothes Police Constable	\$ 111,717.86	\$679.10
SHARMA	ATUL	Police Constable	\$ 111,712.07	\$662.93
SIDHU	SARBJEET KAUR	Police Constable	\$ 111,708.76	\$684.59
GRANBERG	DINO	Detective	\$ 111,704.19	\$708.56
BOYKO	JEREMY JEFFREY	Sergeant	\$ 111,691.36	\$701.67
HILDEBRAND	SHAUN CHRISTOPHER	Plainclothes Police Constable	\$ 111,669.80	\$686.42
BARDGETT	JAMES FRANCIS	Police Constable	\$ 111,668.43	\$684.37
KERR	KYLE	Detective	\$ 111,657.58	\$717.06
PERSICHETTI	DONATO	Plainclothes Police Constable	\$ 111,636.66	\$680.93
HORNBY	GREGORY ALLEN	Police Constable	\$ 111,623.59	\$676.70
HEWSON	KENT	Sergeant	\$ 111,609.49	\$717.06
DAOUST	MICHAEL-LEE DENIS-PAUL	Plainclothes Police Constable	\$ 111,607.92	\$686.42
OUELLETTE	DAVID MARK	Plainclothes Police Constable	\$ 111,599.80	\$686.42
BORG	SUSANNE JOSEPHENE	Plainclothes Police Constable	\$ 111,590.98	\$686.68
SABADICS	KIMBERLY JOAN	Police Constable	\$ 111,585.50	\$684.37
BANYAEM	SANTI	Police Constable	\$ 111,571.79	\$663.97
ZUBAIR	MOHAMMAD	Police Constable	\$ 111,561.76	\$678.14
KEEFER	JASON YVON	Plainclothes Police Constable	\$ 111,559.90	\$686.42
BOKALO	NIKOLAJ	Plainclothes Police Constable	\$ 111,555.09	\$700.32
DOUGLAS	JEFFREY	Sergeant	\$ 111,513.66	\$717.06
KLINE	STEPHEN ROBERT	Police Constable	\$ 111,491.70	\$662.93
LAWSON	ANTHONY	Sergeant	\$ 111,487.33	\$708.56
MCCUTCHEON	DOUGLAS	Detective	\$ 111,483.85	\$292.08
MIRANDA	EDUARDO CANDIDO	Plainclothes Police Constable	\$ 111,470.41	\$686.42
MOREHOUSE	RITA	Sergeant	\$ 111,465.91	\$433.74
STEVENSON	SHANE	Sergeant	\$ 111,451.82	\$708.56
MCCABE	ANASTASIA PAULINE	Plainclothes Police Constable	\$ 111,449.02	\$673.21
COYNE	PATRICK KEVIN	Plainclothes Police Constable	\$ 111,433.32	\$678.70
SCRIVEN	PATRICK	Sergeant	\$ 111,433.21	\$717.06
WELLER	RICHARD ANTHONY	Plainclothes Police Constable	\$ 111,399.00	\$693.44
KRAWCZYK	PAUL THOMAS	Detective	\$ 111,366.20	\$276.69
WYNNE	TRAVERS	Sergeant	\$ 111,353.51	\$717.06
HEUGHAN	DONALD	Plainclothes Police Constable	\$ 111,339.38	\$700.32
JONES	THOMAS	Plainclothes Police Constable	\$ 111,337.13	\$637.36
LIPKUS	ANDREW BRADLEY	Plainclothes Police Constable	\$ 111,335.10	\$686.42
MOXAM	DARREN KENNETH	Detective	\$ 111,334.46	\$701.67
SOMERS	CRAIG ALLAN	Sergeant	\$ 111,326.26	\$701.67
HUGHES	TRUDY	Detective	\$ 111,314.01	\$377.92
HOELLER	CHRISTOPHER ALEXANDER	Plainclothes Police Constable	\$ 111,311.80	\$678.70
CARTER	DALE	Sergeant	\$ 111,296.09	\$717.06
LAWSON	NICHOLAS WILLIAM	Police Constable	\$ 111,281.56	\$662.93
DIVIESTI	TONY	Sergeant	\$ 111,271.42	\$717.06
LATINCIC	DANIEL	Police Constable	\$ 111,244.42	\$662.06
HAYES	ROY EDWARD	Plainclothes Police Constable	\$ 111,238.04	\$700.32
MOI	NATALIE BOBO	Police Constable	\$ 111,229.49	\$669.95
WHITE	PAUL	Sergeant	\$ 111,222.51	\$717.06
MEECH	RAYMOND JOHN	Sergeant	\$ 111,204.51	\$292.08
KOSTIUK	MICHAEL	Police Constable	\$ 111,197.58	\$681.27
STOICA	TIBERIU NICULII	Police Constable	\$ 111,175.91	\$658.58
KNOBLAUCH	KEITH PERCY	Police Constable	\$ 111,175.69	\$676.70
FERNANDES	MICHAEL FREITAS	Police Constable	\$ 111,167.82	\$662.93
AUCLAIR	JANE MARILYN	Sergeant	\$ 111,164.33	\$480.96

APPENDIX B

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
MACKRELL	JAMES MURRAY	Police Constable	\$ 111,162.70	\$661.19
KORAC	PAUL LOUIS	Plainclothes Police Constable	\$ 111,158.70	\$686.42
KLEIN-HORSMAN	BRIAN	Police Constable	\$ 111,157.19	\$662.93
YARMOLUK	DAVID GEORGE	Sergeant	\$ 111,155.91	\$708.56
HOLLAND	MARK LEWIS	Plainclothes Police Constable	\$ 111,155.87	\$686.42
SANDFORD	ROBERT	Sergeant	\$ 111,142.83	\$717.06
BRESSE	JEAN	Police Constable	\$ 111,137.22	\$526.21
CHUNG	RYAN ANTHONY	Sergeant	\$ 111,134.37	\$678.95
HEDGEMAN	CORY MICHAEL	Plainclothes Police Constable	\$ 111,117.87	\$676.05
MCBRIDE	RAYMOND DOUGLAS	Plainclothes Police Constable	\$ 111,112.42	\$685.20
MACKINNON	RICHARD JAMES	Plainclothes Police Constable	\$ 111,107.93	\$686.42
MOYER	JEFFREY	Sergeant	\$ 111,104.79	\$717.06
JOSEPH	TREVOR JOHN	Police Constable	\$ 111,089.57	\$669.95
GREEN	JOHN	Detective	\$ 111,073.83	\$717.06
BROADFOOT	ALEXANDER	Sergeant	\$ 111,071.46	\$715.78
REZVANI	SEYED ALI	Police Constable	\$ 111,059.79	\$662.93
COSTELLO	PATRICK WILLIAM	Police Constable	\$ 111,056.45	\$662.93
SLOAN	CHRISTOPHER STUART	Sergeant	\$ 111,049.38	\$701.67
ESKEN	INDREK	Detective	\$ 111,035.74	\$717.06
BEAULAC	SACHA LUCY	Plainclothes Police Constable	\$ 111,034.87	\$673.82
LEARY	DEREK WILLIAM	Police Constable	\$ 111,030.79	\$672.75
D'SOUZA	RYAN ASHLEY	Police Constable	\$ 111,026.63	\$250.62
WATKINS	KERRY	Detective	\$ 111,023.11	\$717.06
SAPSFORD	IAN DOUGLAS	Police Constable	\$ 111,017.25	\$669.95
PHILLIPS	ADAM MARSHALL	Police Constable	\$ 110,990.87	\$662.93
COWAN	JAMES	Sergeant	\$ 110,973.53	\$717.06
REED-PYEFINCH	JENNIFER CHRISTINE	Police Constable	\$ 110,962.27	\$682.76
DONISON	KIM	Police Constable	\$ 110,942.00	\$684.37
DENNIS	AARON	Sergeant	\$ 110,930.09	\$701.67
COPAT	LUIGI	Plainclothes Police Constable	\$ 110,906.40	\$700.32
DUCKWORTH	SCOTT	Sergeant	\$ 110,901.27	\$717.06
PHILIPSON	GRAEME	Sergeant	\$ 110,892.81	\$708.56
DUBE	DAVID	Sergeant	\$ 110,882.81	\$717.06
PARSRAM	RAMESH BRIAN	Sergeant	\$ 110,882.75	\$708.56
HOLLINGSHEAD	RICHARD WARREN	Plainclothes Police Constable	\$ 110,880.09	\$700.32
BISHOP	ALLAN SCOTT	Plainclothes Police Constable	\$ 110,866.35	\$686.42
THOMPSON	MICHAEL ALLISTER	Plainclothes Police Constable	\$ 110,866.25	\$678.70
SCHOCH	RICHARD AUGUSTIN	Detective	\$ 110,861.71	\$701.67
MACDONELL	SUSAN	Sergeant	\$ 110,859.76	\$717.06
GIBB	LOUIS	Sergeant	\$ 110,840.95	\$717.06
SKINNER	KELLY SIMONE	Detective	\$ 110,840.67	\$701.67
LOUCKS	CORINA MICHELLE	Plainclothes Police Constable	\$ 110,837.57	\$686.42
PALERMO	CARMINE	Sergeant	\$ 110,836.67	\$717.06
MACDONALD	SCOTT JOHN	Plainclothes Police Constable	\$ 110,823.13	\$686.42
BRYAN	CHARLOTTE ANN	Plainclothes Police Constable	\$ 110,822.28	\$684.34
KLIMTSCHUCK	JOSEPH CHRISTIAN	Plainclothes Police Constable	\$ 110,743.91	\$686.42
JUDD	RICHARD ANDREW	Plainclothes Police Constable	\$ 110,742.59	\$686.42
DE ZILVA	MICHAEL BRIAN	Plainclothes Police Constable	\$ 110,731.77	\$686.42
KUZNETSOV	SERGIY ANATOLYOVICH	Police Constable	\$ 110,729.87	\$665.53
MCKAY	CARYN	Sergeant	\$ 110,714.52	\$717.06
GODDARD	GLENN PATRICK	Police Constable	\$ 110,712.74	\$669.95
TROTMAN	KENNETH	Sergeant	\$ 110,701.96	\$717.06
MOSTOWSKI	MAREK	Plainclothes Police Constable	\$ 110,695.38	\$686.42
ROONEY	NIGEL PATRICK	Police Constable	\$ 110,694.79	\$682.76
JANES	GARY AMBROSE	Plainclothes Police Constable	\$ 110,692.56	\$686.68
GEORGOPOULOS	KEVIN	Plainclothes Police Constable	\$ 110,656.03	\$686.42
ROSS	KEITH	Plainclothes Police Constable	\$ 110,655.96	\$694.69
MCGARRY	WILLIAM MICHAEL	Detective	\$ 110,645.52	\$708.56
BISHOP	LEONA	Sergeant	\$ 110,639.84	\$717.06
ROSS	CAMERON STEPHEN	Police Constable	\$ 110,629.24	\$662.93
URBANIAK	THOMAS	Sergeant	\$ 110,613.97	\$717.06
DISALVO	SHARON	Sergeant	\$ 110,609.34	\$711.97
HEUGHAN	DEBORAH	Police Constable	\$ 110,598.17	\$684.37
DHINGRA	RAJEEV	Police Constable	\$ 110,586.25	\$662.93
POLAK	BRANDON VICTOR	Plainclothes Police Constable	\$ 110,582.89	\$686.42
MONAGHAN	THERESA	Sergeant	\$ 110,560.21	\$717.06
PAUL	MOHIT	Plainclothes Police Constable	\$ 110,553.53	\$671.53
BRADBURY	SCOTT GORDON	Detective	\$ 110,535.99	\$701.67
LANDRY	JOEL CHRISTIAN	Plainclothes Police Constable	\$ 110,534.44	\$686.42
BABINEAU	JARED MICHAEL	Sergeant	\$ 110,534.12	\$701.67
FERRIS	MANIE THERESE	Plainclothes Police Constable	\$ 110,531.28	\$686.42

APPENDIX B

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
RICHARDSON	SHEILA ANN	Sergeant	\$ 110,527.63	\$292.08
MENARD	JOHN PHILLIP	Detective	\$ 110,510.82	\$701.67
RECTOR	JASON ANTHONY	Plainclothes Police Constable	\$ 110,505.49	\$683.30
ASTOLFO	ROBERT	Police Constable	\$ 110,501.36	\$400.05
LIMA	RODNEY JAMES	Plainclothes Police Constable	\$ 110,472.97	\$686.42
TAIT	KEITH HAMILTON	Police Constable	\$ 110,463.42	\$684.37
DOUGLAS	STEPHEN MICHAEL	Plainclothes Police Constable	\$ 110,457.77	\$686.42
MIRZA	SHAHRUKH	Police Constable	\$ 110,455.56	\$658.58
FERRIS	KEVIN	Sergeant	\$ 110,452.50	\$717.06
ARMSTRONG	DAVID LAWRENCE	Patrol Supervisor	\$ 110,448.42	\$616.46
HEADLEY	CHRISTINE	Senior Operations Supervisor	\$ 110,426.74	\$713.15
BARCLAY	TAMMY LYNN	Police Constable	\$ 110,425.52	\$669.95
KALDIS	GEORGE	Sergeant	\$ 110,415.74	\$717.06
WHITE	KEVIN	Sergeant	\$ 110,415.70	\$717.06
SHAW	DAVID JOHN	Sergeant	\$ 110,410.00	\$708.56
FALLIS	ROBERT	Plainclothes Police Constable	\$ 110,398.64	\$699.28
DODDS	LESLIE GRAHAM	Plainclothes Police Constable	\$ 110,388.49	\$686.42
GANJ	ARRAN	Police Constable	\$ 110,371.04	\$662.93
KENNEDY	CHRISTOPHER	Police Constable	\$ 110,358.58	\$676.70
BARREIRA	NELSON	Plainclothes Police Constable	\$ 110,358.05	\$686.42
MARTIN	JOSEPH JEAN	Sergeant	\$ 110,350.54	\$713.86
PETRIE	KYLE JOHNATHON	Sergeant	\$ 110,344.35	\$701.67
COROGHLY	KHALID MOHAMMED	Plainclothes Police Constable	\$ 110,337.43	\$678.70
DUNLOP	JAMES MICHAEL	Plainclothes Police Constable	\$ 110,318.66	\$681.54
WHITE	BARRY	Detective	\$ 110,316.10	\$715.78
DAVEY	THOMAS	Sergeant	\$ 110,314.41	\$717.06
WARRENER	ROBERT JOSEPH	Plainclothes Police Constable	\$ 110,299.61	\$686.42
MIU	WAI-SANG	Detective	\$ 110,299.33	\$717.06
GHAZARIAN	HAMAYAK	Police Constable	\$ 110,298.67	\$662.93
SINGH	RAMINDARJIT SINGH	Police Constable	\$ 110,294.00	\$662.93
JIRI	GEORGE	Plainclothes Police Constable	\$ 110,290.85	\$686.42
FENTON	JASON ROBERT	Police Constable	\$ 110,289.81	\$669.95
PHOON	NEWTON CHUN	System Administrator	\$ 110,279.78	\$705.86
SURPHLIS	DOUGLAS	Sergeant	\$ 110,261.95	\$717.06
LISKA	DAVID VICTOR	Police Constable	\$ 110,258.84	\$669.95
BOLDUC	KEVIN VICTOR	Plainclothes Police Constable	\$ 110,255.24	\$686.42
CARTER	SCOTT	Detective	\$ 110,244.61	\$717.06
MCASKILL	MELINDA JEAN	Sergeant	\$ 110,244.21	\$701.67
MCGRADE	PATRICK	Detective	\$ 110,239.95	\$717.06
ROZARIO	CONRAD GEORGE	Plainclothes Police Constable	\$ 110,237.47	\$686.42
CAMERON	ALAN	Plainclothes Police Constable	\$ 110,222.87	\$700.32
VENN	JOANNE MICHELE	Sergeant	\$ 110,213.54	\$712.59
POWELL	DANIEL JAMES	Detective	\$ 110,212.29	\$717.06
KEVEZA	RYAN MATHEW	Plainclothes Police Constable	\$ 110,205.36	\$678.70
BATES	TIMOTHY BRIAN	Sergeant	\$ 110,205.19	\$717.06
SKINNER	RONALD GARY	Detective	\$ 110,190.91	\$717.06
EVANS	JACQUELINE	Sergeant	\$ 110,190.45	\$402.26
HUNTE	KAREN	Sergeant	\$ 110,178.94	\$708.56
ROBB	PAUL GEORGE	Plainclothes Police Constable	\$ 110,173.12	\$686.42
JAMES	RITA ANNE	Police Constable	\$ 110,171.36	\$669.95
FRASER	SIMON	Sergeant	\$ 110,171.07	\$717.06
IMRIE	THOMAS ALLEN	Detective	\$ 110,168.82	\$701.67
WARNER	RUTH	Detective	\$ 110,158.17	\$708.56
HUGHSON	REGINALD GUY	Plainclothes Police Constable	\$ 110,156.09	\$693.44
BRYCE	ROBERT FRANCIS	Sergeant	\$ 110,148.86	\$717.06
LALL	LALLMAN	Parking Enforcement Officer	\$ 110,148.64	\$595.54
NOVINC	BRANKO	Sergeant	\$ 110,127.02	\$717.06
SMITH	RAYMOND ERNEST	Project Leader	\$ 110,121.09	\$303.15
WONG	WAN-HOI	Police Constable	\$ 110,103.23	\$684.37
ZIMMERMAN	LAWRENCE	Sergeant	\$ 110,085.92	\$717.06
MANHERZ	JOEL NICHOLAS	Plainclothes Police Constable	\$ 110,083.01	\$686.42
KNILL	GRAHAM KENNETH	Plainclothes Police Constable	\$ 110,079.83	\$686.42
STOCKFISH	JOHN RICHARDSON	Sergeant	\$ 110,077.72	\$701.67
CRAIG	SCOTT	Sergeant	\$ 110,051.85	\$717.06
EVANS	BART	Sergeant	\$ 110,049.10	\$717.06
WILLIAMS	CAROL	Sergeant	\$ 110,042.31	\$717.06
CHELLEW	STEPHEN	Sergeant	\$ 110,030.37	\$717.06
ANTONELLI	GIANPIERO	Plainclothes Police Constable	\$ 110,009.10	\$687.86
GRIERSON	MICHAEL	Detective	\$ 110,007.17	\$711.97
MINOR	DOUGLAS ALLAN	Sergeant	\$ 109,995.11	\$708.56
CHOURYGUINE	DMITRY	Plainclothes Police Constable	\$ 109,993.38	\$678.70

APPENDIX B

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
SATTZ	STEVEN	Sergeant	\$ 109,989.08	\$717.06
BONCARDO	PETER JOHN	Police Constable	\$ 109,985.99	\$675.19
GOUGH	JEFFREY MICHAEL	Police Constable	\$ 109,983.73	\$237.95
WILSON	TIMOTHY	Detective	\$ 109,978.54	\$708.56
SAMUELS	ROBERT	Sergeant	\$ 109,975.23	\$717.06
ST JEAN	DUANE MARVIN	Police Constable	\$ 109,973.06	\$669.95
MACDONALD	HECTOR MURDO	Police Constable	\$ 109,966.20	\$676.05
SKREPNEK	ERIC	Police Constable	\$ 109,966.05	\$662.93
BURKHOLDER	HERBERT	Sergeant	\$ 109,942.90	\$717.06
LECK	DAVID	Sergeant	\$ 109,930.33	\$717.06
RANTISI	ADAM MICHEAL	Police Constable	\$ 109,921.77	\$654.23
VILLERS	SCOTT CHARLES	Police Constable	\$ 109,921.24	\$675.44
SMITH	JOHN GRAY	Police Constable	\$ 109,901.92	\$662.93
GLEN	CAROLINE	Detective	\$ 109,900.90	\$711.97
MANSERRA	DAVID JAMES	Police Constable	\$ 109,895.47	\$662.93
WADDELL	MARK GRANT	Plainclothes Police Constable	\$ 109,885.87	\$686.42
CHAPMAN	KAREN	Detective	\$ 109,885.72	\$701.67
BEARD	BENJAMIN JAMES	Plainclothes Police Constable	\$ 109,875.56	\$686.42
BERCHARD	RENNIE	Detective	\$ 109,870.57	\$717.06
OLIVER	PAUL	Detective	\$ 109,862.33	\$717.06
HAGSHENAS	EHSAN	Police Constable	\$ 109,849.76	\$658.58
URKOSKY	BRIAN WILLIAM	Sergeant	\$ 109,842.26	\$701.67
ADAMSON	JAMES GRAHAM	Sergeant	\$ 109,833.87	\$717.06
CLARK	NANCY PATRICIA	Communications Operator	\$ 109,828.56	\$634.42
MITCHELL	JODI LYNN	Plainclothes Police Constable	\$ 109,825.21	\$590.76
MCKAY	EDWARD	Sergeant	\$ 109,823.62	\$292.08
FOX	JAMES	Sergeant	\$ 109,812.75	\$717.06
VANDENBERG	CAROLYN	Sergeant	\$ 109,810.30	\$710.42
KATAFIGIOTIS	CONSTANTINE	Plainclothes Police Constable	\$ 109,809.76	\$686.42
HENDRICKS	KEITH	Detective	\$ 109,795.00	\$717.06
DEMIAN	HIBA JOSEPH	Parking Enforcement Officer	\$ 109,794.69	\$170.56
MOYNAGH	ROBERT	Police Constable	\$ 109,793.33	\$684.37
FORDE	ROGER ANTHONY	Sergeant	\$ 109,792.44	\$701.67
JOKAKELIAN	RAZMIKE AVEDIKE	Police Constable	\$ 109,788.50	\$669.95
TUGHAN	MICHAEL PATRICK	Plainclothes Police Constable	\$ 109,788.44	\$686.42
TREUSCH	JEFFREY EDWARD	Sergeant	\$ 109,782.31	\$705.76
SHAW	WILLIAM	Plainclothes Police Constable	\$ 109,779.96	\$700.32
NOSWORTHY	JUDY	Detective	\$ 109,776.35	\$402.26
SILVA	ELOI BRUM	Police Constable	\$ 109,761.93	\$662.93
SEREMETKOVSKI	KATHLIN	Sergeant	\$ 109,759.90	\$698.82
BURNSIDE	SEAN KELLY	Police Constable	\$ 109,757.88	\$662.93
FYNES	BRONAGH MARIA	Detective	\$ 109,755.56	\$701.67
YOUNG	DEREK	Detective	\$ 109,752.05	\$717.06
CHARUK	MARK	Detective	\$ 109,738.24	\$717.06
MARTIN	RUDOLF	Detective	\$ 109,731.56	\$669.84
GOUDIE	ROBERT RANDALL	Sergeant	\$ 109,714.49	\$708.56
REGAN	GAIL	Detective	\$ 109,701.23	\$284.51
RIEGERT	CHRISTOPHER ANDREW	Police Constable	\$ 109,699.83	\$658.58
SYBYDLO	BOHDAN	Plainclothes Police Constable	\$ 109,697.25	\$700.32
HUMENIUK	JUSTYN DAVID	Plainclothes Police Constable	\$ 109,685.56	\$686.42
GREWAL	DHARMENDRA SINGH	Police Constable	\$ 109,683.67	\$685.20
PHELPS	JOHN	Detective	\$ 109,673.86	\$717.06
BURRY	SHAWN CECIL	Detective	\$ 109,669.46	\$701.67
OSBORNE	KEITH THOMAS	Plainclothes Police Constable	\$ 109,667.05	\$678.70
POULIMENOS	WILLIAM DEMETRE	Plainclothes Police Constable	\$ 109,665.46	\$678.70
VENDRAMINI	LUIGI	Sergeant	\$ 109,661.56	\$717.06
MCCORMACK	INKERI HELENA	Sergeant	\$ 109,656.31	\$717.06
RACETTE	ALLAN ROGER	Plainclothes Police Constable	\$ 109,650.94	\$678.70
HOFFMAN	GREGORY RODNEY	Plainclothes Police Constable	\$ 109,647.09	\$678.49
SUTCLIFFE	DARRIN HERBERT	Sergeant	\$ 109,644.49	\$717.06
NEVILL	STEPHEN	Detective	\$ 109,634.01	\$654.10
HARRISON	KEITH ISSAC	Police Constable	\$ 109,633.14	\$662.93
ELDRIDGE	REGINALD	Sergeant	\$ 109,619.76	\$717.06
LING	JONATHAN	Detective	\$ 109,618.36	\$717.06
POWELL	CATHY VERONICA	Sergeant	\$ 109,617.37	\$701.67
SCHUEDER	MARK	Detective	\$ 109,600.26	\$717.06
TAYLOR	ANDREW JAMES	Detective	\$ 109,598.84	\$701.41
MACKAY	SHARI PATRICIA	Sergeant	\$ 109,597.73	\$701.67
RAMPERSAD	STEVEN	Police Constable	\$ 109,596.24	\$669.95
TRITES	CHRISTOPHER	Sergeant	\$ 109,588.21	\$710.11
MCGRADY	KATHRYN	Sergeant	\$ 109,586.84	\$292.08

APPENDIX B

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
BRUZZESE	DOMENICO D.	Sergeant	\$ 109,576.55	\$717.06
ALAGURAS	VIJEYAKUMAR	Parking Enforcement Officer	\$ 109,575.04	\$595.54
DURRAN	NED	Police Constable	\$ 109,566.18	\$669.95
MARCHIS	SERENA JANE	Police Constable	\$ 109,546.76	\$662.93
MURRAY	KAREN PATRICIA	Training Constable	\$ 109,543.32	\$370.16
JITTA	ROBERT LYNDON	Plainclothes Police Constable	\$ 109,541.82	\$685.46
BENOIT	JASON REGIS	Plainclothes Police Constable	\$ 109,529.67	\$686.42
HOCHRADL-ZORKO	STEPHANIE	Detective	\$ 109,508.60	\$708.56
BERNOBIC	KEVIN	Police Constable	\$ 109,505.86	\$662.93
MCINNIS	JESSICA MICHELLE	Sergeant	\$ 109,500.78	\$701.67
DOMINELLI	VITTORIO SALVATORE	Police Constable	\$ 109,498.96	\$662.93
HO	JOSEPH CHOA	Plainclothes Police Constable	\$ 109,497.72	\$693.44
TANNAHILL	DARLA	Sergeant	\$ 109,488.64	\$409.50
STEWART	TINA MARIE	Detective	\$ 109,488.00	\$717.06
WEST	MICHAEL ADAM	Plainclothes Police Constable	\$ 109,481.38	\$679.01
PERSAUD	RAJENDRA	Police Constable	\$ 109,475.14	\$669.95
SMITH	JASON SEAN	Police Constable	\$ 109,474.14	\$669.95
YEANDLE	MARK	Sergeant	\$ 109,466.37	\$717.06
BOYD	ANDREW	Police Constable	\$ 109,461.02	\$669.95
JOHNSON	DAVID EDWARD	Detective	\$ 109,459.22	\$708.56
GOUTHRO	CRAIG JOSEPH	Sergeant	\$ 109,450.77	\$708.56
OSMANAJ	ARDIT	Police Constable	\$ 109,447.66	\$662.93
LAPENSEE	SYLVAIN AURELE	Plainclothes Police Constable	\$ 109,446.17	\$686.42
WHITE	DANIEL CAMPBELL	Police Constable	\$ 109,444.86	\$662.93
GRAHAM	LEE MICHAEL	Sergeant	\$ 109,442.13	\$717.06
VANDENBRINK	HENDRIK	Sergeant	\$ 109,438.25	\$717.06
MAC	OVID RUBEN	Police Constable	\$ 109,432.34	\$669.95
ADAM	MICHAEL JASON	Sergeant	\$ 109,422.74	\$701.67
NIJAR	HARJIT SINGH	Sergeant	\$ 109,420.78	\$701.67
TOWNLEY	DARREN	Sergeant	\$ 109,418.11	\$708.56
ROZICH	SAMANTHA MILDRED	Sergeant	\$ 109,417.40	\$708.56
ROSS	MATTHEW DOUGLAS	Plainclothes Police Constable	\$ 109,413.24	\$678.70
CRAGHILL	DAVID	Sergeant	\$ 109,406.86	\$717.06
SUTTON	DANIEL	Sergeant	\$ 109,391.30	\$717.06
WEST	LEE ANN	Police Constable	\$ 109,377.58	\$686.42
CROWLEY	JANINE	Detective	\$ 109,372.20	\$717.06
SONDHI	SANJAY	Police Constable	\$ 109,368.61	\$685.81
NEI	NICHOLAS SHANG-LIN	Detective	\$ 109,356.67	\$701.67
MYERS	MILTON	Sergeant	\$ 109,342.93	\$292.08
DEMOE	KEVIN	Detective	\$ 109,331.90	\$717.06
WILLIAMSON	CHARLES	Training Constable	\$ 109,328.25	\$275.34
EDWICKER	ALEXIS GRACE	Detective	\$ 109,322.95	\$701.67
SORGO	ROY	Detective	\$ 109,318.98	\$717.06
LAKEY	WAYNE	Sergeant	\$ 109,308.51	\$710.11
CORRA	DALE	Sergeant	\$ 109,308.38	\$711.97
ROMAIN	JEAN-BERNARD	Sergeant	\$ 109,301.93	\$710.11
VANSPALL	GREGORY PATRICK	Police Constable	\$ 109,289.82	\$662.93
NIMMO	RICHARD JAMES	Sergeant	\$ 109,288.45	\$701.67
NICKSON	MICHAEL JAMES	Police Constable	\$ 109,275.30	\$676.46
MCGIVERN	MICHAEL GEORGE	Sergeant	\$ 109,273.20	\$717.06
GINN	DAVID	Plainclothes Police Constable	\$ 109,267.15	\$700.32
HAINES	DAVID PAUL	Sergeant	\$ 109,258.84	\$701.67
DEWSNAP	JAMIE DUNCAN	Plainclothes Police Constable	\$ 109,256.73	\$686.42
HEARD	JASON MARK	Plainclothes Police Constable	\$ 109,254.50	\$686.42
ALBERGA	PASQUALE	Plainclothes Police Constable	\$ 109,238.05	\$686.42
WORRELL	PHILIP	Sergeant	\$ 109,236.01	\$708.56
POCZAK	LISA	Detective	\$ 109,232.86	\$708.56
RAHIM	KAMAL SEAN	Plainclothes Police Constable	\$ 109,228.93	\$686.42
ROWSOME	RICHARD DAVID	Sergeant	\$ 109,225.14	\$701.67
SOUSA-GUTHRIE	JONI	Sergeant	\$ 109,218.54	\$283.58
REDIGONDA	RICHARD	Sergeant	\$ 109,216.23	\$717.06
SANSON	CHERYL-ANNE	Detective	\$ 109,215.94	\$717.06
LANGFORD	CHRISTAIN TREVOR	Police Constable	\$ 109,157.88	\$665.53
STAPLETON	BRADLEY THOMAS	Detective	\$ 109,154.94	\$701.67
ADACH	EDWARD HIERONIM	Detective	\$ 109,152.49	\$717.06
MCCARTHY	KRISTOPHER RYAN	Sergeant	\$ 109,146.39	\$701.67
KIM	SIN-JOONG SIN	Plainclothes Police Constable	\$ 109,138.21	\$675.44
LAZARUS	TERRENCE ANTHONY	Plainclothes Police Constable	\$ 109,130.60	\$679.71
HAITZER	GARY	Sergeant	\$ 109,130.55	\$370.78
WILLIAMS	IAN	Senior Intelligence Analyst	\$ 109,120.44	\$257.75
HARRIS	KIMBERLEY ANN	Plainclothes Police Constable	\$ 109,111.61	\$261.44

APPENDIX B

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
WELSH	JONATHAN CLAYTON	Plainclothes Police Constable	\$ 109,104.52	\$679.10
TATTERSALL	MICHAEL EASTWOD	Plainclothes Police Constable	\$ 109,101.69	\$674.22
ELLIS	GEOFFREY WILLIAM	Plainclothes Police Constable	\$ 109,087.62	\$678.49
MCGOVERN	MICHAEL PATRICK	Senior Analyst	\$ 109,085.30	\$280.88
TINNEY	HARLEN	Sergeant	\$ 109,083.54	\$705.05
CARL	GEORGE WILLIAM	Police Constable	\$ 109,075.69	\$684.37
MATHIEU	MELANIE JANE	Plainclothes Police Constable	\$ 109,073.05	\$686.42
OZRETIC	NICOLE MICHELLE	Plainclothes Police Constable	\$ 109,072.97	\$678.70
BATOR	ANDREW ISTVAN	Sergeant	\$ 109,066.06	\$717.06
WHITLEY	PAUL WILLIAM	Plainclothes Police Constable	\$ 109,064.55	\$678.70
WALKER	DAVID	Plainclothes Police Constable	\$ 109,063.11	\$668.84
GOLDSMITH	ERIC CHARLES	Detective	\$ 109,062.98	\$701.93
STEVENS	JOHN	Sergeant	\$ 109,060.72	\$717.06
WALLI	ALYKHAN AMIR	Police Constable	\$ 109,052.80	\$662.93
SCHAFHAUSER	HANS PETER	Police Constable	\$ 109,050.93	\$669.95
BARTLETT	ALAN ANDREW	Police Constable	\$ 109,042.23	\$680.68
KUMMER	TANIA CHARLENE	Plainclothes Police Constable	\$ 109,039.99	\$686.42
BENSON	RODNEY WELTON	Plainclothes Police Constable	\$ 109,031.43	\$686.42
HILBORN	LYNDA DAWN	Sergeant	\$ 109,024.29	\$713.86
KARAGAN	PANAYIOTIS NICKOLAS	Sergeant	\$ 109,006.89	\$701.67
HARNISH	MICHAEL STEVENS	Police Constable	\$ 109,004.07	\$669.95
CONNELL	DALE	Sergeant	\$ 109,003.20	\$418.00
THOMAS	LEROY	Police Constable	\$ 108,998.48	\$684.37
GREENAWAY	FIONA	Detective	\$ 108,992.46	\$292.08
DE CAIRE	JEFFREY PAUL	Police Constable	\$ 108,988.86	\$651.62
DAWSON	VICKI	Sergeant	\$ 108,973.89	\$717.06
BURNS	STEPHEN GEORGE	Sergeant	\$ 108,973.53	\$708.56
CHAPMAN	MARK	Detective	\$ 108,967.98	\$708.56
NG	YUEN	Detective	\$ 108,966.23	\$708.56
KEHLER	JASON WADE	Plainclothes Police Constable	\$ 108,963.73	\$686.42
MCKENZIE	PETER SHELDON	Plainclothes Police Constable	\$ 108,955.99	\$686.42
ALBANESE	JASON JOHN	Sergeant	\$ 108,949.00	\$701.67
ROBERTS	DEIGHTON ARTHUR	Police Constable	\$ 108,948.00	\$669.69
MACKRELL	PAUL	Detective	\$ 108,947.83	\$654.10
TRACEY	CHRISTOPHER JAMES-ALBERT	Sergeant	\$ 108,947.53	\$701.67
HEAD	STEVEN ROSS	Plainclothes Police Constable	\$ 108,947.25	\$686.42
MITCHELL	CHARLES	Sergeant	\$ 108,934.17	\$717.06
BARNHARDT	TIMOTHY MICHAEL	Police Constable	\$ 108,923.62	\$662.93
LOWE	SCOTT MARTIN	Sergeant	\$ 108,915.62	\$717.06
ESDON	JONATHAN AARON	Senior Intelligence Analyst	\$ 108,900.07	\$682.73
LIU	SHUXIN TONY	Senior Programmer	\$ 108,899.00	\$257.90
SISK	DARREN	Detective	\$ 108,892.62	\$717.06
MEISSNER	CAROL	Detective	\$ 108,880.65	\$717.06
CASCADDEN	KELLY	Sergeant	\$ 108,880.12	\$292.08
SKEETE	JUNIOR	Sergeant	\$ 108,877.46	\$292.08
LANGLOIS	MARK	Sergeant	\$ 108,871.75	\$708.56
BURKE	CHRISTOPHER JOHN	Detective	\$ 108,866.18	\$283.58
TAYLOR	MICHAEL KENNETH	Plainclothes Police Constable	\$ 108,858.86	\$678.70
MACIAS	ANTONIO DELGADO	Detective	\$ 108,857.61	\$708.56
BRAKE	MICHAEL JOSEPH	Sergeant	\$ 108,855.72	\$717.06
DUKE	BRIAN DOUGLAS	Sergeant	\$ 108,851.29	\$717.06
FURYK	ROBERT PAUL	Police Constable	\$ 108,849.34	\$662.93
NICKERSON	BRANDON RANDAL	Police Constable	\$ 108,837.68	\$654.23
HANSEN	KATHLEEN ANN	Police Constable	\$ 108,830.74	\$683.13
WOODS	DOUGLAS STEPHEN	Police Constable	\$ 108,829.84	\$669.95
OLSON	GARY ALDRED	Sergeant	\$ 108,828.57	\$717.06
BLACKLOCK	GUY	Sergeant	\$ 108,823.44	\$717.06
DRAPER	KIRSTAN GILES	Police Constable	\$ 108,820.24	\$665.53
OATLEY-WILLIS	MARK	Police Constable	\$ 108,816.98	\$684.37
TAIT	PAUL LEONARD	Police Constable	\$ 108,816.18	\$411.09
LANDRY	DARRYL JAMES	Plainclothes Police Constable	\$ 108,811.11	\$673.61
O'BRIEN	DAVID	Training Constable	\$ 108,807.80	\$700.32
SMITH	STEVEN D.	Detective	\$ 108,794.14	\$712.59
LEONARD	ANNE	Sergeant	\$ 108,791.26	\$292.08
FOX	STEVEN ANDREW	Police Constable	\$ 108,786.39	\$669.95
FISTER	MIRAN	Plainclothes Police Constable	\$ 108,781.05	\$700.32
TATONE	MAURO	Sergeant	\$ 108,778.17	\$717.06
PALMER	JOHN	Sergeant	\$ 108,773.99	\$717.06
PIKE	JAMES WAYNE	Sergeant	\$ 108,773.63	\$717.06
WOOD	NANCY	Sergeant	\$ 108,773.36	\$669.84
MOORE	KEVIN ROBERT	Police Constable	\$ 108,772.89	\$675.44

APPENDIX B

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
SUDES	MARLENE	Sergeant	\$ 108,772.83	\$717.06
SWEENIE	CAROLYN	Sergeant	\$ 108,772.66	\$717.06
SERROUL	GORDON DAVID	Sergeant	\$ 108,772.09	\$292.08
ALLISON	ELAINE HUNTER	Sergeant	\$ 108,771.97	\$717.06
REID	WAVERLEY ELAINE	Detective	\$ 108,771.82	\$717.06
MOORE	DARCY	Sergeant	\$ 108,771.26	\$717.06
MARCH	JOHN	Detective	\$ 108,765.83	\$717.06
LAROCHE	WINSTON	Sergeant	\$ 108,761.38	\$292.08
WARDLE	ROLAND	Sergeant	\$ 108,758.37	\$292.08
TONOGAI	BENJAMIN JOSEPH	Plainclothes Police Constable	\$ 108,754.08	\$674.43
GILLESPIE	MICHAEL PATRICK	Plainclothes Police Constable	\$ 108,753.95	\$678.70
TROINA	BENEDETTO	Sergeant	\$ 108,752.62	\$292.08
DEVINE	PHILIP	Detective	\$ 108,751.14	\$717.06
KLACZA	CAROL	Sergeant	\$ 108,747.24	\$717.06
KOZAR	FREDERICK JOSEPH	Sergeant	\$ 108,746.43	\$695.77
LONG	CHRISTINE	Detective	\$ 108,740.53	\$292.08
HOVEY	GWENYTH	Detective	\$ 108,725.64	\$717.06
OLIVER	STEVEN RONALD	Police Constable	\$ 108,722.79	\$667.81
DIONNE	CHRISTOPHER	Detective	\$ 108,709.03	\$292.08
CHRISTIE	PETER	Detective	\$ 108,707.60	\$292.08
FREDERICK	ANTONIO RUDOLPH	Police Constable	\$ 108,702.16	\$669.95
FALKINSON	FRANK	Sergeant	\$ 108,695.71	\$717.06
CLARK	CORINNE	Detective	\$ 108,691.06	\$717.06
DA COSTA	ANTONIO NORBERTO	Police Constable	\$ 108,685.66	\$676.70
LA FOSSE	JEFFERY GUY	Police Constable	\$ 108,668.60	\$676.05
THAYALAN	SARATH	Plainclothes Police Constable	\$ 108,666.12	\$678.70
CLARK	JAMIE ANDERSON	Sergeant	\$ 108,665.92	\$701.67
BURKE	SUSAN JOYCE	Detective	\$ 108,664.50	\$715.78
DICK	MICHAEL DAVID	Plainclothes Police Constable	\$ 108,661.55	\$678.70
TEATERO	FREDERICK LESLIE	Police Constable	\$ 108,661.37	\$669.95
HANS	DALJIT	Sergeant	\$ 108,659.83	\$717.06
PARK	JOSEF	Police Constable	\$ 108,656.07	\$669.95
BLACKER	FREDERICK	Detective	\$ 108,656.01	\$717.06
MARTIN	RYAN DAVID	Plainclothes Police Constable	\$ 108,652.14	\$686.42
RANEY	ANDREW	Sergeant	\$ 108,635.25	\$711.97
ARMSTRONG	CHRISTOPHER RICHARD	Police Constable	\$ 108,634.07	\$675.44
HABIBULLAH	JAMSHID	Police Constable	\$ 108,630.09	\$662.93
ZOLD	JOHN	Plainclothes Police Constable	\$ 108,625.40	\$682.87
PUTERBAUGH	MICHAEL FRANCIS	Detective	\$ 108,624.59	\$283.58
BRAGG	LORNE GORDON	Detective	\$ 108,618.60	\$701.67
GRIFFIN	SHAIN MICHAEL	Sergeant	\$ 108,607.63	\$701.67
GREGORY	ROBERT R.	Detective	\$ 108,604.12	\$717.06
TUMANSKIY	MYKOLA	Police Constable	\$ 108,603.81	\$662.93
PATTERSON	MICHAEL JAMES	Detective	\$ 108,601.62	\$701.67
WISZNIOWSKI	RYSZARD	Sergeant	\$ 108,601.37	\$292.08
ZLOBICKI	ALEKSANDRA	Plainclothes Police Constable	\$ 108,594.12	\$648.09
ROSS	DARLENE	Detective	\$ 108,593.87	\$717.06
BENEVIDES	RICHARD FERREIRA	Plainclothes Police Constable	\$ 108,592.88	\$678.70
KINGDON	SCOTT ANTHONY	Sergeant	\$ 108,591.43	\$701.67
COOPER	ROBERT	Detective	\$ 108,584.50	\$717.06
MCKINNIE	AMANDA	Sergeant	\$ 108,582.62	\$717.06
LITTLE	DARRIN	Detective	\$ 108,580.62	\$402.26
KASZYCA	JOSEPH LUDWIK	Police Constable	\$ 108,579.12	\$683.37
NEEDHAM	ROSS ELLIOTT	Sergeant	\$ 108,578.37	\$307.82
MAYWOOD	SCOTT	Sergeant	\$ 108,576.62	\$402.26
FERADAY	MARK DANIEL	Sergeant	\$ 108,576.62	\$717.06
GUEST	DALE	Sergeant	\$ 108,576.62	\$292.08
MAKRIS	DEMETRIOS	Plainclothes Police Constable	\$ 108,576.62	\$292.08
ROWETT	JOHN	Detective	\$ 108,576.62	\$292.08
SHANAHAN	MICHAEL	Detective	\$ 108,576.62	\$292.08
OLSEN	SHAUN	Sergeant	\$ 108,558.34	\$708.56
HUGHES	LYNN	Sergeant	\$ 108,506.72	\$708.56
GARDNER	RONALD FRANKLIN	Sergeant	\$ 108,495.29	\$701.67
MOSHER	KRYSTAL ANNE	Plainclothes Police Constable	\$ 108,490.56	\$678.70
BROWN	SCOTT DEREK	Plainclothes Police Constable	\$ 108,472.11	\$684.59
SUKH	EMMANUEL	Police Constable	\$ 108,466.98	\$582.77
MOORE	STEVEN	Sergeant	\$ 108,462.95	\$713.86
CAMPBELL	MURRAY SMEATON	Sergeant	\$ 108,461.09	\$702.97
BEVERIDGE	LYNN	Plainclothes Police Constable	\$ 108,459.77	\$700.32
WORDSDALE	SHAYNE WILLIAM	Police Constable	\$ 108,459.05	\$669.95
BABUJI	SUSAN ZACHARIAH	Group Leader	\$ 108,458.76	\$171.41

APPENDIX B

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
COTE	KEVIN JAMES	Police Constable	\$ 108,443.41	\$669.95
CRACKNELL	ALECHIA CYNTHIA	Plainclothes Police Constable	\$ 108,433.37	\$684.34
WASHINGTON	KATHARINE ANN	Detective	\$ 108,432.11	\$708.56
GRANT	PATRICIA ANN	Sergeant	\$ 108,419.19	\$701.67
SCOTT	MICHAEL ANDREW	Plainclothes Police Constable	\$ 108,408.01	\$686.42
MCKAY	SCOTT	Detective	\$ 108,395.65	\$708.56
KNOTT	SIMON	Police Constable	\$ 108,395.41	\$684.37
STEPHENSON	KATHERINE LYNN	Detective	\$ 108,393.09	\$701.67
HU	YI	Police Constable	\$ 108,382.39	\$662.93
HAMLET	ROWAN ALLEN	Police Constable	\$ 108,368.13	\$669.95
MOORE	SCOTT WILLIAM	Detective	\$ 108,360.01	\$701.67
VERDOOLD	LANCE SCOTT	Police Constable	\$ 108,355.06	\$676.70
CIOFFI	MARC ANGELO	Sergeant	\$ 108,348.23	\$701.67
OSAGIE	BASSEY	Sergeant	\$ 108,346.53	\$682.82
TOMLINSON	JASON ALLAN	Plainclothes Police Constable	\$ 108,336.07	\$686.42
ROBITAILLE	PATRICK ANTOINE	Detective	\$ 108,333.74	\$701.67
VAN SCHUBERT	KEVIN JOHN	Sergeant	\$ 108,329.14	\$708.56
MARTELL	BRIAN	Detective	\$ 108,306.54	\$710.11
BERRY	JOSHUA MICHAEL	Police Constable	\$ 108,303.75	\$237.08
REMY	SMEDLEY ANTHONY	Sergeant	\$ 108,301.44	\$708.56
YOUSUFI	ABDULLAH	Drafting Technician	\$ 108,280.49	\$682.88
BEADMAN	BRIAN GEORGE	Detective	\$ 108,275.20	\$708.56
HANCOCK	JANINE RHONA	Sergeant	\$ 108,272.74	\$708.56
SCHULZE	SCOTT CURTIS	Police Constable	\$ 108,268.67	\$662.93
HALL	JOHN	Police Constable	\$ 108,257.02	\$684.37
LEE	KYUNG SOO	Police Constable	\$ 108,246.38	\$662.93
PABLA	SUKHVINDERPAL SINGH	Sergeant	\$ 108,240.63	\$701.67
ANGUS	DARREN RONALD	Police Constable	\$ 108,237.63	\$661.19
YARDE	RYAN ANTON	Plainclothes Police Constable	\$ 108,222.49	\$686.42
COWAN	ANDRIA	Sergeant	\$ 108,198.78	\$708.56
SCEARCE	MARTIN KENDAL	Police Constable	\$ 108,181.06	\$662.93
HILLHOUSE	TODD GARRY	Sergeant	\$ 108,172.86	\$708.56
FERNANDES	KERI ANN	Detective	\$ 108,169.80	\$701.67
MCNABB	EDWARD LYNN	Plainclothes Police Constable	\$ 108,159.45	\$686.42
SARGENT	CHRISTOPHER SEAN	Sergeant	\$ 108,140.38	\$708.56
TURNBULL	MICHAEL	Sergeant	\$ 108,139.14	\$708.73
KIMMERER	DAVID RUSSELL	Police Constable	\$ 108,133.49	\$669.95
LAVERS	MANFRED JAMES	Police Constable	\$ 108,132.35	\$658.58
MONTGOMERY	ELIZABETH HELEN	Sergeant	\$ 108,131.40	\$708.56
IZDEBSKI	PETER ANTONI	Police Constable	\$ 108,118.40	\$662.93
GOMES	JUSTIN DAVID	Plainclothes Police Constable	\$ 108,079.52	\$686.42
DE COSTE	LISA GERMAINE	Plainclothes Police Constable	\$ 108,077.06	\$686.42
JOHNSTON	TRICIA MARLENE	Detective	\$ 108,072.25	\$701.93
ELLIOTT	CHRISTOPHER PAUL	Detective	\$ 108,067.92	\$701.67
PATTERSON	STEPHEN BRENT	Plainclothes Police Constable	\$ 108,063.65	\$678.70
TAURO	KEITH GERARD	Police Constable	\$ 108,057.90	\$662.93
MCCAUSLAND	YOSHIO MICHAEL	Detective	\$ 108,038.44	\$701.67
NEWHOOK	MATTHEW ALBERT	Sergeant	\$ 108,025.26	\$708.56
YOUROUKOS	JONATHAN NICHOLAS	Police Constable	\$ 108,017.62	\$662.93
BENNETT	BRIAN ROBERT	Sergeant	\$ 108,017.20	\$675.80
MOTA	DANNY LABAO	Police Constable	\$ 108,007.85	\$669.95
WOJTKIEWICZ	VICTOR BRUNISLAW	Plainclothes Police Constable	\$ 108,006.97	\$686.42
CACCAVALE	ERASMO	Plainclothes Police Constable	\$ 108,006.41	\$693.44
ALLDREAD	GORDON SCOTT	Police Constable	\$ 107,989.22	\$676.70
GROVER	TODD	Sergeant	\$ 107,985.86	\$712.59
HANDSOR	AMY CHRISTINE	Plainclothes Police Constable	\$ 107,983.96	\$686.42
BRIDEAU	RENE ALYRE	Plainclothes Police Constable	\$ 107,980.49	\$686.42
BRAUTIGAM	JAZEN LORNE	Sergeant	\$ 107,971.74	\$701.67
HOPTON	RICHARD FREDERICK	Police Constable	\$ 107,960.40	\$662.93
KRUCZEK	PIOTR PAWEL	Plainclothes Police Constable	\$ 107,959.79	\$673.61
LEAHY	KEVIN JOHN	Detective	\$ 107,942.85	\$708.56
SPENCER	JASON GUEVARA	Plainclothes Police Constable	\$ 107,941.34	\$686.42
MCKERAGHAN	DANN FRANCIS	Police Constable	\$ 107,930.18	\$685.20
PROSAVICH	PAULA ANNE	Sergeant	\$ 107,887.66	\$701.67
MCCANN	KEITH	Training Constable	\$ 107,876.26	\$700.32
FORD	ANDREW RION	Police Constable	\$ 107,868.78	\$662.93
BENGE	PAUL	Plainclothes Police Constable	\$ 107,858.71	\$700.32
BIBEAU	CHRISTOPHER ROLAND	Police Constable	\$ 107,853.54	\$669.95
STEVENSON	KEVIN GLENN	Police Constable	\$ 107,852.91	\$668.88
BOWMASTER	MICHAEL GLEN	Plainclothes Police Constable	\$ 107,852.84	\$686.42
LEMAITRE	ROBERT JAMES	Detective	\$ 107,842.73	\$701.67

APPENDIX B

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
RODNEY	DEAN LLOYD	Sergeant	\$ 107,831.98	\$701.67
LEDGERWOOD	KIM	Sergeant	\$ 107,826.70	\$708.56
WOO	CHI SHING	Senior Programmer	\$ 107,823.49	\$257.90
KELLY	DIANE MARY	Police Constable	\$ 107,811.04	\$682.76
CHEN	WEI PIN	Plainclothes Police Constable	\$ 107,810.76	\$678.70
GAJRAJ	SYED SEAN	Plainclothes Police Constable	\$ 107,782.98	\$686.42
HALES	KEITH JOHN	Police Constable	\$ 107,772.46	\$669.95
PINTO	SUZANNE MARIE	Sergeant	\$ 107,772.28	\$708.56
WULFF	EDUARDO IGNACIO	Sergeant	\$ 107,768.00	\$283.58
NEVIN	DAVID	Plainclothes Police Constable	\$ 107,750.15	\$697.72
MORRISON	TREVOR JAMES	Police Constable	\$ 107,745.06	\$665.53
WILSON	DAVID JAMES	Police Constable	\$ 107,719.67	\$676.70
LAUSH	CHRISTOPHER ALLEN	Sergeant	\$ 107,717.17	\$708.56
HOLUBKO	PAWEL	Police Constable	\$ 107,710.61	\$662.93
RAWLUK	ROY	Plainclothes Police Constable	\$ 107,708.77	\$700.32
JANSZ	ANGELO TYRELL	Sergeant	\$ 107,699.83	\$695.77
HORTON	CHRISTOPHER NEIL	Plainclothes Police Constable	\$ 107,699.22	\$686.42
GORDON	CHRISTOPHER	Sergeant	\$ 107,688.24	\$393.76
TUCKER	ADRIANA PATRICIA	Plainclothes Police Constable	\$ 107,682.44	\$686.42
FLANDERS	TODD MATTHEW	Sergeant	\$ 107,679.32	\$701.67
CHANNER	NEVILLE	Sergeant	\$ 107,674.08	\$708.56
GRISOLIA	LISA	Sergeant	\$ 107,654.48	\$712.28
TAYLOR	ROBERT EDWARD	Police Constable	\$ 107,641.15	\$658.58
PICKRELL	NEIL	Police Constable	\$ 107,640.50	\$684.37
SAVOIA	GIOVANNI	Plainclothes Police Constable	\$ 107,631.36	\$700.32
MANIQUIS	ALVIN KEITH	Plainclothes Police Constable	\$ 107,630.50	\$686.42
HUNG	LESLIE FAN	Police Constable	\$ 107,619.07	\$662.93
BARBERO	TRISHA	Police Constable	\$ 107,600.45	\$654.23
JAMES	ALLISTAIR WINSTON	Police Constable	\$ 107,596.14	\$677.27
QUINN	SEAN LEE	Plainclothes Police Constable	\$ 107,586.37	\$686.42
KHIMANI	ZULFIQAR ALI	Parking Enforcement Officer	\$ 107,584.94	\$595.54
SUTTON	SEAN MATTHEW	Plainclothes Police Constable	\$ 107,577.93	\$686.42
BRISCOE	OMARI KAMAU	Police Constable	\$ 107,563.69	\$662.93
YULE	ROBERT CHRISTOPHER	Police Constable	\$ 107,558.35	\$676.70
PETRAKIS	MICHAEL	Police Constable	\$ 107,545.86	\$677.88
FERKO	CHRISTOPHER ROBIN	Police Constable	\$ 107,545.16	\$669.95
WOOLLEY	RAYMOND	Police Constable	\$ 107,542.53	\$684.37
NOTAY	JAGMOHAN SINGH	Parking Enforcement Officer	\$ 107,541.82	\$595.54
HIGGINS	ANDREW CRAIG	Sergeant	\$ 107,533.53	\$701.67
TOWNLEY	PHILIP ALEXANDER	Detective	\$ 107,507.78	\$701.67
RODRIGUEZ	ROBERT DAVID	Police Constable	\$ 107,507.49	\$683.75
TOMASZEWSKI	MARCIN ROBERT	Police Constable	\$ 107,494.47	\$662.93
NICOL	ROBERT	Plainclothes Police Constable	\$ 107,490.29	\$686.42
HORWOOD	RYAN KNIGHT	Plainclothes Police Constable	\$ 107,488.72	\$685.20
RYAN	CLINTON DEREK	Police Constable	\$ 107,487.45	\$662.93
PAIS	GLENN EDWIN	Police Constable	\$ 107,485.94	\$686.42
HUBER	ERWIN WERNER	Plainclothes Police Constable	\$ 107,468.07	\$686.42
CHOW	LAWRENCE CHI	Detective	\$ 107,467.98	\$283.58
DION	DANIEL	Detective	\$ 107,464.64	\$710.11
COHEN	MELISSA KELLY	Plainclothes Police Constable	\$ 107,462.55	\$673.21
JOSEPH	RONALD RAJESH	Police Constable	\$ 107,457.77	\$656.84
LICOP	ROBERT JOSEPH	Police Constable	\$ 107,454.07	\$676.70
MARXER	MATTHEW ALOIS	Plainclothes Police Constable	\$ 107,444.50	\$677.88
PAYNE	KARL SCOTT	Sergeant	\$ 107,441.94	\$708.56
MCALEER	KEVIN	Police Constable	\$ 107,440.74	\$684.37
STRADZA	KRYSTIAN	Police Constable	\$ 107,433.28	\$662.93
HISCOX	PATRICK JAMES	Plainclothes Police Constable	\$ 107,419.43	\$677.88
MCGOWAN	KENNETH	Police Constable	\$ 107,400.30	\$362.28
KENNEDY	IAN DANIEL	Detective	\$ 107,392.71	\$701.67
ROSE	DAWN	Detective	\$ 107,388.46	\$710.11
GRIEVE	TREVOR SCOTT	Police Constable	\$ 107,375.82	\$675.34
FRASER	TRACEY	Sergeant	\$ 107,375.35	\$708.56
WILSON	DEREK SCOTT	Detective	\$ 107,374.25	\$645.60
BARNES	WALLACE CRISPIN	Plainclothes Police Constable	\$ 107,369.91	\$678.70
HOLDER	ADKIN	Detective	\$ 107,360.88	\$566.90
FOWLDS	GORDON BRUCE	Police Constable	\$ 107,358.17	\$685.51
MOFFATT	MICHAEL	Police Constable	\$ 107,352.03	\$582.77
HAYLES	MICHAEL BANCROFT	Sergeant	\$ 107,345.54	\$701.93
ARMSTRONG	ROBERT PAUL	Plainclothes Police Constable	\$ 107,337.13	\$686.42
PARVIN	ARMAND SYDNEY	Plainclothes Police Constable	\$ 107,327.51	\$678.70
GINI	GUILLERMO STEVE	Plainclothes Police Constable	\$ 107,319.81	\$678.70

APPENDIX B

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
ALIAS	GAVIN RAYMOND	Police Constable	\$ 107,306.85	\$654.23
LUCZYK	RICHARD ALEXANDER	Plainclothes Police Constable	\$ 107,286.56	\$686.42
ALEXIOU	DEMITRIOS	Plainclothes Police Constable	\$ 107,280.57	\$700.32
STACEY	BRIAN	Plainclothes Police Constable	\$ 107,271.83	\$700.32
BANTON	ROBIN HORATIO	Sergeant	\$ 107,263.81	\$708.56
CHORNOOK	STEPHEN	Police Constable	\$ 107,247.71	\$684.37
WIGGERMANN	SVEN	Police Constable	\$ 107,237.51	\$662.93
CHAUDHRY	MAGHFOOR AHMAD	Planner	\$ 107,237.44	\$654.56
STRENG	MICHAEL ANTHONY	Sergeant	\$ 107,235.33	\$701.67
BALASUBRAMANIAM	KOWSIHAN	Plainclothes Police Constable	\$ 107,233.36	\$671.99
RENDON	BRIAN	Police Constable	\$ 107,232.45	\$662.93
INGLIS	CRAIG NORMAN	Police Constable	\$ 107,218.32	\$669.95
HINES	GORDON IAN	Police Constable	\$ 107,217.27	\$669.95
BRAR	SHANE GURSHARAN	Detective	\$ 107,214.93	\$708.56
BHOGAL	RAJAN-SINGH	Police Constable	\$ 107,211.73	\$662.93
COOVADIA	ABDUL-KHALIK YAHYA	Plainclothes Police Constable	\$ 107,210.94	\$693.44
MOLE	DEREK JAMES	Police Constable	\$ 107,209.08	\$669.95
WESTERVELT	VICKI ANN	Sergeant	\$ 107,205.05	\$683.99
BENNETT	TREVOR	Sergeant	\$ 107,199.78	\$286.99
MACHELL	GARY LAWRENCE	Police Constable	\$ 107,188.37	\$662.06
WALKER	STEVEN	Plainclothes Police Constable	\$ 107,188.27	\$700.32
SOUVANDY	CHANTHIMA	Plainclothes Police Constable	\$ 107,185.21	\$678.70
DUNCAN	JEANINE	Detective	\$ 107,172.25	\$710.42
KLUNDER	GERARD WILLIAM	Sergeant	\$ 107,169.47	\$701.67
KRAWCZYK	RICHARD	Police Constable	\$ 107,157.59	\$684.37
SAWYER	DAVID ALLAN	Police Constable	\$ 107,142.29	\$682.76
MORRIS	MANDY DAWN	Sergeant	\$ 107,118.26	\$706.31
SMITH	BRIAN	Detective	\$ 107,101.83	\$710.11
CAMPBELL	ANDREW JAMES	Plainclothes Police Constable	\$ 107,083.08	\$673.82
AMOS	SEAN DAVID	Police Constable	\$ 107,075.89	\$678.56
BELL	DARYL EDWARD	Plainclothes Police Constable	\$ 107,075.60	\$686.42
SCHUMACHER	JONATHAN MICHAEL	Plainclothes Police Constable	\$ 107,072.97	\$686.42
LIM	DONG HYEOK DAVE	Plainclothes Police Constable	\$ 107,062.92	\$679.01
MC SWEENEY	JOSH MATTHEW	Plainclothes Police Constable	\$ 107,061.14	\$678.70
HENSHELL	CHRISTOPHER KEITH	Police Constable	\$ 107,053.93	\$669.95
HEGARTY	NATALIE MONIQUE	Detective	\$ 107,051.92	\$647.77
WOOD	KIMBERLY ANN	Senior Supervisor of Support Services	\$ 107,031.15	\$705.86
NG	WILLIAM	Police Constable	\$ 107,023.86	\$662.93
CILIA	JOHN ROBERT	Police Constable	\$ 106,998.15	\$675.34
ITO	CHRISTOPHER	Police Constable	\$ 106,993.59	\$662.93
ADDERLEY	DIANA LOUISE	Sergeant	\$ 106,993.03	\$708.56
BULBROOK	CALVIN MILORAD	Police Constable	\$ 106,985.40	\$675.34
STEEL	TYLER FRANKLIN	Police Constable	\$ 106,982.37	\$662.06
MILLER	IAN MARK	Plainclothes Police Constable	\$ 106,972.77	\$678.85
MONTRAIT	DAVID WILLIAM	Police Constable	\$ 106,972.15	\$662.06
GUERREIRO	JOSEPH ANDREW	Plainclothes Police Constable	\$ 106,961.88	\$686.42
HAYNES	ERNEST DAVID	Plainclothes Police Constable	\$ 106,955.78	\$686.42
WILLIAMS	CLAYTON	Sergeant	\$ 106,928.06	\$708.56
CHO	HYUNG EUN	Police Constable	\$ 106,910.29	\$662.06
RELPH	BRADLEY GEORGE	Detective	\$ 106,897.19	\$706.06
MELBYE	MARK ALEXANDER	Police Constable	\$ 106,888.85	\$669.95
SEHDEV	NITIN	Plainclothes Police Constable	\$ 106,883.49	\$678.70
KICKSEE	CHERYL NOREEN	Human Resources Application Specialist	\$ 106,882.61	\$400.51
HILL	ELIOT LEWIS	Police Constable	\$ 106,880.11	\$669.95
KERR	STEVEN HAROLD	Plainclothes Police Constable	\$ 106,876.89	\$686.42
LADURANTAYE	BROCK YVES	Training Constable	\$ 106,864.12	\$685.20
MCKENZIE	ROBERT SEAN	Sergeant	\$ 106,829.66	\$701.67
GALDIKS	ROLAND GERHARD	Police Constable	\$ 106,806.13	\$669.95
FORCILLO	JAMES BERNARD	Police Constable	\$ 106,800.89	\$639.53
ARMSTRONG	KAREN	Police Constable	\$ 106,795.79	\$682.76
MANTLE	MELINDA ANNE	Plainclothes Police Constable	\$ 106,795.02	\$678.70
MALE	DAVID JOSEPH	Detective	\$ 106,789.24	\$701.67
COLLYER	ADAM STEPHEN	Police Constable	\$ 106,785.29	\$669.95
ZAJAC	JULIE	Sergeant	\$ 106,782.63	\$283.58
PAOLETTA	ANTHONY	Sergeant	\$ 106,782.43	\$708.56
WHITE	KEVIN JOSEPH	Sergeant	\$ 106,778.74	\$689.22
ABRAMOVITZ	MATHEW CHRISTOPHER	Plainclothes Police Constable	\$ 106,768.38	\$678.70
DIRENZO	RAYMOND MARTIN	Sergeant	\$ 106,759.90	\$708.56
ENTWISTLE	WARREN CLAYTON	Plainclothes Police Constable	\$ 106,732.75	\$544.76
GALLANT	DENISE	Sergeant	\$ 106,720.79	\$285.13
TEDFORD	STEVEN THOMAS	Sergeant	\$ 106,713.30	\$708.56

APPENDIX B

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
CAMPBELL	STEVEN JAMES	Plainclothes Police Constable	\$ 106,707.80	\$666.29
REGAN	PAUL FRANCIS	Police Constable	\$ 106,707.50	\$662.93
CHIU	SIN-YI	Sergeant	\$ 106,706.51	\$709.80
JONES	SANDRA MAUREEN	Sergeant	\$ 106,703.89	\$566.90
GALLO	DANIEL	Plainclothes Police Constable	\$ 106,701.36	\$686.42
VAN DER KRABBen	STEVEN JOHN	Police Constable	\$ 106,699.96	\$669.95
KEMPSTER	DARRYL MARTIN	Plainclothes Police Constable	\$ 106,684.26	\$254.03
SARJOO	KEVIN RAMROOP	Police Constable	\$ 106,679.14	\$662.93
ROONEY	TREVOR MICHAEL	Sergeant	\$ 106,679.11	\$701.67
HILLIER	JASON SABINO	Plainclothes Police Constable	\$ 106,670.68	\$678.70
TYNKALUK	DEAN ALLAN	Sergeant	\$ 106,668.36	\$708.56
ANDREWS	SARAH LYNN	Sergeant	\$ 106,662.82	\$683.99
CLIFFORD	HUGH ANTHONY	Police Constable	\$ 106,662.63	\$662.93
REYNOLDS	JASON DAVID	Police Constable	\$ 106,657.90	\$675.44
HAGOPIAN	GREGORY KRIKOR	Detective	\$ 106,651.08	\$701.67
NUNNO	MELISSA	Plainclothes Police Constable	\$ 106,644.39	\$686.42
GRIS	ROBERT MICHAEL	Sergeant	\$ 106,640.43	\$695.77
NASIM	FAISAL	Police Constable	\$ 106,636.79	\$662.93
GREENE	MICHAELA SARA	Police Constable	\$ 106,633.37	\$662.93
JONES	PAUL CHRISTOPHER	Detective	\$ 106,619.45	\$701.67
LINNEY	JOHN THOMAS	Plainclothes Police Constable	\$ 106,604.63	\$686.42
RUSSELL	ROBERT GLENN	Detective	\$ 106,569.51	\$701.67
RIGGS	BRIAN CHRISTOPHER	Plainclothes Police Constable	\$ 106,568.45	\$686.42
LANGILLE	LYNN	Plainclothes Police Constable	\$ 106,567.39	\$690.34
RINKOFF	LEE ADAM	Plainclothes Police Constable	\$ 106,561.19	\$678.70
TOMPRAS	THEODORE	Training Constable	\$ 106,553.82	\$685.20
SAWYER	ANDREW LESLIE	Detective	\$ 106,543.66	\$709.80
SOUSA	PAUL ALEXANDRE	Police Constable	\$ 106,541.94	\$662.93
WARD	PETER	Plainclothes Police Constable	\$ 106,520.57	\$275.34
IONTA	ALESSANDRO	Detective	\$ 106,517.44	\$701.67
TUCKWELL	TIMOTHY EDWARD	Police Constable	\$ 106,512.82	\$669.95
GRIFFIN	PAUL	Police Constable	\$ 106,495.71	\$684.37
CUNNINGTON	MATTHEW DOUGLAS	Plainclothes Police Constable	\$ 106,492.39	\$686.42
EICHENBERG	JAMES MICHAEL	Training Constable	\$ 106,485.16	\$685.46
DAVEY	SEAN ANDREW	Plainclothes Police Constable	\$ 106,479.24	\$686.42
PARKER	TODD WILLIAM	Police Constable	\$ 106,478.86	\$669.95
ERMACORA	ROBERT GALDINO	Detective	\$ 106,476.51	\$708.56
MACDONALD	JANICE	Detective	\$ 106,467.82	\$708.56
ANSARI	ALI AKBAR	Detective	\$ 106,453.60	\$283.58
MYERS	GREGORY	Sergeant	\$ 106,445.59	\$710.11
DIAZ	ANGELA MARIA	Police Constable	\$ 106,444.11	\$678.14
THOMAS	RHONDA LEE	Detective	\$ 106,441.33	\$701.67
GAGLIARDI	DEANNA LYNN	Plainclothes Police Constable	\$ 106,440.44	\$686.42
EDWARD	GLENN RAYMOND	Sergeant	\$ 106,425.88	\$701.67
COULTER	SHANE DUSTIN	Sergeant	\$ 106,425.68	\$701.93
MACDONALD	BERNARD	Sergeant	\$ 106,421.27	\$708.56
GONZALES	ANGELO ENRIQUEZ	Police Constable	\$ 106,420.60	\$669.95
HOFFMEYER	RUSSELL DANIEL	Detective	\$ 106,413.99	\$701.67
TRACEY	MARK ROBERT	Detective	\$ 106,393.90	\$708.56
EAGLESON	LISA CHRISTINE	Sergeant	\$ 106,363.57	\$708.56
CUSHING	IRKA KATHERINE	Senior Analyst	\$ 106,360.95	\$280.88
MC KENZIE	JOSHUA BRANDON	Plainclothes Police Constable	\$ 106,359.98	\$676.93
HAYNES	CHRISTOPHER SEAN	Plainclothes Police Constable	\$ 106,357.68	\$693.44
MACNAB	DANIEL WILLIAM	Police Constable	\$ 106,320.74	\$682.76
KERR	MICHAEL WILLIAM	Plainclothes Police Constable	\$ 106,311.66	\$686.42
BUTT	STEPHEN MILLER	Police Constable	\$ 106,300.75	\$674.83
PIGNATELLI	TONY	Police Constable	\$ 106,298.18	\$676.70
JOHN	JEANILE MARIA	Detective	\$ 106,290.40	\$708.56
CHIASSON	YVETTE MARIE	Police Constable	\$ 106,260.91	\$669.95
KAPLIOUK	IVAN ALEKSANDROVICH	Police Constable	\$ 106,258.46	\$669.64
MAHMOOD	TAYYAB	Police Constable	\$ 106,253.42	\$662.06
ELLIOTT	SHAWN WILLIAM	Sergeant	\$ 106,248.12	\$708.56
BESON	MARK WILLIAM	Sergeant	\$ 106,238.15	\$694.83
HOOPER	KEVIN JOSEPH	Sergeant	\$ 106,233.80	\$701.67
CASEY	JAMES AUSTIN	Plainclothes Police Constable	\$ 106,231.89	\$678.70
CASTELL	TIFFANY ALICIA	Plainclothes Police Constable	\$ 106,216.46	\$678.70
RIOLO	SALVATORE TONY	Police Constable	\$ 106,214.89	\$669.95
MIAN	FARHAAN AFTAB	Police Constable	\$ 106,210.65	\$670.92
JOHNSON	MARTIN NATHANIEL	Police Constable	\$ 106,209.71	\$662.93
TAPP	DEAN	Detective	\$ 106,202.87	\$708.56
MARSHALL	SHAWN TOBIN	Sergeant	\$ 106,196.10	\$689.22

APPENDIX B

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
WONG	GORDON CHUNG-HOI	Police Constable	\$ 106,192.39	\$669.95
CAMPBELL	CLAYTON DOUGLAS	Detective	\$ 106,188.26	\$701.67
LISANIN	ARNULFO JR.	Police Constable	\$ 106,187.28	\$662.93
MAYO	KENNETH	Police Constable	\$ 106,172.90	\$684.37
MCBRYDE	GLEN WILLIAM	Detective	\$ 106,168.30	\$701.93
MEREDITH	CRAIG ANDREW	Police Constable	\$ 106,154.16	\$669.95
BANKS	DONNA	Detective	\$ 106,151.44	\$566.90
FERRY	JASON WAYNE	Detective	\$ 106,147.37	\$701.67
PREVOST	JAYME THOMAS	Police Constable	\$ 106,142.20	\$237.95
RYAN	BARBARA	Detective	\$ 106,139.81	\$708.56
FLIS	CANDICE LYNN	Detective	\$ 106,133.41	\$708.56
KANE	SHAWN GERALD	Police Constable	\$ 106,127.81	\$662.93
BHARDWAJ	ELLA ELIZABETH	Police Constable	\$ 106,120.69	\$669.95
HAGGETT	LORI LYNN	Detective	\$ 106,117.17	\$566.90
SIDHU	GORPAL SINGH	Sergeant	\$ 106,116.09	\$708.56
SELVER	TERRY WILLIAM	Plainclothes Police Constable	\$ 106,114.22	\$686.42
ROSINA	MICHAEL DREW	Sergeant	\$ 106,113.98	\$425.24
MASTROKOSTAS	MAGDALENE MAGGIE	Detective	\$ 106,112.28	\$283.58
WARD	KEVIN WALTER	Police Constable	\$ 106,105.58	\$662.93
MACDONALD	LORI-ANN	Detective	\$ 106,103.98	\$283.58
FURNESS	HOWARD WAYNE	Assistant Manager, Payroll Services	\$ 106,085.01	\$378.33
TINT	JULIE CHRISTINE	Sergeant	\$ 106,083.20	\$708.56
KOMARNISKY	SANDRA	Plainclothes Police Constable	\$ 106,079.57	\$693.44
CHARRON	STEPHANE REJEAN	Plainclothes Police Constable	\$ 106,076.80	\$686.42
BASSINGTHWAITE	STEVEN JEFFREY	Sergeant	\$ 106,073.73	\$686.98
ATKINSON	JAMES JONATHAN	Police Constable	\$ 106,068.72	\$684.37
BREEDON	WARREN SPENCER	Plainclothes Police Constable	\$ 106,067.39	\$681.54
TAYLOR	WAVENEY PATSY	Police Constable	\$ 106,061.15	\$669.95
NICHOLS	HEATHER LAURY	Detective	\$ 106,060.54	\$386.87
MCLAUGHLIN	JUNIOR SYLVESTER	Police Constable	\$ 106,047.43	\$676.70
DESMARAIS	JOHN PAUL	Police Constable	\$ 106,038.94	\$669.95
MILLER	BRIAN JAMES	Police Constable	\$ 106,027.84	\$646.97
SIMAKOV	ALEXANDER DAVID	Police Constable	\$ 106,015.65	\$682.76
SIDHU	SUKHVINDER SINGH	Plainclothes Police Constable	\$ 106,008.81	\$686.42
LAWSON	ANDREW AVERY	Detective	\$ 106,008.74	\$701.93
URE	JAMES ANDREW	Police Constable	\$ 106,001.81	\$676.70
GARCIA	ETELVINO MANUEL	Police Constable	\$ 105,998.38	\$662.06
BELL	KATHLEEN BRIGID	Plainclothes Police Constable	\$ 105,987.97	\$700.32
LINDALE	MICHAEL	Police Constable	\$ 105,986.49	\$684.37
SANGHA	HARJIT SINGH	Plainclothes Police Constable	\$ 105,943.03	\$630.48
GIBBONS	REBECCA NICOLE	Plainclothes Police Constable	\$ 105,939.87	\$686.42
DURST	PETER	Plainclothes Police Constable	\$ 105,934.78	\$275.34
ELLIOT	BENJAMIN GEORGE	Police Constable	\$ 105,924.05	\$662.93
DUNCAN	PETER	Detective	\$ 105,922.12	\$708.56
ESTWICK	EULIALIA	Detective	\$ 105,919.75	\$708.56
BENNETT	JOANNE	Detective	\$ 105,919.12	\$708.56
ROGERS	RICHARD	Sergeant	\$ 105,917.37	\$393.76
BOGLES	LOUIE MARK	Plainclothes Police Constable	\$ 105,916.42	\$678.70
IRVINE	ZACHARY JAMES	Plainclothes Police Constable	\$ 105,893.73	\$686.42
FIGLARZ	RADOSLAW	Police Constable	\$ 105,892.78	\$662.93
CRAWFORD	JASON RICHARD	Police Constable	\$ 105,888.45	\$662.93
SERBAN	ION VERONEL	Project Leader	\$ 105,882.40	\$280.88
PANESAR	SARABHJEET SINGH	Plainclothes Police Constable	\$ 105,873.70	\$678.70
PICKETT	TRAVIS GRAYSON	Plainclothes Police Constable	\$ 105,873.05	\$686.42
AQUILINA	MARCEL	Police Constable	\$ 105,871.14	\$669.95
MINEYKO	KRZYSZTOF EUSTACHY	Senior Analyst	\$ 105,865.81	\$280.88
LAING	RICHARD ANTHONY	Police Constable	\$ 105,849.61	\$669.95
PANDOLFI	ALESSANDRO ANTHONY	Plainclothes Police Constable	\$ 105,848.34	\$686.42
STEHLIK	MICHAEL JOSEF	Plainclothes Police Constable	\$ 105,844.45	\$686.42
BENOIT	LISABET JANE	Detective Sergeant	\$ 105,843.53	\$689.30
MONTIETH	KIRK	Police Constable	\$ 105,842.71	\$259.39
PALERMO	LOREDANA	Plainclothes Police Constable	\$ 105,839.71	\$683.98
MCWILLIAM	HEATHER LYNN	Police Constable	\$ 105,839.37	\$675.34
WHITE	DONALD GERALD	Sergeant	\$ 105,836.92	\$701.67
MA	DEREK	Police Constable	\$ 105,834.16	\$662.06
COOK	THOMAS WILLIAM	Plainclothes Police Constable	\$ 105,831.47	\$671.78
KRAFT	JASON	Sergeant	\$ 105,811.66	\$701.67
BRUNELLE	GLEN WINSTON	Police Constable	\$ 105,811.04	\$670.56
MACKENZIE	THOMAS BLAIR	Training Constable	\$ 105,796.14	\$685.20
SNEEP	TODD JAMES	Plainclothes Police Constable	\$ 105,793.14	\$678.70
REKHI	JASDEEP	Plainclothes Police Constable	\$ 105,791.55	\$681.80

APPENDIX B

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
DUNKER	NIGEL PETER	Training Constable	\$ 105,781.88	\$685.20
ARCAND	BRIAN CHRISTOPHER	Police Constable	\$ 105,776.77	\$662.93
TAHIRAJ	ALI SHUKRI	Plainclothes Police Constable	\$ 105,775.77	\$686.42
BAGSHAW	ROBERT BRUCE	Plainclothes Police Constable	\$ 105,771.54	\$700.32
BECKWITH	CHRISTOPHER	Police Constable	\$ 105,768.49	\$674.83
HODGSON	FREDERICK ALVIN	Police Constable	\$ 105,766.89	\$669.95
GRANT	KEVIN	Plainclothes Police Constable	\$ 105,766.76	\$700.32
WILSON	JULIE THERESE	Sergeant	\$ 105,750.12	\$701.67
KIM	CHARLES WON-JIN	Sergeant	\$ 105,746.51	\$701.67
BIRING	SACHBINDER SINGH	Sergeant	\$ 105,729.30	\$276.69
NORMAN	WILLIAM MICHAEL	Police Constable	\$ 105,726.79	\$669.95
HODKIN	JASON JOSEPH	Plainclothes Police Constable	\$ 105,724.90	\$686.42
PATEL	RAJESHKUMAR	Sergeant	\$ 105,723.88	\$698.55
GIRMENIA	FRANCESCO	Plainclothes Police Constable	\$ 105,722.70	\$673.61
SIDDIQUI	HAROON AHMED	Police Constable	\$ 105,720.66	\$662.93
MARTIN	DANIEL ALEXANDER	Sergeant	\$ 105,708.85	\$701.67
KELLY	RYAN ANDREW	Plainclothes Police Constable	\$ 105,703.94	\$686.42
YU	CLIFFORD	Police Constable	\$ 105,701.68	\$684.37
LEE	JOHN	Plainclothes Police Constable	\$ 105,690.29	\$693.44
MYERS	SHARON ELIZABETH	Sergeant	\$ 105,685.35	\$701.67
PRICE	ROBERT ARTHUR	Police Constable	\$ 105,677.03	\$662.06
GOOBIE	DERRICK	Training Constable	\$ 105,667.77	\$700.32
BERRY	STEPHEN ROGER	Sergeant	\$ 105,648.85	\$369.05
BALET	ANDREW SEBASTIAN	Police Constable	\$ 105,648.60	\$662.93
LENNON	KIRK DEMETRICE	Police Constable	\$ 105,642.52	\$662.93
SCAVONE	GABRIELE	Police Constable	\$ 105,642.14	\$684.37
NUSSBAUM-VOINA	VIORICA IOAN	Senior Analyst	\$ 105,636.94	\$280.88
OLIVEROS	RAMON	Sergeant	\$ 105,625.20	\$701.67
ROMAIN	PHILLIP ROLAND	Plainclothes Police Constable	\$ 105,611.71	\$686.42
MONTEIRO	ROBERT	Training Constable	\$ 105,611.04	\$685.20
DEABREU	GREGORY JOHN	Plainclothes Police Constable	\$ 105,606.67	\$678.70
RAMPERSAUD	DAVID	Senior Analyst	\$ 105,605.77	\$280.88
D'ANTONIO	REMO	Detective	\$ 105,604.69	\$701.67
REID	GREGOR JOHN	Plainclothes Police Constable	\$ 105,603.93	\$670.21
GAZEY	DARYL	Police Constable	\$ 105,603.44	\$682.82
SLATER	RICHARD SCOTT	Plainclothes Police Constable	\$ 105,600.23	\$678.49
WINDSOR	DAVID LEE	Plainclothes Police Constable	\$ 105,592.79	\$686.42
HOPKINS	JEFFREY DAVID	Detective	\$ 105,591.56	\$701.67
CARMICHAEL	STEPHEN FRANCIS	Sergeant	\$ 105,586.66	\$701.67
KOH	DAVID SUKJIN	Police Constable	\$ 105,582.10	\$316.65
PERSAUD	RAMACE	Police Constable	\$ 105,577.81	\$662.93
ALLAN	SCOTT DOUGLAS	Police Constable	\$ 105,577.57	\$670.20
FOGG	BRETT GORDON	Police Constable	\$ 105,571.31	\$676.70
MAXWELL	GEORGE BYRON	Plainclothes Police Constable	\$ 105,566.86	\$686.42
ARTINIAN	PEGLAR	Plainclothes Police Constable	\$ 105,560.93	\$686.42
TOMS	FREDERIC HALLEY	Police Constable	\$ 105,545.25	\$662.93
FUNCHION	DANIEL SCOTT	Plainclothes Police Constable	\$ 105,530.53	\$673.82
BRISTER	JOHN WILLIAM	Police Constable	\$ 105,529.12	\$536.83
DAVIS	STACEY DEE	Sergeant	\$ 105,527.28	\$701.67
SO	YING HO	Plainclothes Police Constable	\$ 105,521.51	\$686.42
CARUSO	SALVATORE	Plainclothes Police Constable	\$ 105,516.55	\$673.82
PAGLIA	GIANCARLO	Plainclothes Police Constable	\$ 105,514.47	\$686.42
MCLAUGHLIN	MARTIN WILLIAM	Police Constable	\$ 105,506.73	\$669.95
MORRIS	MARK LAVAROUS	Sergeant	\$ 105,496.71	\$703.75
HOBOR	TERENCE ALEC	Plainclothes Police Constable	\$ 105,496.69	\$635.42
GALL	ALEXANDRU	Plainclothes Police Constable	\$ 105,474.97	\$683.30
FLETT	JAMES	Plainclothes Police Constable	\$ 105,472.80	\$271.21
WARD	BRETT TERRANCE	Plainclothes Police Constable	\$ 105,469.10	\$686.42
FOURNIER	MARIE-JOSEE	Plainclothes Police Constable	\$ 105,461.31	\$678.70
ST GEORGE	STEPHANE MARC	Plainclothes Police Constable	\$ 105,448.29	\$686.42
BOND	MICHELE LOUISE	Plainclothes Police Constable	\$ 105,430.02	\$686.42
BLACKADAR	JANELLE RUTH	Plainclothes Police Constable	\$ 105,427.23	\$686.68
LEVESQUE	MARTIN	Sergeant	\$ 105,426.90	\$701.67
GOKEDA	GOPALA KRISHNA	Project Leader	\$ 105,408.29	\$707.82
STOYKO	SANDRA LOUISE	Police Constable	\$ 105,407.51	\$675.34
MAVROU	DANNY	Plainclothes Police Constable	\$ 105,405.98	\$666.29
NICHOLSON	LEONARD BRUCE	Police Constable	\$ 105,397.75	\$669.95
ROCK	CAROL	Sergeant	\$ 105,391.34	\$608.22
FEGAN	BRENDA ELIZABETH	Police Constable	\$ 105,390.88	\$673.70
SAFARI	MUSTAFA	Police Constable	\$ 105,371.42	\$662.93
WILLMS	DAVID GEORGE	Senior Technical Analyst	\$ 105,370.77	\$280.88

APPENDIX B

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
GREENLAW	CYNTHIA	Police Constable	\$ 105,367.64	\$684.37
LUSSOW	CHRISTOPHER	Training Constable	\$ 105,365.84	\$700.32
SPENCER	JASON ALLAN	Police Constable	\$ 105,318.04	\$669.95
FASSBENDER	SUSAN ELISABETH	Police Constable	\$ 105,317.00	\$669.95
HWANG	THOMAS YUNG-YIH	Police Constable	\$ 105,306.38	\$244.97
STRAIN	GARVAN AUGUSTINE	Plainclothes Police Constable	\$ 105,299.49	\$686.42
CRILLY	JOHN JAMES	Detective	\$ 105,290.02	\$701.67
POWELL	MICHELLE ELIZABETH	Plainclothes Police Constable	\$ 105,287.60	\$688.50
TROVATO	LUIGI MOSE	Plainclothes Police Constable	\$ 105,279.24	\$688.50
PECK	JENNIFER LOUISE	Police Constable	\$ 105,277.91	\$682.76
JANKULOVSKI	LILJANA	Plainclothes Police Constable	\$ 105,274.77	\$686.42
KILLY	ANTON	Police Constable	\$ 105,259.21	\$683.13
COMMISSION	CHRISTOPHER PAUL	Plainclothes Police Constable	\$ 105,255.04	\$686.42
BOLCSO	MARTHA ANN	Senior Analyst	\$ 105,228.21	\$280.88
RAMIREZ	MARION GENEVIEVE	Senior Analyst	\$ 105,228.21	\$280.88
HOWLETT	WAYNE	Plainclothes Police Constable	\$ 105,221.31	\$700.32
RUSSELL	DAVID MICHAEL	Police Constable	\$ 105,209.26	\$662.93
SIRBU	PETRICIA CRISTIAN	Police Constable	\$ 105,200.42	\$658.58
DE LUGT	MARK	Police Constable	\$ 105,194.25	\$684.37
BUTT	FASIEH UZ	Police Constable	\$ 105,192.18	\$654.23
RAGELL	THOMAS MICHAEL	Police Constable	\$ 105,173.16	\$676.70
MCBRIDE	KEITH ROBERT	Police Constable	\$ 105,166.92	\$667.87
GRIEVES	GARY	Plainclothes Police Constable	\$ 105,158.25	\$275.34
LIU	BRUCE ZHIYONG	Police Constable	\$ 105,151.27	\$662.93
KUHN	RENE MICHAEL	Training Constable	\$ 105,149.66	\$685.20
BURKE	GARY EDWIN	Sergeant	\$ 105,146.29	\$701.67
UCHMAN	GERALD ROBERT	Police Constable	\$ 105,144.42	\$636.86
O'NEILL	BARRY JOHN	Plainclothes Police Constable	\$ 105,112.99	\$686.42
LEE	KAREN	Police Constable	\$ 105,110.95	\$252.90
CORREA	ANTONIO	Police Constable	\$ 105,107.49	\$668.42
MCALLISTER	DAVID WILLIAM	Police Constable	\$ 105,083.21	\$669.95
DYCK	HENRY JACOB	Plainclothes Police Constable	\$ 105,065.61	\$253.72
DOHERTY	BRADEN SPENCER	Plainclothes Police Constable	\$ 105,064.89	\$686.42
STOJKOV	SLOBODAN BOB	Police Constable	\$ 105,055.94	\$662.93
GURR	JACK JACOB	Sergeant	\$ 105,048.49	\$386.87
ARRUDA	SANDRA	Plainclothes Police Constable	\$ 105,035.81	\$686.42
RIM	CHRIS	Plainclothes Police Constable	\$ 105,025.15	\$675.65
ROBERTS	ANGELA PATRICIA	Plainclothes Police Constable	\$ 105,021.66	\$673.82
WRIGHT	ARTHUR	Police Constable	\$ 105,020.01	\$684.37
MCNALLY	DEREK	Plainclothes Police Constable	\$ 105,019.06	\$596.28
FILIPPIN	GIANNI ALAN	Plainclothes Police Constable	\$ 105,014.58	\$686.42
LORIMER	TROY WILLIAM	Plainclothes Police Constable	\$ 104,998.55	\$686.42
WINDLE	TRACY GEORGINA	Police Constable	\$ 104,983.36	\$662.93
ACHAIBAR	RICHARD ANTHONY	Police Constable	\$ 104,973.25	\$657.76
MONAHAR	DION RAJESH	Plainclothes Police Constable	\$ 104,964.93	\$686.42
MANN	AMARJIT SINGH	Plainclothes Police Constable	\$ 104,959.86	\$686.42
JACKSON	ROBERT MICHAEL	Police Constable	\$ 104,958.62	\$669.95
LANIGAN	ROBIN	Plainclothes Police Constable	\$ 104,953.58	\$700.32
DOBRO	ANDREW	Police Constable	\$ 104,953.00	\$684.37
VAN HOOGENHUIZE	MICHAEL DANIEL	Plainclothes Police Constable	\$ 104,932.73	\$666.29
AL-ROUBAIAI	ALI TALIB	Police Constable	\$ 104,932.37	\$662.93
KARAVADI	HANUMANTHA	Senior Analyst	\$ 104,928.21	\$280.88
MORRIS	CHRISTOPHER ROSS	Plainclothes Police Constable	\$ 104,923.59	\$681.80
WHITE	MARK	Police Constable	\$ 104,923.20	\$684.37
SALERMO PANEQUE	JAVIER	Police Constable	\$ 104,922.02	\$662.93
KRANJAC	JOSEPH ANTHONY	Detective	\$ 104,913.97	\$701.67
MOISSEEV	IOURI	Senior Technical Analyst	\$ 104,913.21	\$280.88
RUGHOO	DAVID RAVINDRA	Plainclothes Police Constable	\$ 104,913.16	\$686.42
FADEL	MOHAMAD	Police Constable	\$ 104,910.73	\$662.93
PARTRIDGE	DAVID WILLIAM	Police Constable	\$ 104,898.18	\$662.06
GAUTHIER	PAUL RICHARD	Sergeant	\$ 104,887.85	\$701.67
HUTCHINGS	DANIEL WILLIAM	Sergeant	\$ 104,880.84	\$701.67
HALEY	RHONDA GAYLE	Plainclothes Police Constable	\$ 104,880.36	\$686.42
PETRAKIS	STAVROS	Plainclothes Police Constable	\$ 104,875.54	\$679.20
AGNEW	ROBERT	Senior Technical Analyst	\$ 104,869.36	\$280.88
PEREM	ERIK ARTUR	Police Constable	\$ 104,869.34	\$662.93
JODOIN	CHRISTOPHER GUNSTEIN	Plainclothes Police Constable	\$ 104,865.75	\$686.42
SPENCER	DAVID JOHN	Plainclothes Police Constable	\$ 104,853.61	\$686.42
HAZELL	SANDRA DAWN	Police Constable	\$ 104,851.43	\$669.95
MURRAY	DAVID GERARD	Plainclothes Police Constable	\$ 104,834.24	\$686.42
JANECZKO	DANIEL MARCIN	Police Constable	\$ 104,828.09	\$662.93

APPENDIX B

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
BOYLE	JASON EDWARD	Plainclothes Police Constable	\$ 104,826.14	\$683.98
YAN	PETER SAMUEL	Police Constable	\$ 104,807.94	\$683.37
TAIT	JUDITH MAUREEN	Sergeant	\$ 104,800.56	\$701.67
MUELLER	STEFAN	Police Constable	\$ 104,784.89	\$687.22
ASNER	ROBERT EDWARD	Police Constable	\$ 104,778.35	\$669.17
LEE	JORGE	Plainclothes Police Constable	\$ 104,767.68	\$678.70
BAUS	JACQUELINE SANDRA	Sergeant	\$ 104,753.22	\$670.19
DOUPE	JEFFERY JONATHON	Plainclothes Police Constable	\$ 104,743.38	\$686.42
EDGAR	LESLIE ADAM	Plainclothes Police Constable	\$ 104,737.75	\$686.42
MCLEOD	PATRICK	Training Constable	\$ 104,722.29	\$699.18
WITHROW	JENNIFER AUTUMN	Plainclothes Police Constable	\$ 104,709.92	\$686.42
DUERDEN	PATRICK PETER	Plainclothes Police Constable	\$ 104,705.54	\$670.21
BEAUDOIN	SHANE REGINALD	Police Constable	\$ 104,704.31	\$662.93
MANOTA	RAMAN ROMI	Police Constable	\$ 104,703.47	\$669.95
JOHNSTON	WENDY ELIZABETH	Sergeant	\$ 104,690.55	\$689.87
MCCAW	DOUGLAS GORDON	Police Constable	\$ 104,688.65	\$244.97
BODDAERT	WARREN PETER	Training Constable	\$ 104,665.56	\$685.20
EASTER	PETER	Police Constable	\$ 104,663.09	\$684.37
MAYERS	ROGER	Police Constable	\$ 104,653.47	\$582.26
BALACHOREK	DANIEL ALAN	Police Constable	\$ 104,640.93	\$669.95
POLIAK	MARK JOHN	Plainclothes Police Constable	\$ 104,631.54	\$686.42
DANCE	RYAN WILLIAM	Plainclothes Police Constable	\$ 104,628.64	\$686.42
HARRIS	DAVID ANTHONY	Senior Analyst	\$ 104,628.21	\$280.88
POWRIE	JOHN ERWIN	Police Constable	\$ 104,621.85	\$662.93
CASH	JENNIFER ANNE	Plainclothes Police Constable	\$ 104,601.33	\$682.15
JONES	JASON NEIL	Police Constable	\$ 104,599.41	\$418.11
JOHNS	MARK DOUGLAS	Plainclothes Police Constable	\$ 104,591.22	\$686.42
HUNTER	JASON COLIN	Plainclothes Police Constable	\$ 104,584.50	\$672.39
NIZIOL	WILLIAM JAMES	Police Constable	\$ 104,574.67	\$646.97
CHUNG	YONG SUL	Police Constable	\$ 104,569.69	\$662.93
ZANK	GARY CHARLES	Plainclothes Police Constable	\$ 104,559.72	\$700.32
CID	CLAUDIA IRENE	Plainclothes Police Constable	\$ 104,559.26	\$680.93
BAKSH	FAIZAL ANTHONY	Police Constable	\$ 104,550.20	\$662.93
ALI	ASIF IFTIKHAR	Sergeant	\$ 104,546.86	\$701.67
SHETTY	VIJAY RAMESH	Sergeant	\$ 104,541.92	\$701.67
KRANENBURG	LORI PATRICIA	Sergeant	\$ 104,538.84	\$701.67
SZULC	SEBASTIAN	Police Constable	\$ 104,536.32	\$669.95
YOUNG	PAUL ELIOT	Plainclothes Police Constable	\$ 104,535.95	\$680.93
KATHIRAVELU	KAJAMUGANATHAN	Plainclothes Police Constable	\$ 104,517.26	\$676.31
WATSON	ADAM MICHAEL	Police Constable	\$ 104,514.67	\$682.76
KERR	GEOFFREY	Police Constable	\$ 104,506.72	\$684.37
ISHERWOOD	RICHARD MATTHEW	Police Constable	\$ 104,476.15	\$662.93
BAGNALL	KENRICK PATRICE	Plainclothes Police Constable	\$ 104,462.38	\$678.70
BARTZ	HANNAH FAY	Plainclothes Police Constable	\$ 104,459.89	\$686.42
WALLACE	ALEXANDER MATTHEW	Plainclothes Police Constable	\$ 104,458.26	\$673.21
KIENS	ASTRID	Training Constable	\$ 104,453.20	\$700.32
LEE	JAE-WOOK	Sergeant	\$ 104,444.34	\$701.67
DEVEREUX	CHRISTOPHER LEE	Plainclothes Police Constable	\$ 104,436.57	\$686.42
CHAN	ALPHA HAWK-BUNG	Police Constable	\$ 104,432.21	\$690.96
MACGILLIVRAY	CRAIG ANTHONY	Police Constable	\$ 104,419.45	\$669.95
JEEVA	ASIF ALI	Police Constable	\$ 104,419.25	\$661.19
BRUNATO	RICCARDO	Training Constable	\$ 104,418.11	\$698.04
ROSSI	MARCELO OSVALDO	Plainclothes Police Constable	\$ 104,414.03	\$673.21
FOSTER	ANTHONY JOSEPH	Police Constable	\$ 104,397.19	\$669.95
MACKENZIE	ROBERT DEAN	Plainclothes Police Constable	\$ 104,383.74	\$678.70
LESLIE	HAMIL THEODORE	Sergeant	\$ 104,377.72	\$701.67
VALLEDOR	ALVIN	Training Constable	\$ 104,374.70	\$685.20
MENDOZA	ERWIN GONZALES	Police Constable	\$ 104,370.71	\$662.93
SHI	LEI	Police Constable	\$ 104,352.32	\$662.93
WATT	JERMAINE ANTONIO	Plainclothes Police Constable	\$ 104,344.38	\$674.43
DA SILVA CRISTOPULO	JIMMY BERNARDO	Police Constable	\$ 104,321.43	\$662.93
ST CLAIR	KAREY ALOYSIUS	Police Constable	\$ 104,307.25	\$662.93
ATKINSON	GRAHAM STEPHEN	Plainclothes Police Constable	\$ 104,295.90	\$686.42
FREEMAN	ERIC MICHAEL	Plainclothes Police Constable	\$ 104,293.18	\$686.42
ELLIS	MATTHEW AUSTIN	Police Constable	\$ 104,290.26	\$642.62
GRIFFIN	LINDSAY GLENA	Police Constable	\$ 104,283.47	\$669.95
ROBINSON	BRANDON MICHAEL	Plainclothes Police Constable	\$ 104,273.44	\$681.80
LAWRENCE	NEVILLE DONAVON	Plainclothes Police Constable	\$ 104,268.10	\$686.42
HASSALL	ANDREW	Plainclothes Police Constable	\$ 104,261.96	\$700.32
KARSTOFF	BRANDON CHRISTOPHER	Plainclothes Police Constable	\$ 104,259.07	\$686.42
HARVEY	DONALD	Plainclothes Police Constable	\$ 104,256.31	\$275.34

APPENDIX B

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
LOKENATH	RAMDIAL TIWARIE	Police Constable	\$ 104,253.04	\$646.97
DEMIRDEN	AHMET	Plainclothes Police Constable	\$ 104,239.37	\$665.73
HO	OLIVER NICHOLAS	Plainclothes Police Constable	\$ 104,238.87	\$682.50
MCFARQUHAR	BRETT HARRY	Sergeant	\$ 104,237.80	\$701.67
MCCONACHIE	STEVEN LEONARD	Police Constable	\$ 104,227.51	\$669.95
BURROWS	TIMOTHY SCOTT	Sergeant	\$ 104,215.04	\$708.56
CREWS	ALEXANDER	Police Constable	\$ 104,210.12	\$684.37
SVITLYCHNYI	VOLODYMYR VOLOD	Police Constable	\$ 104,209.20	\$225.71
SALOWSKI	GAYLE WINNIFRED	Labour Relations Analyst	\$ 104,208.93	\$796.08
SMITH	RYAN ISAAC	Police Constable	\$ 104,207.27	\$675.60
PATCHING	ANDREA	Plainclothes Police Constable	\$ 104,204.61	\$697.72
SVITAK	PETER	Training Constable	\$ 104,201.64	\$698.04
HANSEN	PETER	Police Constable	\$ 104,192.37	\$684.59
RAMOS	JOHN FITZGERALD	Police Constable	\$ 104,177.28	\$667.87
LETSCHKE	DOUGLAS REYNOLDS	Training Constable	\$ 104,156.58	\$685.20
EMMS	JEFFREY BRIAN	Plainclothes Police Constable	\$ 104,155.55	\$678.49
KARMALI	FAIZAL SHIRAZ	Police Constable	\$ 104,155.04	\$675.44
WILLAN	SUMMER LEE	Detective	\$ 104,149.49	\$701.67
KAY	GRANT MICHAEL	Police Constable	\$ 104,146.88	\$662.93
KELLOWAY	TREVOR PAUL	Police Constable	\$ 104,140.97	\$654.23
WATSON	ERROL JOHN	Training Constable	\$ 104,123.31	\$685.20
MOOSVI	SYED	Police Constable	\$ 104,113.16	\$258.77
HAJI	MOHAMMAD ABID	Police Constable	\$ 104,112.69	\$669.95
EBRAHIMI	POOYA	Police Constable	\$ 104,104.09	\$662.93
MANN	MANDEEP SINGH	Sergeant	\$ 104,094.84	\$701.67
POLLOCK	TIGE SAMUEL	Sergeant	\$ 104,073.36	\$693.14
FARRELL	DOUGLAS JAMES	Training Constable	\$ 104,071.46	\$685.20
GILL	DALBINDER SINGH	Police Constable	\$ 104,066.92	\$669.95
TANNER	JOHN ALEXANDER	Plainclothes Police Constable	\$ 104,044.89	\$678.70
MURRAY	NEAL ALLAN	Police Constable	\$ 104,028.64	\$662.93
KHAN	MOHAMMAD ASAD ULLAH	Police Constable	\$ 104,004.46	\$662.93
KENNEDY	DORNA TRESIA	Police Constable	\$ 103,994.32	\$685.20
BROSKE	PETER WERNER	Police Constable	\$ 103,991.61	\$684.37
SANDHU	BALRAJ	Police Constable	\$ 103,990.34	\$675.60
MILLER	RYAN KENETH	Detective	\$ 103,983.50	\$701.67
SWART	ROGER JOHN	Plainclothes Police Constable	\$ 103,974.65	\$686.42
OUELLETTE	ROBERT BRUCE	Police Constable	\$ 103,974.15	\$670.20
VIOLOT	ANDREW	Plainclothes Police Constable	\$ 103,965.81	\$696.19
JOSEPHS	ADAM KIRK	Police Constable	\$ 103,965.50	\$676.70
LANGFORD	JAMES DOUGLAS	Police Constable	\$ 103,963.07	\$669.95
HUNG	JEFFREY	Plainclothes Police Constable	\$ 103,952.32	\$686.42
BESCO	DAVID RUSSELL	Plainclothes Police Constable	\$ 103,951.43	\$678.70
TABOROWSKI	ROBERT JOSEPH	Police Constable	\$ 103,950.94	\$662.93
WANG	CHUAN	Police Constable	\$ 103,931.82	\$662.06
MELANSON	JAMES ALLEN	Senior Operations Supervisor	\$ 103,929.96	\$288.17
MCCALL	JAYANT JOHN	Sergeant	\$ 103,908.18	\$701.67
LISOWSKI	KEVIN FRANCIS	Training Constable	\$ 103,897.46	\$686.42
HARLEY	ALEXANDER PETRIE	Police Constable	\$ 103,897.14	\$662.93
CLARK	KARAH DAWN	Police Constable	\$ 103,896.62	\$244.97
KIM	JONG WOO	Police Constable	\$ 103,896.38	\$669.95
BURNS	ROY BRIAN	Police Constable	\$ 103,870.24	\$654.23
YEE	IAN	Plainclothes Police Constable	\$ 103,865.61	\$686.42
GIRARD	MARTIN REMI	Police Constable	\$ 103,854.32	\$662.93
MONTCALM	ALAIN JEAN	Police Constable	\$ 103,847.45	\$662.93
GARBUTT	TODD	Training Constable	\$ 103,846.50	\$693.44
FERNANDES	ROSS SAVIO	Plainclothes Police Constable	\$ 103,836.17	\$686.42
TAYLOR	ROBERT ALLISTER	Police Constable	\$ 103,829.13	\$662.93
MILLS	PAUL TERRANCE	Plainclothes Police Constable	\$ 103,828.60	\$686.42
LENGYEL	SCOTT TIMOTHY	Police Constable	\$ 103,827.05	\$669.95
CHUNG	RODCLIFF RODGER	Sergeant	\$ 103,810.21	\$701.67
SALIBA	RACHEL CATHERINE	Plainclothes Police Constable	\$ 103,807.89	\$678.70
MCGAHERN	JOHN ANTHONY	Police Constable	\$ 103,803.29	\$684.37
LEERMAKERS	WILLIAM ANTHONY	Police Constable	\$ 103,801.67	\$671.78
KAPITANY	JESSY TARA	Plainclothes Police Constable	\$ 103,793.06	\$678.70
STRATTON	KENNETH DAVID	Police Constable	\$ 103,790.37	\$669.95
MORAN	RUTH MARIAN	Detective	\$ 103,789.36	\$638.71
BYERS	MICHAEL	Police Constable	\$ 103,785.21	\$684.37
RATHBONE	MELANIE LYNN	Police Constable	\$ 103,783.05	\$669.95
HICKMOTT	MARCIE LYNN	Detective	\$ 103,781.10	\$701.67
CULLETON	OWEN	Police Constable	\$ 103,780.55	\$684.37
MCFADYEN	BRIAN DENNIS	Police Constable	\$ 103,767.53	\$669.95

APPENDIX B

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
SOUKATCHEV	KONSTANTIN	Training Constable	\$ 103,766.65	\$685.20
MUNROE	NEIL GERARD	Detective	\$ 103,765.86	\$701.67
MATTOS	MOUNTY JOSEPH	Police Constable	\$ 103,765.01	\$662.93
SCOTT	DWAYNE	Plainclothes Police Constable	\$ 103,764.98	\$700.32
MAHMODIAN	MEHRDAD	Police Constable	\$ 103,760.38	\$662.06
SMYTH	TRACEY CAROLE	Plainclothes Police Constable	\$ 103,755.66	\$700.32
LOPEZ	ROWAN CARL	Plainclothes Police Constable	\$ 103,750.38	\$669.09
KISSI	CHARLES SAFO	Plainclothes Police Constable	\$ 103,743.63	\$669.88
KAHNT	ANGELA CHRISTINE	Plainclothes Police Constable	\$ 103,742.70	\$673.61
HOBBINS	ALAN GARY	Sergeant	\$ 103,739.64	\$701.67
ROCHE	CHARLENE LYNN	Plainclothes Police Constable	\$ 103,732.17	\$686.42
BARRETTO	BERTRAND STANLEY	Plainclothes Police Constable	\$ 103,726.64	\$686.42
HAYNES	ANDREW EDWARD	Plainclothes Police Constable	\$ 103,711.49	\$678.70
DESROCHERS	JEROME JEREMY	Police Constable	\$ 103,691.94	\$669.95
SKOLLY	BARBARA ANN	Police Constable	\$ 103,678.65	\$662.93
NOTO	DIANA	Plainclothes Police Constable	\$ 103,665.50	\$681.80
CASSIDY	SEAN ANDREW	Plainclothes Police Constable	\$ 103,657.26	\$681.54
ZEBESKI	DAVID MICHAEL	Sergeant	\$ 103,656.36	\$701.67
COMBDON	AARON ARTHUR	Police Constable	\$ 103,655.66	\$237.95
LAMBE	JAMES W	Police Constable	\$ 103,654.58	\$684.37
PERKS	TREVOR AARON	Police Constable	\$ 103,650.33	\$658.58
PRITCHARD	BRIAN JAMES	Sergeant	\$ 103,649.94	\$276.69
MACKAY	RONALD ERNEST	Police Constable	\$ 103,640.74	\$669.95
GIRARDI	NANCY LYNNE	Plainclothes Police Constable	\$ 103,630.59	\$686.42
WATSON	CHRISTOPHER	Police Constable	\$ 103,623.53	\$675.18
FITKIN	GRISEL	Plainclothes Police Constable	\$ 103,622.88	\$686.42
OLVER	ROBERT BOND	Plainclothes Police Constable	\$ 103,614.60	\$693.44
TSERING	TENZIN CHODON	Plainclothes Police Constable	\$ 103,610.48	\$591.98
LORRIMAN	STEVEN CYRIL	Sergeant	\$ 103,599.16	\$701.67
WARNER	CHRISTINE	Plainclothes Police Constable	\$ 103,593.73	\$700.32
GALES	WENDY	Sergeant	\$ 103,584.77	\$456.72
COSGROVE	SEAN DAVID	Police Constable	\$ 103,579.68	\$675.44
MILLER	MATTHEW HAMILTON	Police Constable	\$ 103,556.97	\$662.93
GALLAGHER	IAN JAMES	Police Constable	\$ 103,553.00	\$662.93
GAUTHIER	KEITH	Plainclothes Police Constable	\$ 103,540.07	\$700.32
TANOUE	STEVAN TOSH	Police Constable	\$ 103,512.31	\$662.06
ABBASI	SOPHIA SEHER	Police Constable	\$ 103,499.53	\$662.93
PAGE	DEREK WILLIAM	Police Constable	\$ 103,496.51	\$669.95
BAI	DON XIN	Police Constable	\$ 103,484.79	\$669.95
BEAULAC	JOSEPH ANDRE	Police Constable	\$ 103,472.53	\$669.95
KURTS	LISA CRYSTAL	Sergeant	\$ 103,467.62	\$701.67
HUNT	GLEN STEPHEN	Police Constable	\$ 103,466.01	\$678.20
SCHERBEY	RONNIE MIKEAL	Plainclothes Police Constable	\$ 103,464.98	\$686.42
PIKULA	KAMIL STANISLAW	Police Constable	\$ 103,461.41	\$658.58
HOFLAND	MATTHEW ROBERT	Sergeant	\$ 103,457.23	\$701.67
TAYLOR	ANDREW BRIAN	Police Constable	\$ 103,455.53	\$669.95
CARSWELL	BRIAN PATRICK	Plainclothes Police Constable	\$ 103,454.14	\$673.82
RIEL	JEFFERY JAMES	Police Constable	\$ 103,453.16	\$669.95
NANTON	ANDREW ANTONIO	Police Constable	\$ 103,443.51	\$654.23
BOWRY	CHRISTOPHER GEORGE	Plainclothes Police Constable	\$ 103,442.46	\$678.85
AHMAD	SYED OMAR	Police Constable	\$ 103,440.63	\$386.14
WELLS	MICHAEL	Plainclothes Police Constable	\$ 103,438.36	\$275.34
IRISH	PETER	Plainclothes Police Constable	\$ 103,437.57	\$700.32
PETERSON	CLIFFORD WILLIAM	Police Constable	\$ 103,435.08	\$662.93
SIRBOS	CHRIS	Police Constable	\$ 103,428.14	\$669.95
RHEAULT	DEAN GEORGE	Police Constable	\$ 103,419.45	\$662.93
FITKIN	CHRISTOPHER ALLAN	Plainclothes Police Constable	\$ 103,413.66	\$397.00
CIPRO	MICHELLE PAULINE	Detective	\$ 103,409.39	\$701.67
BEGIN	MARCEL ARMAND	Plainclothes Police Constable	\$ 103,402.34	\$700.32
DECOSTE	WANDA MARIE	Sergeant	\$ 103,397.37	\$701.67
GOWAN	TODD JOHN	Sergeant	\$ 103,395.15	\$701.67
WALLS	CHRISTOPHER GEORGE	Police Constable	\$ 103,378.01	\$669.95
CLARKE	JEFFERY HOWARD	Police Constable	\$ 103,377.83	\$669.95
SMITH	ROBERT DAVID	Police Constable	\$ 103,377.71	\$675.44
MUTIS	DAWN	Plainclothes Police Constable	\$ 103,375.45	\$700.32
ROSSEL	RICHARD ALBERT	Plainclothes Police Constable	\$ 103,373.07	\$700.32
RODRIGUES	JULIUS ANTHONY	Police Constable	\$ 103,357.57	\$666.57
SPENCER	WAYNE	Plainclothes Police Constable	\$ 103,354.52	\$698.61
D'SOUZA	PHILIP	Police Constable	\$ 103,353.59	\$676.70
BROOKS	MICHAEL	Plainclothes Police Constable	\$ 103,348.34	\$700.32
BARATTO	ANTONIO	Sergeant	\$ 103,347.15	\$504.02

APPENDIX B

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
BAKER	JASON ROBERT	Police Constable	\$ 103,345.64	\$669.95
STONE	CAROLYN RUTH	Plainclothes Police Constable	\$ 103,334.28	\$681.80
PROCTOR	KELLY SEAN	Police Constable	\$ 103,315.23	\$662.93
RAMBHARACK	NEIL	Sergeant	\$ 103,297.87	\$276.69
YIN	YA-WEN	Plainclothes Police Constable	\$ 103,294.64	\$678.70
LIMSIACO	MICHAEL	Police Constable	\$ 103,294.45	\$669.69
EVELYN	JOEL JAMSON	Police Constable	\$ 103,278.73	\$673.61
CHENG	ALAN LAP	Police Constable	\$ 103,256.34	\$662.93
SAN PEDRO	MANUEL	Plainclothes Police Constable	\$ 103,244.90	\$558.66
KNAAP	WADE	Plainclothes Police Constable	\$ 103,243.00	\$700.32
COLLIN	JONATHAN DAVID	Plainclothes Police Constable	\$ 103,214.55	\$686.42
MOORE	ADAM BENJAMIN	Training Constable	\$ 103,207.77	\$685.20
DORAZIO	NICKOLAS CHARLES	Plainclothes Police Constable	\$ 103,207.08	\$667.46
THOMAS	MICHAEL	Police Constable	\$ 103,202.27	\$684.37
WHITFIELD	LOUIS FRANCIS	Police Constable	\$ 103,191.94	\$675.34
NORMAN	DARRYL JAMES	Police Constable	\$ 103,191.11	\$662.93
WENZEL	DEREK MICHAEL	Police Constable	\$ 103,183.71	\$662.93
NEATH	KEVIN BRADLEY	Plainclothes Police Constable	\$ 103,178.69	\$686.42
DHILLON	RANBIR SINGH	Plainclothes Police Constable	\$ 103,177.96	\$677.53
RYCZKO	LESLIE	Plainclothes Police Constable	\$ 103,174.93	\$700.32
KIDD	JAMES JEFFREY	Plainclothes Police Constable	\$ 103,174.10	\$576.24
FAIRCLOUGH	JAMES STEPHEN	Police Constable	\$ 103,172.51	\$674.83
PAVLIDIS	THEODORA	Plainclothes Police Constable	\$ 103,169.87	\$700.32
MC GEE	JESSE PATRICK	Plainclothes Police Constable	\$ 103,167.56	\$678.70
KOTES	JULIA MARIE	Police Constable	\$ 103,160.54	\$662.93
BERNARD	DAVID ANTHONY	Plainclothes Police Constable	\$ 103,155.65	\$678.70
TROTMAN	DREW ALEXANDER	Police Constable	\$ 103,151.27	\$662.93
GRANT	CHRISTOPHER RICHARD	Police Constable	\$ 103,142.51	\$669.95
KING	DWAYNE EDWARD	Plainclothes Police Constable	\$ 103,141.30	\$693.44
TAYLOR	KEVIN DWIGHT	Plainclothes Police Constable	\$ 103,126.36	\$686.42
ELZINGA	SIU-MIA	Plainclothes Police Constable	\$ 103,118.92	\$686.42
RUMNEY	TRACI GWENDOLYN	Plainclothes Police Constable	\$ 103,114.98	\$686.42
HASIUK	MELISSA ANNE	Police Constable	\$ 103,111.89	\$675.34
PARGETTER	KEVIN JAMES	Police Constable	\$ 103,104.68	\$662.93
SMALL	MATTHEW WILLIAM	Plainclothes Police Constable	\$ 103,104.43	\$678.70
KLUTZ	CHRISTOPHER JOSEPH	Police Constable	\$ 103,103.91	\$669.95
STONE	CHRISTOPHER	Police Constable	\$ 103,101.54	\$676.70
GALIOTOS	KONSTANTINOS	Plainclothes Police Constable	\$ 103,096.69	\$686.42
DUNBAR	EVERETT CLAIR	Police Constable	\$ 103,095.49	\$662.93
MIESZKALSKI	PETER	Plainclothes Police Constable	\$ 103,086.82	\$700.32
DAL BIANCO	JULIANO	Plainclothes Police Constable	\$ 103,080.31	\$700.32
STONE	TERENCE	Training Constable	\$ 103,074.63	\$700.32
KHAN	WAHID	Police Constable	\$ 103,055.97	\$662.93
GALLAGHER	JOHN ASHLEY	Police Constable	\$ 103,050.69	\$669.95
MAILER	DAVID	Police Constable	\$ 103,041.08	\$669.95
BORNEMAN	MARK ROBERT	Plainclothes Police Constable	\$ 103,021.25	\$700.32
ANDREWS	JOHN PAUL	Police Constable	\$ 102,999.32	\$684.37
SUMAISAR	TOM NILAN	Police Constable	\$ 102,992.72	\$676.70
MCNAMARA	COLLEEN	Sergeant	\$ 102,988.75	\$683.99
MCDONALD	ROBERT JAMES	Plainclothes Police Constable	\$ 102,985.87	\$256.82
DHUKAI	ZEESHAN AYUB	Plainclothes Police Constable	\$ 102,984.07	\$678.70
DAYLER	NATHAN DAVID	Training Constable	\$ 102,976.76	\$686.42
MCCONNELL	DARREN	Plainclothes Police Constable	\$ 102,976.64	\$275.34
LEFEBVRE	MARC	Plainclothes Police Constable	\$ 102,971.58	\$700.32
KELLAR	BRIAN MURRAY	Police Constable	\$ 102,946.44	\$669.95
JUHASZ	JAMIE CHRISTINE	Police Constable	\$ 102,944.35	\$662.93
MORGAN	CHRISTOPHER	Police Constable	\$ 102,933.33	\$662.93
YOUNG	WARREN G.	Training Constable	\$ 102,932.47	\$700.32
KIM	HOON (RICHARD)	Police Constable	\$ 102,924.92	\$662.93
ROSBROOK	ANDREW MICHAEL	Police Constable	\$ 102,917.95	\$682.76
BEVAN	GORDON	Training Constable	\$ 102,914.42	\$700.32
DAWOOD	AMAAN	Police Constable	\$ 102,911.01	\$662.93
CANNON	MARLENE	Plainclothes Police Constable	\$ 102,910.45	\$700.32
GOBBO	CLAUDIO	Plainclothes Police Constable	\$ 102,898.34	\$700.32
VLACH	ERIC	Training Constable	\$ 102,897.44	\$700.32
PICKERING	STEPHEN	Plainclothes Police Constable	\$ 102,885.70	\$700.32
GILLESPIE	ANDREA	Plainclothes Police Constable	\$ 102,884.52	\$700.32
PINCHIN	BRIAN	Plainclothes Police Constable	\$ 102,883.72	\$700.32
JONES	DOUGLAS ALBERT	Plainclothes Police Constable	\$ 102,879.70	\$700.32
BIANCHI	DANIELA	Plainclothes Police Constable	\$ 102,875.90	\$687.11
BUDDO	JAMES	Plainclothes Police Constable	\$ 102,875.52	\$700.32

APPENDIX B

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
PETKOVIC	BORIS	Training Constable	\$ 102,873.73	\$686.42
DOWNING	THOMAS	Police Constable	\$ 102,863.50	\$696.66
KIM	JIN HOI (JOE)	Police Constable	\$ 102,841.94	\$662.93
FERDINAND	PATRICK WALLACE	Police Constable	\$ 102,836.77	\$676.70
RUHL	CHRISTOPHER KEITH	Plainclothes Police Constable	\$ 102,835.73	\$679.71
FLOREZ	LUIS GUILLERMO	Police Constable	\$ 102,833.67	\$662.93
MIJARES	RENE LIBRE	Police Constable	\$ 102,822.40	\$662.06
DWYER	ANTHONY	Plainclothes Police Constable	\$ 102,820.16	\$700.32
MIGNARDI	STEVEN ANTHONY	Police Constable	\$ 102,818.76	\$662.93
SURRIDGE	SCOTT WOODROW	Police Constable	\$ 102,811.49	\$646.97
THAI	THANH	Plainclothes Police Constable	\$ 102,809.03	\$693.44
HANTON	JEFFREY	Plainclothes Police Constable	\$ 102,805.79	\$558.66
CHILVERS	AMANDA DANIELLE	Plainclothes Police Constable	\$ 102,796.11	\$685.81
BOYD	KAREN LINDA	Plainclothes Police Constable	\$ 102,793.49	\$558.66
ZETTLER	STEVEN CARL	Plainclothes Police Constable	\$ 102,793.19	\$697.47
DELPOR	MICHAEL	Plainclothes Police Constable	\$ 102,792.78	\$700.32
CAMPBELL	STEVEN D.	Training Constable	\$ 102,791.79	\$700.32
MCGARVEY	WILLIAM	Training Constable	\$ 102,790.34	\$700.32
FORBES	DAVID WILLIAM	Plainclothes Police Constable	\$ 102,788.44	\$680.56
BRUCE	PAMELA	Training Constable	\$ 102,787.13	\$700.32
WILSON	WILLIAM	Plainclothes Police Constable	\$ 102,786.70	\$700.32
POSLUSZNY	ANDREW ZBIGNIEW	Police Constable	\$ 102,784.39	\$662.93
WILLIAMS	MARK	Training Constable	\$ 102,779.78	\$700.32
PARRISH	SCOTT	Plainclothes Police Constable	\$ 102,776.97	\$700.32
HO	MATTHEW WEI-EN	Police Constable	\$ 102,775.48	\$662.06
DABUZINSKAS	VYTAUTAS	Plainclothes Police Constable	\$ 102,774.19	\$275.34
SHAW	CARL	Plainclothes Police Constable	\$ 102,774.11	\$700.32
CHAUDHARY	NICHOLAS	Plainclothes Police Constable	\$ 102,766.62	\$667.41
O'RILEY	JULIE	Plainclothes Police Constable	\$ 102,762.74	\$275.34
CLARKE	CALVIN PETER	Police Constable	\$ 102,760.78	\$662.93
MORETON	BARTON	Plainclothes Police Constable	\$ 102,754.42	\$700.32
BRYANT	ALAN MICHAEL	Training Constable	\$ 102,747.02	\$699.18
MCMAHON	JOSEPH	Police Constable	\$ 102,720.18	\$684.37
REINARTAS	MICHAEL ARTHUR	Police Constable	\$ 102,716.30	\$662.93
STALK	JOJI KAWAKAMI	Police Constable	\$ 102,715.13	\$662.93
RUPNARINE	LEONARD SASE	Police Constable	\$ 102,714.94	\$669.95
GREEN	RONALD TERRY	Police Constable	\$ 102,711.93	\$259.39
BENALLICK	DIANNA	Police Constable	\$ 102,704.87	\$676.70
TAYLOR	MICHAEL BRYAN	Plainclothes Police Constable	\$ 102,697.65	\$684.34
SPADE	BRIAN DAVID	Plainclothes Police Constable	\$ 102,685.61	\$686.42
ANDREW	WILLIAM JASON	Training Constable	\$ 102,674.10	\$685.20
HAWKINS	ROBERT GEOFFREY	Plainclothes Police Constable	\$ 102,668.38	\$686.42
BELLEFEUILLE	NEIL DOUGLAS	Plainclothes Police Constable	\$ 102,667.37	\$275.34
PARLIAMENT	JAMES RALPH	Training Constable	\$ 102,666.16	\$685.46
FYDENCHUK	KAY	Police Constable	\$ 102,641.23	\$684.37
ISIP	WILLIADOR JR.	Plainclothes Police Constable	\$ 102,625.36	\$686.42
REID	JOHN	Training Constable	\$ 102,625.10	\$700.32
TROTTER	TIMOTHY WALLACE	Police Constable	\$ 102,622.55	\$669.95
TONNA	PAUL ANTHONY	Police Constable	\$ 102,607.56	\$662.93
BREMNER	JAMES	Training Constable	\$ 102,606.60	\$700.32
HUNT	PETER	Plainclothes Police Constable	\$ 102,600.60	\$700.32
DURST	GREGORY FRANCIS	Training Constable	\$ 102,600.10	\$700.32
FOOTE	GORDON	Plainclothes Police Constable	\$ 102,596.60	\$275.34
JARVIS	ELAN	Plainclothes Police Constable	\$ 102,596.60	\$275.34
MOULTON	RONALD	Plainclothes Police Constable	\$ 102,596.60	\$275.34
DONOVAN	STEPHEN	Training Constable	\$ 102,596.60	\$700.32
ELLIOTT	JOHN	Plainclothes Police Constable	\$ 102,596.60	\$700.32
SKLAR	NICKOLAS	Plainclothes Police Constable	\$ 102,596.60	\$700.32
SLATER	ALLYSON MARY	Training Constable	\$ 102,596.60	\$700.32
WRIGHT	JAMES	Plainclothes Police Constable	\$ 102,596.60	\$700.32
PAREJA	CARLOS ADRIAN	Police Constable	\$ 102,588.08	\$640.58
VADIVELU	KRISHNAMOORTHY	Police Constable	\$ 102,579.92	\$662.93
TIMMS	KEVIN DOUGLAS	Police Constable	\$ 102,559.87	\$662.93
GREAVETTE	JAMES	Plainclothes Police Constable	\$ 102,538.62	\$692.91
PAROUSSOUDI	LEMONIA ALEXANDRA	Police Constable	\$ 102,535.30	\$654.23
BURKE	DARRYL WILFRED	Plainclothes Police Constable	\$ 102,526.36	\$686.42
LUSBY	GORDON	Training Constable	\$ 102,524.12	\$694.95
KHERA	MILPREET SINGH	Plainclothes Police Constable	\$ 102,519.46	\$673.61
HAIN	DAVID JOSEPH	Police Constable	\$ 102,519.42	\$669.95
ST CROIX	PAULA	Police Constable	\$ 102,516.81	\$676.70
STUART	MATTHEW JAMES	Training Constable	\$ 102,513.42	\$685.20

APPENDIX B

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
GLASGOW	JUSTIN JOSEPH	Plainclothes Police Constable	\$ 102,488.75	\$686.42
DAWODU	CHRISTOPHER OLUFEMI	Plainclothes Police Constable	\$ 102,486.14	\$686.42
MORDEN	TODD DOUGLAS	Plainclothes Police Constable	\$ 102,480.41	\$686.42
APOSTOLOPOULOS	G. DIMITRIOS	Plainclothes Police Constable	\$ 102,475.65	\$662.93
PILOTTE	KAREN ALISON	Police Constable	\$ 102,443.42	\$654.23
SZKOTAK	MARIUSZ	Police Constable	\$ 102,433.79	\$669.95
LAI	DAVID	Police Constable	\$ 102,433.73	\$662.93
SANTOS VICENTINO	RICHARD	Police Constable	\$ 102,402.72	\$679.30
FLORES	MANUEL ALEJANDRO	Police Constable	\$ 102,400.76	\$668.56
D'ALIMONTE	STEVEN	Plainclothes Police Constable	\$ 102,398.44	\$683.30
GOODWIN	ELLA RILEY	Plainclothes Police Constable	\$ 102,396.52	\$666.29
MILLWOOD	KARLENE ANN	Senior Analyst	\$ 102,389.09	\$280.88
TOYNE	SIMON ANDREW	Police Constable	\$ 102,385.88	\$662.93
REISE	RONALD GORDON	Police Constable	\$ 102,385.57	\$667.87
DEACON	TIMOTHY WILLIAM	Police Constable	\$ 102,370.85	\$662.93
OTTEN	VICTORIA	Police Constable	\$ 102,368.75	\$0.00
FEGAN	PAUL	Police Constable	\$ 102,355.83	\$695.52
TROTTER	CHRISTINE JANE	Plainclothes Police Constable	\$ 102,353.56	\$686.42
BOYKO	DAYNA KATHLEEN	Plainclothes Police Constable	\$ 102,351.93	\$686.42
PORANGANEL	MARK VARKEY	Training Constable	\$ 102,346.43	\$686.42
CAVE	RANDAL DELBERT	Police Constable	\$ 102,342.54	\$684.37
GOTTSCHLING	RONALD EDMUND	Police Constable	\$ 102,339.86	\$669.95
SNOW	ROYAN JEFFERY	Police Constable	\$ 102,339.28	\$662.93
MADRAMOOTOO	MARC ANDREY	Plainclothes Police Constable	\$ 102,337.66	\$686.42
DIDIC	ADAMIRA MARIA	Plainclothes Police Constable	\$ 102,333.33	\$684.34
PABLO	GLEN PATRICK	Plainclothes Police Constable	\$ 102,327.19	\$678.70
CONLEY	TIMOTHY KENNETH	Plainclothes Police Constable	\$ 102,324.25	\$671.99
BELLAND	NEIL GREGORY	Police Constable	\$ 102,323.55	\$669.95
MOORCROFT	MICHELLE JAYNE	Police Constable	\$ 102,320.29	\$662.93
LEE	KYU IL	Plainclothes Police Constable	\$ 102,305.96	\$678.70
BEVILACQUA	GIULIO	Police Constable	\$ 102,297.03	\$669.95
OUELLET	ANDREW	Police Constable	\$ 102,295.87	\$671.78
WESLEY	JEFFREY	Police Constable	\$ 102,283.02	\$669.95
CONTANT	JASON ARTHUR	Training Constable	\$ 102,249.80	\$685.20
FISCHER	DAVID ANTHONY	Plainclothes Police Constable	\$ 102,238.45	\$686.16
LEECE	GORDON WILLIAM	Police Constable	\$ 102,237.53	\$669.95
DE GRAAF	RYAN EVERT	Police Constable	\$ 102,235.25	\$662.93
TRENTON	REBECCA	Patrol Supervisor	\$ 102,234.82	\$616.46
VELLA	TONYO	Police Constable	\$ 102,233.85	\$598.00
HARRIS	CRAIG EDWARD	Police Constable	\$ 102,212.54	\$684.37
HERRON	CLIFFORD	Police Constable	\$ 102,209.10	\$259.39
BOUVERAT	ROCH ERIC	Police Constable	\$ 102,208.57	\$662.93
FAREWELL	DANIEL HAROLD	Plainclothes Police Constable	\$ 102,203.69	\$686.42
WILLIAMS	KEVIN CHRISTOPHER	Plainclothes Police Constable	\$ 102,201.75	\$686.42
VAN HET VELD	JAN	Plainclothes Police Constable	\$ 102,198.88	\$580.54
FIRTH	ZACHARY JONATHON	Police Constable	\$ 102,192.94	\$656.84
THOMPSON	JENNIFER	Plainclothes Police Constable	\$ 102,187.16	\$686.42
URQUHART	BRIAN DAVID	Police Constable	\$ 102,185.47	\$662.93
CIESLIK	JAROSLAW	Police Constable	\$ 102,173.81	\$679.56
WILSON	ANTON LAWRENCE	Police Constable	\$ 102,149.98	\$259.39
SEGUIN	CHRISTIAN ARMAND	Police Constable	\$ 102,141.22	\$682.15
FERNANDES	DWAYNE ANTHONY	Plainclothes Police Constable	\$ 102,130.63	\$686.42
KACHUR	DAMIEN JOHN	Police Constable	\$ 102,129.42	\$663.19
KARAKOCHUK	GERALD GEORGE	Police Constable	\$ 102,123.92	\$654.23
HAWKINS	HILARY LAURENE	Plainclothes Police Constable	\$ 102,120.81	\$261.44
SPIVAK	SHARI	Plainclothes Police Constable	\$ 102,114.20	\$693.44
MCGOWAN	MONICA	Plainclothes Police Constable	\$ 102,109.53	\$693.44
KIM	SANG HYUP	Police Constable	\$ 102,102.30	\$662.93
ALLEY	NICHOLAS DAVID	Plainclothes Police Constable	\$ 102,096.99	\$666.29
OSMAN	WALID AHMED	Police Constable	\$ 102,090.02	\$662.93
WALSH	DEREK ANDREW	Plainclothes Police Constable	\$ 102,085.59	\$681.54
WYARD	LESLIE ANN	Plainclothes Police Constable	\$ 102,081.49	\$678.70
SIMAS	SERGIO	Plainclothes Police Constable	\$ 102,062.16	\$673.21
GRAHAM	KEVIN JOSEPH	Police Constable	\$ 102,060.80	\$669.95
GARBUTT	DEBORAH GRACE	Police Constable	\$ 102,057.57	\$670.20
ETHIER	CHRISTOPHER MICHAEL	Police Constable	\$ 102,056.09	\$662.93
CHEUNG	NICKY TIN-FU	Police Constable	\$ 102,053.99	\$662.93
DE LOS RIOS	JUAN CARLOS	Plainclothes Police Constable	\$ 102,045.45	\$693.44
GAUVREAU	MARC ROBERT	Police Constable	\$ 102,036.24	\$669.95
RANDHAWA	PALVINDER SINGH	Police Constable	\$ 102,032.45	\$662.06
MUNRO	ASHLEY	Police Constable	\$ 101,994.57	\$684.37

APPENDIX B

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
FEDORY	MYKOLA	Police Constable	\$ 101,993.16	\$662.93
RUSSELL	JAMES JOSEPH	Plainclothes Police Constable	\$ 101,989.41	\$623.46
GALAMIYEVA	YEKATERINA	Police Constable	\$ 101,983.83	\$658.58
WARR	RICHARD JOHN	Plainclothes Police Constable	\$ 101,980.52	\$686.42
MURPHY	DANIEL	Detective	\$ 101,959.41	\$450.76
MORRISON	STEVEN CHRISTOPHER	Police Constable	\$ 101,956.39	\$669.95
DODSON	RANDIE	Training Constable	\$ 101,951.00	\$686.68
EZEKIEL	SCOTT CARL	Police Constable	\$ 101,947.97	\$669.95
GABRIEL	MATTHEW THOMAS	Police Constable	\$ 101,943.32	\$664.49
BAKER	RICHARD TIMOTHY	Training Constable	\$ 101,938.26	\$693.44
NAMAYANDEH	ARASH	Police Constable	\$ 101,935.79	\$665.53
FRANCO	CHRISTOPHER ROBERT	Police Constable	\$ 101,923.49	\$651.62
CLARKE	PAUL EGERTON	Police Constable	\$ 101,919.99	\$676.70
KESIC	ZELJKO	Police Constable	\$ 101,905.64	\$682.76
GILL	SUKHJIT SINGH	Police Constable	\$ 101,888.19	\$662.93
HEMPEN	GEORGE JOHANNES	Plainclothes Police Constable	\$ 101,886.77	\$686.42
HARRINGTON	JULIA ANNE	Police Constable	\$ 101,885.95	\$662.93
OLUKOYA	OLUFEMI	Police Constable	\$ 101,873.06	\$676.70
BRONSEMA	TANYA LISETTE	Police Constable	\$ 101,849.87	\$682.76
HYLAND	SCOTT ANDREW	Plainclothes Police Constable	\$ 101,841.57	\$678.70
LEYVA	SHARON MARISOL	Police Constable	\$ 101,828.20	\$663.19
WU	XU	Police Constable	\$ 101,819.23	\$662.93
NG	CHI WAI	Plainclothes Police Constable	\$ 101,814.05	\$693.44
LEFORT	KENTON WILLIAM	Training Constable	\$ 101,810.53	\$685.20
ARULANANDAM	GERRARD NIMALAN	Training Constable	\$ 101,807.85	\$685.20
GEORGE	KEITH JOSEPH	Police Constable	\$ 101,803.58	\$662.93
MATHESON	DAVID	Plainclothes Police Constable	\$ 101,785.65	\$603.28
PRICE	DAVID RAYMOND	Plainclothes Police Constable	\$ 101,770.73	\$662.93
SUNGHING	DANIEL RICHARD	Plainclothes Police Constable	\$ 101,763.59	\$686.42
BOURGEOIS	JEAN PHILIP	Plainclothes Police Constable	\$ 101,755.15	\$680.93
GOEBELL	NAD	Police Constable	\$ 101,753.64	\$684.37
MCGUINNESS	SEAN	Police Constable	\$ 101,739.10	\$680.08
MCDONALD	ROBERT	Police Constable	\$ 101,719.77	\$683.13
DAL GRANDE	MAURO ANGELO	Police Constable	\$ 101,708.68	\$684.37
SHIN	HAROLD	Police Constable	\$ 101,707.19	\$669.69
OLLOS	SANDOR ERNEST	Police Constable	\$ 101,698.43	\$669.95
CHRISTIAN	PHILIP BRUCE	Police Constable	\$ 101,696.97	\$662.93
HIGGITT	ELISA	Sergeant	\$ 101,696.72	\$695.77
ONZUKA	EDWARD YUJI	Plainclothes Police Constable	\$ 101,691.17	\$686.42
WILDEBOER	PAUL	Police Constable	\$ 101,686.42	\$694.83
DAS GUPTA	ONIL	Training Constable	\$ 101,671.04	\$692.20
COYLE	ROBERT	Police Constable	\$ 101,652.50	\$684.37
SYED	HASSAN RAZA	Police Constable	\$ 101,644.13	\$662.06
RUTLEDGE	MONICA JANET	Police Constable	\$ 101,643.79	\$669.95
CARLETON	STEPHEN JAMES	Plainclothes Police Constable	\$ 101,640.60	\$686.42
BRAYMAN	GEOFFREY ROBERT	Plainclothes Police Constable	\$ 101,630.54	\$686.42
PATHAK	DAVINDER KUMAR	Police Constable	\$ 101,626.13	\$662.93
MCBRATNEY	RISE ANNE	Operations Supervisor	\$ 101,624.52	\$382.31
TAYLOR	JEFF	Police Constable	\$ 101,605.52	\$684.37
BOWKER	COLLEEN LISA	Plainclothes Police Constable	\$ 101,598.72	\$686.42
MACKEY	CRAIG TRAVIS	Police Constable	\$ 101,592.58	\$669.69
MARCHESE	FRANK	Police Constable	\$ 101,591.11	\$684.37
FERNANDES	MICHAEL A.	Plainclothes Police Constable	\$ 101,590.98	\$271.21
MCEVOY	CLINTON WAYNE	Plainclothes Police Constable	\$ 101,590.11	\$671.53
DORRINGTON	FRANCIS JUSTIN	Police Constable	\$ 101,585.52	\$662.93
WHITTALL	SHAWN MICHAEL	Police Constable	\$ 101,572.11	\$658.58
KATOCH	AMAR SINGH	Police Constable	\$ 101,565.28	\$676.70
BEATTIE	CHRISTOPHER DENNIS	Sergeant	\$ 101,551.50	\$685.16
HAYWARD	DARRELL MAURICE	Police Constable	\$ 101,543.60	\$669.95
SIMPSON	RYAN JAMES	Plainclothes Police Constable	\$ 101,536.44	\$684.34
PULLA	JEREMY JAMES	Police Constable	\$ 101,535.67	\$662.06
HUTCHINGS	MARK DEREK	Police Constable	\$ 101,529.20	\$662.93
PARKER	FITZROY	Police Constable	\$ 101,524.03	\$665.53
KALWIES	DAVID	Police Constable	\$ 101,523.99	\$589.93
BORISSOV	BORIS ILIEV	Police Constable	\$ 101,522.43	\$662.93
EMOND	CHRISTIAN RENE	Police Constable	\$ 101,517.48	\$662.93
DAVEY	AMY LEE	Plainclothes Police Constable	\$ 101,505.58	\$261.44
CRANE	ROBERT JASON	Police Constable	\$ 101,499.45	\$669.95
DOBBS	BEVERLY ROSE	Police Constable	\$ 101,495.21	\$654.23
ANDREJISHYN	JAMES JOSEPH	Plainclothes Police Constable	\$ 101,491.28	\$686.42
DHALIWAL	PIARA SINGH	Police Constable	\$ 101,487.36	\$662.06

APPENDIX B

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
RUSSELL	ALEXANDER	Police Constable	\$ 101,486.94	\$684.37
BISLA	KIRAN	Plainclothes Police Constable	\$ 101,482.27	\$686.42
MASTRACCI	PAOLA	Plainclothes Police Constable	\$ 101,478.30	\$686.42
GREAVES	BRANDON LLOYD	Plainclothes Police Constable	\$ 101,470.61	\$666.29
BLUNK	ANDREW FREDDY	Police Constable	\$ 101,462.76	\$669.95
SWAINE	AARON DOUGLAS	Police Constable	\$ 101,460.31	\$637.73
MARSHALL	KEVIN GEORGE	Police Constable	\$ 101,459.69	\$669.95
BAIRD	KAREN ANN	Police Constable	\$ 101,452.46	\$684.37
STONE	CHRISTOPHER GEORGE	Plainclothes Police Constable	\$ 101,452.06	\$678.70
KRAWCZYK	MICHELLE MARLAINE	Training Constable	\$ 101,451.22	\$693.44
SIVADASAN	SURENDRAN	Police Constable	\$ 101,449.75	\$662.93
HANDY	CHRISTINE	Plainclothes Police Constable	\$ 101,444.17	\$693.44
BENINCASA	MARIANO JOSEPH	Training Constable	\$ 101,433.66	\$683.98
MURRAY	SCOTT ROBERT	Police Constable	\$ 101,431.77	\$669.95
CAMARA	TOMMY	Police Constable	\$ 101,403.06	\$675.44
GREENER	KIMBERLEY ANNE	Police Constable	\$ 101,402.84	\$669.95
COLEMAN	CRAIG EDWARD	Police Constable	\$ 101,402.22	\$669.95
LEE	STEVEN MINTEK	Police Constable	\$ 101,392.77	\$662.93
SOKOLOWSKA	EWA ANNA	Police Constable	\$ 101,392.55	\$658.58
WHITWORTH	MICHAEL BRUCE	Training Constable	\$ 101,391.25	\$692.20
GILBERT	SHAWN WILLIAM	Sergeant	\$ 101,390.54	\$694.59
LILLIE	SHAWN GERALD	Police Constable	\$ 101,389.43	\$662.93
BAILIE	KENNETH	Police Constable	\$ 101,378.14	\$684.37
SHIN	JAY HO	Police Constable	\$ 101,377.77	\$669.95
OSOBA	OLUSESAN OSOKOYA	Police Constable	\$ 101,375.58	\$662.93
POTTER	VIVIENNE SANJA	Police Constable	\$ 101,372.83	\$662.93
PASSERINO	CURTIS PAUL	Police Constable	\$ 101,367.84	\$669.95
DI TOLLO	MONICA FRANCA	Operations Supervisor	\$ 101,356.17	\$665.63
BACON	ANDREW MARTIN	Training Constable	\$ 101,346.97	\$685.20
PITCHER	DAVID CHARLES	Plainclothes Police Constable	\$ 101,329.50	\$686.42
SUTHERLAND	GRANT ANTHONY	Plainclothes Police Constable	\$ 101,324.02	\$686.42
DARMITZ	ANDREW JOSEPH	Police Constable	\$ 101,322.23	\$662.93
DULATAS	JOSE JOB	Police Constable	\$ 101,315.12	\$654.23
HUBER	SIMONE GABRIELLE	Plainclothes Police Constable	\$ 101,306.49	\$686.42
MCMAHON	KATHY LYNN	Plainclothes Police Constable	\$ 101,290.32	\$678.70
JACOBS	SHELDON ALEXANDER	Police Constable	\$ 101,285.76	\$669.95
ROMANO	ANTHONY STEFANO	Police Constable	\$ 101,280.59	\$670.56
DOYLE	CHRISTOPHER PATRICK	Plainclothes Police Constable	\$ 101,280.04	\$663.49
BRANKER	DARRYL DERMOT	Plainclothes Police Constable	\$ 101,260.57	\$678.70
GOLDLIOUST	ANATOL	Police Constable	\$ 101,249.61	\$662.93
SHANGI	JOSEPH RALPH	Training Constable	\$ 101,243.68	\$685.20
DUCUSIN	MICHAEL RYAN	Police Constable	\$ 101,224.48	\$669.95
GOSS	JASON JAMES	Police Constable	\$ 101,216.29	\$307.93
BENOIT	HORST ALBERT	Police Constable	\$ 101,215.43	\$673.95
FRANK	MARILYN IRENE	Plainclothes Police Constable	\$ 101,205.41	\$686.42
WATTS	ROBERT ANDREW	Police Constable	\$ 101,203.49	\$669.95
BAKER	RICHARD JAMES	Sergeant	\$ 101,196.92	\$701.67
MATHEWS	BRANT	Plainclothes Police Constable	\$ 101,194.39	\$686.42
MCGIVERN	SEAN BARME	Police Constable	\$ 101,193.53	\$669.95
SALAMON	MARIUSZ ROBERT	Police Constable	\$ 101,188.63	\$668.91
BERNARDO	EDUARDO MADEIROS	Training Constable	\$ 101,180.85	\$685.20
ATKINS	CHERRY MAXINE	Police Constable	\$ 101,175.93	\$669.95
NORRIS	ROBERT	Police Constable	\$ 101,173.75	\$684.37
GARLAND	MARINA EDUARDOVNA	Plainclothes Police Constable	\$ 101,173.46	\$686.42
VANWART	DANIEL ROBINSON	Plainclothes Police Constable	\$ 101,172.28	\$686.42
SIMPSON	OLIVER STAFFORD	Police Constable	\$ 101,169.92	\$662.93
RIVERS	BRETT LEWIS	Police Constable	\$ 101,169.36	\$670.41
HALAGIAN	ADAM RYAN	Plainclothes Police Constable	\$ 101,167.11	\$686.42
WESTERHOFF	DAVID JAMES	Police Constable	\$ 101,163.47	\$662.93
SMITH	BRYAN MICHAEL	Police Constable	\$ 101,157.37	\$673.00
SALTMARSH	SEAN RYAN	Police Constable	\$ 101,154.11	\$662.93
AHLUWALIA	MANDEEP SINGH	Police Constable	\$ 101,146.24	\$662.93
DE GUZMAN	NOEL ENRIQUEZ	Plainclothes Police Constable	\$ 101,142.12	\$340.14
WELLS	DAVID ARCHER	Police Constable	\$ 101,138.48	\$680.93
ELGAR	KAREN ELIZABETH	Plainclothes Police Constable	\$ 101,127.49	\$696.19
DRODZOWSKI	MAREK	Police Constable	\$ 101,125.06	\$683.37
LUKINGS	AIMEE ELISABETH	Plainclothes Police Constable	\$ 101,123.22	\$686.42
LEVY	GARTH ST.	Police Constable	\$ 101,122.45	\$662.93
ROGATINSKY	ALEXANDER	Police Constable	\$ 101,111.95	\$401.05
PICKRAN	HILDOR	Police Constable	\$ 101,100.06	\$684.37
BOWER	MARC ALAN	Police Constable	\$ 101,094.53	\$662.93

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

APPENDIX B

Surname	Given Name	Position	Salary Paid	Benefits
TRUEMAN	MAUREEN ANN	Sergeant	\$ 101,094.43	\$689.28
GARRETT	RICHARD FREDRICK	Plainclothes Police Constable	\$ 101,092.12	\$678.70
SMALL	GREGORY DAVID	Plainclothes Police Constable	\$ 101,090.20	\$686.42
STIBBE	CLINTON RODNEY	Police Constable	\$ 101,089.44	\$669.95
GEE	KEVIN WAI	Police Constable	\$ 101,074.50	\$658.58
PUTMAN	AARON MATTHEW	Plainclothes Police Constable	\$ 101,069.76	\$666.29
BARTLETT	DANIEL ALBERTO	Police Constable	\$ 101,068.99	\$662.93
STRILEC	KIRK WAYNE	Police Constable	\$ 101,066.31	\$662.93
GARROW	PATRICK JOHN	Plainclothes Police Constable	\$ 101,063.35	\$686.68
PHILLIPS	RYAN BENJAMIN	Police Constable	\$ 101,055.62	\$667.87
CAIN	JAMES MICHAEL	Police Constable	\$ 101,051.25	\$669.95
ARDILES	BENJAMIN GONZALO	Police Constable	\$ 101,047.69	\$667.87
COOPER	RICHARD	Training Constable	\$ 101,044.17	\$260.83
WALKER	MARK DOYLE	Police Constable	\$ 101,035.68	\$669.95
CHEUNG	GADMAN DANIEL	Plainclothes Police Constable	\$ 101,031.57	\$686.42
GITTUS	RYAN CHRISTOPHER	Plainclothes Police Constable	\$ 101,027.30	\$670.77
ALS	ANTHONY CHRISTOPHER	Police Constable	\$ 101,017.45	\$673.00
GARDINER	ROBERT SCOTT	Police Constable	\$ 101,011.57	\$669.95
CORNFORD	CHRISTOPHER	Police Constable	\$ 101,010.17	\$286.81
RAMBEHARRY	SANJAY RABINDRANAATH	Plainclothes Police Constable	\$ 100,998.25	\$686.42
WALKER	FRANCIS	Police Constable	\$ 100,995.52	\$684.37
DABU	JOSE PAULINO	Police Constable	\$ 100,988.09	\$669.95
NISHIKAWA	BRIAN JONATHAN	Police Constable	\$ 100,982.80	\$658.58
DONAIS	BRADLEY JAMES	Detective	\$ 100,973.02	\$689.22
D'ANGELO	GIUSEPPE	Plainclothes Police Constable	\$ 100,969.57	\$693.44
BELMONTE	ANTHONY	Police Constable	\$ 100,965.50	\$684.37
CLAPP	CATHERINE ANN	Police Constable	\$ 100,964.10	\$662.93
SUTCLIFFE	COLIN DAVID	Police Constable	\$ 100,962.41	\$662.93
MCGUIRE	AMY LOUISE	Plainclothes Police Constable	\$ 100,958.50	\$673.82
JENKINS	CLINTON RICHARD	Training Constable	\$ 100,942.61	\$680.58
SENYK	JANNA LOUISE	Plainclothes Police Constable	\$ 100,938.85	\$673.21
HAMILTON	KEVIN STEWART	Police Constable	\$ 100,934.17	\$674.22
ANDRUS	ALEXANDRU	Plainclothes Police Constable	\$ 100,928.19	\$678.70
WANG	TIAM YEE	Police Constable	\$ 100,918.89	\$662.93
DAVID	COSMA	Police Constable	\$ 100,918.25	\$568.49
PORTER	DAINIAN ALLOY	Police Constable	\$ 100,915.27	\$669.95
WILSON	BRADLEY MICHAEL	Plainclothes Police Constable	\$ 100,906.43	\$686.42
KIPROFF	MICHAEL PETER	Police Constable	\$ 100,892.58	\$669.95
VANDEBURGH	ANDREW NORMAN	Police Constable	\$ 100,889.89	\$658.58
GRAVELIJN	ROBERT-THEO	Police Constable	\$ 100,885.40	\$662.93
SUN	SAM SHUO	Police Constable	\$ 100,884.30	\$662.93
NAIDOO	GRAEME CLAYTON	Sergeant	\$ 100,877.17	\$683.99
MAY	NATALIE ELIZABETH	Police Constable	\$ 100,858.88	\$654.23
MCINTYRE	JASON ALAN	Plainclothes Police Constable	\$ 100,848.69	\$686.42
KAPOSY	KEVIN JOHN	Training Constable	\$ 100,837.20	\$686.42
BORUN	STEPHANIE ELIZABETH	Police Constable	\$ 100,816.49	\$668.65
KINGHORN	SHAWN IAN	Police Constable	\$ 100,814.54	\$662.93
CRAMPTON	DAVID ALAN	Police Constable	\$ 100,804.71	\$669.95
MCCARTHY	CHEOLIVER DAX	Police Constable	\$ 100,795.76	\$669.95
BARTLETT	JASON MITCHELL	Police Constable	\$ 100,792.39	\$675.18
NEWTON	DAVID	Police Constable	\$ 100,790.58	\$684.37
TAMSE	EDWARD TED	Police Constable	\$ 100,782.92	\$669.95
BELANGER	LISA GABRIELLE	Plainclothes Police Constable	\$ 100,781.87	\$686.42
VEGA	DANIEL	Plainclothes Police Constable	\$ 100,772.60	\$686.42
SMITH	STEPHEN AARON	Training Constable	\$ 100,772.51	\$685.20
BORCH	MATTHEW PAUL	Police Constable	\$ 100,769.75	\$656.84
CHOW	WING YEM	Police Constable	\$ 100,768.26	\$662.93
HARDY	RUSSELL	Police Constable	\$ 100,756.05	\$676.70
DAWN	BRIAN GORDON	Police Constable	\$ 100,752.70	\$662.93
BUCHANAN	GREGORY MICHAEL	Plainclothes Police Constable	\$ 100,751.66	\$686.42
WEAVER	VERNON	Police Constable	\$ 100,746.31	\$684.37
DUNNE	JAMES WILLIAM	Police Constable	\$ 100,744.03	\$669.95
MINASVAND	GEORGE	Police Constable	\$ 100,743.69	\$244.97
HAWKEN	MICHAEL BROWNLIE	Plainclothes Police Constable	\$ 100,742.53	\$671.78
WILSON	DAWN KIMBERLEY	Plainclothes Police Constable	\$ 100,733.12	\$678.70
ADAMS	BRADLEY DEAN	Police Constable	\$ 100,729.33	\$684.37
BRABANT	LAURA ANN	Police Constable	\$ 100,727.33	\$662.93
MCCONNACH	ROBERT BRUCE	Plainclothes Police Constable	\$ 100,716.63	\$688.64
FLUMIAN	TRACY LYNN ANGELA	Plainclothes Police Constable	\$ 100,713.59	\$677.81
LEONARD	DOUGLAS CLINT	Police Constable	\$ 100,705.48	\$662.93
AMBLER	KENNETH LAWRENCE	Police Constable	\$ 100,703.16	\$684.37

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

APPENDIX B

Surname	Given Name	Position	Salary Paid	Benefits
ABKARIAN	HOVIG	Police Constable	\$ 100,699.76	\$658.58
MA	JEFFREY HONG	Police Constable	\$ 100,696.13	\$662.93
KIM	SAMUEL-CHONG	Police Constable	\$ 100,683.68	\$662.93
O'NEILL	BRIAN DONALD	Plainclothes Police Constable	\$ 100,678.04	\$673.61
RAMPAT	SUNIL	Police Constable	\$ 100,673.45	\$669.95
XINOS	EVAGELOS	Police Constable	\$ 100,671.68	\$669.95
WINFIELD	RICHARD	Plainclothes Police Constable	\$ 100,663.55	\$285.45
PROSPER	MARK ANTHONY	Police Constable	\$ 100,656.29	\$662.93
KOHOUT	WENDY ELAINE	Police Constable	\$ 100,648.03	\$674.48
WESTELL	CLINTON JON	Police Constable	\$ 100,645.43	\$674.83
ORCHARD	IAN DUNCAN	Plainclothes Police Constable	\$ 100,643.66	\$268.72
MCDONALD	MATTHEW PETER	Plainclothes Police Constable	\$ 100,641.15	\$680.93
BRAUND	JAMES RAYMOND	Plainclothes Police Constable	\$ 100,639.12	\$686.42
ION	DEAN FRANCIS	Sergeant	\$ 100,637.45	\$691.73
AITKEN	SHAWN CAMPBELL	Police Constable	\$ 100,633.50	\$684.37
BINNS	MICHAEL DOUGLAS	Police Constable	\$ 100,610.17	\$676.70
DUNK	LISA TERRA	Police Constable	\$ 100,609.98	\$683.03
SCHENK	PHILIP	Police Constable	\$ 100,586.24	\$684.37
DICKSON	BRETT GORDON	Plainclothes Police Constable	\$ 100,581.14	\$679.71
GERRY	MATTHEW JAMES	Police Constable	\$ 100,570.02	\$662.93
HUDSON	NOEL MCNAIR	Police Constable	\$ 100,569.53	\$651.62
POLLARD	KRISTINE RIAN	Plainclothes Police Constable	\$ 100,568.76	\$666.29
HARKER	ADAM MICHAEL	Plainclothes Police Constable	\$ 100,561.17	\$681.80
CRAWFORD	ANTHONY JOHN	Plainclothes Police Constable	\$ 100,558.37	\$677.53
REBELLO	MARK ANDREW	Plainclothes Police Constable	\$ 100,556.71	\$678.23
RENNIE	JASON DOUGLAS	Plainclothes Police Constable	\$ 100,550.45	\$666.29
ALAMAG	ADELIO PERADA	Police Constable	\$ 100,550.33	\$676.70
KOCANOVIC	ALEKSANDAR SASHA	Police Constable	\$ 100,545.82	\$669.95
BRADY	PETER GORDON	Plainclothes Police Constable	\$ 100,532.31	\$673.82
HUTCHINGS	TRACEY LYNN	Police Constable	\$ 100,513.25	\$663.19
TUCKWELL	BELINDA AGNES	Plainclothes Police Constable	\$ 100,510.55	\$434.58
MORASH	DEBORAH	Plainclothes Police Constable	\$ 100,507.44	\$693.44
UEBERHOLZ	THOMAS FRIEDRICH	Plainclothes Police Constable	\$ 100,495.70	\$261.44
OSBORNE	BRIAN OTTO	Police Constable	\$ 100,481.66	\$669.95
HADDRELL	PETER	Police Constable	\$ 100,470.12	\$684.37
MILLER	JAMES ANTHONY	Police Constable	\$ 100,467.57	\$669.95
TURNER	KIMBERLY	Police Constable	\$ 100,466.96	\$259.39
BRYAN	DAVID	Police Constable	\$ 100,458.93	\$684.37
ARBUS	PAUL WILLIAM	Police Constable	\$ 100,452.49	\$679.71
SADEGHI	AZADEH	Police Constable	\$ 100,452.24	\$662.93
ARMANI	PEDRAM	Police Constable	\$ 100,448.09	\$669.95
MORAN	ERICK ODYR	Police Constable	\$ 100,443.37	\$646.04
FOSTER	LORNE DAVID	Police Constable	\$ 100,438.10	\$662.06
VUONG	KENT	Plainclothes Police Constable	\$ 100,436.79	\$686.42
SALINES	CIRO JR.	Police Constable	\$ 100,434.22	\$683.98
URBAN	JON	Training Constable	\$ 100,427.05	\$694.69
HOUSTON	JOEL MICHAEL	Police Constable	\$ 100,426.76	\$669.95
MARJI	MARTHA BUTROS	Police Constable	\$ 100,415.65	\$662.93
DYKE	GEOFFREY THOMAS	Training Constable	\$ 100,415.10	\$686.42
MARO	KJELL KRISTOFFER	Police Constable	\$ 100,409.59	\$663.19
DEWLAND	WILLIAM RONALD	Police Constable	\$ 100,409.51	\$237.95
TRIAS	ETHELWALD DIOSA	Police Constable	\$ 100,402.69	\$662.93
JOHNSON	KEVIN WILLIAM	Police Constable	\$ 100,399.10	\$669.95
YAP	MEIYIN	Plainclothes Police Constable	\$ 100,397.22	\$693.44
GARVEY	ANDREW FREDERICK	Police Constable	\$ 100,389.47	\$668.66
RENNIE	BRIAN ANTHONY	Training Constable	\$ 100,379.03	\$685.20
HAMILTON	MICHAEL S.	Police Constable	\$ 100,367.02	\$684.37
LAMANNA	ANTHONY	Police Constable	\$ 100,363.20	\$684.37
MINAMI	MARK NOBUYUKI	Police Constable	\$ 100,361.00	\$669.95
ALVAREZ	JORGE DAVID	Police Constable	\$ 100,350.06	\$669.95
KELLY	DENISE EUGENIA	Police Constable	\$ 100,346.03	\$654.23
SMITH	JEAN-PAUL	Police Constable	\$ 100,341.68	\$676.70
AHMAD	MANSOOR	Police Constable	\$ 100,335.73	\$669.95
CHARBONNEAU	JEFFREY PATRICK	Police Constable	\$ 100,325.80	\$669.95
CANNING	PAUL BRET	Police Constable	\$ 100,324.10	\$662.93
BROAD	AARON NATHANIEL	Police Cadet-in-Training	\$ 100,324.09	\$169.78
SUTHERLAND	BRIAN ARTHUR	Police Constable	\$ 100,320.03	\$667.87
MORETTI	MARK	Police Constable	\$ 100,319.04	\$679.56
PATERSON	KYLE SCOTT	Plainclothes Police Constable	\$ 100,317.34	\$666.29
KARPUC	DAWID WALDEMAR	Police Constable	\$ 100,296.66	\$662.93
STAMPLECOSKIE	DWAYNE	Police Constable	\$ 100,296.66	\$662.93

APPENDIX B

RECORD OF EMPLOYEES' 2012 SALARIES AND BENEFITS

Surname	Given Name	Position	Salary Paid	Benefits
BRADLEY	CHRISTOPHER	Police Constable	\$ 100,291.49	\$676.70
CONIGLIO	DOMENICO	Police Constable	\$ 100,280.20	\$662.93
WOUDENBERG	HETTY JOHANA	Police Constable	\$ 100,278.09	\$669.95
POOLE	RICHARD ANDREW	Training Constable	\$ 100,277.28	\$692.20
SHEPHERDLY	GORDON WALTER	Plainclothes Police Constable	\$ 100,275.49	\$693.44
JASWAL	MONISH SINGH	Police Constable	\$ 100,273.14	\$662.93
LE	NAM-NHAT	Police Constable	\$ 100,270.38	\$669.95
RAMSAY	MICHAEL TODD	Police Constable	\$ 100,268.02	\$669.95
DAVEY	DEREK JAMES	Plainclothes Police Constable	\$ 100,257.64	\$674.43
DIPOCE	JEREMY MICHAEL	Plainclothes Police Constable	\$ 100,245.85	\$686.42
SINCLAIR	DOUGLAS CARL	Plainclothes Police Constable	\$ 100,233.52	\$666.29
SAIB	RACHID	Police Constable	\$ 100,233.07	\$662.06
BRIGGS	CHRISTOPHER NEAL	Plainclothes Police Constable	\$ 100,230.37	\$684.34
GREGORY	TREVOR PIXLEY	Police Constable	\$ 100,227.96	\$662.93
KIJEWSKI	KATHLEEN LAUREN	Police Constable	\$ 100,224.34	\$667.87
WATSON	IAN ANDREW	Police Constable	\$ 100,221.23	\$677.88
HAYES	SHAWN EARL	Police Constable	\$ 100,217.87	\$669.95
MCCANN	LAURIE ANNE	Plainclothes Police Constable	\$ 100,215.09	\$681.54
COFFEY	CHARLES JAMES	Plainclothes Police Constable	\$ 100,206.47	\$664.61
D'ABREO	OLIVER	Police Constable	\$ 100,186.51	\$662.93
HAYRE	HARMAN SINGH	Police Constable	\$ 100,178.53	\$669.95
LORIA	CATERINA	Police Constable	\$ 100,165.40	\$669.09
KHAWAJA	ARSHAD SADIQ	Training Constable	\$ 100,151.25	\$693.44
GRAMMATIKOS	MICHAEL GEORGE	Police Constable	\$ 100,150.81	\$669.95
ESPIE	GLEN	Police Constable	\$ 100,150.11	\$662.93
WILLERS	RONALD	Training Constable	\$ 100,146.63	\$692.20
PICHE	PAULA	Plainclothes Police Constable	\$ 100,143.49	\$686.62
MARCHEN	LEANNE	Police Constable	\$ 100,142.64	\$685.38
MERRITT	CHAD JOSEPH	Plainclothes Police Constable	\$ 100,139.73	\$666.29
STRACHAN	JAMES ALEXANDER	Training Constable	\$ 100,138.42	\$692.20
GUTHRIE	JANICE	Plainclothes Police Constable	\$ 100,135.76	\$268.46
AIRD	LUCILE VERITY	Plainclothes Police Constable	\$ 100,134.72	\$693.44
FERNANDES	ROLAND ANDREA	Training Constable	\$ 100,133.72	\$693.44
BEREZOWSKY	ROBERT NESTOR	Plainclothes Police Constable	\$ 100,132.10	\$693.44
BULMER	WARREN JAMES	Plainclothes Police Constable	\$ 100,129.08	\$693.44
TOUT	JEFFREY SHAWN	Police Constable	\$ 100,127.26	\$669.95
BERTUCCA	KIMBERLY	Plainclothes Police Constable	\$ 100,120.40	\$693.44
STRILEC	SHAWN RYAN	Plainclothes Police Constable	\$ 100,113.81	\$678.70
HENDRIKS	BART	Plainclothes Police Constable	\$ 100,113.48	\$693.44
TORRANCE	STEVEN JAMES	Police Constable	\$ 100,107.64	\$662.93
SUNGHING	KELLY MARIE	Police Constable	\$ 100,105.61	\$675.44
CAMERON	NEIL ROBERT	Police Constable	\$ 100,104.79	\$662.93
DALEY	TIMOTHY WILLIAM	Training Constable	\$ 100,102.13	\$692.20
ROWE	ANTOINETTE MARGARET	Police Constable	\$ 100,098.03	\$677.27
GOUVEIA	DERECK FRANCIS	Plainclothes Police Constable	\$ 100,094.44	\$693.44
LA BORDE	REGINA	Plainclothes Police Constable	\$ 100,093.46	\$268.46
FINDLAY	RYAN MCLEAN	Plainclothes Police Constable	\$ 100,089.57	\$686.42
MOUREAU	JULIE SOLINE	Police Constable	\$ 100,089.00	\$662.93
SANGUINETTI	MICHAEL JOSEPH	Police Constable	\$ 100,086.22	\$661.19
HO	ALEC KAI-KWUN	Parking Enforcement Officer	\$ 100,081.39	\$595.54
COOPER	CHRISTOPHER ROBERT	Police Constable	\$ 100,081.01	\$662.93
ASTAPKOVICH	ANDREI	Police Constable	\$ 100,080.89	\$665.53
CHRISTODOULOU	YIORGO RICHARD	Police Constable	\$ 100,078.38	\$650.69
MCLANE	KRISTINE ANN	Plainclothes Police Constable	\$ 100,071.15	\$639.20
NEWMARCH	BRETT RYAN	Plainclothes Police Constable	\$ 100,058.80	\$686.42
BILBY	DAVID ANDREW	Training Constable	\$ 100,056.30	\$685.20
TALESNIK	NICOLAS RICHARD	Plainclothes Police Constable	\$ 100,027.74	\$591.98
MCINERNEY	PATRICK HARRY	Police Constable	\$ 100,025.38	\$669.95
SHIKATANI	WILLIAM GORO	Training Constable	\$ 100,002.16	\$685.20

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 20, 2013**

**#P168. DISPOSITION REPORT: REVIEW OF COMPLAINT CONCERNING
THE CONDUCT OF COUNCILLOR MICHAEL THOMPSON, VICE-
CHAIR, TPSB**

The Board was in receipt of the following report dated May 28, 2013 from Alok Mukherjee, Chair:

Subject: DISPOSITION REPORT - REVIEW OF COMPLAINT CONCERNING THE
CONDUCT OF COUNCILLOR MICHAEL THOMPSON

Recommendation:

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

Financial Implications:

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

Background/Purpose:

At its public meeting on October 15, 2012, the Board, at my request, withdrew a report, dated October 9, 2012, from Dr. Dhun Noria (Board Min. P263/12 refers).

Discussion:

Dr. Noria's report had been submitted to the Board in compliance with the Board's policy entitled Board Members: Conduct Complaints (attached) which requires that the disposition of complaints concerning Board Members be reported in public.

In order to conclude this matter, I have included Dr. Noria's report of October 9, 2012, on this agenda for the Board's receipt.

Conclusion:

Following receipt of Dr. Noria's report, I will ensure that the appropriate correspondence is sent to the Ontario Civilian Police Commission (OCPC), in order to comply with the Board's policy.

cont...d

The Board was also in receipt of the following report October 09, 2012 from Dhun Noria, Member:

SUBJECT: DISPOSITION REPORT: REVIEW OF COMPLAINT CONCERNING THE CONDUCT OF COUNCILLOR MICHAEL THOMPSON, VICE-CHAIR, TPSB

Recommendation:

It is recommended that the Board receive this report for information

Financial Implications:

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

Background/Purpose:

The Board, at its *in camera* meeting held on April 19, 2012, was in receipt of a complaint pertaining to an allegation that Councillor Michael Thompson had breached the Regulation to the *Police Services Act* governing Board member conduct, namely, O. Reg. 421/97 Members of Police Services Boards – Code of Conduct (Minute C126/12 refers).

Discussion:

The Board decided to retain external legal counsel to review the complaint. At its *in camera* meeting on September 25, 2012, the Board received the report prepared by the Honourable Justice Sydney. L. Robins, Q.C. Following its review of the report, the Board concluded that Councillor Thompson had not breached O. Reg. 421/97 and, consequently, the Board decided that no further action should be taken with respect to the complaint.

Conclusion:

On behalf of the Board and, in accordance with the Board's policy, I will communicate the Board's decision, including the report prepared by Justice Robins, Q. C., to the Ontario Civilian Police Commission, for its information.

The Board received the foregoing reports.

Moved by: D. Noria



TORONTO POLICE SERVICES BOARD

BOARD MEMBERS: CONDUCT COMPLAINTS

DATE APPROVED	December 11, 2003	Minute No: P344/03
DATE(S) AMENDED	November 15, 2010	Minute No: P292/10
DATE REVIEWED	June 13, 2005 November 15, 2010	Minute No: C159/05 Minute No: P292/10
REPORTING REQUIREMENT	As set out below	
LEGISLATION	<i>Police Services Act</i> , R.S.O. 1990, c.P.15, as amended, ss. 25, 31(1)(c). <i>Members of Police Services Boards – Code of Conduct</i> , O. Reg. 421/97, s. 15. <i>Municipal Conflict of Interest Act</i> , R.S.O. 1990 as amended, c. M50.	
DERIVATION		

It is the policy of the Toronto Police Services Board that:

1. The Chair, or any member of the Board, will be required to bring forward all complaints about the conduct of the Chair or any other member of the Board to the entire Board, at a Board meeting, for review;
2. All complaints will be received in writing with the complainant's name and return address identified;
3. The Chair (or the Vice Chair in the Chair's absence or if the Chair is the subject of the complaint) will make a recommendation as to how the Board should review the complaint;
4. In reviewing the complaint, the Board will consider the following options:
 - a. the complaint is of a minor nature and the affected Board Member should be asked to provide a written response to the complaint;
 - b. the complaint is of such a significant nature that external legal counsel should be retained; or
 - c. the complaint is of a serious nature and the Board should request that the Ministry of Community Safety and Correctional Services ("the Ministry") conduct an investigation into the member's conduct; or request that the Ontario Civilian Police Commission

("OCPC") conduct an investigation into the member's conduct under s. 25 of the *Police Services Act*.

5. The affected Board Member will be permitted to provide a written response to the Board regarding the allegations contained in the complaint;
6. The Board will determine whether to hold its review *in camera* in accordance with the *Act* and whether the affected Board Member should be present during the review;
7. Upon Board review of the complaint, the Board will follow one of the following courses of action:
 - a. receive the complaint and take no action;
 - b. require the member to appear before the Board and be reprimanded (as per s.15 of the *Code of Conduct*); or
 - c. request the Ministry to conduct an investigation into the member's conduct or request that OCPC conduct an investigation into the member's conduct under s. 25 of the *Act*.
8. The Board will be aware of its duty of public accountability and provide a public reporting of its review and any actions taken; and
9. That upon completion of a review of a complaint, the Chair (or Vice Chair if the Chair is the subject of the complaint) will be authorized to communicate the Board's decision to the complainant and affected Board Member. Furthermore, that OCPC be copied on this correspondence.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 20, 2013**

#P169. ANNUAL REPORT – 2012 POLICE TOWING CONTRACTS

The Board was in receipt of the following report May 10, 2013 from William Blair, Chief of Police:

Subject: ANNUAL REPORT - POLICE TOWING CONTRACT – JANUARY TO
DECEMBER 2012

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

At its meeting of February 16, 2012 the Board approved the following Motion:

“THAT the following reports, which are currently submitted by the Chief on a semi-annual basis, be submitted annually in the future:

- *Towing – compliance with terms of the contracts”*

In accordance with the direction provided by the Board, the following report is being submitted.

Discussion:

The Toronto Police Service (Service) requires prompt and efficient towing and pound services on a 24 hour a day, 7 day a week basis. The need for this service arises from police contact with vehicles such as those recovered after being stolen, impounded for bylaw infractions or impounded following the arrest of the driver. At the same time, the Service also has an obligation to ensure that the towing and pound services provided to the public through the police are fair, equitable and in adherence to the terms and conditions of the contract between the Service and the contract towing agencies.

In an effort to ensure compliance, all contract towing service providers are subject to quarterly inspections, undertaken by Traffic Services personnel, of a random selection of invoices to ensure conformity with the billing requirements of the contract. Every receipt in this statistically relevant sampling is checked for In/Out time stamps and the accurate calculation of tow fees and

storage costs. Any irregularities are noted; the receipts are photocopied and filed at Traffic Services. The management at each contract tow service provider is counselled regarding contract requirements and arrangements are made for customer reimbursement, if applicable.

Further, all contract towing service providers are subject to semi-annual inspections of their equipment, licences and pound facilities. Any shortcomings are noted and arrangements are made with management to remedy the situation and comply with the conditions and requirements of the contract. Management are also advised of the comments and concerns raised from the "Tow Service Feedback" forms completed by Parking Enforcement officers (PEO). Areas of concern such as length of wait times or more specific concerns are discussed and expectations are highlighted if required.

The video system used for security of the pound continues to be sampled by examining recordings for three random dates in the preceding ninety days to ensure compliance with that contract requirement. No deficiencies with respect to video recordings were noted during this current audit.

In addition, as of July 13, 2012, Parking Enforcement East is now the custodian for all Service wide issued tow cards. Parking Enforcement East assists Traffic Services with compliance by auditing tow cards against entries made into the towing database. The information from tow cards inputted into the towing database is also examined regularly by Traffic Services pound officers. Any deficiencies are brought to the attention of the management of the specific contract tow service provider who address the issues by reaffirming internal processes with their employees.

Invoice compliance audits for this report represent the period of January 1, 2012 to December 31, 2012. Receipts used for the audits were drawn from the following dates:

- Quarter One (1): January 16 to January 22, 2012
- Quarter Two (2): March 19 to March 25, 2012
- Quarter Three (3): July 16 to July 22, 2012
- Quarter Four (4): October 15 to October 21, 2012

The results are as follows:

District 1

JP Towing Service & Storage Limited

The invoice audits of JP Towing, District 1, were conducted on these dates: March 14, 2012, May 30, 2012, October 18, 2012 and February 1, 2013.

Audit Results	
Total number of receipts inspected	783
Number of receipts contract compliant	782
Number of receipts contract overcharged	1

Comments:

- The one (1) overcharge related to special equipment usage or “medium duty” tows. Management was reminded that without proper justification and reasonable proof for added charges that the regular tow rate will apply. A refund was issued.
- All inspected equipment, facilities and licences were found to be in compliance.
- There was one letter of complaint, which was resolved to the satisfaction of the Service and the parties involved. There were no complimentary letters registered during the inspection periods.
- There were a total of 8,256 street tows with police presence in District 1 for the year.

District 2

Walsh’s Auto Service Limited - o/a Bill & Son Towing

The invoice audits of Bill & Son Towing, District 2, were conducted on these dates: March 13, 2012, May 31, 2012, October 17, 2012 and February 1, 2013.

Audit Results	
Total number of receipts inspected	152
Number of receipts contract compliant	152
Number of receipts contract overcharged	0

Comments:

- All inspected equipment, facilities and licences were found to be in compliance.
- There were no letters of complaint or compliment during the inspection periods.
- There were a total of 587 street tows with police presence in District 2 for the year.

District 3

1512081 Ontario Limited - o/a Abrams Towing Service Limited

The invoice audits of Abrams Towing, District 3, were conducted on these dates: March 13, 2012, May 30, 2012, October 17, 2012 and January 31, 2013.

Audit Results	
Total number of receipts inspected	266
Number of receipts contract compliant	266
Number of receipts contract overcharged	0

Comments:

- All inspected equipment, facilities and licences were found to be in compliance.
- There were no letters of complaint or compliment during the inspection periods.
- There were a total of 1,817 street tows with police presence in District 3 for the year.

District 4

Williams Towing Service Limited

The audits of Williams Towing, District 4, were conducted on these dates: March 12, 2012, May 29, 2012, October 16, 2012 and January 30, 2013.

Audit Results	
Total number of receipts inspected	185
Number of receipts contract compliant	184
Number of receipts contract overcharged	1

Comments:

- The one (1) overcharge related to special equipment usage or “medium duty” tow. Management was reminded that without proper justification and reasonable proof for added charges that the regular tow rate will apply. A refund was issued.
- All inspected equipment, facilities and licences were found to be in compliance.
- There were no letters of complaint or compliment during the inspection periods.
- There were a total of 947 street tows with police presence in District 4 for the year.

District 5

- As a result of no bids being received for Towing District No. 5, the Service has realigned the boundaries for the adjacent districts, and has amended the respective agreements accordingly. Towing District No. 5 no longer exists. (Min. No. P90/12 refers).

District 6

“A” Towing Service Limited

The invoice audits of “A” Towing Service Limited, District 6, were conducted on these dates: March 12, 2012, May 29, 2012, October 16, 2012 and January 30, 2013.

Audit Results	
Total number of receipts inspected	1034
Number of receipts contract compliant	1027
Number of receipts contract overcharged	7

Comments:

- The seven (7) overcharges related to special equipment usage or “medium duty”. Management was reminded that without proper justification and reasonable proof for added charges that the regular tow rate will apply. Refunds were issued.
- All inspected equipment, facilities and licences were found to be in compliance.
- There were no letters of complaint or compliment during the inspection periods.
- There were a total of 12,461 street tows with police presence in District 6 for the year.

Conclusion:

The pound audit process revealed a continuing compliance rate in excess of 98% based on the samples examined. There was one (1) letter of complaint from all sources which is down from the last period. All matters were resolved to the satisfaction of the Service and the parties involved. The contract tow service providers continue to improve their operations and provide consistent quality towing services to the Service and the public.

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

The Board received the foregoing report.

Moved by: M. Del Grande

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 20, 2013**

**#P170. ANNUAL REPORT – 2012 RACE AND ETHNOCULTURAL EQUITY
POLICY**

The Board was in receipt of the following report May 07, 2013 from William Blair, Chief of Police:

Subject: ANNUAL REPORT: 2012 RACE AND ETHNOCULTURAL EQUITY POLICY

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:

On March 23, 2006, the Board approved the Race and Ethnocultural Equity Policy (Min. No. P81/06). This policy replaces the Service's annual report to the Board on race relations and was to be provided to the Board annually in June of each year (Min. No. P211/06 refers). This report covers the period of January 1st to December 31st 2012.

This report details the Service's response to the Board's direction as contained in its Race and Ethnocultural Equity Policy. It also describes the Service's commitment to promoting and strengthening race and ethnocultural relations between members of the Service and the communities it serves. These goals are being achieved through progressive diversity management initiatives, ongoing community partnerships, as well as improved individual and organizational competencies that enable the Service to provide a workplace and service delivery without discrimination or harassment, regardless of race, ethnicity, culture, nationality, religion or language.

Discussion:

The Service continues with initiatives that enhance race and ethnocultural equity within the workplace and in service delivery. These include:

- i. The Human Rights Project Charter (HRPC) partnership. The goals are to (i) identify and eliminate any discrimination that may exist in the employment practices of the Service that may be contrary to the *Ontario Human Rights Code*; and (ii) identify and eliminate any discrimination that may exist in the provision of policing services by the Service to

the residents of the City of Toronto that may be contrary to the *Ontario Human Rights Code*. In March 2012, the Diversity Institute, Ryerson University (DI), resumed the evaluation process of HRPC. In December 2012, the DI submitted a progress report that outlined a review of (i) information on the HRPC strategies, (ii) interviews, and (iii) relevant best practices. DI is in the process of completing their research and evaluation. It is anticipated that a final report will be completed by September 2013.

- ii. Human Rights Investigative Training program – In 2012, human rights investigative training was developed and delivered by external experts, in consultation with Diversity Management. There were a total of 116 Senior Officers, Managers, Unit Complaints Coordinators (UCC) and PRS Investigators who attended the Human Rights Investigative training. It is anticipated that this training will continue to be offered to new investigators and UCC's.
- iii. The Employment System Reviews (ESRs) - ESR implementation process continues to be monitored. By way of background, ESR 1 focused on uniform promotional processes to ensure that promotional policies and practices are equitable and that the practices associated with these systems are applied consistently, transparently and fairly to all uniform members. ESR 2 identified areas in the human resources systems that ensured fulfilment of the Service's commitment to creating an equitable workplace for all civilian members. Finally, ESR 3 identified barriers in the workplace for police officers in general and in particular, the adverse impacts of barriers on five groups (Aboriginal peoples, lesbian, gay, bi-sexual and transgender (LGBT), persons with disabilities, racial minorities, and women). Currently, 98% of all recommendations have been implemented, or are in the implementation phase. The remaining 2% will be implemented when funding and resources become available.
- iv. The Internal Support Networks (ISNs) – ISNs provide peer support through guidance, assistance, mentoring and networking to members on various aspects of policing. The current ISNs include the Black ISN, South Asian ISN, East Asian ISN, Pilipino ISN, LGBT ISN and Women's ISN. In 2012 a new ISN was created that addressed the issues of disabilities. This ISN is called No Boundaries ISN. The Aboriginal ISN is in the developmental stages and should be established nearing the end of 2013.

In 2012, the ISNs initiated and participated in a variety of projects, events and partnerships. (see Appendix A – ISN Events, Projects and Partnerships)

- v. Community Police Liaison Committees (CPLC) and Community Consultative Committees (CCC) - The on-going proactive work of the CPLCs and the CCCs include community volunteers and Service representatives from the local divisions, senior management and various units. Each CPLC committee is inclusive and reflects the demographics of the local community, while the CCC committees serve specific communities on a city-wide basis. The mandate of these committees is to work with the Service in identifying, prioritizing and problem-solving of local policing issues by being proactive in community relations, crime prevention, education, mobilization and communication initiatives and acting as a resource to the police and the community.

- vi. Youth in Policing Initiative (YIPI) – This program aims to promote youth exposure and participation in police work environments. This includes the youth being involved in diverse, educational and productive work assignments. To enhance the link between the police and the community, the youth are selected from priority neighbourhoods and are reflective of our culturally diverse city. The Service engaged 150 YIPI students this summer who participated in a variety of policing assignments. This was the largest number of YIPI's involved to date.
- vii. Toronto Anti-Violence Intervention Strategy (TAVIS) – This initiative is an intensive violence reduction and community mobilization strategy intended to reduce crime and increase safety in our neighbourhoods. Neighbourhoods are chosen using crime trend analysis, hotspot occurrence mapping and community consultations. One of the key elements of TAVIS is to expand current relationships and partnerships and create new ones with the diverse communities of Toronto. In September 2011, Chief William Blair amalgamated the Toronto Anti-Violence Intervention Strategy (TAVIS) and the Community Mobilization Unit. The newly formed unit is now called the Divisional Policing Support Unit (DPSU).

DPSU includes a number of new areas, such as Neighbourhood Resource Officers and Youth Response Support. Members work in the communities with Community Response Unit officers from each division, and with the TAVIS Rapid Response Team, providing expertise on community and youth engagement. (See Appendix B – TAVIS Community Engagement)

DPSU provides a more effective, efficient and economical way of doing business both internally and externally in relation to Crime Prevention, while being more operational and supportive of field units.

- viii. Diversity Management (DM) – the goals of DM are to develop, implement and support a comprehensive and strategic approach to the management of human rights, diversity and inclusion within the Service. These include the planning, programing, resourcing, communicating, training, developing, reporting, and monitoring of the Service's diversity initiatives to achieve an inclusive and engaging workplace.

Recognizing that diversity and inclusion is a journey, DM works to develop customized strategies, programing and resources to promote new, interdisciplinary knowledge and practice about diversity that incorporates all the *Ontario Human Rights Code* grounds. Organizational and cultural change is imbedded in day-to-day operations and education, with the goal of ensuring that the Service continues to be an employer of choice for Toronto's diverse communities.

DM continues with specialised and customized training such as: Aboriginal Training & Development, Ethics & Inclusivity, Human Rights Investigative Training, Cultural Competency Training, Invisible Disabilities Development and Transgender Training.

DM hosted a workshop in 2012 titled, “Invisible Disabilities”. Over 250 people participated and included a significant number of front line members, as well as police officers from a variety of police services in Ontario. The workshop provided participants with tools when interacting with individuals with invisible disabilities. The workshop featured panel sessions that highlighted recent issues and developments regarding invisible disabilities as they relate to policing.

DM is in the process of completing an invisible disabilities information booklet, which provides further information on invisible disabilities such as Learning Disabilities, Intellectual and Developmental Disabilities, Chronic Pain Disabilities, Speech and Language Disabilities, Deafblind Disabilities, Mental Health Disabilities, and Sensory Disabilities.

- ix. The Ambassador Program – This program was launched in 2007 by the Benefits and Employment Unit. There are currently a total of 257 Ambassadors which include current, retired, civilian and uniform members throughout the Service, along with citizens in the community who proactively promote the TPS as an “Employer of Choice”. Ambassadors assist police recruiters at job fairs, community events and mentoring sessions in an effort to attract individuals of diverse backgrounds to ensure the Service is reflective of the community. Ambassadors also foster interest in the application process by promoting careers with the TPS whether on or off duty, in places of worship, sporting events, community gatherings or through friends. This was very successful and 50 new members joined the Ambassador Program. Most of the new Ambassadors were referred to the program from existing participants through word of mouth, others were internal members who wanted to assist with letting interested candidates know about upcoming initiatives.
- x. Community and Cultural celebrations - There are on-going cultural and community celebrations with Service members and communities. These include the Khalsa Day Parade, Black History Month, Asian Heritage Month, Caribbean Carnival Toronto Kick-Off and Parade, International Day for the Elimination of Racial Discrimination (IDERD), International Women’s Day, Pride Day, National Aboriginal Pow Wow, Association of Black Law Enforcement (ABLE) Gala, Harry Jerome Awards Gala, Organization of South Asian Police Officers (OSPAO) Gala, International Francophone Day, Grenada Day, National Aboriginal Day Ceremony, Planet Africa Expo, Hispanic Fiesta, Pakistan Independence Day, China Town Festival, Taste of The Danforth and the Gerrard Street Festival of South Asia.

In 2012 our Special Events Unit was involved with a number of events. (see Appendix C - Special Events).

- xi. The Service continues to participate in town hall meetings to promote two-way dialogue and continues with the positive relationships that have been forged within our various communities.
- xii. Procedural updates - The Service continues to monitor and update procedures that address and incorporate the Board’s Race and Ethnocultural Equity Policy. This ensures that all existing procedures are current, relevant and reflect this Policy. (see Appendix D – Procedural Updates)

Conclusion:

The Service continues to lead in developing initiatives and procedures to support the Board's policy on race and ethnocultural equity relations. These goals are being achieved through progressive diversity management initiatives, as well as improved individual and organizational competencies, enabling the Service to provide better services and a workplace without discrimination or harassment, regardless of race, ethnicity, culture, nationality, religion or language.

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

The Board commended the TPS for its ongoing efforts to promote and strengthen race and ethnocultural relations between TPS members and members of the public and said that the 12 major initiatives noted in the foregoing report demonstrates the amount of work that is being done in this area.

The Board received the foregoing report.

Moved by: M. Thompson

Appendix A

ISN Events, Projects and Partnerships

East Asian ISN

- Seminars to the elderly Chinese communities on policing
- Participated in various Chinese Radio Talk Shows on policing
- Provided news articles to Ming Pao Daily News on various policing topics
- Celebrated Asian Heritage Month at 55 Division
- Attended an Asian Youth Athletic Association
- Assisted with public security for delegates from Shanghai, China
- Attended the 101st Anniversary of Taiwan
- Attended several Chinese town hall meetings

LGBT ISN

- Organized and partnered in several LGBT social events with the LGBT community, including Pride Kickoff, IDAHO BBQ, Kyle Scanlon Memorial, Coffee with Cops, and Newcomers Night at 519 Church St Community Centre.
- Organized the LGBT Ghost Walk for Halloween
- Lunch & Learn with PFLAG & Transitioning in the Workplace
- Participated in the Pride Ceremony at City Hall
- Partnered with the CIBC Pride breakfast
- Presented at the Beyond Borders Seminar

Black ISN

- Organized and sent care packages to TPS members in Afghanistan
- Organized a Mix n Mingle event
- Presented the Larry McLarty Award at the BBPA Scholarship and Awards ceremony

No Boundaries ISN

- Developed a web chatroom page for ISN use
- Designed and printed an informational pamphlet
- Attended and participated in the “Invisibility Disabilities” conference in November 2012
- Held a social at the Toronto Police Association Building

Women’s ISN

- Hosted a Lunch & Learn session on women’s health issues
- Attended a Diversity Symposium at Ryerson University and promoted women in policing
- Participated in the “Girls Making it On Their Own” (G-MOTO) program
- Created a hand-out assisting women in the workplace with issues arising from pregnancy in the workplace and post-maternity leave child issues

Appendix B
TAVIS Rapid Response Team Community Engagement

- Snowboarding with kids as part of the ProAction Cops and Kids program
- Tanridge BMX Bike Event
- Organized a Christmas Party Gala and Fundraiser - to assist the Women's Habitat shelter
- Bikes for Tykes - provided bikes to children in the neighbourhood
- Helmets for Helpers - enhance traffic safety among youth
- Celebrated Public Service Appreciation Day in the Sikh Spiritual Centre Toronto
- Jamestown Hub Community BBQ
- SOYAT (Somali Youth Association of Toronto) 23 Division Tour
- Pastor Walk - through the Mount Olive and Jamestown complexes
- Neighbours Night Out - Every Wednesday at a pre-selected local park
- Toronto West SDA Church Annual Anti-Drug & Anti-Violence Parade
- Ekklesia Kingdom Ministries Church Picnic
- Participated in the weekly Ladies Coffee Club at 23 Division
- Father Henry Carr High School Community Basketball Tournament
- Seniors Line-Dancing at Albion Mall
- Driftwood Public School Festival
- Derrydown and Calico Public School - "FOR KICKS" soccer program
- Downsview Secondary School - volleyball game
- Driftwood Community Festival - local artisans and community activities
- NTI Kick Off BBQ
- 5 Needle Firway Community BBQ
- 3685 Keele Street – "Smile Event BBQ"
- 1875 Sheppard Avenue Ephraim's Place - basketball tournament fundraiser
- Manantial Neighbourhood Services – Local community youth displayed their singing talents at the Voices of Hope summer concert
- 45 Norfinch Drive, TPAAA – Youth day of sport and skills training
- Neighbourhood BBQ, 10 Eddystone
- Artech Court - Block Party. The theme was "Come meet your Neighbour"
- Unity BBQ - local residents, bringing neighbourhoods together
- St Philip Neri Church - reaching out to local faith groups and congregations
- University Winston Larose Event - track and field event

Appendix C Special Events

Aga Khan World Partner	International Women's Day March	Tarantella - Italian Fiera
Ashbridges Canada Day Fireworks	ISKCON Parade	Taste of Danforth
Ashbridges Victoria Day Fireworks	Junior Caribbean Carnival Parade	Taste of Italy
Autism Speaks Walk	Kensington Market - Red Pepper Spec.	Taste of Kingsway
Backs in Motion 5K	Khalsa Day Parade - CNE	Taste of Lawrence
Bangladesh Canada Day - Dentonia Park	Kids of Steel	Taoist Tai Chi
Beaches Santa Parade	Labour Day Parade	Telus Walk to Cure Diabetes
Beaches Jazz Festival	Lakeshore Etobicoke Xmas Parade	TO Caribbean Carnival Downtown
Beaches Easter Parade	Light the Night	Toronto 5K Run for Sick Kids Hospital
Bells on Bloom	Luminato	Toronto Caribbean Carnival Parade
Bloorcourt Village	Meagan's Walk	Toronto Caribbean King & Queen
Bloor Yorkville Ice Fest	Midsummer Night's Run	Toronto 10 Miler
Brazilian Day	Milliken Mills Fireworks	Toronto Taste
Bum Run	MS Bike Tour	Toronto Yonge St. 10K Race
CHIN Picnic	Nat'l Congress Chinese Canadians	Toronto Argos Victory Parade
Canada Day Downsview	New Year's Eve Run	Toronto Criterium
Canada Day East York (Wadlow)	Nuit Blanche	Toronto Challenge Run
Canada Day East York Parade	New Year's Eve Downtown	Toronto Freedom March
Canada Day Parade - Scarborough	New Year's Eve AFC Subway	Toronto Goodlife Marathon
Canadian National Exhibition	Olympic Parade	Toronto International Film Festival
Canadian National Exhibition Casino	Ontario Police Memorial	Toronto Motor Expo
Cavalcade of Lights	Ontario Summer Games	Toronto Triathlon (Ironman)
Chinatown Spadina Festival	Palicio's Canada Day	Toronto Women's Half Marathon
Church St. Halloween Festival	Police Services Day Parade	TPAAA Games
Church Wellesley Village Fair	Polish Festival	UJA Walk
Colombian Music Festival	Portuguese Parade	Ukrainian Parade & Festival
Colon Cancer Run	Pride Festival	University of Toronto Walk
Corso Italia	Pride Remembrance Run	Variety Village 5k - Wheels/Walk/Run
Dyke March	Pride Parade	Walk of Fame
Easter Seals 24hr Relay	Princess Margaret Cancer Ride	Walk for Values
Energizer 10K	Ride for Heart	War of 1812
Festival on Bloor	Ride 2 Remember	Warriors Day Parade
Festival of Praise	Ribfest Canada Day	Weekend to End Breast Cancer
Fire Fighters Memorial	Road Hockey to Conquer Cancer	Weston Canada Day
Freedom Walk	Run for the Cure	Weston Santa Parade
Fusion of Taste	Ryerson Student Parade	Wheels on the Danforth
Greek Independence Day Parade	Salsa on St Clair	Word on the Street
Greek International Ohi Day Parade	Santa Clause Parade	Yorkville Exotic Car Show
Grey Cup Event (Festival & Game)	Scotiabank Rat Race	YMCA Relay for Strong Kids
Gumball Rally 3000	Scotiabank Waterfront Marathon	Yorkville 5k Run
Harrys Spring Run Off - Prostate Cancer	Sikh Spiritual Center Khalsa Day	Zoo Run - Oasis
Heroes Highway Ride	Sporting Life 10K	
Honda Indy	St Francis of Assisi Parade	
Highland Creek Parade	St Patrick's Day Parade and Run	

Appendix D Procedural Updates

No	Name	Routine Order
01-02	Search of Persons	2012.12.03–1466
05-16	Hate/Bias Crime	2012.01.19–0065
05-16	Appendix A - Excerpt from Guideline LE-029 - Preventing or Responding to Occurrences Involving Firearms	2012.01.19–0065
05-22	Appendix A - Elder and Vulnerable Abuse Investigations - Contact Information	2012.08.09–0929
Ch 13	Appendix A - Unit Level Criteria / Conduct Penalties	2012.11.22–1417
Ch 13	Appendix C - Progressive Discipline	2012.11.22–1417
Ch 13	Appendix D - Letter of Suspension	2012.11.22–1417
Ch 13	Appendix E - Letter of Revocation	2012.11.22–1417
Ch 13	Appendix G - Expunge Police Services Act Conviction	2012.12.07–1483
13-02	Uniform External Complaint Intake/Management	2012.11.22–1417
13-03	Uniform Internal Complaint Intake/Management	2012.11.22–1417
13-04	Uniform Unit Level Discipline	2012.11.22–1417
13-05	Police Services Act Hearings	2012.11.22–1417
13-06	Uniform Complaint Withdrawal	2012.11.22–1417
13-07	Policy/Services Provided Complaints	2012.11.22–1417
13-14	Human Rights	2012.10.23–1262
13-18	Anonymous Reporting of Discreditable Conduct	2012.11.22–1417
14-18	Internal Support Networks (ISN)	2012.10.26–1279
14-19	Workplace Accommodation - Non Medical	2012.10.23–1262
14-29	Change in Personal Information	2012.01.19–0066
14-30	Re-Employment of Former Members and Lateral Entries	2012.01.19–0063
15-16	Uniform, Equipment and Appearance Standards	2012.11.28–1437
15-16	Appendix F - Appearance Standards - Officers and Civilian Uniformed Members	2012.11.28–1437
16-07	Collection and/or Use and/or Reporting of Statistics Related to Prohibited Grounds	2012.06.07–0688

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 20, 2013**

#P171. ANNUAL REPORT – 2012 TRAINING PROGRAMS

The Board was in receipt of the following report May 27, 2013 from William Blair, Chief of Police:

Subject: ANNUAL REPORT: 2012 TRAINING PROGRAMS

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 the meetings of August 24, 1995 and January 20, 1999, the Board requested that the Chief of Police provide annual reports that assess the effectiveness of training programs. This report describes the training delivered by the Toronto Police College during the year 2012 (Min. Nos. P333/95 and P66/99 refers).

Discussion:

The Toronto Police Service (Service) continues to meet the training needs of its police officers and civilian members by providing quality learning both internally and externally. Members of the Service receive training through a number of different means: training offered by the Toronto Police College (TPC) through traditional in-class courses, unit specific training offered to members of a particular unit, courses offered on-line in an e-learning format, and course tuition reimbursement for training offered through external learning institutions.

Attached is a detailed report on The Effectiveness of Police Training, which addresses the results of an effectiveness study conducted on four courses / programs delivered or sponsored by members of the TPC. This study focused on the transfer of classroom knowledge to field units and the impact of that knowledge on the Service and the community. The courses studied were as follows:

1. Effective Presentation Course (TM0032)
2. Domestic Violence Investigators Course (TC0042)
3. Booking Hall Safety and Procedure Course (TD0009)
4. In-Service Training Course-Uniform (TU0059)

The Executive Summary for The Effectiveness of Police Training report is appended to this Board Report as Appendix A.

Conclusion:

This report will provide the Board with an overview of the training provided by the TPC during 2012.

Deputy Chief Mike Federico, Corporate Command, will be in attendance to answer any questions from Board members.

The Board received the foregoing report.

Moved by: A. Pringle

Appendix A

EXECUTIVE SUMMARY

The Toronto Police Service (Service) continues to meet the training needs of its members by providing quality learning opportunities from within our Service, through partner organizations such as the Ontario Police College (OPC), and through outreach initiatives. Measuring the effectiveness of training is a difficult undertaking due to the numerous demands placed on our organization. While it may be presumed that performance improvement is due to training, it is difficult to verify. In order to effectively address the evaluation of Service training, members at Toronto Police College (TPC) apply the four-level Kirkpatrick Hierarchy of Evaluation, which includes the following criteria:

1. Reaction,
2. Learning,
3. Transfer, and
4. Impact.

Every course has a specific evaluation strategy. All courses are evaluated for reaction and learning at the time of delivery. Transfer and impact evaluations are much more labour intensive and are part of a long-term in-depth analysis. This long term in-depth analysis was conducted on selected programs. Specifically, four training courses / programs delivered in 2012 were reviewed based on the above listed criteria. These courses were as follows:

1. Effective Presentation Course (TM0032)
2. Domestic Violence Investigators Course (TC0042)
3. Booking Hall Safety and Procedure Course (TD0009)
4. In-Service Training Course-Uniform (TU0059)

Service training is an operational activity that supports identified needs, policies and statutes. The positive results measured by the transfer and synthesis of learning, as reported by members, is evidence that the teaching strategies employed by the TPC have had a positive impact on learners. With a reported transfer of learning ranging from 87% to 100%, this analysis revealed that the training members received throughout 2012 made a difference in their abilities to perform their duties.

The TPC is continuing its efforts to meet and exceed the recommendations contained within the 2006 Auditor General's report entitled, "Review of Police Training, Opportunities for Improvement". To this effect, the report attached to this Board Report highlights areas where courses offered at the TPC have continued to evolve to address Service and community needs, as well as incorporate academic adult education best practices. Finally, course delivery strategies have continued to expand and liaisons with Federal, Provincial, and private partners have continued to grow throughout 2012, all of which have enhanced the ability of the Toronto Police College to deliver quality and relevant training to members of the Toronto Police Service in a timely and effective manner.



**Toronto Police Service
Toronto Police College**

THE EFFECTIVENESS OF POLICE TRAINING

April 2013

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EXECUTIVE SUMMARY

The Toronto Police Service (Service) continues to meet the training needs of its members by providing quality learning opportunities from within our Service, through partner organizations such as the Ontario Police College (OPC), and through outreach initiatives. Measuring the effectiveness of training is a difficult undertaking due to the numerous demands placed on our organization. While it may be presumed that performance improvement is due to training, it is difficult to verify. In order to effectively address the evaluation of Service training, members at Toronto Police College (TPC) apply the four-level Kirkpatrick Hierarchy of Evaluation, which includes the following criteria:

1. Reaction;
2. Learning;
3. Transfer; and
4. Impact.

Every course has a specific evaluation strategy. All courses are evaluated for reaction and learning at the time of delivery. Transfer and impact evaluations are much more labour intensive and are part of a long-term in-depth analysis. This long term in-depth analysis was conducted on selected programs. Specifically, four training courses / programs delivered in 2012 were reviewed based on the above listed criteria. These courses were as follows:

1. Effective Presentation Course (TM0032)
2. Domestic Violence Investigators Course (TC0042)
3. Booking Hall Safety and Procedure Course (TD0009)
4. In-Service Training Course-Uniform (TU0059)

Service training is an operational activity that supports identified needs, policies and statutes. The positive results measured by the transfer and synthesis of learning, as reported by members, is evidence that the teaching strategies employed by the TPC have had a positive impact on learners. With a reported transfer of learning ranging from 87% to 100%, this analysis revealed that the training members received throughout 2012 made a difference in their abilities to perform their duties.

The TPC is continuing its efforts to meet and exceed the recommendations contained within the 2006 Auditor General's report entitled, "Review of Police Training, Opportunities for Improvement". To this effect, the report attached to this Board Report highlights areas where courses offered at the TPC have continued to evolve to address Service and community needs, as well as incorporate academic adult education best practices. Finally, course delivery strategies have continued to expand and liaisons with Federal, Provincial, and private partners have continued to grow throughout 2012, all of which have enhanced the ability of the TPC to deliver quality and relevant training to members of the Service in a timely and effective manner.

INTRODUCTION

The Service continues to meet the training needs of its members by providing quality learning opportunities from within, through partner organizations such as the OPC and through outreach initiatives. Members of the Service receive training through a number of different means including: training offered by TPC through traditional in-class instruction, unit specific training offered to members of a particular unit, courses offered on-line in an e-learning format, outreach training offered by TPC through a network of field training supervisors, and course tuition reimbursement for training offered through external learning institutions. A summary of the courses offered/completed is attached (see Appendices A and B).

EFFECTIVENESS STUDY

Measuring the effectiveness of training is a complex and challenging process. Many variables, both external and internal, affect the performance of any organization. While inferences may be drawn that performance improvement is due to training, it is often difficult to prove cause and effect. In order to effectively address this issue, the TPC applies the four-level Kirkpatrick Hierarchy of Evaluation, which includes the following:

- **Reaction:** Did participants find the program positive and worthwhile? This question has many sub-parts relating to course content including format, the approach taken by the facilitator, physical facilities and audio-visual aids.
- **Learning:** Did participants learn? Training focuses on increasing knowledge, enhancing skills, and changing attitudes. To answer the question of whether participants learned involves measuring skill, knowledge and attitude upon entry and again upon exit in order to determine changes.
- **Transfer of Learning:** Did the learning translate into changed behaviours in the workplace? This question asks if learners have been able to transfer their new skills to the workplace or community. Often, it is in this area that problems occur. There may not be opportunity or support to use what was learned. This may reflect on the course itself, but it may also be due to other variables. Methods used to measure transfer may include participant course surveys at the six-month mark, interviews with training co-ordinators and supervisors, and in-field training session observance of students by co-ordinators.
- **Impact of Learning:** Did the program have the desired impact? Assuming that the training program was intended to solve an organizational problem, this question asks, “Was the problem solved?”

The four categories of evaluation are carried out at different times during and after the program:

1. **Reaction:** occurs during and after the program.
2. **Learning:** occurs prior to, during, and at the end of a training program.
3. **Transfer:** occurs back in the work environment after at least six weeks.

4. Impact: cannot be measured for at least six months and may not occur for a considerable time after the delivery of a program.

A key part of the analysis is determining the effectiveness of training. Every course has a specific evaluation strategy listed in the course training standard; all are evaluated on the reaction and learning categories. Transfer and impact evaluations are much more labour intensive. They are part of a long-term in-depth analysis conducted on selected programs.

Scope of 2012 Transfer Study

During 2012, four Service training courses were selected for review based on a number of considerations which included the number of members mandated to take the training, and the regulatory requirements. The courses chosen were as follows:

1. Effective Presentation Course (TM0032)
2. Domestic Violence Investigators Course (TC0042)
3. Booking Hall Safety and Procedure Course (TD0009)
4. In-Service Training Course-Uniform (TU0059)

Methodology

To address the transfer of knowledge, anonymous surveys were used to collect data on whether learning translated into changed behaviours in the workplace. Paper surveys were created using Class Climate software. These surveys were completed by members, most of whom were randomly selected. These surveys were then returned anonymously to the TPC. A Scantron scanner populated the Class Climate database with aggregate data for analysis. If the course had smaller and more manageable enrolment numbers, all members who attended that course were surveyed. A larger enrolment base required a random sampling of members; again allowing for an anonymous return. To measure the impact of the In-Service Training (IST) program and the Domestic Violence Training survey data, member comments were used to assess qualitative data.

FINDINGS BY COURSE

Effective Presentation Course

The Effective Presentation Course (TM-0032) is designed for members of the Service whose job function requires them to deliver presentations on behalf of the organization. Service members, namely police officers, are often required to persuade, direct and inform our stakeholders; this course provides learners with the necessary skills, knowledge and attitudes to enable them to do so effectively.

The Effective Presentation Course is a four-day program. This course focuses on creating, designing and delivering presentations in a professional manner. The recognition and consideration to context, content and audience is emphasised, and learners are provided with the tools to engage in the delivery of impromptu and structured presentations.

The Effective Presentation course was reintroduced at the TPC following an assessment of demand surveys conducted by members. The surveys indicated the need for a course aimed at enhancing the presentation and communication skills and abilities of members.

Transfer

In order to assess transfer of learning for the Effective Presentation course, a survey of members who completed the training was administered. The anonymous survey was distributed and a total of 20 responses received. Respondents clearly indicated that they applied the knowledge gained in their training and listed the ways in which they used this new knowledge. Results indicated that a transfer of learning had occurred. The following charts provide a detailed breakdown of the responses to the Effective Presentation course transfer survey.

I have applied the knowledge gained from the course in performing my duties within the Service.	96%
I feel that the learning acquired has helped me to improve my overall confidence.	100%

When you took the course in 2012, which unit were you assigned?

School Resource	10%
Organized Crime Enforcement	10%
Intelligence	10%
Primary Response Unit	15%
Community Response Unit	10%
Drug Squad	10%
Other	35%

Which course topics were you able to apply the knowledge gained?

Dynamic Presentations	60%
Impromptu Presentations	75%
Adult Learning Concepts	35%
The Learning Cycle	30%
Lesson Plans	25%
Evaluation Methodologies	10%
Practical Presentation (Delivery)	80%

In what way did you apply your knowledge?

As a result of the training, I am more confident in my ability to effectively present information on behalf of the Service	80%
As a result of the training, I understand the diversity of learning styles within audiences to which I present.	55%
As a result of the training, I can mitigate challenging behaviours in the classroom/audience when delivering presentations.	40%
As a result of the training, I have improved my overall presentation skills.	70%
As a result of the training, I have been delivering more dynamic presentations.	40%
As a result of the training, my confidence when delivering evidence has improved.	75%
As a result of the training, I can better structure a presentation plan.	60%
As a result of the training, I have been able to provide good presentation advice to my colleagues.	18%

Domestic Violence Investigator's Course

The Domestic Violence Investigator's Course (DVI) is mandated by the Province of Ontario for those officers who are assigned to investigate domestic-related occurrences. This training is designed to enhance these domestic related investigations by promoting current best practices as well as victim sensitivity.

The DVI course is a three-day course that is offered to police officers at all ranks, whose job responsibilities require them to investigate domestic-related incidents. This course is designed to ensure that domestic related occurrences are investigated in a consistent, systematic, and thorough manner, while maintaining sensitivity to the needs of victims and witnesses.

The DVI course focuses on the Service's procedure, relative to domestic related incidents, power and control dynamics in relationships, victim resources and legal issues surrounding domestic-related investigations. The course is facilitated by members of the TPC, and utilizes outside agencies for their expertise in specific areas related to the investigation of domestic violence.

Transfer

To assess the transfer of learning and the impact of the DVI course, the 2012 course attendees were canvassed. In total, 122 written responses were recorded. Respondents clearly indicated that they applied the knowledge gained from their training and listed how they used it. Results revealed that a transfer of learning had occurred. In the DVI survey, 90% of respondents answered that they applied their knowledge in the performance of their duties, since taking the course.

The following charts provide a detailed breakdown of the responses to the DVI survey.

I have applied the knowledge gained from the course in performing my duties within the Service.	96%
I feel that the learning acquired has helped me to improve my overall confidence.	100%

When you took the course in 2012, which Unit were you assigned?

Criminal Investigation Bureau	58%
Youth Crime/Family Violence	18%
Primary Response Unit	12%
Street Crime/Major Crime	1%
Other	11%

Which course topics were you able to apply the knowledge gained?

Power and Control Dynamics	59%
Toronto Police Service Procedures	55%
Firearms Interest Police	12%
Impact of Domestic Violence on Children	47%
Firearms – Search/Seizure/Warrants	10%
Threat Assessment	39%
Domestic Violence Care Centre	25%
Gay Partner Abuse Program	13%
Victim Services/DVERS/Support Link	52%
Victim Witness Assistance Program	39%
Probation/Partner Assault Response Program	17%
<i>Child and Family Services Act/Children’s Law Reform Act/Family Law Act</i>	36%
Legal Issues	41%
Multilingual Community Interpreter Services	28%
Witness Assistance Relocation Program	5%

In what way did you apply your knowledge?

As a result of the training, I am more confident in my ability to investigate domestic-related incidents.	88%
As a result of the training, I confidently apply the Service's procedure and the legislative requirements when investigating domestic-related incidents.	61%
As a result of the training, I now recognize power and control dynamics when investigating domestic-related incidents.	66%
As a result of the training, I am effectively accessing data from the Firearms Interest Police system when investigating domestic-related incidents.	16%
As a result of the training, I recognize and assess the impact of domestic-related violence upon children and connect them with the appropriate resources.	61%
As a result of the training, I apply the relevant statutes and Service procedures when engaged in the search and seizures of firearms during domestic-related investigations.	33%
As a result of the training, I connect victims of domestic violence to various community and medical resources, which best suits their needs when investigating domestic-related occurrences.	49%
As a result of the training, I utilize the services of the Multilingual Community Interpreter Services (MCIS) when needed during the investigation of domestic-related offences.	32%

Booking Hall Safety and Procedure Course

The Booking Hall Safety and Procedure Course is a two-day course designed for members who work in booking halls or lock-up facilities within the Service. This course was originally designed in 2000, as a result of numerous inquests involving in-custody deaths, and pursuant to the administrative investigation into the death of Mr Ronald Patrick Tobin. Learners are introduced to training related to suicidal behaviours, medical issues, sudden in-custody death, and Service policies and procedures.

The goal of the course is to ensure that members working in booking halls and lock-up facilities respond safely, efficiently and appropriately during all prisoner management situations. This includes identifying, recognizing and responding to prisoners who are in a state of crisis, and taking the appropriate action necessary to de-escalate the situation.

Transfer

To assess the transfer of learning and impact for the Booking Hall Safety and Procedure course, the 2012 course attendees were surveyed. In total, 51 responses were recorded.

Respondents clearly indicated that they applied the knowledge gained from their training and listed how they used it. Results indicated that a transfer of learning had occurred. In the Booking Hall Safety and Procedure course survey, 92% of respondents answered that they applied their knowledge during the course of their duties.

The following charts provide a detailed breakdown of the responses to the Booking Hall Safety and Procedure course survey.

I have applied the knowledge gained from the course in performing my duties within the Service.	92%
I feel that the learning acquired has helped me to improve my overall confidence.	96%

When you took the course in 2012, which Unit were you assigned?

Criminal Investigation Bureau	2%
Traffic	4%
Primary Response Unit	36%
Other	58%

Which course topics were you able to apply the knowledge gained?

Booking Hall Safety, viewing persons in custody	94%
Crisis and de-escalation management	41%
TPS Procedures Search of Persons 01-02, Persons in Custody	51%
In- custody legal issues	31%
In-custody suicide	25%
Investigating deaths in custody	8%
Practical booking exercises	57%

In what way did you apply your knowledge?

As a result of the training, I am more confident in my ability to effectively deal with persons in custody.	67%
As a result of the training, I confidently apply the Service's procedures when interacting with persons in custody.	59%
As a result of the training, I de-escalate conflict situations when dealing with persons in custody.	53%
As a result of the training, I am effectively booking prisoners while applying the fundamentals of control and safety and the booking hall questionnaire.	73%

As a result of the training, I utilize the necessary booking folders, forms and procedures associated with the booking process.	55%
As a result of the training, I apply the relevant legislations and remain cognizant of the Charter considerations during the booking process and interactions with persons in custody.	47%
As a result of the training, I am aware of the suicidal tendencies of persons in custody and take appropriate steps to manage suicidal persons in custody.	67%

In Service Training Course – Uniform

In keeping with the provincial requirement of Ontario Regulation 926, members must recertify on the use of their firearms and less lethal use of force options at least once every twelve months. Members are required to attend recertification training before the expiry of the date of certification attained during the previous year.

The In-Service Training Program - Uniform (ISTP-U) is mandatory for all front line officers and members of identified high risk plainclothes units. All other police officers (with the exception of the Senior Officers) attend the In-Service Training Program – Investigative (ISTP-I).

The 2012 ISTP-U is a blended program involving two days of training at the TPC and an E-Learning component to be completed on line. The ISTP-U course incorporates practice and re-qualification on all use of force options with training on current issues in policing. This training provides officers with the tools to de-escalate aggressive behavior and to use sound judgment in selecting the most appropriate force option when confronted with violent behaviors. The emphasis of this program is to ensure that officers respond effectively, professionally, ethically and legally in all conflict resolution situations.

Transfer

To evaluate the transfer of knowledge obtained in the ISTP-U course, an anonymous survey was conducted. A total of 1,103 out of 3,904 members who attended the course in 2012 responded to this survey. Respondents indicated that the learning opportunity provided them with skills that they applied in the performance of their duties. Officers indicated that they are better able to effectively articulate themselves and are better able to present information in a confident and professional manner when engaging stakeholders. The feedback provided by officers indicated that they have applied knowledge acquired from the course from all three domains of learning: cognitive, affective, and psychomotor.

The following charts provide a detailed breakdown of the responses to the In Service Training Program course survey.

I have applied the knowledge gained from the course in performing my duties within the Service.	87%
I feel that the learning acquired has helped me to improve my overall confidence.	90%

When you took the course in 2012, which Unit were you assigned?

Criminal Investigation Bureau	5%
School Resource	2%
Traffic	18%
Youth Crime/Family Violence	2%
Primary Response Unit	46%
Street Crime/Major Crime	3%
Community Response Unit	8%
Divisional Policing Command (TAVIS)	2%
Other	14%

Which course topics were you able to apply the knowledge gained?

Firearms Training and Provincial Qualification	32%
Defensive Tactics Training and Re-qualification (Including Baton annual re-qualification, and O.C. Stream annual refresher)	31%
Judgment Training (DST)	36%
Wellness: Emotional Survival	34%
Human Rights	20%
Tactical Communication and Major Mental Disorders	40%
Operational Preparedness	20%
C.E.W. Re-Certification	7%

In what way did you apply your knowledge?

As a result of the training, I am more confident in my ability to engage our stakeholders.	20%
As a result of the training, I confidently apply the Service's procedures when interacting with the public.	20%
As a result of the training, I effectively de-escalate conflict situations through the use of tactical communication.	37%
As a result of the training, I am able to effect an arrest appropriately.	32%
As a result of the training, I utilize the necessary legislative bodies to inform and articulate my actions.	28%
As a result of the training, I apply the relevant procedures and remain cognizant of the Charter considerations when performing my duties.	33%

As a result of the training, I am more confident when handling my firearm in the performance of my duties.	39%
As a result of the training, I am able to appropriately recognize and respond to persons with various disabilities.	28%
As a result of the training, I am able to make proper judgement calls and select the most appropriate use of force option whenever necessary.	36%
As a result of the training, I make the better health choices and engage in activities aimed at promoting my overall wellness.	35%

TORONTO POLICE COLLEGE SECTION HIGHLIGHTS

INVESTIGATIVE TRAINING SECTION

The TPC Investigative Training Section provides criminal investigative, traffic and provincial statute training to officers serving in uniform and detective functions within the Service. The following courses are delivered on an on-going basis by members of the Investigative Training Section:

- General Investigations
- Sexual Assault Investigations
- Child Abuse Investigations
- Sexual Assault/Child Abuse Update
- Domestic Violence Investigations
- Plainclothes Investigations
- Introduction to Drug Investigations
- Firearms Investigations
- Youth Crime Investigations
- Asset Forfeiture
- Search Warrant Drafting
- Death Investigators
- Major Case Management
- Powercase (MCM software)
- Computer and Technology Facilitated Investigations
- Traffic Generalist
- Provincial Statutes
- Pipeline/ Convoy
- Technical Collision Investigations
- At Scene Collision Investigations
- Police Services Act (new)
- Impaired Investigations (new)
- Financial Crimes Investigations (new)
- Interviewing and Interrogations (currently being redesigned)

Appendix A provides a detailed listing of the courses offered by the Investigative Training Section, the number of sessions delivered in 2012, and the number of persons trained. In addition to the delivery of the standard courses described above, the Investigative Training Section in partnership with various police, community and government agencies facilitated the following seminars and workshops.

Human Trafficking Seminar

The TPC, in partnership with the RCMP, Peel Region Police Service, The U.S. Department of Homeland Security and Customs Enforcement, and the Public Prosecution Service of Canada (Peel Region) hosted three one-day workshops on Human Trafficking in December of 2012 at the TPC. Approximately 646 officers from Toronto and other GTA services received this training.

Financial Crimes Seminar

The TPC, in partnership with Toronto Police Financial Crimes Unit, Ontario Provincial Police, Ministry of the Attorney General, Canadian Payment Card Partners, and the Toronto Dominion Bank hosted a seminar for frontline officers with regard to financial crimes. The seminar was delivered to front line officers and was designed to provide trends and investigative techniques to officers dealing with modern financial crimes. Approximately 126 officers attended this training.

Court Testimony Symposium

On May 7, 2012, the TPC, partnered with the Ministry of the Attorney General, The Honourable Lloyd Budzinski, Defence Counsel Joseph Neuberger, and Dr Derick Pallandi, a forensic psychiatrist, to organize a one-day justice symposium on court testimony. This symposium was designed to provide training to frontline officers and investigators on giving credible and reliable testimony. Each speaker provided their own perspective on the skill of articulation for purposes of court testimony.

NEWLY DEVELOPED COURSES AND INITIATIVES

Interviewing and Interrogation (redesigned as Investigative Interviewing)

As a result of a wide-ranging domestic and international consultation process, and recent developments in Canadian case law, the *Interviewing and Interrogation Techniques* course has been redesigned and renamed. The new course called Investigative Interviewing is an evidence-based approach to gathering information from victims, witnesses and suspects. The course aligns interview training more closely to the extensive body of scientific research that has been conducted in this field over the past thirty years.

This course also incorporates the field experience of foreign and domestic law enforcement agencies that have identified and implemented best practice approaches to investigative interviewing. One such best practice is the PEACE Model, which plays a significant role in the newly designed course. The new course addresses issues that are critical to the difficult task of reliably gathering information from people while effectively managing risk during criminal investigations. Topics covered include the PEACE interview model, the enhanced cognitive interview, the logic of effective questioning, memory, false confessions, tunnel vision, investigative error, wrongful convictions, and statement law.

Financial Crimes Investigation Course

Based on demand from the field, the TPC has collaborated with the Financial Crimes Unit and selected private sector partners to develop a week long Financial Crimes Investigation course for front line financial crimes investigators. This training will focus on practical and technical issues related to this increasingly complex area of criminal investigation. Topics to be covered will include tracing financial transactions and assets, identifying and securing sources of electronic evidence, investigating synthetic identities, money laundering, mass marketing fraud, and forensic accounting, to name a few.

Police Services Act Course

Members of the Investigative Training Section, in collaboration with members of the Professional Standards Unit, developed a week long *Police Services Act* (PSA) Investigator's course for Unit Complaint Coordinators and complaint investigators assigned to Professional Standards. This training focuses on criminal and conduct investigations involving civilian and sworn members of the Service. Topics include the PSA and misconduct; Complaint Intake and the OIPRD process; Human Rights Investigations; Investigative Process and Report Writing; Case Law and Procedure, including Investigative Detention, Search Powers, Use of Force and Level 3 searches; Information Security; Labour Relations, including tribunals and grievances; and Prosecution requirements and processes. Guest speakers include Mr. Ken Cormier from the OIPRD, as well as subject matter experts from Professional Standards.

Impaired Investigations

Investigative Training Section members, in collaboration with subject matter experts from the Crown Attorney's office, Traffic Services, Professional Standards and Arrive Alive Canada developed a new three-day course on Impaired Driving Investigations. Some of the topics include the detection, arrest, processing and testimony specific to impaired driving and related cases. In addition to this course, members of the Investigative Training Section are also currently developing a Commercial Motor Vehicle course with assistance from members of Traffic Services.

Collaborative Training with External Agencies and Community Partners

Members of the Investigative Training Section have continued to represent the Service on various committees, including the Sexual Assault Advisory Committee, the Domestic Violence Advisory Committee, the OACP Traffic Sub-committee and the Ontario Major Case Management Working Group. Members also continue to maintain and develop partnerships with various external agencies. These partnerships include the Ministry of Transportation, the Ministry of Community Safety and Security, the Ministry of Revenue, the Alcohol and Gaming Commission of Ontario (ACGO), Correctional Service of Canada, the Ministry of Housing, the Children's Aid Society (Toronto, Catholic, Jewish and Native), Criminal Intelligence Services Ontario (CISO), Border Enforcement Security Task Force (BEST), Osgoode Hall Law School, Sexual Assault Care Centres, the Centre of Forensic Sciences, Multilingual Community Interpreter Services (MCIS), BOOST, and both public and separate school boards of Toronto. Also, the Child Abuse course continues to be delivered in partnership with the Children's Aid Society, and the students consist of both Service members and social workers from the agency.

In collaboration with the U.S. Southern Poverty Law Centre and the Service's Intelligence Division, the TPC Investigative Training Section developed an officer safety training précis on the fast growing Freeman-on-the-Land (FOTL) movement. FOTL members do not recognize the authority of police, judiciary or the government and are a Canadian manifestation of the radical and violent U.S. Sovereign Citizen movement. This training précis was distributed to the field and provided officers with education on the movement and a balanced safety strategy for approaching and engaging the "Freeman."

Investigative Mentorship Network

As in previous years, members of the Investigative Training Section deliver lectures on a variety of courses run by other sections within the TPC, including Leadership courses, Recruit training, Coach Officer courses, In Service Training programs, as well as Divisions and Specialized units upon request. Some of the topics covered included Domestic Violence, Sexual Assault Investigations, Investigative Detention, Articulation and Impaired Driving. Instructors also continue to provide assistance, guidance and support to individual members and units upon request.

As such, in response to an identified need to assist officers in the development of skills in the area of court preparation and testimony, members of the Investigative Training Section have established the Investigative Mentorship Network (IMN) as a strategy to improve note taking and testimony. The IMN is intended to be a network of front-line and investigative officers throughout the Divisions who are experienced in the investigative process and are willing and able to mentor officers with less experience or who are having difficulty in these areas. The objectives and actions of this strategy are as follows:

- Conduct effective mock trials;
- Prepare officers for specific court cases;
- Mentor colleagues;
- Provide feedback to TPC on effectiveness of current training strategies; and

- Encourage cultural shift wherein officers increasingly discuss and engage in these topics among themselves.

Members of the Investigative Training Section will provide support in the form of organized tutorials, reading materials (i.e., current case law) and assistance with running mock trials.

COMMUNITY POLICING SECTION

The Community Policing Section of the TPC is responsible for the delivery of training to all police recruits, as well as training for Service members in the areas of Ethics, Professionalism, Customer Service, Diversity, Coach Officer, Lateral Entry Officers, Auxiliary Police Recruit Training and Electronic Disclosure. The Community Policing Section also assists in the delivery of Human Rights lectures, Investigative training lectures and Wellness lectures on the In Service Training program.

The Community Policing Section offers training in Community Mobilization, which introduces the officer to the philosophy and principles of Community Mobilization, as well as Crime Prevention. The goal of this course is to increase community safety and security by enforcing laws, as well as encouraging and supporting citizens to take a more involved approach to becoming an independent and self-sustaining community.

The Community Policing Section provides training to front line officers on innovative crime prevention and reduction techniques that will enhance their knowledge and skills to more effectively promote crime prevention within the community, including Crime Prevention Through Environmental Design (CPTED).

The Community Policing Section is responsible for the delivery of Wellness programs to Service members (uniform and civilian). The 'Wellness Sub-Section' is responsible for providing programs and training to support the Global Wellness initiatives, which include organizational health, fitness, nutrition, fatigue management and work-life balance.

See Appendix A for a detailed listing of the courses offered by the Community Policing Section, the number of sessions delivered in 2012, and the number of persons trained.

NEWLY DEVELOPED COURSES

The Service is committed to the concept of diversity awareness and inclusivity within the community and workplace. In 2012, the Community Policing Section developed the following courses for civilian members in an effort to develop their skills, as well as to mentor potential supervisors and managers.

Organizational Development

This course is an intensive three day course designed to enhance the managerial skills of civilian members. The course is offered to civilian members who are currently supervisors or who have demonstrated the potential to be supervisors, as well as any uniform members who are or may be

working with civilian members in a supervisory capacity. The course provides an array of management skills necessary for members interested in supervisory positions. Topics include the discipline process, conduct, conflict resolution, performance appraisals, personnel management, power differentials in groups, emotional healing, note-keeping, and Provincial oversight.

Ethics and Inclusivity in the Workplace

Ethics and Inclusivity in the Workplace is mandatory for all civilian members of the Toronto Police Service who have not received any former ethics or diversity courses. This training has been updated to ensure awareness of new legislation in the area of human rights, to reinforce the standards of conduct and to discuss the importance of ethical decision making. Topics also include emotional intelligence and post-traumatic stress disorder. This course is offered to all civilian members of the Toronto Police Service.

IN SERVICE TRAINING SECTION

In keeping with the provincial requirement of Ontario Regulation 926, members must recertify on the use of their firearms and less lethal use of force options at least once every twelve months. Members are required to attend recertification training before the expiry of the date of certification attained during the previous year.

Courses which are facilitated by the In-Service Training (IST) Section include the In-Service Training Program, Post-Aylmer Recruit Officer Safety, Plainclothes Tactical Course, Booking Hall Officer Safety, and all officer safety training provided to Court Officers, Auxiliary Officers, and Parking Enforcement Officers.

In Service Training Program

The IST programs enable officers to comply with the mandatory Provincial Use of Force requirements. These courses provide officers with the tools needed to effectively and efficiently deliver excellent customer service, while constantly maintaining the highest degree of public and officer safety. This training ensures that legal requirements are fulfilled, policies and procedures are reinforced, and operational needs are addressed. Furthermore, this training makes a significant contribution to Service risk management strategies and the critical areas of use of force, crisis resolution, emotionally disturbed persons, tactical communication and professional conduct.

The In-Service Training Program consists of two courses, namely the In-Service Training Program – Uniform (ISTP-U) and the In-Service Training Program - Investigative (ISTP-I). The ISTP-U is a two-day (20 hours) course that replaced the 2009 Crisis Resolution Officer Safety course. The ISTP-I is a two-day (16 hour) course that replaced the 2009 one-day Use of Force Recertification course. These courses offered a blended format with officers assigned to either course attending on the same dates and receiving the same training. The ISTP-U course is mandatory for all front line officers and members of identified high risk plainclothes units. All other police officers (with the exception of the Senior Officers) attended the ISTP-I.

In Service Training programs continue to build upon the foundations that were established in prior years with the Advanced Patrol Training program, which began in 2001. Over the years, training topics have been identified through research into current policing issues, a review of the Service's use of force statistics, identified Priorities and Goals of the Service, and student feedback. The 2012 components delivered were as follows:

- Defensive Tactics;
- Firearms Training and Requalification;
- Dynamic Simulation Training;
- Operational Preparedness;
- Tactical Communications and Major Mental Disorders;
- Wellness – Emotional Survival;
- Human Rights; and
- CEW requalification.

Use of Force Re-qualification

The one-day Use of Force Re-qualification was limited to uniform Senior Officers. The purpose of this training was to re-qualify Senior Officers on their use of force options (firearm and baton) pursuant to Ontario Regulation 926 of the PSA. This training was also designed to enhance officer safety by providing refresher training with respect to tactical communications, defensive tactics, judgement training, Oleoresin Capsicum (OC) Spray, and tactical considerations.

Plainclothes Tactical Officer Course

The Plainclothes Tactical Officer course is offered to specialized units that normally operate in high risk environments. This training focuses on operational planning, dynamic entries, high risk vehicle stops and wounded officer recovery training. Officers participate in both classroom instruction and practical scenarios involving “Dynamic Simulation Training.” This course is a three-day (24 hours) program.

School Lockdown Frontline Responder

Front line officers received highly specialized lockdown training to confront active attackers in a school environment. This training involves a rigorous four-hour session delivered at various schools across Toronto throughout the school year. This training is conducted in partnership with the Toronto District School Board, the Toronto Catholic School Board, Divisional Policing Support Unit and the Emergency Task Force, all of whom participate in various scenarios where a threat has been identified within a Toronto school.

This training has evolved from the initial curriculum delivered in 2003. Specifically, this training involves all stakeholders and is intended to provide a quick and effective response to a volatile situation. In 2012, five sessions were delivered to 187 officers from Divisions across the city.

International Deployment Tactical Orientation

In 2012, the In Service Training Section, along with members of the Armament Section, provided training to 13 officers who were selected for an international peacekeeping mission to Afghanistan. Included within the training were components of cultural awareness, defensive tactics, firearms, and mission preparation.

Court Officer Use of Force Re-qualification and Basic Training Course

The Court Officer Use of Force Re-qualification Course re-qualifies Court Officers in their use of force options. This training is also designed to enhance officer safety by providing refresher training with respect to tactical communications, defensive tactics, crisis resolution, OC Spray, tactical training and handcuffing techniques. Annual training is a four-hour block of instruction that court officers must attend within every twelve-month period. There were 59 courses offered in 2012, and 603 Court Officers received this training.

Auxiliary Use of Force Training

Auxiliary officers continue to provide additional support and assist front line officers with multiple functions on a daily basis. The IST Section ensures that these volunteer members have the knowledge and training to deal with police specific issues. In 2012, ten Use of Force training sessions were delivered to 229 auxiliary members.

Booking Hall Safety and Procedure Course

The Booking Hall Safety and Procedure course is a two-day course originally designed to address recommendations from inquests, administrative investigations and a 55 Division unit audit. This course is specifically for officers who work in booking halls and/or are in charge of detention areas. With the aid of guest speakers, the course focused on the avoidance and de-escalation of in-custody situations. The components covered within the program include crisis and de-escalation management, Service procedures, in-custody legal issues, along with practical scenarios. There were nine courses delivered in 2012, and 144 officers received this training.

See Appendix A for a detailed listing of the courses offered by the In Service Training Section, the number of sessions delivered in 2012, and the number of persons trained.

NEWLY DEVELOPED COURSES AND INITIATIVES

2012 In Service Training Program - Mental Health and Emotionally Disturbed Persons Component

In 2012, members of the In Service Training Section designed a human rights component for the 2013 In Service Training Program. This component focused on Emotionally Disturbed Persons through the creation of video profiles featuring members of “Voices from the Street”, a community-based advocacy group. The video showcases community members sharing their difficulties and struggles with mental health and illness, and were designed to create a sense of empathy and understanding, and to de-stigmatize mental illness. The idea for this training, and

its subsequent collaboration, was derived from the partnership between the Toronto Police College and members of the Toronto Police Services Board Mental Health Sub-committee.

In 2012, members of the In Service Training Section assisted members of the Divisional Policing Support Unit with the development of training for Mobile Crisis Intervention Team (MCIT) members. Mobile Crisis Intervention Teams consist of a specially trained mental health nurse from a partner hospital and a police officer. The teams provide a secondary response to calls for service involving individuals experiencing a mental health crisis.

This training was delivered in early 2013, also with assistance from members of the In Service Training Section, and covered a wide range of medical and forensic topics designed to enhance the effectiveness of the police officer and nurse partnership. Topics discussed included consumer-survivor perspectives, and de-escalation and client support. Both police officers and nurses attended this training.

ARMAMENT SECTION

The Armament Section, through the Armament Officer, is responsible for approving, setting and maintaining standards of firearms training, qualification and tactical training exercises for Service members. The Armament Section is also responsible for the purchase and maintenance of firearms and ammunition for the Service. The section further undertakes the research and review of new officer safety equipment for Service members.

Conducted Energy Weapons Program

The Armament Section, in conjunction with the In Service Training program, co-ordinates and manages the Conducted Energy Weapons (CEW) program for the Service. The CEW program was expanded to front-line supervisors in 2007, following a successful pilot program in 2006 (Min. No. P281/06 refers). It is a regulatory requirement for police officers to re-qualify on their CEW at least once every twelve months.

Shotgun Re-qualification

This course is designed to re-qualify members on the police shotgun, as required by the PSA Regulation 926. Learners must demonstrate competence and confidence in the use of the shotgun, as evaluated by instructional staff and must pass a practical proficiency test.

Glock Pistol Training and Recertification

The majority of Service officers are issued the standard Glock G22 .40 calibre pistol. The requirement for recertification is mandated by PSA Regulation 926 and Service Policy. The In Service Training and Armament Sections, through the In Service Training program courses, provide pistol recertification training to Service members. The Armament Section also provides Glock G27 Compact Pistol courses to specialized and approved members of the Service who require a small, easily carried and concealed pistol.

C8 Carbine and MP5 Submachine Gun Courses

Specific units and members of the Service have been identified as requiring the use of specialized heavy weaponry, including the C8 Carbine and MP5 Submachine gun. While the Emergency Task Force (ETF) conduct their own firearms training and certification in-house, other units such as the Hold-up Squad, Intelligence, Drug Squad, and Guns and Gangs rely on the Armament Section for this specialized training.

Recruit Firearms Training

The In Service Training and Armament Sections provide police recruits with Glock pistol training before departing to the Ontario Police College (OPC) as part of the two week pre-Aylmer recruit program. One course was delivered to 81 recruits in December 2012. After completing OPC's Basic Constable Training program, police recruits return to the TPC to complete the six-week post-Aylmer program. The post Aylmer program includes three days of pistol training. During this course, recruits are required to pass the Service's firearms standards, as well as complete two days of Shotgun training and qualification. No post-Aylmer firearm training was delivered in 2012.

See Appendix A for a detailed listing of the courses offered by the Armament Section, the number of sessions delivered in 2012, and the number of persons trained.

POLICE VEHICLE OPERATIONS

The purpose of Police Vehicle Operations (PVO) training is to advance the learner's cognitive and psychomotor driving skills. This training enhances the learner's driving skills, while considering multiple impact factors such as location, environment and skill level. The PVO team continued to deliver training to members of the Service throughout 2012. The key training programs delivered to members, including front line supervisors, were the Police Officer's Driving Course and the Safe Skills and Emergency Driving Course. These proactive risk management initiatives were designed to deliver practical driver training to all front line officers.

Suspect Apprehension Pursuits (SAP), which are governed by Ontario Regulation 546/99, comprise a significant component within PVO training. This regulation establishes detailed guidelines regarding police pursuits, which includes when and how pursuits are to be commenced and continued. SAP training is a mandatory requirement for any officer who may be engaged in a pursuit. SAP training was delivered to all Communication Dispatchers as an annual requalification, on all Coach Officer Courses, and to newly promoted front line supervisors. This course strongly emphasis alternatives to pursuits, such as strategic following and the importance of considering whether the need to apprehend outweighs the risk to public safety.

The PVO team also provides specialized training in emergency driving to increase officer safety and reduce the risk to the public through collision avoidance. PVO is also responsible for delivering training on various other types of police vehicles, such as all-terrain vehicles, bicycles, wagons, community station vehicles and motorcycles. PVO members also deliver training for the

Service's bicycle program. PVO continues to recognize the importance of other vehicles in assisting with the day to day functions of the Service, and strives to develop staff and build relationships with outside agencies to improve course development and the level of training offered to members of the Service.

See Appendix A for a detailed listing of the courses offered by the Police Vehicle Operations Section, the number of sessions delivered in 2012, and the number of persons trained.

LEARNING DEVELOPMENT AND STANDARDS SECTION

The Learning Development and Standards Section (LD&S) provides training to both uniform and civilian members of the Service. The section is responsible for e-learning, trainer accreditation, adult education, records coordination, field training supervisors: the Learning Network (TLN), and Quality Assurance (QA). When requested, the LD&S section provides assistance with reaction and learning evaluations for internal and external conferences. LD&S members manage training records in accordance with Provincial Adequacy Standards and the Service's Skills Development and Learning Plan. The LD&S section is also responsible for the overall QA requests. This is a joint management of risk and liability. Through the QA initiative, LD&S assures that quality related activities are being performed without compromising the standards established by the Service and the TPC.

Instructor Accreditation Program

In 2007, the Humber College Teaching Effectiveness certificate program was selected as a program to accredit the Service's trainers. This program forms the minimum qualification for instructors at the TPC and units with training cadres. The program is comprised of six courses that are each designed for individuals required to deliver training and facilitate the learning environment of adults. All courses are based on the League for Innovation and Humber Learning Exchange Network's (LENs) learning materials. In 2012, courses were offered in an in-class format by instructors from Humber College.

The Learning Network

Through the Learning Network (TLN), which is made up of supervisors who are directly responsible for training delivered at the unit level (training sergeants), timely and relevant training is provided to front line officers. This training is often delivered through DVD and print mediums. In 2012, five meetings were hosted to ensure that field training supervisors had an opportunity to question learning materials and to deliver consistent messages. This training is often delivered with the assistance of training videos. LD&S members assist with the development of in-house videos and are active members of the Ontario Police Video Training Alliance (OPVTA).

See Appendix A for a detailed listing of the courses offered by the Learning Development and Section, the number of sessions delivered in 2012, and the number of persons trained.

NEWLY DEVELOPED COURSES AND INITIATIVES

E-learning Courses

In 2012, the need to produce shorter and more operational e-learning modules resulted in the acquisition of new computer software to facilitate this objective. The impetus for this need was to have subject matter experts develop presentations that can be quickly turned into e-learning. The first project rolled out was the e-learning module describing updates to the Digital Video Asset Management (DVAM) system.

The LD&S section released three e-learning modules in 2012. These modules were Sikh Religion: Items of Religious Significance, Religion of Islam: Items of Religious Significance and IMS 100. The first module completed was the Sikh Religion: Items of Religious Significance e-learning module. This course was part of a series of courses developed in response to a Human Rights Tribunal settlement, and members of the TPC worked with the World Sikh Organization to ensure the relevance and accuracy of the information presented. The second module was IMS 100, which was acquired from Emergency Services Ontario (EMO) and offered to members in the place of a full day course. This course was offered to ensure all Service members were able to complete the training by the end of 2012. The third module developed and released in 2012 was the Religion of Islam: Items of Religious Significance module. Members of the TPC worked collaboratively with the Ontario Police College and the Muslim community to ensure the relevance and accuracy of the information being delivered.

Adult Learning Courses

The Instructional Techniques and Effective Presentation courses were replaced with an Adult Learning Basic course, which gave learners an overview of teaching a lesson or delivering a presentation. Topics dealing with preparation, instructional skills and adult education were introduced. 2012 saw the re-emergence of the Effective Presentation Course and the re-design of the Adult Learning Basics course to form the Effective Teaching for Adult Learners (ETAL) course. The ETAL course is designed to provide members with an introduction to the principles and concepts of adult learning, teaching techniques, and evaluation strategies, which are incorporated when instructing or delivering training on behalf of the Service. The goal of the ETAL course is to incorporate current academic adult learning principles and best practices into all training delivered by the Service.

Course Training Standards

The LD&S section is responsible for reviewing Course Training Standards (CTS). The CTS is an important descriptor of training and is often disclosed during human rights tribunals, criminal proceedings, and inquests, to name a few. The document provides direction to instructors and is a means of ensuring that the training delivered meets the requirements and standards of the Toronto Police Service. It is an important aspect in managing some of the risks associated with police training. Originally, one member of the section had been assigned to this role; however in 2012, the LD&S section formed a CTS committee comprised of members from all sections

within the TPC. This committee developed a standardized CTS template that incorporated adult learning principles and academic course outcomes and objectives.

Tracking System for Internal/External Lectures

In 2012, the LD&S section, in conjunction with the Community Policing Section, developed a tracking and vetting process for both internal and external lectures utilized by the training sergeants for unit level training. This system ensures a standardized delivery of approved lecture material across the Service by guest speakers. This tracking is accomplished by having the speakers provide a copy of their topic material to the TPC to be vetted by the appropriate subject matter experts (SME). Once approved, the Speaker is added to a pool of approved lecturers and made available across the Service.

LEADERSHIP AND BUSINESS SYSTEMS SECTION

The Leadership and Business Systems section is responsible for the supervisory and management training delivered to Service supervisors and managers. This section is also responsible for managing a number of the Service contracts with external organizations, such as St. John Ambulance and Toronto Emergency Medical Services. The Leadership and Business Systems Section is responsible for the development and delivery of information technology training and instructs members, including new recruits, civilians, and seasoned officers on the applications used throughout the Service.

Advanced Leadership

In 2012, one session of the Advanced Leadership Course was delivered to uniform and civilian middle managers. This course is an intensive two-week course designed specifically for Service leaders. This course provided an orientation to Service units whose mandates can assist in the management of risk and personnel. Participants were instructed on current leadership theories and practices by academically accredited leaders from within the Service, as well as selected external experts.

Executive Development

The Service continued its ongoing training for Senior Officers involving a series of sessions addressing current operational and managerial issues. Topics for the 2012 program were delivered by both internal and external subject matter experts, and included training in leadership, performance metrics, employee and family assistance programs, critical incidents, early interventions reporting, skills learning and development plans, incident management, and the forfeiture of seized assets. Senior officers were also provided updates on the progress of the 2015 Pan-American Games.

Occupational Health and Safety

Along with the on-going Occupational Health and Safety (OH&S) training required by the *Occupational Health and Safety Act*, the Leadership and Business Systems section continues to facilitate the Joint Occupational Health and Safety training, as well as sector specific instruction, which are required by members of Joint Occupational Health and Safety Committees.

Automated External Defibrillator Training

Automated External Defibrillators (AED) training continued in 2012. This training, which is part of the Cardiac Safe City program, was coordinated by a member of the TPC and delivered by Toronto EMS personnel. Only members employed at units equipped with an AED completed this course.

First Aid Training

The TPC continues its partnership with St. John Ambulance for the delivery of CPR and First Aid training to members of the Service. This training was coordinated by a member of the TPC and delivered by St. John Ambulance personnel.

Business Systems

The Business Systems Training Section (BST) is responsible for the development and delivery of information technology training. This training includes case management and occurrence processing software, financial systems and administrative applications.

See Appendix A for a detailed listing of the courses offered by the Leadership and Business Systems Section, the number of sessions delivered in 2012, and the number of persons.

NEWLY DEVELOPED COURSES AND INITIATIVES

Occupational Health and Safety Training

A new one-day occupational health and safety course for Civilian Supervisors was developed and delivered in 2012. This course was met with positive feedback from those who attended. As well, much research was undertaken in an effort to best prepare the Service for anticipated changes to the *Occupational Health and Safety Act*. Members tasked with OHS training will be monitoring developments from the Ministry and incorporating these changes into the OHS instruction delivered to Service members.

CONCLUSION

Service training is an operational activity that supports identified needs, policies and statutes. The positive results measured by the transfer and synthesis of learning, as reported by members, is evidence that the teaching strategies employed by the TPC have had a positive impact on learners. With a reported transfer of learning ranging from 87% to 100%, this analysis revealed that the training members received throughout 2012 made a difference in their abilities to perform their duties.

The TPC is continuing its efforts to meet and exceed the recommendations contained within the 2006 Auditor General's report entitled, "Review of Police Training, Opportunities for Improvement". To this effect, the report attached to this Board Report highlights areas where courses offered at the TPC have continued to evolve to address Service and community needs, as well as incorporate academic adult education best practices. Finally, course delivery strategies have continued to expand and liaisons with Federal, Provincial, and private partners have continued to grow throughout 2012, all of which have enhanced the ability of the TPC to deliver quality and relevant training to members of the Toronto Police Service in a timely and effective manner.

Appendix A

2012 Courses Delivered by Toronto Police College On-Line and Training Videos

Unit	Section	Title	Course	Course Term (Days / Hrs)	Total Sessions	Total # of TPS Students Trained
TPC	ARM	C-8 Carbine Operator Course	TF0023	4	2	28
TPC	ARM	C-8 Carbine Requalification	TF0028	1	11	82
TPC	ARM	Glock 27 Compact	TF0010	1	4	29
TPC	ARM	MP5 Requalification	TU0007	1	5	16
TPC	ARM	Shotgun Training & Qualification	TF0002	2	2	21
TPC	ARM	X26 Taser Requalification	TF0024	1.5 hrs	114	513
TPC	ARM	X26 Taser Training	TF0026	1	6	46
		TOTAL			144	735
TPC	CP	Auxiliary Crime Prevention Course	TO6002	2	1	18
TPC	CP	Auxiliary Recruit Training	TO6001	100 hrs	2	68
TPC	CP	Civilian Development Course	TH0026	3	1	18
TPC	CP	Community Mobilization	TH0023	5	2	30
TPC	CP	Crime Prevention Course	TH0021	3	2	34
TPC	CP	Crime Prevention Through Environmental Design	TH0022	7	2	29
TPC	CP	eDisclosure	TO0062	1	25	173
TPC	CP	Emotional Survival For Civilian	TH0027	1.5 hrs	13	212
TPC	CP	Ethics & Inclusivity In The Workplace	TH0031	3	4	49
TPC	CP	Organizational Development Course	TH0026	3	6	78
TPC	CP	Professionalism in Policing	TH0009	2	1	16
TPC	CP	Uniform Coach Officer	TM0027	5	6	118
		TOTAL			65	843
TPC	INV	Advanced Search Warrant Seminar	TC0091	3	6	73
TPC	INV	Assets Forfeiture	TC0009	3	3	128
TPC	INV	Child Abuse Investigators Course	TC0093	5	5	109
TPC	INV	Computer and Technology Facilitated Investigations	TC0106	5	10	185
TPC	INV	Court Testimony - Symposium	TC107	1	1	181
TPC	INV	Death Investigator Course	TC0052	5	5	198
TPC	INV	Domestic Violence Investigator	TC0042	3	5	199
TPC	INV	Drug Investigation	TC0003	3	4	107
TPC	INV	Financial Crimes Seminar	TO0076	1	1	94
TPC	INV	Firearms Investigation Course	TC0081	3	3	117
TPC	INV	General Investigators-Blended	TC0013	5	15	308
Unit	Section	Title	Course	Course Term (Days / Hrs)	Total Sessions	Total # of TPS Students Trained
TPC	INV	Human Trafficking Seminar	TC0105	1	3	231
TPC	INV	Interview Course	TC0024	5	9	143
TPC	INV	Ontario Major Case Management Software	TC0101	10	3	19
TPC	INV	Ontario Major Case Management - Full	TC0102	8	7	138
TPC	INV	Operation Pipeline / Convoy	TO0014	2	6	308
TPC	INV	Plainclothes Course	TC0005	3	4	198
TPC	INV	Provincial Statutes Course	TT0020	5	8	190
TPC	INV	SACA Update	TC0027	3	2	17
TPC	INV	Sexual Assault Investigators	TC0092	10	5	152
TPC	INV	Undercover Foundations Course	TC0057	5	1	25
TPC	INV	Youth Crime Investigative Course	TC0016	3	3	96
		TOTAL			109	3216

Unit	Section	Title	Course	Course Term (Days / Hrs)	Total Sessions	Total # of TPS Students Trained
TPC	LBS	Occupational Health & Safety for Supervisors	TM0045	1	8	51
TPC	LBS	PowerPoint 2010	S00212	1	7	100
TPC	LBS	S.A.P. Unit Commander's Course	S00209	4 hrs	7	11
TPC	LBS	Sector Specific JOHS Training	TO0002	2	1	16
TPC	LBS	Senior Officer Training Day	TM0103	1	2	164
TPC	LBS	Supervisory Leadership-Part 2	HU0011	15	1	9
TPC	LBS	Systems Applications and Product	S00162	2	7	25
TPC	LBS	TPS Links - User	S00206	4 hrs	2	10
TPC	LBS	TRMS UPG	S00200	2	8	111
TPC	LBS	Word 2010	S00211	1	7	85
TPC	LBS	Workstation Orientation	S00040	1	1	3
		TOTAL			205	3004
TPC	LDS	Adult Learning Basics	LDS001	5	3	40
TPC	LDS	Effective Presentation	TM0032	4	4	20
TPC	LDS	Teaching Effectiveness Certification	LDS002	90 hrs	1	11
		TOTAL			8	71
TPC	PVO	Advanced Bicycle Course	TV0057	4	4	37
TPC	PVO	All Terrain Side-by-Side Course	TV0061	10 hrs	2	8
TPC	PVO	All-Terrain Vehicle Course	TV0025	2	6	21
TPC	PVO	Auxiliary Vehicle operations	TV0024	0.5	1	22
TPC	PVO	Bicycle Instructor	TV0028	4	2	23
TPC	PVO	Bicycle Patrol	TV0023	2	56	193
TPC	PVO	Blue Card	TV0052	1 hr	29	54
TPC	PVO	Civilian Vehicle Operations	TV0001	1	2	3
TPC	PVO	Command Post Course	TV0020	2	5	9
TPC	PVO	Community Station Trainers	TV0011	2	1	2
TPC	PVO	Community Station Operator Train the Trainer	TV0044	4	1	1
TPC	PVO	Community Station Ops Course	TV0043	1	2	2
TPC	PVO	Driver Assessment	TV0040	1	17	22
TPC	PVO	M/C Ops Requalification Course	TV0037	1	1	4
TPC	PVO	Police Officers Vehicle Ops	TV0003	2	6	24
TPC	PVO	Safe Skills Emergency Driving	TV0042	1	63	281
TPC	PVO	Truck & Trailer Class A	TV0056	5	5	5
TPC	PVO	Truck Operations and Trailer	TV0055	2	2	2
TPC	PVO	Truck Operations Course	TV0019	2	20	39
TPC	PVO	Truck Operators - Train the Trainer	TV0041	4	13	31
TPC	PVO	Uniform Civilian Vehicle Ops	TV0002	1	24	39

Unit	Section	Title	Course	Course Term (Days / Hrs)	Total Sessions	Total # of TPS Students Trained
TPC	PVO	Wagon Trainers Course	TV0012	2	33	36
		TOTAL			295	858
		GRAND TOTAL			1165	15501

2012 On-Line Courses Completed

Unit	Section	Title	Total Sessions	Total # of TPS Students Trained
CPKN	Training	Aboriginal Awareness	1	35
CPKN	Training	Characteristics-Armed Person	32	32
CPKN	Training	Fatigue Management	72	88
CPKN	Training	General Investigative Training - Part 1	157	296
CPKN	Training	Healthy Eating	195	428
CPKN	Training	Human Trafficking	92	130
CPKN	Training	ICCS Update Training	163	1136
CPKN	Training	Identifying Staged Collisions	188	549
CPKN	Training	IMS 100	326	7248
CPKN	Training	In-Car Camera 2010	123	238
CPKN	Training	In-car Camera Operator 2009	75	104
CPKN	Training	Infectious Disease-Pandemic	31	31
CPKN	Training	Interac Fraud Prevention	124	378
CPKN	Training	Interviewing	17	17
CPKN	Training	LGBT	125	197
CPKN	Training	Racially Biased Policing	106	194
CPKN	Training	Recog Emotionally Disturbed Person	27	28
CPKN	Training	Religion of Islam: Item Religious Significance	192	6583
CPKN	Training	Sikh Religion: Item Religious Significance	292	7498
CPKN	Training	Source Management	170	771
CPKN	Training	Stolen Innocence	36	39
CPKN	Training	Suspect Apprehension Pursuits	59	62
		TOTAL	2603	26082
OPVTA	Training	OPVTA 024 Fast Lane	50	56
OPVTA	Training	OPVTA 030 Blue Canaries	61	64
OPVTA	Training	OPVTA 036 Sins of Testifying	71	82
OPVTA	Training	OPVTA 037 Crack	14	14
OPVTA	Training	OPVTA 038 Suspect Apprehension Pursuits	9	9
OPVTA	Training	OPVTA 052 Notebook Confidential	20	21
OPVTA	Training	OPVTA 055 Guaranteed Safe Arrival	50	52
OPVTA	Training	OPVTA 061 Cop's Best Friend	118	164
OPVTA	Training	OPVTA 063 Active Killers	17	17
OPVTA	Training	OPVTA 065 Feeney Warrants	50	56
OPVTA	Training	OPVTA 068 Grow House Menace	14	14
OPVTA	Training	OPVTA 069 Your Best Witness	48	49

Unit	Section	Title	Total Sessions	Total # of TPS Students Trained
OPVTA	Training	OPVTA 070 Cond Sentences	59	66
OPVTA	Training	OPVTA 078 Edged Weapons	67	79
OPVTA	Training	OPVTA 079 Live Wires	44	50
OPVTA	Training	OPVTA 082 Meth Labs	58	62
OPVTA	Training	OPVTA 083 First Off at Scene	50	55
OPVTA	Training	OPVTA 087 Char of Armed Pers	57	66
OPVTA	Training	OPVTA 088 Cooperative Driving	47	48
OPVTA	Training	OPVTA 090 Suicide Intervention	49	53
OPVTA	Training	OPVTA 091 Death Notification	52	55
OPVTA	Training	OPVTA 096 Child Exploitation	2	2
OPVTA	Training	OPVTA 097 Seized Firearm Safet	46	46
OPVTA	Training	OPVTA 098 Field Interviews	49	49
OPVTA	Training	OPVTA 100 Debit/Credit Fraud	54	65
OPVTA	Training	OPVTA 104 Domestic Violence	33	38
OPVTA	Training	OPVTA 104 Foot Pursuit	66	78
OPVTA	Training	OPVTA 105 Terrorism	52	59
OPVTA	Training	OPVTA 106 Comm Diseases	41	43
OPVTA	Training	OPVTA 107 Motorcycle Enforcement	53	54
OPVTA	Training	OPVTA 109 Spont Disorder	44	48
OPVTA	Training	OPVTA 110 Prescr Drug Enf	32	32
OPVTA	Training	OPVTA 112/113 Faith Diversity	40	44
OPVTA	Training	OPVTA 115 Sex Offenders	33	40
OPVTA	Training	OPVTA 116 Building Searches	34	35
OPVTA	Training	OPVTA 117 Psychosis	24	25
OPVTA	Training	OPVTA 118 Warrantless Search	31	34
OPVTA	Training	OPVTA 119 Liquor License Act	48	52
OPVTA	Training	OPVTA 120 Use of Force	44	48
OPVTA	Training	OPVTA 121 Training to Succeed	39	42
OPVTA	Training	OPVTA 122 Search of Persons	5	5
OPVTA	Training	OPVTA 123 Firearm Seizures	43	44
OPVTA	Training	OPVTA 124 From Call to Court	3	3
OPVTA	Training	OPVTA 125 The Balanced Life	80	89
OPVTA	Training	OPVTA 126 Obstruct Police	82	96
OPVTA	Training	OPVTA 127 CEW Tactics	61	66
OPVTA	Training	OPVTA 128 Trauma Doesn't Bleed	70	76
OPVTA	Training	OPVTA 129 Suspect Pursuits	70	96
OPVTA	Training	OPVTA 130 Social Media Pol	80	104
OPVTA	Training	OPVTA 131 Entry Warrants	72	92
		TOTAL	2336	2637
		GRAND TOTAL	4939	28719

2012 Front Line Training Videos

Course Name	Course Code	Session Number	Name of Film
Rappel Instructors Course ETF	TO0013	1201	Sanctum
Supervisory Leadership – Part II	HU0011	1202	12 O'clock High
Microsoft Excel – Level 1	S00210	1201	<ol style="list-style-type: none"> 1. Get to work in Excel 2010 2. Work with file in Backstage view 3. Do the basic on the home ta 4. Math, anywhere 5. Commands when you need them 6. Use of the keyboard 7. Keep your favourite buttons visible 8. Work between new and old Excel versions
Domestic Violence Investigator	TC0024	1201	MCIS- Lost in Translation – Feb 9, 2012
Domestic Violence Investigator	TC0024	1202	MCIS- Lost in Translation – Apr 12, 2012
Sexual Assaults Investigators	TC0092	1201	<ol style="list-style-type: none"> 1. MCIS- Lost in Translation 2. The Other Guys
Sexual Assaults Investigators	TC0092	1202	MCIS- Lost in Translation

APPENDIX B

2012 Courses Completed by External Units and Continuing Education Programs/Courses and Seminars

Unit	Title	Course	Course Term (Days/Hrs)	Total Sessions	TPS Students Only
B&C	Budgeting Course	TO0024	2	2	39
COMM	Com Op Coach & Mentoring Course	TO0044	3	1	10
COMM	Police Com/ Call Taker Course	TS0002	150 hrs	1	18
CRT	Court Officer Course	T00001	24	1	22
CRT	DNA Data Bank Training	TC0033	3	1	16
CRT	CPR Recertification/Court Services Only	TR0002	1	28	259
CRT	2012 Court Off - Use of Force	TU0063	0.5	39	252
CRT	2013 Court Officer U of F Requalification	TU0069	4 hrs	20	351
DT	D11 Impaired Driving Lecture	LPE009	1hr	1	15
DT	D11 Al-Anon & Alateen Presentation	LPE010	0.5 hrs	2	29
DT	D11 Alzheimer Society of Toronto	LPE014	0.5 hrs	1	13
DT	D11 TCH Presentation	LPE022	0.5 hrs	4	47
DT	D11 TTC ES&ETST	LPE023	4 hrs	1	5
DT	Proceeds of Crime-FCU	LPI010	1 hr	1	30
DT	Impound & Towing Presentation	LPI015	1 hr	4	52
DT	D23 Provincial Prosecutors Off	LPE012	1.5 hrs	8	101
DT	Professional Standards Unit Awareness	LPI003	1 hr	2	35
DT	Pearson Airport Intel Unit Awa	LPI004	1 hr	2	26
DT	Sexual Assaults Investigations	LPI007	1 hr	3	37
DT	D53 Social Media Training	OPV001	1 hr	1	11
DT	D54 Prov Prosec-POT Use	LPE013	2 hr	2	37
DT	D54 LLA Licensed Premises Inspection	LPE024	1 hr	1	17
DMU	DMU-Invisible Disabilities Workshop	TM0104	1	1	55
DMU	Drop-by-Drop: Human Rights	TO0058	2 hrs	6	242
DMU	DMU-Human Rights WIT Workshop	TO0075	4	5	110
DMU	DMU- Cultural Intel Development Program	TO0077	1	1	19
EFAP	EFAP-Supervisory Training	TO0072	2 hrs	9	364
ETF	Basic Tactical Operations ETF	TO1001	20	1	5
ETF	Advanced Rappel (Master) ETF	TO1002	5	1	5
ETF	Rappel Instructors Course ETF	TO1003	5	1	7
ETF	Hostage Rescue ETF	TO1004	2	1	6
ETF	Advanced Sniper/Observer Course ETF	TO1010	5	1	4
ETF	Urban Sniper Ops ETF	TO1015	5	1	6
FIS	Scenes of Crime Officers Course	TC0048	35	7	89

Unit	Title	Course	Course Term (Days/Hrs)	Total Sessions	TPS Students Only
FIS	Intellibook/Livescan Fingerprint	TO0039	2	31	291
MAR	MAR Basic First Aid	TO2011	2	1	9
PDS	PDS - Gen Purpose Dog Training	TO0007	63	2	2
PDS	PDS - Quarry Course	TO0008	5	10	10
PDS	PDS - Drug & Firearm Detection Dog	TO0051	40	1	1
PEMU	Property & Evidence Management	S00208	2 hrs	3	13
PMO	Project Management Fundamentals	TO0033	2	1	14
PMO	Project Management Getting Started	TO0034	1	2	34
PMO	Microsoft Project Essentials	TO0036	2	1	14
PSU	PSU Basic Tactical Course	TO3001	10	1	27
PSU	PSU Tactical Trainer Course	TO3002	3	1	6
PSU	PSU-CBRN PRU Awareness Course	TO3005	2	2	40
PSU	PSU Incident Management System 200	TO3008	2	8	104
PSU	PSU Incident Management System 300	TO3009	2	3	27
PSU	PSU Basic Emergency Management	TO3011	3	9	92
PSU	PSU POU Less Lethal Weapons	TO3012	2	2	29
PSU	PSU Incident Management System 100	TO3015	1	14	136
PSU	PSU - 2010 Block A Training	TO3019	2	5	284
TPS	Social Media in Communications	S00215	3	4	83
TSV	Child Restraint Technician Course	TO0030	2	1	3
TSV	Traffic Collision Photography	TO0048	10	3	6
TSV	TS ASD Alcotest 6810	TO0073	0.5 hrs	62	1952
TSV	SFST-Stand Field Sobriety Test	TO5003	1	1	21
TSV	At Scene Collision Invest	TT0001	10	4	69
TSV	Technical Collision Invest.	TT0002	10	1	9
TSV	Collision Reconstruction	TT0005	15	1	6
TSV	Speed Measuring Radar	TT0012	1	11	11
TSV	Laser - Lidar	TT0014	1	68	83
TSV	Traffic Generalist Course	TT0017	5	8	173
TSV	Mobile Radar	TT0027	1	38	43
YIPI	YIPI 1st Aid & CPR/AED	TR0033	8 hrs	3	144
	TOTAL			463	6070

Continuing Education Programs/Courses and Seminars

Title	Total Sessions	TPS Students Only
11th Annual Ont Gang Inv Assoc	1	4
'12 CAN Critical Incident Conf	1	1
'12 Corp Secur Lias Committee	1	3
'12 Intl Conf. Youth in Focus	1	1
'12 ON Homicide Inv Assoc Wksp	1	6
'12 Police Dog Explos Imprint	1	4
12th Anniv Drug Edu Conference	1	6
13th Ann Employment Law Summit	1	1
14th Ann Fugitive Conference	1	11
15th Labour & Employ Law Sympo	1	5
1st Resp Op Hazardous Material	1	1
2012 Arson Task Force Seminar	1	5
2012 CPO Forum Outsourc. Wksp	1	1
2012 Diversity Committee Trg.	1	1
2012 Int Conf on Sex CrimesInv	1	2
2012 Joint EDU Training	1	2
2012 MIAA Spring Workshop	1	6
2012 Morphotrack User Edu Conf	1	4
2012 OACP Hate Crime 360 Sympo	1	4
2012 OACP Traffic Seminar	1	6
2012 OAPE Annual Conference	1	12
2012 OCAP Annual Meeting	1	1
2012 ON Public Buyers Assoc	1	1
2012 Ont Gang Inv Assoc	1	1
2012 OPTVA AGM APT Trging Conf	1	3
2012 PRS and SIU Conf.	4	39
2012 Sex Crimes Inv Conferenc	1	31
2012 Versadex Users Conference	1	10
23rd Sched 2 Empl Group Conf	1	4
28th Annual Intoxilyzer Users	1	2
4th Ann.Alcohol & Gaming Wkshp	1	1
5th Annual IRG Conf & Masters	1	1
6th Ann NY/EC Chapter Training	1	2
9th Ann Safe Schools Seminar	1	3
9th Intl Conf Asian Org Crime	1	3

Title	Total Sessions	TPS Students Only
A New Frontier in Crim Law Sem	1	1
Abuse and Harass in Workplace	1	2
Access Data Wind Fore 7 Trg	1	2
Accounting Basics	1	1
Accouting 1	1	1
ACL Certified Training	1	2
Addict, Criminal. & Mental ill	1	1
Adjudicator & Prosectuion Sem	1	6
Administrative law	1	1
Administrative Law Anl. Update	1	1
Adobe Acrobat Forms Adobe Live	1	1
Adujudicator & Prosecution Sem	1	12
Adv Adobe Acrobat X Pro	1	1
Adv Communications Technique	2	8
Adv Computer Forensic Wksp	1	2
Adv Crime Prev. thro Envir Des	1	1
Adv Foowear Impression Compare	1	1
Adv Friction Ridge Analysis	1	1
Adv Missing Persons & ID Remai	1	1
Adv Photoshop for Photographer	1	1
Adv. Internet Child Exploitat.	1	1
Advance Blood Pattern Analysis	1	1
Advanced Digital Imaging	1	2
Advanced Digital Photography	1	2
Advanced Footwear Analysis	1	1
Advanced Pipelin/Convoy	1	6
Advanced Proceeds of Crime	1	2
Advanced Render Safe Procedure	1	1
Advanced Tire Analysis	1	2
Advanced Undercover Techniques	1	5
Advd Pipeline CMV Crse	1	1
Air Craft Investigation	1	1
Al-Anon & Alateen Presentation	1	10
ALEA Thermal Imagery Cert.	1	5
Alzheimer's & Related Dementia	1	10
American Sign Language	1	1

Title	Total Sessions	TPS Students Only
American Sign Language 101	1	2
American Sign Language 102	1	1
Annual Police Labour Conf.	1	1
Annual Update on Human Rights	1	1
AODA	158	1136
Applied Behaviour Anal II	1	1
Applied Forensic Videography	1	2
Applied Research Methods II	1	1
APT - Investigative Detention	3	3
APT - Law Drinking and Driving	1	1
APT - Srch Seizure w/o Warrant	2	2
Arrive Alive Drive Sober Coun	1	6
Asoc of Pub Com off APCO Can	1	2
ASP Baton Course	1	19
ASP Tactical Baton Instructor	1	1
Assessing Police Learning	1	1
Asset Forfeiture	1	2
Asset-Based Policing make Diff	1	3
Auditing in Law Enforc. Org.	1	1
Auto Criminal Intel Info Sys.	1	1
Avaya Aura Contact Ctr Admin	1	3
Avoiding the Legal Pitfalls	1	1
Bachelor of Applied Arts	1	1
Bar Asoc Litigat. Charter Aps	1	1
Basic Blood Pattern Recog.	1	2
Basic Emergency Management	1	1
Basic Investigation Skills	1	1
Beat the Bugs and Biosecurity	1	2
Beretta Armourers Course	1	1
Bike on the Bricks Training	1	3
Bloodstain Patt Analysts Conf.	1	2
Breaching Course	1	1
Breaking Silence/Mental Health	1	1
Build. Crime Resist. Community	1	1
Business Analyst Essentials	1	2
Business Continuity Planning	1	1

Title	Total Sessions	TPS Students Only
Business Writing for Results	1	1
CA Assoc of Fire Inv. Seminar	1	1
CA Police Airport Command Conf	1	1
CA Police Chaplian Assoc Trg	1	1
Cable Des Princ Install Pract.	1	2
CAMH Sexual Beh Clinic Edu Day	1	1
CAN Ident Society Ann Edu Conf	1	1
Can Internet Child Exploitatio	1	1
CAN Payroll Assoc Conference	1	1
Canadian Criminal Justice	1	1
Canadian Social Problems	6	13
Canadian Tactical Trg Conf.	1	6
CAPP Seminar	1	1
CBRN-E Live Agent Training	2	15
Cdn Firearm Registry:PO Safety	2	2
Cdn Rail Incident Inv Guide	8	8
Centr Missing & Exploit Child	1	1
Cert. Forensic Computer Exam.	1	2
CEW Instr Trainer Course	1	1
Chem Treatment and Fluors Tech	2	3
Child Seat Installation Course	1	4
CISNB Human Source Workshop	1	1
Civil Mili Sem on Hum Dis Resp	1	1
Clan Lab for Support Workers	1	5
Clan Lab Inv. Recertification	2	8
Clan Lab. for Support Services	1	2
Clandestine Lab Investigation	1	14
Clandestine Lab Seminar	1	1
Close Protection Course	1	1
Close Protection Operator	1	1
Cmptncy-based Mgt for Policing	1	1
Cnducted Enrgy Weapons Oper	1	1
Coach Officer Training	1	1
Cognos Report: Studio	1	1
Collaborative Governance	1	1
College Writing Skills	5	5

Title	Total Sessions	TPS Students Only
Com. with Diplomacy and Prof.	1	1
Comm. Centre Supervisors	2	3
Community Ass. Team	1	2
Comp. & Tech Facilit. Invest.	1	1
Complete Business Analysis	1	1
Computer Science 2	1	1
Conflict Resolution	2	2
Conform to IIA Quality Standar	1	1
Contemporary Canadian Issues	1	1
COTS FSA Cus Fac Acc Test	1	3
Counter Narc Intell. Analysis	1	1
Counterfeit & Fraud Workshop	1	5
Covert Operations Handler	2	9
Covert Video Course 2012	1	1
CPA Employee of Self-Employed	1	1
CPIC Query Narrative	1	1
CPKN Natl Advisory Board Meet.	1	1
CPTED Acred. and Cert.	1	1
CPTED Trg Basic and Adv. Level	1	1
Crime Analysis Application	1	5
Crime and Opportunity	1	1
Crime Prev. thru Envir. Design	1	1
Crimes Against Children Conf.	2	4
Criminal Code	1	1
Criminal Intelligence Analysis	2	20
Criminology	1	5
Criminological Theory	1	1
Criminological Theory II	2	12
Crisis Intervention Conf 2012	1	2
Crisis Intervention Team Intl.	1	1
Crisis Negotiators	3	3
Critical Reflect. in Adult Edu	1	1
Critical Thinking Advanced	1	1
Crown Attny Div Trg – Articula	109	215
Crtcl Incdnt Stress Mgt (FR)	1	1
Crush Energy Analysis Course	1	1

Title	Total Sessions	TPS Students Only
CSIS Domestic Extremism seminar	1	6
Cultural Intell Develop Wkshop	1	1
Current Legal Issues	1	1
Curric Dsgn for Adult Learners	1	3
CVSA Lvl 1 Inspect. Course	1	1
Cybercrime -Dig. Terror/Crime	1	1
Dallas Children's Advoc Ctr	1	1
Data Structures	1	1
Death Investigation	1	4
Deception Detection Tech	3	3
Deeley Harley-Davidson	1	1
Defensive Tactical Seminar	1	2
Design & Devel Mic. Sharepoint	1	1
Design Metadata Models V10.1	1	2
DIFLE Course	1	1
Digital Imaging Enhancement	1	1
Digital Surveillance Photograp	1	2
Digital Tech for Investigators	5	6
Dir. Read Supply Chain Mgmt I	1	1
Disaster Risk Management	1	1
Dispute Resolution	1	1
Div. Pop and Applied Settings	1	1
Diversity at Work 2012	1	3
DMU-Human Rights Inv Workshop	1	1
DNA Data Bank Sample Coll.	1	2
DNA Forensic Evidence Sympos.	1	1
Dom Viol. - High Risk Proj Sem	1	2
Domest and Workplace Violence	1	1
Domestic Violence in Wkplace	1	1
Domestic Violence Investigator	1	1
Domestic Violence Trainer	1	1
Drinking and Driving	124	181
Drive Clean Insp/Repair Techn	2	3
Drive Clean Inspector	2	3
Drug Investigation	5	10
Drug Investigative Techniques	1	4

Title	Total Sessions	TPS Students Only
DVAM System Update	175	755
East CAN Robbery Inv. Seminar	1	13
E-Government	1	1
Elder Abuse Conference	1	4
Electronic Purchasing OPBA	1	1
Electronics Technician Program	1	1
English	1	1
Enhancing Gender Diversity	1	1
Enterprise Arch Tool Fun Train	2	21
Enterprise Architecture Summit	2	2
Environmental Science	1	1
Equity, Policy, Law & Planning	1	1
ESRI Canada User Conference	1	2
Ethics & Justice System	9	26
Ethics, Org. Value & Profession	1	2
EU Study Tour	1	1
Excel Beyond the Basics Semina	1	3
Excited Delirium Syndrome	2	2
Executive Strategic Mangmnt	1	1
Explosives Disp Conf EDCON '12	1	2
Explosives Tech & Radiography	1	1
Face of the Offender	1	2
Face to Face CRTC Emer Sys GR	1	2
Family Stat. & Duty to Accomod	1	1
FBI - Law Enforc. Exec. Trg.	1	3
FBINAA NY/EC Chapter Training	1	8
Fd Parolees & Corrections Team	10	11
Federal Legislation	1	3
Fight Fraud on the Front Line	8	8
Fin. Inv - Payment Card Fraud	2	4
Finance	1	1
Financial Inv Investment Fraud	1	1
Firearms ID for Public Agents	11	12
Firearms Ident for PO	20	22
Firearms Inv	38	41
Firearms Verification	1	1

Title	Total Sessions	TPS Students Only
Force Science Certification	1	1
Forens. Trg in Child Abuse Inv	1	1
Forensic Evidence Collection	1	1
Forensic ID Pre-course	1	1
Forensic Identification	2	3
Forensic Identification Off.	1	2
Forensic Mental Health for Pro	1	1
Forensic Post Disaster Proced.	1	2
Forensic Shooting Scene Examin	1	2
Found. of Adult Education	2	2
Fraud Investigation	4	6
French Beginner - 2	1	1
Friction Ridge Identification	2	5
Frnsic Coll & Rcv Human Remain	1	1
Frontline Supervisor "Org Skil	1	1
Frontline Supv Leadership	14	14
Frontline Supvr Org Skills	7	7
Frontline Supvr Perf Mgmt	7	8
Frontline Supvr Self-Manage	7	7
Gang & Org Crime Prof Dev Con	4	14
Gang Investigation	1	2
Gang Investigators	1	3
Gang& Crime Prof Dvlp Conf	1	5
Geneva Centre for Autism Intl.	1	1
Gigatribe Training	1	2
Global Collaborative Teams	1	1
Global Economic Environment	1	1
Global Issues in Business	1	1
Gov't Video Expo	1	3
Graffiti Investigation	1	1
GREAT Gang Resist Edu & Trg	1	2
Great Grammar, Painless Proofr	1	1
Great Lakes Motorcycle Seminar	1	7
Hate Crime Adv Training	1	5
Hate Crimes Awareness	5	5
High Perform Business Writing	1	1

Title	Total Sessions	TPS Students Only
Homemade Explosives	2	2
Homicide	2	3
Honour Based Violence	3	20
HR Workplace Investigative Wrk	1	1
Human Resource Dvlp	1	1
Human Resource Management	13	26
Human Resource Mgmt Principles	1	1
Human Rights Inv. Training	1	1
Human Rights Invest Workshop	1	3
Human Rights Workplace	1	1
Human Source Development	1	3
Human Source Dvlp	1	1
HUSAR Canine Certification	1	4
IAFCI Crime Investigators Conf	1	1
IBM Cognos B1 Overview v 10.1	1	1
IBM Cognos, Ad Hoc Reports	1	1
IBM Info on Demand 2012	1	1
ICAC National Conference	2	7
IIA Gov. Relat. Edu Sessions	1	6
IIA National Conference 2012	1	1
IIA Toronto Ch '12, Edu Series	1	2
Impact of Family Violence Conf	1	8
Impct Fam Violenc, South Asian	1	1
IMS	4	4
IMS 150	1	1
Independent Study-Penal Policy	1	1
Info and Comms Tech Commit.	1	1
Info Mgmt, Access & Privacy	1	2
Insp. & Maint. Storage Racks	1	2
Install & Server Admin Rel8.50	1	1
Instructional Strategies	1	1
Instructor Update	1	1
Int Assoc of Women Police Conf	1	3
Int Conf on Sex Crimes Inv	1	3
Int Outlaw Motorcycle Gang Inv		1
Interception of Private Comm.	1	4

Title	Total Sessions	TPS Students Only
Intergraph Pub. Safety User	1	1
Intermediate Incident Manage.	1	1
Internal Audit - Looking Frwr	1	2
International Policing Policy	1	1
Internet Examiner Cert.	1	1
InterProv Organize Crime Forum	1	1
Intl Airport Inv Training Symp	1	5
Intl Assoc of Crime Analy Conf	1	1
Intl Fugitive Invest. Conf.	1	1
Intl PADI certification	1	1
Intro Criminal Intel	1	1
Intro to Christianity	1	1
Intro to Crime and Justice	1	1
Intro to Criminal Intelligence	1	1
Intro to Greek Culture/Society	1	1
Intro to Incident Mgmt Syst	2	2
Intro to Intelligence	2	7
Intro to Mobile Surveillance	4	38
Intro to Operational Planning	1	25
Intro to Politics	2	2
Intro to Production Orders	1	1
Intro to Roman History	1	1
Intro to Sociology	1	1
Intro to Undercover Tech.	2	7
Introduction to C and UNIX	1	1
Introduction to Intelligence	1	3
Introduction to Politics	3	4
Introduction to Undercover Tec	1	1
Inv Commercial Veh Collisions	1	2
Inv Interviewing Techniques	1	2
Inv. Conf. on Sex Crimes Inv.	1	1
Inv. Interview. Research Group	1	1
Inv. Interviewing Techniques	1	2
Investigation & Report Writing	1	2
Investigative Interviewing	1	3
Investigative Techniques	2	5

Title	Total Sessions	TPS Students Only
Issues - Public Administration	1	1
Issues in Community Policing	8	13
Issues in Public Administratio	1	1
IT Service Managment Certifica	1	1
ITIL Foundations v3	1	9
ITIL Prac- Plan, Pro, Opt	1	1
JS:Lift Truck Operators Theory	1	1
JSOP Officer Program	1	2
Justice Management	2	2
Key Issues in Int. Terrorism	1	1
Labour Relations Course	1	1
Leadership Development	1	1
Leadership Enhance Course A	1	1
Leadership Essentials	1	1
Leading Transformation	1	1
Learning Pedagogies	4	5
Legal Computer Applications	1	1
Lift Truck Operations Refresh	1	16
LPO Faculty Development	1	1
Lunch & Learn Kronos Telestaff	1	1
Major Case Management Command	1	1
Major Cities Chief	1	1
Major Crime Investigative Tech	1	4
Major Events Security	1	1
Major Ldership Research Paper	1	1
Manage and Design for Security	1	2
Management Accounting	1	1
Managerial Finance	1	1
Managing Garnishments	1	1
Managing Inv. Using Powercase	1	7
Master's Thesis course	1	1
Masters Thesis Part I	1	1
Mayfest 2012 ON Assoc for Deaf	1	1
Media Relations	1	1
MFOA- Reserves & Reserve Funds	1	1
Mgmt of Excited Delerium	1	2

Title	Total Sessions	TPS Students Only
MIAA FII Workshop 2012	1	1
Mic. Access 07 - Adv Datab Des	2	2
Mobile Surveillance Course	1	3
Mobile/Internet Game Developm	1	1
Modern Standard Arabic lvl 3	1	1
MS Share 2010- Intro	1	2
MTUG and APCO Conference	1	1
N. Amer Police Equestrian Conf	1	4
National Can Marine Adv Coun	1	1
NENA Conference	1	2
Network+ Certified	1	1
Niagara Counterfeit FRD Wkshop	1	2
NLE Child Exploitation Trning	1	1
Non Profit Financ. Report Conf	1	1
OACP - Wkplace Abuse & Harass.	1	5
OACP 2012 Hate Crime 360	1	12
OACP 4th Alcohol & Gaming Wksp	3	29
OACP Const Select. System Symp	1	2
OACP Finance Budget Meeting	1	1
OACP Liqour and Gambling Wkshp	1	5
OACP Media Relations Officer	1	1
OALEP 2012 Fall Symp	1	2
OALEP 2012 Spring Busines Symp	1	1
OAPE Annual Fall Meeting	1	1
OAPSB Section 31 Fall Seminar	1	1
OAPSB Sem - HR issues & Beyond	1	1
Office of the Fire Marshall	1	1
OH&S: Frontline Officer	3	3
OH&S: Supervisor	1	1
OHS: Frontline Officer	1	1
OMBI Spring Forum	1	2
ON Equestrian Fed Instr Test	1	4
ON Equestrian Federation Conf	1	2
ON Prov Strat Multi-Discip Trg	1	12
ON Safety League Driving Instr	1	1
ONGIA Conference	1	29

Title	Total Sessions	TPS Students Only
ONPEA GTA Conference 2012	1	3
Ont Gang Inv Conf	1	11
Ontario Politics/Government	1	1
Ontario Traffic Parking Wkshp	1	11
Open House and Net. Meeting	1	3
Operations Management	1	1
OPP Home Explosive Workshop	1	1
OPP Sniper Course	1	1
Organizational Behavior	4	12
Organized Crime	1	1
OSHF 2012 Conf. and Meeting	1	2
Ost/Shal Grave Rec Workshop	1	2
Overview of Assessment & Eval.	1	1
OWLE Fall Training Day	1	5
OWLE Ldship & Empowerment	1	8
OWLE Training Symposium	1	1
Patrol Carbine Instructor	1	2
Payroll Account. for Non-Accou	1	1
Payroll Balance. and Reconcil.	1	1
Payroll Essentials	1	1
PEACE Training	1	1
Peer to Peer Inv Certification	1	3
Penn State Recon Training	1	3
PeopleSoft PeopleCode Rel 8.50	1	1
PET Adv Electronics Course	1	2
PET: Reconstruction & Recog.	1	2
PFPO Meeting	1	1
Photographic Techniques	1	1
Photoshop for Forensics	1	2
Pipeline Convoy Jetway Course	1	4
Plng & Mng Windows 7 Environ.	1	1
Police & Society	3	13
Police Chaplain Assoc Trg 2012	1	1
Police Ethic & Accountability	1	1
Police Explos Tech Validation	3	3
Police Fitness Recertification	1	2

Title	Total Sessions	TPS Students Only
Police Powers 1	1	1
Police Powers 2	1	1
Police Resp Track Level Emerg	87	111
Police Veh Ops Facilitator	1	1
Police Vehicle Operations	1	1
Policing in Canada	1	1
Politics of Work and Labour	1	1
Portrait Photography 1	1	1
Post Blast Inv - Case Study	1	1
Post Blast Investigation	1	4
Post Blast Scene Tech	1	2
PREP Appraiser Course	1	5
Prevent Bullying-Get the Tools	1	1
PRO Aquatics Conf	1	1
Problem Mgmt/ RCA Workshop	1	15
Prof Devel Wkshp for Supv	1	1
Professional Dev. Seminar	1	1
Project Management Professiona	1	1
Promising Practices - Dom Viol	1	1
Promoting Cultural Change Wksp	1	2
Prov Asset Forfeitur Fall Conf	1	6
Prov. Use of Force Trging Comm	1	1
PSA, Complaints Res. & HRM	1	5
Psychology of Law	1	1
Psychology: Intro	4	4
Psychology: Social	4	5
Psychopharmacology of Drugs	1	1
Pub. Health of Emerg Prep	1	4
Public Admin. and Leadership	1	1
Public Admin. Research Methods	1	1
Public Administration	4	5
Public Policy Challenges	5	27
Public Speaking	1	1
Purchasing Mgmt Assoc Canada	1	1
Quant. Methods for Soc Sci	1	1
Quantitative Methods	7	16

Title	Total Sessions	TPS Students Only
Radar Refresher Stationary	2	2
Radiation Basic Principles	1	1
Rapid Response to Homicide Pro	1	1
Reading & Writiing Effectively	4	12
Recent Appellate Decisions	1	1
Registry Analysis Workshop	1	3
Research Methods	8	14
Research Methods for Soc Sci	1	2
Research Methods, Alpha Group	2	11
Reserves and Reserve Funds	1	1
Resp to Active Shooter Instrect	1	1
Resp to Homicide & Shockknife	1	1
Resp to Male Sexual Vicitimiz.	1	1
Resp to Vics of Ident Crime	5	5
Risk Management Courses OBPA	1	1
River Rescue Trainer Cert.	1	1
ROE Web	1	1
Safe City Crime Prevent Conf.	1	2
Safe School Initiative Seminar	1	1
SAP 4.0	5	5
SAP T-T-T Focus Group	1	1
Search & Rescue Navig. Exercis	1	2
Search Warrant	7	15
Seat Belt Course	1	1
Security Essentials Bootcamp	1	1
Sem. in Prof. Ethics & Liabil.	1	1
Seminar in Penal Policy	1	1
Senior Forensic Identification	1	2
Senior Police Administration	1	1
Serial No. Restoration, Intern	1	1
Sex Offender & Risk Mgmt Conf	1	1
Sexual Assault Inv Conference	1	2
Sexual Exploitation of Child.	2	2
Sexual Violence	1	1
Sharepoint '10 Applic. Develop	1	2
Shotgun Instructor	1	6

Title	Total Sessions	TPS Students Only
Sim Elect Navig Ltd Radar SEN1	1	2
SiQuest Adv.Int.Forensic Train	1	1
Site Safety Supervisor Crs.	3	4
Social Networks - HR Branding	1	1
Social Return Investment Acred	1	1
Social Theory	1	1
Social Unrest Seminar	1	1
Sociology: Intro	5	5
Sovereign Citizens	2	2
Spct Appr Prst v.4 Refshr OL	1	1
Special Event Planning Crse	1	1
Spontaneous Edged Weapon Def.	1	1
St. Johns Ambul. Child Seat	1	1
Standard FirstAid/CPR	1	1
Stanhope - CPKN	1	1
Statistics-Quantitive Measures	1	1
Strategic Info System Planning	1	1
Strategic Leadership Program	1	1
Structl Collapse Resc lvl 1n2	2	2
Substance Abuse/Rest. Justice	1	1
Tactical Clearing Course	1	1
Tactical Driving Course	1	3
Tactical Intelligence Analysis	1	1
Taser CEW Subcommittee Meeting	1	1
TASER Use of Force Seminar	2	2
Teaching Across Generations	1	1
Team Building	1	1
Terrism:New Dim Frnt Ln Plcing	3	3
Terrorist Ideol, Aims, Beliefs	1	1
Terrorist Modus Operandi	1	1
The ACIIS Query Online	1	1
The New Landscape of Fraud	4	4
Theories of Crime	1	1
Theories of Risk and Crisis	1	1
Theories of Techn. & Innovatio	1	1
Threat Assessment Lvl 2	1	1

Title	Total Sessions	TPS Students Only
To Serve and Protect	1	1
TOGAF 9 Lvl1 & 2	1	1
Topic: Drug and Crime	1	1
Tor. Gangs & Characteristics	1	14
Toronto Fire/EMS Academy	1	1
Traffic Officers	1	4
Trends & Issues in Adult Edu.	1	1
Trends in Gender Issues	5	25
Trg on Sexual Violence Prosec.	1	2
Tribunal Practice & Procedure	1	1
Ultimate Training Day 2012	1	5
Update on Employment Law	1	1
Urban Gang Dynamics	9	13
Use of Force Trainer	1	7
Use of Force Training Committe	2	2
Vanc. Police Operat. Planning	1	4
Verifiers Course	1	1
Virginia Gang Inv Conf.	1	8
VmWare Install, Config, Manage	3	9
West Shore Mtd Search Rescue	1	1
West. Canadian Robbery Inv.	1	1
Who Else is Listening..?	1	1
WIFI Tools & Troubleshoot wksp	1	2
Windows 7 Desktop Supp Technic	1	1
Wireless Networks Workshop	1	1
Wise up to Counterfeiting	5	5
Witness Protection &Relocation	1	2
Work & Learning in Org.	3	3
Workplace Inclusion Conference	1	8
Wrkplace Violence & Harassment	1	1
Wst Shore Mtd Search & Rescue	1	1
Year End New Year Legisl Updat	2	4
Youth in Focus	1	3
TOTAL	1575	4378

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 20, 2013**

#P172. ANNUAL REPORT – 2012 SERVICE PERFORMANCE

The Board was in receipt of the following report May 03, 2013 from William Blair, Chief of Police:

Subject: 2012 SERVICE PERFORMANCE REPORT

Recommendation:

It is recommended that the Board receive the 2012 Service Performance Report.

Financial Implications:

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

Background/Purpose:

Each year, as part of the strategic planning process, the Service prepares an annual report on the activities of the previous year. The first section of the report provides the results of the measurement of the Service Priorities, using the performance indicators set out in the Business Plan. The second section of the report provides information on the two additional areas required by Section 31 of Ontario Regulation 3/99 (*Adequacy and Effectiveness of Police Services*).

The Board has requested that the Service Performance Year End Report be provided in June of each year (Min. No. P75/06 refers).

Discussion:

In the 2009-2011 Business Plan, approved by the Board in December 2008, seven priorities were stated. Within these priorities there were eighteen individual goals; for each of the goals, a number of performance objectives/indicators were identified (Min. No. P328/08 refers).

In late 2011, given the budget environment and ongoing initiatives (including the City of Toronto's Service Efficiency Review and the Chief's Internal Organizational Review), the Police Services Board approved the extension of the 2009-2011 Service Priorities into 2012, with some revision (Min. No. P320/11 refers). The revision involved the removal of six goals, either because they were no longer relevant or feasible (for example, the goal dealing with recruiting), or because processes had been put into place to address the issue (for example, the goal dealing with emergency preparedness).

The seven priorities, the remaining twelve goals, and the information relevant to each of the indicators for the fourth year of the Business Plan are presented in the 2012 Service Performance

Report. To provide context to the measures, updated information is also provided on the activities that were undertaken by Service units to address the goals and priorities.

Service performance was assessed by comparing the results of the performance indicators in 2012 with the results from 2008, the year prior to the implementation of the Business Plan. In summarizing Service achievements for 2012, a goal was considered to have been achieved if **all** of the performance objectives were accomplished; if **none** of the performance indicators were accomplished, the goal was considered as not achieved.

In 2012, the additional year for the revised 2009-2011 Business Plan, most goals (9 of 12) were considered partially achieved. Three goals were considered achieved (that is, all performance objectives were accomplished); no goals were considered not achieved.

It should be noted that, for a number of the performance objectives/indicators, the difference between years was occasionally quite small and may not have represented a significant change. The objectives merely require an increase or a decrease, not a specific magnitude of change, to be considered achieved or not achieved. It is also recognized that the results of surveys with a relatively small return rate, such as the agency worker surveys, tend to reflect the views of those who responded rather than the views of the larger population.

Over the past four years, the Service has continued to offer new programs, improve existing programs, or simply provide a continuing service in a more efficient or effective manner. However, particularly in 2011 and 2012, significant restraints imposed by reduced staffing levels and decreased funding undoubtedly limited achievements.

While not all the Service's Goals were fully achieved within the above-noted strict definition of achievement related to the performance objectives, Toronto remains a safe city: crime rates, including the violent crime rate, continued to decrease, and most of the seven major crime indicators were lower at the end of 2012 than they were in the first year of the Plan.

Conclusion:

At this time, the 2012 Service Performance Report is provided for the Board's information, consistent with the requirements for an annual report in Section 31 of the Adequacy Standards Regulation (Ontario Regulation 3/99).

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

Mr. Miguel Avila was in attendance and delivered a deputation to the Board. A copy of Mr. Avila's deputation is on file in the Board office.

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

Moved by: M. Del Grande

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 20, 2013**

**#P173. CORRESPONDENCE – RESPONSE TO RECOMMENDATION FOR
LEGISLATION - DISABLING STOLEN MOBILE COMMUNICATION
DEVICES**

The Board was in receipt of correspondence dated May 14, 2013 from Christian Paradis, Minister of Industry and Minister of State, in response to the Board's earlier recommendation to introduce legislation to compel cellular phone service providers to provide technology that would permit the disabling of cell phones/communication devices after they are stolen. A copy of the minister's correspondence is appended to this Minute for information.

The Board received the Minister's correspondence.

Moved by: F. Nunziata

Minister of Industry
and Minister of State (Agriculture)



Ministre de l'Industrie
et ministre d'État (Agriculture)

Ottawa, Canada K1A 0H5



MAY 14 2013

Dr. Dhun Noria
Acting Chair
Toronto Police Services Board
40 College Street
Toronto, Ontario M5G 2J3

Dear Dr. Noria:

Thank you for your letter informing me of the Toronto Police Services Board's motions with respect to stolen cellular phones and electronic devices. I regret the delay in replying to you.

The Canadian Radio-television and Telecommunications Commission (CRTC) has indicated that it takes the issue of lost and stolen mobile devices seriously. In a recent letter to the Canadian Wireless Telecommunications Association (CWTA), the CRTC requested that the CWTA provide information on cell phone theft statistics, as well as information on initiatives that the wireless industry is taking to protect consumers from becoming victims of mobile device theft, by November 30, 2012. Details of the CRTC's request can be found at www.crtc.gc.ca/eng/archive/2012/lt120928.htm.

As you may be aware, on November 8, 2012, the CWTA announced a series of measures designed to combat cell phone theft, which can be found on its website at www.cwta.ca. One of these measures is a commitment from Canadian carriers that, by September 30, 2012, the authorization of any GSM or LTE wireless device on any Canadian network will include verification that the International Mobile Equipment Identity number of the device has not been reported lost or stolen. The CWTA also launched an awareness campaign to reinforce to Canadians the critical importance of protecting the data on their smartphones. Information about this campaign can be found at www.protectyourdata.ca.

...2

Canada

- 2 -

I am encouraged by these industry-led steps to help protect Canadians and look forward to learning about the results of these measures.

I note that you have also brought your concerns to the attention of the Honourable Vic Toews, Minister of Public Safety, and I trust that he will give your correspondence every consideration.

Once again, thank you for writing and please accept my best wishes.

Yours sincerely,

A handwritten signature in black ink, appearing to be 'C. Paradis', written in a cursive style.

The Honourable Christian Paradis, P.C., M.P.

c.c.: The Honourable Vic Toews, P.C., M.P.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 20, 2013**

**#P174. CORRESPONDENCE – RESPONSE TO RECOMMENDATIONS
PERTAINING TO THE INTEREST ARBITRATION SYSTEM IN
ONTARIO**

The Board was in receipt of correspondence dated May 24, 2013 from Kathleen Wynne, Premier of Ontario, in response to the Board's earlier recommendation pertaining to the interest arbitration system in Ontario. A copy of Premier Wynne's correspondence is appended to this Minute for information.

The Board received the Premier's correspondence and requested that a copy be forwarded to the City Manager, City of Toronto, for information.

Moved by: M. Thompson

The Premier
of Ontario

Legislative Building
Queen's Park
Toronto, Ontario
M7A 1A1

La première ministre
de l'Ontario

Édifice de l'Assemblée législative
Queen's Park
Toronto (Ontario)
M7A 1A1



May 24, 2013

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



Dear Mr. Mukherjee:

Thank you for your letter sharing the Toronto Police Services Board's motion regarding the interest arbitration system in Ontario. The board's input is always welcome and appreciated.

While developing solutions for the interest arbitration system, we listened to the concerns of municipalities, police services boards and labour organizations across the province.

The interest arbitration provisions in the 2012 Budget would have provided a focused and balanced package of reforms. These reforms would have increased accountability, transparency and timeliness within the interest arbitration system. With these reforms, we had hoped to build a sustainable model for wage negotiations that was respectful of collective bargaining, as well as a fair and transparent interest arbitration process. Unfortunately, they failed to pass with the budget and pushed back the cause of interest arbitration reform.

We are currently looking at possible improvements and reforms to the interest arbitration system that will receive greater support and consensus. This consensus is needed so that when we bring forward interest arbitration legislation again, these vital reforms are not again stalled. Our government remains committed to continuing to work on addressing these concerns.

As my colleague the Honourable Yasir Naqvi, Minister of Labour, would also be interested in this issue, I have passed along a copy of your letter to him for his information. I trust that he will also give your comments his consideration.

.../2



- 2 -

Once again, thank you for taking the time to share your concerns. Please accept my best wishes.

Sincerely,

A handwritten signature in black ink, appearing to read "Kathleen Wynne". The signature is fluid and cursive, with the first name "Kathleen" written in a larger, more prominent script than the last name "Wynne".

Kathleen Wynne
Premier

c: The Honourable Yasir Naqvi

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 20, 2013**

**#P175. STATUS OF DISCUSSIONS: TORONTO TRANSIT COMMISSION
SPECIAL CONSTABLES AND TORONTO PORT AUTHORITY
POLICING**

The Board was in receipt of the following report June 06, 2013 from Alok Mukherjee, Chair:

Subject: STATUS OF DISCUSSIONS: TORONTO TRANSIT COMMISSION
SPECIAL CONSTABLES AND TORONTO PORT AUTHORITY POLICING

Recommendations:

It is recommended that:

- (1) The Board receive this report and provide a copy to both the Toronto Transit Commission and the Toronto Port Authority.
- (2) The Chief of Police ensure that the Board is informed of the progress and the outcome of his discussions with the Toronto Port Authority.

Financial Implications:

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

Background/Purpose:

As directed by the Board, discussions are on-going with both the Toronto Transit Commission (TTC) respecting the re-establishment of a special constables program (Board Min. P58/12 refers) and with the Toronto Port Authority respecting options for the provision of police officers in the airport's United States customs pre-clearance area (Board Min. P100/13 refers).

Discussion:

TTC Special Constables

Board Members may recall that, in October 2010, the Board decided to terminate the agreement with the TTC governing its special constable program. Subsequently, in April 2012, the Board decided to enter into discussions with the TTC and the Chief of Police with respect to the feasibility of entering into a new agreement regarding a TTC special constable program.

For the past few months, legal counsel for the Board, the Service and the TTC have been meeting to discuss the contents of a new agreement between the Board and the TTC which would govern the re-establishment of a special constables program at the TTC. These discussions are progressing well and it is anticipated that once the discussions are concluded, a report will come to the Board recommending the re-establishment of a TTC special constable program and Board approval of an agreement with the TTC for that purpose.

Toronto Port Authority

At its meeting in April 2013, the Board determined that it would not approve the Toronto Port Authority's request for armed special constables. In the alternative, the Board decided that I should meet with the Chief and representatives of the Toronto Port Authority (TPA) to consider options to move forward on the TPA's request for policing services.

In accordance with the Board's direction, I convened a meeting with Chief Blair, Mr. Angus Armstrong, Harbour Master and Chief of Security, and Mr. Geoff Wilson, President and CEO of the TPA, on May 27, 2013, to discuss the TPA's security needs. Following an extensive discussion, the TPA clarified that its request was strictly and solely to meet the US Customs' pre-clearance requirements. With respect to general policing, it was agreed that Toronto Police Service will continue to respond to regular calls for service in the usual way.

In terms of moving forward, those at the meeting agreed that representatives of the TPA will work with Chief Blair to finalize the TPA's operational requirements. To that end, the TPA will supply Chief Blair with the specific details of its security needs so that all appropriate options may be considered with a view to identifying the most cost effective alternative.

The Chief will keep the Board informed with respect to the progress of his discussions.

Once the operational details have been worked out, an agreement will be developed by the Board's legal counsel, in collaboration with the TPA and TPS legal counsel, for consideration by the Board and the TPA, if it is required by the option that is chosen in the TPA's discussions with the Chief.

Conclusion:

With regard to the TTC special constables program, any re-establishment of the program will require the preparation of a report and an agreement for the Board's consideration and approval.

With regard to the policing arrangements for the Toronto Port Authority, the Chief of Police will advise the Board of the outcome of his discussions with the Toronto Port Authority in order that the Board may proceed to the preparation of an agreement with the TPA, if required.

cont...d

The Board was also in receipt of the following report May 29, 2013 from William Blair, Chief of Police:

SUBJECT: TORONTO PORT AUTHORITY'S REQUEST FOR PRE-CLEARANCE STAFFING BY THE TORONTO POLICE SERVICE AT THE BILLY BISHOP TORONTO CITY AIRPORT

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. Service delivery to the Toronto Port Authority will be on a full cost recovery basis.

Background/Purpose:

The Toronto Port Authority is requesting the Toronto Police Service to provide staffing at the airport for the United States (US) Customs Pre-Clearance area.

At its meeting on April 25, 2013, the Board approved the following motions:

That the Chair and Chief meet with the Toronto Port Authority to consider options to move forward on the Toronto Port Authority's request for police to meet US pre-customs clearance requirement.

That recommendation no. 4 in the foregoing report be approved; The Chief of Police report back to the Board's June 20, 2013 on the status of discussions with the Toronto Port Authority (Min. No. P100/013 refers).

The purpose of this report is to provide the Board with an update in regards to a meeting that occurred with Chair Mukherjee, Chief Blair and representatives of the Toronto Port Authority.

Discussion:

On Monday May 27, 2013, representatives from the Toronto Police Service, the Board and the Toronto Port Authority met to consider options to move forward on the Toronto Port Authority's request for police to meet US customs pre-clearance requirements. Future discussions will continue relating to financial, facilities, and personnel requirements for service delivery for pre-clearance at Billy Bishop Toronto City Airport. This arrangement will be on a full cost recovery basis with the Toronto Port Authority being responsible for funding.

This arrangement will cause an increase in the authorized uniform strength for the Toronto Police Service.

Conclusion:

Site visits will be arranged and discussions will continue with a view to preparing an agreement for the Board's consideration.

The Board approved the foregoing reports.

Moved by: A. Pringle

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 20, 2013**

**#P176. CANADIAN ASSOCIATION OF POLICE BOARDS: AMENDMENT TO
BY-LAWS**

The Board was in receipt of the following report May 28, 2013 from Alok Mukherjee, Chair:

Subject: CANADIAN ASSOCIATION OF POLICE BOARDS (CAPB): AMENDMENT
TO BY-LAWS

Recommendation:

It is recommended that the Board endorse the proposed changes to the CAPB By-laws and the Articles of Continuance and advise CAPB no later than July 12, 2013.

Financial Implications:

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

Background/Purpose:

The CAPB has developed an updated set of By-laws and Articles of Continuance, which is required by Industry Canada in order for CAPB to continue its existence under the new federal legislation, called the Canada Not-for-profit Corporations Act (CNCA). The CAPB is required to make the transition from the Canada Corporations Act to the new Canada Not-for-Profit Corporations Act (CNCA) by October 17, 2014.

The purpose of the CNCA is to provide federally incorporated not-for-profit corporations with a modern corporate framework within which to operate. It incorporates modern legal principles that have applied to business corporations for many years, and also attempts to provide additional flexibility to corporations in structuring the types of meetings they can hold, as well as various options for voting at such meetings. In addition, the CNCA strives to strike a balance between flexibility of the corporation in operating its affairs, with the twin principles of accountability of the corporation to its stakeholders, including members, donors and funding agencies, and transparency of decision-making.

The CNCA will replace the CCA and the CCA will eventually be repealed. The CNCA was proclaimed into force on October 17, 2011. All corporations incorporated under Part II of the CCA have three years from the proclamation date to transition to the CNCA. The deadline for transition is October 17, 2014. Until each corporation completes its transition process to the CNCA, it still must comply with the rules in the CCA. This includes the method by which the continuance under the CNCA is approved.

Discussion:

The main changes to the By-laws are as follows:

1. Under the new By-law [Section 3.1], there will be just one class of membership, instead of the current three (Full Members, Associate Members and Honorary Members, with only Full Members having the power to vote). The reasons for this change are very practical and pragmatic since under the new CNCA legislation there are circumstances where even “non-voting” members get the right to vote as a class, and this could potentially result in a deadlock between classes of voters, which would paralyze the organization. Far better to have just one class of members, all of whom will have a vote, and to develop clear Operating Policies, which determine things such as how many “non-police board” members will be admitted to the organization. There will also be the need to find another way of recognizing “Honorary Members” for their service to the organization since that class of “members” will be eliminated.
2. Each Member (that is each organization that has been admitted to membership) will get just one vote at meetings [Section 4.14]. CAPB’s current practice has been to allow every member of a member police board present at the annual general meeting to vote, which means that larger police boards that can afford to send more of their members to meetings are in fact given greater voting power.
3. The new By-law is much more specific about the voting process at meetings [Sections 4.11 to 4.14] and allows for both electronic, mailed in and proxy votes. Also, Quorum rules have been tightened up [Section 4.10].
4. For very practical reasons, the new By-law takes a broader approach to the composition and size of the Board of Directors, specifying [in Section 5.2] that “the Board shall be comprised of representatives of the geographic regions of Canada represented by its Members” but leaving it up to Board, and ultimately the Membership, to establish Operating Policies regarding both the number of directors on the Board and the geographical representation of the Board [Section 5.1]. This is different from the current By-law, which not only limits the size of the Board at 13 but also specifically sets out how many directors each province shall have.
5. To amplify on the last point: under the CNCA, once a By-law is in place it becomes a complex and costly process to make revisions which may become necessary due to changing organizational needs. Therefore, it is vitally important to balance the amount of detail written into the By-law itself with what is written into Operating Policies which CAN be changed by the Board without going to the cost of revising the By-law itself. For instance, it is known that the organization is dynamic and growing, Manitoba and Prince Edward Island will be added this year, and may want representation on the Board of Directors as a result, and it is more than likely that the organization will continue to expand its footprint in the years ahead. Therefore, in the Articles of Continuance, but not in the By-law itself, the maximum number of

directors on the Board is set at 21. However, it is left up to the Board (and the Membership) on a year-to-year basis, to decide on how many directors are actually elected to the Board.

6. The new By-law gives a much more explicit role to the Nominations Committee [Section 5.9] in its selection of nominees for the Board of Directors prior to each AGM, with the requirement that the committee “carry out its duties in accordance with any applicable requirements of the By-laws and Operating Policies of the Corporation”. Note also [Section 5.3] that only appointees of Police Boards are eligible to become directors.
7. There has been in recent years some discussion at both the Board and Membership levels that the name of the organization, the Canadian Association of Police Boards (CAPB), is not truly descriptive of its mandate. Therefore, current directors on the Board are of the opinion that the transition to the new CNCA presents an opportunity to change the name. Hence, the new draft By-law proposes that the name of the organization be changed to the Canadian Association of Police Governance. CAPB board would like members’ feedback on this proposal.
8. The attached Articles of Continuance draft document, which is the document that will go to Industry Canada to transfer the organization to the CNCA, provides details of what has been set out in the new By-law in regard to the new name, the minimum and maximum number of Directors, the establishment of just one class of membership, and finally a detailed Statement of the Purpose of the Corporation in Schedule A.

Conclusion:

Copies of the draft CAPB By-laws and Articles of Continuance are attached to this report for review and feedback. Therefore, it is recommended that the Board endorse the proposed changes to the CAPB By-laws and the Articles of Continuance and advise CAPB no later than July 12, 2013.

The Board approved the foregoing report.

Moved by: M. Del Grande

By-Law No. 1

CANADIAN ASSOCIATION OF POLICE GOVERNANCE
ASSOCIATION CANADIENNE DE GOUVERNANCE DE POLICE

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BY-LAW NO. 1

A by-law relating generally to the conduct of the affairs of
CANADIAN ASSOCIATION OF POLICE GOVERNANCE
ASSOCIATION CANADIENNE DE GOUVERNANCE DE POLICE

BE IT ENACTED as a by-law of the Corporation as follows:

ARTICLE 1 – DEFINITIONS AND INTERPRETATION

1.1 Definitions

In this by-law and all other by-laws and resolutions of the Corporation, unless the context otherwise requires:

- (a) “**Act**” means the means the *Canada Not-For-Profit Corporations Act* S.C. 2009, c.23 including the Regulations made pursuant to the Act, and any statute or regulations that may be substituted, as amended from time to time;
- (b) “**Articles**” means the original or restated articles of incorporation or articles of amendment, amalgamation, continuance, reorganization, arrangement or revival of the Corporation;
- (c) “**Board**” means the board of directors of the Corporation;
- (d) “**By-laws**” means this by-law and all other by-laws of the Corporation as amended and which are, from time to time, in force and effect;
- (e) “**Corporation**” means CANADIAN ASSOCIATION OF POLICE GOVERNANCE ASSOCIATION CANADIENNE DE GOUVERNANCE DE POLICE;
- (f) “**Director**” means a an individual elected or appointed to the Board;
- (g) “**Meeting of Members**” includes an annual meeting of members or a special meeting of members;
- (h) “**Member**” means either a Police Board or a Non-Police Board Organization, that has been admitted to the Membership of the Corporation according to the provisions of Section 3.1;
- (i) “**Members**” or “**Membership**” means the collective membership of the Corporation;
- (j) “**Non-Police Board Organization**” means any public body or not-for-profit association that is not a Police Board, but that is engaged in policing, law enforcement, public safety, crime prevention, justice, corrections, or municipal government or governance.

- (k) **“Officer”** means an individual appointed as an officer of the Corporation according to the provisions of Article 7;
- (l) **“Ordinary Resolution”** means a resolution passed by a majority of the votes cast on that resolution;
- (m) **“Person”** means an individual, a body corporate, a partnership, a trust, a joint venture or an unincorporated association or organization;
- (n) **“Police Board”** means a Canadian municipal board, commission or committee with a legislated mandate to govern its local police service, or a First Nations police governance body;
- (o) **“Regulations”** means the regulations made under the Act, as amended, restated or in effect from time to time;
- (p) **“Signing Officer”** means, in relation to any contracts, documents or instruments in writing, any person authorized to sign the same on behalf of the Corporation pursuant to section 2.3 or any resolution passed pursuant thereto;
- (q) **“Special Meeting of Members”** means a meeting of the Members at which special business is to be transacted as outlined in subsection 162(9) of the Act; and
- (r) **“Special Resolution”** means a resolution passed by a majority of not less than two-thirds of the votes cast on that resolution.

1.2 Interpretation

In the interpretation of the By-laws, unless the context otherwise requires, the following rules shall apply:

- (a) Terms defined in the Act and used in the By-laws but not otherwise defined in the By-laws have the same meaning when used in the By-laws;
- (b) Words importing the singular number only shall include the plural and *vice versa*;
- (c) Words referring to gender include the feminine, masculine and neuter genders;
- (d) The headings used in the By-laws are inserted for reference purposes only and are not to be considered or taken into account in construing the terms or provisions thereof or to be deemed in any way to clarify, modify or explain the effect of any such terms or provisions.
- (e) Notwithstanding any provision of the By-laws, where any such provision conflicts with a unanimous member agreement or the Articles, the unanimous member agreement or the Articles, as the case may be, shall govern.

- (f) The By-laws will be strictly interpreted at all times in accordance with and subject to the purposes contained in the Articles.

ARTICLE 2 – GENERAL

2.1 Corporate Seal

The Corporation may, but need not, have a corporate seal. If a corporate seal is approved by the Board, the Secretary of the Corporation shall be the custodian of the corporate seal.

2.2 Financial Year End

The financial year end of the Corporation shall be as determined by the Board.

2.3 Execution of Documents

- (a) Execution. Subject to any unanimous member agreement deeds, transfers, assignments, contracts, obligations and other instruments in writing requiring execution by the Corporation may be signed by any two of its officers. In addition, the Board may from time to time direct the manner in which and the person or persons by whom a particular document or type of document shall be executed.
- (b) Form of Signature. The signature of a Signing Officer may, if specifically authorized by Ordinary Resolution of the Board, be printed, lithographed or otherwise mechanically reproduced, and such facsimiles, if affixed by anyone so authorized shall be binding on the Corporation. In the event that the Signing Officer should die or withdraw his or her consent to use of his or her facsimile signature, the Corporation may continue to use and shall be bound by such signature for such other time as is required to substitute a new signatory.
- (c) Execution of Reports, Etc. Reports, returns or other formal documents relating to the business and activities of the Corporation and required by governmental or other authorized agencies may be executed, with or without the seal of the Corporation, by the officer or officers required to execute them.

2.4 Public Accountant and Level of Financial Review

The Corporation shall be subject to the requirements relating to appointment of a public accountant and level of financial review required by the Act.

2.5 Annual Financial Statements

The Corporation shall send copies of the annual financial statements and any other documents required by the Act to the Members between twenty-one (21) and sixty (60) days before the day on which an annual meeting of Members is held or before the day on which a written resolution in lieu of an annual meeting is signed, unless a Member declines to receive them. Alternatively, the Corporation may give notice to the Members that such documents are available at the registered office of the Corporation and any Member may request a copy free of charge at the registered office or by prepaid mail.

Instead of sending the documents, the Corporation may send a summary to each Member along with a notice informing the member of the procedure for obtaining a copy of the documents themselves free of charge. The Corporation is not required to send the documents or a summary to a member who, in writing, declines to receive such documents.

2.6 Operating Policies

Subject to the Act, the Board may adopt, amend or repeal by Ordinary Resolution such operating policies that are not inconsistent with the By-laws relating to such matters as terms of reference of committees, duties of officers, Board code of conduct and conflict of interest, as well as procedural and other requirements relating to the By-laws as the Board may deem appropriate from time to time. Any operating policy adopted by the Board will continue to have force and effect until amended, repealed, or replaced by a subsequent resolution of the Board.

ARTICLE 3 – MEMBERS

3.1 Classes of Membership

Subject to the Articles, there shall be one class of Members in the Corporation. Membership in the Corporation shall be available only to Police Boards and Non-Police Board Organizations, which are interested in furthering the Corporation's purposes and who have applied for membership according to the Corporation's policies, and have been admitted into Membership in the Corporation by Ordinary Resolution of the Board or in such other manner as may be determined by the Board. Each Member shall be entitled to receive notice of, attend and vote at all Meetings of the Members of the Corporation.

3.2 Term of Membership

The term of membership for each Member is annual, subject to renewal in accordance with the operating policies of the Corporation.

3.3 Membership Dues

There shall be no dues payable by Members for membership in the Corporation except such dues and fees, if any, as shall from time to time be fixed by Ordinary Resolution of the Board.

3.4 Membership Transferability

A Membership may only be transferred to the Corporation.

3.5 Termination of Membership

A Membership in the Corporation is terminated when:

- (a) the Member is liquidated, dissolved, or otherwise wound up;
- (b) the Member resigns by delivering a written resignation to the Chair of the Board in which case such resignation shall be effective on the date specified in the resignation;

- (c) the Member is expelled or their Membership is otherwise terminated in accordance with the Articles or By-laws;
- (d) the Member's term of Membership expires; or
- (e) the Corporation is liquidated or dissolved under the Act.

3.6 Effect of Termination of Membership

Subject to the Articles, upon any termination of membership, the rights of the Member, including any rights in the property of the Corporation, automatically cease to exist. Where an individual is no longer a Member, then such individual shall be deemed to have also automatically resigned as a Director, and Officer, and/or a committee member, as applicable.

3.7 Discipline of Members

- (a) The Board shall have authority to suspend or expel any Member from the Corporation on any one or more of the following grounds:
 - (i) violating any provision of the Articles, By-laws, or written policies of the Corporation;
 - (ii) carrying out any conduct which may be detrimental to the Corporation as determined by the Board in its sole discretion;
 - (iii) for any other reason that the Board in its sole and absolute discretion considers to be reasonable, having regard to the purposes of the Corporation.
- (b) In the event that the Board determines that a Member should be suspended or expelled from Membership in the Corporation, the President, or such other Officer as may be designated by the Board, shall provide 10 days' written notice of suspension or expulsion to the Member and shall provide reasons for the proposed suspension or expulsion. The Member may make written submissions to the President, or such other Officer as may be designated by the Board, in response to the notice received within such 10 day period. In the event that no written submissions are received by the President, the President, or such other Officer as may be designated by the Board, may proceed to notify the Member that the Member is suspended or expelled from Membership in the Corporation. If written submissions are received in accordance with this section, the Board will consider such submissions in arriving at a final decision and shall notify the Member concerning such final decision within a further 10 days from the date of receipt of the submissions. The Board's decision shall be final and binding on the Member, without any further right of appeal.

3.8 Special Resolution Required

Pursuant to subsection 197(1) (Fundamental Change) of the Act, a Special Resolution of the Members is required to make any amendments to this Article 3 if those amendments

affect membership rights and/or conditions described in paragraphs 197(1)(e), (h), (l) or (m) of the Act.

ARTICLE 4 – MEMBERS' MEETINGS

4.1 Notice of Members Meeting

- (a) Means of Notice. In accordance with and subject to the Act, notice of the time and place of a Meeting of Members shall be given to each Member entitled to vote at the meeting by the following means:
 - (i) by mail, courier or personal delivery to each Member entitled to vote at the meeting, during a period of twenty-one (21) to sixty (60) days before the day on which the meeting is to be held; or
 - (ii) by telephonic, electronic or other communication facility to each Member entitled to vote at the meeting, during a period of twenty-one (21) to thirty-five (35) days before the day on which the meeting is to be held.
- (b) Alternate Means of Notice. Where the Corporation provides notice electronically, and if a Member requests that notice be given by non-electronic means, the Corporation shall give notice of the meeting to the Member so requesting in the manner set out in section 4.1(a)(i).
- (c) Notice to Others. Notice of a Meeting of Members shall also be given to each Director and to the public accountant of the Corporation during a period of twenty-one (21) to sixty (60) days before the day on which the meeting is to be held. Notice of any Meeting of Members at which special business is to be transacted shall state the nature of that business in sufficient detail to permit the Member to form a reasoned judgment on the business and provide the text of any Special Resolution or By-law to be submitted to the meeting. The Directors may fix a record date for determination of Members entitled to receive notice of any Meeting of Members in accordance with the requirements of the Act.
- (d) Change in Manner of Giving Notice. Pursuant to the Act, a Special Resolution is required to make any amendment to the By-laws of the Corporation to change the manner of giving notice to Members entitled to vote at a Meeting of Members.

4.2 Place of Members' Meeting

Meetings of Members may be held at any place within Canada determined by the Board or, if all of the Members entitled to vote at such meeting so agree, outside Canada.

4.3 Annual Meetings

An annual meeting of Members shall be held at such time in each year as the Board may from time to time determine, provided that the annual meeting must be held not later than fifteen (15) months after holding the preceding annual meeting and no later than six (6) months after the end of the Corporation's preceding fiscal year. The annual meeting shall be held for the purpose of considering the financial statements and reports of the Corporation required by the Act to be presented at the meeting, electing Directors,

appointing the public accountant, and transacting such other business as may properly be brought before the meeting or is required under the Act.

4.4 Special Meetings

The Board may at any time call a Special Meeting of Members for the transaction of any business which may properly be brought before the Members.

4.5 Members Calling a Members' Meeting

Subject to the exceptions in the Act, the Board shall call a Special Meeting of Members in accordance with the Act, on written requisition of Members carrying not less than five (5%) of the voting rights that may be cast at a Meeting of Members sought to be held. If the Board does not call a meeting within twenty-one (21) days of receiving the requisition, any Member who signed the requisition may call the meeting.

4.6 Special Business

All business transacted at a Meeting of Members, except consideration of the financial statements, public accountant's report, election of Directors and re-appointment of the incumbent public accountant, is special business.

4.7 Waiver of Notice

A Member and any other person entitled to attend a Meeting of Members may in any manner and at any time waive notice of a Meeting of Members, and attendance of any such person at a Meeting of Members is a waiver of notice of the meeting, except where such person attends a Meeting of Members for the express purpose of objecting to the transaction of any business on the grounds that the meeting is not lawfully called.

4.8 Persons Entitled to be Present at Members' Meetings

The only persons entitled to be present at a Meeting of Members shall be those entitled to vote at the meeting, the Directors, and the public accountant of the Corporation and such other persons who are entitled or required under any provision of the Act, Articles or By-laws of the Corporation to be present at the meeting. Any other person may be admitted only on the invitation of the chair of the meeting or by Ordinary Resolution of the Members.

4.9 Chair of Members' Meetings

The chairperson of Meetings of the Members shall be the President. In the event that the President is absent or unable or unwilling to act as chair, the Vice-President shall be the chairperson of Meetings of the Members. If both the President and the Vice-President are absent, or are unable or unwilling to act as chair, then the Members shall choose one of the Directors to act as chair of the meeting. If none of the Directors are present, or if all Directors are unable or unwilling to act as chair of the meeting, the Members who are present and entitled to vote at the meeting shall choose one of their number to chair the meeting.

4.10 Quorum at Members' Meetings

- (a) Subject to the Act, a quorum at any Meeting of Members shall be twenty percent (20%) of the Members entitled to vote at the meeting. If a quorum is present at the opening of a Meeting of Members, the Members present may proceed with the business of the meeting even if a quorum is not present throughout the meeting. For the purpose of determining quorum, a Member may be present in person, by proxy, or, by telephonic and/or by other electronic means.
- (b) If a quorum is not present at the opening of a Meeting of Members, the Members present may adjourn the meeting to a fixed time and place but may not transact any other business.
- (c) The quorum at an adjourned Meeting of Members shall be the presence of those Members entitled to vote who are present at the meeting.

4.11 Participation by Electronic Means at Members' Meetings

If the Corporation chooses to make available a telephonic, electronic or other communication facility that permits all participants to communicate adequately with each other during a Meeting of Members, any person entitled to attend such meeting may participate in the meeting by means of such telephonic, electronic or other communication facility in the manner provided by the Act and the Regulations. A person participating in a meeting by such means is deemed to be present at the meeting. Notwithstanding any other provision of this By-law, any person participating in a meeting of members pursuant to this section who is entitled to vote at that meeting may vote, in accordance with the Act and the Regulations, by means of any telephonic, electronic or other communication facility that the Corporation has made available for that purpose.

4.12 Members' Meeting Held Entirely by Electronic Means

Notwithstanding section 4.11, if the Directors or Members of the Corporation call a Meeting of Members, those Directors or Members, as the case may be, may determine that the meeting shall be held, in accordance with the Act and the Regulations, entirely by means of a telephonic, electronic or other communication facility that permits all participants to communicate adequately with each other during the meeting.

4.13 Absentee Voting at Members' Meetings

- (a) Mailed In or Electronic Ballot. A Member entitled to vote at a Meeting of Members may vote by mailed-in ballot or by means of a telephonic, electronic or other communication facility if the Corporation has a system that:
 - (i) enables the votes to be gathered in a manner that permits their subsequent verification, and
 - (ii) permits the tallied votes to be presented to the Corporation without it being possible for the Corporation to identify how each Member voted.

- (b) Voting by Proxy. Every Member entitled to vote at a Meeting of Members may vote by proxy by appointing in writing a proxyholder, and one or more alternate proxyholders, who are not required to be Members, to attend and act at the meeting in the manner and to the extent authorized by the proxy and with the authority conferred by it subject to the following requirements:
- (i) a proxy is valid only at the meeting in respect of which it is given or at a continuation of that meeting after an adjournment;
 - (ii) a Member may revoke a proxy by depositing an instrument signed by the Member in accordance with the Regulations;
 - (iii) a proxyholder or an alternate proxyholder has the same rights as the Member by whom they were appointed, including the right to speak at a Meeting of Members in respect of any matter, to vote by way of ballot at the meeting, to demand a ballot at the meeting and, except where a proxyholder or an alternate proxyholder has conflicting instructions from more than one Member, to vote at the meeting by way of a show of hands;
 - (iv) a proxy shall be in writing, executed by the Member or the Member's attorney and shall conform with the requirements of the Regulations; and
 - (v) votes by proxy shall be collected, counted, and reported in such manner as the chair of the meeting directs.

4.14 Votes to Govern

Each Member has one (1) vote. At any Meeting of Members every question shall, unless otherwise provided by the Act, the Articles or the By-laws, be determined by a majority of the votes cast on the question. In case of an equality of votes either on a show of hands or on a ballot or on the results of electronic voting, the chair of the meeting in addition to an original vote shall not have a second or casting vote.

ARTICLE 5 – DIRECTORS

5.1 Number of Directors

The Board shall consist of the number of Directors specified in the Articles. If the Articles provide for a minimum and maximum number of Directors, the Board shall be comprised of the fixed number of Directors as determined from time to time by the Members by Ordinary Resolution or, if the Ordinary Resolution empowers the Directors to determine the number, by resolution of the Board. At least two (2) Directors shall not be Officers or employees of the Corporation or its affiliates.

5.2 Composition of the Board

The Board shall be comprised of representatives of the geographic regions of Canada represented by its Members. The Nominations Committee shall be responsible for preparing a slate of directors for election by the Members which complies with these By-laws and the operating policies of the Corporation.

In addition, if permitted by the Articles, the directors may appoint one or more additional qualified Directors who shall hold office for a term expiring not later than the close of the next annual meeting of Members, but the total number of Directors so appointed may not exceed one-third (1/3) of the number of Directors elected at the previous annual meeting of Members.

5.3 Qualifications

In addition to the qualifications for Directors set out in the Act,

- (a) Only those individuals who are appointees of a Police Board who is a Member of the Corporation, are eligible to be elected as Directors of the Corporation; and
- (b) Candidates nominated for election to the Board must reside in the province or territory in which the Police Board is located.

5.4 Election and Term of Directors

The Directors shall be elected by the Members at each annual meeting of Members for which an election of Directors is required. Each Director shall be elected to hold office until the next annual meeting after such Director is elected, at which time, each such Director shall retire as a Director, but, if qualified, shall be eligible for re-election. No Director may continue to serve for more than six (6) consecutive one-year terms and will be eligible for election to the Board after twelve (12) or more months have elapsed since he/she ceased to be a Director.

5.5 Ceasing to Hold Office

A Director ceases to hold office when

- (a) the Director dies or resigns;
- (b) the Director ceases to be an appointee of a Police Board;
- (c) the Director is removed from office by the Members in accordance with section 5.7, or no longer fulfils all of the qualifications to be a Director set out in section 5.2, as determined in the sole discretion of the Board.

Where an individual is no longer a Director, then such person shall be deemed to have also automatically resigned as an Officer and/or a committee member, as applicable.

5.6 Effective Date of Resignation of Director

A resignation of a Director becomes effective at the time a written resignation is sent to the Corporation or at the time specified in the resignation, whichever is later.

5.7 Removal of Director

Subject to the Act, the Members may by Ordinary Resolution at a Special Meeting of Members remove any Director from office before the expiration of the Directors' term and may elect a qualified individual to fill the resulting vacancy for the remainder of the term of the Director so removed, failing which such vacancy may be filled by the Board.

5.8 Filling Vacancies

In accordance with and subject to the Act and the Articles, a quorum of the Board may fill a vacancy in the Board, except a vacancy resulting from an increase in the number or the minimum or maximum number of Directors, or from a failure of the Members to elect the number of Directors required to be elected at any meeting of Members. If there is not a quorum of the Board, or if the vacancy has arisen from a failure of the Members to elect the number of Directors required to be elected at any meeting of Members, the Board shall forthwith call a special meeting of Members to fill the vacancy. If the Board fails to call such meeting or if there are no Directors then in office, any Member may call the meeting. A Director appointed or elected to fill a vacancy holds office for the unexpired term of their predecessor.

5.9 Nominations Committee

- (a) At least ninety (90) days prior to the annual meeting of Members, the Board shall appoint a Nominations Committee, consisting of at least three (3) members, of which one shall be the immediate past-President, if any. No individuals wishing to stand for election as a Director may be a member of the Nomination Committee. The Nominations Committee shall report to the Members at the annual meeting.
- (b) The chair of the Nominations Committee shall be the immediate past-President, if any, otherwise the committee members shall select a chair from among their number.
- (c) The Nominations Committee shall carry out its duties in accordance with any applicable requirements of the By-laws and operating policies of the Corporation. The Nominations Committee will
 - (i) seek, in writing, the names of potential candidates for election to the Board in order to meet the requirements as to board composition and eligibility in accordance with Section 5.1 to Section 5.3 above and prepare a slate of one or more candidates for each director's office which will be vacant and for which an election is to be held at the annual meeting of Members. In recommending candidates for election to the Board, the Nominations Committee will endeavour to ensure that the candidates have the attributes necessary to govern the Corporation in accordance with the Corporation's policies and governance practices;
 - (ii) prepare ballots identifying all nominees, listing in alphabetical order, the names of candidates for the available positions to comply with Section 5.1 to Section 5.3 above; and
 - (iii) submit the ballots to each Member, in accordance with the methods set out in this By-law, at least sixty (60) days prior to the annual meeting of Members;
 - (iv) each Member shall have one vote for each of the available Director positions;

- (d) Ballots shall be returned to the Corporation not less than twenty (20) days prior to the annual meeting of Members;
- (e) The President shall, no fewer than twenty (20) days prior to the annual meeting of Members, appoint three (3) scrutineers who shall be neither Directors nor candidates for election to the Board, who shall tabulate the ballots;
- (f) Directors will be declared elected on the basis of a plurality of votes cast, as verified by the scrutineers, and the results of the ballot shall be submitted to the Members not less than fifteen (15) days prior to the annual meeting of Members;
- (g) No nominations for election as a Director may be made from the floor at any Meeting of Members;
- (h) The Members shall then elect the Directors at the annual meeting by confirming the results of the ballot voting.

5.10 Executive Committee

The Executive Committee shall comprise the Officers of the Corporation. The Executive Committee shall have power to fix its quorum at not less than a majority of its number and may have such powers as the Board may delegate to it, subject to any restrictions imposed from time to time by the Board and the Act.

5.11 Committees of the Board

The Board may from time to time appoint any committee or other advisory body, as it deems necessary or appropriate for such purposes and, subject to the Act, with such powers as the Board shall see fit. Any such committee may formulate its own rules of procedure, subject to such regulations or directions as the Board may from time to time make. Any committee member may be removed by Ordinary Resolution of the Board.

ARTICLE 6 – MEETINGS OF DIRECTORS

6.1 Calling of Meetings of Board

Meetings of the Board may be called by the President, the Vice-President or any two (2) Directors at any time.

6.2 Notice of Meeting of Board of Directors

Notice of the time and place for the holding of a meeting of the Board shall be given in the manner provided in section 8.1 of this By-law to every Director of the Corporation not less than forty-eight (48) hours before the time when the meeting is to be held. Notice of a meeting shall not be necessary if all of the Directors are present, and none objects to the holding of the meeting, or if those absent have waived notice of or have otherwise signified their consent to the holding of such meeting. Notice of an adjourned meeting is not required if the time and place of the adjourned meeting is announced at the original meeting. Unless the By-laws otherwise provide, no notice of meeting need specify the purpose or the business to be transacted at the meeting except that a notice of meeting of Directors shall specify any matter referred to in subsection 138(2) of the Act that is to be dealt with at the meeting.

6.3 Regular Meetings of the Board of Directors

The Board may appoint a day or days in any month or months for regular meetings of the Board at a place and hour to be named. A copy of any resolution of the Board fixing the place and time of such regular meetings of the Board shall be sent to each Director forthwith after being passed, but no other notice shall be required for any such regular meeting except if subsection 136(3) of the Act requires the purpose thereof or the business to be transacted to be specified in the notice.

6.4 Participation at Meeting by Telephone or Electronic Means

If all of the Directors consent, a Director may, in accordance with the Regulations, participate in a meeting of the Board by means of a telephonic, electronic or other communications facility that permits all participants to communicate adequately with each other during the meeting. A Director participating in the meeting by such means shall be deemed for the purposes of the Act to have been present at the meeting. A consent pursuant to this section may be given before or after the meeting to which it relates and may be given with respect to all meetings of the Board and committees of the Board.

6.5 Quorum

Subject to the Act or the Articles, a majority of the number of Directors elected or appointed according to section 5.4 shall constitute a quorum at any meeting of the Board. For the purpose of determining quorum, a Director may be present in person or, if authorized under this By-law, by teleconference and/or by other electronic means.

6.6 Votes to Govern at Meetings of the Board

Each Director has one (1) vote. At all meetings of the Board, every question shall be decided by a majority of the votes cast on the question. In case of an equality of votes, the chair of the meeting in addition to an original vote shall have a second or casting vote.

6.7 Resolutions in Writing

A resolution in writing, signed by all of the Directors entitled to vote on that resolution at a meeting of the Board, shall be as valid as if it had been passed at a meeting of the Board. A copy of every such resolution in writing shall be kept with the minutes of the proceedings of the Board or committee of Directors.

6.8 Disclosure of Interest

Every Director and Officer shall disclose to the Corporation the nature and extent of any interest that the Director or Officer has in a material contract or material transaction, whether made or proposed, with the Corporation, in accordance with the manner and timing provided in the Act.

6.9 Confidentiality

Every Director, Officer, committee member, employee and volunteer, shall respect the confidentiality of matters brought before the Board or before any committee of the Board.

Employees and volunteers shall also keep confidential matters that come to their attention as part of their employment or volunteer activities.

ARTICLE 7 – OFFICERS

7.1 Appointment of Officers

The Board may designate the offices of the Corporation, appoint Officers on an annual or more frequent basis, specify their duties and, subject to the Act, delegate to such Officers the power to manage the affairs of the Corporation. A Director may be appointed to any office of the Corporation. An Officer may, but need not be, a Director unless these By-laws otherwise provide. Two (2) or more offices may be held by the same person.

7.2 Description of Offices

- (a) Unless otherwise specified by the Board (which may, subject to the Act modify, restrict or supplement such duties and powers), the offices of the Corporation, if designated and if officers are appointed, shall have the following duties and powers associated with their positions:
- (i) **President** – The President shall be a Director. The President shall, when present, preside at all meetings of the Board and of the Members. The President shall have such other duties and powers as the Board may specify.
 - (ii) **Vice-President** – The Vice-President shall be a Director. If the President is absent or is unable or refuses to act, the Vice-President shall, when present, preside at all meetings of the Board and of the Members. The Vice-President shall have such other duties and powers as the Board may specify.
 - (iii) **Secretary** – The Secretary shall attend and be the secretary of all meetings of the Board, Members and committees of the Board. The Secretary shall enter or cause to be entered in the Corporation's minute book, minutes of all proceedings at such meetings; the Secretary shall give, or cause to be given, as and when instructed, notices to Members, Directors, the public accountant and members of committees; the secretary shall be the custodian of all books, papers, records, documents and other instruments belonging to the Corporation.
 - (iv) **Treasurer** – The Treasurer shall be responsible for the maintenance of proper accounting records in compliance with the Act as well as the deposit of money, the safekeeping of securities and the disbursement of funds of the Corporation; whenever required, the Treasurer shall render to the Board an account of all such person's transactions as Treasurer and of the financial position of the Corporation.

The powers and duties of all other Officers of the Corporation shall be such as the terms of their engagement call for or the Board or President requires of them. The Board may

from time to time and subject to the Act, vary, add to or limit the powers and duties of any Officer.

7.3 Vacancy in Office

- (a) In the absence of a written agreement to the contrary, the Board may remove, whether for cause or without cause, any Officer. Unless so removed, an Officer shall hold office until the earlier of:
 - (i) the Officer's successor being appointed,
 - (ii) the Officer's resignation,
 - (iii) such Officer ceasing to be a Director (if a necessary qualification of appointment) or
 - (iv) such Officer's death.
- (b) If the office of any Officer shall be or become vacant, the Directors may, by Ordinary Resolution, appoint an individual to fill such vacancy.

ARTICLE 8 – GENERAL MATTERS

8.1 Method of Giving Any Notice

- (a) Method of Delivery. Subject to sections 4.1 and 6.2 above, any notice to be given (which term includes sent, delivered or served) pursuant to the Act, the Articles, the By-laws or otherwise to a Member, Director, Officer or member of a committee of the Board or to the public accountant shall be sufficiently given:
 - (i) if delivered personally to the person to whom it is to be given or if delivered to such person's address as shown in the records of the Corporation or in the case of notice to a Director to the latest address as shown in the last notice that was filed by the Corporation in accordance with the Act and received by Corporations Canada;
 - (ii) if mailed to such person at such person's recorded address by prepaid ordinary or air mail;
 - (iii) if sent to such person by telephonic, electronic or other communication facility at such person's recorded address for that purpose; or
 - (iv) if provided in the form of an electronic document in accordance the Act.
- (b) Time of Delivery. A notice so delivered shall be deemed to have been given when it is delivered personally or to the recorded address as aforesaid; a notice so mailed shall be deemed to have been given when deposited in a post office or public letter box; and a notice so sent by any means of transmitted or recorded communication shall be deemed to have been given when dispatched or delivered to the appropriate communication company or agency or its representative for dispatch. The Secretary may change or cause to be changed the recorded address of any Member, Director, Officer, public accountant or member of a committee of

the Board in accordance with any information believed by the Secretary to be reliable. The declaration by the Secretary that notice has been given pursuant to this By-law shall be sufficient and conclusive evidence of the giving of such notice. The signature of any Director or Officer of the Corporation to any notice or other document to be given by the Corporation may be written, stamped, type-written or printed or partly written, stamped, type-written or printed.

8.2 Computation of Time

Where a given number of days' notice or notice extending over a period is required to be given under the By-laws, the day of service, posting or other delivery of the notice shall not, unless it is otherwise provided, be counted in such number of days or other period.

8.3 Undelivered Notices

If any notice given to a Member is returned on two (2) consecutive occasions because such Member cannot be found, the Corporation shall not be required to give any further notices to such Member until such Member informs the Corporation in writing of his or her new address.

8.4 Waiver of Notice

Any Member, proxyholder, Director, Officer, member of a committee of the Board or public accountant may waive or abridge the time for any notice required to be given to such person, and such waiver or abridgement, whether given before or after the meeting or other event of which notice is required to be given shall cure any default in the giving or in the time of such notice, as the case may be. Any such waiver or abridgement shall be in writing except a waiver of notice of a Meeting of Members or of the Board or of a committee of the Board, which may be given in any manner.

8.5 Omissions and Errors

The accidental omission to give any notice to any Member, Director, Officer, member of a committee of the Board or public accountant, or the non-receipt of any notice by any such person where the Corporation has provided notice in accordance with the By-laws or any error in any notice not affecting its substance shall not invalidate any action taken at any meeting to which the notice pertained or otherwise founded on such notice.

8.6 Invalidity of any Provisions of this By-law

The invalidity or unenforceability of any provision of this By-law shall not affect the validity or enforceability of the remaining provisions of this By-law.

ARTICLE 9 – AMENDMENTS

9.1 Amendment to Articles

The Articles may only be amended if the amendment is sanctioned by a Special Resolution of the Members. Any amendment to the Articles is effective on the date shown in the certificate of amendment.

9.2 By-laws and Effective Date

Subject to the Articles, the Board may, by Ordinary Resolution, make, amend or repeal any By-laws that regulate the activities or affairs of the Corporation. Any such By-law, amendment or repeal shall be effective from the date of the Ordinary Resolution of Directors until the next Meeting of Members where it may be confirmed, rejected or amended by the Members by Ordinary Resolution. If the By-law, amendment or repeal is confirmed or confirmed as amended by the Members it remains effective in the form in which it was confirmed. The By-law, amendment or repeal ceases to have effect if it is not submitted to the Members at the next Meeting of Members or if it is rejected by the Members at the meeting.

This section does not apply to a By-law that requires a Special Resolution of the Members according to subsection 197(1) (fundamental change) of the Act because such by-law amendments or repeals are only effective when confirmed by Members.

ENACTED by the Board as of the _____ day of _____, 20__.

Chairperson

Secretary

CONFIRMED by the Members as of the _____ day of _____, 20__.

Secretary



Canada Not-for-profit Corporations Act (NFP Act)

Form 4031

Articles of Continuance (transition)

To be used only for a continuance from the *Canada Corporations Act*, Part II.

1	Current name of the corporation	(C.A.P.B.) CANADIAN ASSOCIATION OF POLICE BOARDS
2	If a change of name is requested, indicate proposed corporate name	CANADIAN ASSOCIATION OF POLICE GOVERNANCE ASSOCIATION CANADIENNE DE GOUVERNANCE DE POLICE
3	Corporation number	4 The province or territory in Canada where the registered office is situated
	2 6 4 9 4 4 - 6	Ontario
5	Minimum and maximum number of directors (for a fixed number, indicate the same number in both boxes)	
	Minimum number 3	Maximum number 21
6	Statement of the purpose of the corporation	
	See Schedule "A" attached.	
7	Restrictions on the activities that the corporation may carry on, if any	
	None	

Form 4031
Articles of Continuance (transition)

8 The classes, or regional or other groups, of members that the corporation is authorized to establish

The corporation is authorized to establish one class of members. Each member shall be entitled to receive notice of, attend and vote at all meetings of the members of the corporation.

9 Statement regarding the distribution of property remaining on liquidation

Any property remaining on liquidation of the corporation, after discharge of liabilities, shall be distributed to one or more organizations in Canada carrying on similar activities.

10 Additional provisions, if any

See Schedule "B" attached hereto.

11 Declaration

I hereby certify that I am a director or an authorized officer of the corporation continuing into the NFP Act.

Signature _____

Print name _____

Phone number () - _____

Note: A person who makes, or assists in making, a false or misleading statement is guilty of an offence and liable on summary conviction to a fine of not more than \$5,000 or to imprisonment for a term of not more than six months or to both (subsection 262(2) of the NFP Act).

Schedule "A"
to the Articles of Continuance of
CANADIAN ASSOCIATION OF POLICE GOVERNANCE
ASSOCIATION CANADIENNE DE GOUVERNANCE DE POLICE

6. Statement of the purpose of the corporation

The purposes of the Corporation are to:

- (a) establish a national body to be the leading national voice advocating for civilian police governance;
- (b) provide a means for the collection and sharing of information and the discussion of matters relating to policing services to render such services more efficient and cost effective, and more responsive to the community;
- (c) provide an electronic resource centre for information relating to the governance of policing services, and create a formal network for dissemination of such information;
- (d) consider matters of national interest which affect policing services and to formulate policy positions and appropriate responses at the policy-making level, from the perspective of civilian governors, for dissemination to government and the public;
- (e) comment on social, economic, cultural and legislative questions, particularly of national concern, which may affect the quality, efficiency and costs of policing services;
- (f) promote the quality and uniformity of policing services and to encourage greater co-operation amongst policing services at the Federal, Provincial, and Municipal levels in Canada;
- (g) educate the public on matters relating to the governance of policing services;
- (h) act as a lobbying group to liaise between Federal, Provincial, and Municipal governmental authorities and the Federal and Provincial Solicitors General; and
- (i) provide a forum for participation by all civilian governors of municipal policing services and other agencies to promote and encourage greater cooperation to serve the interest of the public, to advance criminal justice, and to promote common policies.

Schedule "B"
to the Articles of Continuance
CANADIAN ASSOCIATION OF POLICE GOVERNANCE
ASSOCIATION CANADIENNE DE GOUVERNANCE DE POLICE

10. **Additional Provisions, if any**

- (a) The corporation shall be carried on without the purpose of gain for its members, and any profits or other accretions to the corporation shall be used in furtherance of its purposes.
- (b) Directors shall serve without remuneration, and no director shall directly or indirectly receive any profit from his or her position as such, provided that a director may be reimbursed for reasonable expenses incurred in the performance of his or her duties. A director shall not be prohibited from receiving compensation for services provided to the corporation in another capacity.
- (c) The directors may appoint one or more additional directors who shall hold office for a term expiring not later than the close of the next annual general meeting of members, but the total number of directors so appointed may not exceed one-third (1/3) of the number of directors elected at the previous annual general meeting of members.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 20, 2013**

**#P177. MOTION FROM TORONTO CITY COUNCIL – PARKING TICKET
ACTIVITY**

The Board was in receipt of the following report June 05, 2013 from Alok Mukherjee, Chair:

Subject: MOTION FROM TORONTO CITY COUNCIL – PARKING TICKET
ACTIVITY

Recommendations:

It is recommended that the Board:

- (1) Request the Chief to review the item on Parking Ticket Activity considered by City Council at its meeting on May 7, 8 and 9, 2013 and report to the Board as to what by-law changes would be required to implement Council's direction; and
- (2) Forward a copy of this report to City Council for information.

Financial Implications:

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

Background/Purpose:

I am in receipt of correspondence from the City Clerk, Toronto City Council, dated May 16, 2013 with respect to "Government Management Committee Item 21.6 – Parking Ticket Activity-2012." This correspondence is attached for your information.

Discussion:

In this correspondence, it is noted that City Council adopted the following:

- 1. City Council request the Toronto Police Services Board to amend the Parking Enforcement Unit Guidelines to allow for no parking tickets to be issued until a period of 10 minutes has elapsed from the expiry of a paid parking time, excluding rush hour.*
- 2. City Council direct the City of Toronto Municipal Law Enforcement Officers (MLEOs) not to issue parking tickets until a period of 10 minutes has elapsed from the expiry of a paid parking time.*

3. *City Council amend the City of Toronto Parking Ticket Cancellation Guidelines with respect to residential permit parking to provide for a grace period between 9:00 p.m. of one day to 12:01 p.m. of the next day when parking alternates from one side of the street to the other pursuant to by-law provisions and when on-street permit parking is in effect.*

It should be noted that Council's direction would require the Board to become involved in an operational issue, one that would require it to direct enforcement as well as to potentially fetter officer discretion. Under the *Police Services Act*, this is prohibited.

Therefore, the item is more appropriately directed at the Chief of Police. The Chief can subsequently review the item and report to the Board as to what by-law changes would be required to implement Council's direction

Conclusion:

Therefore, it is recommended that the Board:

- (1) Request the Chief to review the item on Parking Ticket Activity considered by City Council at its meeting on May 7, 8 and 9, 2013 and report to the Board as to what by-law changes would be required to implement Council's direction; and
- (2) Forward a copy of this report to City Council for information.

The Board approved the foregoing report.

Moved by: A. Pringle



Ulli S. Watkiss
City Clerk

City Clerk's Office

Secretariat
Marilyn Toft
Council Secretariat Support
City Hall, 12th Floor, West
100 Queen Street West
Toronto, Ontario M5H 2N2.

Tel: 416-392-7032
Fax: 416-392-2980
e-mail: mtoft@toronto.ca
web: www.toronto.ca

In reply please quote:
Ref.: 13-GM21.6

May 16, 2013

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

Dear Dr. Mukherjee:

**Subject: Government Management Committee Item 21.6
Parking Ticket Activity - 2012 (Ward All)**

City Council on May 7, 8, 9 and 10, 2013, considered this Item, and a copy is attached for your information or appropriate action.

Yours truly,



for City Clerk

M. Toft/sb

Attachment




TORONTO Committee Report
Report Item

Considered by City Council on
May 7, 2013
May 8, 2013
May 9, 2013
May 10, 2013

Government Management Committee

GM21.6		Amended		Ward:All
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Parking Ticket Activity - 2012

City Council Decision

City Council on May 7, 8, 9 and 10, 2013, adopted the following:

1. City Council request the Toronto Police Services Board to amend the Parking Enforcement Unit Guidelines to allow for no parking tickets to be issued until a period of 10 minutes has elapsed from the expiry of a paid parking time, excluding rush hour.
2. City Council direct the City of Toronto Municipal Law Enforcement Officers (MLEOs) not to issue parking tickets until a period of 10 minutes has elapsed from the expiry of a paid parking time.
3. City Council amend the City of Toronto Parking Ticket Cancellation Guidelines with respect to residential permit parking to provide for a grace period between 9:00 p.m. of one day to 12:01 p.m. of the next day when parking alternates from one side of the street to the other pursuant to by-law provisions and when on-street permit parking is in effect.

Committee Recommendations

The Government Management Committee recommends that:

1. City Council request the Toronto Police Services Board to amend the Parking Enforcement Unit Guidelines to allow for no parking tickets to be issued until a period of 10 minutes has elapsed from the expiry of a paid parking time, excluding rush hour.
2. City Council direct the City of Toronto Municipal Law Enforcement Officers (MLEOs) not to issue parking tickets until a period of 10 minutes has elapsed from the expiry of a paid parking time.

Committee Decision Advice and Other Information

The Government Management Committee requested the Treasurer to report directly to City Council on the breakdown of revenues for the first three categories of parking offences in Attachment 1 to the report (March 27, 2013) from the Treasurer which comprise 57.66% of all offences and further that these three categories be broken down by Community Council.

Origin

(March 27, 2013) Report from the Treasurer

Summary

This report provides information on the total number and type of parking infraction notices (i.e., parking tickets) issued in 2012, as well as information on cancellation activity, trial requests, court conviction activity, and collection rates. This year's Parking Ticket Activity Report is being submitted together with the "Annual Report – 2012 Parking Enforcement Unit Estimated Tag Issuance Report" considered by the Toronto Police Service Board on February 19, 2013, which identifies enforcement related activity for 2012. In future years, both reports will continue to be submitted together.

Background Information (Committee)

(March 27, 2013) Report and Attachments 1-4 from the Treasurer on Parking Ticket Activity - 2012

<http://www.toronto.ca/legdocs/mmis/2013/gm/bgrd/backgroundfile-56809.pdf>

Background Information (City Council)

(April 30, 2013) Supplementary report from the Treasurer on Parking Ticket Revenues - Top Three Offence Types (GM21.6a)

<http://www.toronto.ca/legdocs/mmis/2013/cc/bgrd/backgroundfile-58028.pdf>



Tracking Status

- City Council adopted this item on May 7, 2013 with amendments.
- This item was considered by Government Management Committee on April 8, 2013 and was adopted with amendments. It will be considered by City Council on May 7, 2013.

City Council consideration on May 7, 2013

GM21.6	ACTION	Amended		Ward:All
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Parking Ticket Activity - 2012

Committee Recommendations

The Government Management Committee recommends that:

1. City Council request the Toronto Police Services Board to amend the Parking Enforcement Unit Guidelines to allow for no parking tickets to be issued until a period of 10 minutes has elapsed from the expiry of a paid parking time, excluding rush hour.
2. City Council direct the City of Toronto Municipal Law Enforcement Officers (MLEOs) not to issue parking tickets until a period of 10 minutes has elapsed from the expiry of a paid parking time.

Background Information (Committee)

(March 27, 2013) Report and Attachments 1-4 from the Treasurer on Parking Ticket Activity - 2012
<http://www.toronto.ca/legdocs/mmis/2013/gm/bgrd/backgroundfile-56809.pdf>

Background Information (City Council)

(April 30, 2013) Supplementary report from the Treasurer on Parking Ticket Revenues - Top Three Offence Types (GM21.6a)
<http://www.toronto.ca/legdocs/mmis/2013/cc/bgrd/backgroundfile-58028.pdf>

Motions (City Council)

1 - Motion to Amend Item (Additional) moved by Councillor Paula Fletcher (Carried)
 That City Council amend the City of Toronto Parking Ticket Cancellation Guidelines with respect to residential permit parking to provide for a grace

period between 9:00 p.m. of one day to 12:01 p.m. of the next day when parking alternates from one side of the street to the other pursuant to bylaw provisions and when on-street permit parking is in effect.

Vote (Amend Item (Additional))

May-09-2013 2:14 PM

Result: Carried	Majority Required - GM21.6 - Fletcher - motion 1
Yes: 37	Paul Ainslie, Maria Augimeri, Ana Bailão, Michelle Berardinetti, Shelley Carroll, Raymond Cho, Josh Colle, Gary Crawford, Vincent Crisanti, Glenn De Baeremaeker, Frank Di Giorgio, Sarah Doucette, John Filion, Paula Fletcher, Doug Ford, Rob Ford, Mary Fragedakis, Mark Grimes, Doug Holyday, Mike Layton, Chin Lee, Gloria Lindsay Luby, Giorgio Mammoliti, Josh Matlow, Pam McConnell, Mary-Margaret McMahon, Joe Mihevc, Peter Milczyn, Ron Moeser, Frances Nunziata (Chair), Cesar Palacio, Gord Perks, Anthony Perruzza, Jaye Robinson, Karen Stintz, Adam Vaughan, Kristyn Wong-Tam
No: 1	Mike Del Grande
Absent: 7	Janet Davis, Norman Kelly, Denzil Minnan-Wong, John Parker, James Pasternak, David Shiner, Michael Thompson

Motion to Adopt Item as Amended (Carried)

Vote (Adopt Item as Amended)

May-09-2013 2:15 PM

Result: Carried	Majority Required - GM21.6 - Adopt the item as amended
Yes: 37	Paul Ainslie, Maria Augimeri, Ana Bailão, Michelle Berardinetti, Shelley Carroll, Raymond Cho, Josh Colle, Gary Crawford, Vincent Crisanti, Glenn De Baeremaeker, Frank Di Giorgio, Sarah Doucette, John Filion, Paula Fletcher, Doug Ford, Rob Ford, Mary Fragedakis, Mark Grimes, Doug Holyday, Mike Layton, Chin Lee, Gloria Lindsay Luby, Giorgio Mammoliti, Josh Matlow, Pam McConnell, Mary-Margaret McMahon, Joe Mihevc, Peter Milczyn, Ron Moeser, Frances Nunziata (Chair), Cesar Palacio, Gord Perks, Anthony Perruzza, Jaye Robinson, Karen Stintz, Adam Vaughan, Kristyn Wong-Tam
No: 1	Mike Del Grande
Absent: 7	Janet Davis, Norman Kelly, Denzil Minnan-Wong, John Parker, James Pasternak, David Shiner, Michael Thompson

Government Management Committee consideration on April 8, 2013

Source: Toronto City Clerk at www.toronto.ca/council

Select Language

Powered by Google Translate



Tracking Status

- This item was considered by Government Management Committee on April 8, 2013 and was adopted with amendments. It will be considered by City Council on May 7, 2013.

City Council consideration on May 7, 2013

GM21.6	ACTION			Ward:All
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Parking Ticket Activity - 2012

The Treasurer has submitted a supplementary report on this Item (GM21.6a for information)

Committee Recommendations

The Government Management Committee recommends that:

1. City Council request the Toronto Police Services Board to amend the Parking Enforcement Unit Guidelines to allow for no parking tickets to be issued until a period of 10 minutes has elapsed from the expiry of a paid parking time, excluding rush hour.
2. City Council direct the City of Toronto Municipal Law Enforcement Officers (MLEOs) not to issue parking tickets until a period of 10 minutes has elapsed from the expiry of a paid parking time.

Committee Decision Advice and Other Information

The Government Management Committee requested the Treasurer to report directly to City Council on the breakdown of revenues for the first three categories of parking offences in Attachment 1 to the report (March 27, 2013) from the Treasurer which comprise 57.66% of all offences and further that these three categories be broken down by Community Council.

Summary

This report provides information on the total number and type of parking infraction notices (i.e., parking tickets) issued in 2012, as well as information on cancellation activity, trial requests, court conviction activity, and collection rates. This year's Parking Ticket Activity Report is being submitted together with the "Annual Report – 2012 Parking Enforcement Unit Estimated Tag Issuance

Report" considered by the Toronto Police Service Board on February 19, 2013, which identifies enforcement related activity for 2012. In future years, both reports will continue to be submitted together.

Background Information (Committee)

(March 27, 2013) Report and Attachments 1-4 from the Treasurer on Parking Ticket Activity - 2012
(<http://www.toronto.ca/legdocs/mmis/2013/gm/bgrd/backgroundfile-56809.pdf>)

Background Information (City Council)

(April 30, 2013) Supplementary report from the Treasurer on Parking Ticket Revenues - Top Three Offence Types (GM21.6a)
(<http://www.toronto.ca/legdocs/mmis/2013/cc/bgrd/backgroundfile-58028.pdf>)

Government Management Committee consideration on April 8, 2013

Source: Toronto City Clerk at www.toronto.ca/council

Select Language

Powered by Google Translate

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 20, 2013**

#P178. MOTION FROM TORONTO CITY COUNCIL – *PARKS PLAN 2013-2017*

The Board was in receipt of the following report June 05, 2013 from Alok Mukherjee, Chair:

Subject: MOTION FROM TORONTO CITY COUNCIL – PARKS PLAN 2013-2017

Recommendations:

It is recommended that the Board:

- (1) Request the Chief to review the Item entitled *Parks Plan 2013-2017* considered by City Council at its meeting on May 7, 8 and 9, 2013 and report to the Board as to the current initiatives in place with respect to park safety and indicate what, if any, changes are required at this time.
- (2) Forward a copy of this report to City Council for information.

Financial Implications:

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

Background/Purpose:

I am in receipt of correspondence from the City Clerk, Toronto City Council, dated May 16, 2013 with respect to “*Parks and Environment Committee Item 201. – Parks Plan 2013-2017.*” This correspondence is attached for your information.

Discussion:

In this correspondence, it is noted that City Council adopted, among others, the following recommendation:

- 11. City Council forward a copy of this Item to the Toronto Police Services Board for discussion and feedback on parks safety issues.*

As the report states, “[t]he Parks Plan will guide the City of Toronto’s delivery of parks services over the next five years. The Parks Plan aims to connect people and communities with parks, advance greening and environmental sustainability, improve the quality of the parks, and strengthen the parks systems as a legacy for Toronto.” The report is wide-ranging in scope.

The motion that has been sent to the Board is more appropriately directed at the Chief of Police as it deals with operational issues in the area of park safety. Therefore, the Board is requesting that the Chief review the Item and report to the Board as to the current initiatives in place with respect to park safety and indicate what, if any, changes are required at this time.

Conclusion:

Therefore, it is recommended that the Board:

- (1) Request the Chief to review the Item entitled *Parks Plan 2013-2017* considered by City Council at its meeting on May 7, 8 and 9, 2013 and report to the Board as to the current initiatives in place with respect to park safety and indicate what, if any, changes are required at this time.
- (2) Forward a copy of this report to City Council for information.

The Board approved the foregoing report.

A copy of the Parks Plan 2013-2017 is on file in the Board Office or can be accessed at: www.toronto.ca/legdocs/mmis/2013/pe/bgrd/backgroundfile-57282.pdf.

Moved by: D. Noria



Uli S. Wetkiss
City Clerk

City Clerk's Office

Secretariat
Marilyn Toft
Council Secretariat Support
City Hall, 12th Floor, West
100 Queen Street West
Toronto, Ontario M5H 2N2

Tel: 416-392-7032
Fax: 416-392-2980
e-mail: mtoft@toronto.ca
web: www.toronto.ca

In reply please quote:
Ref.: 13-PE20.1

May 16, 2013

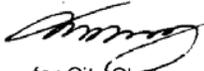
Dr. Alok Mukherjee
Chair
Toronto Police Services Board
40 College Street
Toronto, Ontario
M5G 2J3

Dear Dr. Mukherjee:

**Subject: Parks and Environment Committee Item 20.1
Parks Plan 2013 - 2017**

City Council on May 7, 8, 9 and 10, 2013, adopted this Item, and in so doing, has forwarded a copy to the Toronto Police Services Board for discussion and feedback on parks safety issues.

Yours truly,



for City Clerk

M. Toft/jw

Attachments

Sent to: Disability Issues Committee
Chair, Toronto Police Services Board
Medical Officer of Health
All Interested Parties





TORONTO Committee Report
Report Item

Considered by City Council on
May 7, 2013
May 8, 2013
May 9, 2013
May 10, 2013

Parks and Environment Committee

PE20.1		Amended		Ward:All
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Parks Plan 2013 - 2017

City Council Decision

City Council on May 7, 8, 9 and 10, 2013, adopted the following:

1. City Council adopt the Parks Plan 2013 - 2017 attached to the report (March 27, 2013) from the General Manager, Parks, Forestry and Recreation.
2. City Council direct the General Manager of Parks, Forestry and Recreation to report back through the 2014 Budget process with a detailed implementation plan based on the direction from Council provided through the adoption of this Item.
3. City Council request the General Manager, Parks, Forestry and Recreation, to engage and consult with members of Local 416 to identify and report back to the Parks and Environment Committee by September 2013 on transparent and collaborative ways to best engage and utilize volunteers, local residents and past advocacy groups such as "Friends of" and Toronto Park People to achieve Parks Plan 2013-2017 objectives.
4. City Council direct the General Manager, Parks, Forestry and Recreation, the Chief Planner and Executive Director, and the City Manager, to identify appropriate City staff and form an interdivisional working group to create a detailed parkland acquisition strategy and report back to the Parks and Environment Committee by the first quarter of 2014 with recommendations on how to formally streamline the process to deliver tangible and measurable acquisition goals.
5. City Council request the General Manager, Parks, Forestry and Recreation, to consider options for removing barriers to Outdoor Community Events, Picnics, Social Gatherings, Ovens and Barbeque/Fire Pits for groups under 25 people, including reducing or eliminating fees.
6. City Council direct that the Parks, Forestry and Recreation website contain a regularly updated dashboard consisting of information gathered through park/facility inspections and permit issuance and that the metrics used on the dashboard are to be based on thresholds identified to be developed in the Parks Plan for the protection and monitoring of parklands and natural areas from excessive use.
7. City Council direct the General Manager, Parks, Forestry and Recreation, to report to the Parks and Environment Committee with a 5-year implementation plan for the

recommendations contained in this Item, including those contained in the 2014 budget.

8. City Council request the General Manager, Parks, Forestry and Recreation, in consultation with the General Manager, Solid Waste Management Services, to report to the September 16, 2013 meeting of the Parks and Environment Committee on:
 - a. the feasibility of supporting Pumpkin Parades in Toronto Parks each November 1 by waiving permit fees for local parks groups that lead park clean ups in the annual April clean up; and
 - b. the impact on turf maintenance and repair, safety on Parks roads, parks aesthetics and overall costs associated with the use of plastic "toters" for solid waste pick up.
9. City Council request the General Manager, Parks Forestry and Recreation to report to September 16, 2013 meeting of the Parks and Environment Committee on issues related to the establishment, operation and permitting of fire pits in City Parks.
10. City Council forward a copy of this Item to the Disability Issues Committee for discussion and feedback.
11. City Council forward a copy of this Item to the Toronto Police Services Board for discussion and feedback on parks safety issues.

Committee Recommendations

The Parks and Environment Committee recommends that:

1. City Council adopt the Parks Plan 2013 - 2017 attached to the report (March 27, 2013) from the General Manager, Parks, Forestry and Recreation.
2. City Council direct the General Manager of Parks, Forestry and Recreation to report back through the 2014 Budget process with a detailed implementation plan based on the direction from Council provided through their consideration of this report.
3. City Council request the General Manager, Parks, Forestry and Recreation, to engage and consult with members of Local 416 to identify and report back to the Parks and Environment Committee by September 2013 on transparent and collaborative ways to best engage and utilize volunteers, local residents and past advocacy groups such as "Friends of" and Toronto Park People to achieve Parks Plan 2013-2017 objectives.
4. City Council direct the General Manager, Parks, Forestry and Recreation, the Chief Planner and Executive Director, and the City Manager, to identify appropriate City staff and form an interdivisional working group to create a detailed parkland acquisition strategy and report back to the Parks and Environment Committee by the first quarter of 2014 with recommendations on how to formally streamline the process to deliver tangible and measurable acquisition goals.
5. City Council request the General Manager, Parks, Forestry and Recreation, to consider options for removing barriers to Outdoor Community Events, Picnics, Social

Gatherings, Ovens and Barbeque/Fire Pits for groups under 25 people, including reducing or eliminating fees.

6. City Council direct that the Parks, Forestry and Recreation website contain a regularly updated dashboard consisting of information gathered through park/facility inspections and permit issuance and that the metrics used on the dashboard are to be based on thresholds identified to be developed in the Parks Plan for the protection and monitoring of parklands and natural areas from excessive use.
7. City Council direct the General Manager, Parks, Forestry and Recreation, to report to the Parks and Environment Committee with a 5 year implementation plan for the recommendations that are contained in this report, including those contained in the 2014 budget.
8. City Council forward a copy of this report to the Disability Issues Committee for discussion and feedback.
9. City Council forward a copy of this report to the Toronto Police Services Board for discussion and feedback on parks safety issues.

Origin

(March 27, 2013) Report from General Manager, Parks, Forestry and Recreation

Summary

This report seeks approval for the City of Toronto Parks Plan 2013-2017. The Parks Plan will guide the City of Toronto's delivery of parks services over the next five years. The Parks Plan aims to connect people and communities with parks, advance greening and environmental sustainability, improve the quality of parks, and strengthen the parks system as a legacy for Toronto. The plan also outlines the current state of Toronto's parks system.

Parks, Forestry and Recreation plans to improve the parks system by increasing opportunities for residents to get involved in their local parks. The Division will enhance its capacity to engage communities, and improve access to permits. Parks quality will improve with a focus on new and refurbished amenities like gathering spaces that combine seating with other amenities to make parks more welcoming, washrooms, horticulture displays, and community gardens across the city. Parks, Forestry and Recreation will also continue to implement standards for parks and trails, so Toronto residents can expect a high and consistent degree of accessibility, design, maintenance and natural area management. The Parks Plan also includes a parks classification system that will guide planning and decision-making across the large system of Toronto's parks.

The Parks Plan was developed in accordance with principles adopted by Council in February 2010, and the public consultation process adopted by Council in July 2011.

Background Information (Committee)

(March 27, 2013) Report from the General Manager, Parks, Forestry and Recreation - Parks Plan 2013 - 2017

(<http://www.toronto.ca/legdocs/mmis/2013/pe/bgrd/backgroundfile-57180.pdf>)

(April 27, 2013) Attachment 1 from Parks, Forestry and Recreation - Parks Plan 2013 - 2017

(<http://www.toronto.ca/legdocs/mmis/2013/pe/bgrd/backgroundfile-57282.pdf>)

(April 22, 2013) Presentation from the General Manager, Parks, Forestry and Recreation, on Parks Plan 2013 - 2017
(<http://www.toronto.ca/legdocs/mmis/2013/pe/bgrd/backgroundfile-57695.pdf>)

Communications (Committee)

(April 16, 2013) Letter from the Medical Officer of Health (PE.Supp.PE20.1.1)
(<http://www.toronto.ca/legdocs/mmis/2013/pe/comm/communicationfile-36227.pdf>)
(April 18, 2013) E-mail from Chris Svirkllys (PE.Supp.PE20.1.2)
(April 18, 2013) Letter from Brian Denney, P.Eng., CEO, Toronto and Region Conservation for The Living City (PE.New.PE20.1.3)
(<http://www.toronto.ca/legdocs/mmis/2013/pe/comm/communicationfile-36254.pdf>)
(April 22, 2013) Letter from Jutta Mason (PE.New.PE20.1.4)
(April 22, 2013) Letter from Paul Lepage, Unit Vice Chair Parks, Toronto Civic Employee's Union, Local 416 (PE.New.PE20.1.5)
(<http://www.toronto.ca/legdocs/mmis/2013/pe/comm/communicationfile-36282.pdf>)

Communications (City Council)

(May 6, 2013) E-mail from Miguel Avila (CC.Supp.PE20.1.6)

Speakers

Dave Harvey, Director, Toronto Park People
Paul LePage, Unit Vice Chair Parks, Toronto Civic Employees Union, Local 416 (Submission Filed)
David Hewitt, Vice President, Toronto Civic Employees Union, Local 416
Judith Orban, ABC Residents Association
Mary-Helen Spence, ABC Residents Association
Councillor Janet Davis
Councillor Paula Fletcher

PE20.1



**STAFF REPORT
ACTION REQUIRED**

Parks Plan 2013-2017

Date:	March 27, 2013
To:	Parks and Environment Committee
From:	General Manager, Parks Forestry and Recreation
Wards:	All
Reference Number:	P:\2013\Cluster A\PFR\PE20-041513-AFS#15985

SUMMARY

This report seeks approval for the City of Toronto Parks Plan 2013-2017. The Parks Plan will guide the City of Toronto's delivery of parks services over the next five years. The Parks Plan aims to connect people and communities with parks, advance greening and environmental sustainability, improve the quality of parks, and strengthen the parks system as a legacy for Toronto. The plan also outlines the current state of Toronto's parks system.

Parks, Forestry and Recreation plans to improve the parks system by increasing opportunities for residents to get involved in their local parks. The Division will enhance its capacity to engage communities, and improve access to permits. Parks quality will improve with a focus on new and refurbished amenities like gathering spaces that combine seating with other amenities to make parks more welcoming, washrooms, horticulture displays, and community gardens across the city. Parks, Forestry and Recreation will also continue to implement standards for parks and trails, so Toronto residents can expect a high and consistent degree of accessibility, design, maintenance and natural area management. The Parks Plan also includes a parks classification system that will guide planning and decision-making across the large system of Toronto's parks.

The Parks Plan was developed in accordance with principles adopted by Council in February 2010, and the public consultation process adopted by Council in July 2011.

At its meeting on February 22 and 23, 2010 Council adopted the following principles in the development of the Parks Plan:

1. Parks and Trails as City Infrastructure
2. Equitable Access for All Residents
3. Nature in the City
4. Placemaking
5. Supporting a Diversity of Uses
6. Community Engagement and Partnerships
7. Environmental Goals and Practices

On June 12, 13 and 14, 2011, Council approved the Parks Plan Public and Stakeholder Consultation Strategy. This launched an engagement process with Toronto residents and park and trail stakeholder groups. The City hosted one public meeting in each City district. Five meetings were held for parks system stakeholders, some of which also provided written submissions. Self-directed consultation toolkits were available to groups wanting to conduct their own sessions, and seven focus group sessions were held to ensure the involvement of newcomers, youth, people with disabilities as well as park donors and sponsors. A survey was widely promoted, available online and in hard copy at all civic centres, recreation centres and public libraries, and provided in Toronto's 10 most common language groups and French. Over 3,700 people participated in the online survey. The over 14,700 comments from the consultation process provides the foundation for the Parks Plan directions and recommended actions.

The key themes stemming from the public and stakeholder consultation, based on the principles, provides structure to the Parks Plan. The four themes are:

1. Communicate and connect with users
2. Preserve and promote nature
3. Maintain quality parks
4. Improve system planning

COMMENTS

Toronto's parks system consists of approximately 8,000 hectares of parkland, covers 12.7% of the city's land base, and includes over 1,600 parks. Parks are essential to making Toronto an attractive place to live, work, and visit. Toronto's parks offer a broad range of outdoor leisure and recreation opportunities, transportation routes, and places for residents to interact with nature, and with one another. Parks also provide important economic benefits: they attract tourists and businesses, add value to neighbourhoods, and help to build a healthy workforce. They provide ecological services such as shade, oxygen production, and rainwater storage. Parks are necessary elements for individual, community, economic and natural habitat wellbeing.

Parks Plan theme - Communicate and connect with users

Demand for public participation in parks is increasing. Toronto residents, friends of parks organizations and other community groups have expressed increasing desire to volunteer, donate, fundraise and influence decision-making with regard to parks. At the public and stakeholder consultations, Parks, Forestry and Recreation heard that people want easy access to information, especially online, about the City's parks and trails. They also want to be able to get permits, purchase ferry tickets and book golf tee times with greater ease.

Over the next five years, Parks, Forestry and Recreation will develop a comprehensive communications and outreach strategy to improve the website, enhance signage in parks, and describe strategies for communicating with underserved communities. A key feature of this plan is the development of an urban park ranger program. The rangers will strengthen the parks system through enhanced community engagement and proactive outreach. They will help make it easier for residents and groups to get involved in their parks by connecting people to existing opportunities, and by facilitating the development of community-led initiatives. The rangers will also support park monitoring and educating users on City bylaws. The program will mean that Parks, Forestry and Recreation will have a greater capacity to resolve issues and engage communities in contributing to their local parks and to the entire parks system.

Increased engagement in parks will also be achieved by better supporting volunteers, partners, and donors. A new volunteer management system will ensure that residents can be connected with appropriate and meaningful volunteer opportunities in parks, as well as ensure that volunteers are supported and recognized for their efforts. Parks, Forestry and Recreation will also work to clarify and streamline the process for making donations and partnering with the City to enhance parks. Another important aspect of enhancing park use is to improve the permitting system to make the process easier and to remove barriers to enjoying parks, including reviewing fees to ensure access, equity, and customer service goals are being met.

New annual Operating Budget funding will be required as follows: \$0.551 million gross and 8 approved positions in 2014; and \$1.539 million gross and 14 approved positions in 2015. Funding will be spent on a city-wide urban park ranger program that includes twelve urban park rangers working at the community level to improve and increase community engagement and customer service. The detailed implementation plan will be submitted as part of the 2014 and 2015 Operating Budget review processes.

Parks Plan theme - Preserve and promote nature

Toronto's ravines, waterfront, forests, meadows trails and parks contribute to the city's natural environment. Together these natural areas make up 13.5 per cent of the city's land area. Almost half of the publicly accessible/owned natural area land is City-owned parkland. Along with the Toronto Region and Conservation Authority (TRCA), other divisions and levels of government, Parks, Forestry and Recreation works to preserve Toronto's natural heritage. Through coordinated efforts, Parks, Forestry and Recreation plans, plants, protects and maintains natural areas to address issues such as invasive species, climate change, inappropriate use and encroachment. The Division also uses environmentally sensitive practices for its buildings, fleet, maintenance tools, as well as for turf and plant care. These activities will continue to ensure safe, usable and sustainable parks today and for future generations.

A key investment required to protect, restore, and enhance natural areas is a program to plan, design, and manage natural environment trails. There are more than 300 km of these largely unmanaged trails through ravines and natural areas, and they are well used by hikers, bikers, and others. The appropriate use, planning and maintenance of these trails will protect the natural environment by directing users away from sensitive areas and creating opportunities to engage the community through stewardship. This work will also reduce erosion and compaction of soil, protect sensitive vegetation from trampling, and address risks to the City from unauthorized trail use.

Annual Operating Budget funding will be required as follows: \$0.163 million gross and 1.5 approved positions in 2014; \$0.420 million gross and 4.6 approved positions in 2015; \$0.551 million gross and 5.6 approved positions in 2016; \$1.019 million gross and 10.6 approved positions in 2017; and \$1.408 million gross and 13.6 approved positions in 2018. Funds will be spent on the development of trail management plans at priority locations across the city, and to conduct related ecological assessment and community engagement. Funds will also be used to initiate trail construction, along with additional trail maintenance and community environmental stewardship. The detailed implementation plan will be submitted as part of the 2014 through 2018 Operating Budget review processes.

New Capital Budget expenditures of \$0.250 million is also required in each year from 2015 to 2018 for a total of \$1 million for the development of trail management plans, trail construction and trail infrastructure. The required funds will be requested and considered during the 2015 to 2018 Capital Budget processes.

Parks Plan theme - Maintain quality parks

High quality parks are vibrant, welcoming, safe and sustainable spaces. They benefit residents, communities and cities by creating social, cultural, environmental and economic value. The Parks Plan consultation identified the elements of park quality that are important to the public. Quality parks are clean, in good condition, safe, and have the amenities to meet basic needs, such as a place to sit. High quality parks contribute to a sense of place in individual neighbourhoods, and for the city overall.

Parks, Forestry and Recreation will improve park quality by consistently achieving its standards. By investing in improving and maintaining basic park infrastructure, the public will be greeted by cleaner parks and higher-quality amenities. The Division will also invest in additional maintenance in heavily used parks and parks facilities, such as litter picking in waterfront parks during the summer to provide a better visitor experience.

Toronto residents use parks as places to gather. In the consultation, residents expressed the need for an increase in the number and quality of amenities that invite small group social gatherings, such as benches, picnic tables, fire-pits, and barbeques. The Parks Plan recommends that, over the next five years, Parks, Forestry and Recreation build and upgrade social gathering spaces that combine seating with other park amenities, increase the availability of shade and drinking water, and improve washroom access to support the social role parks play for all Toronto residents.

Quality parks also mean beautiful parks. Toronto residents love to see flowers and community gardens. The demand for public participation in park horticulture and new community gardens has also been growing. To meet this demand, Parks, Forestry and Recreation plans to develop programming to engage the enthusiasm of volunteers through public education and training, and through new and improved locations for horticulture and small-scale urban agriculture. Additional resources will increase the number of community gardens that can be added to parks, create new allotment garden sites and rejuvenate flower beds in areas of high visibility.

New annual Operating Budget funding will be required as follows: \$0.467 million gross and 5.3 approved positions in 2014; \$0.822 million gross and 9.3 approved positions in 2015; \$1.394 million gross and 13.5 approved positions in 2016; \$1.858 million gross and 16.2 approved positions in 2017; and \$2.473 million gross and 21.3 approved positions in 2018. This funding will be used to increase summer maintenance in highly used parks, for horticulture bed rejuvenation and maintenance improvements, and to develop a program to engage residents in park horticulture. Existing community and allotment gardens will be upgraded and enhanced. In subsequent years, funds will also support the creation of new community and allotment garden sites to meet high demand.

New Capital Budget expenditures of \$2 million in 2014, \$3.250 million in 2015, \$4.750 million in 2016, \$5.125 million in 2017, and \$5.500 million in 2018 for a total of \$20.625 million over the 5 year period (2014-2018) is also required to fund the installation, upgrading and improvement of benches, picnic tables, shade areas, drinking water

stations and other basic park amenities in order to improve park spaces. This will include the creation of new social gathering spaces to make parks more attractive and welcoming.

Parks Plan theme - Improve system planning

Every park is part of a system of parks that must respond to a growing and changing city. Population growth and changing activity patterns present a challenge to planning and managing a sustainable and vibrant system. There is also a need to develop policies that will guide fair and consistent decision making regarding the increasing demands for park uses. Planning for the future must also meet the challenge of making parks accessible to all by investing in meeting accessibility requirements, as well as planning to acquire parkland in areas with insufficient parkland.

The Parks Plan includes a classification system to guide park planning, development and operations. The five park types are parkette, neighbourhood, community, district, and city parks. A park's type is based on its size, its catchment area and other factors, and will help guide decisions about what uses, park-specific plans, and amenities are appropriate.

Park classification will provide a foundation for further service planning that Parks, Forestry and Recreation will undertake over the next five years. It will inform the comprehensive inventory and mapping of parks, trails and facilities to provide timely information about parks to both staff and the public.

The Division also needs to address the challenges presented by a growing and changing city. In the next five years, Parks, Forestry and Recreation will develop approaches to responding fairly and consistently to requests for exclusive uses in parks (e.g. for permits and leases), commercial activity (e.g. events with advertising), and restricting access (e.g. for environmental protection) in parks.

Parks benefit everyone, and the parks system needs to be accessible to everyone. Parks, Forestry and Recreation will continue to work with disability stakeholder groups to improve universal accessibility, meet or exceed provincial accessibility standards, and to ensure that information about the accessibility of parks and trails is available.

In conjunction with the *Recreation Service Plan*, the Parks Plan also recommends the development of a long-term plan that will guide parks acquisition, and facility provision to support service delivery and community needs. Acquiring new parkland in order to meet the needs of a growing and changing city is a parks system priority, which involves meeting the challenges of scarce, fragmented, and costly land in many areas of the city. This work requires collaboration with City Planning and other partners to expand and connect the parks system.

CONCLUSION

The Parks Plan will guide the service improvement and planning efforts of Parks, Forestry and Recreation over the next five years. Implementation will begin in 2013, with financial costs distributed over a five year period from 2014 to 2018. The directions and recommended actions are based on significant input from residents and stakeholders, the documented benefits of parks, the demographic trends, and the current state of Toronto's parks system. When implemented, the Parks Plan will help connect people and communities with parks, advance greening and environmental sustainability, improve the quality of parks, and strengthen the parks system to create a legacy parks system for Toronto.

CONTACTS

Richard Ubbens, Director
Parks
Parks, Forestry and Recreation
rubbens@toronto.ca
416-392-7911

Rick Powers, Director
Policy and Strategic Planning
Parks, Forestry and Recreation
rpowers@toronto.ca
416-395-6065

SIGNATURE



Jim Hart
General Manager, Parks, Forestry and Recreation

ATTACHMENTS

Attachment 1- Parks Plan 2013 - 2017

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 20, 2013**

**#P179. EMPLOYEE AND FAMILY ASSISTANCE PROGRAM SERVICES
 AWARD**

The Board was in receipt of the following report April 30, 2013 from William Blair, Chief of Police:

Subject: EMPLOYEE AND FAMILY ASSISTANCE PROGRAM SERVICES AWARD

Recommendations:

It is recommended that:

- (1) the Board approve Morneau Shepell to provide Employee and Family Assistance Program services to the Toronto Police Service for a three year period commencing on August 1, 2013, to July 31, 2016, plus an additional one-year option at the discretion of the Board; and
- (2) the Board authorize the Chair to execute all required agreements and related documents on behalf of the Board, subject to approval by the City Solicitor as to form.

Financial Implications:

Funding to cover the costs of this contract has been included in the Service's operating budget at the existing contract level. The compensation model for service delivery from Morneau Shepell is based on a standard Employee Assistance Program (EAP) calculation and includes direct invoicing to the Service for Employee and Family Assistance Program (EFAP) service delivery based on a per employee per month basis cost. At the Service's current staffing levels, it is expected that an estimated \$140,000 will be spent in 2013, and annualized to \$336,000. This represents a 16.6% decrease from the 2012 costs. In year savings will be reflected in future variance reports, and annualized savings will be reflected in future budget submissions.

Additional program supports, including Critical Incident Response support and Peer Support Training assistance are at additional cost, set at hourly and daily rates. On average, the Toronto Police Service EFAP responds to forty-four critical incidents per year. At approximately \$400.00 to \$800.00 per critical incident response, it is estimated that this support will have an additional cost range of \$8,500 - \$17,000 in 2013, annualized to \$20,000 - \$40,000, plus the cost of additional training. It is expected that an estimated \$14,000 will be spent in 2013 and annualized to \$20,000 per year, plus the cost of training sessions. Therefore, the estimated overall cost of contracting the EFAP service in 2013 is \$170,000 and the annualized estimated cost is approximately \$400,000.

The EFAP program includes the provision of psychological and counselling support services delivered by the external EFAP provider. These costs were reduced from the Service's benefits budget when the external EFAP program was established. It is anticipated there will be continued corresponding savings in the cost of the same services provided through the Board's benefit plan and therefore, it is expected that the cost impact of the external program will continue to be offset by the anticipated savings.

Background/Purpose:

Prior to June 1, 2010, the Service operated an internal Employee & Family Assistance Program. This program operated under a hybrid model which involved a member contacting the internal staff at the EFAP and receiving a referral to a Community Mental Health Professional to address their personal needs. In 2008, the Service initiated a program review of the internal EFAP Program. The review found significant confidence issues as demonstrated by a low member utilization rate of less than 8%. The normative average at the time within the police sector was 12.53%.

The Service commenced an external EFAP program on June 1, 2010, and since this time the member utilization rate has risen dramatically. In 2012, the TPS EFAP annualized utilization rate was 11.56%. The external EFAP Program continues to evolve and expand its capacity for training, support and services.

Homewood Human Solutions is the current service provider of EFAP services, and its contract expires on August 31, 2013.

Discussion:

On March 1, 2013, an RFP (# 1133598-13) was issued by the Service's Purchasing Support Services unit to potential vendors to provide EFAP services for a three year period with an option to renew for an additional one year term at the Board's discretion. The results of the RFP are summarized below:

RFP Process and Results

The Service advertised the RFP internationally using the worldwide web to interested vendors using MERX. MERX is Canada's leading electronic tendering service, designed to facilitate the procurement of goods and services worldwide. In excess of 9 vendors downloaded the RFP package.

The evaluation criteria for the service provider submission selection were included in the RFP, and are as follows:

- Demonstrated high level of understanding of the requirements outlined in the RFP (10%)
- The proposed outline and plan in administrating the EFAP program (35%)
- The profile and qualifications of the Proponent (35%)
- Cost of EFAP services (20%)

The RFP closed on March 25, 2013. Five proposals were received from:

- Aspiria Corporation
- Ceridian Corporation
- Family Services Employee Assistance Programs (FSEAP)
- Homewood Human Solutions
- Morneau Shepell (Shepell·fgi)

Purchasing Support Services reviewed the proposals for submission compliance and then released the submissions to the evaluation team. All five submissions met the mandatory requirements.

An evaluation of the proposals was performed against the pre-determined evaluation criteria listed above. Each submission was compared with the needs of the Service for EFAP service delivery. A full cost analysis was performed on the pricing.

Based on the evaluation, Morneau Shepell achieved the highest score from each member of the evaluation team. In addition, Morneau Shepell also provided the lowest cost for a comprehensive Employee and Family Assistance Program. Morneau Shepell also provided a fixed rate regardless of fluctuations in EFAP utilization rates, thereby ensuring the Service continues to receive the best financial value over the contract term.

Conclusion:

The recommendation to award this RFP to Morneau Shepell for a three year period will enable the Service to continue the delivery of EFAP services to its members in an efficient and effective manner and with no estimated additional cost impact to the Service. At the end of the three year term, an additional one year option can be exercised at the discretion of the Board.

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

The Board approved the foregoing report.

Moved by: A. Pringle

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 20, 2013**

#P180. APPOINTMENTS - ACTING VICE-CHAIR

The Board was in receipt of the following report June 07, 2013 from Alok Mukherjee, Chair:

Subject: Ratification of Board Decision – Appointment of Acting Vice-Chair: May 30, 2013 to June 11, 2013, Inclusive

Recommendation:

It is recommended that the Board ratify a decision set out below made by a quorum of the Board on May 29, 2013 pertaining to the appointment of Dr. Dhun Noria as Acting Vice-Chair of the Board for the period between May 30, 2013 and June 11, 2013, Inclusive.

Financial Implications:

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

Background/Purpose:

Councillor Michael Thompson, Vice-Chair, Toronto Police Services Board, advised the Board office that he would not be able to perform the duties of Vice-Chair during the period between May 30, 2013 and June 11, 2013, inclusive, as he would be representing the City of Toronto at several meetings outside Toronto. Given that an Acting Vice-Chair would need to be appointed for duties that would commence prior to the next regularly scheduled meeting, it was necessary to conduct an email/telephone poll to determine an Acting Vice-Chair.

Dr. Dhun Noria indicated that she would be available to perform the duties of Vice-Chair during Councillor Thompson's absence.

Discussion:

An email/telephone poll was conducted and on May 29, 2013 a quorum of the Board approved a recommendation to appoint Dr. Noria as Acting Vice-Chair during the period between May 30, 2013 and June 11, 2013, inclusive.

Conclusion:

It is, therefore, recommended that the Board ratify the abovenoted decision made by a quorum of the Board on May 29, 2013.

The Board approved the foregoing report and the following Motions:

- 1. THAT, given that Vice-Chair Thompson will act as Acting Chair during Chair Mukherjee's absence from July 01, 2013 to July 07, 2013, inclusive, the Board appoint Mr. Andy Pringle to act as Acting Vice-Chair during that period of time; and**
- 2. THAT, given that Vice-Chair Thompson will be unable to perform the duties of Vice-Chair during the period from August 05, 2013 to August 20, 2013, inclusive, the Board appoint Dr. Dhun Noria to act as Acting Vice-Chair during that period of time.**

Moved by: F. Nunziata

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 20, 2013**

**#P181. BARGAINING – SENIOR OFFICERS’ ORGANIZATION – UNIFORM
AND CIVILIAN COLLECTIVE AGREEMENTS: 2013-2014 AND
EXTENSION OF APPLICABLE AND APPROPRIATE PROVISIONS TO
EXCLUDED MEMBERS**

The Board was in receipt of the following report June 19, 2013 from Alok Mukherjee, Chair:

Subject: BARGAINING - SENIOR OFFICERS` ORGANIZATION - UNIFORM AND
CIVILIAN COLLECTIVE AGREEMENTS: 2013-2014 AND EXTENSION OF
APPLICABLE AND APPROPRIATE PROVISIONS TO EXCLUDED STAFF

Recommendation:

It is recommended that the Toronto Police Services Board (Board) receive the following report concerning the arbitration award regarding the 2013-2014 Senior Officers’ Organization (SOO) collective agreement, dated June 13, 2013.

Financial Implications:

The incremental cost of the arbitration award with the SOO is \$726,200 in 2013 and \$559,300 in 2014. The incremental cost of the SOO arbitration award for the Command Officers and Excluded members is \$76,600 in 2013 and \$55,900 in 2014.

The Toronto Police Service (Service) will be requesting a technical adjustment to the 2013 operating budgets for the Service and the Board through its regular variance reporting process. City Finance staff have confirmed that this amount has been set aside in the City’s non-program budget. The 2014 operating budget request will include the impact of this award.

Background/Purpose:

The SOO collective agreements expired on December 31, 2012, and bargaining commenced between the parties on October 29, 2012. The parties met again on December 21, 2012 for a day of mediation with Arbitrator/Mediator William Kaplan, but they were unable to reach an agreement.

An interest arbitration hearing was held before Arbitrator/Mediator Kaplan on April 30, 2013, at which both the Board bargaining team and the SOO bargaining team presented briefs outlining their respective positions and rationale regarding the outstanding matters at negotiations.

Discussion

On June 13, 2013, the Board received an Interest Arbitration Award determining all matters in dispute between the Board and the SOO pertaining to the renewal of the two collective agreements for the uniform and civilian bargaining units. A copy of the award has been attached as Appendix "A".

Highlights of Appendix "A" include the following:

1. A two year term, from January 1, 2013 to December 31, 2014;
2. A cumulative compounded percentage salary increase of 4.907% over the life of the collective agreements;
3. Establishment of several committees to discuss such matters as layoff and bumping rights and legal indemnification;
4. SOO concession with respect to sick pay gratuity for new hires;
5. Minor benefit improvements that were negotiated with the Toronto Police Association during the last round of bargaining; and,
6. Amendments to the grievance procedure.

The Terms and Conditions of Employment for Excluded Members of the Toronto Police Service states:

Effective January 1, 2010, and except as set out below, the Terms and Conditions of Employment for Excluded Members shall be the same as those of the Civilian Senior Officers, including allowances and benefit entitlements, with adjustments to reflect that they are non-unionized positions with no right of union representation, and not subject to union dues obligations.

Accordingly, the salary increases and other appropriate and applicable provisions, as contained in Appendix "A", will be extended to excluded staff.

The Board thanks the members of its bargaining team for their time and commitment in participating in the negotiation process. The Board bargaining team consisted of Chair Alok Mukherjee, Vice-Chair Michael Thompson, Deputy Chief Mike Federico, Manager Jeanette May, and legal counsels Glenn Christie and Jonathan Maier.

Conclusion:

Ms. Jeanette May, Manager, Labour Relations, will be in attendance to answer any questions that the Board members may have regarding this report.

The Board received the foregoing report.

Moved by: A. Mukherjee

IN THE MATTER OF AN INTEREST ARBITRATION

BETWEEN:

The Toronto Police Services Board

and

The Toronto Police Senior Officers’ Organization

Before:	William Kaplan Sole Arbitrator
Appearances	
For the Board:	Glenn P. Christie Hicks Morley Barristers & Solicitors
For the Senior Officers Organization:	Bill Cole Nelligan O’Brien Payne Barristers & Solicitors

A mediation in this matter was held in Toronto on December 21, 2012. The matters in dispute proceeded to a hearing in Toronto on April 30, 2013. Written submissions were filed after the hearing and that process was completed on June 10, 2013.

Introduction

The parties to this proceeding are the Toronto Police Services Board (hereafter "the Board") and the Toronto Police Senior Officers Organization (hereafter the "TPSOO"). The TPSOO represents sworn police officers employed by the Board who occupy the ranks of Inspector, Staff Inspector, Superintendent and Staff Superintendent (the "Senior Officer Agreement") and civilian employees of the Board who occupy managerial and confidential positions between job classification Z14 and Z26 (the "Senior Civilian Agreement"). Both agreements expired on December 31, 2012. There are approximately 78 uniform and 78 civilian members of the bargaining unit. The previous collective agreements were freely negotiated and were largely based on the terms of settlement reached between the Board and the Toronto Police Association. In this round, the parties agreed upon a mediation/arbitration format. The issues in dispute proceeded to a mediation held in Toronto on December 21, 2012. Failing agreement, all of the outstanding issues proceeded to a hearing, also held in Toronto, on April 30, 2013. Both parties filed written submissions at, and after, the hearing, a process that was completed on June 10, 2013.

In determining the outstanding issues in dispute, careful attention has been paid to the specific criteria set out in the *Police Services Act*. I direct that the new collective agreement consist of the un-amended portions of the expired collective agreement and this award disposing of the items in dispute. Unless directly dealt with in this award, all outstanding Board and TPSOO proposals are dismissed.

Award

Term

January 1, 2013 to December 31, 2014.

Wages

January 1, 2013 2.85%

January 1, 2014 2.0%

Indemnification

TPSOO proposal (para. 220) awarded.

Layoff and Bumping Rights

A Joint Committee shall be established and meet within thirty (30) days of the date of this award. If the parties have not resolved this issue within one hundred and twenty (120) days from the commencement of the process, either party may refer this matter to interest arbitration before William Kaplan, or another arbitrator as mutually agreed, for final determination. This interest arbitration will be scheduled on an expedited basis. Both parties will appoint nominees.

Court/Legal Proceeding Attendance – Retirees

Existing Board policy re: Court/Legal Proceeding Attendance – Retirees incorporated into collective agreement.

Health Care Benefits

January 1, 2013: Improvements to psychologist and massage as per Toronto Police Association collective agreement.

January 1, 2014: Improvement to vision care as per Toronto Per Association collective agreement.

Vacation

January 1, 2014: Improvement as per Toronto Police Association collective agreement.

Sick Leave Gratuity

Board proposal awarded, applicable to Senior Officers who are hired, or re-hired, on or after January 1, 2014.

Grievance Procedure

TPSOO proposal awarded with amendment, To be added to Step 1: Any settlement of the grievance reached at this Step will be considered applicable to the case in question only and will not establish a precedent for future cases.

Collective Agreements

Within ninety (90) days of this award, the parties shall establish a committee with the mandate to simplify their terms and make such housekeeping changes as the parties may agree.

Retroactivity

Retroactive payment on wages to be made to all current and former employees within sixty (60) days from date of award.

Conclusion

At the request of the parties, I remain seized with respect to the implementation of this award.

DATED at Toronto this 13th day of June 2013.

"William Kaplan"

William Kaplan, Sole Arbitrator

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 20, 2013**

#P182. IN-CAMERA MEETING – JUNE 20, 2013

In addition to the public meeting conducted by the Board today, an in-camera meeting was held to consider a number of matters which were exempt from the public agenda in accordance with the criteria for considering confidential matters set out in s.35(4) of the *Police Services Act*.

The following members attended the in-camera meeting:

Dr. Alok Mukherjee, Chair
Mr. Michael Thompson, Councillor & Vice-Chair
Mr. Michael Del Grande, Councillor & Member
Ms. Marie Moliner, Member
Dr. Dhun Noria, Member
Ms. Frances Nunziata, Councillor & Member
Mr. Andrew Pringle, Member

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON JUNE 20, 2013**

#P183. ADJOURNMENT

Alok Mukherjee
Chair