



The following draft Minutes of the meeting of the Toronto Police Services Board held on April 07, 2011 are subject to adoption at its next regularly scheduled meeting.

The Minutes of the Meeting held on February 03, 2011, previously circulated in draft form, were approved by the Toronto Police Services Board at its meeting held on April 07, 2011.

MINUTES OF THE PUBLIC MEETING of the Toronto Police Services Board held on **APRIL 07, 2011** at 1:30 PM in the Auditorium, 40 College Street, Toronto, Ontario.

PRESENT:

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

ABSENT:

Ms. Judi Cohen, 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 APRIL 07, 2011**

#P71. INTRODUCTION

The following members of the Service were introduced to the Board and congratulated on their recent promotions:

To the rank of Staff Superintendent:

Richard Stubbings

To the rank of Superintendent:

Mario Di Tommaso

To the rank of Staff Inspector:

Randy Franks

Gregory McLane

To the rank of Inspector:

Mark Barkley

Stephen Irwin

Robert Johnson

Rueben Stroble

Kenneth Taylor

To the position of Labour Relations Analyst, Labour Relations:

Gayle Salowski

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF
THE TORONTO POLICE SERVICES BOARD HELD ON APRIL 07, 2011**

**#P72. TORONTO POLICE SERVICE – POLICE PAID DUTY –
BALANCING COST EFFECTIVENESS AND PUBLIC SAFETY**

The Board was in receipt of the following report March 23, 2011 from Jeff Griffiths, Auditor General, City of Toronto:

SUMMARY

In response to the Toronto Police Services Board's request, the Auditor General conducted an audit of the police paid duty system. The purpose of the audit was to assess the operating effectiveness and efficiency of the paid duty system, and officer compliance with police paid duty policies. The audit results are presented in the attached report entitled "Toronto Police Service, Police Paid Duty-Balancing Cost Effectiveness and Public Safety".

RECOMMENDATIONS

The Auditor General recommends that:

1. The General Manager of the City Transportation Services Division review the current permit criteria for determining paid duty policing requirements, with a view to developing more effective criteria in delineating the need for paid duty policing in traffic control. Particular attention be given to an evaluation of the permit criterion requiring paid duty officers when work is taking place within 30 metres of a signalized intersection.
2. The Chief of Police consider modifying the charging rate for a partial paid duty hour such that Toronto's charging rate is consistent with other large police services.
3. The Police Services Board consider examining the feasibility and merits of the Vancouver Traffic Authority Program as an alternative to Toronto's current paid duty system.
4. The Chief of Police take steps to reduce current paid duty system administrative costs. Such steps should include but not be limited to:
 - a. Exploring the use of information technology to replace manual procedures; and
 - b. Ensuring uniformed police resources are not used to perform clerical functions.

5. The Chief of Police take steps to track paid duty equipment rental costs including direct and indirect costs, and ensure costs can be fully recovered from equipment rental revenue.
6. The Chief of Police evaluate the need to establish a maximum limit on paid duty hours an officer can perform each year. Such an evaluation to take into account resource requirements and risks of interference with the performance of regular police duty.
7. The Chief of Police take steps to improve officer compliance with Service policy prohibiting paid duty assignments that conflict with regular duties including court attendance.
8. The Chief of Police review and enhance monitoring procedures to identify instances of non-compliance with paid duty policy requirements. Such monitoring procedures should include periodic review of regular duty schedules in conjunction with paid duty assignments. Instances of non-compliance should be addressed including disciplinary action where appropriate.
9. The Chief of Police review the current policy governing requirements for paid duty officers at special events, with a view to:
 - a. Ensuring consistent application of Service criteria in determining when paid-duty officers should be required for special events;
 - b. Including guidelines to promote a consistent and transparent approach in determining the number of police officers, including paid-duty officers, required for special events; and
 - c. Further maximizing the use of auxiliary members at special events where possible.
10. The Chief of Police, in conjunction with the General Manager of Economic Development and Culture and the General Manager of Transportation Services, develop criteria for determining film permit paid duty policing requirements. Such criteria be accessible to the film industry through permit documents or websites.

FINANCIAL IMPACT

The implementation of recommendations in this report will result in annual cost savings for City divisions, agencies, boards, commissions and corporations which acquire police paid duty services as part of their ongoing operations and capital projects. The cost savings realized could be in the range of \$2 million.

In addition, implementation of the audit recommendation relating to the administration component of the paid duty system by the Police Service will improve the efficiency and effectiveness of the administrative process at the Service.

ISSUE BACKGROUND

At its December 17, 2009 meeting, the Toronto Police Services Board approved a recommendation requesting the Auditor General to “*within his 2010 work plan, review the entire paid duty system, procedures, practices and related legislative requirements to assess the effective, efficient and appropriate use of police resources*”.

In response to the Board’s request, the Auditor General commenced an audit of the paid duty system in June 2010.

The Toronto Police Service operates a paid duty system whereby off-duty police officers can be hired by organizations and individuals to perform certain police duties. Under the Uniform Collective Agreement, the constable paid duty rate is set by the Police Association. The paid duty rate has increased annually from \$52 in 2004 to \$65 in 2009. The Association did not increase the rate for 2010 and 2011.

In 2009, a total of 3,695 Toronto police officers worked 40,919 paid duty assignments, totalling 370,562 hours. Officers earned approximately \$24 million in paid-duty income. The Service received approximately \$3.6 million revenue from administrative fees and \$1 million from equipment rental fees. Overall 2009 paid duty fees totaled approximately \$29 million.

While many paid duty assignments were requested by private organizations, City divisions, agencies, boards, commissions and corporations paid approximately \$7.8 million or 27 per cent of the total \$29 million in 2009 to acquire paid duty services. This is a significant sum and as such requires careful management to ensure paid duty officers are deployed only as necessary.

COMMENTS

The audit report contains 10 recommendations to help reduce yearly paid duty costs, improve compliance with Police Service policies, and enhance policies on paid duty policing for special events and location filming.

The audit report entitled “Toronto Police Service, Police Paid Duty – Balancing Cost Effectiveness and Public Safety” is attached as Appendix 1. Management’s response to the audit recommendations is attached as Appendix 2.

CONTACT

Alan Ash, Director, Auditor General’s Office
Tel: 416-392-8476, Fax: 416-392-3754, E-mail: aash@toronto.ca

Jane Ying, 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:

- **Jeff Griffiths, Auditor General**
- **Alan Ash, Director, Auditor General's Office**
- **Jane Ying, Audit Manager, Auditor General's Office**

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

Following the presentation, Messrs. Griffiths and Ash responded to questions by the Board.

Chief Blair and Mr. Tony Veneziano, Chief Administrative Officer, also responded to questions by the Board.

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

- **Pam McConnell, Councillor, City of Toronto; * and**
- **Miguel Avila. ***

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

The Board approved the following Motions:

- 1. THAT the Board receive the deputations and the written submissions;**
- 2. THAT the Board approve the report from the Auditor General and forward a copy to the City of Toronto - Audit Committee for information;**
- 3. THAT, with regard to recommendation no. 1 in the Auditor General's report, the Board request the General Manager, City Transportation Services Division, to provide a report on the results of his review of the current permit criteria for determining paid duty policing assignments to the Board for its June 2011 meeting;**
- 4. THAT, with regard to recommendation no. 9 in the Auditor General's report, the Board amend the recommendation by requesting the Chief of Police to conduct a review of the current policy governing requirements for paid duty officers at special events, *in consultation with representatives from Economic Development and Culture and Parks, Forestry and Recreation*;**
- 5. THAT the Auditor General and the Chief of Police in the report requested in Motion No. 4, look at the three hour minimum and carefully examine when on-duty officers are required and when paid duty officers are required and recommend any changes to Board policy that may be required;**

- 6. THAT the Board request the Chief of Police to review the 15% administrative fee; and**
- 7. THAT the Board forward a copy of this report to the Budget Committee - City of Toronto for review.**

APPENDIX 1

Toronto Police Service

Police Paid Duty – Balancing Cost Effectiveness and Public Safety

December 1, 2010



Auditor General's Office

Jeffrey Griffiths, C.A., C.F.E.
Auditor General
City of Toronto

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EXECUTIVE SUMMARY

This audit was conducted at the request of the Toronto Police Services Board. The purpose of the audit was to assess the operating effectiveness and efficiency of the paid duty system, and officer compliance with police paid duty policies.

Police Association sets the constable paid duty hourly rate

The Toronto Police Service operates a paid duty system whereby off-duty police officers can be hired by organizations and individuals to perform certain police duties. Under the Uniform Collective Agreement, the constable paid duty rate is set by the Police Association. The paid duty rate has increased annually from \$52 in 2004 to \$65 in 2009. The Association did not increase the rate for 2010 and 2011.

In 2009, a total of 3,695 Toronto police officers worked 40,919 paid duty assignments, totaling 370,562 hours. Officers earned approximately \$24 million in paid-duty income.

\$29 million in police paid duty fees in 2009

In addition, the Service received approximately \$3.6 million in revenue from administrative fees and \$1 million from equipment rental fees. Including these fees, overall 2009 paid duty fees totaled approximately \$29 million.

Approximately 27% of total paid duty fees are from City operations

While many paid duty assignments were requested by private organizations, City divisions, agencies, boards, commissions and corporations paid approximately \$7.8 million or 27 per cent of the total \$29 million in 2009 to acquire paid duty services.

Key audit findings:

(1) The City can reduce paid duty costs by using more effective permit criteria

A primary reason for hiring paid duty officers is for traffic control. The City issues permits to ensure public safety during roadway construction and City permits frequently require paid duty officers on site.

50% of paid duty assignments were compelled by City permit requirements

In 2009, the City issued 11,119 permits containing a requirement for a paid duty officer. These permits generated at least 20,000 paid duty assignments. As a result, approximately half of the total 40,919 paid duty assignments in 2009 were compelled by City permit conditions. However, the effectiveness of the permit criteria in delineating the need for paid duty officers on-site is open to question. Developing more effective permit criteria could significantly reduce the number of required paid duty assignments while maintaining public safety. This could result in annual cost savings for City operations.

(2) The Police Service needs to review the administration of the paid duty system to identify any efficiencies and cost reductions

Since the paid duty system enables police officers to gain secondary employment income, public funds should not be used to pay for system administration. The Toronto Police Service charges a 15 per cent administrative fee to recover the related administrative costs.

Administration of the paid duty system needs to be reviewed for cost reductions and efficiencies

Current paid duty administrative processes are labour intensive and time consuming. Thirty-five full time equivalent staff members are involved in system administration. The estimated 2010 paid duty administrative cost was \$4.6 million, while administrative fee revenue was approximately \$3.6 million. Consequently, nearly \$1 million of the Service's operating cost for paid duty administration was not recovered from administrative fee revenue. Rather than increasing the level of administrative fees, the Service needs to take steps to reduce administrative cost by streamlining the process and improving efficiency.

In addition, the Service should systematically track both direct and indirect equipment costs for paid duty and ensure costs are fully recovered from rental revenue.

(3) The Police Service should take actions to improve compliance with paid duty policies

Risks associated with working extensive paid duty hours

As the paid duty rate is nearly twice the regular duty rate, officers have a financial incentive to work paid duty assignments. Working extensive paid duty hours may interfere with regular police duties and work performance.

Despite police policies governing paid duty, our audit noted a number of instances where officers undertook paid duty assignments which interfered with required court attendance or exceeded the maximum number of hours permitted within a 24-hour period. The Service should review its paid duty policies and implement additional monitoring procedures to prevent and detect instances of non-compliance.

(4) The Police Service should clearly define paid duty requirements for special events and location filming

Clearly defined paid duty requirements will help improve transparency

The Service needs to strike a balance between supporting special events and the film industry and maintaining sufficient personnel for core policing duties. As a result, the Service may need to require paid duty policing for special events and location filming. The Service could further improve consistency, transparency and objectivity by ensuring paid duty policing requirements for special events and location filming are clearly defined and consistently implemented.

Conclusion

This is our first audit on the police paid duty system. The audit provides an analysis of the legislated requirements, operating costs, and implementation of the paid duty system. Our audit results underscore the importance of reviewing City permit criteria to ensure paid duty policing is required only when necessary. The Police Service should also enhance policies and monitoring measures to address potential risks associated with officers working extensive paid duty hours.

AUDIT ORIGIN, OBJECTIVES, SCOPE AND METHODOLOGY

The Origin of the Audit

The Police Services Board requested the Auditor General to conduct an audit of the paid duty system

At its December 17, 2009 meeting, the Toronto Police Services Board approved a recommendation requesting the Auditor General to “*within his 2010 work plan, review the entire paid duty system, procedures, practices and related legislative requirements to assess the effective, efficient and appropriate use of police resources*”.

At the same meeting the Board also requested the City Manager to “*review any City of Toronto By-laws, and any related processes or practices that relate to, or govern, requirements for paid duty officers and to report to City Council ...*”.

Audit scope to include review of City By-laws governing paid duty

In developing the audit scope and objectives, the Auditor General considered the review of City By-laws governing paid duty a critical component of the audit. The Auditor General subsequently met with the City Manager, the Chief of Police, and the Chair and Vice-Chair of the Police Services Board regarding the paid duty audit. All agreed that the by-law review would be more appropriately included in the Auditor General’s audit.

Audit Objectives and Scope

The overall objectives of the audit were to determine compliance with legislative and policy requirements, and to assess the operating efficiency and effectiveness of the paid duty system. The audit also included a review of provincial and municipal legislation governing paid duty policing in Toronto.

The audit covered the period from January 1, 2009 to September 30, 2010. However, for the purpose of analyzing historical trends we reviewed records between 2004 and 2010.

Audit Methodology

Our audit work included:

- A review of relevant legislative and policy requirements
- Interviews with staff from City divisions and the Toronto Police Service involved in the paid duty system
- Analyses of 2009 police paid duty billing records and 2009 City transportation permit records
- A detailed review of a sample of paid duty assignments in 2009
- A review of paid duty systems in other cities

We consulted a number of other police services and external agency representatives

In addition, we consulted representatives of other police services and external agencies as follows:

- Montreal Police Service
- Ottawa Police Service
- Peel Regional Police Service
- Vancouver Police Department
- York Regional Police Service
- City of Mississauga Transportation and Works Department
- Toronto Public Utilities Coordinating Committee
- Ontario Traffic Office, Ministry of Transportation
- Toronto Association of Business Improvement Areas
- Hamilton Film and Television Office
- Ottawa –Gatineau Film and Television Development Corporation
- New York City Mayor's Office of Film, Theatre and Broadcasting
- Infrastructure Health and Safety Association

Compliance with generally accepted government auditing standards

We conducted this audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence that provides a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

AN OVERVIEW OF THE POLICE PAID DUTY SYSTEM

Off-duty officers can be hired for private events and activities

The Toronto Police Service operates a paid duty system whereby off-duty police officers can be hired by organizations and individuals to perform policing duties at private events and activities. These include construction projects, road closures, funeral escorts, film shoots, street festivals and fundraising events.

The Police Services Act includes provisions for paid duty policing

The Police Services Act grants the authority for a police officer to perform paid duty services in a private capacity, providing the services have been arranged through the police service. Although technically off duty, police officers hired by organizations for paid duty are still governed by the Police Services Act, Toronto Police Service policies and procedures, and the Uniform Collective Agreement.

Paid duty system increases police presence in the community

In operating a paid duty system, the Service also increases police presence in the community. Over the years, there have been a number of instances where officers on paid duty intervened in specific crime scenes.

Paid duty is governed and administered by Toronto Police Service

The Toronto Police Service has developed a centralized system and internal policies and procedures governing paid duty services. All paid duty requests are coordinated by the Central Paid Duty Office within the Service.

Hourly paid duty rates are set by the Toronto Police Association

Under the Uniform Collective Agreement, the paid duty hourly rate is set by the Toronto Police Association. Neither the Police Service nor the City of Toronto has control over the paid duty hourly rate. The 2010 rate for hiring a police constable is \$65 per hour for a minimum of three hours. Hourly rates for supervisory officers are higher. The Toronto Police Service charges a 15 per cent administrative fee to the total officer paid duty fees.

Where equipment such as police vehicles or motorcycles is required, the hiring organization also pays for the use of the equipment.

T4 slips will be issued for 2010 paid duty earnings

As required by the Canada Revenue Agency in March 2010, the Toronto Police Service will issue a separate Statement of Remuneration Paid (T4 slip) to officers with paid duty earnings in 2010. The Agency also required the Service to re-issue T4 slips to officers for paid duty earnings from 2007 to 2009. Based on a previous agreement with the Canada Revenue Agency, the Service issued a paid duty income statement instead of a T4 slip to officers for income tax reporting purposes prior to the Agency's 2010 requirement.

Paid duty earnings are not subject to Provincial salary disclosure requirements

The Public Sector Salary Disclosure Act, 1996 requires organizations receiving public funding from the Province of Ontario to disclose annually the names, positions, salaries and total taxable benefits of employees paid \$100,000 or more in a calendar year. We have been advised that police paid duty earnings are not subject to the disclosure requirement because paid duty officers are employed by multiple employers in the private and public sectors.

COSTS OF PAID DUTY POLICING TO THE CITY

Paid Duty Fee Structure

370,562 hours of paid duty service were provided in 2009

In 2009, a total of 3,695 Toronto police officers worked 40,919 paid duty assignments totaling 370,562 hours of service. In return, officers earned approximately \$24 million in 2009.

Figure 1 outlines 2009 paid duty fees. In addition to the \$24 million in officer paid duty fees, approximately \$3.6 million was paid in administrative fees to the Toronto Police Service.

Where police equipment is required, the hiring organization pays for its use. The Service received nearly \$1 million of equipment rental fees in 2009.

Total 2009 paid duty fees including officer, administrative and equipment rental fees were nearly \$29 million.

Figure 1: Paid Duty Fees, 2009

Total 2009 paid duty fees were nearly \$29 million

Fee (\$millions)	Recipient	2009	Total
Officer hourly fee	Officers providing service	\$24.2	
15 per cent administrative fee based on officer fee	Toronto Police Service		
	\$ 3.6		
Equipment rental fee	Toronto Police Service	\$ 1.0	
Total before taxes		\$28.8	

Officers receive payment directly from organizations

The Police Service does not collect paid duty officer fees. Organizations requesting paid duty services pay officers directly in cash, cheque or through the Police Credit Union.

Reasons for Hiring Paid Duty Officers

The majority of paid duty assignments are for traffic control

The majority of paid duty assignments in 2009 were for traffic control followed by security and escort services (Figure 2).

Figure 2: Paid Duty Assignments by Purpose, 2009

Purpose	Per Cent	Examples
Traffic control	56%	Traffic control at construction sites, shopping malls, and retail stores
Security	27%	Security at sport centers, night clubs and other licensed premises, and prisoner security
Escort	6%	Escort of vehicles with excess load or size, and funeral escort
Emergency	4%	Requests received within 5 hours before starting time, including utility repairs and prisoner escorts
Special events	4%	Street festivals and fundraising events
Filming	3%	Television and movie shoots
Total	100%	

Emergency repairs longer than 3 hours are staffed by paid duty officers

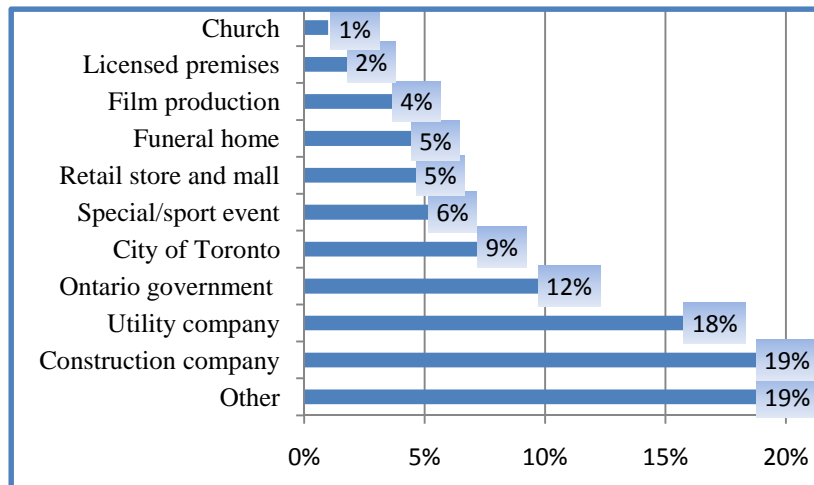
With regard to traffic control in emergencies, according to Police Service policy, in circumstances where an emergency repair (e.g., utility repair) can be completed within three hours, an on-duty police officer will be deployed to the site, subject to the constraints of the Service. If the repair work takes longer than three hours, a paid duty officer shall be immediately requested by the responding utility company and the on-duty officer shall stay on site until the arrival of the paid duty officer.

Construction and utility companies are the largest industry sectors hiring paid duty officers

Figure 3 shows the different types of organization and business acquiring paid duty policing services. Construction and utility companies are the two largest industry sectors employing paid duty officers, followed by the Ontario government and the City of Toronto. “Other” includes colleges and schools, parking facilities, hotels, and a variety of profit and non-profit organizations.

Types of Organization Hiring Paid Duty Officers

Figure 3: Paid Duty Assignments by Type of Organization, 2009



Paid Duty Costs to the City

City divisions and ABCCs directly paid \$2.6 million in 2009 for paid duty services

Of the total 40,919 paid duty assignments, 3,670 (9%) were directly requested by City divisions, agencies, boards, commissions and corporations (ABCCs) at a cost of \$2.6 million.

The use of paid duty police also extends to contracts issued by City divisions and ABCCs for capital projects and maintenance. However, the paid duty costs embedded in City contracts cannot be determined by police billing records as client names would be the individual contractors or sub-contractors. As part of the audit, we requested cost information from major City divisions and ABCCs. Figure 4 outlines the 2009 paid duty costs embedded in City contracts as provided by City divisions and ABCCs.

Figure 4: Paid Duty Costs Embedded in City Contracts, 2009

Approximately \$5.2 million of paid duty costs were embedded in City contracts

City Division/ABCC	Paid duty costs
Transportation Services	\$2,583,000
Technical Services	\$ 875,000
Toronto Water	\$ 781,000
Facilities Management	\$ 125,000
Toronto Transit Commission	\$ 220,000
Toronto Hydro Corporation	\$ 623,000
Total	\$5,207,000

\$7.8 million of paid duty costs are borne directly by the City

Combining the \$2.6 million in direct expenditures and \$5.2 million in contract costs, the City paid approximately \$7.8 million in 2009 to acquire paid duty policing services. This represents 27 per cent of total 2009 paid duty fees.

In addition to City operations, the provincial government also acquires a considerable number of paid duty services each year. Of the total 40,919 paid duty assignments in 2009, 12 per cent were acquired by the provincial government (Figure 3), mostly for prisoner security.

Nearly 40% of total paid duty fees are borne by taxpayers through municipal and provincial operations

The combined municipal and provincial government operations accounted for nearly 40 per cent of total paid duty fees in 2009. City operations paid \$7.8 million and \$3.5 million was paid by the provincial government, totaling \$11.3 million.

The remaining 60 per cent of total paid duty fees were paid for by individuals, companies and organizations as a personal preference or business requirement. Examples of such include paid duty policing for funeral escorts, security at sporting events and licensed premises, as well as paid duty policing for traffic control at construction sites.

TORONTO'S INCREASING TREND IN PAID DUTY COSTS

Since 2004 the paid duty constable hourly rate has been steadily increasing

Under the Uniform Collective Agreement, the Toronto Police Association sets the paid duty constable hourly rate, which is nearly twice the regular constable rate. The paid duty hourly rate increased on average 4 per cent annually from \$52 in 2004 to \$65 in 2009 (Figure 5). The Police Association held the 2010 and 2011 rate at the same 2009 level at \$65. Paid duty hours and officer earnings for 2010 were not yet available for analysis at the time of the audit.

Figure 5: Trend in Toronto Police Paid Duty Statistics, 2004-2009

	Constable paid duty hourly rate Average length per assignment (\$millions)	Number of paid duty assignments Officer yearly paid duty earnings	Yearly paid duty hours
2004	\$52 41,510	308,864 7.4 hour	16.0
2005	\$55 41,361	317,559 7.7 hour	17.5
2006	\$58 43,244	361,936 8.4 hour	20.6
2007	\$60 45,420	398,027 8.8 hour	23.9
2008	\$62.5 42,844	395,695 9.2 hour	24.9
2009	\$65 40,919	370,562 9.1 hour	24.2

The moderate decline in paid duty hours in 2009 was likely due to the labour disruption

While yearly paid duty assignments and hours increased steadily from 2004 to 2007, there was a slight decline in 2008, followed by a moderate decline in 2009 (Figure 5). The labour disruption in July and August 2009 was likely a factor in the 2009 decline. In addition, the overall economic slowdown might have contributed to decreasing demands for paid duty services in 2008 and 2009.

Figure 6 compares Toronto's constable paid duty rate and yearly hours with Montreal and the next three largest police services in Ontario. Toronto's rate is comparable with rates in the other police services. However, the number of paid duty hours in Toronto is disproportionately higher than that of the other four police services. For instance, while Toronto's population is three times larger than Ottawa, Toronto's paid duty hours are 13 times more than the City of Ottawa paid duty hours.

Toronto's paid duty hours are disproportionately higher than other police services

Figure 6: Paid Duty Constable Rate and Hours for Toronto, Montreal, Peel Region, York Region, and Ottawa, 2009

	Population (millions)	Constable paid duty hourly rate Paid duty hours per million population (\$millions)		Total officer paid duty Total officer paid duty fees
Toronto	2.7	\$65	370,562	137,245 \$ 24.2
Montreal	1.9	\$42*	50,000	26,316 \$ 3.6
Peel Region	1.2	\$64	40,839	34,033 \$ 2.5
York Region	1.0	\$57	47,429	47,429 \$ 2.7
Ottawa	0.9	\$58	31,063	34,514 \$ 1.8

* Montreal police officers are paid 1.5 times regular duty rate

LEGISLATIVE FRAMEWORK AND POLICY REQUIREMENTS

Why does Toronto have higher paid duty hours and costs than other cities?

A key reason is the City's permit requirements for paid duty officers for traffic control. According to police paid duty billing records, 56 per cent of all paid duty assignments in 2009 were for traffic control purposes (Figure 2).

An overview of provincial legislation governing the use of police officers and "flagmen" in traffic control is provided in this section. This is followed by a review of City permit requirements for paid duty officers.

Provincial Legislation

Highway Traffic Act authorizes police to direct traffic where necessary

Under the Ontario Highway Traffic Act, R.S.O. 1990, police officers are authorized to direct traffic where necessary. Section 134 of the Act states:

“(1) Where a police officer considers it reasonably necessary,

(a) to ensure orderly movement of traffic;

(b) to prevent injury or damage to persons or property;
or

(c) to permit proper action in an emergency;

He or she may direct traffic according to his or her discretion, despite the provisions of this Part, and every person shall obey his or her directions.”

Occupational Health and Safety Act provides flagmen limited authority to direct traffic

Traffic control persons (i.e., flagmen) in Ontario are also authorized to direct traffic under the Occupational Health and Safety Act, but their authority is limited when compared to police. For instance, the Occupational Health and Safety Act stipulates that a traffic control person shall not direct vehicular traffic for more than one lane in the same direction, nor shall a traffic control person direct traffic on roads with a speed limit higher than 90 kilometres per hour.

As a result, while the provincial legislation does not explicitly require paid duty officers for traffic control, provincial legislation provides police officers an unlimited authority to direct traffic in all situations. This level of authority in traffic control is not provided to other types of personnel in the public or private sector in the Province.

City Permit Requirements

No City by-law requiring the use of paid duty officers

In addition to provincial legislative requirements, each city in the Province may enact its own bylaw or policy requiring the use of paid duty officers in traffic control. For the City of Toronto, there is no City by-law requiring the use of paid duty officers. However, the City issues an array of permits, many of which require paid duty policing as part of permit conditions. Figure 7 outlines examples of City permits that may require paid duty policing.

Many permits paid policing City require duty

Figure 7: Examples of City Permits Requiring Paid Duty Policing, 2009

Permit type	Issued by
Temporary Street Occupancy	City Transportation Services
Utility Cuts	
Excess Load	
Construction	
Street Closure (for street events)	
Film Office	Toronto Film and Television
Permits for holding special events in City parks	City Parks, Forestry and Recreation Services
Recreation Services	

Permits are issued to ensure public safety around roadway construction

The City Transportation Services Division issues various permits to ensure public safety around roadway construction activities, including excavation, hoisting, and temporary equipment occupancy. In the event construction activities interrupt normal vehicular or pedestrian flow, transportation staff may require as part of permit conditions paid duty officers on site to direct traffic.

Transportation permits accounted for approximately 50% of total paid duty assignments

In 2009, the Transportation Services Division issued over 50,000 permits, 11,119 of which contained a requirement for one or more paid duty officers. It is estimated that these 11,119 transportation permits generated at least 20,000 paid duty assignments. As a result, approximately 50 per cent of the total 40,919 paid duty assignments in 2009 were compelled by City transportation permit conditions. This also coincides with police paid duty billing records where 56 per cent of paid duty assignments in 2009 were for the purpose of traffic control (Figure 2).

Permit Criteria for Paid Duty Policing Requirements

The City Transportation Services Division, in conjunction with the City Technical Services Division and the Toronto Police Service, has developed a set of permit criteria for determining paid duty policing requirements. These criteria have been incorporated into various City and Police Service documents.

For instance, in a City official document entitled “Municipal Consent Requirements”, it states that:

City has developed a set of criteria for determining paid duty requirements in permit issuance

“In general, a PDPO (paid duty police officer) shall be required:

- When work is taking place within 30 meters of a signalized intersection*
- When work is taking place within 30 meters of a pedestrian cross-over*
- When pedestrian movements cannot be made safely*
- Where the hand gesturing of traffic is required*
- When more than one lane or direction of traffic flow is to be controlled*
- At a signalized intersection, the left turn lane has been eliminated or turning movements cannot be made in a safe manner*
- Wherever deemed necessary by the Toronto Police Service construction liaison officer or the General Manager.”*

The same criteria are also incorporated into a document entitled “Guidelines for Paid Duty Police” issued by the Toronto Police Service.

AUDIT RESULTS

A. Reducing Yearly Paid Duty Costs

A.1. Re-evaluate City Transportation Permit Requirements

Significance of the “30 Metre” Criterion

Since City transportation permits account for at least 50 per cent of yearly paid duty assignments, it is important to ensure permit criteria for requiring paid duty policing are valid and necessary.

Among the permit criteria, the most frequently applied is “When work is taking place within 30 metres of a signalized intersection”. This criterion is abbreviated as the “30 metre rule” in the rest of the report.

78% of permits requiring paid duty assignments were based on the “30 metre rule”

Based on 2009 permit data, of the 11,119 transportation permits requiring paid duty officers on-site, 78 per cent (or 8,748 permits) cited the “30 metre rule” as the reason. This particular criterion alone accounted for approximately 17,000 paid duty assignments at a cost of \$12 million in 2009.

The Origin of the “30 Metre Rule”

The “30 metre rule” was originally a traffic planning standard

While the “30 metre rule” is widely used by staff, we found no rationale for its use in any City or Police Service document. Based on information from staff, “30 metres within a signalized intersection” was originally a traffic planning standard used by City staff for decades. For example, in traffic planning, 30 metres from an intersection is the portion of a street where parking and exit ramps are prohibited.

During the 1998 City amalgamation, this “30 metre” traffic planning standard was jointly adopted by the then General Manager of the City Transportation Services Division and the then Police Chief as a City criterion in determining when paid duty officers would be required.

The Validity of the “30 Metre Rule”

The validity of the “30 metre rule” is debatable

Given that the “30 metre rule” was not originally developed to delineate when traffic control by police is necessary, the validity of this permit criterion is debatable. Furthermore, based on our research the “30 metre rule” does not appear to be a widely used traffic control standard for temporary construction sites.

Ministry Guideline does not include any reference to the “30 metre rule”

The Ontario Traffic Manual for Temporary Conditions, commonly referred to as Book 7, is a 250-page guideline issued by the Ministry of Transportation in 2001 for traffic control during roadway construction and maintenance operations. Book 7 is considered to be the minimum “industry standard” throughout the Province. While Book 7 outlines several scenarios where police assistance may be required, it does not include a reference to the “30 metre rule”. Indeed, according to the Ministry staff, the “30 metre rule” was never discussed during the development of Book 7.

We consulted staff of the Regions of Peel and York, and the Cities of Ottawa, Montreal, and Vancouver. None of them has a written criterion similar to Toronto’s “30 metre rule”. However, for the Cities of Mississauga and Ottawa, staff indicated that as a general rule of thumb any work within 20 metres of a signalized intersection would likely require paid duty policing.

When construction takes place close to a signalized intersection, there are certainly situations where a paid duty officer would be needed to direct traffic and ensure the safety of pedestrians and workers. However, there are also situations where the use of warning signs, barriers, and other devices in accordance with Book 7 would be sufficient to re-direct traffic and maintain public safety.

The challenge is to develop effective permit criteria to delineate the need for paid duty policing

While the presence of paid duty officers at roadway construction sites provides added assurance to public safety, a balance is needed between public safety and the cost-effective use of resources. The challenge is to adopt a set of practical permit criteria that can effectively identify when police assistance is necessary to achieve satisfactory levels of safety for pedestrians, motorists and workers during roadway construction. A review of current permit criteria is recommended to strike a better balance between public safety and cost-effectiveness.

Potential cost savings from more effective permit criteria

The use of valid and cost effective permit criteria could significantly reduce the number of paid duty assignments in Toronto. For instance, a 50 per cent reduction in paid duty permit requirements could lower annual paid duty costs by \$7 million. Since City operations account for 27 per cent of total paid duty fees, the City may be able to realize approximately \$2 million in annual savings.

Recommendation:

1. **The General Manager of the City Transportation Services Division review the current permit criteria for determining paid duty policing requirements, with a view to developing more effective criteria in delineating the need for paid duty policing in traffic control. Particular attention be given to an evaluation of the permit criterion requiring paid duty officers when work is taking place within 30 metres of a signalized intersection.**

A.2. Modify Current Fee Structure

All of the police services we contacted have a similar minimum paid duty hour policy. Minimum hour policies establish the least amount of pay an officer receives for an assignment. Certain police services stipulate a minimum of three hours pay and others a minimum of four (Figure 8).

Police services however apply different criteria for charging a partial paid duty hour after the initial minimum hours. Figure 8 details the different charging criteria for partial hours.

Figure 8: Comparison of minimum paid duty hours and partial hour charges between Toronto and other Police Services

Toronto Police charges a full hour for any partial hour of paid duty work

Police Service	Minimum paid duty hours	Charges for partial
Toronto	3 hours	Charge by every hour
Peel Region	3 hours	No charge for the first 20 minutes; charge a full hour after 20 minutes
York Region	4 hours	Charge by every 30 minutes
Ottawa	4 hours	Charge by every 15 minutes
Montreal	4 hours	Charge by minute
Vancouver	3 hours	Charge by every hour

The Toronto Police Service's Terms of Agreement for paid duty services stipulates, "*any partial hour worked will be charged the full hourly rate for both police constables and police equipment*".

Both the Toronto Police Service and the Vancouver Police Department charge an additional full hour for a partial hour of paid duty work. The other large police services use a more accurate allocation method (e.g. 15 or 30 minute increment or charge by actual minutes of work) or provide the first 20 minutes of a partial hour free of charge.

Recommendation:

- 2. The Chief of Police consider modifying the charging rate for a partial paid duty hour such that Toronto's charging rate is consistent with other large police services.**

A.3. Alternative Model

Developing alternative models to provide traffic control services has been the subject of discussion at several Police Services Board meetings in recent years. Thus far, the focus of Board discussion has been on exploring the use of traffic control persons to direct traffic at construction sites and film shoots. The City Solicitor and the Police Chief have provided their respective reports to the Board and the general consensus is that the use of traffic control persons would be limited.

In our review of paid duty systems in other cities, with the exception of the Vancouver Police Department, most police services in the Greater Toronto Area use a system similar to Toronto.

***Vancouver
Police
Department uses
a different model
to control traffic***

The Vancouver Police Department has been operating a Traffic Authority Program since 1999. Members of the Vancouver Traffic Authority are non-union, sworn Special Municipal Constables appointed under the British Columbia Police Act. Traffic Authority members have restricted peace officer authority limited to directing traffic at public, private and community events.

Approximately 100 special constables are currently employed by the Traffic Authority Program. Consequently, Vancouver police generally do not perform paid duty for traffic control.

Figure 9 provides further details relating to the Vancouver Traffic Authority Program.

Figure 9: The Vancouver Traffic Authority Program

Trained special constables are paid at regular police rates

Position Paid, part-time employees available on an on-call basis

Training 85 hours training including one job-shadow shift

Training topics: legal studies, radio procedures, traffic intersection control, force options

Pay scale Paid on hourly basis at regular police rates without benefits

Hourly rate:

Probationary: \$26.03

After 500 work hours: \$27.89

After 1,000 work hours: \$29.75

Supervisor: \$33.45

Companies pay \$46 per hour (including administrative fee)

Equipment Do not carry firearm

Wear a uniform that is slightly different from regular police uniform

Source: Vancouver Police Department web page and additional information provided by Vancouver staff

The Vancouver Traffic Authority Program is authorized under provincial legislation. Unlike the Ontario Traffic Control Act which authorizes only police officers to direct traffic, the British Columbia Motor Vehicle Act (RSBC 1996) contains a provision for a special constable to direct traffic. Chapter 318, section 123 of the Motor Vehicle Act states:

***The provincial
legislation for
Vancouver
authorizes the
use of peace
officers for
traffic control***

“If a peace officer reasonably considers it necessary to

a) ensure orderly movement of traffic,

(b) prevent injury or damage to persons or property, or

(c) permit proper action in an emergency,

the peace officer may direct traffic according to his or her discretion, despite anything in this Part, and everyone must obey his or her directions.”

The Vancouver traffic control model provides a more economical alternative to Toronto’s current paid duty system. However, adopting this model will require an amendment to provincial legislation and establishment of a new unit similar to the Vancouver Traffic Authority Program. The Toronto Police Services Board may consider undertaking a further examination of the feasibility and merits of the Vancouver model.

Recommendation:

- 3. The Police Services Board consider examining the feasibility and merits of the Vancouver Traffic Authority Program as an alternative to Toronto’s current paid duty system.**

B. Ensuring the Paid Duty System is Administered as Cost Effectively as Possible

B.1. System Administrative Costs

Administrative fee revenue for the paid duty system totals approximately \$3.6 million per year

Since the paid duty system enables police officers to gain secondary employment income, the costs associated with system administration should be fully recovered from the system itself without using public funds. The Police Service currently charges a 15 per cent administrative fee to recover the related administrative costs. In both 2009 and 2010, the Service received approximately \$3.6 million in administrative fee revenue each year.

We conducted a review of administrative costs and summarized our results in Figure 10.

Figure 10: Analysis of Paid Duty System Administrative Cost, 2010

Number of Full Time Equivalent (FTE)		Cost (\$millions)
Central Administration		
Central Paid Duty Office	10	
Special Event Planning	2	
Financial Management	4	
Divisional Administration		
Full-time coordinator	5	
Other divisional staff	14	
Total direct cost	35	\$3.1
Operating overhead (30% of total direct cost)		\$0.9
Workers Safety Insurance Board and Employer Health Tax		\$0.6
Total Administrative Cost \$4.6		
Total Administrative Fee Revenue (\$3.6)		
Net Administrative Cost \$1.0		

The 2010 paid duty administrative costs amounted to approximately \$4.6 million, while fee revenue was at approximately \$3.6 million. The resulting net difference was \$1 million in excess of total fee revenue. This \$1 million was absorbed as part of the Service's operating cost.

An obvious solution to address the shortfall is to increase the 15 per cent administrative charge. However, the Service should first take steps to reduce administrative costs by streamlining the process and improving efficiency.

Total 35 full-time equivalent are involved in administration

The current administrative process is labor intensive and time consuming. Combining central and divisional administration, a total of 35 full-time equivalents are involved in the administration of paid duty.

The Central Paid Duty Office, consisting of one Sergeant and nine clerical staff, is responsible for distributing incoming paid duty requests to police divisions and units.

Upon receiving paid duty requests from the Central Paid Duty Office, divisional staff process requests including manually selecting and contacting officers to fill job requests. In five police divisions, the workload is so substantial that an officer is dedicated full-time to process paid duty requests. Other divisions and units allocate work to duty operators or administrative staff who devote part of their daily work time to process paid duty requests.

In addition, three full-time financial staff are responsible for processing invoices for administrative and equipment rental fees.

The Service should explore ways to improve work efficiency and reduce costs

Much of the current manual processes are for the purpose of ensuring equitable distribution of paid duty requests to all Service members. The Service may be able to replace certain manual steps through computer system improvements. For example, the Ottawa Police Service operates a paid duty system similar to Toronto. The Ottawa Service utilizes a computer system to select officers with the least paid duty hours and to forward paid duty requests directly to officers electronically.

Furthermore, the Toronto Police Service currently assigns police officers to perform clerical functions such as data entry of paid duty information, contacting officers, and printing forms. This is not a cost effective use of uniform police resources.

Recommendation:

- 4. The Chief of Police take steps to reduce current paid duty system administrative costs. Such steps should include but not be limited to:**
 - a. Exploring the use of information technology to replace manual procedures; and**
 - b. Ensuring uniformed police resources are not used to perform clerical functions.**

B.2. Equipment Rental Fees

Current equipment rental rates for paid duty assignments are:

- Motor vehicles/motorcycle \$37.38 per hour (minimum three hours)
- Motorized boat \$350.47 per boat for the first three hours, and \$105.61 per boat for each subsequent hour
- Rowboat \$53.27 per assignment
- Trailer or bicycle \$21.50 per assignment
- Horse or dog \$ 53.27 per assignment

Equipment rental revenue should be sufficient to cover costs

The Police Service received \$956,158 in equipment rental revenue in 2009, and \$908,709 in 2010. Equipment rental revenue should be sufficient to cover equipment costs without the use of public funds.

The Service does not separately track equipment costs for paid duty

The Service does not track equipment costs for paid duty. A pool of vehicles is reserved for paid duty purposes, but non-vehicle equipment (e.g., boats, bicycles and dogs) is taken out of service from regular duties. For the pool of designated vehicles for paid duty, staff do not track direct and indirect costs such as fuel, insurance, depreciation, maintenance, and overhead costs.

Since accurate cost data for equipment rental were not available, we were not able to determine whether yearly equipment rental revenue was sufficient to cover costs.

Recommendation:

- 5. The Chief of Police take steps to track paid duty equipment rental costs including direct and indirect costs, and ensure costs can be fully recovered from equipment rental revenue.**

C. Compliance with Police Paid Duty Policies

Provincial Legislation Governing Paid Duty

Provincial Act specifies certain restrictions on secondary employment activities

The Police Services Act specifies certain restrictions on officers performing secondary employment activities. Section 49(1) of the Act states:

“A member of a police force shall not engage in any activity.

- (a) that interferes with or influences adversely the performance of his or her duties as a member of a police force, or is likely to do so;*
- (b) that places him or her in a position of conflict of interest, or likely to do so;*
- (c) that would otherwise constitute full-time employment for another person; or*
- (d) in which he or she has an advantage derived from being a member of a police force.”*

The Act however grants the authority for a police officer to perform paid duty services in a private capacity, providing the services have been arranged through the police service.

Furthermore, in the event an officer undertaking an activity that may contravene the restrictions contained in Section 49(1) of the Act, the officer is required to disclose full particulars to the Chief of Police, who shall decide whether the officer is permitted to engage in the activity.

Toronto Police Service Policies Governing Paid Duty

In keeping with provincial legislation, the Toronto Police Service has developed specific policies to ensure officers do not undertake paid duty assignments that may interfere with regular duties. Police Service Procedure 20-01 “Paid Duties” states:

***Service
Procedure 20-01
outlines specific
policy
requirements***

“Police officer, prior to accepting a paid duty assignment shall,

- Ensure the paid duty does not interfere with regular police duties.*
- Ensure no portion of the paid duty overlaps with regular duty, including appropriate travel time.*
- Ensure that the total combined number of paid duty hours and regular duty hours do not exceed 15.5 hours in a 24-hour period (the 24-hour period commences at the start of the paid duty or regular duty).*
- Not perform a paid duty or any number of paid duties exceeding 12 hours in a 24-hour period, where the 24-hour period commences at the start of the first paid duty.”*

***The Service has
specific
procedural
requirements for
paid duty***

The Service has also established specific procedural requirements for paid duty. These include requiring officers to report to a police division before and after providing paid duty service. In addition, officers are required to document actual paid duty “start” and “end” time and receive written authorization from their supervisor. This form is also used for billing.

Certain police divisions have established additional procedures to improve controls over paid duty assignments. For example, in one division, officers prior to performing a paid duty assignment are required to indicate on the billing form their regular shift hours and whether they have conducted another paid duty or are required to attend court within the same day.

Limited Service Oversight on Paid Duty

***Officers are
responsible for
scheduling their
own paid duty
assignments***

The Service does not review officers’ regular duty schedules prior to forwarding paid duty requests to those eligible for working paid duty. Officers intending to work paid duty are responsible for reviewing their regular work schedule to ensure the paid duty assignment does not interfere with regular duty. Officers are not required to obtain supervisory approval prior to accepting a paid duty assignment. As well, the Service does not carry out any periodic review of officer paid duty assignments and regular duty schedule.

According to management staff, reviewing officers' regular duty schedule in conjunction with paid duty assignments would require extensive staff resources. Therefore, the responsibility rests with individual officers intending to work paid duty.

Analysis of Paid Duty Hours by Officer

Each officer performed on average 100 hours of paid duty in 2009

In 2009, 3,695 police officers provided a total of 370,562 hours in paid duty service. Each officer performed on average 100 hours of paid duty service and earned an annual average of \$6,500.

In 2009, the majority of officers (77%) worked fewer than 140 paid duty hours, equivalent to one additional month of work. A small number of officers however worked significantly more paid duty hours. Figure 11 shows the number of officers who performed equivalent to three months or more paid duty hours in 2009. In particular, 15 officers whose 2009 paid duty assignments exceeded 840 hours, an equivalent of six months or more of work.

Figure 11: Number of officers performing equivalent to 3-month or more paid duty hours, 2009

Number of officers	Range of paid duty hours		performed by officer(s)	
Average paid duty hours per week per officer	Average paid duty hours per week per officer		Equivalent	
in Months	Average 2009 paid duty earnings per officer			
1	1,487	29	10 month	\$96,655
4	1,120 - 1,400	23	8 month	\$77,350
4	980 - 1,119	20	7 month	\$68,250
6	840 - 979	18	6 month	\$59,150
12	700 - 839	15	5 month	\$50,050
19	560 - 699	12	4 month	\$40,950
45	420 - 559	9	3 month	\$31,850

Risks associated with working extensive paid duty hours

Extensive paid duty hours may interfere with regular police duties and work performance, particularly when yearly totals are at a level approaching full-time employment.

Current Service policies governing paid duty do not include a limit on maximum paid duty hours that can be performed each year. Not only will a yearly limit help reduce the risk of paid duty assignments interfering with performance of regular duties, it will also provide a clear internal standard for monitoring purposes.

Compliance with Specific Service Policies

We reviewed paid duty records of 20 officers

In order to assess risks arising from officers working extensive paid duty hours, we selected 20 officers from four police divisions for detailed review. These officers were selected based on their relatively large number of paid duty hours in 2009. Our review was not intended to determine overall Service compliance levels with paid duty policy requirements. The detailed review was designed to detect and identify non-compliance issues.

Our review results are as follows:

(a) Interference with regular police duties

According to Police Service Procedure 20-01 “Paid Duties”, a police officer, prior to accepting a paid duty assignment, shall ensure the paid duty does not interfere with regular police duties.

Court attendance is part of regular police duty

Court attendance is a part of regular police duty. Police Service Procedure 12-02 “Court Attendance” states that:

“In accordance with the duties of a police officer as defined under the Police Service Act, members are required to lay charges and participate in prosecutions. Members are also required to attend court from time to time.”

According to Service policy, officers are entitled to a minimum of three hours pay when attending court during off-duty hours, and a minimum of 4 hours of pay on a scheduled day off. The off-duty court attendance pay is 1.5 times the regular rate.

Instances of interference with court attendance were noted

Our review noted a number of instances where officers did not attend their scheduled court appearance. Instead, these officers performed a paid duty assignment during the same period.

In addition, in one instance an officer was 1.5 hours late to court and in another 25 minutes late. In both instances, the officer accepted and performed a paid duty assignment overlapping with scheduled court hours.

In another instance, an officer attended court at the scheduled time but left within 15 to 30 minutes after court proceedings began. The officer then performed a paid duty assignment which he accepted a day before the scheduled court date. The officer was reimbursed for court attendance according to Service policy as well as earning paid duty income during the same court hours.

Acceptance of these paid duty assignments constitutes a conflict with regular duty

Accepting a paid duty assignment during the same time period a court appearance is required constitutes a conflict with regular duty. This practice is not in compliance with Service policy and should not be permitted.

(b) Exceeding the 15.5 hour limit for combined paid and regular duty within a 24-hour period

According to Toronto Police Service Procedure 20-01 “Paid Duties”, officers can work paid duty and regular duty within the same day providing the total combined paid and regular duty hours do not exceed 15.5 hours in a 24-hour period. The 24-hour period commences at the start of the paid duty or regular duty, whichever occurs first.

The 15.5-hour policy limit is to ensure that officers have a minimum of 8 hours of rest and 0.5-hour travel time within any 24-hour period.

Instances of non-compliance with the 15.5 hour policy limit were noted

Our review identified a number of instances where the officers' combined paid and regular duty hours exceeded 15.5 hours within a 24-hour period.

Example 1

An officer worked

- 6 hours of paid duty from 2:30 p.m. to 8:30 p.m.
- 8 hours of regular duty from 11 p.m. to 7 a.m. the following day
- 5 hours of paid duty from 9 a.m. to 2 p.m.

Total 19 hours within 24 hours **Example 2**

An officer worked

- 12 hours of paid duty from 8 p.m. to 8 a.m. the following day
- 9 hours of regular duty from 2 p.m. to 11 p.m.

Total 18 hours within 24 hours

In example 1, two hours after completing a total of 13 hours of paid and regular duties, the officer worked a further five-hour paid duty assignment. The Service policy limiting combined hours to 15.5 is to ensure officers are fit for duty. The extended work hours could potentially impact work performance.

(c) Exceeding the 12 hour limit for total paid duty hours within a 24-hour period

According to Police Service Procedure 20-01 "Paid Duties", police officers, prior to accepting a paid duty assignment, shall not perform a paid duty or any number of paid duties exceeding 12 hours in a 24-hour period, where the 24-hour period commences at the start of the first paid duty.

As staff explained, certain paid duty assignments may exceed 12 hours by one or two hours due to a last-minute extension requested by the hiring organization. Even taking this into consideration, we noted a number of instances where officers undertook two paid duty assignments within a 24-hour period and total hours far exceeded the 12-hour policy limit.

Instances of non-compliance with the 12 hour policy limit were noted

Example 1

An officer worked

- 8 hours of paid duty from 9 a.m. to 5 p.m.
- 12 hours of paid duty from 6:30 pm to 6:30 am the following day

Total 20 paid duty hours within 24 hours **Example 2**

An officer worked

- 11 hours of paid duty from 7 a.m. to 6 p.m.
- 9 hours of paid duty from 10 p.m. to 7 a.m. the following day

Total 20 paid duty hours within 24 hours

Addressing non-compliance issues

Since our review focused on officers working a large number of paid duty hours, the non-compliance instances noted in our review are likely the exceptions within the police service. These non-compliance cases nonetheless are indicative of the need for additional control measures by the Service.

The Service should undertake additional procedures to identify non-compliance

Although the Service has clear policies governing paid duty, instances of non-compliance exist and the level of non-compliance could pose a conflict or interference with performance of regular police duties. The Service needs to develop and implement additional policies and controls to ensure paid duty assignments are performed in accordance with provincial legislation and Service policy requirements.

In particular, the Service should conduct periodic reviews of regular duty schedules including court attendance in conjunction with paid duty assignments. The periodic reviews should be risk-based focusing on officers with high yearly paid duty hours.

Recommendations:

- 6. The Chief of Police evaluate the need to establish a maximum limit on paid duty hours an officer can perform each year. Such an evaluation to take into account resource requirements and risks of interference with the performance of regular police duty.**

- 7. The Chief of Police take steps to improve officer compliance with Service policy prohibiting paid duty assignments that conflict with regular duties including court attendance.**
- 8. The Chief of Police review and enhance monitoring procedures to identify instances of non-compliance with paid duty policy requirements. Such monitoring procedures should include periodic review of regular duty schedules in conjunction with paid duty assignments. Instances of non-compliance should be addressed including disciplinary action where appropriate.**

D. Improving Paid Duty Policy Regarding Special Events

Resource challenge in policing special events

Over 140 special events took place in the City in 2010

In 2010, over 140 large special events including street festivals, fundraising events, and parades took place in the City of Toronto, most of which were held between May and October. Many of these events were organized by neighborhood business associations, charitable organizations and community groups.

The Toronto Police Service is responsible for ensuring public safety at special events. The Service strives to strike a balance between supporting special events and maintaining sufficient personnel for core policing duties. As a result, the Service in some cases requires event organizers to bear policing costs by hiring paid-duty officers.

Concerns of event organizers

Paid duty costs can be prohibitive for event organizers

Depending on the event size and duration, the cost for hiring paid-duty officers can range from a few thousand dollars to over \$50,000. A number of event organizers have expressed concerns regarding high paid duty costs, to the extent that paid duty costs could become a factor in decisions not to hold the event.

Determination of policing needs at special events

Permits for special events are issued by various City divisions and the Police Service

A number of City divisions and the Toronto Police Service are responsible for issuing special event permits. The City Transportation Services Division issues permits for special events on public streets, the Parks, Forestry and Recreation Division issues permits for major events in public parks, and the Toronto Police Service issues parade permits.

Regardless of the type of permit, policing needs at special events are determined by police planners

Regardless of the permit type, policing needs at special events are determined by police planners (at either the Special Event Planning Unit or police divisions) responsible for developing an operational plan for each event.

The police operational plan addresses multiple issues including:

- Determination of the required number of on-duty and paid-duty officers
- Coordination with Fire Services, Emergency Medical Services, Toronto Transit Commission and other City divisions
- Barricade requirements
- Vehicle towing criteria within road closure areas

Police criteria for determining which types of event should be staffed by paid-duty officers

Police Service Procedure 20-15 “Special Events” details criteria for determining whether a special event should be staffed by on-duty officers or paid-duty officers. The Service criteria are as follows:

“i. Paid duty personnel shall be employed for events where any of the following apply

- *Access is restricted where an admission or participation fee is involved*
- *The nature of the event will result in revenue being generated by sponsors or other individuals directly or indirectly involved with the event (e.g. street festivals, fundraisers, promotions)*
- *Sites, locations or events sponsored by a community-based organization where beer/liquor is served, (e.g. beer tents, etc.), if the event organizers have requested officers for the specific purpose of providing security at the site, location or event*

ii. Where the criteria contained in Item i does not apply, on-duty personnel may be deployed, at the discretion of the unit commander, for events where

- *Access is NOT restricted, but open and intended for the general public*
- *The event is sponsored by a community-based, non-profit organization*
- *Resources are available from within the host unit without external support and this status is not expected to change in the future for other similar events*

iii. Where an event is sub-divided into components that individually fit the criteria contained in Items i or ii above

- *On-duty personnel will be used for the unrestricted or community-based portion*
- *Paid duty personnel shall be used for the areas with limited access, admission or participation fees and/or revenue generating site.”*

Based on the above Service criteria, the current police policy regarding paid duty requirements at special events is as follows:

Street festivals are staffed by a mix of on-duty and paid-duty officers

- Street festivals are usually staffed by a mix of on-duty and paid-duty officers where on-duty personnel patrol the event area while paid-duty personnel are responsible for street closure and traffic control
- Fundraising events such as walks, runs and marathons organized by charitable or private organizations are staffed by paid-duty officers
- Parades are staffed by on-duty officers.

Opportunities to improve current paid duty system for special events

(a) Ensuring consistent application of police criteria

Police criteria for providing on-duty officers to events were not consistently applied

Although the Service has established criteria governing when on-duty versus paid-duty officers should be deployed to special events, the criteria are not consistently applied. While the majority of 2010 street festivals were staffed by a mix of on-duty and paid-duty personnel, certain festivals were staffed completely by on-duty personnel while others were entirely staffed by paid-duty personnel.

We understand there may be valid reasons for exceptions. For instance, the Unit Commander in charge of the division where the event is held might decide not to provide any on-duty officers to the event due to resource issues. Nonetheless, the inconsistent application of the Service criteria could result in actual or perceived inequity in allocating police resources to support special events for the City's diverse communities.

(b) Providing a written guideline

Lack of a written guideline for determining the number of officers required for special events

While the Unit Commander makes the final decision on the number of police personnel (both on-duty and paid duty) to be deployed at a special event, the decision is based on event operational plans developed by police planners. In developing an event operational plan, police planners may need to consider a number of factors including the anticipated number of attendees, the nature of the event, and the number and type of road closures and re-routing of public transit. Current police "Special Events" Procedures do not provide any guideline on specific factors or criteria for determining the required number of police personnel at special events. A written guideline will not only facilitate a consistent approach by police event planners, but it will also help improve police transparency and communication of policing requirements with event organizers.

(c) Leveraging the use of auxiliary members at small events

Auxiliary members can make up to one-quarter of the police personnel at special events

In special events where a mix of on-duty and paid-duty officers are provided, auxiliary members are frequently used to patrol the event area. Auxiliary members are community volunteers trained to perform certain police duties including assisting police officers at parades and special events. Auxiliary officers wear uniforms and carry handcuffs and a baton. They are however, not authorized to direct traffic. We noted that in certain large street festivals, auxiliary members comprised up to one-quarter of the total police personnel.

Current policy prohibits use of auxiliary members in special events where on-duty officers are not deployed

According to Service Procedure 20-01, the use of auxiliary members is prohibited if on-duty officers are not provided. This Service policy will not likely affect large special events as most are staffed by both on-duty and paid duty officers and are permitted to use auxiliary members. However, the policy may impact small neighborhood events when an on-duty officer is not provided by the Service. In these situations, the events will need to be completely staffed by paid duty officers without the benefit of volunteer members. This can potentially create undue financial burden on small event organizers. The Service should consider revising the policy such that auxiliary members where appropriate, can be more effectively used at all special events.

Recommendation:

- 9. The Chief of Police review the current policy governing requirements for paid duty officers at special events, with a view to:**
 - a. Ensuring consistent application of Service criteria in determining when paid-duty officers should be required for special events;**
 - b. Including guidelines to promote a consistent and transparent approach in determining the number of police officers, including paid-duty officers, required for special events; and**
 - c. Further maximizing the use of auxiliary members at special events where possible.**

E. Ensuring Adequate Paid Duty Policing Requirements for Film Permits

Costs of paid duty policing for location filming in Toronto

The Toronto Film and Television Office issued 3,078 film permits in 2009

Under Municipal Code Chapter 459 - Filming, the Commissioner of Economic Development, Tourism and Culture (currently the General Manager, Economic Development and Culture), through the Toronto Film and Television Office, is authorized to issue, suspend or revoke permits for filming in the City.

According to the Toronto Film and Television Office, production companies spent a total of \$877 million filming on-location in Toronto in 2009. The Toronto Film and Television Office issued 3,078 film permits in 2009.

Film companies paid approximately \$1.3 million in 2009 for paid duty policing

In general, filming activities involving road closures, intermittent traffic stoppages, or special effects require paid duty officer supervision on location. For special effects involving explosives, Police Explosive Technicians may be required.

In 2009, officers conducted 1,542 paid duty assignments totaling 17,659 hours of services at film shoots. Film companies paid approximately \$1.3 million in 2009 for paid duty policing.

City competitiveness and paid duty policing requirements for filming

According to the Toronto Film Commissioner, while paid duty costs are relatively small when compared to overall production costs, it may be a factor in City competitiveness with other cities in attracting international film and television business.

Our review noted varying practices in other cities (Figure 12). Toronto, by comparison, is more restrictive and more costly than Ottawa and New York City.

Figure 12: Paid duty requirements for traffic control at film shoots, Cities of Toronto, Hamilton, Ottawa, and New York, 2010

Different cities have varying practices in paid duty requirements for filming

Toronto Film and Television Office Hamilton Film and Television Office Ottawa – Gatineau Film and Television Development Corporation New York City Mayor’s Office of Film, Theatre and Broadcasting

Paid duty officers are required for traffic control and special effects. Paid duty officers are always required when the shoots involve stoppage or detouring of traffic. Production crew can close a road with signs and barricades.

In most cases, police or traffic control persons are not required at film shoots.

New York film office has its own policing resources and offers free on-duty officers at film shoots.

City Manager recommendation in August 2010

The film and television industry has expressed interest in devising alternative means to managing traffic while maintaining public and vehicular safety. At the August 2010 meeting, the Police Services Board approved the City Manager’s report entitled “Toronto Police Service Paid Duty System – BIA Street Festivals and Film Shoots”.

The City Manager recommended that:

City Manager recommended a working group to investigate options for managing traffic at film shoots

“A Working Group be established, including members from the Toronto Police Service, Toronto Film Board and Ministry of Transportation and supported by staff from the City Manager’s Office, Film and Television Office, Transportation and Legal Services, to investigate options and alternatives for managing traffic at film shoots and report back to the Police Services Board”.

Determination of permit requirements for paid duty policing at film shoots

Permit staff do not determine the required number of paid duty officers

In issuing film permits, the Film and Television Office staff indicate on the permits whether paid duty supervision is required. However, permit staff do not determine the exact number of officers required. For instance, permits may indicate:

- “PDO (paid duty officer) to assist pedestrians/crowd control” or
- “Traffic to be diverted under PDO supervision”

Staff at the Central Paid Duty Office determine the number of officers required

When the Central Paid Duty Office receives a film company request for paid duty officers, Office staff use an instruction sheet entitled “Minimum PDO Guidelines” to determine the required number of paid duty officers. In certain cases, the Guidelines direct staff to consult the Police Film Liaison Person. The Guidelines were developed by the Police Film Liaison Person.

As a result, paid duty policing requirements for filming are determined in most cases by the Central Paid Duty Office, even though permits are issued by the Film and Television Office.

The Film and Television Office should be consulted in developing paid duty policing guidelines for film shoots

Given police authority and experience in traffic and crowd control, police staff should be involved in determining policing requirements at film shoots where traffic and pedestrian flow may be disrupted. Nonetheless, the Film and Television Office is responsible for issuing film permits. Its staff should be consulted and have input into developing criteria for paid duty policing requirements as part of permit conditions. In addition, to ensure transparency the film industry should be informed of the permit criteria.

Recommendation:

- 10. The Chief of Police, in conjunction with the General Manager of Economic Development and Culture and the General Manager of Transportation Services, develop criteria for determining film permit paid duty policing requirements. Such criteria be accessible to the film industry through permit documents or websites.**

CONCLUSION

Many police services in Ontario operate a paid duty system similar to Toronto whereby companies and individuals can pay for certain policing services as a business or personal preference.

City operations paid \$7.8 million paid duty fees in 2009

Toronto's yearly paid duty costs, \$29 million in 2009, are disproportionately higher than that of other cities benchmarked. City operations paid approximately \$7.8 million in 2009 to acquire paid duty policing services. This is a significant sum and as such requires careful management and control to ensure paid duty officers are deployed only as necessary.

Implementation of audit recommendations could result in significant cost savings

Our audit identified the need for developing more effective City permit criteria for identifying the need for paid duty policing during roadway construction and utility maintenance. This could result in yearly savings for the City. It is also important that the costs to administer the paid duty system be fully recovered from fee revenues without the use of public funds.

Police Service needs to take action to improve compliance with paid duty policies

Our report also highlights a number of compliance issues with police paid duty policies. While instances of non-compliance noted during our audit may be the exceptions, they indicate a need for the Service to develop and implement additional policies and monitoring measures to improve compliance.

APPENDIX 2

Management's Response to the Auditor General's Review of
Toronto Police Service, Police Paid Duty - Balancing Cost Effectiveness and Public Safety

Rec No	Recommendation	Agree (X)	Disagree (X)	Management Comments: (Comments are required only for recommendations where there is disagreement.)	Action Plan/ Time Frame
1.	The General Manager of the City Transportation Services Division review the current permit criteria for determining paid duty policing requirements, with a view to developing more effective criteria in delineating the need for paid duty policing in traffic control. Particular attention be given to an evaluation of the permit criterion requiring paid duty officers when work is taking place within 30 metres of a signalized intersection.	X			As that the principal objective for the requirement of paid duty officers in road occupancy permits granted by the Transportation Division is to ensure the safety of road users, the City Manager and the General Manager of Transportation Services will review these conditions to determine what achievable cost reductions can be found, which balance the objectives of traffic safety and cost optimization and report back in two months.
2.	The Chief of Police consider modifying the charging rate for a partial paid duty hour such that Toronto's charging rate is consistent with other large police services.	X		The Service will change the paid duty rate to allow partial hour charging rate, taking into account the languages of collective agreements and the current practice for charging premium pay.	A recommendation will be made to implement the change as expeditiously as possible, and no later than year end 2011.
3.	The Police Services Board consider examining the feasibility and merits of the Vancouver Traffic Authority Program as an alternative to Toronto's current paid duty system.				

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4.	<p>The Chief of Police take steps to reduce current paid duty system administrative costs. Such steps should include but not be limited to:</p> <p>a. Exploring the use of information technology to replace manual procedures; and</p>	X		<p>Administrative costs are recovered based on a percentage (15%) and therefore the total recovery is dependent on total paid duties billed. The costs in some cases represent a portion of a member's daily work, as the member also performs other non paid-duty related activities. The overall administration cost also includes a 30% overhead allocation, which for the most part would not be eliminated even if a paid duty system did not exist.</p> <p>The Service is of the opinion that the 15% administration fee is reasonable and we agree with the Auditor General's conclusion that there may be opportunities to streamline the processes and make the administration of the paid duty system more cost effective. To this end, the Service has already taken steps by moving the Central Paid Duty Office from Specialized Operations Command to Administrative Command in November 2010.</p>	<p>The Service will be reviewing its processes during 2011 and any recommendations will be made by year-end 2011.</p>

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	b. Ensuring uniformed police resources are not used to perform clerical functions.	X		<p>A review team has been established that will consider all aspects of paid duty operations, with the objective of identifying efficiencies that will reduce the costs to administer the system.</p> <p>The extent to which uniform officers are used to perform clerical paid duty functions will be reviewed, taking into account that the Service may at times need to accommodate members who are unable to perform regular police duties with light duty functions such as clerical work.</p>	Will be reviewed as part of the review of administration of the paid duty system, and any recommendations implemented by year-end 2011.
5.	The Chief of Police take steps to track paid duty equipment rental costs including direct and indirect costs, and ensure costs can be fully recovered from equipment rental revenue.	X		Best methods for capturing these costs will be examined and balanced against the cost of administering any method implemented.	Will be reviewed by year-end 2011.

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Rec No	Recommendation	Agree (X)	Disagree (X)	Management Comments: (Comments are required only for recommendations where there is disagreement.)	Action Plan/ Time Frame
6.	The Chief of Police evaluate the need to establish a maximum limit on paid duty hours an officer can perform each year. Such an evaluation to take into account resource requirements and risks of interference with the performance of regular police duty.	X		<p>The last couple of years have seen a trend where on a daily basis the Service is not able to fill all the paid duties requested. Restricting the number of hours an officer can work, without reducing the demand for paid duties will only worsen this trend. However, changing the current permit criteria, as recommended by the Auditor General in Recommendation #1, could help reduce the number of paid duties.</p> <p>The current 15.5 hour daily limit for regular work and paid duties will be reviewed and any appropriate changes will be implemented.</p>	A review will be completed by year-end 2011.

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Rec No	Recommendation	Agree (X)	Disagree (X)	Management Comments: (Comments are required only for recommendations where there is disagreement.)	Action Plan/ Time Frame
7.	The Chief of Police take steps to improve officer compliance with Service policy prohibiting paid duty assignments that conflict with regular duties including court attendance.	X		<p>As stated in the Auditor General's report, attendance in court by an officer is considered to be part of an officer's regular duties. Currently there are four pieces of Governance that govern an officer's attendance at court, specifically;</p> <ul style="list-style-type: none"> • The Police Services Act section 42. (1) • Toronto Police Service Paid Duty Procedure 20-01 • The Toronto Police Service Governance - Standard of Conduct • Toronto Police Service Court Procedure 12-02 <p>These four pieces of Governance clearly prohibit officers from accepting a paid duty that would interfere with regular duties, specifically: "any scheduled duty, including court, overtime and callbacks", as succinctly defined and set out in Procedure 20-01.</p> <p>The Service will continue to review its monitoring procedures to strengthen current practices and ensure compliance across the Service.</p>	A review will be complete by year-end 2011.

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Rec No	Recommendation	Agree (X)	Disagree (X)	Management Comments: (Comments are required only for recommendations where there is disagreement.)	Action Plan/ Time Frame
8.	The Chief of Police review and enhance monitoring procedures to identify instances of non-compliance with paid duty policy requirements. Such monitoring procedures should include periodic review of regular duty schedules in conjunction with paid duty assignments. Instances of non-compliance should be addressed including disciplinary action where appropriate.	X		<p>There are currently several controls in place for monitoring in the existing Service Procedure 20.01, Paid Duties. Paid Duty coordinators at the divisions assign and the shift supervisors are responsible for ensuring the contacted officer is eligible to perform the paid duty, including whether the officer has court time that the paid duty may interfere with.</p> <p>The Officer in Charge (OIC) in the division in which the paid duty is taking place, is responsible for recording the commencement and completion times in the Service's Time and Resources Management System (TRMS) when the paid duty officer reports on and off duty.</p> <p>However, the Service will review its current procedures to determine if further controls are warranted, and will ensure controls are applied consistently across the Service.</p> <p>Disciplinary action has and will be taken if a member does not comply with procedures.</p>	A review of procedures will be completed by year-end 2011.

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Rec No	Recommendation	Agree (X)	Disagree (X)	Management Comments: (Comments are required only for recommendations where there is disagreement.)	Action Plan/ Time Frame
9.	<p>The Chief of Police review the current policy governing requirements for paid duty officers at special events, with a view to:</p> <p>a. Ensuring consistent application of Service criteria in determining when paid-duty officers should be required for special events;</p>	X		<p>Service Procedure 20-15, Special Events specifies when on duty police personnel are required, when paid duty personnel are required and when a combination of both are required. It is the responsibility of the host Unit Commander to determine, in consultation with the Divisional Planner and/or CRU staff sergeant, the combination of personnel.</p> <p>When attending planning meetings and preparing operational plans, the Special Events Office ensures that there is consistent application of Service criteria in determining when paid duty officers are to be used, unless directed otherwise by the Command. It is difficult to have a specific written guideline on determining the number of police officers, including paid duty officers that are required for special events, as the number could be impacted by the nature of and circumstances around the event.</p>	The current policy for paid duties at special events will be reviewed by year-end 2011

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Rec No	Recommendation	Agree (X)	Disagree (X)	Management Comments: (Comments are required only for recommendations where there is disagreement.)	Action Plan/ Time Frame
	b. Including guidelines to promote a consistent and transparent approach in determining the number of police officers, including paid-duty officers, required for special events; and	X		<p>The situational factors at every Special Event are different and they change from year to year. The number of officers both paid duty and on duty are determined using several factors such as past history, alcohol requirements, the crowd attending the event, what effect it will have on traffic in the surrounding area and what if any conditions requiring policing are included in a permit issued for the event. However, an amendment to Procedure 20-15 entitled "Special Events" is being considered in order to include the determination of the number of police officers required within the duties of the Unit Commander – Host Unit.</p> <p>The Service is also refining and formalizing its debriefing processes regarding special events and paid duties.</p>	Will be reviewed by year-end 2011

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Rec No	Recommendation	Agree (X)	Disagree (X)	Management Comments: (Comments are required only for recommendations where there is disagreement.)	Action Plan/ Time Frame
	c. Further maximizing the use of auxiliary members at special events where possible.	X		Auxiliary Police Officers are used at special events to assist the regular duty police officers whenever possible. In fact, auxiliary police officers are part of the combination of personnel utilized on all major special events. However, there are limitations on their deployment. They are not used at events that involve traffic points because auxiliary police officers have no authority to direct traffic on their own. The Service will nonetheless review what can be further done to maximize the use of auxiliary members.	Will be reviewed by year-end 2011.

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Rec No	Recommendation	Agree (X)	Disagree (X)	Management Comments: (Comments are required only for recommendations where there is disagreement.)	Action Plan/ Time Frame
10.	The Chief of Police, in conjunction with the General Manager of Economic Development and Culture and the General Manager of Transportation Services, develop criteria for determining film permit paid duty policing requirements. Such criteria be accessible to the film industry through permit documents or websites.	X		<p>As a result of the City Manager's recommendation at a meeting in August 2010, a working group has been created including members from TPS, Toronto Film Board, Toronto Transportation Services, and Ontario Ministry of Transportation to discuss options available for traffic direction at film locations other than using police officers. Consideration will be given as to what training would be required for members of film crews to comply with legislative requirements when directing traffic at film locations.</p> <p>The first meeting for this working group was held at Metro Hall on Friday December 10, 2010. A second meeting will be scheduled in the first quarter 2011.</p>	Ongoing

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON APRIL 07, 2011**

**#P73. INTEGRATED RECORDS AND INFORMATION SYSTEM (IRIS) –
AWARD OF CONTRACT FOR PRODUCT AND SERVICES**

The Board was in receipt of the following report March 24, 2011 from William Blair, Chief of Police:

Subject: INTEGRATED RECORDS AND INFORMATION SYSTEM (IRIS) – AWARD
OF CONTRACT FOR PRODUCT AND SERVICES

Recommendations:

It is recommended that:

- (1) the Board award the supply and delivery of software, maintenance, and professional services in relation to the acquisition and implementation of a new records management system to Versaterm Inc. at a cost not to exceed \$10.5 million (inclusive of applicable taxes) in accordance with the Statement of Work and terms and conditions which are acceptable to the Service; and
- (2) the Board authorize the Chair and Vice-Chair to execute all required agreements and related documents on behalf of the Board, subject to approval as to form by the City Solicitor.

Financial Implications:

Funding in the amount of \$24.6M is approved in the Service's Capital Program for the implementation of a new Police Operations Management System.

The portion of the project's capital funding of \$24.6M that is attributable to Versaterm Inc. is not expected to exceed \$10.5M. Should a requirement arise that would result in an increase to the \$10.5M, the Board will be advised in accordance with the requirements of the Board's Financial Control By-law.

At its September 18, 2008 meeting, the Board was informed that the annualized operating impact of the project included an additional 50 clerical staff in Records Management Services for data coding and input purposes, 5 additional staff in Information Technology Services to support the new application (Min. No. P273/08 refers) and ongoing maintenance/lifecycle costs for a total annualized operating impact of \$5.1M.

Subsequently, at its September 23, 2010 meeting, the Board was advised that the additional staffing estimates were developed when the project was first identified for inclusion in the Capital Program, and as a result, the estimates were very preliminary. At that time, the vendor for the new system was not yet known and analysis of existing work and data flow processes was underway (Min. No. P259/10 refers).

Since the September 2010 meeting, extensive business process mapping has been completed. Based on this analysis, a determination has been made that resources will be reallocated internally as incremental work introduced by the Police Operations Management System will be offset by efficiency gains. Therefore, there will be no requirement for an increase in the overall staffing complement, which will reduce the ongoing annual operating costs currently identified in the project by \$3.25M to \$1.8M. The remaining estimated operating impact is required for application/server maintenance and server lifecycle replacement costs. The operating impact will commence in 2014 at an amount of \$1.65M and fully annualize to \$1.8M in 2015.

All costs relating to the Integrated Records and Information System (IRIS) Capital project are being captured to ensure that operating impacts are monitored on an ongoing basis and will remain within the revised estimated amount. Capital budget expenditures have also been reforecasted from 2011 through to project completion and at the same time remain at or below the Capital project budget approved by the Board in September 2008 (Min. No. P273/08 refers).

Background/Purpose:

At its meeting of March 3, 2011, the Board was in receipt of a report on the New Records Management System – Award of Contract for Product and Services (Min. No. P53/11 refers). The report was withdrawn and has been replaced by this report,

Beginning in 2006, internal service reviews were commissioned by four teams. The four teams were the Divisional Review Team, the Intelligence Services Review, the Information Management Processes Assessment and Review Team (IMPART), and the Operational Systems Support Group (OSSG). These reviews examined current service delivery models, as well as service delivery models in other police agencies, and identified opportunities for improved efficiencies and cost effectiveness through the use of technology and automation, service innovation and business process re-engineering. All four reviews set ambitious goals for organizational change and re-alignment that will result in reduced risk to our organization.

The first major step forward in the organizational transformations proposed by these reviews is the implementation of a Police Operations Management System which includes a records management system. The IRIS project represents the culmination of a multi-year investment in research and has reached its apex as the Service prepares for the purchase and implementation of the Police Operations Management System.

In May 2010 (Min. No. P144/10 refers), the Board approved the following motions:

1. THAT, subject to the completion of a Statement of Work that is acceptable to the Service, the Board approve Versaterm Inc. as the vendor for the supply and delivery of software, maintenance, and professional services in relation to the acquisition and implementation of a new records management system at an estimated cost of \$10.5 million (inclusive of applicable taxes);
2. THAT the Board authorize the Service to engage in a Statement of Work process with Versaterm Inc.;
3. THAT the Chief of Police submit a further report to the Board setting out the terms and conditions of the proposed agreement with Versaterm Inc. for its approval; and
4. THAT the Board receive the foregoing report (dated April 28, 2010) from the Chief of Police.

The purpose of this report is to respond to the Board's request, specifically identifying the results of the Statement of Work process with Versaterm and the key terms and conditions of the proposed Agreement with Versaterm.

Discussion:

1. Records Management System (RMS) Product Classification

RMS products, in the context of industry terms, are not equivalent to RMS products used in a policing environment. By industry terms, an RMS is an electronic method to manage records, including document creation, workflow, approvals, descriptions, and classifications.

In a policing context, an RMS provides broader functionality than typical RMS products. A police RMS manages dispatched officers, occurrence entries, prisoner management, property and evidence management, case preparations, and arrests through to disclosure and prosecution. In effect, an RMS in a policing context is the system of record to manage all police information from the initial call for service to the courts.

The Versaterm software product (commercially known as Versadex) will integrate the functionality available through numerous silo applications beyond the Enterprise Case and Occurrence Processing System (eCOPS), including the Criminal Information Processing System (CIPS), Field Information Reports (FIR), the Repository for Integrated Criminalistic Imaging (RICI), Unified Search, and the Property and Evidence Management System (PEMS).

As classified by Versaterm, the Versadex suite of products is a Police Operations Management System. The Versadex suite of products includes a Mobile Data Terminal (in-car dispatch), a Mobile Report Entry system (field reporting), a Crime Analysis Package (statistical reporting), a Records Management System, a Courts module, a Property module and a Case Preparation module.

2. Problem Definition

The Service's requirements for a Police Operations Management System that were articulated in 1996 are in large part the same requirements identified through the Request for Proposal process undertaken in 2010 (Min. No. P144/10 refers). In 1999, a determination was made to pursue internal development to meet the needs of the Service as opposed to purchasing a proprietary vendor's application (Min. No. P211/99 refers). Over the decade that followed, the Service's landscape of information systems has been individually and internally constructed to meet specific needs or demands of a specialized area or in response to a specific issue. The result has been the creation of 6 core silo systems: eCOPS, CIPS, FIR, RIC1, Unified Search, and PEMS.

In addition to those 6 core police systems, upwards of 400 forms, over 100 Microsoft Access databases, internally built applications, and Microsoft Excel workbooks have been created to manage police operations and information requirements. As police operations become increasingly complex, additional forms and systems are expected with the design and development efforts to be solely borne by the Service. To compensate for the lack of information technology integration, Service members are required to re-enter tombstone information across these multiple systems and numerous forms. The effort the Service expends on compensating for system shortcomings, while not easily quantifiable, is widespread and significant.

The current fragmentation of the Service's information does not provide the Service with the flexibility required to support the organizational transformation that the Service and the Board are seeking.

The objective of the IRIS project extends far beyond a technology replacement and proposes transformational change following the lead of the Board to find efficiencies in how goals are achieved and in ensuring the effectiveness of the Service. This new Police Operations Management System touches on all areas of police operations from the work of the front line officer, investigators, crime analysts, specialized investigators, court officers, civilian support staff, supervisors, unit commanders and police leaders across the Service.

3. City of Toronto and City of Toronto Auditor Alignment

(i) Alignment With the City of Toronto Service Review Strategy

Along with the City, the Service has embarked on dramatic change through service review. Specifically the City's report titled *Service Review Program, 2012 Budget Process and Multi-Year Financial Planning Process March 8, 2011* states that:

“Service Efficiency Studies will examine the current delivery of a particular service or function and identify opportunities for improved efficiency and cost effectiveness through the use of technology and automation, shared service models, service innovation, business process re-engineering....”

The Service embraces this strategy and in fact, began implementing such a strategy in 2006. The culmination of this extensive examination of service delivery is the identification of significant improvements in efficiency and cost effectiveness through the implementation of the Versadex technology. Furthermore, the Service follows the City's leadership for transformational change in the way that the Service manages business and by recognizing the need to invest in information systems today in order to meet the financial challenges of tomorrow.

(ii) Alignment With City of Toronto Auditor Findings

In order to ensure the greatest transparency and accountability for this transformational project, the Service is fully committed to the City's IT governance practices and the recommendations of the Auditor General in terms of project structure and accountability in order to contain costs and mitigate risks. The Auditor's report of April 2005 entitled, *Review of the Enterprise Case and Occurrence Processing System (eCOPS) Project – Toronto Police Service* is incorporated into the project controls throughout the project as evident in the Project Management Framework section of this document (Min. No. P186/05 refers).

4. Service Alignment

(i) Industry Precedence

The selected vendor has decades of experience in the policing field including prominent roles in the creation of the Canadian Police Information Centre (CPIC) and the Police Information Portal (PIP). In total, they have 80 installations across North America including London, Niagara, Ottawa, Durham, York, and Kingston, as well as major regions of Canada including the provinces of British Columbia, Newfoundland and Labrador, and New Brunswick.

The Service will be able to capitalize on the collective efforts of these police agencies and participate in user groups for future product enhancements. As changes occur in

Canadian legislation and standards for national data reporting, as well as mandatory upgrades to CPIC, the Service will now share enhancement costs and benefits with the Versaterm client base.

The trend within North American policing has overwhelmingly been to adopt a commercial-off-the-shelf (COTS) system to share in the ongoing evolution of information technology through a community of practice.

88 major police services in Canada have implemented a COTS RMS application within the last 7 years. No major police services in Canada have implemented an internally designed RMS application in that same period.

(ii) Benefits Realization

Inherent in a COTS procurement is cost containment. Following implementation, the ongoing licensing and maintenance costs will be contained within an annual fee. Inversely, cost avoidance will be achieved as the Service will no longer have to invest effort and capital into enhancements, upgrades, and software lifecycle to continually build, invest, and maintain internally built systems for police operations.

As the project progresses, redeployment opportunities will materialize as existing manual processes are automated and repetitive data entry requirements are streamlined allowing the reassignment of personnel to job functions under the new configurations. With business process re-engineering and Service innovation, coupled with an investment in technology, the Service will be in a position to realize efficiencies in the future.

In Q4 2013, following implementation, the IRIS project will undertake a review of the efficiencies gained in terms of human resources, process, and technology and translate those efficiencies into areas where operational and capital savings may exist. The Service will report to the Board on the efficiencies gained.

(iii) Shared Information and Innovation

The project team is working with municipal, provincial, and federal departments to improve the way in which information is collected, analyzed, and disseminated. As a result, compliance with the National Information Exchange Model (NIEM) becomes vital to the Service's success in relation to national information sharing practices.

Citizen internet crime reporting through CopLogic, which integrates with Versadex, has the potential to increase services offered to the public and reduce calls for service. As well, Versadex will offer shared functionality with other agencies that employ special constables and Provincial Offences officers (By-law enforcement) to enter occurrences directly into the system for action by the Service removing manual reporting and re-entry.

Furthermore, as initiatives such as electronic ticketing capabilities are explored, in the absence of this COTS solution, the Service is required to continuously revisit the buy/build decision to either procure new stand alone systems or continue to reinvest into internally built systems. For the Service and the City to move to an electronic ticketing solution for traffic tickets, early business case discussions indicate that the project cost for a stand-alone electronic ticketing initiative would be in the range of \$4M of which \$2.5M would be the one-time cost to build eTicketing into the Service's current architecture and \$1.5M for hardware. The Versadex system provides the eTicketing capabilities envisioned by the project thus avoiding approximately \$2.5M in one time costs.

In many areas, the Service is breaking new ground to create opportunities while reducing time, costs, and resource demands. The opportunities for electronic criminal and provincial case disclosure, electronic accident report submission to the province and city departments, and electronic filing of provincial offence notices in e-ticketing initiatives are only a few of the areas in which the Service envisions achieving significant efficiencies.

(iv) Reducing Duplication and Compensating Controls

During the review of business processes, the significant level of duplication that existing systems demand on staff was better understood. Further, it was recognized that repetitive data entry inevitably results in elevated levels of error, and combined with the lack of interoperability and information sharing, inevitably leads to reduced public safety as was identified during the Campbell Inquiry following the conviction of Paul Bernardo. As a result, the Service has assigned people as compensating controls for the lack of integration of information systems. This lack of integration has compelled the Service to use people to act as information conduits, filling in forms or re-entering data into other systems in circumstances where such activities should be automated.

As an example, with our current systems, a routine daily occurrence for an event similar to an arrest for assault where evidence or property is seized can result in entering tombstone information upwards of 30 times. This example encompasses the time of the event call through to the arrest, booking, preliminary investigation, and release of an adult and does not include system interactions relating to court appearances, court disclosures, information filing, or criminal dispositions, nor does it include youth, drugs, or any other specific case requirements that add to the complexity of an occurrence. This excessive data re-entry occurs for approximately 85,000 arrests annually.

For this standard arrest scenario, the systems, processes, and forms that tombstone information is entered into, along with the Service role responsible for the data entry is as follows:

System/Form	Role
I/CAD system	Communications Operator
Officer's memo book	Responding Officer
Unified Search	Responding Officer
CIPS	Booking Officer
Prisoner Property Bag	Booking Officer
Prisoner Search Template	Booking Officer
Booking Hall DVD log	Booking Officer
Prisoner Transportation Log	Booking Officer
Unit Commanders Morning report	Station Operator
eCOPS	RMS Clerk
eCOPS	Property Officer
Property Tag	Property Officer
Property Seal	Property Officer
Property Report	Property Officer
Property Evidence Bag	Property Officer
DLMS	Property Officer
PEMS	Property Clerk
5.2 Report for Justice	Property Officer
Form 441 Application for Court Documents	Investigator
Form 436 Canada Evidence Act Notice	Investigator
Form 10 Promise to Appear	Investigator
Form 11 Recognizance Entered into before the OIC	Investigator
Form 422 Primary Disclosure List	Investigator
Form 423 Secondary disclosure check list	Investigator
Form 466 Officers notes cover page	Responding/Investigator
Form 493 Notice to accused persons	Investigator
RICI (Mugshot)	Investigator
CASC (Court Scheduling)	Investigating Officer
Crown Witness Leave Dates calendar	Investigator
Form 492 McNeil Check List	Investigator
Form 438 Court notification and statement request	Investigator
Form 439 Subpoena Request	Investigator

One time data entry for tombstone information across the systems and forms listed above is possible. The Versadex system has the capacity to dramatically reduce duplication of effort, reduce the opportunity for errors, and reduce the demand for compensating controls. This will enable the Service to apply this effort to our core service of ensuring community safety and security.

The IRIS project proposes significant changes in the way that front line officers manage police information; the investigative work that is undertaken in by divisional detective offices; the manner in which accident information is collected and disseminated; the filing of Provincial Offence notices; disclosure to the Ministry of the Attorney General; and how offenders are

processed and booked into custody. Because of the restrictions and fragmentation inherent in our current systems these efficiencies can only be achieved by moving forward with the COTS purchase.

3. The Agreement

With the exception of modifications to project milestone dates and other final updates following Board approval, the negotiations with Versaterm are complete and the Statement of Work, along with the terms and conditions, are acceptable to the Service.

There is a Master Agreement addressing the overarching terms and conditions for the provision of Versaterm's services, as well as a series of Schedules that deal with specific aspects of the arrangements and the provision of services in more detail.

Representatives from the IRIS project team, in consultation with the Service's Purchasing Support Services and the City Legal Division, have been actively involved in the preparation of the Master Agreement and the supporting documentation. The key aspects of these documents are as follows:

(i) Master Agreement

The Master Agreement sets out the general principles governing the contractual relationship between the Board and Versaterm.

Key provisions of the Master Agreement are:

- Definitions of the standard of care and skill to be used by Versaterm in performing the services,
- Identification of the responsibility of Versaterm for its personnel and subcontractors, if any,
- Establishment of both parties' confidentiality and security obligations,
- Identification of Versaterm's insurance requirements,
- Establishment of the high level structure for payments and invoicing,
- Identification of the right to use of the software source code in specified circumstances,
- Requirements for acceptance testing of the system,
- Change control process to ensure documentation of any changes to the scope of the project,
- Establishment of a process to resolve disputes, including escalation of disputed matters from the project managers to the executive level,
- Establishment of warranties on the standards of services and the meeting of the Service's requirements,
- Provisions of indemnity obligations for Versaterm for harm to the Service in carrying out the project (subject to limitations of liability) and violation of a third party's intellectual property rights,
- Identifying termination rights in the event of breach of the Agreement, and

- Establishment of a right for the Service to audit Versaterm's records associated with the project.

(ii) The Schedules to the Master Agreement

The Master Agreement with Versaterm includes the following Schedules, which form part of the Agreement but deal with its various aspects in a more detailed way than the Master Agreement:

- Price List and Payment Schedule

In consideration of Versaterm installing and supplying the system and services in accordance with the terms and conditions of the Master Agreement, Versaterm will be compensated at specific project milestones for parts of the total Agreement price.

- Vendor's Statement of Work

A Statement of Work has been developed with Versaterm to define the scope of work, vendor resource requirements, functional, operational, and technical business requirements, equipment needs and associated costs. As reported to the Board in May 2010, the vendor has completed the Statement of Work at no additional cost to the Service (Min. No. P144/10 refers).

The Statement of Work outlines the roles and responsibilities of all parties during and post implementation of the Versadex solution. The Statement of Work also addresses implications of the Police Operations Management System installation, including software and hardware acquisition, integration testing, production system installation, functional acceptance testing, training course outlines, production rollout plan, and Police Operations Management System response and reliability testing.

- Project Implementation Schedule

This Schedule sets out a detailed timetable for the entire project to guide the timing and completion of the project.

- Interface Control Document

This document identifies all required and potential interfaces that will be developed in order to ensure that the Versaterm software will effectively interact with relevant existing Service systems and databases.

- Customization and Enhancements Control Document

This Schedule identifies the requirements for customization and enhancement of the standard Versaterm software to address the additional specific needs of the Service.

- Conversion Control Document

This document identifies the requirements of the Service with respect to the conversion of existing Service records into records under the new Police Operations Management System. Given the significance of the Police Operations Management System, this is an important part of the Agreement to ensure continuity in records management.

- Change Control Log

This Schedule establishes a form for recording all changes in the project that are commonly required in a project of this magnitude. Given the scope of the project, modification of the project by agreement between the parties is important, and maintaining an accurate record of such changes is the purpose for the log.

- Acceptance Testing

The Schedule sets out the parameters for acceptance testing of the system at various stages of the project and upon completion. The acceptance tests are the basis for the Service's acceptance of the system and making milestone payments. Therefore, the test plan is designed to ensure that no aspect of the system is accepted without thorough testing to ensure that it performs in accordance with the Service's requirements.

- Training

The type and range of training that Versaterm will provide as part of the services are described under this section of the Agreement. Given that the new Police Operations Management System will necessitate training for members of the Service in order for the system to work effectively, the training component is an important part of the overall services.

- Application Software Licence Agreement

This Schedule contains the form of the Application Software Licence Agreement. This is the agreement between Versaterm and the Board for the perpetual licence to use Versaterm's proprietary software programs and manuals.

- Application Software Support Agreement

This Schedule contains the form of the Application Software Support Agreement. This Agreement identifies the maintenance and support services that will be provided by Versaterm, including assistance with data manipulation, periodic reviews of all products to identify and resolve issues on a preventive basis, responding to outstanding inquiries and usage issues and, in a timely manner, providing all product updates and upgrades.

Following execution of the Master Agreement with Versaterm, the Versaterm suite of products, along with ancillary hardware and third party software, will be configured, tested, and implemented Service-wide.

4. The Project Management Framework

The Service's project management framework is being used to manage the new Police Operations Management System project. It consists of the following:

- Project Charter

The Project Charter provides a high level framework and roadmap for the remaining phases of the project and will serve as a term of reference for ongoing project management. The document addresses areas such as project objectives, measurements of success, overall approach and timelines, deliverable descriptions, resources and governance, and project procedures.

The scope of the deliverables addressed in the Project Charter includes:

- Requirements Management Plan
- Functional and Technical Requirements Documents
- Configuration Design Document (including workflow, access control, audit component)
- Conversion/Archiving/Decommissioning Strategy (legacy systems and data)
- Quality Assurance/Testing Strategy
- Business and Technology Target Operating Models
- Organizational and Business Change Management Strategy (marketing and communications)
- Policy and Procedure Change Management Plan
- Training and Support Strategy
- Implementation and Deployment Strategy
- Business Intelligence Strategy

- Project Phases

The major activities and estimated timelines for the Versadex implementation are outlined below.

i. Design and Planning – Q1 - 2010 to 2011

During the design and planning phase, the target operating model will be developed with input from key stakeholders and subject matter experts across the Service. The technical infrastructure and system integration topology required to support the business architecture will be examined, along with the Versadex and third party application configurations to achieve the Service's vision of an integrated Police Operations Management System solution. Procurement of hardware and third party software will be initiated.

ii. Configuration and Information Technology Build - 2011

This phase will encompass the configuration and testing of Versadex and third party applications to determine optimal configuration, the building of system interfaces and conversion capabilities to migrate specified data to Versadex, and the configuration and building of operational and analytical reporting capabilities. User roles and access rights will be configured in accordance with information security requirements.

iii. Testing, Pilot Staff Training, and Pilot Rollout - Q1- 2011 to Q3 - 2012

This phase of the project will involve system performance testing with production volumes; functional and work flow testing to ensure acceptance by stakeholders and end users; system, operability, and integration testing with respect to interfaces; infrastructure, failover, and security aspects of the implementation; and model office testing of the system in its final configured form. At this time, final defect or configuration corrections will be made.

Training will begin in this phase, followed by a production pilot rollout to a predetermined division and designated centralized units targeted for early 2012.

iv. Staged Implementation - Q3 - 2012 to Q2 - 2013

Staged Service-wide production rollout will continue following the testing phase and will be coordinated in a manner that aims to minimize disruptions to business activities, while ensuring that training delivery and rollout timing are closely aligned.

v. Production Stabilization - Q2 to Q4 - 2013

The production stabilization period will follow the Service-wide application rollout and will continue through 2013 to ensure the stable and efficient operation of the system, maximum benefits realization, and overall stakeholder and end user acceptance.

vi. Decommissioning, Transition to Sustainment Team, and Project Closeout - Q4 - 2013

Decommissioning of existing applications and the transition to the Sustainment Team will take place in 2013, followed by project closeout targeted for completion Q4, 2013.

- Project Governance and Controls

i. Executive Command Project Sponsor

The Deputy Chief – Divisional Policing Command as Command Sponsor will champion the project on behalf of the Service and has ultimate accountability for approving the Project Charter, project plan and deliverables. The Command Sponsor will review major changes in project scope, objectives, and timelines, and will ensure a timely resolution to escalated issues and risks.

ii. IRIS Project Steering Committee

An executive Steering Committee was established in April 2009 as the formal governing body for the IRIS capital project. Issues that may potentially impact project scope, schedule, and budget will be addressed and approved at the Steering Committee level.

iii. Project Sponsor

The Project Sponsor (Staff Superintendent as delegated by the Executive Sponsor) is accountable for the project's financial resource allocation, for reviewing and directing the Project Charter, project plan and deliverables, for monitoring project progress, and for escalating issues and risks, if warranted.

iv. Executive Management Team

The Service's Executive Management Team will serve as the Design Authority for the IRIS Project. In this role, the Executive Management Team will review and approve the business architecture as it relates to defining the target operating models. This group will participate in scope management to support integrated solutions consistent with the project objectives and strategic organizational goals.

v. Business Project Manager

The Business Project Manager is responsible for the delivery of the project, and for managing all aspects of the project work to achieve organizational goals. The Business Project Manager also manages operational resource requirements, relations with internal stakeholders, and the financial components of the project. Issues will be escalated by the Business Project Manager, as appropriate.

vi. IRIS Advisory Board

An Advisory Board comprised of stakeholders from across the Service continues to meet on a monthly basis to discuss the project status, seek clarification from the IRIS project management team, and provide a forum for members to identify issues of concern and opportunities for improvements within their designated units or Command areas.

vii. IRIS Sustainment Committee

The Advisory Board is a precursor to the establishment of a Sustainment Team that will assume responsibility for the maintenance, development, and enhancement of corporate level information systems, including Versadex, post implementation.

viii. Project Manager

A dedicated project manager has been retained by the Toronto Police Service to oversee the IRIS capital project through to target completion Q4, 2013 (Min. No. P145/10 refers). The IRIS Project Manager will liaise with the IRIS project management team, the Service's Project Management Office, and internal stakeholders to successfully administer and govern the execution of the project plan, coordinate and oversee the development of all contracted interfaces and enhancements, and resolve obstacles that may impede the progression of the project. The IRIS Project Manager will prepare project status reports and will ensure that a project artefact library is maintained.

A Risk Management Log will be maintained to ensure that all identified issues are appropriately logged, assessed, prioritized, assigned, tracked, and resolved in a timely manner. Checkpoints will be built into the project schedule to ensure that project scope, timelines, and cost projections are validated at designated milestone target points.

Any changes that affect scope, cost, or key milestone dates identified throughout the course of the project will be documented using a change request form and will be tracked in accordance with the Change Control Procedure, which is outlined in the Project Charter.

Versaterm will also provide project management and technical expertise, and will support the Service through the configuration, testing, implementation, and post-cutover phases of the project to ensure that identified business requirements and deliverables outlined in the Statement of Work are achieved.

The Versaterm Project Manager will assist the IRIS Business and Delivery Project Managers in managing and resolving technology related issues, risks, and change requests in accordance with the project timelines. Versaterm will provide onsite training to designated personnel in preparation for production rollout.

ix. Information Technology Services – Project Management Office

Project status continues to be reviewed on a monthly basis by the Information Technology Steering Committee.

In addition, there is ongoing liaison with representatives from the Service's Project Management Office who provide oversight with respect to roles and responsibilities, contract and change order management, project schedule maintenance, scope and deliverables, identification of risks to be managed, the budget/cost monitoring process, and to ensure that project management best practices are adhered to (Min. No. P35/07 refers).

Conclusion:

The IRIS project will achieve significant improvements Service-wide in terms of records and information management, silo reduction, and interoperability through the implementation of the

Versadex suite of products to be supplied by Versaterm and the associated process changes that accompany such a large scale system migration.

The execution of the Master Agreement with Versaterm will initiate the transition towards the future generation Police Operations Management System that will enhance police service delivery and support the strategic goals of the Service.

Deputy Chief Derry, Divisional Policing Command, and Mr. Tony Veneziano, Chief Administrative Officer, Administrative Command, will be in attendance to answer any questions that the Board may have.

The foregoing report was considered by the Board in conjunction with a separate report that was considered during the in-camera meeting (Min. No. C93/11 refers).

Vice-Chair Michael Thompson advised the Board that he had spoken with the Auditor General, City of Toronto, to determine whether or not the Auditor General would conduct a review of the proposed new records management system. Vice-Chair Thompson advised that the Auditor General has agreed to conduct a review and that the results of his review would be provided by September 2011.

Chief Blair advised the Board that he had serious concerns about the consequences that would result from a potential delay in implementing a new records management system. Chief Blair said that he was prepared to advise the Board today on the significant financial, technical and operational implications of deferring this capital project to September 2011.

However, the Board was of the view that this information should be provided in writing and not by way of an oral presentation.

The Board received the foregoing report and approved the following Motions:

- 1. THAT this matter be referred to the Auditor General and the Chief Information Officer, City of Toronto, for their review of and comments regarding the proposed records management system; and**
- 2. THAT the Chief of Police prepare a report on the cost implications that would result from a delay in implementing a new records management system and that it be provided to the Board at a special meeting to be held on April 14, 2011.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON APRIL 07, 2011**

#P74. SEARCH OF PERSONS PROCEDURE

The Board was in receipt of the attached correspondence dated March 18, 2011 from John Sewell, Toronto Police Accountability Coalition, with regard to the Toronto Police Service Procedure 01-02 Search of Persons.

The Board was also in receipt of correspondence dated April 05, 2011 from Graeme Norton, Director, Public Safety Program, Canadian Civil Liberties Association, expressing support for the amendments recommended by Mr. Sewell. A copy of Mr. Norton's correspondence is attached to this Minute for information.

Mr. Sewell was in attendance and delivered a deputation to the Board.

During his deputation, Mr. Sewell said that parts of the TPS Procedure governing search of persons are posted on the TPS website and that, based on the portions that are available, it appears that the Procedure is not consistent with the decision in *R. v. Golden* which imposed limitations on the right of police officers to search individuals.

Chief Blair advised the Board that some TPS Procedures are public and, in some cases, such as the Procedure governing search of persons, significant portions of the Procedure are available and other portions are not. Chief Blair also said that police officers must be able to articulate cause before conducting a search.

The Board approved the following Motions:

- 1. THAT the Board receive Mr. Sewell's deputation and his correspondence dated March 18, 2011 and the correspondence from the Canadian Civil Liberties Association;**
- 2. THAT the Board request the Chief to review the Search of Persons Procedure that is posted on the TPS website to determine whether or not it should be modified in light of the comments raised by the deputant; and**
- 3. THAT the Chief provide a report on the annual number of searches that are conducted, including level 3 and level 4 searches, and that the report also include the procedure that must be followed by police officers prior to authorizing a search to be conducted.**

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

March 18, 2011.

To: Toronto Police Services Board

We wish to have this letter placed on the Board agenda for April 7, and we wish to make a deputation to the Board at that time on the issue of the strip search policy of the Toronto police service.

We had asked this matter of strip search policy placed on the March 3 agenda, but the chair refused our request. We believe the Procedural Bylaw of the Board require that a request from a member of the public or an organization to speak on any matter relating to policing must be placed on the Board agenda. Section 30 of the Bylaw states that “any person may, either on his or her own behalf or as a representative of an organization or group, appear at any public meeting of the Board and address the Board with respect to any matter relating to policing under consideration by it or being raised for consideration by such person.” Nothing in the Bylaw permits the chair to overrule such a request.

Please confirm that this letter is being placed on the agenda for the April 7 meeting.

The Search of Persons policy of the Toronto Police Service does not conform to the conditions outlined by the Supreme Court of Canada in the Golden case, a 2001 decision which generally defined how the Court saw the law on this issue. This letter requests the Board to enact the amendments necessary to this policy so that it does conform to Canadian law as expressed by the Supreme Court of Canada.

The Search of Persons policy of the Toronto police is attached to this letter. It is taken from the Toronto police web site. A Freedom of Information request was made in late 2010 to ascertain the appropriate policy, and the Freedom of Information Officer wrote that the policy is the one shown on the web site, which we attach. The chair indicated to us, in refusing our right to appear on March 3, that the policy on the web site was not the complete or accurate policy of the service. When the ruling of the FOI officer was conveyed to him and he was asked to provide the policy he was referring to, he refused to do so, but referred the matter to the chief who has not sent us the policy the chair was referring. We do not understand the actions of the chair and assume the FOI officer’s ruling is correct.

The policy notes that ‘The right to search incident to a lawful arrest is found in common law, and has been upheld by the Supreme Court’, but fails to note that the Supreme Court placed limitations on the right of police to conduct a strip search, that is, a Level 3 search as set out in the policy.

Specifically, the court stated that strip searches cannot be a matter of routine policy. The decision also notes that the strip search must be for evidence related to the grounds of arrest or for weapons, and that reasonable and probable grounds for discovering something in the strip search must be established before it takes place. These reasons are not required for a Level 1 search (frisk or pat-down) or a Level 2 search (a more serious frisk or pat-down, where it may be necessary to remove a coat or belt.) Obviously, Level 1 or 2 searches may provide the grounds for a Level 3 search – in fact it will be most unusual for an officer to find nothing on a Level 1 or 2 search but then to demand that a Level 3 search be undertaken.

These limitations must be clearly established in Toronto's Search of Persons policy. The last data published by Toronto police on the number of strip searches undertaken was in 2005, when it was stated that about 37 per cent of those arrested were strip searched. We understand it has since been much more routine to conduct strip searches, and that they occur in at least half the cases of those arrested, probably for more than two thirds of all those arrested. Some officers have told those arrested that it is 'routine', and the incidence of strip searches seems to bear this out. During the G20, virtually all 1100 individuals arrested were strip searched. This is contrary to the Supreme Court ruling.

There is no Toronto data which indicates that when a strip search is undertaken there is any great frequency of discovering a weapon or evidence relating to the charge. We think it to be extremely rare that this ever occurs. In short, strip searches are usually performed not because anything will be found, but because they are a matter of routine.

As well, given that the power dynamic during the search so heavily favours the police officer, the strip search can easily be interpreted as a use of force by police. Women's anti-violence advocates have argued that a level 3 search is invasive and can trigger past trauma in survivors of sexual abuse.

It is entirely unfair and inappropriate that so many people in Toronto are subject to a procedure by Toronto police that is contrary to a decision of the Supreme Court of Canada, as well as being humiliating and degrading. We believe the police should be as much bound by law as anyone else in society, and should not use their power in a wrongful manner.

Accordingly, we request the following:

1. That the policy respecting Level 3 searches be amended to conform to the Supreme Court of Canada ruling in the Golden case by specifically stating that:
 - a) it cannot be routine, and it is to be used only in a very small percentage of all arrests; and
 - b) before a Level 3 strip search is undertaken the officer must first have conducted a Level 1 and Level 2 search, and that those searches must have led the officer to believe that something was being concealed; and

- c) the officer must write down in an appropriate form what was learned in the Level 1 and 2 searches, why a Level 3 strip search is considered reasonable in this instance, and what probably will be found relating to the reasons for arrest or in the nature of a weapon; and
 - d) obtain the written approval of a senior officer for such a search; and
 - e) record in writing the results of the Level 3 strip search, specifically identifying what was found, if anything.
2. That the Chief report every six months on the number of Level 3 searches undertaken and the number of such searches which resulted in discovering evidence relating to the reasons for the arrest or in the nature of a weapon.

Search of Persons Policy, Toronto Police Service

Posted on: 2008.10.10

The safety of all persons, including prisoners, police officers, court officers and all other persons employed within the criminal justice system is paramount. Therefore, it is the duty of the police officer to conduct every search in a thorough and methodical manner.

All searches of the person are conducted by police officers of the same sex unless circumstances make it impractical to do so, having regard to the immediate risk of injury, escape, or the destruction of evidence. Whenever practicable, consideration is given when dealing with transgender or transsexual individuals.

Every effort will be made to provide persons who do not speak English or who by reason of a medical problem have difficulty communicating, with the services of an interpreter or other person who can assist the person in understanding the process.

Search Authorities

The lawful authority for searching a person comes from statute or common law.

A police officer may search a person

- with a person's consent
- when authorized by statute
- after an arrest has been made (common law – incident to an arrest)

Consent Search

Consent search generally applies to persons who are not under arrest. The person giving consent for a search must understand the possible consequences of the search prior to giving consent.

Search Authorized by Statute

Specific statutes, such as the Criminal Code, the Controlled Drugs and Substances Act, and the Liquor Licence Act contain search provisions that can be used when circumstances warrant.

Search Incident to Arrest

The right to search incident to a lawful arrest is found in common law, and has been upheld by the Supreme Court.

Incident to arrest, a police officer may search for

- weapons
- anything that could cause injury (including drugs and alcohol)
- anything that could assist in a person's escape
- evidence

Except in extenuating circumstances, all persons under arrest are searched prior to being placed in a police vehicle, prior to being brought into a police station, and prior to being placed in a police cell.

Definitions

Gender/Sex

means the classification of individuals as male, female or transgender/ transsexual.

Level 1 Search

means a "frisk" or "pat-down" search of the clothing, including pockets, that does not include the removal of any clothing except outerwear such as jackets, hats and/or gloves/mittens.

Level 2 Search

means a more thorough search that may include the removal of clothing which does not expose a person's undergarments or the areas of the body normally covered by undergarments. The removal of clothing such as belts, footwear, socks, shoes, sweaters, extra layers of clothing, or the shirt of a male would all be included in a Level 2 search.

Level 3 Search

means a search that includes the removal of some or all of a person's clothing and a visual inspection of the body. More specifically, a Level 3 search involves the removal of clothing that fully exposes the undergarments or an area of the body normally covered by undergarments (genitalia, buttocks, women's breasts).

NOTE:

The mere fact that portions of a person's body normally covered by undergarments are exposed because of the way the person was dressed when taken into custody does not constitute a Level 3 search, if the removal of such clothing was not caused by the police (i.e. the arrest of a naked person does not in itself constitute a Level 3 search).

Level 4 Search

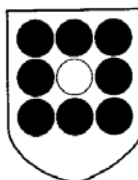
means a body cavity search. For the purposes of this procedure, a Level 4 search means a search of the rectum and/or vagina. This type of search is conducted by a qualified medical practitioner.

1. When conducting a search, the police officer will
- advise the person of the reason that they are being searched

- make every effort to provide an interpreter to a person who does not speak English, or who is having difficulty communicating due to a medical problem
 - search the person
 - search the area within the person's immediate surroundings, if applicable
 - remove weapons, anything that could cause injury (including drugs and alcohol), anything that could assist in the person's escape, or evidence of an offence, as applicable
 - seize all evidence
2. When conducting a consent search of a person, the police officer will
- ask for the consent of the person and explain the nature of the search
 - inform the person that they have a right to refuse consent
 - inform the person of potential consequences of the search, including the possibility that anything seized may be used as evidence
 - immediately stop searching the person if consent is withdrawn, unless evidence has been disclosed that would permit continuation pursuant to lawful authorities
3. When a Level 3 search is deemed necessary, the searching officers will
- search the person in a private area and ensure the search is not videotaped
 - be of the same sex as the person being searched, except in exigent circumstances
 - inspect each article of clothing in a methodical manner
 - permit the person to replace articles of clothing after inspection, where appropriate
 - provide replacement clothing for articles seized as evidence as soon as possible
- end -

CANADIAN CIVIL LIBERTIES ASSOCIATION

360 Bloor Street West, Suite 506
Toronto, ON M5S 1X1
Telephone (416) 363-0321
FAX (416) 861-1291
E-mail: mail@ccla.org



ASSOCIATION CANADIENNE DES LIBERTÉS CIVILES

360 rue Bloor ouest, Bureau 506
Toronto, ON M5S 1X1
Téléphone (416) 363-0321
Télécopieur (416) 861-1291
Courriel : mail@ccla.org

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General Counsel Emeritus
Avocat général émérite
A. ALAN BOROVY

Sent by email

April 5, 2011

Dr. Alok Mukherjee, Chair
Toronto Police Services Board
40 College Street
Toronto ON M5G 2J3
board@tpsb.ca

Dear Dr. Mukherjee,

Re: Toronto Police Service's Search of Persons Policy

I write on behalf of the Canadian Civil Liberties Association (CCLA) to express our support for the amendments to the Toronto Police Service's *Search of Persons Policy* suggested by the Toronto Police Accountability Coalition (TPAC). The proposed amendments will bring the *Search of Persons Policy* into compliance with prevailing constitutional standards and help ensure that the rights of individuals arrested by the TPS are appropriately respected.

Routine Strip Searches Not Permissible

There are three main aspects of the *Search of Persons Policy* that require further clarification. First, the policy must unequivocally state that "Level 3" searches are not to be carried out as a matter of routine policy incident to arrest or in the context of a short-term detention. As the Supreme Court of Canada stated in *R. v. Golden*¹, strip searches are:

"inherently humiliating and degrading for detainees regardless of the manner in which they are carried out and for this reason **they cannot be carried out simply as a matter of routine policy**. The adjectives used by individuals to describe their experience of being strip searched give some sense of how a strip search, even one that is carried out in a reasonable manner, can affect detainees: 'humiliating', 'degrading', 'demeaning', 'upsetting', and 'devastating'.²

¹ [2001] 3 S.C.R. 679, 2001 SCC 83
² *Golden*, supra note 1 at para. 90.

Preconditions for Permissible Strip Searches

Second, the *Search of Persons Policy*'s statement that "the right to search incident to a lawful arrest is found in common law, and has been upheld by the Supreme Court," does not adequately clarify when a Level 3 search incident to arrest is legally permitted. In *Golden*, the Court significantly curtailed the authority of police to conduct strip searches incident to arrest by holding that the following conditions must be met before a strip search incident to arrest will be considered lawful:

- the arrest itself has to be lawful;
- the strip search must be related to the reasons for the arrest itself; and
- the strip search must be conducted for the purposes of preserving the evidence related to the reason for the arrest and/or searching for weapons concealed on the arrestee's body.

These requirements should be clearly articulated in the TPS' *Search of Persons Policy* to help ensure that Level 3 searches are not conducted when they should not be. The policy should also require that Level 3 searches only be conducted when Level 1 and Level 2 searches are performed first and lead the officer to believe that either evidence or a weapon would likely be found through a Level 3 search. When such action is taken, the searching officer should be required to make written notes as to why the search was necessary, what was expected to be found, and whether a weapon or evidence of a crime was found.

Conducting Strip Searches

Third, further clarification should be provided regarding how Level 3 searches should be conducted when they are required. With respect to the manner in which strip searches are to be carried out, the TPS' policy notes that "the searching officers will":

- search the person in a private area and ensure the search is not videotaped;
- be of the same sex as the person being searched, except in exigent circumstances;
- inspect each article of clothing in a methodical manner;
- permit the person to replace articles of clothing after inspection, where appropriate; and
- provide replacement clothing for articles seized as evidence as soon as possible.

While these guidelines are a good starting point for ensuring that strip searches are conducted in a constitutionally compliant manner, they do not fully capture the range of factors that *Golden* mandates be considered. For example, there is no mention of the following considerations:

- strip searches should be carried out using as little force as possible;
- strip searches should be conducted in a manner that ensures the health and safety of all persons involved;
- whenever possible, a strip search should be authorized by a senior police officer before it is carried out;
- the number of police officers involved in the strip search should be no more than what is reasonably necessary in the circumstance;

- wherever possible, the strip search should be conducted at a police station rather than in the field;
- wherever possible, strip searches should be conducted as quickly as possible and in a way that ensures the arrestee is not completely undressed at any one time;
- wherever possible, the strip search should involve only a visual inspection of the arrestee's private areas;
- when a visual inspection reveals the presence of a weapon or evidence, the arrestee should be given the option to remove the object; and
- wherever possible, a proper record of the reasons for the strip search should be made.

In the CCLA's view, the *Search of Persons Policy* should be amended to require that, whenever possible, police officers only conduct Level 3 searches that comply with the above considerations.

Regular Reporting of the Frequency and Outcome of Strip Searches

Finally, the CCLA supports TPAC's recommendation that the Chief should submit a report indicating the number of Level 3 searches performed and the results of those searches every six months. Such reports would allow the Board and public to have a better understanding of how often the TPS strip searches arrestees and the outcome of those searches. This information would be invaluable in determining whether the TPS is adequately respecting the constitutional rights of arrestees and could help inform future discussions of appropriate search policies and training.

Thank you for your attention to this important issue.

Sincerely,

A handwritten signature in black ink, appearing to read 'Graeme Norton', enclosed within a large, irregular oval shape.

Graeme Norton
Director, Public Safety Program

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON APRIL 07, 2011**

**#P75. CITY OF TORONTO EXECUTIVE COMMITTEE REPORTS – (1)
SERVICE REVIEW PROGRAM AND (2) MANAGING THROUGH
AGENCIES AND CORPORATIONS**

The Board was in receipt of the following report March 23, 2011 from Alok Mukherjee, Chair:

Subject: CITY OF TORONTO EXECUTIVE COMMITTEE REPORTS – (1) SERVICE
REVIEW PROGRAM AND (2) MANAGING THROUGH AGENCIES AND
CORPORATIONS

Recommendation:

It is recommended that the Board:

1. agree to participate in the Service Review Program as approved by the City of Toronto Executive Committee, subject to any relevant legislation.
2. work with the Chief to ensure that all relevant staff and resources are provided for the work being conducted as part of the Service Review Program;
3. approve the creation of a working group, comprised of the Chair, Vice Chair, Chief, Chief Administrative Officer (CAO) and other staff, as the Chief deems appropriate, to coordinate the Board's response to the City of Toronto's Service Review Program; and,
4. receive the Executive Committee report, as amended, entitled *Managing Through Agencies and Corporations*.

Financial Implications:

There are no financial implications arising directly out of the recommendations contained in this report. The Service Review Program being conducted by the City of Toronto will likely result in recommendations being made with financial implications for the Board but these are unknown at this time.

Background/Purpose:

The *Police Services Act* (the "Act") establishes that every municipality shall provide adequate and effective police services in accordance with its needs. The *Act* goes on to require that, at a minimum, a police service must include the following services:

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

The municipality is responsible for providing all the infrastructure and administration necessary for providing these services, including vehicles, boats, equipment, communication devices, buildings and supplies.

A municipality, such as Toronto, which provides police services through the establishment of its own police service, must do so under one police services board. The board is then, according to section 31 of the *Act*, responsible for the provision of adequate and effective police services in the municipality.

The *Act* outlines the legislated mandate of a police services board in Ontario, which can be summarized as ensuring the effective management of the police service and determining the objectives and priorities of the police service, in consultation with the Chief of Police.

The *Act* gives the board a number of specific responsibilities such as: appointment of uniformed and civilian members of the service, recruiting and appointing the chief and deputy chiefs, directing the chief and monitoring his or her performance, establishing policies for the effective management of the police service and bargaining collective agreements with police associations.

Under a regulation to the *Act*, the Toronto Police Services Board is required to adopt policies which have the effect of defining adequate and effective policing. In addition, the Board must prepare a business plan at least every three years. A key component of the Business Plan is the identification of policing priorities and goals.

The Board also has responsibility for the budget of the police service and it is the board that submits operating and capital budget estimates at City Council each year and defends the amounts requested. Section 39 of the *Act* requires that “[t]he board shall submit operating and capital estimates to the municipal council...” that show the amounts needed to maintain the police service and to pay the Board’s operating expenses. The role of City Council is to establish “an overall budget for the Board,” upon reviewing these estimates.

City of Toronto – Service Review

At its meeting of March 21, 2011, the Executive Committee of the City of Toronto adopted, without amendment, a staff report entitled *Service Review Program, 2012 Budget Process and Multi-Year Financial Planning Process*. The report notes that the 2012 beginning operating pressure is estimated at \$774 million, before potential offsets and states that, to address the 2012 Operating Pressure and the Capital Program funding gap, a multi-year approach will be implemented.

The report outlines the Service Review Program, which includes a Core Service Review, Service Efficiency Studies, a User Fee Review, a Multi-Year Financial Planning and Budgeting process and the 2012 Financial Planning and Budgeting Process. It can be anticipated that all such reviews will include a consideration of the work and services provided by the Toronto Police Service/Toronto Police Services Board.

As stated in the report, these "...reviews are expected to generate significant benefits and cost savings that will help mitigate the 2012 Operating Outlook Pressure; and in the longer term, will contribute toward resolving the City's structural deficit."

The report includes a series of recommendations, including the following:

6. City Council instruct the City's agencies to fully participate in the Multi-year Financial Planning and Budgeting Process and to comply with all budgetary policies, directions and guidelines.

As a result, the Board is considering the report on this agenda.

City of Toronto – Managing through Agencies and Corporations and Amendments to the Public Appointments Policy

The Executive Committee also considered and amended a report entitled *Managing through Agencies and Corporations*. As a "restricted city authority" agency, the extent to which the Board will be involved in this review is not yet clear; however, I will keep the Board informed as the City Manager progresses with the review and the City's expectations with respect to Board participation become clearer.

The complete reports approved by the Executive Committee are attached to this report. A third report considered by Executive Committee entitled *Amendments to the Public Appointments Policy* is on file in the Board office and is not appended since it does not require Board direction.

Discussion:

As can be seen in the legislative provisions as outlined above, the Board is responsible for submitting to City Council operating and capital budget estimates on an annual basis. Participation in the City's Service Review, therefore, is, strictly speaking, beyond the Board's role as outlined in the *Act*. The City of Toronto does not have any specific legislative authority to rely on in either the *Police Services Act* or in the *City of Toronto Act* to instruct the Board to participate.

However, it is the City that approves the Board's budget and the Board believes that the budget process should be a collaborative and dynamic one, which includes ongoing opportunity for substantive dialogue. In the spirit of cooperation and in light of the unique financial challenges that the City is facing, it is recommended that the Board participate in the review, subject to any relevant legislation.

As a result, I am seeking Board approval for participation in this important review.

Conclusion:

Therefore, it is recommended that the Board:

- (1) agree to participate in the Service Review Program as approved by the City of Toronto Executive Committee , subject to any relevant legislation,
- (2) work with the Chief to ensure that all relevant staff and resources are provided for the work being conducted as part of the Service Review Program,
- (3) approve the creation of a working group, comprised of the Chair, Vice Chair, Chief, Chief Administrative Officer (CAO) and other staff, as the Chief deems appropriate, to coordinate the Board's response to the City of Toronto's Service Review Program; and,
- (4) receive the Executive Committee report, as amended, entitled *Managing Through Agencies and Corporations*.

The Board approved the foregoing report.



Joseph P. Pennachetti
City Manager

City Hall
11th Floor, East
100 Queen Street West
Toronto, Ontario M5H 2N2

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

March 14, 2011

To: Board Chairs and Agency Heads

Please find attached three reports that will be before the March 21, 2011 meeting of City Council's Executive Committee. It is important that you and your board are aware of these reports that are intended to ensure that the City's obligations to the public for good governance of City agencies and corporations are met.

The report entitled "Managing Through Agencies and Corporations" discusses the major role that agencies and corporations play in delivering City services. The report recommends that the City Manager continue to review agency governance structures to ensure that the services provided are appropriate to City goals and that agencies have appropriate accountability mechanisms in place. In addition, the report recommends that the City Manager conduct a review of human resource practices and recommend changes to ensure alignment with City objectives in areas such as compensation, appointment and performance management of senior board staff and labour relations. The report recommends that Council direct all boards to provide the City Manager with information required to conduct the review.

The second report entitled "Amendments to Public Appointment Policy" recommends amendments to the Policy governing the composition of the board, the selection process and the qualifications for appointees to the boards of City agencies and corporations. Council's Public Appointments Policy has been updated routinely for each Council term and this report serves as the update for the current term of Council. It is recommended in the report that the nomination by invitation process be replaced with an open advertised process, that processes be standardized, that alternates be named for each board, and that all agencies and corporations submit attendance records for incumbents. The report also makes a number of specific recommendations pertaining to board compositions and recruitment processes for certain specific boards. It is expected that the process for recruiting new members for the boards of City agencies will begin immediately after this report is considered by City Council.

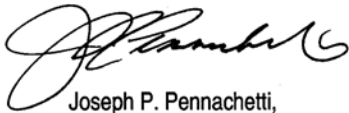
The third report "Service Review Program, 2012 Budget Process and Multi-Year Financial Planning Process" outlines the financial pressures on the City, recommends a process for conducting service reviews, and outlines a recommended multi-year financial planning and budgeting process. The intent is that the City Manager will undertake a Core Service Review process for all City divisions and agencies, conduct a User Fee Review and selected Service Efficiency Studies. It is recommended that all agencies be instructed by Council to participate in these reviews. There are also a number of important changes to the operating and capital budget process outlined in the report that you need to be aware of. Once Council considers this report, detailed information and instructions will be provided to you.

Any specific comments or questions you may have related to the first 2 reports, can be directed to Nancy Autton, Manager of Governance Structures and Corporate Performance, City Manager's Office at 416-397-306 or by email nautton@toronto.ca.

Inquiries related to the report titled "Service Review Program, 2012 Budget Process and Multi-Year Financial Planning Process", can be directed to Fiona Murray, Manager Corporate Policy at 416-397-5214 fmurray@toronto.ca or Josie Lavita, Director Financial Planning at 416-397-4229 jlavita@toronto.ca

I look forward to working with you and your board as we continue to work towards ensuring alignment among the City's governance and program delivery goals, the interests and activities of the board, and the needs of Toronto residents.

Yours truly,

A handwritten signature in black ink, appearing to read "J. Pennachetti", with a stylized flourish at the end.

Joseph P. Pennachetti,
City Manager

**Tracking Status**

- This item was considered by the Executive Committee on March 21, 2011 and adopted without amendment. It will be considered by City Council on April 12, 2011.

Executive Committee consideration on March 21, 2011

EX4.10	ACTION	Adopted		Ward:All
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**Service Review Program, 2012 Budget Process and Multi-Year
Financial Planning Process**
Committee Recommendations

The Executive Committee recommends that:

1. City Council request the City Manager to report the findings of a Core Service Review in preparation of the 2012 Budget Process to the applicable Standing Committee and that;
 - a. each Standing Committee make recommendations to Executive Committee for its September 2011 meeting, and
 - b. the City Manager comment on any Standing Committee recommendations and submit a report directly to Executive Committee for consideration.
2. City Council request the City Manager to undertake a User Fee Review to establish a user fee policy and framework that will ensure consistency in developing and administering the City's user fee program and report the outcomes to Executive Committee.
3. City Council request the City Manager to actively manage the City's staff complement to maximize the use of City resources and contain costs.
4. City Council authorize the Deputy City Manager and Chief Financial Officer to implement the Multi-Year Financial Planning and Budgeting Process as outlined in Appendix 1 and Appendix 2 of the report (March 8, 2011) from the City Manager and Deputy City Manager and Chief Financial Officer.
5. City Council authorize the City Manager to include the City's agencies in the Core Service Review, Service Efficiency Studies and the User Fee Review and instruct the City's agencies to participate in these reviews.
6. City Council instruct the City's agencies to fully participate in the Multi-year Financial Planning and Budgeting Process and to comply with all budgetary policies, directions and guidelines.

7. City Council authorize the introduction of any necessary bills required to give effect to these recommendations.

Decision Advice and Other Information

The Executive Committee requested the City Clerk to report directly to Council on any necessary amendments to the Schedule of Meetings to implement the Service Review Program and 2012 Budget Process.

Origin

(March 8, 2011) Report from the City Manager and the Deputy City Manager and Chief Financial Officer

Summary

This report sets out a Service Review Program, the 2012 Budget Process, and a Multi-year Financial Planning Budgeting Process beginning in 2013.

The 2012 beginning operating pressure is estimated at \$774 million, before potential offsets such as prior year surplus, TTC fare increase, Property Tax increase, dividends and other revenues sources.

To address the 2012 Operating Pressure and the Capital Program funding gap, a multi-year approach will be implemented. A Service Review Program will be undertaken in 2011 in preparation for the 2012 Budget Process. In 2011 the City will set the foundation for its services and service levels that will establish the basis for multi-year planning and service delivery to meet its objectives in 2012 for 2013 and beyond and to address the City's structural deficit.

Financial Impact

This report recommends a multi-year financial planning process for the City of Toronto that includes service planning and multi-year budgeting.

For 2011, a Core Service Review, Service Efficiency Studies and a User Fee Review will be undertaken to address the City's financial challenges. These reviews are expected to generate significant benefits and cost savings that will help mitigate the 2012 Operating Outlook Pressure; and in the longer term, will contribute toward resolving the City's structural deficit. Funds in the amount of \$3 million have been approved in the 2011 Operating Budget to engage third-party expertise to support the core service review and service efficiency studies as required.

Background Information

(March 8, 2011) Staff Report - Service Review Program, 2012 Budget Process and Multi-Year Financial Planning Process

(<http://www.toronto.ca/legdocs/mmis/2011/ex/bgrd/backgroundfile-36612.pdf>)

Communications

(March 17, 2011) E-mail from Peter Clarke (EX.Supp.EX4.10.1)

Speakers

Franz Hartmann, Toronto Environmental Alliance
Councillor Janet Davis, Ward 31 - Beaches-East York
Councillor Shelley Carroll, Ward 33 - Don Valley East
Councillor Gord Perks, Ward 14 - Parkdale-High Park
Councillor Mary Fragedakis, Ward 29 - Toronto-Danforth
Councillor Paula Fletcher, Ward 30 - Toronto-Danforth
Councillor Adam Vaughan, Ward 20 - Trinity-Spadina

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



STAFF REPORT ACTION REQUIRED

Service Review Program, 2012 Budget Process and Multi-Year Financial Planning Process

Date:	March 8, 2011
To:	Executive Committee
From:	City Manager Deputy City Manager and Chief Financial Officer
Wards:	All
Reference Number:	P:\2011\Internal Services\FP\Ec11008Fp - AFS#12350

SUMMARY

This report sets out a Service Review Program, the 2012 Budget Process, and a Multi-year Financial Planning Budgeting Process beginning in 2013.

The 2012 beginning operating pressure is estimated at \$774 million, before potential offsets such as prior year surplus, TTC fare increase, Property Tax increase, dividends and other revenues sources.

To address the 2012 Operating Pressure and the Capital Program funding gap, a multi-year approach will be implemented. A Service Review Program will be undertaken in 2011 in preparation for the 2012 Budget Process. In 2011 the City will set the foundation for its services and service levels that will establish the basis for multi-year planning and service delivery to meet its objectives in 2012 for 2013 and beyond and to address the City's structural deficit.

RECOMMENDATIONS

The City Manager and Deputy City Manager and Chief Financial Officer:

1. City Council request the City Manager to report the findings of a Core Service Review in preparation of the 2012 Budget Process to the applicable Standing Committee and that;
 - a. each Standing Committee make recommendations to Executive Committee for its September 2011 meeting, and

- b. the City Manager comment on any Standing Committee recommendations and submit a report directly to Executive Committee for consideration.
2. City Council request the City Manager to undertake a User Fee Review to establish a user fee policy and framework that will ensure consistency in developing and administering the City's user fee program and report the outcomes to Executive Committee.
3. City Council request the City Manager to actively manage the City's staff complement to maximize the use of City resources and contain costs.
4. City Council authorize the Deputy City Manager and Chief Financial Officer to implement the Multi-Year Financial Planning and Budgeting Process as outlined in Appendix 1 and Appendix 2.
5. City Council authorize the City Manager to include the City's agencies in the Core Service Review, Service Efficiency Studies and the User Fee Review and instruct the City's agencies to participate in these reviews.
6. City Council instruct the City's agencies to fully participate in the Multi-year Financial Planning and Budgeting Process and to comply with all budgetary policies, directions and guidelines.
7. City Council instruct the City Clerk to report directly to the Council meeting, at which this report will be considered, with amendments to the Schedule of Meetings needed to implement the Service Review Program and 2012 Budget Process.
8. City Council authorize the introduction of any necessary bills required to give effect to these recommendations.

Financial Impact

This report recommends a multi-year financial planning process for the City of Toronto that includes service planning and multi-year budgeting.

For 2011, a Core Service Review, Service Efficiency Studies and a User Fee Review will be undertaken to address the City's financial challenges. These reviews are expected to generate significant benefits and cost savings that will help mitigate the 2012 Operating Outlook Pressure; and in the longer term, will contribute toward resolving the City's structural deficit. Funds in the amount of \$3 million have been approved in the 2011 Operating Budget to engage third-party expertise to support the core service review and service efficiency studies as required.

DECISION HISTORY

City Council considered the report, *2011 Budget Process*, including budget reduction strategies, at their December 16, 2010 meeting.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2011.EX1.10>

COMMENTS

This report sets out:

- 2011 activities to develop budget reduction options in preparation for the 2012 and future years budget process;
- A proposed 2012 budget process including key elements and timelines;
- A Multi-Year Financial Planning Process beginning in 2013; and
- Proposed roles, responsibilities and accountabilities of staff, Committee and Council, and the public in the Multi-Year Financial Planning Process.

A. Service Review Program

At its meeting on December 16, 2010, City Council considered the report from the Deputy City Manager and Chief Financial Officer, *2011 Budget Process*, which indicated that an ambitious program to find significant cost savings must begin immediately after City Council adopts the 2011 capital and operating budget.

The 2012 beginning operating pressure is estimated at \$774 million, before potential offsets such as prior year surplus, TTC fare increase, Property Tax increase, dividends and other revenues sources. Existing capital and financing sources for infrastructure and capital asset needs are adequate, except for the TTC. It is noted that TTC needs exceeded its assigned 2011 – 2020 debt targets by \$2.1 billion; in addition, several projects with total project costs in excess of \$5 billion gross were below the affordability line – that is, they were not included in the 2011-2020 Approved Capital Plan.

1. Core Service Review

The City is facing difficult decisions in 2012 and future years to meet its budget challenges. To support City Council's 2012 budget deliberations, the City Manager will undertake a Core Service Review of all services delivered by City divisions and agencies. The City Manager will use third party expertise to assist with the Core Service Review as required.

A Core Service Review will assist City Council in its 2012 budget deliberations by:

- Developing an inventory of all services, service levels and service standards;
- Defining which services are legislated, core and discretionary, and identifying the role the City plays in each service (for example, deliverer, funder, regulator etc.);
- Benchmarking services and service levels against a range of comparable jurisdictions;

-
- Confirming services and service levels including public interest and public policy considerations;
 - Ranking services for potential reductions and discontinuation;
 - Implementing a public engagement strategy to elicit input into the Core Service Review process; and
 - Identifying service, policy, human resource and financial impacts of recommended service changes including budget adjustments that will generate cost savings in 2012 and beyond.

The Core Service Review will set the foundation for the City's services going forward and assist with moving towards a multi-year financial planning and budgeting process in 2013.

(i) Timing

The timelines for the Core Service Review are very ambitious as recommendations must be developed in time for consideration in the 2012 budget process. The timing of the Core Service Review is as follows:

- April 2011 -- Core Service Review begins.
- May/June 2011 – Public engagement underway.
- End of June 2011 – Core Service Review completed.
- July 2011 – Standing Committees consider the findings of the Core Service Review.
- August 2011 – City Manager submits report to Executive Committee with recommendations on the findings of the Core Service Review taking into consideration Standing Committee recommendations.
- September 2011 – Executive Committee and City Council consider the findings of the Core Service Review, recommendations from Standing Committees and the report from the City Manager.

(ii) Committee / Council Process

The City Manager is proposing that he report out the findings of the Core Service Review to the applicable Standing Committees based on the mandate of each committee. Executive Committee and City Council will consider the findings of the Core Service Review, recommendations from Standing Committees and any further comments from the City Manager.

Findings of the Core Service Review that relate to City agencies will be reported out to Executive Committee. City boards will not have an opportunity to review the findings of the Core Service Review prior to Executive Committee due to the aggressive time lines.

City Council will consider the findings and recommendations from the Core Service Review and provide budget directions for the 2012 budget process.

(iii) Public Engagement Strategy

The City Manager will develop and implement a public engagement strategy to elicit public input to the Core Service Review through a variety of channels and mechanisms including online, survey and in-person forums.

A summary of the public engagement process and outcomes will be included in the Core Service Review report to support Council in its deliberations and decision-making.

2. Service Efficiency Studies

To enhance the City's current continuous improvement initiatives and ensure that City services are delivered in the most efficient and cost-effective manner, the City Manager is proposing that a more regularized review process of services delivered by City divisions and agencies be implemented.

Service Efficiency Studies will examine the current delivery of a particular service or function and identify opportunities for improved efficiency and cost effectiveness through the use of technology and automation, shared service models, service innovation, business process re-engineering and outsourcing.

Whereas the Core Service Review will examine *what* services the City should be delivering, the service efficiency studies will examine *how* City services are delivered.

The City Manager and Deputy City Managers have identified services including horizontal functions that would benefit from a service efficiency study in 2011.

The services identified for a 2011 Service Efficiency Study include Court Services, Facilities, Fleet Services, Municipal Licensing and Standards, City Planning, Parks, Forestry and Recreation, Shelter, Housing and Support, Solid Waste Management and Transportation Services. Horizontal functions include counter services, environmental programs (across City programs and agencies), and communications. The agencies include the Toronto Transit Commission, Toronto Public Library and Toronto Police shared services (facilities, fleet, finance, administration, information technology etc.).

The specific scope and focus of each Service Efficiency Study has not yet been determined. The City Manager will identify the scope of the 2011 Service Efficiency Studies in consultation with the applicable Division Head and Chair of the Board and Agency Head of City agencies. Third party expertise including specific technical advice will be used as required.

Funding and service implications arising from Service Efficiency Studies will be reported through the annual operating and capital budget process. Service Efficiency Studies may be reported to Committee and Council in cases where specific Council approval is required to implement recommendations.

3. User Fee Review

Excluding Toronto Water and Toronto Parking Authority, the City of Toronto collects over \$1.4 billion in user fee revenues annually. Transit fares represent 70% of user fee revenues. Overall, the City administers more than 1000 individual user fees. These include recreation program fees, admission fees, rents, concessions or franchises, daycare fees, library fees, permit fees, charges for photocopying, fees from sale of publications or other goods/items.

The fundamental premise for charging user fees is that where a service provides a direct benefit to specific users or groups of users, the full cost of providing the service should be recovered from those users through user fees. Conversely, when the service benefits the entire citizenry then the service should be paid for from the property tax base. In accordance with the *City of Toronto Act, 2006* (COTA), full cost includes direct and indirect costs, including capital costs related to the service. Currently, user fees are established, implemented and administered without the benefit of, and compliance with a coherent, corporate policy and without clear indication of the basis for setting the price of a user fee, or determining the amount of the relevant service cost that should be recovered.

A comprehensive user fee review will be led by Financial Planning Division staff during the spring of 2011. The review will examine all user fees currently in place to determine the extent to which they are fair, and collect the full cost of providing the service. It will examine all services delivered by City Programs and Agencies to identify additional opportunities for collecting user fees and will:

1. Identify all user fees;
2. Determine current basis of the fee price;
3. Determine those fees that should be fully cost-recovered, and the extent to which the full cost is recovered;
4. Determine those fees that should be exempt from full cost recovery;
5. Identify additional opportunities for collecting user fees; and,
6. Assess whether user fee services are delivered economically and efficiently.

The review will also examine the methodology used to determine the cost of services with a view to ensuring that the full cost of the service is determined preliminary to setting fees; and will analyze conditions under which fees may be waived for specific persons or groups of persons.

The user fee review will include all fees charged by City Programs and Local Boards (Agencies). As defined by COTA, "Local boards (extended definition)" have the same powers as the City to impose user fees however the City may pass a by-law providing that the fee by-laws of a local board require Council approval. The City also has the power to require most local boards to follow rules, procedures and policies established by the City. This report recommends that City Council require local boards to participate in the comprehensive user fee review and be subject to the recommendations that Council may adopt at the conclusion of the review.

The comprehensive user fee review will culminate in a report to Council that will recommend a comprehensive user fee policy and framework that will ensure consistency in developing and

administering the City's user fees program, and recommend the disposition of each city fee as it relates to full cost recovery as defined above. The review will also recommend best practices and approaches to ensure that user fees are administered efficiently.

4. Complement Management

The City will need to continue its complement management efforts to maximize the use of City resources and contain costs in 2011. Complement management includes regular monitoring and review of permanent and temporary positions and vacancies to ensure they are still required when meeting the City's legal, mandated or operational requirements and ensure that vacancies are not occurring that would adversely affect front line City services.

B. Multi-year Financial Planning and Budgeting

The *City of Toronto Act* (COTA), sub-section 228(1) requires that, "For each year, the City shall in the year or the immediately preceding year prepare and adopt a budget including estimates of all sums required during the year for the purposes of the City, including: (a) amounts sufficient to pay all debts of the City falling due within the year; (b) amounts required to be raised for sinking funds or retirement funds; (c) amounts required for any board, commission or other body. COTA permits the Council to "adopt a multi-year budget from 2 to 5 years duration provided that it is reviewed and confirmed on an annual basis within the multi-year planning period."

The central purpose of the City's Multi-year Financial Planning and Budgeting Process is to prioritize the allocation of scarce resources to City services and to ensure that these resources are used as efficiently and effectively as possible to produce the intended results. The process will accommodate fiscal prudence; maximize savings and provide more accountability to taxpayers. It will establish a detailed, justifiable three-year time-frame; and will engage the public in setting priorities for the City.

Furthermore, the Multi-year Financial Planning and Budgeting Process will facilitate a multi-year, performance-based service budget for planning, analyzing, approving and evaluating financial data, tracking and reporting performance; service levels with a cost performance matrix to assess efficiency.

The proposed Multi-year Financial Planning and Budgeting process includes two major elements: Service Planning and Priority Setting, and Multi-Year Budgeting. Both elements are designed to engage all stakeholders. Key features of the Financial Planning and Budgeting Process are as follows:

Service Planning and Priority Setting:

- All Program and Agencies will develop three to five-year service plans.
- Standing Committees will review service plans annually to monitor service performance, assess progress against service objectives and targets and priority actions and develop strategies to address emerging service issues and to recommend service priorities.
- Service planning will include up-front public engagement on priority setting.

-
- Budget Committee will assess Standing Committee recommended service priorities, associated service objectives and targets and service performance within the City's fiscal circumstances and financial outlook and recommend service priorities, budget directions and targets to Executive Committee.
 - Executive Committee recommended service priorities and objectives will guide the annual operating and capital budget process.

Multi-Year Budgeting

- The 10-year Capital Budget and Plan and the 3-year Operating Budget and Plan will be established.
- Capital and Operating Budgets will be reaffirmed each year in order to appropriate funds.
- The City Manager and Deputy City Manager and Chief Financial Officer will review all Program and Agency Budgets to ensure that resources are allocated to service priorities.
- The Political review process will include public depositions.
- By 2013, the Rate and Tax-Supported 10-Year Capital Plan and 3-Year Operating Budgets will be approved by the end of the year for the following budget/fiscal year.

C. 2012 Financial Planning and Budgeting Process

The 2012 Financial Planning Process has been modified for the purpose of establishing a foundation for preparing future years' service plans and budgets. It has been designed to accommodate three special studies which will be conducted during the spring of 2011 in order to find savings to help balance the 2012 budget. A core service review and service efficiency studies will be supported by external experts during the spring of 2011; while a comprehensive user fee review will be led by staff.

While the 2012 Financial Planning and Budgeting Process will not include service planning as contemplated in Chart 1 of Appendix 1, it will establish services and service levels that should be provided by City Programs and Agencies. In so doing, it sets the groundwork for developing service plans beginning with the 2013 financial planning and budgeting process, taking into consideration available revenues and the need to resolve the City's structural financial problem.

Standing Committees will play a major role in reviewing the findings and recommendations from the core service review. Their recommendations will be presented to an Executive Committee meeting in September, 2011. City Council, at a special meeting in late September will review recommendations from the Executive Committee and will provide Budget Directions and Guidelines for 2012.

It is noted that staff will develop base operating budgets along with 10-year capital plans during the spring – that is, concurrent with the core service review, service efficiency studies and user fee review. These budgets will be adjusted in the early fall to incorporate the budget directions and guidelines from City Council.

2012 Financial Planning and Budgeting Schedule

Table 1 below outlines the activities and timelines for developing the 2012 Capital and Operating Budgets. The schedule is tentative and will be confirmed in a separate report from the City Clerk.

Table 1	
2012 Financial Planning and Budget Schedule	
Activity	Date
2011	
Service Review Process	
Core Service Review	April – June
User Fee Review	April – August
Service Efficiency Reviews (implementation of recommendations with financial implications to be reported through Budget process)	April – August
Division prepare 2012 Rate, Capital and Base Operating budgets based on assigned targets	April – July
Staff prepare material for Special Standing Committee meetings on Core Service Review Outputs	Early July
Special Standing Committees Meetings	Mid - End of July
Staff consolidation of Standing Committee Findings and Recommendations for presentation to Executive Committee	Early September
Executive Committee meeting	Mid - September
Special City Council – to discuss core service review recommendations from Executive Committee	End of September
2012 Budget Process	
Budget Directions for 2012 Budget	End of September
Special Budget Committee: TW/SW Rate & Budgets	Early November
Special Executive Committee: TW/SW Rate & Budgets	Mid November
City Council: TW/SW Rate & Budgets	End of November
Budget Launch (Capital and Operating Tax Supported)	Early December
Budget Committee Reviews - Councillors	Early December
Budget Committee Hearing - Public	Early December
2012	
Budget Committee Wrap Up	Mid - December
Budget Committee Final Wrap Up	Early January
Special Executive Committee	Mid - January
City Council	3 rd week of January

As shown in the table above, the Rate Budgets will be approved by Council in November 2011. The Tax Supported Capital and Operating Budgets will require more intensive analysis and activity which has extended the approval to February 1, 2012. To achieve this date, it is assumed that the Core Service Review will be completed by the end of June 2011; and the User Fee Review and Service Efficiency Studies by the end of August 2011.

Standing Committee deliberations will occur in the second half of July. Council's decisions are expected by the end of September in order to enable staff to finalize the 2012 Operating Budget and 10-year Capital Plan for Council approval by the third week in January 2012, one month earlier than in 2011.

D. 2013 – 2014 Financial Planning and Budgeting Process

Service Planning will be introduced for the 2013 Financial Planning and Budgeting Process. The process will start in February 2012 with staff developing service plans based on the services and service levels approved as part of the 2012 Financial Planning and Budgeting Process. Effectively, the 2013 approved service plans will become rolling service plans that will require review and adjustments in subsequent years.

Standing Committees will review service plans and engage the public during these reviews. They will establish multi-year service objectives, targets and associated priority actions and will forward these to the Budget Committee. Budget Committee will assess the Standing Committee recommended service priorities together with the financial outlook and circumstances of the City and recommend to Executive Committee service priorities, budget directions and fiscal targets to Executive Committee. These recommended service priorities along with fiscal guidelines from the Budget Committee will be utilized by the Executive Committee to provide budget directions and guidelines in developing the 2013 Operating and Capital Budgets, which will be approved by December, 2012.

The 2014 Financial Planning and Budgeting Process will require reviews of service plans to meet the Mayor and Council's priorities and to address service issues.

Standing Committees will:

- monitor program performance against approved service objectives
- assess progress on achievement of targets and evaluate impacts of emerging issues
- recommend strategies and adjustments where required to ensure that the Mayor and Council's priorities are achieved

Budget Committee will assess service performance and any Standing Committee recommended changes in the context of the City's financial outlook and circumstances and will recommend any appropriate service changes to Executive Committee along with the annual budget directions and fiscal targets.

E. Roles and Responsibilities

The Financial Planning and Budgeting Process, which is set out in more detail in Appendix 1 incorporates best budgeting practices and principles promoted by the Government Financial Officers Association (GFOA). In particular, it incorporates the following key principles:

- Engagement of stakeholders through upfront public consultation.
- Long-term perspective - an annual operating budget plus two-year outlook; and a 10-Year Capital Budget and Plan.
- Linkage of resource allocations to service objectives and establishment of targets driven by Council priorities through a multi-year service planning process.
- Service-focused and performance based - that is, budget decisions will focus on service priorities, service objectives and targets, and on performance budgeting and outcomes.

Multiple key participants will be engaged at various stages of the process. The roles and responsibilities of the key participants in the Multi-Year Financial Planning and Budgeting process are summarized in the attached Appendix 2.

CONTACT

Joseph P. Pennachetti
City Manager
416-392-3551, jpennac@toronto.ca

Cam Weldon
Deputy City Manager and Chief Financial Officer
416-392-8773, cweldon@toronto.ca

SIGNATURE

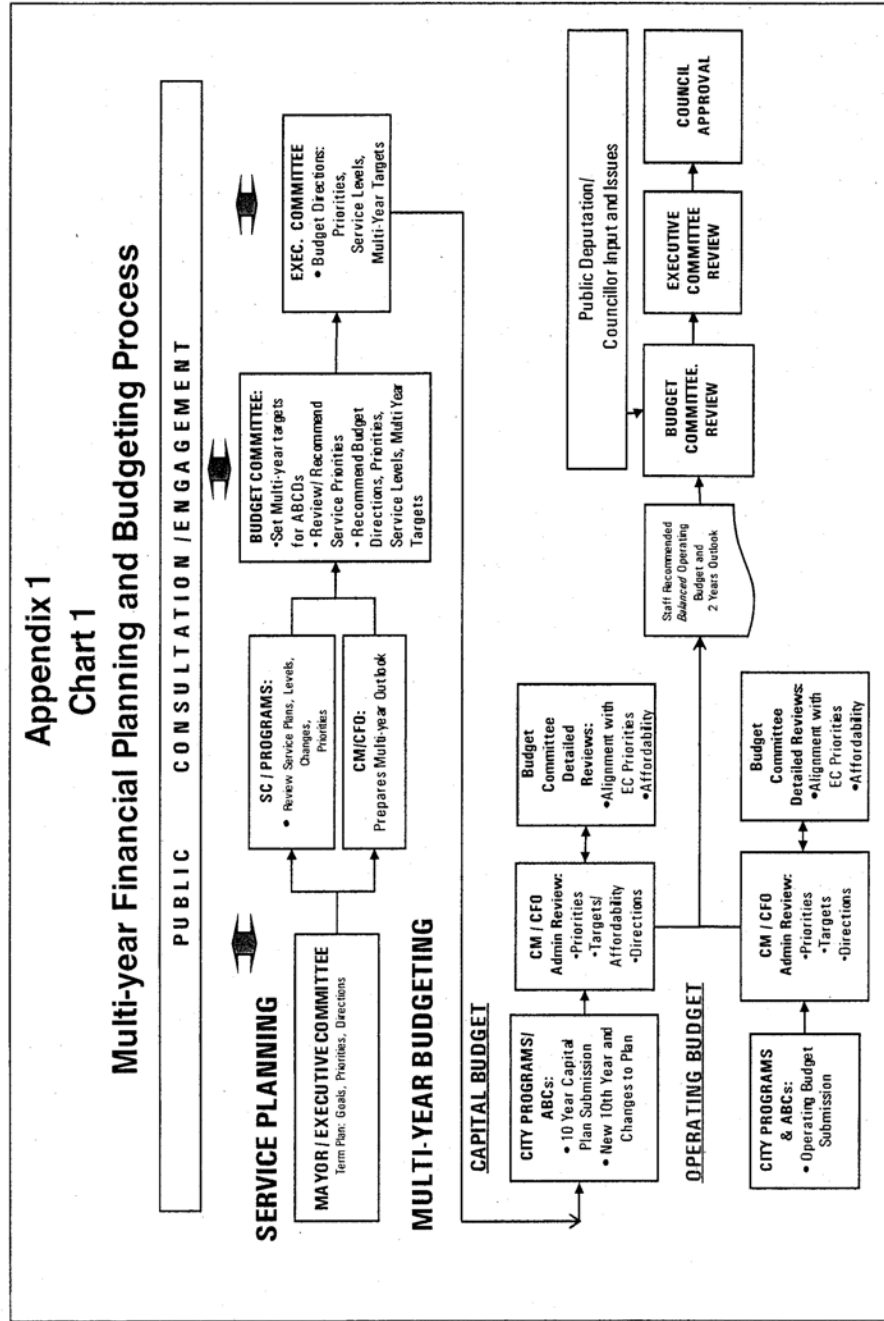

City Manager

Deputy City Manager and Chief Financial Officer

ATTACHMENTS

Appendix 1 - Multi-year Financial Planning and Budgeting Process
Appendix 2 - Roles and Responsibilities

Appendix 1
Chart 1
Multi-year Financial Planning and Budgeting Process



Multi-year Financial Planning and Budgeting ProcessService Planning Process:

The proposed Financial Planning and Budgeting Process is illustrated in Chart 1 above. Service Planning is the starting point, and is a very important phase for guiding the allocation of resources during the budget phase. It is during this phase that service objectives and priorities are established and/or confirmed. Ideally, the Mayor and Council will set strategic directions for its term of office, which will guide service plans and the establishment of service objectives, priority actions and performance targets in order to achieve the strategic directions.

Service Planning links strategic directions and multi-year budgeting to achieve those directions by way of service delivery plans, a tool that supports informed decision-making. Service plans should reflect the input of all stakeholders, including the public. Therefore, public engagement is a key and essential element of the Service Planning phase of the process and is critical to ensuring that public input is represented in the service plans.

As illustrated in Chart 1, Service Planning is comprised of the following key elements:

- The Mayor and City Council establish strategic directions and priorities for the term of office.
- Executive Committee and the Mayor provide guidelines and directions for development of 3-5 year service plans that are linked to Council's priorities and the City's fiscal condition.
- City Programs and Agencies prepare service plans that comply with Executive Committee guidelines during the first year of the service planning cycle. In subsequent years, service plans will be reviewed to assess performance and address emerging service issues, and confirm or recommend service priorities.
- Standing Committees review City Program and Agency service plans within their individual policy mandates. These committees will make recommendations to establish/confirm /modify services, service levels and service priorities to address service performance.
- Based on the CFO's financial outlook, the Budget Committee will establish budget guidelines and directions and will evaluate Standing Committees' recommendations on service priorities in the context of the City's financial outlook and fiscal circumstances and will recommend service priorities, budget directions and guidelines to Executive Committee for its consideration.
- Executive Committee will establish service priorities, objectives and targets and/or changes to existing service plans where warranted, as well as budget directions and fiscal targets and give direction for the next budget process.

Multi-Year Budgeting Process:

Executive Committee's budget directions and guidelines provide a framework for City Programs and Agencies to develop multi-year capital and operating budgets. The review and approval process for the capital and operating budgets are de-linked, although the time lines may be the same. Key elements of the budget process include the following:

June

- Executive Committee provides budget directions and guidelines to City Program and Agency Staff.

May - August

- Staff develop 10-year capital plans, of which the first year is the capital budget.
- Staff develop annual operating budgets along with a two-year outlook/forecast comprised of a base budget and a new and service expansion budget:
 - The base budget submission will detail the resources needed to provide the services and service levels approved by Council in the prior year; and must comply with directions prescribed by City Council and budgetary guidelines provided by the Financial Planning Division.
 - In addition to the base budget, business cases that clearly articulate strategy to achieve budget reduction targets will be submitted. These business cases will describe proposed service changes, along with the impact on services and service levels, service performance and the community; as well as budgetary and staffing changes.

It is essential that linkages between service goals, objectives and priority actions established in the service plans, and resource requests are clearly described in the budget submissions.

August - September:

- City Manager, and Deputy City Manager and Chief Financial Officer:
 - Conduct administrative review of City Programs and Agencies' budget requests to confirm compliance with Council directions and guidelines.
 - Develop staff recommended budgets for submission to the Budget Committee.

October - November

- Presentation of the Staff Recommended Budgets launches the political review and public consultation process. This stage of the process includes the following:
 - Presentation of the Staff Recommended Operating and Capital Budgets to the Budget Committee.
 - Budget Committee hearings are held to enable:
 - Councillors to raise issues and seek information;
 - Public to provide input/response to staff recommended budgets.
 - Preparation of budget briefing notes and response to information requests.

-
- Budget Committee reviews briefing notes, responses to additional Program/Agency information requests, and budget options.
 - Budget Committee determines its recommended operating and capital budget for submission to Executive Committee
 - Staff prepares the Budget Committee Corporate Operating and Capital Budget Reports

November – December

- Executive Committee reviews the Budget Committee Recommended 10-Year Capital Plan and Operating Budgets.
- Executive Committee recommends its 10-Year Capital Plan and Operating Budgets to City Council.
- Council reviews and approves the 10-Year Capital Plan and Operating Budgets.

Ideally, all City budgets should be approved by December 31 of the year preceding the budget year; however, this is not achievable in election years, given that the election is normally held during the last three months of the year. In an election year, the new City Council will establish a schedule for preparing and approving the budget for its first full year in office.

Appendix 2

Roles and Responsibilities		
	2012 Process	2013 – 2014
Staff	<p>Service Review:</p> <ul style="list-style-type: none"> • Support Core Service Review and Service Efficiency Studies • Review service efficiency opportunities to find savings <p>Multi-Year Budgeting:</p> <ul style="list-style-type: none"> • Develop 10-year Capital Budget and Plan and Operating Budget based on established budgetary principles and policies; ensure compliance with budget directions, guidelines and targets. • Incorporate Council approved recommendations arising from the core service review into the 2012 budgets. • Incorporate financial implications of service efficiency studies into the 2012 budgets for implementation. • Bring forward Staff Recommended 10-Year Capital budget and 2012 Operating Budget based on Council budget directions, guidelines and targets. • Implement Budgets ensuring that resources are utilized to achieve approved outcomes efficiently and in accordance with plans. • On a timely basis, recommend corrective action to City Council where significant departure from plan is identified 	<p>Service Planning:</p> <ul style="list-style-type: none"> • Develop and or review / revise service plans based on Council directions, more current information, and fiscal framework • Continue service efficiency studies to find savings • Present service plans and other information required to inform/facilitate Standing Committee reviews of service plans <p>Multi-Year budgeting:</p> <ul style="list-style-type: none"> • Develop 10-year Capital Budget and Plan and Operating Budget based on established, budgetary principles and policies; ensure compliance with budget directions, guidelines and targets. • Incorporate financial implications of service efficiency studies into the 2012 budgets for implementation. • Implement 2013 Budgets ensuring that resources are utilized to achieve approved outcomes efficiently and in accordance with plans • Produce quarterly performance and progress reports on budget / service plan implementation • On a timely basis, recommend corrective action to City Council where significant departure from plan is identified
Standing Committee	<p>Service Review:</p> <ul style="list-style-type: none"> • Review / evaluate findings of Core Service Review • Make recommendations to the Executive Committee regarding services in their respective policy jurisdiction: <ul style="list-style-type: none"> - Services that are legislated, core, discretionary - Service levels/standards - City's role in service delivery - Relative service priorities 	<p>Service Planning:</p> <ul style="list-style-type: none"> • Review service plans within financial framework including: <ul style="list-style-type: none"> - Service delivery issues, service objectives, targets and actions needed to address service issues - Service performance • Establish / recommend service priorities • Facilitate / solicit public input engagement on Service Plans • Confirm and forward recommended changes to service plans and priorities to Budget Committee.
Budget Committee	<p>Service Planning:</p> <ul style="list-style-type: none"> • Review multi-year financial forecast and assumptions and recommend budgetary targets and guidelines to the Mayor and Executive Committee 	<p>Service Planning:</p> <ul style="list-style-type: none"> • Review multi-year financial forecast and assumptions and establish budget guidelines and fiscal targets • Assess Standing Committee recommended service priorities within financial framework • Recommend service priorities, budget

Roles and Responsibilities		
	2012 Process	2013 – 2014
	<p>Multi-Year Budgeting:</p> <ul style="list-style-type: none"> • Conduct informal review of staff recommended budgets in order to determine that resource requests are reasonable and that services are delivered efficiently and effectively • Review staff recommended budgets based on Council directions, guidelines and priority actions • Conduct Hearings for Councillors issues / input and public deputations where warranted, adjust the budget or make recommendations for change to the Executive Committee / Council • Recommend annual operating and capital budget and plan to Executive Committee/Council • Monitor capital and operating spending and service performance and recommend in-year budget adjustments and corrective actions to Executive Committee, where warranted • Review reports / matters that have financial impact on current and future budgets and make recommendations to Executive Committee 	<p>guidelines and targets and guidelines to the Mayor and Executive Committee</p> <p>Multi-Year Budgeting:</p> <ul style="list-style-type: none"> • Conduct informal review of staff recommended budgets in order to determine that resource requests are reasonable and that services are delivered efficiently and effectively • Review staff recommended budgets based on Council directions, guidelines and priority actions • Conduct Hearings for Councillors issues / input and public deputations where warranted, adjust the budget or make recommendations for change to the Executive Committee / Council • Recommend annual operating and capital budget to Executive Committee/Council • Monitor capital and operating spending and service performance and recommend in-year budget adjustments and corrective actions to Executive Committee, where warranted • Review reports / matters that have financial impact on current and future budgets and make recommendations to Executive Committee.
Executive Committee	<p>Service Review:</p> <ul style="list-style-type: none"> • Review/recommend for Council adoption core services and service levels and relative service priorities, where necessary; and any service changes. • Consider Budget Committee recommended budgetary guidelines and targets. • Establish service priorities, budget directions and guidelines • Recommend 2012 Budget directions to Council. <p>Multi-Year Budgeting:</p> <ul style="list-style-type: none"> • Establish/ approve financial and budgetary policies to guide multi-year financial planning, budgeting, management and evaluation • Review the Budget Committee recommended budgets and submit budgets to Council for its review and adoption • Monitor capital and operating spending and service performance and recommend in-year budget adjustments and corrective actions to Executive Committee, where warranted 	<p>Service Planning:</p> <ul style="list-style-type: none"> • Consider Budget Committee recommended service priorities, service objectives and targets and priority actions and confirm alignment with Council priorities and city-wide long term goals • Consider multi-year financial forecast and budgetary targets recommended by Budget Committee • Establish service priorities, budget directions and targets. <p>Multi-Year Budgeting:</p> <ul style="list-style-type: none"> • Provide budget directions and guidelines to Budget Committee and staff • Establish/approve financial and budgetary policies to guide multi-year financial planning, budgeting, management and evaluation • Review the Budget Committee recommended budgets and submit budgets to Council for its review and adoption • Monitor capital and operating spending and service performance and recommend in-year budget adjustments and corrective actions to Executive Committee, where warranted

Roles and Responsibilities		
	2012 Process	2013 – 2014
Public Stakeholders	<ul style="list-style-type: none"> • Through stakeholder consultations, communicate community needs, priorities and challenges • Provide input on core service definition that are responsive to community needs • Provide feedback on recommended service levels and standards • Provide advice on where scarce resources should be focused and how services should be delivered 	<ul style="list-style-type: none"> • Through stakeholder consultations, communicate community needs, priorities and challenges • Provide input on service plans and service objectives and priority actions that are responsive to community needs • Provide feedback on service levels and standards and program efficiencies • Provide advice on where scarce resources should be focused and how services should be delivered
Council	<p>Service Review:</p> <ul style="list-style-type: none"> • Approve: <ul style="list-style-type: none"> - Services that are legislated, core, discretionary - Service levels/standards - City's role in service delivery - Relative service priorities • Approve service efficiencies, where necessary • Adopt and provide 2012 budget directions <p>Multi-Year Budgeting:</p> <ul style="list-style-type: none"> • Approve annual Operating Budget and 10-year Capital Plan • Approve in-year budget adjustments • Monitor in-year spending and performance and take necessary actions • Consider matters with financial implications in the context of the City's fiscal framework and environment 	<p>Service Planning:</p> <ul style="list-style-type: none"> • Approve ongoing service efficiency recommendations, where necessary <p>Multi-Year Budgeting:</p> <ul style="list-style-type: none"> • Approve annual Operating Budget and 10-year Capital Plan • Approve in-year budget adjustments, where necessary • Monitor in-year spending and performance and take necessary actions • Consider matters with financial implications in the context of the city's fiscal framework and environment



Tracking Status

- This item was considered by Executive Committee on March 21, 2011 and was adopted with amendments. It will be considered by City Council on April 12, 2011.

Executive Committee consideration on March 21, 2011

EX4.6	ACTION	Amended		Ward:All
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Managing Through Agencies and Corporations

Committee Recommendations

The Executive Committee recommends that:

1. City Council request the City Manager to continue to review agency governance structures focussing on key opportunities for improvement with the following goals:
 - a. ensure that the services provided by agencies are appropriate municipal services;
 - b. ensure that the number of agencies and related governance costs add value to their purpose, capitalize on opportunities to combine similar businesses, eliminate overlaps with City programs and services, or, for revenue-generating boards, achieve the critical mass to be self-sustainable;
 - c. clarify City objectives for agencies, ensuring that the policy framework is appropriate to the business sector in which they operate; and
 - d. put mechanisms in place to ensure alignment and commitment to City objectives.
2. a. City Council endorse the following accountability mechanisms for managing through City agencies:
 - i. City Council appoint the Chair of each board except where legislation restricts this power, such as for the Police Services Board, the Board of Health, the Toronto Public Library Board and Committee of Adjustment and, for greater clarity, does not apply to community-based boards such as AOCCs, BIAs and arena boards;
 - ii. City Council approve the board by-laws of all agencies that regulate the internal conduct of the business and affairs of the agency, as is currently required for all City corporations;

- iii. City Council establish City by-laws codifying the governance structures of City agencies and their Council-approved financial reporting obligations; and
 - iv. agency reports be submitted to the City through the City Manager for transmittal to the appropriate standing committee in order to provide information on the impact on the City, similar to the process established for City corporations; and
 - b. City Council authorize the City Manager to establish the necessary protocols or take other actions to implement the accountability mechanisms set out in Recommendation 2a above.
- 3.
 - a. City Council request the City Manager to review board human resources policies and practices and recommend changes to ensure alignment with City objectives including: compensation, appointment and performance management of senior board staff and labour relations; and
 - b. City Council direct every board to provide the City Manager with all information required to conduct the review.
- 4. City Council request the City Manager to bring forward a City policy framework that ensures that City principles, policies and accountabilities are applied appropriately to each agency and that the appropriate degree of independence is respected.
- 5. City Council direct that the Sinking Fund Committee and the Investment Advisory Committee be dissolved and their investment decisions be delegated to the Deputy City Manager and Chief Financial Officer.
- 6. City Council direct that Chapter 103 Article 1 Sections 103-1, 103-2, and 103-3 of the Municipal Code, regarding the Museum Boards, be deleted to reflect the status of Museum Boards as key advisory bodies since Council approval of the 2002 Memorandum of Understanding between the City and the Museum Boards, and to enable a transition to an alternate engagement process as endorsed by the Museum Boards.
- 7. City Council authorize the City Manager, where necessary, to set the effective date of the changes resulting from approval of the recommendations in this report and amend any and all relationship frameworks, shareholder directions, policies, websites, or other documents to implement the changes as approved by Council.
- 8. City Council authorize the City Solicitor to bring forward any necessary amendments to City by-laws or the Municipal Code including bills giving effect to decisions to dissolve and change local boards under s. 145 of the City of Toronto Act, 2006 to implement Recommendations 2(a)(i), 5 and 6 above, or to take any other action she deems necessary to implement those recommendations.

Decision Advice and Other Information

The Executive Committee requested the City Manager to report on the following motions directly to Council:

By Councillor Ainslie:

1. That Recommendation 1 of the report (March 9, 2011) from the City Manager be deleted and replaced as follows:
 - "1a. The City Manager at the beginning of each term is requested to report on the City's management of its ABCs, and make recommendations as necessary to:
 - i. ensure that the services provided by agencies are appropriate municipal services;
 - ii. ensure that the number of agencies and related governance costs add value to their purpose, capitalize on opportunities to combine similar businesses, eliminate overlaps with City programs and services, or, for revenue-generating boards, achieve the critical mass to be self-sustainable;
 - iii. clarify City objectives for agencies, ensuring that the policy framework is appropriate to the business sector in which they operate;
 - iv. put mechanisms in place to ensure alignment and commitment to City objectives;
 - v. the recommendations of the Auditor General's reports be applied to the City's appropriate ABC's in the same manner as the City's internal divisions.
 - 1b. every five years, on a rotating basis, each Agency, Board, and Commission (ABC) is requested to create a strategic plan, the preparation of which includes outreach to stake holders. The City Manager is to report on each plan to Council, and make recommendations with respect to the purpose and effectiveness of each organization, and its 'fit' within the overall City structure."
2. That Recommendation 3 of the report (March 9, 2011) from the City Manager be deleted and replaced as follows:
 - "3a. The City Manager review board human resources policies and practices and recommend changes to ensure alignment with City objectives including: compensation, appointment and performance management of senior board staff and labour relations;
 - b. The City Manager review board purchasing, information technology and payroll practices and standards.
 - c. Council direct that such practices be centralized as the City Manager deems appropriate and which are consistent with the staff report.
 - d. Council direct every board to provide the City Manager with all information required to conduct the review."

3. That recommendation 4 of the report (March 9, 2011) from the City Manager be deleted and replaced as follows:

- "4. The City Manager bring forward a City policy framework that ensures that City principles, policies and accountabilities are applied appropriately to each agency."

By Councillor Mammoliti:

That the City Manager submit a report directly to Council clarifying which body a Councillor represents while serving as a Board member on the City's Agencies, Boards, Commissions and Corporations

By Councillor Shiner:

That the City Manager report to the Executive Committee on the advisability of Council appointing the Chairs of each of the restricted boards, and what legislative changes the City should request of the Province to give the City the authority to appoint the Chairs

Origin

(March 9, 2011) Report from the City Manager

Summary

The use of various models of arm's-length governance structures to deliver certain programs or services is a longstanding practice of most governments. It is also best practice to regularly review the number, structures and governance relationships of City agencies.

The City has 119 City and partnered agencies and corporations including 71 BIAs, 10 community centre boards, 8 arena boards and 30 other boards. More than 33% of the budget and 48% of the staff are managed by City agencies and corporations. Since amalgamation there has been an on-going workplan to document the governance relationship between the City and its agencies and corporations through Relationship Frameworks and Shareholder Directions. In addition, individual agencies have been the subject of governance reviews that resulted in changes to structures.

However, there has been no comprehensive rethink of why the City manages services through agencies and corporations, the most effective organization of these agencies, how agencies are aligned with City public policy and structures, and the strategies for ensuring City agencies are accountable to City Council. It is also appropriate to review the cost-effectiveness of agency models to deliver services and how well they achieve transparency and accountability objectives.

The use of the agency model carries with it additional governance costs arising from separate audit requirements, resource-intensive board recruitment, and staff resources to support board meetings, set up websites, establish separate policies, review separate budgets, and manage separate accounting and HR systems. A significant finding of the Fiscal Review Panel indicated that the City needed to "get a grip on" its agencies and take firmer control to reduce costs and strengthen accountability to Council.

Provincial legislation gives the City authority to make changes to governance structures for most of its local boards. As the City matures as an order of government, there is an opportunity to take a leadership approach to managing through agencies and corporations. This report proposes that the City continue to undertake reviews of agency governance structures informed by the following objectives: modernize governance to a form more appropriate to the size, complexity, and maturity of the City of Toronto; improve accountability and transparency; and gain efficiencies and reduce costs.

Background Information

(March 9, 2011) Staff Report - Managing Through Agencies and Corporations
(<http://www.toronto.ca/legdocs/mmis/2011/ex/bgrd/backgroundfile-36606.pdf>)

(March 21, 2011) Presentation - Managing Through Agencies and Corporations & Public Appointments Policy
(<http://www.toronto.ca/legdocs/mmis/2011/ex/bgrd/backgroundfile-36738.pdf>)

Communications

(March 12, 2011) E-mail from Peter Clarke (EX.Supp.EX4.6.1)

(March 18, 2011) E-mail from James L. Robinson, Executive Director, Downtown Yonge Business Improvement Area (EX.Main.EX4.6.2)

(March 19, 2011) E-mail from Sharon Yetman, Inventor/Innovator, Platform Technology (EX.Main.EX4.6.3)

(March 21, 2011) Letter from Maureen O'Reilly, President, TPLWU Local 4948 (EX.Main.EX4.6.4)

Speakers

Leslie Thompson, President, LESRISK, Debt & Risk Management Inc.

Councillor Shelley Carroll, Ward 33 - Don Valley East

Councillor Adam Vaughan, Ward 20 - Trinity-Spadina

Councillor Gloria Lindsay Luby, Ward 4 - Etobicoke Centre

Councillor Frances Nunziata, Ward 11 - York South-Weston

Councillor Paula Fletcher, Ward 30 - Toronto-Danforth

Councillor Joe Mihevc, Ward 21 - St. Paul's

Councillor Gary Crawford, Ward 36 - Scarborough Southwest

Councillor Mary Fragedakis, Ward 29 - Toronto-Danforth

Councillor Josh Matlow, Ward 22 - St. Paul's

Councillor Gord Perks, Ward 14 - Parkdale-High Park

Councillor Janet Davis, Ward 31 - Beaches-East York

Councillor Sarah Doucette, Ward 13 - Parkdale-High Park

Motions

1 - Motion to Amend Item moved by Councillor Paul Ainslie (Referred)

That Recommendation 1 of the staff report be deleted and replaced as follows:

"1. (a) The City Manager at the beginning of each term is requested to report on the City's management of its ABCs, and make recommendations as necessary to:

- i. ensure that the services provided by agencies are appropriate municipal services;
- ii. ensure that the number of agencies and related governance costs add value to their purpose, capitalize on opportunities to combine similar businesses,

eliminate overlaps with City programs and services, or, for revenue-generating boards, achieve the critical mass to be self-sustainable;

- iii. clarify City objectives for agencies, ensuring that the policy framework is appropriate to the business sector in which they operate;
 - iv. put mechanisms in place to ensure alignment and commitment to City objectives;
 - v) the recommendations of the Auditor General's reports be applied to the City's appropriate ABC's in the same manner as the City's internal divisions.
1. (b) every five years, on a rotating basis, each Agency, Board, and Commission (ABC) is requested to create a strategic plan, the preparation of which includes outreach to stake holders. The City Manager is to report on each plan to Council, and make recommendations with respect to the purpose and effectiveness of each organization, and its 'fit' within the overall City structure."

2 - Motion to Amend Item moved by Councillor Paul Ainslie (Referred)

That Recommendation 3 of the staff report be deleted and replaced as follows:

- "3 (a) The City Manager review board human resources policies and practices and recommend changes to ensure alignment with City objectives including: compensation, appointment and performance management of senior board staff and labour relations;
- (b) The City Manager review board purchasing, information technology and payroll practices and standards.
- (c) Council direct that such practices be centralized as the City Manager deems appropriate and which are consistent with the staff report
- (d) Council direct every board to provide the City Manager with all information required to conduct the review."

3 - Motion to Amend Item moved by Councillor Paul Ainslie (Referred)

That recommendation 4 of the staff report be deleted and replaced as follows:

"4. The City Manager bring forward a City policy framework that ensures that City principles, policies and accountabilities are applied appropriately to each agency."

4 - Motion to Amend Item (Additional) moved by Councillor Giorgio Mammoliti (Referred)

That the City Manager submit a report directly to Council clarifying which body a Councillor represents while serving as a Board member on the City's Agencies, Boards, Commissions and Corporations.

5 - Motion to Amend Item (Additional) moved by Councillor David Shiner (Referred)

That the City Manager report to the Executive Committee on the advisability of Council appointing the Chairs of each of the restricted boards, and what legislative changes the City should request of the Province to give the City the authority to appoint the Chairs.

6 - Motion to Refer Motion moved by Councillor Mike Del Grande (Carried)

That the City Manager report directly to Council on the motions by Councillors Ainslie, Shiner and Mammoliti.

7 - Motion to Amend Item moved by Councillor Doug Holyday (Carried)

That Recommendation 2 a.i. of the report (March 9, 2011) from the City Manager be deleted and replaced as follows:

"2.a.i. Council appoint the chair of each board except where legislation restricts this power such as for the Police Services Board, the Board of Health, the Library Board, and Committee of Adjustment and for greater clarity does not apply to community-based boards such as AOCCs, BIAs, and arena boards."

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

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



STAFF REPORT ACTION REQUIRED

Managing Through Agencies and Corporations

Date:	March 9, 2011
To:	Executive Committee
From:	City Manager
Wards:	all
Reference Number:	

SUMMARY

The use of various models of arm's-length governance structures to deliver certain programs or services is a longstanding practice of most governments. It is also best practice to regularly review the number, structures and governance relationships of City agencies.

The City has 119 City and partnered agencies and corporations including 71 BIAs, 10 community centre boards, 8 arena boards and 30 other boards. More than 33% of the budget and 48% of the staff are managed by City agencies and corporations. Since amalgamation there has been an on-going workplan to document the governance relationship between the City and its agencies and corporations through Relationship Frameworks and Shareholder Directions. In addition, individual agencies have been the subject of governance reviews that resulted in changes to structures.

However, there has been no comprehensive rethink of why the City manages services through agencies and corporations, the most effective organization of these agencies, how agencies are aligned with City public policy and structures, and the strategies for ensuring City agencies are accountable to City Council. It is also appropriate to review the cost-effectiveness of agency models to deliver services and how well they achieve transparency and accountability objectives.

The use of the agency model carries with it additional governance costs arising from separate audit requirements, resource-intensive board recruitment, and staff resources to support board meetings, set up websites, establish separate policies, review separate budgets, and manage separate accounting and HR systems. A significant finding of the Fiscal Review Panel indicated that the City needed to "get a grip on" its agencies and take firmer control to reduce costs and strengthen accountability to Council.

Provincial legislation gives the City authority to make changes to governance structures for most of its local boards. As the City matures as an order of government, there is an opportunity to take a leadership approach to managing through agencies and corporations. This report proposes that the City continue to undertake reviews of agency governance structures informed by the following objectives: modernize governance to a form more appropriate to the size, complexity, and maturity of the City of Toronto; improve accountability and transparency; and gain efficiencies and reduce costs.

RECOMMENDATIONS

The City Manager recommends that:

1. The City Manager continue to review agency governance structures focussing on key opportunities for improvement with the following goals:
 - (i) ensure that the services provided by agencies are appropriate municipal services;
 - (ii) ensure that the number of agencies and related governance costs add value to their purpose, capitalize on opportunities to combine similar businesses, eliminate overlaps with City programs and services, or, for revenue-generating boards, achieve the critical mass to be self-sustainable;
 - (iii) clarify City objectives for agencies, ensuring that the policy framework is appropriate to the business sector in which they operate; and
 - (iv) put mechanisms in place to ensure alignment and commitment to City objectives.
2. (a) Council endorse the following accountability mechanisms for managing through City agencies:
 - (i) for City agencies where Council makes appointments, Council appoint the Chair of each board except for the Police Services Board, the Board of Health, and the Toronto Public Library Board whose Chairs must be elected by board members in accordance with the legislation that governs these agencies;
 - (ii) Council approve the board by-laws of all agencies that regulate the internal conduct of the business and affairs of the agency, as is currently required for all City corporations;
 - (iii) Council establish City by-laws codifying the governance structures of City agencies and their Council-approved financial reporting obligations; and
 - (iv) agency reports be submitted to the City through the City Manager for transmittal to the appropriate standing committee in order to provide information on the impact on the City, similar to the process established for City corporations; and
- (b) The City Manager be authorized to establish the necessary protocols or take other actions to implement the above accountability mechanisms.
3. (a) The City Manager review board human resources policies and practices and recommend changes to ensure alignment with City objectives including: compensation, appointment and performance management of senior board staff and labour relations; and

- (b) Council direct every board to provide the City Manager with all information required to conduct the review.
4. The City Manager bring forward a City policy framework that ensures that City principles, policies and accountabilities are applied appropriately to each agency and that the appropriate degree of independence is respected.
 5. The Sinking Fund Committee and the Investment Advisory Committee be dissolved and their investment decisions be delegated to the Deputy City Manager and Chief Financial Officer.
 6. Chapter 103 Article 1 Sections 103-1, 103-2, and 103-3 of the Municipal Code, regarding the Museum Boards, be deleted to reflect the status of Museum Boards as key advisory bodies since Council approval of the 2002 Memorandum of Understanding between the City and the Museum Boards, and to enable a transition to an alternate engagement process as endorsed by the Museum Boards.
 7. The City Manager be authorized, where necessary, to set the effective date of the changes resulting from approval of the recommendations in this report and amend any and all relationship frameworks, shareholder directions, policies, websites, or other documents to implement the changes as approved by Council.
 8. The City Solicitor be authorized to bring forward any necessary amendments to City by-laws or the Municipal Code including bills giving effect to decisions to dissolve and change local boards under s. 145 of the *City of Toronto Act, 2006* to implement recommendations 2(a)(i), 5 and 6 or to take any other action she deems necessary to implement those recommendations.

Financial Impact

Dissolving the Sinking Fund Committee and the Investment Advisory Committee will result in \$20,000 annual savings in honoraria for public members.

The agency model is administratively costly to maintain since it requires duplicate administrations and support systems, separate budget reviews, separate audits and financial reports, a time-consuming appointments process, remuneration and expenses for some board members, labour relations strategies that may impact the City, and agency staff compensation that sometimes exceed the City's policies and practices. It is therefore necessary to ensure that the governance model is justified and results in benefits commensurate with the added governance cost. The recommendations in this report are intended to implement strategies that will ensure added value is commensurate with the governance cost.

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

Equity Impact

The review of Agencies' policies will ensure that they are consistent with City directions and policies related to Access, Equity and Human Rights.

DECISION HISTORY

The current City agencies have generally been in place since before amalgamation in 1998 and there has never been a comprehensive review of the agency model. In 1999, City Council undertook a long-term process of developing Relationship Frameworks for City agencies in order to document the relationship between the City and each agency. To date, Council has approved Relationship Frameworks for 10 AOCCs, 8 arena boards, 71 BIAs in the form of a by-law, Licensing Tribunal, Toronto Atmospheric Fund, and Heritage Toronto, and has completed Shareholder Directions for all City corporations. The City Manager's Office is in the process of developing Relationship Frameworks for the Parking Authority and the 3 major theatres and will shortly begin the process for the Library Board and the TTC.

The City was also successful in encouraging the Province to amend the City of Toronto Act to ensure that the City has the needed authority to determine appropriate governance structures.

The Executive Committee has requested that the City Manager conduct a review of the governance of the Toronto Atmospheric Fund to explore options. In another complementary report before the Executive Committee, the City Manager is recommending a Core Services Review of all services delivered by City divisions and agencies, as well as selected Service Efficiency Studies. The governance objectives and directions outlined in this policy report should be considered in these reviews respecting City agencies. In addition, another related report on the same agenda pertains to amendments to the Public Appointments Policy that impact the composition of some of the boards.

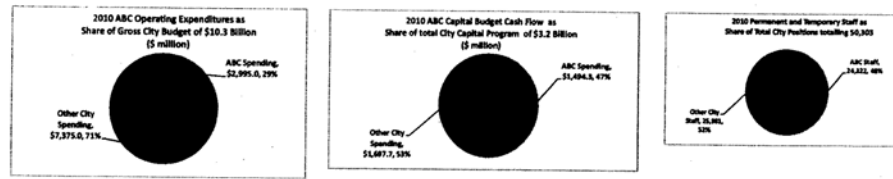
ISSUE BACKGROUND

Why Agencies and Corporations Matter

Agencies and corporations have a major impact on the City and its costs because they:

- spend tax money (33% of City's combined annual operating and capital cashflows);
- hold and operate a considerable asset base (public transit and housing assets alone have an estimated value of almost \$15 billion);
- employ a lot of staff (almost as many as the City itself - 48% of total);
- impact City policy and strategy by providing a wide variety of municipal services to a great number of people having a diverse range of needs

The charts below demonstrate the City impact of these structures.



Overview

Many City services are delivered through City agencies or City corporations. They range in size and scope and degree of independence from the City.

- A. Corporations are owned by the City, but they own their own assets and operate independently from the City (e.g. Toronto Hydro and Build Toronto) in accordance with a Shareholder Direction that establishes objectives, operating rules, and reporting requirements.
- B. Agencies have decision-making authority, but the City generally owns the assets and Council approves their budgets, sets certain policies, and makes certain significant decisions. There are 3 types of agencies:
 - Service agencies employ their own staff, have their own administrative capacity, and deliver a specific service under the direction of a board with authority delegated by Council (e.g. TTC, Parking Authority, Exhibition Place)
 - Small community-based agencies rely extensively on community involvement and volunteers to deliver programs and the City provides the capital budget and a range of administrative supports (e.g., community centre boards of management and arena boards).
 - Quasi-judicial adjudicative bodies and administrative boards make final and binding decisions, but rely on City staff for all administrative support so their costs are included with divisional budgets (e.g. Committee of Adjustment, Licensing Tribunal).

Advisory bodies are not included in this categorization as they are not final decision-making bodies. The term ABCs has been used in the past to mean Agencies, Boards, and Commissions. There is no longer any discernable difference between these terms. It is less confusing to the public if these are all referred to as City agencies. The board of directors of an agency is referred to as the board.

Attachment 1 provides an overview of City agencies, corporations, and other bodies and their classification as described above.

Relationship to the City

Different agencies and corporations may have different governance relationships with the City based on different legislative requirements and differences in status, mandate and structure. Where legislatively permissible, City Council has also delegated varying levels of authority to its agencies to deliver services on Council's behalf. With this assignment of responsibilities comes the obligation to conduct business in a manner consistent with City objectives. This occurs through a number of mechanisms:

- Council has the power provided by the *City of Toronto Act 2006* to change the mandates and governance structures of most of its agencies and City services corporations. Legislative limitations apply for Police, Library, and Board of Health.
- Council appoints members of Council, Toronto residents, and in some cases City staff on an ex officio basis to serve on the boards of directors of agencies and corporations.
- Council has approved a number of relationship frameworks that define the relationship between the City and the specific agency including Council's delegation of authority, expectations, policy requirements, and requirements for reporting to Council.
- In most cases, agencies have authority over human resources except that City staff of Public Health provide services that are overseen by the Board of Health, AOCC staff are considered City staff and although managed by the board are required to adhere to all City HR policies, and all quasi-judicial and financial administrative boards have no staff but are supported by City divisions.
- For City-owned corporations, Council as the shareholder approves Shareholder Directions to the boards of directors that outline the City objectives for the corporation, operating principles, decisions that need to come to Council, and reporting requirements.

COMMENTS

Governance Principles

Because agencies (not corporations) are, in most cases, agents of the City in accordance with legislation, the City is fully responsible for the financing and operation of the agency. It is therefore important for the City to ensure that City boards:

- have appropriate structures and qualified boards
- are managed well
- are accountable to the City
- are financially stable
- follow legislative rules and City direction
- support City objectives established for the Board.

Opportunity for Improved Governance

- At amalgamation, some boards (Hydro, Parking Authority, Committee of Adjustment, Property Standards) were amalgamated through legislation, but most others continued as were established by the former municipalities. Few major changes have occurred since

amalgamation to ensure that the City's approach to agency governance is in line with the City size and complexity.

- The Province has given the City control over its board structures (with legislative constraints regarding Police, Health, and Library) and as the City matures as an order of government, there is an opportunity to take a stronger leadership approach to managing through agencies and corporations.
- The agency model has an added governance cost since it requires duplicate administrations and labour relations, separate audits, a time-consuming appointments process, some remuneration and expenses for board members, and agency staff compensation that sometimes may not be in line with City's policies. The agency model should be reviewed from time to time to ensure that these costs are justified by the added benefits of an arm's length approach.
- The agency approach was intended to engage residents in the decision-making process, permit a more commercial approach to service delivery, or focus additional expertise on a strategic service. Continual oversight is required to ensure that agencies do not gain an unintended independence or stray from Council's direction and that services do not overlap or conflict with City services.
- Blueprint for Fiscal Stability and Economic Prosperity observed that the City needed to "get a grip on" its agencies by taking firmer control and making them more accountable and recommended the City develop a "plan for much more alignment, cooperation, and increased oversight of City ABCCs" and "create more opportunities for savings and joint initiatives and look for opportunities to consolidate certain key functions and responsibilities."

Table 1 sets out the characteristics of good governance practices and provides information about how the City has implemented each and what additional actions are necessary. The actions required are addressed in the recommendations in this report.

Table 1: Characteristics of Good Governance

Desired Characteristics	In Place	Action Required
Governance structures that support City mandate, that are appropriate for the size and complexity of the City, and provide the appropriate degree of self-sufficiency for the circumstance		Rec # 1 Continue governance reviews with new objectives
City By-laws that establish and regulate the agency Agency operating by-laws approved by Council.	Little in current Municipal Code; level of detail varies by boards that are included; Agency procedure by-laws not currently approved by Council as are by-laws for corporations.	Rec #2(a)(ii)&(iii) New Municipal Code chapters for agency governance; and Council to approve by-laws passed by each agency governing their procedures.
Board members that support objectives, collectively possess appropriate qualifications, have perspectives needed to make solid decisions, appreciate and comply with City requirements for the Board, publicly represent the City well, supervise the management of the agency to ensure all information needed to make good decisions is made available to the Board and that management is held appropriately accountable	Council-approved comprehensive Public Appointments Policy that outlines board composition, balance of Councillors and public members, qualifications, and recruitment methods.	Rec #2(a)(i) City appoint the Chair for each board (except Board of Health, Police, Library) as is done for corporations. Public Appointments Policy changes contained in complementary report. Future consideration: • Orientation program for new board members • Evaluation of board
Documentation to guide the agency that outlines the objectives for the agency, mandate, delegated	Completed relationship frameworks: AOCCs, arenas, BIAs (through by-law),	Finish relationship frameworks as previously approved by Council.

Desired Characteristics	In Place	Action Required
authority and constraints, expectations, rules of engagement, supports provided by the City, City liaisons, City rules that apply, reporting requirements	Exhibition Place, Heritage Toronto, Licensing Tribunal, TAF Shareholder Directions for: Hydro, TCHC, Enwave, Build, Invest, TPLC	Rec # 7 Update existing Shareholder Directions and Relationship Frameworks to ensure they address the recommendations in this report.
Sufficient accountability mechanisms are in place	Annual reporting to Council Budget approval by Council Quarterly variance reports Performance measures City authority to appoint or remove board members	Rec #2 <ul style="list-style-type: none"> • City to appoint the Chair. • Council to approve Operating by-laws • Municipal code for agency structures • Agency reports to Council to be reviewed by City staff to determine City impact.
Agency management that is qualified and responsible, has an allegiance to City priorities and respects the City requirements and HR policies that are consistent with the City's.		Rec #3 City Manager to report on agency HR policies and practices and what City's future role should be.
Policy framework that ensures that City principles and policies are applied appropriately to each agency and that the appropriate degree of independence is respected		Rec #4 Policy applicability review

The above chart and the recommendations in this report outline a proposed workplan for improving the governance structure of City agencies and corporations and their relationships to the City. These initiatives will take some time to work with all of the City agencies and corporations to fully implement. As each initiative takes shape, recommended actions will come forward to the Executive Committee and Council for approval.

Sinking Fund Committee and Investment Advisory Committee

The Sinking Fund Committee and Investment Advisory Committee both have mandates pertaining to investments:

- The Sinking Fund Committee establishes investment policies, authorizes all withdrawals from sinking fund accounts, determines the necessity for reductions in levies and authorizes reports to City Council, and approves dispositions of surplus funds in accordance with statutory requirements. The composition of the Sinking Fund Committee is 4 citizen members who receive remuneration, plus the Deputy City Manager and CFO as Chair.
- The Investment Advisory Committee advises the CFO on investment matters relating to the management of the City's money market and fixed-income investment portfolios and provides advice to the CFO on the management of sinking fund assets accumulated to redeem debenture debts issued by the City. The members of the Sinking Fund Committee also serve on the Investment Advisory Committee (the remuneration of citizen members covers appointment to both).

The City is required to establish and maintain a Sinking Fund and to have it audited, but is not required by legislation to have a Sinking Fund Committee or Investment Advisory Committee. Maintaining two committees each having an investment mandate is not an efficient structure, and there are other options for the CFO to obtain external advice without establishing boards (the CFO has discretion to consult with private sector experts as required). To streamline the

governance model, it is recommended that both the Sinking Fund and the Investment Advisory Committees be dissolved and all authority for investment decisions be delegated to the CFO.

Eliminating the Sinking Fund Committee and the Investment Committee will result in annual savings of \$20,000 for remuneration for the 4 citizen members. Other benefits include administrative streamlining and reductions in Councillor and staff time in both selecting members and providing support.

Museum Boards

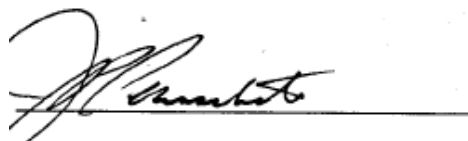
Community museums are operated by City staff and costs are included in the Culture Division budget. There is currently a network of community advisory committees (known as Museum Boards) that provide volunteer support and program input to City staff. This structure has been in place since 2002 with Council's approval of the Memorandum of Understanding between the City and Museum Boards. The Municipal Code is out of date and describes Museum Boards as local boards with authority over staff and budgets. It is therefore recommended that Chapter 103 Sections 1 to 3 of the Municipal Code, regarding the Museum Boards, be deleted in keeping with current practice.

Culture staff have been working with the existing advisory committees and others in the heritage community on an alternative model. The new model would be a single reference group that will be responsible for advising and advocating for the work of the City of Toronto museums. It will provide support and experience in areas such as tourism, sponsorship, marketing, arts, education, programming as well as international and national museums' standards and ethics. The work of the reference group will be augmented by friends groups for each of the museums (such as the Friends of Fort York) and an online Friends of Toronto Museums to promote the events and programs at the City museums and to create a culture of museum going. There is no need for a City by-law to establish such groups.

CONTACT

Nancy Autton, Manager Governance Structures and Corporate Performance, Strategic and Corporate Policy Division, City Manager's Office,
Email: nautton@toronto.ca; tel.: 416-397-0306; fax: 416-696-3645

SIGNATURE



Joseph P. Pennachetti
City Manager

ATTACHMENTS

Attachment 1: Chart of City of Toronto Agencies and Corporations

Attachment 1 - City of Toronto Agencies and Corporations ¹

Agencies ²		Corporations ³	Other Bodies
Service Agencies <ul style="list-style-type: none"> ➤ Board of Health ➤ Exhibition Place ➤ Heritage Toronto ➤ Police Services ➤ Public Library ➤ Sony Centre for the Performing Arts ➤ St. Lawrence Centre for the Arts ➤ Toronto Centre for the Arts ➤ Toronto Parking Authority ➤ Toronto Transit Commission ➤ Toronto Atmospheric Fund ➤ Toronto Zoo ➤ Yonge-Dundas Square 	Quasi-Judicial & Adjudicative Boards ⁴ <ul style="list-style-type: none"> ➤ Committee of Adjustment ➤ Committee of Revision ➤ Property Standards Committee / Fence Viewers ➤ Rooming House Licensing Commissioner ➤ Sign Variance Committee ➤ Toronto Licensing Tribunal 	City Corporations <ul style="list-style-type: none"> ➤ Build Toronto Corporation ➤ Invest Toronto Corporation ➤ Toronto Community Housing Corporation ➤ Toronto Hydro Corporation ➤ TEDCO operating as Toronto Port Lands Company (TPLC) 	Advisory Bodies <ul style="list-style-type: none"> ➤ Museum Boards ⁵ (to be replaced by reference group and Friends groups for each museum) ➤ Toronto Preservation Board ➤ Public advisory bodies appointed by Council from time-to-time ➤ Program advisory bodies established by agencies and divisions from time-to-time
Community-Based Agencies <ul style="list-style-type: none"> ➤ Arena Boards (8) ➤ Association of Community Centre Boards (AOCCs) (10) ➤ Business Improvement Areas (BIAs) (70+) 	Administrative Boards <ul style="list-style-type: none"> ➤ Compliance Audit Committee ➤ Sinking Fund Committee⁶ 	Partnered Corporations <ul style="list-style-type: none"> ➤ Enwave Energy Corporation ➤ Waterfront Toronto 	Pension Bodies ⁵ <ul style="list-style-type: none"> ➤ Metro Toronto Pension Plan Board of Trustees ➤ Metro Toronto Police Benefit Fund Board of Trustees ➤ Toronto Civic Employees' Pension & Benefit Fund Committee ➤ Toronto Fire Department Superannuation & Benefit Fund Committee ➤ York Employees' Pension & Benefit Fund Committee
Partnered Agency <ul style="list-style-type: none"> ➤ Toronto and Region Conservation Authority 	Notes: <ol style="list-style-type: none"> 1. Chart includes agencies, corporations and other bodies. The City also makes nominations for board appointments to a number of external bodies (not on this chart). 2. Previously referred to as agencies, boards and commissions. 3. City Corporations are Ontario Business Corporations Act (OBCA) corporations. 4. Includes quasi-judicial positions. 5. Pension Bodies are Trust Fund Administrators. 6. To be removed if Council approves recommendations in this report. <p>Updated: March 2011</p>		

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON APRIL 07, 2011**

**#P76. OFFICIAL MARK PROTECTION UNDER THE TRADE-MARKS ACT
FOR THE TORONTO POLICE SERVICE “RHVP – REPORT
HOMOPHOBIC VIOLENCE, PERIOD.” PROGRAM**

The Board was in receipt of the following report February 15, 2011 from William Blair, Chief of Police:

Subject: OFFICIAL MARK PROTECTION UNDER THE TRADE-MARKS ACT FOR
THE TORONTO POLICE SERVICE “RHVP – REPORT HOMOPHOBIC
VIOLENCE, PERIOD.” PROGRAM

Recommendations:

It is recommended that:

- (1) the word mark “RHVP – Report Homophobic Violence, Period.” be adopted by the Board as an official mark of the Toronto Police Service; and
- (2) the Board direct the City Solicitor to request the Registrar of Trademarks to give public notice of the adoption and use of the official mark.

Financial Implications:

There are no additional funding implications associated with the Board’s endorsement of this report. The cost to request the Registrar of Trademarks to give public notice of adoption and use of an official mark and is contained within the operation budget of the Community Mobilization Unit.

Background/Purpose:

In order to better protect the interests of the Service and its community partners, it is recommended that the Service obtain protection as an official mark under the *Trade-Marks Act* for the word mark “RHVP – Report Homophobic Violence, Period.”

Discussion:

In June 2008, the Lesbian Gay Bisexual Transgender (LGBT) Community Consultative Committee, in partnership with 21 Toronto-based community service providers, launched the highly successful and award-winning “RHVP– Report Homophobic Violence, Period.” program.

RHVP is a unique anti-bullying and anti-violence program which addresses the specific hate and bias issues faced by LGBT youth - and those perceived to be LGBT - in Canadian schools. RHVP is solidly based on the principles of community mobilization; it is a program created in the community, by the community, under police leadership. Its primary purpose is hate crime prevention and the increased reporting of hate-motivated crime and incidents.

The program consists of printed materials addressing the issues of homophobic, biphobic, and transphobic bullying and violence (see attached). It includes lesson plans and extensive training material for students, educators, community workers, and police officers. Wallet-size report cards assist victims and witnesses in the reporting of hate / bias incidents and crime. A public service announcement underlines the need to report hate / bias incidents and raises awareness around the issue of gender-based bullying. In light of the increased awareness surrounding LGBT youth and suicide, it should be noted that RHVP is the only anti-violence program which has an LGBT youth suicide prevention component built into it.

The RHVP program has been recognized both at the provincial level (OACP Community Policing Award, 2009) and internationally (Webber Seavey Award, 2010) as an exemplary community policing program. The success and recognition of this program has caused other jurisdictions to adopt the program.

In keeping with the philosophy of a best-practices approach and the sharing of successful programs, the Service is interested in allowing other law enforcement agencies to adopt the RHVP program in their respective jurisdictions. A number of law enforcement agencies in the Province of Ontario, as well as internationally, have already adopted the RHVP program. In most cases, the RHVP program administrator was contacted and the program was adopted in its entirety and with permission of the Service. It is in the interest of the Service and its reputation as an innovative leader in the policing community to protect the integrity of the program, and in doing so ensure the program's continued eligibility for funding through grants and / or corporate sponsorship.

Earlier this year, an incomplete version of RHVP featuring non-inclusive language was launched in a region of Ontario. The Service had no prior knowledge of this launch and was only informed of it by its community partner, Egale Canada, which attended the Pride festivities in the region and saw a poster entitled "RHVP – Report Homophobic Violence, Period." Such incomplete renditions of the program, while undoubtedly borne out of best intentions, do not sufficiently address community concerns. They undermine the integrity of the program, reflect negatively on the Service, and decrease the program's eligibility for funding.

Legal Services and the City of Toronto Legal Division were consulted and a recommendation was made to apply for official mark protection of the word mark "RHVP – Report Homophobic Violence, Period." in order to protect both the integrity of program and the reputation of the Service.

It should be noted that official mark protection only applies to Canada. International protection is not afforded unless the mark is registered in the foreign jurisdiction under local laws.

Conclusion:

Obtaining official mark protection for the “RHVP – Report Homophobic Violence, Period.” word mark under the *Trade-Marks Act* will protect the integrity of the program, the interests of the Service and its community partners.

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

The Board approved the foregoing report.

MAKE THE RIGHT CALL!

9-1-1
EMERGENCY

416-808-2222
Police non-emergency

The Toronto Police Hate Crime Unit
416-808-3500

Victim Services Toronto
24/7 Victim Crisis Intervention
416-808-7066

Crime Stoppers
Toll-free: 1-800-222-TIPS (8477)
In Toronto: 416-222-TIPS (8477)
Online: www.222tips.com

The LGBT Youthline
Toll-free: 1-800-268-YOUTH (9688)
In Toronto: 416-962-YOUTH (9688)
Online: www.222tips.com

The 519 Bashing Line
416-392-6877

This is a recorded message service for individuals to report incidents of harassment, hate related violence, and same-sex partner abuse. It also provides emergency numbers for local agencies for people in crisis.



Seven stitches and a concussion, all cuz I had a rainbow button on my knapsack.

He said I needed was a real man.

RHVP

REPORT HOMOPHOBIC VIOLENCE, PERIOD.

LGBT YOUTH SUICIDE PREVENTION GUIDE

An initiative of the Toronto Police Service's LGBT Community Consultative Committee

FACTORS ASSOCIATED WITH LGBT SUICIDE

Suicidal Ideation

- ✓ 25% reported thoughts of suicide in the past year,
- ✓ 42% of LGBT youth reported thoughts of suicide at some time
- ✓ 48% directly or indirectly related to sexual orientation.

(D'Augelli et al 2001)

Suicide Attempts

LGBTTTTIQQ2S youth are 3.4 times higher to have had a suicide attempt in the past year.

(Garofalo et al, 1999)

Limitations exist for many reasons with data collected for sexual orientation. There is no current data collection of suicidal transgendered youth. This has led to underestimating the reality.

Factors That Heighten Risk:

- Suicidality among friends or peers,
- Depression, anxiety and/or substance abuse (maladaptive coping skills),
- Social inequity, sparse social networks or legal protection, hostile school or work environments, verbal or physical harassment, persecution or victimization,
- Lack of positive role models,
- Family dysfunction or family rejection,
- Identity conflict or identity confusion.

Protective Factors That Build Resilience

- Strong support to develop self esteem,
- Positive inclusive community or school spaces,
- Positive media and community role models,
- School, community and web-based resources.

ASSESSMENT

- A. Has the person made previous attempts?
- B. Is there a plan, including available method of death?
- C. Has this person little in the way of an identifiable support system? (*e.g. family or friends*)
- D. Is there evidence of mental illness, alcoholism or drug addiction present?

Keep in mind that:

- A. Suicidal language can be used to express pain and a need for change.
- B. Suicide attempters are often ambivalent. Hopelessness and helplessness mark those who are determined to die.
- C. Many people who are depressed are also suicidal but not all depression leads to a desire for death.
- D. Some long-term chronically depressed people have periods of time when they are suicidal, including during what appear to be "better" periods.
- E. Gender and age affect suicide risk. Women make more suicide attempts than men, but have much lower (completed) suicide rates. This is because men are more likely to choose lethal methods. Of Canadian men, men under 20 are at relatively lower risk than men over 20.

REQUIRED KNOWLEDGE IN SUICIDE MANAGEMENT

1. Know what LGBTTIQQ2S means and be comfortable saying Lesbian, Gay, Bisexual, Transsexual, Transgender, Intersex, Queer or Questioning, 2-Spirited, or straight ally.
2. Be able to use the word "suicide" without negative emotional reaction. Be able to discuss expressions of suicide in order to establish intent.
3. The safest and most helpful approach is to encourage the distressed person to discuss suicidal ideas or feelings and plans.
4. Do not judge a person to be weak or inferior who expresses pain in suicidal terms. You can give permission to a troubled person to have deep feelings by saying "You are having a very difficult time. It's not surprising you feel so bad."
5. Be aware of some LGBT referral resources tailored to that person's needs - *e.g. CAMH Rainbow Addiction Services (age 18 and older) and The Substance Abuse Program for African Canadian and Caribbean Youth (age 13-24) offered by CAMH, CTYS, Sherbourne Health Centre, LGBT Youthline, nonjudgmental family physician or LGBT positive counselor, to do a thorough assessment.*
Community resources: 519, MCCT, Pride Toronto, Proud FM - 103.9, Xtra, FAB, Inside Out Festival and many more.
6. Do not rush a person through the suicidal crisis without giving ample time to identify and explore feelings.

MAKE THE RIGHT CALL!

9-1-1
EMERGENCY

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416-392-6877



Seven stitches and a concussion, all cuz I had a rainbow button on my knapsack.
He said, "all I need
Take back your
school from
Hate Crimes.
a rainbow button on my knapsack."

He said all I needed was a real man.

RHVP
**REPORT HOMOPHOBIC
VIOLENCE, PERIOD.**

"Hate-motivated crime is one of the most heinous offences in society. The Toronto Police Service, in partnership with our diverse communities, is committed to hate-crime prevention and to education regarding patterns of behaviour which may lead to the commission of such crimes. I commend our community partners for their hard work and dedication in the area of education, crime prevention, helping people report crime, and victim support. Your focus on youth is especially admirable."

William Blair, Chief of Police,
Toronto Police Service

An initiative of the Toronto Police Service's
LGBT Community Consultative Committee

FREEDOM FROM DISCRIMINATION AND HARASSMENT

Your right to live, go to school, receive services, work and play in an environment free from discrimination and harassment on such grounds as race, national or ethnic origin, language, colour, religion, sex, age, mental or physical disability, sexual orientation or similar factor, is protected across Canada by these very important pieces of legislation:

- Section 15 of the Canadian Charter of Rights and Freedoms as interpreted by the Supreme Court of Canada,
- Section 2 of the Canadian Human Rights Act,
- Provincial Human Rights Legislation such as the Ontario Human Rights Code,
- Municipal laws and internal policies in certain cases.

WHAT IS A HATE CRIME?

A hate crime is a criminal offence committed against a person or property which is motivated by hate/bias or prejudice based on race, national or ethnic origin, language, colour, religion, sex, age, mental or physical disability, sexual orientation, or any other similar factor.

WHAT IS HATE-MOTIVATED BULLYING?

Hate-motivated bullying means acts that intentionally hurt others because of their race, national or ethnic origin, language, colour, religion, sex, age, mental or physical disability, sexual orientation, or any other similar factor. It can be name-calling, taunting, verbal harassment, threats, electronic messaging (for example texts, emails and Facebook messages), physical violence, or defacing property. Depending on the circumstances, bullying can be a criminal offence.

WHAT IF MY INCIDENT IS NOT CRIMINAL?

Incidents such as workplace or school harassment, refusal of service or protection because of who you are may not be formally considered a crime, but they are very serious – you shouldn't ignore them. Human rights commissions and school or work policies can help stop bullying before the police need to get involved.

WHY DOESN'T EVERY VICTIM OF HATE CRIME REPORT?

Victims are often reluctant to report because:

- they're afraid things will get worse or the bully will get back at them,
- they don't want to be public about it, or to out themselves,
- they're afraid of police and what they might do,
- they don't have a lot of personal support, or know where to get services,
- their culture or level of English makes them insecure, or
- they're afraid going public might jeopardize their immigration status.

WHAT TO DO AS VICTIM OR WITNESS?

If you're a victim of a hate crime, or of hate-motivated bullying, or if you witness such acts, you should:

- Stay calm,
- Keep all relevant material,
- Record all information regarding the incident,
- Report immediately!

WHY SHOULD I BOTHER TO REPORT?

Reporting hate crimes or hate-motivated bullying is an important step in stopping the cycle of hatred and preventing others from being victimized. It's also important that police know about hate crimes and hate-motivated bullying so that they can respond the right way, including putting into place the officers and services to make our community safer.

WHAT HAPPENS WHEN I TALK TO THE POLICE?

The call-taker will ask you for basic information about yourself, such as your name, address, date of birth and best way to contact you. A report will be completed and forwarded to the Hate Crime Unit. If suspects can be identified, police will try to make sure that something is done about it. This can vary from criminal charges to mediation, depending on the offence and who is involved. For information on your case, or any other information relating to Hate Crime, you can contact the Division which is handling your case or the Hate Crime Unit.

CAN I TRUST THE POLICE?

Police officers and civilian call-takers are professionals. Your complaint will be taken seriously. Officers and civilians receive training on victim issues and in identifying hate crimes so they can help you. They also receive training on the LGBT community and will treat you with respect and dignity.

DO I HAVE OTHER OPTIONS?

If you're still worried about reporting your incident to the police, there are other options available to you:

- Crime Stoppers lets you report and be completely anonymous; you can report by phone or online.
- The Youth Line offers peer support and can answer questions about reporting; you can report online; this service is completely anonymous.
- The 519 Community Centre's Anti-Violence Program offers support to victims of hate-motivated violence. You can report an incident of violence either in person or by calling the Bashing Reporting Line. If you want, we will assist you with reporting to police.

COMMUNITY RESOURCES

Crime Stoppers:

Crime Stoppers is a community program and a partnership of the public, media, and police. The program allows people to provide information anonymously about crime, thereby contributing to an improved quality of life.
Ph: 416-222-TIPS (8477) www.222tips.com

Lesbian Gay Bi Trans Youth Line:

Youth Line is a toll-free Ontario-wide peer-support phone and online service for lesbian, gay, bisexual, transgender, transsexual, 2-spirited, queer and questioning young people. That means you can talk to a youth volunteer who knows where you're coming from.
Ph: 1-800-268-YOUTH (9688) www.youthline.ca

The 519 Church Street Community Centre:

The 519 Bashing Reporting Line is a service for LGBT people to report incidents of homophobic/transphobic violence and harassment. Calls are confidential and callers can remain anonymous. We are here to help you through a difficult time without hassle.
Ph: 416-392-6877 www.the519.org

Central Toronto Youth Services – Pride and Prejudice Program:

Pride & Prejudice offers unique and creative programs for lesbian, gay, bisexual, trans and questioning youth, 25 and under. Through individual counselling and group work, their programs support youth who are challenged by a wide range of issues.
Ph: 416-924-2100 ext. 245 www.ctys.org

The TDSB Triangle Program:

The Triangle Program is one of three classrooms that make up Oasis Alternative Secondary School. This full-time program offers you the structure and support you will need to work together with other gay, lesbian, bisexual, and transgender students and those affected by homophobia.
Ph: 416-393-8443 <http://schools.tdsb.on.ca/triangle>

Supporting Our Youth (SOY):

SOY is an innovative community development program that works to improve the lives of lesbian, gay, bisexual, transsexual and transgender youth in Toronto through the active involvement of youth and adult communities. SOY is a program of Sherbourne Health Centre in Toronto.
Ph: 416-324-5077 www.soytoronto.org

Egale Canada:

Egale Canada is a national organization that advances equality and justice for lesbian, gay, bisexual, and trans-identified people and their families across Canada.
Ph: 888-204-7777 www.egale.ca

**Prove them wrong,
Fight Hate Crime.**

RHVP
REPORT HOMOPHOBIC
VIOLENCE, PERIOD.

Crime Stoppers
1-800-222-TIPS

9-1-1
EMERGENCY

519 Bashing Line
416-392-0677

Lesbian Gay Bi Trans Youth Line
1-800-268-Youth

An initiative of the Toronto Police Services LGBT Community Consultative Committee

Printed on Recycled Paper with Soy-based Inks

For further information please visit www.torontopolice.on.ca and click RHVP

**Take back your
school from
Hate Crimes.**

RHVP
REPORT HOMOPHOBIC
VIOLENCE, PERIOD.

Crime Stoppers
1-800-222-TIPS

9-1-1
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RHVP
REPORT HOMOPHOBIC
VIOLENCE, PERIOD.

**Fight Hate Crime
With Courage.**

RHVP
REPORT HOMOPHOBIC
VIOLENCE, PERIOD.

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**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON APRIL 07, 2011**

#P77. CITY OF TORONTO – NEW GRAFFITI INITIATIVE

The Board was in receipt of the following report March 24, 2011 from Alok Mukherjee, Chair:

Subject: CITY OF TORONTO - NEW GRAFITTI INITIATIVE

Recommendations:

It is recommended that:

- (1) the Board support the City of Toronto's new initiative toward graffiti removal;
- (2) the Board refer this report to the Chief of Police to prepare and forward a response to Councillor Cesar Palacio with respect to the Service's strategy to eradicate graffiti in the community as well as from police facilities; and
- (3) the Chief provide the Board with a copy of his response.

Financial Implications:

There are no known financial implications with regard to the recommendation contained in this report.

Background/Purpose:

The City of Toronto is embarking on a new initiative to remove graffiti from Toronto's streets and neighbourhoods. As part of this new initiative, the Mayor is calling upon the City's Agencies, Boards and Commissions (ABCs), to assist in this effort by developing and providing details on a comprehensive graffiti strategy.

Discussion:

At its meeting held on January 21, 2011, the City of Toronto - Licensing and Standards Committee approved the following motions:

- that the Executive Director, Municipal Licensing and Standards, in conjunction with the General Manager of Transportation Services and other relevant City staff, prepare a Comprehensive Graffiti Strategy for the City of Toronto, for approval; and

- that the Executive Director, Municipal Licensing and Standards, send a letter outlining the City's intent to prepare this strategy to representatives of the Toronto Police Service, TTC, TPA, TCHC, Toronto Hydro, GO Transit, CN and CP, Canada Post, Ontario Hydro and any other relevant public or private entities, to seek their support and participation in this effort.

I have appended correspondence dated March 8, 2011, from Mayor Rob Ford, requesting that the Board support this initiative and provide Councillor Palacio, Chair of the Licensing and Standards Committee, with details of the Service's graffiti eradication strategy.

I believe that this is an important initiative and one that the Board should support. However, given that this matter relates to programs and initiatives within the jurisdiction of the Chief of Police, I am also recommending that the Chief prepare and forward a response to Councillor Palacio with respect to the Service's strategy to eradicate graffiti in the community as well as from police facilities

Conclusion:

It is, therefore, recommended that:

- (1) the Board support the City of Toronto's new initiative toward graffiti removal;
- (2) the Board refer this report to the Chief of Police to prepare and forward a response to Councillor Palacio with respect to the Service's strategy to eradicate graffiti in the community as well as from police facilities; and
- (3) the Chief provide the Board with a copy of his response.

The Board approved the foregoing report.



Mayor Rob Ford

City of Toronto

March 8, 2011

Alok Mukherjee, Chair
Toronto Police Services Board



Dear Mr. Alok Mukherjee,

RE: New Graffiti Initiative

I am pleased to officially advise you of the City's new initiative toward graffiti removal. As you know, I campaigned to clean up Toronto's streets and neighbourhoods and to reduce the amount of graffiti across the city.

City staff has been directed to aggressively attack graffiti on all City property. Our plans call for the eradication of all graffiti on City property within 7 days of notification. Municipal Licensing & Standards (ML&S) have given priority to enforcement of the Graffiti By-law, as well as the City's Postering By-law. As the public must currently respond within 14 days to any clean-up notice issued under the City's Graffiti By-law.

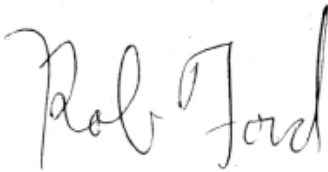
My colleague, Councillor Cesar Palacio, Chair of the Licensing & Standards Committee introduced a motion on January 21, 2011 requesting that City staff prepare a Comprehensive Graffiti Strategy that included the engagement of stakeholders in this effort. This motion is attached and all graffiti-related matters will now flow through this Committee. We are taking a grass-roots approach by engaging our corporate citizens, local schools, Toronto Police and Business Improvement Areas. Traditionally the Mayor's City Clean Up efforts focussed on removing litter from our streets. As part of my CLEAN.TORONTO.TOGETHER. initiative we will also focus on the eradication of graffiti.

As one of the City's ABCs, your full participation and commitment to this effort is essential to its success. Our City initiatives are underway and I am asking you to develop a comprehensive strategy to eliminate graffiti on your own property. I know what a significant problem illegal graffiti poses for your organization. I welcome any recommendations you may have to make our efforts even more effective and look forward to your support and cooperation on this aggressive new graffiti initiative. As a key

partner in this initiative I hope you will provide details on your graffiti strategy by March 31, 2011 to Councillor Cesar Palacio [email: cpalacio@toronto.ca or by telephone: 416-392-7011]. Please be advised that a follow-up meeting with all stakeholders will subsequently be held at Toronto City Hall.

As part of our rollout, I will be issuing a press release regarding this significant initiative. In this press release, I would like to include your commitment, along with other key partners, in the eradication of graffiti city-wide.

Yours Truly,

A handwritten signature in black ink that reads "Rob Ford". The signature is written in a cursive, flowing style with a large initial "R" and "F".

Mayor Rob Ford
City of Toronto

LS1.6	ACTION			Ward: All
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Request for Report on Comprehensive Graffiti Strategy

Origin

(December 23, 2010) Member Motion from Councillor Cesar Palacio, Chair, Licensing and Standards Committee

Recommendations

1. The Executive Director, Municipal Licensing and Standards, in conjunction with the General Manager of Transportation Services and other relevant City staff, prepare a Comprehensive Graffiti Strategy for the City of Toronto, for approval ; and

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2. That a letter outlining the City's intent to prepare this strategy, be sent to representatives of the Toronto Police Services, TTC, TPA, TCHC, Toronto Hydro, GO Transit, CN and CP, Canada Post, Ontario Hydro, and any other relevant public or private entities, to seek their support and participation in this effort.

Summary

Keeping Toronto graffiti-free is a high priority of the Mayor and continues to be a major Ward issue for many City Councillors.

The time has come to put forward a consolidated and aggressive effort to maximize City resources and efforts to ensure that graffiti on both public and private property is removed quickly.

A Comprehensive Graffiti Strategy is necessary that addresses: private property, including garages and commercial establishments; public property owned by the City, including ABCs; and public property owned by the federal and provincial government.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON APRIL 07, 2011**

**#P78. REQUEST FOR A REVIEW OF A COMPLAINT ABOUT THE POLICIES
OF THE TORONTO POLICE SERVICE – DESTRUCTION OF
FINGERPRINTS AND PHOTOGRAPHS**

The Board was in receipt of the following report March 24, 2011 from William Blair, Chief of Police:

Subject: REQUEST FOR A REVIEW OF A COMPLAINT PERTAINING TO THE
POLICIES OF THE TORONTO POLICE SERVICES BOARD (TPS FILE NO.
2010-EXT-0735)

Recommendations:

It is recommended that:

- (1) the Board receive the complaint summarized in this report;
- (2) the Board determine whether to concur with the decision that no further action be taken with respect to the complaint; and
- (3) the complainant, the Independent Police Review Director and I are advised, in writing, of the disposition of the complaint, with reasons.

Financial Implications:

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

Background/Purpose:

The Toronto Police Services Board (Board) has received a request to review the disposition of a complaint about the policies of the Board and the Toronto Police Service (TPS).

Legislative Requirements:

The *Police Services Act* establishes that a complaint about the policies of or services provided by a municipal police force shall be referred by the Independent Police Review Director to the municipal chief of police and dealt with under section 63. The chief of police shall, within 60 days of the referral of the complaint to him or her, notify the complainant in writing of his disposition of the complaint, with reasons, and of the complainant's right to request that the board review the complaint if the complainant is not satisfied with the disposition under section 63 (2). A complainant may, within 30 days after receiving the notice, request that the board review the complaint by serving a written request to that effect on the board.

Review by Board

Upon receiving a written request for a review of a complaint previously dealt with by the Chief of Police, the Board shall,

- (a) advise the Chief of Police of the request;
- (b) subject to subsection (7), review the complaint and take any action, or no action, in response to the complaint, as it considers appropriate; and
- (c) notify the complainant, the Chief of Police and the Independent Police Review Director in writing of its disposition of the complaint, with reasons.

Nature of Complaint and Discussion:

The complainant in this matter believes that the Board policy regarding fingerprinting/photograph destruction and the retention of non-conviction records by the TPS as it applies to Vulnerable Sector Screening is “unfair, unconstitutional, and prejudicial.” The complainant did not cite a specific incident or set of circumstances for review but felt the policy of the Service violated the *Charter of Rights and Freedoms* and the *Human Rights Code*.

The complainant requested that the current policy be examined and amended in one of the following ways:

1. Prohibiting the TPS from disclosing any non-conviction information to any prospective employer under any circumstances, or
2. Removing the authority to retain non-conviction records for primary or secondary designated offences or removing the section that states ‘when there are compelling reasons in the public interest for their retention.’

The complainant also felt the Vulnerable Sector Screening results may cause a potential employer or agency to have bias against an applicant.

This policy complaint was assigned to the TPS - Corporate Planning unit for investigation. Corporate Planning prepared a Report of Investigation and a copy was sent to the complainant. The complainant was advised that the complaint had been investigated and that no further action would be taken.

On January 3, 2011, the complainant submitted a letter to the Board, requesting a review of the complaint response, again asserting the belief that the policy was in contravention of the *Charter of Rights and Freedoms* and the *Human Rights Code*.

The Chief’s Decision and Reason

The *Criminal Records Act* provides the following definition:

“vulnerable persons” means persons who, because of their age, a disability or other circumstances, whether temporary or permanent,

- (a) are in a position of dependence on others; or
- (b) are otherwise at a greater risk than the general population of being harmed by persons in a position of authority or trust relative to them.”

The Report of Investigation discussed the following:

The Board’s policy on the retention and/or destruction of non-conviction criminal records came into effect in 2007 after an extensive review and working group consultation. The policy was developed with great care to balance the needs of vulnerable persons against an individual’s right to privacy. Working groups were formed with multiple stakeholders who provided input during policy development.

An individual may request, in writing, that their non-conviction records be destroyed. If denied, there is an appeal process that can be initiated by an individual who disagrees with the decision to retain the non-conviction records. Should the appeal be denied, redress can be sought through the courts.

For Vulnerable Sector screening, the onus is placed on the individual to disclose the results to the prospective employer or agency that is requesting them. The prospective employer or agency requests the screening upon tentative selection of the candidate. The candidate, if he or she chooses to disclose the results, has an opportunity to discuss the matter further with the prospective employer or agency.

The requesting employer or agency must bear in mind the existence of non-conviction records does not disqualify a person from consideration for a position. It is the responsibility of every agency to comply with the *Human Rights Code* in deciding whether to hire an applicant or volunteer.

Conclusion

Further to the original Report of Investigation, TPS - Legal Services (LSV) and TPS - Records Management Services (RMS) were again consulted and provided responses to portions of the complaint review request.

LSV advises that, in their opinion, the policy does not breach the *Charter of Rights and Freedoms* or the *Human Rights Code*. RMS advises that, in their opinion, the policy is sound and properly balances the needs of the individual against those of the Vulnerable Sector. Both LSV and RMS advised that, in their opinion, the multi-tiered appeal process is sufficient.

LSV advises breaches of the *Human Rights Code* are dealt with by the Ontario Human Rights Tribunal. Any person who believes they have been unfairly treated by a potential employer, person or agency representing the Vulnerable Sector may file an application for a determination of whether or not the *Human Rights Code* has been breached.

At this time, I feel the current Board policies sufficiently support the needs of the public as it pertains to Vulnerable Sector Screening and the retention of non-conviction records.

Pursuant to the notification of the status and determination of the complaint from the TPS, the complainant requested that the Board review my decision. It is the Board's responsibility to review this investigation, response and conclusion to determine if it is satisfied that my decision to take no further action is reasonable.

In reviewing a policy or service complaint, the Board may:

- Review the complaint and take action, or no action, in response to the complaint, as it considers appropriate; or
- Appoint a committee of at least three Board members who will review the complaint and provide recommendations to the Board; or
- Hold a public meeting with respect to the complaint.

To assist the Board in reviewing this matter, Board members will receive confidential information in a separate report.

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

Mr. John Sewell, Toronto Police Accountability Coalition, was in attendance and delivered a deputation to the Board. Mr. Sewell also provided a written submission in support of his deputation; copy on file in the Board office.

The Board approved the following Motions:

- 1. THAT the Board receive Mr. Sewell's deputation and written submission;**
- 2. THAT the Board receive the complaint summarized in the foregoing report;**
- 3. THAT the Board concur with the Chief's decision that no further action be taken with respect to the complaint as the Board is satisfied that the policy is balanced and consistent with the *Canadian Charter of Rights and Freedoms* and the Ontario *Human Rights Code*; and**
- 4. THAT the Board advise the complainant, the Independent Police Review Director and the Chief of Police, in writing, of the Board's decision.**

The Board considered the foregoing report in conjunction with the Report of Investigation which was placed on the in-camera agenda (Min. No. C95/11 refers).

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON APRIL 07, 2011**

**#P79. REQUEST FOR A REVIEW OF A COMPLAINT ABOUT THE POLICIES
OF THE TORONTO POLICE SERVICE – TPS FILE NO. 2010-EXT-0597
– BACKGROUND CHECKS**

The Board was in receipt of the following report March 22, 2011 from William Blair, Chief of Police:

Subject: REQUEST FOR A REVIEW OF A COMPLAINT ABOUT THE POLICIES OF
THE TORONTO POLICE SERVICE (TPS FILE NO. 2010-EXT-0597)

Recommendations:

It is recommended that:

- (1) the Board receive the complaint summarized in this report;
- (2) the Board determine whether to concur with the decision that no further action be taken with respect to the complaint; and
- (3) the complainant, the Independent Police Review Director and I be advised, in writing, of the disposition of the complaint, with reasons.

Financial Implications:

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

Background/Purpose:

The Toronto Police Services Board (Board) has received a request to review my disposition of a complaint about the policies of the Toronto Police Service (TPS).

Legislative Requirements:

The *Police Services Act* establishes that a complaint about the policies of or services provided by a municipal police force shall be referred by the Independent Police Review Director to the municipal chief of police and dealt with under section 63. The chief of police shall, within 60 days of the referral of the complaint to him or her, notify the complainant in writing of his or disposition of the complaint, with reasons, and of the complainant's right to request that the board review the complaint if the complainant is not satisfied with the disposition under section 63 (2). A complainant may, within 30 days after receiving the notice, request that the board review the complaint by serving a written request to that effect on the board.

Review by Board

Upon receiving a written request for a review of a complaint previously dealt with by the Chief of Police, the board shall,

- (a) advise the Chief of Police of the request;
- (b) subject to subsection (7), review the complaint and take any action, or no action, in response to the complaint, as it considers appropriate; and
- (c) notify the complainant, the Chief of Police and the Independent Police Review Director in writing of its disposition of the complaint, with reasons.

Nature of Complaint and Discussion:

The complainant was a temporary contract employee as a Community Patrol Officer in the Community Safety Unit, Operations Division of the Toronto Community Housing Corporation (TCHC). A requirement for the job is that the complainant has access to the Canadian Police Information Centre (CPIC). In order to gain access to CPIC the complainant must pass a background check completed by the TPS.

Although the complainant was not employed as a Special Constable, background checks for civilian CPIC access [Community Patrol Officer] are facilitated by the TPS - Operational Services - Special Constable Liaison (Special Constable Liaison). The background checks are completed by the Employment Unit of the TPS.

On September 3rd, 2009, the TPS informed the TCHC that the complainant had failed the background check. The TCHC terminated the complainant's employment as a Community Patrol Officer.

The complainant has made several attempts to find out why he failed the background check that was completed by the TPS. The complainant requested access to information from the TPS – Records Management Services – Information Access section. He requested access for himself, his wife and his son. The complainant was provided with partial access of requested records held by the TPS. Access was denied to certain information pursuant to the *Municipal Freedom of Information and Protection of Privacy Act* pursuant to subsections 8(1)(c)(l), 14(1)(f), 14(3)(b), and 38(a)(b).

The complainant retained counsel and continued to make attempts to find out why he failed the background check. In May 2010, TPS - Legal Services informed the complainant that the TPS cannot divulge the reason(s) why he failed a background check in regards to his access to CPIC. Also, the TPS was not in a position to respond with respect to his position with the TCHC as it is an employment related issue between the TCHC and the complainant.

On August 25th, 2010, the complainant submitted a complaint to the Office of the Independent Police Review Director (OIPRD). On September 14th, 2010, the policy complaint was assigned to TPS - Corporate Planning for investigation. The report of investigation was completed on November 16th, 2010 and the complainant was advised that no further action would be taken.

On January 4th, 2011, the complainant's counsel submitted a letter on his behalf to the Board, requesting a review of his complaint.

The Chief's Decision and Reason:

TPS - Corporate Planning was assigned to investigate the policy complaint review.

The complainant alleges the TPS has not provided him with the reason(s) why he failed his background check. As a result the complainant feels he is unable to respond to the TCHC and is unable to regain his employment as a Community Patrol Officer.

TPS - Legal Services, Records Management Services – Information Access section, Employment Unit and Special Constable Liaison were all consulted.

The TPS - Special Constable Liaison provides a service on behalf of external agencies [in this case the TCHC] to assist them with their employees gaining access to CPIC. The background check is completed by the Employment Unit of the TPS.

Upon completion of the background investigation, the investigator completes an Employment Investigator's Report. Hiring recommendations are not made but the applicant's suitability is addressed. The applicant is assessed as either a Pass or Fail based on the results of the background investigation. Applicants are contacted only to clarify information.

The complainant failed the required background check. The TPS - Special Constable Liaison advised the TCHC of the results of the background check. The TCHC terminated the complainant as a temporary contract employee as a Community Patrol Officer.

The complainant has been provided numerous documents relating to himself, his wife and his son pursuant to the *Municipal Freedom of Information and Protection of Privacy Act*.

As Legislation prohibits the complainant from receiving all requested documents, it also prohibits the TPS from providing an explanation of his failed background check.

Conclusion:

Pursuant to the notification of the status and determination of the complaint from the TPS, the complainant requested that the Board review my decision.

At this time, I feel current governance sufficiently support the needs of the public and the requirements of the TPS in regards to background checks.

In reviewing a policy complaint, the Board may:

- Review the complaint and take action, or no action, in response to the complaint, as it considers appropriate; or
- Appoint a committee of at least three Board members who will review the complaint and provide recommendations to the Board; or
- Hold a public meeting with respect to the complaint.

To assist the Board in reviewing this matter, Board members will receive confidential information in a separate report.

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

The foregoing report was withdrawn at the request of the Chief of Police.

The confidential report containing the Report of Investigation was also withdrawn by the Chief (Min. No. C96/11 refers).

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON APRIL 07, 2011**

**#P80. TORONTO POLICE SERVICE – CAPITAL BUDGET VARIANCE
REPORT – YEAR ENDING DECEMBER 2010**

The Board was in receipt of the following report March 21, 2011 from William Blair, Chief of Police:

Subject: CAPITAL BUDGET VARIANCE REPORT FOR THE TORONTO POLICE
SERVICE – YEAR ENDING DECEMBER 31, 2010

Recommendations:

It is recommended that:

- (1) the Board approve a transfer of \$28,700 from the New Training Facility project to the New Property and Evidence Management Facility project;
- (2) the Board approve a transfer of \$49,900 from the Digital Video Asset Management System II (DVAMS II) project to the New Property and Evidence Management Facility project;
- (3) the Board approve a transfer of \$46,700 from the Intelligence / Special Investigative Facility project to the New Property and Evidence Management Facility project;
- (4) the Board forward a copy of this report to the City's Budget Committee for information and approval of recommendations no. 1, 2 and 3; and
- (5) the Board forward a copy of this report to the City's Deputy City Manager and Chief Financial Officer for information.

Financial Implications:

Capital projects are managed within a total approved project amount that can span over several years. Any unspent budget allocation approved in a particular year can be carried forward for one year.

The gross available funding for 2010, including carryover from 2009, is \$90.5M, with net debt funding of \$58M. As of December 31, 2010, the Service incurred a total gross expenditure of \$71.1M compared to \$90.5M in available funding (a spending rate of 79% for 2010). From a net debt perspective, the Service incurred a total expenditure of \$45.3M, compared to \$58M in available funding (a spending rate of 78%). The net under-expenditure for 2010 is \$12.7M. This amount is still required and will be carried forward to 2011.

Background/Purpose:

At its special meeting of December 8, 2009, City Council approved the Toronto Police Service's 2010-2019 capital program. Subsequently, the Board approved a revised capital program at its

December 17, 2009 meeting (Min. No. P357/09 refers). Attachment A provides a summary of the Board and Council-approved budget.

This capital variance report provides the status of projects as at December 31, 2010, including those that have now been closed.

Discussion:

Summary of Capital Projects:

Attachment B provides a status summary of the on-going projects from 2009 as well as those projects that have started in 2010. Attachment B also provides some comments on the status of each project. Any significant issues or concerns have been highlighted below in the “Key Highlights/Issues” section of this report.

Key Highlights/Issues:

As part of its project management process, the Service has adopted a colour code (i.e., green, yellow or red) to reflect the health status of capital projects. The overall health of each capital project is based on budget, schedule and scope considerations. The colour codes are defined as follows:

- Green – on target to meet project goals (scope/functionalities), and on budget and schedule;
- Yellow – at risk of not meeting certain goals, some scope, budget and/or schedule issues, and corrective action required; and
- Red – high risk of not meeting goals, significant scope, budget and/or schedule issues, and corrective action required.

The status for each project reflects the project’s health at year end. The following provides a summary of key highlights/issues on certain projects within the 2010-2019 Capital Program.

- New Training Facility (Gross \$76.4M, net \$65.9M)

Overall Project Health Status	
Current	Previous Variance Report
GREEN	GREEN

The new training facility project has been completed \$28,700 under budget, and occupancy occurred in August 2009. A close-out report for this project was provided to the Board at its November 15, 2010 meeting (Min. No. P291/10 refers). The Service is requesting approval to transfer the \$28,700 under expenditure in the project to the New Property and Evidence Management Facility project.

- Intelligence / Special Investigation Facility (\$6.1M)

Overall Project Health Status	
Current	Previous Variance Report
GREEN	GREEN

This project has been completed and is under spent by \$46,700. A close-out report for this project was provided to the Board at its November 15, 2010 meeting (Min. No. P311/10 refers). The Service is requesting approval to transfer the total under-expenditure in this project to the New Property and Evidence Management Facility project.

- Digital Video Asset Management System (DVAMS) II (\$5.5M)

Overall Project Health Status	
Current	Previous Variance Report
GREEN	GREEN

This project has been completed \$49,900 under budget. The Service is requesting approval to transfer the total under-expenditure of \$49,900 in this project to the New Property and Evidence Management Facility project.

A close-out report to the Board will be provided by mid-year 2011.

- New Property and Evidence Management Facility (\$35.4M)

Overall Project Health Status	
Current	Previous Variance Report
YELLOW	GREEN

This project provides funding for a new property and evidence management facility, that was first identified in the Service's capital program in 2006. Service staff has worked closely with City Finance to accommodate this project within the capital debt targets.

A feasibility study was done in 2007 which identified that the current site had reached 96% capacity in the large/bulk storage area, which accounts for two-thirds of the total storage area of the warehouse. The Service has been able to extend the life of the current facility to the end of 2013 by making some business process changes, erecting temporary storage facilities and essentially cleaning up all redundant items.

City Real Estate started its search for a suitable site to house a new property and evidence management facility in 2007. However, locating a suitable site for the Property and Evidence Management Unit (PEMU) was very challenging. In April 2010, a 23.91 acre site was acquired by City Real Estate at a cost of \$21.8M. The remaining \$13.6M in this project will be spent on construction, fixtures, security system and various other equipment required to ensure the PEMU is operational. However, until the design process is complete, the adequacy of the remaining funds to meet the requirements of the PEMU is uncertain. The current site will be returned to the City once occupancy is achieved in the new facility. It is expected that the new facility will meet the Service's property and evidence storage needs for 25 years.

The site and building acquired for PEMU is larger than what is required by PEMU, and includes 8 acres of vacant land. Consequently, there are opportunities for the Service and the City to potentially locate other operations at that location. There is some uncertainty around the current cost estimate, as at the time the preliminary estimate for this project was developed, the cost of the site to be acquired was unknown. Once the design phase and tendering process are complete, the cost estimate will become more certain and any impacts will be reported to the Board. The Service is therefore requesting that available funds of \$125,300 from other projects completed under budget be transferred to this project to help deal with any potential funding issues. The project's health status has been adjusted to yellow.

A Steering Committee has been established for this project, and a project charter is in the process of being finalized. The Service is currently in the process of engaging a prime consultant for this project. Some design work and security system installation was completed in 2010. Funding in the amount of \$1.3M is being carried forward to 2011.

As previously indicated, given the size of the property acquired for this project, there are opportunities for the Service to move other functions to this location. As a result, the Service is considering moving the Parking Enforcement East facility from its leased premises to this location. This would result in approximately \$0.8M in savings as the annual lease cost of \$1.0M is eliminated. Approximately \$0.2M will be required as the unit's contribution to the facility operating costs. A business case for this potential project will be included in the 2012-2021 capital program.

- New 11 Division Facility (\$29.4M)

Overall Project Health Status	
Current	Previous Variance Report
GREEN	GREEN

As reported in the June 2010 variance report (Min. No. P220/10 refers), the discovery of an underground well, remediation requirements and poor soil conditions have negatively impacted the construction schedule by approximately six weeks. This has not affected the overall project schedule. However, the substantial completion date has been adjusted from early April 2011 to the end of May 2011. The Infrastructure Stimulus Fund (ISF) deadline

has been extended to October 2011 from March 31, 2011. The project will be completed within the new timeframe, and full ISF funding is still expected.

The project is nearing substantial completion and some challenges are being encountered with contractors. The construction manager is addressing these issues.

The project is currently in an overall favourable budget position. The project cost estimate will continue to be monitored and updated as required. Funding in the amount of \$0.2M is being carried forward to 2011.

- New 14 Division Facility (\$34.9M)

Overall Project Health Status	
Current	Previous Variance Report
YELLOW	GREEN

The prequalification of the major construction trades is complete. Shoring installation commenced in November 2010 and is expected to be completed by end of March 2011. The next major construction activities include the excavation in preparation of the installation of footings and foundations for the new structure. This work is scheduled to continue through to the third quarter of 2011.

The preliminary construction schedule identified substantial completion for May 2012. However, additional asbestos abatement and the discovery of underground rubble with contaminants have resulted in an adjusted estimate of substantial completion to June 2012. Additional costs resulting from these issues have been accommodated through the construction contingency amount. The move-in date continues to be scheduled for September 2012. The construction completion date will impact the total amount of ISF funding that the City will receive, but is not expected to impact the gross project budget at this time.

Currently, the project is projected to be on schedule and on budget. However, it is important to note that the project is still in the preliminary stages and there is little flexibility within the budget. Most major construction projects carry a 10% contingency to cover unforeseen costs. However, in order to reduce the cost estimate and remain within City debt targets, a 6% contingency was included in the budget submission for this project. As the major construction tenders are awarded, the project cost estimate will become more certain and any impacts will be reported to the Board. Project status has been changed to yellow because of the combined impact of not all construction tenders being awarded and the unexpected costs related to the asbestos abatement and the discovery of contaminated rubble.

Funding in the amount of \$1.5M is being carried forward to 2011.

- In-Car Camera (\$9.9M)

Overall Project Health Status	
Current	Previous Variance Report
GREEN	GREEN

This project provides funding for the purchase and implementation of In-Car Camera (ICC) systems, including the necessary infrastructure (i.e., servers, data storage and upgraded network).

The Service continues to target the installation of ICCs in 400 front-line patrol cars. To date, ICCs are fully operational in 277 cars.

Planned 2011 Installations

Seq	Location	Scheduled Completion Date	Actual / In progress
1	Division 13	Complete	19/19
2	TSV	Complete	34/34
3	Division 52	Complete	19/19
4	Division 51	Complete	25/25
5	Division 14	Complete	27/27
6	Division 53	Complete	19/19
7	Division 23	Complete	22/22
8	Division 22	Complete	25/25
9	Division 33	Complete	21/21
10	Division 43	Complete	23/23
11	Division 41	Complete	26/26
12	Division 31	2011	10/27
13	Division 32	2011	3/24
14	Division 11	2011	3/20
15	Division 55	2011	1/23
16	Division 54	2011	0/19
17	Division 42	2011	0/22
18	Division 12	2011	0/19

The project is also in the process of a major upgrade of the ICC system that includes taking receipt of the next-generation cameras and upgrading the software on all ICC servers and TPS workstations. This has placed a significant workload on the project team.

Integration with DVAMS has been rescheduled to take place in the first half of 2011. As a result of the rescheduling of the ICC/DVAMS integration, funding in the amount of \$2.2M is being carried forward to 2011.

- HRMS – Upgrade and Additional Functionality (\$0.3M)

Overall Project Health Status	
Current	Previous Variance Report
YELLOW	YELLOW

The upgrade portion of the project is expected to be completed by the end of the first quarter of 2011. The additional functionality work will start immediately following the upgrade and conclude in 2011. This additional functionality will further improve the Service's ability to manage its workforce and recruitment activities, as well as recruit internal and external candidates.

The status of this project is currently yellow as the Enterprise Resource Management Systems (ERMS) group requires additional time to complete Quality Assurance (QA) testing. The project team continues with the software upgrades; however, the schedule is currently delayed approximately three weeks.

The remaining 2010 funding of \$0.3M is being carried forward to 2011. It is anticipated that the required work for this project can be completed with the remaining funding in 2011. However, the Service will assess the cost to implement the additional functionality against available funding before moving forward on this component of the project.

- Acquisition and Implementation of the New Records Management System (\$24.6M)

Overall Project Health Status	
Current	Previous Variance Report
GREEN	GREEN

This project provides funding for the replacement of the Service's current Records Management System (RMS) with a commercial, off-the-shelf (COTS) solution. The Integrated Records Information System (IRIS) project team has been established to identify potential systems and system integration services that will meet the needs of TPS for an integrated, police-purposes records and information system.

The project team is working closely with the Service's Project Management Office to ensure project governance and project management best practices are adhered to. The Service's Audit and Quality Assurance Office is also involved as an on-going advisor to the project, to help identify any financial, process or other key risks, so that the project team can address these issues in an effective and timely manner.

A procurement process was completed and a vendor selected, subject to Board approval of the contract award.

The status of this project will be amended to yellow in the next variance report, due to the deferral of the contract award by the Board. The project is anticipated to be completed by the end of 2014, and is currently on budget and on schedule.

- State of Good Repair (\$16.6M over five years)

Overall Project Health Status	
Current	Previous Variance Report
GREEN	GREEN

This project provides funds for the on-going maintenance and repair of Police-occupied buildings and is managed by the Service's Facilities Management Unit. The scope of the work includes renovations estimated to cost under \$1M (e.g., space reconfiguration, flooring replacement, window coverings, and painting) and Occupational Health and Safety renovations.

Of the available \$2.8M funding, \$1.6M is being carried forward to 2011. Some of the work that had been planned for in 2010 (such as Communication Room HVAC, range retrofit and various other small renovations) was delayed due to preparations required for the G8/G20 Summits, and will be completed in 2011.

Conclusion:

The Service's capital projects are proceeding relatively well. However, some projects have experienced some delay, primarily due to the assignment of project team members to the G8/G20 Summits.

The Service incurred a total gross expenditure of \$71.1M, compared to \$90.5M in available funding (a spending rate of 79% for 2010). The net debt-funded expenditure for 2010 was \$45.3M, or 78% of the \$58M approved debt funding. The projected (net) under-expenditure for 2010 is \$12.7M. This amount is still required and is being carried forward to 2011.

Surplus funds from projects completed under budget or that no longer require the level of funding previously estimated are being recommended for transfer to the New Property and Evidence Management Facility project to help deal with potential funding gaps in that project.

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

The Board approved the foregoing report.

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

Attachment A

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

2010 Capital Budget Variance Report - December 31, 2010 Variance

Attachment B

Project Name	Carry Forward from 2009	2010 Budget*	Available to Spend in 2010	2010 Actuals	Year-End Variance - (Over)/ Under	Total Project Budget	Total Project Cost (Projects)	Project Variance - (Over) / Under	Carry forward to 2011	Comments	Overall Project Health
Debt-Funded Projects											
Facility Projects:											
New Training Facility	217.3	64.9	282.2	271.9	10.3	76,389.8	76,379.5	10.3	-	Please refer to the body of the report.*	Green
Intelligence / Special Investigation Facility	511.7	0.0	511.7	511.7	0.0	6,102.3	6,102.3	-	0.0	Please refer to the body of the report.*	Green
New Property & Evidence Management Facility	96.6	23,028.7	23,125.3	21,868.8	1,256.5	35,125.3	35,125.3	-	1,256.5	Please refer to the body of the report.	Yellow
2nd Floor space optimization	0.0	2,675.0	2,675.0	1,237.4	1,437.6	2,675.0	2,675.0	-	1,437.6	On budget and on schedule.	Green
11 Division (excludes cost of land)	1,899.5	17,215.0	19,114.5	18,953.2	161.3	29,444.0	29,444.0	-	161.3	Please refer to the body of the report.	Green
14 Division (excludes cost of land)	263.6	7,048.0	7,311.6	5,778.6	1,533.0	34,923.0	34,923.0	-	1,533.0	Please refer to the body of the report.	Yellow
Information Technology Projects:											
In-Car Camera	1,798.8	2,400.0	4,198.8	1,996.2	2,202.6	9,765.3	9,765.3	-	2,202.6	Please refer to the body of the report.	Green
Digital Video Asset Management II	517.1	0.0	517.1	517.0	0.0	5,479.1	5,479.1	-	0.0	Please refer to the body of the report.*	Green
HRMS Additional Functionality	0.0	346.0	346.0	0.0	346.0	346.0	346.0	-	346.0	Please refer to the body of the report.	Yellow
Acquisition and Implementation of the New RMS	249.4	1,564.0	1,813.4	425.4	1,388.0	24,618.0	24,618.0	-	1,388.0	Please refer to the body of the report.	Green
911 Hardware/Handset	0.0	757.0	757.0	0.0	757.0	1,177.0	1,177.0	-	757.0	Project is on budget; had been scheduled to be completed in 2010; however, due to workload related to G20 Summit the implementation is delayed to 2011.	Yellow
Replacement of Voice Mail	0.0	1,222.0	1,222.0	0.0	1,222.0	1,222.0	1,222.0	-	1,222.0	Project is on budget; implementation delay due to workload related to G20 Summit. Board to be updated through separate report.	Green
Fuel Management System	0.0	697.0	697.0	0.0	697.0	697.0	697.0	-	697.0	RFP was delayed; has been completed and implementation will commence once a vendor has been selected and approved	Green
Radio Lifecycle Replacement	-31.5	5,448.0	5,416.5	5,001.9	414.6	35,533.0	35,533.0	-	414.6	Project is on budget and on schedule.	Green
RICI Replacement	160.8	0.0	160.8	157.5	3.3	174.0	174.0	-	-	Project is completed.	Green
Replacements / Maintenance / Equipment Projects						-			-		
State-of-Good-Repair - Police	798.2	2,019.0	2,817.2	1,242.7	1,574.5	n/a	n/a	n/a	1,574.5	Please refer to the body of the report.	Green
Power Supply-Fire/EMS/TPS	18.5	-	18.5	18.5	0.0	618.0	618.0	-	0.0	City-managed project - completed	n/a
Total Debt-Funded Projects	6,499.9	64,484.6	70,984.5	57,980.8	13,003.7				12,990.1		
Lifecycle Projects (Vehicle & Equipment Reserve)						-					
Vehicle Replacement	-2,495.0	8,067.0	5,572.0	5,247.6	324.4	n/a	n/a	n/a	324.4	On budget and on schedule.	Green
IT-Related Replacements	746.0	10,703.0	11,449.0	6,816.8	4,632.2	n/a	n/a	n/a	4,306.0	Projected under spending due to timing of acquisition; \$0.3M allocated for DVAMS 1 will be returned to the Reserve; remainder to be carried forward to 2011.	Green
Other Equipment	1,157.3	1,300.0	2,457.3	1,028.9	1,428.4	n/a	n/a	n/a	1,428.4		Green
Total Lifecycle Projects	-591.8	20,070.0	19,478.2	13,093.3	6,384.9				6,058.8		
Total Gross Expenditures:	5,908.2	84,554.6	90,462.8	71,074.1	19,388.7	Percent spent:		78.6%	19,048.9		
Less other-than-debt funding:									-		
Funding from DND- New Training Facility	-220.7	-93.6	-314.3	-305.5	-8.8	n/a	n/a	n/a	-		
Funding from Green Grant and Insurance -NTF	-332.5	0.0	-332.5	-331.1	-1.4	n/a	n/a	n/a	-		
Funding from Developmental Charges	0.0	-3,914.0	-3,914.0	-3,914.0	0.0	n/a	n/a	n/a	-		
Infrastructure Funding	0.0	-8,421.0	-8,421.0	-8,158.5	-262.5	n/a	n/a	n/a	- 262.5		
Vehicle & Equipment Reserve	591.8	-20,070.0	-19,478.2	-13,093.3	-6,384.9	n/a	n/a	n/a	- 6,058.8		
Total Other-than-debt Funding:	38.5	-32,498.6	-32,460.1	-25,802.4	-6,657.7				-6,321.2		
Total Net Expenditures:	5,946.7	52,056.0	58,002.7	45,271.7	12,731.0	Percent spent:		78.1%	12,727.7		

* adjusted to reflect transfers recommended in this report

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON APRIL 07, 2011**

**#P81. TORONTO POLICE SERVICE – OPERATING BUDGET VARIANCE
REPORT – YEAR ENDING DECEMBER 2010**

The Board was in receipt of the following report March 22, 2011 from William Blair, Chief of Police:

Subject: OPERATING BUDGET VARIANCE REPORT FOR THE TORONTO POLICE
SERVICE – YEAR ENDING DECEMBER 31, 2010

Recommendations:

It is recommended that:

- (1) the Board receive this report; and
- (2) the Board forward a copy of this report to the City's Deputy City Manager and Chief Financial Officer for information.

Financial Implications:

There are no financial implications relating to the recommendations contained within this report. Final expenditures and revenue in the various categories have been taken into account, as appropriate, in developing the Service's 2011 operating budget.

Background/Purpose:

The Board, at its March 9, 2010 meeting, approved the Toronto Police Service's 2010 operating budget at a net amount of \$888.1 Million (M) (Min. No. P58/10 refers). Subsequently, Toronto City Council, at its meeting of April 15 and April 16, 2010, approved the Board's 2010 Operating Budget at the same amount.

The Service was notified by City Finance staff of a further \$0.1M allocation from the Insurance Reserve Fund to the Service's 2010 operating budget. As a result of the reallocation, the Service budget was restated upwards by \$0.1M to a total of \$888.2M. However, this change did not result in additional available funds to the Service, as there was a corresponding charge from the City.

The purpose of this report is to provide information on the Service's 2010 final year-end variance.

Discussion:

The 2010 final year-end financial report is comprised of the variance to the 2010 Council-approved budget of \$888.2M, and any variance resulting from the G8/G20 Summits. The final 2010 status is a \$0.5M surplus compared to the Council-approved budget. In addition, the Service is recovering \$4.4M of salary and benefit expenditures, which were included in the Council-approved budgets, from the G8/G20 Summits. As a result, the recovery of these costs is surplus to the Service. Therefore, the total 2010 surplus is \$4.9M. Details of the 2010 budget variance and the G8/G20 surplus are separately described below.

2010 Operating Budget Surplus

The chart below summarizes the year-end variance by expenditure and revenue category, followed by explanations for each category.

Category	2010 Budget (\$Ms)	Year-End Actual Expend (\$Ms)	Fav / (Unfav) (\$Ms)
Salaries	\$642.2	\$646.7	(\$4.5)
Premium Pay	\$45.6	\$46.1	(\$0.5)
Benefits	\$162.2	\$164.7	(\$2.5)
Materials and Equipment	\$24.2	\$23.2	\$1.0
Services	\$91.3	\$84.0	\$7.3
Total Gross	\$965.5	\$964.7	\$0.8
Revenue	(\$77.3)	(\$77.0)	(\$0.3)
Total Net	\$888.2	\$887.7	\$0.5

Salaries:

The 2010 year-end final status for this category is an unfavourable variance of \$4.5M.

Expenditure Category	2010 Budget (\$Ms)	Year-End Actual Expend (\$Ms)	Fav / (Unfav) (\$Ms)
Uniform Salaries	\$489.2	\$493.1	(\$3.9)
Civilian Salaries	\$153.0	\$153.6	(\$0.6)
Total Salaries	\$642.2	\$646.7	(\$4.5)

The Service's hiring plan for recruits is structured to ensure that the Service's average deployed strength is as close as possible to the approved deployed target strength, taking into consideration projected separations for the year and the three available intake classes to the Ontario Police

College (OPC). The Service's deployment target is 5,587 plus 30 School Resource Officers, funded through the Toronto Anti-Violence Intervention Strategy.

The 2010 operating budget assumed total uniform separations (resignations and retirements) of 250. However, actual uniform separations for 2010 were 216. Fewer and later separations resulted in a \$3.9M unfavourable variance in uniform salaries.

In light of the fewer-than-anticipated separations in 2010, class sizes during the year would normally be adjusted to attain in-year budget savings while ensuring that the average deployed strength projected for 2011 remains as close as possible to the approved average deployment target. However, the 2010 operating budget already assumed no class in April, and a reduced class of 42 recruits in August to accommodate the Transit Patrol Unit. As a result, no offsetting savings from reduced class sizes were available.

The civilian salary variance is mainly a result of the impact of the job evaluation process conducted as per the civilian collective agreement. The job evaluation resulted in a total liability of \$2.1M due to retroactive costs. This impact was partially offset by increased salary gapping savings of \$1.5M, resulting in a \$0.6M total unfavourable status for civilian salaries. A portion (\$0.5M) of civilian salary gapping savings is due to court officer and communication operator positions, and this is offset by additional premium pay to ensure these critical positions are fully staffed at all times.

Premium Pay:

Premium pay expenditures reflect an unfavourable variance of \$0.5M. This variance is mainly attributable to the additional premium pay required in Court Services and Communications to ensure these units are fully staffed at all times and is offset by the respective salary savings.

Expenditure Category	2010 Budget (\$Ms)	Year-End Actual Expend (\$Ms)	Fav / (Unfav) (\$Ms)
Court	\$12.2	\$11.8	\$0.4
Overtime	\$6.5	\$5.9	\$0.6
Callback	\$8.1	\$9.4	(\$1.3)
Lieutime Cash Payment	\$18.8	\$19.0	(\$0.2)
Total Premium Pay	\$45.6	\$46.1	(\$0.5)

Benefits:

The 2010 year-end final status for this category is an unfavourable variance of \$2.5M.

Expenditure Category	2010 Budget (\$Ms)	Year-End Actual Expend (\$Ms)	Fav / (Unfav) (\$Ms)
Medical / Dental	\$37.0	\$36.1	\$0.9
OMERS / CPP / EI / EHT	\$97.0	\$102.5	(\$5.5)
Sick Pay / CSB / LTD	\$15.8	\$14.3	\$1.5
Other (e.g., WSIB, life ins.)	<u>\$12.4</u>	<u>\$11.8</u>	<u>\$0.6</u>
Total Benefits	<u>\$162.2</u>	<u>\$164.7</u>	<u>(\$2.5)</u>

The unfavourable variance in the benefits category is mainly due to higher Employer Health Tax (EHT) costs and OMERS contributions, offset by savings in medical/dental, sick pay and WSIB administrative fees.

Materials and Equipment:

Expenditures in this category were \$1.0M favourable in 2010.

Expenditure Category	2010 Budget (\$Ms)	Year-End Actual Expend (\$Ms)	Fav / (Unfav) (\$Ms)
Vehicles (gas, parts)	\$10.5	\$9.3	\$1.2
Uniforms	\$4.5	\$4.0	\$0.5
Other Materials	\$5.4	\$4.9	\$0.5
Other Equipment	<u>\$3.8</u>	<u>\$5.0</u>	<u>(\$1.2)</u>
Total Materials & Equipment*	<u>\$24.2</u>	<u>\$23.2</u>	<u>\$1.0</u>

* Approx. \$0.8M is attributed to grant-funded expenditures

The \$1.2M surplus in the “vehicles” category is mainly attributed to savings in the gasoline account, due to lower-than-budgeted fuel prices.

Savings in the “uniforms” category can be attributable to a reduction in the volume of standard replacements required due to the issuance of clothing related to G20 and the Service keeping replacement issuance at a minimum, where possible.

The unfavourable variance in the “other equipment” category is a result of \$1.7M for the purchase of G20 equipment retained by the Service at 50% cost (Min. No. P25/11 refers), offset by savings of \$0.5M in “other materials” and the impact of the Harmonized Sales Tax (HST) rebate.

Services:

Expenditures in this category were \$7.3M favourable in 2010.

Expenditure Category	2010 Budget (\$Ms)	Year-End Actual Expend (\$Ms)	Fav / (Unfav) (\$Ms)
Legal Indemnification	\$0.7	\$0.7	\$0.0
Uniform Cleaning Contract	\$2.2	\$2.1	\$0.1
Courses / Conferences	\$2.6	\$1.6	\$1.0
Clothing Reimbursement	\$1.5	\$1.5	\$0.0
Computer / Systems Maintenance	\$11.9	\$11.1	\$0.8
Phones / cell phones / 911	\$6.8	\$6.6	\$0.2
Reserve contribution	\$30.0	\$30.0	\$0.0
Caretaking / maintenance / utilities	\$18.8	\$16.9	\$1.9
Other Services	<u>\$16.8</u>	<u>\$13.5</u>	<u>\$3.3</u>
Total Services *	<u>\$91.3</u>	<u>\$84.0</u>	<u>\$7.3</u>

** Approx. \$2.6M is attributed to grant-funded expenditures*

The variances in the services accounts arise from:

- reduced attendance for “courses / conferences” partially due to preparation for the G20 Summit affecting members’ available time to attend. It had been anticipated that attendance would increase in the latter half of the year; however, this did not materialize, and resulted in a \$1.0M savings;
- savings in several computer maintenance agreements, due to more favourable than budgeted quotes;
- the final cost for caretaking / maintenance / utilities from the City was \$1.9M less than budgeted; and
- savings in “other services” achieved through reduced spending across several accounts (e.g. contracted services, public relations, bargaining expenses) and the HST rebate.

Revenue:

The final year-end status for this category is an unfavourable variance of \$0.3M.

Revenue Category	2010 Budget (\$Ms)	Year-End Actual Expend (\$Ms)	Fav / (Unfav) (\$Ms)
Recoveries from City	(\$8.7)	(\$10.3)	\$1.6
CPP and Safer Comm'y grants	(\$16.3)	(\$16.3)	\$0.0
Other Gov't grants	(\$9.8)	(\$11.1)	\$1.3
Fees (e.g., paid duty, alarms, reference checks)	(\$9.9)	(\$10.7)	\$0.8
Secondments	(\$3.6)	(\$4.0)	\$0.4
Draws from Reserves	(\$15.9)	(\$13.3)	(\$2.6)
Other Revenues (e.g., prisoner return)	(\$13.1)	(\$11.3)	(\$1.8)
Total Revenues	(\$77.3)	(\$77.0)	(\$0.3)

The favourable variance in recoveries from the City is a result of increased court attendance in Provincial Offences Act courts, and offsets expenditures in the premium pay category. The favourable variance in “other government grants” category represents additional recovery related to the Repeat Offender Program (ROPE) grant and other grants used to offset salary spending. The favourable variance in the “fees” category is due to increased volume for attendance at false alarms, sale of accident reports and criminal reference checks.

The unfavourable variance in the “draws from reserves” category reflects less-than-budgeted draws as a result of lower-than-anticipated expenditures. The “other revenues” budget includes the remaining \$2.5M of the \$5.9M unspecified one-time 2010 budget reduction approved by Council and allocated to revenue. This one-time reduction was partially offset by a recovery of prior years’ sales taxes of \$0.8M.

G8/G20 Summits Cost

A separate report detailing the costs of the G8/G20 Summits was presented to the Board at its meeting of February 3, 2011 (Min. No. P25/11 refers). As outlined in that report, costs were \$47.1M lower than the approved budget of \$123.3M. The billing to the federal government reflected the actual costs, resulting in a zero variance for the Summits. All billings for the G8/G20 Summits are subject to audit by Audit Services Canada. Consistent with Public Safety Canada’s Security Framework Agreement, the billings include the full recovery of salary costs for the planning team. This resulted in a net \$4.4M surplus for the Service, thereby increasing the Service’s overall year end surplus.

Conclusion:

The Toronto Police Service achieved a favourable 2010 year-end operating budget net surplus of \$4.9M, including the impact of the G8/G20 Summits.

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

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

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON APRIL 07, 2011**

**#P82. TORONTO POLICE SERVICE – PARKING ENFORCEMENT UNIT:
OPERATING BUDGET VARIANCE REPORT – YEAR ENDING
DECEMBER 2010**

The Board was in receipt of the following report February 23, 2011 from William Blair, Chief of Police:

Subject: OPERATING BUDGET VARIANCE REPORT FOR THE TORONTO POLICE
PARKING ENFORCEMENT UNIT – YEAR ENDING DECEMBER 31, 2010

Recommendations:

It is recommended that:

- (1) the Board receive this report; and
- (2) the Board forward a copy of this report to the City's Deputy City Manager and Chief Financial Officer for information.

Financial Implications:

There are no financial implications relating to the recommendations contained within this report. Expenditure savings identified in this report have been taken into account, where applicable, in developing the 2011 operating budget.

Background/Purpose:

The Board, at its meeting of December 17, 2009 (Min. No. P356/09 refers), approved the Toronto Police Service Parking Enforcement Unit (PEU) Operating Budget at a net amount of \$38.8 Million (M). Subsequently, Toronto City Council, at its meeting of April 15 and April 16, 2010, approved the PEU's 2010 Operating Budget at \$39.5M. The increase was a result of added court rooms by the City, and resultant pressures on premium pay for the PEU, as discussed below.

The Parking Enforcement Unit's budget is not part of the Service's operating budget, but rather is maintained separately in the City's non-program budgets. The purpose of this report is to provide information on the PEU 2010 year-end variance.

Discussion:

The final year-end surplus is \$1.79M and summarized by category of expenditure in the following chart. Details for each category are provided below.

Category	2010 Budget (\$Ms)	Year-End Actual (\$Ms)	Fav/(Unfav) (\$Ms)
Salaries	\$25.48	\$25.41	\$0.07
Premium Pay	\$3.12	\$1.56	\$1.56
Benefits	<u>\$5.58</u>	<u>\$5.74</u>	<u>(\$0.16)</u>
Total Salaries & Benefits	\$34.18	\$32.71	\$1.47
Materials	\$1.43	\$1.23	\$0.20
Equipment	\$0.10	\$0.09	\$0.01
Services	\$4.98	\$4.86	\$0.12
Revenue	<u>(\$1.18)</u>	<u>(\$1.17)</u>	<u>(\$0.01)</u>
Total Non-Salary	<u>\$5.33</u>	<u>\$5.01</u>	<u>\$0.32</u>
Total Net	<u>\$39.51</u>	<u>\$37.72</u>	<u>\$1.79</u>

Salaries & Benefits (including Premium Pay):

The 2010 year-end final status for this category is a surplus of \$1.47M.

PEU plans one recruit class per year and hires the appropriate number of officers to ensure that, on average, it is at its full complement of officers during the year. The size of the recruit class is based on projected separations for the year. PEU was, on average, slightly under strength during 2010, and this resulted in savings in salaries and benefits.

Premium pay expenditures at the PEU are related to enforcement activities, attendance at court and the backfilling of members attending court. With respect to enforcement activities, premium pay is utilized to staff special events or directed enforcement activities. The opportunity to redeploy on-duty staff for special events is minimal, as this will result in decreased enforcement in the areas from which they are being deployed. Directed enforcement activities are instituted to address specific problems. All premium pay expenditures are reviewed and approved by supervisory staff.

The 2010 premium pay budget was increased by \$1.7M by the City due to two anticipated pressures related to attendance at court:

- (a) During 2009, the City experienced a significant increase in members of the public contesting parking infractions, resulting in an increased demand for, and backlog of, court cases. To address this backlog, the City opened several additional court rooms during 2009, resulting in increased court attendance by Parking Enforcement Officers, and therefore higher premium pay costs. The PEU 2010 operating budget was increased by \$0.9M to cover the expected increase in off-duty court attendance due to these additional court rooms; and
- (b) Parking Enforcement has very limited flexibility with respect to attendance at court. If court schedules are changed to enable members to attend court while on duty, there will be a decrease in enforcement while members attend court. If members do not attend court, parking infractions will be revoked. In order to maintain enforcement activities, City Council at its meeting of April 15 and 16, 2010, increased the PEU 2010 operating budget by \$0.75M to allow for the backfilling of PEU staff who are required to attend court on duty.

These pressures did not materialize to the extent anticipated. The uptake on call back (overtime) assignments required to maintain enforcement levels has been less than anticipated, resulting in a surplus of \$1.56M with respect to premium pay.

The Service was aware of the 2010 potential surplus for premium pay during the development of the PEU 2011 operating budget. Therefore, the 2011 operating budget request includes a reduced premium pay budget to reflect this lower requirement. These costs will continue to be reviewed during 2011.

Non-salary Expenditures:

Expenditures in this category are \$0.32M under budget (previously projected to be zero). Savings in gasoline costs and in the purchase of parking tags are offset by reduced benefit reserve draws (due to lower-than-budgeted benefit expenditures).

Conclusion:

Parking Enforcement's final year-end surplus for 2010 is \$1.79M, the majority of which relates to premium pay.

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

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

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON APRIL 07, 2011**

**#P83. TORONTO POLICE SERVICE: 2011-2020 CAPITAL PROGRAM
REQUEST - UPDATE**

The Board was in receipt of the following report March 11, 2011 from William Blair, Chief of Police:

Subject: TORONTO POLICE SERVICE 2011-2020 CAPITAL PROGRAM REQUEST –
UPDATE

Recommendation:

It is recommended that the Board approve the updated 2011-2020 Capital Program with a 2011 net request of \$44.6M (excluding cashflow carry forwards from 2010), and a net total of \$322.7M for 2011-2020, as approved by City Council and detailed in Attachment B.

Financial Implications:

There are no financial implications relating to the recommendation contained within this report. The 2011-2020 Capital Program remains unchanged in total from what had been approved by the Board at its October 21, 2010 meeting (Min. No. P285/10 refers). At that time, the impact of the Harmonized Sales Tax (HST) was identified as a separate line item within the program. The HST impact was allocated to each project and approved by Council. Board approval is being sought for revised project amounts including the HST impact, and to be consistent with the Capital Program approved by City Council.

Background/Purpose:

At its October 21, 2010 meeting, the Board approved the Toronto Police Service (TPS) revised 2011-2020 Capital Program at a net request of \$44.6M for 2011 (including the impact of HST and excluding cashflow carry forwards from 2010) and a net total of \$322.7M for 2011-2020, as detailed in Attachment A (Min. No. P285/10 refers).

The purpose of this report is to provide the Board with an updated 2011-2020 Capital Program, which reflects the total HST impact allocated to each project and Council approval.

Discussion:

The HST was implemented effective July 1, 2010. The Service must pay HST (13%) on almost all goods and services, but benefits from a rebate on most of the tax (11.24% of the 13% HST). Taking this rebate into consideration, HST became a pressure for those expenditures where the

provincial sales tax (PST) was not previously paid, and a savings for those expenditures where PST was previously paid.

The previous-year's capital plan forms the foundation of the following year's budget, and the Service's 2010-2019 plan did not include HST. During 2011-2020 budget deliberations, the HST impact on debt-funded projects was shown as a separate line item of the program, for information purposes. The 2011-2020 Capital Program as approved by the Board included a total of \$1.78M for the net impact of HST on debt-funded projects (see Attachment A). The 2011-2020 Capital Program also included a \$6M reduction for reserve-funded projects, as almost all reserve-funded projects incurred PST.

Attachments B and C provide the 2011-2020 Capital Program and Reserve listing respectively, with HST allocated to each project. Toronto City Council, at its meeting on February 22 and 23, 2011, approved the Toronto Police Service's (TPS) 2011-2020 Capital Program (including the Reserve) with HST allocated to each project.

Conclusion:

The updated 2011-2020 Capital Program, with a 2011 net request of \$44.6M (excluding cashflow carry forwards from 2010), and a net total of \$322.7M for the ten-year period, includes the HST impact for each project. The current Board-approved Capital Program reflects the HST impact as a separate line item as the allocation of the HST was not available at the time of Board approval. The HST impact was allocated to each project prior to Council approval and as a result, the Council-approved Capital Program includes the HST allocation. In order that the project budgets in the Council-approved Program are consistent with the Board-approved Program, it is requested that the Board approve the updated Capital Program.

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

The Board approved the foregoing report.

2011-2020 REVISED CAPITAL PROGRAM (\$000s) - OCTOBER 21, 2010 - BOARD APPROVED

Project Name	Plan to end of 2010	2011	2012	2013	2014	2015	Total 2011-2015 Request	2016	2017	2018	2019	2020	Total 2016-2020 Forecast	Total 2011-2020 Program	Total Project Cost
On-Going Projects															
State-of-Good-Repair - Police	0	1,535	3,685	4,642	4,814	4,312	18,988	4,110	4,320	4,540	4,820	5,060	22,850	41,838	41,838
Radio Replacement	16,133	7,700	5,700	0	0	0	13,400	0	0	0	0	0	0	13,400	29,533
11 Division - Central Lockup	20,527	8,918	0	0	0	0	8,918	0	0	0	0	0	0	8,918	29,445
14 Division - Central Lockup	7,374	18,666	8,883	0	0	0	27,549	0	0	0	0	0	0	27,549	34,923
Property & Evidence Management Storage	23,258	3,694	7,061	1,246	0	0	12,000	0	0	0	0	2,000	2,000	14,000	37,258
Acquisition, Impl'n of New RMS	2,114	8,092	8,752	4,670	990	0	22,504	0	0	0	0	0	0	22,504	24,618
911 Hardware / Handsets	757	420	0	0	0	0	420	0	0	0	0	0	0	420	1,177
Total, On-Going Capital Projects	70,162	49,025	34,081	10,558	5,804	4,312	103,779	4,110	4,320	4,540	4,820	7,060	24,850	128,629	198,791
New Projects															
5th floor workspace rationalization	0	1,334	0	0	0	0	1,334	0	0	0	0	0	0	1,334	1,334
AFIS	0	3,000	0	0	0	0	3,000	0	0	3,000	0	0	3,000	6,000	6,000
Upgrade to Microsoft 7 (new in 2011)	0	1,492	160	0	0	0	1,652	0	0	0	0	0	0	1,652	1,652
SmartCard (new in 2011)	0	0	706	826	0	0	1,531	0	0	0	0	0	0	1,531	1,531
54 Division (includes land)	0	500	0	0	8,900	21,348	30,748	5,564	0	0	0	0	5,564	36,312	36,312
Data Warehouse Establishment	0	0	0	336	3,224	1,331	4,891	3,177	0	0	0	0	3,177	8,068	8,068
Electronic Document Management	0	0	0	0	50	450	500	0	0	0	0	0	0	500	500
41 Division (includes land)	0	0	0	0	0	366	366	8,416	20,279	9,342	0	0	38,037	38,403	38,403
HRMS Upgrade	0	0	0	0	152	670	822	0	0	0	0	0	0	822	822
TRMS Upgrade	0	0	0	0	1,909	1,445	3,354	0	0	0	0	0	0	3,354	3,354
Digital Content Manager	0	0	0	0	1,388	1,707	3,095	0	0	0	0	0	0	3,095	3,095
Expansion of Fibre Optics Network	0	0	0	0	0	1,000	1,000	5,625	5,625	0	0	0	11,250	12,250	12,250
Disaster Recovery Site	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
13 Division (includes land)	0	0	0	0	0	0	0	0	366	8,495	21,040	8,502	38,403	38,403	38,403
Long Term Facility Plan	0	0	0	0	0	0	0	0	0	3,000	3,000	3,000	9,000	9,000	9,000
Radio Replacement	0	0	0	0	0	0	0	10,280	2,980	5,200	1,550	5,420	25,430	25,430	33,560
Future use of 330 Progress (new in 2011)	0	0	0	0	0	0	0	0	0	5,000	10,000	16,336	31,336	31,336	40,000
Total, New Capital Projects:	0	6,326	866	1,162	15,623	28,317	52,294	33,062	29,250	34,037	35,590	33,258	165,197	217,491	234,285
Total Capital Projects:	70,162	55,351	34,946	11,719	21,427	32,629	156,073	37,172	33,570	38,577	40,410	40,318	190,047	346,120	433,076
Other than debt expenditure (Recoverable debt)															
E-Ticketing	0	0	428	2,798	1,104	0	4,330	0	0	0	0	0	0	4,330	4,330
Other than debt expenditure (Recoverable debt)	0	0	428	2,798	1,104	0	4,330	0	0	0	0	0	0	4,330	4,330
Total Reserve Projects:	106,017	26,137	13,719	23,897	18,133	18,111	99,997	21,568	18,017	23,829	20,760	44,791	128,964	228,960	334,977
Estimated HST Impact		408	(255)	124	314	298	889	307	187	(110)	508	(1)	891	1,780	2,669
Total Gross Projects	176,179	81,897	48,837	38,538	40,978	51,038	261,288	59,046	51,774	62,296	61,678	85,108	319,901	581,190	775,051
Funding Sources:															
Vehicle and Equipment Reserve	(106,017)	(26,137)	(13,719)	(23,897)	(18,133)	(18,111)	(99,997)	(21,568)	(18,017)	(23,829)	(20,760)	(44,791)	(128,964)	(228,960)	(334,977)
ISF estimate for 11 and 14 Div	(8,421)	(8,862)	0				(8,862)						0	(8,862)	(17,283)
Funding from Development Charges	(4,966)	(2,264)	(1,352)	(224)	(1,691)	(2,483)	(8,014)	(1,157)	(269)	(1,623)	(3,787)	(1,530)	(8,366)	(16,380)	(21,346)
Recoverable debt (eTicketing)	0		(428)	(2,798)	(1,104)	0	(4,330)	0	0	0	0	0	0	(4,330)	(4,330)
Total Funding Sources:	(119,404)	(37,263)	(15,499)	(26,919)	(20,928)	(20,594)	(121,203)	(22,725)	(18,286)	(25,452)	(24,547)	(46,321)	(137,330)	(258,532)	(377,936)
Total Net Debt-Funding Request:	56,775	44,634	33,339	11,619	20,050	30,444	140,085	36,322	33,488	36,844	37,131	38,787	182,572	322,657	397,115
5-year Average:							28,017						36,514	32,266	
City Target (= net approved in 2010):		44,633	31,163	10,528	20,067	33,693	140,085	27,417	39,581	38,111	38,731	38,731	182,572	322,657	
City Target - 5-year Average:							28,017						36,514	32,266	
Variance to Target:		(0)	(2,175)	(1,091)	17	3,249	(0)	(8,904)	6,093	1,267	1,600	(56)	0	(0)	
Variance to Target - 5-year Average:							(0)						0	(0)	

2011-2020 CAPITAL PROGRAM (\$000s) - ADJUSTED FOR HST IMPACT

Project Name	Plan to end of 2010	2011	2012	2013	2014	2015	Total 2011-2015 Request	2016	2017	2018	2019	2020	Total 2016-2020 Forecast	Total 2011-2020 Program	Total Project Cost
On-Going Projects															
State-of-Good-Repair - Police	0	1,526	3,749	4,729	4,899	4,388	19,291	4,182	4,328	4,500	4,841	5,085	22,935	42,226	42,226
Radio Replacement	16,133	6,885	5,371	0	0	0	12,256	0	0	0	0	0	0	12,256	28,389
11 Division - Central Lockup	20,527	9,459	0	0	0	0	9,459	0	0	0	0	0	0	9,459	29,986
14 Division - Central Lockup	7,374	19,231	8,910	0	0	0	28,141	0	0	0	0	0	0	28,141	35,515
Property & Evidence Management Storage	23,258	4,214	7,149	1,281	0	0	12,643	0	0	0	0	2,035	2,035	14,678	37,936
Acquisition, Impl'n of New RMS	2,114	7,933	8,674	4,704	995	0	22,306	0	0	0	0	0	0	22,306	24,420
911 Hardware / Handsets	757	335	0	0	0	0	335	0	0	0	0	0	0	335	1,092
Total, On-Going Capital Projects	70,162	49,583	33,853	10,714	5,894	4,388	104,430	4,182	4,328	4,500	4,841	7,120	24,971	129,401	199,563
New Projects															
5th floor workspace rationalization	0	1,357	0	0	0	0	1,357	0	0	0	0	0	0	1,357	1,357
AFIS	0	2,827	0	0	0	0	2,827	0	0	3,053	0	0	3,053	5,880	5,880
Upgrade to Microsoft 7 (new in 2011)	0	1,492	160	0	0	0	1,652	0	0	0	0	0	0	1,652	1,652
SmartCard (new in 2011)	0	0	678	793	0	0	1,472	0	0	0	0	0	0	1,472	1,472
54 Division (includes land)	0	500	0	0	9,060	21,665	31,225	5,721	0	0	0	0	5,721	36,946	36,946
Data Warehouse Establishment	0	0	0	336	3,281	1,354	4,971	3,233	0	0	0	0	3,233	8,204	8,204
Electronic Document Management	0	0	0	0	49	441	490	0	0	0	0	0	0	490	490
41 Division (includes land)	0	0	0	0	0	372	372	8,564	20,636	9,506	0	0	38,706	39,079	39,079
HRMS Upgrade	0	0	0	0	155	682	836	0	0	0	0	0	0	836	836
TRMS Upgrade	0	0	0	0	1,943	1,470	3,413	0	0	0	0	0	0	3,413	3,413
Digital Content Manager	0	0	0	0	1,360	1,673	3,033	0	0	0	0	0	0	3,033	3,033
Expansion of Fibre Optics Network	0	0	0	0	0	881	881	5,585	5,585	0	0	0	11,171	12,053	12,053
Disaster Recovery Site	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
13 Division (includes land)	0	0	0	0	0	0	0	0	372	8,645	21,410	8,652	39,079	39,079	39,079
Long Term Facility Plan	0	0	0	0	0	0	0	0	0	3,053	3,053	3,053	9,158	9,158	9,158
Radio Replacement	0	0	0	0	0	0	0	10,193	2,836	4,622	1,174	4,981	23,806	23,806	31,936
Future use of 330 Progress (new in 2011)	0	0	0	0	0	0	0	0	0	5,088	10,440	16,512	32,040	32,040	40,704
Total, New Capital Projects:	0	6,177	838	1,129	15,847	28,539	52,531	33,296	29,429	33,967	36,077	33,197	165,967	218,498	235,292
Total Capital Projects:	70,162	55,760	34,691	11,843	21,741	32,927	156,961	37,479	33,757	38,467	40,918	40,317	190,938	347,899	434,855
Other than debt expenditure (Recoverable debt)															
E-Ticketing	0	0	428	2,798	1,104	0	4,330	0	0	0	0	0	0	4,330	4,330
Other than debt expenditure (Recoverable debt)	0	0	428	2,798	1,104	0	4,330	0	0	0	0	0	0	4,330	4,330
Total Reserve Projects:	106,017	26,137	13,719	23,897	18,133	18,111	99,996	21,568	18,017	23,828	20,761	44,791	128,965	228,961	334,978
Total Gross Projects	176,179	81,897	48,837	38,538	40,978	51,038	261,288	59,046	51,774	62,295	61,679	85,108	319,903	581,191	774,164
Funding Sources:															
Vehicle and Equipment Reserve	(106,017)	(26,137)	(13,719)	(23,897)	(18,133)	(18,111)	(99,996)	(21,568)	(18,017)	(23,828)	(20,761)	(44,791)	(128,965)	(228,961)	(334,978)
ISF estimate for 11 and 14 Div	(8,421)	(8,862)	0				(8,862)						0	(8,862)	(17,283)
Funding from Development Charges	(4,966)	(2,264)	(1,352)	(224)	(1,691)	(2,483)	(8,014)	(1,157)	(269)	(1,623)	(3,787)	(1,530)	(8,366)	(16,380)	(21,346)
Recoverable debt (eTicketing)	0		(428)	(2,798)	(1,104)	0	(4,330)	0	0	0	0	0	0	(4,330)	(4,330)
Total Funding Sources:	(119,404)	(37,263)	(15,499)	(26,919)	(20,928)	(20,594)	(121,202)	(22,725)	(18,286)	(25,451)	(24,548)	(46,321)	(137,331)	(258,533)	(377,937)
Total Net Debt-Funding Request:	56,775	44,634	33,339	11,619	20,050	30,444	140,085	36,322	33,488	36,844	37,131	38,787	182,572	322,657	396,226
5-year Average:							28,017						36,514	32,266	
City Target (= net approved in 2010):		44,633	31,163	10,528	20,067	33,693	140,085	27,417	39,581	38,111	38,731	38,731	182,572	322,657	
City Target - 5-year Average:							28,017						36,514	32,266	
Variance to Target:		(0)	(2,175)	(1,091)	17	3,249	(0)	(8,904)	6,093	1,267	1,600	(56)	0	(0)	
Variance to Target - 5-year Average:							(0)						0	(0)	

ATTACHMENT C

2011-2020 CAPITAL PROGRAM (\$000s) - RESERVE - ADJUSTED FOR HST IMPACT

Project Name	Plan to end of 2010	2011	2012	2013	2014	2015	Total 2011-2015 Request	2016	2017	2018	2019	2020	Total 2016-2020 Forecast	Total 2011-2020 Program	Total Project Cost
Other than debt expenditure (Draw from Reserve)															
Vehicle and Equipment (LR)	36,464	11,784	2,691	2,693	4,534	5,455	27,157	5,453	5,455	5,455	5,466	5,546	27,374	54,531	90,995
Workstation, Laptop, Printer (LR)	22,958	2,740	2,954	3,588	3,134	3,405	15,820	2,954	3,588	3,134	3,412	3,004	16,092	31,912	54,870
Servers (LR)	13,236	3,035	3,135	3,243	3,032	3,073	15,518	3,199	3,309	3,092	3,141	16,090	28,830	44,348	57,584
IT Business Resumption (LR)	8,511	1,599	1,651	1,710	1,300	1,560	7,819	1,684	1,744	1,326	1,595	8,107	14,456	22,275	30,786
Mobile Workstations (LR)	7,970	0	243	7,283	1,457	0	8,983	0	248	7,429	1,489	0	9,165	18,148	26,118
Network Equipment (LR)	3,803	486	505	2,528	1,132	1,023	5,674	514	2,578	1,155	1,046	5,884	11,177	16,851	20,654
Locker Replacement (LR)	2,200	0	174	49	49	49	319	177	50	50	50	331	656	975	3,175
Furniture Replacement (LR)	2,250	0	1,456	728	728	728	3,641	1,485	743	743	744	3,777	7,492	11,133	13,383
AVL (LR)	316	577	620	0	307	576	2,079	619	0	0	0	312	931	3,011	3,327
In - Car Camera (LR)	0	0	0	668	795	0	1,463	0	0	0	683	824	1,508	2,970	2,970
Voice Logging (LR)	459	315	0	359	0	446	1,120	321	0	366	0	462	1,149	2,269	2,728
Electronic Surveillance (LR)	0	1,070	0	0	0	0	1,070	1,089	0	0	0	0	1,089	2,159	2,159
Digital Photography (LR)	126	127	0	0	0	122	249	129	0	0	0	127	256	505	631
DVAM I (LR)	1,109	0	0	0	0	1,077	1,077	0	0	0	1,101	0	1,101	2,178	3,287
Call Centre Application (ACD-X) (LR)	315	0	0	0	0	306	306	0	0	0	312	0	312	618	933
DVAM II (LR)	0	0	0	0	1,376	0	1,376	0	0	0	1,406	0	1,406	2,782	2,782
Asset and Inventory Mgmt.System (LR)	0	123	0	0	0	0	123	126	0	0	0	0	126	249	249
Property & Evidence Scanners (LR)	0	117	0	0	0	0	117	119	0	0	0	0	119	236	236
DPLN (LR)	0	0	0	756	0	0	756	0	0	771	0	0	771	1,527	1,527
Small Equipment (e.g. telephone handset) (LR)	230	224	223	223	222	224	1,117	228	232	237	242	251	1,190	2,307	2,537
Video Recording Equipment (LR)	70	68	68	68	68	68	340	69	71	72	74	76	362	702	772
Radios - Replacement	6,000	0	0	0	0	0	0	0	0	0	0	0	0	0	6,000
Livescan Machines (LR)	0	423	0	0	0	0	423	431	0	0	0	0	431	854	854
Wireless Parking System (LR)	0	2,976	0	0	0	0	2,976	2,971	0	0	0	0	2,971	5,948	5,948
EDU/CBRN Explosive Containment (LR)	0	474	0	0	0	0	474	0	0	0	0	0	0	474	474
Total Reserve Projects:	106,017	26,137	13,719	23,897	18,133	18,111	99,996	21,568	18,017	23,828	20,761	44,791	128,965	228,961	334,978

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON APRIL 07, 2011**

**#P84. INTEGRATED TELECOMMUNICATIONS INFRASTRUCTURE
 AGREEMENT – BELL CANADA**

The Board was in receipt of the following report March 22, 2011 from William Blair, Chief of Police:

Subject: INTEGRATED TELECOMMUNICATIONS INFRASTRUCTURE
 AGREEMENT – BELL CANADA

Recommendations:

It is recommended that:

- (1) the Board approve entering into the existing City of Toronto agreement with Bell Canada for Integrated Telecommunications Infrastructure commencing May 1, 2011 and ending September 15, 2015, consistent with the City of Toronto's agreements for these services, to provide telephone and data carrier services and related hardware, software and professional services; and
- (2) the Board authorize the Chair and Vice-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:

The Service is currently utilizing the previous City of Toronto Telecommunications Infrastructure (COTTI) agreement with Bell Canada. Annual expenditures under this agreement are approximately \$2.75M for data-wide area network services and \$2.85M for telephone services. The City entered into a new agreement with Bell Canada for Integrated Telecommunications Infrastructure (ITI) effective October 1, 2010. The City ITI agreement includes a provision for agencies, boards and commissions to access the agreement under the established terms and conditions. Entering into the ITI agreement will not result in any impact to the current expenditures. However, future annual operating savings (in the range of \$0.5M to \$1M commencing in 2012) will result as the Service moves forward with its planned fibre optic strategy and other telephone/voice infrastructure projects.

Background/Purpose:

The Service has an ongoing requirement for telephone and network services to support its operations and these services are currently provided by Bell Canada through the COTTI agreement as approved by the Board at its May 27, 2004 meeting (Min. No. P155/04 refers).

In late 2007, the City completed a feasibility review of unified communications and Voice over Internet Protocol (VoIP). The review concluded that there was an opportunity for the City and its agencies, boards and commissions to reduce operating costs. As a result, the existing COTTI agreement was extended for an additional two (2) years, from January 15, 2009 to January 14, 2011, to allow time for the City to issue a new and complex integrated telecommunications infrastructure Request for Proposal (RFP). Following completion of the RFP process, City Council approved the award of the ITI agreement to Bell Canada for telecommunications services for a term of five (5) years commencing October 1, 2010 and ending September 30, 2015. The COTTI agreement has worked well for the Service, and it was our intent to participate in the new ITI agreement. However, before doing so and proceeding to the Board with a recommendation in this regard, a copy of the agreement was requested from the City so that the Service could confirm that the terms and conditions in the new ITI agreement met the Service's needs. A copy of the agreement was provided to the Service in February 2011. However, as the COTTI agreement expired on January 14, 2011, and the Service needed time to review the new City ITI agreement, the Service is continuing with the COTTI agreement on a month to month basis and under the same terms and conditions, as provided for in the Board's Financial Control By-law 147 (By-law) Section 25, Successive Agreements.

The purpose of this report is to obtain Board approval to subscribe to the new City ITI agreement for integrated telephone infrastructure.

Discussion:

The Service's Information and Technology Services unit has reviewed the terms and conditions of the City's ITI agreement and is satisfied that they meet the Service's current and future operational needs. The required services in the new ITI agreement fall under three primary areas: telephone services; data network services; and 911 support services. Each of these areas will require carrier services, software and hardware, maintenance repair and professional services.

Section 15 of the By-law provides authority for the TPS Purchasing Agent to refrain from undertaking a solicitation for goods and services when there is an existing agreement, in this case the new City ITI agreement. Given the extensiveness of the City's RFP for an integrated telecommunications infrastructure, the complexity of this RFP and the fact the agencies, boards and commissions can subscribe to the City agreement, the Service saw no value to conducting a separate RFP for such services. Accordingly, the Service is recommending that the Board subscribe to the new City ITI agreement as it meets our requirements and provides the potential for future savings. It also avoids the time and cost of going through a complicated RFP and enables the Service to benefit from the economies of scale and efficiencies that will accrue to all participants in the City ITI agreement.

The Service is planning to migrate its current telephone services to VoIP. VoIP is a set of transmission technologies for delivery of voice communications over internet protocol data networks, rather than the public-switched telephone network. This technology change will further reduce expenditures for telephone services by the end of 2013. The new City ITI

agreement provides all the required services to meet both the current telephone services and future VoIP services for the Service.

Conclusion:

The new City ITI agreement resulted from an extensive RFP process, that enables agencies, boards and commissions to participate in the new agreement, and gain the benefits of a consolidated process.

The Service has confirmed that the terms and conditions of the new ITI agreement meet the Service's needs.

It is therefore recommended that the Board subscribe to the City's ITI agreement with Bell Canada for its telecommunications services. Participation in this agreement will ensure that the Service receives a competitively achieved pricing model for all of its telecommunications requirements.

The use of the services and technology within the new ITI agreement will also allow for future annual operating savings in the range of \$0.5M to \$1M, commencing in 2012. Ongoing projects and system migrations can also utilize these services to improve telephone and data services while further reducing costs upon their completion.

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

The Board approved the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON APRIL 07, 2011**

**#P85. POLICE TOWING AND POUND SERVICES CONTRACTS – 10 YORK
STREET POUND OPERATIONS**

The Board was in receipt of the following report March 17, 2011 from William Blair, Chief of Police:

Subject: 10 YORK STREET POUND OPERATIONS

Recommendations:

It is recommended:

- (1) That the Board terminate its agreement with A Towing Service Ltd. with regard to the operation of a vehicle pound on premises owned by the City of Toronto known municipally as 10 York Street effective May 31, 2011; and
- (2) That the Board authorize the Chair to execute the necessary documents in order to notify the operator of A Towing Service Ltd. of the termination of the agreement on behalf of the Board, pursuant to the terms and conditions of the agreement and subject to approval as to form by the City Solicitor.

Financial Implications:

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

Background/Purpose:

The property commonly referred to as 10 York Street in the City of Toronto has been operated as a towing pound on behalf of the TPS for more than twenty five years. The property is owned by the City of Toronto. Its use on behalf of the Toronto Police Service (TPS) has been authorized under an historic informal agreement during this span of time.

The TPS has used this property as a convenient location for impounding vehicles in the downtown core as part of its rush hour route tow away program. The proximity of the property to the core area of the City improves service delivery by Parking Enforcement officers and the towing company and assists in reducing congestion on highly travelled roadways. Additionally the location is readily accessible to those members of the public that need to retrieve vehicles that have been impounded in the downtown core.

The Board entered into an agreement with A Towing Service Ltd as the winning bidder for towing in District 6. In addition to operating its own pound, by separate agreement A Towing Ltd operates the 10 York Street pound on behalf of the TPS (Min. No. P98/08 refers). The operation of this pound by A Towing is at no cost to the company aside from its responsibilities for maintenance, utilities and property taxes.

Section 8 of the agreement for operation of the pound states:

In addition to any other right it may have to terminate this agreement, the Board may terminate this agreement on thirty (30) days prior written notice to the Operator if the Board's right to use the Pound is terminated, and the Operator will not be entitled to any compensation as a result of any such termination. Such termination will have no effect on the Operator's continued provision of services under the District Pound Agreement.

The City initially advised the TPS of the intent to develop the land on May 27, 2009. A copy of this notice is attached to this report as Attachment "A". The City was advised that the Board had a current agreement in place with the A Towing Ltd. that was due to expire May 31, 2011. The City offered assistance in finding an alternative location for the operator of the pound.

In October 2010 the TPS was again advised by the City of its intent to begin development of this property and that the current occupant under contract to the Board would be required to vacate the property effective May 31, 2011. A meeting was held between City and TPS representatives on October 25, 2010, to discuss alternatives.

At its meeting of February 3, 2011, the Board extended the contracts of all towing operators including A Towing Ltd (Min. No. P26/11 refers) up to May 31, 2012. In addition to ensuring continued service to the TPS, the report identified that the extension period would be used to examine the current contract requirements with a view to making possible recommendations for the next contract tendering process. The Board was informed at this meeting that the 10 York Street pound would be closing and that the extension period would also be used to continue to work with the City to develop strategies and identify potential properties for a towing pound to support the rush hour route tow away program.

Formal written notice of the City's intent to take vacant possession was received by the TPS March 3, 2011. A copy of this notice is attached to this report as Attachment "B". The City requests that the Board provide the required notice to the pound operator to ensure this takes place. This notice also offers assistance in finding a new location. To date no alternative properties have been identified.

Discussion:

The longstanding use of the property at 10 York Street as a towing pound to support the rush hour route tow away program has been invaluable to the efficiency and effectiveness of the rush hour towing program. Without a suitable location in reasonable proximity to the downtown core, the effectiveness of this program and the benefit it has to the improvement of traffic congestion will negatively be affected.

The current agreement with A Towing Ltd for District 6 does not require the company to maintain a second property at its expense to serve the downtown core or rush hour tow away program, aside from the one identified in its response to the original call for contract located at 185 Bartley Drive. The District 6 pound is located a significant distance from the downtown core. This was noted during the contract awarding process and reported to the Board (Min. No. P98/08 refers), however the pound location does meet the requirements of the contract.

Towing in District 6 will continue for the duration of the contract extension to May 31, 2012. Vehicles will be impounded to 185 Bartley Drive. There will undoubtedly be an adjustment period as the impact of the distance of the pound from the core of the city is significant.

The City has offered assistance through Build Toronto to locate a suitable property to replace 10 York Street but indications are that it would not be under the same financial arrangement. The City has suggested that the operator bear all costs associated to the property. The current operator, A Towing Ltd has advised that under similar terms to the current arrangement this would not be a financially viable option and would not likely consider entering into such an agreement.

Conclusion:

The TPS remains steadfastly committed to working with Build Toronto to identify a suitable property in reasonable proximity to the core. This will form part of the scope of the report to be made to the Board by no later than the October 2011 meeting which will address the next contract tow request for quotation (Min. No. P26/2011 refers).

In the interim it is requested that the Board provide the required notice to A Towing Services Ltd to vacate the property known under its agreement with the company as 10 York Street, Toronto, effective May 31, 2011.

Staff in the City of Toronto Legal Division have reviewed this report and concur with the contents.

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

The Board approved the foregoing report.



City Hall
100 Queen Street West
4th Floor, East Tower
Toronto, Ontario M5H 2N2

Bruce Bowes, P. Eng.
Chief Corporate Officer

Tel: 416-397-4156
Fax: 416-397-4007
bbowes@toronto.ca
www.toronto.ca

May 27, 2009

Mr Tony Veneziano
Chief Administrative Officer
Toronto Police Service
40 College Street
M5G 2J3

Dear Mr. Veneziano:

RE: 120 and 130 Harbour Street Transfer to Build Toronto

Executive Committee considered EX32 5 "Principles of a Real Estate Strategy and Declaration of Surplus for Sale/Transfer or Turnover to Build Toronto" on May 4, 2009 and recommended the item to Council with amendments for its meeting of May 25 and 26, 2009. The report was approved with amendments by City Council on May 25, 2009. Council declared surplus 21 properties for sale/transfer or turnover to Build Toronto, including 120 and 130 Harbour Street that is currently being used by Toronto Police Service for a vehicle compound.

Facilities & Real Estate staff is currently working to finalize a report on the terms of transfer of five properties for the June 25, 2009 meeting of the City's Government Management Committee. The agenda deadline is June 11. One of these first transfers is proposed to be 120 and 130 Harbour Street. We are setting up meetings to resolve the terms of the transfer of 120 and 130 Harbour Street with your staff, the Toronto Parking Authority, and Build Toronto as soon as possible, for inclusion in F&RE's report to GM committee.

The property is under the jurisdiction of Facilities & Real Estate and it has been considered to be appropriate for redevelopment. It is planned that the transfer of 120 and 130 Harbour Street to Build Toronto would be registered over the summer or in the early fall, after Council's approval of the terms of transfer in early July, 2009 and the preparation and execution of the transfer agreement.

Of course, F&RE will assist TPS in finding an alternative location for the operator of the compound. It is possible that some portion of the Portlands could be made available for this purpose or some property under the Gardiner Expressway. We look forward to discussing the options with your staff as soon as possible.


Bruce Bowes, P. Eng.
Chief Corporate Officer

c Joseph P. Pennachetti, City Manager
Cam Weldon, Deputy City Manager/Chief Financial Officer
Mike Ellis, Manager of Facilities Management, TPS
Lorne Braithwaite, Chief Executive Officer, Build Toronto
Don Logie, Acting Chief Executive Officer, TEDCO
Michael Karljivic, Vice-President of Real Estate, TEDCO
Joe Casali, Director, Real Estate Services
Nick Lewis, Senior Advisor, Economic Development, Mayor's Office



Real Estate Services
Metro Hall, 2nd Floor
55 John Street
Toronto, Ontario M5V 3C6

Joe Casali
Director

Tel: 416-392-7202
Fax: 416-392-1880
Email: jcasali@toronto.ca

March 3, 2011

Mr Tony Veneziano
Chief Administrative Officer
Toronto Police Service
40 College Street
Toronto, Ontario
M5G 2J3

Dear Sir,

RE: 120 and 130 Harbour Street

The subject City property was declared surplus by City Council on May 25 and 26, 2009, for transfer to Build Toronto Inc. On September 30 and October 1, 2009, City Council adopted the terms of transfer of 120 and 130 Harbour Street to Build Toronto, which provided for the continued operation of the pound lot on 130 Harbour Street until December 31, 2009.

During the interim that Build Toronto has pursued development opportunities for the subject property, the pound use has been allowed to continue. However, Build Toronto has now advised that it wishes to take vacant possession of the property in order to proceed with its development objectives.

As the "District Pound Agreement" that the Toronto Police Service Board has entered into with A Towing Service Ltd. provides for the use of the subject property as a pound for this service area, it is requested that the Toronto Police Service Board provide notice to the contractor that the right to use 130 Harbour Street is terminated and to make arrangements to relocate the pound serving the downtown area.

Please arrange to deliver vacant possession of 130 Harbour Street by May 31, 2011.

If you require assistance in finding a new location, we would be pleased to discuss this further and Build Toronto would also be pleased to assist in this regard if you contact Derek Ballantyne, Chief Operating Officer and Executive Vice President at 416 981-4221.

Sincerely,

A handwritten signature in dark ink, appearing to read 'Joe Casali', written over the printed name.

Joe Casali
Director of Real Estate Services

cc. Derek Ballantyne, Build Toronto Inc.
Mike Ellis, TPS
Karl Druckman, Legal Services
Ray Kessler, Real Estate Services

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON APRIL 07, 2011**

**#P86. AWARD OF CONTRACT – CORRECTION TO COMPANY NAME –
AGILYSYS INC. – SERVER HARDWARE, SOFTWARE &
MAINTENANCE SERVICES**

The Board was in receipt of the following report March 14, 2011 from William Blair, Chief of Police:

Subject: AWARD OF CONTRACT - CORRECTION TO COMPANY NAME

Recommendation:

It is recommended that the Board amend Recommendation No. (1) in Board Minute No. P307/10 to reflect the award of the contract to Agilysys Inc. rather than Agilysys Canada Inc.

Financial Implications:

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

Background/Purpose:

At its meeting held on November 15, 2010 (Min. No. P307/10 refers), the Board awarded a contract to Agilysys Canada Inc. to act as the vendor of record for the supply of computer server hardware, software and components, the provision of software maintenance, upgrade protection on software releases for the installed server hardware and server related software products, and professional technical services required, for the period January 1, 2011 to December 31, 2011.

Discussion:

In the course of finalizing the contract, staff in the City's Legal Services Division noted that the recommendation in the report to the Board incorrectly reflected the company name as Agilysys Canada Inc., instead of the correct name, Agilysys Inc.

Conclusion:

In order to clarify the record and ensure that the Board Minute correctly reflects the proper name of the successful vendor, Min. No. P307/10, from the meeting held on November 15, 2010, needs to be amended, accordingly.

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

The Board approved the foregoing report and will amend the original Minute (Min. No. P307/10) accordingly.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON APRIL 07, 2011**

**#P87. APPROVAL OF EXPENSES: ONTARIO ASSOCIATION OF POLICE
SERVICES BOARD'S 2011 CONFERENCE**

The Board was in receipt of the following report March 07, 2011 from Alok Mukherjee, Chair:

Subject: APPROVAL OF EXPENSES: ONTARIO ASSOCIATION OF POLICE
SERVICES BOARDS (OAPSB) 2011 CONFERENCE

Recommendation:

It is recommended that the Board approve the conference attendance and the estimated expenditures described in the following report, for me and two Board staff members to attend the Ontario Association of Police Services Board's (OAPSB) 2011 Annual General Meeting and Conference.

Financial Implications:

This report recommends that the Board approve an expenditure from the 2011 operating budget to cover costs associated with attendance at the OAPSB conference. The 2011 operating budget has an approved amount of \$6,000.00 to cover conference registration, accommodation, transportation costs, per diem and any other necessary expenditures.

It should be noted that, each year, the conference hotel provides a complimentary room for the President of the OAPSB. Therefore, my accommodation expenses are not accounted for in this report.

Background/Purpose:

The Niagara Regional Police Services Board will be hosting the OAPSB's 49th Annual General Meeting and Conference in Niagara Falls, Ontario from May 11-14, 2011. The theme of this year's conference is "Leading Beyond Tradition."

The OAPSB conference is one of only two annual opportunities for professional development for Board Members and networking with fellow police board members from across Ontario. As such, it is important that the Board provide its support and attendance to help ensure the success of the conference.

Discussion:

The "Board Member Expense and Travel Reimbursement Policy" approved by the Board in 2006 establishes that the Board's approval must be sought for the attendance of Board Members at conferences.

Board Members and staff were advised of this conference and were canvassed for their availability. It is anticipated that in addition to my attendance, two Board staff members will also attend.

Ms. Joanne Campbell, Executive Director, has been asked to attend the conference and to facilitate a training session on Policy and Governance Responsibilities. A preliminary conference program received from the Niagara Regional Police Services Board is attached for your information.

The approximate cost breakdown per person for this conference is as follows:

Chair Alok Mukherjee

Registration	\$473.47
Per Diem	\$300.00 (based on four days @ \$75.00 per day)
Total	\$773.47

Ms. Joanne Campbell

Registration	\$473.47
Transportation	\$117.68 (based on approximate distance and current TPS mileage rate)
Accommodation	\$922.00 (\$159.00 per night @ 5 nights)*
Per Diem	\$390.00 (based on six days @ \$65.00 per day)
Total	\$1,903.15

Ms. Sandy Adelson

Registration	\$473.47
Transportation	\$45.20
Accommodation	\$368.88 (\$159.00 per night @ 2 nights)*
Per Diem	\$195.00 (based on three days @ \$65.00 per day)
Total	\$1,082.55

*Includes applicable tax

Conclusion:

It is, therefore, recommended that the Board approve the conference attendance and the estimated expenditures described in the following report, for me and two Board staff members, to attend the OAPSB's 2011 Annual General Meeting and Conference.

The Board approved the foregoing report.

PRELIMINARY



**ONTARIO ASSOCIATION OF
POLICE SERVICES BOARDS**

**49th ANNUAL GENERAL
MEETING AND CONFERENCE**

"LEADING BEYOND TRADITION"

**Hosted by the
Region of Niagara Police Services Board**

May 11 - 14, 2011

**Sheraton On The Falls
5875 Falls Avenue
Niagara Falls, Ontario**

Ontario Association of Police Services Boards
10 Peel Centre Drive, Brampton, Ontario, L6T 4B9
Tel. 905-458-1488 1-800-831-7727 Fax 905-458-2260
E-Mail: admin@oapsb.ca Website: www.oapsb.ca



49th ANNUAL CONFERENCE PROGRAM

"LEADING BEYOND TRADITION"

Wednesday, May 11

Pre-Conference Activities

8:00 am – 8:00 pm <i>Great Room Foyer (3rd Floor)</i>	Conference Registration and Niagara Information Desk	
8:00 am – 9:00 am <i>Great Room Foyer (3rd Floor)</i>	Continental Breakfast – Delegates and Companions	
9:00 am – 12:00 noon	BOARD TRAINING	
	<i>Strategy Room 2 (5th Floor)</i>	<i>Strategy Room 3 (5th Floor)</i>
	2) Board Training – Section 31 Policy & Governance Responsibilities <i>Facilitator: Joanne Campbell, Executive Director, Toronto PSB</i> <i>(10:30 am – Refreshment Service)</i>	2) Board Training – Section 10 Policy & Governance Responsibilities <i>Facilitator: Joan Roberts</i> <i>(10:30 am – Refreshment Service)</i>
12:00 noon – 1:00 pm	Lunch (Fallsview Studio ABC – 3 rd Floor)	
1:00 pm – 4:00 pm	BOARD TRAINING	
	<i>Strategy Room 2 (5th Floor)</i>	<i>Strategy Room 3 (5th Floor)</i>
	1) Board Training – Section 31 Effective Communications <i>Facilitator: Karen Gordon, Squeaky Wheel Communications</i> <i>(2:30 pm – Refreshment Service)</i>	2) Board Training – Section 10 Community/Public Relations <i>Facilitator: Joan Roberts</i> <i>(2:30 pm – Refreshment Service)</i>
4:00 pm – 6:00 pm	OAPSB Board of Directors Meeting (Executive Boardroom – 5 th Floor)	
6:30 pm – 8:00 pm	Welcome Reception – Niagara Falls/Region of Niagara (TBC)	
6:30 pm – 9:00 pm	Dine Around Program Discover the tastes of Niagara by participating in the Dine-Around Program at a restaurant of your choice. Check your delegate kit for discount coupons and look in the Guide to Niagara Falls Attractions and Restaurants for additional information. Visit the Niagara Information Desk for further details. Please note, in some restaurants reservations may be required, so plan ahead!	



49th ANNUAL CONFERENCE PROGRAM
"LEADING BEYOND TRADITION"

Thursday, May 12

8:00 am - 4:00 pm <i>Great Room Foyer (3rd Floor)</i>	Conference Registration and Niagara Information Desk		
7:30 am – 8:30 am <i>Great Room Foyer (3rd Floor)</i>	Continental Breakfast - Delegates and Companions		
8:30 am – 9:30 am <i>Great Room B&C</i>	OFFICIAL OPENING CEREMONIES (Delegates and Companions)		
9:30 am – 10:00 am <i>Great Room B&C</i>	OPENING REMARKS: NON-TRADITIONAL LEADERSHIP Speaker: Chief of Police Wendy Southall, Niagara Regional Police Service		
10:00 am - 10:15 am	Refreshment and Stretch Break		
10:15 am - 12:15 pm <i>Great Room B&C</i>	<p style="text-align: center;">PLENARY SESSION: FIVE PILLARS FOR SUCCESS Keynote Speaker: Dr. Gordon Graham</p> <p>Dr. Graham is a renowned presenter in the area of risk management, civil liability, professionalism and ethical decision making. His presentations are both educational and motivational. Policing is getting more and more complex. The more complex it becomes the more systematic approach is needed to get things done right. Dr. Graham will show you how the discipline of risk management coupled with the understanding of "systems"; complemented with service, accountability and integrity can work together to deliver the optimum outcome.</p>		
12:15 pm – 1:45 pm <i>Great Room A</i>	<p style="text-align: center;">LUNCH Guest Speaker: The Honourable Chris Bentley, Attorney General</p>		
1:45 pm – 3:00 pm	<p style="text-align: center;">CONCURRENT SESSIONS</p> <p>These workshops are designed to maximize the opportunity for delegates to interact and to learn through open discussion. Each workshop will begin with a presentation by an expert in the topic, followed by open discussion or applicable hands-on exercise.</p>		
	<i>Great Room B</i>	<i>Great Room C</i>	<i>Fallview Studio ABC</i>
	<p>Police Complaints: New System, New Rules -A Year in Review (Section 10 & 31)</p> <p><i>Speaker: Gerry McNeilly, Independent Police Review Director, (OIPRD)</i></p>	<p>The Changing Landscape of Civilian Oversight of Police (Section 10 & 31)</p> <p><i>Speaker: New Chair and Cathy Boxer-Byrd, Senior Advisor, Ontario Civilian Police Commission (OCPC)</i></p>	<p>OPP Contracts (Section 10): What Are Your Rights and Responsibilities?</p> <p><i>Speaker: Lynda Bordeleau, Partner, Head of Police Law Group, Perley-Robertson, Hill & McDougall LLP</i></p>



49th ANNUAL CONFERENCE PROGRAM
"LEADING BEYOND TRADITION"

Thursday, May 12 (continued)

3:00 pm – 3:15 pm	Refreshment and Stretch Break		
3:15 pm – 4:30 pm	<p style="text-align: center;">REPEAT OF CONCURRENT SESSIONS</p> <p>These workshops are designed to maximize the opportunity for delegates to interact and to learn through open discussion. Each workshop will begin with a presentation by an expert in the topic, followed by open discussion or applicable hands-on exercise.</p>		<p style="text-align: center;">SECTION 10 (OPP BOARDS) ANNUAL MEETING</p>
	<i>Great Room B</i>	<i>Great Room C</i>	<i>Fallsview Studio ABC</i>
	<p>Police Complaints: New System, New Rules -A Year in Review (Section 10 & 31)</p> <p><i>Speaker: Gerry McNeilly, Independent Police Review Director, (OIPRD)</i></p>	<p>The Changing Landscape of Civilian Oversight of Police (Section 10 & 31)</p> <p><i>Speaker: New Chair and Cathy Boxer-Byrd, Senior Advisor, Ontario Civilian Police Commission (OCPC)</i></p>	<p><i>The Annual Meeting for Section 10 (OPP Boards) is a critical component of the Conference that all OPP Board delegates should attend.</i></p>
5:30 pm – 6:00 pm	<p style="text-align: center;">Transportation to Table Rock Centre (Shuttle bus pick-up in front lobby)</p> <p>It is within walking distance and delegates who prefer may take a short walk to the Falls Incline Railway that will quickly transport you down the steep moraine to a covered pedestrian walkway that takes delegates safely over the Niagara Parkway to Table Rock.</p>		
6:00 pm – 9:00 pm	<p style="text-align: center;">HOST BOARD'S NIGHT</p> <p style="text-align: center;">TABLE ROCK CENTRE: Elements on the Falls Restaurant</p> <p style="text-align: center;">'AS CLOSE AS YOU CAN GET TO THE FALLS'</p> <p style="text-align: center;">Entertainment: New York Minute (TBC)</p> <p style="text-align: center;"><i>(Dress: Casual Attire)</i></p> <p>Table Rock Centre is the heart of Niagara Parks. Overlooking the brink of the thundering Horseshoe Falls, delegates will delight their senses in the stylish atmosphere of "Elements on the Falls" Restaurant. Savor a special welcoming cocktail alongside seasonal canapés, followed by an elaborate buffet dinner, while enjoying the stunning panoramic views of the Falls.</p> <p>Delegates will enjoy a fantastic evening of entertainment by the Niagara-based band "New York Minute" performing great songs that cover every generation! Band members are Rob Kilian, Dante Dicenso, Terry Praccia and our very own Niagara Regional Police Superintendent Geoff Skatfeld on drums.</p>		
9:00 pm – 12:00 midnight	HOSPITALITY SUITE – FALLSVIEW STUDIO A		



49th ANNUAL CONFERENCE PROGRAM
"LEADING BEYOND TRADITION"

Friday, May 13

8:00 am - 12:00 noon <i>Great Room Foyer (3rd Floor)</i>	Conference Registration and Niagara Information Desk
8:00 am – 9:00 am <i>Great Room Foyer (3rd Floor)</i>	Continental Breakfast - Delegates and Companions
9:00 am – 10:00 am <i>Great Room B&C</i>	WELCOME & MINISTER'S ADDRESS: The Honourable Jim Bradley Minister of Community Safety and Correctional Services
10:00 am – 10:30 am	Refreshment and Stretch Break
10:30 am – 11:45 am <i>Great Room B&C</i>	<p style="text-align: center;">ALL PARTY DEBATE – ONTARIO PARTY LEADERS Facilitator: (TBC)</p> <p>Delegates will hear from Ontario's political party leaders and their visions on how they will make Ontario cities and communities economically viable in the long-term, including public safety – all with backdrop of the upcoming provincial election.</p> <p>Invited guests:</p> <ul style="list-style-type: none">• The Honourable Dalton McGuinty, Leader, Liberal Party• MPP Tim Hudak, Leader, Progressive Conservative Party• MPP Andrea Horwath, Leader, New Democratic Party (NDP) <p>The insights gained from the provincial leaders will further inform discussions for OAPSB members on policy and advocacy direction for the coming year.</p>
11:45 am – 1:15 pm <i>Great Room A</i>	<p style="text-align: center;">LUNCH</p> <p>Guest Speaker: Chris D. Lewis, Commissioner of the Ontario Provincial Police</p>
1:30 pm – 3:30 pm <i>Great Room B&C</i>	<p style="text-align: center;">OAPSB ANNUAL GENERAL MEETING</p> <p>This session is <u>restricted</u> to voting delegates who are full members of the OAPSB, and their Board Staff.</p> <p>The Annual General Meeting is a critical component of the Conference that all delegates should attend. This is your opportunity to influence the agenda for the coming year in terms of the issues the OAPSB Board of Directors will be pursuing with government officials. Tasks to be addressed include consideration of revisions to by-laws, resolutions, the election of the Board of Directors and Executive for the 2011/2012 term, and receipt of the 2010 Financial Statement and Auditor's Report.</p>



49th ANNUAL CONFERENCE PROGRAM
"LEADING BEYOND TRADITION"

Friday, May 13 (continued)

5:30 pm – 6:00 pm <i>Great Room Foyer (3rd Floor)</i>	OAPSB PRESIDENT'S RECEPTION <i>(Cash bar)</i>
6:00 pm – 11:00 pm <i>Great Room B&C</i>	<p style="text-align: center;">OAPSB PRESIDENT'S GALA BANQUET DINNER & DANCE Entertainment: The Caverners <i>(Dress: Business Attire)</i></p> <p>A gala evening paying tribute to Outgoing President Dr. Alok Mukherjee, (Chair, Toronto Police Services Board), and welcome to the new Incoming President and the new and re-elected members serving on the OAPSB Board of Directors.</p> <p>You will be treated to a spectacular evening of food, wine, fun and great entertainment by a Canadian tribute band to the Beatles known as THE CAVERNERS. This band has yet to perform without their crowds screaming, stamping their feet and yelling for more. Every piece of Caverner costume and gear has that unmistakable Beatles look, right down to the British Vox amplifiers and the classic Ludwig Ringo drum kit. All the great songs are there too, everything from She Loves You to Day Tripper, from Help! and A Hard Days Night to Get Back and Hey Jude. The Caverners will hold your hand back to the Ed Sullivan Show in 1964 and take you on a yellow submarine to meet nowhere men, taxmen, and people named Jude, Lady Madonna and John and Yoko.</p>

Saturday, May 14

8:30 am – 9:30am <i>Great Room Foyer (3rd Floor)</i>	Continental Breakfast - Delegates and Companions
9:30 am – 11:30 am <i>Great Room B&C</i>	<p style="text-align: center;">WHY POLICING ORGANIZATIONS NEED TO FOCUS ON WORKPLACE HEALTH & WELLBEING Speaker: Linda Duxbury, Professor, School of Business, Carleton University, Ottawa</p> <p>Professor Linda Duxbury will present findings gained from Polices Services across Canada who participated in the 2011 National Work Life Balance study. The talk will present data which addresses the following questions: How well do Police Service employees cope with the dual demands of work and family? How are employers helping employees deal with these dual demands? How does work-life imbalance affect an employee's life outside of work? What is the impact of work intensification on the mental health and work life balance of police service employees? What is the impact of elder care? Has technology like e-mail, voice mail, and the Internet made things better or worse? What impact does work-life imbalance have on the bottom line of Police Service Organizations and the mental health of their employees? How does work-life balance affect recruitment, retention and succession planning? Attend this talk and get valuable benchmark data on the well-being of our policing community that will help Boards and Services develop policies and recommendations for how to deal with issues.</p>



49th ANNUAL CONFERENCE PROGRAM

"LEADING BEYOND TRADITION"

FREE AFTERNOON AND EVENING

Delegates and companions will have free time to visit some of the many attractions in Niagara Falls or just relax. Visit the Information Desk at the conference for further details on these attractions and many, many more!
For advance information, you can also visit on-line at <http://www.niagarafallstourism.com/thingstodo.html>



Niagara Helicopter Flight

As the helicopter gently lifts off from our Victoria Avenue location, the awe-inspiring views of the Niagara Region begin to appear below. Fly over the mighty cataracts of the Horseshoe and American Falls.

White Water Walk

Stroll along a boardwalk at the very edge of the rapids of the majestic Niagara River.



Journey Behind The Falls

Feel the thunder! Journey deep below and behind the mighty Horseshoe Falls.

Butterfly Conservatory

Magical attraction featuring over 2,000 colourful tropical butterflies flying amongst exotic blossoms and greenery.



Gaming 101 – Casino Niagara/Fallsview Casino Resort

Take your chance at Lady Luck! Choose a winning combination between the intimate fun atmosphere of Casino Niagara and the elegance of the one billion dollar Fallsview Casino resort, largest gaming resort facility in Canada.



Maid of the Mist Boat Tour

Historical boat ride along and into the base of the Horseshoe Falls.

Whirlpool Jet Boat Tour

Choose a wet or dry adventure! Soak it up with WET JET or stay dry aboard the JET DOME.



Canada One Factory Outlets



An incredible selection of 40 brand name stores with the best prices every day of the year.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON APRIL 07, 2011**

#P88. ANNUAL REPORT: 2010 PUBLIC SECTOR SALARY DISCLOSURE

The Board was in receipt of the following report March 18, 2011 from William Blair, Chief of Police:

Subject: ANNUAL REPORT: 2010 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 within in this report.

Background/Purpose:

In accordance with the *Public Sector Salary Disclosure Act, 1996*, 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 2010 reporting year, TPS had 11 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 will be provided to this Ministry through the City of Toronto.

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 (including retention pay where applicable), acting pay, premium pay (including court time, overtime and call-backs), and retroactive adjustments paid in 2010. Beginning in 2010, the Canada Revenue Agency (CRA) altered T4 reporting

requirements. Consequently, payments to members for retiring allowances, such as sick pay gratuities, paid upon retirement or termination 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 include the value of life insurance premiums for coverage provided by the employer. 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 2010 Disclosure Listing (Appendix A – Alphabetic order and Appendix B – Descending order by salary paid):

In 2010, 2,159 employees earned more than \$100,000. This total includes 1,721 employees whose base salary is normally under \$100,000. The earnings for these employees were the result of their combined base salary, premium pay earned and other payouts such as final vacation pay.

Base salaries have increased over the years due to contract settlements. The increase in the base salaries combined with premium pay earnings is causing more and more members to appear on the salary disclosure listing. In 2010, the top base salary level (including applicable retention pay) was \$99,530 for a Sergeant/Detective and \$88,563 for a First Class Constable.

Premium Pay

Premium pay is the result of required attendance at court by members, 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. All base salaries and premium pay rates/rules are based on the collective agreements.

Court Attendance

One of the main functions of a police officer is enforcement, and with enforcement there is a requirement to attend court, which results in premium pay earnings by members. Based on a City initiative to maximize officer court attendance for Provincial Offences Act (POA) violations, court attendance for these violations continues to be done for the most part on an off-duty basis. This results in premium pay costs based on the terms of the collective agreement. While the City reimburses the Service for the premium pay costs related to off-duty court attendance, the earnings are included in and increase the total salaries earned by members. It should be noted that the City is exploring alternative processes for disputing POA violations in court which could reduce the need for officers to attend court, thereby reducing premium pay costs. Recent changes have been made to the POA that identify specific instances where the scheduling of an officer to attend court is not required, substituted by certified statements. However, the Province must enact regulations to support the changes before the changes can be implemented by the City. The City is also working with the Province to implement a process whereby individuals who receive a ticket can request to meet with a prosecutor to discuss the charge, possibly leading to a resolution without a trial. It is expected this process will be in place in early 2012. In addition, the Service and the City are working to examine internal options that could potentially reduce court appearances and associated premium pay expenditures. The

Service also has a number of subject matter experts (e.g. breathalyser technicians, forensic identification) that are required to attend criminal court to provide expert testimony and this often results in premium pay costs. Court attendance is closely monitored, ensuring that attendance is limited to required witnesses for each case.

Call-backs

Members are also called into work when off-duty in order to staff special events, which also generates premium pay. In 2010, security assistance provided by the Service at the Winter Olympics and in particular the G8/G20 Summits resulted in significantly increased overtime and call-backs for officers and civilian members assigned to these events. Planning for the G8/G20 Summits had to be completed under very short time lines, and therefore necessitated members of the planning team to work overtime. In addition, the actual mobilization for the event was done through call-backs, which resulted in premium pay being earned by the large number of members that were required to provide security for the event. Although the Service is expecting full reimbursement of these costs from the Federal government, the premium pay earnings are included in and increased the total salaries earned by members.

Overtime

With respect to premium pay incurred through overtime, criteria for authorizing overtime have been in place for several years and includes:

- protection of life (i.e. where persons are at risk);
- protection of property;
- processing of arrested persons;
- priority calls for service (i.e. when an officer attends an emergency call where it would be inappropriate to wait for the relieving shift) – Supervisors will ensure prompt relief of officers on overtime emergency calls;
- case preparation (where overtime is required to ensure court documentation is completed within the required time limits); and
- “no lunch hours” - are to be managed within the exigencies of policing requirements.

The Service has reduced its premium pay budget in 2011 in an effort to control these costs, and will be reviewing all premium pay categories with the objective of further reducing premium pay as much as possible. Directives have been issued over the years to all unit commanders reminding and reinforcing the need to effectively monitor and control premium pay, so that it is kept to an absolute minimum. However, base salaries continue to increase due to contractual settlements and many of these salaries, including those of first class police constables, are getting closer to the \$100,000 level. As a result, it does not take significant premium pay earnings to cause a member's earnings to go over the threshold of \$100,000.

Premium Pay Earnings Categories:

1. Overtime - is earned by Service members who, for operational reasons, are required to stay beyond their regular work hours. Generally, overtime incurred requires pre-approval by

supervisory personnel and is entered and approved in the Time Resource Management System (TRMS) utilizing an appropriate activity code. As provided for in the collective agreement, all overtime hours are paid in cash or credited to a member's lieu bank (at the member's discretion) at one and a half times a member's hourly wage.

2. Call-backs - hours are earned by Service members who are requested to work after their regular work day has been completed. Call-backs are incurred in order to meet the operational requirements of a unit (call-back teams) or to staff Service-wide initiatives such as TAVIS. Generally, call-backs are put in place and approved by Unit Commanders. As with overtime, call-back hours are paid or credited to a member's lieu bank (at the member's discretion) at one and a half times a member's hourly wage.
3. Court time - attendance at court can be either on-duty or off-duty. On-duty court time is part of a member's regular work day and does not result in additional pay to the member. Off duty court is paid to the member at a premium similar to overtime and call-back.
4. Lieu Time Pay Downs - as provided for in the collective agreement, members are paid down their accumulated lieu time balances four (4) times per year. The balances represent hours earned from any of the three categories of time described above. Pay downs are made to members at the effective hourly rate for the pay period the pay down occurs.

Controls over Premium Pay

As premium pay is a significant expenditure for the Service and is related to service levels and requirements, management and supervisory personnel are often reminded about cost containment expectations. Although it is recognized that police work inevitably generates overtime, call-backs and court appearances, it is incumbent on all Unit Commanders and Supervisors to carefully manage premium pay accounts and only authorize expenses where absolutely necessary. As a result, Unit Commanders have incorporated the following tasks in the day to day operations of their units or divisions:

- All overtime is approved by a supervisor before (where feasible) and after it is worked;
- Hours in excess of regular time are reported daily to unit commanders and are available through the use of reports outlined below. These daily overtime reports often include the reason and justification for the premium pay incurred;
- "Spot checks" are conducted at court locations to ensure only required members are in attendance or at "scenes" where overtime has been requested, in order to ensure the excess time is a true operational requirement, helps mitigate a risk and or is value added;
- All cases are reviewed for non-essential witnesses to reduce the number of uniform witnesses required for court;
- Meetings with supervisory staff about budget control discussions include the monitoring and management of premium pay accounts; and
- Where possible, shifts are modified to reduce costs.

Although the best method of keeping premium pay expenditures under control is effective and diligent supervision, the following system tools provide Service managers/supervisors with information to assist them in the monitoring and control of premium pay expenditures. These reports are intended to provide supervisors and unit commanders with information on overtime work that will allow for the determination of any excessive overtime worked, any trends that should be reviewed further, and a confirmation that the overtime worked was value-added.

1. Unit Commander's Morning Report (UCMR)

This daily report contains a section detailing overtime, call-backs and court attendance from the previous day, allowing Unit Commanders a quick snapshot of the premium salary costs incurred by their teams.

2. TRMS Reports

There are a number of reports available from the TRMS system that provide information on hours worked which can be translated into dollars earned. The Time Code by Employee report and the Time Code by Team report offer a number of options by premium time code so that Unit Commanders can review entries for a single individual or an entire group. Hourly rates are readily available at the unit level to allow Unit Commanders to translate hours into salary costs with minimal manual manipulation.

3. Financial System (SAP) Payroll Report

A report is available in the Service's SAP system that allows units to view pay charged to specific cost elements (accounts). This report can be used to monitor individual earnings or an entire unit or area. The information provided in this report allows Unit Commanders to see the amount of premium pay earned by a member or members for a specific period of time.

4. Cash Earned in Excess Report

This report is available to all supervisory staff with Unit Commander and Unit Administrator access to the Service Human Resource Management System (HRMS). The report provides information on the cash payments made to members for the effective period, broken down by categories such as overtime, call-back, court and lieu time. The report is available on the HRMS system and can be requested at any time. The Financial Management unit updates and distributes instructions and pay period ending dates on an annual basis in order to run the report.

The frequent review and critical assessment of the available reports is an excellent detection device to ensure controls are working effectively, ensure that corrective action is taken at the earliest possible opportunity and promote accountability.

In addition to the standard reports available to all Unit Commanders throughout the Service, each area has implemented additional reports and processes to assist in monitoring and control. Such unit-specific processes vary based on the reporting structure and operations within each area. Examples include overtime and call-back sheets, daily activity logs, scene visits by supervisors

and activity memorandums. All available reports allow Unit Commanders to manage the workload of officers who will earn more than their bi-weekly salaries on a regular basis.

Unit Commanders are held accountable for their premium pay costs in relation to their budget, in addition to managing the time of individuals or groups. Bi-weekly variance reports comparing spending to budget are provided to Divisional Policing and Specialized Operations Command. Monthly variance reports provided to Unit Commanders highlight information on the current premium pay status and projections to year-end so that they are aware of any potential problems.

Paid Duty Earnings:

Members are paid for the hours worked on paid duties by the individuals or businesses requesting the service. The Service's paid duty system is the subject of a report by the City's Auditor General to be tabled at the Board's meeting in April 2011. The entire paid duty system will be reviewed by the Service during 2011.

Based on an agreement with the Canada Revenue Agency (CRA), paid duty earnings were previously included in a statement of paid duty income, available to members and reported to the CRA. However, based on a recent compliance audit, the CRA now requires that paid duty earnings be reported on a T4 separate from members' regular earnings. Accordingly, the Service has issued T4's to members for paid duty earnings in 2007-2009, as well as for 2010. As a result of this change in reporting, the Service 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 advised that since the officers are being paid by the client, the earnings are not considered "salary paid" under the *Public Sector Salary Disclosure Act, 1996* and therefore, the earnings have no impact on the disclosure listing. As a result, paid duty earnings have not been included in the Box 14 calculation for the purposes of preparing the public sector salary disclosure listing.

Conclusion:

In accordance with the *Public Sector Salary Disclosure Act, 1996*, this report provides the names, positions, salaries and taxable benefits of Service and Board employees who were paid more than \$100,000 in 2010. 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.

Chief Blair responded to questions about the foregoing report.

The Board received the foregoing report.

APPENDIX A

RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
AALEN	RONALD HENRY	Staff Sergeant	\$112,551.37	\$399.50
ABBOTT	DEBORAH LYNN	Staff Sergeant	\$120,852.46	\$399.50
ABDEL-MALIK	MAHER	Police Constable	\$120,901.13	\$325.65
ABDULLA	AL RAHIM	Senior Technical Analyst, Information Technology Services	\$123,732.93	\$350.75
ACCIAROLI	SHERI DARLENE	Detective	\$100,521.57	\$345.93
ACORN	CHRISTOPHER ALLAN	Police Constable	\$102,454.26	\$276.84
ADAM	BARBARA ANNE	Detective	\$105,869.81	\$355.29
ADAMS	PAUL HUGH	Police Constable	\$105,694.02	\$344.24
ADAMSON	JAMES GRAHAM	Sergeant	\$110,830.62	\$364.26
ADELSON	SANDY	Senior Advisor Policy and Communications, Police Services Board	\$114,508.11	\$404.96
AGUIAR	STEVEN CABRAL	Police Constable	\$125,619.19	\$305.37
AHMAD	MANSOOR	Police Constable	\$104,476.40	\$306.93
AHMED	JAMEEL G.	Police Constable	\$100,027.62	\$305.37
AIELLO	ANTONIO	Police Constable	\$117,949.87	\$317.85
AIKMAN	SCOTT DOUGLAS	Police Constable	\$119,019.61	\$319.28
AKESON	AARON JOSEPH	Police Constable	\$105,980.64	\$325.65
AL-NASS	WALID	Police Constable	\$105,092.24	\$305.37
ALBERGA	SANTE	Police Constable	\$100,126.92	\$344.24
ALBRECHT	IRVIN JOHN	Police Constable	\$126,614.37	\$325.65
ALDERDICE	JEFFERY PAUL	Sergeant	\$109,879.53	\$345.93
ALDRIDGE	ADAM DUNCAN	Police Constable	\$111,227.83	\$344.24
ALEXANDER	CHARLES BOLTON	Detective	\$112,529.94	\$355.29
ALEXANDER	DAVID WALTER	Detective	\$104,943.27	\$355.29
ALEXANDER	LYNNE MARIE	Police Constable	\$101,667.63	\$297.18
ALEXIOU	DEMITRIOS	Police Constable	\$102,294.30	\$337.46
ALLDREAD	GORDON SCOTT	Police Constable	\$105,260.05	\$314.60
ALLDRIT	DARREN LEE	Detective	\$116,181.19	\$355.29
ALLEN	MICHAEL DAVID	Detective	\$108,421.75	\$345.93
ALLINGTON	JEFFREY SCOTT	Detective	\$108,919.79	\$345.93
ALPHONSO	MARK ANDREW	Staff Sergeant	\$118,081.16	\$399.50
ALPHONSO	WADE LEONARD	Staff Sergeant	\$114,467.12	\$399.50
ALS	ANTHONY CHRISTOPHER	Police Constable	\$100,048.06	\$305.37
ALTOMARE	ALDO MARCHELO	Staff Sergeant	\$114,394.94	\$399.50
AMOS	SEAN DAVID	Police Constable	\$100,774.81	\$333.43
ANAND	ANIL	Inspector	\$132,201.74	\$458.41
ANDERSEN	CARL HENRIK	Police Constable	\$103,368.41	\$344.24
ANDERSON	DONNA TERESA	Operations Supervisor	\$119,304.43	\$286.61
ANDERSON	JOHN ALFRED	Sergeant	\$104,681.10	\$364.26
ANDERSON	ROBERT	Police Constable	\$115,469.18	\$247.10
ANDREWS	SARAH LYNN	Police Constable	\$112,833.21	\$320.97
ANDRICI	IULIAN	Police Constable	\$105,670.46	\$303.13
ANGUS	DAVID MCGREGOR	Detective	\$113,823.15	\$364.26
ANSARI	ALI AKBAR	Detective	\$111,995.34	\$355.29

APPENDIX A

RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
ANSTEY	JASON CHRISTOPHER	Police Constable	\$105,225.09	\$324.87
ANTOINE	KEVIN FRANCIS	Police Constable	\$106,934.57	\$318.63
ANTONELLI	GIANPIERO	Police Constable	\$100,944.71	\$314.60
ARMSTRONG	FREDERICK SHANE	Police Constable	\$108,204.51	\$325.65
ARMSTRONG	KAREN	Police Constable	\$101,367.24	\$310.92
ARMSTRONG	MARK RICHARD	Sergeant	\$112,614.35	\$364.26
ARMSTRONG	RICHARD DAVID	Sergeant	\$119,848.26	\$355.29
ARMSTRONG	ROBERT KENNETH	Police Constable	\$104,332.91	\$324.87
ARMSTRONG	ROBERT PAUL	Police Constable	\$103,945.81	\$325.65
ARNOTT	ROBERT WILLIAM	Police Constable	\$120,931.14	\$344.24
ARODA	SANJEE	Detective	\$117,616.34	\$345.93
ARP	JAMES ANDREW	Police Constable	\$101,277.73	\$297.53
ARRUDA	SANDRA	Police Constable	\$100,519.72	\$325.65
ARTINIAN	PEGLAR	Police Constable	\$112,892.37	\$325.65
ASHLEY	MARK NICHOLAS	Detective	\$110,502.15	\$357.67
ASHMAN	AILEEN ALBERTA	Director, Human Resources	\$182,901.69	\$925.22
ASNER	ROBERT EDWARD	Police Constable	\$102,597.42	\$297.18
ASSELIN	GLENN ANDRE	Detective	\$120,007.75	\$355.29
ASSELSTINE	SHAUN DAVID	Police Constable	\$114,188.53	\$297.18
ASTOLFO	ROBERT	Police Constable	\$105,357.51	\$305.37
ATKINSON	GRAHAM STEPHEN	Police Constable	\$102,283.41	\$325.65
ATTENBOROUGH	JEFFREY BRUCE	Detective	\$102,699.23	\$355.29
AUCLAIR	JANE MARILYN	Sergeant	\$102,922.78	\$364.26
AUDETTE	DAVID FRANCIS	Police Constable	\$134,057.63	\$314.60
AWAD	ASHRAF SAMIR	Sergeant	\$111,044.93	\$327.21
AZARRAGA	JOSE MATIAS	Detective	\$129,500.25	\$355.29
BABIAR	JOHN JAMES	Staff Sergeant	\$123,902.85	\$399.50
BABINEAU	JARED MICHAEL	Police Constable	\$102,549.25	\$325.65
BACKUS	LESLIE DOUGLAS	Detective	\$122,613.48	\$355.29
BAI	DON XIN	Police Constable	\$108,165.44	\$316.68
BAINARD	PAUL CRAIG	Sergeant	\$106,900.30	\$364.26
BAIRD	KAREN ANN	Police Constable	\$100,262.04	\$314.60
BAJ	STANISLAW	Sergeant	\$119,760.52	\$364.26
BALAGA	ARTUR	Police Constable	\$108,652.79	\$322.93
BALINT	MICHAEL ANDREW	Detective	\$117,125.95	\$345.93
BANGILD	JEFFREY	Sergeant	\$108,985.71	\$345.93
BANKS	DONNA L.	Detective	\$102,265.03	\$355.29
BANKS	WAYNE MICHAEL	Detective Sergeant	\$123,841.57	\$399.50
BAPTIST	CHARLENE M.	Staff Sergeant	\$111,279.53	\$392.85
BAPTIST	ROBERT SCOTT	Inspector	\$132,038.37	\$654.59
BARATTO	ANTONIO	Sergeant	\$107,491.64	\$364.26
BARATTO	MICHELLE TERESA	Detective	\$105,663.79	\$364.26
BARBEAU	JOSEPH GERARD	Police Constable	\$104,663.24	\$286.37
BARDGETT	JAMES FRANCIS	Police Constable	\$101,679.42	\$344.24
BARENTHIN	GLENN KARL	Detective Sergeant	\$115,426.63	\$399.50

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RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
BARKLEY	MARK EDWIN	Staff Sergeant	\$117,371.32	\$399.50
BARNES	MURRAY WINSTANLEY	Detective	\$112,755.48	\$345.93
BARR	MATTHEW ANDREW	Police Constable	\$101,733.81	\$324.09
BARREDO	FRANCISCO JAVIER	Staff Sergeant	\$123,229.92	\$399.50
BARREIRA	NELSON	Police Constable	\$101,131.20	\$321.57
BARSKY	MICHAEL STEVEN	Detective Sergeant	\$114,571.38	\$390.40
BARTHOLOMEW	DARRYL COLIN	Police Constable	\$101,905.15	\$316.68
BARTLETT	ALAN ANDREW	Police Constable	\$105,153.51	\$315.96
BARTLETT	DANIEL ALBERTO	Police Constable	\$100,769.06	\$297.18
BARTLETT	DAVID ALFRED	Police Constable	\$103,336.43	\$304.31
BARTLETT	JASON MITCHELL	Police Constable	\$105,134.24	\$316.68
BARWELL	DAVID ERIC	Detective	\$115,224.93	\$364.26
BASS	LORNE WILLIAM	Police Constable	\$117,427.58	\$323.96
BATES	BARRY MICHAEL	Police Constable	\$104,928.58	\$314.60
BATES	KIMBERLEY MICHELE	Detective	\$117,986.87	\$364.26
BATES	SANDY D.	Staff Sergeant	\$131,714.42	\$390.40
BATES	TIMOTHY BRIAN	Detective	\$102,846.88	\$357.67
BATES	WAYNE EDWARD	Detective	\$141,148.46	\$364.26
BAYES	JOHN ARTHUR	Police Constable	\$110,564.59	\$305.37
BAZMI	SALMAN AIJAZ	Detective	\$102,134.53	\$293.86
BEADMAN	BRIAN GEORGE	Detective	\$100,953.22	\$355.29
BEARD	BENJAMIN JAMES	Police Constable	\$111,595.60	\$316.68
BEATTIE	CHRISTOPHER DENNIS	Police Constable	\$109,905.02	\$325.65
BEAUDOIN	SHANE REGINALD	Police Constable	\$117,472.12	\$256.73
BEAULAC	SACHA LUCY	Police Constable	\$101,994.47	\$297.18
BEAUPARLANT	PAUL JOSEPH	Detective	\$118,460.53	\$355.29
BEAUSOLEIL	MARC	Police Constable	\$117,265.97	\$335.01
BEAVEN-DESJARDINS	JOANNA RUTH	Inspector	\$132,035.97	\$654.59
BEERS	CLAY ALBERT	Manager, Telecommunications Services	\$139,259.90	\$497.00
BELANGER	DANIEL JOSEPH	Sergeant	\$114,538.04	\$355.29
BELANGER	DONALD RENE	Detective	\$115,259.95	\$345.93
BELGRADE	ALEXANDER NORMAN	Detective Sergeant	\$110,986.40	\$399.50
BELL	ALAN HENRY	Detective	\$118,814.52	\$364.26
BELL	DANIEL	Detective	\$122,093.65	\$363.21
BELL	DARYL EDWARD	Police Constable	\$103,744.06	\$325.65
BELLEC	FRANCOIS MARIE	Police Constable	\$127,715.73	\$324.97
BELLION	LAURENT HUGUES	Police Constable	\$132,652.19	\$305.37
BELLON	CORINNE	Detective Sergeant	\$117,239.79	\$398.45
BENALLICK	MARK DANIEL	Detective	\$101,908.32	\$355.29
BENGE	PAUL	Police Constable	\$101,275.65	\$344.24
BENNETT	BRIAN ROBERT	Police Constable	\$115,352.67	\$325.65
BENNETT	WINSTON ANTHONY	Sergeant	\$100,628.64	\$355.29
BENNEY	PETER J.	Police Constable	\$107,889.57	\$344.24
BENNIE	JESSICA LEE	Police Constable	\$102,331.27	\$301.86
BENNOCH	CHRISTOPHER JOHN	Police Constable	\$109,355.82	\$297.18

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RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
BENOIT	JASON REGIS	Police Constable	\$105,001.32	\$325.65
BENOIT	LISABET JANE	Detective	\$101,688.03	\$364.26
BENSON	RODNEY WELLON	Police Constable	\$112,388.50	\$325.65
BENTLEY	CHRISTOPHER JOHN	Police Constable	\$115,304.67	\$321.75
BERCHARD	RENNIE	Detective	\$103,662.49	\$364.26
BEREZOWSKI	JOHN D.	Detective	\$107,071.32	\$355.29
BERG	MICHAEL ANDREW	Police Constable	\$103,285.98	\$310.44
BERGEN	FRANCIS D.	Inspector	\$132,519.51	\$654.59
BERNARD	CYNTHIA LEE	Police Constable	\$113,865.12	\$325.65
BERNARDO	ISRAEL FARIA	Detective	\$116,170.88	\$345.93
BESON	MARK WILLIAM	Police Constable	\$108,266.24	\$325.65
BEVAN	GORDON A.	Police Constable	\$102,424.40	\$342.38
BEVAN	WILLIAM	Detective	\$108,379.38	\$355.29
BEVERIDGE	KATHRYN ANNE	Detective	\$116,295.51	\$355.29
BEVERS	DONALD A.	Manager, Corporate Planning	\$150,249.42	\$767.40
BEVILACQUA	FILIPPO	Sergeant	\$115,444.89	\$345.93
BHARDWAJ	ELLA ELIZABETH	Police Constable	\$101,259.74	\$321.75
BHOGAL	RAJAN-SINGH	Police Constable	\$112,648.24	\$296.05
BIBEAU	CHRISTOPHER ROLAND	Police Constable	\$102,062.68	\$303.13
BIGGERSTAFF	JOHN C.	Detective	\$124,640.46	\$364.26
BILAK	STEPHEN L.	Sergeant	\$110,388.61	\$364.26
BIRD	KEITH STANLEY	Project Leader, Information Technology Services	\$107,048.69	\$379.08
BIRRELL	JOHN THOMAS	Police Constable	\$128,083.80	\$335.01
BISHOP	ALLAN SCOTT	Police Constable	\$103,374.69	\$325.65
BISHOP	ANNE-MARIE	Staff Sergeant	\$104,905.03	\$368.83
BISHOP	DAVID E.	Detective Sergeant	\$115,721.59	\$390.40
BISHOP	LEONA M.	Sergeant	\$104,061.13	\$364.26
BISHOP	STEPHEN R.	Detective	\$129,200.28	\$364.26
BISSONNETTE	PAUL MARCEL	Sergeant	\$106,756.51	\$336.70
BLACKADAR	JANELLE RUTH	Police Constable	\$104,031.79	\$325.65
BLACKLOCK	GUY T.	Sergeant	\$107,465.61	\$364.26
BLACKMAN	ARLINGTON C.	Staff Sergeant	\$103,581.01	\$367.49
BLAIR	JEFFREY KELVIN	Police Constable	\$128,414.04	\$305.37
BLAIR	WILLIAM STERLING	Chief of Police	\$325,940.14	\$3,037.54
BLAKE	CLARENCE D.	Sergeant	\$100,757.46	\$364.26
BLAKELEY	JANICE	Sergeant	\$116,891.38	\$364.26
BLANCHARD	RICHARD M.	Staff Sergeant	\$114,864.92	\$399.50
BOBBIS	RICHARD ROBERT	Sergeant	\$137,624.70	\$345.93
BOCKUS	CORY L.	Inspector	\$132,035.97	\$458.41
BODDY	CHRISTOPHER EDWARD	Staff Sergeant	\$111,778.54	\$390.40
BOIS	PAUL ROBERT	Detective	\$121,646.85	\$345.93
BOKALO	NIKOLAJ	Police Constable	\$103,286.09	\$344.24
BOLTUC	EDWARD R.	Police Constable	\$106,694.14	\$344.24
BOND	MARLIN R.	Sergeant	\$113,404.28	\$360.41
BOND	MICHELE LOUISE	Police Constable	\$116,632.73	\$309.27

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RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
BOOTH	KENNETH COURTLAND	Detective	\$101,425.63	\$364.26
BOPARA	GURMOKH	Sergeant	\$110,320.47	\$339.69
BOPARA	GURWINDER K.	Sergeant	\$122,111.83	\$355.29
BORG	BRIAN A.	Detective Sergeant	\$133,403.62	\$399.50
BORG	SUSANNE JOSEPHENE	Police Constable	\$106,186.78	\$322.53
BORTKIEWICZ	CHRISTINE	Manager, Occupational Health and Safety	\$139,259.90	\$709.55
BOSSERT	DENNIS A.	Police Constable	\$109,689.47	\$314.60
BOSWARD	WILLIAM C.	Detective Sergeant	\$118,757.87	\$399.50
BOTT	BRYAN A.	Inspector	\$122,013.54	\$437.47
BOUCHER	ROBERT DANIEL	Detective	\$125,964.72	\$355.29
BOULET	SCOTT P.	Detective	\$105,608.74	\$364.26
BOURQUE	DOUGLAS J.	Detective	\$116,661.58	\$364.26
BOWER	MARC ALAN	Police Constable	\$101,501.71	\$297.18
BOWMAN	BRIAN K.	Staff Sergeant	\$127,467.68	\$399.50
BOWMASTER	MICHAEL GLEN	Police Constable	\$101,120.96	\$325.65
BOYCE	JOHN B.	Staff Sergeant	\$135,387.68	\$399.50
BOYCE	RONALD V.	Staff Sergeant	\$126,235.14	\$399.50
BOYD	ANDREW	Police Constable	\$101,063.54	\$305.37
BOYD	EDWARD P.	Inspector	\$132,035.97	\$654.59
BOYER	DENIS J.	Police Constable	\$100,668.48	\$335.01
BOYKO	JEREMY JEFFREY	Police Constable	\$115,181.41	\$325.65
BOYLE	KENNETH W.	Staff Sergeant	\$124,949.56	\$399.50
BRADBURY	SCOTT GORDON	Sergeant	\$101,338.28	\$337.35
BRADSHAW	KEITH J.	Detective	\$100,193.99	\$364.26
BRAGG	JAMES ROBERT	Police Constable	\$118,239.05	\$314.60
BRAGG	LORNE GORDON	Detective	\$101,584.59	\$345.93
BRAMMALL	MICHAEL R.	Detective	\$147,793.49	\$363.21
BRANKER	DARRYL DERMOT	Police Constable	\$100,218.71	\$297.18
BRANTON	SHANE A.	Staff Sergeant	\$105,965.12	\$390.40
BRAR	GURSHARNJIT SINGH	Police Constable	\$103,692.23	\$297.18
BRAR	SHANE GURSHARAN	Detective	\$102,437.67	\$355.29
BRASCA	WALTER A.	Sergeant	\$117,770.44	\$364.26
BRAYMAN	GEOFFREY ROBERT	Police Constable	\$107,480.41	\$305.37
BREEN	FRANCIS R.	Superintendent	\$144,569.57	\$8,076.16
BREMNER	JAMES W.	Police Constable	\$120,659.77	\$335.66
BRESSAN	LORENZO	Detective	\$101,083.47	\$364.26
BRESSE	JEAN	Police Constable	\$100,263.42	\$297.18
BRIDEAU	RENE ALYRE	Police Constable	\$101,475.66	\$325.65
BRIELL	JULIAN MICHAEL	Operations Supervisor	\$107,270.77	\$298.22
BRIGGS	IAN C.	Detective	\$126,633.53	\$364.26
BRIGHAM	JOHN B.	Sergeant	\$111,982.75	\$364.26
BRINN	NORMAN E.	Sergeant	\$104,264.76	\$364.26
BRITO	SERGIO AGOSTINHO	Police Constable	\$105,458.20	\$298.74
BRITTON	FRANCES P.	Sergeant	\$112,340.18	\$364.26
BROADFOOT	ALEXANDER F.	Detective	\$129,091.39	\$355.29

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RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
BRONS	JAMES R.	Detective	\$108,738.99	\$355.29
BRONSON	SCOTT D.	Detective Sergeant	\$116,140.85	\$399.50
BROOKES	LEVERNE MCCOURCEY	Police Constable	\$111,956.22	\$317.76
BROOKES	RALPH J.	Staff Sergeant	\$114,769.37	\$399.50
BROSNAN	SEAN S.	Detective Sergeant	\$108,114.26	\$390.40
BROWN	DOUGLAS I.	Sergeant	\$109,423.80	\$364.26
BROWN	JACQUELINE	Police Constable	\$103,857.30	\$305.37
BROWN	JAMES V.	Staff Sergeant	\$108,024.43	\$399.50
BROWN	JOHN J.	Detective Sergeant	\$121,173.70	\$399.50
BROWN	ROBERT	Staff Sergeant	\$124,038.83	\$399.50
BROWNE	JIMMY E.	Sergeant	\$107,809.38	\$360.41
BROWNE	TERRENCE P.	Detective Sergeant	\$132,803.52	\$390.40
BRUZZESE	DOMENICO D.	Detective	\$100,985.21	\$355.29
BRYAN	KEITH XAVIER	Sergeant	\$105,671.88	\$355.29
BRYANT	ALAN MICHAEL	Police Constable	\$107,709.21	\$320.00
BRYCE	ROBERT FRANCIS	Sergeant	\$100,846.77	\$361.95
BRYL	BOGUMIL J.	Police Constable	\$107,311.47	\$323.96
BRYSON	LAWRENCE NEIL	Staff Sergeant	\$155,415.75	\$399.50
BUCKLEY	DONALD S.	Sergeant	\$107,483.80	\$364.26
BUI	TAM THACH	Detective	\$120,516.01	\$336.70
BULBROOK	CALVIN MILORAD	Police Constable	\$108,077.94	\$311.95
BULIGAN	DENNIS	Staff Sergeant	\$117,890.81	\$399.50
BULLOCK	NEIL D.	Staff Sergeant	\$113,175.34	\$390.05
BURGESS	BRIAN J.	Detective	\$105,901.74	\$357.67
BURKE	GARY EDWIN	Sergeant	\$101,099.13	\$345.93
BURKE	MICHAEL DAVID	Police Constable	\$105,397.84	\$323.96
BURKE	PATRICK A.	Detective	\$102,639.20	\$363.21
BURKE	SUSAN JOYCE	Detective	\$101,017.22	\$355.29
BURKHOLDER	HERBERT C.	Sergeant	\$103,057.96	\$355.29
BURKS	CHARLES DEAN	Detective Sergeant	\$115,730.66	\$398.45
BURNETT	ANSON RICHARD	Police Constable	\$109,090.77	\$297.96
BURNINGHAM	GRANT NEIL	Staff Sergeant	\$114,867.95	\$388.70
BURNSIDE	SEAN KELLY	Police Constable	\$117,134.11	\$297.18
BURROWS	TIMOTHY SCOTT	Sergeant	\$108,518.84	\$355.29
BURRY	SHAWN CECIL	Sergeant	\$112,504.55	\$345.93
BURTON	WILLIAM C.	Detective	\$103,462.42	\$350.18
BUSTOS	HARRY SANTIAGO	Police Constable	\$107,518.29	\$291.53
BUTT	MICHAEL CLAYTON	Police Constable	\$102,964.77	\$325.65
BUTTON	BERNADETTE M.	Inspector	\$132,035.97	\$458.41
BUTULA	ELLERY P.	Detective Sergeant	\$110,240.79	\$399.50
BYE	COLIN L.	Police Constable	\$101,079.66	\$344.24
BYERS	DEREK JONATHAN	Police Constable	\$102,380.28	\$325.65
BYRNES	ELIZABETH A.	Staff Inspector	\$139,226.99	\$8,125.63
CACCAVALE	ERASMO	Police Constable	\$108,159.04	\$335.01
CAISSIE	PAUL J.	Sergeant	\$113,889.21	\$364.26

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RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
CAKEBREAD	ALAN WILLIAM	Detective	\$106,690.20	\$348.45
CALIFARETTI	SANDRA ANGELA	Manager, Financial Management	\$139,259.90	\$497.00
CALLAGHAN	PETER EDWARD	Detective Sergeant	\$113,765.37	\$390.40
CALLANAN	BRIAN MICHAEL	Police Constable	\$103,741.92	\$317.07
CALLANAN	GORDON P.	Police Constable	\$102,428.90	\$322.88
CAMACHO	JOSE	Sergeant	\$111,679.07	\$364.26
CAMERON	ALAN J.	Police Constable	\$101,429.22	\$326.30
CAMERON	NEIL ROBERT	Police Constable	\$111,429.80	\$282.49
CAMPANILE	EMANUELE M.	Sergeant	\$106,996.62	\$364.26
CAMPBELL	BRYAN EDWARD	Detective	\$101,278.94	\$345.93
CAMPBELL	DONALD ALEXANDER	Staff Inspector	\$139,226.99	\$15,726.03
CAMPBELL	DOUGLAS L.	Sergeant	\$107,632.03	\$355.29
CAMPBELL	EDWARD L.	Detective	\$109,661.91	\$364.26
CAMPBELL	JOANNE ELIZABETH	Executive Director, Police Services Board	\$153,140.37	\$538.33
CAMPBELL	MICHELLE DIANE	Police Constable	\$114,167.28	\$325.65
CAMPBELL	PHILIP SCOTT	Police Constable	\$105,370.68	\$317.03
CAMPOLI	STEVEN ROBERT	Police Constable	\$122,894.07	\$316.68
CANEPA	ANTONIO	Police Constable	\$144,783.78	\$344.24
CANNATA	DAVID C.	Police Constable	\$106,867.29	\$343.16
CANNING	ROY A.	Sergeant	\$100,916.85	\$364.26
CANNON	MICHAEL J.	Staff Sergeant	\$118,779.19	\$399.50
CANTELON	GREGORY J.	Staff Sergeant	\$115,428.42	\$399.50
CAPIZZO	GIUSEPPE DINO	Sergeant	\$102,243.76	\$346.71
CAPUTO	JOSEPH	Sergeant	\$117,754.09	\$364.26
CARACCIOLO	ROGER DOMINIC	Detective	\$103,136.75	\$345.93
CARBONE	MIKE	Detective	\$149,509.66	\$364.26
CAREFOOT	TODD A.	Police Constable	\$120,390.29	\$344.24
CARGILL	PAUL SCOTT	Detective	\$119,807.46	\$355.29
CARL	GEORGE WILLIAM	Police Constable	\$111,818.85	\$314.60
CARLES	MATTHEW MOSES	Police Constable	\$111,238.58	\$322.93
CARLETON	STEPHEN JAMES	Police Constable	\$118,034.56	\$325.65
CARMICHAEL	STEPHEN FRANCIS	Sergeant	\$102,037.05	\$345.93
CARTER	DALE S.	Sergeant	\$104,405.17	\$364.26
CARTER	MARVA MARIE	Project Leader, Information Technology Services	\$111,819.13	\$379.08
CARTER	MAXWELL	Staff Sergeant	\$128,146.68	\$399.50
CARTER	RANDOLPH M.	Inspector	\$131,346.54	\$456.37
CARTER	SCOTT A.	Detective	\$105,480.54	\$364.26
CARVALHO	AVELINO MOTA	Sergeant	\$111,245.40	\$355.29
CASH	JENNIFER ANNE	Police Constable	\$103,398.48	\$311.64
CASHMAN	GERALD F.	Inspector	\$127,013.20	\$537.39
CASSIDY	MICHAEL	Police Constable	\$101,232.56	\$323.96
CASTELL	TIFFANY ALICIA	Police Constable	\$100,208.39	\$291.53
CASTELLUCCI	ANTHONY	Detective	\$106,960.83	\$355.29
CATALANO	GUGLIELMO	Police Constable	\$107,728.73	\$323.96
CATENACCIO	MARIO	Police Constable	\$128,202.83	\$282.49

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RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
CATES	STEVEN RICHARD	Police Constable	\$109,174.43	\$325.65
CATON	MATTHEW MICHAEL	Police Constable	\$101,988.80	\$322.93
CAUNTER	BENJAMINTHOMAS	Police Constable	\$105,900.18	\$321.75
CAVE	RANDAL DELBERT	Police Constable	\$102,005.41	\$323.96
CECILE	GLEN W.	Detective	\$117,465.95	\$355.29
CERESOLI	MAURIZIO	Police Constable	\$100,443.86	\$325.65
CERNOWSKI	ANDREW JOHN	Financial Planner	\$114,231.74	\$577.45
CHADHA	AVININDER S.	Detective	\$104,731.41	\$364.26
CHAMBERS	COURTNEY A.	Staff Sergeant	\$114,388.38	\$399.50
CHAN	CHUN KWONG	Police Constable	\$100,490.59	\$335.01
CHANT	JAMES ELLIOT	Police Constable	\$117,553.92	\$325.65
CHAPMAN	KAREN	Detective	\$108,273.19	\$345.93
CHAPMAN	MARK J.	Detective	\$104,087.74	\$349.05
CHARLES	ANTHONY J.	Detective Sergeant	\$106,384.91	\$365.68
CHARLES	SIMBERT	Police Constable	\$104,191.10	\$297.18
CHARLTON	SUSAN A.	Sergeant	\$100,936.36	\$357.67
CHARUK	MARK N.	Detective	\$106,021.14	\$364.26
CHASE	WILLIAM OLIVER	Police Constable	\$113,474.37	\$328.07
CHEECHOO	NELSON THOMAS	Police Constable	\$100,440.76	\$325.65
CHELLEW	STEPHEN F.	Sergeant	\$104,213.99	\$364.26
CHENETTE	KATHLEEN M.	Police Constable	\$100,101.21	\$344.24
CHIASSON	MARCEL ANDRE	Sergeant	\$130,083.46	\$355.29
CHILDS	CYNTHIA M.	Detective Sergeant	\$113,708.27	\$390.40
CHILVERS	CHRISTOPHER CLIFFORD	Detective	\$115,838.11	\$345.93
CHIN	ADRIAN CAREY	Police Constable	\$101,791.97	\$312.00
CHIU	SIN-YI	Sergeant	\$100,377.82	\$355.29
CHOE	ROBERT L.	Sergeant	\$104,215.57	\$345.93
CHOO-WING	DEXTER MICHAEL	Police Constable	\$105,752.81	\$317.03
CHORNOOK	STEPHEN P.	Police Constable	\$106,716.29	\$323.96
CHOURYGUINE	DMITRY	Police Constable	\$117,925.89	\$291.53
CHOW	HAROLD	Sergeant	\$112,147.11	\$355.29
CHOW	LAWRENCE CHI	Detective	\$101,788.54	\$355.29
CHRISTOPOULOS	GEORGE	Communications Co-ordinator	\$107,817.35	\$350.75
CHUDоба	MYRON S.	Detective	\$119,514.81	\$364.26
CHUNG	PHILIP	Detective	\$104,051.13	\$364.26
CHUNG	RYAN ANTHONY	Police Constable	\$108,068.16	\$325.65
CHURKOO	DOODNATH DEODATH	Sergeant	\$130,487.20	\$345.93
CHUTKO	JAN	Police Constable	\$101,748.90	\$344.24
CIESLIK	SUSAN HELENA	Police Constable	\$102,414.34	\$335.01
CILIA	JOHN ROBERT	Police Constable	\$108,097.84	\$297.18
CIOFFI	MARC ANGELO	Sergeant	\$102,964.22	\$333.45
CLARK	CORINNE L.	Detective	\$101,446.44	\$357.67
CLARK	DANA JOHN	Police Constable	\$106,018.60	\$325.65
CLARK	DAVID JAMES	Police Constable	\$103,647.18	\$305.37
CLARK	JAMIE ANDERSON	Police Constable	\$107,998.83	\$325.65

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RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
CLARK	KARAH DAWN	Police Constable	\$100,146.84	\$297.18
CLARK	PRESTON MICHAEL	Police Constable	\$103,907.79	\$325.65
CLARK	ROY D.	Police Constable	\$125,264.08	\$323.96
CLARK	RUSSELL	Sergeant	\$107,458.37	\$364.26
CLARK	STEVEN P.	Detective	\$103,271.83	\$364.26
CLARK	TRAVIS DAYMOND	Police Constable	\$112,268.55	\$325.65
CLARKE	CALVIN PETER	Police Constable	\$102,869.76	\$297.96
CLARKE	DOUGLAS O.	Police Constable	\$127,364.71	\$344.24
CLARKE	JEFFERY HOWARD	Police Constable	\$107,013.77	\$325.65
CLARKE	JOHN G.	Detective	\$122,330.23	\$360.41
CLARKE	MATTHEW FRANCIS	Police Constable	\$109,942.38	\$322.53
CLARKE	PAUL EGERTON	Police Constable	\$114,820.23	\$314.60
CLARKE	ROBERT W.	Superintendent	\$150,259.86	\$10,169.06
CLARKE	STEVEN F.	Staff Sergeant	\$114,100.44	\$399.50
CLEMENS	JEFFREY M.	Sergeant	\$102,018.19	\$355.29
CLEMENTS	HOWARD B.	Police Constable	\$104,990.47	\$323.96
CLENDINNING	MARK WILLIAM	Detective	\$108,527.87	\$355.29
CLIFFORD	HUGH ANTHONY	Police Constable	\$100,581.02	\$297.18
CLIFFORD	RONALD J.	Detective Sergeant	\$119,400.06	\$399.50
CODE	PETER A.	Staff Sergeant	\$135,689.34	\$390.40
COFFIN	PHILIP J.	Police Constable	\$112,927.95	\$323.96
COGHLIN	JAMES GARFIELD	Detective Sergeant	\$112,851.32	\$390.40
COHEN	ALAN LAWRENCE	Police Constable	\$133,174.01	\$305.37
COLE	DONALD M.	Staff Sergeant	\$116,073.83	\$399.50
COLE	GREGORY L.	Inspector	\$128,419.92	\$623.48
COLE	JASON ARTHUR	Detective	\$122,762.76	\$355.29
COLLINS	ROBERT SCOTT	Sergeant	\$113,968.67	\$364.26
COLLYER	ADAM STEPHEN	Police Constable	\$104,670.09	\$305.37
COLMENERO	VICTOR	Detective	\$107,684.85	\$364.26
COMBDON	AARON ARTHUR	Police Constable	\$108,169.68	\$297.96
COMEAU	JOSEPH THOMAS	Police Constable	\$101,904.04	\$297.18
CONIGLIO	DOMENICO	Police Constable	\$104,097.01	\$297.18
CONLEY	RODERICK JAMES	Police Constable	\$104,106.91	\$325.65
CONNELL	DALE P.	Sergeant	\$101,613.45	\$364.26
CONNOR	BRUCE ALEXANDER	Police Constable	\$114,266.08	\$325.65
COOK	RUSSELL E.	Staff Sergeant	\$135,072.37	\$399.50
COOK	THOMAS WILLIAM	Police Constable	\$105,106.80	\$312.36
COOKE	LEE SCOTT	Police Constable	\$146,723.33	\$305.37
COOMBS	ALBERT GEORGE	Police Constable	\$100,378.16	\$335.01
COPAT	LUIGI	Police Constable	\$105,551.95	\$344.24
CORBIE	WESLEY MARCUS	Police Constable	\$100,769.30	\$297.18
CORDEIRO	ELIZABETT MARIA	Detective	\$104,910.70	\$355.29
COROGHLY	KHALID MOHAMMED	Police Constable	\$100,713.40	\$287.79
CORREA	DAVID RODRIGUEZ	Sergeant	\$115,166.39	\$335.01
CORREA	IRWIN G.	Police Constable	\$112,368.85	\$322.88

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RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
CORREIA	BRYAN MEDEIROS	Police Constable	\$106,675.29	\$305.37
CORREIA	JEFFERY	Police Constable	\$108,339.69	\$316.68
CORRIE	ANTHONY DOUGLAS	Staff Superintendent	\$162,192.63	\$10,239.23
CORRIGAN	NEIL DAVID	Inspector	\$132,035.97	\$654.59
COSCARELLA	ANTHONY	Detective Sergeant	\$131,292.91	\$390.40
COSENTINO	SALVATORE	Detective Sergeant	\$112,941.02	\$399.50
COSTA	ANGELO	Sergeant	\$111,822.94	\$364.26
COSTA CORREIA	ZENON PIO	Detective	\$119,427.51	\$345.93
COSTABILE	GINO	Police Constable	\$137,365.50	\$314.60
COSTELLO	PATRICK WILLIAM	Police Constable	\$101,553.10	\$297.18
COTE	KEVIN JAMES	Police Constable	\$102,980.74	\$318.25
COULSON	WILLIAM D.	Staff Sergeant	\$114,027.96	\$388.70
COULTER	ALLAN JOHN	Sergeant	\$110,872.76	\$364.26
COULTER	JOHN ALAN	Detective Sergeant	\$108,022.03	\$399.50
COULTHARD	JASON MILES	Detective	\$108,506.24	\$345.93
COURVOISIER	GUY W.	Staff Sergeant	\$111,011.47	\$399.50
COWAN	ANDRIA N.	Sergeant	\$100,326.91	\$342.81
COWAN	JAMES B.	Sergeant	\$132,010.20	\$351.86
COWL	LAWRENCE S.	Sergeant	\$102,396.21	\$364.26
COX	DARREN ANDREW	Detective	\$113,323.25	\$355.29
COXON	SHAWNA MICHELLE	Detective Sergeant	\$101,792.42	\$359.49
COYLE	ROBERT E.	Police Constable	\$108,061.92	\$323.96
CRADDOCK	STEPHEN J.	Sergeant	\$122,753.33	\$355.29
CRAGHILL	DAVID W.	Sergeant	\$104,728.62	\$364.26
CRAIG	SCOTT J.	Police Constable	\$102,167.36	\$344.24
CRANE	ROBERT JASON	Police Constable	\$109,207.69	\$320.97
CRAWFORD	CHRISTIAN B.	Staff Inspector	\$139,226.99	\$13,133.15
CRAWFORD	COREY LANCE	Police Constable	\$103,284.24	\$325.65
CREWS	ALEXANDER T.	Police Constable	\$107,260.36	\$323.96
CREWS	WILLIAM R.	Detective Sergeant	\$119,892.85	\$399.50
CRICHTON	NORMAN J.	Sergeant	\$110,264.41	\$364.26
CRISTIANO	GUIDO P.	Police Constable	\$134,674.83	\$323.96
CRISTOFARO	ANGELO	Director, Finance and Administration	\$162,191.96	\$830.21
CRONE	SUSAN P.	Detective Sergeant	\$108,015.24	\$396.80
CRONE	TIMOTHY A.	Staff Sergeant	\$125,484.03	\$398.45
CROOKER	LISA CATHERINE	Detective	\$112,436.55	\$345.93
CROSBY	DANIEL PATRICK	Sergeant	\$108,813.83	\$357.67
CROWLEY	JANINE N.	Detective	\$110,803.86	\$364.26
CUNNINGHAM	ROBERT WAYNE	Senior Telecom Engineer	\$114,231.74	\$577.45
CURRIE	WAYNE P.	Police Constable	\$102,126.51	\$323.96
CURTIN	HELEN MARGARET	Manager, Information Technology Governance	\$139,259.90	\$497.00
D'ANGELO	GIUSEPPE	Police Constable	\$103,282.31	\$335.01
D'ONOFRIO	ANTONIO	Police Constable	\$107,208.15	\$297.18
D'SILVA	ALLISTER	Police Constable	\$110,282.09	\$316.68
D'SOUZA	TYRON IAN	Police Constable	\$108,656.90	\$296.05

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RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
DA COSTA	ANTONIO NORBERTO	Police Constable	\$114,570.86	\$314.60
DA SILVA	JOSE M.	Police Constable	\$106,126.98	\$323.96
DAL GRANDE	MAURO ANGELO	Police Constable	\$130,230.63	\$322.52
DALE	DONALD J.	Sergeant	\$107,092.13	\$364.26
DALEY	KEVIN O.	Police Constable	\$119,191.84	\$314.60
DALGARNO	GORDON J.	Inspector	\$132,035.97	\$654.59
DAMANI	ZAHIR	Project Leader, Information Technology Services	\$103,033.04	\$379.08
DAMASO	RODNEY	Sergeant	\$110,574.67	\$345.93
DANIELS	MARK CHARLES	Detective	\$112,883.48	\$355.29
DARBYSHIRE	JAMES EDWARD	Staff Sergeant	\$126,490.75	\$399.50
DARNBROUGH	DANIEL ROBERT	Detective	\$120,731.24	\$364.26
DAVEY	AMY LEE	Police Constable	\$111,692.43	\$317.03
DAVEY	SEAN ANDREW	Police Constable	\$101,893.11	\$305.37
DAVEY	THOMAS B.	Sergeant	\$104,373.30	\$362.30
DAVEY	TIMOTHY J.	Detective Sergeant	\$117,359.09	\$390.40
DAVID	COSMA	Police Constable	\$104,473.78	\$295.09
DAVIDSON	JOHN ALAN	Sergeant	\$118,042.98	\$364.26
DAVIES	ROBERT EARLE	Police Constable	\$112,310.05	\$325.65
DAVIS	KENNETH G.	Sergeant	\$117,870.30	\$364.26
DAVIS	SHARON A.	Staff Sergeant	\$117,048.72	\$399.50
DAWSON	GEORGE JOSEPH	Staff Sergeant	\$113,595.03	\$399.50
DAWSON	KEITH S.	Sergeant	\$104,475.49	\$364.26
DAWSON	SHANNON INEZ	Sergeant	\$103,737.36	\$345.93
DAYLER	NATHAN DAVID	Police Constable	\$107,660.31	\$319.83
DE COSTE	LISA GERMAINE	Police Constable	\$106,548.52	\$315.51
DE KLOET	CAROLINE JANE	Police Constable	\$105,683.58	\$287.01
DE LIO	FRANK PAUL	Sergeant	\$115,601.37	\$355.29
DE SOUSA	JOHN PAUL	Police Constable	\$122,122.36	\$319.41
DE ZILVA	MICHAEL BRIAN	Police Constable	\$111,237.64	\$320.97
DESILVA	JULIUS THEODORE	Senior Analyst, Information Technology Services	\$118,851.59	\$350.75
DEARBORN	ROBERT FREDERICK	Police Constable	\$107,015.76	\$314.60
DECOSTA	MARK S.	Police Constable	\$103,198.25	\$344.24
DECOURCY	JOHN D.	Detective Sergeant	\$122,564.65	\$399.50
DELPOR	MICHAEL P.	Police Constable	\$112,821.42	\$344.24
DEMKIW	MYRON ANDREY	Staff Sergeant	\$118,909.25	\$390.40
DEMOE	KEVIN T.	Detective	\$103,929.09	\$364.26
DENNIS	AARON	Sergeant	\$107,043.48	\$341.25
DENTON	MARK T.	Police Constable	\$116,335.08	\$342.68
DERRY	KIM WALTER	Deputy Chief	\$224,939.02	\$13,028.32
DESJARDINS	JOSEPH FRANCOIS	Police Constable	\$107,690.94	\$297.18
DESMARAIS	JOHN PAUL	Police Constable	\$100,173.78	\$290.81
DESROCHERS	ROGER HENRI	Sergeant	\$103,065.91	\$344.37
DEVEREUX	CHRISTOPHER LEE	Police Constable	\$105,172.56	\$325.65
DEVINE	PHILIP B.	Detective	\$112,211.92	\$364.26
DEWLING	NORMAN G.	Staff Sergeant	\$111,262.75	\$399.50

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RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
DEWSNAP	JAMIE DUNCAN	Police Constable	\$106,254.23	\$315.51
DEY	ROBIN HUGH	Detective	\$124,788.93	\$363.21
DHALIWAL	SURINDERJIT	Senior Technical Analyst, Information Technology Services	\$126,595.34	\$350.75
DHATT	RUBINDER	Sergeant	\$113,991.44	\$345.93
DHUKAI	ESMAIL ABDULKARIM	Police Constable	\$101,363.03	\$313.17
DI PASSA	DOMENICO	Detective	\$132,915.00	\$355.29
DI POCE	EMILIO	Detective	\$108,278.58	\$364.26
DI TOMMASO	MARIO	Staff Inspector	\$138,480.10	\$12,250.79
DIDANIELI	ROBERTO D.	Detective Sergeant	\$112,828.02	\$390.40
DIAZ	PEDRO EDUARDO	Detective	\$140,532.76	\$355.29
DICKINSON	DAVID THORPE	Sergeant	\$104,845.99	\$337.35
DICOSOLA	MICHELE	Detective	\$111,375.40	\$355.29
DIGIOVANNI	GIUSEPPE	Detective	\$142,209.72	\$355.29
DION	DANIEL D.	Detective	\$103,839.91	\$355.29
DIRENZO	RAYMOND MARTIN	Detective	\$104,099.54	\$355.29
DIVIESTI	TONY W.	Detective	\$109,065.66	\$363.21
DIXON	AARON SCOTT	Police Constable	\$101,046.72	\$305.37
DIZON	JOSE BENEDICTO	Detective	\$104,888.53	\$345.93
DOHERTY	BRADEN SPENCER	Police Constable	\$110,914.18	\$325.65
DOKURNO	RICHARD MICHAEL	Detective Sergeant	\$106,628.18	\$390.40
DOLAMORE	PETER C.	Staff Sergeant	\$114,290.81	\$399.50
DOMINEY	PAUL LAURIE	Detective	\$124,439.17	\$345.93
DONISON	KIM L.	Police Constable	\$115,949.60	\$323.96
DONOGHUE	TIMOTHY M.	Police Constable	\$118,468.59	\$323.96
DONOVAN	STEPHEN M.	Police Constable	\$115,555.11	\$344.24
DORAZIO	NICKOLAS CHARLES	Police Constable	\$103,175.43	\$297.18
DOREY	JOSEPH THOMAS	Project Leader, Customer Service	\$104,787.53	\$379.08
DORY	KELLY S.	Staff Sergeant	\$108,163.86	\$399.50
DOUGLAS	BARBARA ANN	Detective	\$103,659.70	\$355.29
DOUGLAS	STEPHEN MICHAEL	Police Constable	\$117,778.72	\$325.65
DOUGLIN	CHARLES VANCE	Police Constable	\$104,022.76	\$325.65
DOVE	BRADLEY P.	Staff Sergeant	\$118,267.34	\$399.50
DRAKE	KEVIN CHRISTOPHER	Police Constable	\$121,803.46	\$305.37
DRAKE	WILLIAM K.	Sergeant	\$110,343.48	\$357.67
DRAPER	KIRSTAN GILES	Police Constable	\$116,416.82	\$312.36
DRENNAN	CRAIG E.	Detective	\$112,500.04	\$355.29
DROPULJIC	JOSEPH	Police Constable	\$100,576.74	\$305.37
DRURY	PAUL R.	Detective	\$109,423.24	\$364.26
DUARTE	JOAO RODRIGO	Police Constable	\$106,376.39	\$302.51
DUBE	DAVID M.	Sergeant	\$100,268.32	\$364.26
DUBREUIL	JEAN A.	Sergeant	\$107,790.49	\$355.29
DUCKWORTH	SCOTT J.	Sergeant	\$108,000.95	\$359.61
DUERDEN	PATRICK PETER	Police Constable	\$102,250.08	\$298.62
DUFFUS	RICHARD HUGH	Detective	\$120,697.15	\$355.29
DUFFY	MARJORIE ARLEEN	Sergeant	\$110,775.21	\$355.29

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RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
DUGAN	ERIC W.	Sergeant	\$109,652.85	\$364.26
DUNCAN	JEANINE	Detective	\$100,230.36	\$355.29
DUNCAN	MELISSA JOY	Police Constable	\$104,255.19	\$325.65
DUNCAN	PETER	Sergeant	\$109,598.04	\$355.29
DUNCAN	PHILLIP ZVI	Police Constable	\$112,621.26	\$325.65
DUNKLEY	LESLIE A.	Detective	\$104,031.19	\$355.29
DUNLOP	JAMES MICHAEL	Police Constable	\$107,929.06	\$319.83
DUNLOP	JOHN PAUL	Detective	\$111,418.91	\$355.29
DUNN	BEVERLY S.	Police Constable	\$121,243.23	\$323.96
DUNSTAN	DOUGLAS F.	Detective	\$121,573.49	\$364.26
DURAN	ADRIAN ROGELIO	Police Constable	\$105,158.96	\$287.01
DURHAM	CAMERON EDWARD	Staff Sergeant	\$125,897.22	\$399.50
DUROCHER	DAVID LEONARD	Police Constable	\$106,707.60	\$297.18
DURY	BENJAMIN MICHAEL	Sergeant	\$111,999.78	\$345.93
DUTHIE	ROBERT J.	Sergeant	\$116,448.52	\$364.26
DWYER	ANTHONY J.	Police Constable	\$109,455.59	\$344.24
DYBOWSKI	MICHAEL LEONHARD	Police Constable	\$113,475.51	\$317.07
DYCK	HENRY JACOB	Police Constable	\$107,559.17	\$302.64
DZIEMIANKO	STASLAW T.	Police Constable	\$144,429.48	\$344.24
DZINGALA	EDWARD B.	Detective Sergeant	\$108,023.08	\$399.50
DZINGALA	RICHARD GEORGE	Police Constable	\$105,404.14	\$314.60
EARL	MICHAEL J.	Staff Inspector	\$138,480.10	\$12,717.71
EATON	DOUGLAS BRIAN	Police Constable	\$116,438.75	\$297.18
ECKLUND	ANDREW DOUGLAS	Detective	\$112,606.67	\$345.93
ECKLUND	DAVID GRENVILLE	Detective	\$120,361.06	\$345.93
EDELHOFER	MARIE CAROLINE	Police Constable	\$104,880.36	\$297.18
EDGAR	LESLIE ADAM	Police Constable	\$123,185.08	\$325.65
EDWICKER	ALEXIS GRACE	Sergeant	\$100,757.08	\$337.35
ELDRIDGE	REGINALD T.	Sergeant	\$104,789.27	\$364.26
ELEY	STUART K.	Inspector	\$132,035.97	\$458.41
ELFORD	WILLIAM CHARLES	Police Constable	\$129,783.62	\$323.96
ELLIOTT	CHRISTOPHER PAUL	Detective	\$100,475.10	\$345.93
ELLIOTT	PAUL R.	Sergeant	\$103,627.01	\$345.93
ELLIOTT	SHAWN WILLIAM	Sergeant	\$105,473.99	\$355.29
ELLIS	MICHAEL DAVID	Manager, Facilities Management	\$129,111.39	\$655.47
ELLIS	STANLEY W.	Staff Sergeant	\$111,171.32	\$399.50
ELLISON	WILLIAM N.	Inspector	\$162,667.82	\$578.51
ELZINGA	SIU-MIA	Police Constable	\$108,685.58	\$313.95
EMIGH	DAVID J.	Sergeant	\$116,270.42	\$364.26
ENTWISTLE	DAVID P.	Detective	\$101,439.37	\$364.26
ENTWISTLE	WARREN CLAYTON	Police Constable	\$105,076.06	\$325.65
ERICKSON	KENNETH A.	Police Constable	\$103,271.86	\$323.96
ERNST	TIMOTHY J.	Police Constable	\$106,104.98	\$323.96
ERVICK	DALE M.	Detective Sergeant	\$117,775.23	\$399.50
ESCUDEO WHU	TSUI-CHEE	Project Leader, Information Technology Services	\$104,692.00	\$379.08

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RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
ESKEN	INDREK T.	Detective	\$102,547.26	\$364.26
ESTEVEZ	RUI MANUEL	Police Constable	\$108,593.04	\$297.18
ESTWICK	EULIALIA V.	Detective	\$107,300.14	\$355.29
EUSTACE	DAVID L.	Detective	\$109,628.82	\$364.26
EVANS	BART G.	Sergeant	\$102,280.35	\$364.26
EVANS	BRYCE V.	Staff Inspector	\$138,165.44	\$14,730.92
EVANS	JACQUELINE M.	Sergeant	\$110,133.66	\$364.26
EVELYN	DION	Manager, Communications Services	\$119,897.43	\$391.28
EVELYN	JOEL JAMSON	Police Constable	\$107,503.91	\$325.65
EVEREST	JOHN ALFRED	Sergeant	\$105,140.85	\$360.41
EXTON	CHARLES W.	Police Constable	\$116,954.67	\$323.96
FACOETTI	MICHAEL PAUL	Sergeant	\$107,255.82	\$355.29
FADI	STEVEN PAUL	Police Constable	\$101,493.49	\$314.60
FAIRCLOUGH	JAMES STEPHEN	Police Constable	\$101,271.60	\$316.68
FAIREY	RUSSILL V.	Detective	\$123,633.53	\$364.26
FALCONER	GREGORY G.	Detective	\$114,739.19	\$364.26
FALKINSON	FRANK B.	Sergeant	\$103,311.68	\$364.26
FARRAR	MICHAEL E.	Superintendent	\$150,259.86	\$12,698.23
FARRELL	CHRISTINE MARIE	Detective	\$104,202.26	\$355.29
FARRELL	GEORGE J.	Staff Sergeant	\$133,530.27	\$399.50
FARRUGIA	MARIE L.	Detective	\$110,278.14	\$364.26
FAUL	LEONARD S.	Inspector	\$132,163.12	\$654.59
FAZELI	ALAN ALIREZA	Police Constable	\$111,297.40	\$316.68
FEAGAN	GREGORY DAVID	Police Constable	\$104,364.05	\$306.73
FEBBO	OLIVER R.	Detective	\$117,896.11	\$355.29
FEDERICO	MICHAEL G.	Deputy Chief	\$197,778.08	\$11,607.42
FENECH	JEFFREY	Police Constable	\$100,750.54	\$298.74
FENTON	DAVID M.	Superintendent	\$149,450.82	\$14,672.82
FENTON	JASON ROBERT	Police Constable	\$100,222.77	\$305.37
FERGUSON	HUGH J.	Superintendent	\$150,259.86	\$11,695.24
FERGUSON	JAY MARIE	Detective	\$106,324.90	\$364.26
FERGUSON	SCOTT CAVANAGH	Detective	\$129,237.52	\$355.29
FERGUSON	STEPHEN W.	Detective	\$113,955.98	\$364.26
FERKO	CHRISTOPHER ROBIN	Police Constable	\$109,427.11	\$305.37
FERNANDES	CHRISTOPHER	Inspector	\$132,035.97	\$654.59
FERNANDES	CYRIL R.	Staff Superintendent	\$151,454.90	\$16,184.12
FERNANDES	ROLAND ANDREA	Police Constable	\$101,061.70	\$335.01
FERNANDES	SELWYN JOHN	Superintendent	\$150,259.86	\$8,328.68
FERREIRA	MARK A.	Police Constable	\$117,607.17	\$314.60
FERREIRA	MICKAEL	Police Constable	\$110,213.14	\$296.83
FERRIS	JOHN P.	Sergeant	\$105,623.33	\$364.26
FERRIS	KEVIN J.	Sergeant	\$100,288.89	\$364.26
FERRIS	LISA A.	Detective	\$114,814.28	\$359.37
FERRY	JASON WAYNE	Detective	\$109,570.78	\$345.93
FERRY	MICHAEL BERNARD	Sergeant	\$137,895.44	\$355.29

APPENDIX A

RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
FIELD	CAMERON DOUGLAS	Detective Sergeant	\$115,456.05	\$399.50
FIELDING	SHAWN MICHAEL	Police Constable	\$115,760.69	\$297.18
FINLAY	ALLAN	Sergeant	\$123,136.10	\$364.26
FISHER	BRADLEY R.	Sergeant	\$108,673.11	\$355.29
FISHER	SUSAN D.	Police Constable	\$107,858.33	\$322.88
FITZGERALD	THOMAS A.	Superintendent	\$149,496.42	\$9,494.74
FLANDERS	TODD MATTHEW	Sergeant	\$100,256.18	\$345.93
FLEMMING	MARTIN C.	Police Constable	\$100,397.12	\$323.96
FLIS	ALBERT W.	Detective	\$103,912.28	\$355.29
FLIS	CANDICE LYNN	Detective	\$104,077.88	\$355.29
FODEN	STEPHEN L.	Detective Sergeant	\$109,010.79	\$399.50
FOLLERT	RICHARD W.	Sergeant	\$103,225.98	\$364.26
FORCHIONE	ANTONIO	Sergeant	\$109,558.73	\$364.26
FORDE	KEITH LIVINGSTONE	Deputy Chief	\$192,317.58	\$11,022.80
FORESTALL	GREGORY M.	Detective	\$104,166.32	\$357.67
FORESTELL	MICHAEL D.	Sergeant	\$100,873.52	\$355.29
FORSYTHE	ROSS O.	Police Constable	\$103,981.62	\$344.24
FORTIN	LOUIS-MARIE RAYMOND	Detective Sergeant	\$130,900.81	\$399.50
FOSTER	ROY J.	Detective	\$122,059.15	\$364.26
FOTHERINGHAM	SCOTT MONTEITH	Police Constable	\$100,880.96	\$344.24
FOUGERE	CORY TRENTON	Police Constable	\$100,403.28	\$305.37
FOWLDS	GORDON BRUCE	Police Constable	\$103,094.37	\$317.48
FOWLDS	SCOTT MACKENZIE	Sergeant	\$109,236.06	\$355.29
FOWLER	WAYNE LEONARD	Detective	\$118,953.75	\$355.29
FOX	JAMES R.	Detective	\$102,282.04	\$355.29
FOX	STEVEN ANDREW	Police Constable	\$105,140.68	\$305.37
FRANCIS	GLENN BRIAN	Staff Sergeant	\$120,816.98	\$322.21
FRANKLIN	RICHARD W.	Police Constable	\$100,766.65	\$344.24
FRANKS	RANDY W.	Inspector	\$132,035.97	\$654.59
FRASER	SIMON R.	Sergeant	\$110,936.21	\$364.26
FRASER	SPENCER ROBERT	Police Constable	\$117,816.43	\$316.68
FREDERICK	ANTONIO RUDOLPH	Police Constable	\$116,006.53	\$325.65
FREEMAN	ERIC MICHAEL	Police Constable	\$107,378.91	\$325.65
FRENCH	CHRISTOPHER JAMES	Police Constable	\$106,186.52	\$325.65
FRENCH	JOHN S.	Staff Sergeant	\$117,327.44	\$399.50
FRIGON	ROBERT C.	Police Constable	\$116,774.33	\$335.01
FRIMETH	KEVIN DAVID	Detective	\$126,637.42	\$355.29
FRITZ	THEODOR C.	Detective	\$108,216.98	\$364.26
FROSCH	JAY JACKSON	Detective Sergeant	\$116,630.02	\$399.50
FRY	RONALD C.	Sergeant	\$112,307.69	\$364.26
FUJINO	ALAN S.	Police Constable	\$106,728.79	\$322.88
FURYK	ROBERT PAUL	Police Constable	\$101,532.38	\$297.18
FYNES	ADRIAN B.	Detective Sergeant	\$111,440.35	\$399.50
GAGLIARDI	VITO	Detective	\$110,530.44	\$345.93
GAJRAJ	SYED SEAN	Police Constable	\$115,529.06	\$322.93

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RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
GALDIKS	ROLAND GERHARD	Police Constable	\$102,914.82	\$297.53
GALLANT	ROBERT K.	Detective	\$114,409.87	\$364.26
GALLANT	STACY D.	Detective	\$112,942.19	\$355.29
GALLANT	TIMOTHY J.	Detective	\$126,853.30	\$355.29
GARBUTT	TODD C.	Police Constable	\$103,266.09	\$335.01
GARDINER	ROBERT SCOTT	Police Constable	\$100,111.51	\$305.37
GARRISON	HEIDI ELSIE	Detective Sergeant	\$105,614.23	\$390.40
GASKIN	THEODORE A.	Detective	\$106,159.47	\$364.26
GAUDET	DERRICK J.	Sergeant	\$106,897.77	\$355.29
GAUTHIER	LEO A.	Sergeant	\$104,006.93	\$355.29
GAUTHIER	RICHARD J.	Staff Superintendent	\$162,192.63	\$11,134.71
GEE	WILLIAM EDWARD	Police Constable	\$113,801.89	\$297.18
GENNO	ROBERT E.	Inspector	\$132,035.97	\$654.59
GENOVY	SHAUN D.	Detective	\$101,278.12	\$355.29
GEORGE	GLEN W.	Sergeant	\$119,609.51	\$364.26
GEORGE	GRAHAM E.	Police Constable	\$100,694.35	\$344.24
GEORGE	KEITH JOSEPH	Police Constable	\$102,815.58	\$296.05
GEORGOPOULOS	KEVIN	Police Constable	\$102,037.53	\$319.03
GERRY	DARYLE R.	Staff Sergeant	\$116,739.44	\$399.50
GERRY	DONALD J.	Detective	\$130,508.43	\$355.29
GETTY	GREGORY J.	Superintendent	\$149,450.82	\$15,961.26
GETTY	SHAWN W.	Detective Sergeant	\$117,566.66	\$399.50
GHEYSAR	MAKDA	Financial Planner	\$114,231.74	\$577.45
GIANCOLA	FRANCESCO	Detective	\$126,200.43	\$364.26
GIANNOTTA	CELESTINO P.	Director, Information Technology Services	\$162,191.96	\$830.21
GIBB	LOUIS S.	Sergeant	\$105,951.72	\$364.26
GIBBONS	REBECCA NICOLE	Police Constable	\$111,318.80	\$325.65
GIBILLINI	RICHARD J.	Sergeant	\$115,124.67	\$364.26
GIBSON	ANDREW NEIL	Detective	\$127,752.82	\$355.29
GIBSON	DOUGLAS B.	Sergeant	\$106,749.42	\$364.26
GIBSON	GRAHAM T.	Detective Sergeant	\$125,611.59	\$367.49
GIBSON	JAMES D.	Staff Sergeant	\$116,089.56	\$381.06
GIBSON	NATHAN EDWARD	Police Constable	\$102,556.86	\$297.18
GIBSON	ROGER D.	Sergeant	\$111,541.63	\$364.26
GICZI	JIM FRANK	Sergeant	\$107,474.81	\$355.29
GIEDROYC	KAROL ZYGMUNT	Detective Sergeant	\$106,619.99	\$390.40
GIESCHE	CHAD ALLEN	Police Constable	\$119,083.26	\$325.65
GILBERT	DONNA ELLEN	Information Security Officer	\$112,156.62	\$379.08
GILBERT	SCOTT S.	Inspector	\$132,035.97	\$654.59
GILFOY	LEAH DAWN	Detective	\$105,271.65	\$355.29
GILL	AMANPREET SINGH	Police Constable	\$101,206.50	\$305.37
GILLIS	DAVID WILLIAM	Staff Sergeant	\$117,594.64	\$390.40
GIROUX	GARY J.	Detective Sergeant	\$186,257.23	\$399.50
GLANCY	DAVID M.	Police Constable	\$137,940.94	\$314.60
GLASGOW	JUSTIN JOSEPH	Police Constable	\$113,805.74	\$325.65

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RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
GLAVIN	LYDIA STEPHANY	Detective Sergeant	\$116,872.87	\$390.40
GLAVIN	PHILLIP G.	Detective	\$113,458.96	\$364.26
GLEN	STEPHEN J.	Police Constable	\$100,965.88	\$344.24
GLENDINNING	GREGORY DAVID	Detective	\$116,567.70	\$364.26
GLOWA	JAN ZBIGNIEW	Police Constable	\$102,164.18	\$297.18
GODDARD	GLENN PATRICK	Police Constable	\$104,985.68	\$305.37
GOEBELL	NAD R.	Police Constable	\$124,292.07	\$323.96
GOH	ANDRE PIERRE	Manager, Diversity Management	\$129,111.39	\$459.29
GOLDLIOUST	ANATOL	Police Constable	\$100,377.95	\$297.18
GOLDSMITH	ERIC CHARLES	Detective	\$109,981.73	\$345.93
GOMES	JUSTIN DAVID	Police Constable	\$110,734.90	\$325.65
GOMES	SUSAN ELIZABETH	Detective	\$127,071.22	\$355.29
GONSALVES	ROBERT NICKOLAS	Police Constable	\$100,713.50	\$323.96
GOOBIE	DERRICK P.	Police Constable	\$105,107.11	\$337.46
GOODWIN	RALPH E.	Sergeant	\$121,614.63	\$355.29
GORDON	CHRISTOPHER K.	Sergeant	\$102,329.78	\$355.29
GORDON	RONALD M.	Police Constable	\$103,545.78	\$323.96
GOSS	GEOFFREY S.	Police Constable	\$106,481.12	\$323.96
GOTELL	JAMES ELWOOD	Staff Sergeant	\$107,803.66	\$390.40
GOTTSCHALK	BRIAN D.	Staff Sergeant	\$114,064.19	\$399.50
GOTTSCHALK	MICHAEL J.	Staff Sergeant	\$107,845.27	\$398.45
GOTTSCHALK	PAUL JAMES	Superintendent	\$150,259.86	\$17,369.06
GOULAH	ANTHONY LEO	Police Constable	\$104,861.53	\$325.65
GOWANLOCK	CAROL LYNN	Location Administrator, Document Services	\$108,737.29	\$298.22
GRACE	TIMOTHY A.	Police Constable	\$100,981.87	\$314.60
GRADY	DOUGLAS W.	Inspector	\$132,035.97	\$654.59
GRAFFMANN	GORDON W.	Detective Sergeant	\$108,026.31	\$399.50
GRAHAM	JOHN J.	Sergeant	\$107,238.71	\$364.26
GRAHAM	LEE MICHAEL	Sergeant	\$100,031.31	\$355.29
GRAMMATIKOS	MICHAEL GEORGE	Police Constable	\$106,339.81	\$325.65
GRANATA	SALVATORE FRANCESCO	Sergeant	\$104,309.81	\$355.29
GRANBERG	DINO L.	Detective	\$103,023.89	\$355.29
GRANDE	PIETRO	Police Constable	\$103,926.19	\$305.37
GRANT	CHRISTOPHER RICHARD	Police Constable	\$110,127.72	\$325.65
GRANT	CINDYLOU CHRISTINA	Project and Policy Coordinator	\$114,231.74	\$577.45
GRANT	PATRICIA ANN	Police Constable	\$101,460.99	\$325.65
GRAY	GLENN T.	Staff Sergeant	\$114,703.73	\$399.50
GRAY	MEAGHAN CAROLINE	Information and Issues Management Section Head	\$112,370.24	\$350.75
GRAY	PAULINE A.	Detective Sergeant	\$135,044.68	\$390.40
GREEN	JOHN E.	Detective	\$109,171.73	\$364.26
GREENAWAY	COLIN A.	Detective Sergeant	\$110,099.34	\$399.50
GREENWOOD	JAMES E.	Detective Sergeant	\$114,970.80	\$399.50
GREENWOOD	KIMBERLEY SARA	Superintendent	\$150,259.86	\$10,249.01
GREER	MARIE E.	Detective Sergeant	\$117,428.54	\$399.50
GREER	THOMAS ROBERT	Sergeant	\$113,047.69	\$355.29

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RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
GREGORY	ROBERT R.	Detective	\$104,447.81	\$364.26
GREGORY	ROBERT K.	Staff Sergeant	\$105,847.63	\$390.40
GREGORY	TREVOR PIXLEY	Police Constable	\$107,211.01	\$297.18
GREIG	ROBERT S.	Detective	\$113,243.75	\$364.26
GREKOS	MICHAEL	Detective	\$128,391.03	\$355.29
GRIALDI	THIERRY M.	Detective	\$103,814.08	\$355.29
GRIEVE	TREVOR SCOTT	Police Constable	\$102,645.95	\$301.08
GRIFFIN	LINDSAY GLENA	Police Constable	\$105,989.96	\$316.68
GRIFFITHS	DAVID H.	Detective	\$122,014.40	\$364.26
GRIFFITHS	SEAN RONALD	Sergeant	\$104,161.32	\$355.29
GRINTON	GARY E.	Staff Sergeant	\$128,157.46	\$399.50
GROSS	KIMBERLY A.	Detective Sergeant	\$123,909.75	\$377.90
GROSS	PAVEL	Manager, Information Systems	\$139,259.90	\$709.55
GROSVENOR	SUSAN S.	Staff Inspector	\$139,226.99	\$17,312.27
GROVER	TODD B.	Sergeant	\$100,170.31	\$355.29
GROVES	GREGORY S.	Detective	\$104,055.41	\$360.41
GUEST	KEVIN M.	Staff Sergeant	\$112,353.30	\$390.40
GURMAN	MICHAEL P.	Detective	\$106,446.38	\$364.26
GURR	JACK JACOB	Detective	\$125,413.19	\$345.93
HABUDA	JERRY W.	Police Constable	\$113,478.54	\$344.24
HADDEN	ELIZABETH ANNE	Police Constable	\$114,017.07	\$314.60
HAFIZ	AMIN	Sergeant	\$114,059.50	\$364.26
HAGERMAN	DAVID K.	Police Constable	\$129,321.06	\$322.58
HAGGETT	LORI LYNN	Detective	\$115,065.11	\$355.29
HAIN	DAVID JOSEPH	Police Constable	\$109,201.17	\$300.33
HAINES	DAVID PAUL	Sergeant	\$104,905.50	\$345.93
HAINES	KEITH I.	Staff Sergeant	\$139,602.03	\$399.50
HAJI	MOHAMMAD ABID	Police Constable	\$106,718.06	\$292.66
HALE	DONALD A.	Staff Sergeant	\$115,924.10	\$399.50
HALJASTE	MARK HARIVALD	Police Constable	\$104,912.48	\$297.18
HALL	ALVIN DALTON	Sergeant	\$108,173.04	\$342.81
HALL	JOHN M.	Police Constable	\$104,798.20	\$323.96
HALL	NEIL HARCOURT	Police Constable	\$110,173.22	\$308.49
HALL	WILLIAM MICHAEL	Police Constable	\$107,453.92	\$308.89
HALMAN	DARREN F.	Staff Sergeant	\$108,577.02	\$390.40
HAMILTON	KEVIN STEWART	Police Constable	\$102,689.34	\$322.93
HAMILTON-GREENER	MICHAEL J.	Sergeant	\$114,749.08	\$364.26
HAMLET	ROWAN ALLEN	Police Constable	\$102,778.55	\$305.37
HAMPSON	SCOTT ANDREW	Police Constable	\$101,416.37	\$305.37
HANCOCK	KEVIN F.	Detective	\$107,861.82	\$364.26
HANLON	ERIN VALENTINE	Police Constable	\$106,962.81	\$316.68
HANS	DALJIT S.	Sergeant	\$105,119.17	\$355.29
HANSEN	KATHLEEN ANN	Police Constable	\$103,564.55	\$314.60
HARGAN	ROBERT B.	Sergeant	\$121,401.72	\$364.26
HARLOCK	DAVID G.	Sergeant	\$112,188.47	\$364.26

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RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
HARMSSEN	PETER R.	Detective	\$138,974.30	\$364.26
HARNETT	ELIZABETH ANN	Police Constable	\$106,437.48	\$297.18
HARNETT	ROBERT D.	Detective	\$124,778.96	\$355.29
HARNISH	MICHAEL STEVENS	Police Constable	\$111,850.14	\$303.13
HARRAS	JOHN F.	Detective	\$115,328.56	\$364.26
HARRIS	DAVID C.	Detective	\$117,370.30	\$364.26
HARRIS	DEBBIE A.	Detective	\$136,396.87	\$364.26
HARRIS	RICHARD VICTOR	Police Constable	\$121,435.77	\$325.65
HARRIS	STEPHEN ARTHUR	Staff Inspector	\$139,226.99	\$13,660.91
HART	DOUGLAS	Detective	\$119,012.34	\$357.67
HARTFORD	DEBORAH M.	Detective	\$100,838.83	\$364.26
HARTFORD	THOMAS JOSEPH	Detective	\$108,419.94	\$364.26
HARVEY	MARK A.	Sergeant	\$113,016.79	\$355.29
HARVEY	ROBERT D.	Sergeant	\$107,242.49	\$364.26
HASSALL	ANDREW J.	Police Constable	\$104,968.25	\$344.24
HATCHARD	CINDI GAIL	Police Constable	\$106,595.03	\$321.75
HATHERLY	RANDY B.	Staff Sergeant	\$113,589.42	\$399.50
HAUNTS	ALAN G.	Detective Sergeant	\$109,073.05	\$399.50
HAWCO	BERNARD THOMAS	Sergeant	\$109,457.67	\$355.29
HAWRYLIW	KERRY-ANNE	Senior Operations Supervisor	\$109,738.11	\$324.48
HAYES	ASHLEY JEAN	Police Constable	\$121,135.50	\$316.68
HAYES	JEREMY MATTHEW	Detective	\$113,706.16	\$345.93
HAYES	ROY EDWARD	Police Constable	\$102,209.25	\$335.01
HAYES	SHAWN EARL	Police Constable	\$100,956.20	\$305.37
HAYLES	MICHAEL BANCROFT	Sergeant	\$106,320.00	\$345.93
HAYNES	CHRISTOPHER SEAN	Police Constable	\$100,319.59	\$335.01
HAYWARD	MARK E.	Sergeant	\$152,757.45	\$364.26
HAZELL	SANDRA DAWN	Police Constable	\$103,344.79	\$313.95
HEALY	MICHAEL DAVID	Detective	\$109,580.64	\$364.26
HEANEY	GERALD M.	Staff Sergeant	\$117,472.33	\$390.40
HEARD	CHRISTOPHER SHAYNE	Sergeant	\$116,412.03	\$355.29
HEARD	JASON MARK	Police Constable	\$104,321.43	\$325.65
HEDGEMAN	CORY MICHAEL	Police Constable	\$105,962.24	\$322.93
HEGARTY	NATALIE MONIQUE	Sergeant	\$103,168.57	\$352.95
HEGEDUS	RICHARD E.	Inspector	\$118,363.18	\$417.49
HEILIMO	KARL M.	Staff Sergeant	\$110,346.83	\$399.50
HEITZNER	ROBERT MATTHEW	Detective	\$122,437.71	\$355.29
HEMBRUFF	ERIC JOHN	Police Constable	\$100,183.96	\$305.37
HEMINGWAY	RICHARD F.	Detective Sergeant	\$119,422.11	\$353.07
HENDERSON	GEOFFREY PAUL	Police Constable	\$107,267.62	\$325.65
HENDERSON	NORMAN GEORGE	Administrator, Fleet & Materials Management	\$150,249.42	\$767.40
HENDRICKS	KEITH G.	Sergeant	\$107,250.75	\$364.26
HENKEL	HEINZ R.	Detective	\$123,776.11	\$355.29
HENRY	ANN-MARIE PATRICIA	Manager, Human Resource Management Systems	\$117,759.60	\$580.85
HENRY	PETER C.	Staff Sergeant	\$113,731.47	\$390.40

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RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
HESSE	GEOFFREY C.	Sergeant	\$103,603.09	\$364.26
HEUGHAN	DEBORAH L.	Police Constable	\$107,557.18	\$318.92
HEWITT	STEPHEN MARK	Police Constable	\$147,511.88	\$305.37
HEWNER	ELIZABETH JANINE	Manager, Budgeting and Control	\$143,328.34	\$730.61
HEWSON	BROOKE LESLIE	Police Constable	\$118,679.07	\$325.65
HEWSON	KENT R.	Detective	\$108,857.83	\$364.26
HIBBELN	PHILIP JOSEPH	Detective	\$111,297.33	\$357.67
HICKMOTT	MARCIE LYNN	Detective	\$112,723.31	\$345.93
HICKS	LAWRENCE G.	Sergeant	\$115,353.44	\$364.26
HICKS	STEPHEN F.	Sergeant	\$110,614.02	\$364.26
HIGGINS	CHRISTOPHER JOHN	Detective	\$101,838.68	\$355.29
HIGO	TODD ELLIOT	Police Constable	\$109,656.82	\$321.75
HILDRED	LESLEY A.	Staff Sergeant	\$106,228.49	\$392.15
HILL	IRA NORMAN	Detective	\$120,450.15	\$364.26
HILL	SHANE R.	Detective	\$108,860.72	\$345.93
HILLHOUSE	TODD GARRY	Sergeant	\$123,971.90	\$355.29
HILLIER	JASON SABINO	Police Constable	\$111,264.19	\$316.68
HILTON	TANYA MONIQUE	Police Constable	\$104,097.39	\$313.95
HILTON	TYRONE CHRISTOPHER	Sergeant	\$110,438.00	\$345.93
HIND	D'ARCY LIAM	Police Constable	\$108,346.00	\$316.23
HISCOX	PATRICK JAMES	Police Constable	\$104,022.39	\$319.83
HO	KENNY KONG-LEUNG	Detective	\$105,659.59	\$345.93
HOBOR	TERENCE ALEC	Police Constable	\$121,831.25	\$325.65
HOCHRADL-ZORKO	STEPHANIE	Sergeant	\$101,800.93	\$345.93
HOCKADAY	ADAM ROY	Police Constable	\$101,125.76	\$297.18
HODGERT	DOUGLAS G.	Police Constable	\$110,181.14	\$323.96
HODGINS	MARK GREGORY	Police Constable	\$112,076.28	\$304.69
HODGSON	FREDERICK ALVIN	Police Constable	\$100,518.99	\$305.37
HOFFMAN	GREGORY RODNEY	Police Constable	\$105,929.91	\$319.83
HOFFMEYER	RUSSELL DANIEL	Sergeant	\$113,338.26	\$345.93
HOFLAND	MATTHEW ROBERT	Sergeant	\$102,633.94	\$345.93
HOGAN	JAMES T.	Sergeant	\$105,361.89	\$355.29
HOLDER	ADKIN M.	Detective	\$104,642.55	\$355.29
HOLLAND	MARK LEWIS	Police Constable	\$113,481.01	\$325.65
HOLLYWOOD	NEIL A.	Police Constable	\$103,475.57	\$335.01
HOLMES	JOHN D.	Sergeant	\$113,573.75	\$364.26
HOLT	GLENN D.	Inspector	\$132,035.97	\$654.59
HONG	ANDREW	Police Constable	\$116,685.80	\$305.37
HOOPER	KEVIN JOSEPH	Sergeant	\$116,624.42	\$336.70
HOOVER	BRADLEY J.	Sergeant	\$103,157.99	\$360.41
HOPKINS	JEFFREY DAVID	Sergeant	\$111,933.62	\$345.93
HOPTON	RICHARD FREDERICK	Police Constable	\$106,432.13	\$297.18
HORNER	GAVIN A.	Detective	\$111,255.54	\$355.29
HORTON	BRIAN A.	Police Constable	\$124,263.62	\$314.60
HORWOOD	RYAN KNIGHT	Police Constable	\$102,743.14	\$303.13

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RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
HOWARD	ELDON C.	Police Constable	\$126,233.00	\$323.96
HOWARD	SHAWN W.	Police Constable	\$123,651.15	\$314.60
HOWELL	JEFFREY T.	Staff Sergeant	\$114,779.27	\$399.50
HOWELL	JOHN V.	Staff Sergeant	\$120,000.52	\$399.50
HOWELL	WAYNE VINCENT	Police Constable	\$111,562.34	\$315.51
HREPIC	MARIO A.	Sergeant	\$109,139.63	\$350.61
HUBBARD	SIMON H.	Police Constable	\$114,548.48	\$335.01
HUGHES	GUY S.	Police Constable	\$115,440.99	\$314.60
HUGHES	LYNN L.	Sergeant	\$111,722.20	\$355.29
HUGHES	TRUDY L.	Detective	\$109,888.94	\$355.29
HUMFREY	ROBERT W.	Police Constable	\$106,659.79	\$323.96
HUNT	CHRISTOPHER DAVID	Police Constable	\$111,555.46	\$316.68
HUNT	GLEN STEPHEN	Police Constable	\$123,431.96	\$314.60
HUNT	PETER G.	Police Constable	\$106,921.14	\$343.46
HUNT	ROBERT C.	Detective	\$109,349.82	\$364.26
HUNTE	KAREN D.	Detective	\$105,504.34	\$355.29
HUNTER	JASON COLIN	Police Constable	\$100,893.43	\$316.68
HURLBUT	JASON LESLIE	Police Constable	\$110,228.08	\$297.18
HURLEY	WILLIAM ANTHONY	Staff Sergeant	\$113,937.05	\$399.50
HUSAIN	MOHAMMED SALEEM	Detective	\$115,848.73	\$345.93
HUSSEIN	RIYAZ J.	Inspector	\$127,296.52	\$437.12
HUTCHEON	WILLIAM J.	Detective	\$104,699.03	\$364.26
HUTCHINGS	TRACEY LYNN	Police Constable	\$101,747.89	\$316.68
HUTCHISON	GARY J.	Sergeant	\$105,914.19	\$364.26
IANCU	VLADIM ADRIAN	Police Constable	\$118,820.03	\$297.61
IDSINGA	HANK I.	Detective Sergeant	\$129,490.81	\$368.83
IHASZ	JOHN CHRISTOPHER	Detective	\$125,020.21	\$364.26
ILSON	DANIEL JAMES	Police Constable	\$104,369.15	\$297.18
IMRIE	THOMAS ALLEN	Detective	\$103,478.31	\$345.78
INGLEY	PAUL LEO	Police Constable	\$100,308.98	\$297.18
INNES	RONALD V.	Police Constable	\$108,002.67	\$323.96
IONTA	ALESSANDRO	Sergeant	\$106,685.78	\$336.57
IRELAND	MORGAN HARRIS	Police Constable	\$146,292.49	\$305.37
IRISH	DAVID J.	Detective	\$122,083.73	\$364.26
IRISH	PETER C.	Police Constable	\$103,089.90	\$344.24
IRISH	TIMOTHY GARNET	Sergeant	\$129,649.92	\$355.29
IRVINE	ZACHARY JAMES	Police Constable	\$102,942.30	\$325.65
IRVING	DESMOND MICHAEL	Police Constable	\$105,224.04	\$309.27
IRWIN	STEPHEN A.	Detective Sergeant	\$153,655.94	\$399.50
ISABELLO	DAVID ANTHONY	Police Constable	\$117,239.62	\$306.54
IZZETT	STEVEN R.	Staff Inspector	\$134,306.99	\$5,857.43
JACKSON	LAURIE E.	Staff Sergeant	\$109,194.95	\$390.40
JACKSON	PAUL EDWARD	Police Constable	\$120,930.38	\$324.74
JACOB	TIMOTHY ALFRED	Detective	\$117,208.47	\$355.29
JAMES	BRIAN STEVEN	Police Constable	\$102,149.71	\$305.37

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RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
JAMES	GARY M.	Police Constable	\$105,486.62	\$344.24
JAMES	RUSSELL S.	Sergeant	\$106,018.68	\$364.26
JAMES	THERESA A.	Detective	\$101,523.19	\$293.86
JAMISON	JAMES WILLIAM	Police Constable	\$100,950.22	\$305.37
JANDER	MICHAEL JOHN	Police Constable	\$106,671.43	\$298.78
JANES	GARY AMBROSE	Police Constable	\$107,152.23	\$325.65
JAROSZ	RUSSELL J.	Detective Sergeant	\$112,681.42	\$399.50
JATTAN	CLINT M.	Police Constable	\$103,198.16	\$323.96
JENKINS	ALLEN F.	Sergeant	\$104,190.93	\$364.26
JEUNET-LEVAL	LAURENT	Police Constable	\$107,304.17	\$300.33
JHAJJ	CHARANJIT S.	Police Constable	\$123,233.66	\$314.60
JHEETA	JASVINDER SINGH	Police Constable	\$102,810.14	\$319.83
JOCKO	TODD JOSEPH	Sergeant	\$102,861.05	\$345.93
JOHNS	MARK DOUGLAS	Police Constable	\$103,825.34	\$319.83
JOHNSON	DANIEL JUSTIN	Police Constable	\$101,173.78	\$305.37
JOHNSON	MARTIN NATHANIEL	Police Constable	\$103,300.17	\$297.18
JOHNSON	ROBERT E.	Staff Sergeant	\$139,899.48	\$390.40
JOHNSTON	ANDREW MICHAEL	Police Constable	\$103,679.04	\$297.18
JOHNSTON	BRENT ANDREW	Police Constable	\$105,600.30	\$312.36
JOHNSTON	BRIAN HUGH	Detective	\$118,562.08	\$355.29
JOHNSTON	CHARLES R.	Detective	\$113,620.16	\$355.29
JOHNSTON	JEFFREY M.	Police Constable	\$129,131.59	\$344.24
JOHNSTON	JOHN DAVID	Police Constable	\$127,418.66	\$325.65
JOHNSTON	ROBERT BRUCE	Inspector	\$132,278.77	\$654.59
JOHNSTON	TRICIA MARLENE	Sergeant	\$109,262.77	\$335.01
JOHNSTONE	ADRIANNE M.	Detective Sergeant	\$103,272.69	\$381.06
JOHNSTONE	ANDREW PAUL	Detective Sergeant	\$123,794.33	\$385.00
JOHNSTONE	TIMOTHY J.	Detective	\$120,042.89	\$364.26
JONES	DOUGLAS ALBERT	Police Constable	\$101,713.94	\$335.01
JONES	GORDON A.	Inspector	\$132,035.97	\$654.59
JONES	JASON NEIL	Police Constable	\$107,150.12	\$305.37
JONES	LEANNE A.	Sergeant	\$100,961.57	\$355.29
JONGDONG	LHAWANG TOPGYAL	Sergeant	\$107,512.09	\$345.93
JOSEPH	TREVOR JOHN	Police Constable	\$112,995.79	\$305.37
JOSEPHS	ADAM KIRK	Police Constable	\$108,197.45	\$314.60
JOSIFOVIC	MLADEN M.	Sergeant	\$112,445.59	\$355.29
JOSTIAK	JOSEPH R.	Staff Sergeant	\$111,754.59	\$399.50
JUPP	BRUCE E.	Police Constable	\$109,666.24	\$323.96
KACHUR	DAMIEN JOHN	Police Constable	\$101,675.98	\$297.18
KAHNT	ANGELA CHRISTINE	Police Constable	\$106,773.89	\$321.75
KANE	SHAWN GERALD	Police Constable	\$100,081.39	\$296.05
KANG	GURJOT SINGH	Police Constable	\$117,348.65	\$297.18
KAPLIOUK	IVAN ALEKSANDROVICH	Police Constable	\$106,217.72	\$297.18
KAPOSY	KEVIN JOHN	Police Constable	\$100,002.05	\$317.07
KARAVADI	HANUMANTHA R.	Senior Analyst, Information Technology Services	\$105,746.95	\$350.75

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RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
KARJALAINEN	TREVOR VINCENT	Police Constable	\$103,333.04	\$335.01
KARMALI	FAIZAL SHIRAZ	Police Constable	\$105,619.45	\$325.65
KARPIK	JAMES W.	Police Constable	\$114,330.56	\$323.96
KARPOW	PETER	Detective	\$112,636.43	\$364.26
KARR	JOCELYN Y.	Detective	\$104,641.29	\$364.26
KASZYCA	JOSEPH LUDWIK	Police Constable	\$107,570.72	\$325.65
KATAFIGIOTIS	CONSTANTINE	Police Constable	\$101,949.07	\$321.49
KATANIC	ZELJKO	Police Constable	\$104,313.29	\$307.32
KATHIRAVELU	KAJAMUGANATHAN	Police Constable	\$102,647.27	\$297.18
KATOCH	AMAR SINGH	Police Constable	\$100,386.82	\$333.45
KAVANAGH	TIMOTHY J.	Sergeant	\$112,553.19	\$364.26
KAY	BRIAN J.	Detective	\$116,562.78	\$355.29
KAY	COLIN D.	Detective	\$132,684.02	\$364.26
KAY	WILLIAM DONALD	Police Constable	\$115,245.13	\$305.37
KEALEY	DEVIN G.	Detective Sergeant	\$115,330.38	\$399.50
KEANE	PATRICK E.	Staff Sergeant	\$103,986.62	\$376.85
KELL	JEFFREY STEWART	Police Constable	\$124,910.92	\$305.37
KELLY	BRIAN WAYNE	Detective Sergeant	\$113,361.88	\$390.40
KELLY	JOHN S.	Sergeant	\$101,927.76	\$364.26
KELLY	RYAN ANDREW	Police Constable	\$102,917.55	\$322.53
KELLY	TERENCE PETER	Detective	\$115,076.96	\$345.93
KEMP	WILLIAM D.	Staff Sergeant	\$114,021.13	\$399.50
KENNEDY	CANDICE LEIGH	Police Constable	\$103,402.20	\$325.65
KENNEDY	CHRISTOPHER	Police Constable	\$101,706.88	\$305.37
KENNEDY	GEOFFREY B.	Detective	\$101,316.26	\$364.26
KENNY	BRIAN J.	Staff Sergeant	\$108,299.86	\$399.50
KERR	KYLE W.	Detective	\$103,695.21	\$364.26
KERR	MICHAEL WILLIAM	Police Constable	\$103,673.18	\$325.65
KERR	ROBERT S.	Police Constable	\$102,007.25	\$323.96
KERR	SAMUEL WILLIAM	Police Constable	\$108,667.52	\$323.96
KERR	STEVEN HAROLD	Police Constable	\$107,380.76	\$325.65
KEVEZA	DANIEL	Police Constable	\$107,375.24	\$344.24
KEYS	GARY R.	Staff Sergeant	\$115,674.59	\$399.50
KHAN	AHMAR ALI	Police Constable	\$112,654.61	\$297.18
KHAN	OMAR ASHRAF	Detective	\$118,715.65	\$345.93
KHAN	RONALD ARLINGTON	Staff Sergeant	\$123,220.31	\$390.40
KHOSHBOOI	ALI NADER	Police Constable	\$112,890.12	\$296.05
KHOW	SIEWING	Counsel	\$115,287.81	\$408.33
KHURSHID	SHEIKH AHMAD	Police Constable	\$121,663.87	\$296.05
KICKSEE	CHERYL NOREEN	Senior Analyst, Training and Education	\$102,223.42	\$350.75
KIDD	JAMES JEFFREY	Police Constable	\$101,453.53	\$325.65
KIJEWSKI	KRISTINE JEAN	Director, Corporate Services	\$162,191.96	\$830.21
KILLY	ANTON J.	Police Constable	\$100,197.25	\$314.60
KIM	HOON (RICHARD)	Police Constable	\$100,372.71	\$297.18
KIM	HYOK KYUN	Police Constable	\$110,148.37	\$291.53

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RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
KIM	JONG WOO	Police Constable	\$100,954.61	\$305.37
KIM	MIN CHUL	Police Constable	\$133,574.53	\$305.37
KIM	SANG-RAE SAM	Manager, Enterprise Architecture	\$150,249.42	\$767.40
KIM	SIN-JOONG SIN	Police Constable	\$114,883.37	\$316.68
KING	CHERYL L.	Staff Sergeant	\$118,858.38	\$390.40
KING	STUART MACPHERSON	Sergeant	\$115,697.71	\$338.13
KINGDON	SCOTT ANTHONY	Sergeant	\$100,896.02	\$341.25
KINNEAR	KATHRYN E.	Sergeant	\$108,352.98	\$364.26
KIRINDE	RANJAN WICKRAMASINGHE	Police Constable	\$106,379.29	\$314.60
KIS	ANDREW	Detective	\$115,724.64	\$364.26
KISIELEWSKI	DARIUSZ	Police Constable	\$103,583.39	\$314.60
KISSI	CHARLES SAFO	Police Constable	\$103,904.21	\$306.54
KITCHENER	ANDREW JAMES	Sergeant	\$105,885.51	\$355.29
KLAAS	PETER	Police Constable	\$100,235.13	\$305.37
KLEIN-HORSMAN	BRIAN	Police Constable	\$105,386.32	\$298.74
KLINE	STEPHEN ROBERT	Police Constable	\$117,175.44	\$291.53
KLODT	SHAWN EDWARD	Police Constable	\$110,139.37	\$316.89
KLUNDER	GERARD WILLIAM	Sergeant	\$102,140.60	\$345.93
KLUTZ	CHRISTOPHER JOSEPH	Police Constable	\$101,367.97	\$300.33
KMIECIAK	JOHN F.	Sergeant	\$105,400.76	\$355.29
KNAAP	JOHN R.	Staff Sergeant	\$108,022.03	\$399.50
KNAAP	WADE W.	Police Constable	\$100,126.94	\$344.24
KNAPPER	ROBBERT NICOLAAS	Staff Sergeant	\$120,372.16	\$399.50
KNOBLAUCH	KEITH PERCY	Police Constable	\$108,173.49	\$314.60
KNOTT	SIMON	Police Constable	\$104,365.74	\$320.00
KNOWLES	DAVID J.	Detective	\$120,345.31	\$356.99
KOCANOVIC	ALEKSANDAR SASHA	Police Constable	\$114,913.26	\$324.09
KOLAR	ANDREW C.	Police Constable	\$114,529.23	\$344.24
KOMARNISKY	SANDRA	Police Constable	\$101,583.27	\$335.01
KONDO	JASON M.	Detective	\$117,355.54	\$355.29
KONKEL	KAZIMIERZ G.	Staff Sergeant	\$117,235.30	\$399.50
KOOPMANS	DAVID JOHN	Police Constable	\$100,947.17	\$320.97
KORAC	PAUL LOUIS	Police Constable	\$115,381.05	\$325.65
KOSTIUK	MICHAEL J.	Police Constable	\$110,398.64	\$314.60
KOTAS	ARTUR JACEK	Sergeant	\$103,504.33	\$345.93
KOVACIC	JOSEPH MARK	Police Constable	\$100,172.05	\$302.94
KOVACS	MELISSA ANNE	Police Constable	\$105,465.30	\$325.65
KRAFT	JASON	Sergeant	\$106,093.92	\$345.93
KRANENBURG	LORI PATRICIA	Sergeant	\$109,736.02	\$333.45
KRANJAC	JOSEPH ANTHONY	Sergeant	\$104,931.84	\$345.93
KRAWCZYK	PAUL THOMAS	Detective	\$110,981.86	\$345.93
KRUCZEK	PIOTR PAWEL	Police Constable	\$102,529.12	\$316.68
KUCK	HEINZ A.	Inspector	\$132,035.97	\$654.59
KULMATYCKI	JOEL PATRICK	Detective Sergeant	\$113,405.67	\$368.83
KUNG	TOMMY WING	Police Constable	\$110,077.45	\$297.18

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RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
KYRIACOU	SAVAS	Detective Sergeant	\$109,574.08	\$399.50
LA FOSSE	JEFFERY GUY	Police Constable	\$117,785.18	\$325.65
LABELLE	JOSEPH P.	Police Constable	\$105,088.35	\$314.60
LAHEY	MARY REGINA	Sergeant	\$110,531.16	\$355.29
LAI	VICTOR TZE-KAU	Police Constable	\$125,265.94	\$305.37
LAING	DARREN S.	Detective	\$105,775.20	\$360.41
LAKEY	WAYNE L.	Sergeant	\$108,707.44	\$355.29
LALL	LALLMAN	Parking Enforcement Officer	\$100,169.64	\$212.69
LALLA	LESTER ROYSON	Police Constable	\$111,348.69	\$316.68
LALONDE	LISA ANNE	Police Constable	\$110,714.31	\$325.65
LAM	IAN WAYNE	Police Constable	\$101,985.29	\$297.18
LAMANNA	ANTHONY	Police Constable	\$103,642.27	\$317.12
LAMOND	IAN DAVID	Staff Sergeant	\$115,000.66	\$390.40
LAND	STEPHEN P.	Staff Sergeant	\$136,154.00	\$399.50
LANDRY	ADAM JOSEPH	Police Constable	\$107,798.71	\$305.37
LANDRY	DARRYL JAMES	Police Constable	\$110,763.67	\$310.05
LANE	ARTHUR G.	Police Constable	\$122,432.78	\$344.24
LANE	MICHEAL WILLIAM	Police Constable	\$110,589.73	\$297.18
LANGILLE	LYNN S.	Police Constable	\$105,220.74	\$316.16
LANGLOIS	MARK G.	Sergeant	\$106,627.48	\$355.29
LARAMY	STEPHEN WILLIAM	Detective	\$116,405.05	\$345.93
LARMER	JASON RAE	Police Constable	\$100,156.52	\$320.97
LAROCHE	WINSTON	Sergeant	\$103,138.10	\$364.26
LAUFER	PETER	Sergeant	\$117,165.25	\$364.26
LAUSH	CHRISTOPHER ALLEN	Sergeant	\$107,868.20	\$355.29
LAWR	GREGORY EDWARD	Detective	\$102,228.91	\$355.29
LAWRENCE	CHARLES ALBERT	Manager, Training and Development	\$130,538.73	\$530.97
LAWSON	ANTHONY D.	Sergeant	\$116,598.07	\$355.29
LAWSON	JAMES THOMAS	Sergeant	\$120,826.83	\$364.26
LEAHY	KEVIN JOHN	Detective	\$102,618.02	\$348.09
LEANO	ALEXANDER THOMAS	Police Constable	\$102,279.93	\$297.18
LEARY	DEREK WILLIAM	Police Constable	\$110,867.36	\$316.68
LEAVER	WENDY L.	Detective	\$101,711.17	\$364.26
LEBLANC	ADAM LIONEL	Police Constable	\$103,135.46	\$310.83
LEBLANC	NORMAN J.	Detective Sergeant	\$114,194.15	\$396.80
LECK	DAVID T.	Sergeant	\$104,043.66	\$355.29
LECK	RICHELLE COLETTE	Detective	\$101,056.26	\$345.93
LEDGERWOOD	KIM B.	Sergeant	\$100,909.71	\$338.13
LEE	DANIEL	Police Constable	\$107,192.93	\$297.18
LEE	DEREK RICHARD	Police Constable	\$102,776.93	\$314.60
LEE	JAMES STANTON	Police Constable	\$100,722.96	\$304.20
LEE	KENNY	Detective	\$111,749.74	\$345.93
LEE	NICOLE DENISE	Staff Sergeant	\$122,451.58	\$400.86
LEE	NOEL THOMAS	Staff Sergeant	\$113,503.28	\$399.50
LEE	PHILIP BRIAN	Detective	\$107,965.89	\$345.93

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RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
LEE	RANDALL JAMES	Sergeant	\$106,919.20	\$345.93
LEERMAKERS	WILLIAM ANTHONY	Police Constable	\$107,362.65	\$325.65
LEITCH	JASON G.	Detective	\$107,454.73	\$355.29
LEMAITRE	ROBERT JAMES	Sergeant	\$114,045.15	\$337.35
LENFESTY	SEAN	Sergeant	\$104,062.21	\$345.93
LENNOX	PETER E.	Staff Inspector	\$139,226.99	\$11,564.27
LENTSCH	PAUL TONY	Detective	\$118,756.48	\$345.93
LEONE	MICHIELE MARIO	Detective Sergeant	\$107,828.20	\$370.17
LEUNG	SHEUNG M.	Detective	\$117,354.61	\$355.29
LEVERT	BRYCE STERLING	Police Constable	\$109,094.12	\$297.53
LEVESQUE	MARTIN	Sergeant	\$100,832.40	\$331.11
LEWERS	CRAIG A.	Sergeant	\$109,724.63	\$364.26
LEYVA	SHARON MARISOL	Police Constable	\$105,377.88	\$308.04
LI	BOYD W.	Police Constable	\$100,147.10	\$322.93
LI	ROBERT CHAK	Police Constable	\$125,614.15	\$300.33
LIMA	RODNEY JAMES	Police Constable	\$102,697.25	\$325.65
LINDALE	MICHAEL J.	Police Constable	\$105,404.88	\$323.96
LINDSAY	HOWARD ROSS	Sergeant	\$110,178.59	\$364.26
LING	JONATHAN A.	Detective	\$106,360.82	\$355.29
LINNEY	JOHN THOMAS	Police Constable	\$100,450.35	\$325.65
LINQUIST	DARRYL ANDREW	Police Constable	\$114,392.60	\$325.65
LIONTI	CALOGERO	Police Constable	\$117,711.35	\$325.65
LIUMANIS	METODIOS	Detective	\$110,237.21	\$345.93
LIPKUS	ANDREW BRADLEY	Police Constable	\$105,874.50	\$325.65
LIPSEY	WILLIAM NORMAN	Police Constable	\$105,300.58	\$305.37
LISKA	IRENE	Detective	\$128,895.65	\$364.26
LISKA	JAN	Sergeant	\$113,135.47	\$364.26
LITTLE	ARTHUR	Inspector	\$131,346.54	\$651.79
LITTLE	DARRIN P.	Detective	\$112,577.13	\$364.26
LITTLE	DAVID A.	Police Constable	\$112,144.19	\$344.24
LITTLE	MICHELLE LYNNE	Police Constable	\$127,405.54	\$329.97
LITTLE	TERENCE ANTHONY	Sergeant	\$102,722.80	\$345.93
LIU	BRUCE ZHIYONG	Police Constable	\$101,407.72	\$297.18
LIU	JUN	Senior Telecom Engineer	\$101,882.13	\$358.78
LLOYD	BRADFORD C.	Detective	\$131,256.00	\$355.29
LOBSINGER	PAUL A.	Sergeant	\$113,975.52	\$364.26
LOCKE	DONOVAN A.	Detective	\$100,103.72	\$345.93
LOCKEN	ALAN R.	Detective	\$113,841.44	\$364.26
LOGAN	BEVERLEY A.	Sergeant	\$108,398.48	\$364.26
LOMBARDI	LORENZO	Detective	\$111,155.03	\$364.26
LONG	CHRISTINE E.	Detective	\$101,490.13	\$360.41
LONG	GARRY S.	Detective	\$121,745.89	\$364.26
LONG	JOHN MICHAEL	Police Constable	\$107,610.55	\$314.60
LOPES	JUDE ALEXANDER	Detective	\$114,744.69	\$345.93
LORIMER	TROY WILLIAM	Police Constable	\$103,374.78	\$319.57

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RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
LORTIE	MARC LEONEL	Police Constable	\$105,034.03	\$314.60
LOUCKS	WILSON B.	Police Constable	\$122,120.70	\$344.24
LOUGHLIN	EDWARD J.	Detective Sergeant	\$108,531.04	\$399.50
LOUHIKARI	RENATA	Detective	\$117,639.32	\$355.29
LOVE	ALLEN ROBERT	Detective	\$106,874.64	\$345.93
LOVE	DAVID MATTHEW	Police Constable	\$108,857.13	\$316.68
LOWE	SCOTT MARTIN	Sergeant	\$100,364.27	\$355.29
LOWREY	ALAN B.	Staff Sergeant	\$111,627.28	\$399.50
LUCAS	PATRICK A.	Detective	\$111,573.89	\$364.26
LUFF	DANIEL J.	Detective	\$129,835.31	\$364.26
LUM	SOON M.	Police Constable	\$128,276.98	\$323.96
LUSSOW	CHRISTOPHER S.	Police Constable	\$101,882.80	\$335.01
LYNCH	ERINN ANDREA	Police Constable	\$101,404.67	\$321.49
LYNCH	THOMAS M.	Staff Sergeant	\$114,018.40	\$399.50
LYON	LEITHLAND LLOYD	Police Constable	\$100,290.08	\$314.60
LYON	ROBERT KIRK	Detective	\$108,907.58	\$355.29
MA	YU PAU (SYDNEY)	Police Constable	\$101,085.80	\$297.18
MAADANIAN	NAZARET	Sergeant	\$110,903.65	\$345.93
MAC	OVID RUBEN	Police Constable	\$109,379.94	\$305.37
MACCHEYNE	RICHARD DOUGLAS	Detective	\$100,614.69	\$345.93
MACDONALD	AARON ROYCE	Sergeant	\$107,895.74	\$350.61
MACDONALD	BERNARD A.	Sergeant	\$105,343.64	\$355.29
MACDONALD	GREGORY D.	Staff Sergeant	\$117,792.32	\$399.50
MACDONALD	HECTOR MURDO	Police Constable	\$104,621.59	\$305.37
MACDONALD	JOHN D.	Sergeant	\$103,785.10	\$355.29
MACDONALD	LEO R.	Detective	\$108,851.95	\$355.29
MACDONALD	LORI-ANN	Sergeant	\$100,018.10	\$355.29
MACDONNELL	BRIAN A.	Staff Sergeant	\$124,023.59	\$368.83
MACGREGOR	JASON JAMES	Detective	\$105,289.71	\$345.93
MACINTYRE	BRIAN PAUL	Detective Sergeant	\$123,265.98	\$390.40
MACKINNON	RICHARD JAMES	Police Constable	\$125,573.51	\$325.65
MACKRELL	JAMES M.	Inspector	\$123,510.35	\$537.39
MACKRELL	PAUL J.	Detective	\$101,995.60	\$355.29
MACLEAN	RODERICK P.	Sergeant	\$107,810.71	\$364.26
MACNEIL	STEVEN JAMES	Police Constable	\$105,213.62	\$317.38
MACPHERSON	DONALD WADE	Police Constable	\$108,914.35	\$303.13
MACARAEG	JUANITA	Senior Advisor, Quality Assurance	\$114,231.74	\$577.45
MACAULAY	ALEXANDER R.	Detective	\$107,595.15	\$364.26
MACDONALD	ROBERT J.	Sergeant	\$100,545.49	\$364.26
MACIAS	ANTONIO DELGADO	Sergeant	\$102,067.64	\$355.29
MACIEK	JOHN D.	Police Constable	\$104,263.41	\$335.01
MACKEY	GLEN AUGUSTINE	Police Constable	\$175,135.25	\$183.28
MADILL	ALLAN NEIL	Sergeant	\$124,287.27	\$355.29
MAHARAJ	BRYAN SANJEEV	Police Constable	\$105,349.84	\$322.93
MAHARAJ	ZALINA	Communications and Networks Supervisor	\$102,916.24	\$379.08

APPENDIX A

RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
MAHONEY	SHAWN	Detective	\$124,234.28	\$356.99
MAILER	STEVEN	Police Constable	\$106,856.91	\$313.17
MAISONNEUVE	DANIEL	Sergeant	\$114,014.63	\$355.29
MAKRIS	DEMETRIOS J.	Police Constable	\$117,834.74	\$344.24
MALCOLM	DAVID W.	Detective Sergeant	\$113,618.41	\$399.50
MALE	DAVID JOSEPH	Sergeant	\$101,789.23	\$345.93
MALENFANT	ANDREW DEREK	Police Constable	\$110,851.70	\$324.09
MANCUSO	ANITA MARIA	Police Constable	\$103,457.82	\$335.01
MANCUSO	FRANCESCO	Police Constable	\$107,643.53	\$325.65
MANHERZ	JOEL NICHOLAS	Police Constable	\$112,039.58	\$325.65
MANIQUIS	ALVIN KEITH	Police Constable	\$106,010.93	\$325.65
MANN	AMARJIT SINGH	Police Constable	\$116,926.14	\$305.37
MANN	MANDEEP SINGH	Sergeant	\$104,435.78	\$345.93
MANSON	SANDRA L.	Sergeant	\$109,311.80	\$355.79
MANTLE	BRYAN LARRY	Police Constable	\$101,564.83	\$302.64
MARCH	JOHN P	Detective	\$106,560.12	\$364.26
MARCHACK	ROGER A.	Sergeant	\$122,131.01	\$355.29
MARCHEN	LEANNE M.	Police Constable	\$100,179.39	\$335.01
MARCHEN	MICHAEL S.	Police Constable	\$107,994.88	\$340.34
MARCHESE	FRANK	Police Constable	\$103,124.65	\$344.24
MARCOVICI	CRISTIAN	Radio and Electronics Technician	\$102,275.36	\$264.16
MARGETSON	JOHN R.	Detective	\$139,773.72	\$355.29
MARKS	DAVID R.	Staff Inspector	\$139,226.99	\$8,613.23
MARO	KJELL KRISTOFFER	Police Constable	\$100,263.16	\$302.64
MARSH	STEPHEN MARTIN	Police Constable	\$101,369.91	\$297.18
MARSHALL	KIRWIN D.	Sergeant	\$100,263.81	\$355.29
MARSHALL	SHAWN TOBIN	Police Constable	\$109,811.93	\$325.65
MARSMAN	HENRI	Detective	\$109,596.23	\$355.29
MARTELL	BRIAN M.	Detective	\$103,778.07	\$355.29
MARTELLUZZI	CLAUDIO	Sergeant	\$112,918.79	\$355.29
MARTIN	KATHRYN	Superintendent	\$142,414.34	\$9,575.84
MARTIN	PAUL GEORGE	Police Constable	\$101,653.36	\$325.65
MARTIN	ROBERT D.	Police Constable	\$102,157.58	\$344.24
MARTIN	RUDOLF I.	Sergeant	\$100,465.89	\$355.29
MARTIN	RYAN DAVID	Police Constable	\$103,408.05	\$312.36
MARTIN-DOTO	CATHERINE ANN	Corporate Psychologist	\$148,345.88	\$758.69
MARTINO	JOSEPH LOUIS	Manager, Purchasing Support Services	\$129,111.39	\$655.47
MASON	ROBERT HAROLD	Police Constable	\$115,595.02	\$344.24
MASTERS	MICHELLE J.	Sergeant	\$105,147.61	\$355.29
MASTRACCI	PAOLA	Police Constable	\$103,209.23	\$325.65
MASTROKOSTAS	MAGDALENE MAGGIE	Sergeant	\$101,398.48	\$350.25
MATHIEU	MELANIE JANE	Police Constable	\$110,365.23	\$325.65
MATIC	MICHAEL M.	Staff Sergeant	\$118,955.41	\$399.50
MATTHEWS	JOHN R.	Staff Sergeant	\$116,040.59	\$399.50
MATTHEWS	JOSEPH BLAKE	Detective	\$130,671.60	\$355.29

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RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
MATTHEWS	RAYMOND SCOTT	Detective	\$121,451.35	\$364.26
MATTHEWS	STEPHEN MICHAEL	Sergeant	\$118,443.39	\$324.09
MATTESS	WAYNE L.	Detective	\$109,587.16	\$364.26
MATYS	JOSEPH PAUL	Sergeant	\$103,003.92	\$345.93
MAVROU	DANNY	Police Constable	\$104,555.50	\$297.18
MAY	CHRISTOPHER J.	Sergeant	\$114,969.42	\$364.26
MAYWOOD	SCOTT A.	Sergeant	\$102,189.85	\$364.26
MAZUREK	TIMOTHY R.	Police Constable	\$102,888.06	\$314.60
MCALDER	KEVIN P.	Police Constable	\$108,258.79	\$323.96
MCARTHUR	PAUL IAN	Detective Sergeant	\$109,709.05	\$390.40
MCASKILL	MELINDA JEAN	Police Constable	\$102,861.88	\$325.65
MCBRATNEY	GARY R.	Staff Sergeant	\$112,654.16	\$399.50
MCBRIDE	KEITH ROBERT	Police Constable	\$102,083.53	\$297.18
MCBRIDE	RAYMOND DOUGLAS	Police Constable	\$100,940.99	\$310.35
MCCALL	ANDREW JOHN	Sergeant	\$122,316.16	\$346.71
MCCANN	KEITH V.	Police Constable	\$103,488.28	\$344.24
MCCLELLAND	ROBERT I.	Sergeant	\$109,770.75	\$364.26
MCCLOREY	SEAN MICHAEL	Police Constable	\$106,897.13	\$344.24
MCCONKEY	RONALD FRANK	Police Constable	\$109,291.73	\$323.96
MCCONNELL	BRADLEY C.	Police Constable	\$115,198.83	\$323.96
MCCORMACK	DAVID J.	Staff Inspector	\$140,136.23	\$9,767.04
MCCORMACK	JAMES E.	Detective	\$100,249.23	\$364.26
MCCORMICK	DEREK ALAN	Police Constable	\$100,200.39	\$318.63
MCCRAN	ROBERT D.	Detective	\$116,888.57	\$364.26
MCCREADY	WILLIAM B.	Detective Sergeant	\$116,768.55	\$399.50
MCCULLOCH	MICHAEL	Detective	\$108,342.66	\$355.29
MCCULLOUGH	DAVID A.	Police Constable	\$115,967.84	\$323.96
MCCULLOUGH	KRISTAL KASHMIR	Police Constable	\$105,896.03	\$306.96
MCCUTCHEON	DOUGLAS M.	Detective	\$110,735.15	\$364.26
MCCUTCHEON	SEAN CAMERON	Police Constable	\$103,356.18	\$313.95
MCDERMOTT	DANIEL J.	Detective	\$110,819.02	\$363.21
MCDONALD	CINDY A.	Staff Sergeant	\$111,078.44	\$398.45
MCDONALD	COLIN R.	Detective	\$108,205.65	\$364.26
MCDONALD	JAMES WILLIAM	Police Constable	\$116,012.53	\$325.65
MCDONALD	JOHN C.	Detective	\$114,834.16	\$364.26
MCDONALD	ROBERT JAMES	Police Constable	\$104,508.55	\$297.18
MCDONALD	SPENCER MATTHEW	Sergeant	\$101,603.58	\$345.93
MCDUGALL	ROBERT GORDON	Police Constable	\$121,514.95	\$325.65
MCEVOY	CLINTON WAYNE	Police Constable	\$100,215.06	\$297.18
MCFADYEN	DANIEL GORDON	Detective	\$117,513.72	\$345.93
MCGAHERN	JOHN ANTHONY	Police Constable	\$104,660.26	\$319.64
MCGARRY	WILLIAM MICHAEL	Detective	\$119,453.73	\$355.29
MCGIVERN	MICHAEL GEORGE	Sergeant	\$102,244.35	\$355.29
MCGOVERN	PAUL JOHN	Police Constable	\$106,194.96	\$305.37
MCGOWN	JOHN G.	Staff Sergeant	\$113,026.01	\$399.50

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RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
MCGRADE	KATHRYN	Sergeant	\$100,433.41	\$364.26
MCGRADE	PATRICK F.	Detective	\$101,713.21	\$364.26
MCGUIRE	JEFFREY L.	Staff Superintendent	\$162,192.63	\$10,412.31
MCILHONE	THOMAS P.	Superintendent	\$150,259.86	\$11,797.46
MCILWAIN	STEVEN GEORGE	Detective	\$107,487.74	\$355.29
MCINNIS	JESSICA MICHELLE	Sergeant	\$102,983.87	\$345.93
MCINTOSH	DANIEL D.	Detective	\$110,611.18	\$355.29
MCKAY	EDWARD J.	Sergeant	\$103,015.25	\$355.29
MCKAY	SCOTT D.	Detective	\$102,000.34	\$355.29
MCKENZIE	PETER SHELDON	Police Constable	\$110,393.70	\$325.65
MCKENZIE	ROBERT SEAN	Sergeant	\$102,646.37	\$332.67
MCKENZIE	SHAWN SCOTT	Police Constable	\$109,018.06	\$325.65
MCKEON	MARK JOSEPH	Police Constable	\$110,876.36	\$314.60
MCKEOWN	RICHARD J.	Staff Sergeant	\$113,875.02	\$399.50
MCLANE	GREGORY C.	Inspector	\$132,035.97	\$654.59
MCLANE	JAMES RUSSELL	Detective	\$130,035.61	\$355.29
MCLANE	JAMES PETER	Detective Sergeant	\$115,751.85	\$399.50
MCLAUGHLIN	IAN	Detective	\$111,955.66	\$364.26
MCLAUGHLIN	JUNIOR SYLVESTER	Police Constable	\$100,431.87	\$305.37
MCLEAN	BARBARA E.	Staff Sergeant	\$111,137.26	\$390.40
MCLEAN	NANCY MARY	Sergeant	\$104,279.11	\$355.29
MCLEISH	PATRICIA LOUISE	Senior Technical Analyst, Information Technology Services	\$104,307.32	\$350.75
MCLEOD	GLENN D.	Detective Sergeant	\$108,491.88	\$399.50
MCLEOD	VERNETT D.	Staff Inspector	\$139,226.99	\$16,082.27
MCMANUS	MICHAEL D.	Sergeant	\$126,481.35	\$364.26
MCNEIL	RONALD C.	Sergeant	\$108,741.87	\$364.26
MCNEILLY	JOSEPH GORDON	Detective	\$126,309.52	\$364.26
MCPARLAND	SHANNON MARIE	Police Constable	\$106,738.22	\$310.20
MCQUEEN	GARY P.	Detective	\$110,740.91	\$364.26
MCVEIGH	EDWARD	Sergeant	\$106,868.37	\$364.26
MCWILLIAM	HEATHER LYNN	Police Constable	\$101,817.94	\$304.98
MCINTYRE	RYAN DOUGLAS	Police Constable	\$100,233.01	\$308.76
MEANEY	SHAWN A.	Sergeant	\$106,195.86	\$355.29
MEDEIROS	ANDY	Police Constable	\$104,626.99	\$325.65
MEECH	RAYMOND JOHN	Sergeant	\$120,968.82	\$355.29
MEEHAN	PATRICK R.	Sergeant	\$115,923.38	\$355.29
MEIK	VIVIAN A.	Detective	\$117,453.75	\$355.29
MEISSNER	GERHARD P.	Inspector	\$132,035.97	\$654.59
MELBYE	MARK ALEXANDER	Police Constable	\$106,713.10	\$317.07
MELOCHE	SHAWN RONALD	Staff Sergeant	\$151,317.13	\$390.40
MEMME	NICOLAS	Staff Inspector	\$134,684.63	\$7,261.35
MENARD	JOHN PHILLIP	Sergeant	\$104,897.63	\$345.93
MERSEREAU	MICHAEL W.	Sergeant	\$105,701.35	\$364.26
METCALFE	MARY L.	Inspector	\$132,035.97	\$654.59
MI	YAOMING	Senior Technical Analyst, Information Technology	\$117,721.62	\$350.75

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RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
		Services		
MIHALATYUK	VYACHESLAV	Police Constable	\$107,938.04	\$297.18
MILIC	DANY	Police Constable	\$112,673.98	\$314.60
MILLER	AUSTIN W.	Police Constable	\$103,935.08	\$344.24
MILLER	DUNCAN W.	Sergeant	\$126,498.40	\$355.29
MILLER	HELEN DIANE	Superintendent	\$150,259.86	\$10,545.14
MILLER	IAN MARK	Police Constable	\$101,293.09	\$297.18
MILLER	PAUL S.	Staff Sergeant	\$115,795.95	\$399.50
MILLER	RYAN KENETH	Police Constable	\$101,009.29	\$325.65
MIRANDA	EDUARDO CANDIDO	Police Constable	\$113,660.59	\$325.65
MIRON	BRUNO JOSEPH	Detective	\$112,164.58	\$345.93
MISIUDA	MELISSA DEANNE	Police Constable	\$112,951.47	\$313.08
MISTEROWICZ	RICHARD JOHN	Police Constable	\$113,406.06	\$325.65
MITCHELL	CHARLES D.	Sergeant	\$104,108.30	\$364.26
MITCHELL	JODI LYNN	Police Constable	\$131,748.89	\$325.65
MITCHELL	STEPHEN G.	Sergeant	\$106,529.54	\$364.26
MIU	WAI-SANG R.	Detective	\$104,641.53	\$364.26
MNUSHKIN	SERGEY AFROYIM	Police Constable	\$108,138.94	\$325.65
MOFFATT	MICHAEL W.	Police Constable	\$110,674.13	\$323.96
MOI	NATALIE BOBO	Police Constable	\$113,705.44	\$305.37
MOLINARO	ANTONIO	Patrol Supervisor, Parking Enforcement	\$120,164.72	\$238.56
MOLYNEAUX	CURTIS MICHAEL	Police Constable	\$101,523.73	\$305.37
MOLYNEAUX	STEVEN R.	Staff Sergeant	\$124,583.48	\$399.50
MOMENI	ORANG	Sergeant	\$138,767.42	\$346.65
MONAGHAN	PATRICK JAMES	Detective Sergeant	\$124,718.54	\$399.50
MONAHAR	DION RAJESH	Police Constable	\$101,299.60	\$325.65
MONTCALM	ALAIN JEAN	Police Constable	\$102,665.48	\$296.05
MOONEY	RICHARD J.	Detective	\$108,816.55	\$364.26
MOORE	BRETT CALVIN	Detective	\$113,401.02	\$345.93
MOORE	DARCY T.	Sergeant	\$110,678.98	\$364.26
MOORE	KEVIN ROBERT	Police Constable	\$104,994.93	\$317.03
MOORE	MICHAEL MARTIN	Police Constable	\$116,743.79	\$310.83
MOORE	STEVEN D.	Detective	\$100,192.97	\$355.29
MORAES	TIMOTHY J.	Police Constable	\$105,325.79	\$335.01
MORAN	RUTH MARIAN	Detective	\$106,877.33	\$345.93
MOREHOUSE	RITA H.	Sergeant	\$106,419.17	\$355.29
MOREIRA	JOHN M.	Detective	\$111,310.95	\$355.29
MOREIRA	PETER MICHAEL	Staff Sergeant	\$117,325.10	\$390.40
MORELL	ADAM D.	Police Constable	\$103,549.18	\$314.60
MORELLI	JOSEPH MICHAEL	Police Constable	\$107,367.07	\$312.71
MORI	DEBORAH ANN	Staff Sergeant	\$116,249.09	\$392.75
MORIN	MICHAEL R.	Police Constable	\$121,782.64	\$323.96
MORRIS	HAROLD L.	Detective	\$114,544.71	\$355.29
MORRIS	JASON ROBERT	Police Constable	\$105,182.41	\$297.18
MORRIS	LESLIE A.	Detective	\$106,341.31	\$355.29

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RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
MORRIS	MANDY DAWN	Sergeant	\$103,998.45	\$345.93
MORRIS	NICKOLAS JOSEPH	Police Constable	\$127,583.13	\$323.96
MORRISON	BRUCE D.	Staff Sergeant	\$114,145.19	\$399.50
MORRISON	MICHELLE YVETTE	Police Constable	\$100,777.43	\$335.01
MORSE	STEPHEN	Detective Sergeant	\$108,125.39	\$399.50
MORSE	VICTORIA JANE	Police Constable	\$109,619.57	\$325.65
MOUNTFORD	GERALD A.	Staff Sergeant	\$114,509.81	\$399.50
MOXAM	DARREN KENNETH	Sergeant	\$107,433.26	\$345.93
MOXLEY	KEITH A.	Detective	\$100,144.08	\$364.26
MOYER	IAN R.	Staff Sergeant	\$112,289.94	\$399.50
MOYER	JEFFREY D.	Sergeant	\$108,910.72	\$355.29
MOYNAGH	ROBERT G.	Police Constable	\$104,094.54	\$322.88
MULLEN	MICHAEL JEFFERY	Sergeant	\$128,170.02	\$337.35
MULLIN	GEORGE W.	Staff Sergeant	\$111,923.99	\$399.50
MUNGAL	MATTHEW J.	Sergeant	\$109,125.60	\$355.29
MUNROE	KELLY BRUCE	Police Constable	\$134,311.88	\$323.96
MUNROE	NEIL GERARD	Detective	\$108,710.32	\$345.93
MURDOCH	RICHARD	Staff Sergeant	\$123,739.88	\$399.50
MURPHY	DANIEL J.	Detective	\$118,636.95	\$364.26
MURPHY	JOHN P.	Sergeant	\$102,360.27	\$364.26
MURPHY	LIAM F.	Police Constable	\$115,793.81	\$323.96
MURPHY	PETER A.	Police Constable	\$107,022.52	\$337.22
MURRAY	ALICIA MARIE	Police Constable	\$102,738.98	\$300.78
MURRAY	DAVID J.	Detective	\$116,444.95	\$364.26
MURRAY	DAVID GERARD	Police Constable	\$104,866.38	\$325.65
MURRAY	WILLIAM R.	Police Constable	\$105,787.85	\$344.24
MURRELL	KEVIN EARL	Staff Sergeant	\$113,225.85	\$399.50
MUSAH	ISHMAIL	Sergeant	\$100,348.71	\$325.65
MUSCLOW	CLAUDE J.	Sergeant	\$103,450.56	\$355.29
MUSSO DUARTE	SUSANA	Police Constable	\$107,163.43	\$305.37
MYERS	MILTON W.	Sergeant	\$117,359.87	\$364.26
NACCARATO	DOMENICO ANTONIO	Senior Radio and Electronics Technician	\$107,312.22	\$280.81
NACCARATO	JOSE	Project Leader, Maintenance & Support, Telecom	\$121,956.33	\$328.58
NAIDOO	GRAEME CLAYTON	Police Constable	\$100,460.99	\$325.65
NAIR	SAJEEV R.	Police Constable	\$111,247.08	\$325.65
NAKADA	MASAKI M.	Police Constable	\$103,648.50	\$344.24
NANTON	JASON STANLEY	Police Constable	\$115,585.54	\$297.18
NARINE	SHAUN R.	Staff Sergeant	\$113,514.62	\$390.40
NASIM	FAISAL	Police Constable	\$102,078.60	\$296.05
NASNER	STEFAN	Police Constable	\$109,594.23	\$344.24
NASSER	AMAN	Police Constable	\$101,595.50	\$306.54
NASSIS	STEPHANIE	Police Constable	\$104,781.03	\$305.37
NEADLES	WILLIAM T.	Staff Inspector	\$134,131.16	\$8,141.31
NEAL	PETER C.	Detective	\$121,528.81	\$364.26
NEAL	WESLEY JOHN	Detective	\$124,695.94	\$355.29

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RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
NEALON	DANIEL J.	Detective Sergeant	\$110,287.61	\$399.50
NEUMANN	PAUL RICHARD	Police Constable	\$101,125.86	\$277.36
NEVILL	STEPHEN M.	Detective	\$104,568.19	\$364.26
NEVIN	PATRICK F.	Detective	\$107,641.49	\$364.26
NEWHOOK	MATTHEW ALBERT	Sergeant	\$100,490.36	\$355.29
NEWMAN	BRUCE J.	Sergeant	\$107,152.77	\$364.26
NEWMARCH	BRETT RYAN	Police Constable	\$103,284.46	\$314.79
NEWTON	DAVID D.	Police Constable	\$103,236.98	\$317.12
NEWTON	DEEDEE A.	Detective	\$115,064.84	\$356.99
NEWTON	JENNY M.	Detective	\$134,393.23	\$364.26
NG	CHI WAI	Police Constable	\$103,465.82	\$335.01
NG	YOI KWONG	Police Constable	\$106,561.90	\$305.37
NG	YUEN Y.	Sergeant	\$101,918.20	\$355.29
NGAN	EDWARD SHING-KEUNG	Senior Advisor, Quality Assurance	\$114,231.74	\$577.45
NICHOL	IAN FRASER	Detective	\$107,805.29	\$355.29
NICHOLSON	LEONARD BRUCE	Police Constable	\$111,384.36	\$320.97
NICOL	BRETT DONALD	Detective	\$127,255.85	\$345.93
NICOL	ROBERT P.	Police Constable	\$108,597.46	\$325.65
NICOLLE	CHAD EDWARD	Sergeant	\$116,858.96	\$355.29
NIELSEN	CHRISTIAN HINGE	Manager, Shop Operations	\$129,111.39	\$459.29
NIELSEN	DANIEL A.	Detective Sergeant	\$137,270.91	\$399.50
NIEZEN	MARK S.	Detective	\$109,014.76	\$364.26
NIJJAR	HARJIT SINGH	Sergeant	\$101,288.35	\$335.01
NIMMO	RICHARD JAMES	Sergeant	\$111,018.45	\$342.81
NOLAN	CHRISTOPHER R.	Detective Sergeant	\$111,789.48	\$399.50
NOLL	CARL J.	Detective Sergeant	\$108,432.99	\$399.50
NOONAN	TIMOTHY JOHN	Police Constable	\$105,997.93	\$335.01
NORMAN	WILLIAM MICHAEL	Police Constable	\$102,957.31	\$325.65
NORRIE	ANDREW W.	Staff Sergeant	\$146,188.85	\$399.50
NORSKI	PRZEMYSŁAW	Police Constable	\$113,626.11	\$297.18
NORTH	ROBERT LLOYD	Sergeant	\$101,752.42	\$345.93
NORTHMORE	COLLEEN A.	Detective	\$122,279.84	\$364.26
NORTHROP	JEFFREY JOHN	Police Constable	\$125,028.61	\$335.01
NORTON	DAVID JOHN	Police Constable	\$107,487.55	\$325.65
NOSWORTHY	JUDY E.	Detective	\$113,463.48	\$357.67
NOVINC	BRANKO A.	Sergeant	\$104,191.57	\$364.26
NUNES	MARIA Z.	Police Constable	\$117,843.66	\$335.01
O'BRIEN	KENNETH G.	Police Constable	\$137,172.79	\$323.96
O'BRIEN	SEAN L.	Sergeant	\$102,641.98	\$357.67
O'CONNOR	BRIAN F.	Inspector	\$132,035.97	\$458.41
O'CONNOR	MIKE STEPHEN	Police Constable	\$113,766.97	\$325.65
O'DOHERTY	FRANK R.	Sergeant	\$101,050.09	\$364.26
O'DONOVAN	STEPHEN P.	Sergeant	\$109,589.24	\$364.26
O'DRISCOLL	DENNIS I.	Police Constable	\$102,894.97	\$344.24
O'KANE	GERAID DAVID	Sergeant	\$103,350.80	\$345.93

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RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
O'REILLY	EMMETT TERENCE	Senior Technical Analyst, Information Technology Services	\$102,282.19	\$350.75
O'RIORDAN	WAYNE JAMES	Police Constable	\$110,358.44	\$325.65
O'TOOLE	KIMBERLEY ANNE	Detective	\$104,727.05	\$345.93
OAKES	JAMES D.	Police Constable	\$100,742.65	\$314.60
OATLEY-WILLIS	MARK W.	Police Constable	\$103,422.91	\$323.96
OBERFRANK	TIMOTHY R.	Detective	\$135,944.86	\$357.67
OGG	SHEILA ELIZABETH	Detective	\$128,879.69	\$355.29
OKONOWSKI	ADAM JOSEPH	Staff Sergeant	\$116,758.57	\$399.50
OLIVER	DAVID J.	Police Constable	\$108,867.87	\$344.24
OLIVER	MATTHEW TYLER	Police Constable	\$104,488.88	\$310.83
OLIVER	PAUL J.	Detective	\$107,244.36	\$363.21
OLIVER	STEVEN RONALD	Police Constable	\$108,042.89	\$315.24
OLSEN	FRANK E.	Detective	\$107,333.17	\$357.67
OLSEN	SHAUN E.	Sergeant	\$101,144.35	\$355.29
ONG	RHOEL VILLEGAS	Police Constable	\$117,271.44	\$311.61
ONYSZKIEWICZ	ANDREW I.	Detective Sergeant	\$120,008.19	\$399.50
ORCHARD	IAN DUNCAN	Police Constable	\$104,828.08	\$335.01
OSBORN	ROBERT DANIEL	Police Constable	\$110,461.41	\$297.18
OSBORNE	BRENT DAVID	Police Constable	\$103,290.68	\$305.37
OSMAN	WALID AHMED	Police Constable	\$101,986.25	\$296.05
OSMANAJ	ARDIT	Police Constable	\$106,191.93	\$296.05
OTTEN	VICTORIA P.	Police Constable	\$106,059.07	\$0.00
OUELLET	ANDREW	Police Constable	\$108,821.32	\$305.37
OUELLETTE	DAVID MARK	Police Constable	\$104,674.90	\$325.65
OUELLETTE	ROBERT BRUCE	Police Constable	\$108,685.16	\$305.37
OZKAN	NEDIM	Senior Analyst, Information Technology Services	\$109,694.19	\$350.75
OZOLS	JOHN	Police Constable	\$102,881.33	\$314.60
PAGE	DEREK WILLIAM	Police Constable	\$112,519.71	\$305.37
PAGE	HOWARD A.	Inspector	\$132,384.87	\$631.55
PAGNIELLO	MICHELE	Police Constable	\$118,825.57	\$300.33
PAIS	SCHARNIL VALERIAN	Police Constable	\$102,035.76	\$291.53
PAK	ANDREW JIN-HO	Police Constable	\$111,733.55	\$313.59
PALERMO	CARMINE	Sergeant	\$101,418.33	\$363.21
PALERMO	MICHAEL ANGELO	Detective	\$139,772.60	\$345.93
PAPADOPOULOS	KYRIAKOS	Police Constable	\$135,632.31	\$305.37
PARENT	SYLVIE MARIE	Detective Sergeant	\$116,168.85	\$394.10
PARK	CHRIS C.	Police Constable	\$100,547.04	\$325.65
PARK	JOSEF	Police Constable	\$120,972.24	\$325.65
PARK	SUNG JIN	Police Constable	\$106,745.37	\$307.03
PARKER	TODD WILLIAM	Police Constable	\$102,989.63	\$325.65
PARKIN	ANDREW WILFRED	Police Constable	\$117,750.29	\$303.13
PARMAR	MANDEEP SINGH	Police Constable	\$123,604.14	\$316.68
PARROTT	MICHAEL ERIC	Sergeant	\$102,764.14	\$337.35
PARSONS	STUART MAGRUDER	Police Constable	\$113,873.31	\$335.01
PARSRAM	RAMESH BRIAN	Sergeant	\$103,567.68	\$355.29

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RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
PARTRIDGE	FRANK E.	Staff Sergeant	\$121,273.86	\$399.50
PASINI	RUDY P.	Detective Sergeant	\$111,456.97	\$399.50
PATHAK	DAVINDER KUMAR	Police Constable	\$105,725.42	\$298.74
PATTERSON	JAMES T.	Sergeant	\$116,522.22	\$364.26
PATTERSON	MICHAEL JAMES	Detective	\$112,071.26	\$345.93
PATTERSON	ROBERT E.	Detective	\$111,176.29	\$355.29
PATTISON	STEVEN J.	Staff Sergeant	\$114,820.15	\$399.50
PAUL	MOHIT	Police Constable	\$105,280.63	\$301.50
PAYNE	GREGORY JAMES	Staff Sergeant	\$108,248.96	\$390.40
PAYNE	KARL SCOTT	Sergeant	\$100,325.70	\$355.29
PAYNE	THEODORE ALGERNON	Detective	\$110,991.15	\$364.26
PAYTON	HOWARD LEWIS	Sergeant	\$108,494.68	\$355.29
PEACOCK	JASON ALEXANDER	Sergeant	\$124,860.33	\$332.67
PEACOCKE	DOUGLAS W.	Detective Sergeant	\$117,463.68	\$399.50
PEARSON	JEFFREY A.	Sergeant	\$121,876.79	\$364.26
PELLETIER	CHRISTIAN JOSEPH	Police Constable	\$138,583.71	\$303.13
PENTON	SHANE STEPHEN	Sergeant	\$100,841.39	\$335.01
PERSHIN	ANDREI VALERI	Police Constable	\$100,914.53	\$291.53
PERSICHILLI	MARCO	Police Constable	\$107,087.89	\$286.37
PERTA	MARIE CELESTE	Senior Advisor, Human Resources	\$114,231.74	\$577.45
PETERSON	CLIFFORD WILLIAM	Police Constable	\$105,622.51	\$297.18
PETRIE	KYLE JOHNATHON	Sergeant	\$103,299.92	\$331.11
PETRIE	RICHARD J.	Detective	\$117,719.68	\$355.29
PHAIR	MARK GORDON	Sergeant	\$107,763.02	\$355.29
PHELPS	JOHN M.	Detective	\$107,358.92	\$364.26
PHILIPSON	GRAEME M.	Sergeant	\$155,139.51	\$355.29
PHILLIPS	RYAN BENJAMIN	Police Constable	\$100,693.53	\$316.68
PHOON	NEWTON CHUN	Automated Fingerprint Identification System Administrator	\$100,196.17	\$350.75
PICKERING	STEPHEN G.	Police Constable	\$101,697.37	\$344.24
PIKE	JAMES WAYNE	Sergeant	\$102,359.31	\$364.26
PINNOCK	DONOVAN A.	Police Constable	\$111,798.67	\$323.96
PINTO	JUIN EUTROPIO	Police Constable	\$103,119.22	\$314.60
PINTO	SUZANNE MARIE	Sergeant	\$105,940.49	\$355.29
PIPE	STEPHEN D.	Staff Sergeant	\$114,941.30	\$399.50
PISCHEDDA	MARK STEPHEN	Police Constable	\$101,478.49	\$313.13
PITTS	REGINALD C.	Detective Sergeant	\$108,022.03	\$399.50
PLUNKETT	PATRICK JOHN	Police Constable	\$113,464.82	\$325.65
POGUE	LAUREN	Detective	\$112,644.03	\$355.29
POLAK	BRANDON VICTOR	Police Constable	\$100,660.36	\$325.65
POLLOCK	TIGE SAMUEL	Police Constable	\$100,484.93	\$325.65
POP	IAN V.	Police Constable	\$102,481.54	\$317.12
PORANGANEL	MARK VARKEY	Police Constable	\$100,337.65	\$325.65
POULIN	MARTIN FABIAN	Detective	\$106,856.17	\$345.93
PRAVICA	DUSAN DAN	Detective	\$125,612.73	\$345.93
PRENTICE	STEFAN PATRICK	Sergeant	\$104,294.39	\$337.35

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RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
PRESS	MICHAEL ALLEN	Senior Firearms Officer	\$113,377.03	\$367.24
PRESTON	BRIAN W.	Inspector	\$127,150.49	\$533.19
PRESTON	DEBRA A.	Staff Inspector	\$135,788.71	\$10,343.39
PRICE	BRANDON LEE	Sergeant	\$101,030.96	\$345.93
PRICE	MARY F.	Staff Sergeant	\$108,139.11	\$399.50
PRICE	TIMOTHY JOHN	Police Constable	\$116,208.57	\$300.33
PROCTOR	KELLY SEAN	Police Constable	\$102,512.43	\$287.01
PROCTOR	NORMAN EDWARD	Staff Sergeant	\$116,953.12	\$368.83
PROCTOR	RICHARD P.	Detective	\$118,630.20	\$355.29
PRODANOS	ALEXI	Police Constable	\$108,704.88	\$325.65
PROGER	SERGEY ILYICH	Police Constable	\$103,345.46	\$325.65
PROULX	KEVIN EDWARD	Police Constable	\$101,820.45	\$297.18
PUGASH	MARK	Director Corporate Communications	\$162,191.96	\$8,496.72
PURCHAS	CHRISTOPHER DALE	Police Constable	\$101,387.95	\$325.65
PURCHES	SCOTT ROBERT	Detective	\$117,622.27	\$345.93
PUTERBAUGH	MICHAEL FRANCIS	Detective	\$107,409.31	\$355.29
PUTNAM	KIMBERLEY JOAN	Senior Advisor, Quality Assurance	\$114,231.74	\$577.45
QIU	MING WEI	Senior Technical Specialist, Information Technology	\$109,091.23	\$335.13
QUAIATTINI	SUSAN M.	Staff Sergeant	\$106,871.36	\$392.85
QUALTROUGH	JAMES A.	Detective Sergeant	\$117,482.58	\$399.50
QUALTROUGH	ROBERT G.	Superintendent	\$150,259.86	\$8,179.46
QUAN	DOUGLAS C.	Inspector	\$131,346.54	\$651.79
QUEEN	GRAHAM	Staff Sergeant	\$118,434.60	\$390.40
QUESNELLE	CURTIS LEONARD	Police Constable	\$105,242.71	\$320.97
QUIGG	MARTIN B.	Sergeant	\$113,653.71	\$364.26
QUIJADA-MANCIA	JUAN CARLOS	Sergeant	\$101,999.89	\$335.47
QUINN	ANA DANIELA BENTO	Police Constable	\$115,401.32	\$325.65
QUINN	MICHAEL MARC	Detective	\$119,493.20	\$345.93
QURESHI	AJWAID NIAZ	Sergeant	\$116,982.74	\$343.59
RABBITO	CORRADO	Police Constable	\$105,273.18	\$325.65
RADFORD	BARRY F.	Detective	\$106,497.29	\$355.29
RADIX	BRENDA REBECCA	Manager, Property and Evidence Management	\$123,767.89	\$628.09
RALPH	TIMOTHY J.	Staff Sergeant	\$115,357.61	\$395.45
RAMER	DONALD J.	Superintendent	\$150,259.86	\$10,524.74
RAMESAR	VICTOR E.	Sergeant	\$107,804.73	\$357.67
RAMJATTAN	RAMNARINE	Detective	\$124,808.53	\$355.29
RAMJI	ALY RAZA	Sergeant	\$117,698.62	\$355.29
RAMPERSAD	STEVEN	Police Constable	\$104,641.76	\$305.37
RAMPRASHAD	DWARKH	Police Constable	\$134,985.82	\$314.60
RAMSBOTTOM	CHRISTOPHER WILLIAM	Police Constable	\$102,714.21	\$300.33
RANDLE	MARK RICHARD	Detective	\$122,765.07	\$364.26
RAPSON	BRIAN J.	Police Constable	\$130,030.94	\$323.96
RATAJ	TOM C.	Police Constable	\$103,437.86	\$323.96
RATHBONE	MELANIE LYNN	Police Constable	\$120,621.74	\$305.37
REBELLATO	LARRY	Detective	\$117,701.03	\$355.29

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RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
REBELO	JOSEPH FRANCESCO	Locational Administrator, Court Services	\$100,682.33	\$298.22
REDDEN	JEFFREY A.	Sergeant	\$137,008.66	\$364.26
REDDIN	KIRBY ALBERT	Sergeant	\$122,183.41	\$331.11
REDIGONDA	RICHARD J.	Sergeant	\$104,323.05	\$364.26
REDMAN	SUZANNE A.	Detective	\$103,213.06	\$355.29
REED	PHILIP K.	Staff Sergeant	\$110,759.83	\$399.50
REED	RONALD COLIN	Staff Sergeant	\$118,626.02	\$399.50
REEVES	LAWRENCE A.	Staff Sergeant	\$116,897.01	\$399.50
REGAN	DOUGLAS FREDRICK	Detective Sergeant	\$110,641.93	\$390.40
REGAN	GAIL H.	Detective	\$105,050.91	\$355.29
REGAN	PAUL FRANCIS	Police Constable	\$108,007.31	\$297.18
REID	CHAD SCOTT	Police Constable	\$106,990.71	\$317.03
REID	JONATHAN DOUGLAS	Detective	\$144,194.51	\$368.88
REIMER	KENNETH BRIAN	Detective	\$104,315.05	\$355.29
REKHI	JASDEEP	Police Constable	\$102,440.33	\$306.96
REMY	SMEDLEY ANTHONY	Sergeant	\$106,051.83	\$355.29
RENNIE	ALEXANDER M.	Detective	\$115,180.02	\$364.26
RENNIE	JASON DOUGLAS	Police Constable	\$101,198.36	\$297.18
REYNOLDS	JASON DAVID	Police Constable	\$101,348.31	\$305.37
REYNOLDS	STEPHEN THOMAS	Staff Sergeant	\$113,619.61	\$399.50
RICCI	CHARLES MICHAEL	Detective	\$109,465.07	\$345.93
RICCIARDI	MARCO	Police Constable	\$115,070.86	\$307.71
RICHARDS	CLIVE A.	Staff Sergeant	\$120,417.03	\$399.50
RICHARDSON	ANDREW J.	Sergeant	\$101,054.24	\$355.29
RICHARDSON	MAXWELL C.	Sergeant	\$109,031.38	\$364.26
RICHARDSON	SANDRA E.	Inspector	\$129,095.79	\$446.39
RICHMOND	MICHAEL KENNETH	Staff Sergeant	\$108,169.91	\$379.60
RIDDELL	ALAN	Detective Sergeant	\$113,197.15	\$399.50
RIDDELL	LINDSAY DIANA	Police Constable	\$106,271.25	\$316.68
RIEL	JEFFERY JAMES	Police Constable	\$102,227.36	\$305.37
RIETKOETTER	SETH ANDREW	Police Constable	\$101,773.99	\$296.05
RINKOFF	PAUL BARRY	Sergeant	\$120,513.78	\$338.50
RIPCO	MARK S.	Detective	\$103,848.87	\$364.26
RIVIERE	ANTHONY FRANCIS	Inspector	\$131,346.54	\$651.79
ROBERTS	DAVID J.	Detective	\$104,380.70	\$364.26
ROBERTS	SCOTT I.	Staff Sergeant	\$119,672.54	\$399.50
ROBINSON	DANIEL A.	Detective	\$134,447.04	\$355.29
ROBINSON	MORGAN H.	Detective Sergeant	\$116,151.30	\$382.05
ROBITAILLE	PATRICK ANTOINE	Sergeant	\$102,295.70	\$337.35
RODGERS	WILLIAM M.	Police Constable	\$103,218.93	\$323.96
ROGAN	RUSSELL MALCOLM	Police Constable	\$102,627.52	\$297.18
ROHDE	DANNY WILLIAM	Police Constable	\$109,311.00	\$305.37
ROMAIN	JEAN-BERNARD	Sergeant	\$106,615.49	\$355.29
ROMANO	ANTHONY STEFANO	Police Constable	\$103,814.74	\$318.43
ROONEY	NIGEL PATRICK	Police Constable	\$102,771.24	\$325.65

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RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
ROSE	DOUGLAS GRANT	Sergeant	\$129,060.59	\$355.29
ROSENBERG	HOWARD M.	Police Constable	\$146,768.37	\$317.12
ROSETO	EGIDIO D.	Inspector	\$125,530.80	\$441.32
ROSINA	MICHAEL DREW	Sergeant	\$102,663.93	\$355.29
ROSS	KEITH C.	Police Constable	\$105,390.45	\$335.01
ROSS	SCOTT JEREMY	Police Constable	\$114,306.29	\$325.65
ROSSANO	JOHN BENITO	Sergeant	\$118,589.18	\$355.29
ROSSEL	RICHARD ALBERT	Police Constable	\$101,995.89	\$335.01
ROSSI	KIMBERLY DAWN	Manager, Parking Support Services	\$114,284.46	\$577.45
ROUETTE	JOSEPH MICHEL	Sergeant	\$107,940.17	\$364.26
ROUTH	MATTHEW AARON	Sergeant	\$101,792.28	\$335.79
ROWSOME	RICHARD DAVID	Sergeant	\$105,407.38	\$333.45
ROY	SHAUN DOUGLAS	Police Constable	\$111,951.33	\$297.18
ROZARIO	CONRAD GEORGE	Police Constable	\$106,922.73	\$325.65
RUBBINI	DAVID R.	Police Constable	\$126,457.01	\$323.96
RUDNICK	JOANNE LINDA	Staff Sergeant	\$108,082.60	\$390.40
RUFFINO	STEPHEN P.	Detective	\$113,252.81	\$364.26
RUFFOLO	FRANK	Staff Inspector	\$139,226.99	\$12,328.43
RUHL	CHRISTOPHER KEITH	Police Constable	\$106,282.53	\$309.65
RUMNEY	TRACI GWENDOLYN	Police Constable	\$107,647.11	\$325.65
RUSSELL	RYAN JOSEPH	Sergeant	\$103,659.63	\$332.67
RUSSELL	THOMAS R.	Superintendent	\$146,091.20	\$11,508.80
RUTTNER	ALEXANDER H.	Police Constable	\$131,393.44	\$314.60
RYAN	DONALD W.	Sergeant	\$109,559.70	\$322.02
RYAN	ERNEST WESLEY	Superintendent	\$150,259.86	\$11,718.50
RYAN	JENNIFER B.	Detective	\$117,771.59	\$355.29
RYAN	RICHARD K.	Detective	\$119,386.16	\$355.29
RYAN	STEPHEN CHARLES	Detective Sergeant	\$107,018.91	\$390.40
RYDZIK	DAVID BRIAN	Staff Sergeant	\$112,788.21	\$390.40
SABADICS	DANIEL J.	Staff Sergeant	\$116,240.06	\$395.65
SABADIN	MICHAEL ALEXANDER	Police Constable	\$121,685.66	\$325.65
SADEGHI	AZADEH	Police Constable	\$100,417.22	\$297.18
SADLER	STEPHEN T.	Sergeant	\$121,509.62	\$355.29
SAGER	LAWRENCE H.	Sergeant	\$106,859.78	\$355.29
SAGGI	SHARNJIT SINGH	Police Constable	\$110,089.35	\$297.18
SAMM	SAMUEL JUNIOR	Sergeant	\$113,560.90	\$355.29
SAMMUT	DAVID B.	Sergeant	\$120,604.39	\$355.29
SAMSON	JEREMY CALVIN	Police Constable	\$107,052.52	\$297.18
SAMUEL	GLENN A.	Detective	\$105,976.51	\$364.26
SAMUELS	ROBERT O.	Sergeant	\$103,533.20	\$363.21
SAN PEDRO	MANUEL D.	Police Constable	\$104,376.33	\$335.01
SANDEMAN	JOHN MICHAEL	Manager, Video Services	\$139,259.90	\$709.55
SANDERS	DAVID K.	Sergeant	\$108,604.94	\$364.26
SANDERS	NEIL GREGORY	Police Constable	\$145,105.57	\$305.37
SANDFORD	JUDY MARY	Manager, Records Management	\$126,799.81	\$645.14

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RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
SANDFORD	ROBERT C.	Detective	\$104,308.68	\$364.26
SANGHA	HARJIT SINGH	Police Constable	\$101,127.77	\$335.01
SANSOM	DOUGLAS P.	Detective	\$113,586.78	\$364.26
SANSON	CHERYL-ANNE	Detective	\$102,053.60	\$364.26
SANTIZO ORANTES	NELSON ALFREDO	Police Constable	\$104,432.04	\$297.18
SAPSFORD	IAN DOUGLAS	Police Constable	\$114,215.30	\$325.65
SARDELLA	GLENN DONATO	Sergeant	\$116,446.45	\$345.93
SARGENT	CHRISTOPHER SEAN	Sergeant	\$100,837.55	\$355.29
SARJOO	KEVIN RAMROOP	Police Constable	\$105,392.00	\$297.18
SATTZ	STEVEN T.	Sergeant	\$102,472.19	\$364.26
SAUNDERS	DAVID B.	Inspector	\$132,035.97	\$654.59
SAUNDERS	MARK A.	Staff Inspector	\$134,461.26	\$6,573.91
SAVILLE	JASON LESLIE	Police Constable	\$109,530.30	\$297.53
SAVINO	LEONARDO	Police Constable	\$109,131.04	\$305.37
SAWYER	ANDREW LESLIE	Detective	\$100,183.96	\$355.29
SCANLAN	KIMBERLY LYN	Detective Sergeant	\$107,154.07	\$390.40
SCHAFHAUSER	HANS PETER	Police Constable	\$105,221.40	\$305.37
SCHERK	CHRISTOPHER B.	Detective	\$125,129.93	\$355.29
SCHMIDT	JON	Staff Sergeant	\$113,070.74	\$399.50
SCHNEIDER	ANDREW H.	Staff Sergeant	\$123,945.00	\$399.50
SCHOFIELD	GLENN D.	Detective	\$103,280.13	\$355.29
SCHUEDER	MARK A.	Detective	\$120,882.02	\$364.26
SCHULZE	FRANK THOMAS	Police Constable	\$107,693.18	\$323.96
SCOTT	ALYN N.	Staff Sergeant	\$109,515.96	\$322.21
SCOTT	DWAYNE M.	Police Constable	\$105,299.95	\$335.01
SCOTT	GORDON L.	Sergeant	\$108,779.03	\$364.26
SCRIVEN	PATRICK A.	Sergeant	\$108,296.44	\$364.26
SCUDDS	PAUL D.	Staff Sergeant	\$113,245.95	\$399.50
SEABROOK	KRISTINE ANN	Police Constable	\$115,926.23	\$322.93
SEARLES	TREVOR A.	Sergeant	\$101,976.68	\$355.29
SEDORE	KEVIN ARTHUR	Detective	\$106,298.44	\$345.93
SELDON	WILLIAM J.	Detective Sergeant	\$119,325.42	\$399.50
SEN	TAPAN KUMAR	Project Leader, Information Technology Services	\$114,582.00	\$379.08
SEREMETKOVSKI	KATHLIN	Police Constable	\$115,486.22	\$319.83
SERRANO	MATTHEW ANTONIO	Police Constable	\$103,246.87	\$297.18
SERROUL	GORDON DAVID	Sergeant	\$100,091.02	\$364.26
SEXSMITH	DONALD E.	Police Constable	\$110,580.67	\$344.24
SHANAHAN	MICHAEL J.	Detective	\$100,109.77	\$364.26
SHAND	JOSEPH EDWARD	Police Constable	\$105,441.32	\$297.18
SHANK	RICHARD T.	Detective	\$117,906.14	\$355.29
SHANKARAN	JASON RAJESH	Sergeant	\$101,900.49	\$345.93
SHAW	ANDREW DOUGLAS	Sergeant	\$120,969.37	\$355.29
SHAW	DAVID JOHN	Sergeant	\$104,551.88	\$355.29
SHAW	KATHLEEN J.	Staff Sergeant	\$108,055.31	\$360.79
SHAW	MARY L.	Staff Sergeant	\$108,192.58	\$399.50

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RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
SHAW	WILLIAM R.	Police Constable	\$106,231.92	\$344.24
SHEPHERD	JAIME	Police Constable	\$104,930.65	\$335.01
SHEPPARD	DANIEL J.	Detective Sergeant	\$129,680.84	\$399.50
SHETTY	VIJAY RAMESH	Police Constable	\$100,898.93	\$325.65
SHIELDS	GAIL PATRICIA	Police Constable	\$101,865.59	\$285.22
SHIRLOW	ROBERT J.	Detective Sergeant	\$118,598.57	\$399.50
SHREVE	CLARENCE BLAKE	Staff Sergeant	\$114,499.21	\$399.50
SHULGA	JOHN T.	Police Constable	\$101,266.42	\$323.96
SIDHU	GORPAL SINGH	Sergeant	\$103,995.76	\$355.29
SIDORA	TERRY M.	Sergeant	\$106,420.01	\$364.26
SIEVERS	JOHN H.	Sergeant	\$112,461.41	\$355.29
SILLIKER	GARRY E.	Staff Sergeant	\$121,842.87	\$399.50
SIMAKOV	ALEXANDER DAVID	Police Constable	\$103,394.71	\$305.37
SIMAS	SERGIO	Police Constable	\$108,439.54	\$297.18
SIMON	DUANE A.	Police Constable	\$107,692.62	\$314.60
SIMPKINS	DAVID	Staff Sergeant	\$112,620.09	\$399.50
SIMS	ANDREW MICHAEL	Police Constable	\$115,256.97	\$290.81
SINCLAIR	LARRY WILLIAM	Staff Inspector	\$139,226.99	\$8,266.19
SINGH	AMARJIT PURBA	Police Constable	\$111,747.35	\$314.60
SINGH	AMRITPAL	Senior Technical Analyst, Information Technology Services	\$128,938.18	\$305.08
SINGH	ANGADVIR	Sergeant	\$103,263.84	\$345.93
SINOPOLI	DOMENIC	Detective	\$120,959.21	\$359.37
SISK	DARREN T.	Detective	\$105,547.89	\$355.29
SKINNER	KELLY SIMONE	Sergeant	\$114,028.28	\$337.35
SKINNER	ROBERT T.	Staff Sergeant	\$120,147.91	\$399.50
SKINNER	RONALD GARY	Sergeant	\$102,838.77	\$364.26
SKUBIC	FRANK	Detective Sergeant	\$137,722.59	\$399.50
SLAVEN	WILLIAM J.	Police Constable	\$107,938.05	\$344.24
SLOLY	PETER JOHN	Deputy Chief	\$199,344.97	\$1,828.78
SMALL	BRYAN GEORGE	Police Constable	\$103,233.67	\$316.68
SMALL	VERNON D.	Detective	\$118,296.28	\$364.26
SMISSEN	JOHN MICHAEL	Police Constable	\$119,654.12	\$325.65
SMIT	BRIAN JOHN	Sergeant	\$129,420.39	\$364.26
SMITH	ANTHONY CHARLES	Detective Sergeant	\$101,207.53	\$322.21
SMITH	ANTOINETTE CHARLENE	Police Constable	\$100,791.78	\$325.65
SMITH	BRIAN J.	Detective	\$102,596.65	\$355.29
SMITH	DEAN LARENY	Police Constable	\$104,252.66	\$335.01
SMITH	FREDERICK D.	Staff Superintendent	\$158,115.46	\$14,986.76
SMITH	HUNTER WELLINGTON	Detective	\$104,788.94	\$345.93
SMITH	KEITH W.	Staff Sergeant	\$115,933.84	\$399.50
SMITH	KRISTY JANE	Police Constable	\$110,431.64	\$325.65
SMITH	LAWRENCE G.	Police Constable	\$114,695.86	\$344.24
SMITH	LAWRENCE OLIVER	Staff Sergeant	\$102,514.40	\$368.83
SMITH	MICHAEL WAYNE	Manager, Equipment and Supply	\$129,111.39	\$655.47
SMITH	RANDOLPH W.	Inspector	\$131,346.54	\$651.79

APPENDIX A

RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
SMITH	RAYMOND ERNEST	Project Leader, Information Technology Services	\$102,562.06	\$379.08
SMITH	STEPHEN PATRICK	Detective	\$114,342.51	\$345.93
SMITH	STEVEN D.	Detective	\$120,066.81	\$355.29
SMITH	WILLIAM JAMES	Police Constable	\$101,352.88	\$320.84
SMYTH	CRAIG CHARLES	Supervisor, Video Services	\$119,654.64	\$401.18
SMYTHE	KAREN GRACE	Staff Sergeant	\$105,614.23	\$390.40
SMYTHE	KENT N.	Detective	\$103,805.74	\$355.29
SNEDDON	GORDON D.	Inspector	\$132,035.97	\$654.59
SOBOTKA	JANET MARIE	Detective	\$105,674.67	\$355.29
SOBOTKA	KARL S.	Detective Sergeant	\$129,696.59	\$399.50
SOMERS	CRAIG ALLAN	Sergeant	\$108,166.89	\$345.93
SONDERGAARD	NIELS E.	Detective Sergeant	\$111,535.44	\$399.50
SONDHI	SANJAY	Police Constable	\$104,267.89	\$307.32
SORGO	ROY P.	Detective	\$101,376.10	\$363.21
SOUSA	PAUL ALEXANDRE	Police Constable	\$106,814.75	\$297.18
SOUSA-GUTHRIE	JONI J.	Sergeant	\$102,718.93	\$355.29
SOVA	DANIEL G.	Sergeant	\$111,349.43	\$355.29
SOVA	DEBORAH	Sergeant	\$112,493.52	\$355.29
SPANTON	JOHN W.	Staff Sergeant	\$118,176.95	\$399.50
SPENCER	ENNIS STEWART	Sergeant	\$108,587.78	\$345.93
SPENCER	JASON GUEVARA	Police Constable	\$110,912.63	\$325.65
SPENCER	LAURA ELIZABETH	Police Constable	\$106,211.85	\$297.18
SPENCER	WAYNE	Police Constable	\$104,996.38	\$323.96
SPITZIG	GERARD M.	Police Constable	\$104,434.00	\$335.01
SPRATT	ALAN D.	Detective	\$109,946.99	\$364.26
SPRATT	SCOTT EDWARD	Staff Sergeant	\$103,931.99	\$368.83
SPRIGGS	BRETT HAROLD	Police Constable	\$118,814.21	\$325.65
SPROXTON	ROBERT J.	Detective Sergeant	\$111,745.01	\$399.50
SPURLING	PETER R.	Sergeant	\$121,727.77	\$364.26
ST JEAN	DUANE MARVIN	Police Constable	\$118,644.31	\$325.65
STANLEY	WILLIAM M.	Detective Sergeant	\$112,134.97	\$399.50
STAPLETON	BRADLEY THOMAS	Detective	\$101,970.25	\$345.93
STASIAK	LESZEK EDWARD	Detective Sergeant	\$108,023.23	\$399.50
STE-CROIX	BRADLEY G.	Police Constable	\$111,677.78	\$335.01
STEEVES	THOMAS WARREN	Police Constable	\$110,437.85	\$325.65
STEFFLER	RODNEY MORRIS	Police Constable	\$106,147.62	\$297.18
STEHOUWER	PETER	Sergeant	\$122,293.06	\$364.26
STEIN	WARREN MARK	Sergeant	\$105,484.43	\$345.93
STEINWALL	ANDREW TREVOR	Sergeant	\$108,179.49	\$337.35
STEPANENKO	ELENA	Police Constable	\$105,165.60	\$297.96
STERN	CHARLES ANDREW	Sergeant	\$106,691.04	\$355.29
STEVENS	JOHN E.	Sergeant	\$106,359.86	\$355.29
STEVENSON	BRENDAN LEIGH	Police Constable	\$125,427.50	\$316.68
STEVENSON	KEVIN GLENN	Police Constable	\$101,443.68	\$296.05
STEVENSON	SHANE	Sergeant	\$115,678.38	\$355.29

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RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
STEWART	COLIN ALEXANDER	Police Constable	\$100,391.90	\$325.65
STEWART	ROBERT S.	Detective Sergeant	\$112,629.58	\$388.70
STEWART	TERRY D.	Detective	\$107,710.06	\$364.26
STEWART	TINA MARIE	Detective	\$100,447.50	\$364.26
STIBBE	CLINTON RODNEY	Police Constable	\$107,918.89	\$305.37
STIBBE	ROBERT LEE	Police Constable	\$107,932.63	\$325.65
STINSON	ANDREW GORDON	Detective	\$118,176.34	\$345.93
STIRLING	ROBERT D.	Sergeant	\$105,380.98	\$364.26
STOCKWELL	SEAN PAUL	Police Constable	\$124,659.04	\$314.31
STOJIC	NENAD	Police Constable	\$117,937.37	\$303.13
STOKER	MICHAEL BLAKE	Police Constable	\$100,190.69	\$335.01
STOLF	ROBERT GUIDO	Police Constable	\$118,694.74	\$325.65
STONE	CHRISTOPHER S.	Police Constable	\$105,539.60	\$316.94
STONE	TERENCE N.	Police Constable	\$112,182.73	\$323.96
STONES	MICHAEL D.	Staff Sergeant	\$114,599.68	\$399.50
STOREY	TODD MELVYN	Police Constable	\$109,084.42	\$325.65
STOYKO	SANDRA LOUISE	Police Constable	\$102,844.16	\$297.18
STRAIN	ROBERT JAMES	Detective	\$107,567.65	\$364.26
STRANGWAYS	PAUL ROBERT	Police Constable	\$111,684.55	\$335.01
STRATFORD	IAN M.	Staff Sergeant	\$111,408.66	\$399.50
STRAVER	LAWRENCE	Sergeant	\$104,189.74	\$363.21
STROBLE	REUBEN	Staff Sergeant	\$117,872.75	\$390.40
STRONACH	MICHELLE LOUISE	Manager, Project Management Office	\$150,249.42	\$537.56
STRONG	DAVIS DUDLEY	Senior Technical Analyst, Information Technology Services	\$108,670.70	\$350.75
STUBBINGS	RICHARD B.	Superintendent	\$150,402.02	\$8,637.24
STYRA	DANA TERESE	Manager, Quality Assurance	\$133,964.40	\$709.55
SUDDER	KEVIN J.	Staff Sergeant	\$149,668.15	\$399.50
SUKH	EMMANUEL R.	Police Constable	\$111,546.78	\$323.96
SUKUMARAN	RAJEEV P.	Detective	\$132,843.64	\$355.29
SUMAISAR	TOM NILAN	Police Constable	\$102,627.13	\$325.65
SUONGAS	CHRIS	Sergeant	\$103,812.16	\$357.67
SURPHLIS	DOUGLAS C.	Detective	\$111,478.93	\$363.21
SUTCLIFFE	DARRIN HERBERT	Detective	\$102,262.59	\$355.29
SUTTON	DANIEL A.	Sergeant	\$101,721.30	\$364.26
SUTTON	SEAN MATTHEW	Police Constable	\$112,822.30	\$316.23
SVITAK	PETER J.	Police Constable	\$111,797.50	\$323.96
SWACKHAMER	BRENT W.	Sergeant	\$113,184.24	\$355.29
SWART	ROGER JOHN	Police Constable	\$109,791.93	\$325.65
SWEENIE	PAUL MARTIN	Sergeant	\$117,036.28	\$345.93
SYRMBOS	TOM ANASTASIOS	Police Constable	\$110,486.64	\$325.65
SZKOTAK	MARIUSZ	Police Constable	\$105,726.80	\$325.65
TABOROWSKI	ROBERT JOSEPH	Police Constable	\$102,429.98	\$297.18
TAIT	ADRIAN WILLIAM	Police Constable	\$101,231.54	\$297.53
TAIT	KEITH HAMILTON	Police Constable	\$108,479.11	\$323.96
TAIT	PAUL LEONARD	Police Constable	\$123,043.32	\$297.18

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RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
TALBOT	DARRYL THOMAS	Detective	\$117,760.64	\$355.29
TAM	WING H.	Police Constable	\$108,444.56	\$314.60
TAN	MARK ANTHONY	Police Constable	\$104,726.95	\$316.68
TANABE	SHINGO OLIVER	Police Constable	\$119,260.18	\$325.65
TANNAHILL	DARLA	Sergeant	\$100,507.75	\$355.29
TANOUE	JOHNNY K.	Superintendent	\$146,386.58	\$11,401.17
TAPLEY	RONALD M.	Staff Sergeant	\$115,996.16	\$399.50
TAURO	KEITH GERARD	Police Constable	\$109,572.92	\$297.18
TAVARES	JEFFERY DA	Police Constable	\$114,157.34	\$325.65
TAVERNER	RONALD EDWARD	Superintendent	\$150,259.86	\$16,286.46
TAYLOR	BRYN MICHELLE	Police Constable	\$103,186.53	\$325.65
TAYLOR	CHERYL L.	Detective	\$105,177.18	\$364.26
TAYLOR	JASON PETER	Police Constable	\$113,802.07	\$325.65
TAYLOR	JEFF C.	Police Constable	\$111,028.12	\$323.96
TAYLOR	JEFFREY C.	Staff Sergeant	\$108,053.86	\$390.40
TAYLOR	KENNETH W.	Staff Sergeant	\$114,014.91	\$399.50
TAYLOR	ROBERT ALLISTER	Police Constable	\$100,362.29	\$296.05
TAYLOR	SCOTT DAVID	Police Constable	\$116,209.41	\$319.41
TEDFORD	STEVEN THOMAS	Sergeant	\$105,714.63	\$355.29
TEEFT	NADINE ALICE	Police Constable	\$105,510.87	\$335.01
TEIXEIRA	MARIO JORGE	Sergeant	\$105,594.35	\$355.29
THAI	THANH K.	Police Constable	\$104,318.79	\$335.01
THAYALAN	SARATH	Police Constable	\$109,962.84	\$297.18
THERIAULT	ANGELA	Sergeant	\$100,587.14	\$359.37
THERIAULT	DONALD J.	Detective	\$117,218.95	\$355.29
THERIAULT	JOHN	Detective	\$111,833.02	\$364.26
THERRIEN	ALLAN E.	Police Constable	\$107,798.55	\$323.96
THIBODEAU	JOHN ROBERT	Detective	\$110,130.61	\$355.29
THOMAS	CLAUDINE ANNE-MARIE	Sergeant	\$104,200.04	\$355.29
THOMAS	LEROY A.	Police Constable	\$102,321.37	\$323.96
THOMAS	MICHAEL J.	Police Constable	\$107,120.90	\$335.01
THOMAS	ROBERT E.	Detective	\$103,277.83	\$355.29
THOMAS	SONIA A.	Staff Sergeant	\$113,770.25	\$399.50
THOMAS	SYDNEY	Staff Sergeant	\$107,165.35	\$395.65
THOMPSON	ELSIE TINA	Supervisor, Systems Hardware and Software	\$107,397.94	\$379.08
THOMPSON	MARLAND FINLAY	Police Constable	\$115,210.94	\$325.65
THOMPSON	MICHAEL ALLISTER	Police Constable	\$103,179.85	\$287.79
THOMPSON	MICHAEL B.	Police Constable	\$166,095.43	\$323.96
THOMPSON	PAUL ANTHONY	Police Constable	\$106,411.82	\$305.37
THOMPSON	WAYNE W.	Police Constable	\$104,825.58	\$323.96
THOMS	HEATHER BERNADETTE	Manager, Computer Operations	\$114,231.74	\$577.45
THOMSON	ALLAN JOHN	Detective	\$112,383.62	\$355.29
THORNE	RONALD J.	Sergeant	\$117,207.37	\$364.26
THORNTON	AMANDA DORIS	Sergeant	\$104,166.50	\$337.35
THORPE	GREGORY JOSEPH	Staff Sergeant	\$134,764.64	\$390.40

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RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
TILLEY	MARK T.	Staff Sergeant	\$111,326.98	\$399.50
TINNEY	HARLEN D.	Sergeant	\$105,909.01	\$328.77
TJERKSTRA	ROELOF R.	Sergeant	\$102,568.58	\$364.26
TOBIN	JACQUELINE MADELINE	Police Constable	\$102,361.44	\$318.61
TOBIN	ROBERT J.	Sergeant	\$105,149.34	\$355.29
TOHM	DARIK GORDON	Police Constable	\$102,458.30	\$314.60
TOMASZEWSKI	MARCIN ROBERT	Police Constable	\$127,233.98	\$297.18
TOUT	JEFFREY SHAWN	Police Constable	\$100,021.81	\$305.37
TRACEY	CHRISTOPHER JAMES-ALBERT	Sergeant	\$113,888.09	\$337.35
TRACEY	MARK ROBERT	Sergeant	\$109,318.22	\$355.29
TRACY	STEVEN J.	Detective Sergeant	\$118,491.58	\$399.50
TRAMONTOZZI	NUNZIATO D.	Detective	\$137,756.12	\$355.29
TRANter	JAMES GEORGE	Detective	\$107,665.38	\$364.26
TRENOUTH	BRADLEY ROBERT	Police Constable	\$116,785.82	\$296.05
TRETTER	MADELAINE L.	Detective Sergeant	\$108,784.59	\$399.50
TRITES	CHRISTOPHER G.	Detective	\$108,295.60	\$355.29
TROINA	BENEDETTO	Sergeant	\$100,258.06	\$364.26
TROTMAN	KENNETH R.	Sergeant	\$103,906.45	\$364.26
TROUP	PETER D.	Staff Sergeant	\$125,387.25	\$388.70
TRUBECKI	ROBERT J.	Detective	\$104,546.77	\$364.26
TRUEMAN	MAUREEN ANN	Police Constable	\$103,615.43	\$335.01
TSERING	TENZIN CHODON	Police Constable	\$105,143.06	\$325.65
TSIANOS	DIMITRIOS	Police Constable	\$110,320.64	\$325.65
TSO	WING-IP V	Sergeant	\$110,029.67	\$355.29
TU	BINH TU	Police Constable	\$103,704.10	\$302.64
TUCKER	BRIAN DOUGLAS	Senior Technical Analyst, Information Technology Services	\$107,954.82	\$350.75
TULIPANO	ROSARIO A.	Staff Sergeant	\$113,945.04	\$399.50
TULLI	KEVIN WILLIAM	Police Constable	\$102,964.35	\$319.33
TUPLING	ANN-MARIE	Sergeant	\$101,199.22	\$350.61
TURNBULL	RONALD JAMES	Systems Integration Specialist	\$108,862.68	\$379.08
TURZA	JANICE E.	Sergeant	\$113,931.85	\$364.26
TUTCHENER	GARY D.	Staff Sergeant	\$112,396.49	\$399.50
TYMBURSKI	EDWARD S.	Staff Sergeant	\$111,606.04	\$399.50
TYNKALUK	DEAN ALLAN	Sergeant	\$102,496.11	\$355.29
UHRICH	ALLAN JOSEPH	Sergeant	\$128,263.25	\$355.29
UPPAL	VISHAL	Police Constable	\$111,113.83	\$305.37
URBANIAK	THOMAS R.	Sergeant	\$110,554.55	\$356.99
URE	JAMES ANDREW	Police Constable	\$104,699.48	\$314.60
URKOSKY	BRIAN WILLIAM	Police Constable	\$109,338.76	\$325.65
VALENTINI	ENZO-LORETO	Police Constable	\$100,208.80	\$305.37
VALERIO	JOHN B.	Detective	\$101,739.36	\$355.29
VALLES	SHEHARA M.	Detective	\$117,806.52	\$364.26
VAN ANDEL	PHILLIP GEORGE	Staff Sergeant	\$119,865.68	\$399.50
VAN DER KRABBen	STEVEN JOHN	Police Constable	\$112,729.53	\$322.93

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RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
VAN SCHUBERT	KEVIN JOHN	Sergeant	\$130,069.69	\$355.29
VAN SETERS	PAUL J.	Police Constable	\$127,991.77	\$323.96
VAN TOL	MICHAEL ROBERT	Police Constable	\$102,752.21	\$297.18
VAN VEGHEL	NANCY	Detective	\$128,912.13	\$364.26
VANDALL	MARTIN PHILIP	Sergeant	\$103,101.55	\$364.26
VANDENBRINK	HENDRIK C.	Sergeant	\$103,618.28	\$364.26
VANDER BYL	TECLA H.	Police Constable	\$100,612.21	\$323.96
VANDER HEYDEN	JUSTIN WILLIAM	Detective	\$121,823.60	\$345.93
VANDER MEER	ELENA NICOLE	Police Constable	\$102,014.86	\$325.65
VANDERHART	GREGORY E.	Police Constable	\$104,104.33	\$323.96
VANGO	PATRICIA ANNE	Police Constable	\$100,685.76	\$305.37
VAYANI	SHAFIQ ABDUL	Police Constable	\$101,150.51	\$293.09
VEIT	OSWALD J.	Sergeant	\$110,779.38	\$355.29
VELAUTHAM	KARTHIGESAN	Sergeant	\$112,743.69	\$355.29
VELLA	TONYO	Police Constable	\$102,339.26	\$305.37
VELLEND TAYLOR	KATHARINE J.	Sergeant	\$107,909.13	\$364.26
VENDRAMINI	LUIGI	Sergeant	\$106,828.66	\$364.26
VENEZIANO	TONY	Chief Administrative Officer	\$224,984.38	\$13,137.60
VENN	JOANNE MICHELE	Sergeant	\$103,142.17	\$355.29
VENTURA	JOSEPH	Locational Administrator, Court Services	\$101,824.69	\$298.22
VERDOOLD	LANCE SCOTT	Police Constable	\$124,307.46	\$314.60
VERISSIMO	JOE DINIS	Police Constable	\$102,199.91	\$325.65
VERSPEETEN	BRADLEY DENNIS	Police Constable	\$111,250.66	\$297.18
VERWEY	ALBERT J.	Detective	\$122,068.99	\$364.26
VICKERS	DAVID S.	Inspector	\$129,733.47	\$640.53
VIEIRA	ABILIO D.	Staff Sergeant	\$115,160.91	\$399.50
VIEIRA	LARRY GIL	Police Constable	\$105,537.35	\$316.68
VIGNA	RITA ELSA	Assistant Manager, Records Management Operations	\$104,975.23	\$486.99
VILLANI	ANTHONY	Detective	\$101,190.92	\$364.26
VILLEMAIRE	DOUGLAS STEPHEN	Police Constable	\$109,678.95	\$323.96
VILLERS	SCOTT CHARLES	Police Constable	\$115,084.82	\$325.65
VINCENT	MATTHEW EDWARD	Project Leader, Customer Service	\$104,215.35	\$379.08
VIPARI	CAROL MARIE	Corporate Psychologist	\$162,191.96	\$830.21
VIRANI	ABDULHAMEED K.	Police Constable	\$149,046.84	\$314.60
VO	THAO BA	Police Constable	\$118,306.22	\$325.65
VORVIS	PAUL J.	Inspector	\$132,035.97	\$654.59
VRUNA	MARIA A.	Detective	\$126,859.83	\$355.29
WALKER	JAMES D.	Staff Sergeant	\$114,084.61	\$399.50
WALKER	JEROME	Manager, Infrastructure and Operations Support Services	\$139,259.90	\$497.00
WALKER	JOHN P.	Sergeant	\$109,547.57	\$364.26
WALKER	KELLY LYNN	Senior Operations Supervisor	\$106,240.97	\$324.48
WALKER	MARK DOYLE	Police Constable	\$109,561.15	\$311.23
WALKER	SCOTT JAMES	Police Constable	\$117,865.72	\$297.18
WALLACE	JAMES W.	Police Constable	\$142,644.88	\$323.96

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RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
WALLACE	JOHN DAVID	Police Constable	\$115,276.59	\$319.83
WALLACE	ROBERT BOYD	Police Constable	\$117,592.88	\$319.83
WALSH	MARK J.	Detective	\$106,055.84	\$364.26
WALSH	SUZANNE MARIE	Staff Sergeant	\$124,769.01	\$399.50
WALTERS	GREGORY A.	Detective	\$120,142.22	\$355.29
WALTERS	MICHAEL J.	Sergeant	\$107,689.81	\$364.26
WANG	BENYU	Senior Radio and Electronics Technician	\$107,633.03	\$280.81
WANNAMAKER	JEFFREY MICHAEL	Police Constable	\$108,566.03	\$318.61
WARD	KEVIN WALTER	Police Constable	\$111,601.69	\$287.01
WARD	PAUL S.	Detective	\$134,554.67	\$355.29
WARD	PETER C.	Police Constable	\$100,128.98	\$344.24
WARD	VANESSA E.	Detective	\$119,033.65	\$364.26
WARDLE	WILLIAM C.	Staff Inspector	\$139,226.99	\$9,608.75
WARNOCK	MARTIN	Police Constable	\$103,104.29	\$325.65
WARR	ANTHONY JOHN	Deputy Chief	\$224,939.02	\$17,432.52
WARRENER	ROBERT JOSEPH	Police Constable	\$110,768.29	\$325.65
WATERS	JASON ROY	Sergeant	\$104,102.84	\$345.93
WATKINS	KERRY G.	Detective	\$103,380.77	\$357.67
WATSON	IAN ANDREW	Police Constable	\$112,218.75	\$325.65
WATSON	LUKE ALEXANDER	Police Constable	\$101,958.81	\$322.93
WATTS	GREGORY MILES	Detective	\$100,713.89	\$345.93
WATTS	STEVEN MARK	Detective	\$124,504.27	\$355.29
WAUCHOPE	LIAM	Police Constable	\$114,384.38	\$325.65
WEBSTER	DAVID GREGORY	Detective	\$106,934.12	\$355.29
WEHBY	PETER MICHAEL	Detective	\$112,513.65	\$345.93
WEIDMARK	ARTHUR S.	Inspector	\$132,035.97	\$654.59
WELLER	RICHARD ANTHONY	Police Constable	\$108,120.35	\$335.01
WELLS	DAVID ARCHER	Police Constable	\$100,250.11	\$315.59
WEST	JACK A.	Sergeant	\$112,063.50	\$364.26
WESTELL	CLINTON JON	Police Constable	\$100,667.44	\$325.65
WESTERVELT	VICKI ANN	Police Constable	\$106,546.29	\$325.65
WHALEN	CHRISTOPHER ANDREW	Police Constable	\$101,684.01	\$318.25
WHALEN	ROBERT E.	Detective	\$111,265.39	\$355.29
WHEALY	GORDON R.	Staff Sergeant	\$134,821.38	\$399.50
WHEELER	CHRISTOPHER J.	Police Constable	\$116,214.12	\$314.60
WHITE	CATHERINE MARLENE	Sergeant	\$111,193.45	\$355.29
WHITE	CHRISTOPHER W.	Superintendent	\$150,259.86	\$13,050.22
WHITE	CRISALIDA MARIE	Manager, Staffing and Recruitment	\$129,111.39	\$655.47
WHITE	DEIDRA DENISE	Manager, Customer Service, Information Technology	\$138,553.27	\$706.99
WHITE	DONALD GERALD	Police Constable	\$113,166.19	\$325.65
WHITE	JOHN A.	Detective Sergeant	\$116,752.98	\$399.50
WHITE	KEVIN B.	Sergeant	\$153,330.26	\$364.26
WHITE	MARILYN EDNA	Detective	\$106,064.93	\$363.58
WHITE	PAUL E.	Sergeant	\$112,074.49	\$364.26
WHITE	RUTH W.	Superintendent	\$150,259.86	\$14,069.94

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RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
WHITLA	RONALD G.	Detective	\$104,217.63	\$364.26
WHITTEMORE	SCOTT F.	Detective	\$129,642.93	\$355.29
WHITTLE	ROY	Staff Inspector	\$139,226.99	\$12,506.03
WHITWORTH	ERNEST J.	Detective Sergeant	\$117,475.57	\$394.60
WHYNOT	CARROL ANNE	Senior Corporate Planner	\$129,111.39	\$459.29
WIGGERMANN	SVEN	Police Constable	\$103,328.02	\$297.18
WIGHTON	MATTHEW STEWART	Police Constable	\$106,325.32	\$305.37
WILCOX	JANE E.	Staff Superintendent	\$158,005.89	\$7,823.50
WILDEBOER	PAUL R.	Police Constable	\$107,355.59	\$342.68
WILEY	JEROME	Criminal and Corporate Counsel	\$177,610.15	\$7,875.44
WILKINSON	ROBERT E.	Detective	\$102,145.62	\$364.26
WILLIAMS	ANTHONY E.	Detective	\$122,028.63	\$355.29
WILLIAMS	CAROL L.	Sergeant	\$107,355.94	\$364.26
WILLIAMS	GHERARDT F.	Detective	\$120,159.25	\$355.29
WILLIAMS	KYLE T.	Detective	\$113,125.41	\$364.26
WILLIAMS	MICHAEL R.	Police Constable	\$101,883.20	\$304.31
WILLIAMS	MICHAEL JAMES	Sergeant	\$103,362.38	\$345.93
WILLIAMS	SCOTT DOUGLAS	Human Resource Management Systems Applications Specialist	\$113,455.34	\$287.04
WILLIAMS	STEVEN THOMAS	Police Constable	\$100,153.10	\$319.83
WILLIAMSON	CHARLES H.	Police Constable	\$104,530.37	\$344.24
WILLIAMSON	SHERI LYNN	Police Constable	\$102,650.15	\$325.65
WILSON	BRADLEY MICHAEL	Police Constable	\$100,001.74	\$305.37
WILSON	DAVID W.	Sergeant	\$115,989.75	\$364.26
WILSON	DEREK SCOTT	Detective	\$101,141.14	\$355.29
WILSON	TIMOTHY S.	Detective	\$109,271.83	\$355.29
WILSON	WARREN A.	Detective Sergeant	\$114,674.52	\$399.50
WINCHESTER	JOHN B.	Police Constable	\$104,623.05	\$323.96
WINDLE	TRACY GEORGINA	Police Constable	\$105,138.54	\$297.18
WINDMOLLER	THEODORE JOHN	Sergeant	\$102,534.73	\$350.61
WINDSOR	DAVID LEE	Police Constable	\$100,512.88	\$325.65
WINTER	JEFFREY MATTHEW	Police Constable	\$107,091.54	\$317.03
WITTY	EARL D.	Superintendent	\$150,259.86	\$11,923.46
WOJDYLO	HENRYK W.	Sergeant	\$109,705.78	\$364.26
WOJTKIEWICZ	VICTOR BRUNISLAW	Police Constable	\$101,393.08	\$316.68
WOLF	RAYMOND C.	Detective	\$121,403.55	\$364.26
WOLLENZIEN	BERNHARD H.	Police Constable	\$124,023.80	\$344.24
WONG	CHUNG MAN	Sergeant	\$116,389.21	\$355.29
WONG	CONRAD EMERY	Police Constable	\$112,262.95	\$287.01
WONG	WAN-HOI M.	Police Constable	\$106,164.03	\$320.00
WONG	WINSTON WEI-HON	Sergeant	\$111,936.28	\$336.57
WOO	CHI SHING	Senior Programmer, Information Technology Services	\$116,089.00	\$320.20
WOOD	JOHN ALAN	Police Constable	\$119,553.24	\$313.95
WOOD	NANCY D.	Sergeant	\$104,573.47	\$364.26
WOODHOUSE	STEPHEN J.	Sergeant	\$111,541.20	\$354.69

APPENDIX A

RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
WOODLEY	DAVID R.	Staff Sergeant	\$128,683.76	\$399.50
WOOKEY	CHARLES B.	Detective	\$123,679.31	\$355.29
WOOLLEY	RAYMOND W.	Police Constable	\$102,692.71	\$323.96
WORDEN	PAUL HAMILTON	Detective	\$119,172.48	\$355.29
WORRELL	PHILIP Q.	Sergeant	\$105,662.00	\$355.29
WORSDALE	SHAYNE WILLIAM	Police Constable	\$103,601.10	\$305.37
WORTH	DARREN	Detective	\$119,355.65	\$345.93
WORTH	KANE WILSON	Sergeant	\$132,381.03	\$355.29
WRAY	TERRENCE W.	Detective	\$112,809.04	\$364.26
WRIGHT	JAMES A.	Police Constable	\$107,718.82	\$344.24
WRIGHT	LESTER R.	Detective	\$124,547.68	\$364.26
WRIGHT	REGINALD GEORGE	Detective	\$134,796.81	\$364.26
WRIGHT	RICHARD C.	Sergeant	\$102,577.04	\$364.26
WRONG	JASON CHRISTOPHER	Police Constable	\$105,516.29	\$314.60
WULFF	EDUARDO IGNACIO	Detective	\$107,028.88	\$355.29
WYNIA	RANDALL O.	Police Constable	\$102,576.84	\$314.60
WYNNE	TRAVERS S.	Sergeant	\$101,174.94	\$357.67
XINOS	EVAGELOS	Police Constable	\$102,256.27	\$325.65
YANG	YANJIAO	Enterprise Data Architect	\$114,231.74	\$577.45
YARDE	RYAN ANTON	Police Constable	\$108,515.15	\$326.63
YARMOLUK	DAVID GEORGE	Detective	\$111,211.88	\$355.29
YEANDLE	KIMBERLEY A.	Staff Inspector	\$134,196.25	\$5,675.00
YEO	DARREN ROY	Sergeant	\$109,772.41	\$345.93
YOUNG	BLAIN D.	Sergeant	\$131,416.68	\$355.29
YOUNG	CRAIG S.	Staff Sergeant	\$110,255.04	\$390.40
YOUNG	DEREK H.	Detective	\$102,754.49	\$364.26
YOUNG	PAUL ELIOT	Police Constable	\$102,135.74	\$305.37
YOUNG	RONALD S.	Detective Sergeant	\$120,735.06	\$388.70
YOUNG	WARREN H.	Detective	\$124,503.03	\$355.29
YOUNG	WARREN G.	Police Constable	\$109,012.27	\$344.24
YOUNGER	CHAD ANDREW	Police Constable	\$112,865.88	\$322.93
YU	CLIFFORD T.	Police Constable	\$124,578.67	\$323.96
YUEN	PETER C.	Inspector	\$132,035.97	\$458.41
YULE	ROBERT CHRISTOPHER	Police Constable	\$114,675.26	\$314.60
ZAJAC	JULIE A.	Sergeant	\$100,866.54	\$355.29
ZAMBRI	CARMELO	Sergeant	\$120,034.89	\$355.29
ZAMMIT	JEFFREY J.	Sergeant	\$135,672.69	\$363.21
ZAMPARO	DANIEL VALENTINO	Police Constable	\$109,449.34	\$325.65
ZARB	RAYMOND J.	Staff Sergeant	\$118,808.78	\$399.50
ZEBESKI	DAVID MICHAEL	Sergeant	\$106,499.22	\$345.93
ZEBROWSKI	TOMASZ	Police Constable	\$106,647.20	\$297.18
ZELENY	JOHN DARYN	Detective	\$110,161.39	\$355.29
ZELJKOVIC	EDIN	Police Constable	\$100,080.27	\$297.18
ZETTLER	MARK PAUL	Police Constable	\$103,023.15	\$341.89
ZIELENIOWSKI	STANLEY	Police Constable	\$126,339.61	\$323.96

APPENDIX A

RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
ZIVCIC	JOHN	Police Constable	\$100,167.22	\$268.22
ZOLD	JOHN	Police Constable	\$104,420.02	\$314.60
ZUBAIR	MOHAMMAD	Police Constable	\$105,632.10	\$297.18
ZUBEK	JOSEPH C.	Staff Sergeant	\$114,902.47	\$399.50
ZYCH	STEFAN F.	Police Constable	\$118,953.33	\$323.96

APPENDIX B

RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
BLAIR	WILLIAM STERLING	Chief of Police	\$325,940.14	\$3,037.54
VENEZIANO	TONY	Chief Administrative Officer	\$224,984.38	\$13,137.60
DERRY	KIM WALTER	Deputy Chief	\$224,939.02	\$13,028.32
WARR	ANTHONY JOHN	Deputy Chief	\$224,939.02	\$17,432.52
SLOLY	PETER JOHN	Deputy Chief	\$199,344.97	\$1,828.78
FEDERICO	MICHAEL G.	Deputy Chief	\$197,778.08	\$11,607.42
FORDE	KEITH LIVINGSTONE	Deputy Chief	\$192,317.58	\$11,022.80
GIROUX	GARY J.	Detective Sergeant	\$186,257.23	\$399.50
ASHMAN	AILEEN ALBERTA	Director, Human Resources	\$182,901.69	\$925.22
WILEY	JEROME	Criminal and Corporate Counsel	\$177,610.15	\$7,875.44
MACKEY	GLEN AUGUSTINE	Police Constable	\$175,135.25	\$183.28
THOMPSON	MICHAEL B.	Police Constable	\$166,095.43	\$323.96
ELLISON	WILLIAM N.	Inspector	\$162,667.82	\$578.51
CORRIE	ANTHONY DOUGLAS	Staff Superintendent	\$162,192.63	\$10,239.23
GAUTHIER	RICHARD J.	Staff Superintendent	\$162,192.63	\$11,134.71
MCGUIRE	JEFFREY L.	Staff Superintendent	\$162,192.63	\$10,412.31
CRISTOFARO	ANGELO	Director, Finance and Administration	\$162,191.96	\$830.21
GIANNOTTA	CELESTINO P.	Director, Information Technology Services	\$162,191.96	\$830.21
KIJEWSKI	KRISTINE JEAN	Director, Corporate Services	\$162,191.96	\$830.21
PUGASH	MARK	Director Corporate Communications	\$162,191.96	\$8,496.72
VIPARI	CAROL MARIE	Corporate Psychologist	\$162,191.96	\$830.21
SMITH	FREDERICK D.	Staff Superintendent	\$158,115.46	\$14,986.76
WILCOX	JANE E.	Staff Superintendent	\$158,005.89	\$7,823.50
BRYSON	LAWRENCE NEIL	Staff Sergeant	\$155,415.75	\$399.50
PHILIPSON	GRAEME M.	Sergeant	\$155,139.51	\$355.29
IRWIN	STEPHEN A.	Detective Sergeant	\$153,655.94	\$399.50
WHITE	KEVIN B.	Sergeant	\$153,330.26	\$364.26
CAMPBELL	JOANNE ELIZABETH	Executive Director, Police Services Board	\$153,140.37	\$538.33
HAYWARD	MARK E.	Sergeant	\$152,757.45	\$364.26
FERNANDES	CYRIL R.	Staff Superintendent	\$151,454.90	\$16,184.12
MELOCHE	SHAWN RONALD	Staff Sergeant	\$151,317.13	\$390.40
STUBBINGS	RICHARD B.	Superintendent	\$150,402.02	\$8,637.24
CLARKE	ROBERT W.	Superintendent	\$150,259.86	\$10,169.06
FARRAR	MICHAEL E.	Superintendent	\$150,259.86	\$12,698.23
FERGUSON	HUGH J.	Superintendent	\$150,259.86	\$11,695.24
FERNANDES	SELWYN JOHN	Superintendent	\$150,259.86	\$8,328.68
GOTTSCHALK	PAUL JAMES	Superintendent	\$150,259.86	\$17,369.06
GREENWOOD	KIMBERLEY SARA	Superintendent	\$150,259.86	\$10,249.01
MCILHONE	THOMAS P.	Superintendent	\$150,259.86	\$11,797.46
MILLER	HELEN DIANE	Superintendent	\$150,259.86	\$10,545.14
QUALTROUGH	ROBERT G.	Superintendent	\$150,259.86	\$8,179.46
RAMER	DONALD J.	Superintendent	\$150,259.86	\$10,524.74
RYAN	ERNEST WESLEY	Superintendent	\$150,259.86	\$11,718.50
TAVERNER	RONALD EDWARD	Superintendent	\$150,259.86	\$16,286.46

APPENDIX B

RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
WHITE	CHRISTOPHER W.	Superintendent	\$150,259.86	\$13,050.22
WHITE	RUTH W.	Superintendent	\$150,259.86	\$14,069.94
WITTY	EARL D.	Superintendent	\$150,259.86	\$11,923.46
BEVERS	DONALD A.	Manager, Corporate Planning	\$150,249.42	\$767.40
HENDERSON	NORMAN GEORGE	Administrator, Fleet & Materials Management	\$150,249.42	\$767.40
KIM	SANG-RAE SAM	Manager, Enterprise Architecture	\$150,249.42	\$767.40
STRONACH	MICHELLE LOUISE	Manager, Project Management Office	\$150,249.42	\$537.56
SUDES	KEVIN J.	Staff Sergeant	\$149,668.15	\$399.50
CARBONE	MIKE	Detective	\$149,509.66	\$364.26
FITZGERALD	THOMAS A.	Superintendent	\$149,496.42	\$9,494.74
FENTON	DAVID M.	Superintendent	\$149,450.82	\$14,672.82
GETTY	GREGORY J.	Superintendent	\$149,450.82	\$15,961.26
VIRANI	ABDULHAMEED K.	Police Constable	\$149,046.84	\$314.60
MARTIN-DOTO	CATHERINE ANN	Corporate Psychologist	\$148,345.88	\$758.69
BRAMMALL	MICHAEL R.	Detective	\$147,793.49	\$363.21
HEWITT	STEPHEN MARK	Police Constable	\$147,511.88	\$305.37
ROSENBERG	HOWARD M.	Police Constable	\$146,768.37	\$317.12
COOKE	LEE SCOTT	Police Constable	\$146,723.33	\$305.37
TANOUE	JOHNNY K.	Superintendent	\$146,386.58	\$11,401.17
IRELAND	MORGAN HARRIS	Police Constable	\$146,292.49	\$305.37
NORRIE	ANDREW W.	Staff Sergeant	\$146,188.85	\$399.50
RUSSELL	THOMAS R.	Superintendent	\$146,091.20	\$11,508.80
SANDERS	NEIL GREGORY	Police Constable	\$145,105.57	\$305.37
CANEPA	ANTONIO	Police Constable	\$144,783.78	\$344.24
BREEN	FRANCIS R.	Superintendent	\$144,569.57	\$8,076.16
DZIEMIANKO	STAIKSLAW T.	Police Constable	\$144,429.48	\$344.24
REID	JONATHAN DOUGLAS	Detective	\$144,194.51	\$368.88
HEWNER	ELIZABETH JANINE	Manager, Budgeting and Control	\$143,328.34	\$730.61
WALLACE	JAMES W.	Police Constable	\$142,644.88	\$323.96
MARTIN	KATHRYN	Superintendent	\$142,414.34	\$9,575.84
DIGIOVANNI	GIUSEPPE	Detective	\$142,209.72	\$355.29
BATES	WAYNE EDWARD	Detective	\$141,148.46	\$364.26
DIAZ	PEDRO EDUARDO	Detective	\$140,532.76	\$355.29
MCCORMACK	DAVID J.	Staff Inspector	\$140,136.23	\$9,767.04
JOHNSON	ROBERT E.	Staff Sergeant	\$139,899.48	\$390.40
MARGETSON	JOHN R.	Detective	\$139,773.72	\$355.29
PALERMO	MICHAEL ANGELO	Detective	\$139,772.60	\$345.93
HAINES	KEITH I.	Staff Sergeant	\$139,602.03	\$399.50
BEERS	CLAY ALBERT	Manager, Telecommunications Services	\$139,259.90	\$497.00
BORTKIEWICZ	CHRISTINE	Manager, Occupational Health and Safety	\$139,259.90	\$709.55
CALIFARETTI	SANDRA ANGELA	Manager, Financial Management	\$139,259.90	\$497.00
CURTIN	HELEN MARGARET	Manager, Information Technology Governance	\$139,259.90	\$497.00
GROSS	PAVEL	Manager, Information Systems	\$139,259.90	\$709.55
SANDEMAN	JOHN MICHAEL	Manager, Video Services	\$139,259.90	\$709.55
WALKER	JEROME	Manager, Infrastructure and Operations Support Services	\$139,259.90	\$497.00

APPENDIX B

RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
BYRNES	ELIZABETH A.	Staff Inspector	\$139,226.99	\$8,125.63
CAMPBELL	DONALD ALEXANDER	Staff Inspector	\$139,226.99	\$15,726.03
CRAWFORD	CHRISTIAN B.	Staff Inspector	\$139,226.99	\$13,133.15
GROSVENOR	SUSAN S.	Staff Inspector	\$139,226.99	\$17,312.27
HARRIS	STEPHEN ARTHUR	Staff Inspector	\$139,226.99	\$13,660.91
LENNOX	PETER E.	Staff Inspector	\$139,226.99	\$11,564.27
MARKS	DAVID R.	Staff Inspector	\$139,226.99	\$8,613.23
MCLEOD	VERNETT D.	Staff Inspector	\$139,226.99	\$16,082.27
RUFFOLO	FRANK	Staff Inspector	\$139,226.99	\$12,328.43
SINCLAIR	LARRY WILLIAM	Staff Inspector	\$139,226.99	\$8,266.19
WARDLE	WILLIAM C.	Staff Inspector	\$139,226.99	\$9,608.75
WHITTLE	ROY	Staff Inspector	\$139,226.99	\$12,506.03
HARMSSEN	PETER R.	Detective	\$138,974.30	\$364.26
MOMENI	ORANG	Sergeant	\$138,767.42	\$346.65
PELLETIER	CHRISTIAN JOSEPH	Police Constable	\$138,583.71	\$303.13
WHITE	DEIDRA DENISE	Manager, Customer Service, Information Technology	\$138,553.27	\$706.99
DI TOMMASO	MARIO	Staff Inspector	\$138,480.10	\$12,250.79
EARL	MICHAEL J.	Staff Inspector	\$138,480.10	\$12,717.71
EVANS	BRYCE V.	Staff Inspector	\$138,165.44	\$14,730.92
GLANCY	DAVID M.	Police Constable	\$137,940.94	\$314.60
FERRY	MICHAEL BERNARD	Sergeant	\$137,895.44	\$355.29
TRAMONTOZZI	NUNZIATO D.	Detective	\$137,756.12	\$355.29
SKUBIC	FRANK	Detective Sergeant	\$137,722.59	\$399.50
BOBBIS	RICHARD ROBERT	Sergeant	\$137,624.70	\$345.93
COSTABILE	GINO	Police Constable	\$137,365.50	\$314.60
NIELSEN	DANIEL A.	Detective Sergeant	\$137,270.91	\$399.50
O'BRIEN	KENNETH G.	Police Constable	\$137,172.79	\$323.96
REDDEN	JEFFREY A.	Sergeant	\$137,008.66	\$364.26
HARRIS	DEBBIE A.	Detective	\$136,396.87	\$364.26
LAND	STEPHEN P.	Staff Sergeant	\$136,154.00	\$399.50
OBERFRANK	TIMOTHY R.	Detective	\$135,944.86	\$357.67
PRESTON	DEBRA A.	Staff Inspector	\$135,788.71	\$10,343.39
CODE	PETER A.	Staff Sergeant	\$135,689.34	\$390.40
ZAMMIT	JEFFREY J.	Sergeant	\$135,672.69	\$363.21
PAPADOPOULOS	KYRIAKOS	Police Constable	\$135,632.31	\$305.37
BOYCE	JOHN B.	Staff Sergeant	\$135,387.68	\$399.50
COOK	RUSSELL E.	Staff Sergeant	\$135,072.37	\$399.50
GRAY	PAULINE A.	Detective Sergeant	\$135,044.68	\$390.40
RAMPRASHAD	DWARKH	Police Constable	\$134,985.82	\$314.60
WHEALY	GORDON R.	Staff Sergeant	\$134,821.38	\$399.50
WRIGHT	REGINALD GEORGE	Detective	\$134,796.81	\$364.26
THORPE	GREGORY JOSEPH	Staff Sergeant	\$134,764.64	\$390.40
MEMME	NICOLAS	Staff Inspector	\$134,684.63	\$7,261.35
CRISTIANO	GUIDO P.	Police Constable	\$134,674.83	\$323.96
WARD	PAUL S.	Detective	\$134,554.67	\$355.29

APPENDIX B

RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
SAUNDERS	MARK A.	Staff Inspector	\$134,461.26	\$6,573.91
ROBINSON	DANIEL A.	Detective	\$134,447.04	\$355.29
NEWTON	JENNY M.	Detective	\$134,393.23	\$364.26
MUNROE	KELLY BRUCE	Police Constable	\$134,311.88	\$323.96
IZZETT	STEVEN R.	Staff Inspector	\$134,306.99	\$5,857.43
YEANDLE	KIMBERLEY A.	Staff Inspector	\$134,196.25	\$5,675.00
NEADLES	WILLIAM T.	Staff Inspector	\$134,131.16	\$8,141.31
AUDETTE	DAVID FRANCIS	Police Constable	\$134,057.63	\$314.60
STYRA	DANA TERESE	Manager, Quality Assurance	\$133,964.40	\$709.55
KIM	MIN CHUL	Police Constable	\$133,574.53	\$305.37
FARRELL	GEORGE J.	Staff Sergeant	\$133,530.27	\$399.50
BORG	BRIAN A.	Detective Sergeant	\$133,403.62	\$399.50
COHEN	ALAN LAWRENCE	Police Constable	\$133,174.01	\$305.37
DI PASSA	DOMENICO	Detective	\$132,915.00	\$355.29
SUKUMARAN	RAJEEV P.	Detective	\$132,843.64	\$355.29
BROWNE	TERRENCE P.	Detective Sergeant	\$132,803.52	\$390.40
KAY	COLIN D.	Detective	\$132,684.02	\$364.26
BELLION	LAURENT HUGUES	Police Constable	\$132,652.19	\$305.37
BERGEN	FRANCIS D.	Inspector	\$132,519.51	\$654.59
PAGE	HOWARD A.	Inspector	\$132,384.87	\$631.55
WORTH	KANE WILSON	Sergeant	\$132,381.03	\$355.29
JOHNSTON	ROBERT BRUCE	Inspector	\$132,278.77	\$654.59
ANAND	ANIL	Inspector	\$132,201.74	\$458.41
FAUL	LEONARD S.	Inspector	\$132,163.12	\$654.59
BAPTIST	ROBERT SCOTT	Inspector	\$132,038.37	\$654.59
BEAVEN- DESJARDINS	JOANNA RUTH	Inspector	\$132,035.97	\$654.59
BOCKUS	CORY L.	Inspector	\$132,035.97	\$458.41
BOYD	EDWARD P.	Inspector	\$132,035.97	\$654.59
BUTTON	BERNADETTE M.	Inspector	\$132,035.97	\$458.41
CORRIGAN	NEIL DAVID	Inspector	\$132,035.97	\$654.59
DALGARNO	GORDON J.	Inspector	\$132,035.97	\$654.59
ELEY	STUART K.	Inspector	\$132,035.97	\$458.41
FERNANDES	CHRISTOPHER	Inspector	\$132,035.97	\$654.59
FRANKS	RANDY W.	Inspector	\$132,035.97	\$654.59
GENNO	ROBERT E.	Inspector	\$132,035.97	\$654.59
GILBERT	SCOTT S.	Inspector	\$132,035.97	\$654.59
GRADY	DOUGLAS W.	Inspector	\$132,035.97	\$654.59
HOLT	GLENN D.	Inspector	\$132,035.97	\$654.59
JONES	GORDON A.	Inspector	\$132,035.97	\$654.59
KUCK	HEINZ A.	Inspector	\$132,035.97	\$654.59
MCLANE	GREGORY C.	Inspector	\$132,035.97	\$654.59
MEISSNER	GERHARD P.	Inspector	\$132,035.97	\$654.59
METCALFE	MARY L.	Inspector	\$132,035.97	\$654.59
O'CONNOR	BRIAN F.	Inspector	\$132,035.97	\$458.41
SAUNDERS	DAVID B.	Inspector	\$132,035.97	\$654.59

APPENDIX B

RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
SNEDDON	GORDON D.	Inspector	\$132,035.97	\$654.59
VORVIS	PAUL J.	Inspector	\$132,035.97	\$654.59
WEIDMARK	ARTHUR S.	Inspector	\$132,035.97	\$654.59
YUEN	PETER C.	Inspector	\$132,035.97	\$458.41
COWAN	JAMES B.	Sergeant	\$132,010.20	\$351.86
MITCHELL	JODI LYNN	Police Constable	\$131,748.89	\$325.65
BATES	SANDY D.	Staff Sergeant	\$131,714.42	\$390.40
YOUNG	BLAIN D.	Sergeant	\$131,416.68	\$355.29
RUTTNER	ALEXANDER H.	Police Constable	\$131,393.44	\$314.60
CARTER	RANDOLPH M.	Inspector	\$131,346.54	\$456.37
LITTLE	ARTHUR	Inspector	\$131,346.54	\$651.79
QUAN	DOUGLAS C.	Inspector	\$131,346.54	\$651.79
RIVIERE	ANTHONY FRANCIS	Inspector	\$131,346.54	\$651.79
SMITH	RANDOLPH W.	Inspector	\$131,346.54	\$651.79
COSCARELLA	ANTHONY	Detective Sergeant	\$131,292.91	\$390.40
LLOYD	BRADFORD C.	Detective	\$131,256.00	\$355.29
FORTIN	LOUIS-MARIE RAYMOND	Detective Sergeant	\$130,900.81	\$399.50
MATTHEWS	JOSEPH BLAKE	Detective	\$130,671.60	\$355.29
LAWRENCE	CHARLES ALBERT	Manager, Training and Development	\$130,538.73	\$530.97
GERRY	DONALD J.	Detective	\$130,508.43	\$355.29
CHURKOO	DOODNATH DEODATH	Sergeant	\$130,487.20	\$345.93
DAL GRANDE	MAURO ANGELO	Police Constable	\$130,230.63	\$322.52
CHIASSON	MARCEL ANDRE	Sergeant	\$130,083.46	\$355.29
VAN SCHUBERT	KEVIN JOHN	Sergeant	\$130,069.69	\$355.29
MCLANE	JAMES RUSSELL	Detective	\$130,035.61	\$355.29
RAPSON	BRIAN J.	Police Constable	\$130,030.94	\$323.96
LUFF	DANIEL J.	Detective	\$129,835.31	\$364.26
ELFORD	WILLIAM CHARLES	Police Constable	\$129,783.62	\$323.96
VICKERS	DAVID S.	Inspector	\$129,733.47	\$640.53
SOBOTKA	KARL S.	Detective Sergeant	\$129,696.59	\$399.50
SHEPPARD	DANIEL J.	Detective Sergeant	\$129,680.84	\$399.50
IRISH	TIMOTHY GARNET	Sergeant	\$129,649.92	\$355.29
WHITTEMORE	SCOTT F.	Detective	\$129,642.93	\$355.29
AZARRAGA	JOSE MATIAS	Detective	\$129,500.25	\$355.29
IDSINGA	HANK I.	Detective Sergeant	\$129,490.81	\$368.83
SMIT	BRIAN JOHN	Sergeant	\$129,420.39	\$364.26
HAGERMAN	DAVID K.	Police Constable	\$129,321.06	\$322.58
FERGUSON	SCOTT CAVANAGH	Detective	\$129,237.52	\$355.29
BISHOP	STEPHEN R.	Detective	\$129,200.28	\$364.26
JOHNSTON	JEFFREY M.	Police Constable	\$129,131.59	\$344.24
ELLIS	MICHAEL DAVID	Manager, Facilities Management	\$129,111.39	\$655.47
GOH	ANDRE PIERRE	Manager, Diversity Management	\$129,111.39	\$459.29
MARTINO	JOSEPH LOUIS	Manager, Purchasing Support Services	\$129,111.39	\$655.47
NIELSEN	CHRISTIAN HINGE	Manager, Shop Operations	\$129,111.39	\$459.29
SMITH	MICHAEL WAYNE	Manager, Equipment and Supply	\$129,111.39	\$655.47

APPENDIX B

RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
WHITE	CRISALIDA MARIE	Manager, Staffing and Recruitment	\$129,111.39	\$655.47
WHYNOT	CARROL ANNE	Senior Corporate Planner	\$129,111.39	\$459.29
RICHARDSON	SANDRA E.	Inspector	\$129,095.79	\$446.39
BROADFOOT	ALEXANDER F.	Detective	\$129,091.39	\$355.29
ROSE	DOUGLAS GRANT	Sergeant	\$129,060.59	\$355.29
SINGH	AMRITPAL	Senior Technical Analyst, Information Technology Services	\$128,938.18	\$305.08
VAN VEGHEL	NANCY	Detective	\$128,912.13	\$364.26
LISKA	IRENE	Detective	\$128,895.65	\$364.26
OGG	SHEILA ELIZABETH	Detective	\$128,879.69	\$355.29
WOODLEY	DAVID R.	Staff Sergeant	\$128,683.76	\$399.50
COLE	GREGORY L.	Inspector	\$128,419.92	\$623.48
BLAIR	JEFFREY KELVIN	Police Constable	\$128,414.04	\$305.37
GREKOS	MICHAEL	Detective	\$128,391.03	\$355.29
LUM	SOON M.	Police Constable	\$128,276.98	\$323.96
UHRICH	ALLAN JOSEPH	Sergeant	\$128,263.25	\$355.29
CATENACCIO	MARIO	Police Constable	\$128,202.83	\$282.49
MULLEN	MICHAEL JEFFERY	Sergeant	\$128,170.02	\$337.35
GRINTON	GARY E.	Staff Sergeant	\$128,157.46	\$399.50
CARTER	MAXWELL	Staff Sergeant	\$128,146.68	\$399.50
BIRRELL	JOHN THOMAS	Police Constable	\$128,083.80	\$335.01
VAN SETERS	PAUL J.	Police Constable	\$127,991.77	\$323.96
GIBSON	ANDREW NEIL	Detective	\$127,752.82	\$355.29
BELLEC	FRANCOIS MARIE	Police Constable	\$127,715.73	\$324.97
MORRIS	NICKOLAS JOSEPH	Police Constable	\$127,583.13	\$323.96
BOWMAN	BRIAN K.	Staff Sergeant	\$127,467.68	\$399.50
JOHNSTON	JOHN DAVID	Police Constable	\$127,418.66	\$325.65
LITTLE	MICHELLE LYNNE	Police Constable	\$127,405.54	\$329.97
CLARKE	DOUGLAS O.	Police Constable	\$127,364.71	\$344.24
HUSSEIN	RIYAZ J.	Inspector	\$127,296.52	\$437.12
NICOL	BRETT DONALD	Detective	\$127,255.85	\$345.93
TOMASZEWSKI	MARCIN ROBERT	Police Constable	\$127,233.98	\$297.18
PRESTON	BRIAN W.	Inspector	\$127,150.49	\$533.19
GOMES	SUSAN ELIZABETH	Detective	\$127,071.22	\$355.29
CASHMAN	GERALD F.	Inspector	\$127,013.20	\$537.39
VRUNA	MARIA A.	Detective	\$126,859.83	\$355.29
GALLANT	TIMOTHY J.	Detective	\$126,853.30	\$355.29
SANDFORD	JUDY MARY	Manager, Records Management	\$126,799.81	\$645.14
FRIMETH	KEVIN DAVID	Detective	\$126,637.42	\$355.29
BRIGGS	IAN C.	Detective	\$126,633.53	\$364.26
ALBRECHT	IRVIN JOHN	Police Constable	\$126,614.37	\$325.65
DHALIWAL	SURINDERJIT	Senior Technical Analyst, Information Technology Services	\$126,595.34	\$350.75
MILLER	DUNCAN W.	Sergeant	\$126,498.40	\$355.29
DARBYSHIRE	JAMES EDWARD	Staff Sergeant	\$126,490.75	\$399.50
MCMANUS	MICHAEL D.	Sergeant	\$126,481.35	\$364.26

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RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
RUBBINI	DAVID R.	Police Constable	\$126,457.01	\$323.96
ZIELENIOWSKI	STANLEY	Police Constable	\$126,339.61	\$323.96
MCNEILLY	JOSEPH GORDON	Detective	\$126,309.52	\$364.26
BOYCE	RONALD V.	Staff Sergeant	\$126,235.14	\$399.50
HOWARD	ELDON C.	Police Constable	\$126,233.00	\$323.96
GIANCOLA	FRANCESCO	Detective	\$126,200.43	\$364.26
BOUCHER	ROBERT DANIEL	Detective	\$125,964.72	\$355.29
DURHAM	CAMERON EDWARD	Staff Sergeant	\$125,897.22	\$399.50
AGUIAR	STEVEN CABRAL	Police Constable	\$125,619.19	\$305.37
LI	ROBERT CHAK	Police Constable	\$125,614.15	\$300.33
PRAVICA	DUSAN DAN	Detective	\$125,612.73	\$345.93
GIBSON	GRAHAM T.	Detective Sergeant	\$125,611.59	\$367.49
MACKINNON	RICHARD JAMES	Police Constable	\$125,573.51	\$325.65
ROSETO	EGIDIO D.	Inspector	\$125,530.80	\$441.32
CRONE	TIMOTHY A.	Staff Sergeant	\$125,484.03	\$398.45
STEVENSON	BRENDAN LEIGH	Police Constable	\$125,427.50	\$316.68
GURR	JACK JACOB	Detective	\$125,413.19	\$345.93
TROUP	PETER D.	Staff Sergeant	\$125,387.25	\$388.70
LAI	VICTOR TZE-KAU	Police Constable	\$125,265.94	\$305.37
CLARK	ROY D.	Police Constable	\$125,264.08	\$323.96
SCHERK	CHRISTOPHER B.	Detective	\$125,129.93	\$355.29
NORTHROP	JEFFREY JOHN	Police Constable	\$125,028.61	\$335.01
IHASZ	JOHN CHRISTOPHER	Detective	\$125,020.21	\$364.26
BOYLE	KENNETH W.	Staff Sergeant	\$124,949.56	\$399.50
KELL	JEFFREY STEWART	Police Constable	\$124,910.92	\$305.37
PEACOCK	JASON ALEXANDER	Sergeant	\$124,860.33	\$332.67
RAMJATTAN	RAMNARINE	Detective	\$124,808.53	\$355.29
DEY	ROBIN HUGH	Detective	\$124,788.93	\$363.21
HARNETT	ROBERT D.	Detective	\$124,778.96	\$355.29
WALSH	SUZANNE MARIE	Staff Sergeant	\$124,769.01	\$399.50
MONAGHAN	PATRICK JAMES	Detective Sergeant	\$124,718.54	\$399.50
NEAL	WESLEY JOHN	Detective	\$124,695.94	\$355.29
STOCKWELL	SEAN PAUL	Police Constable	\$124,659.04	\$314.31
BIGGERSTAFF	JOHN C.	Detective	\$124,640.46	\$364.26
MOLYNEAUX	STEVEN R.	Staff Sergeant	\$124,583.48	\$399.50
YU	CLIFFORD T.	Police Constable	\$124,578.67	\$323.96
WRIGHT	LESTER R.	Detective	\$124,547.68	\$364.26
WATTS	STEVEN MARK	Detective	\$124,504.27	\$355.29
YOUNG	WARREN H.	Detective	\$124,503.03	\$355.29
DOMINEY	PAUL LAURIE	Detective	\$124,439.17	\$345.93
VERDOOLD	LANCE SCOTT	Police Constable	\$124,307.46	\$314.60
GOEBELL	NAD R.	Police Constable	\$124,292.07	\$323.96
MADILL	ALLAN NEIL	Sergeant	\$124,287.27	\$355.29
HORTON	BRIAN A.	Police Constable	\$124,263.62	\$314.60
MAHONEY	SHAWN	Detective	\$124,234.28	\$356.99

APPENDIX B

RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
BROWN	ROBERT	Staff Sergeant	\$124,038.83	\$399.50
WOLLENZIEN	BERNHARD H.	Police Constable	\$124,023.80	\$344.24
MACDONNELL	BRIAN A.	Staff Sergeant	\$124,023.59	\$368.83
HILLHOUSE	TODD GARRY	Sergeant	\$123,971.90	\$355.29
SCHNEIDER	ANDREW H.	Staff Sergeant	\$123,945.00	\$399.50
GROSS	KIMBERLY A.	Detective Sergeant	\$123,909.75	\$377.90
BABIAR	JOHN JAMES	Staff Sergeant	\$123,902.85	\$399.50
BANKS	WAYNE MICHAEL	Detective Sergeant	\$123,841.57	\$399.50
JOHNSTONE	ANDREW PAUL	Detective Sergeant	\$123,794.33	\$385.00
HENKEL	HEINZ R.	Detective	\$123,776.11	\$355.29
RADIX	BRENDA REBECCA	Manager, Property and Evidence Management	\$123,767.89	\$628.09
MURDOCH	RICHARD	Staff Sergeant	\$123,739.88	\$399.50
ABDULLA	AL RAHIM	Senior Technical Analyst, Information Technology Services	\$123,732.93	\$350.75
WOOKEY	CHARLES B.	Detective	\$123,679.31	\$355.29
HOWARD	SHAWN W.	Police Constable	\$123,651.15	\$314.60
FAIREY	RUSSILL V.	Detective	\$123,633.53	\$364.26
PARMAR	MANDEEP SINGH	Police Constable	\$123,604.14	\$316.68
MACKRELL	JAMES M.	Inspector	\$123,510.35	\$537.39
HUNT	GLEN STEPHEN	Police Constable	\$123,431.96	\$314.60
MACINTYRE	BRIAN PAUL	Detective Sergeant	\$123,265.98	\$390.40
JHAJJ	CHARANJIT S.	Police Constable	\$123,233.66	\$314.60
BARREDO	FRANCISCO JAVIER	Staff Sergeant	\$123,229.92	\$399.50
KHAN	RONALD ARLINGTON	Staff Sergeant	\$123,220.31	\$390.40
EDGAR	LESLIE ADAM	Police Constable	\$123,185.08	\$325.65
FINLAY	ALLAN	Sergeant	\$123,136.10	\$364.26
TAIT	PAUL LEONARD	Police Constable	\$123,043.32	\$297.18
CAMPOLI	STEVEN ROBERT	Police Constable	\$122,894.07	\$316.68
RANDLE	MARK RICHARD	Detective	\$122,765.07	\$364.26
COLE	JASON ARTHUR	Detective	\$122,762.76	\$355.29
CRADDOCK	STEPHEN J.	Sergeant	\$122,753.33	\$355.29
BACKUS	LESLIE DOUGLAS	Detective	\$122,613.48	\$355.29
DECOURCY	JOHN D.	Detective Sergeant	\$122,564.65	\$399.50
LEE	NICOLE DENISE	Staff Sergeant	\$122,451.58	\$400.86
HEITZNER	ROBERT MATTHEW	Detective	\$122,437.71	\$355.29
LANE	ARTHUR G.	Police Constable	\$122,432.78	\$344.24
CLARKE	JOHN G.	Detective	\$122,330.23	\$360.41
MCCALL	ANDREW JOHN	Sergeant	\$122,316.16	\$346.71
STEHOUWER	PETER	Sergeant	\$122,293.06	\$364.26
NORTHMORE	COLLEEN A.	Detective	\$122,279.84	\$364.26
REDDIN	KIRBY ALBERT	Sergeant	\$122,183.41	\$331.11
MARCHACK	ROGER A.	Sergeant	\$122,131.01	\$355.29
DE SOUSA	JOHN PAUL	Police Constable	\$122,122.36	\$319.41
LOUCKS	WILSON B.	Police Constable	\$122,120.70	\$344.24
BOPARA	GURWINDER K.	Sergeant	\$122,111.83	\$355.29
BELL	DANIEL	Detective	\$122,093.65	\$363.21

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RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
IRISH	DAVID J.	Detective	\$122,083.73	\$364.26
VERWEY	ALBERT J.	Detective	\$122,068.99	\$364.26
FOSTER	ROY J.	Detective	\$122,059.15	\$364.26
WILLIAMS	ANTHONY E.	Detective	\$122,028.63	\$355.29
GRIFFITHS	DAVID H.	Detective	\$122,014.40	\$364.26
BOTT	BRYAN A.	Inspector	\$122,013.54	\$437.47
NACCARATO	JOSE	Project Leader, Maintenance & Support, Telecom	\$121,956.33	\$328.58
PEARSON	JEFFREY A.	Sergeant	\$121,876.79	\$364.26
SILLIKER	GARRY E.	Staff Sergeant	\$121,842.87	\$399.50
HOBOR	TERENCE ALEC	Police Constable	\$121,831.25	\$325.65
VANDER HEYDEN	JUSTIN WILLIAM	Detective	\$121,823.60	\$345.93
DRAKE	KEVIN CHRISTOPHER	Police Constable	\$121,803.46	\$305.37
MORIN	MICHAEL R.	Police Constable	\$121,782.64	\$323.96
LONG	GARRY S.	Detective	\$121,745.89	\$364.26
SPURLING	PETER R.	Sergeant	\$121,727.77	\$364.26
SABADIN	MICHAEL ALEXANDER	Police Constable	\$121,685.66	\$325.65
KHURSHID	SHEIKH AHMAD	Police Constable	\$121,663.87	\$296.05
BOIS	PAUL ROBERT	Detective	\$121,646.85	\$345.93
GOODWIN	RALPH E.	Sergeant	\$121,614.63	\$355.29
DUNSTAN	DOUGLAS F.	Detective	\$121,573.49	\$364.26
NEAL	PETER C.	Detective	\$121,528.81	\$364.26
MCDOUGALL	ROBERT GORDON	Police Constable	\$121,514.95	\$325.65
SADLER	STEPHEN T.	Sergeant	\$121,509.62	\$355.29
MATTHEWS	RAYMOND SCOTT	Detective	\$121,451.35	\$364.26
HARRIS	RICHARD VICTOR	Police Constable	\$121,435.77	\$325.65
WOLF	RAYMOND C.	Detective	\$121,403.55	\$364.26
HARGAN	ROBERT B.	Sergeant	\$121,401.72	\$364.26
PARTRIDGE	FRANK E.	Staff Sergeant	\$121,273.86	\$399.50
DUNN	BEVERLY S.	Police Constable	\$121,243.23	\$323.96
BROWN	JOHN J.	Detective Sergeant	\$121,173.70	\$399.50
HAYES	ASHLEY JEAN	Police Constable	\$121,135.50	\$316.68
PARK	JOSEF	Police Constable	\$120,972.24	\$325.65
SHAW	ANDREW DOUGLAS	Sergeant	\$120,969.37	\$355.29
MEECH	RAYMOND JOHN	Sergeant	\$120,968.82	\$355.29
SINOPOLI	DOMENIC	Detective	\$120,959.21	\$359.37
ARNOTT	ROBERT WILLIAM	Police Constable	\$120,931.14	\$344.24
JACKSON	PAUL EDWARD	Police Constable	\$120,930.38	\$324.74
ABDEL-MALIK	MAHER	Police Constable	\$120,901.13	\$325.65
SCHUEDER	MARK A.	Detective	\$120,882.02	\$364.26
ABBOTT	DEBORAH LYNN	Staff Sergeant	\$120,852.46	\$399.50
LAWSON	JAMES THOMAS	Sergeant	\$120,826.83	\$364.26
FRANCIS	GLENN BRIAN	Staff Sergeant	\$120,816.98	\$322.21
YOUNG	RONALD S.	Detective Sergeant	\$120,735.06	\$388.70
DARNBROUGH	DANIEL ROBERT	Detective	\$120,731.24	\$364.26
DUFFUS	RICHARD HUGH	Detective	\$120,697.15	\$355.29

APPENDIX B

RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
BREMNER	JAMES W.	Police Constable	\$120,659.77	\$335.66
RATHBONE	MELANIE LYNN	Police Constable	\$120,621.74	\$305.37
SAMMUT	DAVID B.	Sergeant	\$120,604.39	\$355.29
BUI	TAM THACH	Detective	\$120,516.01	\$336.70
RINKOFF	PAUL BARRY	Sergeant	\$120,513.78	\$338.50
HILL	IRA NORMAN	Detective	\$120,450.15	\$364.26
RICHARDS	CLIVE A.	Staff Sergeant	\$120,417.03	\$399.50
CAREFOOT	TODD A.	Police Constable	\$120,390.29	\$344.24
KNAPPER	ROBBERT NICOLAAS	Staff Sergeant	\$120,372.16	\$399.50
ECKLUND	DAVID GRENVILLE	Detective	\$120,361.06	\$345.93
KNOWLES	DAVID J.	Detective	\$120,345.31	\$356.99
MOLINARO	ANTONIO	Patrol Supervisor, Parking Enforcement	\$120,164.72	\$238.56
WILLIAMS	GHERARDT F.	Detective	\$120,159.25	\$355.29
SKINNER	ROBERT T.	Staff Sergeant	\$120,147.91	\$399.50
WALTERS	GREGORY A.	Detective	\$120,142.22	\$355.29
SMITH	STEVEN D.	Detective	\$120,066.81	\$355.29
JOHNSTONE	TIMOTHY J.	Detective	\$120,042.89	\$364.26
ZAMBRI	CARMELO	Sergeant	\$120,034.89	\$355.29
ONYSZKIEWICZ	ANDREW I.	Detective Sergeant	\$120,008.19	\$399.50
ASSELIN	GLENN ANDRE	Detective	\$120,007.75	\$355.29
HOWELL	JOHN V.	Staff Sergeant	\$120,000.52	\$399.50
EVELYN	DION	Manager, Communications Services	\$119,897.43	\$391.28
CREWS	WILLIAM R.	Detective Sergeant	\$119,892.85	\$399.50
VAN ANDEL	PHILLIP GEORGE	Staff Sergeant	\$119,865.68	\$399.50
ARMSTRONG	RICHARD DAVID	Sergeant	\$119,848.26	\$355.29
CARGILL	PAUL SCOTT	Detective	\$119,807.46	\$355.29
BAJ	STANISLAW	Sergeant	\$119,760.52	\$364.26
ROBERTS	SCOTT I.	Staff Sergeant	\$119,672.54	\$399.50
SMYTH	CRAIG CHARLES	Supervisor, Video Services	\$119,654.64	\$401.18
SMISSEN	JOHN MICHAEL	Police Constable	\$119,654.12	\$325.65
GEORGE	GLEN W.	Sergeant	\$119,609.51	\$364.26
WOOD	JOHN ALAN	Police Constable	\$119,553.24	\$313.95
CHUDоба	MYRON S.	Detective	\$119,514.81	\$364.26
QUINN	MICHAEL MARC	Detective	\$119,493.20	\$345.93
MCGARRY	WILLIAM MICHAEL	Detective	\$119,453.73	\$355.29
COSTA CORREIA	ZENON PIO	Detective	\$119,427.51	\$345.93
HEMINGWAY	RICHARD F.	Detective Sergeant	\$119,422.11	\$353.07
CLIFFORD	RONALD J.	Detective Sergeant	\$119,400.06	\$399.50
RYAN	RICHARD K.	Detective	\$119,386.16	\$355.29
WORTH	DARREN	Detective	\$119,355.65	\$345.93
SELDON	WILLIAM J.	Detective Sergeant	\$119,325.42	\$399.50
ANDERSON	DONNA TERESA	Operations Supervisor	\$119,304.43	\$286.61
TANABE	SHINGO OLIVER	Police Constable	\$119,260.18	\$325.65
DALEY	KEVIN O.	Police Constable	\$119,191.84	\$314.60
WORDEN	PAUL HAMILTON	Detective	\$119,172.48	\$355.29

APPENDIX B

RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
GIESCHE	CHAD ALLEN	Police Constable	\$119,083.26	\$325.65
WARD	VANESSA E.	Detective	\$119,033.65	\$364.26
AIKMAN	SCOTT DOUGLAS	Police Constable	\$119,019.61	\$319.28
HART	DOUGLAS	Detective	\$119,012.34	\$357.67
MATIC	MICHAEL M.	Staff Sergeant	\$118,955.41	\$399.50
FOWLER	WAYNE LEONARD	Detective	\$118,953.75	\$355.29
ZYCH	STEFAN F.	Police Constable	\$118,953.33	\$323.96
DEMKIW	MYRON ANDREY	Staff Sergeant	\$118,909.25	\$390.40
KING	CHERYL L.	Staff Sergeant	\$118,858.38	\$390.40
DESILVA	JULIUS THEODORE	Senior Analyst, Information Technology Services	\$118,851.59	\$350.75
PAGNIELLO	MICHELE	Police Constable	\$118,825.57	\$300.33
IANCU	VLADIM ADRIAN	Police Constable	\$118,820.03	\$297.61
BELL	ALAN HENRY	Detective	\$118,814.52	\$364.26
SPRIGGS	BRETT HAROLD	Police Constable	\$118,814.21	\$325.65
ZARB	RAYMOND J.	Staff Sergeant	\$118,808.78	\$399.50
CANNON	MICHAEL J.	Staff Sergeant	\$118,779.19	\$399.50
BOSWARD	WILLIAM C.	Detective Sergeant	\$118,757.87	\$399.50
LENTSCH	PAUL TONY	Detective	\$118,756.48	\$345.93
KHAN	OMAR ASHRAF	Detective	\$118,715.65	\$345.93
STOLF	ROBERT GUIDO	Police Constable	\$118,694.74	\$325.65
HEWSON	BROOKE LESLIE	Police Constable	\$118,679.07	\$325.65
ST JEAN	DUANE MARVIN	Police Constable	\$118,644.31	\$325.65
MURPHY	DANIEL J.	Detective	\$118,636.95	\$364.26
PROCTOR	RICHARD P.	Detective	\$118,630.20	\$355.29
REED	RONALD COLIN	Staff Sergeant	\$118,626.02	\$399.50
SHIRLOW	ROBERT J.	Detective Sergeant	\$118,598.57	\$399.50
ROSSANO	JOHN BENITO	Sergeant	\$118,589.18	\$355.29
JOHNSTON	BRIAN HUGH	Detective	\$118,562.08	\$355.29
TRACY	STEVEN J.	Detective Sergeant	\$118,491.58	\$399.50
DONOGHUE	TIMOTHY M.	Police Constable	\$118,468.59	\$323.96
BEAUPARLANT	PAUL JOSEPH	Detective	\$118,460.53	\$355.29
MATTHEWS	STEPHEN MICHAEL	Sergeant	\$118,443.39	\$324.09
QUEEN	GRAHAM	Staff Sergeant	\$118,434.60	\$390.40
HEGEDUS	RICHARD E.	Inspector	\$118,363.18	\$417.49
VO	THAO BA	Police Constable	\$118,306.22	\$325.65
SMALL	VERNON D.	Detective	\$118,296.28	\$364.26
DOVE	BRADLEY P.	Staff Sergeant	\$118,267.34	\$399.50
BRAGG	JAMES ROBERT	Police Constable	\$118,239.05	\$314.60
SPANTON	JOHN W.	Staff Sergeant	\$118,176.95	\$399.50
STINSON	ANDREW GORDON	Detective	\$118,176.34	\$345.93
ALPHONSO	MARK ANDREW	Staff Sergeant	\$118,081.16	\$399.50
DAVIDSON	JOHN ALAN	Sergeant	\$118,042.98	\$364.26
CARLETON	STEPHEN JAMES	Police Constable	\$118,034.56	\$325.65
BATES	KIMBERLEY MICHELE	Detective	\$117,986.87	\$364.26
AIELLO	ANTONIO	Police Constable	\$117,949.87	\$317.85

APPENDIX B

RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
STOJIC	NENAD	Police Constable	\$117,937.37	\$303.13
CHOURYGUINE	DMITRY	Police Constable	\$117,925.89	\$291.53
SHANK	RICHARD T.	Detective	\$117,906.14	\$355.29
FEBBO	OLIVER R.	Detective	\$117,896.11	\$355.29
BULIGAN	DENNIS	Staff Sergeant	\$117,890.81	\$399.50
STROBLE	REUBEN	Staff Sergeant	\$117,872.75	\$390.40
DAVIS	KENNETH G.	Sergeant	\$117,870.30	\$364.26
WALKER	SCOTT JAMES	Police Constable	\$117,865.72	\$297.18
NUNES	MARIA Z.	Police Constable	\$117,843.66	\$335.01
MAKRIS	DEMETRIOS J.	Police Constable	\$117,834.74	\$344.24
FRASER	SPENCER ROBERT	Police Constable	\$117,816.43	\$316.68
VALLES	SHEHARA M.	Detective	\$117,806.52	\$364.26
MACDONALD	GREGORY D.	Staff Sergeant	\$117,792.32	\$399.50
LA FOSSE	JEFFERY GUY	Police Constable	\$117,785.18	\$325.65
DOUGLAS	STEPHEN MICHAEL	Police Constable	\$117,778.72	\$325.65
ERVICK	DALE M.	Detective Sergeant	\$117,775.23	\$399.50
RYAN	JENNIFER B.	Detective	\$117,771.59	\$355.29
BRASCA	WALTER A.	Sergeant	\$117,770.44	\$364.26
TALBOT	DARRYL THOMAS	Detective	\$117,760.64	\$355.29
HENRY	ANN-MARIE PATRICIA	Manager, Human Resource Management Systems	\$117,759.60	\$580.85
CAPUTO	JOSEPH	Sergeant	\$117,754.09	\$364.26
PARKIN	ANDREW WILFRED	Police Constable	\$117,750.29	\$303.13
MI	YAOMING	Senior Technical Analyst, Information Technology Services	\$117,721.62	\$350.75
PETRIE	RICHARD J.	Detective	\$117,719.68	\$355.29
LIONTI	CALOGERO	Police Constable	\$117,711.35	\$325.65
REBELLATO	LARRY	Detective	\$117,701.03	\$355.29
RAMJI	ALY RAZA	Sergeant	\$117,698.62	\$355.29
LOUHIKARI	RENATA	Detective	\$117,639.32	\$355.29
PURCHES	SCOTT ROBERT	Detective	\$117,622.27	\$345.93
ARODA	SANJEE	Detective	\$117,616.34	\$345.93
FERREIRA	MARK A.	Police Constable	\$117,607.17	\$314.60
GILLIS	DAVID WILLIAM	Staff Sergeant	\$117,594.64	\$390.40
WALLACE	ROBERT BOYD	Police Constable	\$117,592.88	\$319.83
GETTY	SHAWN W.	Detective Sergeant	\$117,566.66	\$399.50
CHANT	JAMES ELLIOT	Police Constable	\$117,553.92	\$325.65
MCFADYEN	DANIEL GORDON	Detective	\$117,513.72	\$345.93
QUALTROUGH	JAMES A.	Detective Sergeant	\$117,482.58	\$399.50
WHITWORTH	ERNEST J.	Detective Sergeant	\$117,475.57	\$394.60
HEANEY	GERALD M.	Staff Sergeant	\$117,472.33	\$390.40
BEAUDOIN	SHANE REGINALD	Police Constable	\$117,472.12	\$256.73
CECILE	GLEN W.	Detective	\$117,465.95	\$355.29
PEACOCKE	DOUGLAS W.	Detective Sergeant	\$117,463.68	\$399.50
MEIK	VIVIAN A.	Detective	\$117,453.75	\$355.29
GREER	MARIE E.	Detective Sergeant	\$117,428.54	\$399.50
BASS	LORNE WILLIAM	Police Constable	\$117,427.58	\$323.96

APPENDIX B

RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
BARKLEY	MARK EDWIN	Staff Sergeant	\$117,371.32	\$399.50
HARRIS	DAVID C.	Detective	\$117,370.30	\$364.26
MYERS	MILTON W.	Sergeant	\$117,359.87	\$364.26
DAVEY	TIMOTHY J.	Detective Sergeant	\$117,359.09	\$390.40
KONDO	JASON M.	Detective	\$117,355.54	\$355.29
LEUNG	SHEUNG M.	Detective	\$117,354.61	\$355.29
KANG	GURJOT SINGH	Police Constable	\$117,348.65	\$297.18
FRENCH	JOHN S.	Staff Sergeant	\$117,327.44	\$399.50
MOREIRA	PETER MICHAEL	Staff Sergeant	\$117,325.10	\$390.40
ONG	RHOEL VILLEGAS	Police Constable	\$117,271.44	\$311.61
BEAUSOLEIL	MARC	Police Constable	\$117,265.97	\$335.01
BELLON	CORINNE	Detective Sergeant	\$117,239.79	\$398.45
ISABELLO	DAVID ANTHONY	Police Constable	\$117,239.62	\$306.54
KONKEL	KAZIMIERZ G.	Staff Sergeant	\$117,235.30	\$399.50
THERIAULT	DONALD J.	Detective	\$117,218.95	\$355.29
JACOB	TIMOTHY ALFRED	Detective	\$117,208.47	\$355.29
THORNE	RONALD J.	Sergeant	\$117,207.37	\$364.26
KLINE	STEPHEN ROBERT	Police Constable	\$117,175.44	\$291.53
LAUFER	PETER	Sergeant	\$117,165.25	\$364.26
BURNSIDE	SEAN KELLY	Police Constable	\$117,134.11	\$297.18
BALINT	MICHAEL ANDREW	Detective	\$117,125.95	\$345.93
DAVIS	SHARON A.	Staff Sergeant	\$117,048.72	\$399.50
SWEENIE	PAUL MARTIN	Sergeant	\$117,036.28	\$345.93
QURESHI	AJWAID NIAZ	Sergeant	\$116,982.74	\$343.59
EXTON	CHARLES W.	Police Constable	\$116,954.67	\$323.96
PROCTOR	NORMAN EDWARD	Staff Sergeant	\$116,953.12	\$368.83
MANN	AMARJIT SINGH	Police Constable	\$116,926.14	\$305.37
REEVES	LAWRENCE A.	Staff Sergeant	\$116,897.01	\$399.50
BLAKELEY	JANICE	Sergeant	\$116,891.38	\$364.26
MCCRAN	ROBERT D.	Detective	\$116,888.57	\$364.26
GLAVIN	LYDIA STEPHANY	Detective Sergeant	\$116,872.87	\$390.40
NICOLLE	CHAD EDWARD	Sergeant	\$116,858.96	\$355.29
TRENOUTH	BRADLEY ROBERT	Police Constable	\$116,785.82	\$296.05
FRIGON	ROBERT C.	Police Constable	\$116,774.33	\$335.01
MCCREADY	WILLIAM B.	Detective Sergeant	\$116,768.55	\$399.50
OKONOWSKI	ADAM JOSEPH	Staff Sergeant	\$116,758.57	\$399.50
WHITE	JOHN A.	Detective Sergeant	\$116,752.98	\$399.50
MOORE	MICHAEL MARTIN	Police Constable	\$116,743.79	\$310.83
GERRY	DARYLE R.	Staff Sergeant	\$116,739.44	\$399.50
HONG	ANDREW	Police Constable	\$116,685.80	\$305.37
BOURQUE	DOUGLAS J.	Detective	\$116,661.58	\$364.26
BOND	MICHELE LOUISE	Police Constable	\$116,632.73	\$309.27
FROSCH	JAY JACKSON	Detective Sergeant	\$116,630.02	\$399.50
HOOPER	KEVIN JOSEPH	Sergeant	\$116,624.42	\$336.70
LAWSON	ANTHONY D.	Sergeant	\$116,598.07	\$355.29

APPENDIX B

RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
GLENDINNING	GREGORY DAVID	Detective	\$116,567.70	\$364.26
KAY	BRIAN J.	Detective	\$116,562.78	\$355.29
PATTERSON	JAMES T.	Sergeant	\$116,522.22	\$364.26
DUTHIE	ROBERT J.	Sergeant	\$116,448.52	\$364.26
SARDELLA	GLENN DONATO	Sergeant	\$116,446.45	\$345.93
MURRAY	DAVID J.	Detective	\$116,444.95	\$364.26
EATON	DOUGLAS BRIAN	Police Constable	\$116,438.75	\$297.18
DRAPER	KIRSTAN GILES	Police Constable	\$116,416.82	\$312.36
HEARD	CHRISTOPHER SHAYNE	Sergeant	\$116,412.03	\$355.29
LARAMY	STEPHEN WILLIAM	Detective	\$116,405.05	\$345.93
WONG	CHUNG MAN	Sergeant	\$116,389.21	\$355.29
DENTON	MARK T.	Police Constable	\$116,335.08	\$342.68
BEVERIDGE	KATHRYN ANNE	Detective	\$116,295.51	\$355.29
EMIGH	DAVID J.	Sergeant	\$116,270.42	\$364.26
MORI	DEBORAH ANN	Staff Sergeant	\$116,249.09	\$392.75
SABADICS	DANIEL J.	Staff Sergeant	\$116,240.06	\$395.65
WHEELER	CHRISTOPHER J.	Police Constable	\$116,214.12	\$314.60
TAYLOR	SCOTT DAVID	Police Constable	\$116,209.41	\$319.41
PRICE	TIMOTHY JOHN	Police Constable	\$116,208.57	\$300.33
ALLDRIT	DARREN LEE	Detective	\$116,181.19	\$355.29
BERNARDO	ISRAEL FARIA	Detective	\$116,170.88	\$345.93
PARENT	SYLVIE MARIE	Detective Sergeant	\$116,168.85	\$394.10
ROBINSON	MORGAN H.	Detective Sergeant	\$116,151.30	\$382.05
BRONSON	SCOTT D.	Detective Sergeant	\$116,140.85	\$399.50
GIBSON	JAMES D.	Staff Sergeant	\$116,089.56	\$381.06
WOO	CHI SHING	Senior Programmer, Information Technology Services	\$116,089.00	\$320.20
COLE	DONALD M.	Staff Sergeant	\$116,073.83	\$399.50
MATTHEWS	JOHN R.	Staff Sergeant	\$116,040.59	\$399.50
MCDONALD	JAMES WILLIAM	Police Constable	\$116,012.53	\$325.65
FREDERICK	ANTONIO RUDOLPH	Police Constable	\$116,006.53	\$325.65
TAPLEY	RONALD M.	Staff Sergeant	\$115,996.16	\$399.50
WILSON	DAVID W.	Sergeant	\$115,989.75	\$364.26
MCCULLOUGH	DAVID A.	Police Constable	\$115,967.84	\$323.96
DONISON	KIM L.	Police Constable	\$115,949.60	\$323.96
SMITH	KEITH W.	Staff Sergeant	\$115,933.84	\$399.50
SEABROOK	KRISTINE ANN	Police Constable	\$115,926.23	\$322.93
HALE	DONALD A.	Staff Sergeant	\$115,924.10	\$399.50
MEEHAN	PATRICK R.	Sergeant	\$115,923.38	\$355.29
HUSAIN	MOHAMMED SALEEM	Detective	\$115,848.73	\$345.93
CHILVERS	CHRISTOPHER CLIFFORD	Detective	\$115,838.11	\$345.93
MILLER	PAUL S.	Staff Sergeant	\$115,795.95	\$399.50
MURPHY	LIAM F.	Police Constable	\$115,793.81	\$323.96
FIELDING	SHAWN MICHAEL	Police Constable	\$115,760.69	\$297.18
MCLANE	JAMES PETER	Detective Sergeant	\$115,751.85	\$399.50
BURKS	CHARLES DEAN	Detective Sergeant	\$115,730.66	\$398.45

APPENDIX B

RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
KIS	ANDREW	Detective	\$115,724.64	\$364.26
BISHOP	DAVID E.	Detective Sergeant	\$115,721.59	\$390.40
KING	STUART MACPHERSON	Sergeant	\$115,697.71	\$338.13
STEVENSON	SHANE	Sergeant	\$115,678.38	\$355.29
KEYS	GARY R.	Staff Sergeant	\$115,674.59	\$399.50
DE LIO	FRANK PAUL	Sergeant	\$115,601.37	\$355.29
MASON	ROBERT HAROLD	Police Constable	\$115,595.02	\$344.24
NANTON	JASON STANLEY	Police Constable	\$115,585.54	\$297.18
DONOVAN	STEPHEN M.	Police Constable	\$115,555.11	\$344.24
GAJRAJ	SYED SEAN	Police Constable	\$115,529.06	\$322.93
SEREMETKOVSKI	KATHLIN	Police Constable	\$115,486.22	\$319.83
ANDERSON	ROBERT	Police Constable	\$115,469.18	\$247.10
FIELD	CAMERON DOUGLAS	Detective Sergeant	\$115,456.05	\$399.50
BEVILACQUA	FILIPPO	Sergeant	\$115,444.89	\$345.93
HUGHES	GUY S.	Police Constable	\$115,440.99	\$314.60
CANTELON	GREGORY J.	Staff Sergeant	\$115,428.42	\$399.50
BARENTHIN	GLENN KARL	Detective Sergeant	\$115,426.63	\$399.50
QUINN	ANA DANIELA BENTO	Police Constable	\$115,401.32	\$325.65
KORAC	PAUL LOUIS	Police Constable	\$115,381.05	\$325.65
RALPH	TIMOTHY J.	Staff Sergeant	\$115,357.61	\$395.45
HICKS	LAWRENCE G.	Sergeant	\$115,353.44	\$364.26
BENNETT	BRIAN ROBERT	Police Constable	\$115,352.67	\$325.65
KEALEY	DEVIN G.	Detective Sergeant	\$115,330.38	\$399.50
HARRAS	JOHN F.	Detective	\$115,328.56	\$364.26
BENTLEY	CHRISTOPHER JOHN	Police Constable	\$115,304.67	\$321.75
KHOW	SIEWING	Counsel	\$115,287.81	\$408.33
WALLACE	JOHN DAVID	Police Constable	\$115,276.59	\$319.83
BELANGER	DONALD RENE	Detective	\$115,259.95	\$345.93
SIMS	ANDREW MICHAEL	Police Constable	\$115,256.97	\$290.81
KAY	WILLIAM DONALD	Police Constable	\$115,245.13	\$305.37
BARWELL	DAVID ERIC	Detective	\$115,224.93	\$364.26
THOMPSON	MARLAND FINLAY	Police Constable	\$115,210.94	\$325.65
MCCONNELL	BRADLEY C.	Police Constable	\$115,198.83	\$323.96
BOYKO	JEREMY JEFFREY	Police Constable	\$115,181.41	\$325.65
RENNIE	ALEXANDER M.	Detective	\$115,180.02	\$364.26
CORREA	DAVID RODRIGUEZ	Sergeant	\$115,166.39	\$335.01
VIEIRA	ABILIO D.	Staff Sergeant	\$115,160.91	\$399.50
GIBILLINI	RICHARD J.	Sergeant	\$115,124.67	\$364.26
VILLERS	SCOTT CHARLES	Police Constable	\$115,084.82	\$325.65
KELLY	TERENCE PETER	Detective	\$115,076.96	\$345.93
RICCIARDI	MARCO	Police Constable	\$115,070.86	\$307.71
HAGGETT	LORI LYNN	Detective	\$115,065.11	\$355.29
NEWTON	DEEDEE A.	Detective	\$115,064.84	\$356.99
LAMOND	IAN DAVID	Staff Sergeant	\$115,000.66	\$390.40
GREENWOOD	JAMES E.	Detective Sergeant	\$114,970.80	\$399.50

APPENDIX B

RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
MAY	CHRISTOPHER J.	Sergeant	\$114,969.42	\$364.26
PIPE	STEPHEN D.	Staff Sergeant	\$114,941.30	\$399.50
KOCANOVIC	ALEKSANDAR SASHA	Police Constable	\$114,913.26	\$324.09
ZUBEK	JOSEPH C.	Staff Sergeant	\$114,902.47	\$399.50
KIM	SIN-JOONG SIN	Police Constable	\$114,883.37	\$316.68
BURNINGHAM	GRANT NEIL	Staff Sergeant	\$114,867.95	\$388.70
BLANCHARD	RICHARD M.	Staff Sergeant	\$114,864.92	\$399.50
MCDONALD	JOHN C.	Detective	\$114,834.16	\$364.26
CLARKE	PAUL EGERTON	Police Constable	\$114,820.23	\$314.60
PATTISON	STEVEN J.	Staff Sergeant	\$114,820.15	\$399.50
FERRIS	LISA A.	Detective	\$114,814.28	\$359.37
HOWELL	JEFFREY T.	Staff Sergeant	\$114,779.27	\$399.50
BROOKES	RALPH J.	Staff Sergeant	\$114,769.37	\$399.50
HAMILTON-GREENER	MICHAEL J.	Sergeant	\$114,749.08	\$364.26
LOPES	JUDE ALEXANDER	Detective	\$114,744.69	\$345.93
FALCONER	GREGORY G.	Detective	\$114,739.19	\$364.26
GRAY	GLENN T.	Staff Sergeant	\$114,703.73	\$399.50
SMITH	LAWRENCE G.	Police Constable	\$114,695.86	\$344.24
YULE	ROBERT CHRISTOPHER	Police Constable	\$114,675.26	\$314.60
WILSON	WARREN A.	Detective Sergeant	\$114,674.52	\$399.50
STONES	MICHAEL D.	Staff Sergeant	\$114,599.68	\$399.50
SEN	TAPAN KUMAR	Project Leader, Information Technology Services	\$114,582.00	\$379.08
BARSKY	MICHAEL STEVEN	Detective Sergeant	\$114,571.38	\$390.40
DA COSTA	ANTONIO NORBERTO	Police Constable	\$114,570.86	\$314.60
HUBBARD	SIMON H.	Police Constable	\$114,548.48	\$335.01
MORRIS	HAROLD L.	Detective	\$114,544.71	\$355.29
BELANGER	DANIEL JOSEPH	Sergeant	\$114,538.04	\$355.29
KOLAR	ANDREW C.	Police Constable	\$114,529.23	\$344.24
MOUNTFORD	GERALD A.	Staff Sergeant	\$114,509.81	\$399.50
ADELSON	SANDY	Senior Advisor Policy and Communications, Police Services Board	\$114,508.11	\$404.96
SHREVE	CLARENCE BLAKE	Staff Sergeant	\$114,499.21	\$399.50
ALPHONSO	WADE LEONARD	Staff Sergeant	\$114,467.12	\$399.50
GALLANT	ROBERT K.	Detective	\$114,409.87	\$364.26
ALTOMARE	ALDO MARCHELO	Staff Sergeant	\$114,394.94	\$399.50
LINQUIST	DARRYL ANDREW	Police Constable	\$114,392.60	\$325.65
CHAMBERS	COURTNEY A.	Staff Sergeant	\$114,388.38	\$399.50
WAUCHOPE	LIAM	Police Constable	\$114,384.38	\$325.65
SMITH	STEPHEN PATRICK	Detective	\$114,342.51	\$345.93
KARPIK	JAMES W.	Police Constable	\$114,330.56	\$323.96
ROSS	SCOTT JEREMY	Police Constable	\$114,306.29	\$325.65
DOLAMORE	PETER C.	Staff Sergeant	\$114,290.81	\$399.50
ROSSI	KIMBERLY DAWN	Manager, Parking Support Services	\$114,284.46	\$577.45
CONNOR	BRUCE ALEXANDER	Police Constable	\$114,266.08	\$325.65
CERNOWSKI	ANDREW JOHN	Financial Planner	\$114,231.74	\$577.45

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RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
CUNNINGHAM	ROBERT WAYNE	Senior Telecom Engineer	\$114,231.74	\$577.45
GHEYSAR	MAKDA	Financial Planner	\$114,231.74	\$577.45
GRANT	CINDYLOU CHRISTINA	Project and Policy Coordinator	\$114,231.74	\$577.45
MACARAEG	JUANITA	Senior Advisor, Quality Assurance	\$114,231.74	\$577.45
NGAN	EDWARD SHING-KEUNG	Senior Advisor, Quality Assurance	\$114,231.74	\$577.45
PERTA	MARIE CELESTE	Senior Advisor, Human Resources	\$114,231.74	\$577.45
PUTNAM	KIMBERLEY JOAN	Senior Advisor, Quality Assurance	\$114,231.74	\$577.45
THOMS	HEATHER BERNADETTE	Manager, Computer Operations	\$114,231.74	\$577.45
YANG	YANJIAO	Enterprise Data Architect	\$114,231.74	\$577.45
SAPSFORD	IAN DOUGLAS	Police Constable	\$114,215.30	\$325.65
LEBLANC	NORMAN J.	Detective Sergeant	\$114,194.15	\$396.80
ASSELSTINE	SHAUN DAVID	Police Constable	\$114,188.53	\$297.18
CAMPBELL	MICHELLE DIANE	Police Constable	\$114,167.28	\$325.65
TAVARES	JEFFERY DA	Police Constable	\$114,157.34	\$325.65
MORRISON	BRUCE D.	Staff Sergeant	\$114,145.19	\$399.50
CLARKE	STEVEN F.	Staff Sergeant	\$114,100.44	\$399.50
WALKER	JAMES D.	Staff Sergeant	\$114,084.61	\$399.50
GOTTSCHALK	BRIAN D.	Staff Sergeant	\$114,064.19	\$399.50
HAFIZ	AMIN	Sergeant	\$114,059.50	\$364.26
LEMAITRE	ROBERT JAMES	Sergeant	\$114,045.15	\$337.35
SKINNER	KELLY SIMONE	Sergeant	\$114,028.28	\$337.35
COULSON	WILLIAM D.	Staff Sergeant	\$114,027.96	\$388.70
KEMP	WILLIAM D.	Staff Sergeant	\$114,021.13	\$399.50
LYNCH	THOMAS M.	Staff Sergeant	\$114,018.40	\$399.50
HADDEN	ELIZABETH ANNE	Police Constable	\$114,017.07	\$314.60
TAYLOR	KENNETH W.	Staff Sergeant	\$114,014.91	\$399.50
MAISONNEUVE	DANIEL	Sergeant	\$114,014.63	\$355.29
DHATT	RUBINDER	Sergeant	\$113,991.44	\$345.93
LOBSINGER	PAUL A.	Sergeant	\$113,975.52	\$364.26
COLLINS	ROBERT SCOTT	Sergeant	\$113,968.67	\$364.26
FERGUSON	STEPHEN W.	Detective	\$113,955.98	\$364.26
TULIPANO	ROSARIO A.	Staff Sergeant	\$113,945.04	\$399.50
HURLEY	WILLIAM ANTHONY	Staff Sergeant	\$113,937.05	\$399.50
TURZA	JANICE E.	Sergeant	\$113,931.85	\$364.26
CAISSIE	PAUL J.	Sergeant	\$113,889.21	\$364.26
TRACEY	CHRISTOPHER JAMES-ALBERT	Sergeant	\$113,888.09	\$337.35
MCKEOWN	RICHARD J.	Staff Sergeant	\$113,875.02	\$399.50
PARSONS	STUART MAGRUDER	Police Constable	\$113,873.31	\$335.01
BERNARD	CYNTHIA LEE	Police Constable	\$113,865.12	\$325.65
LOCKEN	ALAN R.	Detective	\$113,841.44	\$364.26
ANGUS	DAVID MCGREGOR	Detective	\$113,823.15	\$364.26
GLASGOW	JUSTIN JOSEPH	Police Constable	\$113,805.74	\$325.65
TAYLOR	JASON PETER	Police Constable	\$113,802.07	\$325.65
GEE	WILLIAM EDWARD	Police Constable	\$113,801.89	\$297.18
THOMAS	SONIA A.	Staff Sergeant	\$113,770.25	\$399.50

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RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
O'CONNOR	MIKE STEPHEN	Police Constable	\$113,766.97	\$325.65
CALLAGHAN	PETER EDWARD	Detective Sergeant	\$113,765.37	\$390.40
HENRY	PETER C.	Staff Sergeant	\$113,731.47	\$390.40
CHILDS	CYNTHIA M.	Detective Sergeant	\$113,708.27	\$390.40
HAYES	JEREMY MATTHEW	Detective	\$113,706.16	\$345.93
MOI	NATALIE BOBO	Police Constable	\$113,705.44	\$305.37
MIRANDA	EDUARDO CANDIDO	Police Constable	\$113,660.59	\$325.65
QUIGG	MARTIN B.	Sergeant	\$113,653.71	\$364.26
NORSKI	PRZEMYSŁAW	Police Constable	\$113,626.11	\$297.18
JOHNSTON	CHARLES R.	Detective	\$113,620.16	\$355.29
REYNOLDS	STEPHEN THOMAS	Staff Sergeant	\$113,619.61	\$399.50
MALCOLM	DAVID W.	Detective Sergeant	\$113,618.41	\$399.50
DAWSON	GEORGE JOSEPH	Staff Sergeant	\$113,595.03	\$399.50
HATHERLY	RANDY B.	Staff Sergeant	\$113,589.42	\$399.50
SANSOM	DOUGLAS P.	Detective	\$113,586.78	\$364.26
HOLMES	JOHN D.	Sergeant	\$113,573.75	\$364.26
SAMM	SAMUEL JUNIOR	Sergeant	\$113,560.90	\$355.29
NARINE	SHAUN R.	Staff Sergeant	\$113,514.62	\$390.40
LEE	NOEL THOMAS	Staff Sergeant	\$113,503.28	\$399.50
HOLLAND	MARK LEWIS	Police Constable	\$113,481.01	\$325.65
HABUDA	JERRY W.	Police Constable	\$113,478.54	\$344.24
DYBOWSKI	MICHAEL LEONHARD	Police Constable	\$113,475.51	\$317.07
CHASE	WILLIAM OLIVER	Police Constable	\$113,474.37	\$328.07
PLUNKETT	PATRICK JOHN	Police Constable	\$113,464.82	\$325.65
NOSWORTHY	JUDY E.	Detective	\$113,463.48	\$357.67
GLAVIN	PHILLIP G.	Detective	\$113,458.96	\$364.26
WILLIAMS	SCOTT DOUGLAS	Human Resource Management Systems Applications Specialist	\$113,455.34	\$287.04
MISTEROWICZ	RICHARD JOHN	Police Constable	\$113,406.06	\$325.65
KULMATYCKI	JOEL PATRICK	Detective Sergeant	\$113,405.67	\$368.83
BOND	MARLIN R.	Sergeant	\$113,404.28	\$360.41
MOORE	BRETT CALVIN	Detective	\$113,401.02	\$345.93
PRESS	MICHAEL ALLEN	Senior Firearms Officer	\$113,377.03	\$367.24
KELLY	BRIAN WAYNE	Detective Sergeant	\$113,361.88	\$390.40
HOFFMEYER	RUSSELL DANIEL	Sergeant	\$113,338.26	\$345.93
COX	DARREN ANDREW	Detective	\$113,323.25	\$355.29
RUFFINO	STEPHEN P.	Detective	\$113,252.81	\$364.26
SCUDDS	PAUL D.	Staff Sergeant	\$113,245.95	\$399.50
GREIG	ROBERT S.	Detective	\$113,243.75	\$364.26
MURRELL	KEVIN EARL	Staff Sergeant	\$113,225.85	\$399.50
RIDDELL	ALAN	Detective Sergeant	\$113,197.15	\$399.50
SWACKHAMER	BRENT W.	Sergeant	\$113,184.24	\$355.29
BULLOCK	NEIL D.	Staff Sergeant	\$113,175.34	\$390.05
WHITE	DONALD GERALD	Police Constable	\$113,166.19	\$325.65
LISKA	JAN	Sergeant	\$113,135.47	\$364.26
WILLIAMS	KYLE T.	Detective	\$113,125.41	\$364.26

APPENDIX B

RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
SCHMIDT	JON	Staff Sergeant	\$113,070.74	\$399.50
GREER	THOMAS ROBERT	Sergeant	\$113,047.69	\$355.29
MCGOWN	JOHN G.	Staff Sergeant	\$113,026.01	\$399.50
HARVEY	MARK A.	Sergeant	\$113,016.79	\$355.29
JOSEPH	TREVOR JOHN	Police Constable	\$112,995.79	\$305.37
MISIUDA	MELISSA DEANNE	Police Constable	\$112,951.47	\$313.08
GALLANT	STACY D.	Detective	\$112,942.19	\$355.29
COSENTINO	SALVATORE	Detective Sergeant	\$112,941.02	\$399.50
COFFIN	PHILIP J.	Police Constable	\$112,927.95	\$323.96
MARTELLUZZI	CLAUDIO	Sergeant	\$112,918.79	\$355.29
ARTINIAN	PEGLAR	Police Constable	\$112,892.37	\$325.65
KHOSHBOOI	ALI NADER	Police Constable	\$112,890.12	\$296.05
DANIELS	MARK CHARLES	Detective	\$112,883.48	\$355.29
YOUNGER	CHAD ANDREW	Police Constable	\$112,865.88	\$322.93
COGHLIN	JAMES GARFIELD	Detective Sergeant	\$112,851.32	\$390.40
ANDREWS	SARAH LYNN	Police Constable	\$112,833.21	\$320.97
DIDANIELI	ROBERTO D.	Detective Sergeant	\$112,828.02	\$390.40
SUTTON	SEAN MATTHEW	Police Constable	\$112,822.30	\$316.23
DELPORT	MICHAEL P.	Police Constable	\$112,821.42	\$344.24
WRAY	TERRENCE W.	Detective	\$112,809.04	\$364.26
RYDZIK	DAVID BRIAN	Staff Sergeant	\$112,788.21	\$390.40
BARNES	MURRAY WINSTANLEY	Detective	\$112,755.48	\$345.93
VELAUTHAM	KARTHIGESAN	Sergeant	\$112,743.69	\$355.29
VAN DER KRABBen	STEVEN JOHN	Police Constable	\$112,729.53	\$322.93
HICKMOTT	MARCIE LYNN	Detective	\$112,723.31	\$345.93
JAROSZ	RUSSELL J.	Detective Sergeant	\$112,681.42	\$399.50
MILIC	DANY	Police Constable	\$112,673.98	\$314.60
KHAN	AHMAR ALI	Police Constable	\$112,654.61	\$297.18
MCBRATNEY	GARY R.	Staff Sergeant	\$112,654.16	\$399.50
BHOGAL	RAJAN-SINGH	Police Constable	\$112,648.24	\$296.05
POGUE	LAUREN	Detective	\$112,644.03	\$355.29
KARPOW	PETER	Detective	\$112,636.43	\$364.26
STEWART	ROBERT S.	Detective Sergeant	\$112,629.58	\$388.70
DUNCAN	PHILLIP ZVI	Police Constable	\$112,621.26	\$325.65
SIMPKINS	DAVID	Staff Sergeant	\$112,620.09	\$399.50
ARMSTRONG	MARK RICHARD	Sergeant	\$112,614.35	\$364.26
ECKLUND	ANDREW DOUGLAS	Detective	\$112,606.67	\$345.93
LITTLE	DARRIN P.	Detective	\$112,577.13	\$364.26
KAVANAGH	TIMOTHY J.	Sergeant	\$112,553.19	\$364.26
AALEN	RONALD HENRY	Staff Sergeant	\$112,551.37	\$399.50
ALEXANDER	CHARLES BOLTON	Detective	\$112,529.94	\$355.29
PAGE	DEREK WILLIAM	Police Constable	\$112,519.71	\$305.37
WEHBY	PETER MICHAEL	Detective	\$112,513.65	\$345.93
BURRY	SHAWN CECIL	Sergeant	\$112,504.55	\$345.93
DRENNAN	CRAIG E.	Detective	\$112,500.04	\$355.29

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RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
SOVA	DEBORAH	Sergeant	\$112,493.52	\$355.29
SIEVERS	JOHN H.	Sergeant	\$112,461.41	\$355.29
JOSIFOVIC	MLADEN M.	Sergeant	\$112,445.59	\$355.29
CROOKER	LISA CATHERINE	Detective	\$112,436.55	\$345.93
TUTCHENER	GARY D.	Staff Sergeant	\$112,396.49	\$399.50
BENSON	RODNEY WELLON	Police Constable	\$112,388.50	\$325.65
THOMSON	ALLAN JOHN	Detective	\$112,383.62	\$355.29
GRAY	MEAGHAN CAROLINE	Information and Issues Management Section Head	\$112,370.24	\$350.75
CORREA	IRWIN G.	Police Constable	\$112,368.85	\$322.88
GUEST	KEVIN M.	Staff Sergeant	\$112,353.30	\$390.40
BRITTON	FRANCES P.	Sergeant	\$112,340.18	\$364.26
DAVIES	ROBERT EARLE	Police Constable	\$112,310.05	\$325.65
FRY	RONALD C.	Sergeant	\$112,307.69	\$364.26
MOYER	IAN R.	Staff Sergeant	\$112,289.94	\$399.50
CLARK	TRAVIS DAYMOND	Police Constable	\$112,268.55	\$325.65
WONG	CONRAD EMERY	Police Constable	\$112,262.95	\$287.01
WATSON	IAN ANDREW	Police Constable	\$112,218.75	\$325.65
DEVINE	PHILIP B.	Detective	\$112,211.92	\$364.26
HARLOCK	DAVID G.	Sergeant	\$112,188.47	\$364.26
STONE	TERENCE N.	Police Constable	\$112,182.73	\$323.96
MIRON	BRUNO JOSEPH	Detective	\$112,164.58	\$345.93
GILBERT	DONNA ELLEN	Information Security Officer	\$112,156.62	\$379.08
CHOW	HAROLD	Sergeant	\$112,147.11	\$355.29
LITTLE	DAVID A.	Police Constable	\$112,144.19	\$344.24
STANLEY	WILLIAM M.	Detective Sergeant	\$112,134.97	\$399.50
HODGINS	MARK GREGORY	Police Constable	\$112,076.28	\$304.69
WHITE	PAUL E.	Sergeant	\$112,074.49	\$364.26
PATTERSON	MICHAEL JAMES	Detective	\$112,071.26	\$345.93
WEST	JACK A.	Sergeant	\$112,063.50	\$364.26
MANHERZ	JOEL NICHOLAS	Police Constable	\$112,039.58	\$325.65
DURY	BENJAMIN MICHAEL	Sergeant	\$111,999.78	\$345.93
ANSARI	ALI AKBAR	Detective	\$111,995.34	\$355.29
BRIGHAM	JOHN B.	Sergeant	\$111,982.75	\$364.26
BROOKES	LEVERNE MCCOURCEY	Police Constable	\$111,956.22	\$317.76
MCLAUGHLIN	IAN	Detective	\$111,955.66	\$364.26
ROY	SHAUN DOUGLAS	Police Constable	\$111,951.33	\$297.18
WONG	WINSTON WEI-HON	Sergeant	\$111,936.28	\$336.57
HOPKINS	JEFFREY DAVID	Sergeant	\$111,933.62	\$345.93
MULLIN	GEORGE W.	Staff Sergeant	\$111,923.99	\$399.50
HARNISH	MICHAEL STEVENS	Police Constable	\$111,850.14	\$303.13
THERIAULT	JOHN	Detective	\$111,833.02	\$364.26
COSTA	ANGELO	Sergeant	\$111,822.94	\$364.26
CARTER	MARVA MARIE	Project Leader, Information Technology Services	\$111,819.13	\$379.08
CARL	GEORGE WILLIAM	Police Constable	\$111,818.85	\$314.60
PINNOCK	DONOVAN A.	Police Constable	\$111,798.67	\$323.96

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RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
SVITAK	PETER J.	Police Constable	\$111,797.50	\$323.96
NOLAN	CHRISTOPHER R.	Detective Sergeant	\$111,789.48	\$399.50
BODDY	CHRISTOPHER EDWARD	Staff Sergeant	\$111,778.54	\$390.40
JOSTIAK	JOSEPH R.	Staff Sergeant	\$111,754.59	\$399.50
LEE	KENNY	Detective	\$111,749.74	\$345.93
SINGH	AMARJIT PURBA	Police Constable	\$111,747.35	\$314.60
SPROXTON	ROBERT J.	Detective Sergeant	\$111,745.01	\$399.50
PAK	ANDREW JIN-HO	Police Constable	\$111,733.55	\$313.59
HUGHES	LYNN L.	Sergeant	\$111,722.20	\$355.29
DAVEY	AMY LEE	Police Constable	\$111,692.43	\$317.03
STRANGWAYS	PAUL ROBERT	Police Constable	\$111,684.55	\$335.01
CAMACHO	JOSE	Sergeant	\$111,679.07	\$364.26
STE-CROIX	BRADLEY G.	Police Constable	\$111,677.78	\$335.01
LOWREY	ALAN B.	Staff Sergeant	\$111,627.28	\$399.50
TYMBURSKI	EDWARD S.	Staff Sergeant	\$111,606.04	\$399.50
WARD	KEVIN WALTER	Police Constable	\$111,601.69	\$287.01
BEARD	BENJAMIN JAMES	Police Constable	\$111,595.60	\$316.68
LUCAS	PATRICK A.	Detective	\$111,573.89	\$364.26
HOWELL	WAYNE VINCENT	Police Constable	\$111,562.34	\$315.51
HUNT	CHRISTOPHER DAVID	Police Constable	\$111,555.46	\$316.68
SUKH	EMMANUEL R.	Police Constable	\$111,546.78	\$323.96
GIBSON	ROGER D.	Sergeant	\$111,541.63	\$364.26
WOODHOUSE	STEPHEN J.	Sergeant	\$111,541.20	\$354.69
SONDERGAARD	NIELS E.	Detective Sergeant	\$111,535.44	\$399.50
SURPHLIS	DOUGLAS C.	Detective	\$111,478.93	\$363.21
PASINI	RUDY P.	Detective Sergeant	\$111,456.97	\$399.50
FYNES	ADRIAN B.	Detective Sergeant	\$111,440.35	\$399.50
CAMERON	NEIL ROBERT	Police Constable	\$111,429.80	\$282.49
DUNLOP	JOHN PAUL	Detective	\$111,418.91	\$355.29
STRATFORD	IAN M.	Staff Sergeant	\$111,408.66	\$399.50
NICHOLSON	LEONARD BRUCE	Police Constable	\$111,384.36	\$320.97
DICOSOLA	MICHELE	Detective	\$111,375.40	\$355.29
SOVA	DANIEL G.	Sergeant	\$111,349.43	\$355.29
LALLA	LESTER ROYSON	Police Constable	\$111,348.69	\$316.68
TILLEY	MARK T.	Staff Sergeant	\$111,326.98	\$399.50
GIBBONS	REBECCA NICOLE	Police Constable	\$111,318.80	\$325.65
MOREIRA	JOHN M.	Detective	\$111,310.95	\$355.29
FAZELI	ALAN ALIREZA	Police Constable	\$111,297.40	\$316.68
HIBBELN	PHILIP JOSEPH	Detective	\$111,297.33	\$357.67
BAPTIST	CHARLENE M.	Staff Sergeant	\$111,279.53	\$392.85
WHALEN	ROBERT E.	Detective	\$111,265.39	\$355.29
HILLIER	JASON SABINO	Police Constable	\$111,264.19	\$316.68
DEWLING	NORMAN G.	Staff Sergeant	\$111,262.75	\$399.50
HORNER	GAVIN A.	Detective	\$111,255.54	\$355.29
VERSPREETEN	BRADLEY DENNIS	Police Constable	\$111,250.66	\$297.18

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RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
NAIR	SAJEEV R.	Police Constable	\$111,247.08	\$325.65
CARVALHO	AVELINO MOTA	Sergeant	\$111,245.40	\$355.29
CARLES	MATTHEW MOSES	Police Constable	\$111,238.58	\$322.93
DE ZILVA	MICHAEL BRIAN	Police Constable	\$111,237.64	\$320.97
ALDRIDGE	ADAM DUNCAN	Police Constable	\$111,227.83	\$344.24
YARMOLUK	DAVID GEORGE	Detective	\$111,211.88	\$355.29
WHITE	CATHERINE MARLENE	Sergeant	\$111,193.45	\$355.29
PATTERSON	ROBERT E.	Detective	\$111,176.29	\$355.29
ELLIS	STANLEY W.	Staff Sergeant	\$111,171.32	\$399.50
LOMBARDI	LORENZO	Detective	\$111,155.03	\$364.26
MCLEAN	BARBARA E.	Staff Sergeant	\$111,137.26	\$390.40
UPPAL	VISHAL	Police Constable	\$111,113.83	\$305.37
MCDONALD	CINDY A.	Staff Sergeant	\$111,078.44	\$398.45
AWAD	ASHRAF SAMIR	Sergeant	\$111,044.93	\$327.21
TAYLOR	JEFF C.	Police Constable	\$111,028.12	\$323.96
NIMMO	RICHARD JAMES	Sergeant	\$111,018.45	\$342.81
COURVOISIER	GUY W.	Staff Sergeant	\$111,011.47	\$399.50
PAYNE	THEODORE ALGERNON	Detective	\$110,991.15	\$364.26
BELGRADE	ALEXANDER NORMAN	Detective Sergeant	\$110,986.40	\$399.50
KRAWCZYK	PAUL THOMAS	Detective	\$110,981.86	\$345.93
FRASER	SIMON R.	Sergeant	\$110,936.21	\$364.26
DOHERTY	BRADEN SPENCER	Police Constable	\$110,914.18	\$325.65
SPENCER	JASON GUEVARA	Police Constable	\$110,912.63	\$325.65
MAADANIAN	NAZARET	Sergeant	\$110,903.65	\$345.93
MCKEON	MARK JOSEPH	Police Constable	\$110,876.36	\$314.60
COULTER	ALLAN JOHN	Sergeant	\$110,872.76	\$364.26
LEARY	DEREK WILLIAM	Police Constable	\$110,867.36	\$316.68
MALENFANT	ANDREW DEREK	Police Constable	\$110,851.70	\$324.09
ADAMSON	JAMES GRAHAM	Sergeant	\$110,830.62	\$364.26
MCDERMOTT	DANIEL J.	Detective	\$110,819.02	\$363.21
CROWLEY	JANINE N.	Detective	\$110,803.86	\$364.26
VEIT	OSWALD J.	Sergeant	\$110,779.38	\$355.29
DUFFY	MARJORIE ARLEEN	Sergeant	\$110,775.21	\$355.29
WARRENER	ROBERT JOSEPH	Police Constable	\$110,768.29	\$325.65
LANDRY	DARRYL JAMES	Police Constable	\$110,763.67	\$310.05
REED	PHILIP K.	Staff Sergeant	\$110,759.83	\$399.50
MCQUEEN	GARY P.	Detective	\$110,740.91	\$364.26
MCCUTCHEON	DOUGLAS M.	Detective	\$110,735.15	\$364.26
GOMES	JUSTIN DAVID	Police Constable	\$110,734.90	\$325.65
LALONDE	LISA ANNE	Police Constable	\$110,714.31	\$325.65
MOORE	DARCY T.	Sergeant	\$110,678.98	\$364.26
MOFFATT	MICHAEL W.	Police Constable	\$110,674.13	\$323.96
REGAN	DOUGLAS FREDRICK	Detective Sergeant	\$110,641.93	\$390.40
HICKS	STEPHEN F.	Sergeant	\$110,614.02	\$364.26
MCINTOSH	DANIEL D.	Detective	\$110,611.18	\$355.29

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RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
LANE	MICHEAL WILLIAM	Police Constable	\$110,589.73	\$297.18
SEXSMITH	DONALD E.	Police Constable	\$110,580.67	\$344.24
DAMASO	RODNEY	Sergeant	\$110,574.67	\$345.93
BAYES	JOHN ARTHUR	Police Constable	\$110,564.59	\$305.37
URBANIAK	THOMAS R.	Sergeant	\$110,554.55	\$356.99
LAHEY	MARY REGINA	Sergeant	\$110,531.16	\$355.29
GAGLIARDI	VITO	Detective	\$110,530.44	\$345.93
ASHLEY	MARK NICHOLAS	Detective	\$110,502.15	\$357.67
SYRMBOS	TOM ANASTASIOS	Police Constable	\$110,486.64	\$325.65
OSBORN	ROBERT DANIEL	Police Constable	\$110,461.41	\$297.18
HILTON	TYRONE CHRISTOPHER	Sergeant	\$110,438.00	\$345.93
STEEVES	THOMAS WARREN	Police Constable	\$110,437.85	\$325.65
SMITH	KRISTY JANE	Police Constable	\$110,431.64	\$325.65
KOSTIUK	MICHAEL J.	Police Constable	\$110,398.64	\$314.60
MCKENZIE	PETER SHELDON	Police Constable	\$110,393.70	\$325.65
BILAK	STEPHEN L.	Sergeant	\$110,388.61	\$364.26
MATHIEU	MELANIE JANE	Police Constable	\$110,365.23	\$325.65
O'RIORDAN	WAYNE JAMES	Police Constable	\$110,358.44	\$325.65
HEILIMO	KARL M.	Staff Sergeant	\$110,346.83	\$399.50
DRAKE	WILLIAM K.	Sergeant	\$110,343.48	\$357.67
TSIANOS	DIMITRIOS	Police Constable	\$110,320.64	\$325.65
BOPARA	GURMOKH	Sergeant	\$110,320.47	\$339.69
NEALON	DANIEL J.	Detective Sergeant	\$110,287.61	\$399.50
D'SILVA	ALLISTER	Police Constable	\$110,282.09	\$316.68
FARRUGIA	MARIE L.	Detective	\$110,278.14	\$364.26
CRICHTON	NORMAN J.	Sergeant	\$110,264.41	\$364.26
YOUNG	CRAIG S.	Staff Sergeant	\$110,255.04	\$390.40
BUTULA	ELLERY P.	Detective Sergeant	\$110,240.79	\$399.50
LIUMANIS	METHODIOS	Detective	\$110,237.21	\$345.93
HURLBUT	JASON LESLIE	Police Constable	\$110,228.08	\$297.18
FERREIRA	MICKAEL	Police Constable	\$110,213.14	\$296.83
HODGERT	DOUGLAS G.	Police Constable	\$110,181.14	\$323.96
LINDSAY	HOWARD ROSS	Sergeant	\$110,178.59	\$364.26
HALL	NEIL HARCOURT	Police Constable	\$110,173.22	\$308.49
ZELENY	JOHN DARYN	Detective	\$110,161.39	\$355.29
KIM	HYOK KYUN	Police Constable	\$110,148.37	\$291.53
KLODT	SHAWN EDWARD	Police Constable	\$110,139.37	\$316.89
EVANS	JACQUELINE M.	Sergeant	\$110,133.66	\$364.26
THIBODEAU	JOHN ROBERT	Detective	\$110,130.61	\$355.29
GRANT	CHRISTOPHER RICHARD	Police Constable	\$110,127.72	\$325.65
GREENAWAY	COLIN A.	Detective Sergeant	\$110,099.34	\$399.50
SAGGI	SHARNJIT SINGH	Police Constable	\$110,089.35	\$297.18
KUNG	TOMMY WING	Police Constable	\$110,077.45	\$297.18
TSO	WING-IP V	Sergeant	\$110,029.67	\$355.29
GOLDSMITH	ERIC CHARLES	Detective	\$109,981.73	\$345.93

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RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
THAYALAN	SARATH	Police Constable	\$109,962.84	\$297.18
SPRATT	ALAN D.	Detective	\$109,946.99	\$364.26
CLARKE	MATTHEW FRANCIS	Police Constable	\$109,942.38	\$322.53
BEATTIE	CHRISTOPHER DENNIS	Police Constable	\$109,905.02	\$325.65
HUGHES	TRUDY L.	Detective	\$109,888.94	\$355.29
ALDERDICE	JEFFERY PAUL	Sergeant	\$109,879.53	\$345.93
MARSHALL	SHAWN TOBIN	Police Constable	\$109,811.93	\$325.65
SWART	ROGER JOHN	Police Constable	\$109,791.93	\$325.65
YEO	DARREN ROY	Sergeant	\$109,772.41	\$345.93
MCCLELLAND	ROBERT I.	Sergeant	\$109,770.75	\$364.26
HAWRYLIW	KERRY-ANNE	Senior Operations Supervisor	\$109,738.11	\$324.48
KRANENBURG	LORI PATRICIA	Sergeant	\$109,736.02	\$333.45
LEWERS	CRAIG A.	Sergeant	\$109,724.63	\$364.26
MCARTHUR	PAUL IAN	Detective Sergeant	\$109,709.05	\$390.40
WOJDYLO	HENRYK W.	Sergeant	\$109,705.78	\$364.26
OZKAN	NEDIM	Senior Analyst, Information Technology Services	\$109,694.19	\$350.75
BOSSERT	DENNIS A.	Police Constable	\$109,689.47	\$314.60
VILLEMAIRE	DOUGLAS STEPHEN	Police Constable	\$109,678.95	\$323.96
JUPP	BRUCE E.	Police Constable	\$109,666.24	\$323.96
CAMPBELL	EDWARD L.	Detective	\$109,661.91	\$364.26
HIGO	TODD ELLIOT	Police Constable	\$109,656.82	\$321.75
DUGAN	ERIC W.	Sergeant	\$109,652.85	\$364.26
EUSTACE	DAVID L.	Detective	\$109,628.82	\$364.26
MORSE	VICTORIA JANE	Police Constable	\$109,619.57	\$325.65
DUNCAN	PETER	Sergeant	\$109,598.04	\$355.29
MARSMAN	HENRI	Detective	\$109,596.23	\$355.29
NASNER	STEFAN	Police Constable	\$109,594.23	\$344.24
O'DONOVAN	STEPHEN P.	Sergeant	\$109,589.24	\$364.26
MATTLESS	WAYNE L.	Detective	\$109,587.16	\$364.26
HEALY	MICHAEL DAVID	Detective	\$109,580.64	\$364.26
KYRIACOU	SAVAS	Detective Sergeant	\$109,574.08	\$399.50
TAURO	KEITH GERARD	Police Constable	\$109,572.92	\$297.18
FERRY	JASON WAYNE	Detective	\$109,570.78	\$345.93
WALKER	MARK DOYLE	Police Constable	\$109,561.15	\$311.23
RYAN	DONALD W.	Sergeant	\$109,559.70	\$322.02
FORCHIONE	ANTONIO	Sergeant	\$109,558.73	\$364.26
WALKER	JOHN P.	Sergeant	\$109,547.57	\$364.26
SAVILLE	JASON LESLIE	Police Constable	\$109,530.30	\$297.53
SCOTT	ALYN N.	Staff Sergeant	\$109,515.96	\$322.21
RICCI	CHARLES MICHAEL	Detective	\$109,465.07	\$345.93
HAWCO	BERNARD THOMAS	Sergeant	\$109,457.67	\$355.29
DWYER	ANTHONY J.	Police Constable	\$109,455.59	\$344.24
ZAMPARO	DANIEL VALENTINO	Police Constable	\$109,449.34	\$325.65
FERKO	CHRISTOPHER ROBIN	Police Constable	\$109,427.11	\$305.37
BROWN	DOUGLAS I.	Sergeant	\$109,423.80	\$364.26

APPENDIX B

RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
DRURY	PAUL R.	Detective	\$109,423.24	\$364.26
MAC	OVID RUBEN	Police Constable	\$109,379.94	\$305.37
BENNOCH	CHRISTOPHER JOHN	Police Constable	\$109,355.82	\$297.18
HUNT	ROBERT C.	Detective	\$109,349.82	\$364.26
URKOSKY	BRIAN WILLIAM	Police Constable	\$109,338.76	\$325.65
TRACEY	MARK ROBERT	Sergeant	\$109,318.22	\$355.29
MANSON	SANDRA L.	Sergeant	\$109,311.80	\$355.79
ROHDE	DANNY WILLIAM	Police Constable	\$109,311.00	\$305.37
MCCONKEY	RONALD FRANK	Police Constable	\$109,291.73	\$323.96
WILSON	TIMOTHY S.	Detective	\$109,271.83	\$355.29
JOHNSTON	TRICIA MARLENE	Sergeant	\$109,262.77	\$335.01
FOWLDS	SCOTT MACKENZIE	Sergeant	\$109,236.06	\$355.29
CRANE	ROBERT JASON	Police Constable	\$109,207.69	\$320.97
HAIN	DAVID JOSEPH	Police Constable	\$109,201.17	\$300.33
JACKSON	LAURIE E.	Staff Sergeant	\$109,194.95	\$390.40
CATES	STEVEN RICHARD	Police Constable	\$109,174.43	\$325.65
GREEN	JOHN E.	Detective	\$109,171.73	\$364.26
HREPIC	MARIO A.	Sergeant	\$109,139.63	\$350.61
SAVINO	LEONARDO	Police Constable	\$109,131.04	\$305.37
MUNGAL	MATTHEW J.	Sergeant	\$109,125.60	\$355.29
LEVERT	BRYCE STERLING	Police Constable	\$109,094.12	\$297.53
QIU	MING WEI	Senior Technical Specialist, Information Technology	\$109,091.23	\$335.13
BURNETT	ANSON RICHARD	Police Constable	\$109,090.77	\$297.96
STOREY	TODD MELVYN	Police Constable	\$109,084.42	\$325.65
HAUNTS	ALAN G.	Detective Sergeant	\$109,073.05	\$399.50
DIVESTI	TONY W.	Detective	\$109,065.66	\$363.21
RICHARDSON	MAXWELL C.	Sergeant	\$109,031.38	\$364.26
MCKENZIE	SHAWN SCOTT	Police Constable	\$109,018.06	\$325.65
NIEZEN	MARK S.	Detective	\$109,014.76	\$364.26
YOUNG	WARREN G.	Police Constable	\$109,012.27	\$344.24
FODEN	STEPHEN L.	Detective Sergeant	\$109,010.79	\$399.50
BANGILD	JEFFREY	Sergeant	\$108,985.71	\$345.93
ALLINGTON	JEFFREY SCOTT	Detective	\$108,919.79	\$345.93
MACPHERSON	DONALD WADE	Police Constable	\$108,914.35	\$303.13
MOYER	JEFFREY D.	Sergeant	\$108,910.72	\$355.29
LYON	ROBERT KIRK	Detective	\$108,907.58	\$355.29
OLIVER	DAVID J.	Police Constable	\$108,867.87	\$344.24
TURNBULL	RONALD JAMES	Systems Integration Specialist	\$108,862.68	\$379.08
HILL	SHANE R.	Detective	\$108,860.72	\$345.93
HEWSON	KENT R.	Detective	\$108,857.83	\$364.26
LOVE	DAVID MATTHEW	Police Constable	\$108,857.13	\$316.68
MACDONALD	LEO R.	Detective	\$108,851.95	\$355.29
OUELLET	ANDREW	Police Constable	\$108,821.32	\$305.37
MOONEY	RICHARD J.	Detective	\$108,816.55	\$364.26
CROSBY	DANIEL PATRICK	Sergeant	\$108,813.83	\$357.67

APPENDIX B

RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
TRETTER	MADELAINE L.	Detective Sergeant	\$108,784.59	\$399.50
SCOTT	GORDON L.	Sergeant	\$108,779.03	\$364.26
MCNEIL	RONALD C.	Sergeant	\$108,741.87	\$364.26
BRONS	JAMES R.	Detective	\$108,738.99	\$355.29
GOWANLOCK	CAROL LYNN	Location Administrator, Document Services	\$108,737.29	\$298.22
MUNROE	NEIL GERARD	Detective	\$108,710.32	\$345.93
LAKEY	WAYNE L.	Sergeant	\$108,707.44	\$355.29
PRODANOS	ALEXI	Police Constable	\$108,704.88	\$325.65
ELZINGA	SIU-MIA	Police Constable	\$108,685.58	\$313.95
OUELLETTE	ROBERT BRUCE	Police Constable	\$108,685.16	\$305.37
FISHER	BRADLEY R.	Sergeant	\$108,673.11	\$355.29
STRONG	DAVIS DUDLEY	Senior Technical Analyst, Information Technology Services	\$108,670.70	\$350.75
KERR	SAMUEL WILLIAM	Police Constable	\$108,667.52	\$323.96
D'SOUZA	TYRON IAN	Police Constable	\$108,656.90	\$296.05
BALAGA	ARTUR	Police Constable	\$108,652.79	\$322.93
SANDERS	DAVID K.	Sergeant	\$108,604.94	\$364.26
NICOL	ROBERT P.	Police Constable	\$108,597.46	\$325.65
ESTEVEES	RUI MANUEL	Police Constable	\$108,593.04	\$297.18
SPENCER	ENNIS STEWART	Sergeant	\$108,587.78	\$345.93
HALMAN	DARREN F.	Staff Sergeant	\$108,577.02	\$390.40
WANNAMAKER	JEFFREY MICHAEL	Police Constable	\$108,566.03	\$318.61
LOUGHLIN	EDWARD J.	Detective Sergeant	\$108,531.04	\$399.50
CLENDINNING	MARK WILLIAM	Detective	\$108,527.87	\$355.29
BURROWS	TIMOTHY SCOTT	Sergeant	\$108,518.84	\$355.29
YARDE	RYAN ANTON	Police Constable	\$108,515.15	\$326.63
COULTHARD	JASON MILES	Detective	\$108,506.24	\$345.93
PAYTON	HOWARD LEWIS	Sergeant	\$108,494.68	\$355.29
MCLEOD	GLENN D.	Detective Sergeant	\$108,491.88	\$399.50
TAIT	KEITH HAMILTON	Police Constable	\$108,479.11	\$323.96
TAM	WING H.	Police Constable	\$108,444.56	\$314.60
SIMAS	SERGIO	Police Constable	\$108,439.54	\$297.18
NOLL	CARL J.	Detective Sergeant	\$108,432.99	\$399.50
ALLEN	MICHAEL DAVID	Detective	\$108,421.75	\$345.93
HARTFORD	THOMAS JOSEPH	Detective	\$108,419.94	\$364.26
LOGAN	BEVERLEY A.	Sergeant	\$108,398.48	\$364.26
BEVAN	WILLIAM	Detective	\$108,379.38	\$355.29
KINNEAR	KATHRYN E.	Sergeant	\$108,352.98	\$364.26
HIND	D'ARCY LIAM	Police Constable	\$108,346.00	\$316.23
MCCULLOCH	MICHAEL	Detective	\$108,342.66	\$355.29
CORREIA	JEFFERY	Police Constable	\$108,339.69	\$316.68
KENNY	BRIAN J.	Staff Sergeant	\$108,299.86	\$399.50
SCRIVEN	PATRICK A.	Sergeant	\$108,296.44	\$364.26
TRITES	CHRISTOPHER G.	Detective	\$108,295.60	\$355.29
DI POCE	EMILIO	Detective	\$108,278.58	\$364.26
CHAPMAN	KAREN	Detective	\$108,273.19	\$345.93

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RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
BESON	MARK WILLIAM	Police Constable	\$108,266.24	\$325.65
MCALDER	KEVIN P.	Police Constable	\$108,258.79	\$323.96
PAYNE	GREGORY JAMES	Staff Sergeant	\$108,248.96	\$390.40
FRITZ	THEODOR C.	Detective	\$108,216.98	\$364.26
MCDONALD	COLIN R.	Detective	\$108,205.65	\$364.26
ARMSTRONG	FREDERICK SHANE	Police Constable	\$108,204.51	\$325.65
JOSEPHS	ADAM KIRK	Police Constable	\$108,197.45	\$314.60
SHAW	MARY L.	Staff Sergeant	\$108,192.58	\$399.50
STEINWALL	ANDREW TREVOR	Sergeant	\$108,179.49	\$337.35
KNOBLAUCH	KEITH PERCY	Police Constable	\$108,173.49	\$314.60
HALL	ALVIN DALTON	Sergeant	\$108,173.04	\$342.81
RICHMOND	MICHAEL KENNETH	Staff Sergeant	\$108,169.91	\$379.60
COMBDON	AARON ARTHUR	Police Constable	\$108,169.68	\$297.96
SOMERS	CRAIG ALLAN	Sergeant	\$108,166.89	\$345.93
BAI	DON XIN	Police Constable	\$108,165.44	\$316.68
DORY	KELLY S.	Staff Sergeant	\$108,163.86	\$399.50
CACCAVALE	ERASMO	Police Constable	\$108,159.04	\$335.01
PRICE	MARY F.	Staff Sergeant	\$108,139.11	\$399.50
MNUSHKIN	SERGEY AFROYIM	Police Constable	\$108,138.94	\$325.65
MORSE	STEPHEN	Detective Sergeant	\$108,125.39	\$399.50
WELLER	RICHARD ANTHONY	Police Constable	\$108,120.35	\$335.01
BROSNAN	SEAN S.	Detective Sergeant	\$108,114.26	\$390.40
CILIA	JOHN ROBERT	Police Constable	\$108,097.84	\$297.18
RUDNICK	JOANNE LINDA	Staff Sergeant	\$108,082.60	\$390.40
BULBROOK	CALVIN MILORAD	Police Constable	\$108,077.94	\$311.95
CHUNG	RYAN ANTHONY	Police Constable	\$108,068.16	\$325.65
COYLE	ROBERT E.	Police Constable	\$108,061.92	\$323.96
SHAW	KATHLEEN J.	Staff Sergeant	\$108,055.31	\$360.79
TAYLOR	JEFFREY C.	Staff Sergeant	\$108,053.86	\$390.40
OLIVER	STEVEN RONALD	Police Constable	\$108,042.89	\$315.24
GRAFFMANN	GORDON W.	Detective Sergeant	\$108,026.31	\$399.50
BROWN	JAMES V.	Staff Sergeant	\$108,024.43	\$399.50
STASIAK	LESZEK EDWARD	Detective Sergeant	\$108,023.23	\$399.50
DZINGALA	EDWARD B.	Detective Sergeant	\$108,023.08	\$399.50
COULTER	JOHN ALAN	Detective Sergeant	\$108,022.03	\$399.50
KNAAP	JOHN R.	Staff Sergeant	\$108,022.03	\$399.50
PITTS	REGINALD C.	Detective Sergeant	\$108,022.03	\$399.50
CRONE	SUSAN P.	Detective Sergeant	\$108,015.24	\$396.80
REGAN	PAUL FRANCIS	Police Constable	\$108,007.31	\$297.18
INNES	RONALD V.	Police Constable	\$108,002.67	\$323.96
DUCKWORTH	SCOTT J.	Sergeant	\$108,000.95	\$359.61
CLARK	JAMIE ANDERSON	Police Constable	\$107,998.83	\$325.65
MARCHEN	MICHAEL S.	Police Constable	\$107,994.88	\$340.34
LEE	PHILIP BRIAN	Detective	\$107,965.89	\$345.93
TUCKER	BRIAN DOUGLAS	Senior Technical Analyst, Information Technology Services	\$107,954.82	\$350.75

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RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
ROUETTE	JOSEPH MICHEL	Sergeant	\$107,940.17	\$364.26
SLAVEN	WILLIAM J.	Police Constable	\$107,938.05	\$344.24
MIHALATYUK	VYACHESLAV	Police Constable	\$107,938.04	\$297.18
STIBBE	ROBERT LEE	Police Constable	\$107,932.63	\$325.65
DUNLOP	JAMES MICHAEL	Police Constable	\$107,929.06	\$319.83
STIBBE	CLINTON RODNEY	Police Constable	\$107,918.89	\$305.37
VELLEND TAYLOR	KATHARINE J.	Sergeant	\$107,909.13	\$364.26
MACDONALD	AARON ROYCE	Sergeant	\$107,895.74	\$350.61
BENNEY	PETER J.	Police Constable	\$107,889.57	\$344.24
LAUSH	CHRISTOPHER ALLEN	Sergeant	\$107,868.20	\$355.29
HANCOCK	KEVIN F.	Detective	\$107,861.82	\$364.26
FISHER	SUSAN D.	Police Constable	\$107,858.33	\$322.88
GOTTSCHALK	MICHAEL J.	Staff Sergeant	\$107,845.27	\$398.45
LEONE	MICHIELE MARIO	Detective Sergeant	\$107,828.20	\$370.17
CHRISTOPOULOS	GEORGE	Communications Co-ordinator	\$107,817.35	\$350.75
MACLEAN	RODERICK P.	Sergeant	\$107,810.71	\$364.26
BROWNE	JIMMY E.	Sergeant	\$107,809.38	\$360.41
NICHOL	IAN FRASER	Detective	\$107,805.29	\$355.29
RAMESAR	VICTOR E.	Sergeant	\$107,804.73	\$357.67
GOTELL	JAMES ELWOOD	Staff Sergeant	\$107,803.66	\$390.40
LANDRY	ADAM JOSEPH	Police Constable	\$107,798.71	\$305.37
THERRIEN	ALLAN E.	Police Constable	\$107,798.55	\$323.96
DUBREUIL	JEAN A.	Sergeant	\$107,790.49	\$355.29
PHAIR	MARK GORDON	Sergeant	\$107,763.02	\$355.29
CATALANO	GUGLIELMO	Police Constable	\$107,728.73	\$323.96
WRIGHT	JAMES A.	Police Constable	\$107,718.82	\$344.24
STEWART	TERRY D.	Detective	\$107,710.06	\$364.26
BRYANT	ALAN MICHAEL	Police Constable	\$107,709.21	\$320.00
SCHULZE	FRANK THOMAS	Police Constable	\$107,693.18	\$323.96
SIMON	DUANE A.	Police Constable	\$107,692.62	\$314.60
DESJARDINS	JOSEPH FRANCOIS	Police Constable	\$107,690.94	\$297.18
WALTERS	MICHAEL J.	Sergeant	\$107,689.81	\$364.26
COLMENERO	VICTOR	Detective	\$107,684.85	\$364.26
TRANTER	JAMES GEORGE	Detective	\$107,665.38	\$364.26
DAYLER	NATHAN DAVID	Police Constable	\$107,660.31	\$319.83
RUMNEY	TRACI GWENDOLYN	Police Constable	\$107,647.11	\$325.65
MANCUSO	FRANCESCO	Police Constable	\$107,643.53	\$325.65
NEVIN	PATRICK F.	Detective	\$107,641.49	\$364.26
WANG	BENYU	Senior Radio and Electronics Technician	\$107,633.03	\$280.81
CAMPBELL	DOUGLAS L.	Sergeant	\$107,632.03	\$355.29
LONG	JOHN MICHAEL	Police Constable	\$107,610.55	\$314.60
MACAULAY	ALEXANDER R.	Detective	\$107,595.15	\$364.26
KASZYCA	JOSEPH LUDWIK	Police Constable	\$107,570.72	\$325.65
STRAIN	ROBERT JAMES	Detective	\$107,567.65	\$364.26
DYCK	HENRY JACOB	Police Constable	\$107,559.17	\$302.64

APPENDIX B

RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
HEUGHAN	DEBORAH L.	Police Constable	\$107,557.18	\$318.92
BUSTOS	HARRY SANTIAGO	Police Constable	\$107,518.29	\$291.53
JONGDONG	LHAWANG TOPGYAL	Sergeant	\$107,512.09	\$345.93
EVELYN	JOEL JAMSON	Police Constable	\$107,503.91	\$325.65
BARATTO	ANTONIO	Sergeant	\$107,491.64	\$364.26
MCILWAIN	STEVEN GEORGE	Detective	\$107,487.74	\$355.29
NORTON	DAVID JOHN	Police Constable	\$107,487.55	\$325.65
BUCKLEY	DONALD S.	Sergeant	\$107,483.80	\$364.26
BRAYMAN	GEOFFREY ROBERT	Police Constable	\$107,480.41	\$305.37
GICZI	JIM FRANK	Sergeant	\$107,474.81	\$355.29
BLACKLOCK	GUY T.	Sergeant	\$107,465.61	\$364.26
CLARK	RUSSELL	Sergeant	\$107,458.37	\$364.26
LEITCH	JASON G.	Detective	\$107,454.73	\$355.29
HALL	WILLIAM MICHAEL	Police Constable	\$107,453.92	\$308.89
MOXAM	DARREN KENNETH	Sergeant	\$107,433.26	\$345.93
PUTERBAUGH	MICHAEL FRANCIS	Detective	\$107,409.31	\$355.29
THOMPSON	ELSIE TINA	Supervisor, Systems Hardware and Software	\$107,397.94	\$379.08
KERR	STEVEN HAROLD	Police Constable	\$107,380.76	\$325.65
FREEMAN	ERIC MICHAEL	Police Constable	\$107,378.91	\$325.65
KEVEZA	DANIEL	Police Constable	\$107,375.24	\$344.24
MORELLI	JOSEPH MICHAEL	Police Constable	\$107,367.07	\$312.71
LEERMAKERS	WILLIAM ANTHONY	Police Constable	\$107,362.65	\$325.65
PHELPS	JOHN M.	Detective	\$107,358.92	\$364.26
WILLIAMS	CAROL L.	Sergeant	\$107,355.94	\$364.26
WILDEBOER	PAUL R.	Police Constable	\$107,355.59	\$342.68
OLSEN	FRANK E.	Detective	\$107,333.17	\$357.67
NACCARATO	DOMENICO ANTONIO	Senior Radio and Electronics Technician	\$107,312.22	\$280.81
BRYL	BOGUMIL J.	Police Constable	\$107,311.47	\$323.96
JEUNET-LEVAL	LAURENT	Police Constable	\$107,304.17	\$300.33
ESTWICK	EULIALIA V.	Detective	\$107,300.14	\$355.29
BRIELL	JULIAN MICHAEL	Operations Supervisor	\$107,270.77	\$298.22
HENDERSON	GEOFFREY PAUL	Police Constable	\$107,267.62	\$325.65
CREWS	ALEXANDER T.	Police Constable	\$107,260.36	\$323.96
FACOETTI	MICHAEL PAUL	Sergeant	\$107,255.82	\$355.29
HENDRICKS	KEITH G.	Sergeant	\$107,250.75	\$364.26
OLIVER	PAUL J.	Detective	\$107,244.36	\$363.21
HARVEY	ROBERT D.	Sergeant	\$107,242.49	\$364.26
GRAHAM	JOHN J.	Sergeant	\$107,238.71	\$364.26
GREGORY	TREVOR PIXLEY	Police Constable	\$107,211.01	\$297.18
D'ONOFRIO	ANTONIO	Police Constable	\$107,208.15	\$297.18
LEE	DANIEL	Police Constable	\$107,192.93	\$297.18
THOMAS	SYDNEY	Staff Sergeant	\$107,165.35	\$395.65
MUSSO DUARTE	SUSANA	Police Constable	\$107,163.43	\$305.37
SCANLAN	KIMBERLY LYN	Detective Sergeant	\$107,154.07	\$390.40
NEWMAN	BRUCE J.	Sergeant	\$107,152.77	\$364.26

APPENDIX B

RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
JANES	GARY AMBROSE	Police Constable	\$107,152.23	\$325.65
JONES	JASON NEIL	Police Constable	\$107,150.12	\$305.37
THOMAS	MICHAEL J.	Police Constable	\$107,120.90	\$335.01
DALE	DONALD J.	Sergeant	\$107,092.13	\$364.26
WINTER	JEFFREY MATTHEW	Police Constable	\$107,091.54	\$317.03
PERSICHILLI	MARCO	Police Constable	\$107,087.89	\$286.37
BEREZOWSKI	JOHN D.	Detective	\$107,071.32	\$355.29
SAMSON	JEREMY CALVIN	Police Constable	\$107,052.52	\$297.18
BIRD	KEITH STANLEY	Project Leader, Information Technology Services	\$107,048.69	\$379.08
DENNIS	AARON	Sergeant	\$107,043.48	\$341.25
WULFF	EDUARDO IGNACIO	Detective	\$107,028.88	\$355.29
MURPHY	PETER A.	Police Constable	\$107,022.52	\$337.22
RYAN	STEPHEN CHARLES	Detective Sergeant	\$107,018.91	\$390.40
DEARBORN	ROBERT FREDERICK	Police Constable	\$107,015.76	\$314.60
CLARKE	JEFFERY HOWARD	Police Constable	\$107,013.77	\$325.65
CAMPANILE	EMANUELE M.	Sergeant	\$106,996.62	\$364.26
REID	CHAD SCOTT	Police Constable	\$106,990.71	\$317.03
HANLON	ERIN VALENTINE	Police Constable	\$106,962.81	\$316.68
CASTELLUCCI	ANTHONY	Detective	\$106,960.83	\$355.29
ANTOINE	KEVIN FRANCIS	Police Constable	\$106,934.57	\$318.63
WEBSTER	DAVID GREGORY	Detective	\$106,934.12	\$355.29
ROZARIO	CONRAD GEORGE	Police Constable	\$106,922.73	\$325.65
HUNT	PETER G.	Police Constable	\$106,921.14	\$343.46
LEE	RANDALL JAMES	Sergeant	\$106,919.20	\$345.93
BAINARD	PAUL CRAIG	Sergeant	\$106,900.30	\$364.26
GAUDET	DERRICK J.	Sergeant	\$106,897.77	\$355.29
McCLOREY	SEAN MICHAEL	Police Constable	\$106,897.13	\$344.24
MORAN	RUTH MARIAN	Detective	\$106,877.33	\$345.93
LOVE	ALLEN ROBERT	Detective	\$106,874.64	\$345.93
QUAIATTINI	SUSAN M.	Staff Sergeant	\$106,871.36	\$392.85
MCVEIGH	EDWARD	Sergeant	\$106,868.37	\$364.26
CANNATA	DAVID C.	Police Constable	\$106,867.29	\$343.16
SAGER	LAWRENCE H.	Sergeant	\$106,859.78	\$355.29
MAILER	STEVEN	Police Constable	\$106,856.91	\$313.17
POULIN	MARTIN FABIAN	Detective	\$106,856.17	\$345.93
VENDRAMINI	LUIGI	Sergeant	\$106,828.66	\$364.26
SOUSA	PAUL ALEXANDRE	Police Constable	\$106,814.75	\$297.18
KAHNT	ANGELA CHRISTINE	Police Constable	\$106,773.89	\$321.75
BISSONNETTE	PAUL MARCEL	Sergeant	\$106,756.51	\$336.70
GIBSON	DOUGLAS B.	Sergeant	\$106,749.42	\$364.26
PARK	SUNG JIN	Police Constable	\$106,745.37	\$307.03
MCPARLAND	SHANNON MARIE	Police Constable	\$106,738.22	\$310.20
FUJINO	ALAN S.	Police Constable	\$106,728.79	\$322.88
HAJI	MOHAMMAD ABID	Police Constable	\$106,718.06	\$292.66
CHORNOOK	STEPHEN P.	Police Constable	\$106,716.29	\$323.96

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RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
MELBYE	MARK ALEXANDER	Police Constable	\$106,713.10	\$317.07
DUROCHER	DAVID LEONARD	Police Constable	\$106,707.60	\$297.18
BOLTUC	EDWARD R.	Police Constable	\$106,694.14	\$344.24
STERN	CHARLES ANDREW	Sergeant	\$106,691.04	\$355.29
CAKEBREAD	ALAN WILLIAM	Detective	\$106,690.20	\$348.45
IONTA	ALESSANDRO	Sergeant	\$106,685.78	\$336.57
CORREIA	BRYAN MEDEIROS	Police Constable	\$106,675.29	\$305.37
JANDER	MICHAEL JOHN	Police Constable	\$106,671.43	\$298.78
HUMFREY	ROBERT W.	Police Constable	\$106,659.79	\$323.96
ZEBROWSKI	TOMASZ	Police Constable	\$106,647.20	\$297.18
DOKURNO	RICHARD MICHAEL	Detective Sergeant	\$106,628.18	\$390.40
LANGLOIS	MARK G.	Sergeant	\$106,627.48	\$355.29
GIEDROYC	KAROL ZYGMUNT	Detective Sergeant	\$106,619.99	\$390.40
ROMAIN	JEAN-BERNARD	Sergeant	\$106,615.49	\$355.29
HATCHARD	CINDI GAIL	Police Constable	\$106,595.03	\$321.75
NG	YOI KWONG	Police Constable	\$106,561.90	\$305.37
MARCH	JOHN P	Detective	\$106,560.12	\$364.26
DE COSTE	LISA GERMAINE	Police Constable	\$106,548.52	\$315.51
WESTERVELT	VICKI ANN	Police Constable	\$106,546.29	\$325.65
MITCHELL	STEPHEN G.	Sergeant	\$106,529.54	\$364.26
ZEBESKI	DAVID MICHAEL	Sergeant	\$106,499.22	\$345.93
RADFORD	BARRY F.	Detective	\$106,497.29	\$355.29
GOSS	GEOFFREY S.	Police Constable	\$106,481.12	\$323.96
GURMAN	MICHAEL P.	Detective	\$106,446.38	\$364.26
HARNETT	ELIZABETH ANN	Police Constable	\$106,437.48	\$297.18
HOPTON	RICHARD FREDERICK	Police Constable	\$106,432.13	\$297.18
SIDORA	TERRY M.	Sergeant	\$106,420.01	\$364.26
MOREHOUSE	RITA H.	Sergeant	\$106,419.17	\$355.29
THOMPSON	PAUL ANTHONY	Police Constable	\$106,411.82	\$305.37
CHARLES	ANTHONY J.	Detective Sergeant	\$106,384.91	\$365.68
KIRINDE	RANJAN WICKRAMASINGHE	Police Constable	\$106,379.29	\$314.60
DUARTE	JOAO RODRIGO	Police Constable	\$106,376.39	\$302.51
LING	JONATHAN A.	Detective	\$106,360.82	\$355.29
STEVENS	JOHN E.	Sergeant	\$106,359.86	\$355.29
MORRIS	LESLIE A.	Detective	\$106,341.31	\$355.29
GRAMMATIKOS	MICHAEL GEORGE	Police Constable	\$106,339.81	\$325.65
WIGHTON	MATTHEW STEWART	Police Constable	\$106,325.32	\$305.37
FERGUSON	JAY MARIE	Detective	\$106,324.90	\$364.26
HAYLES	MICHAEL BANCROFT	Sergeant	\$106,320.00	\$345.93
SEDORE	KEVIN ARTHUR	Detective	\$106,298.44	\$345.93
RUHL	CHRISTOPHER KEITH	Police Constable	\$106,282.53	\$309.65
RIDDELL	LINDSAY DIANA	Police Constable	\$106,271.25	\$316.68
DEWSNAP	JAMIE DUNCAN	Police Constable	\$106,254.23	\$315.51
WALKER	KELLY LYNN	Senior Operations Supervisor	\$106,240.97	\$324.48
SHAW	WILLIAM R.	Police Constable	\$106,231.92	\$344.24

APPENDIX B

RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
HILDRED	LESLEY A.	Staff Sergeant	\$106,228.49	\$392.15
KAPLIOUK	IVAN ALEKSANDROVICH	Police Constable	\$106,217.72	\$297.18
SPENCER	LAURA ELIZABETH	Police Constable	\$106,211.85	\$297.18
MEANEY	SHAWN A.	Sergeant	\$106,195.86	\$355.29
MCGOVERN	PAUL JOHN	Police Constable	\$106,194.96	\$305.37
OSMANAJ	ARDIT	Police Constable	\$106,191.93	\$296.05
BORG	SUSANNE JOSEPHENE	Police Constable	\$106,186.78	\$322.53
FRENCH	CHRISTOPHER JAMES	Police Constable	\$106,186.52	\$325.65
WONG	WAN-HOI M.	Police Constable	\$106,164.03	\$320.00
GASKIN	THEODORE A.	Detective	\$106,159.47	\$364.26
STEFFLER	RODNEY MORRIS	Police Constable	\$106,147.62	\$297.18
DA SILVA	JOSE M.	Police Constable	\$106,126.98	\$323.96
ERNST	TIMOTHY J.	Police Constable	\$106,104.98	\$323.96
KRAFT	JASON	Sergeant	\$106,093.92	\$345.93
WHITE	MARILYN EDNA	Detective	\$106,064.93	\$363.58
OTTEN	VICTORIA P.	Police Constable	\$106,059.07	\$0.00
WALSH	MARK J.	Detective	\$106,055.84	\$364.26
REMY	SMEDLEY ANTHONY	Sergeant	\$106,051.83	\$355.29
CHARUK	MARK N.	Detective	\$106,021.14	\$364.26
JAMES	RUSSELL S.	Sergeant	\$106,018.68	\$364.26
CLARK	DANA JOHN	Police Constable	\$106,018.60	\$325.65
MANIQUIS	ALVIN KEITH	Police Constable	\$106,010.93	\$325.65
NOONAN	TIMOTHY JOHN	Police Constable	\$105,997.93	\$335.01
GRIFFIN	LINDSAY GLENA	Police Constable	\$105,989.96	\$316.68
AKESON	AARON JOSEPH	Police Constable	\$105,980.64	\$325.65
SAMUEL	GLENN A.	Detective	\$105,976.51	\$364.26
BRANTON	SHANE A.	Staff Sergeant	\$105,965.12	\$390.40
HEDGEMAN	CORY MICHAEL	Police Constable	\$105,962.24	\$322.93
GIBB	LOUIS S.	Sergeant	\$105,951.72	\$364.26
PINTO	SUZANNE MARIE	Sergeant	\$105,940.49	\$355.29
HOFFMAN	GREGORY RODNEY	Police Constable	\$105,929.91	\$319.83
HUTCHISON	GARY J.	Sergeant	\$105,914.19	\$364.26
TINNEY	HARLEN D.	Sergeant	\$105,909.01	\$328.77
BURGESS	BRIAN J.	Detective	\$105,901.74	\$357.67
CAUNTER	BENJAMINTHOMAS	Police Constable	\$105,900.18	\$321.75
MCCULLOUGH	KRISTAL KASHMIR	Police Constable	\$105,896.03	\$306.96
KITCHENER	ANDREW JAMES	Sergeant	\$105,885.51	\$355.29
LIPKUS	ANDREW BRADLEY	Police Constable	\$105,874.50	\$325.65
ADAM	BARBARA ANNE	Detective	\$105,869.81	\$355.29
GREGORY	ROBERT K.	Staff Sergeant	\$105,847.63	\$390.40
MURRAY	WILLIAM R.	Police Constable	\$105,787.85	\$344.24
LAING	DARREN S.	Detective	\$105,775.20	\$360.41
CHOO-WING	DEXTER MICHAEL	Police Constable	\$105,752.81	\$317.03
KARAVADI	HANUMANTHA R.	Senior Analyst, Information Technology Services	\$105,746.95	\$350.75
SZKOTAK	MARIUSZ	Police Constable	\$105,726.80	\$325.65

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RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
PATHAK	DAVINDER KUMAR	Police Constable	\$105,725.42	\$298.74
TEDFORD	STEVEN THOMAS	Sergeant	\$105,714.63	\$355.29
MERSEREAU	MICHAEL W.	Sergeant	\$105,701.35	\$364.26
ADAMS	PAUL HUGH	Police Constable	\$105,694.02	\$344.24
DE KLOET	CAROLINE JANE	Police Constable	\$105,683.58	\$287.01
SOBOTKA	JANET MARIE	Detective	\$105,674.67	\$355.29
BRYAN	KEITH XAVIER	Sergeant	\$105,671.88	\$355.29
ANDRICI	IULIAN	Police Constable	\$105,670.46	\$303.13
BARATTO	MICHELLE TERESA	Detective	\$105,663.79	\$364.26
WORRELL	PHILIP Q.	Sergeant	\$105,662.00	\$355.29
HO	KENNY KONG-LEUNG	Detective	\$105,659.59	\$345.93
ZUBAIR	MOHAMMAD	Police Constable	\$105,632.10	\$297.18
FERRIS	JOHN P.	Sergeant	\$105,623.33	\$364.26
PETERSON	CLIFFORD WILLIAM	Police Constable	\$105,622.51	\$297.18
KARMALI	FAIZAL SHIRAZ	Police Constable	\$105,619.45	\$325.65
GARRISON	HEIDI ELSIE	Detective Sergeant	\$105,614.23	\$390.40
SMYTHE	KAREN GRACE	Staff Sergeant	\$105,614.23	\$390.40
BOULET	SCOTT P.	Detective	\$105,608.74	\$364.26
JOHNSTON	BRENT ANDREW	Police Constable	\$105,600.30	\$312.36
TEIXEIRA	MARIO JORGE	Sergeant	\$105,594.35	\$355.29
COPAT	LUIGI	Police Constable	\$105,551.95	\$344.24
SISK	DARREN T.	Detective	\$105,547.89	\$355.29
STONE	CHRISTOPHER S.	Police Constable	\$105,539.60	\$316.94
VIEIRA	LARRY GIL	Police Constable	\$105,537.35	\$316.68
WRONG	JASON CHRISTOPHER	Police Constable	\$105,516.29	\$314.60
TEEFT	NADINE ALICE	Police Constable	\$105,510.87	\$335.01
HUNTE	KAREN D.	Detective	\$105,504.34	\$355.29
JAMES	GARY M.	Police Constable	\$105,486.62	\$344.24
STEIN	WARREN MARK	Sergeant	\$105,484.43	\$345.93
CARTER	SCOTT A.	Detective	\$105,480.54	\$364.26
ELLIOTT	SHAWN WILLIAM	Sergeant	\$105,473.99	\$355.29
KOVACS	MELISSA ANNE	Police Constable	\$105,465.30	\$325.65
BRITO	SERGIO AGOSTINHO	Police Constable	\$105,458.20	\$298.74
SHAND	JOSEPH EDWARD	Police Constable	\$105,441.32	\$297.18
ROWSOME	RICHARD DAVID	Sergeant	\$105,407.38	\$333.45
LINDALE	MICHAEL J.	Police Constable	\$105,404.88	\$323.96
DZINGALA	RICHARD GEORGE	Police Constable	\$105,404.14	\$314.60
KMIECIAK	JOHN F.	Sergeant	\$105,400.76	\$355.29
BURKE	MICHAEL DAVID	Police Constable	\$105,397.84	\$323.96
SARJOO	KEVIN RAMROOP	Police Constable	\$105,392.00	\$297.18
ROSS	KEITH C.	Police Constable	\$105,390.45	\$335.01
KLEIN-HORSMAN	BRIAN	Police Constable	\$105,386.32	\$298.74
STIRLING	ROBERT D.	Sergeant	\$105,380.98	\$364.26
LEYVA	SHARON MARISOL	Police Constable	\$105,377.88	\$308.04
CAMPBELL	PHILIP SCOTT	Police Constable	\$105,370.68	\$317.03

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RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
HOGAN	JAMES T.	Sergeant	\$105,361.89	\$355.29
ASTOLFO	ROBERT	Police Constable	\$105,357.51	\$305.37
MAHARAJ	BRYAN SANJEEV	Police Constable	\$105,349.84	\$322.93
MACDONALD	BERNARD A.	Sergeant	\$105,343.64	\$355.29
MORAES	TIMOTHY J.	Police Constable	\$105,325.79	\$335.01
LIPSEY	WILLIAM NORMAN	Police Constable	\$105,300.58	\$305.37
SCOTT	DWAYNE M.	Police Constable	\$105,299.95	\$335.01
MACGREGOR	JASON JAMES	Detective	\$105,289.71	\$345.93
PAUL	MOHIT	Police Constable	\$105,280.63	\$301.50
RABBITO	CORRADO	Police Constable	\$105,273.18	\$325.65
GILFOY	LEAH DAWN	Detective	\$105,271.65	\$355.29
ALLDREAD	GORDON SCOTT	Police Constable	\$105,260.05	\$314.60
QUESNELLE	CURTIS LEONARD	Police Constable	\$105,242.71	\$320.97
ANSTEY	JASON CHRISTOPHER	Police Constable	\$105,225.09	\$324.87
IRVING	DESMOND MICHAEL	Police Constable	\$105,224.04	\$309.27
SCHAFHAUSER	HANS PETER	Police Constable	\$105,221.40	\$305.37
LANGILLE	LYNN S.	Police Constable	\$105,220.74	\$316.16
MACNEIL	STEVEN JAMES	Police Constable	\$105,213.62	\$317.38
MORRIS	JASON ROBERT	Police Constable	\$105,182.41	\$297.18
TAYLOR	CHERYL L.	Detective	\$105,177.18	\$364.26
DEVEREUX	CHRISTOPHER LEE	Police Constable	\$105,172.56	\$325.65
STEPANENKO	ELENA	Police Constable	\$105,165.60	\$297.96
DURAN	ADRIAN ROGELIO	Police Constable	\$105,158.96	\$287.01
BARTLETT	ALAN ANDREW	Police Constable	\$105,153.51	\$315.96
TOBIN	ROBERT J.	Sergeant	\$105,149.34	\$355.29
MASTERS	MICHELLE J.	Sergeant	\$105,147.61	\$355.29
TSERING	TENZIN CHODON	Police Constable	\$105,143.06	\$325.65
EVEREST	JOHN ALFRED	Sergeant	\$105,140.85	\$360.41
FOX	STEVEN ANDREW	Police Constable	\$105,140.68	\$305.37
WINDLE	TRACY GEORGINA	Police Constable	\$105,138.54	\$297.18
BARTLETT	JASON MITCHELL	Police Constable	\$105,134.24	\$316.68
HANS	DALJIT S.	Sergeant	\$105,119.17	\$355.29
GOOBIE	DERRICK P.	Police Constable	\$105,107.11	\$337.46
COOK	THOMAS WILLIAM	Police Constable	\$105,106.80	\$312.36
AL-NASS	WALID	Police Constable	\$105,092.24	\$305.37
LABELLE	JOSEPH P.	Police Constable	\$105,088.35	\$314.60
ENTWISTLE	WARREN CLAYTON	Police Constable	\$105,076.06	\$325.65
REGAN	GAIL H.	Detective	\$105,050.91	\$355.29
LORTIE	MARC LEONEL	Police Constable	\$105,034.03	\$314.60
BENOIT	JASON REGIS	Police Constable	\$105,001.32	\$325.65
SPENCER	WAYNE	Police Constable	\$104,996.38	\$323.96
MOORE	KEVIN ROBERT	Police Constable	\$104,994.93	\$317.03
CLEMENTS	HOWARD B.	Police Constable	\$104,990.47	\$323.96
GODDARD	GLENN PATRICK	Police Constable	\$104,985.68	\$305.37
VIGNA	RITA ELSA	Assistant Manager, Records Management Operations	\$104,975.23	\$486.99

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RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
HASSALL	ANDREW J.	Police Constable	\$104,968.25	\$344.24
ALEXANDER	DAVID WALTER	Detective	\$104,943.27	\$355.29
KRANJAC	JOSEPH ANTHONY	Sergeant	\$104,931.84	\$345.93
SHEPHERD	JAIME	Police Constable	\$104,930.65	\$335.01
BATES	BARRY MICHAEL	Police Constable	\$104,928.58	\$314.60
HALJASTE	MARK HARIVALD	Police Constable	\$104,912.48	\$297.18
CORDEIRO	ELIZABETT MARIA	Detective	\$104,910.70	\$355.29
HAINES	DAVID PAUL	Sergeant	\$104,905.50	\$345.93
BISHOP	ANNE-MARIE	Staff Sergeant	\$104,905.03	\$368.83
MENARD	JOHN PHILLIP	Sergeant	\$104,897.63	\$345.93
DIZON	JOSE BENEDICTO	Detective	\$104,888.53	\$345.93
EDELHOFER	MARIE CAROLINE	Police Constable	\$104,880.36	\$297.18
MURRAY	DAVID GERARD	Police Constable	\$104,866.38	\$325.65
GOULAH	ANTHONY LEO	Police Constable	\$104,861.53	\$325.65
DICKINSON	DAVID THORPE	Sergeant	\$104,845.99	\$337.35
ORCHARD	IAN DUNCAN	Police Constable	\$104,828.08	\$335.01
THOMPSON	WAYNE W.	Police Constable	\$104,825.58	\$323.96
HALL	JOHN M.	Police Constable	\$104,798.20	\$323.96
ELDRIDGE	REGINALD T.	Sergeant	\$104,789.27	\$364.26
SMITH	HUNTER WELLINGTON	Detective	\$104,788.94	\$345.93
DOREY	JOSEPH THOMAS	Project Leader, Customer Service	\$104,787.53	\$379.08
NASSIS	STEPHANIE	Police Constable	\$104,781.03	\$305.37
CHADHA	AVININDER S.	Detective	\$104,731.41	\$364.26
CRAGHILL	DAVID W.	Sergeant	\$104,728.62	\$364.26
O'TOOLE	KIMBERLEY ANNE	Detective	\$104,727.05	\$345.93
TAN	MARK ANTHONY	Police Constable	\$104,726.95	\$316.68
URE	JAMES ANDREW	Police Constable	\$104,699.48	\$314.60
HUTCHEON	WILLIAM J.	Detective	\$104,699.03	\$364.26
ESCUDERO WHU	TSUI-CHEE	Project Leader, Information Technology Services	\$104,692.00	\$379.08
ANDERSON	JOHN ALFRED	Sergeant	\$104,681.10	\$364.26
OUELLETTE	DAVID MARK	Police Constable	\$104,674.90	\$325.65
COLLYER	ADAM STEPHEN	Police Constable	\$104,670.09	\$305.37
BARBEAU	JOSEPH GERARD	Police Constable	\$104,663.24	\$286.37
MCGAHERN	JOHN ANTHONY	Police Constable	\$104,660.26	\$319.64
HOLDER	ADKIN M.	Detective	\$104,642.55	\$355.29
RAMPERSAD	STEVEN	Police Constable	\$104,641.76	\$305.37
MIU	WAI-SANG R.	Detective	\$104,641.53	\$364.26
KARR	JOCELYN Y.	Detective	\$104,641.29	\$364.26
MEDEIROS	ANDY	Police Constable	\$104,626.99	\$325.65
WINCHESTER	JOHN B.	Police Constable	\$104,623.05	\$323.96
MACDONALD	HECTOR MURDO	Police Constable	\$104,621.59	\$305.37
WOOD	NANCY D.	Sergeant	\$104,573.47	\$364.26
NEVILL	STEPHEN M.	Detective	\$104,568.19	\$364.26
MAVROU	DANNY	Police Constable	\$104,555.50	\$297.18
SHAW	DAVID JOHN	Sergeant	\$104,551.88	\$355.29

APPENDIX B

RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
TRUBECKI	ROBERT J.	Detective	\$104,546.77	\$364.26
WILLIAMSON	CHARLES H.	Police Constable	\$104,530.37	\$344.24
MCDONALD	ROBERT JAMES	Police Constable	\$104,508.55	\$297.18
OLIVER	MATTHEW TYLER	Police Constable	\$104,488.88	\$310.83
AHMAD	MANSOOR	Police Constable	\$104,476.40	\$306.93
DAWSON	KEITH S.	Sergeant	\$104,475.49	\$364.26
DAVID	COSMA	Police Constable	\$104,473.78	\$295.09
GREGORY	ROBERT R.	Detective	\$104,447.81	\$364.26
MANN	MANDEEP SINGH	Sergeant	\$104,435.78	\$345.93
SPITZIG	GERARD M.	Police Constable	\$104,434.00	\$335.01
SANTIZO ORANTES	NELSON ALFREDO	Police Constable	\$104,432.04	\$297.18
ZOLD	JOHN	Police Constable	\$104,420.02	\$314.60
CARTER	DALE S.	Sergeant	\$104,405.17	\$364.26
ROBERTS	DAVID J.	Detective	\$104,380.70	\$364.26
SAN PEDRO	MANUEL D.	Police Constable	\$104,376.33	\$335.01
DAVEY	THOMAS B.	Sergeant	\$104,373.30	\$362.30
ILSON	DANIEL JAMES	Police Constable	\$104,369.15	\$297.18
KNOTT	SIMON	Police Constable	\$104,365.74	\$320.00
FEAGAN	GREGORY DAVID	Police Constable	\$104,364.05	\$306.73
ARMSTRONG	ROBERT KENNETH	Police Constable	\$104,332.91	\$324.87
REDIGONDA	RICHARD J.	Sergeant	\$104,323.05	\$364.26
HEARD	JASON MARK	Police Constable	\$104,321.43	\$325.65
THAI	THANH K.	Police Constable	\$104,318.79	\$335.01
REIMER	KENNETH BRIAN	Detective	\$104,315.05	\$355.29
KATANIC	ZELJKO	Police Constable	\$104,313.29	\$307.32
GRANATA	SALVATORE FRANCESCO	Sergeant	\$104,309.81	\$355.29
SANDFORD	ROBERT C.	Detective	\$104,308.68	\$364.26
MCLEISH	PATRICIA LOUISE	Senior Technical Analyst, Information Technology Services	\$104,307.32	\$350.75
PRENTICE	STEFAN PATRICK	Sergeant	\$104,294.39	\$337.35
MCLEAN	NANCY MARY	Sergeant	\$104,279.11	\$355.29
SONDHI	SANJAY	Police Constable	\$104,267.89	\$307.32
BRINN	NORMAN E.	Sergeant	\$104,264.76	\$364.26
MACIEK	JOHN D.	Police Constable	\$104,263.41	\$335.01
DUNCAN	MELISSA JOY	Police Constable	\$104,255.19	\$325.65
SMITH	DEAN LARENY	Police Constable	\$104,252.66	\$335.01
WHITLA	RONALD G.	Detective	\$104,217.63	\$364.26
CHOE	ROBERT L.	Sergeant	\$104,215.57	\$345.93
VINCENT	MATTHEW EDWARD	Project Leader, Customer Service	\$104,215.35	\$379.08
CHELLEW	STEPHEN F.	Sergeant	\$104,213.99	\$364.26
FARRELL	CHRISTINE MARIE	Detective	\$104,202.26	\$355.29
THOMAS	CLAUDINE ANNE-MARIE	Sergeant	\$104,200.04	\$355.29
NOVINC	BRANKO A.	Sergeant	\$104,191.57	\$364.26
CHARLES	SIMBERT	Police Constable	\$104,191.10	\$297.18
JENKINS	ALLEN F.	Sergeant	\$104,190.93	\$364.26
STRAVER	LAWRENCE	Sergeant	\$104,189.74	\$363.21

APPENDIX B

RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
THORNTON	AMANDA DORIS	Sergeant	\$104,166.50	\$337.35
FORESTALL	GREGORY M.	Detective	\$104,166.32	\$357.67
GRIFFITHS	SEAN RONALD	Sergeant	\$104,161.32	\$355.29
MITCHELL	CHARLES D.	Sergeant	\$104,108.30	\$364.26
CONLEY	RODERICK JAMES	Police Constable	\$104,106.91	\$325.65
VANDERHART	GREGORY E.	Police Constable	\$104,104.33	\$323.96
WATERS	JASON ROY	Sergeant	\$104,102.84	\$345.93
DIRENZO	RAYMOND MARTIN	Detective	\$104,099.54	\$355.29
HILTON	TANYA MONIQUE	Police Constable	\$104,097.39	\$313.95
CONIGLIO	DOMENICO	Police Constable	\$104,097.01	\$297.18
MOYNAGH	ROBERT G.	Police Constable	\$104,094.54	\$322.88
CHAPMAN	MARK J.	Detective	\$104,087.74	\$349.05
FLIS	CANDICE LYNN	Detective	\$104,077.88	\$355.29
LENFESTY	SEAN	Sergeant	\$104,062.21	\$345.93
BISHOP	LEONA M.	Sergeant	\$104,061.13	\$364.26
GROVES	GREGORY S.	Detective	\$104,055.41	\$360.41
CHUNG	PHILIP	Detective	\$104,051.13	\$364.26
LECK	DAVID T.	Sergeant	\$104,043.66	\$355.29
BLACKADAR	JANELLE RUTH	Police Constable	\$104,031.79	\$325.65
DUNKLEY	LESLIE A.	Detective	\$104,031.19	\$355.29
DOUGLIN	CHARLES VANCE	Police Constable	\$104,022.76	\$325.65
HISCOX	PATRICK JAMES	Police Constable	\$104,022.39	\$319.83
GAUTHIER	LEO A.	Sergeant	\$104,006.93	\$355.29
MORRIS	MANDY DAWN	Sergeant	\$103,998.45	\$345.93
SIDHU	GORPAL SINGH	Sergeant	\$103,995.76	\$355.29
KEANE	PATRICK E.	Staff Sergeant	\$103,986.62	\$376.85
FORSYTHE	ROSS O.	Police Constable	\$103,981.62	\$344.24
ARMSTRONG	ROBERT PAUL	Police Constable	\$103,945.81	\$325.65
MILLER	AUSTIN W.	Police Constable	\$103,935.08	\$344.24
SPRATT	SCOTT EDWARD	Staff Sergeant	\$103,931.99	\$368.83
DEMOE	KEVIN T.	Detective	\$103,929.09	\$364.26
GRANDE	PIETRO	Police Constable	\$103,926.19	\$305.37
FLIS	ALBERT W.	Detective	\$103,912.28	\$355.29
CLARK	PRESTON MICHAEL	Police Constable	\$103,907.79	\$325.65
TROTMAN	KENNETH R.	Sergeant	\$103,906.45	\$364.26
KISSI	CHARLES SAFO	Police Constable	\$103,904.21	\$306.54
BROWN	JACQUELINE	Police Constable	\$103,857.30	\$305.37
RIPCO	MARK S.	Detective	\$103,848.87	\$364.26
DION	DANIEL D.	Detective	\$103,839.91	\$355.29
JOHNS	MARK DOUGLAS	Police Constable	\$103,825.34	\$319.83
ROMANO	ANTHONY STEFANO	Police Constable	\$103,814.74	\$318.43
GRIALDI	THIERRY M.	Detective	\$103,814.08	\$355.29
SUONGAS	CHRIS	Sergeant	\$103,812.16	\$357.67
SMYTHE	KENT N.	Detective	\$103,805.74	\$355.29
MACDONALD	JOHN D.	Sergeant	\$103,785.10	\$355.29

APPENDIX B

RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
MARTELL	BRIAN M.	Detective	\$103,778.07	\$355.29
BELL	DARYL EDWARD	Police Constable	\$103,744.06	\$325.65
CALLANAN	BRIAN MICHAEL	Police Constable	\$103,741.92	\$317.07
DAWSON	SHANNON INEZ	Sergeant	\$103,737.36	\$345.93
TU	BINH TU	Police Constable	\$103,704.10	\$302.64
KERR	KYLE W.	Detective	\$103,695.21	\$364.26
BRAR	GURSHARNJIT SINGH	Police Constable	\$103,692.23	\$297.18
JOHNSTON	ANDREW MICHAEL	Police Constable	\$103,679.04	\$297.18
KERR	MICHAEL WILLIAM	Police Constable	\$103,673.18	\$325.65
BERCHARD	RENNIE	Detective	\$103,662.49	\$364.26
DOUGLAS	BARBARA ANN	Detective	\$103,659.70	\$355.29
RUSSELL	RYAN JOSEPH	Sergeant	\$103,659.63	\$332.67
NAKADA	MASAKI M.	Police Constable	\$103,648.50	\$344.24
CLARK	DAVID JAMES	Police Constable	\$103,647.18	\$305.37
LAMANNA	ANTHONY	Police Constable	\$103,642.27	\$317.12
ELLIOTT	PAUL R.	Sergeant	\$103,627.01	\$345.93
VANDENBRINK	HENDRIK C.	Sergeant	\$103,618.28	\$364.26
TRUEMAN	MAUREEN ANN	Police Constable	\$103,615.43	\$335.01
HESSE	GEOFFREY C.	Sergeant	\$103,603.09	\$364.26
WORDDALE	SHAYNE WILLIAM	Police Constable	\$103,601.10	\$305.37
KISIELEWSKI	DARIUSZ	Police Constable	\$103,583.39	\$314.60
BLACKMAN	ARLINGTON C.	Staff Sergeant	\$103,581.01	\$367.49
PARSRAM	RAMESH BRIAN	Sergeant	\$103,567.68	\$355.29
HANSEN	KATHLEEN ANN	Police Constable	\$103,564.55	\$314.60
MORELL	ADAM D.	Police Constable	\$103,549.18	\$314.60
GORDON	RONALD M.	Police Constable	\$103,545.78	\$323.96
SAMUELS	ROBERT O.	Sergeant	\$103,533.20	\$363.21
KOTAS	ARTUR JACEK	Sergeant	\$103,504.33	\$345.93
MCCANN	KEITH V.	Police Constable	\$103,488.28	\$344.24
IMRIE	THOMAS ALLEN	Detective	\$103,478.31	\$345.78
HOLLYWOOD	NEIL A.	Police Constable	\$103,475.57	\$335.01
NG	CHI WAI	Police Constable	\$103,465.82	\$335.01
BURTON	WILLIAM C.	Detective	\$103,462.42	\$350.18
MANCUSO	ANITA MARIA	Police Constable	\$103,457.82	\$335.01
MUSCLOW	CLAUDE J.	Sergeant	\$103,450.56	\$355.29
RATAJ	TOM C.	Police Constable	\$103,437.86	\$323.96
OATLEY-WILLIS	MARK W.	Police Constable	\$103,422.91	\$323.96
MARTIN	RYAN DAVID	Police Constable	\$103,408.05	\$312.36
KENNEDY	CANDICE LEIGH	Police Constable	\$103,402.20	\$325.65
CASH	JENNIFER ANNE	Police Constable	\$103,398.48	\$311.64
SIMAKOV	ALEXANDER DAVID	Police Constable	\$103,394.71	\$305.37
WATKINS	KERRY G.	Detective	\$103,380.77	\$357.67
LORIMER	TROY WILLIAM	Police Constable	\$103,374.78	\$319.57
BISHOP	ALLAN SCOTT	Police Constable	\$103,374.69	\$325.65
ANDERSEN	CARL HENRIK	Police Constable	\$103,368.41	\$344.24

APPENDIX B

RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
WILLIAMS	MICHAEL JAMES	Sergeant	\$103,362.38	\$345.93
MCCUTCHEON	SEAN CAMERON	Police Constable	\$103,356.18	\$313.95
O'KANE	GERAID DAVID	Sergeant	\$103,350.80	\$345.93
PROGER	SERGEY ILYICH	Police Constable	\$103,345.46	\$325.65
HAZELL	SANDRA DAWN	Police Constable	\$103,344.79	\$313.95
BARTLETT	DAVID ALFRED	Police Constable	\$103,336.43	\$304.31
KARJALAINEN	TREVOR VINCENT	Police Constable	\$103,333.04	\$335.01
WIGGERMANN	SVEN	Police Constable	\$103,328.02	\$297.18
FALKINSON	FRANK B.	Sergeant	\$103,311.68	\$364.26
JOHNSON	MARTIN NATHANIEL	Police Constable	\$103,300.17	\$297.18
PETRIE	KYLE JOHNATHON	Sergeant	\$103,299.92	\$331.11
OSBORNE	BRENT DAVID	Police Constable	\$103,290.68	\$305.37
BOKALO	NIKOLAJ	Police Constable	\$103,286.09	\$344.24
BERG	MICHAEL ANDREW	Police Constable	\$103,285.98	\$310.44
NEWMARCH	BRETT RYAN	Police Constable	\$103,284.46	\$314.79
CRAWFORD	COREY LANCE	Police Constable	\$103,284.24	\$325.65
D'ANGELO	GIUSEPPE	Police Constable	\$103,282.31	\$335.01
SCHOFIELD	GLENN D.	Detective	\$103,280.13	\$355.29
THOMAS	ROBERT E.	Detective	\$103,277.83	\$355.29
JOHNSTONE	ADRIANNE M.	Detective Sergeant	\$103,272.69	\$381.06
ERICKSON	KENNETH A.	Police Constable	\$103,271.86	\$323.96
CLARK	STEVEN P.	Detective	\$103,271.83	\$364.26
GARBUTT	TODD C.	Police Constable	\$103,266.09	\$335.01
SINGH	ANGADVIR	Sergeant	\$103,263.84	\$345.93
SERRANO	MATTHEW ANTONIO	Police Constable	\$103,246.87	\$297.18
NEWTON	DAVID D.	Police Constable	\$103,236.98	\$317.12
SMALL	BRYAN GEORGE	Police Constable	\$103,233.67	\$316.68
FOLLERT	RICHARD W.	Sergeant	\$103,225.98	\$364.26
RODGERS	WILLIAM M.	Police Constable	\$103,218.93	\$323.96
REDMAN	SUZANNE A.	Detective	\$103,213.06	\$355.29
MASTRACCI	PAOLA	Police Constable	\$103,209.23	\$325.65
DECOSTA	MARK S.	Police Constable	\$103,198.25	\$344.24
JATTAN	CLINT M.	Police Constable	\$103,198.16	\$323.96
TAYLOR	BRYN MICHELLE	Police Constable	\$103,186.53	\$325.65
THOMPSON	MICHAEL ALLISTER	Police Constable	\$103,179.85	\$287.79
DORAZIO	NICKOLAS CHARLES	Police Constable	\$103,175.43	\$297.18
HEGARTY	NATALIE MONIQUE	Sergeant	\$103,168.57	\$352.95
HOOVER	BRADLEY J.	Sergeant	\$103,157.99	\$360.41
VENN	JOANNE MICHELE	Sergeant	\$103,142.17	\$355.29
LAROCHE	WINSTON	Sergeant	\$103,138.10	\$364.26
CARACCILO	ROGER DOMINIC	Detective	\$103,136.75	\$345.93
LEBLANC	ADAM LIONEL	Police Constable	\$103,135.46	\$310.83
MARCHESE	FRANK	Police Constable	\$103,124.65	\$344.24
PINTO	JUIN EUTROPIO	Police Constable	\$103,119.22	\$314.60
WARNOCK	MARTIN	Police Constable	\$103,104.29	\$325.65

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RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
VANDALL	MARTIN PHILIP	Sergeant	\$103,101.55	\$364.26
FOWLDS	GORDON BRUCE	Police Constable	\$103,094.37	\$317.48
IRISH	PETER C.	Police Constable	\$103,089.90	\$344.24
DESROCHERS	ROGER HENRI	Sergeant	\$103,065.91	\$344.37
BURKHOLDER	HERBERT C.	Sergeant	\$103,057.96	\$355.29
DAMANI	ZAHIR	Project Leader, Information Technology Services	\$103,033.04	\$379.08
GRANBERG	DINO L.	Detective	\$103,023.89	\$355.29
ZETTLER	MARK PAUL	Police Constable	\$103,023.15	\$341.89
MCKAY	EDWARD J.	Sergeant	\$103,015.25	\$355.29
MATYS	JOSEPH PAUL	Sergeant	\$103,003.92	\$345.93
PARKER	TODD WILLIAM	Police Constable	\$102,989.63	\$325.65
MCINNIS	JESSICA MICHELLE	Sergeant	\$102,983.87	\$345.93
COTE	KEVIN JAMES	Police Constable	\$102,980.74	\$318.25
BUTT	MICHAEL CLAYTON	Police Constable	\$102,964.77	\$325.65
TULLI	KEVIN WILLIAM	Police Constable	\$102,964.35	\$319.33
CIOFFI	MARC ANGELO	Sergeant	\$102,964.22	\$333.45
NORMAN	WILLIAM MICHAEL	Police Constable	\$102,957.31	\$325.65
IRVINE	ZACHARY JAMES	Police Constable	\$102,942.30	\$325.65
AUCLAIR	JANE MARILYN	Sergeant	\$102,922.78	\$364.26
KELLY	RYAN ANDREW	Police Constable	\$102,917.55	\$322.53
MAHARAJ	ZALINA	Communications and Networks Supervisor	\$102,916.24	\$379.08
GALDIKS	ROLAND GERHARD	Police Constable	\$102,914.82	\$297.53
O'DRISCOLL	DENNIS I.	Police Constable	\$102,894.97	\$344.24
MAZUREK	TIMOTHY R.	Police Constable	\$102,888.06	\$314.60
OZOLS	JOHN	Police Constable	\$102,881.33	\$314.60
CLARKE	CALVIN PETER	Police Constable	\$102,869.76	\$297.96
MCASKILL	MELINDA JEAN	Police Constable	\$102,861.88	\$325.65
JOCKO	TODD JOSEPH	Sergeant	\$102,861.05	\$345.93
BATES	TIMOTHY BRIAN	Detective	\$102,846.88	\$357.67
STOYKO	SANDRA LOUISE	Police Constable	\$102,844.16	\$297.18
SKINNER	RONALD GARY	Sergeant	\$102,838.77	\$364.26
GEORGE	KEITH JOSEPH	Police Constable	\$102,815.58	\$296.05
JHEETA	JASVINDER SINGH	Police Constable	\$102,810.14	\$319.83
HAMLET	ROWAN ALLEN	Police Constable	\$102,778.55	\$305.37
LEE	DEREK RICHARD	Police Constable	\$102,776.93	\$314.60
ROONEY	NIGEL PATRICK	Police Constable	\$102,771.24	\$325.65
PARROTT	MICHAEL ERIC	Sergeant	\$102,764.14	\$337.35
YOUNG	DEREK H.	Detective	\$102,754.49	\$364.26
VAN TOL	MICHAEL ROBERT	Police Constable	\$102,752.21	\$297.18
HORWOOD	RYAN KNIGHT	Police Constable	\$102,743.14	\$303.13
MURRAY	ALICIA MARIE	Police Constable	\$102,738.98	\$300.78
LITTLE	TERENCE ANTHONY	Sergeant	\$102,722.80	\$345.93
SOUSA-GUTHRIE	JONI J.	Sergeant	\$102,718.93	\$355.29
RAMSBOTTOM	CHRISTOPHER WILLIAM	Police Constable	\$102,714.21	\$300.33
ATTENBOROUGH	JEFFREY BRUCE	Detective	\$102,699.23	\$355.29

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RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
LIMA	RODNEY JAMES	Police Constable	\$102,697.25	\$325.65
WOOLLEY	RAYMOND W.	Police Constable	\$102,692.71	\$323.96
HAMILTON	KEVIN STEWART	Police Constable	\$102,689.34	\$322.93
MONTCALM	ALAIN JEAN	Police Constable	\$102,665.48	\$296.05
ROSINA	MICHAEL DREW	Sergeant	\$102,663.93	\$355.29
WILLIAMSON	SHERI LYNN	Police Constable	\$102,650.15	\$325.65
KATHIRAVELU	KAJAMUGANATHAN	Police Constable	\$102,647.27	\$297.18
MCKENZIE	ROBERT SEAN	Sergeant	\$102,646.37	\$332.67
GRIEVE	TREVOR SCOTT	Police Constable	\$102,645.95	\$301.08
O'BRIEN	SEAN L.	Sergeant	\$102,641.98	\$357.67
BURKE	PATRICK A.	Detective	\$102,639.20	\$363.21
HOFLAND	MATTHEW ROBERT	Sergeant	\$102,633.94	\$345.93
ROGAN	RUSSELL MALCOLM	Police Constable	\$102,627.52	\$297.18
SUMAISAR	TOM NILAN	Police Constable	\$102,627.13	\$325.65
LEAHY	KEVIN JOHN	Detective	\$102,618.02	\$348.09
ASNER	ROBERT EDWARD	Police Constable	\$102,597.42	\$297.18
SMITH	BRIAN J.	Detective	\$102,596.65	\$355.29
WRIGHT	RICHARD C.	Sergeant	\$102,577.04	\$364.26
WYNIA	RANDALL O.	Police Constable	\$102,576.84	\$314.60
TJERKSTRA	ROELOF R.	Sergeant	\$102,568.58	\$364.26
SMITH	RAYMOND ERNEST	Project Leader, Information Technology Services	\$102,562.06	\$379.08
GIBSON	NATHAN EDWARD	Police Constable	\$102,556.86	\$297.18
BABINEAU	JARED MICHAEL	Police Constable	\$102,549.25	\$325.65
ESKEN	INDREK T.	Detective	\$102,547.26	\$364.26
WINDMOLLER	THEODORE JOHN	Sergeant	\$102,534.73	\$350.61
KRUCZEK	PIOTR PAWEL	Police Constable	\$102,529.12	\$316.68
SMITH	LAWRENCE OLIVER	Staff Sergeant	\$102,514.40	\$368.83
PROCTOR	KELLY SEAN	Police Constable	\$102,512.43	\$287.01
TYNKALUK	DEAN ALLAN	Sergeant	\$102,496.11	\$355.29
POP	IAN V.	Police Constable	\$102,481.54	\$317.12
SATTZ	STEVEN T.	Sergeant	\$102,472.19	\$364.26
TOHM	DARIK GORDON	Police Constable	\$102,458.30	\$314.60
ACORN	CHRISTOPHER ALLAN	Police Constable	\$102,454.26	\$276.84
REKHI	JASDEEP	Police Constable	\$102,440.33	\$306.96
BRAR	SHANE GURSHARAN	Detective	\$102,437.67	\$355.29
TABOROWSKI	ROBERT JOSEPH	Police Constable	\$102,429.98	\$297.18
CALLANAN	GORDON P.	Police Constable	\$102,428.90	\$322.88
BEVAN	GORDON A.	Police Constable	\$102,424.40	\$342.38
CIESLIK	SUSAN HELENA	Police Constable	\$102,414.34	\$335.01
COWL	LAWRENCE S.	Sergeant	\$102,396.21	\$364.26
BYERS	DEREK JONATHAN	Police Constable	\$102,380.28	\$325.65
TOBIN	JACQUELINE MADELINE	Police Constable	\$102,361.44	\$318.61
MURPHY	JOHN P.	Sergeant	\$102,360.27	\$364.26
PIKE	JAMES WAYNE	Sergeant	\$102,359.31	\$364.26
VELLA	TONYO	Police Constable	\$102,339.26	\$305.37

APPENDIX B

RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
BENNIE	JESSICA LEE	Police Constable	\$102,331.27	\$301.86
GORDON	CHRISTOPHER K.	Sergeant	\$102,329.78	\$355.29
THOMAS	LEROY A.	Police Constable	\$102,321.37	\$323.96
ROBITAILLE	PATRICK ANTOINE	Sergeant	\$102,295.70	\$337.35
ALEXIOU	DEMITRIOS	Police Constable	\$102,294.30	\$337.46
ATKINSON	GRAHAM STEPHEN	Police Constable	\$102,283.41	\$325.65
O'REILLY	EMMETT TERENCE	Senior Technical Analyst, Information Technology Services	\$102,282.19	\$350.75
FOX	JAMES R.	Detective	\$102,282.04	\$355.29
EVANS	BART G.	Sergeant	\$102,280.35	\$364.26
LEANO	ALEXANDER THOMAS	Police Constable	\$102,279.93	\$297.18
MARCOVICI	CRISTIAN	Radio and Electronics Technician	\$102,275.36	\$264.16
BANKS	DONNA L.	Detective	\$102,265.03	\$355.29
SUTCLIFFE	DARRIN HERBERT	Detective	\$102,262.59	\$355.29
XINOS	EVAGELOS	Police Constable	\$102,256.27	\$325.65
DUERDEN	PATRICK PETER	Police Constable	\$102,250.08	\$298.62
MCGIVERN	MICHAEL GEORGE	Sergeant	\$102,244.35	\$355.29
CAPIZZO	GIUSEPPE DINO	Sergeant	\$102,243.76	\$346.71
LAWR	GREGORY EDWARD	Detective	\$102,228.91	\$355.29
RIEL	JEFFERY JAMES	Police Constable	\$102,227.36	\$305.37
KICKSEE	CHERYL NOREEN	Senior Analyst, Training and Education	\$102,223.42	\$350.75
HAYES	ROY EDWARD	Police Constable	\$102,209.25	\$335.01
VERISSIMO	JOE DINIS	Police Constable	\$102,199.91	\$325.65
MAYWOOD	SCOTT A.	Sergeant	\$102,189.85	\$364.26
CRAIG	SCOTT J.	Police Constable	\$102,167.36	\$344.24
GLOWA	JAN ZBIGNIEW	Police Constable	\$102,164.18	\$297.18
MARTIN	ROBERT D.	Police Constable	\$102,157.58	\$344.24
JAMES	BRIAN STEVEN	Police Constable	\$102,149.71	\$305.37
WILKINSON	ROBERT E.	Detective	\$102,145.62	\$364.26
KLUNDER	GERARD WILLIAM	Sergeant	\$102,140.60	\$345.93
YOUNG	PAUL ELIOT	Police Constable	\$102,135.74	\$305.37
BAZMI	SALMAN AIJAZ	Detective	\$102,134.53	\$293.86
CURRIE	WAYNE P.	Police Constable	\$102,126.51	\$323.96
MCBRIDE	KEITH ROBERT	Police Constable	\$102,083.53	\$297.18
NASIM	FAISAL	Police Constable	\$102,078.60	\$296.05
MACIAS	ANTONIO DELGADO	Sergeant	\$102,067.64	\$355.29
BIBEAU	CHRISTOPHER ROLAND	Police Constable	\$102,062.68	\$303.13
SANSON	CHERYL-ANNE	Detective	\$102,053.60	\$364.26
GEORGOPOULOS	KEVIN	Police Constable	\$102,037.53	\$319.03
CARMICHAEL	STEPHEN FRANCIS	Sergeant	\$102,037.05	\$345.93
PAIS	SCHARNIL VALERIAN	Police Constable	\$102,035.76	\$291.53
CLEMENS	JEFFREY M.	Sergeant	\$102,018.19	\$355.29
VANDER MEER	ELENA NICOLE	Police Constable	\$102,014.86	\$325.65
KERR	ROBERT S.	Police Constable	\$102,007.25	\$323.96
CAVE	RANDAL DELBERT	Police Constable	\$102,005.41	\$323.96
MCKAY	SCOTT D.	Detective	\$102,000.34	\$355.29

APPENDIX B

RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
QUIJADA-MANCIA	JUAN CARLOS	Sergeant	\$101,999.89	\$335.47
ROSSEL	RICHARD ALBERT	Police Constable	\$101,995.89	\$335.01
MACKRELL	PAUL J.	Detective	\$101,995.60	\$355.29
BEAULAC	SACHA LUCY	Police Constable	\$101,994.47	\$297.18
CATON	MATTHEW MICHAEL	Police Constable	\$101,988.80	\$322.93
OSMAN	WALID AHMED	Police Constable	\$101,986.25	\$296.05
LAM	IAN WAYNE	Police Constable	\$101,985.29	\$297.18
SEARLES	TREVOR A.	Sergeant	\$101,976.68	\$355.29
STAPLETON	BRADLEY THOMAS	Detective	\$101,970.25	\$345.93
WATSON	LUKE ALEXANDER	Police Constable	\$101,958.81	\$322.93
KATAFIGIOTIS	CONSTANTINE	Police Constable	\$101,949.07	\$321.49
KELLY	JOHN S.	Sergeant	\$101,927.76	\$364.26
NG	YUEN Y.	Sergeant	\$101,918.20	\$355.29
BENALLICK	MARK DANIEL	Detective	\$101,908.32	\$355.29
BARTHOLOMEW	DARRYL COLIN	Police Constable	\$101,905.15	\$316.68
COMEAU	JOSEPH THOMAS	Police Constable	\$101,904.04	\$297.18
SHANKARAN	JASON RAJESH	Sergeant	\$101,900.49	\$345.93
DAVEY	SEAN ANDREW	Police Constable	\$101,893.11	\$305.37
WILLIAMS	MICHAEL R.	Police Constable	\$101,883.20	\$304.31
LUSSOW	CHRISTOPHER S.	Police Constable	\$101,882.80	\$335.01
LIU	JUN	Senior Telecom Engineer	\$101,882.13	\$358.78
SHIELDS	GAIL PATRICIA	Police Constable	\$101,865.59	\$285.22
HIGGINS	CHRISTOPHER JOHN	Detective	\$101,838.68	\$355.29
VENTURA	JOSEPH	Locational Administrator, Court Services	\$101,824.69	\$298.22
PROULX	KEVIN EDWARD	Police Constable	\$101,820.45	\$297.18
MCWILLIAM	HEATHER LYNN	Police Constable	\$101,817.94	\$304.98
HOCHRADL-ZORKO	STEPHANIE	Sergeant	\$101,800.93	\$345.93
COXON	SHAWNA MICHELLE	Detective Sergeant	\$101,792.42	\$359.49
ROUTH	MATTHEW AARON	Sergeant	\$101,792.28	\$335.79
CHIN	ADRIAN CAREY	Police Constable	\$101,791.97	\$312.00
MALE	DAVID JOSEPH	Sergeant	\$101,789.23	\$345.93
CHOW	LAWRENCE CHI	Detective	\$101,788.54	\$355.29
RIETKOETTER	SETH ANDREW	Police Constable	\$101,773.99	\$296.05
NORTH	ROBERT LLOYD	Sergeant	\$101,752.42	\$345.93
CHUTKO	JAN	Police Constable	\$101,748.90	\$344.24
HUTCHINGS	TRACEY LYNN	Police Constable	\$101,747.89	\$316.68
VALERIO	JOHN B.	Detective	\$101,739.36	\$355.29
BARR	MATTHEW ANDREW	Police Constable	\$101,733.81	\$324.09
SUTTON	DANIEL A.	Sergeant	\$101,721.30	\$364.26
JONES	DOUGLAS ALBERT	Police Constable	\$101,713.94	\$335.01
MCGRADE	PATRICK F.	Detective	\$101,713.21	\$364.26
LEAVER	WENDY L.	Detective	\$101,711.17	\$364.26
KENNEDY	CHRISTOPHER	Police Constable	\$101,706.88	\$305.37
PICKERING	STEPHEN G.	Police Constable	\$101,697.37	\$344.24
BENOIT	LISABET JANE	Detective	\$101,688.03	\$364.26

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RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
WHALEN	CHRISTOPHER ANDREW	Police Constable	\$101,684.01	\$318.25
BARDGETT	JAMES FRANCIS	Police Constable	\$101,679.42	\$344.24
KACHUR	DAMIEN JOHN	Police Constable	\$101,675.98	\$297.18
ALEXANDER	LYNNE MARIE	Police Constable	\$101,667.63	\$297.18
MARTIN	PAUL GEORGE	Police Constable	\$101,653.36	\$325.65
CONNELL	DALE P.	Sergeant	\$101,613.45	\$364.26
MCDONALD	SPENCER MATTHEW	Sergeant	\$101,603.58	\$345.93
NASSER	AMAN	Police Constable	\$101,595.50	\$306.54
BRAGG	LORNE GORDON	Detective	\$101,584.59	\$345.93
KOMARNISKY	SANDRA	Police Constable	\$101,583.27	\$335.01
MANTLE	BRYAN LARRY	Police Constable	\$101,564.83	\$302.64
COSTELLO	PATRICK WILLIAM	Police Constable	\$101,553.10	\$297.18
FURYK	ROBERT PAUL	Police Constable	\$101,532.38	\$297.18
MOLYNEAUX	CURTIS MICHAEL	Police Constable	\$101,523.73	\$305.37
JAMES	THERESA A.	Detective	\$101,523.19	\$293.86
BOWER	MARC ALAN	Police Constable	\$101,501.71	\$297.18
FADI	STEVEN PAUL	Police Constable	\$101,493.49	\$314.60
LONG	CHRISTINE E.	Detective	\$101,490.13	\$360.41
PISCHEDDA	MARK STEPHEN	Police Constable	\$101,478.49	\$313.13
BRIDEAU	RENE ALYRE	Police Constable	\$101,475.66	\$325.65
GRANT	PATRICIA ANN	Police Constable	\$101,460.99	\$325.65
KIDD	JAMES JEFFREY	Police Constable	\$101,453.53	\$325.65
CLARK	CORINNE L.	Detective	\$101,446.44	\$357.67
STEVENSON	KEVIN GLENN	Police Constable	\$101,443.68	\$296.05
ENTWISTLE	DAVID P.	Detective	\$101,439.37	\$364.26
CAMERON	ALAN J.	Police Constable	\$101,429.22	\$326.30
BOOTH	KENNETH COURTLAND	Detective	\$101,425.63	\$364.26
PALERMO	CARMINE	Sergeant	\$101,418.33	\$363.21
HAMPSON	SCOTT ANDREW	Police Constable	\$101,416.37	\$305.37
LIU	BRUCE ZHIYONG	Police Constable	\$101,407.72	\$297.18
LYNCH	ERINN ANDREA	Police Constable	\$101,404.67	\$321.49
MASTROKOSTAS	MAGDALENE MAGGIE	Sergeant	\$101,398.48	\$350.25
WOJTKIEWICZ	VICTOR BRUNISLAW	Police Constable	\$101,393.08	\$316.68
PURCHAS	CHRISTOPHER DALE	Police Constable	\$101,387.95	\$325.65
SORGO	ROY P.	Detective	\$101,376.10	\$363.21
MARSH	STEPHEN MARTIN	Police Constable	\$101,369.91	\$297.18
KLUTZ	CHRISTOPHER JOSEPH	Police Constable	\$101,367.97	\$300.33
ARMSTRONG	KAREN	Police Constable	\$101,367.24	\$310.92
DHUKAI	ESMAIL ABDULKARIM	Police Constable	\$101,363.03	\$313.17
SMITH	WILLIAM JAMES	Police Constable	\$101,352.88	\$320.84
REYNOLDS	JASON DAVID	Police Constable	\$101,348.31	\$305.37
BRADBURY	SCOTT GORDON	Sergeant	\$101,338.28	\$337.35
KENNEDY	GEOFFREY B.	Detective	\$101,316.26	\$364.26
MONAHAR	DION RAJESH	Police Constable	\$101,299.60	\$325.65
MILLER	IAN MARK	Police Constable	\$101,293.09	\$297.18

APPENDIX B

RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
NIJJAR	HARJIT SINGH	Sergeant	\$101,288.35	\$335.01
CAMPBELL	BRYAN EDWARD	Detective	\$101,278.94	\$345.93
GENOVY	SHAUN D.	Detective	\$101,278.12	\$355.29
ARP	JAMES ANDREW	Police Constable	\$101,277.73	\$297.53
BENGE	PAUL	Police Constable	\$101,275.65	\$344.24
FAIRCLOUGH	JAMES STEPHEN	Police Constable	\$101,271.60	\$316.68
SHULGA	JOHN T.	Police Constable	\$101,266.42	\$323.96
BHARDWAJ	ELLA ELIZABETH	Police Constable	\$101,259.74	\$321.75
CASSIDY	MICHAEL	Police Constable	\$101,232.56	\$323.96
TAIT	ADRIAN WILLIAM	Police Constable	\$101,231.54	\$297.53
SMITH	ANTHONY CHARLES	Detective Sergeant	\$101,207.53	\$322.21
GILL	AMANPREET SINGH	Police Constable	\$101,206.50	\$305.37
TUPLING	ANN-MARIE	Sergeant	\$101,199.22	\$350.61
RENNIE	JASON DOUGLAS	Police Constable	\$101,198.36	\$297.18
VILLANI	ANTHONY	Detective	\$101,190.92	\$364.26
WYNNE	TRAVERS S.	Sergeant	\$101,174.94	\$357.67
JOHNSON	DANIEL JUSTIN	Police Constable	\$101,173.78	\$305.37
VAYANI	SHAFIQ ABDUL	Police Constable	\$101,150.51	\$293.09
OLSEN	SHAUN E.	Sergeant	\$101,144.35	\$355.29
WILSON	DEREK SCOTT	Detective	\$101,141.14	\$355.29
BARREIRA	NELSON	Police Constable	\$101,131.20	\$321.57
SANGHA	HARJIT SINGH	Police Constable	\$101,127.77	\$335.01
NEUMANN	PAUL RICHARD	Police Constable	\$101,125.86	\$277.36
HOCKADAY	ADAM ROY	Police Constable	\$101,125.76	\$297.18
BOWMASTER	MICHAEL GLEN	Police Constable	\$101,120.96	\$325.65
BURKE	GARY EDWIN	Sergeant	\$101,099.13	\$345.93
MA	YU PAU (SYDNEY)	Police Constable	\$101,085.80	\$297.18
BRESSAN	LORENZO	Detective	\$101,083.47	\$364.26
BYE	COLIN L.	Police Constable	\$101,079.66	\$344.24
BOYD	ANDREW	Police Constable	\$101,063.54	\$305.37
FERNANDES	ROLAND ANDREA	Police Constable	\$101,061.70	\$335.01
LECK	RICHELLE COLETTE	Detective	\$101,056.26	\$345.93
RICHARDSON	ANDREW J.	Sergeant	\$101,054.24	\$355.29
O'DOHERTY	FRANK R.	Sergeant	\$101,050.09	\$364.26
DIXON	AARON SCOTT	Police Constable	\$101,046.72	\$305.37
PRICE	BRANDON LEE	Sergeant	\$101,030.96	\$345.93
BURKE	SUSAN JOYCE	Detective	\$101,017.22	\$355.29
MILLER	RYAN KENETH	Police Constable	\$101,009.29	\$325.65
BRUZZESE	DOMENICO D.	Detective	\$100,985.21	\$355.29
GRACE	TIMOTHY A.	Police Constable	\$100,981.87	\$314.60
GLEN	STEPHEN J.	Police Constable	\$100,965.88	\$344.24
JONES	LEANNE A.	Sergeant	\$100,961.57	\$355.29
HAYES	SHAWN EARL	Police Constable	\$100,956.20	\$305.37
KIM	JONG WOO	Police Constable	\$100,954.61	\$305.37
BEADMAN	BRIAN GEORGE	Detective	\$100,953.22	\$355.29

APPENDIX B

RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
JAMISON	JAMES WILLIAM	Police Constable	\$100,950.22	\$305.37
KOOPMANS	DAVID JOHN	Police Constable	\$100,947.17	\$320.97
ANTONELLI	GIANPIERO	Police Constable	\$100,944.71	\$314.60
MCBRIDE	RAYMOND DOUGLAS	Police Constable	\$100,940.99	\$310.35
CHARLTON	SUSAN A.	Sergeant	\$100,936.36	\$357.67
CANNING	ROY A.	Sergeant	\$100,916.85	\$364.26
PERSHIN	ANDREI VALERI	Police Constable	\$100,914.53	\$291.53
LEDGERWOOD	KIM B.	Sergeant	\$100,909.71	\$338.13
SHETTY	VIJAY RAMESH	Police Constable	\$100,898.93	\$325.65
KINGDON	SCOTT ANTHONY	Sergeant	\$100,896.02	\$341.25
HUNTER	JASON COLIN	Police Constable	\$100,893.43	\$316.68
FOTHERINGHAM	SCOTT MONTEITH	Police Constable	\$100,880.96	\$344.24
FORESTELL	MICHAEL D.	Sergeant	\$100,873.52	\$355.29
ZAJAC	JULIE A.	Sergeant	\$100,866.54	\$355.29
BRYCE	ROBERT FRANCIS	Sergeant	\$100,846.77	\$361.95
PENTON	SHANE STEPHEN	Sergeant	\$100,841.39	\$335.01
HARTFORD	DEBORAH M.	Detective	\$100,838.83	\$364.26
SARGENT	CHRISTOPHER SEAN	Sergeant	\$100,837.55	\$355.29
LEVESQUE	MARTIN	Sergeant	\$100,832.40	\$331.11
SMITH	ANTOINETTE CHARLENE	Police Constable	\$100,791.78	\$325.65
MORRISON	MICHELLE YVETTE	Police Constable	\$100,777.43	\$335.01
AMOS	SEAN DAVID	Police Constable	\$100,774.81	\$333.43
CORBIE	WESLEY MARCUS	Police Constable	\$100,769.30	\$297.18
BARTLETT	DANIEL ALBERTO	Police Constable	\$100,769.06	\$297.18
FRANKLIN	RICHARD W.	Police Constable	\$100,766.65	\$344.24
BLAKE	CLARENCE D.	Sergeant	\$100,757.46	\$364.26
EDWICKER	ALEXIS GRACE	Sergeant	\$100,757.08	\$337.35
FENECH	JEFFREY	Police Constable	\$100,750.54	\$298.74
OAKES	JAMES D.	Police Constable	\$100,742.65	\$314.60
LEE	JAMES STANTON	Police Constable	\$100,722.96	\$304.20
WATTS	GREGORY MILES	Detective	\$100,713.89	\$345.93
GONSALVES	ROBERT NICKOLAS	Police Constable	\$100,713.50	\$323.96
COROGHLY	KHALID MOHAMMED	Police Constable	\$100,713.40	\$287.79
GEORGE	GRAHAM E.	Police Constable	\$100,694.35	\$344.24
PHILLIPS	RYAN BENJAMIN	Police Constable	\$100,693.53	\$316.68
VANGO	PATRICIA ANNE	Police Constable	\$100,685.76	\$305.37
REBELO	JOSEPH FRANCESCO	Locational Administrator, Court Services	\$100,682.33	\$298.22
BOYER	DENIS J.	Police Constable	\$100,668.48	\$335.01
WESTELL	CLINTON JON	Police Constable	\$100,667.44	\$325.65
POLAK	BRANDON VICTOR	Police Constable	\$100,660.36	\$325.65
BENNETT	WINSTON ANTHONY	Sergeant	\$100,628.64	\$355.29
MACCHEYNE	RICHARD DOUGLAS	Detective	\$100,614.69	\$345.93
VANDER BYL	TECLA H.	Police Constable	\$100,612.21	\$323.96
THERIAULT	ANGELA	Sergeant	\$100,587.14	\$359.37
CLIFFORD	HUGH ANTHONY	Police Constable	\$100,581.02	\$297.18

APPENDIX B

RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
DROPULJIC	JOSEPH	Police Constable	\$100,576.74	\$305.37
PARK	CHRIS C.	Police Constable	\$100,547.04	\$325.65
MACDONALD	ROBERT J.	Sergeant	\$100,545.49	\$364.26
ACCIAROLI	SHERI DARLENE	Detective	\$100,521.57	\$345.93
ARRUDA	SANDRA	Police Constable	\$100,519.72	\$325.65
HODGSON	FREDERICK ALVIN	Police Constable	\$100,518.99	\$305.37
WINDSOR	DAVID LEE	Police Constable	\$100,512.88	\$325.65
TANNAHILL	DARLA	Sergeant	\$100,507.75	\$355.29
CHAN	CHUN KWONG	Police Constable	\$100,490.59	\$335.01
NEWHOOK	MATTHEW ALBERT	Sergeant	\$100,490.36	\$355.29
POLLOCK	TIGE SAMUEL	Police Constable	\$100,484.93	\$325.65
ELLIOTT	CHRISTOPHER PAUL	Detective	\$100,475.10	\$345.93
MARTIN	RUDOLF I.	Sergeant	\$100,465.89	\$355.29
NAIDOO	GRAEME CLAYTON	Police Constable	\$100,460.99	\$325.65
LINNEY	JOHN THOMAS	Police Constable	\$100,450.35	\$325.65
STEWART	TINA MARIE	Detective	\$100,447.50	\$364.26
CERESOLI	MAURIZIO	Police Constable	\$100,443.86	\$325.65
CHEECHOO	NELSON THOMAS	Police Constable	\$100,440.76	\$325.65
MCGRADE	KATHRYN	Sergeant	\$100,433.41	\$364.26
MCLAUGHLIN	JUNIOR SYLVESTER	Police Constable	\$100,431.87	\$305.37
SADEGHI	AZADEH	Police Constable	\$100,417.22	\$297.18
FOUGERE	CORY TRENTON	Police Constable	\$100,403.28	\$305.37
FLEMMING	MARTIN C.	Police Constable	\$100,397.12	\$323.96
STEWART	COLIN ALEXANDER	Police Constable	\$100,391.90	\$325.65
KATOCH	AMAR SINGH	Police Constable	\$100,386.82	\$333.45
COOMBS	ALBERT GEORGE	Police Constable	\$100,378.16	\$335.01
GOLDLIOUST	ANATOL	Police Constable	\$100,377.95	\$297.18
CHIU	SIN-YI	Sergeant	\$100,377.82	\$355.29
KIM	HOON (RICHARD)	Police Constable	\$100,372.71	\$297.18
LOWE	SCOTT MARTIN	Sergeant	\$100,364.27	\$355.29
TAYLOR	ROBERT ALLISTER	Police Constable	\$100,362.29	\$296.05
MUSAH	ISHMAIL	Sergeant	\$100,348.71	\$325.65
PORANGANEL	MARK VARKEY	Police Constable	\$100,337.65	\$325.65
COWAN	ANDRIA N.	Sergeant	\$100,326.91	\$342.81
PAYNE	KARL SCOTT	Sergeant	\$100,325.70	\$355.29
HAYNES	CHRISTOPHER SEAN	Police Constable	\$100,319.59	\$335.01
INGLEY	PAUL LEO	Police Constable	\$100,308.98	\$297.18
LYON	LEITHLAND LLOYD	Police Constable	\$100,290.08	\$314.60
FERRIS	KEVIN J.	Sergeant	\$100,288.89	\$364.26
DUBE	DAVID M.	Sergeant	\$100,268.32	\$364.26
MARSHALL	KIRWIN D.	Sergeant	\$100,263.81	\$355.29
BRESSE	JEAN	Police Constable	\$100,263.42	\$297.18
MARO	KJELL KRISTOFFER	Police Constable	\$100,263.16	\$302.64
BAIRD	KAREN ANN	Police Constable	\$100,262.04	\$314.60
TROINA	BENEDETTO	Sergeant	\$100,258.06	\$364.26

APPENDIX B

RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
FLANDERS	TODD MATTHEW	Sergeant	\$100,256.18	\$345.93
WELLS	DAVID ARCHER	Police Constable	\$100,250.11	\$315.59
MCCORMACK	JAMES E.	Detective	\$100,249.23	\$364.26
KLAAS	PETER	Police Constable	\$100,235.13	\$305.37
MCINTYRE	RYAN DOUGLAS	Police Constable	\$100,233.01	\$308.76
DUNCAN	JEANINE	Detective	\$100,230.36	\$355.29
FENTON	JASON ROBERT	Police Constable	\$100,222.77	\$305.37
BRANKER	DARRYL DERMOT	Police Constable	\$100,218.71	\$297.18
MCEVOY	CLINTON WAYNE	Police Constable	\$100,215.06	\$297.18
VALENTINI	ENZO-LORETO	Police Constable	\$100,208.80	\$305.37
CASTELL	TIFFANY ALICIA	Police Constable	\$100,208.39	\$291.53
MCCORMICK	DEREK ALAN	Police Constable	\$100,200.39	\$318.63
KILLY	ANTON J.	Police Constable	\$100,197.25	\$314.60
PHOON	NEWTON CHUN	Automated Fingerprint Identification System Administrator	\$100,196.17	\$350.75
BRADSHAW	KEITH J.	Detective	\$100,193.99	\$364.26
MOORE	STEVEN D.	Detective	\$100,192.97	\$355.29
STOKER	MICHAEL BLAKE	Police Constable	\$100,190.69	\$335.01
HEMBRUFF	ERIC JOHN	Police Constable	\$100,183.96	\$305.37
SAWYER	ANDREW LESLIE	Detective	\$100,183.96	\$355.29
MARCHEN	LEANNE M.	Police Constable	\$100,179.39	\$335.01
DESMARAIS	JOHN PAUL	Police Constable	\$100,173.78	\$290.81
KOVACIC	JOSEPH MARK	Police Constable	\$100,172.05	\$302.94
GROVER	TODD B.	Sergeant	\$100,170.31	\$355.29
LALL	LALLMAN	Parking Enforcement Officer	\$100,169.64	\$212.69
ZIVCIC	JOHN	Police Constable	\$100,167.22	\$268.22
LARMER	JASON RAE	Police Constable	\$100,156.52	\$320.97
WILLIAMS	STEVEN THOMAS	Police Constable	\$100,153.10	\$319.83
LI	BOYD W.	Police Constable	\$100,147.10	\$322.93
CLARK	KARAH DAWN	Police Constable	\$100,146.84	\$297.18
MOXLEY	KEITH A.	Detective	\$100,144.08	\$364.26
WARD	PETER C.	Police Constable	\$100,128.98	\$344.24
KNAAP	WADE W.	Police Constable	\$100,126.94	\$344.24
ALBERGA	SANTE	Police Constable	\$100,126.92	\$344.24
GARDINER	ROBERT SCOTT	Police Constable	\$100,111.51	\$305.37
SHANAHAN	MICHAEL J.	Detective	\$100,109.77	\$364.26
LOCKE	DONOVAN A.	Detective	\$100,103.72	\$345.93
CHENETTE	KATHLEEN M.	Police Constable	\$100,101.21	\$344.24
SERROUL	GORDON DAVID	Sergeant	\$100,091.02	\$364.26
KANE	SHAWN GERALD	Police Constable	\$100,081.39	\$296.05
ZELJKOVIC	EDIN	Police Constable	\$100,080.27	\$297.18
ALS	ANTHONY CHRISTOPHER	Police Constable	\$100,048.06	\$305.37
GRAHAM	LEE MICHAEL	Sergeant	\$100,031.31	\$355.29
AHMED	JAMEEL G.	Police Constable	\$100,027.62	\$305.37
TOUT	JEFFREY SHAWN	Police Constable	\$100,021.81	\$305.37
MACDONALD	LORI-ANN	Sergeant	\$100,018.10	\$355.29

APPENDIX B

RECORD OF EMPLOYEES' 2010 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefits
KAPOSY	KEVIN JOHN	Police Constable	\$100,002.05	\$317.07
WILSON	BRADLEY MICHAEL	Police Constable	\$100,001.74	\$305.37

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON APRIL 07, 2011**

**#P89. ANNUAL REPORT: 2010 TORONTO POLICE SERVICES BOARD'S
CONSULTING EXPENDITURES**

The Board was in receipt of the following report February 11, 2011 from Alok Mukherjee, Chair:

Subject: ANNUAL REPORT: TORONTO POLICE SERVICES BOARD'S 2010
CONSULTING EXPENDITURES

Recommendation:

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

Financial Implications:

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

Background/Purpose:

The Board, at its meeting of February 20, 2003 (Board Minute P45/03 refers), approved a motion requiring the reporting of all consulting expenditures on an annual basis. City Finance also requires annual reporting of consulting expenditures as per their prescribed format. As a result, consulting expenditures are provided to the Board and this information is also forwarded to the City's Deputy City Manager and Chief Financial Officer. Attachment A reflects the 2010 consulting expenditures for the Police Services Board.

Discussion:

City Finance requires the attached information by February 18, 2010 and in order to comply with this, the attached has been forwarded to the City's Deputy City Manager and Chief Financial Officer.

Conclusion:

Therefore, it is recommended that the Board receive this report for information.

The Board received the foregoing report.

Agency/Board : TORONTO POLICE SERVICES BOARD

2010 Consulting Expenses - Operating

Expense Category	Agency/Board	Program	Contract Date (mm-dd-yr)	Contract #/ PO #/DPO #	Consultant's Name (Note 1)	Description of the Work (Notes 1 & 2)	Recoveries By Source (Note 3)	Contract/PO Balance Remaining 2010 12.31 (Note 4)	2010 Budget (Notes 5 & 6)	2010 Expenditure (Note 4)	2009 Expenditure (Note 5)
								\$	\$	\$	\$
External Lawyers & Planners	Toronto Police Services Board		12/31/10	8492536	Hicks Morley Hamilton Stewart	provide expert advice/opinion on general labour relations issues (board minute P290/07 - renewed until Sept 30/2012)					
		Sub-Total						0	30,000	26,873	41,760
TOTAL								0	30,000	26,873	41,760
GRAND TOTAL								0	30,000	26,873	41,760

Note 1 - Provide full names and description in regular text, both upper & lower case; and no abbreviations or acronym.

Note 2 - Description of work should include details of work done, specific reports prepared, expected completion date, and specific Board authorization.

Note 3 - Provide information on any external funding sources and %, recoverable.

Note 4 - Provide amount rounded to nearest dollar and net of GST rebate. Formula can only be used for subtotal & total.

Note 5 - Provide (a) Sub-Total by program and (b) Total for each expense category, with all amounts rounded to nearest dollar.

Note 6 - Provide explanation for significant Budget and Actual variances on an attached sheet.

CERTIFIED CORRECT

ANGELO CRISTOFARO

Print Name

Signature

416-808-7787

Contact Telephone Number

Director

Title

Toronto Police Service

Agency/Board/Commission

17 Feb. 11

Date

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON APRIL 07, 2011**

**#P90. ANNUAL REPORT: 2010 TORONTO POLICE SERVICE'S
CONSULTING EXPENDITURES**

The Board was in receipt of the following report February 21, 2011 from William Blair, Chief of Police:

Subject: ANNUAL REPORT 2010: CONSULTING EXPENDITURES

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 February 20, 2003 (Min. No. P45/03 refers), requested that the Service report all consulting expenditures on an annual basis. In addition, the Board at its meeting of March 23, 2006 (Min. No. P103/06 refers), requested that future annual reports be revised so that capital consulting expenditures are linked to the specific capital project for which the consulting services were required. City Finance also requires the annual reporting of consulting expenditures in their prescribed format, so that the City's Deputy City Manager and Chief Financial Officer can provide a consolidated report to City Council.

This report provides details of the 2010 consulting expenditures for the Service's operating and capital budgets, in the City's prescribed format and based on the definition of consulting services provided by the City. The City's definition of consulting services is any firm or individual providing expert advice/opinion on a non-recurring basis to support/assist management decision making in the areas of technical, information technology, management/research and development, external lawyers and planners, and creative communications. The information has already been forwarded to the City, as the completion of the Service's year-end accounting process and the timing of the Board meetings did not allow this report to be forwarded to the Board in advance of the City's February 17, 2011 deadline.

Discussion:

Details of the 2010 consulting expenditures for the Service's operating and capital budgets are provided in Attachments A and B respectively.

The Service has taken steps to manage the use of consultants and only contract for these services where the skills are not available in-house and/or where there is not a permanent requirement for the expertise/skill set, as well as when additional resources are required to deliver projects with prescribed timelines, and the Service does not have the required resource capacity.

The 2010 operating consulting expenditures (as reflected in Attachment A) were \$35,000 under spent against the 2010 budget for this line item. This under-expenditure is mainly attributable to less than expected spending in the Management/R&D category. The Service is attempting to rely less on consultants and do more work in-house. The operating account estimate for consulting services is developed using zero-based budgeting. As such, the 2011 budget request for consulting services is based on the 2011 requirements.

The 2010 capital consulting expenditures (as reflected in Attachment B) were \$0.56M and this amount represents expenditures for three capital projects (Digital Video Asset Management, Integrated Records and Information System, and State-of-Good-Repair). Capital projects generally involve multi-year cash flow requirements, and the 2010 expenditure may therefore represent only a portion of the contract value.

Conclusion:

The 2010 consulting expenditures for the Service's operating and capital budgets are reported annually to the Board and the City. The Service ensures that consulting services are used only where necessary and beneficial to the Service. 2010 consulting expenditures totalled \$0.73M (\$0.17M for operating and \$0.56M for capital).

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

The Board received the foregoing report.

ATTACHMENT A
2010 Consulting Expenses – Operating

Expense Category	Contract Date (mm-dd-yr)	Contract # PO # DPO #	Consultant's Name	Description of the Work	Original Contract Value	2010 Budget	2010 Expenditure	2009 Expenditure
Technical	06/16/2010	6030713	Infor Global Solutions (Canada) Inc.	Assessed and conducted a functional health check on the Time and Resource Management System (TRMS) focusing on security configuration for reports, refresh functionality, scheduling and error handling with the purpose of providing recommendations on each issue as well as providing information on additional functionality that can be utilized by the Toronto Police Service (TPS).	\$ 3,640.00	\$ 4,000.00	\$ 3,640.00	\$ 0.00
Sub-Total					\$ 3,640.00	\$ 4,000.00	\$ 3,640.00	\$ 0.00
Information Technology								
Sub-Total					\$ 0.00	\$ 0.00	\$ 0.00	\$ 27,712.00
Management/R&D	08/17/2010	6031013	Hay Group Limited	To review and provide recommendations on job evaluation and compensation levels for Command and Senior Officers.	5,597.00		5,500.00	

Expense Category	Contract Date (mm-dd-yr)	Contract # PO # DPO #	Consultant's Name	Description of the Work	Original Contract Value	2010 Budget	2010 Expenditure	2009 Expenditure
	11/03/2008	6026360	Connex Health Consulting	Provided operational plan for the Toronto Police Service Wellness Initiative, including set up of measurement database, training and follow-up assessment.	189,800.00		75,199.00	
	01/04/2010	6029510	Buck Consultants Limited	To provide advice and information with respect to the formulation of employee benefits, strategies, and creation of costing scenarios for benefit changes during collective bargaining and/or in connection with policy changes, collation of benchmarking information and similar issues.	37,800.00		21,364.00	

Expense Category	Contract Date (mm-dd-yr)	Contract # PO # DPO #	Consultant's Name	Description of the Work	Original Contract Value	2010 Budget	2010 Expenditure	2009 Expenditure
	09/23/2010	6031275	The Institute of Internal Auditors	Conducted a readiness and needs assessment of the Toronto Police Service Audit and Quality Assurance unit to determine the level of conformance with the "International Standards for the Professional Practice of Internal Auditing".	5,241.00		5,277.00	
Sub-Total					\$ 238,438.00	\$ 141,800.00	\$ 107,340.00	\$ 198,687.00
Creative Communications	10/19/2010	6031456	Laws Communication	Researched Toronto Police Service's use of the social media to assist in the development of internal and external social media strategy as well as provide recommendations on how to enhance and expand its use.	43,421.00	57,700.00	57,660.00	
Sub-Total					\$ 43,421.00	\$ 57,700.00	\$ 57,660.00	\$ 0.00
TOTAL					\$ 285,499.00	\$ 203,500.00	\$ 168,640.00	\$ 226,399.00

ATTACHMENT B

2010 CONSULTING EXPENSES – CAPITAL

Expense Category	Project	Contract Date (mm-dd-yr)	Contract # PO # DPO #	Consultant's Name	Description of the Work	Original Contract Value	2010 Expenditure	2009 Expenditure
Information Technology	Digital Video Asset Management II	09/12/2006	6020353	DJINN Software Inc.	Digital Video Asset Management DVAM II Project Management Activities include: providing leadership and management of project resources including in-house resources and external resources. Prepare project scope documentation, project plans, and regular progress reporting.	876,750.00	44,850.00	
	Digital Video Asset Management II	09/11/2007	6023220	Mediasolv Solutions Corporation	Solution vendor for the design, installation, system integration, deployment and documentation of Digital Video Asset Management for the Digital Video Asset Management II project.	1,195,769.00	161,991.00	
	Integrated Records and Information System (IRIS)	04/08/2009	6027435	Sierra Systems	Integrated Records and Information System (IRIS) project management activities include planning, management, control of the project and reporting. Review and finalization of the Request for Proposal for a Records Management System, issuance, product evaluation, selection and acquisition.	280,700.00	100,020.00	
	State-of- Good Repair – Major Incident Command Centre	11/16/2009	6029091	Met-Scan Canada Ltd.	To provide consultative services and subject expertise in the implementation of a Multi-Image Display Processor system for use in the Toronto Police Service's Major Incident Command and Control Centre.	2,074.00	2,074.00	

Expense Category	Project	Contract Date (mm-dd-yr)	Contract # PO # DPO #	Consultant's Name	Description of the Work	Original Contract Value	2010 Expenditure	2009 Expenditure
	Integrated Records and Information System (IRIS)	06/14/2010 12/14/2010	6030682 6032052	Provision Resources Ltd	Leads the cross functional project team in the day to day planning, management and control of the Integrated Records and Information System (IRIS) project; reviewed the statement of work and master agreement with the vendor, including recommendations on scheduling, implementation and configuration phases, and sequencing business functionality technical requirements and implementation impacts . Board Minute P145 dated May 20, 2010. Note: PO#6030692 was originally created for \$892,172. Expenditure against PO#6030692 was for \$114,496. This PO has been closed and replaced by PO#6032052.	950,000.00	114,496.00 23,233.00	
	Integrated Records and Information System (IRIS)	09/14/2010	6031187	Modis Canada Inc.	Assist and support the Business Analysis team in the development of business requirements documentation in preparation for the implementation of the commercial off-the-shelf integrated, electronic records management system for the Integrated Records & Information System (IRIS) project.	427,392.00	117,341.00	
Sub-Total						\$ 3,732,685.00	\$ 564,005.00	\$ 965,532.00
TOTAL						\$ 3,732,685.00	\$ 564,005.00	\$ 965,532.00

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON APRIL 07, 2011**

**#P91. REVISED TERMS OF REFERENCE FOR THE CENTRAL JOINT
HEALTH AND SAFETY COMMITTEE**

The Board was in receipt of the following report March 24, 2011 from Alok Mukherjee, Chair:

Subject: REVISED TERMS OF REFERENCE FOR THE CENTRAL JOINT HEALTH
AND SAFETY COMMITTEE

Recommendations:

It is recommended that:

- (1) the Board approve the attached revised Terms of Reference for the Central Joint Health & Safety Committee; and
- (2) the Board authorize me to sign the revised Terms of Reference on behalf of the Board and that I forward it, jointly with the President, Toronto Police Association, to the Ministry of Labour for approval.

Financial Implications:

There are no financial implications with regard to the approval of the recommendations contained in this report.

Background/Purpose:

At its meeting held on September 18, 2003, the Board approved Terms of Reference for a multi-workplace Joint Health and Safety Committee ("the Committee") that was established in accordance with section 9(3.1) of the *Occupational Health and Safety Act* (Min. No. P240/03 refers).

The Committee, which is called the Central Joint Health and Safety Committee, was established jointly by the Board, as the "employer" of the members of the Toronto Police Service, and the Toronto Police Association, which represents the "workers". The Committee consists of four members. Mr. Larry Molyneaux, Director of Member Benefits, Toronto Police Association, and I currently act as Co-Chairs. Deputy Chief Mike Federico, Human Resources Command, is a member representing the Toronto Police Service Command and Mr. Rick Perry, Director of Legal Services, Toronto Police Association, is a member representing the Toronto Police Association Executive.

Since 2003 the Committee has met regularly to consider a number of Service-wide health and safety issues and to provide a forum for review of issues addressed by the local committees operating throughout the Service. Members of the Committee have also referred specific health and safety issues to the Committee for consideration.

As a result of discussions at previous meetings, the Committee decided to conduct a review of the Terms of Reference at its first meeting in each new year to determine if any changes were required.

Discussion:

During an annual review conducted in early March 2011, the Committee approved one amendment to the Terms of Reference. The amendment reflects the Committee's March 2010 decision to produce public Minutes and, when necessary, confidential Minutes, compared to the previous practice of producing confidential Minutes only. Copies of both the public and confidential meeting Minutes are provided to the Board for information.

Attached to this report, as "Appendix A", is a table with the current term in the left column and the proposed revised term in underlined bold text in the right column. Also attached, as "Appendix B", is a complete copy of the proposed revised Terms of Reference.

Following the Committee's approval of the amendment, Mr. Molyneaux and I agreed to forward the revised Terms of Reference to our respective boards for approval.

Conclusion:

Any changes to the Terms of Reference agreed upon by the Board and the Association are subject to the approval of the Ministry of Labour under section 9(3) of the *Occupational Health and Safety Act*. If the Board approves the recommendations contained in this report, Mr. Michael McCormack, President, Toronto Police Association, and I will jointly send correspondence to the Ministry seeking its approval of the new Terms of Reference for the Central Joint Health of Safety Committee and the Ministry's response will be provided to the Board for information

It is, therefore, recommended that:

- (1) the Board approve the attached revised Terms of Reference for the Central Joint Health & Safety Committee; and
- (2) the Board authorize me to sign the revised Terms of Reference on behalf of the Board and that I forward it, jointly with the President, Toronto Police Association, to the Ministry of Labour for approval.

The Board approved the foregoing report.

“Appendix A”

Current Term	Proposed Term/Addition
<u>MINUTES OF MEETINGS</u>	<u>MINUTES OF MEETINGS</u>
<p>It is the responsibility of the Co-Chair chairing each meeting to take Minutes or cause Minutes to be taken. The Co-Chairs are responsible for having the Minutes typed and circulated to each member, the members’ assistants and the Board Administrator in a timely fashion.</p> <p>The Board Administrator will place a copy of the Minutes from each Committee meeting on the Board’s <i>in-camera</i> meeting agenda for information.</p>	<p>It is the responsibility of the Co-Chair chairing each meeting to take Minutes or cause Minutes to be taken. The Co-Chairs are responsible for having the Minutes typed and circulated to each member, the members’ assistants and the Board Administrator in a timely fashion.</p> <p><u>Minutes will be prepared as a public document and, when necessary, separate Minutes will be prepared that record discussions involving confidential matters.</u></p> <p>The Board Administrator will place a copy of the Minutes from each Committee meeting on the Board’s <u>public</u> meeting agenda for information <u>and, when applicable, will place confidential Minutes on the Board’s corresponding confidential meeting agenda for information.</u></p>

“Appendix B”



*****DRAFT *****

Terms of Reference

For the Structure and Function of

The Central Joint Health and Safety Committee

As Agreed Between

The Toronto Police Services Board and the Toronto Police Association

March 2011

PREAMBLE

1. It is a requirement of the *Occupational Health and Safety Act* (the Act) to establish a program and policy which will encourage the active participation of all employees in the prevention of accidents and the promotion of health and safety in the workplace.
2. It is our belief that through education programs and joint investigations and the resolution of concerns, those workplaces will be made safe and healthy for all employees.
3. The parties acknowledge that the proper functioning of joint health and safety committees can only be achieved when everyone in the workplace is committed to, and meets, their health and safety responsibilities. The parties undertake to co-operate in ensuring that these terms of reference and the full spirit and intent of the Act will be carried out by the respective organizations.
4. The parties hereto adopt these terms of reference in good faith and agree to promote and assist the local joint health and safety committees and committee members by providing such information and assistance as may be required for the purpose of carrying out their responsibilities.

STRUCTURE OF COMMITTEE

The Central Joint Health and Safety Committee (the Committee) shall consist of an equal number of representatives of the Toronto Police Service and Toronto Police Services Board and the Toronto Police Association. At a minimum there shall be:

- One representative of the Toronto Police Service Command, and one representative of the Toronto Police Services Board, hereinafter referred to as Management Representatives. At least one Management Representative shall be a certified member.
- Two Toronto Police Association Executive members. At least one Association representative shall be a certified member.

There shall be two Co-Chairs, one being a Management Representative and one being an Association Executive, who shall chair alternate meetings.

The Manager, Occupational Health and Safety, will be invited to attend meetings to respond to inquiries or provide information as requested by the Committee. The Manager will act as staff support and shall not participate in any decision making.

A Co-Chair may, with the consent and approval of his/her counterpart, invite any additional person(s) to attend the meeting to provide pertinent additional information and comment. Those persons may remain present during the meeting to provide advice or counsel to the person(s) who invited them, but shall not participate in any decision making.

The Committee shall meet at least four times each year (or every three months) with dates to be established based on the availability of the Committee members. Additional meetings may be scheduled, as necessary, at the discretion of the Committee.

In the event that a scheduled meeting needs to be cancelled or re-scheduled, the Co-Chair requesting the change will consult the other Co-Chair and the change will be approved jointly by the Co-Chairs.

FUNCTION OF THE COMMITTEE

To attain the spirit of the Act, the functions of the Committee shall be:

1. To review all issues arising as a result of recommendations from the local Joint Health and Safety Committees.
2. The review of all health and safety issues which may potentially impact the Service as a whole, arising from local Joint Health and Safety Committees.
3. The review of local Joint Health and Safety Committee investigations into deaths or critical injuries (as defined in Ontario Regulation 834).
4. The review of any other investigations into incidents which have the potential to cause a critical injury, but where no critical injury occurred.
5. To ensure adequate education and training programs are provided in order that all employees are knowledgeable in their rights, restrictions, duties and responsibilities under the Act.
6. To identify, evaluate and recommend a resolution on matters pertaining to health and safety in the specific workplace to the Chief of Police, who in turn will report to the Chair of the Police Services Board.
7. To address legislative compliance issues related to all health and safety and associated regulations affecting the workplace.
8. To deal with any other health and safety matter the Committee deems appropriate.

INSPECTIONS

It is jointly agreed that the Committee is not:

1. Responsible for workplace inspections as defined in Section 9(23) of the Act.
2. Required to be present during testing as described in Section 9(18)(e) of the Act, except where such testing may reasonably be expected to have Service-wide implications.

RECOMMENDATIONS OF THE COMMITTEE

The Employer, which is agreed to be the Toronto Police Services Board, or its designate, shall respond within 21 days with regard to written or Minuted recommendations received from the Committee, provided such recommendations are deemed to represent the consensus of the Committee. The written response shall indicate the employer's assessment of the recommendation and specify what action will or will not (with explanations) be taken as a result of the recommendation. Any proposed action by the employer shall include details of who will be responsible for such action and a proposed time frame. Failure by the employer or its designate to respond to the written recommendations of the Committee will be referred to the Ministry of Labour.

MEETINGS

The location of the meetings will alternate between the Toronto Police Service Headquarters and the Toronto Police Association Building, or any other mutually agreed location, such as Toronto Police Service work sites.

MINUTES OF MEETINGS

It is the responsibility of the Co-Chair chairing each meeting to take Minutes or cause Minutes to be taken. The Co-Chairs are responsible for having the Minutes typed and circulated to each member, the members' assistants and the Board Administrator in a timely fashion. Minutes will be prepared as a public document and, when necessary, separate Minutes will be prepared that record discussions involving confidential matters.

The Board Administrator will place a copy of the Minutes from each Committee meeting on the Board's public meeting agenda for information and, when applicable, will place confidential Minutes on the Board's corresponding confidential meeting agenda for information.

QUORUM

The Committee shall have an equal number of Management and Association members present in order to conduct business.

MEETING AGENDA

The Co-Chair of the meeting will prepare an agenda and forward a copy of the agenda to all Committee members at least one week in advance of the meeting.

The Committee may accept any item as proper for discussion and resolution that pertains to health and safety, except to amend, alter, subtract from or add to any terms of the Collective Bargaining Agreements. All items raised from the agenda in meetings will be dealt with on the basis of consensus rather than by voting. Formal motions will not be used.

Items discussed, both resolved and unresolved, will be reported in the Minutes. Unresolved items will be placed on the agenda for the next meeting. Should either of the parties be of the firm conviction that no resolution is attainable on a specific item, they shall have the option of inviting the intervention of the Ministry of Labour; but only after providing one month's written notice to the other party of their intention to do so along with an explanation for the decision to so proceed.

GENERAL

The Terms of Reference are adopted in good faith and without prejudice. The members of the Committee agree with the objective of enhancing the health and safety of the members of the Toronto Police Service. The overall goal of the Committee is to promote health and safety among the members of the Service.

Committee members will thoroughly investigate all issues to get all the facts and will exchange these facts when searching for a resolution to an issue.

All Committee members will keep medical information strictly confidential.

The Terms of Reference are subject to revision from time to time to accommodate changes to the structure of the Toronto Police Service, the Toronto Police Association, the provisions of the Act or any Regulations, or to address new concerns.

Any amendments, deletions or additions to these Terms of Reference must have the consensus of the total Committee and be approved by the Toronto Police Services Board and the Toronto Police Association. The amendments, deletions or additions shall be set out in writing and incorporated in new Terms of Reference which will be forwarded to the Ministry of Labour for approval.

Signed in Toronto, Ontario.

Alok Mukherjee
Chair
Toronto Police Services Board

date

Michael McCormack
President
Toronto Police Association

date

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON APRIL 07, 2011**

#P92. CENTRAL JOINT HEALTH AND SAFETY COMMITTEE

The Board was in receipt of a copy of the Minutes from the Central Joint Health and Safety Committee meeting held on March 02, 2011; copy attached for information.

The Board received the Minutes from the March 02, 2011 Committee meeting.



Central Joint Health and Safety Committee

- MEETING MINUTES -

**Boardroom
40 College Street, 7th Floor
Toronto, Ontario**

**Wednesday
March 2, 2011
at 10:00 AM**

Meeting No. 39

PRESENT: Dr. Alok Mukherjee, Co-Chair
Mr. Larry Molyneaux, Co-Chair
Mr. Rick Perry, Member
Deputy Chief Mike Federico, Member

ALSO PRESENT: Inspector Riyaz Hussein, Manager, Occupational Health and Safety
Ms. Sheri Chapman, Recording Secretary
Ms. Georgina Jose, Recording Secretary

GUESTS: Superintendent Kimberley Greenwood, Training and Education
P.C. Greg Durst, Training and Education
Superintendent Wes Ryan, Parking Enforcement Headquarters
Mr. Bill Carter, Parking Enforcement Headquarters
Staff Inspector Peter Lennox, 11 Division
Sergeant Inkeri McCormack, 11 Division

OPENING OF THE MEETING:

1. Dr. Mukherjee welcomed the Committee members and guests to the meeting.

Mr. Molyneaux also welcomed the guests to the meeting and provided them with a brief overview of the work and structure of the Central Joint Health and Safety Committee (“the Committee”). Mr. Molyneaux explained the process of how items addressed at Local Joint Health and Safety Committees (“LJHSCs”) meetings are placed on the Committee agenda. Mr. Molyneaux noted that the Committee has a very good working relationship and that the Committee is looking into the possibility of holding meetings at various TPS facilities.

Dr. Mukherjee explained that two sets of Committee Minutes are prepared; one set for public matters and one set for confidential matters, and that both sets of Minutes are provided to the Board for information.

The Committee approved the Minutes of the November 3, 2010 meeting with the following amendment:

Bill 168 – The Occupational Health and Safety Amendment Act (Violence and Harassment in the Workplace), 2009

- 5th Paragraph, “...Deputy Federico informed the Committee that an e-learning package has been established...” should be amended to read “...*Deputy Federico informed the Committee that an e-learning package is being developed...*”

ANNUAL REVIEWS

2. Terms of Reference – 2011

Review by: All Members

The Committee considered a report dated December 24, 2010 from Ms. Deirdre Williams, Board Administrator (copy attached), containing proposed amendments to the Terms of Reference (“Terms”) in order to reflect the new format for preparing Committee Minutes.

The Committee agreed to the proposed amendments and noted that both Co-Chairs would be required to bring the draft revised Terms to their respective Boards for approval.

Status:	Terms of Reference - 2011: <u>Resolved.</u>
Action:	To be raised at the January 2012 meeting.

3. Occupational Health and Safety Policy – 2011 Review (copy attached)

Review by: All Members

Dr. Mukherjee advised the Committee that, since the Committee's review of the Board's Occupational Health and Safety ("OHS") policy in 2010, the policy was amended in accordance with new legislation by including a section on workplace violence.

Mr. Molyneaux requested copies of the former and revised versions of the policy so that he could take them to the next TPA Board meeting for consideration.

Deputy Federico referenced number 8 in the Board's policy and asked whether it should read "procedure" rather than "policy."

Dr. Mukherjee said that he would review the policy in light of Deputy Federico's comments and that he would provide the results of his review to the Committee at its next meeting.

Status:	Occupational Health and Safety Policy – 2011 Review: <u>On-Going.</u>
Action:	The Committee received the OHS policy and agreed to bring it back to the Committee to endorse at its next meeting.

4. 2011 Initiatives

Review by: All Members

Dr. Mukherjee provided a brief background on the origin of "new initiatives" and explained that the idea of inviting members of the LJHSCs to attend Committee meetings originated from a new initiative. The Committee agreed that by holding a few Committee meetings per year at various TPS locations, it would be a good opportunity to inform the LJHSCs of the Committee's role.

The Committee discussed new initiatives and decided that the Committee would focus on the following matters in 2011:

- Divide the Service into "quadrants" and consider inviting the closest surrounding LJHSCs. Consider holding meetings at the Jane Street Garage and Hanna Avenue, where safety issues could be observed firsthand.
- Expanding the Occupational Health and Safety Awareness Day curriculum to incorporate specific safety training for police officers that are entering unique and unfamiliar environments, such as construction sites.

Status:	2011 Initiatives: <u>Resolved.</u>
Action:	The Committee agreed to divide the Service into "quadrants" and consider inviting the closest surrounding LJHSCs. Consider holding meetings at the Jane Street Garage and Hanna Avenue, where safety issues could be observed firsthand. The Committee agreed to expand the Occupational Health and Safety Day curriculum to include specific safety training for police officers.

CARRY FORWARD OF AGENDA ITEMS FROM PREVIOUS MEETINGS:

5. Name Tags

Update by: All Members

Mr. Molyneaux advised the Committee that the Vice-Chair of the Ontario Labour Relations Board (“OLRB”), has provided his written decision. Mr. Molyneaux stated that, although the TPA is not satisfied with the OLRB’s decision, he is prepared to remove this item from the agenda.

The Committee also resolved an outstanding item from its November 20, 2009 meeting entitled “Tamil Demonstration April 2009.” This item was on-going pending the conclusion of the Name Tag hearing.

Status:	Name Tags: <u>Resolved.</u> Tamil Demonstration – 2009: <u>Resolved.</u>
Action:	The Committee agreed that these matters are resolved and that no further action is required at this time.

6. Bill 168 – *The Occupational Health and Safety Amendment Act (Violence and Harassment in the Workplace)*, 2009

Update by: Deputy Chief Mike Federico, Member

Deputy Federico advised the Committee that the TPS Procedures with respect to workplace violence have been published. He further advised that there was a minor correction to Procedure 08-11 – Workplace Violence and that Corporate Planning is working on the amendment. He also advised the Committee that once the amendments to the Procedure are complete, it will be published on Routine Orders.

Deputy Federico provided the Committee with an update on injuries to Parking Enforcement Unit personnel reported to WSIB from 2006-2010 (copy of “Injuries to Parking Enforcement Unit Personnel Reported to WSIB from 2006-2010” attached).

Superintendent Ryan advised the Committee that there are approximately three assaults against Parking Enforcement Officers (“PEO”) per month. He explained that there is on-going training around matters concerning PEO safety including de-escalation training, self-defence, equipment training, personal protective equipment training, crisis resolution training and communications training. He further explained that, when a PEO is assaulted, a new process has been put in place whereby it is publicized in the media to provide public awareness.

Superintendent Ryan also informed the Committee that PEOs are provided with 3 days of self-defence training at the Toronto Police College and 2 days of recruit training on the road.

Mr. Molyneaux stated that the TPA believes it is important that all Service members who work with members in the community have proper training and asked whether or not the training for PEOs is on-going.

Superintendent Ryan confirmed that the training is on-going.

Dr. Mukherjee asked what the process is if a Service member has a complaint under *Bill 168*.

Deputy Federico advised that, if the complaint involves another member of the Service, it is dealt with under existing Service Procedures. He further explained that, if the complaint is external to the Service, it is recorded in eCOPS and provided to TPS- Professional Standards for review.

Mr. Molyneaux stated that legislation does not preclude a member from contacting the Ministry of Labour and asked if the Committee could review the TPS Procedures prior to being published and provide input into matters that involve the health and safety of members.

The Committee had a discussion surrounding the role and responsibility of the Committee. Dr. Mukherjee referred to numbers 6 and 7 under “Function of the Committee” in the Terms of Reference.

Status:	<i>Bill 168–The Occupational Health and Safety Amendment Act (Violence and Harassment in the Workplace), 2009: <u>On-Going.</u></i>
Action:	Deputy Federico will consult with the Chief to determine whether or not the Committee can review TPS Procedures pertaining to occupational health and safety matters and make recommendations, if necessary.

7. Fall Arrest Systems

Update by: Deputy Chief Mike Federico, Member

Deputy Federico advised the Committee that a review is currently being conducted to identify units where members might be at greater risk of falls in the workplace.

Deputy Federico further explained that members of the Emergency Task Force are equipped and trained and have a proper Fall Arrest plan in place. He also advised the Committee that, because members of Forensic Identification Services sometimes work from heights as part of their duties, they have a similar program to the ETF.

Deputy Federico also explained that Video Services, Radio and Electronic Services, the Marine Unit and Police Dog Services also have an awareness of the Fall Arrest plan.

Deputy Federico explained that the Service is looking at Property and Evidence Management and the Public Order Unit to determine the current knowledge base and standards of practice of working at heights.

Mr. Molyneaux asked if each LJHSC should be canvassed to identify if there are any specific concerns with respect to members working from heights as part of their duties.

Status:	Fall Arrest Systems: <u>On-Going.</u>
Action:	Inspector Hussein will canvass the LJHSC to determine if there are any specific concerns with respect to members working from heights as part of their duties. Deputy Federico will update the Committee at its next meeting.

8. Fire Safety Training

Update by: Deputy Chief Mike Federico, Member

Deputy Federico informed the Committee that all of the recommendations from the fire safety consultant have been adopted and implemented.

Deputy Federico further informed the Committee that each floor in Police Headquarters has a muster captain and a fire warden and that the fire safety plan has been circulated.

Status:	Fire Safety Training: <u>Resolved.</u>
Action:	The Committee agreed that this matter is resolved and that no further action is required.

NEW ITEMS:

9. Potential Health Implications of Diesel Exhaust

Update by: Mr. Larry Molyneaux, Co-Chair

Mr. Molyneaux advised the Committee that members of Traffic Services (“TSV”) have expressed concern regarding the potential health implications of diesel fumes as a result of vehicles idling in the garage at TSV.

Mr. Molyneaux explained that, at this time, this is for the Committee’s information only and that this matter has been reported to the LJHSC at TSV for its consideration.

Inspector Hussein advised the Committee that this matter has also been reported to Occupational Health and Safety.

Additional information regarding this matter has been recorded in confidential Minutes.

Status:	Potential Health Implications of Diesel Exhaust: <u>Resolved.</u>
Action:	The Committee agreed that this matter is resolved and that no further action is required at this time.

10. Safety Audits at New TPS Facilities

Update by: Mr. Larry Molyneaux, Co-Chair

The Committee discussed the opening of the new TPS – 11 Division.

Mr. Molyneaux explained that, in the past, members of the Committee have attended a safety audit, conducted by the Service, prior to the opening of a new TPS facility.

Status:	Safety Audits at New TPS Facilities: <u>Resolved.</u>
Action:	Inspector Hussein will arrange for Committee members to be invited to attend a safety audit of the new 11 Division prior to its opening.

11. Update on the Status of Local Joint Health and Safety Committees

Update by: Deputy Chief Mike Federico, Member

Deputy Federico provided an update on the Service's LJHSCs. He advised the Committee that the Service has 39 LJHSCs and that Toronto Anti-Violence Intervention Strategy (TAVIS) and the Operational System Support Group (OSSG) have recently formed LJHSCs.

Status:	Update on the Status of Local Joint Health and Safety Committees: <u>Resolved.</u>
Action:	The Committee agreed that this matter is resolved and that no further action is required at this time.

DISCUSSION:

Mr. Perry asked if the Service will send a representative to this year's National Occupational Health and Safety Conference in Newfoundland.

Deputy Federico responded and advised that, due to budgetary constraints, a decision has not yet been made.

Dr. Mukherjee asked Mr. Perry to provide him with further information on the conference and said that he would share this information with Board Members.

Status:	National Occupational Health and Safety Conference: <u>Resolved.</u>
Action:	The Committee agreed that this matter is resolved and that no further action is required at this time.

OBSERVERS' COMMENTS:

The guests expressed their appreciation to the Committee for its work and for the opportunity to attend the meeting.

Superintendent Greenwood advised the Committee that the Toronto Police College is looking into the possibility of providing on-line training on *Bill 168*.

PC Durst explained that the training would be approximately 35 -40 minutes in length. Dr. Mukherjee requested that Board staff to be included in the on-line training program.

cont...d

****Confidential Matters****

The Committee also considered several confidential matters.

Details of the Committee's discussions and decisions regarding these matters have been recorded in confidential Minutes which form part of the Minutes for this meeting.

Next Meeting:

Date: April 28, 2011
Time: 10:00 AM
Location: Toronto Police College

Members of the Central Joint Health and Safety Committee:

Mr. Larry Molyneaux, Co-Chair Toronto Police Association	Dr. Alok Mukherjee, Co-Chair Toronto Police Services Board
Mr. Rick Perry, Executive Member Toronto Police Association	Deputy Chief Mike Federico Command Representative



Central Joint Health and Safety Committee

December 24, 2010

To: Members,
Central Joint Health and Safety Committee

From: Deirdre Williams
Board Administrator

Re: Amendment to the Terms of Reference to Reflect the New Format for Preparing
Committee Minutes

Background:

At its meeting on August 30, 2010, the Central Joint Health and Safety Committee ("Committee") received a report containing the results of a conversation I had with a representative of the Ministry of Labour regarding whether or not the Committee's Terms of Reference should be amended to reflect the new format for producing public and, when necessary, confidential meeting Minutes.

After noting that the Ministry did not require amended Terms of Reference at that time, the Committee agreed to revise the Terms of Reference, as appropriate, when the annual review would be conducted at the first Committee meeting in 2011.

Discussion:

In the attachment to this report, I have reprinted the section of the Terms of Reference that pertains to the preparation of Committee Minutes and I have included a proposed amendment which reflects the Committee's new practice of producing both public and, when necessary, confidential Minutes.

Respectfully submitted,

A handwritten signature in cursive script, appearing to read "Deirdre Williams".

Deirdre Williams
Board Administrator

/terms_revise_minutes report to cjhsc.doc

CJHSC Terms of Reference

Current

MINUTES OF MEETINGS

It is the responsibility of the Co-Chair chairing each meeting to take Minutes or cause Minutes to be taken. The Co-Chairs are responsible for having the Minutes typed and circulated to each member, the members' assistants and the Board Administrator in a timely fashion.

The Board Administrator will place a copy of the Minutes from each Committee meeting on the Board's in-camera meeting agenda for information.

Proposed Amendments in Italics

MINUTES OF MEETINGS

It is the responsibility of the Co-Chair chairing each meeting to take Minutes or cause Minutes to be taken. The Co-Chairs are responsible for having the Minutes typed and circulated to each member, the members' assistants and the Board Administrator in a timely fashion. *Minutes will be prepared as a public document and, when necessary, separate Minutes will be prepared that record discussions involving confidential matters.*

The Board Administrator will place a copy of the Minutes from each Committee meeting on the Board's *public* meeting agenda for information *and, when applicable, will place confidential Minutes on the Board's corresponding confidential meeting agenda for information.*



Toronto Police Services Board's Occupational Health and Safety Policy

DATE APPROVED	June 14, 2007	Minute No: P208/07
DATE(S) AMENDED	May 20, 2010 November 15, 2010	Minute No: P154/10 Minute No: P292/10
DATE REVIEWED	July 24, 2008 November 15, 2010	Minute No: P206/08 Minute No: P292/10
REPORTING REQUIREMENT	Chief to report to Board annually	
LEGISLATION	<i>Police Services Act</i> , R.S.O. 1990, c.P.15, as amended, s. 31(1)(c). <i>Occupational Health and Safety Act</i> , R.S.O. 1990, c O.1, ss.25 (2)(j)(k), 32.	
DERIVATION		

The Toronto Police Services Board, as the employer, is ultimately responsible for worker health and safety. Through the implementation of initiatives intended to eliminate occupational illnesses and injuries, the Toronto Police Services Board is dedicated to the goal of enhancing employee wellness and maintaining workplaces that are safe and healthy for the members of the Toronto Police Service.

The Board recognizes that the local Joint Health and Safety Committees and the Central Joint Health and Safety Committee play an integral role in helping the Board achieve this goal. Joint Health and Safety Committees throughout the Service will be the framework within which Management and the Toronto Police Association will work cooperatively to develop and implement the internal responsibility system that is the key to an effective health and safety program.

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

1. The Chief of Police will promote efforts that lead to a safe and healthy environment through the provision of initiatives, information, training and through ongoing program evaluation to assess the effectiveness of the Toronto Police Service's efforts to ensure compliance with occupational health and safety legislation;
2. The Chief of Police will ensure that members with supervisory responsibilities are held accountable for promoting and implementing available health and safety programs, for complying with the *Occupational Health and Safety Act* and for ensuring that workplaces under their supervision are maintained in a healthy and safe condition;
3. The Board acknowledges that every member must actively participate in helping the Board meet its commitment to health and safety by protecting his or her own health and safety by working in compliance with the *Occupational Health and Safety Act*, adopting the safe work practices and procedures established by the Service and reporting to their supervisor any unsafe or unhealthy workplace conditions or practices; and
4. The Chief of Police will review annually the Occupational Health and Safety policy as required by the *Occupational Health and Safety Act*. Any recommended amendments are to be reported to the Board for approval as soon as it is practicable thereafter.

Workplace Violence and Harassment

The Toronto Police Services Board is committed to providing a safe and healthy work environment for its members and is committed to the prevention of workplace violence and harassment. The Board recognizes that unwanted behaviours in the workplace must be addressed early to minimize the potential for workplace harassment to lead to workplace violence. Workplace violence and harassment is serious conduct that may constitute a violation of Canada's *Criminal Code* or the Ontario *Human Rights Code*.

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

5. The Chief of Police will ensure that the relevant procedures and programs are developed as prescribed by law;
6. The Chief of Police will ensure that such procedures and programs include components that state that individual or institutional retaliation will not be tolerated;
7. The Chief of Police will ensure that measures are in place to address the risk of domestic violence in the workplace; and
8. The Chief of Police will establish a complaints policy in relation to workplace harassment issues.

Endorsed by the members of the Central Joint Health & Safety Committee, on March 2, 2011.

Alok Mukherjee, Co-Chair

Larry Molyneaux, Co-Chair

Mike Federico, Member

Rick Perry, Member

Injuries to Parking Enforcement Unit Personnel reported to WSIB 2006 - 2010

Year	First Aid	Health Care	Lost Time	Annual Total
2006	2	3	2	7
2007	4	1	2	7
2008	9	5	2	16
2009	4	3	1	8
2010	3	5	6	14
TOTAL	22	16	14	Grand Total 52

For the following attributes:

Bite Human
Spat on – Blood
Spat on – Saliva
Assault – Gun
Assault – Knife
Assault – Other
Assault by Suspect
Suspect Action (Abusive)
Suspect Action (Violent)
Restraining Suspect
Struggle with Suspect

cb

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON APRIL 07, 2011**

#P93. NEW JOB DESCRIPTIONS:

- **MANAGER, HUMAN RESOURCES SUPPORT SERVICES**
- **ASST. MANAGER, HUMAN RESOURCES INFORMATION SYSTEMS ADMINISTRATION**
- **ASST. MANAGER, COMPENSATION & BENEFITS**

The Board was in receipt of the following report March 22, 2011 from William Blair, Chief of Police:

Subject: NEW JOB DESCRIPTIONS IN HUMAN RESOURCES MANAGEMENT – MANAGER, HUMAN RESOURCES SUPPORT SERVICES; ASSISTANT MANAGER, HUMAN RESOURCE INFORMATION SYSTEMS ADMINISTRATION; AND ASSISTANT MANAGER, COMPENSATION AND BENEFITS

Recommendation:

It is recommended that the Board approve the attached job descriptions and classifications for new positions within Human Resources Management that reflect a change of functions and significant reorganization in order to better support the human resources functions of the Service. The positions include Manager, Human Resources Support Services (Z32017); Assistant Manager, Human Resource Information Systems Administration (Z26016); and Assistant Manager, Compensation and Benefits (Z26015).

Financial Implications:

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

Background/Purpose:

In 2009 and 2010, the Human Resources Management pillar of Human Resources Command undertook an operational review of its units for job function and workload, with a view towards improving its services and supports without changes to its current establishment. A number of efficiencies were identified that would better align workload and job function to both new and understaffed human resources support requirements.

As a result of a number of retirements, resignations and transfers, and with the Service engaging an external Employee and Family Assistance Program provider as at June 1, 2010, a number of positions were identified for deletion or revision to support new and changing job functions. The existing structure was reviewed; it has been determined that the six (6) units consisting of Labour Relations, Compensation and Benefits, Occupational Health and Safety, Employee and Family

Assistance Program, Enterprise Resource Management Systems (ERMS) and Human Resources Management be consolidated to four (4) units. The new units, which incorporate changes in functions and expansion of new support services, are comprised of Labour Relations; Benefits and Human Resource Information Systems Administration; Occupational Health & Safety; and Human Resources Support Services reporting to the Director of Human Resources Management.

In order to implement the internal reorganization and functional changes, many of the previous positions have been revised or adapted into new functions and roles, necessitating new and revised job descriptions to reflect the changes.

The implementation of the three (3) positions to support the reorganization is accomplished by the deletion of prior jobs for the following two (2) positions: Manager, ERMS (revised job functions) and Manager, Employee and Family Assistance Program (incumbent retired). The third new position is accomplished by deleting one Analyst, Compensation and Benefits (incumbent resigned), which will become an Assistant Manager, Compensation and Benefits position at the same classification and level.

The purpose of this report is to recommend the deletion of the position for Manager, ERMS; the Manager, Employee and Family Assistance Program, and the reallocation of one Senior Officer Civilian Analyst position.

The restructuring of the Human Resources Management pillar recently received Command approval. Although this restructuring will not impact the overall civilian establishment, it will result in changes to some of the existing job descriptions, deletions of some position descriptions and creation of new ones to reflect the changes in job function and unit reorganization.

New position descriptions have therefore been developed. Salary and classifications for these position descriptions are at the same level or lower than the former positions resulting in no additional cost to the Board.

Discussion:

As a result of the restructuring of Human Resources Management, the Compensation and Benefits unit will be called Benefits and Human Resources Information Systems (HRIS) Administration. The former structure of separate units for Compensation and Benefits and ERMS resulted in a fragmentation of responsibility and an inefficient structure for the monitoring, addressing and ongoing time and attendance and payroll matters. The combined units will significantly improve customer service and responsiveness of the units to work collaboratively. To this end, the revised Benefits and HRIS unit will now consist of two new Assistant Managers, HRIS Administration and Compensation and Benefits reporting to the Manager.

Further to the Human Resources Management restructuring initiative, a new unit has been created under the Manager, Human Resources Support Services. The ongoing changes within the Human Resources Management pillar and the recognition that new support services are required has resulted in a significant redeployment of staff currently reporting directly to the

Director of Human Resources Management. New positions for the Critical Incident Response Team/Peer Support Coordinator and a Return-to-Work Transition Specialist who will oversee workplace accommodation will report to the Manager, Human Resources Support Services. The Manager will also oversee the budget process, board reports, Employee Records, legal indemnification administration, human resources strategy and office administration support for the office of the Director.

Compensation and Benefits has developed new job descriptions for the following positions. The Joint Board/Senior Officers' Job Evaluation Committee has evaluated these three (3) positions within the Service's job evaluation plan and it was determined that they were within the Civilian Senior Officer Salary scales as:

- Manager, Human Resources Support Services Z32 (35 hour);
- Assistant Manager, Human Resource Information Systems Z26 (35 hour); and
- Assistant Manager, Compensation & Benefits Z26 (35 hour).

The position evaluated as Z32 has a the current salary range of \$117,404.85 to \$135,903.22 and the Z26 position has a current salary range of \$82,640.69 to \$95,522.87 effective December 1, 2010.

Conclusion:

It is hereby recommended that the Board approve the job descriptions and classifications for the positions of Manager, Human Resources Support Services; Assistant Manager, Human Resource Information Systems; and Assistant Manager, Compensation and Benefits. Subject to Board approval, these positions will be staffed in accordance with established procedure.

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

Noting that some units in Human Resources Management (HRM) had recently been restructured, Chair Mukherjee emphasized the importance of HRM within the TPS organization and recommended that a detailed presentation be provided to the Board that is similar to the presentation that Information Technology Services provided to the Board in 2009 (Min. No. P49/09 refers)

The Board received the foregoing report and approved the following Motions:

- 1. THAT the foregoing report be returned to the Chief with the request that he review the proposed positions in the job descriptions as well as the names of the new units to ensure that they are accurate and consistent within the report/job descriptions and with the revised Service organizational chart approved by the Board in February 2011;**

- 2. THAT an additional, accompanying report be prepared detailing HR's immediate and long term staffing needs and plans and further, that this report and a comprehensive presentation to the Board include the following:**
- the Human Resources Management (HRM) mandate;**
 - the current organizational structure for HRM, including all units and number of individuals assigned to unit by rank or title;**
 - outline of the existing positions, any recently-approved positions and any proposed positions and the number of persons required for those positions;**
 - the process to be followed for developing new job descriptions in HRM, the process for arriving at the classification of the positions, the process for filling any new and/or proposed positions, including any previous positions that may have been amalgamated into new positions; and anticipated timelines for filling vacancies;**
 - a financial analysis of the staffing restructuring that has occurred within Human Resources; and**
 - any human resource challenges that HRM may be facing; such as, retention, succession planning, recruitment; and the strategies that HRM is adopting in response to the challenges.**



TORONTO POLICE SERVICE

JOB DESCRIPTION

Date Approved:

Board Minute No.:

Total Points:

Pay Class: Z32

JOB TITLE: Manager, Human Resources Support Services

JOB NO.: Z32017

BRANCH: Human Resources Command

SUPERSEDES: New

UNIT: Human Resources Management

HOURS OF WORK: 35 **SHIFTS:** 1

SECTION: Human Resources Support Services

NO. OF INCUMBENTS IN JOB: 1

REPORTS TO: Director, Human Resources

DATE PREPARED: 06 December 2010

SUMMARY OF FUNCTION: Responsible for managing the development, administration, maintenance and delivery of those services provided by the Human Resources function specifically pertaining to Board Reports, budget tracking and allocation, administration of the Director's area, return to work programs, employee counseling and critical incidence response, employee records, and the processing of legal indemnifications as covered under the Service's collective agreements.

DIRECTION EXERCISED: Directly manages the efforts and activities of those Co-ordinators responsible for Return to Work, Critical Incidence Response, Employee Records, and Legal Indemnification comprising a combined total of approximately 11 staff.

MACHINES & EQUIPMENT USED: Micro-computers/standard TPS workstations, associated software/computer applications and any other office related equipment that may be required.

DUTIES AND RESPONSIBILITIES:

1. As second-in-charge of the Director's area of Human Resources Management, oversees all budget tracking and allocations, at the direction of the Director, writes and/or reviews all board Reports for HRM prior to submission to the Director, and supervises, under the guidance of the Director, all office and administrative functions to Human Resources Management (director's area) generally;
2. Manages the development and maintenance of the service's disability management programs encompassing return to work for both occupational and non-occupational cases including both regular return to work and modified/permanent re-assignments; supervises and provides direction to the Co-ordinator, Return to Work.
3. Ensures the timely provision of emotional and situational support for all employees/family members with respect to all manner or type of situation or happening requiring the need for "critical incident response intervention" through overseeing the efforts and activities and providing direction/support to the Co-ordinator, Critical Incident Response Team in meeting all of their identified roles and responsibilities.

dg:164401

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



TORONTO POLICE SERVICE

JOB DESCRIPTION

Date Approved:

Board Minute No.:

Total Points:

Pay Class: Z32

JOB TITLE: Manager, Human Resources Support Services

JOB NO.: Z32017

BRANCH: Human Resources Command

SUPERSEDES: New

UNIT: Human Resources Management

HOURS OF WORK: 35 **SHIFTS:** 1

SECTION: HR Support Services

NO. OF INCUMBENTS IN JOB: 1

REPORTS TO: Director, Human Resources

DATE PREPARED: 06 December 2010

DUTIES AND RESPONSIBILITIES: (con't)

4. Responsible for managing the administration of TPS's corporate Employee Records involving all manner of personnel status changes, release of personal information (both inside/outside of the Service), the maintenance of the performance appraisal process, constable reclassifications/confirmation of Sergeants, deferral notification, provision of statistical information, records retention/storage, etc; provides supervision and direction to the Co-ordinator, Employee Records and ensures strict adherence to Service policy and procedures.
5. Oversees the Legal Indemnification function, as outlined under the provision of the Service's Collective Agreement(s) and ensures it is effectively administered and that all applications/accounts are processed accordingly and that due diligence is appropriately applied equally to all cases; provides direction and manages the efforts and activities of the Co-ordinator Legal Indemnification in achieving timely resolutions.
6. Prepare reports to the Police Services Board and provide advice, input, and guidance on all such reports and communications to the Service prepared by other HRM Managers or staff.
7. Participate in and provide guidance to other Human Resources Managers, HR staff and Corporate Planning on the development of human resource programs, policies and procedures to ensure they reflect best practice in the human resources field.
8. Develop the budget for Human Resources, for the Director's approval and supervise unit budgeting activities to ensure effect cost control.
9. Perform any other duties and tasks as required.

dg:164401

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



TORONTO POLICE SERVICE
JOB DESCRIPTION

Date Approved:

Board Minute No.:

Total Points:

Pay Class: Z26

JOB TITLE:	Assistant Manager, Compensation & Benefits	JOB NO.:	Z26015
BRANCH:	Human Resources Command	SUPERSEDES:	New
UNIT:	Human Resources Management	HOURS OF WORK:	35 SHIFTS: 1
SECTION:	Compensation & Benefits	NO. OF INCUMBENTS IN JOB:	1
REPORTS TO:	Manager, Benefits & HRIS Administration	DATE PREPARED:	06 December 2010

SUMMARY OF FUNCTION: Plans and organizes the activities of the Compensation and Benefits function; ensures the efficient and timely management and administration of all compensation plans and benefit programs in accordance with established policies, collective agreements and legislated requirements.

DIRECTION EXERCISED: Directly supervises the activities of the Pension & Fringe Benefits, Work - Family Care, and Retirement/Leave Administrators, comprising a combined total of approximately 12 staff.

MACHINES & EQUIPMENT USED:

Micro-computers/standard TPS workstations, associated software/computer applications and any other office related equipment that may be required.

DUTIES AND RESPONSIBILITIES:

1. Manages the development and maintenance of the Service's pension and benefits administration and leave and retirement administration procedures.
2. Participates as assigned by the Manager Compensation & HRIS, as management member and represents the TPSB on the Services' various joint union / management Job Evaluation Committees to ensure the provision of fair and accurate job evaluations and the maintenance of consistent internal equity within each of the civilian ranking structures.
3. Ensures the provision of appropriate TPSB representation with respect to the handling of compensation and job evaluation related issues in accordance with the confines of the Labour Relations/Police Services Act, Employment Standards Act, the Pay Equity Act and the various TPS Collective Agreements.

dg:164396

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



TORONTO POLICE SERVICE

JOB DESCRIPTION

Date Approved:

Board Minute No.:

Total Points:

Pay Class: Z26

JOB TITLE:	Assistant Manager, Compensation & Benefits	JOB NO.:	Z26015
BRANCH:	Human Resources Command	SUPERSEDES:	New
UNIT:	Human Resources Management	HOURS OF WORK:	35 SHIFTS: 1
SECTION:	Compensation & Benefits	NO. OF INCUMBENTS IN JOB:	1
REPORTS TO:	Manager, Benefits & HRIS Administration	DATE PREPARED:	06 December 2010

DUTIES AND RESPONSIBILITIES:

4. Assists as assigned by the Manager of compensation & HRIS, with the conducting of job audits for description preparation, pay research, the resolution of classification grievances and complaints filed under Pay Equity etc; handles and resolves job evaluation and ranking disputes/arbitrations etc.
5. Manages, co-ordinates and supervises the efforts and activities of the various functional support groups within Compensation and Benefits, Benefits, Pension Administration, Retirement/Leave Administration, Parental Family Care, Job Share, Reduced Hours etc.
6. Ensures the efficient and effective maintenance of employee benefits (current and retiree) the handling of day to day issues, medical/dental, sick bank (LTD/CSB) administration, the processing of retirements, employee resignations/terminations, as well as all work and family initiative (i.e. Leaves of absences, job shares etc.)
7. Provides technical and costing analysis relating to compensation and benefits in support of negotiations, cost containment, etc; provides comparisons to the City and other police services and organizations to facilitate best practice and program competitiveness.
8. Provides guidance in application and interpretations of Collective Agreements relating to the benefit programs, salary administration and pensions.
9. Performs other related duties and responsibilities, as required

Note: Prior to submission for job evaluation, all signatures required.

dg:164396

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



TORONTO POLICE SERVICE
JOB DESCRIPTION

Date Approved:

Board Minute No.:

Total Points:

Pay Class: Z26

JOB TITLE:	Assist. Manager, Human Resource Information Systems (HRIS) Administration	JOB NO.:	Z26016
BRANCH:	Human Resources Command	SUPERSEDES:	New
UNIT:	Human Resources Management	HOURS OF WORK:	35 SHIFTS: 1
SECTION:	Human Resource Information Systems.	NO. OF INCUMBENTS IN JOB:	1
REPORTS TO:	Manager, Benefits & HRIS Administration	DATE PREPARED:	06 December 2010

SUMMARY OF FUNCTION: Plans and organizes the activities of the Human Resource Information Systems & function; responsible for the implementation maintenance and ongoing development of the Service's PeopleSoft Human Resource Management System (HRMS) and the Time Resource Management System (TRMS) applications.

DIRECTION EXERCISED: Directly supervises the activities of two (2) Senior Application Specialists (HRMS, TRMS), two (4) Application Support Staff, one HRIS Analyst and one Clerk comprising a combined total of approximately 8 staff.

MACHINES & EQUIPMENT USED:

Micro-computers/standard TPS workstations, associated software/computer applications (PeopleSoft HRMS, TRMS) and any other office related equipment that may be required.

DUTIES AND RESPONSIBILITIES:

1. Manages the administration, support and maintenance of the Service's human resource applications comprising PeopleSoft HRMS and TRMS.
2. Assesses business needs, processes and examines requirements to ensure continued smooth implementation/upgrades and maintenance of PeopleSoft HRMS and TRMS; in conjunction with the Manager, Compensation & HRIS, identifies and develops optimal solutions.

dg:164523

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



TORONTO POLICE SERVICE

JOB DESCRIPTION

Date Approved:

Board Minute No.:

Total Points:

Pay Class: Z26

JOB TITLE:	Assist. Manager, Human Resources Information Systems (HRIS) Administration	JOB NO.:	Z26016
BRANCH:	Human Resources Command	SUPERSEDES:	New
UNIT:	Human Resources Management	HOURS OF WORK:	35 SHIFTS: 1
SECTION:	Human Resources Applications Mgt.	NO. OF INCUMBENTS IN JOB:	1
REPORTS TO:	Manager, Benefits & HRIS Administration	DATE PREPARED	06 December 2010

DUTIES AND RESPONSIBILITIES:

3. Manages the analysis of corporate enterprise resource planning requirements, development of specifications, and presentation of recommendations regarding technological solutions to senior management through the supervising of a team of technical and professional staff.
4. Ensures the implementation of approved projects, including but not limited to, applications development, enhancement and full systems migration, ensuring viability, integrity and security of the Service's human resources information.
5. Ensures the documenting of business processes and standardizing the reporting of time and attendance (sick, vacation, lieu time, court attendance etc.) and other time-related matters on TRMS; and of hires, promotions, transfers, secondments, acting leaves, resignations, retirements, terminations, and other human resource-related matters on PeopleSoft HRMS in compliance with Collective Agreements, Service Governance and other authorized sources.
6. Evaluates unit staffing requirements, participates in the recruitment process, and makes recommendations concerning staff selection, development, promotion and advancement. Provides leadership, coaching, mentoring and day-to-day supervision to staff, manages staff performance, and maintains an effective team environment.
7. Oversees maintenance and tracking of the Service's uniform and civilian establishment, including organizational charts and structures; provides statistics and analysis to the Service to assist and inform succession planning and the uniform promotional processes.

dg:164523

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



TORONTO POLICE SERVICE

JOB DESCRIPTION

Date Approved:

Board Minute No.:

Total Points:

Pay Class: Z26

JOB TITLE: Assist. Manager, Human Resources Information Systems (HRIS) Administration

JOB NO.: Z26016

BRANCH: Human Resources Command

SUPERSEDES: New

UNIT: Human Resources Management

HOURS OF WORK: 35 **SHIFTS:** 1

SECTION: Human Resource Information Systems.

NO. OF INCUMBENTS IN JOB: 1

REPORTS TO: Manager, Benefits & HRIS Administration

DATE PREPARED: 06 December 2010

DUTIES AND RESPONSIBILITIES:

8. Ensures adequate user training is provided for enterprise resource planning systems and oversees the establishment of security access classes/levels for users.
9. Manages all unit expenses and ensures that effective administrative, budgeting and procedural controls are properly implemented and maintained; and develops an annual operating budget for the unit.
10. Performs other related duties and responsibilities, as required.

Note: Prior to submission for job evaluation, all signatures required.

dg:164523

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

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON APRIL 07, 2011**

**#P94. SPECIAL CONSTABLES – UNIVERSITY OF TORONTO –
SCARBOROUGH CAMPUS – RE-APPOINTMENT**

The Board was in receipt of the following report March 14, 2011 from William Blair, Chief of Police:

Subject: RE-APPOINTMENT OF SPECIAL CONSTABLE FOR THE UNIVERSITY OF
TORONTO SCARBOROUGH CAMPUS.

Recommendation:

It is recommended that the Board approve the re-appointment of the individual listed in this report as a special constable for the University of Toronto, subject to the approval of the Minister of Community Safety and Correctional Services.

Financial Implications:

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

Background/Purpose

Under Section 53 of the *Police Services Act* of Ontario (the Act), the Board is authorized to appoint and re-appoint special constables, subject to the approval of the Minister of Community Safety and Correctional Services (the Minister). Pursuant to this authority, the Board entered into an agreement with the University of Toronto (U of T) for the administration of special constables (Min. No. P571/49 refers).

At its meeting on January 29, 1998, the Board approved a recommendation that requests for appointment and re-appointment of special constables, who are not members of the Toronto Police Service, be forwarded to the Board with the Chief's recommendation, for the Board's consideration (Min. No P41/98 refers).

The Service has received a request from the U of T on December 7, 2010, to re-appoint the following individual as a special constable, whose appointment will expire as of June 1, 2011.

Angela JOHNSTON

This re-appointment to the U of T Scarborough Campus current complement of 14 Special Constables will not result in any increase.

Discussion:

The U of T special constables are appointed to enforce the *Criminal Code of Canada, Controlled Drugs and Substances Act, Trespass to Property Act, Liquor Licence Act and Mental Health Act* on U of T property within the City of Toronto.

The agreement between the Board and the U of T requires that background investigations be conducted on all individuals recommended for appointment and re-appointment as special constables. The Service's Employment Unit completed a background investigation on this individual and there is nothing on file to preclude her from being appointed as a special constable for a five year term.

The U of T has advised that the individual satisfies all the re-appointment criteria as set out in the agreement between the Board and the U of T for special constable. This re-appointment will not reflect any change in the U of T special constable strength.

Conclusion:

The Toronto Police Service and the U of T work together in partnership to identify individuals for the position of special constable who will contribute positively to the safety and well-being of persons engaged in the activities on U of T property. The individual currently before the Board for consideration has satisfied the criteria contained in the agreement between the Board and the University of Toronto.

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

The Board approved the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON APRIL 07, 2011**

**#P95. SPECIAL CONSTABLES – TORONTO COMMUNITY HOUSING
CORPORATION – RE-APPOINTMENTS**

The Board was in receipt of the following report March 14, 2011 from William Blair, Chief of Police:

Subject: RE-APPOINTMENT OF SPECIAL CONSTABLES FOR THE TORONTO
COMMUNITY HOUSING CORPORATION

Recommendation:

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

Financial Implications:

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

Background/Purpose

Under Section 53 of the Police Services Act of Ontario (the Act), the Board is authorized to appoint and re-appoint special constables, subject to the approval of the Minister of Community Safety and Correctional Services (the Minister). Pursuant to this authority, the Board entered into an agreement with the Toronto Community Housing Corporation (TCHC) for the administration of special constables (Min. No. P414/99 refers).

At its meeting on January 29, 1998, the Board approved a recommendation that requests for appointment and re-appointment of special constables, who are not members of the Toronto Police Service, be forwarded to the Board with the Chief's recommendation, for the Board's consideration (Min. No. P41/98 refers).

The Service has received a request from the TCHC, on January 28, 2011, to re-appoint the following individuals as special constables whose appointments will expire April 20, 2011.

**Harrietta KAM
Jason JOSEPHS**

These are re-appointments to the TCHC current complement of 83 Special Constables and will not result in any increase.

Discussion:

The TCHC special constables are appointed to enforce the *Criminal Code of Canada, Controlled Drugs and Substances Act, Trespass to Property Act, Liquor Licence Act and Mental Health Act* on TCHC property within the City of Toronto.

The agreement between the Board and the TCHC requires that background investigations be conducted on all individuals recommended for appointment and re-appointment as a special constable. The Service's Employment Unit completed background investigations on these individuals and there is nothing on file to preclude them from being re-appointed as special constables for a five year term.

The TCHC has advised that the individuals satisfy all the criteria as set out in the agreement between the Board and the TCHC for re-appointment as special constables.

Conclusion:

The Toronto Police Service and the TCHC work together in partnership to identify individuals for the position of special constable who will contribute positively to the safety and well-being of persons engaged in the activities on TCHC property. The individuals currently before the Board for consideration have satisfied the criteria contained in the agreement between the Board and the Toronto Community Housing Corporation.

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

The Board approved the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON APRIL 07, 2011**

**#P96. APPOINTMENT – ACTING VICE-CHAIR, TORONTO POLICE
SERVICES BOARD: MAY 11, 2011 TO MAY 14, 2011 INCLUSIVE**

The Board was in receipt of the following report March 18, 2011 from Alok Mukherjee, Chair:

Subject: Appointment – Acting Vice-Chair During the Period Between May 11, 2011 and
May 14, Inclusive

Recommendation:

It is recommended that the Board appoint one member to act as Acting Vice-Chair during the period between May 11, 2011 and May 14, 2011, inclusive, for the purposes of the execution of all documents that would normally be signed by the Vice-Chair on behalf of the Board and to perform any other duties as may be required during that time.

Financial Implications:

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

Background:

I will be attending the Ontario Association of Police Services Board's 2011 Annual General Meeting and Conference in Niagara Falls, Ontario from May 11-14, 2011. Given that Vice-Chair Michael Thompson would automatically assume the role of Acting Chair in my absence, and he is available to do so on this occasion, it will be necessary to appoint one member to act as Acting Vice-Chair during this period.

Conclusion:

It is, therefore, requested that the Board appoint one member to act as Acting Vice-Chair during the period between May 11, 2011 and May 14, 2011, inclusive, for the purposes of the execution of all documents that would normally be signed by the Vice-Chair on behalf of the Board and to perform any other duties as may be required during that time.

The Board received the foregoing report and appointed Ms. Judi Cohen to act as Acting Vice-Chair during the period between May 11, 2011 and May 14, inclusive.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON APRIL 07, 2011**

**#P97. SEMI-ANNUAL REPORT: AUXILIARY MEMBERS – TERMINATION
OF APPOINTMENTS: JULY – DECEMBER 2010**

The Board was in receipt of the following report March 17, 2011 from William Blair, Chief of Police:

Subject: AUXILIARY MEMBERS - TERMINATION OF APPOINTMENTS: JULY 1, 2010, TO DECEMBER 31, 2010

Recommendations:

It is recommended that:

- (1) the Board terminate the appointments of 23 Auxiliary members who are identified in Appendix 'A' as they are no longer available to perform their duties due to resignation, retirement, or death; and
- (2) the Board notify the Minister of Community Safety and Correctional Services about the termination of appointments for these 23 Auxiliary members.

Financial Implications:

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

Background/Purpose:

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

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

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

Discussion:

From July 1, 2010 to December 31, 2010, there were 23 terminations of appointments of Auxiliary members, consisting of 21 Police Constables and two Sergeants.

Conclusion:

In accordance with section 52(2) of the *PSA*, please find the names of the 23 Auxiliary members set out in Appendix 'A', whose appointments terminated during the period between July 1, 2010 and December 31, 2010, as they are no longer available to perform their duties due to resignation, retirement or death.

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

The Board approved the foregoing report.

APPENDIX “A”

AUXILIARY TERMINATIONS OF APPOINTMENTS FOR THE PERIOD JULY 1, 2010 – DECEMBER 31, 2010

	SURNAME	G1	RANK	BADGE	UNIT	DATE	REASON
1.	SOHAL	Amrinder	PC	51495	T&E	2010.06.14	Resigned
2.	REID	Steven	PC	51163	D14	2010.07.30	Resigned
3.	BENNETT	Brian	Sgt	50030	D22	2010.08.20	Resigned
4.	APOSTOLOPOULOS	Peter	PC	50958	D53	2010.08.27	Resigned
5.	FOOTE	Paige	PC	51432	D33	2010.09.10	Resigned
6.	BOTTONI	Steven	PC	51473	D12	2010.09.16	Resigned
7.	CIMINI	Dino	Sgt	50358	D23	2010.09.19	Resigned
8.	TING	Jennifer	PC	51313	D11	2010.09.20	Resigned
9.	IOANNOU	Theodore	PC	51248	D43	2010.09.22	Resigned
10.	DURRANI	Jibran	PC	51525	T&E	2010.09.28	Resigned
11.	BOZORGZADARBAB	Houtan	PC	51404	D51	2010.11.09	Resigned
12.	SAFYANOVSKY	Michael	PC	51003	D31	2010.11.10	Resigned
13.	BELOVENCEVS	Ivans	PC	51425	D53	2010.11.11	Resigned
14.	RIOUX	David	PC	51359	TSV	2010.11.28	Resigned
15.	JAVED	Waseem	PC	51390	D51	2010.12.02	Resigned
16.	KHAN	Bahroze	PC	51491	D51	2010.12.02	Resigned
17.	LACROIX	Natalie	PC	51409	D51	2010.12.02	Resigned
18.	RUIZ	Richard	PC	51395	D31	2010.12.02	Resigned
19.	SPENCER-ANDERSON	Corey	PC	51449	D32	2010.12.13	Resigned
20.	DOBOS	Dorottya	PC	51405	D11	2010.12.14	Resigned
21.	PESCHIER	Christopher	PC	50098	D53	2010.12.14	Resigned
22.	IRWIN	Stephen	PC	51362	D43	2010.12.16	Resigned
23.	SMITH	Nicholas	PC	51274	D12	2010.12.17	Resigned

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TORONTO POLICE SERVICES BOARD HELD ON APRIL 07, 2011**

#P98. ANNUAL REPORT: 2010 SECONDMENTS

The Board was in receipt of the following report March 04, 2011 from William Blair, Chief of Police:

Subject: 2010 ANNUAL REPORTING OF SECONDMENTS

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

In 2010, forty eight (48) uniform members and eight (8) civilian members were seconded to various agencies at full cost recovery for salaries and benefits to the Service. The total cost recovery for funded secondments was \$6,694,725.00.

In addition, for the same time period, twenty six (26) uniform members were seconded to various agencies with no cost recovery to the Service. The total cost to the Service for salaries and benefits for unfunded secondments in 2010 was \$3,282,600.

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

Background:

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

Conclusion:

A list of secondment positions filled by Service members during 2010 is appended to this report.

Deputy Chief Mike Federico, Human Resources Command, will be in attendance to answer any questions the Board may have regarding this matter.

Mr. Angelo Cristofaro, Director of Finance and Administration, responded to questions about this report.

The Board received the foregoing report.

APPENDIX

No. of Members	RANK	LOCATION	TERM			COST
1	Inspector	Royal Canadian Mounted Police Asian Organized Crime	2009.04.15	to	2011.04.15	UFD
2	Detective	Royal Canadian Mounted Police Asian Organized Crime	2009.04.15	to	2011.04.15	UFD
2	D/Constable	Royal Canadian Mounted Police Asian Organized Crime	2009.04.15	to	2011.04.15	UFD
1	Inspector	Royal Canadian Mounted Police CFSEU	2006.02.13	to	2008.03.31	UFD
1	D/Sergeant	Royal Canadian Mounted Police CFSEU	2006.02.13	to	2008.03.31	UFD
2	Detective	Royal Canadian Mounted Police CFSEU	2006.02.13	to	2008.03.31	UFD
5	D/Constable	Royal Canadian Mounted Police CFSEU	2006.02.13	to	2008.03.31	UFD
1	Inspector	Royal Canadian Mounted Police INSET	2009.03.01	to	2010.04.01	FCR
1	D/Constable	Royal Canadian Mounted Police INSET	2009.03.01	to	Ongoing	GFD
1	D/Constable	Royal Canadian Mounted Police INSET	2009.03.01	to	2010.04.01	FCR
1	Inspector	Royal Canadian Mounted Police IPOB	2009.09.27	to	2010.09.27	FCR
1	D/Sergeant	Royal Canadian Mounted Police IPOB	2009.09.27	to	2010.09.27	FCR
2	S/Sergeant	Royal Canadian Mounted Police IPOB	2009.09.27	to	2010.09.27	FCR
1	Detective	Royal Canadian Mounted Police IPOB	2009.09.27	to	2010.09.27	FCR
2	Sergeant	Royal Canadian Mounted Police IPOB	2009.09.27	to	2010.09.27	FCR
4	PC	Royal Canadian Mounted Police IPOB	2009.09.27	to	2010.09.27	FCR
2	PC	Royal Canadian Mounted Police MSERT	2009.01.01	to	2010.01.01	FCR
2	D/Constable	Royal Canadian Mounted Police Pearson International Airport	2006.02.22	to	Ongoing	UFD
1	D/Constable	Royal Canadian Mounted Police Source Development	2009.01.01	to	2010.01.01	UFD
1	Detective	Royal Canadian Mounted Police TADEU	2008.04.23	to	2008.10.23	UFD
1	D/Constable	Royal Canadian Mounted Police TADEU	2008.04.23	to	2008.10.23	UFD
1	PC	Royal Canadian Mounted Police TIPOC	2006.04.01	to	2009.04.01	GFD
1	A/11	Royal Canadian Mounted Police NWEST	2006.06.30	to	2010.03.31	FCR

No. of Members	RANK	LOCATION	TERM			COST
1	A/09	Royal Canadian Mounted Police NWEST	2006.06.30	to	2010.03.31	FCR
1	Detective	New York Police Department Liaison	2009.09.15	to	2010.09.15	UFD
1	Inspector	Ontario Provincial Police ROPE	2006.09.31	to	2009.08.31	FCR
1	Detective	Ontario Provincial Police ROPE	2006.09.31	to	2009.08.31	FCR
1	Detective	Ontario Provincial Police ROPE	2006.09.31	to	2009.08.31	UFD
5	D/Constable	Ontario Provincial Police ROPE	2006.09.31	to	2009.08.31	FCR
1	PC	Ontario Provincial Police ROPE	2006.09.31	to	2009.08.31	FCR
1	PC	Ontario Provincial Police ROPE	2006.09.31	to	2009.08.31	UFD
1	T/C04	Ontario Provincial Police ROPE	2006.09.31	to	2009.08.31	FCR
1	C04	Ontario Provincial Police ROPE	2006.09.31	to	2009.08.31	FCR
3	Sergeant	Toronto Police Association	2009.09.01	to	2012.09.01	FCR
2	PC	Toronto Police Association	2009.09.01	to	2012.09.01	FCR
3	Civilian	Toronto Police Association	2009.09.01	to	2012.09.01	FCR
1	PC	Corrections Canada CCLO Liaison Officer	2009.01.01	to	2010.01.01	FCR
1	S/Sergeant	Ontario Police College Basic Constable Training	2008.08.31	to	2011.07.31	FCR
1	Sergeant	Ontario Police College Basic Constable Training	2009.09.08	to	2011.08.05	FCR
1	Sergeant	Ontario Police College Basic Constable Training	2008.01.02	to	2010.12.03	FCR
1	Sergeant	Ontario Police College Basic Constable Training	2009.01.05	to	2010.12.02	FCR
3	A/Sergeant	Ontario Police College Basic Constable Training	2009.01.05	to	2011.04.08	FCR
1	PC	Ontario Chief Coroner Coroner's Inquest	2008.07.28	to	2010.07.27	UFD
1	D/Sergeant	Ministry of Solicitor General CISO	2009	to	2010	UFD
1	Detective	Ministry of Solicitor General CISO	2008	to	2010	UFD
1	Detective	Ministry of Solicitor General CISO	2009.05.04	to	2010.05.03	FCR
1	Sergeant	Ministry of Solicitor General CISO	2009.03.02	to	2012.03.02	FCR
2	PC	Ministry of Solicitor General VICLAS	2009.01.05	to	2011.05.01	FCR

No. of Members	RANK	LOCATION	TERM			COST
1	A/S/Sergeant	Ministry of Community Safety & Correctional Services Policing Standards	2008.02.04	to	2010.02.29	FCR
1	D/Constable	Ministry of Community Safety & Correctional Services Chief Firearms Office	2007.01.02	to	2010.01.02	FCR
1	PC	Ministry of Community Safety & Correctional Services Chief Firearms Office	2007.01.02	to	2010.01.02	FCR
2	PC	Ministry of Community Safety & Correctional Services Child Exploitation	2009.04.01	to	2011.03.31	GFD
1	Detective	US Immigration and Customs ICE	2009.03.13	to	2010.03.13	UFD
1	D/Constable	United States Postal Service Telemarketing	2009.01.31	to	2011.01.31	FCR
1	A/07	United States Postal Service Telemarketing	2009.01.31	to	2011.01.31	FCR

Legend:

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

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**#P99. QUARTERLY REPORT: TORONTO POLICE SERVICES BOARD
SPECIAL FUND UNAUDITED STATEMENT: OCTOBER – DECEMBER
2010**

The Board was in receipt of the following report February 25, 2011 from Alok Mukherjee, Chair:

Subject: QUARTERLY REPORT: TORONTO POLICE SERVICES BOARD SPECIAL
FUND UNAUDITED STATEMENT: OCTOBER TO DECEMBER 2010

Recommendation:

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

Financial Implications:

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

Background/Purpose:

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

Discussion:

Enclosed is the un-audited statement of receipts and disbursements with respect to the Toronto Police Services Board's Special Fund for the period October 1 to December 31, 2010.

As at December 31, 2010, the balance in the Special Fund was \$465,970. During the fourth quarter, the Special Fund recorded receipts of \$94,059 and disbursements of \$202,827. There has been a net decrease of \$558,198 against the December 31, 2009 fund balance of \$1,024,168.

Auction proceeds have been estimated for the months of October to December 2010 as the actual deposits have not yet been made. The Property and Evidence Management Unit of the Service and Rite Auction Limited continued their partnership in 2010.

Funds expended this quarter include Board approved sponsorship and contributions to the following:

- School Action Team Website and Resources
- Ryerson University – Human Rights Project
- United Way
- Shared Funding for athletic competitions with the Toronto Police Amateur Athletic Association

The Board approved the appointment of Justice John Morden (Heenan Blaikie LLP) to conduct the Independent Civilian Review (ICR) and Mr. Doug Hunt to prepare the ICR Terms of Reference relating to the G20 Summit. For this quarter ending, the total professional invoices submitted and paid to Heenan Blaikie LLP and Hunt Partners LLP were \$69,411.31 and \$27,337.58 respectively (inclusive of applicable taxes).

Conclusion:

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

The Board received the foregoing report.

THE TORONTO POLICE SERVICES BOARD SPECIAL FUND 2010 FOURTH QUARTER RESULTS WITH PROJECTIONS								
PARTICULARS	2010					2009	COMMENTS	
	PROJ.	JAN 01 TO MAR 31/10	APR 01 TO JUN 30/10	JUL 01 TO SEPT 30/10	OCT 01 TO DEC 31/10	JAN 01 TO DEC 31/10 TOTALS		JAN 01 TO DEC 31/09 ACTUAL
BALANCE FORWARD	1,024,168	1,024,168	969,003	804,603	574,739	1,024,168	986,731	2010 projections are based on 2009 actual results with exceptions.
REVENUE								
PROCEEDS FROM AUCTIONS	205,000	51,465	83,005	14,248	77,417	226,135	205,065	Auction proceeds for the fourth quarter are based on estimates. Overhead is calculated as 37% of the proceeds.
LESS OVERHEAD COST	(75,850)	(19,042)	(30,712)	(5,272)	(28,644)	(83,670)	(79,826)	
UNCLAIMED MONEY	120,000	78,626	15,960	22,053	45,542	162,181	541,050	
LESS RETURN OF UNCLAIMED MONEY	(10,000)	(2,744)	(1,876)	(242)	(2,188)	(7,050)	(6,519)	
INTEREST	1,000	0	0	442	1,604	2,046	2,032	Interest earned on monthly bank balance.
LESS BANK SERVICE CHARGES	(1,000)	(336)	(169)	(59)	(66)	(631)	(1,151)	
SEIZED LIQUOR CONTAINERS	1,000	0	0	304	395	699	2,962	
TOTAL REVENUE	240,150	107,968	66,208	31,475	94,059	299,709	663,612	
BALANCE FORWARD BEFORE EXPENSES	1,264,318	1,132,136	1,035,210	836,078	668,798	1,323,877	1,650,343	
DISBURSEMENTS								
POLICE COMMUNITY INITIATIVES								
SERVICE								
CPLC & COMM. OUTREACH ASSIST	30,000	0	29,000	0	(6,987)	22,013	25,427	Police Community initiative payments are made at various times during the year based on Police Services Board approval.
UNITED WAY	8,000	0	0	0	10,000	10,000	8,000	
OTHER	20,000	0	8,900	1,000	0	9,900	20,017	
COMMUNITY								
VICTIM SERVICES PROGRAM	12,000	0	0	12,000	0	12,000	6,000	Major contributions to School Action Team Website/Resource Ryerson University/Human Rights Project, Cricket Club, etc
VARIOUS ORGANIZATIONS	600,000	145,150	146,445	223,102	69,000	583,697	361,939	
TPAAA ASSISTANCE	10,000	200	2,970	0	21,942	25,112	96,000	
RECOGNITION OF SERVICE MEMBERS								
AWARDS	60,000	11,533	23,788	11,897	1,935	49,154	41,763	Award and recognition ceremonies for Police Officers Civilians, Crossing Guards, and Auxiliary Members.
CATERING	10,000	0	3,524	1,440	5,811	10,775	13,248	
RECOGNITION OF COMMUNITY MEMBERS								
AWARDS	3,000	0	1,018	0	0	1,018	3,320	Award and recognition ceremonies for Community Members/Citizens.
CATERING	8,000	0	2,254	0	0	2,254	8,357	
RECOGNITION OF BOARD MEMBERS								
AWARDS	100	0	117	0	0	117	0	
CATERING	2,200	0	2,016	0	0	2,016	0	
CONFERENCES								
COMM. POLICE LIAISON COMMITTEES	10,400	0	10,400	0	0	10,400	8,520	Dinner tickets includes retirements as approved on BM 414/95
ONT. ASSO. OF POLICE SERVICES BOARD	5,500	5,500	0	0	0	5,500	5,500	
CDN ASSO. OF POLICE SERVICES BRDS	10,000	0	0	10,000	0	10,000	10,000	
OTHER	0	0	0	0	0	0	0	
DONATIONS - IN MEMORIAM	1,000	300	100	0	0	400	1,300	
DINNER TICKETS	7,000	450	75	1,900	8,328	10,753	7,861	
PROFESSIONAL FEES								
CIVILIAN REVIEW - G20 SUMMIT	90,000	0	0	0	87,157	87,157	0	Heenan Blaikie and Hunt Partners
INTERNAL CONTROL REVIEW FEE	5,640	0	0	0	5,640	5,640	8,923	Pricewaterhouse Coopers will be conducting agreed upon procedures regarding internal controls. The budgeted fee is based on the new contract.
TOTAL DISBURSEMENTS	892,840	163,133	230,608	261,339	202,827	857,907	626,175	
SPECIAL FUND BALANCE	371,478	969,003	804,603	574,739	465,970	465,970	1,024,168	

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**#P100. TORONTO POLICE SERVICES BOARD'S SPECIAL FUND: IMPACT
OF ON-GOING COMMITMENTS**

The Board was in receipt of the following report March 22, 2011 from Alok Mukherjee, Chair:

Subject: TORONTO POLICE SERVICES BOARD SPECIAL FUND: IMPACT OF
ONGOING COMMITMENTS

Recommendation:

It is recommended that:

- 1) the Board continue its moratorium on spending from the Board Special Fund indefinitely;
and
- 2) the Chair and Vice Chair identify and implement options and strategies regarding Special Fund expenditures so that the Board can continue to meet its commitments to the Independent Civilian Review and corporate recognition programs.

Financial Implications:

Given that the Board is committed to a number of expenditures from the Special Fund and that it is probable that projected revenues may not keep pace with commitments, it is being projected that, even with the continuation of the current moratorium, the Special Fund will likely incur a deficit balance in 2011.

Background/Purpose:

The Toronto Police Services Board Special Fund is created through the sale of unclaimed property. Section 132(2) of the *Police Services Act* states "the chief of police may cause the property to be sold, and the board may use the proceeds for any purpose that it considers in the public interest." The Toronto Police Services Board uses its Special Fund to support co-operative community/Toronto Police Service initiatives and employee recognition programs (long service, awards for performance, etc), subject to funds being available. The Toronto Police Services Board has the sole legislated authority to expend the Special Fund.

At its meeting held on November 15, 2010, the Board approved imposing a moratorium on discretionary expenditures from the Special Fund and requested that the Chair review the status of the Special Fund and report back to the Board in April 2011, (Min. No. P315/10 refers).

Discussion:

One of the requirements of the Special Fund policy is that the Special Fund must maintain a minimum balance of \$150,000 (one hundred and fifty thousand dollars) in order to meet its corporate recognition obligations. The Board, in its 2011 spending projections for the Special Fund, has earmarked funds to recognize members of the Service, including the 25-Year Watch Presentation, Corporate Awards and Civilian Long Service recognition.

As at March 21, 2011, the Special Fund balance is approximately \$393,561. Based on projections, funds in the amount of \$821,334.55 are required by the Board over the next nine months to meet funding commitments previously approved by the Board. Commitments include corporate recognition expenditures, expenditures committed under the collective agreement, program reviews, etc., and range in cost from \$500 to \$500,000 per expenditure. The attached spreadsheet provides details of estimated expenditures and revenues for the Special Fund for the period of January to December 2011. Ongoing deposits from auction proceeds estimated at \$144,000 will be deposited to the Special Fund. The deposits are made biweekly; however the amounts deposits are not guaranteed. Based on projected expenditures and deposits, the Special Fund will likely incur a deficit balance of \$283,773.55 by the end of the year.

Two items of significance contribute to the projected Special Fund deficit. The first is the retention of a Reviewer to conduct an Independent Civilian Review of the policing of the G20 Summit (ICR) which was approved by the Board at its meeting of September 23, 2010, (Min. No. P271/10 refers). At this time, the Board also approved the Board's Special Fund as the source of funding for the ICR. This important and comprehensive review will have a considerable impact on the Special Fund balance. To date, the Board has expended \$174,938.27 towards the cost of the ICR. The ICR is divided into three phases and we are currently in the midst of phase one. The second area of significance is that of unclaimed monies held in the Special Fund. Although only a small percentage of unclaimed monies are actually paid out each year, \$2,300.00 in 2008, \$6,200.00 in 2009 and \$6,100.00 in 2010, (a total of \$33,400 over the last ten years), these funds are considered a liability and, therefore, must be held in the account.

The sole source of revenue for the Special Fund is generated through the sale of unclaimed property. As demonstrated by the attached spreadsheet, expenditures are likely to exceed revenue within the next few months. It is crucial, therefore, that Board members are cognizant of the pressures on the Special Fund and manage any future mandatory spending prudently. In order to ensure that the Board continues its significant tradition of recognizing long and meritorious service, it is recommended that the Board decline to accept any further requests for financial assistance from the Special Fund. It is further recommended that the Chair and Vice Chair work together to consider options/strategies the Board could employ to continue to meet its Special Fund commitments and bring the Fund back to good health. One component of the strategy will be a review of Special Fund expenditures previously approved by the Board but not yet expended, with the objective of reducing or eliminating the expenditure amounts.

Conclusion:

Therefore, it is recommended that

- 1) the Board continue its moratorium on spending from the Board Special Fund indefinitely;
and
- 2) the Chair and Vice Chair identify and implement options and strategies regarding Special Fund expenditures so that the Board can continue to meet its commitments to the Independent Civilian Review and corporate recognition programs.

Chair Mukherjee responded to questions by the Board about this report.

Following a discussion, the Board approved the foregoing report.

ESTIMATED PROJECTION UP TO DECEMBER 31, 2011

		Comment
Approx balance as at March/2011	393,561.00	Provided by Accounting
Revenue		
Auction Proceeds (anticipated)	144,000.00	Proceeds from Auctions are deposited bi-weekly (twice a month); Monies ranging from \$3,000 to \$7,000 bi-weekly; There is one deposit in 2011 that covered December Auction proceeds; To date no deposits were made for the period from January to March of 2011
Estimated Total Revenue	537,561.00	
Less: Disbursements		
Outstanding commitments approved by the Board (Community Events)		
School Crossing Guard Long Service Awards	-6,000.00	Annual Community Events Authority: P46/11 (February 3, 2011)
Law Enforcement Torch Run for Special Olympics	-5,000.00	Annual Community Events Authority: P46/11 (February 3, 2011)
United Way Campaign	-10,000.00	Annual Community Events Authority: P46/11 (February 3, 2011)
TPSB and Chief's Pride Parade	-3,000.00	Annual Community Events Authority: P46/11 (February 3, 2011)
National Aboriginal Day	-5,000.00	Annual Community Events Authority: P46/11 (February 3, 2011)
Victim Services Program Volunteer Recognition Event	-8,000.00	Annual Community Events Authority: P46/11 (February 3, 2011)
Caribana Kick Off Celebration and Caribana Float	-10,000.00	Annual Community Events Authority: P46/11 (February 3, 2011)
Youth In policing Summer Employment Program Luncheon	-1,500.00	Annual Community Events Authority: P46/11 (February 3, 2011)
Native Child and Family Services of Toronto Annual Children in Care Holiday Party	-5,000.00	Annual Community Events Authority: P46/11 (February 3, 2011)
Annual Community Police Consultative Conference	-10,000.00	Annual Community Events Authority: P46/11 (February 3, 2011)

Commitments authorized by Special Fund Policy/or approved by Board		
Toronto Police Amateur Athletic Association	-15,000.00	estimate amount is based on 2010 expense (20,968.82); 2011 expense to date is 5,800.00 Authority: Special Fund Policy
Toronto Police Association	-23,000.00	Board's share (50%) of the cost of the retirement dinners (2010 cost is 22,525.18) Authority: P117/2008 (April 17, 2008 Board meeting)
Fitness equipment	-7,000.00	Board's share (1/3) of the cost of equipment for facilities as referenced in the special fund policy and collective agreement - estimate is based on 2010 expense (6,598.82) Authority: Special Fund Policy
Consultative Committees	-29,000.00	covers 28 consultative committees (as at 2010) Authority: Special Fund Policy and yearly submission of Board report
Memorial Contributions	-500.00	board approved expense to pay for flowers or donations to charities (in lieu of flowers) in respect of members of the Service, who have lost a family member, and or similar types of occasions, in an amount not to exceed \$100.00 in each case Authority: 78/93 (February 11, 1993)
ICR	-326,000.00	estimated cost of ICR is \$500,000. Amount invoiced to date is \$174,938.27, not included in this total is an outstanding invoice in the amount of \$84,775.57 submitted to the April 7th Board meeting for approval. <i>Very rough estimate of cost, it is difficult to predict final cost. No spending cap is in place.</i> Authority: P271/10 (September 23, 2010)
Community Member Awards (1 presentation)	-4,000.00	cost includes plaques and catering Authority: Special Fund Policy
Police Officer of the Month Awards (1 presentation)	-550.00	cost includes catering Authority - Special Fund Policy

Service Recognition (3 presentations)	-30,900.00	cost includes plaques and catering Authority: Special Fund Policy
25 year watch luncheon and Long Service Recognition	-36,629.00	luncheon numbers are based on 100% attendance (this estimate also includes purchase of watches) Authority: Special Fund Policy
2 tickets to Staff Superintendent Tony Corrie's Retirement Dinner	-160.00	Mr. Hamlin Grange and Judge Hugh Locke Authority: 414/95 (September 21, 1995)
Board recognition	-500.00	Authority: BM205/96 (June 13, 1996)
Ryerson University	-135,650.00	Human Rights Project: Assessment: THREE Phases: total cost: \$150,650 (excluding taxes) \$15,000 - cost upon signing the contract (PAID) Phase ONE: 54,325 (Dec. 2010 - Feb 2011) Phase TWO: 54,325 (Mar 2011 - July 2011) Phase THREE: 27,000 (Feb 2012 - July 2012)
York University	-34,399.40	Board approved funding (June 18, 2009 - #P186/09) Total Cost: \$69,399.40 Less: (35,000.00) paid in 2009 ----- Balance: 34,399.40 Authority: P186/09 (June 18, 2009)
Audit fees	-5,640.00	Audit services provided by PricewaterhouseCoopers LLP.
	-500.00	2010 bank charges - \$593.16
Evidence & Held (Liability)	-108,406.15	At the end of the year, balance in this account is included in the beginning fund balance in the following year
Estimated Total Expenditures	-821,334.55	
ESTIMATED BALANCE	-283,773.55	Deficit

updated: March 28, 2011

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON APRIL 07, 2011**

**#P101. REQUEST FOR FUNDS: 2011 NORTH AMERICAN POLICE
EQUESTRIAN CHAMPIONSHIPS**

The Board was in receipt of the following report January 12, 2011 from William Blair, Chief of Police:

Subject: REQUEST FOR FUNDING: 2011 NORTH AMERICAN POLICE
EQUESTRIAN CHAMPIONSHIPS

Recommendation:

It is recommended that the Board approve an expenditure in the amount of \$15,000 from the Board's Special Fund to support the hosting of the 2011 North American Police Equestrian Championships.

Financial Implications:

Funds to cover the costs of hosting this event would be drawn from the Board's Special Fund and would not exceed \$15,000.00. Any funds not utilized will be returned to the Board.

Background/Purpose:

The North American Police Equestrian Championships (NAPEC) has been an annual mounted police training and competition event since 1983. The Toronto Police Service (TPS) Mounted Unit has consecutively attended and competed in every NAPEC competition since 1987. Since its inception in 1983, NAPEC has emerged as the pre-eminent mounted policing training and competition event in North America. Each year, over 100 mounted police officers from over 35 law enforcement agencies from the United States and across Canada attends NAPEC. Officers and their equine mounts attend seminars, clinics, and aggressively compete in the traditional categories of Dress & Deportment (Uniform Class), Riding Skill and Technique (Equitation Class), Sensory Skills and Crowd Management (Obstacles Class).

NAPEC and its Executive Committee were formed in 1982, with the sole purpose of providing mounted police officers with an annual forum in which mounted policing skills could be showcased and advancements in training, equipment and technology can be demonstrated.

Traditionally NAPEC is held in the United States, only twice in its history has it been hosted in Canada by a Canadian law enforcement agency. In 2004 and 2008, the Kingston Police Service proudly served as the host agency.

Discussion:

In the last 23 years of NAPEC competition the (TPS) Mounted Unit has established itself as the most successful and dominant Mounted Unit at the competition winning in more individual categories and overall championships than any other competing police service. In fact, in 2003, and 2008, the (TPS) Mounted Unit was the reigning champion taking home the grand prize trophy of two horses, now members of the (TPS), mounts 'Kingston' and 'Blue Moon'. At the 2010, NAPEC in Hamburg, New York, the (TPS) Mounted Unit emerged once again as the overall first place champion.

During the past 23 years, the (TPS) Mounted Unit was hosted by numerous police services in both the United States and Canada, yet to date the (TPS) has never hosted NAPEC. In 2006, the (TPS) Mounted Unit attempted to host NAPEC however; they had to withdraw their commitment due to administrative difficulties, and ongoing changes within the management team. Presently the (TPS) Mounted Unit has a strong and dedicated management team and corps of officers who are committed to bringing this long overdue and prestigious event to the City of Toronto.

Preliminary discussions have already taken place with the Board of Directors and management at Exhibition Place with respect to the hosting of this event. Management at Exhibition Place are very excited at the prospect of hosting this event and are eager to partner with the (TPS). Exhibition Place has already reserved all needed facilities required for this event, and has graciously offered the use of their facilities at no charge. However, the (TPS) will be solely responsible for any costs associated with equipment rentals and set-up, cleaning costs and miscellaneous equipment and services.

The year, 2011 will mark the 125th anniversary of the (TPS) Mounted Unit (1886 - 2011). In recognition of this milestone of the unit's history, the (TPS) Mounted Unit is optimistic that bringing the NAPEC event to Toronto will be the pinnacle of the 125th anniversary celebrations.

NAPEC's 2011 event will take place during the latter part of September over a three day period tentatively, September 16th to 18th, 2011, at the Horse Palace Facility on the grounds of Exhibition Place. The Horse Palace is home to the Mounted Unit Headquarters and is aptly suited to provide all of the required amenities (stabling, competition area, and equine care).

NAPEC will provide an open forum for community members who may wish to participate and share an interest in mounted demonstrations, as well as witness the riding abilities and skills of mounted officers from across North America. It is anticipated that well over 100 mounted officers and their mounts will travel from across North America to Toronto to attend this event, bringing with them their families, friends and support staff necessary to facilitate their participation in this event. Their attendance will also benefit Toronto's economy and tourism industry.

On Friday, September 16, 2011, the (TPS) Mounted Unit and their mounted guests will parade through the city from Exhibition Place to Toronto City Hall. An official ceremony will take place at 12:00 noon and will include; politicians, Command Officers, members of the Toronto Police Services Board and the media. The impressive mounted parade and ceremony will provide

an opportunity to highlight the 125 years of dedicated service provided by the (TPS) Mounted Unit.

The (TPS) Mounted Unit will be utilizing their volunteer cadre and numerous community volunteers to assist with the event. In particular, one of the mounted unit's long time supporters, Ms. Dorothy Keith, is also looking forward to attending this event in September. The possibility of NAPEC coming to Toronto has generated excitement with our strategic partners in the equestrian community. The Governor General's Horse Guards, Royal Regiment Historical Mounted Squad, Heritage Toronto, Riding Academy at the Horse Palace, Fort York, Ontario Equestrian Federation and Therapeutic Riding have all offered their support and participation.

Conclusion:

Hosting the NAPEC event provides the Service with a unique opportunity to share the history and traditions of the TPS with the communities we serve.

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

The Board received the foregoing report given that, in a separate decision made by the Board today, the Board agreed to continue its moratorium on spending from the Special Fund indefinitely (Min. No. P100/11 refers).

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON APRIL 07, 2011**

#P102. OACP POSITION ON BOARD GOVERNANCE TRAINING

The Board was in receipt of the following attached correspondence:

- March 07, 2011 from Alok Mukherjee, Chair, to Bob Herman, Chief, Thunder Bay Police Service, and President, Ontario Association of Chiefs of Police, with regard to the OACP position on Board governance training; and
- March 09, 2011 from Chief Herman to Chair Mukherjee, response to March 07, 2011 correspondence.

The Board received the foregoing correspondence.



ONTARIO ASSOCIATION OF
POLICE SERVICES BOARDS

"Commitment to Excellence in Civilian Police Governance"

10 Peel Centre Drive, Brampton, Ontario L6T 4B9
Tel. 905-458-1488 1-800-831-7727 Fax 905-458-2260

March 7, 2011

Chief Bob Herman, President
Ontario Association of Chiefs of Police
40 College Street
Toronto, ON
M5G 2J3

Dear Chief Herman:

RE.: OACP Position on Board Governance Training

I have been directed by the Board of Directors of OAPSB to write to you regarding OACP's continued opposition to our efforts to provide police services board members with effective, high quality governance training and to find a sustainable way to do so. Most recently, according to your association's newsletter, your Board of Directors at its January meeting reiterated its position that "OACP will not support efforts to have MCSCS's responsibility handed to other groups, including the police service [sic] boards themselves." The newsletter claims that this position is based on your interpretation that the *Police Services Act* mandates the Ministry of Community Safety and Correctional Services (MCSCS) to provide training to police services board members.

It is a matter of deep regret that despite attempts on our part to clarify our objective and approach with respect to board training, OACP persists in its campaign to undermine the possibility of strong and effective governance on the basis of a misinterpretation or misunderstanding or ignorance of the *Act*. If you care to read the *Act*, here is what you will find it actually says in section 31 (5):

The board shall ensure that its members undergo any training that the Solicitor General **may provide or require**. (Emphasis added)

A plain reading of the section clearly shows that there is **no** mandate for the Ministry to provide training itself, as you claim. Rather, the Ministry **may require** training that is provided by a third party, in this case OAPSB.

This is obviously problematic. As you yourself recognize in your letter of November 17, 2010 to Minister Jim Bradley, there is a pressing need for training board members. Twice, during our conversations on this subject, you have professed to support training. While I agreed with you that the MCSCS should be responsible for ensuring that board members are thoroughly conversant with the *Police Services Act*, I believed that you were in agreement that there were other critical aspects of board governance where training



was needed. As I explained, we were anxious that board training covered the *Act* as well as these areas. Further, we saw board training as a joint effort between the MCSCS and the OAPSB, with training materials being developed in collaboration.

Based on these discussions, you had led me to believe that you would be prepared to write a second letter to Minister Bradley clarifying your association's position. Pursuant to this, I tasked our staff to work with your staff to prepare the second correspondence. I communicated this understanding to our members in order to assure them that our two organizations were not in conflict on this issue.

Therefore, it came as a complete surprise when our staff was advised that your position had not changed one bit, and although your letter did not say so, the OACP is opposed to any downloading of training. Consequently, I do not know what to make of your comments to me.

You must know that there is no downloading involved in delivering board training through OAPSB because the Ministry has the legal prerogative to outsource governance training if they so choose, which they have in this case. In fact, as you have been advised, our effort is to seek a collaborative approach whereby we can have MCSCS's support and participation in an area of significant mutual interest, namely promoting effective boards, and thus fill an urgent need.

Surely, you do not need to be told that there is a considerable difference between downloading and collaboratively developing a program for outsourced delivery. In fact OACP-sponsored police executive education at the Rotman School of Business is a form of out-sourced training. Therefore, the only conclusion that we can draw is that OACP is not in favour of strong police services boards consisting of members who are knowledgeable about and trained in effective oversight and governance.

My conversations with representatives of member boards indicate that this is the message they have taken from your position.

Our staff have provided OACP staff with a full explanation regarding our efforts related to board training. We also provided copies of our draft e-training modules and invited OACP to participate in the developmental process along with representatives of the Ministry, police services boards and other relevant agencies. We have received no feedback whatsoever from OACP, nor did OACP attend the feedback session that was held recently.

The description of OACP's position on board training in your recent newsletter makes it clear that you continue to maintain the opposition you expressed in your November letter to Minister Bradley.

The Directors of OAPSB take a very serious view of your association's actions and pronouncements on this matter for a number of reasons.



We are extremely disturbed by the unilateral nature of your action. OACP took it upon itself to comment, act and seek to influence the outcome in this matter completely unsolicited. To put it mildly, it demonstrated a lack of courtesy and professionalism that we never expected or have experienced from your association.

You say in your letter of November 17 to Minister Bradley that you attended one of our training sessions in Terrace Bay. I was there and was pleased to see your presence. To me, it was a visible demonstration of your support for our effort to promote effective governance. If you had any concerns about the content or quality of the training, the proper course, I suggest, would have been for you to share them with me or my staff. We have never heard any specifics from you. Indeed, as I have mentioned above, even when we invited OACP staff input, we did not get it.

What we got, instead, is a copy of your letter to Minister Bradley.

The Directors of OAPSB consider OACP's action to be an unwarranted interference in the affairs of our association. If you had communicated to us any concerns you had with our approach to board governance training or the support we are seeking from MCSCS, we would have been more than happy to respond. You did no such thing.

This is a most regrettable situation as it has completely undermined the relationship of mutual respect and collegiality that had been sought to be cultivated between the two associations. It is extremely disturbing, as well, because of the attitude that OACP's position displays vis-à-vis the governing bodies of police services in this province.

Boards, as you must know, have historically been supportive of their chiefs' efforts to forge a strong collective voice on important issues of policing in the form of OACP. For that reason, they have never questioned the generous way in which they have subsidised OACP out of public funds and through the contributions of their service members' paid time.

We are saddened that the Directors of OACP have not shown a reciprocal commitment to the interests of police services boards.

Yours truly,

A handwritten signature in black ink, appearing to read "Alok Mukherjee".

Alok Mukherjee
President

cc: Minister James Bradley, Ministry of Community Safety and Correctional Services
ADM Glenn Murray, Ministry of Community Safety and Correctional Services
Commissioner Chris Lewis, Ontario Provincial Police
OAPSB Member Police Service Boards



40 College Street
Suite 605
Toronto ON
M5G 2J3
Tel: (416) 926-0424
Fax: (416) 926-0436
www.oacp.ca

March 9, 2011

Mr. Alok Mukherjee
President
Ontario Association of Police Services Boards
10 Peel Center Drive
Brampton, Ontario L6T 4B9



Dear Mr. Mukherjee,

I am writing you in response to your letter dated March 7, 2011 regarding the OACP's position on board governance training.

I want to correct your statement that the OACP is opposed to the OAPSB providing effective, high quality governance training to its members. It needs to be clearly stated that our association has not opposed this with the Ministry of Community Safety and Correctional Services (MCSCS) nor in any conversations that I, or other OACP officials have had with OAPSB representatives. Further, your statement that the OACP continues to undermine the possibility of strong and effective governance on the basis of misinterpretation or misunderstanding or ignorance of the Act is incorrect.

We are well aware of the provisions of the *Police Services Act* (PSA) in regards to the responsibility of the Board to ensure that its members undergo training that the Solicitor General may provide or require. However, Section 31(5) of the Act cannot be taken alone and must be interpreted along with Section 3 of Ont. Reg 421/97 which states that Board members shall undergo any training that may be or required for them by the Solicitor General.

The current position of the OACP is confined to one very narrow, but important, portion of the training needed for Board members. Our position with respect to that specific area is that the Ministry must be responsible for, and must deliver, that portion of Board training which deals with the *legislative authority* of the Board. The OACP has been consistent on this position in our discussions with you, OAPSB staff and, with the Ministry.

To be clear, the OACP believes that training related to the legislated authority of Board members should not be delivered by the Boards (or the Chiefs, for that matter) as it is in the best interests of both the Boards and the Chiefs to have a third party (MCSCS) be the mechanism for the delivery of such training.

To suggest that our association is not in favour of strong board governance based on knowledgeable and well-informed board members is also incorrect. In fact, it is in the best interests of the Chiefs, our services, and our communities to support sound board governance. It is this very belief that is at the heart of our position on this issue.

Supporting the Ontario Law Enforcement Torch Run For Special Olympics



Mr. Alok Mukherjee
President, OAPSB
March 9, 2011
Page 2

With the exception of this one area of the PSA, our association has no objection to the OAPSB delivering governance training to its members that it feels would better equip Board members to carry out their important responsibilities. This is the message that has been made clear to me by the members of the OACP when I have met with them during my tenure as President, and a position endorsed by our Board of Directors.

I will be in Marathon in April of this year to attend the Zone 1 meeting. I understand that you will be there also. I would like to meet with you to discuss this issue in order that we can clarify any outstanding misunderstanding that you may have on our position.

Finally, the relationship of the Chiefs and the members of their respective boards is an important one. Clarity in the respective roles of the Chiefs and the Boards is an essential component of that relationship, which is why the OACP has taken the position it has on this particular issue. We will be asking our Chiefs of Police to share this letter with their Police Service Board members.

Yours truly,



Chief Robert P. Herman, Thunder Bay Police Service
President
Ontario Association of Chiefs of Police

- c. The Hon. Jim Bradley, Minister of Community Safety and Correctional Services
Assistant Deputy Minister Glenn Murray, Ministry of Community Safety and Correctional Services
OACP Board of Directors

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON APRIL 07, 2011**

**#P103. INDEPENDENT CIVILIAN REVIEW INTO MATTERS RELATING TO
THE G20 SUMMIT (ICR) – ACCOUNT FOR PROFESSIONAL
SERVICES**

The Board was in receipt of the following report March 30, 2011 from Alok Mukherjee, Chair:

Subject: INDEPENDENT CIVILIAN REVIEW INTO MATTERS RELATING TO THE
G20 SUMMIT (ICR) - ACCOUNT FOR PROFESSIONAL SERVICES

Recommendation:

It is recommended that the Board approve payment of an account dated March 24, 2011 in the amount of \$84,775.57 and that such payment be drawn from the Special Fund.

Financial Implications:

This is the sixth account to be submitted by Justice Morden. The total amount invoiced to date is \$259,713.84. The balance of the Special Fund as at March 30, 2011 is approximately \$393,561.00.

Background/Purpose:

At its meeting on September 23, 2010, the Board approved the appointment of Justice John W. Morden to conduct the Independent Civilian Review (ICR) into matters relating to the G20 Summit. The Board also approved the use of the Special Fund as the source of funding for the ICR (Board Minute P271/10 refers).

Discussion:

Justice Morden has submitted an account for services rendered up to and including March 14, 2011 in the amount of \$84,775.57 (copy attached). A detailed statement is included on the in-camera agenda for information. It should be noted that a reduction of \$8,809.96 for fees and disbursements have been applied to this account.

Conclusion:

It is, therefore, recommended that the Board authorize payment in the amount of \$84,775.57 for professional services rendered by Justice Morden.

The Board approved the foregoing report, noting that a detailed statement of account was considered during the in-camera meeting (Min. No. C124/11 refers).

The Board also requested that Chair Mukherjee invite Justice Morden to provide the Board with an update on the progress of the review at its next in-camera meeting.

Heenan Blaikie LLP

Bay Adelaide Centre
333 Bay Street, Suite 2900
P.O. Box 2900
Toronto, Ontario M5H 2T4
T: 416 360 6336
F: 416 360 8425

LAWYERS

N° 23003964

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March 24, 2011

PRIVATE & CONFIDENTIAL

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

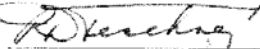
Attention : Joanne Campbell

Reference: File: 058057-0001 Confidential

FOR PROFESSIONAL SERVICES RENDERED for the period ending March 14, 2011

FEES	\$ 74,022.40
DISBURSEMENTS (TAXABLE)	\$ 1,000.23
SUB-TOTAL	\$ 75,022.63
HST (13%)	\$ 9,752.94
AMOUNT DUE	\$ 84,775.57

HEENAN BLAIKIE LLP


Ryan Teschner

TERM: Payment due upon receipt in accordance with section 33 of the *Solicitors Act*. Interest will be charged at the rate of 3.3% per annum on unpaid fees, charge or disbursements calculated from a date that is one month after this statement is delivered.

We have made every effort to include fees and disbursements incurred on your behalf for the current billing period. In the event additional fees or disbursements are subsequently incurred and/or recorded, a subsequent account will be forwarded.

Reference / File: 058057-0001

GST / HST N° 864865936

Initials: RT

PAYABLE UPON RECEIPT

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON APRIL 07, 2011**

#P104. SPECIAL CONSTABLES

During its meeting today, the Board approved recommendations contained in two reports to re-appoint individuals as special constables who are employed by the University of Toronto and the Toronto Community Housing Corporation (Min. Nos. P94/11 and P95/11 refer).

During consideration of those re-appointments, the Board approved the following Motion:

THAT the Chief provide the Board with a presentation at a future meeting on the role of and responsibilities performed by special constables at the University of Toronto and the Toronto Community Housing Corporation.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON APRIL 07, 2011**

#P105. ADJOURNMENT

Alok Mukherjee
Chair