



The following *draft* Minutes of the meeting of the Toronto Police Services Board held on November 24, 2011 are subject to adoption at its next regularly scheduled meeting.

The Minutes of the meeting held on October 20, 2011, previously circulated in draft form, were approved by the Toronto Police Services Board at its meeting held on November 24, 2011.

MINUTES OF THE PUBLIC MEETING of the Toronto Police Services Board held on **NOVEMBER 24, 2011** at 1:30 PM in the Auditorium, 40 College Street, Toronto, Ontario.

PRESENT:

Dr. Alok Mukherjee, Chair
Mr. Chin Lee, Councillor & Member
Dr. Dhun Noria, Member
Ms. Frances Nunziata, Councillor & Member
Mr. Andrew Pringle, Member

ABSENT:

Mr. Michael Thompson, Councillor & Vice-Chair
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 NOVEMBER 24, 2011**

#P280. INTRODUCTIONS

The following member of the Service was introduced to the Board and congratulated on his recent promotion to the rank of sergeant:

Jeffrey Ross

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 24, 2011**

#P281. 2011 ENVIRONMENTAL SCAN

The Board was in receipt of the following report September 27, 2011 from William Blair, Chief of Police:

Subject: 2011 ENVIRONMENTAL SCAN

Recommendation:

It is recommended that the Board receive the 2011 Environmental Scan.

Financial Implications:

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

Background/Purpose:

The Environmental Scan provides a review of the external factors affecting the needs and demands for police service and the internal challenges affecting the Service's ability to respond to such needs and demands. Given the long-term nature of many of the trends outlined in the Scan, a complete scan process is not carried out each year (Minute No. P5/01 refers). As 2011 leads into a new business planning cycle, a comprehensive Environmental Scan was completed to assist in priority-setting during the business plan processes, as well as to assist with strategic planning at all levels of the Toronto Police Service (Service).

Discussion:

The 2011 Environmental Scan has been prepared as the result of an on-going process of analysis of internal and external trends by Corporate Planning, with regular feedback from Service units. In addition, an extensive consultation process took place during the preparation of the 2011 Environmental Scan. Input on current and future policing issues and impacts on police service delivery was solicited through a number of external and internal consultations.

Eight external consultations were held with City Councillors, public and private sector agencies (including school boards, government services, and community agencies), other criminal justice sector partners, chairs of the divisional Community Police Liaison Committees, members of the Chief's Advisory Council, and students involved in the 2010 Youth in Policing Initiative. Four open forums were also held in different areas of the city and open to all members of the public. Members of the public were also able to provide input through the Internet, with the information being solicited in English, French, Chinese, Italian, Spanish, and Portuguese. Eight internal consultations were held with senior officers, divisional officers, officers from Specialized

Operations Command, and members from Executive, Administrative, and Human Resources Commands. The participants in the consultations are all listed in the Appendix included in the Scan document. The contents of each participant's contribution will be included in a separate Appendix that will be available on the Service's internet and intranet sites.

As noted above, the Scan examines external factors (such as changes in crime, victimisation, traffic, demographics, calls for service, legislation, technology, etc.), looking for new public safety problems and/or changing community needs or concerns, and internal factors (such as changing human resource and service delivery issues), looking for changes that might influence the need for and/or availability of police resources. At the beginning of each chapter, the 'Highlights' section outlines the main points covered within that chapter. At the end of each chapter, building on the strengths, weaknesses, opportunities, and challenges identified or forecasted within the chapter, there is a list of implications or recommendations for the Police Service. These recommendations provide a possible basis for action in the future.

Conclusion:

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

Mr. Don Bevers, Manager, and Ms. Carrol Whynot, Senior Planner, were in attendance and delivered a presentation to the Board and responded to questions.

In response to an inquiry about whether or not the Service provides information to the public on how to assist victims of cyber-bullying, Ms. Whynot said that there were several units within the Service, such as the Community Mobilization Unit, that provide information on cyber-bullying through community consultations. Chief Blair said that, in order to ensure that the information is more publicly available and easily accessible, the Service would post information on its website which explains what the public can do to help victims of cyber-bullying.

The Board referred to the statistical information in *Calls For Service* contained in the Executive Summary indicating that, with respect to the use of the 9-1-1 emergency line, "fewer than half (47%) of the calls received in 2010 were dispatched for police response," and asked what steps, if any, have been taken to educate the public on the proper use of the 9-1-1 emergency line.

Mr. Mark Pugash, Director of Corporate Communications, was in attendance and said that various initiatives are being developed by the Service to better educate the public about the use of the 9-1-1 emergency line, and that drawing attention to inadvertent "pocket-dials" is one of the issues that will be emphasized.

Chief Blair said that he would provide a report to the Board on the results of the new information that will be posted to the website and the steps the Service is taking to better educate the public about the use of the 9-1-1- emergency line.

The Board received the foregoing report and the presentation.

A summary of the Environmental Scan is attached to this Minute for information. A copy of the complete Environmental Scan is on file in the Board Office.

DEMOGRAPHIC TRENDS

- According to estimates, the population of the City of Toronto increased by 10% since 2001, reaching 2,855,085 in 2011. The population of Toronto is expected to grow slowly, to about 3.4 million people by 2036.
- Within the GTA as of the 2006 Census, the median age in Toronto was the same as the median age in Halton (38.4 years), but older than the median ages in Durham (37.7), Peel (35.6), and York (37.5). Within Toronto itself, all policing divisions except 52 Division (in the downtown core) also saw an increase in median age between 2001 and 2006. In both years, 22 Division had the population with the oldest median age (42.3 in 2006) and 52 Division had the population with the youngest median age (33.8 in 2006).
- According to the Ontario Ministry of Finance projections, only the 65 years and over age group will show an increase between 2011 and 2036. The proportion of older adults in Toronto is expected to increase from about 14% in 2011 to 21% in 2036. Given that 22, 32, and 33 Divisions have consistently had large proportions of older adults at each census, it is likely that these divisions will continue to have a relatively older population in coming years.
- According to the 2006 Census, 1 in 2 Toronto residents (50%) were born outside of Canada, up from 48% in 1996 and 49% in 2001. In 2006, of those born outside of Canada, 22% were recent arrivals, having immigrated in the past five years. Southern Asia, Eastern Asia, and West Central Asia & the Middle East were the largest sources of newcomers, representing 77% of total immigrants during 2001-2006. Newcomers from Southern and Eastern Asia were predominantly from India and China.
- The growth of the visible minority population has largely been due to the shift in sources of immigration to Canada. Within Toronto, the total visible minority population increased 32% between 1996 and 2006, representing almost half the population in 2006 (47%). South Asians are now the largest visible minority group in Toronto, followed by the Chinese and Black populations. Although the numbers were still relatively small, the Korean, Filipino, and Latin American communities also increased significantly between 1996 and 2006.
- Recent projections from Statistics Canada suggest that by 2031, the proportion of the Toronto CMA identifying as visible minority could increase to 63%. South Asians are likely to continue to be the largest visible minority group, followed by the Chinese. Two smaller visible minority groups that are expected to grow rapidly are Arabs and West Asians.
- While almost half (48%) of the population in the 2006 Census said they had a mother tongue other than just English or French, up slightly from 46% in 2001, only 5% of Toronto's population in 2006 said they were not able to carry out a conversation in either French or English.
- Mirroring the growing diversity of Toronto's population was a growing diversity in the religious make up of the city. Much of the change in Toronto's religious profile was the result of the changing sources of immigration.

- According to the 2006 Census, median household income in the City of Toronto increased to \$52,833 in 2005, up from \$42,752 in 1995, however Toronto's median household income was lower than the median household income in each of the four outer GTA regions. Toronto also had the highest incidence of low income: 24%, compared to 9% in Durham, 8% in Halton, 14% in Peel, and 13% in York.
- Census income data for Toronto households reflected a growing income inequality: in 2005, while 21% of Toronto's households had an income of over \$100,000, up from 12% ten years previously, almost half (47%) had an income under \$50,000.
- Surveys have found that low income households are more likely to say that social disorder and socially disruptive conditions (for example, people using or dealing drugs, vandalism, property damage, public drunkenness, litter, noisy neighbours, loud parties) are problems in their communities.

CRIME TRENDS

- In 2010, a total of 165,864 non-traffic *Criminal Code* offences occurred in Toronto, which was a 9% decrease from the 182,159 offences in 2009, a 20% decrease from 2006, and a 17% decrease from ten years ago. The overall number of crimes in 2010 was the lowest in the past ten years.
- Between 2009 and 2010, decreases were noted for all major categories of crimes, including a 1% decrease for violent crime, an 11% decrease for property crime, and an 11% decrease for other non-traffic *Criminal Code* offences.
- Specific crimes that decreased between 2009 and 2010, include homicide (-2%), assault (-1%), robbery (-5%), robbery of financial institution (-42%), break & enter (-4%), auto theft (-15%), theft from auto (-12%), other theft (-2%), fraud (-29%) and offensive weapons (-17%). The only offences that increased were sexual assault (9%) and drugs (11%).
- Crime in general decreased over the past ten years (-17%), with decreases in all major *Criminal Code* offence categories, including a 15% drop in violent crime, a 20% drop in property crime, and a 13% drop in other *Criminal Code* offences. Specific crimes that increased from ten years ago included sexual assault (6%), robbery (5%), fraud (28%), offensive weapons (10%), and drugs (15%).
- The total number of violent crimes in 2010 represented a 1% decrease from 2009, a 9% decrease from 2006, and a 15% decrease from 2001. Of the violent crimes that were reported in 2010, most were non-sexual assaults (72%), followed by robberies (17%) and sexual assaults (7%).

- The number of robberies recorded in 2010 was a 12% decrease from the peak seen five years ago, but a 5% increase over ten years ago. Most of the robberies in 2010 were muggings (40%) and swarmings (22%). The number of robberies involving financial institutions/businesses in 2010 was a large 42% drop from 2009, and a 29% and 15% drop from 2006 and 2001, respectively.
- With respect to the number of crimes per 1,000 population, a trend of decrease was seen over the past ten years. The overall rate of non-traffic *Criminal Code* offences dropped from 77.2 offences in 2001 to 75.7 offences in 2006, 65.0 offences in 2009, and to 58.6 offences in 2010, the lowest rate in the past ten years.
- Of the average 58.6 non-traffic *Criminal Code* offences that occurred per 1,000 population in 2010, 11.2 were violent crimes, 33.4 were property crimes, and 14.1 were other non-traffic *Criminal Code* offences.
- About half (51%) of the crimes that occurred in 2010 were cleared, a drop from 2006 (54%), but a slight increase from 2001 (50%). In particular, other *Criminal Code* offences had the highest clearance rate (84%), followed by violent crime (71%) and property crime (30%). Over the past ten years, the clearance rate for violent crime dropped and that for property crime improved, while that for other *Criminal Code* remained relatively unchanged.
- In 2010, 35% of robberies, 25% of non-sexual assaults, and 8% of sexual assaults involved the use of weapons. Over the past five years, the proportion of cases involving use of weapons decreased for assault and robbery, while that for sexual assaults increased.
- Slightly less than a quarter of robberies (23%) involved the use of firearms in 2010. Only a small proportion of sexual assaults (0.5%) and non-sexual assaults (2%) involved the use of firearms. Over the past five years, the proportion of both robbery and sexual assault involving the use of firearms decreased, while that for non-sexual assault remained about the same.
- The number of persons arrested and charged for *Criminal Code* offences in 2010 was a 2% decrease from 2009 and an 11% decrease from 2006. Compared to five years ago, the number of persons charged in 2010 decreased for most major categories of crime, including a 7% drop for violent crime, a 9% drop for property crime, a 17% drop for other *Criminal Code*, and a 4% decrease for *Criminal Code* traffic, while there was a slight 1% increase for drugs. Males in the younger age groups continued to have the highest arrest rates.
- In 2010, 14, 32, and 52 Divisions were the busiest stations in terms of number of crimes to process. In terms of calls for service, 14, 31, and 51 Divisions had the largest proportion of dispatched calls. Divisions 52, 51, and 14 continued to have the highest overall crime rates per 1,000 population. Most divisions had decreases in both number of crimes and the crime rate over the past five years.

- Relative to twenty other Canadian cities with a population over 250,000 in 2009, Toronto's crime rate ranked eighth in violent crime, seventeenth in property crimes, and fourteenth in overall crimes. In terms of the Crime Severity Index, which weights crime by both volume and severity, Toronto ranked eleventh (medium) in overall crime and sixth (high) in violent crime.
- Between 2005 and 2009, Toronto was one of the twenty cities that had a decrease in the overall crime rate and Toronto's decrease ranked eighth. Toronto also had decreases in both the violent and non-violent crime rate. The crime severity index for Toronto dropped 14% for all crimes (ranked twelfth among the 21 cities all had a decrease) and 5% for violent crime (ranked fourteenth among the 17 cities that had a drop). All cities under comparison had an increase in the per capita cost and Toronto's increase ranked a bit below the middle (thirteenth) among the cities.

YOUTH CRIME

- To put youth crime in perspective, three issues must be noted. First, a very small proportion of young persons aged 12 to 17 years are involved in criminal activity, and even fewer are involved in violent crimes. Second, youth crime statistics reflect the number of youths arrested for criminal offences, not the actual level of crime involving young offenders; youth crime statistics also do not take into account repeat offending. Third, it is believed that only a portion of youth crime is actually reported to police.
- In the past few years, Statistics Canada has taken steps to better represent the level of youth crime in Canada. In 2003, Statistics Canada reported youth crime as the total number of youths accused of a criminal offence as opposed to the number of youth charged with a criminal offence and, in 2009, applied a Crime Severity Index to youth crime data.
- Statistics Canada reported that in 2009 nearly 165,000 Canadian youths, aged 12-17 years, were accused of committing a criminal offence and that over the past ten years, the national youth crime rate decreased about 6%, from 69.2 youths per 1,000 youth population in 2000 to 64.9 youths per 1,000 youth population in 2009.
- The Youth Crime Severity Index (YCSI) generally declined over the past ten years, decreasing 10% from 2000. Over the same period, the violent YCSI increased 4%, while the non-violent YCSI decreased 19%.
- In Toronto in 2010, 6,828 young persons, aged 12-17 years, were arrested for all types of *Criminal Code* offences, down 5% from 2009 and 20% from 2006. Youths accounted for 13% of the total number of persons arrested in 2010, but represented only 8% of the population 12 years of age and older.
- Compared to 2006, the number of youths arrested in 2010 for a violent offence decreased 13%. The number of youths arrested for a property crime or other *Criminal Code* offence also decreased 20% and 25%, respectively.

- Just less than three in four youths arrested in 2010 were male. Notwithstanding some year-over-year variation, the number of youths arrested over the past five years indicated an overall decreasing trend for both young females and young males.
- In 2010, 40.3 of every 1,000 young persons in Toronto were arrested for a *Criminal Code* offence, including 11.5 arrested for a violent crime, 17.1 for a property crime, and 11.7 for other *Criminal Code* offences. The charge rate for youths was almost double that for adults.
- Overall, crimes on school premises remained relatively stable from 2009. Compared to 2006, however, there was a considerable decrease in number of crimes. Assaults and thefts were consistently the most common offences noted and, year over year, accounted for about half of all crimes on school premises. While most students report feeling safe in school, bullying continues to be a significant concern in the schools and community.
- In 2010, a total of 814 youths were charged with drug-related offences. The youth charge rate for drug offences was 4.1 per 1,000 youths in 2010, compared to 3.5 in 2009 and 4.3 in 2006.

VICTIMIZATION TRENDS

- According to the 2009 General Social Survey (GSS) conducted by Statistics Canada, about 7.4 million Canadians, or just over one-quarter of the population aged 15 years and older, reported being a victim of a criminal incident in the previous year. This proportion remained basically unchanged from that reported in 2004.
- The 2009 GSS found that nearly one-third of criminal incidents were reported to the police, down slightly from 2004 and down further from 1999. Rates of reporting to the police were highest for incidents of household victimisation, followed by incidents of violent victimisation.
- Men and women experienced comparable violent victimisation rates in Canada. Both the 2009 GSS and police-reported crime data showed that female victims accounted for half of all victims of violent crimes reported to police in 2009. Similarly, in Toronto in 2010, women and men each accounted for half of the victims of selected crimes of violence.
- Those under 12 years of age and those 65 years of age and older consistently had the lowest victimisation rates in Toronto; for those 12 years and older, the victimisation rate generally decreased with increasing age. In 2010, the victimisation rates for all of the selected crimes for all age groups, except 65 years and older and under 12 years of age, were the lowest of the past ten years.
- In each of the ten years under review, of all the selected violent victimisations against those under 12 and those 12-17 years old, most were physical assaults. However, while the proportion of physical assaults against 12-17 year olds decreased (from 61% in 2001 to 46% in 2010), the proportion of physical assaults against those under 12 increased (from 61% in 2001 to 73% in 2010).

- Physical assaults were also the most frequent violent victimization against those 65 years of age and older, with the proportion increasing from 72% of all violent victimizations in 2001 to 76% in 2010. The Victim Services Program of Toronto also reported a 12% increase of elderly referrals, including Elder Abuse/Neglect, in 2010, compared to 2009.
- According to the 2009 GSS, 6% of Canadians with a current or former spouse reported being physically or sexually victimised by their partner or spouse in the preceding five years. This proportion was lower than that reported in 1999, but was unchanged from 2004.
- In Toronto, the number of calls for domestic assaults attended by officers increased 2% in 2010 compared to 2009, but decreased 30% compared to 2001. The average time spent by officers attending a domestic assault call increased 40% over the past ten years.
- In 2009, Canadian police services reported just over 20,000 incidents of criminal harassment, representing almost 5% of all violent crimes reported to police. The rate of criminal harassment gradually increased over the past decade.
- The total number of criminal harassment (stalking) incidents reported to the Toronto Police Service increased 75% over the past ten years; almost three in four victims of criminal harassment were female.
- According to Statistics Canada, in 2009, Canadian police services reported 1,473 hate crimes, an increase of 42% from 2008 and up 93% from 2007.
- In Toronto, there were a total of 132 hate/bias occurrences reported in 2010, a decrease of 24% compared to 2009, and 61% lower in 2001. In 2010, as in previous years, Jewish and Black communities were most targeted.
- At present, Canada relies on police-reported data for fraud information through the Uniform Crime Reporting (UCR) Survey. This data, however, do not reflect the true nature and extent of fraud in Canada due, in part, to under-reporting of fraud by individuals and businesses. Mass marketing fraud, identity fraud, and identity theft are believed to be increasing, with young people and seniors as particularly susceptible groups.
- In 2010, while the number of victims assisted over the telephone by the Victim Services Program of Toronto decreased 1% compared 2009, the number of victims served on-scene increased 25%.
- A one-year pilot Child & Youth Advocacy Centre (CYAC) project was launched in Toronto on April 1st, 2011, and involves 22 and 23 Divisions.

TRAFFIC

- Every year, almost 1.3 million people die worldwide in traffic collisions and as many as 50 million are injured; nearly half of those killed are pedestrians, motorcyclists, cyclists and passengers in public transport.
- The term ‘accident’ can give the impression that traffic events can not be managed, because they are unpredictable and inevitable. However, traffic events can be analyzed and action taken towards prevention.
- Canada’s Road Safety Vision Plan targeted a 30% reduction in the average number of road users killed or seriously injured between 2008 and 2010. The number of road users killed in traffic crashes in 2009 decreased 9% from 2008 and reflected the lowest death toll on record in Canada in more than 60 years.
- According to the Toronto Screenline count, on a typical 24-hour weekday, 1.3 million vehicles enter the City of Toronto and 1.4 million vehicles exit across the boundaries. Over the period 2002-2010, the total inbound traffic volumes increased by 3%, while the outbound traffic volumes decreased approximately 9%.
- In 2010, there were 54,904 collisions, a slight decrease (3%) from the 56,291 collisions in 2009 and a 25% decrease from the 73,174 collisions in 2001. The number of collisions per year has remained relatively constant since 2004.
- In 2010, the average time spent at a personal injury collision increased slightly (2%) to 264.7 minutes from 260.7 minutes in 2009. The average time spent by officers on a personal injury collision shows a generally increasing trend over the past ten years.
- There were 43 people killed in traffic collisions in 2010, the lowest number in the past ten years, and a decrease of 10% from the 48 killed in 2009, and 23% from the 56 people killed in 2001.
- In 2008, the city of Toronto commenced several pedestrian safety initiatives including the pedestrian scramble pilot project (Barnes’ dance), which gives a walk signal to pedestrians in all directions at the same time, while drivers are stopped in all directions. This project and others may contribute to safer pedestrian and driver practices at intersections, which may reduce collisions, injuries, and deaths.
- In 2001, Toronto City Council adopted the Toronto Bike Plan, earmarking \$73 million over 10 years to develop a comprehensive network of bike lanes and bike routes throughout the city, and to implement several safety systems for cyclists. Most of these systems are now in place and are expected to improve cycling conditions, and reduce collisions involving cyclists.

- On April 23rd, 2009, Bill 118, *Countering Distracted Driving and Promoting Green Transportation Act*, received Royal Assent. The Act prohibits the use of electronic hand-held devices by drivers while operating a vehicle.
- In 2010, 2,209 people were charged with drinking and driving offences in Toronto, a 3% decrease from the 2,269 charged in 2009 and a 19% decrease from the 2,741 charged in 2001. Generally, the number of persons charged with drinking and driving offences has followed a downward trend since 2001.
- According to recently published studies released by the Canadian Centre in Substance Abuse, drug-impairment may also be a contributing factor to collisions and fatal road crashes. The overall pattern of findings indicate that the use of drugs by drivers is an issue distinct and separate from that of alcohol use and requires a different approach to prevention, education and enforcement.

CALLS FOR SERVICE

- A total of 1.93 million calls from the public for police assistance were received in 2010, a 7% increase from 2009 and 8% and 3% increases from five (2006) and ten years (2001) ago, respectively.
- While the number of calls received via the non-emergency line continued to drop over the past few years, calls received via the emergency line increased. Compared with ten years ago, the number of calls received via the emergency line increased 11%, while called received via the non-emergency line decreased by 3%.
- In 2010, 57% of the calls were received through the emergency line, with the rest (44%) received via the non-emergency line. These proportions represented an increase for the emergency line and a decrease for the non-emergency line over the past ten years
- Fewer than half (47%) of the calls received in 2010 were dispatched for police response, which was the same as the proportion of calls dispatched in 2006 (47%) and a very slight increase from 2001 (46%).
- The number of dispatched calls in 2010 (902,355) was a 3% increase from 2009, and 8% and 4% increases from five and ten years ago, respectively.
- Despite some improvement in response time for Priority 1 calls, response time in general increased (deteriorated) compared with ten years ago.
- The average time required to service a call decreased slightly in 2010, but remained a significant increase (40%) from 2001. For Priority 1 calls, the increase was 98% over the ten year period.

- Over the past ten years, despite an 18% decrease in overall calls attended and a 45% decrease in Priority 1 calls attended, the total time commitment in responding to these calls showed a 15% increase for all calls and a 9% increase for Priority 1 calls. The total time for servicing calls increased significantly as a result of increased average service time and number of officers dispatched per event. Adequately staffing the Primary Response and other police programs while delivering timely responses to emergencies will remain a serious challenge for the Service.
- There is a need to identify ways to stabilize the increasing service time for calls so that the drain on resources from such increases can be halted. Training to increase officer productivity and enhanced supervision and resource deployment are possible alternatives.
- There is also a need to identify reasonable response time standards for calls from the public. The impacting factors should be taken into account so that more realistic and achievable standards can be established to guide operation.

TECHNOLOGY & POLICING

- According to the 2009 Canadian Internet Use Survey, 21.7 million Canadians used the internet for personal reasons – an increase of 2.5 million from the 2007 data. Ontario ranked higher than the national average with 81% of the population using the internet.
- More than half of Canadian households used laptop computers and over one-third used wireless handheld devices to access the internet. However, a digital divide continued to exist between Canadians on the basis of age, income, education, and community size.
- Cyber-bullying is the electronic version of in-person bullying among youth. According to the Centre for Safe and Responsible Use of the Internet, cyber-bullying, like in-person bullying, can result in long-term mental health illnesses.
- Social media has become an integral part of Web 2.0 and a popular tool for communication and information. In 2009, Toronto Crime Stoppers online tips increased over 180% from 2007 with the integration of technology and social media. However, social media is also used as a tool to facilitate and promote criminal activity, including incidents such as ‘flash robs’.
- Losses due to credit card fraud appear to be decreasing, possibly due to the implementation of chip-and-pin technology. Debit card fraud, on the other hand, has increased.
- In 2010, cybertip.ca received over 8,600 reports regarding 14,000 incidents of online sexual child exploitation, the highest levels experienced since the organisation’s inception in 2002.
- A recent challenge to the Service’s 9-1-1 system was the phenomenon of ‘pocket-dialling’. The 200 to 300 pocket dials received each day accounted for nearly 10% of all 9-1-1 calls.

- In 2010, Canada was the first country to implement an enhanced emergency call system on a national level. This technology allows the caller's location to be pinpointed to a latitude and longitude co-ordinate.

POLICE RESOURCES

- In 2010, the total strength of Toronto Police Service was 7,792 members, virtually unchanged from 7,797 members in 2009, and an 11% increase from the 7,000 members ten years ago.
- Between 2009 and 2010, uniform strength decreased very slightly from 5,846 to 5,838 officers, while civilian strength increased very slightly from 1,951 to 1,954 members. Over the past ten years, uniform and civilian strengths increased 11% and 13%, respectively.
- Over the past decade, the number of police officers, including recruits, per 100,000 people in Toronto increased from 203 officers in 2001 to 206 officers in 2010.
- The median age of uniform officers in December 2010 was 39.5 years, relatively unchanged from 2009. On the whole, Toronto Police uniform workforce tended to be younger than the national workforce and just slightly younger than other Canadian police services.
- In 2010, one in three (33%) uniform members had 20 or more years of service, while just under half (45%) of uniform members had less than ten years of service. The average uniform length of service was 14 years.
- The median age of Primary Response constables was 35.9 years in 2010, compared to 38.2 years for all constables. In 2010, the median length of service for Primary Response constables was 4 years, compared to 9 years for all constables.
- In 2010, 216 officers separated from the Service; of these officers, 173 officers retired and 43 officers resigned. Of the officers that resigned, 18 resigned to join other police services.
- During 2010, 38.9 non-traffic *Criminal Code* offences were reported per constable, a 7% decrease from the 42.0 offences per constable reported in 2009 and a 27% decrease from 53.0 reported in 2001.
- In 2010, eight in ten (80%) uniform members were assigned to Divisional Policing Command and specific Operational Support units (i.e. Traffic Services, Marine Unit, Mounted Unit, TAVIS Rapid Response Teams, Community Oriented Response, and Emergency Task Force). The number of officers assigned to visible, front-line uniform duties in these units increased 10% over the past ten years.
- The representation of the community in the Toronto Police Service was closer than in the past – in 2010, 20% of Service members were visible minorities, 1% were Aboriginals, and 29% were female.

- The proportional representation of women, Aboriginals, and visible minorities within the uniform strength increased dramatically over the past ten years. While the total uniform strength increased 11% over the past ten years, the proportion of female officers increased 32%, the proportion of Aboriginal officers increased 38%, and the proportion of visible minority officers increased 86%.
- Similar to the proportional representation in the overall uniform strength, women, Aboriginal and visible minority officers had a marked increased presence in supervisory and senior ranks in 2010, compared to ten years ago.
- In the face of an aging population poised to retire and/or restructure their work-life, a shrinking youth cohort entering into the workforce, increased overall competition for workers, and a diminishing interest in a policing as a career, the Toronto Police Service will continue to face on-going and increasing challenges in recruiting, training, and retaining police officers.

URBAN TRENDS

- Canada is facing a series of urban challenges including: economic competitiveness, environmental degradation, urban infrastructure decay, inadequate transportation systems, inadequate housing, and meeting the needs of vulnerable groups.
- According to *Toronto's Agenda for Prosperity*, much of Toronto's infrastructure is now at, or beyond, the end of its useful life and is in need of urgent renewal, replacement, and expansion.
- The City of Toronto is working towards accommodating the residential growth expected to occur by 2031, with a number of key areas marked for growth in the Official Plan.
- Toronto is one of the most diverse cities in the world and one of the safest major metropolitan areas in North America. It was ranked the #1 city in North America for best quality of life and top city region of the future by Foreign Direct Investment (FDI) magazine, and ranked 3rd in North America in the 2010 Mercer Human Resources Quality of Living Survey.
- Community revitalization projects in the city are important in bringing a renewed excitement and community ownership to a number of older neighbourhoods. However, large developments have and will require the uprooting of community members, involve large construction challenges, and require important partnerships.
- Toronto is the official host city of the 2015 Pan/Parapan American Games that will take place in July and August of that year. The Games are projected to draw approximately 10,000 athletes and officials, and up to 250,000 visitors.
- There is increased interest in expanding public transit as the federal, provincial, and municipal governments have recognized the economic, social, and environmental costs of traffic congestion in major urban areas.

- In May 2009, the Service's Police Transit Unit became operational. These officers provide coverage primarily on foot within the transit system between 6 a.m. and 2 a.m. daily.
- The removal of the TTC Special Constable status effective February 1st, 2011, meant that uniformed TTC security staff no longer have peace officer's powers of arrest; however, they continue to act as trespassing, security and bylaw enforcement officers.
- Private security continues to grow. With many public policing agencies across North America facing severe financial constraints, partnerships with private security in a variety of areas are being explored.
- There have been a number of new cycling-related developments in the city and new bicycle planning trends in North American cities. In response to the achievements of the first years of the Toronto Bike Plan implementation and these new trends, six new goals for the period 2009-2011 were presented in the report *Toronto Bike Plan – New Strategic Directions*.
- According to the key findings from the City of Toronto 2009 Street Needs Assessment, the overall number of Toronto homeless has remained relatively stable; there were a minimum of 5,086 homeless people staying outdoors, in shelters, in health care/treatment facilities, incarcerated in Toronto-area detention centres, and in Violence Against Women shelters. The 'outdoor' homeless population, however, decreased from the 2006 survey.
- Toronto's position as a global destination continued to rise in 2010. According to the latest statistics, 2010 was a record-breaking year for Toronto Tourism, showing a significant rebound from the prior year and important growth in key international markets.
- Toronto hosts many special events that showcase the city, attract world-wide tourist audiences, promote the city as a vibrant place to live, work, and visit, and provide the settings for the Service to strengthen ties with Toronto's diverse communities. However, these events also challenge the Police Service and its resources.
- The Enhanced Emergency Preparedness Initiative includes partnerships between the Toronto Police Service, the Toronto Office of Emergency Management (OEM), the Toronto Fire Service (TFS), and Emergency Medical Services (EMS), along with a group of broader external agencies and community stakeholders at municipal, provincial, and federal levels.

PUBLIC PERCEPTIONS

- According to the telephone survey conducted for the Toronto Police Service at the end of 2010, most people (93%) felt their neighbourhoods were safe, up slightly from both 2009 and 2001 (90% in both years). In past years, Toronto residents were more likely to say their neighbourhood was safe than they were to say the city in general was safe. In 2010, however, almost everyone (97%) said that they felt Toronto in general was very or reasonably safe.

- While most Toronto residents said they felt safe in their neighbourhoods, people were also more concerned about crime and disorder issues in their neighbourhoods in 2010 than they were in either 2009 or 2001.
- Over the past decade, the Toronto Police Service has generally enjoyed strong support from the community. The proportion of Toronto residents who said they were very or somewhat satisfied in 2010 (95%) was an increase from both 2009 (88%) and 2001 (93%).
- While people have generally felt that police-community relations were good over the past decade, there was improvement in 2010. In all years, Toronto residents have felt that relations between police and the people in their neighbourhood were better than relations between police and people in the city in general, or between police and members of minority communities. This latter category has shown the greatest increase.
- Fewer Toronto residents in 2010 said that they believed Toronto police officers targeted members of minority or ethnic groups for enforcement: 18% in 2010, up slightly from 16% in 2009, but down from 23% in 2001.
- Of those who'd had contact with police during the past year, most people in 2010 (93%) said they felt the officer(s) treated them with respect during the contact. This was an increase over the proportion in 2009 (83%), but similar to that seen in 2001 (90%). Similarly, the officers were rated as being more polite, more helpful, and more professional than in previous years.
- According to the results of the Service's annual survey of high school students, most students, in each of the past ten years said they felt safe in and around the school at any time of the day, with the proportion increasing slightly in recent years (89% in 2010, 86% in 2009, 85% in 2001).
- When asked over the past ten years about the **most** serious policing problem in and around their school, drugs and fighting were usually the top two answers. In 2010, bullying/cyber-bullying tied with fighting as one of the two most frequently noted problems. Robbery has been the third most frequently identified problem since 2008.
- Most students do not feel that their school or school grounds are generally violent places, and the proportion of students feeling this way has increased over the past ten years. In 2010, 80% of students said that their school wasn't violent, up from 76% in 2009 and 67% in 2001.
- In 2010, 64% of students said they would feel comfortable talking to police about crime or a problem at their school, up only slightly from 63% in 2009, but down from 67% in 2001.
- Compared to ten years ago, far more students in the past two years have felt positive about the relationship between police and the students in their school. More students in 2010 and 2009, compared to 2001, felt that the relationship between police and students was good or excellent (46% in 2010, 47% in 2009, and 36% in 2001).

- Over one-third (38%) of the high school students in 2010 said that their school had a School Resource Officer (SRO). There was no difference in feelings of safety at school between students in SRO schools and students in non-SRO schools: most students in both groups felt safe. Students in SRO schools were, however, more likely than students in non-SRO schools to say they felt comfortable talking to police about crime or other problems at the school, and to say that the relationship between students and the police was excellent or good.

LEGISLATIVE IMPACTS

- Bill C-60, *An Act to Amend the Criminal Code (Citizen's Arrest and the Defences of Property and Persons)*, received Second Reading and Referral to Committee in the House of Commons on March 22nd, 2011. This Act seeks to expand the circumstances where citizens' arrests can be made, and to streamline and simplify *Criminal Code* provisions for citizens involved in cases of self-defence and defence of property.
- On January 16th, 2009, the Supreme Court of Canada released a unanimous decision in the matter of R. v. McNeil. The McNeil decision addressed the disclosure of convictions for police officers under the *Police Services Act*, *Criminal Code*, *Controlled Drugs and Substances Act*, or other federal statute meeting specific criteria.
- The Immigration Tribunal's Cotos Decision in May 2010, dealt with the ineligibility of Mr. Cotos to make a refugee claim due to his participation in organized crime. The Tribunal accepted the evidence that ATM 'skim' groups operate in a manner that satisfies the definition of organized crime. Although the decision was specific to this case, the reasons for making the decision may apply to others who participate in such crimes.
- Bill C-14, *An Act to Amend the Criminal Code (Organized Crime and Protection of Justice System Participants)*, received Royal Assent on June 23rd, 2009, and came into force October 2nd, 2009. The Bill provides police and justice officials with important new tools in fighting organized crime.
- Bill 141, *Health Protection and Promotion Amendment Act*, gave the Chief Medical Officer of Health (CMOH) new powers during a pandemic or other public health emergency, and expanded the authority of the Minister of Health to use publicly owned spaces, on the advice of the CMOH, for public health purposes, such as holding immunization clinics.
- Bill 101, *Narcotics Safety and Awareness Act, 2010*, received Royal Assent on November 29th, 2010. It enables the province to collect and track information on narcotics dispensing, and take action against inappropriate or excessive prescribing or dispensing.
- Bill 163, *Christopher's Law (Sex Offender Registry) Amendment Act, 2011*, received Royal Assent on May 4th, 2011. Amendments to the Act aligned it with recent changes made to the National Sex Offender Registry [Bill S-2, *An Act to Amend the Criminal Code and Other Acts (Protecting Victims from Sex Offenders Act)*].

- Bill 118, *Countering Distracted Driving and Promoting Green Transportation Act*, received Royal Assent on April 23rd, 2009. This Bill amended the *Highway Traffic Act*, prohibiting drivers, with some exceptions, from using hand-held wireless communication and entertainment devices while operating a vehicle.
- Bill 126, *Road Safety Act, 2009*, received Royal Assent on April 23rd, 2009. The Bill amended the *Highway Traffic Act* and makes a number of consequential amendments to two Acts that amend the *Highway Traffic Act*.
- *Ontario Regulation 273/10* made under the *Interprovincial Policing Act, 2009* was enacted on July 5th, 2010. The purpose of this legislation was to streamline the process for cross-border police investigations with other Canadian jurisdictions.
- Bill 157, *Education Amendment Act (Keeping Our Kids Safe at School)*, came into force February 1st, 2010. The Bill requires school employees to report serious student incidents, such as bullying, to the principal.
- Bill 168, *Occupational Health and Safety Amendment Act (Violence and Harassment in the Workplace), 2009*, received Royal Assent on December 15th, 2009. This legislation is aimed at further protecting workers from violence and harassment in the workplace.
- The Accessibility for Ontarians with Disabilities Act, 2005 (AODA) requires that Ontario workplaces and businesses be accessible for everyone who lives and visits Ontario by 2025.

FINANCIAL RESOURCES

- To fund the operating budget, the city relies on generating revenues from a number of sources. In 2011, property taxes accounted for 38% or \$3.6 billion of the city's annual revenue dollars, a significant decrease from the 46% level in 1999. A decreased reliance on property tax for budget funding reflected the city's strategic direction toward reliance on more predictable and sustainable revenue sources.
- To address the 2012 operating budget pressures, originally estimated at approximately \$774 million, the city implemented a Service Review Program – Core Service Review, Service Efficiency Studies, a User Fee Review, and Complement Management – and a multi-year approach to budgeting.
- The Toronto Police Service's 2011 operating budget accounted for just over 10% of the city's total 2011 total operating budget of \$9.38 billion; however, it accounted for more than a quarter of the \$3.6 billion tax-supported (net) budget.
- The city recommended 2012 operating budget target for the Toronto Police Service reflected an overall decrease of \$84 million, about 10%, from the total 2011 approved budget.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 24, 2011**

#P282. JUDICIAL FINDINGS OF POLICE MISCONDUCT

The Board was in receipt of the attached correspondence dated October 13, 2011 from Clayton Ruby, Ruby Shiller Chan, Barristers, with respect to judicial findings of police misconduct.

Mr. Ruby was in attendance and delivered a deputation to the Board. Mr. Ruby also provided a written submission in support of his deputation; copy appended to this Minute for information.

Following Mr. Ruby's deputation, Chief Blair said that the TPS is obligated to investigate all allegations of misconduct and that all allegations are thoroughly investigated. Chief Blair also said that when there is a judicial finding against a police officer, the TPS obtains a copy of the court transcript, it interviews crown attorneys and it conducts a thorough investigation. The results of the investigation are reported to the Board both in-camera and publicly.

Deputy Chief Mike Federico, Human Resources Command, described the various reports that are regularly provided to the Board with respect to investigations related to public complaints and Professional Standards investigations. Deputy Chief Federico said that there are reliable systems in place to receive complaints and that, if there are concerns about an officer's conduct while at court, prosecutors and members of the judiciary can report their concerns directly to the TPS.

The Board approved the following Motions:

- 1. THAT the Board receive Mr. Ruby's deputation and refer it to the Chair;**
- 2. THAT the Board request the Chair to discuss with the Chief the issues raised by Mr. Ruby in his deputation and correspondence; and**
- 3. THAT the Board request the Chair to report back to the Board on the results of his discussion with the Chief.**



**RUBY
SHILLER
CHAN**
BARRISTERS

Clayton Ruby
(Professional Corporation)

Brian Shiller

Gerald Chan

Nader R. Hasan

11 Prince Arthur Avenue
Toronto, Ontario
M5R 1B2

T 416 964 9664

F 416 964 8305

W rubyshiller.com

October 13, 2011

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

Dear Chair Mukherjee:

I would very much like an opportunity to appear before the Board and explain to them that I think they need a policy to deal with judicial findings of police misconduct.

I am concerned that there is no policy in place which requires an investigation once a finding of judicial misconduct has been made against a police officer. I am concerned that there is no procedure that ensures that such cases are investigated by the Police, nor that ensures that the Board itself is advised of such findings and the police response.

In particular I am concerned that judicial findings of police misconduct are brought to the attention of either the Standards Bureau or the Chief of Police or the Board itself so it can monitor and respond to problems. That is, of course, the essence of the Board's role.

Yours very truly,

Clayton C. Ruby

/mm



Charges tossed because drug suspect assaulted

Police officer's notes made no mention of force used in ecstasy arrest, but he told court it was

PETER SMALL
COURTS BUREAU

A judge has tossed out drug charges against a Seneca College student after finding a police officer "was evasive and contrived" in his testimony and assaulted the suspect "without justification."

Although David Tang, 21, displayed "stoicism" about his injuries — a black eye and facial bruising — that "cannot justify police misconduct," Ontario provincial court Jus-

tice Paul Reinhardt said in his ruling.

Reinhardt stayed ecstasy trafficking charges against Tang, although police had recovered 28 grams during the arrest in a west Toronto plaza.

On the evening of Dec. 8, 2009, undercover Toronto drug squad officers arrested Tang after he handed over a plastic bag of what police believed was ecstasy in a beer store parking lot in exchange for \$700,

the judge said.

Tang testified he was sitting in the back seat of what turned out to be an undercover police vehicle, completing the deal, when a man opened the door.

Tang said the man, later identified as Const. Dion Monahan, pointed a gun at him and pulled him out by the jacket.

The officer kneed him in the stomach, punched him in the left eye and threw him on the ground, Tang said. Tang's lawyer, Heather Pringle, alleged excessive force was used and that the police injury report minimized his injuries.

On the stand, Monahan said he grabbed Tang's chest, pulled him out of the car and forced him to the ground, where he landed on his face and chest.

But Monahan's notes did not mention the fact that he used force during his arrest, nor Tang's injury, Reinhardt said.

"I have concluded that Const. Monahan's testimony was evasive and contrived," Reinhardt wrote.

Tang has established he was "assaulted without justification" by Monahan, the judge said, adding that the police officer "misled this court."

Judge dumps Gatorade case

**Suggests police officer
'fabricated or concealed'
evidence in probe**

PETER SMALL
COURT'S BUREAU

A judge has dismissed fraud charges against four men after finding a police officer "either fabricated or concealed evidence" about his reasons for searching their van.

Toronto Const. Scott Alkman testified he ordered the search under the Liquor Licence Act, suspicious they had vodka in a Gatorade bottle, but the judge disbelieved him.

"I found his testimony on this topic to be completely unreliable," provincial court Justice Miriam Bloomfield said in her written ruling released last week. She dismissed 300 credit card fraud related charges against Kinbakaran Selvaratnam, Pratheepan Thambu, Pratheepan Thambu, Loganand Srimandan and Pratheepan Thambu.

"Findings like this about an officer are very rare," said Graham Zoppi, Thambu's lawyer.

Police found gift cards with stolen credit card data in the van after they stopped it Jan. 28, 2008.

They obtained a search warrant for a motel room and home, finding

more evidence of a sophisticated, fraudulent credit card scheme.

Lawyers Peter Connolly, Lawrence Cohen, Barry Rox and Zoppi argued the evidence should be excluded because their clients' Charter rights had been infringed. The judge agreed.

Alkman and another officer stopped the van after it blew a stop sign. Both officers testified they thought they smelled alcohol inside. Alkman said he saw the Gatorade bottle, whose contents seemed diluted, and a passenger admitted it contained vodka.

He said the contents smelled like a mix of orange juice and vodka.

On that basis he searched the van for further evidence of alcohol, leading to the discovery of the fraudulent gift cards.

The Gatorade bottle was seized. At trial, it contained no liquid, only sticky orange residue, which could not be tested for alcohol.

When he testified, Alkman "made the surprising revelation" that he had placed the bottle on the ground during the van search and later noticed it was empty and assumed it had tipped over.

The judge rejected his Gatorade bottle evidence, calling it "after-the-fact efforts to justify a vehicle search."

Toronto Police Services Board

Minimum Requirements for a Policy

1. Arrange for Crown Attorneys to report any judicial findings that Toronto police officers did not testify honestly or acted to violate constitutional rights (police not always there for judgment).
 2. It is the duty of the officer-in-charge or any officer present to report any judicial findings that police officers did not testify honestly or acted to violate constitutional rights to the Chief of the Toronto Police Service.
 3. The Chief shall order a transcript of the Reasons for that decision in every case.
 4. The Chief shall report to the Board every judicial finding of a lack of honesty or integrity of a police officer, together with the transcript.
 5. The Chief shall report, within six months, to the Board what action was taken by the Chief and the reasons therefore, or the reasons of the Chief for not taking any action, including especially criminal charges of attempting to obstruct justice.
 6. The Chief shall produce to the Board annual statistics on the number and nature of judicial findings and the actions taken in each case.
-

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 24, 2011**

**#P283. ONTARIO ASSOCIATION OF POLICE SERVICES BOARDS – WHITE
PAPER: PROVINCIAL OFFENCES ACT – UNPAID FINES A BILLION
DOLLAR PROBLEM**

The Board was in receipt of the following report November 10, 2011 from Alok Mukherjee, Chair:

Subject: OAPSB WHITE PAPER: PROVINCIAL OFFENCES ACT - UNPAID FINES A
BILLION DOLLAR PROBLEM

Recommendation:

It is recommended that the Board receive this report and forward a copy to the City of Toronto Executive Committee for consideration.

Financial Implications:

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

Background/Purpose:

At the behest of former Minister of Community Safety and Correctional Services Rick Bartolucci, and with the endorsement of former Attorney General Chris Bentley, the Ontario Association of Police Services Boards (OAPSB) prepared a whitepaper on the issue of unpaid Provincial Offences Act (POA) fines.

The resulting white paper entitled “Provincial Offences Act – Unpaid Fines A Billion Dollar Problem,” is the culmination of more than sixteen months of research and extensive stakeholder consultations which included participation by Mr. Barry Randell, President, Municipal Court Managers’ Association of Ontario and Director, Court Services City of Toronto.

Discussion:

The white paper provides a detailed overview of the issue, a breakdown of outstanding fines by region, reasons for growth in unpaid fines, progress made to date to address the issue, remaining challenges faced by the government and concludes by making eight key recommendations the government can institute to address the issue.

Some of the key discussions include the fact that unpaid POA fines in Ontario total over \$1 billion, and that the number continues to grow exponentially. Further, that unpaid POA fines is a complex problem comprising a broad range of offences, a broad range of penalties, a large and

diverse number of defaulters, a broad range of stakeholders, and a broad range of collection successes by jurisdiction. Finally, that although unpaid POA is not a Toronto centric problem, or just an urban one, in 2009 alone Toronto courts were owed the most at \$36M.

The OAPSB asserts that the inability to collect outstanding POA fines has serious detrimental impact on municipal finances, and impacts the quality of life of all Ontarians. Furthermore, governments and ministries continue to operate in silos, missing opportunities to pursue more effective information sharing and collaboration.

A copy of the backgrounder and the executive summary is attached to this report for information. The full white paper is available from the OAPSB's website at www.oapsb.ca.

Conclusion:

It is recommended that the Board receive this report and forward a copy to the City of Toronto Executive Committee for consideration.

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

THAT the Board request the City of Toronto - Executive Committee to write to the Government of Ontario and ask it to consider the issues identified in the White Paper, namely:

- **provide better data for better decision-making;**
- **improve inter-ministry collaboration and information sharing;**
- **embrace stakeholders, by holding regular discussion forums and acting on their suggestions;**
- **allow courts to assess ability to pay, and offer alternative sentences;**
- **provide better “customer” service to those persons paying fines;**
- **provide more “carrots and sticks”, including discounts for early fine payment, stiffer late penalties, and payments in accordance with the chronological order of sentencing;**
- **help municipalities to follow up on outstanding fines; and**
- **institute stronger, meaningful collection sanctions for fine defaulters, including broader driver's licence and licence plate denial, vehicle impoundment, and garnishment of income tax refunds.**



A Billion Dollar Problem: OAPSB Releases White Paper on Unpaid Fines

BACKGROUND

November 9, 2011

- On November 9, 2011 The Ontario Association of Police Services Boards (OAPSB), the voice of civilian governance of policing in Ontario, released a white paper outlining recommendations to tackle the billion-dollar—and growing—problem of unpaid *Provincial Offences Act* (POA) fines. The full white paper is posted at www.oapsb.ca.
- In 2010, former Minister of Community Safety and Correctional Services Rick Bartolucci requested that the OAPSB prepare this paper – a request that was endorsed by former Attorney General Chris Bentley. The resulting paper is the product of more than a year of research and extensive stakeholder consultations.
- *Provincial Offences Act* (POA) offences are non-criminal offences, which are normally punishable with an out-of-court fine. Charges are usually laid by police. While none of these offences are considered “criminal,” many—such as careless driving or possessing an invalid or false insurance card—are quite serious and can have concrete impacts on individual and community safety.
- Unpaid *Provincial Offences Act* (POA) fines are a billion-dollar problem, and the numbers are growing exponentially. Approximately one-third of all POA fines are not paid. As of July 2010, the last year for which statistics are available, there were nearly 2.5 million unpaid POA fines¹ totalling close to \$1 billion, owed largely to Ontario municipalities. That number has grown, and outstanding fines now total more than \$1 billion.
- The enormous magnitude of this delinquency undermines public safety, the rule of law, and accountability. It clearly also has significant financial impact on municipalities. Due to historically weak penalties and ineffective collection methods, many offenders who choose not to pay their fines have never been held to account.
- These problems are not new. Municipalities, courts, law enforcement agencies, and other stakeholders have been advocating for decisive action for many years. The persistent problem of unpaid POA fines undermines the justice system, frustrates law enforcement officers and municipal fine collection agents, and denies municipalities and the provincial government desperately-needed revenues.

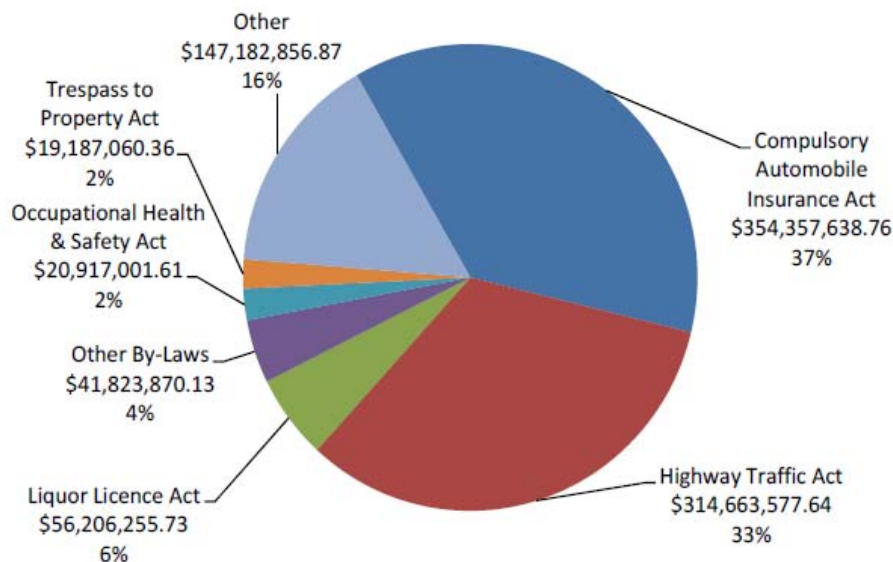
THE \$1 BILLION PROBLEM – WHAT KIND OF OFFENCES?

Of the \$1 billion in outstanding POA fines, approximately one-third relate to *Compulsory Automobile Insurance Act* convictions, another third to *Highway Traffic Act* convictions, and another third to other convictions (including violations of the *Liquor Licence Act*, *Occupational Health and Safety Act*, and *Trespass to Property Act*).

¹ ICON database, as of July 2010 (\$954,338,261.10 total owing for 2,370,864 fines).



BACKGROUNDER



Source: ICON Database, as of July 2010

RECOMMENDATIONS

To address these issues, OAPSB recommends, based on stakeholder consultations, the Government of Ontario:

- Provide better data for better decision-making
- Improve inter-ministry collaboration and information sharing
- Embrace stakeholders, by holding regular discussion forums and acting on their suggestions
- Allow courts to assess ability to pay, and offer alternative sentences
- Provide better "customer" service to those persons paying fines
- Provide more "carrots and sticks," including discounts for early fine payment, stiffer late penalties, and payments in accordance with the chronological order of sentencing
- Help municipalities to follow up on outstanding fines ("ask them, and they might pay")
- Institute stronger, meaningful collection sanctions for fine defaulters, including broader driver's licence and licence plate denial, vehicle impoundment, and garnishment of income tax refunds

MEDIA CONTACT

Sarbjit Kaur
(416) 274-5324
sk@kaurcommunications.ca



EXECUTIVE SUMMARY

Unpaid *Provincial Offences Act* (POA) fines are a billion-dollar problem, and the numbers are growing exponentially. Approximately one-third of all POA fines are not paid. Due to historically weak penalties and ineffective collection methods, many offenders who choose not to pay their fines have never been held to account. Targeted and effective measures are needed to reach these defaulters.

Unpaid POA fines is a complex problem comprising a broad range of offences, a broad range of penalties, a large and diverse number of defaulters, a broad range of stakeholders, and a broad range of collection successes by jurisdiction. Strategic analysis of the issue is difficult, however, due to lack of data and difficulties accessing the data that does exist. Governments and ministries continue to operate in silos, missing opportunities to pursue more effective information sharing and collaboration.

One-third of fine defaults are related to the *Highway Traffic Act*, while another third is related to the *Compulsory Auto Insurance Act*. The vast majority (91%) of fine defaulters are Ontarians. The greatest concentration of fine defaults is in Toronto, followed by the County of Stormont, Dundas & Glengarry in eastern Ontario.

There has been varying success with the following collection tools:

- Licence plate suspensions
- Driver's licence suspensions
- Use of collection agencies
- Ability to add unpaid fines to property tax rolls
- Repeal of the statutory limitations period

Despite the ability to use the above listed collection tools, problems remain. Nearly \$1 billion in unpaid fines remains uncollected, and that amount continues to grow. The major challenges are:

- Lack of available data
- Lack of coordination within the government
- Need for greater stakeholder engagement
- Lack of alternative penalties
- Need for simple, flexible payment methodology
- Lack of incentives to pay
- Lack of follow-up
- Need for better enforcement powers

These problems are not new. Municipalities, courts, law enforcement agencies, and other stakeholders have been advocating for decisive action for years. The persistent problem of unpaid POA fines undermines the justice system, frustrates law enforcement officers and municipal fine collection agents, and denies municipalities and the provincial government desperately-needed revenues.

To address these issues, OAPSB recommends, based on stakeholder consultations, the Government of Ontario:

- Provide better data for better decision-making
- Improve inter-ministry collaboration and information sharing
- Embrace stakeholders, by holding regular discussion forums and acting on their suggestions



- Allow courts to assess ability to pay, and offer alternative sentences
- Provide better "customer" service to those persons paying fines
- Provide more "carrots and sticks," including discounts for early fine payment, stiffer late penalties, and payments in accordance with the chronological order of sentencing
- Help municipalities to follow up on outstanding fines ("ask them, and they might pay")
- Institute stronger, meaningful collection sanctions for fine defaulters, including broader driver's licence and licence plate denial, vehicle impoundment, and garnishment of income tax refunds

This growing problem is wholly inappropriate in a functioning democracy. Comprehensive corrective action is overdue.

In these challenging times, this persistent (and growing) \$1 billion problem simply cannot be ignored, especially when solutions and stakeholder motivation are both so readily at hand.

INTRODUCTION

As of July 2010, the last year for which statistics are available, there were nearly 2.5 million unpaid POA fines¹ totalling close to \$1 billion, owed largely to Ontario municipalities. That number has grown, and outstanding fines now total more than \$1 billion. The enormous magnitude of this delinquency undermines public safety, the rule of law, and accountability. It clearly also has significant financial impact on municipalities.

In 2009, the Ontario Association of Police Services Boards (OAPSB) began seriously advocating for corrective action regarding unpaid POA fines. In response to those advocacy efforts, the Hon. Rick Bartolucci, Minister of Community Safety and Correctional Services at the time, requested in 2010 that OAPSB prepare a white paper on the matter. Attorney General Bentley encouraged this initiative, and OAPSB readily agreed.

METHODOLOGY

This white paper was developed over 16 months as follows:

- Step 1 – determine required information;
- Step 2 – solicit POA data from MAG and MFOA (Municipal Finance Officers' Association);
- Step 3 – analyze POA data;
- Step 4 – share preliminary data and interview stakeholders; and
- Step 5 – write and distribute the white paper.

Stakeholder consultation was undertaken over the summer of 2011. OAPSB representatives identified key stakeholders from a variety of backgrounds and conducted telephone or email interviews over a period of several weeks. Interviews were informally structured, but stakeholders were asked to respond to four main questions:

¹ ICON database, as of July 2010 (\$954,338,261.10 total owing for 2,370,864 fines).

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 24, 2011**

**#P284. ONTARIO ASSOCIATION OF POLICE SERVICES BOARDS –
ADVOCACY DOCUMENTS**

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

Subject: ONTARIO ASSOCIATION OF POLICE SERVICES BOARD (OAPSB)
ADVOCACY DOCUMENT

Recommendation:

It is recommended that the Board authorize the Chair, on behalf of the Board, to send the attached advocacy document prepared by the Ontario Association of Police Services Board (OAPSB) outlining issues of concern to police services boards to Toronto-area MPPs.

Financial Implications:

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

Background/Purpose:

At a meeting that took place on October 13, 2011, of the Chairs of the “Big 12” police services boards, it was recommended that each Board send a document to each local MPP on issues of concern to the police services boards. This document would also contain pre-election advocacy material prepared by the OAPSB.

Discussion:

It is important that issues of common concern and interest to members of police services boards be the basis of consistent advocacy across the province. A copy of the advocacy material is attached for your information.

Conclusion:

Therefore, it is recommended that the Board authorize the Chair, on behalf of the Board, to send the attached advocacy document prepared by the OAPSB outlining issues of concern to police services boards to Toronto-area MPPs.

The Board approved the foregoing report.

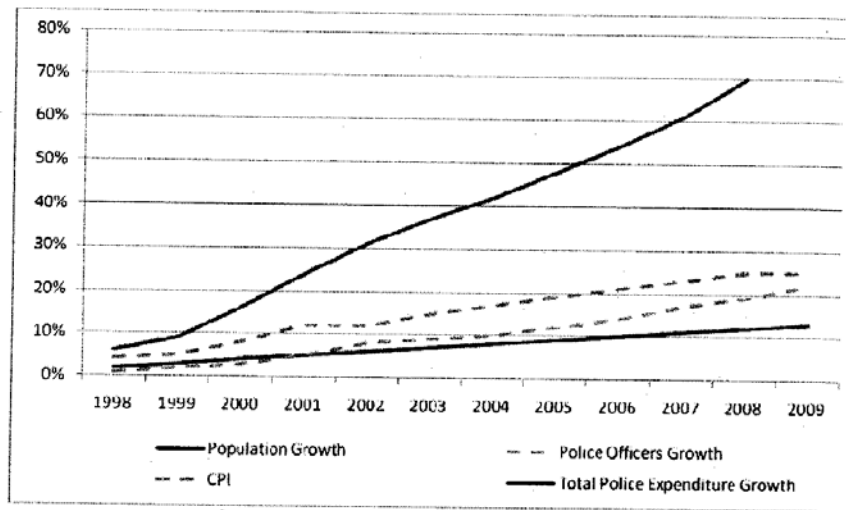


THE RISING COSTS OF POLICING IN ONTARIO

It has been well documented that over the past decade, the cost of policing has risen substantially. Policing in Canada is a nearly 12 billion dollar a year industry. In Ontario, \$3.8 billion is spent annually on policing. Police costs in Canada have been rising by 5-7% per annum for a decade and most police costs are found in salaries. Unfortunately, municipalities and local police boards do not have the ability to address this rising trend without dramatically raising taxes or cutting costs.

"At a time when cash-strapped cities are bringing down austerity measures to rein in spending, police budgets have continued their steady growth, forcing civic leaders to make tough choices between funding law and order and paying for other major services. Despite declining crime rates, spending on police forces – one of the largest single items on municipal ledgers – has risen 41-per-cent per capita across the country over the last decade for which Statistics Canada numbers are available. Much of that cost is being driven by police raises that consistently top the inflation rate." (Adrian Morrow, Globe and Mail, Jan. 07, 2011)

Rising cost of policing 1998-2009



Source: Regional Municipality of Peel Police Services Board

Rising Costs of Policing (Summer 2011)



COST DRIVERS

There are many reasons for the rising costs of policing, including:

- The introduction of Adequacy Standards requiring standardized capabilities in all police services, i. e. every police service must have every service capability, or an agreement in place with a neighboring police service for any service that it does not have the capability to deliver.
- Increased complexity of work as a result of judicial decisions, rulings and inquests.
- Increased compliance requirement, i. e. training and reporting requirements of regulations.
- Downloading: municipal police services are undertaking federal and provincial law enforcement and correctional services tasks such as border security, counter-terrorism, embassy/consulate protection, peacekeeping on first nation lands, public order maintenance in response to federal or provincial decisions (i.e. G20), prisoner transportation and court security.
- Heightened public expectations and demand for services.
- Mission creep: police services taking on multijurisdictional tasks such as internet crime, dealing with large gangs, executing warrants in other jurisdictions, etc. Police services are taking on and spending increasing amount of time on non-traditional tasks such as school safety, victims' assistance, mental health interventions, crime prevention education, etc., due to absence of other resources for these tasks or regulation requirements.
- The increased threat of terrorism and greater security concerns/measures in a post 9/11 atmosphere.
- Increased spending on rapidly evolving technology, hardware, software and associated training costs.
- Increased court security costs.
- An increase in the number of court appearances per case by police officers.
- Exponentially rising labour costs. The combination of government-settled OPP compensation increases and arbitrated settlements based on police-to-police wage comparisons has created an ever-increasing pattern of police compensation.



- o Recently, the Ontario government settled the OPP contract with raises of 5%, followed by a two-year freeze and a promise thereafter to be the best paid service in Ontario. This award followed calls for austerity and a two-year wage freeze for public servants. In their awards, arbitrators rarely consider factors other than settlements of comparable and/or neighbouring police services (including the OPP), despite legislation to the contrary (section 122 (5) of the *Police Services Act*). Since the recent OPP settlement, at least one arbitrator has ruled on a police settlement where wages were based on OPP wages.
- o Lack of development or exploration of more efficient, innovative or different ways to fund, structure and deliver police services over the past decade

Grants and Transfers

Public safety grants and transfers have helped ease the financial burden including: the 1000-officer Partnership Program, RIDE, TAVIS/PAVIS grants, and the planned Court Security Prisoner Transportation Grant. While these grants and transfers provide some relief to municipalities, they are generally short-term and not stable.

Annualized Programs

1. Safer Communities – 1,000 Officers Partnership Program - \$37.1M
2. Community Policing Partnerships (CPP) Program - \$30.7M
3. Constable Joe MacDonald Public Safety Officers' Survivors Scholarship Fund (PSOSSF) - \$0.4M
4. Reduce Impaired Driving Everywhere (RIDE) - \$2.4M
5. First Nations Policing Grant - \$36.1M
6. Safer and Vital Communities (SVC) Grant - \$0.855M
7. Provincial Strategy to Protect Children from Sexual Abuse and Exploitation on the Internet - \$2.1M
8. Hate Crime & Extremism Investigative Team (HCEIT) - \$0.25M
9. Ontario Association of Crime Stoppers (OACS)-Crime Stoppers - \$0.2M
10. Toronto Anti-Violence Intervention Strategy (TAVIS) - \$5M
11. Provincial Anti-Violence Intervention Strategy (PAVIS) - \$7.5M
12. Safe Schools Grant - \$1.7M
13. Court Security Prisoner Transportation Grant - \$125M at maturity, commencing 2012 (not included in total funding available)

Total Funding Available = \$124M



Special Programs

- 14. Police Officers Recruitment Fund (PORF) - \$15.6M
- 15. Proceeds of Crime (POC) Front-line Policing Grant - \$3.15M
- 16. Victim Safety Project (VSP) - \$4.5M (Funding ended in 2010)
- 17. Human Trafficking Grants - \$100K
- 18. First Nations Police Services Infrastructure Agreements - \$12.2M

Total Funding Available = \$35M

Advocacy Position 2011

The OAPSB in its 2011 Advocacy Position called upon all political parties to:

- Stop the ever-increasing pattern of rising police costs,
- Ensure that police collective agreement arbitrations duly consider all decision criteria as mandated in the *Police Services Act*, including "the economic situation in Ontario and in the municipality (s122(5)3)",
- Lead a proactive, collaborative review of policing service models and associated costs, including possible realignment of (or return to) police jurisdictional responsibilities (municipal/provincial/federal) as well as alternate service delivery options, and
- Lead a proactive, collaborative study of alternative police funding mechanisms, with a view to ceasing the existing reliance on property tax as the sole source of funding for municipal policing (provincial and federal grants notwithstanding).

The Rising Cost of Policing

With the provincial election over, the Big 12 Boards believe it is time for a renewed focus on the rising cost of policing. At a recent meeting, it was determined local advocacy with members of provincial parliament would be the most effective method to advocate for needed change.

Policing Under Pressure in Ontario

- Toronto PSB seeking a 10 per cent reduction over two years- significant decisions deferred until 2012;
- Ottawa PSB limiting increase to 2.5 per cent from 2012-2014;
- Windsor PSB awaiting an arbitrator's decision;
- A group of municipalities with Section 10 contracts are seeking greater clarity and control over costs of OPP contracts.

Policing Under Pressure in Canada

- Coalition for Sustainable Public Policing – comprised of Canadian Association of Police Boards; Canadian Chiefs of Police, Canadian Police Association, Federation of Canadian Municipalities – maintains the current model of police delivery in Canada is not sustainable;
- Canadian Association of Chiefs of Police, with the Canadian Police College and the Police Sector Council is holding meetings across Canada on the economics of policing;
- Federation of Canadian Municipalities is making the rising cost of policing a major advocacy issue commencing in early 2012.

What is Required from the Provincial Government

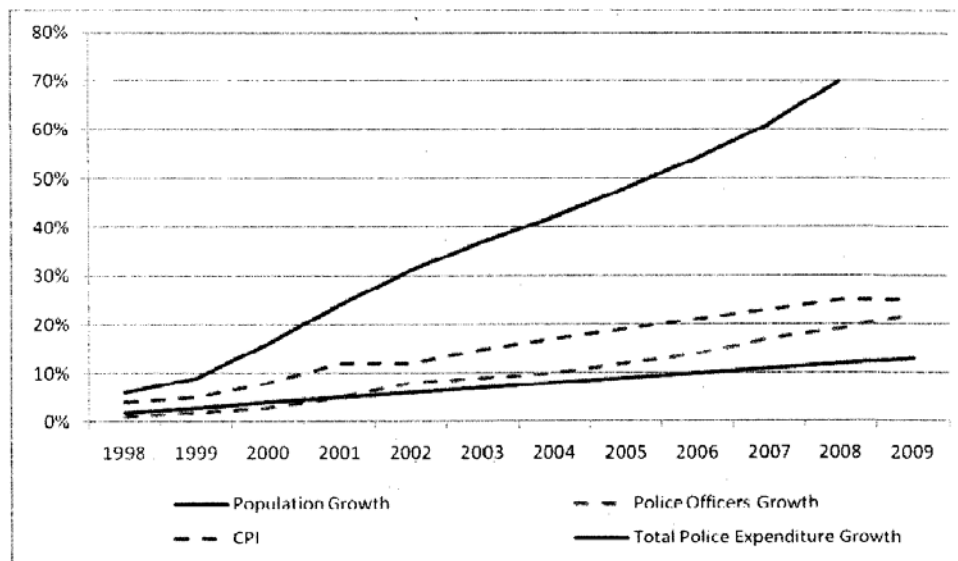
- Commit to maintaining existing programs and transfers at current levels;
- Maintain commitment to the 'upload' of Court Security and Prisoner Escort Costs;
- Continue with advocacy to collect fines under the POA, as recently advanced by the OAPSB in its White Paper (released November 9, 2011);
- Commit to a comprehensive review of the *Police Services Act*. This should include provincial stakeholders with a view of finding ways to assist police services boards and their funding municipalities to control police costs and maximize the expenditure of every tax dollar on the delivery of adequate and effective police services;
- Address the current arbitration system to create a format that is equitable to both employer and employee groups.

THE RISING COSTS OF POLICING IN ONTARIO

It has been well documented that over the past decade, the cost of policing has risen substantially. Policing in Canada is a nearly 12 billion dollar a year industry. In Ontario, \$3.8 billion is spent annually on policing. Police costs in Canada have been rising by 5-7% per annum for a decade and most police costs are found in salaries. Unfortunately, municipalities and local police boards do not have the ability to address this rising trend without dramatically raising taxes or cutting costs.

"At a time when cash-strapped cities are bringing down austerity measures to rein in spending, police budgets have continued their steady growth, forcing civic leaders to make tough choices between funding law and order and paying for other major services. Despite declining crime rates, spending on police forces – one of the largest single items on municipal ledgers – has risen 41-per-cent per capita across the country over the last decade for which Statistics Canada numbers are available. Much of that cost is being driven by police raises that consistently top the inflation rate." (Adrian Morrow, Globe and Mail, Jan. 07, 2011)

Rising cost of policing 1998-2009



Source: Regional Municipality of Peel Police Services Board

Grants and Transfers

Public safety grants and transfers have helped ease the financial burden including: the 1000-officer Partnership Program, RIDE, TAVIS/PAVIS grants, and the planned Court Security Prisoner Transportation Grant. While these grants and transfers provide some relief to municipalities, they are generally short-term and not stable.

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- Stop the ever-increasing pattern of rising police costs,
- Ensure that police collective agreement arbitrations duly consider all decision criteria as mandated in the *Police Services Act*, including "the economic situation in Ontario and in the municipality (s122(5)3)",
- Lead a proactive, collaborative review of policing service models and associated costs, including possible realignment of (or return to) police jurisdictional responsibilities (municipal/provincial/federal) as well as alternate service delivery options, and
- Lead a proactive, collaborative study of alternative police funding mechanisms, with a view to ceasing the existing reliance on property tax as the sole source of funding for municipal policing (provincial and federal grants notwithstanding).

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 24, 2011**

**#P285. REVIEW OF A COMPLAINT ABOUT THE POLICIES OF THE
TORONTO POLICE SERVICE – FILE NO. 2010-EXT-0597**

The Board was in receipt of the following report November 03, 2011 from Alok Mukherjee, Chair:

Subject: REVIEW OF A COMPLAINT ABOUT THE POLICIES OF THE TORONTO
POLICE SERVICE (SERVICE FILE NO. 2010-EXT-0597)

Recommendation:

It is recommended:

1. THAT the Board request the Chief of Police to provide the complainant with additional information under separate confidential correspondence that will address the basis of the complaint; and.
2. THAT the Board notify the complainant, the chief of police and the Independent Police Review Director in writing of its disposition of the complaint, with reasons.

Financial Implications:

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

Background/Purpose:

In accordance with Section 63(6) of the *Police Services Act* (the Act), at its meeting held on August 17, 2011 the Board considered a report requesting a review of the disposition of a complaint previously dealt with by the Chief of Police, regarding a complaint about the policies of the Toronto Police Service. Pursuant to section 63(7) of the Act, the Board approved the establishment of a Committee to review the complaint and, following the review, provide recommendations to the Board for consideration at its October 2011 meeting; further, that the Committee consist of Chair Mukherjee and two other Board Members, (Board Min. No. P207/11 refers).

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 was required to pass a background check completed by the Toronto Police Service (the Service).

Although the complainant was not employed as a Special Constable, background checks for civilian CPIC access, including those for Community Patrol Officers, are facilitated by the Operational Services - Special Constable Liaison (Special Constable Liaison). The background checks are completed by the Employment Unit of the Service.

On September 3, 2009, the Service informed the TCHC that the complainant had failed the background check. As a result, 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 Service. The complainant requested access to information from the Records Management Unit – Information Access section for himself, his wife and his son. The complainant was provided with partial access of requested records held by the Service, however, 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 Committee, comprised of Chair Mukherjee, and Board Members Dr. Dhun Noria and Councillor Chin Lee, met with Deputy Chief Michael Federico and Board and Service staff on November 2, 2011 to review the complaint. The essence of the complaint is that the Service did not provide the “full” reasons for the denial to CPIC access. Specifically, the complainant asserts that there is lack of clarity with respect to a policy that regulates access to CPIC, the requirements for an individual working for a category II agency to pass a CPIC check, and the type of information captured on local indices that would result in a denial of access to CPIC.

The complainant requested that duty of procedural fairness required that full reasons be provided to him for the denial to CPIC access so that he had an opportunity to respond.

In its discussions, the Committee weighed the interest of procedural fairness against the interest of security. The Committee determined that the release of certain information could jeopardize organizational practices and processes and expose the Service to risk. The Committee recommended, however, that the complainant be provided with additional information under separate confidential correspondence that will address the basis of the complaint. Further information will be provided to the Board on its confidential agenda.

Conclusion:

Therefore, it is recommended:

1. THAT the Board request the Chief of Police to provide the complainant with additional information under separate confidential correspondence that will address the basis of the complaint; and.
2. THAT the Board notify the complainant, the chief of police and the Independent Police Review Director in writing of its disposition of the complaint, with reasons.

The Board approved the foregoing report and noted that additional information with respect to this matter was considered during the in-camera meeting (Min. No. C344/11 refers).

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 24, 2011**

**#P286. CITY COUNCIL DECISION: ENFORCEMENT OF
PARKING/STOPPING RESTRICTIONS**

The Board was in receipt of the following report October 26, 2011 from Alok Mukherjee, Chair:

Subject: CITY COUNCIL DECISION: ENFORCEMENT OF PARKING/STOPPING
RESTRICTIONS

Recommendations:

It is recommended that the Board:

- (1) receive the appended letter and report from the City of Toronto entitled *Public Works and Infrastructure Committee Item 7.9 Downtown Transportation Operations Study – Terms of Reference*; and
- (2) request the Chief of Police to ensure that the existing parking/stopping restrictions are diligently enforced on major arterial roads where rush hour parking/stopping restrictions are now causing traffic congestion.

Financial Implications:

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

Background/Purpose:

At its meeting of September 21 and 22, 2011, Toronto City Council adopted an item entitled *Public Works and Infrastructure Committee Item 7.9 Downtown Transportation Operations Study – Terms of Reference*, which includes a number of recommendations to and requests of various groups and individuals in the City of Toronto.

Discussion:

As part of this item, City Council approved the following motion:

6. City Council request the Toronto Police Services Board to request the Chief of Police to ensure that the existing parking/stopping restrictions are diligently enforced on major arterial roads where rush hour parking/stopping restrictions are now causing traffic congestion.

The letter from the City Clerk and the full report are appended for your information.

Conclusion:

Therefore, it is recommended that the Board:

- (1) receive the appended letter and report from the City of Toronto entitled *Public Works and Infrastructure Committee Item 7.9 Downtown Transportation Operations Study – Terms of Reference*; and
- (2) request the Chief of Police to ensure that the existing parking/stopping restrictions are diligently enforced on major arterial roads where rush hour parking/stopping restrictions are now causing traffic congestion.

The Board approved the foregoing report.



Ulli S. Watkiss
City Clerk

City Clerk's Office

Secretariat
Marilyn Toft
Council Secretariat Support
City Hall, 12th Floor, West
100 Queen Street West
Toronto, Ontario M5H 2N2

Tel: 416-392-7032
Fax: 416-392-2980
e-mail: mtoft@toronto.ca
web: www.toronto.ca

In reply please quote:
Ref.: 11-PW7.9

September 30, 2011

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

Dear Dr. Mukherjee:

**Subject: Public Works and Infrastructure Committee Item 7.9
Downtown Transportation Operations Study - Terms of Reference
(Ward 20, 27, 28)**

City Council on September 21 and 22, 2011, adopted this Item, as amended, and in so doing, has requested the Toronto Police Services Board to request the Chief of Police to ensure that the existing parking/stopping restrictions are diligently enforced on major arterial roads where rush hour parking/stopping restrictions are now causing traffic congestion.

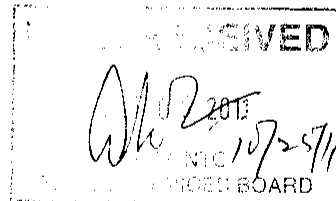
Yours truly,


for City Clerk

M. Toft/gc

Attachment

Sent to: Chair, Toronto Police Services Board
All Interested Parties



Public Works and Infrastructure Committee

PW7.9		Amended		Ward:20, 27, 28
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Downtown Transportation Operations Study - Terms of Reference

City Council Decision

City Council on September 21 and 22, 2011, adopted the following:

1. City Council authorize the General Manager, Transportation Services, to develop and issue a Request For Proposals along the parameters set out in the report (August 30, 2011) from the General Manager, Transportation Services, for consulting services to undertake a Downtown Transportation Operations Study in the area bounded by: Lake Shore Boulevard/Harbour Street, to the south; Queen Street East/West, to the north; Jarvis Street, to the east; and Bathurst Street, to the west, and Dundas Street between University Avenue and Yonge Street.
2. City Council request the General Manager, Transportation Services to report to the Public Works and Infrastructure Committee, as applicable during the course of the study, on measures that can be implemented and have been identified as part of the Downtown Transportation Operations Study as short term enhancements that will optimize the use and capacity of the existing infrastructure.
3. City Council amend the Terms of Reference for the Downtown Transportation Operations Study by revising the fifth bullet on page 6 of the report (August 30, 2011) from the General Manager, Transportation Services, under the heading "Key factors", so that it reads "Cycling and pedestrian demands and safety".
4. City Council request that the General Manager, Transportation Services, as part of the Downtown Transportation Operations Study, review the pedestrian scramble intersection at Dundas Street and Yonge Street.
5. City Council direct the General Manager, Transportation Services, in the review of the 'pedestrian scramble,' to include and incorporate public consultation with individuals, groups and institutions that will be directly affected by any changes, including, but not limited to:
 - a. the local Councillor;
 - b. local resident and ratepayer associations;
 - c. business associations, including BIAs;
 - d. hospitals;
 - e. Ryerson University and its Student Union;

- f. the Yonge-Dundas Square Board of Management;
 - g. any other City resident; and
 - h. the Toronto Transit Commission.
6. City Council request the Toronto Police Services Board to request the Chief of Police to ensure that the existing parking/stopping restrictions are diligently enforced on major arterial roads where rush hour parking/stopping restrictions are now causing traffic congestion.

Committee Recommendations

The Public Works and Infrastructure Committee recommends that:

1. City Council authorize the General Manager, Transportation Services, to develop and issue a Request For Proposals along the parameters set out in the report (August 30, 2011) from the General Manager, Transportation Services, for consulting services to undertake a Downtown Transportation Operations Study in the area bounded by: Lake Shore Boulevard/Harbour Street, to the south; Queen Street East/West, to the north; Jarvis Street, to the east; and Bathurst Street, to the west, and Dundas Street between University Avenue and Yonge Street.
2. City Council request the General Manager, Transportation Services to report to the Public Works and Infrastructure Committee, as applicable during the course of the study, on measures that can be implemented and have been identified as part of the Downtown Transportation Operations Study as short term enhancements that will optimize the use and capacity of the existing infrastructure.
3. City Council amend the Terms of Reference for the Downtown Transportation Operations Study by revising the fifth bullet on page 6 of the report (August 30, 2011) from the General Manager, Transportation Services, under the heading "Key factors", so that it reads "Cycling and pedestrian demands and safety".
4. City Council request that the General Manager, Transportation Services, as part of the Downtown Transportation Operations Study, review the scramble intersection at Dundas Avenue and Yonge Street.

Origin

(August 30, 2011) Report from the General Manager, Transportation Services

Summary

This report outlines the Terms of Reference and seeks approval from City Council to issue a Request for Proposals (RFP) to undertake a comprehensive traffic management study in the area bounded by: Lake Shore Boulevard/Harbour Street, to the south; Queen Street East/West, to the north; Jarvis Street, to the east; and Bathurst Street, to the west, hereafter referred to in this report as the Downtown Transportation Operations Study Area.

The Downtown Transportation Operations Study itself is intended to address congestion concerns in the context of the current downtown environment and provide a framework for a cohesive assessment of the many transportation options that are already at various stages of

development. It will focus on operational solutions to accommodate safe, efficient movement of people and goods within the downtown area with a specific emphasis on measures for shorter term implementation that will optimize the use and capacity of the existing infrastructure.

Background Information (Committee)

(August 30, 2011) Report from the General Manager, Transportation Services, on Downtown Transportation Operations Study - Terms of Reference

(<http://www.toronto.ca/legdocs/mmis/2011/pw/bgrd/backgroundfile-40078.pdf>)

(August 22, 2011) Report from the General Manager, Transportation Services, on Downtown Transportation Operations Study - Terms of Reference - Notice of Pending Report

(<http://www.toronto.ca/legdocs/mmis/2011/pw/bgrd/backgroundfile-40475.pdf>)

Communications (Committee)

(September 3, 2011) E-mail from Dylan Reid (PW.New.PW7.9.1)

(September 7, 2011) Submission from Jacob Louy (PW.New.PW7.9.2)

Communications (City Council)

(September 21, 2011) E-mail from Hamish Wilson (CC.New.PW7.9.3)

Speakers (Committee)

Chris Drew, Ward Captain, Bike Union Ward 27 Advocacy Group

Jacob Louy (Submission Filed)

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 24, 2011**

**#P287. TOWING AND POUND SERVICES CONTRACT: 2012-2015
QUOTATION REQUEST PROCESS & CONSIDERATIONS**

The Board was in receipt of the following report November 03, 2011 from William Blair, Chief of Police:

Subject: TOWING AND POUND SERVICES CONTRACT 2012 - 2015 : QUOTATION
REQUEST PROCESS AND CONSIDERATIONS

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

There is no direct cost to the Toronto Police Service (Service) for entering into these contracts. The costs for administering the contracts are recovered through a cost recovery fee charged to the contractors. The cost recovery fee will be increased over the amount charged in the 2008 - 2011 towing and pound services contract, resulting in an increase in revenue. However, this fee is designed to recover Service expenses required to administer the towing and pound services contracts.

Background/Purpose:

At its meeting of February 3, 2011, the Board received a report from the Chief (Min. No. P26/2011 refers) pertaining to a Motion approved by the Board on August 26, 2010 (Min. No. P219/2010 refers).

The report detailed the summary of a review undertaken by Traffic Services (TSV) and Parking Enforcement (PEN) which had earlier identified areas of concern in the current towing and pounds services agreement, and with towing volume decline.

For the reasons stated in that report, it was recommended to, and approved by, the Board that no changes be made to the current contracts. Further, it was recommended to, and approved by, the Board that the current towing contracts be extended for one year until May 31, 2012, which was an option available to the Board at its sole discretion under the current agreements. The Board was advised that this one year extension would afford TSV the opportunity to conduct a thorough review of the criteria, requirements and provisions in the current contracts and request for quotation (RFQ) document.

The extension would also be used to gauge the impacts of the closure of the pound at 10 York Street in Towing District No. 6, and the legislative changes relating to the impounding of vehicles that were enacted by the Province on December 1, 2010.

The Board approved a motion that the report be presented at the October 2011 Board meeting (Min. No. P26/2011 refers).

Discussion:

The Service requires prompt and efficient towing and pound services on a 24-hour-a-day, 7-day-a-week basis. The need for this service arises from police contact with vehicles such as those recovered after being stolen, impounded for by-law infractions, or those impounded following the arrest of a driver. During the period from 2008-2010, the Service impounded a total of 119,614 vehicles, for an average of 39,781 vehicles annually.

Over the years, the Service has developed a standard to ensure that contracted towing and pound service providers deliver acceptable levels of service to both the community and the Service. This standard has been refined over time in an attempt to ensure efficient towing and pound services for the Service, reasonable costs for members of the public and economically viable terms and conditions for towing operators.

In preparation for the upcoming tendering process, a thorough and comprehensive review of the criteria, requirements and provisions in the contract and RFQ documents was conducted by TSV. This review consisted of an examination of Board reports and minutes for the past two decades and consultation with contractors, industry professionals, City Legal Division staff, Municipal Licensing and Standards staff, members of the Service and other Ontario police services.

In addition to consultation and document review, data relating to tow volumes and service delivery was collected and analyzed, to assist in rationalizing future requirements for the next contract process.

Through the consultation and analysis processes, portions of the current agreements were identified for improvement. These became the focus of the review and are addressed in this report. Careful consideration was given to ensure that the needs of all parties impacted by the agreements were considered.

Subsequent to the Board receiving this report, significant changes and rewriting of the RFQ and contract agreements will be required. TSV will prepare the terms and conditions for the Board's towing and pound services contracts. The process will involve the participation of staff from the City Legal Division, and the Service's Purchasing Unit (PUR), who will assist the Unit Commander of TSV with overseeing the tendering and bidding processes.

The process will conclude with a report to the Board containing recommendations for the awarding of contracts in each of the six towing districts. It is anticipated that another report with recommendations regarding the award of the next towing and pound services contracts will be submitted by the April 2012 Board meeting.

Changes to the 2012 to 2015 Towing and Pound Services Quotation Request:

The changes to the 2012–2015 Towing and Pound Services Quotation Request from the 2008 - 2011 Quotation Request, are as follows:

a) Include Requirement for a Letter of Credit

The Request for Quotation (RFQ) for the 2012-2015 contract will include a requirement for the successful bidder to provide a Letter of Credit for the term of the contract equal to the average of one quarter billing for the specific district. This requirement is being included to protect the Board against any default payments by a contractor and will allow the Board to react without incurring significant financial losses.

Current Practice:

The previous RFQ issued in 2008 did not include any provision for protection against default payments to the Service. The only option available is termination of the contract but this would be after a payment(s) is missed and recovery of the outstanding amount is not guaranteed.

Rationale for Change:

During the current towing and pound services contract, the Service has experienced non-payment/late payments for the cost recovery fee. Therefore, for future contracts a letter of credit would provide increased protection and reduce the financial loss should a non-payment/late-payment scenario occur.

b) Increase Maximum Total Towing and Pound Storage Fee

No bid shall exceed a total price of \$230.00 (compared to \$188.00 in the previous contract), being the combination of the towing fee and the fee for one day of storage, for a vehicle with a weight of up to 5000 pounds (2273 kilograms), excluding any applicable taxes.

Current Practice:

The previous quotation request issued in 2008 did not consider bids exceeding a total price of \$188.00 including towing costs and one day storage, but excluding applicable taxes. The resulting agreements contained no provision for any increases in the prices during the term of the agreement.

Rationale For Change:

- i. In the past single towing operators have been the sole bidders in many districts. As a result a price cap is required in order to prevent excessively high bids in the event that this occurs.

- ii. Based on information received from City of Toronto Finance Division, the cost of living has increased approximately 13.5% since 2005. This number is based on consumer goods indices. City staff acknowledged that it is extremely difficult to find specific indices related to the towing industry. Members of the towing industry that were consulted during the review disagreed with this estimate and claim it is much higher.
- iii. The City of Toronto has not raised its by-law tow rates since 2005. This practice differs from other municipalities where by-law tow rates have increased in recent years, recognizing in part the impact of the current economic climate.

- iv. Below is a sample of towing and storage fees in the GTA and other large Ontario cities:

Ottawa Police	\$120.50
Durham Region	\$175.00
York Region	\$219.00
Kingston	\$225.00

- v. Based on information from insurance brokers familiar with the towing industry, the average cost to insure a tow vehicle and related equipment has increased by 10-15% each year for the past three years and increases can be anticipated in the future.
- vi. According to fuel industry statistics, retail diesel fuel prices in Toronto have risen 42% since 2009.
- vii. The need to define a tow cap by weight classification is justified by the need for equipment capable of towing vehicles that may be located on City streets. Previous contracts defined a standard tow truck as being capable of towing a vehicle up to 11,000 pounds (5,000 kilograms). A leading independent towing industry expert in Ontario was consulted regarding the weight classification contained in the terms of the contracts. The expert advised it would be unsafe and illegal for a standard tow truck to tow a vehicle of that weight.
- viii. The City of Toronto Municipal Code, Chapter 545, Article VI, section 103, which sets the tow cap rate for vehicles towed without police involvement, describes a standard tow truck as being capable of towing a vehicle up to 6,000 pounds (2,727 kilograms). The wide variance between the by-law, the Service contract rate and the weight classifications has caused considerable confusion for the public and the current towing operators.
- ix. Language in the agreement will be changed to reflect the new definition of a standard tow truck and its towing capacity.
- x. The towing operators must factor a cost-recovery fee in their bid. In light of the increase in the cost-recovery fee for the contract period, as discussed at item (d) below, the tow cap rate has also been increased to address this in part.

c) Establish a Fee Structure For Medium Tows

No bid shall exceed a total price of \$265.00 (compared to \$188.00 in the previous contract), being the combination of the towing fee and the fee for one day of storage, of a vehicle with a weight of not less than 5,001 pounds (2,273 kilograms) up to and including 13,000 pounds (5,909 kilograms), excluding any applicable taxes.

Current Practice:

At present there is no mention of a requirement for current contractors to have or maintain a medium duty truck capable of towing vehicles within the range as recommended. In the current contract a vehicle over 11,000 pounds (5,000 kilograms) is considered a “heavy tow” and as such is subjected to considerably higher rates than the tow cap rate of \$188.00.

- i. Vehicles of many sizes, types and weights are encountered by members of the Service in the course of their duties. It is important for the Service, that when a member is required to impound a vehicle, that it is done safely, legally and without damage. Therefore the requirements of the quotation request must reflect the needs of the Service, and the expectation of a contract tow operator to have the appropriate equipment to meet those needs.
- ii. An independent industry expert was consulted and recommended that the current contract language be changed to more accurately reflect the legal requirements of towing vehicles of varying weights. Examples were provided that indicated the weight of an average passenger car is 4000 pounds (1818 kilograms) and the average weight of a full size sports utility vehicle is 6000 pounds (2727 kilograms).
- iii. Based on that consultation, the safe and legal range of a medium tow was recommended to be within the range of 5001 lbs (2273 kgs) and 13,000 lbs (5909 kgs). This will include vehicles such as large sports utility vehicles, cube vans, cargo vans and some delivery trucks.
- iv. Language in the agreement will be changed to reflect the new definition of a medium tow truck and its towing capacity.
- v. York Regional Police have instituted a medium tow rate based along similar parameters.
- vi. The medium tow rate recommended is a 15% premium over a standard tow rate, which is reflective of the increased cost for owning and operating a medium tow truck.

d) Increase Cost-Recovery Amount

The cost-recovery fee contained in the 2008 - 2011 towing and pound services contracts will be increased from \$698,901.00 to \$816,227.00 annually.

Current Practice:

Until the year 2000, the Service bore the costs of administering the police towing pound contracts through its annual operating budget. The cost-recovery fee was included for the first time in the 2000 towing contracts as a method for the Service to recover from the contract holders the Service's costs attributable to administering the program and contracts.

Rationale For Change:

The cost-recovery fee is apportioned to each contract holder on a pro-rata basis, taking into account the number of vehicles towed and released by each towing operator in a three-month period. Included in the cost recovery formula are costs paid by the Service for officer's salaries, benefits and equipment required for towing contract administration.

The overall cost is based on the January 1, 2012 salary rates for one sergeant, four constables and one administrative clerk. In addition, a 25% benefit rate is applied to the salaries (to cover the cost of benefits paid by the Service) and a 30% overhead rate is applied to the salaries for other related costs (e.g. vehicles, computers, training, etc.).

During the contract review conducted this year, the cost-recovery fee and method of calculation was an item of significant concern to the current operators due to the per vehicle charge, and its inverse relationship to towing volumes. With the costs relating to salaries, benefits and equipment being fixed, the only variable is the number of towed vehicles. As the volume of vehicles towed declines the cost-recovery charge per vehicle increases. It is acknowledged that towing volumes have decreased steadily since 2001. PEN has previously reported to the Board that this is attributed to increased driver awareness and compliance with parking regulations, and the increase in bike lanes which have impacted traditional tow-away zones.

Normal salary and benefit increases since the year 2000, coupled with this decline in towing volumes have led the cost-recovery to increase from an average of \$13.17 per vehicle towed during the 2004-2008 contract period, when the tow cap was \$150.00, to an average \$20.93 per vehicle towed during the current contract where the tow cap is \$188.00.

Alternative arrangements were considered during the review, such as assessing the cost-recovery as a user fee passed on directly to the owner of the motor vehicle, or assessing a single flat fee per vehicle towed for the duration of the contract. A fee imposed directly on the public might also involve the development of a by-law under relevant legislation to establish the fee rather than leaving cost-recovery as a contractual matter between the Board and the towing operators. Neither alternative is recommended as this arrangement would require the establishment of a flat rate per vehicle towed for the duration of the contract most likely based on the prior year's towing volumes. An increase or decrease in towing volumes in either scenario would create inaccuracy resulting in either under or overcharging for the Service's costs to administer the contracts. As no reasonable alternative was identified, the method for calculating the cost-recovery will remain the same.

Since the inception of the cost recovery fee in the year 2000, the Service has recovered expenses required to administer the contracts with the exception of the increases in these costs that may occur over the term of the contract.

e) Include Vehicle Relocation Services and Maximum Prices in Agreements

No bid for vehicle relocation services, shall exceed a total price of \$30.00 per vehicle, \$40.00 per hour or \$450.00 per day (10 hours) for the services of a standard tow truck and qualified driver, excluding any applicable taxes.

Current Practice:

The provision of relocation services and a related tow cap rate have not been addressed in previous towing agreements.

Rationale For Change:

Organizers of events, construction and filming companies, obtain permits from the City to occupy streets. On occasion these events require the streets to be cleared of motor vehicles which are otherwise legally parked. The City of Toronto Municipal Code Chapter 150 and Service Procedure 07-11, Impounding/Relocating Vehicles, require these relocations to be done by a Service member, requiring certain actions available only to members such as access to the Canadian Police Information Center (CPIC) and the use of Service forms. This process ensures proper tracking, safeguarding and accountability for the vehicles and assists motorists in locating their vehicles, thereby preventing unnecessary stolen vehicle reports.

These event organizers and companies are advised by the City to make arrangements with towing companies to arrange for these relocations services to be provided. The organizers are responsible to pay for these services. Gaps have since been identified in the past monitoring of this process which resulted in companies making arrangements with whichever towing company they chose. This resulted in towing contractors attending police related tows in another towing operator's area. In the worst cases some organizers hired non-contract towing companies and had vehicles relocated without an officer present. Much has been done by TSV and PEN to standardize and re-establish control of this process and minimize the previously identified gaps.

Staff in City Legal Division were consulted and they advised that, based on the exclusive nature of the contract, and the fact that City of Toronto Municipal Code, Chapter 150 and Service Procedure 07-11 requires that a relocation of a motor vehicle be conducted only by a member of the Service, that only the contracted towing operator in the division in which the vehicle is located could be used to relocate the vehicle. Additionally, the requirement for tracking the vehicle, the towing operator, officer information, and the location through the Vehicle Impound Program (VIP) application can only be facilitated using a contract tow operator.

The choice of paying per vehicle, per hour, or by the day rests with the organizer. These costs are an accurate representation of what is being charged to customers at this time.

f) Reduce Minimum Number of Trucks Required by District

The minimum number of tow trucks required for each district be reduced.

Current Practice:

The current requirements for tow trucks are as follows:

DISTRICT	STANDARD TOW TRUCKS	HEAVY TOW TRUCKS
1	35	2
2	15	1
3	20	2
4	15	1
5	20	1
6	35	2

Rationale For Change:

The review conducted by TSV looked at a number of areas relating to the towing agreement and Service towing and impounding needs, including towing volumes over the past decade. This review identified a steady decline in this volume that can be attributed to a number of factors previously reported to the Board (Min. No. P26/2011 refers).

The review also confirmed that the requirements for tow trucks are not based solely on a daily-need basis to match volumes, but rather for the capacity of the operator to provide sufficient response to the Service should the need arise. The use of the trucks required under the Board's agreement is not exclusive to the Service. This means that the operators may direct their trucks and drivers to engage in other activities and ventures in off-peak times. It was widely reported during the consultation phase of the review that the Service contract represents approximately 20-40% of the business for the majority of the current contractors.

Additionally this requirement requires a substantial financial investment on the behalf of a prospective bidder, and is indicative of a company that is well financed, resourced and diversified with respect to other business accounts to ensure financial viability, longevity and sustainability.

There is no indication that towing volumes will increase substantially over time. The reduction in fleet requirements will have minimal impact on the ability of a towing operator to meet the needs of the Service yet will afford some cost savings. It also acknowledges the concerns raised by current towing operators under contract to the Board that some requirements of past RFQs were not relevant to current towing volumes.

As a result of this review the RFQ for the 2012–2015 Towing and Pound Services agreement will reflect an approximate 10% reduction in the required number of trucks from the current contract requirement.

TSV and PEN will continue to monitor performance metrics which have been instituted to ensure service delivery is maintained. Based on this information over the next contract term, further changes to increase or decrease these fleets in the future may be considered.

Two other changes to the fleet requirements were identified to meet the needs of the Service. The first is the establishment of a medium tow as discussed earlier in this report. The second is the requirement for each contractor to have at least one truck capable of removing a vehicle from an underground garage. The increase in high-rise residential buildings throughout the City and the demand for removal of vehicles from private property at these buildings has necessitated this requirement.

g) Remove Reference To 10 York Street Pound

Sections 2(4) (a) and (b), in the Towing and Pound Services Quotation entitled “Additional Conditions – District 6:” will be deleted from the RFQ.

Rationale For Change:

At its meeting of April 7, 2011 the Board approved a motion to terminate its agreement with A Towing Service Ltd with respect to the property at 10 York Street only (Min. No. P85/2011 refers). As a result the above noted clauses have become irrelevant.

h) Adjust Pound Sizes and Include Option to Apportion Part of Required Pound Space

Operators will have the option of apportioning up to one third of the required pound space to store motor vehicles towed from private property by Municipal Law Enforcement Officers in accordance with City by-laws.

Current Practice:

Under the current terms of all towing contracts, a towing operator must provide a pound that, in addition to meeting other stated conditions, is “to be used exclusively for the storage of vehicles caused to be moved or taken thereto by a police officer or other member of the Service”.

The size of these pounds under that current agreement is as below.

District	Tow District Space Required In Pound
1	105,000 sq ft
2	90,000 sq ft
3	105,000 sq ft
4	90,000 sq ft
5	90,000 sq ft
6	60,000 sq ft

Under the terms of the current agreements for towing and pound services, vehicles towed from private property by Municipal Law Enforcement Officers (MLEOs), are not permitted to be impounded in a Service contract pound.

City by-laws governing the removal of vehicles from private property require the pound to be within a certain distance of the property from which the vehicle was removed. The lack of availability of property which is properly zoned for vehicle storage within this radius has left MLEOs unable to respond to some requests to tow vehicles from private property.

Therefore, the size of the pounds will remain the same in the proposed contract; however, the operators will be permitted to apportion up to one third of that pound space for the storage of vehicles towed by MLEOs. TSV will continue to monitor operations in the pounds. If in the opinion of the Unit Commander of TSV, the apportioning of the pound space negatively impacts the operator's ability to fulfill the primary purpose of the towing and pound services contract, the Unit Commander will rescind the ability of the pound operator to utilize the apportioned space in this manner.

With respect to Towing District No. 6, at its meeting of April 7 2011, the Board approved a recommendation to terminate the agreement with A Towing Service Ltd for the pound at 10 York Street effective May 31, 2011 (Min No. P85/2011 refers). This property had been on loan to the Service from the City in support of the rush hour route tow away program for more than twenty five years. It was a requirement for the successful bidder in Towing District No. 6 to operate this pound in addition to its own larger pound elsewhere. As a result of Towing District No. 6 having the use of two pounds, the requirement for the pound space was less than other towing districts. This was allowed due to the lack of available appropriately zoned land in proximity to the downtown core.

It does not appear that the City will provide another location to serve as a pound in support of the rush hour route tow away program in District 6. As a result the operator in Towing District 6 will be required to have a pound of similar minimum size as other districts.

The minimum sizes of the pounds under the proposed contract will be:

District	Tow District Space Required In Pound	Maximum Space for Private Property Tow Storage
1	90,000 sq ft	30,000 sq ft
2	90,000 sq ft	30,000 sq ft
3	90,000 sq ft	30,000 sq ft
4	90,000 sq ft	30,000 sq ft
5	90,000 sq ft	30,000 sq ft
6	90,000 sq ft	30,000 sq ft

Rationale For Change:

- i. The requirements for the towing contract, such as pound space, have been developed and refined over the years to ensure that towing operators provide high quality and efficient service to the Service and the public.

- ii. Members of the Service have in the normal course of their duties encountered and impounded vehicles of varying sizes, weights and configurations.
- iii. The public has an expectation that these vehicles, once impounded, will be stored in a safe manner, minimizing an opportunity for damage.
- iv. The requirement for the size of a pound is not based on daily need, but rather on the capacity to provide such suitable storage space as the need arises. Additionally this requirement, as with the number of tow trucks, requires a substantial financial investment on the behalf of a prospective bidder, and as stated earlier in this report, is indicative of a company that is well financed, resourced and diversified with respect to other business accounts to ensure financial viability, longevity and sustainability.
- v. MLEOs are trained, monitored and administered by PEN. The parking infractions notices written by MLEOs are issued by PEN. The vehicles towed by MLEOs are entered into a Service database called the Vehicle Impound System (VIP) for tracking. PEN is responsible for inspecting and approving properties requesting the ability to use MLEO services for private property towing. There is virtually no difference in the process employed in the tagging and impounding of a vehicle between an MLEO and a Service member.
- vi. As residential high rise properties in the City have increased, so has the request for calls to remove vehicles from private property. Currently, PEN is not in a position to meet the demand. The MLEO program helps fill this void. However, the lack of properly zoned property for storage pounds and the radius imposed by the by-law, limit the number of properties which are authorized for private property towing. This recommendation will assist in meeting property owner's demands for service while maintaining security of the vehicle and proper tracking and accountability.
- vii. Allowing vehicles to be impounded to contract pounds will have no effect on operations or service delivery. TSV and PEN will monitor and ensure that suitable space remains available to store vehicles as required.
- viii. This option will be revocable at the sole discretion of the Unit Commander of TSV if demand for pound space increases in support of the Service's towing and storage needs.
- ix. This recommendation was also made by deputants at the Board's meeting on February 3, 2011 (Min. No. P26/2011 refers). During the review of contract requirements, all current operators were in support of this recommendation.
- x. The pound size for Towing District No. 6 will now be in line with other pound sizes as it does not appear likely that a second pound location will be identified by the City to support downtown rush hour route towing.

i) Change Towing District Boundaries

Changes are required to the boundaries of Towing District No. 1 and Towing District No. 3 to align with the new divisional policing boundaries of 12 and 31 Divisions.

Current Practice:

The contract in place reflects the divisional boundaries in place at time of the tendering of the request for quotation. They are as follows.

Towing District No. 1

North	Lawrence Avenue
East	Bathurst Street South to Eglinton Avenue; East on Eglinton Avenue to Spadina Avenue; South on Spadina Avenue to Spadina Road to the Lake Ontario Shoreline.
West	Humber River
South	Lake Ontario Shoreline (Toronto Islands excluded)

Towing District No. 3

North	Steeles Avenue from the Humber River to Victoria Park Avenue
East	Victoria Park Avenue from Eglinton Avenue East to Steeles Avenue East
West	Humber River from Lawrence Avenue West to Steeles Avenue West
South	Eglinton Avenue East from Victoria Park Avenue to Sunnybrook Park (West of Leslie Street), North along the branch of Don River to Lawrence Avenue from Bayview Avenue to the Humber River

Rationale For Change:

On September 26, 2011 a number of Service divisional policing boundaries changed. The impact to the proposed request for quotation will be minimal. The recommendation is to make the following changes:

Towing District No. 1

North	South of Highway 401 from the Humber River to the Canadian National Railway tracks South to Lawrence Avenue West
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The East, West and South boundaries remain unchanged.

Towing District No. 3

South Eglinton Avenue East from Victoria Park Avenue to Sunnybrook Park (West of Leslie Street), North along the branch of Don River to Lawrence Avenue from Bayview Avenue to the Canadian National Railway tracks North to Highway 401 to the Humber River

The North, East, and West boundaries remain unchanged.

Items Considered But Not Implemented:

During the course of the review a number of suggestions were received. Most are addressed in the recommendations of this report. Other suggestions considered but not implemented were:

Fuel Surcharge:

The suggestion was to consider a surcharge if the cost of fuel would increase beyond a set threshold for a considerable period of time. Reasons for not recommending this were:

- Administration of this would be difficult considering the constant changes in the cost of fuel.
- Municipal Licensing and Standards were also requested to consider a fuel surcharge by the towing industry. It was declined for similar reasons.

Increasing the Limit of Numbers of Contracts Awarded to Each Operator

Decisions of past Boards led to the establishment of the practice of awarding only one district for each towing operator during the contract term. The intent was to permit as many companies that met the requirements an opportunity to participate both in the bidding process and, ultimately, the awarding of the contract for the specified term. In so doing, believed that the awarding of one district for each operator would prevent larger companies from controlling the market for these services, while allowing smaller companies an opportunity to operate within districts with lesser towing volumes, requiring a substantially less capital investment.

In the short term, it is possible that allowing operators to be under contract in more than one district would lead to increased competition. However, the awarding of more than one contract to an operator could, in the long term, lead to less competition and higher pricing due to fewer companies being able to bid and be under contract to the Board.

Allowing operators to obtain more than one contract might decrease the Service's administrative responsibilities, assuming that there would a consolidation of some portion of the operations by a towing operator under contract in more than one district.

During the review, discussions with other police services revealed that this restriction was not common outside of Toronto. After review of this practice it was felt that this was not a change worthy of implementation at this time. Awarding of more than one towing district to one towing operator may be worthy of consideration by the Board if, after the tendering process there are insufficient qualified bidders for each of the six districts.

Conclusion:

The towing and pound services quotation process has evolved over the years as a result of careful review. The recommendations in this report provide prospective bidders and the public with the assurance that careful consideration was given to the requirements contained within the quotation documents resulting in competitive bidding pricing and operational needs. Its structure ensures a competitive bidding process. This process allows reasonable market pricing for contract towing services to be provided to the public, while at the same time ensuring the operational needs of the Service are met.

The contents of this report were reviewed by staff in the City of Toronto Legal Division.

Acting Deputy Jeff McGuire, Specialized Operations Command, will be in attendance to answer any questions the Board may have regarding this report.

The Board received the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 24, 2011**

**#P288. AWARD OF ENTERPRISE AGREEMENT FOR MICROSOFT
SOFTWARE**

The Board was in receipt of the following report November 02, 2011 from William Blair, Chief of Police:

Subject: AWARD OF ENTERPRISE AGREEMENT FOR MICROSOFT SOFTWARE

Recommendations:

It is recommended that:

- (1) the Board award the Enterprise Agreement for licensing maintenance of Microsoft software to Dell Canada Inc. at an estimated cost of \$5.7 million (inclusive of applicable taxes), \$1.9 million (inclusive of applicable taxes) annually, for a three year period commencing April 1, 2012 and ending March 31, 2015;
- (2) the Board approve Dell Canada Inc. as the vendor of record, for the acquisition of net new Microsoft software for a three year period commencing April 1, 2012 and ending March 31, 2015; and
- (3) the Board authorize the Chair to execute the agreement and related documents on behalf of the Board, subject to approval by the City Solicitor as to form.

Financial Implications:

The maintenance cost of the agreement with Dell Canada Inc. is estimated at \$1.9M (including taxes) annually, for a total of \$5.7M (including taxes) for a three year period, April 1, 2012 to March 31, 2015.

Funding to cover the costs of the 2012 portion of the maintenance contract has been included in the 2012 operating budget request. The 2013 and 2014 operating budget requests will include the requisite funding for this agreement.

In addition, any net new licenses will be based on pricing established in the response submitted by Dell Canada Inc. to the Toronto Police Service (TPS) request for quotation process and the Province of Ontario's Microsoft master agreement. Funding for such licenses will be included in either the TPS annual operating budget request or within approved capital budgets.

Background/Purpose:

Information Technology Services (ITS) has established strategies to maintain a standard software environment to centrally control software licenses and costs across the information technology (IT) infrastructures.

Microsoft software is the standard used throughout TPS on all desktop, laptop and mobile computers. In addition, a number of major TPS applications and services are based on Microsoft software. Some of those applications and services for example are; electronic mail, web sites, login and security mechanisms, personal file storage systems, virus and malware detection, desktop productivity tools, mobile solutions and print services.

The Management Board Secretariat (MBS) formed a master Microsoft Business Agreement #U83644444 for acquiring and licensing Microsoft software. All municipalities and agencies in the province of Ontario can be included under the umbrella of this MBS agreement by enrolling with a vendor authorized by Microsoft as a large account reseller (LAR).

Participation in the MBS' agreement with Microsoft provides the largest discount available to an organization and includes benefits and services that are not otherwise available, including:

- set pricing for the selected products for accurate estimating and budgeting;
- discounted prices for additional products;
- rights to upgrade to the newest versions of Microsoft products at no additional cost (Software Assurance);
- entitlement to all bug fixes and patches that protect against software vulnerabilities and security holes;
- 24/7 support provided via phone and websites to assist in resolving issues within the IT infrastructure;
- license management that reduces installation time and structures the adding of new software;
- online E-Learning modules for members and technical resources for ITS support teams; and
- expert services to leverage our investment and plan deployments.

TPS is currently enrolled in a Microsoft Enterprise Agreement (EA) #4407631, Master agreement #75E60216 with Dell Canada Inc. The agreement expires March 31, 2012 (Min. No. P8/09 refers).

This report provides the results of the Request for Quotation (RFQ) process.

Discussion:

In July of 2011, the TPS Purchasing Support Services unit issued RFQ #1122404-11, for the acquisition and licensing of Microsoft software under an Enterprise Agreement for the period commencing April 1, 2012 to March 31, 2015 to all large account resellers (LAR) authorized by Microsoft.

RFQ Process

Four proposals were received as of August 24, 2011 from Microsoft authorized LAR's and were evaluated:

- Dell Canada Inc.
- SHI International Corp.
- SoftChoice Corporation
- Compugen Inc.

The review of the bids considered the following criteria:

- references for each bidder - number of desktops, servers, services, and licensing agreements that were comparable in size to the TPS;
- cost to provide Software Assurance (SA) and maintenance for the term of the agreement;
- cost to acquire additional licenses for existing products throughout the agreement;
- committed pricing for a period of one year for additional Microsoft products; and
- reporting mechanisms for license acquisition and management.

After review of all submitted proposals, Dell Canada Inc. met all mandatory criteria and provided the lowest cost, and is being recommended as the LAR for the acquisition and licensing of Microsoft software. Dell Canada Inc.'s bid was a total cost of \$5.7M (including taxes) over a three year period. The annual payments, each year, for three years will be \$1.9M (including taxes).

TPS has confirmed that we are receiving Provincial pricing based on the Management Board Secretariat (MBS) master Microsoft Business Agreement #U83644444. Further, TPS consulted with the City of Toronto (COT) on their licensing, however, found that TPS and COT licensing did not align. Based on the volume of purchases, the Province's agreement offers the best possible pricing available to TPS.

Conclusion:

Microsoft products support the standard set by ITS, and are an integral part of providing electronic mail, web sites, login and security mechanisms, personal file storage systems, virus and malware detection, desktop productivity tools, mobile solutions and print services.

TPS is recommending Dell Canada Inc. be awarded the Enterprise Agreement for licensing maintenance and the vendor of record status for any net new acquisitions of Microsoft software for the term April 1, 2012 to March 31, 2015.

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 NOVEMBER 24, 2011**

#P289. ARCHITECTURAL DESIGN SERVICES – PRE-QUALIFIED VENDORS

The Board was in receipt of the following report November 08, 2011 from William Blair, Chief of Police:

Subject: ARCHITECTURAL DESIGN SERVICES – PRE-QUALIFIED VENDORS

Recommendation:

It is recommended that the Board approve the five pre-qualified vendors listed below for the provision of architectural design services commencing on January 1, 2012 and concluding on December 31, 2014:

1. Dutra Architect Inc.;
2. Eugene Kuan Architect;
3. Green Propeller Design;
4. McKinnon Design; and
5. Barry Bryan Associates.

Financial Implications:

There are no financial implications related to the recommendation contained in this report. Architectural design services required by the Service are funded from approved renovation/state-of-good-repair projects in the operating and capital budgets. Architectural services for major facility projects will not be limited to the pre-qualified vendors, and will follow a normal request for proposal process.

Background/Purpose:

The Service has an ongoing program of facility renovations, improvements, upgrades and retrofits that require design services. Due to the number of projects conducted by the Service, it is more efficient to establish a pre-qualified list of architectural firms that the Service can access for design services. A pre-qualified list of architectural firms will reduce the time and effort to procure architectural design services particularly for smaller type projects, and as a result will allow the Service to complete projects more expeditiously. The current Board-approved list of pre-qualified architectural firms expires on December 31, 2011 and therefore, a new list is required.

Discussion:

In August 2011, the Service's Purchasing Support Services unit issued a Request for Proposal (RFP) #1123484-11 to select pre-qualified firms for the provision of architectural design services. The RFP closed on October 31, 2011 and 21 responses were received.

The responses were reviewed by Facilities unit staff using the weighted criteria identified in the RFP. The RFP indicated that the Service would select a minimum of five pre-qualified vendors. The submissions were evaluated independently using the following weighted criteria:

- qualifications and experience of the Vendor's assigned personnel (30%);
- evaluation of past projects completed by the Vendor (20%);
- evaluation of hourly rates charged (30%);
- compliance with financial requirements (10%);
- general understanding of requirements (10%)

Conclusion:

As a result of the evaluation of responses received to the RFP for architectural design services, five vendors are being recommended as the pre-qualified list for the term commencing on January 1, 2012 and concluding on December 31, 2014.

Architectural design services required by the Service will be tendered on a project by project basis, and the pre-qualified vendors will have the opportunity to bid on each assignment. Consequently, the work is still subject to a competitive bidding process amongst the five pre-qualified firms.

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 NOVEMBER 24, 2011**

**#P290. INDEPENDENT CIVILIAN REVIEW INTO MATTERS RELATING TO
THE G20 SUMMIT – ACCOUNT FOR PROFESSIONAL SERVICES**

The Board was in receipt of the following report November 07, 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 October 28, 2011, in the amount of \$50,607.60, subject to City Council's approval of a transfer of funds, and that such payment be drawn from the Board's 2011 operating budget.

Financial Implications:

The total amount invoiced to date is \$658,120.51. The balance of the Special Fund as at August 31, 2011 is estimated at \$257,691.00.

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).

Since September 2010, Justice Morden has submitted the following invoices for services rendered for the ICR:

Period Ending	Amount
October 14, 2010	\$24,008.99
November 14, 2010	\$45,402.32
December 17, 2010	\$42,462.62
January 14, 2011	\$19,899.15
February 10, 2011	\$43,165.19
March 14, 2011	\$84,775.57
April 14, 2011	\$64,935.58
May 13, 2011	\$28,365.43
June 13, 2011	\$64,385.37
June 28, 2011*	\$3,295.00

July 14, 2011	\$58,990.88
August 15, 2011	\$27,378.81
September 22, 2011	\$100,448.00
October 28, 2011	\$50,607.60

* Invoice from the City of Toronto related to the rental of a room for the public hearings.

Discussion:

One of the requirements of the Special Fund policy is that the Special Fund must maintain a minimum balance of \$150,000 in order to meet its corporate recognition obligations. Given the state of the Special Fund, at this time, the Board will not be able to fulfill those obligations in 2012.

Based on projections the Special Fund balance will be \$16,875.00 as at December 31, 2011. As a result, at its meeting of October 4, 2011, the Board determined that there is a need to explore a number of options so that it may continue to meet its obligations and bring the Special Fund back to health. At this time, the Board agreed to request the City's approval to fund the completion of the ICR.

At its meeting on November 1, 2011, the Executive Committee approved a one-time transfer of projected surplus funds from the Toronto Police Service's 2011 Operating Budget, in the amount of \$480,000.00 to fund the completion of the ICR, subject to City Council's approval.

I have attached a copy of Justice Morden's most recent account for services rendered up to and including October 10, 2011, in the amount of \$50,607.60. A detailed statement is included on the in-camera agenda for information. It should be noted that a reduction of \$4,373.50 for fees and disbursements have been applied to this account.

Conclusion:

It is, therefore, recommended that the Board authorize payment in the amount of \$50,607.60, subject to City Council's approval of a transfer of funds, from the Board's 2011 operating budget for professional services rendered by Justice John W. Morden.

The Board approved the foregoing report and noted that the detailed statement of account was considered during the in-camera meeting (Min. No. C348/11 refers).

Heenan Blaikie

Via Email and Regular Mail

Of Counsel

The Right Honourable Pierre Elliott Trudeau, P.C., C.C., C.H., Q.C., FRSC (1984 - 2000)
The Right Honourable Jean Chrétien, P.C., C.C., O.M., Q.C.
The Honourable Donald J. Johnston, P.C., O.C., Q.C.
Pierre Marc Johnson, G.O.Q., FRSC
The Honourable Michel Bastarache, C.C.
The Honourable René Dussault, O.C., O.Q., FRSC, Ad. E.
The Honourable John W. Morden
Peter M. Blaikie, Q.C.
André Bureau, O.C.

November 1, 2011

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

File No. 058057-0001

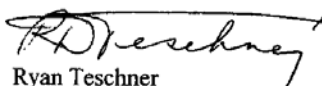
Dear Dr. Mukherjee:

Re: Independent Civilian Review of Matters Related to the G20 Summit

Enclosed please find our account for services rendered up to and including October 10, 2011, which we trust you will find satisfactory. Please note that we have provided the Toronto Police Services Board with a reduction of \$4,373.50 for fees and disbursements with respect to this account.

Yours truly,

Heenan Blaikie LLP


Ryan Teschner

RT/dk
Encl.

c.c. Joanne Campbell [Toronto Police Services Board]
[By email and regular mail]

c.c. Sheri Chapman [Toronto Police Services Board]
[By email and regular mail]

HBdocs - 11360234v1

Ryan Teschner
T 416 843.6890
F 1 866 615.6263
rteschner@heenan.ca

Bay Adelaide Centre
333 Bay Street, Suite 2900
P.O. Box 2900
Toronto, Ontario
Canada M5H 2T4
heenanblaikie.com

Heenan Blaikie LLP, Lawyers | Patent and Trade-mark Agents
Toronto Montreal Vancouver Québec Calgary Sherbrooke Ottawa Trois-Rivières Victoria
Paris Singapore

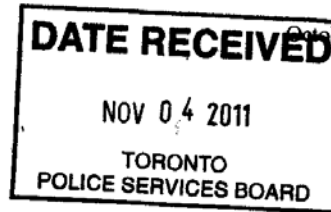
Heenan Blaikie LLP

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° 23020254

Page 1



October 28, 2011

PRIVATE & CONFIDENTIAL

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

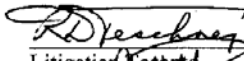
Attention : Joanne Campbell

Reference: File: 058057-0001 Confidential

FOR PROFESSIONAL SERVICES RENDERED for the period ending October 10, 2011

FEES	\$ 41,948.00
DISBURSEMENTS (TAXABLE)	\$ 2,703.69
SUB-TOTAL	\$ 44,651.69
HST (13%)	\$ 5,804.72
DISBURSEMENTS (NON TAXABLE)	\$ 151.19
AMOUNT DUE	\$ 50,607.60

HEENAN BLAIKIE LLP


Litigation Toronto

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: Tilt

PAYABLE UPON RECEIPT

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 24, 2011**

**#P291. TORONTO POLICE SERVICE – 2011 CAPITAL BUDGET VARIANCE
FOR THE PERIOD ENDING SEPTEMBER 30, 2011**

The Board was in receipt of the following report November 08, 2011 from William Blair, Chief of Police:

Subject: 2011 CAPITAL BUDGET VARIANCE REPORT FOR THE TORONTO
POLICE SERVICE – PERIOD ENDING SEPTEMBER 30, 2011

Recommendations:

It is recommended that:

- (1) the Board approve a transfer of \$750,000 from the Locker Replacement Lifecycle project to the Furniture Lifecycle project;
- (2) the Board forward a copy of this report to the City's Budget Committee for approval of recommendation no. 1; and
- (3) 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 Council-approved gross available funding for 2011 (including carryover from 2010) is \$100.9 million (M) comprised of \$68.7M (debt-funded) and \$32.2M (other-than-debt funded). Including recoveries, the Council-approved net debt funding is \$57.4M.

As of September 30, 2011, the Service is projecting a total gross expenditure of \$64.4M, compared to \$100.9M in available funding (a spending rate of 64%). From a net debt perspective, the Service is projecting total expenditures of \$35.7M, compared to \$57.4M in available funding (a spending rate of 62%). The projected (net) under-expenditure for 2011 is \$21.8M and this amount will be carried forward to 2012. A significant portion (\$7.9M) of the total carry forward amount is due to the Board's deferral of the contract award for the acquisition and implementation of the Integrated Records and Information System (IRIS).

Background/Purpose:

At its special meeting of February 23, 2011, City Council approved the Toronto Police Service's 2011-2020 capital program. Subsequently, the Board approved a revised capital program at its April 7, 2011 meeting (Min. No. P80/11 refers). Attachment A provides a summary of the Board and Council approved program.

This capital variance report provides the status of projects as at September 30, 2011.

Discussion:

Summary of Capital Projects:

Attachment B provides a status summary of the on-going projects from 2010 as well as those projects that have started in 2011. 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 following provides summary information on key projects within the 2011-2020 Capital Program.

- Progress Avenue (previously titled "Property and Evidence Management Facility") (\$35.8M)

Overall Project Health Status	
Current	Previous Variance Report
YELLOW	YELLOW

This project provides funding for a new property and evidence management facility. The design process is currently underway and is expected to be complete by year-end. The process for retaining the services of a construction management firm is also underway. Only \$0.1M will be spent in 2011 for some design work. The rest of the available funding will be carried forward to 2012. 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.

- New 11 Division Facility (\$30M)

Overall Project Health Status	
Current	Previous Variance Report
GREEN	GREEN

This project is for the construction of a new 11 Division facility at 2054 Davenport Road. The building has been designed to meet LEED-Silver certification. The project included the demolition of a 1960's portion of an existing building with partial retention of a 1913 façade along Davenport Road.

This project is complete, and 11 Division members moved into the facility in September. The project close down process is currently underway. Deficiencies, operational issues and financial issues remain to be resolved. It is estimated that this project will be under budget by approximately \$0.5M. This amount is being carried forward to 2012 to ensure there is available funding for any outstanding issues.

- New 14 Division Facility (\$35.5M)

Overall Project Health Status	
Current	Previous Variance Report
YELLOW	YELLOW

This project is for the construction of a new 14 Division facility at 11 St. Annes Road. The facility has been designed and will be constructed to meet the requirements for LEED-Silver certification.

Construction is well underway. Substantial construction completion is expected to be achieved in June 2012, with the move-in anticipated for the third quarter of 2012.

Infrastructure Stimulus Funding (ISF) of \$8.7M has been approved for 14 Division. The ISF completion date has been extended to October 31, 2011. The Service advised City Finance staff that the substantial construction completion date for the new 14 Division facility would not be achieved by the October 31, 2011 extension. This impacts on the total amount of ISF funding available for this project, and has been raised as an issue for resolution with City Finance staff.

It is expected that of the \$20.8M available funding in 2011, \$15.8M will be spent in 2011 and the remaining balance will be carried forward to 2012. At this time, it is projected that the project will be within the approved gross budget, and on schedule.

- 5th Floor Space Optimization (\$1.4M)

Overall Project Health Status	
Current	Previous Variance Report
GREEN	GREEN

This project provides for the redesign of the Information Technology Services (ITS) area on the 5th floor of Headquarters to bring the space up to a reasonable state of good repair, optimize the space available and better accommodate staff and their operational work requirements. The space design will apply the Service's standards for furniture and space allocation.

The space plan has been completed and the contract for architectural services has been awarded to one of the Board-approved pre-qualified firms through a competitive procurement process. IT staff have been relocated to Progress Avenue as necessary to facilitate the renovation.

The project is currently expected to be completed \$0.3M under budget.

- In-Car Camera (\$9.8M)

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-wide rollout of ICCs to all 415 front line vehicles within all divisions is now complete. The integrated Digital Video Disclosure (iDVD) subproject (Min. No. P57/11 refers) is on schedule and is to be completed by the end of 2011.

This project is projected to be completed on budget.

- IRIS – Integrated Records and Information System (formerly Acquisition and Implementation of the New Records Management System) (\$24.4M)

Overall Project Health Status	
Current	Previous Variance Report
RED	RED

The project provides funding for a commercial off-the-shelf (COTS) integrated records and information system. The 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 operations and information management system.

The Board deferred the award of a software vendor pending review of the project by the City Auditor General (AG) and City Chief Information Officer (CIO) (Min. No. P73/11 refers). At its meeting of September 14, 2011, the Board received the City's AG and CIO reports (Min. No. P223/11 refers). The Board also received the Service's responses to the AG and City CIO reports and the Service's request to award the contract to Versaterm Inc. The Board deferred the request for the contract award to its October 21, 2011 meeting (Min. No. P243/11 refers). At its October 21, 2011 meeting, the Board approved Versaterm as the vendor for this project.

As a result of the deferral of vendor approval, only \$1.4M is projected to be spent in 2011 and the rest will be carried forward to 2012. The project's timelines have been adjusted to accommodate this deferral, and a revised cashflow for the project has been included in the Service's 2012-2021 capital program. The Service will attempt to absorb the unplanned costs resulting from the deferral from within the current project budget, and any future impacts will be reported to the Board. Project completion continues to be anticipated for year-end 2014.

- Upgrade to Microsoft 7 (\$1.7M)

Overall Project Health Status	
Current	Previous Variance Report
GREEN	GREEN

In 2009, Microsoft announced 2012 as the end-of-life date for Windows XP Service Pack 3 (SP3), the operating system currently used by the Service. In mid-2010, Microsoft pushed out the end-of-support date to early 2014. However, between 2012 and the final end date, only critical security patches will be available. Since April 2010, all other patches or fixes are charged as a cost directly paid for by the customer. As such, the Service must transition to the current Microsoft Operating System (OS) well in advance of January 2014 to ensure continued workstation service availability.

Each major type of device used by the Service will require its own migration strategy (e.g., networked workstation, secure laptops and mobile workstations). Based on the Service's size and complexity, migration to a new operating system will take 18-24 months.

In addition to the upgrade, this project also includes funds for the acquisition and implementation of a desktop management tool that will provide the ability to remotely deploy standard images consistently to workstations, without the requirement for a technician to attend on-site. Acquiring this tool avoids the cost of hiring eight temporary deployment technicians (approximately \$300,000) to manually perform this work, particularly each time the Service performs an operating system upgrade.

From the \$1.5M available funding, \$1M will be spent in 2011. The remaining funds are being carried forward to 2012 due to the IRIS project being on hold. Roll out will begin in the first quarter of 2012.

This project is currently projected to be completed on budget.

- Automated Fingerprint Identification System (AFIS) (\$2.8M)

Overall Project Health Status	
Current	Previous Variance Report
GREEN	GREEN

This project provides for the replacement of the current Automated Fingerprint Identification System (AFIS). AFIS interfaces with other systems in the Service; specifically, with the Repository for Integrated Criminalistic Imaging system (RICI), used for the booking / mugshot process, and with Livescan workstations (used for biometrics capture). AFIS must also be compliant with new Royal Canadian Mounted Police (RCMP) standards. Over the last few years, there have been major advancements in matching algorithms, drastically improving accuracy. The current system is almost at capacity and the hardware partially obsolete. The maintenance agreement to sustain the current system has been extended for one year only. Replacing AFIS will address all these issues.

The Request for Proposal for the new AFIS system was issued in March 2011 and closed on May 13, 2011. Two vendors were selected to proceed to bench mark testing in July 2011. A recommendation on the selection of a vendor was made to the Board on September 14, 2011 and was approved (Min. No. P233/11 refers).

It is projected that of the available \$2.8M project budget, \$0.6M will be spent in 2011. The remaining amount will be carried forward to 2012, as a significant portion of the installation will be completed in 2012.

This project is currently projected to be completed on budget.

- Vehicle and Equipment Lifecycle Replacements (approved \$32.2M for 2011 – including carry forward from 2010)

Projects listed in this category are funded from the Vehicle and Equipment Reserve (Reserve), which is in turn funded through annual contributions from the Service's and Parking Enforcement's operating budgets. Items funded through this Reserve include the regular replacement of vehicles, furniture and information technology equipment.

The projected under-spending of \$12.1M in 2011 is primarily due to:

- Timing of acquisition of server replacements (due to various resource-related pressures in the Service's Information Technology Services (ITS) area, the lifecycle replacement for 2011 has been deferred to 2012);

- Cashflow deferrals for vehicle replacements (the impact of advance purchases of marked vehicles is being analysed, and any adjustments to reserve requirements for vehicle replacements will be included in the next budget cycle); and
- The Request for Proposal (RFP) for the replacement of the Wireless Parking System must be re-issued due to hardware issues.

The Service is requesting approval to transfer \$750,000 from Locker Replacement Lifecycle to Furniture Replacement Lifecycle, within the overall Reserve, in order to accommodate the furniture replacement for the 5th floor renovation project. These funds will be transferred back to the Locker Replacement lifecycle in 2012 from the Furniture Replacement Lifecycle.

The unspent 2011 funds are still required and will be carried forward to 2012.

Conclusion:

As of September 30, 2011, the Service is projecting a total gross expenditure of \$64.4 M, compared to \$100.9M in available funding (a spending rate of 64%). From a net debt perspective, the Service is projecting total expenditures of \$35.7M, compared to \$57.4M in available funding (a spending rate of 62%). The projected (net) under-expenditure for 2011 is \$21.8M and this amount will be carried forward to 2012 as it is still required.

Most of the projects in the capital program are projected to be completed on target. The Progress Avenue, new 14 Division and IRIS projects are being carefully monitored. The Board will be updated accordingly as required tendering processes are completed and more up-to-date information on various issues and processes becomes available on these projects.

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

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

The Board approved the foregoing report.

2011-2020 CAPITAL PROGRAM (\$000s) - 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	1,526	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)	

2011 Capital Budget Variance Report as at September 30, 2011 (\$000s)

Project Name	Carry Forward from 2010	2011 Budget	Available to Spend in 2011	2011 Projection	Year-End Variance - (Over)/ Under	Total Project Budget	Total Project Cost (Projects)	Project Variance - (Over) / Under	Comments	Overall Project Health
Debt-Funded Projects										
Facility Projects:										
Progress Site	1,256.5	4,214.0	5,470.5	100.0	5,370.5	35,769.3	35,769.3	-	Please refer to the body of the report.	Yellow
2nd Floor space optimization	1,437.6	0.0	1,437.6	1,437.6	-	2,675.0	2,675.0	-	Completed	Green
11 Division (excludes cost of land)	161.3	9,459.3	9,620.6	9,120.6	500.0	29,986.0	29,486.0	500.0	Please refer to the body of the report.	Green
14 Division (excludes cost of land)	1,533.0	19,230.6	20,763.6	15,802.1	4,961.5	35,515.0	35,515.0	-	Please refer to the body of the report.	Yellow
54 Division	0.0	500.0	500.0	500.0	-	36,946.0	36,946.0	-	Some issues with respect to cost and environmental assessment of property.	Yellow
5th Floor Space Optimization	0.0	1,357.0	1,357.0	1,057.0	300.0	1,357.0	1,057.0	300.0	Please refer to the body of the report.	Green
Information Technology Projects:										
In - Car Camera	2,202.6	0.0	2,202.6	2,202.6	-	9,765.3	9,765.3	-	Please refer to the body of the report.	Green
HRMS Additional Functionality	346.0	0.0	346.0	346.0	-	346.0	346.0	-	Project is on budget and is expected to be completed by December.	Green
Integrated Records and Information System (IRIS)	1,388.0	7,933.0	9,321.0	1,388.0	7,933.0	24,420.0	24,420.0	-	Please refer to the body of the report.	Red
911 Hardware/Handset	757.0	335.5	1,092.5	757.0	335.5	1,092.0	1,092.0	-	Health is still amber as precaution due to tight timelines creating some risks. Upgrades are going as planned and on time with 50% completion at this time	Yellow
Replacement of Voice Mail	1,222.0	0.0	1,222.0	1,222.0	-	1,222.0	1,222.0	-	Project is on budget and on schedule.	Green
Fuel Management System	697.0	0.0	697.0	0.0	697.0	697.0	-	697.0	Project is not proceeding.	N/A
Radio Replacement	414.6	6,885.0	7,299.6	7,000.0	299.6	34,389.0	34,389.0	-	Project is on budget and on schedule.	Green
Upgrade to Microsoft 7	0.0	1,492.0	1,492.0	960.9	531.1	1,652.0	1,652.0	-	Please refer to the body of the report.	Green
Replacements / Maintenance / Equipment Projects										
State-of-Good-Repair - Police	1,574.5	1,526.0	3,100.5	1,800.0	1,300.5	n/a	n/a	n/a	Project is on budget and on schedule.	Green
AFIS	0.0	2,826.6	2,826.6	643.8	2,182.8	2,827.0	2,827.0	-	Please refer to the body of the report.	Green
Total Debt-Funded Projects	12,990.1	55,759.0	68,749.1	44,337.6	24,411.5					
Lifecycle Projects (Vehicle & Equipment Reserve)										
Vehicle Replacement	324.4	11,784.0	12,108.4	9,659.3	2,449.1	n/a	n/a	n/a	\$2.4M will be carried forward to 2012.	Green
IT-Related Replacements	4,306.0	9,167.0	13,473.0	6,903.4	6,569.6	n/a	n/a	n/a	Variance will be carried forward to 2012 for projects such as Servers, Voice logging, business resumption,etc.	Green
Other Equipment	1,428.4	5,187.0	6,615.4	3,545.6	3,069.8	n/a	n/a	n/a	Projects are on budget and on schedule except for Wireless Parking System that RFP has to be re-issued	Green
Total Lifecycle Projects	6,058.8	26,138.0	32,196.8	20,108.2	12,088.5					
Total Gross Expenditures:	19,048.9	81,897.0	100,945.9	64,445.8	36,500.1	Percent spent:		63.8%		
Less other-than-debt funding:										
Funding from Developmental Charges	0.0	-2,264.0	-2,264.0	-2,264.0	-	n/a	n/a	n/a		
Infrastructure Funding	-245.6	-8,862.0	-9,107.6	-6,500.5	-2,607.1	n/a	n/a	n/a		
Vehicle & Equipment Reserve	-6,058.8	-26,138.0	-32,196.8	-20,108.2	-12,088.5	n/a	n/a	n/a		
Total Other-than-debt Funding:	-6,304.4	-37,264.0	-43,568.4	-28,872.7	-14,695.7					
Total Net Expenditures:	12,744.5	44,633.0	57,377.5	35,573.1	21,804.4	Percent spent:		62.0%		

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 24, 2011**

**#P292. TORONTO POLICE SERVICES BOARD – OPERATING BUDGET
VARIANCE FOR THE PERIOD ENDING SEPTEMBER 30, 2011**

The Board was in receipt of the following report October 31, 2011 from Alok Mukherjee, Chair:

Subject: OPERATING BUDGET VARIANCE REPORT FOR THE TORONTO POLICE
SERVICES BOARD – PERIOD ENDING SEPTEMBER 30, 2011

Recommendation:

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.

Background/Purpose:

The Board, at its meeting on January 11, 2011 (Min. No. P12/11 refers), approved the Toronto Police Services Board Operating Budget at a net amount of \$2,347,800. Subsequently, Toronto City Council, at its meeting of February 23 and February 24, 2011, approved the Board's 2011 Operating Budget at the same amount.

The purpose of this report is to provide information on the Board's 2011 projected year-end variance.

Discussion:

The following chart summarizes the variance by category of expenditure.

Expenditure Category	2011 Budget (\$000s)	Actual to Sept 30/11 (\$000s)	Projected Year- End Actual (\$000s)	Fav / (Unfav) (\$000s)
Salaries & Benefits (incl. prem.pay)	\$921.1	\$650.4	\$921.1	\$0.0
Non-Salary Expenditures	<u>\$1,426.7</u>	<u>\$552.9</u>	<u>\$1,426.7</u>	<u>\$0.0</u>
Total	<u>\$2,347.8</u>	<u>\$1,203.3</u>	<u>\$2,347.8</u>	<u>\$0.0</u>

It is important to note that expenditures do not all follow a linear pattern and therefore year-to-date expenditures cannot be simply extrapolated to year end. Rather, the projection of expenditures to year end is done through an analysis of all accounts, taking into consideration factors such as expenditures to date, future commitments expected and spending patterns.

As at September 30, 2011, no variance is anticipated. Details are discussed below.

Salaries & Benefits (including Premium Pay)

Year-to-date expenditures are consistent with the budget and therefore no year-end variance is projected.

Non-salary Budget

The majority of the costs in this category are for arbitrations / grievances and City charge backs for legal services.

The Toronto Police Services Board cannot predict or control the number of grievances filed or referred to arbitration as filings are at the discretion of bargaining units. In order to deal with this uncertainty, the 2011 budget includes a \$610,600 contribution to a Reserve for costs of independent legal advice. Fluctuations in legal spending will be dealt with by increasing or decreasing the budgeted reserve contribution in future years' operating budgets.

No variance is anticipated in the remaining accounts at this time.

Conclusion:

The year-to-date expenditure pattern is consistent with the approved estimate. As a result, projections to year end indicate no variance to the approved budget.

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 NOVEMBER 24, 2011**

**#P293. TORONTO POLICE SERVICE – OPERATING BUDGET VARIANCE
FOR THE PERIOD ENDING SEPTEMBER 30, 2011**

The Board was in receipt of the following report November 09, 2011 from William Blair, Chief of Police:

Subject: OPERATING BUDGET VARIANCE REPORT FOR THE TORONTO POLICE
SERVICE – PERIOD ENDING SEPTEMBER 30, 2011

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:

The Board, at its January 11, 2011 meeting, approved the Toronto Police Service's 2011 operating budget at a net amount of \$905.9 million (M) (Min. No. P13/11 refers). Toronto City Council, at its meeting of February 23 and February 24, 2011, approved the 2011 Operating Budget at the same amount.

Subsequently, the Service budget has been restated upwards by \$0.3M (an allocation from the Insurance Reserve Fund to the Service's 2011 operating budget) and \$23.3M (to cover the cost of the negotiated contract settlement for Toronto Police Association members), resulting in a net operating budget of \$929.5M.

Background/Purpose:

The purpose of this report is to provide information on the Service's 2011 projected year-end variance as of September 30, 2011.

Discussion:

The following chart summarizes the variance by expenditure and revenue category.

Category	2011 Budget (\$Ms)	Actual to Sept 30/11 (\$Ms)	Projected Year- End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Salaries	\$667.9	\$465.4	\$670.0	(\$2.1)
Premium Pay	\$44.9	\$22.3	\$44.1	\$0.8
Benefits	\$176.4	\$125.3	\$175.8	\$0.6
Materials and Equipment	\$23.1	\$15.9	\$23.4	(\$0.3)
Services	\$92.2	\$46.2	\$89.4	\$2.8
Total Gross	\$1,004.5	\$675.1	\$1,002.7	\$1.8
Revenue	(\$75.0)	(\$43.3)	(\$78.0)	\$3.0
Total Net	\$929.5	\$631.8	\$924.7	\$4.8

It is important to note that expenditures do not all follow a linear pattern and therefore year-to-date expenditures cannot be simply extrapolated to year end. Rather, the projection of expenditures to year end is done through an analysis of all accounts, taking into consideration factors such as expenditures to date, future commitments expected and spending patterns. In addition, the Service receives significant amounts of in year grant funding and the revenue and expense budgets are adjusted when receipt of funds is confirmed.

As at September 30, 2011, a net \$4.8M favourable variance is anticipated. This variance is \$3.2M more favourable than previously reported (Min. No. P231/11 refers). Details of each major expenditure category and revenue are discussed in the sections that follow.

Salaries:

An unfavourable variance of \$2.1M is projected in the salary category. This variance is \$0.5M more favourable than previously reported.

Expenditure Category	2011 Budget (\$Ms)	Actual to Sept 30/11 (\$Ms)	Projected Year- End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Uniform Salaries	\$508.9	\$357.0	\$510.9	(\$2.0)
Civilian Salaries	\$159.0	\$108.4	\$159.1	(\$0.1)
Total Salaries	\$667.9	\$465.4	\$670.0	(\$2.1)

The 2011 uniform salary budget does not include any funds for recruit hiring and assumed that the projected attrition for total uniform separations (resignations and retirements) would be 220. Actual separations to the end of September 2011 are less than had been estimated, and at this time the Service is projecting 190 separations for the year, compared to the 220 included in the 2011 budget. The projected year-end attrition includes the 12 uniform separations as a result of the Board-approved Voluntary Exit Incentive Program (VEIP) (Min. No. C236/11 refers). Based on timing of separations to date, uniform salaries are projected to be \$2.0M unfavourable to year-end, taking into account the \$0.6M estimated cost of the VEIP for uniform members.

The Service has taken steps to defer the filling of a number of civilian positions, and is projecting a \$0.2M favourable variance due to an increase in in-year gapping. This favourable variance is offset by the \$0.3M cost of the six civilian staff leaving through the VEIP. As a result, civilian salary budgets are projected to be \$0.1M unfavourable.

The total cost of the VEIP for the 18 staff is \$0.9M. While this amount has an impact on the salary category, the Service is able to absorb this unplanned expenditure from the favourable variances in other categories.

Premium Pay:

Based on current trends, the Service is projecting a net favourable variance in premium pay spending of \$0.8M, which is less favourable than previously reported.

Expenditure Category	2011 Budget (\$Ms)	Actual to Sept 30/11 (\$Ms)	Projected Year- End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Court	\$11.8	\$8.2	\$12.0	(\$0.2)
Overtime	\$6.1	\$3.2	\$6.0	\$0.1
Callback	\$6.6	\$4.3	\$6.6	\$0.0
Lieutime Cash Payment	\$20.4	\$6.6	\$19.5	\$0.9
Total Premium Pay*	\$44.9	\$22.3	\$44.1	\$0.8

** Approx. \$2.4M is attributed to grant-funded expenditures (revenue budget has been increased by same amount)*

The Service continues to strictly monitor and control premium pay. Overtime is to be authorized by supervisory personnel based on activities for protection of life (i.e., where persons are at risk), protection of property, processing of arrested persons, priority calls for service (i.e., where it would be inappropriate to wait for the relieving shift), and case preparation (where overtime is required to ensure court documentation is completed within required time limits). It should be noted that premium pay is subject to the exigencies of policing and uncontrollable events can have an impact on expenditures.

Occupy Toronto is an example of an unplanned event that can have an impact on premium pay expenditures. The Service prepared for the Occupy Toronto demonstrations in mid-October based on the level of police engagement for similar demonstrations in other parts of the world. Premium pay costs incurred to date total \$0.4M, and have been absorbed by the Service within the 2011 budget. The Service continues to deal with and monitor activities related to Occupy Toronto.

Benefits:

A favourable variance of \$0.6M is projected in the benefits category, which is \$1.4M more favourable than previously reported.

Expenditure Category	2011 Budget (\$Ms)	Actual to Sept 30/11 (\$Ms)	Projected Year- End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Medical / Dental	\$38.5	\$23.0	\$37.8	\$0.7
OMERS / CPP / EI / EHT	\$108.2	\$82.4	\$108.5	(\$0.3)
Sick Pay / CSB / LTD	\$16.4	\$11.4	\$16.4	\$0.0
Other (e.g., WSIB, life ins.)	\$13.3	\$8.5	\$13.1	\$0.2
Total Benefits	\$176.4	\$125.3	\$175.8	\$0.6

Based on year-to-date expenditures, medical/dental costs are trending towards a \$0.7M favourable variance, and the “other” benefits category is projecting a \$0.2M surplus. These are offset by pressures in the OMERS, CPP, EI and EHT expenditures, which are projected to be \$0.3M unfavourable due to the lower than anticipated separations.

The previous variance report included a projected \$1.2M expenditure as a result of the estimated OMERS impact related to the parking taxable benefit. This projected expenditure is no longer required, as a liability had been established in 2010 for this pressure resulting in a more favourable variance for this category.

Materials and Equipment:

An over expenditure of \$0.3M is projected in this category, which is \$0.1M more favourable than previously reported.

Expenditure Category	2011 Budget (\$Ms)	Actual to Sept 30/11 (\$Ms)	Projected Year- End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Vehicles (gas, parts)	\$11.9	\$7.7	\$12.3	(\$0.4)
Uniforms	\$3.7	\$3.2	\$3.7	\$0.0
Other Materials	\$5.0	\$3.5	\$4.9	\$0.1
Other Equipment	\$2.5	\$1.5	\$2.5	\$0.0
Total Materials & Equipment*	\$23.1	\$15.9	\$23.4	(\$0.3)

* Approx. \$0.5M is attributed to grant-funded expenditures (revenue budget has been increased by same amount)

The Service is closely monitoring the cost of fuel and its impact on the budget. Based on prices in the first nine months of the year, and the recent levelling-off of gas prices, the Service is projecting an unfavourable budget variance in gasoline of \$0.4M by year-end, \$0.3M less than previously reported.

Services:

Expenditures in this category are projected to be \$2.8M under spent, which is \$1.2M more favourable than previously reported.

Expenditure Category	2011 Budget (\$Ms)	Actual to Sept 30/11 (\$Ms)	Projected Year- End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Legal Indemnification	\$0.6	\$0.5	\$0.6	\$0.0
Uniform Cleaning Contract	\$2.1	\$2.1	\$2.1	\$0.0
Courses / Conferences	\$2.2	\$0.8	\$1.7	\$0.5
Clothing Reimbursement	\$1.4	\$0.5	\$1.4	\$0.0
Computer / Systems Maintenance	\$11.8	\$9.7	\$11.6	\$0.2
Phones / cell phones / 911	\$7.4	\$4.5	\$7.4	\$0.0
Reserve contribution	\$30.8	\$14.6	\$30.8	\$0.0
Caretaking / maintenance utilities	\$19.6	\$3.7	\$19.0	\$0.6
Other Services	\$16.3	\$9.8	\$14.8	\$1.5
Total Services *	\$92.2	\$46.2	\$89.4	\$2.8

* Approx. \$0.4M is attributed to grant-funded expenditures (revenue budget has been increased by same amount)

Projected savings in the Courses / Conferences and Other Services category are a result of the Service's initiative to reduce spending where operationally feasible. Projected savings in caretaking and maintenance are due to more-than-anticipated City staff vacancies and year-to-date chargeback for these services from the City.

Revenue:

A favourable variance of \$3.0M is projected in this category, which is \$0.4M more favourable than previously reported.

Revenue Category	2011 Budget (\$Ms)	Actual to Sept 30/11 (\$Ms)	Projected Year- End Actual (\$Ms)	Fav / (Unfav) (\$Ms)
Recoveries from City	(\$10.1)	(\$7.0)	(\$10.7)	\$0.6
CPP and Safer Comm'y grants	(\$16.3)	(\$3.9)	(\$16.3)	\$0.0
Other Gov't grants	(\$9.4)	(\$6.9)	(\$9.4)	\$0.0
Fees (e.g., paid duty, alarms, ref.)	(\$10.6)	(\$7.8)	(\$11.9)	\$1.3
Secondments	(\$3.6)	(\$2.5)	(\$3.8)	\$0.2
Draws from Reserves	(\$17.0)	(\$9.8)	(\$17.0)	\$0.0
Other Revenues (e.g., pris return)	(\$8.0)	(\$5.4)	(\$8.9)	\$0.9
Total Revenues	(\$75.0)	(\$43.3)	(\$78.0)	\$3.0

The favourable variance is mainly due to recoveries from the City related to billings for officer attendance at Provincial Offenses Act courts while off duty, and higher-than-budgeted recoveries in the "fees" category based on trends to date and revised fees as approved by the Board at its June, 2011 meeting (Min. No. P157/11 refers). The "Other Revenues" category includes a one-time revenue amount due to the reversal of a \$1.2M liability for job evaluation issues that have now been resolved successfully by the Service.

Conclusion:

As at September 30, 2011, the Service is projecting a favourable variance of \$4.8M by year end. Expenditures and revenues will continue to be closely monitored throughout the year.

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 NOVEMBER 24, 2011**

**#P294. TORONTO POLICE SERVICE – PARKING ENFORCEMENT UNIT:
OPERATING BUDGET VARIANCE FOR THE PERIOD ENDING
SEPTEMBER 30, 2011**

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

Subject: OPERATING BUDGET VARIANCE REPORT FOR THE TORONTO POLICE
SERVICE PARKING ENFORCEMENT UNIT – PERIOD ENDING
SEPTEMBER 30, 2011

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:

The Board, at its January 11, 2011 meeting, approved the Toronto Police Service Parking Enforcement (PEU) 2011 operating budget at a net amount of \$39.5 Million (M) (Min. No. P14/11 refers). Subsequently, Toronto City Council, at its meeting of February 23 and February 24, 2011, approved the PEU 2011 net operating budget at the same amount.

City Finance staff have confirmed that funding has been set aside in the City's non-program expenditure budget to cover the cost of the negotiated contract settlement for Toronto Police Association staff. The \$0.9M estimated cost in 2011 for the collective agreement salary increase is offset by the budget transfer and therefore there is no net impact on the Service's 2011 overall variance. In addition, there is no net impact to the City. The PEU operating budget is not part of the Service's operating budget, but rather is maintained separately in the City's non-program budgets.

Background/Purpose:

The purpose of this report is to provide information on the PEU 2011 projected year-end variance as of September 30, 2011.

Discussion:

The following chart summarizes the variance by category of expenditure.

Category	2011 Budget (\$Ms)	Actual to Sept 30/11 (\$Ms)	Projected Year- End Actual (\$Ms)	Fav/(Unfav) (\$Ms)
Salaries	\$26.41	\$19.73	\$26.92	(\$0.51)
Premium Pay	\$2.55	\$1.13	\$1.76	\$0.79
Benefits	\$6.21	\$2.82	\$6.30	(\$0.09)
Total Salaries & Benefits	\$35.17	\$23.68	\$34.98	\$0.19
Materials	\$1.35	\$0.81	\$1.35	\$0.00
Equipment	\$0.10	\$0.02	\$0.10	\$0.00
Services	\$5.30	\$3.52	\$5.30	\$0.00
Revenue	(\$1.48)	(\$0.62)	(\$1.48)	\$0.00
Total Non-Salary	\$5.27	\$3.72	\$5.27	\$0.00
Total Net	\$40.44	\$27.41	\$40.25	\$0.19

It is important to note that expenditures do not all follow a linear pattern and therefore year-to-date expenditures cannot be simply extrapolated to year end. Rather, the projection of expenditures to year end is done through an analysis of all accounts, taking into consideration factors such as expenditures to date, future commitments expected and spending patterns.

As at September 30, 2011, a surplus of \$0.19 million (M) is anticipated. Details are discussed below.

Salaries & Benefits (including Premium Pay):

An unfavourable variance of \$0.60M is projected in salaries and benefits. PEU schedules one recruit class per year and hires the appropriate number of parking enforcement officers to ensure that, on average, it is at its full complement of officers during the year. Current trends indicate that the 2011 attrition will be less than the budgeted amount. As a result, PEU is projecting to be over-spent in salaries and benefits. The size of the recruit class (currently planned for the fourth quarter in 2011) will be determined later in the year, based on updated attrition figures.

The majority of premium pay at the PEU is 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, and would 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 approved by supervisory staff and strictly controlled.

Due to the projected lower-than-budgeted staff attrition, more permanent staff are available for duty, and PEU can reduce premium pay expenditures to offset the shortfall in salaries and benefits. At this time, a surplus of \$0.79M is projected in premium pay.

Non-salary Expenditures:

No variance is anticipated in the non-salary accounts at this time.

Conclusion:

As of September 30, 2011, a year-end surplus of \$0.19M is projected in the PEU operating budget.

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 NOVEMBER 24, 2011**

**#P295. SEMI-ANNUAL REPORT: GRANT APPLICATIONS & CONTRACTS:
APRIL TO SEPTEMBER 2011**

The Board was in receipt of the following report November 09, 2011 from William Blair, Chief of Police:

Subject: SEMI-ANNUAL REPORT: APRIL 1, 2011 TO SEPTEMBER 30, 2011 -
GRANT APPLICATIONS AND CONTRACTS

Recommendation:

It is recommended that commencing in 2012, the Chief of Police report annually on grant applications and contracts, instead of the current semi-annual reporting requirement.

Financial Implications:

There are no financial implications relating to the recommendation contained within this report. Grant funding fully or partially subsidizes the program for which the grant is intended. Any program costs not covered by grants are accounted for in the Service's capital and operating budgets.

Background/Purpose:

At its meeting of February 28, 2002, the Board granted standing authority to the Chair of the Police Services Board to sign all grant and funding applications and contracts on behalf of the Board (Min. No. P66/02 refers). The Board also requested that a report be provided on a semi-annual basis, summarizing all applications and contracts signed by the Chair (Min. Nos. P66/02 and P145/05 refer).

Discussion:

During the current reporting period, April 1, 2011 to September 30, 2011, the Chair of the Police Services Board signed five grant contracts and three contract amendments. Appendix A provides the details of grant applications submitted by the Service. Appendix B provides the details of new grants awarded and/or contracts signed by the Chair of the Police Services Board.

Active Grants:

As of September 30, 2011, the Toronto Police Service had a total of thirteen (13) active grants, as outlined below:

- Community Policing Partnership Program (\$7.5M, annually)
- Safer Communities – 1,000 Officers Partnership Program (\$8.8M, annually)
- Toronto Anti-Violence Intervention Strategy (\$5.0M annually for two years ending June 30, 2013)
- Police Officers Recruitment Fund (\$2.8M annually for five years ending March 31, 2013)
- Provincial Strategy to Protect Children from Sexual Abuse and Exploitation on the Internet (\$349,782 annually for two years ending March 31, 2013)
- Youth In Policing Initiative (\$589,000 annually)
- Civil Remedies Grant – Asset Forfeiture Training, HD Surveillance Cameras, Investigative Analysis Software, and Expert Training (\$154,800 – one-time funding)
- Civil Remedies Grant – Organized Crime Enforcement, Request#2, Forensic Accounting (\$29,500 – one-time funding)
- Reduce Impaired Driving Everywhere (RIDE) (\$172,005 – one-time funding, awarded annually)
- Provincial Electronic Surveillance Equipment Deployment Program (PESEDP) Refresh – Toronto (\$100,000 annually for two years ending March 31, 2012)
- Infrastructure Stimulus Fund – Division 11 (up to \$9.7M – one-time funding)
- Infrastructure Stimulus Fund – Division 14 (up to \$8.68M – one-time funding)
- Proceeds of Crime – Prevention and Enforcement of Online Crime (\$170,650 – one-time funding)

Proposed Change to Reporting Frequency:

Since 2002, the Service has been reporting to the Board semi-annually on new grants awarded and contracts signed. As this is an information report and to make it consistent with other information reporting to the Board, it is recommended that this report be changed to an annual report. If approved by the Board, the first such annual report would cover the period April 1, 2011 to March 31, 2012.

Conclusion:

This report provides the Board with information on the activity that occurred with respect to grants during the six-month period ending September 30, 2011, as well as the active grants in place as at the same date.

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.

Appendix A

Grant Applications April 1, 2011 to September 30, 2011

Name and Description of Grant	Amount of Funding Requested	Grant Term	Comments
Proceeds of Crime – Human Trafficking	\$200,000	n/a	Application submitted to Ministry of Community Safety and Correctional Services May, 2011. Notified, in writing, July, 2011 that application was not successful.
Reduce Impaired Driving Program (RIDE) <ul style="list-style-type: none"> A program to reduce impaired driving. 	\$172,005	April 1, 2011 to March 31, 2012	Application submitted to Ministry of Community Safety and Correctional Services April, 2011. Funding approved - see Appendix B.
Proceeds of Crime – Prevention and Enforcement of Online Crime <ul style="list-style-type: none"> A program to purchase equipment to investigate technology based crime and to educate businesses and citizens on how to protect themselves from technology related crime. 	\$170,650	April 1, 2011 to March 31, 2012	Application submitted to Ministry of Community Safety and Correctional Services May, 2011 and approved by Ministry in June, 2011. Funding approved - see Appendix B.
Toronto Anti-Violence Intervention <ul style="list-style-type: none"> Funding for a Service-wide intelligence initiative to reduce violence, increase community safety and improve the quality of life for members of the community. 	\$5,000,000 per fiscal year	July 1, 2011 to June 30, 2013	Proposal submitted to Ministry of Community Safety and Correctional Services in May, 2011. Funding approved -see Appendix B.

Appendix B

New Grants Awarded or Contracts Signed April 1, 2011 to September 30, 2011

Name and Description of Grant	Amount of Funding Approved	Grant Term	Comments
Youth in Policing Initiative <ul style="list-style-type: none"> A program to provide summer employment opportunities for youth who reside in at-risk communities. 	\$589,000	April 1, 2011 to March 31, 2012	The Chair signed the contract in July, 2011.
Reduce Impaired Driving Program (RIDE) <ul style="list-style-type: none"> A program to reduce impaired driving. 	\$172,005	April 1, 2011 to March 31, 2012	The Chair signed the contract in August, 2011.
Proceeds of Crime – Prevention and Enforcement of Online Crime <ul style="list-style-type: none"> A program to purchase equipment to investigate technology based crime and to educate business and citizens on how to protect themselves from technology related crime. 	\$170,650	April 1, 2011 to March 31, 2012	The Chair signed the contract in September, 2011.
A Provincial Strategy to Protect Children from Sexual Abuse and Exploitation on the Internet <ul style="list-style-type: none"> Funding to coordinate the increased identification of victims, to provide support services to victims of child internet sexual abuse and exploitation and to assist in preventing the cycle of recurring victimization. 	\$349,782 per fiscal year	April 1, 2011 to March 31, 2013	The Chair signed the contract in July, 2011.
Toronto Anti-Violence Intervention <ul style="list-style-type: none"> Funding for a Service-wide intelligence initiative to reduce violence, increase community safety and improve the quality of life for members of the community. 	\$5,000,000 per fiscal year	July 1, 2011 to June 30, 2013	The Chair signed the contract in August, 2011.

Name and Description of Grant	Amount of Funding Approved	Grant Term	Comments
Civil Remedies Grant Program – Asset Forfeiture Training, HD Surveillance Cameras, Investigative Analysis Software, and Expert Training <ul style="list-style-type: none"> A program to assist victims and prevent unlawful activity that results in victimization, through the provision of funding for training and equipment. 	\$22,622	April 1, 2010 to March 31, 2012	The Chair signed an amendment to the contract in July, 2011 to use unspent funds from the 2010/11 grant in 2011/12 fiscal year. Amendment covers period of April 1, 2011 to November 10, 2011 and the extended funds must be spent by October 31, 2011. (The full amount of the grant is \$154,800).
Civil Remedies Grant Program – 55 Division Victim Support Room <ul style="list-style-type: none"> A program to assist victims and prevent unlawful activity that results in victimization, through the creation of a victim support room in 55 Division 	\$1,340	April 1, 2010 to August 12, 2011	The Chair signed an amendment to the contract in July, 2011 to use unspent funds from the 2010/11 grant in 2011/12 fiscal year and to extend the contract. Amendment covers period of April 1, 2011 to August 12, 2011 and the extended funds must be spent by July 29, 2011.
Civil Remedies Grant Program – Organized Crime Enforcement <ul style="list-style-type: none"> A program to assist victims and prevent unlawful activity that results in victimization, through the provision of funding for proceeds of crime training. 	\$29,489	April 1, 2010 to November 10, 2011	The Chair signed an amendment to the contract in July, 2011 to use unspent funds from the 2010/11 grant in 2011/12 fiscal year and to extend the contract. Amendment covers period of April 1, 2011 to November 10, 2011 and the extended funds must be spent by October 15, 2011.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 24, 2011**

**#P296. ANNUAL REPORT: 2011 ENVIRONMENTAL PERFORMANCE &
ACHIEVEMENT**

The Board was in receipt of the following report November 09, 2011 from William Blair, Chief of Police:

Subject: ANNUAL ENVIRONMENTAL PERFORMANCE AND ACHIEVEMENT
REPORT - 2011

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

At its meeting of May 17, 2007, the Board approved its Environmental Policy (Min. No. P186/07 refers). One of the policy's requirements is that the Chief report "annually to the Board on the effectiveness of the Service's environmental performance and achievements".

This report provides information on the environmental initiatives since the last annual report provided to the Board at its meeting of November 15, 2010 (Min. No. P297/10 refers).

Discussion:

The Service has reported its environmental initiatives in the areas of facilities, fleet and information technology for the past five years. All previously reported initiatives are ongoing, where possible and practical, and have become "best practises" for the Service.

Current Initiatives:

The following environmental initiatives have been completed within the past year.

- Energy initiatives at the new 11 Division facility, which opened in August 2011, include a geo-thermal heating/cooling system, heat reclaim technology, energy efficient equipment, green roof technology, advanced lighting systems and controls, subterranean cistern water storage technology and an environmentally friendly fire suppression system in the data/telephone room.

- The City, in conjunction with the Service, completed upgrades to the heating/ventilation/air-conditioning (HVAC) and building control systems at 12 Division, 13 Division, 41 Division, Cranfield garage, Jane garage and Police Headquarters. The new equipment results in environmental benefits and is more efficient to operate. In addition, the City, in cooperation with the Service, has also completed various upgrades (related to electricity, water and natural gas) in 21 police facilities. For the year ended 2010, the City has advised the Service that a cost avoidance of \$330,000 for electricity, natural gas and water has been achieved. Moreover, the reduction in electricity and natural gas equates to approximately 1,300 tonnes of carbon dioxide which is the equivalent of taking over 300 cars off the road or planting of 8,700 trees.

Ongoing Initiatives:

The following environmental initiatives were previously implemented and are ongoing.

- The Waste Diversion Program was introduced, in conjunction with the City, in 2007. The Service's waste diversion results for 2010 indicate a rate of 65% (which is 20% higher than 2009) and is only 5% below the Council target of 70% diversion by 2010. The Service's waste diversion rates are now included as part of the City Facilities Management report to Council. While the Service is slightly below the Council target of 70%, efforts are continuing to promote waste diversion at all Service units in order to meet or exceed the Council target.
- The Service's Facilities Management unit (FCM) is continuing to provide training to its project supervisors in LEED certification and environmental sustainability.
- Information and Technology Services (ITS) is continuing to upgrade computer equipment and has adopted a policy where energy efficiency is a consideration during the equipment selection process. ITS is also leading a process to rationalize equipment allocation as well as and the amount of equipment deployed.
- Fleet is continuing efforts towards greening of vehicles through further rationalizing and right-sizing and continued review of new vehicle technology.
- FCM and City Facilities Management agreed that the new 11 Division would be the test site for the implementation of "green cleaning" methodology. Depending on the results at the test site, the intent was to implement the program Service-wide. However, prior to the new 11 Division being completed, an opportunity presented itself and "green cleaning methodology" was introduced and tested at the Toronto Police College. The test was successful and "green cleaning methodology" has been introduced at the Toronto Police College as well as the Intelligence and the new 11 Division facilities. The Service-wide implementation may still take five years to complete however; the City is ahead of schedule. If the City implements an alternate service delivery for cleaning, the "green cleaning methodology" will be a requirement for the service.

- The City, in cooperation with the Service, will install a “green roof” on the 52 Division facility during ongoing building repairs.
- LEED-silver certification is being implemented in the new 14 Division facility, which is currently under construction. The new 14 Division facility will incorporate geo-thermal heating/cooling systems, heat reclaim technology, green roof technology, energy efficient equipment and “green cleaning” methodology. Additionally, due to favourable ground water conditions and storm water management requirements, the new 14 Division will utilize a “gray water” management system for site irrigation purposes.

Future Initiatives:

- The City, in cooperation with the Service, will continue with the retrofit of HVAC systems, building controls and other mechanical/electrical systems in Service facilities. The equipment to be installed will be more energy efficient than the equipment currently in operation. Service facilities which will be retrofitted include the Public Safety Unit, 53 Division, 54 Division, Emergency Task Force and Marine Unit.
- The Service is also examining the feasibility of using fuel cell technology in its material handling equipment at the new Property and Evidence Management facility.

Conclusion:

Each year, progress is being made to enhance the environmental sustainability of our facilities and assets. During 2010, the Service has taken further action to become more energy efficient and environmentally responsible and has increased its waste diversion rate. Many of the Service’s facility environmental initiatives are implemented by and or involve City Facilities Management, and an effective working relationship has been established in this regard.

The Service will continue to work with City staff to identify and examine opportunities that will benefit the environment and potentially reduce costs. In some instances, the potential opportunities identified may involve upfront expenditures in order to achieve future cost and or environmental benefits. Each initiative will therefore be evaluated taking into account the funds required to implement the initiative, the environmental benefits, any cost savings, and operational considerations.

To this end, in addition to constructing new facilities to LEED-silver standards, facility renovations and retrofits will be completed with business requirements, fiscal responsibility and environmental objectives in mind. The Service will also continue to work on making its vehicle fleet more fuel efficient, without comprising operational requirements, in order to achieve a reduction in fuel consumption and further protect the environment from emissions.

The initiatives currently underway represent the existing best practises. New initiatives are dependent on a number of factors including technological advances, affordability and the availability of funding.

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

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

The Board inquired whether or not the City or the Service had calculated the costs for the upgrades to electricity, natural gas and water at the police facilities that resulted in the estimated \$330,000 cost avoidance. Mr. Veneziano said that, when efficiencies can be measured, a cost benefit analysis will be included in future reports to the Board.

The Board received the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 24, 2011**

**#P297. VENDOR OF RECORD FOR ACQUISITION AND MAINTENANCE OF
NETWORKING HARDWARE, SOFTWARE AND PROFESSIONAL
SERVICES**

The Board was in receipt of the following report November 09, 2011 from William Blair, Chief of Police:

Subject: VENDOR OF RECORD FOR ACQUISITION AND MAINTENANCE OF
NETWORKING HARDWARE, SOFTWARE AND PROFESSIONAL
SERVICES

Recommendations:

It is recommended that:

- (1) the Board approve OnX Enterprise Solutions Ltd. as the vendor of record for the supply of networking hardware, software and professional services for a three year period commencing January 1, 2012 and ending on December 31, 2014, with the option to renew for two, one year terms at the discretion of the Board;
- (2) the Board approve OnX Enterprise Solutions Ltd. for the supply of Cisco SMARTnet maintenance and upgrade protection for Cisco network hardware and related software products at an estimated cost of \$1.1M per year for the period January 1, 2012 to December 31, 2014, with the option to renew for two, one year terms at the discretion of the Board; and
- (3) the Board authorize the Chair to execute the agreement and related documents on behalf of the Board, subject to approval by the City Solicitor as to form.

Financial Implications:

The purchase of hardware and software is funded from the Service's Vehicle and Equipment Reserve, based on the network lifecycle replacement plan contained within the approved Capital Program.

Equipment and services for the Telephone Handset, Network Equipment, Divisional Parking Lot Network (DPLN) lifecycle and telephone switch board (Automatic Call Distribution Max) projects are included in the approved capital program at a cost of approximately \$6M from 2012 to 2014.

Network maintenance services and upgrade protection, at an approximate cost of \$1.1M for the one year period beginning January 1, 2012, is required. This amount has been included in the 2012 operating budget request. The 2013 and 2014 operating budget requests will include the requisite funding for these services.

Background/Purpose:

The Toronto Police Service's (TPS) computing infrastructure is comprised of a main data centre, a second data centre that provides backup facilities for the Service's disaster recovery requirements, and local servers at all major remote sites (divisions and units). The network provides the critical link between the two data centres and the Service's desktop computers and printers, to the information housed in the central and local servers. In the next couple of years and moving forward, the Service's voicemail and phone system will also depend upon this network infrastructure for operation.

Cisco SMARTnet services have been in place since December 2001, to provide on-going and reliable maintenance for the TPS networking environment. Cisco does not deal directly with customers for the acquisition of its products and related SMARTnet maintenance services, as they enlist authorized resellers to distribute these products and services to customers. At its meeting on December 18, 2008, the Board approved a vendor of record for network equipment, software and network maintenance services (Min. No. P339/08 refers). This agreement expires on December 31, 2011, with two one-year options. Based on changes to the equipment and support requirements the Service did not exercise the first year extension option, and has gone through a competitive process to meet the Service's current and future requirements.

The purpose of this report is to establish a vendor of record for network hardware, software and professional services for the next three years.

Discussion:

The TPS requires a reliable and cost-effective supply of equipment, maintenance and professional services to maintain the network infrastructure in a "state of good repair" and to support the use of information technology.

To ensure the Service obtains the best price for required equipment and services, a Request for Proposal (RFP) #1121881-11 was issued on August 16, 2011 to Cisco Gold Partners, for the supply of:

- Unified Communications;
- Voice over IP (VoIP);
- Video over IP;
- Network Security;
- Optical Networking;
- Unified Computing;
- Networking for Data Centre operations;
- Storage Area Networking;

- Unified Wireless technologies; and
- Cisco SMARTnet maintenance service for these items.

The RFP closed on September 21, 2011. The evaluation was based on the following criteria:

- Bidder's Record of Performance and Stability (40%)
- Compliance with Specifications (30%)
- Costing (30%)

Proposals were received from:

- OnX Enterprise Solutions Ltd.;
- Compugen Inc.;
- IBM Canada Ltd.;
- Bell Canada; and
- Softchoice Corporation.

The RFP contained a representative configuration of network hardware and software commonly used by the Service. The RFP respondents provided costs for components and professional services to meet TPS requirements for the support of these configurations.

The evaluation was based on the ability to provide these configurations and to establish a reliable and authorized vendor for additional network equipment, for current and future requirements.

Conclusion:

Based on the evaluation, OnX Enterprise Solutions Ltd. meets all of the requirements in the RFP, scored the highest of all the proposals, and offers a very competitive pricing discount structure. It is therefore being recommended for approval.

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

The Board received the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 24, 2011**

**#P298. SPECIAL CONSTABLES – UNIVERSITY OF TORONTO, ST. GEORGE
CAMPUS: APPOINTMENT – DEBORAH ANN FRITZ**

The Board was in receipt of the following report October 12, 2011 from William Blair, Chief of Police:

Subject: APPOINTMENT OF SPECIAL CONSTABLE FOR THE UNIVERSITY OF
TORONTO ST. GEORGE CAMPUS

Recommendation:

It is recommended that the Board approve the appointment of the individual listed in this report as 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 PSA), 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. P571/94 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 received a request from the U of T on July 20, 2011, to appoint the following individual as a special constable.

FRITZ, Deborah Ann

Discussion:

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 appointment criteria as set out in the agreement between the Board and the U of T for special constable appointment. The U of T approved strength of special constables is 34; the current compliment is 27.

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 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.

Acting Deputy Chief Jeff McGuire, 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 NOVEMBER 24, 2011**

#P299. LEGAL INDEMNIFICATION – CASE NO. SF, IS, TW, RT/2011

The Board was in receipt of the following report October 18, 2011 from William Blair, Chief of Police:

Subject: LEGAL INDEMNIFICATION - CASE NO. SF, ID, TW, RT/2011

Recommendation:

It is recommended that the Board deny a portion of the legal account dated May 9, 2011 in the amount of \$3,239.94, from Mr. Harry Black for his representation of four officers in relation to a Special Investigations Unit (SIU) investigation.

Financial Implications:

There are no financial implications relating to the recommendation contained within this report. Funding for the legal indemnification in the amount of \$2,820.15 is available in the 2011 operating budget.

Background/Purpose:

Four officers have requested payment of their legal fees as provided for in the legal indemnification clause of the uniform collective agreement. The purpose of this report is to recommend denial of a portion of the invoice that City Legal has determined is not necessary and reasonable.

Discussion:

On August 4, 2010, a female called 911, to advise that she was being held hostage in an apartment by an unknown male and female who were armed with a handgun. Officers from No. 33 Division responded to the call.

When officers arrived at the apartment, they identified themselves and requested the occupants open the door. The occupants did not comply. The officers heard a woman scream and fearing for her safety broke open the door. The officers proceeded towards the balcony where they heard screaming and crying. The officers located two women in one corner and a male at the other end of the balcony. Both females shouted that their friend had gone over the balcony. When officers looked over the balcony railing, a female was lying on the ground.

At the same time, the male ran past the officers into the apartment. The officers again identified themselves and advised the male that he was under arrest. The male suspect struggled with officers, was eventually subdued, handcuffed and arrested for assault causing bodily harm and resisting arrest.

The male suspect sustained a large cut on his left hand during the struggle and was transported to hospital. He was checked and diagnosed as having sustained two fractured and displaced ribs.

The SIU was notified and invoked its mandate. In a letter to the Service, the SIU Director advised the investigation was complete, the file closed and no further action was contemplated. All the officers were excluded of any criminality.

This report corresponds with additional information provided on the confidential agenda.

Conclusion:

Article 23:10 of the uniform collective agreement states:

For the purposes of this provision, “necessary and reasonable legal costs” shall be based on the account rendered by the solicitor performing the work, subject initially to the approval of the City of Toronto Solicitor and, in the case of dispute between the solicitor doing the work and the City of Toronto Solicitor, taxation on a solicitor and client basis by the taxing officer.

The account which totalled \$6,060.09 for legal services was sent to City Legal for review. City Legal determined that the amount of time billed for briefing and advising the officers and for phone calls and correspondence relating to the incident was excessive. Furthermore, it was determined that the disbursement charges were not reasonable and necessary, as there were no supporting invoices or explanation of the expenses. Counsel for the officers was contacted but failed to provide a breakdown and further explain the services to justify the amount of time spent. City Legal has, therefore, recommended to deny payment, in part, with a reduction of time spent in the amount of \$3,239.94. The balance of the account, \$2,820.15, being necessary and reasonable, will be paid as recommended by City Legal.

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 was also in receipt of the attached correspondence dated November 22, 2011 from Harry G. Black, Q.C., with respect to the foregoing request for legal indemnification.

The Board deferred consideration of the foregoing report to its next meeting and referred Mr. Black’s correspondence to the Chief for review along with a request that the Chief provide a report to the Board for its next meeting on any issues that may need to be clarified as a result of Mr. Black’s correspondence.

Additional information with respect to the circumstances that led to the request for legal indemnification was considered during the in-camera meeting (Min. No. C352/11 refers).

HARRY G. BLACK Q.C.
PROFESSIONAL CORPORATION
BARRISTER

SUITE 301
90 RICHMOND STREET EAST
TORONTO, ONTARIO
M5C 1P1
FACSIMILE: (416) 860-9396

TELEPHONE: (416) 860-9400

November 22, 2011

VIA FAX: 416-808-8082

Chair and Members of the
Toronto Police Services Board
40 College Street
Toronto, ON.

Chair and Members of the Board:

Re: Legal Indemnification - Case No. SF, TD, TW, RT/2011

It has just been brought to my attention a copy of the Toronto Police Services Board report dated October 18, 2011 regarding the above-noted matter. I was never advised by the Director of Human Resources Support Services that this matter was part of the Board's agenda nor was I provided with a copy of the Board report.

I would ask that the Board reject the recommendation set out in the Board report and instead pay the full amount of the legal account dated May 9, 2011.

There are a number of inaccuracies in the Board report which highlights that this account should be paid in full.

Firstly, it is suggested in the Board report that disbursement charges were not reasonable and necessary, as there were no supporting invoices or explanation of the expenses. That is incorrect. At the request of the manager of Human Resources Support Services, we provided copies of supporting invoices for every disbursement charge to the Human Resources Support Services on August 15, 2011. We never heard anything further from the Director of Human Resources Support Services.

Secondly, it is suggested in the Board report that counsel for the officers was contacted but failed to provide a breakdown and further explain the services to justify the amount of time spent. **Again this is not correct.** Human Resources Support Services had asked counsel to provide further details and breakdown of the time spent on services provided on August 5, 2010 and the nature of the telephone calls or correspondence with respect to this matter. On August 15, 2011, counsel sent a detailed correspondence to the Human Resources Support Services providing further details and breakdown of the time spent on services on August 5, 2010 and also providing information regarding the nature of telephone calls or correspondence with respect to this matter. Counsel never heard further from the Director of Human Resources Support Services thereafter.

At no time was it ever suggested to counsel that City Legal determined that the amount of time billed for briefing and advising the officers and for phone calls and correspondence relating to the incident was excessive. In fact the amount of time billed for briefing and advising the officers and for phone calls and correspondence was not excessive and instead was reasonable and necessary considering there were up to five subject officers at different times during the investigation, considering there was a lengthy SIU investigation and considering the complexities of the SIU's investigation.

This process whereby counsel's correspondence which clearly shows that the amount billed was not excessive is ignored and not responded to is most unfair.

I would ask that you ensure that payment is approved for the legal services and disbursements that were rendered on this matter.

Yours very truly,



HARRY G. BLACK, Q.C.

HGB/ns

cc: William Blair, Chief of Police
Mike McCormack, President, Toronto Police Association

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 24, 2011**

#P300. LEGAL INDEMNIFICATION – CASE NO. CL, MM, CD, GJ/2011

The Board was in receipt of the following report October 27, 2011 from William Blair, Chief of Police:

Subject: LEGAL INDEMNIFICATION - CASE NO. CL, MM, CD, GJ/2011

Recommendation:

It is recommended that the Board deny a portion of the legal account dated April 11, 2011 in the amount of \$1356.00, from Mr. Andrew McKay for his representation of four officers in relation to a Special Investigations Unit (SIU) investigation.

Financial Implications:

There are no financial implications relating to the recommendation contained within this report. Funding for the legal indemnification costs of \$4836.40 is available in the 2011 operating budget.

Background/Purpose:

Four officers have requested payment of their legal fees as provided for in the legal indemnification clause of the uniform collective agreement. The purpose of this report is to recommend denial of a portion of the invoice that City Legal has determined is not necessary and reasonable.

Discussion:

On February 21, 2011, at 2014 hours, a female called 911 to advise that her former boyfriend had assaulted her and was armed with a machete inside her apartment. A sergeant and two police constables of No. 31 Division were dispatched to 2450 Weston Road.

When officers arrived on scene they were confronted by the male suspect in the front doorway, armed with the machete. The two constables drew their Service firearms, issued the "Police Challenge" and backed away from the suspect who was verbally threatening. Officers repeatedly requested the suspect to drop his machete, but he refused, proceeded to exit the apartment and began pacing back and forth, swinging his machete.

The Sergeant proceeded towards the suspect and discharged his Conducted Energy Weapon (CEW); however, there was no effect. At the same time that the CEW was deployed the suspect turned and moved towards one of the constables. Fearing for his safety, the constable fired his

Service firearm four times, striking the male twice in the back and once in the neck. The fourth bullet missed, striking the wall behind the suspect.

The three bullet wounds seemed to have no effect on the suspect, he ran from the officers to a nearby Shell gas station, where he attempted to soak himself with gasoline. One of the officers was gaining in his pursuit of the suspect, who continued to flee, and run out onto Weston Road into oncoming traffic. The suspect was struck by a southbound vehicle and collapsed. Another Sergeant and police constable arrived on scene and assisted in placing the suspect under arrest. The suspect was transported to hospital and treated for gunshot wounds. He was held in custody, investigated and charged with several criminal offences.

The SIU was notified and invoked its mandate. In a letter to the Service, the SIU Director advised the investigation was complete, the file closed and no further action was contemplated. All the officers were excluded of any criminality.

This report corresponds with additional information provided on the confidential agenda.

Conclusion:

Mr. McKay provided legal representation to the witness officers during the SIU investigation. The constable that was designated as the subject officer was represented by separate counsel.

Pursuant to Article 23:10 of the uniform collective agreement which states:

For the purposes of this provision, “necessary and reasonable legal costs” shall be based on the account rendered by the solicitor performing the work, subject initially to the approval of the City of Toronto Solicitor and, in the case of dispute between the solicitor doing the work and the City of Toronto Solicitor, taxation on a solicitor and client basis by the taxing officer.

The account which totalled \$6,192.40 for legal services was sent to City Legal for review. City Legal determined that the amount of time billed for briefing and advising the officers; and, for waiting for the SIU to complete their investigation was deemed excessive. When contacted, counsel for the officers declined to amend his invoice, as requested. City Legal has, therefore, recommended to deny payment, in part, with a reduction in time spent in the amount of \$1,356.00. The balance of the account, \$4,836.40 being necessary and reasonable, will be paid as recommended by City Legal.

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

The Board approved the foregoing report.

Additional information with respect to the circumstances that led to the request for legal indemnification was considered during the in-camera meeting (Min. No. C353/11 refers).

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 24, 2011**

#P301. PAID DUTY RATES – JANUARY 1, 2012

The Board was in receipt of the following report November 10, 2011 from Alok Mukherjee, Chair:

Subject: PAID DUTY RATES - JANUARY 1, 2012

Recommendation:

It is recommended that the Board receive the attached notification from the Toronto Police Association dated November 10, 2011, with respect paid duty rates effective January 1, 2012.

Financial Implications:

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

Background/Purpose:

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

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

Police Services Board records indicate that as at January 1, 2011, the rate for all classifications of police constables was \$65.00 per hour. The attached notice advises the Board that there will be no increase in the 2012 paid duty rates and that the 2011 rate of \$65.00 per hour will remain in effect.

Conclusion:

It is, therefore, recommend that the Board receive the attached notification from the Toronto Police Association dated November 10, 2011 with respect paid duty rates effective January 1, 2012.

The Board received the foregoing report.



**TORONTO
POLICE
ASSOCIATION**

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

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

Mike McCormack
President

Douglas Corrigan
Vice President

Rick Perry
Director
Legal Services

Larry Molyneux
Director
Member Benefits

Thomas Froude
Director Civilian
Administrative Services

Edward Costa
Director
Civilian Field Services

Mike Abbott
Director Uniform
Administrative Services

Dan Ross
Director
Uniform Field Services

Rondi Craig
Director
Uniform Field Services

November 10, 2011

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

Dear Ms. Campbell:

Re: 2012 Paid Duty Rates – No Increase

In conformance with Article 20:01 of the Uniform Collective Agreement, we are advising the Toronto Police Services Board there will be no increase in the 2012 hourly paid duty rates. The following 2011 rates will remain in effect for 2012.

January 1, 2012

Constables (All classifications)	\$65.00 (minimum \$195.00)
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REQUIREMENTS FOR PAID DUTY SUPERVISION:

Sergeants (When in charge of 4 or more police officers)	\$73.50 (minimum \$220.50)
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Staff Sergeants (When in charge of 10 or more police officers)	\$82.00 (minimum \$246.00)
--	--------------------------------------

Staff Sergeants (When in charge of 15 or more police officers)	\$84.00 (minimum \$252.00)
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Partial hours (beyond a minimum of three hours) that an officer performs at such paid duty are paid out at the established hourly rate.

The Association will forward this information to all units today. We ask that this information be included on Routine Orders and that Unit Commanders be advised of same.

Yours sincerely,

TORONTO POLICE ASSOCIATION

[Signature]
Douglas Corrigan
Vice President

*mak

Sent by email: joanne.campbell@tpsb.ca

- c. Mr. Bill Blair, Chief of Police (by email)
W. Ryzek, Labour Relations Analyst (by email)
A. Ashman, Director, Human Resources Management (by email)
TPA Board of Directors (by email)

WE PROTECT THOSE WHO PROTECT OTHERS

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF
THE TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 24, 2011**

#P302. CENTRAL JOINT HEALTH & SAFETY COMMITTEE

The Board was in receipt of the Minutes from the Central Joint Health and Safety Committee meeting held on October 11, 2011. A copy of the Committee Minutes is appended to this Minute for information.

Chair Mukherjee noted that the Minutes were to be considered in conjunction with confidential Minutes that were also prepared for the same meeting (Min. No. C338/11 refers).

The Board received the Minutes from the Committee meeting held on October 11, 2011.



Central Joint Health and Safety Committee

- MEETING MINUTES -

**No. 11 Division – Conference Room
2054 Davenport Rd.
Toronto, Ontario**

**Tuesday
October 11, 2011
at 10:00 AM**

Meeting No. 42

Members Present: Dr. Alok Mukherjee, TPSB, Committee Co-Chair
Mr. Larry Molyneaux, TPA, Committee Co-Chair
Deputy Chief Mike Federico, TPS, Command Representative
Mr. Rick Perry, Toronto Police Association

Also Present: A/S/Insp. Riyaz Hussein, Manager, Occupational Health & Safety
Ms. Deirdre Williams, Recording Secretary

Guests: Insp. Glenn Holt, 13 Division
A/Supt. Pete Lennox, 11 Division
Sgt. Marlene Suddes, 14 Division
Mr. Keith Chipman, Parking Enforcement Unit
Sgt. Gary Haitzer, Occupational Health & Safety

Opening of the Meeting:

Dr. Alok Mukherjee and Mr. Larry Molyneaux, Co-Chairs, extended a welcome to the guests and provided an overview of the purpose of the Central Joint Health and Safety Committee and how it works in conjunction with the Local Joint Health and Safety Committees which are in place throughout the Toronto Police Service.

The Committee approved the public and confidential Minutes from its meeting held on June 29, 2011.

Follow-Up Issues Discussed by the Committee:

1. Fall Arrest Systems

Update by: Deputy Chief Mike Federico, Command Representative

Deputy Federico advised the Committee that the TPS had identified the units which have members who may be required to work at elevated heights and that these units have been contacted with respect to developing appropriate training programs and to determine whether or not specific equipment is required for the members in order to perform the elevated work.

Sgt. Gary Haitzer advised the Committee that OHS has sent email communications to the affected units and that OHS will continue to conduct site visits as the training programs are being developed.

Deputy Chief Federico was asked to provide the Committee with copies of his written notes with respect to his update; none were provided at this time.

Status:	Fall Arrest Systems: <u>On-Going.</u>
Action:	Deputy Federico will provide an update on the progress of this matter at the next Committee meeting.

2. Results of the 2011 Occupational Health and Safety Awareness Day

Date: Wednesday, October 5, 2011

Location: Toronto Police College

Update by: Deputy Chief Mike Federico, Command Representative

Deputy Federico advised the Committee that management and worker representatives from across the TPS attended the 2011 Occupational Health and Safety Awareness Day at the Toronto Police College. Concerns about harassment and violence in the workplace and smoking in the workplace were identified as some of the emerging issues for employers.

Deputy Chief Federico also said that, although smoking in the workplace is prohibited, it still occurs within the TPS. In addition to the “no smoking” signs which are placed externally at the entrances to TPS facilities, there is a need to erect signs internally at some locations.

Mr. Molyneaux noted that Mayor Rob Ford, City of Toronto, had recently agreed to accept provincial funding for the purpose of hiring two additional public health nurses for the City of Toronto. Mr. Molyneaux said that exposure to bed bugs continues to be a problem for TPS members and that, hopefully, the nurses will address some of the concerns that have been raised about the extent of bed bugs in the City.

Sgt. Haitzer said that exposure to the West Nile virus also continues to be a concern for TPS members.

Dr. Mukherjee and Mr. Molyneaux advised that the Ontario Section 21 Health and Safety Committee had recently considered whether or not special work boots should be available to police officers who are required to enter construction sites.

Deputy Chief Federico was asked to provide the Committee with copies of his written notes with respect to the update on the Occupational Health and Safety Awareness Day; none were provided at this time.

Status:	2011 Occupational Health and Safety Awareness Day: <u>Resolved.</u>
Action:	The Committee agreed that this matter has been resolved and that no further action is required at this time.

3. Update on Request to Amend the Terms of Reference
Update by: Dr. Alok Mukherjee, Co-Chair

Dr. Mukherjee provided the committee with correspondence dated September 02, 2011 from Ken Fox, Regional Director, Central Region, Operations Division, Ministry of Labour, acknowledging receipt of the Committee's request to amend the Terms of Reference. A copy of the correspondence is appended to these Minutes for information.

The Committee received the correspondence.

Status:	Update on the Request to Amend the Terms of Reference: <u>Resolved</u>
Action:	The Committee agreed that this matter has been resolved and that no further action is required at this time.

4. Communicable Diseases – Presentation to the Committee
Update by: A/S/Insp. Riyaz Hussein, Occupational Health & Safety

A/S/Insp. Hussein said that a presentation on communicable diseases would not take place today given that the speaker was not available to attend today's meeting. Mr. Molyneaux offered to schedule the presentation for a future meeting.

No written details of this matter were provided to the Committee.

Status:	Communicable Diseases – Presentation to the Committee: <u>On-Going.</u>
Action:	Mr. Molyneaux will coordinate a presentation on communicable diseases for a future meeting.

New Issue:

5. 51 Division – Vertigo
Raised by: Mr. Larry Molyneaux, Co-Chair

Mr. Molyneaux advised the Committee that he had received information that there were seven confirmed cases of vertigo involving members at 51 Division and that a cause for the vertigo was not known at this time.

A/S/Insp. Hussein said he was not aware of the cases of vertigo at 51 Division and that he would look into the matter.

No written details of this matter were provided to the Committee.

Status:	51 Division - Vertigo: <u>On-Going</u>
Action:	A/S/Insp. Hussein will provide an update on this matter at the next Committee meeting.

Comments From the Guests:

6. *The Badge* – Profile of the Central Joint Health and Safety Committee

Mr. Keith Chipman said that he believed many members at the Parking Enforcement Unit were not aware of the Central Joint Health and Safety Committee and that they would be interested in knowing about the role of the Committee and the extent to which it has worked to address health and safety issues raised by TPS members.

Mr. Molyneaux inquired as to whether or not a profile of the Committee could be featured in a future issue of *The Badge*. The Committee said that it would be a good format for promoting its work to the members of the Parking Enforcement Unit and throughout the TPS. A/S/Insp. Hussein was asked to contact the Director of Corporate Communications about the possibility of including an article about the Committee in a future issue of *The Badge*. A/S/Insp. Hussein was also asked to inquire about the possibility of conducting a future Committee meeting at Parking Enforcement.

Status:	<i>The Badge</i> – Profile of the Central Joint Health & Safety Committee: <u>On-Going</u>
Action:	A/S/Insp. Hussein will provide an update on this matter at the next Committee meeting.

****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: Thursday, December 01, 2011
Time: 10:00 AM
Location: Toronto Police Association

Members of the Central Joint Health and Safety Committee:

Dr. Alok Mukherjee, Co-Chair Toronto Police Services Board	Mr. Larry Molyneaux, Co-Chair Toronto Police Association
Deputy Chief Mike Federico Command Representative	Mr. Rick Perry, Executive Member Toronto Police Association

Ministry of Labour

Regional Director
Central Region
Operations Division

5001 Yonge Street
Suite 1600
North York, Ontario
M7A 0A3

Telephone: 647-777-5005
Fax: 647-777-5010

Ministère du Travail

Directeur Régional
Région du Centre
Division des opérations

5001, rue Yonge
Bureau 1600
North York (Ontario)
M7A 0A3

Téléphone : 647-777-5005
Télécopieur : 647-777-5010



September 2, 2011

Mr. Alok Mukherjee
Chair, Toronto Police Services Board
Mr. Mike McCormack
President, Toronto Police Association
40 College Street
Toronto, Ontario
M5G 2J3

Dear Messrs. Mukherjee and McCormack:

Thank you for your letter requesting approval of your updated Terms of Reference for your Joint Health and Safety Committee Multi site.

This is to acknowledge that I have forwarded your request to Mr. Len May, Program Manager of our Industrial Program, Toronto West, who will have your request reviewed for consideration.

Should you need to contact Mr. May regarding, he may be reached at the Ministry of Labour office located at 5001 Yonge Street, Suite 1600, North York ON M7A 0A3 and can be reached directly at 647-777-5050.

Thank you for writing.

Yours truly,



Ken Fox
Regional Director

c: Mr. Len May, Ministry of Labour

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 24, 2011**

**#P303. QUARTERLY REPORT: OCCUPATIONAL HEALTH AND SAFETY
UPDATE: JULY TO SEPTEMBER 2011**

The Board was in receipt of the following report October 28, 2011 from William Blair, Chief of Police:

Subject: QUARTERLY REPORT - OCCUPATIONAL HEALTH AND SAFETY
UPDATE: JULY 1, 2011 TO SEPTEMBER 30, 2011

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

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

Discussion:

This quarterly update report is for the period from July 1 to September 30, 2011. This public report corresponds to additional information provided in the confidential agenda.

Accident and Injury Statistics

From July 1 to September 30, 2011, 261 members reported that they were involved in 317 workplace accidents/incidents resulting in lost time from work or health care which was provided by a medical professional. These incidents were reported as claims to the Workplace Safety and Insurance Board (WSIB). During this same period, 51 recurrences for previously approved WSIB claims were reported. Recurrences can include, but are not limited to, on-going treatment, re-injury and medical follow-ups ranging from specialist appointments to surgery.

A workplace incident may have several attributes and can be reported in more than one category. For example, an officer can be assaulted and sustain a laceration injury at the same time. Each attribute would be reported. For this reporting period, the 317 workplace or work-related accidents/incidents were categorized according to the following attributes:

- 59 arrest incidents involving suspects
- 2 vehicle incidents (member within vehicle as driver or passenger)
- 16 bicycle accidents (falls)
- 32 assaults
- 38 cuts/lacerations/punctures
- 11 traumatic mental stress incidents
- 9 slips and falls
- 188 communicable diseases and possible exposures
- 1 inhalation of other substances.

As a Schedule 2 Employer, the Toronto Police Service paid \$83,620.05 in health care costs for civilian members and \$184,234.91 in health care costs for uniform members for the third quarter of 2011. The costs represent a decrease of 12.0 % for civilian members and a decrease of 8.6 % for uniform members from the second quarter of 2011.

Critical Injuries

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

For the third quarterly report for 2011, there were six “Critical Injury Incidents” reported to the MOL. Five incidents were confirmed by the MOL to be “Critical Injury Incidents” as defined in *Regulation 834*, which resulted from a cause in a workplace. One incident was not deemed to be from a cause in the workplace by the MOL.

Communicable Diseases

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

Reported Exposures	July	August	September	Q3 Total
1. Hepatitis A, B, & C & HIV	10	17	9	36
2. Influenza	0	0	0	0
3. Tuberculosis (TB)	1	8	4	13
4. Meningitis (All)	0	0	0	0

5. Lice and Scabies	0	0	1	1
6. Other*	47	90	36	173
Total	58	115	50	223

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

- infectious diseases not specified above including smallpox, severe acute respiratory syndrome (SARS), rubella, and measles;
- respiratory condition/irritations;
- bites (human, animal or insect);
- varicella (chickenpox);
- Methicillin-Resistant Staphylococcus Aureus (MRSA, also known as multidrug-resistant bacteria); and,
- bodily fluids (blood, spit, vomit, etc.).

As a result of a determination made at the Central Joint Health and Safety Committee (CJHSC) meeting of March 29, 2010, OHS monitors incidents where members report exposure to bed bugs. There were 40 reported exposures to bed bugs in the third quarter.

Medical Advisory Services

The statistics identified below relate to non-occupational cases of illnesses and/or injuries of both civilian and uniform members. The statistics will vary and become relatively stable as the parameters of the data base become more clearly defined.

The function of MAS is to work with ill and/or injured members, their health care providers and home units to facilitate a healthy, safe and timely return-to-work with or without medical accommodations or restrictions.

The statistics are divided into Short Term and Long Term absences. Short Term Disability refers to members that are absent from work for greater than fourteen days but less than six months. Long Term Disability refers to members that have been absent from work for greater than six months.

Disability	July	August	September
Short Term*	163	174	183
Long Term*	90 (**78)	91 (**79)	94(**79)
Total Disability per Month	241	253	262

* The above reported statistics are cumulative.

** Members on Central Sick Leave Bank.

Workplace Violence and Harrasment

In the third quarter of 2011, there was one documented complaint which has been categorized by Professional Standards to meet the criteria of workplace harassment as defined in the *OHSA*. This investigation is ongoing.

Annual Inspection of X-ray Machines.

The Service is in control of and its members operate eleven x-ray machines. These machines are primarily located in the court facilities. One is located in the mail room at Headquarters and the remainder of the machines are operated by the Emergency Task Force and Public Safety and Emergency Management.

OHS conducted the annual inspection of the x-ray machines this quarter with the Service's radiation consultant. OHS is expecting delivery of the inspection report in the fourth quarter.

Ontario Police Health and Safety Association

On September 15, 2011, the Service hosted a meeting of the Ontario Police Health and Safety Association at the Toronto Police College. The keynote speaker was the Service nutritionist, Erin Moore, who gave a presentation entitled, 'Healthy Eating on the Run'.

Central Joint Health and Safety Committee

Members of the Central Joint Health and Safety Committee conducted an inspection of the facility of the new No. 11 Division prior to occupancy. No deficiencies were noted.

Section 21 Committee

The quarterly meeting of the Section 21 Ontario Police Health and Safety Committee was held on September 16, 2011. The following were items of interest on the agenda:

- Advisory # 4, "Incident Management System and the Role of a Safety Officer for Police Personnel", has been signed off by Doug Allan the Labour Co-Chair, from the Police Association of Ontario and Director Aileen Ashman, the Management Co-Chair. The Advisory is intended to reinforce the role of a Safety Officer in the Incident Management System in protecting the health and safety of police personnel who are responding to an emergency.
- As reported in the second quarter, members of the committee agreed that the focus of the draft Advisory regarding "Police First Response and Health Risks at Emergencies involving Hazardous Materials" must be replaced with "First Responders"; and, that the advisory should reinforce the role of police at emergencies involving hazardous materials. This matter is still under discussion.

- The new draft Advisory regarding “Hazards at Construction Projects” which was reported in the second quarter, is still under discussion. This Advisory is intended to address concerns that were raised about the provision of personal protective equipment for first responders at construction projects and for police officers on planned visits such as paid duty work.

Ministry of Labour Orders, Charges & Issues

There were no new Ministry of Labour Orders or Charges during the third quarter of 2011.

Conclusion:

In summary, this report will update the Board on matters relating to occupational health and safety issues for the third quarter in 2011.

The next quarterly report for the period of October 1 to December 31, 2011 will be submitted to the Board for its meeting in March 2012.

Deputy Chief Mike Federico, Corporate Command, will be available to respond to any questions the Board may have regarding this report.

The Board received the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 24, 2011**

**#P304. SEMI-ANNUAL REPORT: LABOUR RELATIONS COUNSEL & LEGAL
INDEMNIFICATION: JANUARY TO JUNE 2011**

The Board was in receipt of the following report October 06, 2011 from William Blair, Chief of Police:

Subject: LABOUR RELATIONS COUNSEL AND LEGAL INDEMNIFICATION:
SEMI-ANNUAL REPORT JANUARY 1 – JUNE 30, 2011

Recommendation:

It is recommended that the Board receive the following report.

Financial Implications:

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

Background/Purpose:

This report will provide a semi-annual update for the period of January 1 to June 30, 2011.

At its meeting on January 25, 2001, the Board approved a Policy Governing Payment of Legal Accounts which provides for a semi-annual report relating to payment of all accounts for labour relations counsel, legal indemnification claims and accounts relating to inquests which were approved by the Director, Human Resources Management and the Manager, Labour Relations (Min. No. P5/01 refers).

Discussion:

During the period of January 1 to June 30, 2011, twenty (20) accounts from Hicks, Morley, Hamilton, Stewart and Storie LLP for labour relations counsel totalling \$291,812.84 were received and approved for payment by the Director, Human Resources Management, and the Manager, Labour Relations.

During the same period, twenty-two (22) accounts for legal indemnification were received and paid totalling \$178,928.75. Of these twenty-two, three (3) related to inquests, totalling \$116,974.29. There were no legal indemnification accounts relating to ongoing civil actions that were approved during this same period. Six (6) legal indemnification accounts were submitted and denied by the Board. Therefore, during the period of January 1 to June 30, 2011, a total of \$470,741.59 was paid in settlement of the above accounts and a total of \$187,908.29 was denied.

Conclusion:

In summary, this report provides the Board with a semi-annual update for the period January 1 to June 30, 2011, of all labour relations counsel, legal indemnification claims and accounts relating to inquests and civil action.

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

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

- 1. THAT the Chief of Police provide the Board with a report on the number of legal indemnification applications that were approved and the amounts paid out arising from the G8/G20 Summits; and**
- 2. THAT the Deputy City Manager and Chief Financial Officer be requested to provide the Board with a report on the number of claims and amounts paid out arising from the G8/G20 Summits.**

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TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 24, 2011**

#P305. ANNUAL REPORT: 2011 HEALTHY WORKPLACE INITIATIVES

The Board was in receipt of the following report October 03, 2011 from William Blair, Chief of Police:

Subject: 2011 ANNUAL REPORT: HEALTHY WORKPLACE INITIATIVES

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

There are no financial implications relating to this report.

Background/Purpose:

At its meeting held on November 28, 2006, the Board approved a motion requesting that the Chief implement a targeted approach to creating a healthy workplace and report annually to the Board on the results of the initiatives. The motion was in response to the results of the Connex Health Risk and Productivity Assessment (HRA) report completed in 2006, which was prepared for the Toronto Police Service (TPS) by Connex Health Consulting (Min. No. P354/06 refers).

This report is submitted in response to that motion and will identify health and wellness initiatives which have been undertaken by the TPS during the period of October 1, 2010 to September 30, 2011.

Discussion:

A TPS Wellness Supervisor was identified in 2011 and was tasked with consolidating the existing wellness resources and mapping an organizational wellness strategy that would capitalize on and continue the work initially performed by Connex Health.

In developing this wellness strategy the following items were taken into consideration:

1. Acknowledging and addressing the large budget expenditures on wellness related costs. The TPS Benefits & Employment Unit estimates that short and long term disability and drug costs will exceed \$40 million in 2011.

2. The Ministry of Labour identified musculoskeletal disorders as prevalent within the policing community and issued a memorandum directing Police Services to be proactive, not only to improve the health of their members but also consider fiscal responsibility.
3. Consolidating and coordinating the wellness resources within the TPS. Currently, members of Psychological Services, Occupational Health and Safety, Employee and Family and Assistance Program (Homewood Human Solutions), the In-Service Training Program staff, Physical Fitness Coordinator, Wellness Coordinator, Nutritionist and Benefits & Employment act independently. A successful wellness program will require a collective approach to ensure a focused, cost effective strategy.
4. Developing an in-house movement screening program similar to those administered by several fire services.
5. Personal health plans and injury prevention programming.

Musculoskeletal Disorder (MSD) Prevention Program

In 2011, a field wellness back health program was developed and delivered to primary response personnel via lectures on training days.

Approximately eighty field lectures were delivered which were attended by over fifteen hundred personnel.

The lecture addressed practical strategies that police personnel could use to improve squat movement mechanics (i.e. getting in and out of a police vehicle, sitting position when writing reports), how to increase back extension endurance scores through exercise and mobility and flexibility protocols that improve hip range of motion.

The material delivered was developed based on the results of the research study conducted in partnership with the University of Waterloo. The results of the study were published in the Journal of Ergonomics under the title: The relationship between general measures of fitness, passive range of motion and whole-body movement stability.

Background:

The TPS wellness group, through consultation with Occupational Health and Safety, identified a MSD trend several years ago and initiated a research partnership with one of the leading experts in the world, Dr. Stuart McGill, head of the biomechanics laboratory at the University of Waterloo.

As a result of this research, some common trends were observed primarily compromised of primal pattern movements such as the squat, poor back extension endurance and poor hip range of motion which are directly correlated with an increased risk of developing lower back pain.

Rationale:

In 2011, the Ministry of Labour issued a memorandum to the Ministry of Community Safety and Correctional Services requiring police services in Ontario to take a proactive approach to addressing the excessive number of MSD disorders that police officers from services across the province were experiencing.

MSD claims place a massive cost burden on employers across Ontario. According to the Occupational Health and Safety Council of Ontario, musculoskeletal disorders are estimated to cost Ontario employers more than \$12 billion in direct and indirect costs. Additionally, MSDs are the leading cause of work-related lost times claims accounting for:

- 42% of all claims involving time lost from work;
- 42% of all costs related to time lost from work; and
- 50% of all days lost from work.

Future:

A pilot project was conducted with the Ontario Police College (OPC) which included screening recruits with the intent of implementing a MSD prevention strategy during recruit training.

As a result of this screening, the results of the research conducted by the TPS in conjunction with Waterloo University and the Police Fitness Personnel of Ontario (PFPO) who are the administrators of the Ontario Police Fitness Award (OPFA) are looking at incorporating some basic movement screening with the OPFA testing.

Full implementation of this strategy is contingent on the staffing level of the wellness team.

Chronic Disease Education

Chronic disease education is a critical component of a disease prevention program and has been in place in the TPS since 2004. Some of the components of this prevention program include the monitoring of members waist circumference, body fat percentage, blood pressure, blood sugar and blood cholesterol. Measuring and screening have been integrated into wellness events and programs to raise employee awareness of health markers that are important in the pursuit of a healthy lifestyle.

In 2011, a continuation of the 2009-2010 hypertension (blood pressure) field wellness program was delivered by the TPS Wellness Coordinator to TPS members (both uniform and civilian) as lectures on training days. Approximately thirty-six field lectures were delivered.

During the period of this report, 504 members were evaluated for blood and blood pressure risk factors. Of these, 77 were found to be in the high risk range and 60 in the early risk range.

As part of these evaluations, individual health counselling was provided to assist members in making healthy lifestyle changes. Future programming on heart health, stress and nutrition will continue this positive trend towards a healthy lifestyle.

Nutritional Presentations, Weight Loss Clinics and Counselling

The TPS Nutritionist has conducted numerous presentations with respect to healthy eating choices. Over the past 12 months, more than 200 people have attended the 14 Healthy Eating Programs and more than 2,200 people have attended nutrition field presentations (27 Nutrition Basics Presentations and 9 Healthy Eating On the Run Presentations).

Over the past 12 months, 235 individual consultations were conducted on nutrition, lifestyle and weight loss with members of the TPS. Sessions are approximately 1 to 1-1/2 hours in length. During these consultations, important concepts such as digestion and healthy blood sugar management are discussed. Healthy meal plans are personally designed with consultations.

Individual weigh-ins were conducted as part of a weight-loss initiative at three TPS locations (Homicide, D43, and D41). Each location decided to run its own Biggest Loser Challenge (BLC), and total participation reached 100 members.

Over the past 12 months, the Healthy Eating Program (HEP) has been condensed into eight, 10-minute blocks. The e-learning format will afford TPS employees the opportunity to learn about nutrition on their own schedule. Time and shift work constraints can be a barrier to attending the HEP presentations. The on-line format will help maximize awareness and education among TPS personnel.

The HEP #1 has been developed into an e-learning format and has been posted on the CPKN network for TPS members to access. Session #1 was condensed and adapted with a focus on Heart Health as part of the Heart Right initiative.

Heart Right

Police officers have a higher risk for heart disease than the general population and are four years ahead of the average citizen in the progression of heart disease. As a result, heart healthy living information is an important part of the TPS wellness program.

The wellness team developed and implemented a one-hour lecture for In-Service Training Personnel (ISTP). This Heart Right program involved peer-training and has been delivered to all 10-hour shift uniform members.

Train the trainer workshops were developed for Toronto Police College (TPC) staff so they may present the Heart Right lecture as an on-going maintenance program.

These “train the trainer” workshops were conducted twice, reaching 42 trainers. To assist with the implementation of the ISTP Heart Right program, the nutritionist presented three lectures to ISTP participants, reaching approximately 150 members.

To date, the ISTP Heart Right program has reached 900 members and is ongoing.

The Heart Right lecture is currently being conducted at TPS Headquarters with the opportunity for civilian and uniform members to attend. There will be a series of six lectures in order to provide opportunity to reach the maximum possible audience.

Ontario Police Fitness Award Program

The OPFA is a provincial incentive program developed to motivate Ontario police officers and police service employees to remain physically fit throughout their entire career.

As part of the TPS's ongoing participation in the OPFA program, the College hosted a second Certified Police Fitness Appraisers Course. The four-day course certified 25 members to be Fit Pin testers at their current locations.

Over the past twelve months 748 fitness pin tests have been conducted which is 65 more tests than were conducted at the same time in 2010.

Meditation/Stress Management Program

Part of the TPS wellness strategy is to provide members with programming to address stress resilience, relaxation and support in coping with multiple priorities and roles in their busy lives. Relaxation and meditation have been shown to have positive health effects and improve stress resilience. There is a comprehensive body of research, demonstrating physiological markers such as improved immune function, decreased blood pressure, improved lung function, brain wave conversion to a recovery level (theta) and deeper more restful sleep in people who meditate two to three times per week.

In the months of October and November of 2010, two meditation classes were organized at the TPC with excellent attendance and feedback. A meditation program was also conducted at the Property Evidence and Management Unit during the period of November 2010 to January 2011 and was well attended.

Measurement Database and Wellness Intranet Site

In March 2011, the TPS Wellness Section launched the new Wellness Website. The former Wellness Website was Intranet-based making it challenging for members to visit since they could only access it from a TPS computer.

The new Wellness Website allows members and their families to view wellness articles at their convenience, both at work and at home, providing easier access to information.

The topic sections are based on the wellness team's Living Right program. Topics include Eat Right, Think Right, Move Right, Heart Right and Sleep Right. Each section covers pertinent information on how to improve overall health with each section tailored to police officers and individuals who work shift work and/or have high stress levels.

The Wellness Website has advanced the way members sign up for Fitness Pin Testing as they may now sign up on-line for testing at their convenience.

To date, more than 500 members have visited the new Wellness Website every month.

Communications/Internal and External

There are several components to the wellness communication strategy for the TPS which include, but are not limited to, the wellness working groups, the new wellness Internet site, external and internal publications, conferences and events.

The communication of the wellness strategy to members and external groups has been ongoing and continued improvements in communication methods are being developed. Each pillar working group has and continues to develop their own wellness initiatives and/or newsletters. The nutritionist reaches out to the wellness working groups with wellness tips, articles and program initiatives on a regular basis.

Working Wellness Group Program

The working wellness group program was administered by Connex Health in 2008. However, the maintenance strategy was not solidified and engagement of the working groups has varied significantly between the pillars and within the pillars themselves.

2011-2012 has been designated as the time period to re-engage all the working wellness groups through on-site consultations with unit volunteers who measure employee health and business culture scores and provide support to identify strategies to address issues which are specific to their units.

This process has been successful and individual units, with the support of the wellness group, have identified strategies and approaches that address the unique concerns of the members of their individual units.

The on-site consultations have been conducted at D41, D43, D51, D53, D23, D32 and the Toronto Drug Squad.

A reporting strategy has been developed and will be implemented in 2012. The strategy is a five-step process which will culminate in a summary of all unit activities in the annual board report. The steps are summarized below:

1. A working wellness group meeting will be scheduled in January each year to set priorities that will be recorded and tracked by the wellness group.
2. Follow-up working wellness group meetings will be scheduled in May of each year to track progress. Any groups that have not taken any steps will be offered support from the wellness group..

3. Goal setting summary and action forms filled out in January will be due to the wellness group by the middle of September.
4. A memo will be sent to all Unit Commanders and Staff Superintendents/Directors whose units have not undertaken any wellness initiatives. The wellness group will offer support as required.
5. A summary of the wellness initiatives for all units will be included in the annual Board Report.

Future:

In 2012, the re-engagement of all the wellness groups will be complete with the current resources available.

Psychological Services

The mandate of Psychological Services is the maintenance and enhancement of members' psychological health and resilience. Psychological Services' primary function is the provision of support and services designed to enhance the psychological health and coping capacity of members whose work places them at risk for adverse psychological consequences.

Additional functions include involvement in the selection of special team members (ETF officers and members applying for secondment to International Peacekeeping Operations), the psychological evaluation of new constable candidates, consultation with supervisors regarding psychological issues in the workplace and the provision of psychological expertise at complex Critical Incident Stress Debriefings.

This year, a comprehensive, longitudinal response involving coordination with other key resources from across the TPS was initiated following the tragic line-of-duty death of a uniformed member. Working together, Psychological Services and their Service-wide partners including the EFAP, Critical Incident Stress Debriefing Team, Chaplaincy, and Occupational Health and Safety were able to provide a range of supportive interventions, education about the impacts of grief and loss and follow-up tailored to the individualized needs of members and their families.

In addition to wellness visits offered twice annually to officers who work with child exploitation images (both in the Sex Crimes Unit and the Technological Crime section of the Intelligence Division), and sessions with all Undercover Operators (Intelligence) and members of the Forensic Identification Services, this year saw the further expansion of the Psychological Wellness Program to members of the ETF, Drug Squad and Communication Services (911 Call Takers and Dispatchers).

Psychological Services supports officers returning from military leave and has implemented a comprehensive program of education and support to meet the needs of a growing contingent of members selected for and returning from International Peacekeeping Operations and their families. Programming begins in the pre-deployment phase, with support extending over the post-deployment year, with regular sessions for officers scheduled at three, six and twelve month post-deployment.

As well, Psychological Services presents to new recruits during Family Day at the College on the stressors associated with being a first-responder. Psychological Services offers wellness events and provides literature annually during Psychology Month held in February across Canada and offers seminars and education on a range of other relevant psychological topics to various units throughout the year.

This year, sessions included presentations to communications call-takers on responding to emotionally-disturbed callers and to Critical Incident Response Team and Peer Support Volunteers receiving Critical Incident Response training.

Chaplaincy Services

The Chaplaincy Program was initiated in 1974 to minister to the personal, spiritual and religious needs of members and their families. In December 1995, a proposed report on redefining the Chaplaincy Service was approved by the Command. In 1999, the TPS hired the first multi-faith Chaplaincy Co-ordinator and since that time, twenty-one volunteer chaplains have joined the TPS. These chaplains volunteer twelve to fifteen hours per month and are available at divisions and other units for the spiritual well-being of members.

Currently, four types of religious services are held at the TPS Headquarters chapel and many members utilize the prayer room located beside the reception area. Throughout the year, the Chaplain arranges training for the volunteer chaplains. Religious awareness and diversity training is also provided at the TPC for civilians and recruits. The TPS and volunteer chaplains also attend to members who are celebrating, grieving or are in need of spiritual guidance when asked to do so. The multi-faith prayer room located at the TPC is being used on a regular basis.

Conclusion:

The next annual update report will be presented to the Board at its meeting in November 2012 and will cover the period of October 1, 2011 to September 30, 2012.

Deputy Chief Mike Federico, Corporate Command, will be in attendance to respond to any questions Board members may have with respect to this report.

The Board received the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 24, 2011**

**#P306. 2010 ANNUAL REPORT – TORONTO POLICE SERVICE INSURANCE
CLAIMS ACTIVITY**

The Board was in receipt of the following report November 03, 2011 from Cam Weldon, Deputy City Manager and Chief Financial Officer:

SUMMARY

To provide an updated annual public report to the Board containing a financial summary of property, automobile and general liability insurance claims.

Financial Impact

There are no financial implications relating to this report.

ISSUE BACKGROUND

This is the annual public report to the Toronto Police Services Board containing a summary of financial insurance claims information including property, automobile and general liability insurance claims.

COMMENTS

Financial reports on Toronto Police Service insurance claims activity are intended to support the Board's governance mandate to ensure effective management of the police service. Knowledge of what claims are occurring and potential financial exposure resulting from such claims will enhance the Board's ability to manage risk through implementation of loss control measures. The Insurance & Risk Management section of the City's Corporate Finance Division manages the insurance and claim process and liaises on a regular basis with Toronto Police Legal Services, as well as internal and external defence counsel, to examine claims and implement measures to reduce the impact of insured claims involving the Toronto Police Service.

Claims statistics change daily as payments are made, new files opened, old files closed and reserves (funds set aside to pay claim and related costs) adjusted. Unless otherwise indicated, the data contained in this report reflects the Toronto Police Service claim status at December 31, 2010.

Property Insurance Claims

The City's Property Insurance policy provides coverage for direct physical loss or damage that results from an insured event to buildings, contents, equipment, stock supplies and furniture, owned by or under the care, custody and control of the Board.

Property claims are generally resolved within a six-month period. Table One is a summary of Police Service property claims incurred in 2009 and 2010.

Table One
Property
Insurance Claims Incurred in 2009 and 2010

Year	No. of Claims	Paid \$	Reserve \$	Total Incurred \$	Average Incurred \$	Largest Loss \$
2010	6	6,558	16,520	23,431	3,905	6,138
2009	12	29,484	5,455	35,076	2,923	22,525

The total "incurred" amount consists of two components; amounts paid and amounts in reserve. For property losses, amounts paid are damage payments covered by the policy. The second component includes reserves which may have to be paid in the future on a claim by claim basis. Accordingly, the incurred figure reflects the total of amounts which have been paid and an allowance for possible future payments.

Automobile Insurance Claims

The City's automobile insurance covers physical damage, bodily injury and property damage liability for all Service owned and leased vehicles. Every qualified, licensed driver operating a Police Service vehicle is insured under the policy. Similar to property claims, auto physical damage claims are generally resolved within months of the claim being opened. Auto liability and accident benefit claims can take considerably longer to settle.

Table Two provides a summary of Police Service auto claims incurred in 2009 and 2010.

Table Two
Automobile
Insurance Claims Incurred in 2009 and 2010

Year	No. of Claims	Paid \$	Reserve \$	Total Incurred \$	Average Incurred \$	Largest Loss \$
2010	683	1,794,462	204,449	1,998,912	2,926	62,000
2009	849	2,475,585	552,748	3,028,334	3,566	114,000

For automobile losses, amounts paid can include (i) auto physical damage claim amounts, (ii) auto accident benefit payments, (iii) automobile liability claim payments and settlements, including damages, interest and costs, and (iv) court ordered judgments and all expenses pertaining to the claims process which can include legal fees, adjusting costs, and defence expert costs.

Liability Claims

The liability insurance policy responds to civil actions alleging negligence causing a third party bodily injury, property damage and/or economic loss.

It may be several years before a claimant commences a claim against the Police Service and it can take years before claims are settled due to the judicial process. Table Three provides a summary of Police Service liability claims incurred in 2009 and 2010.

**Table Three
General Liability
Insurance Claims Incurred in 2009 and 2010**

Year	No. of Claims	Paid \$	Reserve \$	Total Incurred \$	Average Incurred \$	Largest Loss \$
2010	46	80,850	1,029,363	1,110,214	24,135	117,500
2009	80	374,765	1,365,033	1,739,799	21,747	117,500

For liability losses, amounts paid include (i) settlements, including damages, interest and costs, (ii) court ordered judgements and (iii) all expenses pertaining to the claims process which can include legal fees, adjusting costs, and defence expert costs.

In 2010, 46 new liability claims arose from incidents and activities of the Toronto Police Service that have been reported and/or served as of December 31, 2010. This number will rise in the future as new claims are submitted in respect of alleged incidents in 2010.

The number of liability claims made each year against the Police Service over the past 10 has risen to over 100.

CONCLUSION

This report summarizes insurance claims related to the Toronto Police Service during 2009 and 2010. Attached is a separate page with the tables containing data in a larger font which was requested by the Board at its May 18, 2006 meeting.

CONTACT

Jim Kidd, Supervisor, Insurance & Risk Management, Corporate Finance Division,
416-392-3917, jkidd@toronto.ca

Jeff Madeley, Manager, Insurance & Risk Management, Corporate Finance Division,
416-392-6301, jmadeley@toronto.ca

Len Brittain, Director, Corporate Finance, 416-392-5380, lbrittai@toronto.ca

The Board received the foregoing report.

Annual Report on Insurance Claims Activity for 2009 & 2010 Data Tables

Property

Year	No. of Claims	Paid \$	Reserve \$	Total Incurred \$	Average Incurred \$	Largest Loss \$
2010	6	6,558	16,520	23,431	3,905	6,138
2009	12	29,484	5,455	35,076	2,923	22,525

Automobile

Year	No. of Claims	Paid \$	Reserve \$	Total Incurred \$	Average Incurred \$	Largest Loss \$
2010	683	1,794,462	204,449	1,998,912	2,926	62,000
2009	849	2,475,585	552,748	3,028,334	3,566	114,000

General Liability

Year	No. of Claims	Paid \$	Reserve \$	Total Incurred \$	Average Incurred \$	Largest Loss \$
2010	46	80,850	1,029,363	1,110,214	24,135	117,500
2009	80	374,765	1,365,033	1,739,799	21,747	117,500

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 24, 2011**

#P307. REQUEST FOR FUNDS: ANNUAL COMMUNITY EVENTS - 2012

The Board was in receipt of the following report October 18, 2011 from William Blair, Chief of Police:

Subject: REQUEST FOR FUNDS: ANNUAL COMMUNITY EVENTS – 2012

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

The Board's Special Fund will be reduced by \$79,000.00, which is the total cost of expenditures related to the annual events listed in this report. The costs are based on the funding requests for 2011 as well as any projected increases in costs.

Background/Purpose:

The Board at its meeting of July 22, 2010, granted standing authority to the Chair and the Vice Chair to approve expenditures from the Board's Special Fund for a total amount not to exceed \$10,000.00 per individual event for internal and community events annually hosted in whole or in part by the Board and the Service. The Standing Authority would only apply to events that are to be identified in a list which is provided to the Board for information at the beginning of each calendar year (Min. No. P208/10 refers).

This report provides the internal and community events that are scheduled to take place in 2012.

Discussion:

The Board and the Toronto Police Service (the Service) participate and/or organize many community events and/or initiatives, both internally and externally throughout the year. These events serve to increase public awareness of significant contributions made by community members in Toronto. They also provide a unique opportunity for members of the Service and members of the public to join together and celebrate the diversity that makes Toronto a vibrant city.

The Service's participation in these community events also serves to increase awareness amongst Service members about the traditions and contributions of the many diverse communities.

The Service also participates in raising money for worthwhile charitable causes such as the United Way. The Service also organizes many community events and/or initiatives, both internally and externally throughout the year. The consultative groups have also contributed financially to these events through funding that they receive from the Board. They have also made in-kind donations to these community events. They are permitted to generate supplementary funds by way of committee approved fundraising initiatives in accordance with the stipulations outlined in the Community Volunteer and Consultation Manual. These events serve to increase public awareness of significant contributions made by community members in Toronto. They also provide a unique opportunity for members of the Service and members of the public to join together and celebrate the diversity that makes Toronto a vibrant city. The Service's participation in these community events also serves to increase awareness amongst Service members about the traditions and contributions of the many diverse communities.

The Board and the Service recognize the importance of engaging members of the community along with police officers in various programs, initiatives and events that provide opportunities for community members to interact with police officers in positive ways.

The Community Mobilization Unit (CMU) is responsible for co-ordinating many events at Police Headquarters throughout the year that are intended to promote positive relations between the police and the diverse communities and which showcase advancements and continued partnerships in these areas.

The community events that CMU co-ordinates for which funding has been provided by the Board are:

- Black History Month
- Asian Heritage Month
- National Aboriginal Day
- Caribana Kick-Off Celebration and Caribana Float
- Annual Community Police Consultative Conference
- TPS/LGBT CCC Youth Justice Bursary Award
- Board and Chief's PRIDE Reception

In addition, the Service hosted the International Francophone Day Celebration in March 2011. This event celebrated the multicultural diversity of the French speaking community in Toronto. It also showcased the significant role that the French speaking community play in our city's success, growth and prosperity.

Furthermore, the Empowered Student Partnerships (ESP) Program Kick-Off and Chief's Breakfast, which has since evolved into the School Action Teams, no longer require funding at this time and as such, have been removed from the list of annual events.

2012 Events:

The following chart provides a list of annual events hosted/co-hosted by the Service that are scheduled to take place in 2012:

EVENT	2011 ACTUAL	2012 REQUESTED
Black History Month Celebrations	\$5,750.88	\$6,000.00
Law Enforcement Torch Run For Special Olympics	\$0.00	\$5,000.00
United Way Campaign	\$0.00	\$10,000.00
Asian Heritage Month Celebration	\$2,524.69	\$5,000.00
TPSB and Chief's Pride Reception	\$0.00	\$3,000.00
National Aboriginal Day	\$0.00	\$5,000.00
Victim Services Program Volunteer Recognition Event	\$0.00	\$8,000.00
LGBT Youth Justice Bursary Award	\$0.00	\$3,000.00
Caribana Kick-Off Celebration and Caribana Float	\$0.00	\$10,000.00
Youth in Policing Summer Employment Program Luncheon	\$0.00	\$1,500.00
Native Child and Family Services of Toronto Annual Children in Care Holiday Party	\$0.00	\$5,000.00
Annual Community Police Consultative Conference	\$0.00	\$8,500.00
Chief of Police Fundraising Gala in Support of Victim Services Program	\$0.00	\$4,000.00
International Francophonie Day*	\$3,791.57	\$5,000.00
TOTAL	\$12,067.14	\$79,000.00

* International Francophonie Day was a new annual community event for 2011. This event was added to the list of annual community events for 2012 and subsequent years.

Due to budget restraints, the Board was only able to provide funding for Black History Month, Asian Heritage Month and International Francophonie Day for a total amount of \$12,067.14 for the year 2011. It should be noted that for those events that the Service received no funding from the Board, although still hosted and/or supported by the Service, had to be scaled back considerably due to the lack of funding. The Service has been impacted significantly as a result of the lack of funding and has received considerable negative feedback from the respective communities that have come to expect the high degree to which these events were being organized and the level of funding provided.

The following list includes the areas that are considered when establishing a budget for a particular community/cultural event:

- Venue
- Food and Refreshments
- Posters, Frames & Printing
- Exhibits & Displays
- Entertainment
- Honourariums
- Transportation
- Incidentals

Any funds not utilized will be returned to the Board. The Service also considers alternative sources of funding to help offset the costs that are incurred when hosting a particular community event. For example, when an event has been held in a particular community, in addition to funding from the Board, the Community Consultative Committee, where one exists, has contributed funds towards the cost of the event from monies received by the Board for their respective Consultative Committee. Community members have also absorbed some of the cost associated with a particular event.

All of the abovenoted requests for funding from the Board's Special Fund have been reviewed to ensure that they meet the criteria set out in the Board's Special Fund Policy and that they are consistent with the following Service Priorities:

- Focusing on People With Distinct Needs
- Focusing on Child and Youth Safety
- Focusing on Violence Against Women
- Delivering Inclusive Police Services

The Service will notify the Board office six weeks in advance of each event approved to receive funds, so that a cheque can be issued.

Conclusion:

Strong community/police partnerships are based on mutual trust, respect, understanding and are essential for the safety and well-being of all members of our community. The Board and the Service's participation in these events reinforces a continued commitment to working with our diverse communities and it also aims at fostering mutually respectful and beneficial relationships.

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

The Board inquired about the staffing costs, if any, related to the events that would be hosted/co-hosted by the Service. Chief Blair advised the Board that there are no staffing costs for the majority of the events and that some events involve staff who participate on a voluntary basis.

The Board received the foregoing report and requested Chair Mukherjee to provide a report to the Board for its December meeting.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 24, 2011**

**#P308. QUARTERLY REPORT: TORONTO POLICE SERVICES BOARD
SPECIAL FUND UNAUDITED STATEMENT: JULY TO SEPTEMBER
2011**

The Board was in receipt of the following report October 21, 2011 from Alok Mukherjee, Chair:

Subject: QUARTERLY REPORT: TORONTO POLICE SERVICES BOARD SPECIAL
FUND UNAUDITED STATEMENT: JULY 1 TO SEPTEMBER 30, 2011

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 July 1 to September 30, 2011.

As at September 30, 2011, the balance in the Special Fund was \$256,416. During the third quarter, the Special Fund recorded receipts of \$78,143 and disbursements of \$135,053. There has been a net decrease of \$207,788 against the December 31, 2010 fund balance of \$464,204.

Auction proceeds have been estimated for the months of July to September 2011 as the actual deposits have not yet been made. The contract with Rite Auctions for the on-line auctioneering services was renewed until July 31, 2012.

The Property and Evidence Management Unit deposited \$37,933 of unclaimed cash to the Special Fund account. Found cash is transferred to the Special Fund account if it is not claimed by the owner within three months.

For this quarter, the Board received the return of unspent sponsorship funds from Asian Heritage Month in the amount of \$2,475.31.

At its October 20, 2011 meeting, the Board was advised that the projected Special Fund balance at the end of the year would be \$16,875 (Board Minute P271/11 refers). The Board should note that the projections included in this third quarter reporting have been re-stated to reflect revenue accruals, expenditure commitments until the end of the year, adjustments of expenditure net of applicable HST rebates and the discontinuance of the use of Special Fund for Independent Civilian Review future payments. As at this reporting, the Special Fund is estimated to be in compliance with its policy of maintaining the minimum balance of \$150,000.

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 2011 THIRD QUARTER RESULTS WITH REVISED PROJECTIONS								
PARTICULARS	2011						2010	COMMENTS RELATING TO THIS QUARTER
	REVISED PROJ.	JAN 01 TO MAR 31/11	APR 01 TO JUN 30/11	JUL 01 TO SEPT 30/11	OCT 01 TO DEC 31/11	JAN 01 TO DEC 31/11 TOTALS	JAN 01 TO DEC 31/10 ACTUAL	
BALANCE FORWARD	464,204	464,204	417,235	313,326	256,416	464,204	1,022,401	
<u>REVENUE</u>								
PROCEEDS FROM AUCTIONS	200,000	44,587	52,176	64,356		161,118	226,135	Auction proceeds for the third quarter are based on estimates. Overhead is at 37% of the proceeds.
LESS OVERHEAD COST	(74,000)	(16,497)	(19,305)	(23,812)		(59,614)	(83,670)	
UNCLAIMED MONEY	230,000	108,406	82,531	37,933		228,871	162,181	
LESS RETURN OF UNCLAIMED MONEY	(7,000)	(1,062)	(1,091)	(1,735)		(3,888)	(7,050)	
INTEREST	2,700	731	934	792		2,457	2,046	Interest income is based on the average monthly bank balance.
LESS BANK SERVICE CHARGES	(1,000)	(82)	(660)	(140)		(882)	(632)	
OTHERS	2,400	1,623	0	748		2,371	699	Empty beer bottles
TOTAL REVENUE	353,100	137,705	114,585	78,143	0	330,433	299,709	
BALANCE FORWARD BEFORE EXPENSES	817,304	601,909	531,820	391,469	256,416	794,637	1,322,110	
<u>DISBURSEMENTS</u>								
<u>POLICE COMMUNITY INITIATIVES</u>								
SERVICE								
CPLC & COMM. OUTREACH ASSISTANCE	15,000	0	14,500	0		14,500	29,000	Police Community initiative payments were reduced to at various times during the year based on Police Services Board approval.
UNITED WAY	0	0	0	0		0	10,000	
OTHER	0	0	0	0		0	9,900	
COMMUNITY								
VICTIM SERVICES PROGRAM	0	0	0	0		0	12,000	Major contributions were made to York University for Youth Programs initiatives
VARIOUS ORGANIZATIONS	45,000	10,000	34,399	0		44,399	586,210	
FUNDS RETURNED - SPONSORSHIPS	(4,500)	(810)	(1,208)	(2,475)		(4,494)	(9,500)	Asian Heritage Month - unused funds
TPAAA ASSISTANCE	12,800	5,800	0	0		5,800	25,112	The Board made a major contribution to the Police basketball and rugby tournaments.
RECOGNITION OF SERVICE MEMBERS								
AWARDS	62,000	0	6,519	37,816		44,335	49,154	Award and recognition ceremonies for Police Officers
CATERING	20,840	0	2,032	1,445		3,477	10,775	
RECOGNITION OF COMMUNITY MEMBERS								
AWARDS	2,000	0	1,030	0		1,030	1,018	Award and recognition ceremonies for Community Members/Citizens.
CATERING	2,000	0	180	0		180	2,254	
RECOGNITION OF BOARD MEMBERS								
AWARDS	700	440	61	0		501	117	
CATERING	1,000	0	458	0		458	2,016	
CONFERENCES								
COMM. POLICE LIAISON COMMITTEES	0	0	0	0		0	10,400	
ONT. ASSO. OF POLICE SERVICES BOARD	5,500	5,500	0	0		5,500	5,500	
CDN ASSO. OF POLICE SERVICES BOARD	0	0	0	0		0	10,000	
DONATIONS - IN MEMORIAM	800	400	0	200		600	400	
TPSB/TPA RETIREMENT DINNER	18,000	7,634	160	0		7,794	8,328	As approved on BM 414/85
DINNER TICKETS	200	0	0	0		0	2,425	As approved on BM 414/85
PROFESSIONAL FEES	410,000	95,032	160,363	98,067		353,463	87,157	Heenan Blaikie- ICR and Communication consultant.
INTERNAL CONTROL REVIEW FEE	6,000	0	0	0		0	5,640	Pricewaterhouse Coopers
OTHER EXPENSES	60,700	60,678	0	0		60,678	0	Sgt. Ryan Russell's funeral reception - shared costs
TOTAL DISBURSEMENTS	658,040	184,675	218,494	135,053	0	538,221	857,906	
SPECIAL FUND BALANCE	159,264	417,235	313,326	256,416	256,416	256,416	464,204	

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 24, 2011**

**#P309. TORONTO POLICE SERVICE – SERVICE EFFICIENCY STUDY –
FINAL REPORT**

The Board was in receipt of the attached correspondence dated November 17, 2011 from Joseph Pennachetti, City Manager, City of Toronto, with respect to the final report of the TPS Service Efficiency Study.

The Board approved the following Motion:

THAT the Board defer consideration of the TPS-Service Efficiency Study to its January 2012 meeting and request the Chief of Police to provide his response to the Study and its recommendations for consideration at that meeting.

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



Joseph P. Pennachetti
City Manager

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

Memorandum

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

November 17, 2011

TO: Alok Mukherjee, Chair, Toronto Police Services Board
William Blair, Chief of Police, Toronto Police Service

FROM: Joseph P. Pennachetti, City Manager

SUBJECT: TPS Service Efficiency Study – Final Report

At its meeting in April, City Council adopted the Service Review Program, setting in motion a series of studies including the TPS Service Efficiency Study. This study was conducted over the past few months by consultants from Ernst & Young. I want to thank the TPS for making key senior staff available in providing data and participating in consultations with the Ernst & Young team and related meetings with City staff during the course of the study.

The TPS Service Efficiency Study has been completed. Copies of the final report are enclosed for the members of the Board and senior TPS officials, and a digital copy of the final report is also being provided. Your assistance in arranging to have this study placed on the agenda for the Board's November meeting is appreciated. This will provide the Board with an opportunity to review the report prior to the City's budget launch on November 28. Note that City Council, at its special meeting in September, directed the City Manager to report the findings of the Service Efficiency Studies to the budget process. The TPS Service Efficiency Study will be before the City's Budget Committee for its meetings scheduled during December 2-9.

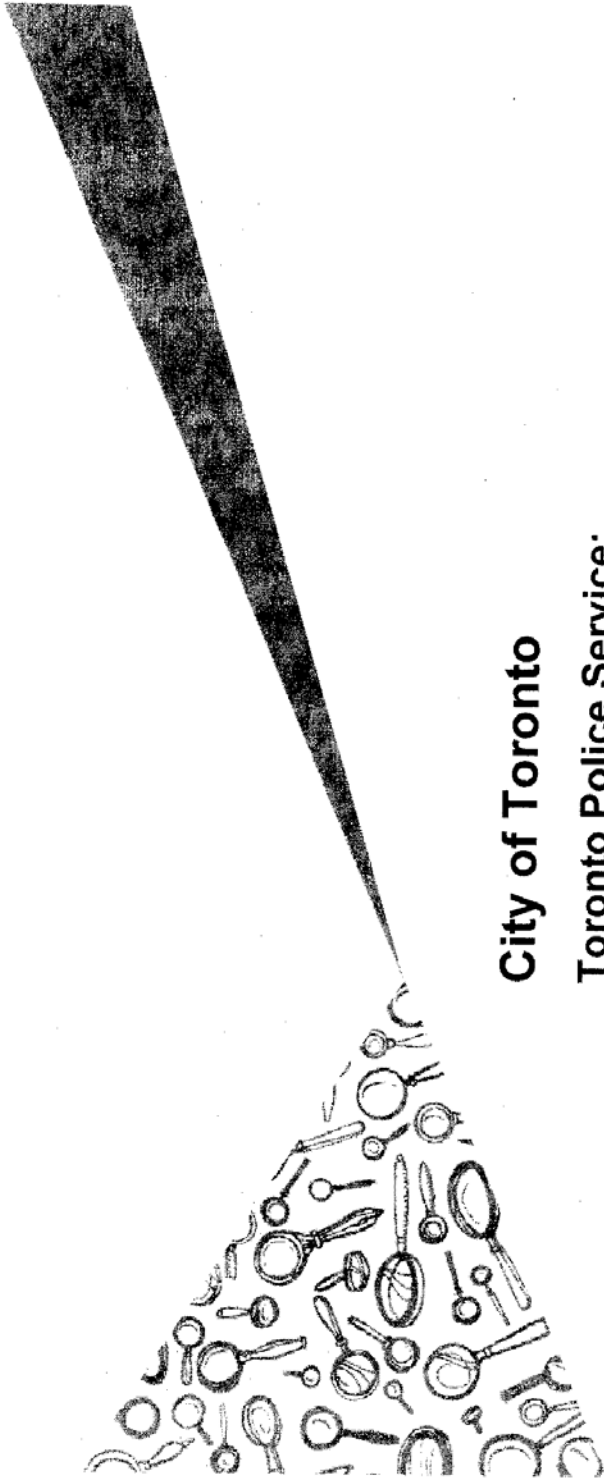
Once again, thank you for your cooperation in this initiative.

Joseph P. Pennachetti
City Manager

Attachment: Toronto Police Service: Service Efficiency Study (Final Report)

cc: Cam Weldon
Joanne Campbell
Tony Veneziano
Kris Kijewski
Nancy Aulton
Martin Herzog





City of Toronto
Toronto Police Service:
Service Efficiency Study
Final Report to City Manager

October 26, 2011

ERNST & YOUNG
Quality In Everything We Do

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Executive Summary

Executive Summary Background

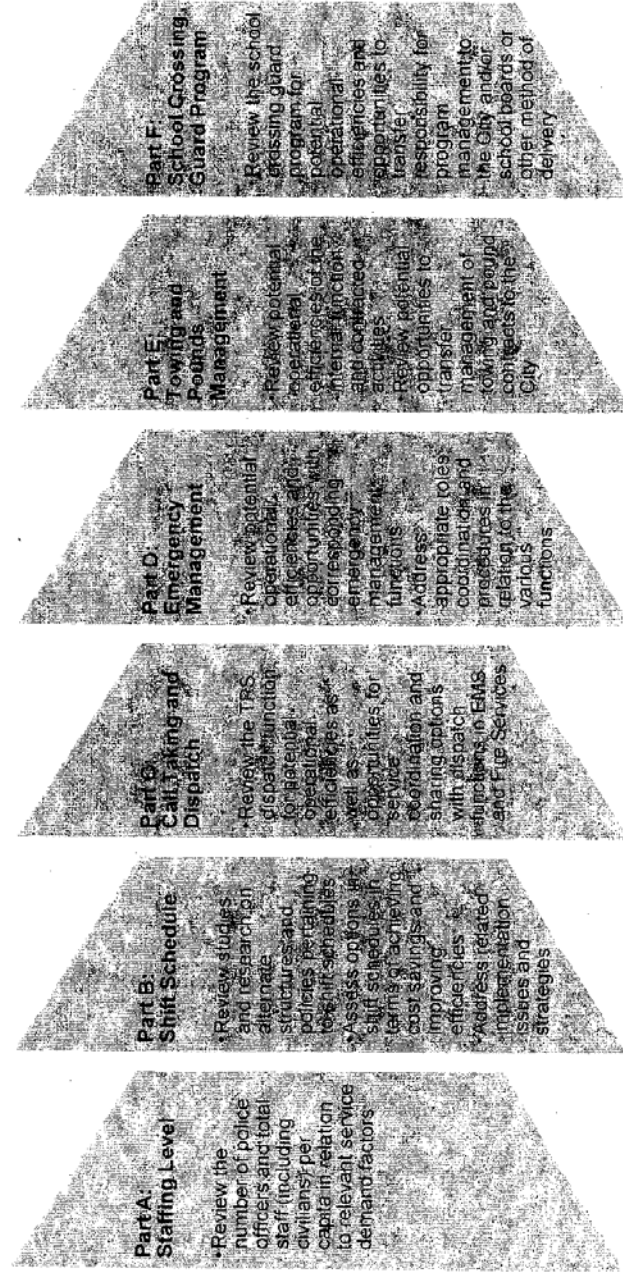
In July 2011, Ernst & Young LLP ("EY") was selected by the City of Toronto (the "City") (reporting to the City Manager) to conduct a service efficiency study with respect to certain operations of the Toronto Police Service ("TPS").

EY has prepared this final report (the "Final Report") pursuant to our engagement letter dated July 26, 2011 with the City of Toronto (the "Engagement Letter"). This Final Report provides the City Manager with our analysis for his consideration based on the information received and discussions held as of the date of this Final Report.

In preparing this Final Report, EY has been provided with and, in making comments herein, has relied upon unaudited financial information and projections prepared by the Toronto Police Service and discussions with representatives and management of the Toronto Police Service and the City. EY has not audited, reviewed or otherwise attempted to verify the accuracy or completeness of such information and, accordingly, EY expresses no opinion or other form of assurance in respect of such information contained in this Final Report. Some of the information referred to in this Final Report consists of forecasts and projections. An examination or review of the financial forecast and projections, as outlined in the Canadian Institute of Chartered Accountants Handbook, has not been performed. Readers are cautioned that, since these projections are based upon assumptions about future events and conditions, the actual results will vary from the projections, even if the assumptions materialize, and the variations could be significant.

Executive Summary Scope

The scope of this Final Report is limited to the six areas of analysis which were identified by the City Manager pursuant to the terms of the Engagement Letter:

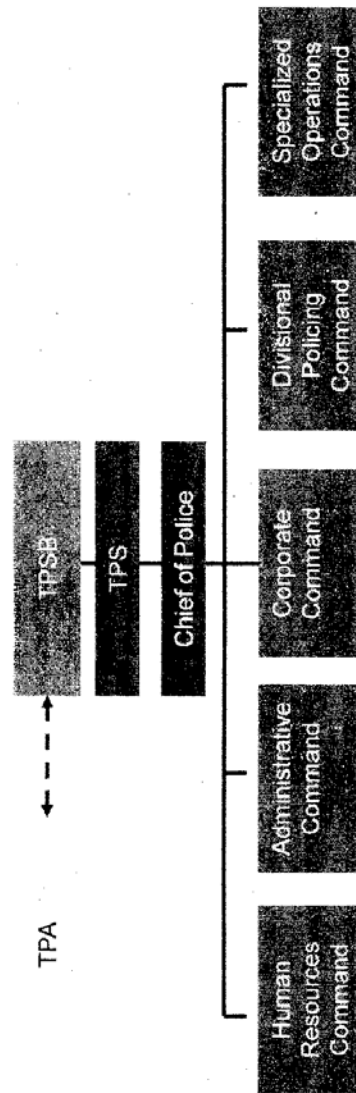


Executive Summary Organizational Chart¹

As established by the *Police Services Act*, the Toronto Police Services Board ("TPSB") is responsible for the provision of adequate and effective police services in the municipality. The TPSB, in consultation with the Chief of Police, determines the priorities for police services and establishes policies for the effective management of the TPS. The TPSB negotiates collective bargaining agreements and labour contract issues with the Toronto Police Association ("TPA").

The TPS is led by the Chief of Police and is organized into five specific Command areas: Human Resources Command, Administrative Command, Executive Command, Divisional Policing Command, and Specialized Operations Command. Each of these Command areas is led by a Deputy Chief, with the exception of Administrative Command, which is led by a civilian Chief Administrative Officer. The TPS is responsible for the operational execution of the policies set by the TPSB vis-à-vis the legislative requirements of the *Police Services Act*, other legislated requirements and the contractual commitments of the collective bargaining agreements.

The TPA represents the interests of its members in collective bargaining and labour contract administration.



¹ Represents TPS' organization chart at the commencement of EY's engagement. EY understands that the TPS subsequently reorganized some of its divisions, effective September 1, 2011.

Executive Summary Police Services Act

- ▶ The Police Services Act ("PSA") is provincial legislation that governs the conduct of police officers in Ontario. The TPS' operational and governance framework is based on the PSA.
- ▶ The PSA states that in providing adequate and effective police services, a municipality shall be responsible for providing all the infrastructure and administration necessary for providing such services.
- ▶ TPS needs to maintain a "level of strength" (i.e. staffing level) on a daily basis to achieve the following five key areas of police service under the PSA:
 - ▶ Crime prevention;
 - ▶ Law enforcement;
 - ▶ Assistance to victims of crime;
 - ▶ Public order maintenance; and
 - ▶ Emergency response.
- ▶ The cost of certain TPS sworn officers is shared, to varying extents, with the Province on the condition that uniform establishment is maintained at a contractually agreed level².
- ▶ A reduction in force complement other than through attrition is subject to the approval of the Ontario Civilian Police Commission pursuant to the PSA.

² TPS 2011 Environmental Scan.

Executive Summary

Summary of Opportunities Identified

The following service efficiency opportunities were identified by EY as part of our analysis:

Ref. #	Service Efficiency Opportunity	First Budget Year Impact	Barrier	Potential benefit ³	Page #
2	Staffing Levels: Call handling time	2015	Collective bargaining agreements	up to \$35.1 million	40
4	Staffing Level: Span of control analysis	2013	Collective bargaining agreements	up to \$2.2 million	49
6	Call Taking and Dispatch: Consolidating dispatch desks	2013	Collective bargaining agreements	\$500k to \$650k	66
	Total			up to \$52.3 million	

The opportunities identified in the Executive Summary are described in greater detail later in this Final Report. These opportunities represent the result of the analysis which EY was able to complete in accordance with the scope of this engagement and subject to the limitations outlined earlier in this Final Report. The opportunities noted herein have been identified for the City Manager's review and consideration.

³ Estimated savings before accounting for applicable benefits and restructuring costs.

Executive Summary

Summary of Key Recommendations

Potential Opportunities:

1. Any discussion which the City may wish to have with the TPSB and the Chief of Police should include due consideration of the level of police service required by the City as any reduction in police staff may have an impact on the level of service to the City. Such an analysis was outside of the scope of this Final Report; therefore, the analysis in this Final Report was based on assumption that the TPS would continue to provide the same level of service to the City of Toronto.
2. The City may wish to consider discussing some or all of the following opportunities with the TPSB and the Chief of Police:
 - a) If the TPS were to adopt a staffing model in which 40% of a front line officer's time was spent on proactive policing, then based on an analysis of the number of calls handled by officers (reactive time) during 2010/2011 TPS could potentially reduce the complement of officers by 105 to 115 officers resulting in annual savings of between \$9 to \$10 million;
 - b) If the collective bargaining agreements (collectively, the "CBA") could be renegotiated (expiry in 2014) to change the shift schedule for front line officers from a 10-10-8 shift schedule (28 hours per day, including four hours of overlap) to an 8-8-8 shift schedule (24 hours per day) and assuming a proactive policing rate of 40%, then TPS could potentially reduce the complement of front-line officers by approximately 300 officers resulting in annual savings of up to \$25 million. On this basis, TPS could realize an additional \$10 million in shift schedule cost savings if the balance of officers currently on the 10-10-8 shift schedule were (in addition to the foregoing front-line officers) moved to an 8-8-8 shift schedule;
 - c) TPS has moved to civilianize certain positions occupied by police officers, and there appears to be additional roles which need to be reviewed in further detail to determine whether further civilianization is possible. Based on the analysis detailed herein, there may be as many 227 positions which could be civilianized. This could lead to annual savings up to \$3.7 million based on the difference in the average wage of a police officer and a civilian employee at TPS;

Executive Summary

Summary of Key Recommendations (Continued)

Potential Opportunities (continued):

- d) A span of control analysis is a technique for determining the number of supervisors which may be required. Based on the span of control analysis for the 17 divisions of the TPS, there were 7 divisions which appeared to have more supervisors than may be required and if the number of supervisors were brought in line with the study benchmark, then the potential savings would be approximately \$2.2 million per year;
- e) On average, call taking staff answer emergency calls within 2 seconds and non-emergency calls within 7 seconds. Based on our analysis of call volumes and TPS maintaining an emergency service level benchmark of 90% within 10 seconds waiting as a minimum standard for all calls, the number of call taking staff could be reduced with annual savings up to \$400,000. This will result in longer wait times for 911 callers and the City may not wish to pursue this opportunity; and
- f) Call dispatch staff for four divisions consistently handle less calls on average than the other divisional call dispatch staff. There may be an opportunity to consolidate the dispatch desks for these divisions with potential annual savings of \$650,000.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 24, 2011**

#P310. TORONTO POLICE SERVICES BOARD – 2012 MEETING SCHEDULE

The Board was in receipt of the following report November 08, 2011 from Alok Mukherjee, Chair:

Subject: TORONTO POLICE SERVICES BOARD - 2012 MEETING SCHEDULE

Recommendation:

It is recommended that the Board approve the 2012 meeting schedule outlined in this report.

Financial Implications:

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

Background/Purpose:

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

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

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

Discussion:

I have reviewed the current 2012 schedule of meetings developed by the City of Toronto and noted that one week each month has been reserved for agencies, boards, commissions and departments to conduct their business. I have also reviewed the dates upon which culturally-significant holidays will be observed in 2012; and the dates for two key conferences.

Board Meeting Schedule – 2012:

Based on the foregoing review, I am proposing the following dates for the Board's 2012 meetings:

Friday,	January 20
Thursday,	February 16
Thursday,	March 22
Thursday,	April 19
Thursday,	May 17
Thursday,	June 14
Thursday,	July 19
<u>Wednesday,</u>	August 15
Thursday,	September 13
Thursday,	October 18
Thursday,	November 15
<u>Friday,</u>	December 14

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

Times and Locations of Board Meetings:

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

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

Conclusion:

It is recommended that the Board approve the 2012 meeting schedule outlined above.

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 NOVEMBER 24, 2011**

**#P311. RATIFICATION OF BOARD DECISION – APPOINTMENT OF ACTING
VICE-CHAIR: NOVEMBER 19, 2011 TO DECEMBER 06, 2011,
INCLUSIVE**

The Board was in receipt of the following report November 15, 2011 from Alok Mukherjee, Chair:

Subject: Ratification of Board Decision – Appointment of Acting Vice-Chair: November 19, 2011 – December 06, 2011, Inclusive

Recommendation:

It is recommended that the Board ratify a decision set out below made by a quorum of the Board on November 10, 2011 with regard to the attached report dated November 10, 2011 pertaining to the appointment of an Acting Vice-Chair of the Board for the period between November 19, 2011 and December 06, 2011, Inclusive.

Financial Implications:

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

Background/Purpose:

Councillor Michael Thompson, Vice-Chair, Toronto Police Services Board, advised the Board office that he would not be able to perform the duties of Vice-Chair during the period between November 19, 2011 and December 06, inclusive. Given that an Acting Vice-Chair would need to be appointed for duties that would commence prior to the next regularly scheduled meeting, it was necessary to conduct an email/telephone poll to determine an Acting Vice-Chair.

I requested volunteers for the position of Acting Vice-Chair. Dr. Dhun Noria indicated that she would be available to perform the duties of Vice-Chair during Councillor Thompson's absence.

Discussion:

My report dated November 10, 2011 was circulated to Board members and on November 10, 2011 a quorum of the Board approved my recommendation that Dr. Noria be appointed Acting Vice-Chair during the period between November 19, 2011 and December 06, 2011, inclusive.

Conclusion:

It is, therefore, recommended that the Board ratify the abovenoted decision made by a quorum of the Board on November 10, 2011.

The Board approved the foregoing report.



- Attachment -

TORONTO POLICE SERVICES BOARD REPORT



November 10, 2011

To: Members
Toronto Police Services Board

From: Alok Mukherjee
Chair

Subject: Appointment of Acting Vice-Chair - November 19, 2011 to December 06, 2011, inclusive.

Recommendation:

It is recommended that the Board appoint Dr. Dhun Noria to act as Acting Vice-Chair during the period between November 19, 2011 and December 06, 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 other duties as may be required during that time.

Financial Implications:

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

Background:

I have been advised by Councillor Michael Thompson, Vice Chair, that he will not be available to perform the duties of Vice Chair of the Toronto Police Services Board during the period between November 19, 2011 and December 06, 2011, inclusive.

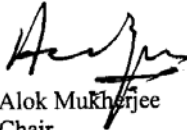
It will, therefore, be necessary to appoint an Acting Vice-Chair for the purposes of the execution of all documents normally signed by the Vice-Chair on behalf of the Board, including legal contracts and personnel and labour relations documents. The Acting Vice-Chair may also be called upon to preside, or assist the Chair in presiding, at the Board meeting scheduled for November 24, 2011.

Conclusion:

Dr. Noria has indicated that she is available and willing to act as Acting Vice-Chair during the period noted above.

It is recommended that the Board appoint Dr. Noria to act as Acting Vice-Chair during the period between November 19, 2011 and December 06, 2011, inclusive.

Respectfully submitted,



Alok Mukherjee
Chair

AM/dw
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**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 24, 2011**

#P312. TOWING SERVICES IN DISTRICT NO. 5

The attached correspondence dated October 18, 2011 from John Paul Cruz, JP Towing Service & Storage Ltd. (TPS Towing District No. 1) was moved from the in-camera meeting to the public meeting for consideration (Min. No. C341/11 refers). The Board subsequently noted that, in order to ensure that Mr. Cruz is provided with sufficient notice about the public consideration, the correspondence would be deferred to the December 15, 2011 public meeting.

Mr. Albert Cohen, City of Toronto – Legal Services Division, advised the Board about a temporary arrangement that had been made by the TPS on behalf of the Board to ensure that there was no interruption in the towing services provided in District No. 5. The Board was advised that it would be required to ratify the interim arrangements made by the TPS and that the arrangements would continue until the Board gave further consideration to this matter at its December 2011 meeting.

The Board approved the following Motions:

- 1. THAT the Board authorize the Chief of Police to continue the temporary arrangement with A Towing Service Ltd. to provide towing and pound services in District No. 5 pending further consideration by the Board at its December 2011 meeting regarding the reassignment of the District No. 5 towing contract; and**
- 2. THAT the Board ratify the interim arrangement made by the Chief of Police with A Towing Service Ltd. to provide towing and pound services for District No. 5 from November 21, 2011 to November 24, 2011, inclusive.**



Towing Service & Storage Ltd.

October 18, 2011

Toronto Police Services Board
40 College Street Road
Toronto, ON M5G 2J3

Attention Chair and Members of The Board;

I have a concern that I would like to bring to The Boards attention. On October 6th 2011 I was informed by a member of Traffic Services that there was a private board meeting to terminate 1504378 Ontario Inc. o/a Downtown Group's contract for District No. 5 and that there was a recommendation by members of Traffic Services to assign the entire district for the remainder of the contract to A Towing Service Ltd.

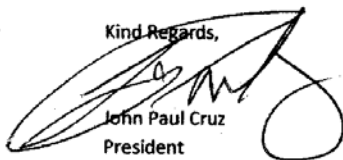
I believe this is not a fair proceeding. I have asked certain members of Traffic Services in the past why a contractor cannot be awarded more than one contract area and the answer provided was "We do not want to create a monopoly"! This decision also goes against the One Bidder Rule (section #7 of the contract).

Prior to the official contract award of District No. 5 to 1504378 Ontario Inc. o/a Downtown Group, the service area was divided by the adjacent contractors and the workload shared between them. This seems like a fair solution as this does not create the suggestion of favouritism. This solution is also in the best interest of the Public and Toronto Police Services. The distance and cost of cab fair to the public would be less if the service area was divided and a prompt service time would be provided as the workload would be shared equally. Please see the attached correspondence outlining the prior agreement in which District No. 5 was divided by adjacent contractors.

Hopefully this concern can be discussed at the next private Board Meeting on October the 20th. I hope that a fair resolution can come from this with all parties feeling satisfied.

Thank you for your time. Please do not hesitate to contact me so that we may discuss this further.

Kind Regards,


John Paul Cruz
President

24 Hour Service Tel: 416-203-9300 Fax: 416-203-9303

11 Glen Scarlett Road, Toronto, Ontario, Canada M6N-1P5

1-866-527-8225 (LAST CAL)



TORONTO POLICE SERVICES BOARD
REPORT (4-A)



March 31, 2008

To: Chair and Members
Toronto Police Services Board

From: William Blair
Chief of Police

Subject: AWARDING OF POLICE TOWING AND POUND SERVICES CONTRACTS

Recommendations:

It is recommended that:

- (1) the Board award the towing and pound services contracts effective June 1, 2008 to May 31, 2011 to the following towing companies:
 - (i) Towing District No. 1 – JP Towing Service and Storage
 - (ii) Towing District No. 2 – Walsh's Auto Service Ltd.
 - (iii) Towing District No. 4 – Williams Towing Service Ltd.
 - (iv) Towing District No. 6 – A Towing Service Ltd.;
- (2) the Board re-issue the towing and pound services quotation request for Towing District No. 5 and Towing District No. 3;
- (3) the Board request the current contract holder in Towing District No. 5 (Diamond Towing Limited) and the current contract holder in Towing District No. 3 (Abrams Towing Service Limited) extend their contracts for four months from June 1, 2008 to September 30, 2008;
- (4) in the event that either Diamond Towing Limited or Abrams Towing Service Limited is unwilling or unable to extend its current contract for the required period, the Board authorize the Chief of Police to request the towing operators in the adjacent towing districts to temporarily expand the boundaries of those districts until such time as a new contract for these districts can be awarded. Any such expansion of adjacent districts would be apportioned based on the respective towing and storage capacity of the adjacent operators.



Toronto Police Service

40 College Street, Toronto, Ontario, Canada. M5G 2J3
(416) 808-2222 FAX (416) 808-8202
Website: www.TorontoPolice.on.ca



William Blair
Chief of Police

File Number:

September 15, 2008

JP Towing Services Ltd.
11 Glen Scarlett Road
Toronto, Ontario
M6N 1P5

Dear Sir:

Re: Police Towing Contract

By previous letter of agreement (the "Agreement"), your towing company agreed to temporarily provide towing and pound services to the Toronto Police Service for the area identified in the Agreement, in addition to the police towing district for which your company was awarded a police towing contract. For your convenience, a copy of the Agreement is attached to this correspondence.

One of the terms of the Agreement was that your company provide the relevant services "for the period from June 1, 2008 up to and including September 30, 2008 or for such longer period, up to and including May 31, 2012, as may be directed by the Board, in its sole discretion, prior to September 27, 2008."

There has been a further delay in awarding the contract for Police Towing District No. 5. As a result, at its meeting held on August 21, 2008, the Board decided that, pursuant to the Agreement, it will direct your company to continue to provide the services identified in the Agreement, on the same terms and conditions as set out therein, for the period up to and including December 31, 2008 or for such longer period, up to and including May 31, 2012, as may be further directed by the Board, in its sole discretion, prior to December 23, 2008.

Please confirm your company's receipt and compliance with this direction by completing the attached copy of this letter and returning it to my attention.

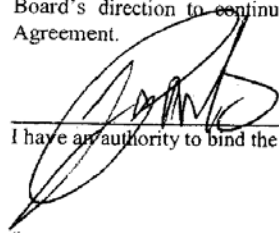
Thank you for your prompt attention to this matter.

Yours truly,

Judith Sacco
A/Manager, Purchasing Support Services

Let's Get on and Protect - Working with the Community

JP Towing Services Ltd. confirms its receipt of, and compliance with, the Toronto Police Services Board's direction to continue to supply towing and pound services in accordance with the Agreement.


I have authority to bind the corporation

9/23/08

/js
att.



Toronto Police Service

40 College Street, Toronto, Ontario, Canada. M5G 2J3
(416) 808-2222 FAX (416) 808-8202
Website: www.TorontoPolice.on.ca



William Blair
Chief of Police

File Number:

JP Towing
11 Glen Scarlett Road
Toronto, Ontario
M6N-1P5

William Blair
For AWA - WILSONSKI
City Solicitor

Dear Sir:

Re: Police Towing Contract

As you are aware, at its meeting held on April 17, 2008, the Toronto Police Services Board (the Board) awarded various contracts for the provision of towing and pound services in the various police towing districts.

No contract was awarded at that time for Police Towing District No. 5 and the Board requested the current contract holder for that district to extend its current contract for four months from June 1 to September 30, 2008. If the current contract holder for that District was unable or unwilling to extend its contract, the Board also authorized the Chief of Police to request towing operators in the towing districts adjacent to District No. 5 to temporarily expand the boundaries of those districts until such time as a new contract for District No. 5 can be awarded.

As a towing operator in a district adjacent to District No. 5, as authorized by the Board, I am requesting that your company provide towing and pound services to the Toronto Police Service for an additional area with the following boundaries (the Services):

North	Lawrence Avenue West, from Bathurst Street to Yonge Street.
East	Yonge Street, from Lawrence Ave. West, to Church Street; Southeast on Church Street to Bloor Street East.
West	Bathurst Street from Lawrence Avenue West, south to Eglinton Avenue; east on Eglinton Avenue to Spadina Road; South on Spadina Road to Bloor Street West.
South	Bloor Street West at Spadina Road to Bloor Street East at Church St.

William Blair - Chief of Police - Working with the Community

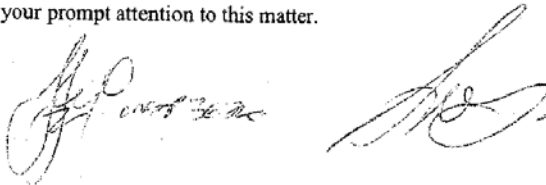
The offer is made on the following conditions:

- (i) Except as noted in (ii), below, your company provide the Services on the same terms and conditions as contained in its agreement for towing and pound services in District No. 1 and all references to the "District" contained in that agreement be deemed to include the area identified in this document for the period or periods identified in (ii), below.
- (ii) The Services be provided for the period from June 1, 2008 up to and including September 30, 2008 or for such longer period, up to and including May 31, 2012, as may be directed by the Board, in its sole discretion, prior to September 27, 2008. In the absence of such request, provision of the Services will automatically terminate after September 30, 2008.

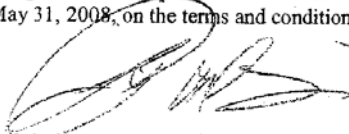
If this proposal is acceptable to your company, please have an authorized signing officer of your company sign and seal the attached copy of this letter in the appropriate spot and deliver it to 9 Hanna Avenue, Toronto, Ontario, to my attention no later than noon on May 29, 2008. If we do not receive an executed copy of this letter by that time and date, the Board and the Toronto Police Service will pursue other options with respect to the provision of towing and pound services for the area identified above.

Thank you for your prompt attention to this matter.

Yours truly,



JP Towing Services Ltd agrees to the expansion of its contract with the Toronto Police Services Board, dated May 31, 2008, on the terms and conditions set out in this letter.



I have an authority to bind the corporation

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 24, 2011**

#P313. COLLISION REPORTING CENTRES

Councillors Frances Nunziata and Chin Lee noted that, at a recent meeting of the City of Toronto - Licensing and Standards Committee, several tow truck operators expressed concerns about access to the Collision Reporting Centres.

Chief Blair said that a private company is contracted by the Board to operate the Collision Reporting Centres in Toronto and that, pursuant to that contract, police officers are required to be present at the CRCs.

The Board subsequently approved the following Motion:

THAT the Chief of Police provide a report to the Board with details of the contract regarding Collision Reporting Centres, the number of uniform members assigned to the CRCs and the annual cost associated with staffing the CRCs.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 24, 2011**

#P314. IN-CAMERA MEETING – NOVEMBER 24, 2011

In addition to the public meeting conducted by the Board today, an in-camera meeting was held to consider a number of matters which were exempt from the public agenda in accordance with the criteria for considering confidential matters set out in s.35(4) of the *Police Services Act*.

The following members attended the in-camera meeting:

Dr. Alok Mukherjee, Chair
Mr. Chin Lee, Councillor & Member
Dr. Dhun Noria, Member
Ms. Frances Nunziata, Councillor & Member
Mr. Andrew Pringle, Member

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 24, 2011**

#P315. ADJOURNMENT

Alok Mukherjee
Chair