



The following *draft* Minutes of the meeting of the Toronto Police Services Board held on January 22, 2009 are subject to adoption at its next regularly scheduled meeting.

The Minutes of the meeting held on December 18, 2008, previously circulated in draft form, were approved by the Toronto Police Service Board at its meeting held on January 22, 2009.

MINUTES OF THE PUBLIC MEETING of the Toronto Police Services Board held on **JANUARY 22, 2009** at 1:30 PM in the Auditorium, 40 College Street, Toronto, Ontario.

PRESENT:

Dr. Alok Mukherjee, Chair
Ms. Pam McConnell, Councillor & Vice-Chair
Ms. Judi Cohen, Member
Mr. Frank Di Giorgio, Councillor & Member
Mr. Hamlin Grange, Member
The Honourable Hugh Locke, Q.C., Member
Mr. Adam Vaughan, Councillor & 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 JANUARY 22, 2009**

**#P4. ANNUAL REPORT – 2008 STATISTICAL REPORT – MUNICIPAL
FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT**

The Board was in receipt of the following report January 22, 2009 from William Blair, Chief of Police:

Subject: ANNUAL REPORT - 2008 STATISTICAL REPORT - MUNICIPAL
FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT

Recommendations:

It is recommended that:

- (1) the Board receive the 2008 Annual Freedom of Information Statistical Report; and
- (2) the Board forward a copy of this report to the Ontario Information Privacy Commission.

Financial Implications:

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

Background/Purpose:

Historically, the Annual Statistical Report has been completed internally by the Access & Privacy Section (formerly the Freedom of Information Unit) and forwarded directly to the Ontario Information and Privacy Commission.

At its September 23, 2004 meeting, (Min. No. P284/04 refers), the Board made the following motion:

“Effective immediately, the Chief of Police adopt the practice of submitting the Year-End Statistical Report for the Information and Privacy Commission to the Board each year and that the Board forward the report to the Commission.”

The Toronto Police Service is legislated to provide this report on an annual basis. The attached Year-End 2008 Statistical Report is anticipated by the Ontario Information and Privacy Commission on February 2, 2009.

Discussion:

The compliance rate based on a 30 day disclosure for 2008 is 74.08 %. This percentage includes files carried over from 2007 and requests received in 2008. This rate reflects a decrease from the 2007 compliance rate of 77%.

The 74.08% compliance rate is impacted by the number of 2007 files that were carried over and completed in 2008. Without the 2007 files, the compliance rate for requests received and required to be completed in 2008 would be 78%. The total number of files carried over from 2007 to 2008 was 241. In comparison, the total number of files carried over from 2008 to 2009 is 363. The increase in files carried over relates to staffing shortages caused by illness, annual leave, maternity leaves, increased appeals and an extended job competition.

Conclusion:

The 2008 Annual Statistical Report has been prepared in accordance with the guidelines stipulated by the Ontario Information and Privacy Commission.

Deputy Chief Jane Dick, Executive 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 agreed to forward a copy to the Ontario Information Privacy Commission.

The Municipal Year-End Statistical Report for the Information and Privacy Commissioner/Ontario

Reporting Year: 2008

Date Report Completed: 01 / 05 / 2009
MM DD YY

All institutions must return a report to the Office of the Information and Privacy Commissioner/Ontario. If no requests for access to information or requests for correction of personal information were received, your institution must still complete and return Sections 1 and 2.

SECTION 1: IDENTIFICATION

1.1 Name of Institution TORONTO POLICE SERVICE
 Formal Contact Person/Title Judy Sandford, Manager-RMS
 E-mail Address Judy.Sandford@torontopolice.on.ca
 Phone No. (416) 808-8229 Fax No. (416) 808-8202.
 Mailing Address TORONTO POLICE SERVICE, Access and
 Privacy Section, 40 College St. Toronto Postal Code M5G 2J3
 Content Contact Person/Title Andrea Forbes, A/Coordinator
 E-mail Address Andrea.Forbes@torontopolice.on.ca
 Phone No. (416) 808-7848 Fax No. (416) 808-7857.

1.2 Your institution is: (check one)

- | | | | | | | |
|-------------------------|--------------------------|--------|----------------|--------------------------|---------------------|-------------------------------------|
| Municipal Corporation | <input type="checkbox"/> | Board: | School | <input type="checkbox"/> | Local Roads | <input type="checkbox"/> |
| Conservation Authority | <input type="checkbox"/> | | Public Library | <input type="checkbox"/> | Planning | <input type="checkbox"/> |
| Electricity Corporation | <input type="checkbox"/> | | Health | <input type="checkbox"/> | Police Services | <input checked="" type="checkbox"/> |
| Other: _____ | <input type="checkbox"/> | | Local Services | <input type="checkbox"/> | Commission: Transit | <input type="checkbox"/> |
- (specify)

SECTION 2: INCONSISTENT USE OF PERSONAL INFORMATION

2.1 Whenever your institution uses or discloses **personal information** in a way that differs from the way the information is normally used or disclosed (**an inconsistent use**), you must attach a record or notice of the inconsistent use to the affected information. How many such records did your institution attach, if any?



If your institution received:

- No requests for access or correction → please complete and return only this page. Thank you.
 - Requests for access to information → go to Section 3.1
 - Requests for correction of personal information only → please complete Section 11 at the back of the report
- This report can be completed online at <https://statistics.ipc.on.ca> or the completed report can be faxed to us at (416) 325-9195 or mailed to the Office of the Information and Privacy Commissioner/Ontario, 2 Bloor St. E., Suite 1400, Toronto, ON M4W



Access And Privacy

2008 ANNUAL STATISTICAL REPORT FOR THE INFORMATION & PRIVACY COMMISSIONER/ONTARIO

SECTION 3 : Number of Requests Completed

- 3.1 New Requests received during reporting year
- 3.2 Requests transferred in from other institutions
- 3.3 Requests carried forward from previous year(2007)
- 3.4 Total (3.1 +3.2 + 3.3)

Personal Information	General Records
2846	582
6	7
181	60
3033	649

- 3.5 Requests transferred out to other institutions
- 3.6 Requests carried over to next year (2009)
- 3.7 Total (3.5 + 3.6)

Personal Information	General Records
19	13
277	86
296	99

- 3.8 Total Requests Completed (3.4 - 3.7)

Personal Information	General Records
2737	550



Access And Privacy

2008 ANNUAL STATISTICAL REPORT FOR THE INFORMATION & PRIVACY COMMISSIONER/ONTARIO

SECTION 4 : Source of Requests

2008 Source of Requests :

- 4.1 Individual / Public
- 4.2 Business
- 4.3 Academic / Researcher
- 4.4 Association / Group
- 4.5 Media
- 4.6 Government (all levels)
- 4.7 Other
- 4.8 Don't Know

4.9 TOTAL REQUESTS

	Personal Information	General Records
4.1 Individual / Public	2100	71
4.2 Business	631	305
4.3 Academic / Researcher	0	4
4.4 Association / Group	0	133
4.5 Media	1	30
4.6 Government (all levels)	5	5
4.7 Other	0	2
4.8 Don't Know	0	0
4.9 TOTAL REQUESTS	2737	550



Access And Privacy

2008 ANNUAL STATISTICAL REPORT FOR THE INFORMATION & PRIVACY COMMISSIONER/ONTARIO

SECTION 5 : Time to Completion

	Personal Information	General Records
5.1 15 days or less	879	109
5.2 16 - 30 days	1271	223
5.3 31 - 60 days	442	151
5.4 61 - 90 days	110	45
5.5 91 - 120 days	19	12
5.6 121 days or more	16	10
5.7 TOTAL REQUESTS	2737	550

SECTION 6: CONTRIBUTING FACTORS

STAFFING:

In June 2008, the Access and Privacy Coordinator commenced maternity leave. This necessitated a full-time, senior Analyst to be moved into the Coordinator's position for a one year period. A temporary staff member from Records Management Services (RMS) was used to backfill this position for the year period.

In April 2008, a full-time staff member returned from maternity leave. The member began another maternity leave in mid-November 2008. The first few months of the initial return period were spent adjusting to current processes in the section and to new interpretations to Municipal Freedom of Information and Protection of Privacy Act (MFIPPA). The member was given almost a full case load of files from the beginning. The analyst has now commenced maternity leave and her replacement will be joining the unit in the beginning of January 2009.

A full time member trained as an analyst but on loan from another section of RMS has been off on extended sick leave since mid-February 2008. Another full-time analyst had been absent from the section since early 2006 on long-term sickness. That member returned to work in mid-2008, but to another area of the Service.

As a result of the foregoing staffing changes, the absent members' existing files had to be disseminated amongst remaining analysts. This added to the caseload they were already carrying and most definitely had an impact on compliance with the legislated thirty-day response time. Training, mandated by the Service, coupled with jury duty contributed to the absence of several staff members from regular duties for various periods throughout the year. Another contributing factor is the seniority of the staff, which dictates that a significant number of weeks vacation time are utilized – thirty-five weeks vacation time are taken throughout 2008.

Although approval has been granted to hire two new disclosure analysts, issues with the changeover of the Coordinator, staffing changes in the Human Resources Unit (civilian staffing advisors), illness, vacation and the small number of successful applicants through the testing process have led to the hiring procedure being prolonged. To date, there has been only one successful candidate, with interviews to continue within the early weeks of 2009.

Despite these issues, the existing staff of five disclosure analysts managed to maintain a high level of productivity, while carrying more files per person than most municipal police services receive in a calendar year. On average, each analyst carried a caseload of four hundred and eighty files in 2008. For example, the Ottawa Police Service received three hundred and fifty eight access requests in total, for the entire calendar year 2007.

REQUESTS:

The increasingly complex nature of the requests for disclosure results in more time being spent by analysts on the files. In 2008, a record 68 appeals were received from those requesters who disagreed with the Access and Privacy section's decision. Increased scrutiny during the appeal process by the Office of the Information and Privacy Commissioner resulted in more person hours being spent on the preparation and composition of each appeal submission.

The Toronto Police Service's Access and Privacy Section dedicates itself to maintaining and improving the compliance rate, and to offering the best possible customer service. There are factors which influence this rate negatively, such as staffing issues, volume and complexity of requests and the number of appeals. In 2009, the hiring of the two newly approved disclosure analysts should positively affect the compliance rate for this coming year.



Access And Privacy

2008 ANNUAL STATISTICAL REPORT FOR THE INFORMATION & PRIVACY COMMISSIONER/ONTARIO

SECTION 6 : Compliance with the Act

A. No Notices Issued	<table border="1"><tr><th>Personal Information</th><th>General Records</th></tr></table>	Personal Information	General Records		
Personal Information	General Records				
6.1 Within 30 days	2141	325			
6.2 in excess of 30 days	440	136	<table border="1"><tr><th>Personal Information</th><th>General Records</th></tr></table>	Personal Information	General Records
Personal Information	General Records				
6.3 Total (6.1 + 6.2 = 6.3)	—————→		2581 461		
 B. Both a Notice of Extension (s.20(1)) and a Notice to Affected Person (s.21(1)) Issued	<table border="1"><tr><th>Personal Information</th><th>General Records</th></tr></table>	Personal Information	General Records		
Personal Information	General Records				
6.4 Within the time limits permitted	0	0			
6.5 In excess of the time limits permitted	0	0	<table border="1"><tr><th>Personal Information</th><th>General Records</th></tr></table>	Personal Information	General Records
Personal Information	General Records				
6.6 Total (6.4 + 6.5 = 6.6)	—————→		0 0		
 C. Only a Notice of Extension (s.20(1)) Issued	<table border="1"><tr><th>Personal Information</th><th>General Records</th></tr></table>	Personal Information	General Records		
Personal Information	General Records				
6.7 Within the time limit permitted	35	30			
6.8 In excess of the time limit permitted	25	18	<table border="1"><tr><th>Personal Information</th><th>General Records</th></tr></table>	Personal Information	General Records
Personal Information	General Records				
6.9 Total (6.7 + 6.8 = 6.9)	—————→		60 48		
 D. Only a Notice to Affected Person (s.21(1)) Issued	<table border="1"><tr><th>Personal Information</th><th>General Records</th></tr></table>	Personal Information	General Records		
Personal Information	General Records				
6.10 Within the time limit permitted	68	31			
6.11 In excess of the time limit permitted	28	10	<table border="1"><tr><th>Personal Information</th><th>General Records</th></tr></table>	Personal Information	General Records
Personal Information	General Records				
6.12 Total (6.10 + 6.11 = 6.12)	—————→		96 41		
 E. Total Completed Requests (sections A to D)			<table border="1"><tr><th>Personal Information</th><th>General Records</th></tr></table>	Personal Information	General Records
Personal Information	General Records				
6.13 Overall Total (6.3 + 6.6 + 6.9 + 6.12 = 6.13)			2737 550		



Access And Privacy

2008 ANNUAL STATISTICAL REPORT FOR THE INFORMATION & PRIVACY COMMISSIONER/ONTARIO

SECTION 7 : Disposition of Requests

	Personal Information	General Records
7.0 TRANSFER INTERNALLY (OUT)	0	0
7.1 All information disclosed	136	29
7.2 Disclosed in part - partly exempt	1948	335
7.3 Disclosed in part - no record exists	NOT KEPT	NOT KEPT
7.4 Nothing Disclosed - fully exempt	448	124
7.5 Nothing Disclosed - no record exists or outside the Act	128	43
7.6 Request withdrawn or abandoned	77	19
7.7 Withdrawn or abandoned after fee estimate	NOT KEPT	NOT KEPT
7.8 TOTAL REQUESTS	2737	550
7.9 TOTAL REQUESTS WITH EXEMPTIONS And EXCLUSIONS	2396	459



Access And Privacy

2008 ANNUAL STATISTICAL REPORT FOR THE INFORMATION & PRIVACY COMMISSIONER/ONTARIO

SECTION 8 : Exemptions & Exclusions Applied

	Personal Information	General Records
8.1 Section 6 - Draft By-Laws, etc.	0	0
8.2 Section 7 - Advice Or Recommendations	0	0
8.3 Section 8 - Law Enforcement	1112	200
8.4 Section 8(3) - Refusal To Confirm or Deny	0	0
8.5 Section 9 - Relations With Governments	56	23
8.6 Section 10 - Third Party Information	0	0
8.7 Section 11 - Economic/Other Interests	0	0
8.8 Section 12 - Solicitor-Client Privilege	1	1
8.9 Section 13 - Danger To Safety Or Health	0	0
8.10 Section 14 - Personal Privacy (Third Party)	2109	347
8.11 Section 14(5) - Refusal to Confirm Or Deny	18	4
8.12 Section 15 - Information Soon To Be Published	11	10
8.13 Section 20.1 - Frivolous or Vexatious	1	0
8.14 Section 38 - Personal Information (Requester)	1978	38
8.15 Section 52(2) - Act Does Not Apply	1	0
8.16 Section 52(3) - Labour Relations & Employment Related Records	24	22
8.17 Section 53(2) - Other Acts	6	7
8.18 TOTAL EXEMPTIONS	5317	652



Access And Privacy

2008 ANNUAL STATISTICAL REPORT FOR THE INFORMATION & PRIVACY COMMISSIONER/ONTARIO

SECTION 9 : Fees

	Personal Information	General Records	Total
9.1 No. of Requests where Additional Fees collected	138	58	196
9.2.1 Application Fees collected	\$ 14260.00	\$ 2945.00	\$ 17205.00
9.2.2 Additional Fees collected	\$ 1638.69	\$ 1199.44	\$ 2838.13
9.2.3 TOTAL FEES COLLECTED	\$ 15898.69	\$ 4144.44	\$ 20043.13
9.3 Number of Requests where fees were waived in full	767	92	859
9.4 Number of Requests where fees were waived in part	N/A	N/A	N/A
9.5 Total number of Requests where fees were waived	767	92	859
9.6 Total Amount of Fees waived	\$ 1378.35	\$ 156.50	\$ 1534.85

SECTION 10: REASONS FOR ADDITIONAL FEE COLLECTION

Enter the number of requests for which your institution collected fees other than application fees that apply to each category.

- 10.1 Search time
- 10.2 Reproduction
- 10.3 Preparation
- 10.4 Shipping
- 10.5 Computer Costs
- 10.6 Invoice costs (and others as permitted by regulation)
- 10.7 **TOTAL** (Add boxes 10.1 to 10.6 = box 10.7)

Personal Information	General Records	TOTAL
N/A		
N/A		
N/A		
N/A		

Box 10.7 MUST BE GREATER THAN OR EQUAL TO Box 9.1

NOT CAPTURED



Access And Privacy

2008 ANNUAL STATISTICAL REPORT FOR THE INFORMATION & PRIVACY COMMISSIONER/ONTARIO

SECTION 11 : Corrections & Statements of Disagreement

	Personal Information
11.1 Correction Requests received	4
11.2 Corrections carried forward from (2007)	1
11.3 Corrections carried over to (2009)	0
11.4 TOTAL CORRECTIONS COMPLETED	5
11.5 Correction(s) made in whole	0
11.6 Correction(s) made in part	0
11.7 Correction(s) Refused	2
11.8 Correction(s) Withdrawn by Requestor	0
11.9 TOTAL	2
11.10 Statements Of Disagreement attached:	0
11.11 Notifications Sent:	0



A_{ccess} A_{nd} P_{rivacy}
2008 ANNUAL STATISTICAL REPORT FOR THE
INFORMATION & PRIVACY COMMISSIONER/ONTARIO
YEARLY COMPLIANCE

30 Day Compliance - Including Carried Over Files

Personal Information

$$5.1 + 5.2 = \boxed{2150} / 3.8 = \boxed{0.79}$$

General Records

$$5.1 + 5.2 = \boxed{332} / 3.8 = \boxed{0.60}$$

With Time Extensions & 3rd Party Notices

Personal Information

$$6.1 + 6.4 + 6.7 + 6.10 = \boxed{2244} / 3.8 = \boxed{0.82}$$

General Records

$$6.1 + 6.4 + 6.7 + 6.10 = \boxed{386} / 3.8 = \boxed{0.70}$$

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

#P5. INTRODUCTION

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

Staff Sergeant James GIBSON
Sergeant Kimberley BATES
Sergeant Paul BEAUPARLANT
Sergeant Dan BOUCHER
Sergeant Michael BRAMMALL
Sergeant Anthony CASTERLUCCI
Sergeant Robert CHOE
Sergeant Jeffrey CLEMENS
Sergeant Lisa CROOKER
Sergeant Lisa FERRIS
Sergeant George FOTOPOULOS
Sergeant Louis GIBB
Sergeant Janine HANCOCK
Sergeant James HUTCHEON
Sergeant Arthur KOTAS
Sergeant Stephen LARAMY
Sergeant Sheung LEUNG
Sergeant Allen LOVE
Sergeant Daniel McINTOSH
Sergeant Wesley NEAL
Sergeant Jennifer RYAN
Sergeant Magdalene SCHERK
Sergeant Glenn SCHOFIELD
Sergeant Craig SOMERS
Sergeant Shane STEVENSON
Sergeant Robert TURBECKI
Sergeant Al VERWEY
Sergeant Timothy WILSON
Sergeant Darren WORTH

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

#P6. ANNUAL REPORT – 2008 HEALTHY WORKPLACE INITIATIVES

The Board was in receipt of the following report October 14, 2008 from William Blair, Chief of Police:

Subject: 2008 HEALTHY WORKPLACE INITIATIVE

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 November 28, 2006, the Board received a presentation by Ms. Denise Balch, President of Connex Health, on the results of the Connex Health Risk and Productivity report that was prepared for the Toronto Police Service (Min. No. P354/06 refers). The following motion was approved by the Board at that meeting:

“THAT, given the demonstrated relationship of health and wellness to productivity, cost of policing and employees’ personal well-being, the Board request the Chief to implement a targeted approach to workplace health, and report annually to the Board on the result of the initiatives”.

This report is submitted in response to that motion and will identify health and wellness initiatives which have been undertaken by the Service during the period of October 1, 2007 to September 30, 2008.

Discussion:

Since 2002, the Service has followed the National Quality Institute (NQI) road map to a healthy workplace. The criteria created jointly by the NQI and Health Canada are the premier strategies followed by many top organizations in Canada. It provides for an integrated and strategic approach for achieving a healthy workplace and employer recognition excellence awards program.

In January 2007, a three-year operational plan was created in response to the Connex Health and Productivity Assessment (HRA) report. The report provided specific health risk indicators in several key areas, including cardiovascular disease, diabetes, obesity, nutrition, fitness, stress and work-life balance. In addition, the report highlighted the responsibilities of the Global Wellness Committee (GWC) members and the working sub-committees, as well as identifying the strategies for measurement and evaluation of the results of wellness programming for 2008 and onward. Measurement began in 2007 with the implementation of the Sanofi Aventis pilot program (also referred to as the healthy living clinics) which was a joint effort between the Service and Sanofi Aventis (a pharmaceutical company). This program has continued into 2008 with nutrition and fitness programming. The four prominent initiatives that form the core business of the 2008 wellness strategy are nutrition, prevention and screening, fitness, and fatigue management. The NQI's strategic elements of organizational health, measurement, evaluation and communication are also key areas that will be summarized below.

The following is a summary of the wellness activities undertaken from October 1, 2007 to September 30, 2008.

Global Wellness Committee (GWC)/Sub-committees

In January 2007, the GWC was re-organized from an advisory committee into a working committee with sub-committees to facilitate implementation of the three-year operational plan and report back on the measurements. The working sub-committees are NQI, Organizational Health and Training, and Programming and Communications. The GWC continues to meet quarterly and the sub-committees report to the GWC. The composition of the membership has been changed, to some degree, to better meet the needs of the sub-committees. The original Executive team has been dissolved as wellness operations are being managed within the GWC.

Healthy Workplace Progressive Excellence Program Awards (HWPEP)/External Recognition

At the Service Wellness Fair on January 25, 2008, the award for Level 1 of the NQI's HWPEP was presented by Mr. John Perry, NQI Chair of Adjudication, to Deputy Chief Keith Forde on behalf of the Service. The Level 1 award is demonstrated by leadership and commitment, which focuses on a supportive management approach based on needs, joint responsibility, the recognition of the inter-dependency of health and the workplace and continuous improvement of the workplace.

The Service submitted an application for Level 2 in April 2008. This level involves planning and commitment of financial, human and other resources for the overall healthy workplace strategy and related programs. On September 24, 2008, Dr. Alok Mukherjee, Chair, Toronto Police Services Board, was interviewed by the NQI assessment team for Level 2 accreditation. On September 25 senior management, the GWC and employee focus groups were also interviewed. On September 30, the Service was verbally advised that it had been successful in achieving Level 2. Formal notification of this is forthcoming.

On May 1, 2008, the Service was the inaugural winner of the Ontario Psychologically Healthy Workplace Award. This award honours organizations, private and public, leading the way in the development of a psychologically healthy workplace culture. A healthy culture is one that includes employees' goals of health and well-being, as well as organizational goals, such as high levels of performance and productivity. The Psychologically Healthy Workplace concept is centred on conditions which promote employee well-being, along with organizational effectiveness. Some examples are employee involvement, employee growth and development, work-life balance, health and safety and employee recognition.

In addition, on October 15, 2008, Inspector Scott Weidmark on behalf of Deputy Chief Keith Forde, Human Resources Command, will be receiving the prestigious Corporate Health and Productivity Management (IHPM) Award from the Institute for Health and Productivity Management. This award recognizes organizations that demonstrate a corporate commitment to employee health and productivity, program innovation and demonstrated leadership in health and productivity management, well defined and demonstrated health and productivity measures, integration of health and productivity management programs within the corporate culture and a documented business competitive advantage arising from the health and productivity management.

Sanofi Aventis Cardiometabolic Pilot Program

In 2007, 510 uniform and civilian members from 11 locations, including Court Services, Forensic Identification Services, Traffic Services, No. 32 and No. 41 Division, participated in a pilot study for Cardio-Metabolic Disease (cardiovascular and late onset diabetes). This was facilitated by Connex Health and Sanofi Aventis. Onsite physical fitness and healthy eating programs were offered at most of the participating locations between July 2007 and March 2008. Approximately 40% of the initial clinic participants attended the follow-up clinics offered between February and March 2008. By the completion of the pilot project, 26 new diagnoses had been made and follow-up screening showed significant reduction in health risks. Workplace wellness initiatives, like any other business strategy, should be implemented with research supported intent and be evaluated for effectiveness. The Cardio-metabolic Pilot Program provided the Service with the experience and knowledge required to plan, implement and evaluate measurable future wellness initiatives on a larger scale. This pilot also identified areas for improvement in future wellness endeavours.

Aggregate data from these clinics has been tabulated by Connex Health and a report was presented to the GWC at its meeting on July 28, 2008. The report will be posted on the Wellness website as soon as is practicable. It has been shared with unit commanders who participated in the program. Award certificates and prizes have been distributed to the most successful participants. Fitness equipment initially used by the project has been distributed to participating units for continued use of members in their pursuit for a healthier lifestyle.

Organizational Health and Training and Education

In the fall of 2006, the Service committed to improving the health and well-being of its members through the implementation of organizational health programming, an initiative that strives to

improve management practices, management/employee relations, and ultimately enhance the organizational culture. Sound research demonstrates organizational culture to have a profound impact on cost-drivers, such as absenteeism, productivity, retention and creativity. The organizational health in an organization is measured by the Business Health Culture Index (BHCI) score. The 2006 Health Risk Appraisal Survey (HRA) identified several units within the Service that were below the healthy BHCI score and organizational health sessions conducted by Connex Health Consulting have been ongoing since the initial survey in these units.

In the fall of 2007, organizational health sessions for Executive Command, Detective Services and Operational Services were conducted by Connex Health Consulting. The results of those sessions were presented to each unit's management team and an action plan was created. Issues identified were very similar to the issues found in the Employment Systems Review (ESR). The organizational sub-committee met in September 2008 to discuss the integration of results and recommendations with the ESR process and organizational health results. A few key issues identified were internal communication, equal and fair treatment, recognition and rewards, employee training opportunities, management style, training and stress.

In the third quarter of 2008, organizational health sessions have commenced in Central Field, Area Field and Human Resources Command. Re-scoring of the Business Health Culture Index (BHCI) for Information Technology Services and Finance and Administration will be postponed due to technical issues. However, it is anticipated the issues will be resolved by year-end. Organizational health training, which is an ongoing initiative, has been incorporated into front-line officer and management training. This has been facilitated through the Training and Education unit during 2008 and will continue into the future.

Nutritional Counselling, Weight Loss Clinics, Presentations

One of the core elements of the wellness strategy is nutrition. A three-tiered comprehensive program of individual consultations, eight-week healthy eating programs and field presentations by contract nutritionist Lisa Tsakos has been implemented. This year to date, 19 healthy eating programs, 39 individual consultations and 21 field presentations have been completed. On September 9, 2008, Command and Senior Officers attended a presentation with respect to nutrition which was very well received.

On January 25, 2008, at the Wellness Fair which took place at Police Headquarters, Lisa Tsakos and Training Constable Kevin Darby from C.O. Bick College launched the "Biggest Loser Challenge", a weight loss, fitness and healthy eating contest. Progress was measured subjectively and objectively by weight and waist/hip ratio, as well as improvements in energy levels, mental clarity, stress reduction and sleep. Anticipated long-term benefits include reduced absenteeism, improved health statistics and reduced health care costs. Approximately 181 members registered and many inches and body fat percentages were positively impacted. The second "Biggest Loser Challenge" has begun at Communications Services with 75 members already registered. As previously indicated, aggregate data from these clinics is currently being tabulated and results will be available by the end of 2008. Currently, five presentations are being conducted at No. 51 Division and healthy eating programs are in progress at Court Services and

Toronto Drug Squad. Currently, Lisa Tsakos presents on nutrition at the Advanced Leadership courses, supervisor training courses and Recruit Family Day events.

Measurement and Database

Measurement is a critical element in a successful workplace health and wellness strategy. Early in the wellness program, the Service carried out the HRA survey, the measurements of which serve as a base line for the Service to measure changes in employee and organizational health, as well as business health culture. In 2008, work continues on identifying measurement tools that will allow a comprehensive approach to program measurement. This will track improvements in employee and organizational health and culture on an ongoing basis.

To ensure successful measurement a comprehensive approach must be taken. Measurement must take place at several levels over time through employee awareness, participation, changes in health status and health risks, changes in culture and changes in the cost of providing health and disability benefits. Some of these measurements can be collected on an ongoing basis and some will be collected every three to four years. All of the above combined make a comprehensive measurement approach. Confidentiality of individuals and the protection of personal information is maintained at all times.

The Service has made a commitment to take a comprehensive approach by using health evidence and a health risk assessment every five years, regular organizational health and culture surveys and to maintain a program measurement database that can incorporate the results of programs and services that are offered to members.

As the health and wellness strategy develops, the Service will be able to provide comprehensive reporting of the delivery of programs and the impact on employee and organizational health. As part of the NQI process, 2008 and 2009 are measurement years. Nutrition, fitness and the Sanofi Aventis pilot project are the key areas where measurement parameters have been obtained.

Internal and External Communication

Ongoing communication of the wellness strategy, both internally and externally, has been an important priority. This is in line with the original Service goal to become a leader in wellness within the police community. That goal has been realized at the Service and continues to grow within other policing jurisdictions within Canada. In October 2007, Deputy Chief Keith Forde and Denise Balch of Connex Health made a presentation at the Institute for Health and Productivity Management conference in Arizona and again at the spring 2008 Employer Forum at Niagara-on-the-Lake. In September 2008, Rogers Media released an article in "Working Well" magazine, a wide-reaching national health and wellness publication, about the Service's wellness strategy and the Sanofi Aventis pilot program. Connex Health also presented the Sanofi Aventis results at an Employer Cardiometabolic Workshop in Chicago on September 24, 2008.

The Service's wellness logo has been incorporated as a regular screensaver and update icon on our Intranet site, as well as in "The Badge" newspaper. It is displayed regularly during wellness activities and presentations. The September issue of "The Badge" featured an article on the "Biggest Loser Challenge." Nutrition tips, at my request, will also form part of the wellness communication strategy. These will be featured in "The Badge" and on the Intranet over the coming months, as will fitness and wellness prevention tips. The wellness program and core components are featured regularly at supervisory training courses at the Advanced Leadership training, at Recruit and Family Day events and at field presentations throughout the Service on an ongoing basis.

Fatigue Management and Shift Work

On June 3, 2008, Dr. Charles Samuels, a shift work and sleep disorders expert from Calgary, shared research with our Command and Senior Officers. Thereafter, he conducted a three day train-the-trainer seminar, for the wellness team and a cross section of trainers from Communications Services, Court Services and Parking Enforcement. Having such a diverse representation ensured that a broader approach to fatigue management training could be undertaken. During the management presentation, Dr. Samuels provided an overview of his work with the Calgary Police Service and the observations of the research that has been conducted on fatigue and sleep problems. The research showed that sleep apnea (diagnosed at sleep clinics as involuntary waking due to lack of oxygen from airway obstruction during snoring) and hypertension (high blood pressure) are more prevalent in the policing population.

In 2009, a fatigue management training program will be launched throughout the Service. This program will be facilitated through the Training and Education unit and the fatigue management sub-committee. This in depth training will be geared toward all uniform members and all civilian members on shift work. In addition, more general sessions will be organized for non-shift workers.

Fitness

The Service's fitness initiative began in January 2008 with the assistance of Training Constable Kevin Darby pursuant to the 2006 HRA Survey results. Members indicated a high interest for an exercise and fitness activity program and over 40% of the survey respondents were identified as being at increased risk for developing disease due to low activity levels and a high rate of obesity.

On April 7, 2008, a pilot fitness program was launched by Training Constable Darby at Police Headquarters, Emergency Task Force, No. 11 Division, Intelligence Services, Hold-Up Squad and No. 41 Division. Members were taken through an eight-session exercise program, and then three follow-up sessions four weeks later. Fifteen programs (3 Beginner, 7 Moderate and 5 Advanced) with a total of 115 participants have been completed. Parameters for waist/hip ratio and body fat were gathered for the measurement database.

Each group was evaluated with different criteria based on the fitness levels of the participants. The focus of the program was to increase activity levels safely and to address key factors for optimal back health. Fitness lectures have been given at No. 51 Division, Police Headquarters and at the Advanced Leadership Training course. Currently, on-line video support is being developed and the full program will be rolled out in 2009.

Upcoming events currently being planned for in 2008 are lunch and learn seminars on healthy skin care and muscular skeletal health. A back health study will begin in 2009, involving the Emergency Task Force in partnership with the University of Waterloo. Our Wellness Coordinator is currently looking into the feasibility holding a health fair in a field unit. Annual flu clinics are also a regular part of the wellness program and are organized with an external clinic and partnered with Emergency Medical Services. Each year, on-site flu clinics are made available at different units within the Service.

In 2009, nutrition, fitness and preventative screening for hypertension and cardio-metabolic disease will continue. Fatigue management, work-life balance and stress will form the main core components for the wellness program. Integrating health and wellness initiatives into everyday business activities will continue to be a priority objective.

Conclusion:

The next annual update report will be presented to the Board at its meeting in November 2009 and will cover the period of October 1, 2008 to September 30, 2009.

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

Deputy Chief Keith Forde, Human Resources Command, was in attendance and delivered a presentation to the Board on the Service's healthy workplace initiatives. A written copy of the presentation is on file in the Board office.

The Board conveyed its appreciation to Deputy Chief Forde of the work going on to build a healthy workplace, and of his personal leadership.

The Board received the foregoing report and Deputy Chief Forde's presentation.

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

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

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

Subject: IMPACT OF REDUCING PAID DUTIES THROUGH ON DUTY POLICING

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

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

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

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

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

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

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

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

Discussion:

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

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

Historical Overview:

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

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

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

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

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

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

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

Overview of Policies, Procedures and Guidelines:

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

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

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

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

Paid Duty Systems – Comparisons to Other Police Services:

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

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

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

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

Advantages of Using Off Duty Personnel:

Uniform Collective Agreement

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

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

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

Use of Personal Vehicles

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

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

Uniform Staffing Review

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

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

Legislated/Legal Requirements:

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

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

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

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

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

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

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

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

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

Traffic Direction

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

Road Closures

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

Parades

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

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

City of Toronto Permits

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

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

Emergency and Non-Emergency Situations

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

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

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

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

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

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

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

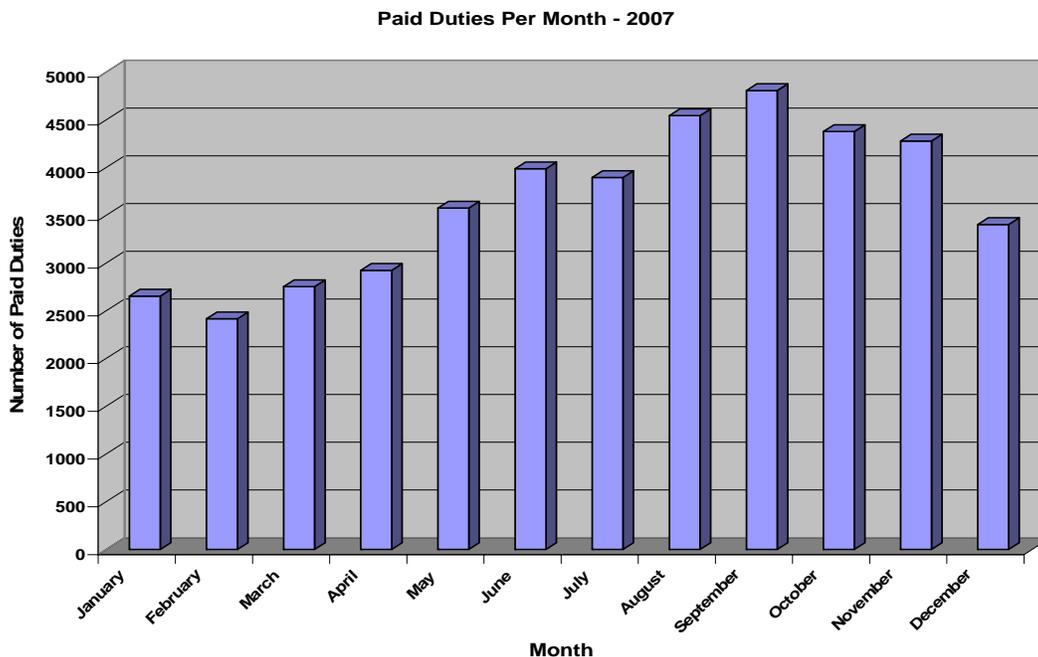
The following is a statistical comparison of information relating to paid duties during the period 2004 to 2007:

Year	2004	2005	2006	2007
Number of Paid Duty Requests	41,510 (avg. 114 daily)	41,361 (avg. 113 daily)	43,244 (avg. 118 daily)	45,420 (avg. 124 daily)
Average Number of Officers Required Daily	158	160	174	188
Constable Paid Duty Hourly Rate	\$52.00	\$55.00	\$58.00	\$60.00

Total Amount Paid to Officers	\$16,060,928	\$17,465,745	\$20,645,216	\$23,881,620
Administration Fees Collected	\$2,918,420	\$2,711,120	\$3,219,526	\$3,694,257
Equipment Fees Collected	\$1,034,632	\$820,916	\$838,839	\$1,080,988
TOTAL	\$20,013,980	\$20,997,781	\$24,703,581	\$28,656,865

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

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



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

- Provincially mandated and internal training
- Regular days off
- Annual leave
- Requests for time off

- Sick days (regular and dependent)
- Injured on duty occurrences
- Court appearances
- Lunch hours

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

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

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

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

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

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

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

Vehicles

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

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

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

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

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

Building & Facilities

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

Portable Radios

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

The cost of a portable radio is approximately \$8,000 per unit. A charging unit capable of holding six batteries is valued at \$1,100 per unit. Based on the estimate that 100 radios would be required to adequately service this unit, the cost of providing radios for these officers would be

approximately \$818,700 (\$8,000 X 100 plus \$1,100 X 17 charging units). The figures provided do not include the cost of providing portable radios to supervisory personnel.

Scheduling Issues

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

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

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

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

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

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

Training Positions at the OPC

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

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

Knowledge Retention

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

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

Probationary Period and Performance Appraisal

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

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

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

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

Community Policing

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

Interpersonal Skills

- Assertiveness
- Oral Communication
- Self-Confidence

Results Orientation

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

Other

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

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

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

Salary Reclassification

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

Job Satisfaction and Member Retention

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

Conclusion:

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

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

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

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

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

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

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

SUBJECT: PAID DUTIES

Recommendation:

It is recommended:

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

Financial Implications:

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

Background/Purpose:

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

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

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

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

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

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

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

Discussion:

History and Process for Setting Paid Duty Rates

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

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

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

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

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

Legislative Requirement for Paid Duties

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

The following information was provided by City Legal:

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

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

(ii) Metropolitan Toronto By-law 211-74

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

(iii) Ontario Traffic Manual

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

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

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

Paid Duty Police Officers

General

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

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

Determining the Need for PDPOs

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

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

In general, a PDPO shall be required:

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

When pedestrians' movements cannot be made safely.

Where the hand gesturing of traffic is required.

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

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

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

Disputing the Need for a Paid Duty Police Officer

If a dispute arises with regular police on patrol over the need for PDPO, a police supervisor or the Toronto Police Traffic Services Construction Liaison Officer shall mediate the dispute. No claims for delay, resulting from these matters, will be considered by the General Manager.

(iv) TPS Guidelines

The TPS has developed guidelines in conjunction with the Ministry of Labour and the City, dealing with the use of police officers for directing traffic at City work sites.

Impact on City-funded Community Based Agencies and Organizations including ABCD's

In correspondence dated October 28, 2008, to Mr. Joseph Pennachetti, City Manager, I requested his assistance in gathering information on any impact the requirement to obtain paid duty policing may have on the ability of City-funded, community based agencies and organizations, including ABCD's, to deliver their programs and services. The letter to Mr. Pennachetti included a template which respondents could use to record their responses and requested the information be returned to the Board office by November 20, 2008.

In his response dated December 22, 2008, Mr. Pennachetti provided information with respect to the use of paid duty services primarily by the City of Toronto Transportation Services Division, Technical Services Division and Economic Development, Cultural and Tourism Division. Paid duty services are utilized at summer and winter road operations, maintenance and installation of traffic control devices, right of way management, capital road and TTC construction contracts, major international events, etc. Expenditure for paid duty services used by the aforementioned City Divisions in 2007 and 2008 totalled \$6.5M. A copy of my correspondence with Mr. Pennachetti and his response are attached to this report.

Conclusion:

There have been concerns raised within the community that the cost of retaining paid duty officers to police community events and other activities may be prohibitive, especially for smaller community organizations.

Currently there are existing TPS and City protocols, manuals, and City by-law which outline the basis for the retention and use of paid duty officers. There is also legislation that empowers police officers to take control of roadways in some situations. However, there is no statutory requirement for police officers to carry out paid duties.

Clearly, there needs to be a balance between the use of paid duty for public safety by enhancing the Service's ability to meet core police functions and the impact on community-based, not-for-profit users and ABCDs of the municipality in circumstances where no statutory requirements exist.

Therefore, it is recommended that the Chief of Police review the Operational Paid Duty Guidelines and relevant procedures to determine whether any of the responsibilities currently being performed by paid duty officers can be performed, instead, by other individuals within the Service, such as auxiliary officers, having regard to applicable legislative requirements.

It is also recommended that such a review include consultations with stakeholders such as the City Manager and other appropriate representatives from the City of Toronto as well as representatives of community organizations and the Police Association.

It is also recommended that the Board direct the Chief of Police that, upon the conclusion of the review, the Chief of Police provide a written report to the Board for the Board's further consideration.

Chair Mukherjee advised the Board that recommendation no. 1 in his report should be amended by deleting the reference to auxiliary officers. The proposed revised recommendation is reprinted below:

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

Vice-Chair Pam McConnell provided the Board with copies of statistical data that she had obtained and analyzed with respect to paid duty costs by population and paid duty costs by cost per officer. Copies of these documents are on file in the Board office. Vice-Chair McConnell discussed this research with the Board.

Chief Blair responded to questions about the use of paid duty officers in Toronto compared to paid duty assignments in other jurisdictions.

Councillor Adam Vaughan provided the Board with copies of two documents from the City of Toronto Film and Television Office containing guidelines for police officers who are assigned to paid duties on film and television locations. Councillor Vaughan said that it appears that the Service was not consulted at the time that the guidelines were developed and recommended that any future guidelines be developed in consultation with representatives of the Service. Copies of these materials are on file in the Board office.

The Board approved the following Motions:

- 1. THAT the Board receive the Chief's report and approve the Chair's report as amended;**
- 2. THAT the Board refer the materials provided by Vice-Chair McConnell to the Chief for consideration; and**

3. **THAT the Board refer the materials provided by Councillor Vaughan to the Chief and request that members of the Service meet with representatives of the Toronto Film and Television Office with the view to participate in the development of a protocol and guidelines that will be satisfactory to both the Service and the City.**



Toronto Police Services Board

40 College Street, Toronto, Ontario, Canada. M5G 2J3
(416) 808-8080 FAX (416) 808-8082
www.tpsb.ca



October 28, 2008

Mr. Joseph Pennachetti,
City Manager
11th floor, East Tower, City Hall
100 Queen Street West
Toronto, ON M5H 2N2

Dear Mr. Pennachetti:

The Board, the public and the media, have long discussed the issue of paid duty. There has been renewed public debate on this topic and, the Executive Committee of the City has also discussed paid duty.

Consequently, at its meeting held on September 18, 2008, the Board approved that, in consultation with the Chief of Police, the Board conduct a review of paid duty procedures and practices. The review will examine paid duty impact on the Service as well as on City agencies.

The purpose of my letter is to request your assistance in gathering information on any impact that the requirement to obtain paid duty policing may have on the ability of City-funded, community based agencies and organizations, including ABCD's, to deliver their programs and services.

The information should include:

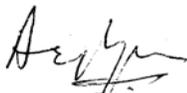
- names of agencies,
- number of times the agencies utilized paid duties in 2007 and 2008, to date,
- events at which paid duties were utilized during 2007 and 2008,
- amount expended on paid duties and the associated Toronto Police administrative fee in 2007 to 2008, to date,
- reason(s) why agencies were required to obtain paid duty policing, and,
- impact on ability to deliver programs/services.

I have attached a format which can be used to record the requested information. Completed responses should be forward to my attention by mail to 40 College Street, 7th Fl., electronically to my staff at karlene.bennett@tpsb.ca or by fax to (416) 808-8082.

It would be appreciated if the responses could be returned to me by November 20, 2008.

Thank you for your assistance.

Sincerely,



Alok Mukherjee
Chair
Toronto Police Services Board

/kar

**IMPACT OF PAID DUTY POLICING ON PROGRAMS AND
SERVICE DELIVERY**

Name of ABCD:	<hr/>
Contact Person: Name: Title: Email & Phone No.:	<hr/> <hr/> <hr/>
Number of times the agencies utilized paid duties in 2007 and 2008, to date:	<hr/> <hr/> <hr/> <hr/>
Amount expended on paid duties and the associated Toronto Police administrative fee: In 2007: In 2008, to date:	<hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>



Joseph P. Pennachetti
City Manager

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

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

December 5, 2008

Mr. Alok Mukherjee
Chair
Toronto Police Services Board
7th Floor
40 College Street
Toronto, ON M5G 2J3

Dear Mr. Mukherjee: *Alok*

Re: Information on Paid Duty Policing

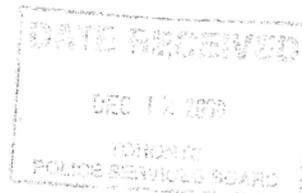
I am in receipt of your letter dated October 28, 2008, wherein I am requested to gather information on a number of issues associated with the use of Paid Duty Police for City programs and activities. I apologize for the delay in responding.

I have forwarded your request to the Deputy City Managers whose Clusters have programs which have required Paid Duty Police assistance. These will likely include activities related to traffic control, road closures and special event management. I will forward the information to you by December 22, 2008.

In regards to other agencies which are City-funded, community based or ABCD's, it would be difficult for my office to identify which ones of these many organizations has needed Paid Duty Police assistance in the past and therefore, I would request that you forward your request directly to them, based on the Toronto Police Board historical records on this matter.

Yours truly,

Joseph P. Pennachetti
City Manager





Joseph P. Pennachetti
City Manager

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

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

December 22, 2008

Mr. Alok Mukherjee
Chair
Toronto Police Services Board
7th Floor
40 Coliege Street
Toronto, ON M5G 2J3

Dear Mr. Mukherjee:

Re: Information on Paid Duty Policing

Further to your request regarding information from the City on the impact of paid duty policing on City divisions, I am enclosing some information regarding areas of the City that utilize paid duty on a regular or somewhat frequent basis, including Transportation Services, Technical Services and Special Events. In addition, for your information and action, I am forwarding some information from our Building Services that outlines several issues raised regarding the process Toronto Police use for paid duty.

I trust that this information will assist you as you undertaken the review of paid duty. Please contact Joan Taylor of my office at 392-4995 or jtaylor2@toronto.ca if you have any questions.

Yours truly,

Joseph P. Pennachetti
City Manager

c: Joan Taylor

Paid Duty Police Requirements

December 2008

Transportation Services

The criteria used to determine the need for Paid Duty Police at a Transportation Services project, is based on the requirements within two documents:

- 1) City of Toronto Transportation Services Standard Construction Specifications included in Tender Documents (Under: Construction Specification for Maintenance of Traffic) November 2006; and,
- 2) Toronto Police Service Guidelines for Paid Duty Police

These specify that Paid Duty Police will be required when, resulting from the work at hand:

- there is more than one lane or direction of traffic flow that has to be controlled
- signalized intersections where a left turn lane has been eliminated and/or safe turns cannot be made
- pedestrians cannot move safely
- road operations within 30 metres of a signalized intersection
- within signalized intersections
- as required for pedestrian and vehicular movements due to specific project conditions

Paid Duty Police are required principally for road operations projects involving road and sidewalk construction, repair and/or resurfacing.

Paid Duty Police are also required for installation and/or maintenance of traffic control devices as generally this work requires that the device be turned off.

There are some situations where there is a legal requirement to have Police on site.

In other situations, while the traffic control that the Paid Duty Police offers could be achieved with specifically trained staff, there are occasions where the authority of Police is usually required.

If contractors are required to provide the control which is offered by Paid Duty Police, then it is likely that this cost will be passed on as part of contract unit prices. If the contractor decides to address traffic control matters without Paid Duty Police, there is a risk that the safety of the public, City inspectors and staff as well as site workers might be of concern.

Technical Services

Similar requirements exist in capital construction projects which are undertaken by Technical Service staff.

While the specific contract clauses are somewhat different, Technical Services also relies on the conditions specified in the Highway Traffic Act s. 134(1) and the Toronto Police Guidelines for Paid Duty Police (May 18, 2005).

Total Costs

As detailed in the attached tables, the total costs for 2007 and 2008, to date, for both Divisions was \$ 6,383,000.

Cost for Paid Duty Police Services
Transportation Services

Item	2007	2008
<u>Summer Road Operations:</u> The greatest proportion of expenditures in the Division, are related to assistance in road and sidewalk construction projects in all four Districts	\$ 1,363,000	\$ 1,108,000
<u>Winter Road Operations:</u> In 2008, assistance was required during the winter months, in support of the snow removal operations which were conducted City-wide		\$ 150,000
<u>Right of Way Management:</u> Crowd control and road closure assistance was required during large events, particularly in the Toronto East York District		\$ 12,000
<u>Maintenance and Installation of Traffic Control Devices:</u> The majority of these projects occur at or near signalized intersections and require the shut down, or turning off, of the devices which control the intersection. Includes Red Light Cameras, New Traffic Control Devices, Maintenance of existing devices, LED conversions, Accessible Pedestrian Signals, etc.	\$ 1,301,000	\$ 1,678,000
	\$ 2,664,000	\$ 2,948,000

Note: The above listed costs, do not include the costs of Paid Duty Police which are requested as conditions of permits issued by the City.

Cost for Paid Duty Police Services
Technical Services

Events at which paid duty was utilized in 2007 and 2008, to date	Estimated Total Expenditure in Contracts on Paid Duty in 2007 and 2008, to date	Reasons for obtaining paid duty at each event	Impact on ability to deliver programs/ services
Capital Road and TTC Construction Contracts in the four Engineering Districts in the City	\$ 403,000	<ul style="list-style-type: none"> • A Paid Duty Police officer is considered necessary to ensure the orderly movement of traffic; to prevent injury or damage to persons or property; or to permit proper action in an emergency¹ • More than one lane or direction of traffic have been closed down.² • Traffic control at signalized intersections when the left turn lane has been eliminated and/or turning movements cannot be made in a safe manner. More than two officers will be required at some signal intersections² • More than one lane or direction of traffic flow is to be controlled or stopped.² 	<ul style="list-style-type: none"> • Safety of pedestrians, cyclists and motorists may be jeopardized. • Traffic congestion and confusion on roads, particularly roads with high traffic volume. • Construction work may be delayed. • Increase in construction cost
Capital Sewer and Watermain Construction Contracts in the four Engineering Districts in the City	\$ 336,000		
Facilities and Structures Unit	\$ 32,000	Guiding traffic particularly during staging set-up phases	As above
Total	\$ 771,000		

1. Highway Traffic Act s. 134(1)
2. Toronto Police Guidelines for Paid Duty Police (May 18, 2005)

L:\rstopnic\Cost for Paid Duty Police_Transportation.doc



Sue Corke, Deputy City Manager

Major International Events
Toronto City Hall,
9th Floor, East Tower
100 Queen Street West
Toronto, ON
M5H 2N2

Memorandum

Duncan H. Ross
Senior Executive Advisor
Major International Events &
Special Projects
Tel: 416-397-5395
Fax: 416-392-2271

December 17, 2008

TO: Joan Taylor
Director, Executive Management, City Manager's Office

FROM: Duncan H. Ross
Senior Executive Advisor, Major International Events & Special Projects, EDCT

CC: Judy Morgan
Director, Program Support, EDCT

RE: **Impact of Paid Toronto Police Services Pay Duty
Policing on Programs and Service Delivery**

Further to your December 8 memo request for information from the Toronto Police Services Board on the issue of paid duty, I have attached the details you require as it relates to Major International Events under Economic Development, Culture and Tourism.

I trust this meets with your requirements. In the meantime, should you require additional information, please do not hesitate to contact me directly at 7-5395.

Events at which paid duty was utilized in 2007 and 2008 to date	Reasons for obtaining paid duty at each event	Impact of paid duty on ability to deliver programs/services
2007 FIFA U-20 World Cup	Crowd mgmt	Paid by organizer direct
2007 International Bowl	Crowd mgmt	Paid by organizer direct
2007 Grey Cup	Enforcement/Safety/AGC req't	Paid by organizer direct
2008 International Bowl	Crowd mgmt	Paid by organizer direct
2008 MLS All Star Game	Crowd mgmt	Paid by organizer direct
2007 Just For Laughs Festival	Traffic/Safety	Cost \$8,772.00 (reduced TPS)
2008 Just For Laughs Festival	Traffic/Safety	Cost \$19,420.50
2008 Canadian National Dragonboat Championships	Marine Unit Support	Cost \$6,037.00
2007 HH Dalai Lama Visit	Event Management	Absorbed by TPS

IMPACT of PAID DUTY POLICING ON PROGRAMS AND SERVICE DELIVERY

AGENCY: EDCT - CULTURAL SERVICES (SPECIAL EVENTS)

Events at which paid duty was utilized in 2007 and 2008, to date	Reasons for obtaining Paid Duty at each event	Impact of paid duty on ability to deliver programs/service	Amounts: - paid duty costs - administrative fees
WinterCity 2007	Permit for oversized crane required police escort(s) within city	Crane was integral to success of one element within festival. It would not have been permitted to travel in the city without the escort(s).	PDO - \$ 5,000.00
Nuit Blanche 2007	Street closures (Queens Park Cres. + Cumberland)	PDO presence required due to size and impact of street closure	PDO - \$ 12,956.00 Admin - \$ 1,943.40 Credit union \$ 226.73
Nuit Blanche 2008	Police requirement outlined in venue terms of use contracts 2 - (1- Eaton Centre, 2 - Maple Leaf Gardens)	Venues would not have permitted our activities without PDO presence	1)PDO - \$ 812.50 Admin - \$ 121.88 Credit union \$ 14.22 2) PDO - \$2880.00
Just for Laughs Comedy Festival 2007 & 2008	Road closures and site security	During this event road closures are necessary and without Pay Duty Police, road closures would not be permitted	PDO - \$21,000 approx. per year TPS Admin Fees - \$2,500 per year

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

#P8. MICROSOFT ENTERPRISE LICENSING AGREEMENT

The Board was in receipt of the following report January 05, 2009 from William Blair, Chief of Police:

Subject: MICROSOFT ENTERPRISE LICENSING AGREEMENT

Recommendations:

It is recommended that:

- (1) the Board approve the selection of Dell Canada Inc. as the vendor for Microsoft licensing at an estimated annual amount of \$747,021 (including taxes), for a three (3) year period commencing April 1, 2009 and ending March 31, 2012, for a total cost of \$2,241,064 (including taxes); and
- (2) the Board approve Dell Canada Inc. for the upgrade of the current Microsoft Professional Desktop bundle to the Microsoft Enterprise Desktop bundle, at an estimated annual amount of \$422,894 (including taxes), for a three year period commencing April 1, 2009 and ending March 31, 2012, for a total cost of \$1,268,682 (including taxes).

Financial Implications:

Based on the inventory of licenses at the time the Request for Quotation (RFQ) was issued, the cost of the agreement with Dell Canada Inc. for licensing and bundle upgrade is \$1,169,915 annually (including taxes), and \$3,509,746 (including taxes) for the three year term commencing April 1, 2009 and ending March 31, 2012. This cost will change based on actual licenses owned by the Service at the time of the renewal. Funding for the 2009 portion of this expenditure has been included in the Service's 2009 operating budget request, and the annual cost for the future years will be included in each year's respective operating budget request.

Background/Purpose:

The Management Board Secretariat (MBS) formed a master Microsoft Business Agreement for acquiring Microsoft software and licensing. All municipalities, agencies, boards and commissions in 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 provides the largest discount available to an organization.

The Toronto Police Service (TPS) is currently enrolled in a Microsoft Enterprise Agreement with an agreement end date of March 31, 2009. Dell Canada Inc. is our current Microsoft LAR (Min. No. P8/06 refers).

The purpose of this report is to recommend a contract award for Microsoft licensing and upgrade for a three year term commencing on April 1, 2009.

Discussion:

Microsoft software is used throughout TPS on all standard desktop, laptop and mobile computers. The Service issued an RFQ #1103586-08 for Microsoft licenses to all large account resellers (LAR) authorized by Microsoft under the MBS Microsoft Business Agreement for enterprise product licenses. The following five bids were received on September 29, 2008, and the lowest bid, Dell Canada Inc. is being recommended for approval.

Enterprise Agreement ranking and costs:

1	2	3	4	5
Dell Canada	SHI	CCSI	Compugen	Softchoice
\$691,686.51	\$692,083.83	\$706,698.60	\$713,839.80	\$728,766.75

Note: Costs are per annum and excluding taxes.

Enterprise Bundle Step-up ranking and costs:

Dell Canada	CCSI	Compugen	Softchoice	SHI
Yr1 = \$267.06	Yr1 = \$272.84	Yr1 = \$275.60	Yr1 = \$281.00	Did not provide pricing
Yr2 = \$210.92	Yr2 = \$215.49	Yr2 = \$217.67	Yr2 = \$222.00	
Yr3 = \$154.83	Yr3 = \$158.18	Yr3 = \$159.78	Yr3 = \$161.00	

Note: Costs are per device and excluding taxes.

TPS further reviewed the Microsoft pricing lists that were provided by each bidder for items, other than those included in the Microsoft Enterprise Desktop Bundle, that TPS plans to purchase during the agreement term. Dell Canada Inc. provided the lowest prices for these products.

The term of the recommended Microsoft Enterprise Agreement with Dell Canada is for a period of three years, April 1, 2009 to March 31, 2012. The agreement offers TPS advantages for Microsoft products that are not otherwise available, including:

- volume pricing to add additional products;
- rights to version upgrades of Microsoft products selected (Software Assurance);
- entitlement to all bug fixes and patches;
- access to 24x7 phone and web support;
- simplified license management; and
- set pricing for the term of the agreement for Microsoft products currently selected.

The agreement also supports the continued strategy to maintain a standard software environment and centrally control software licenses and costs.

It is TPS' intent to upgrade our current Microsoft Desktop bundle to the Enterprise Desktop bundle (see below) at renewal. As our computing environment is updated to meet the needs of the Service, additional Microsoft software is required. By upgrading to the Enterprise Desktop bundle, rather than purchasing the software individually, the TPS will realize a cost savings of \$92.68 per desktop or \$398,675 annually (including taxes). The Microsoft step-up cost (upgrade) is included in the \$1,169,915 annual payment noted above, and will allow us to position ourselves for future projects and initiatives.

Our Current Desktop Bundle	Enterprise Desktop Bundle
Microsoft Office Professional Plus	Microsoft Office Enterprise (includes OneNote and Groove)
Windows Server CAL (client access license)	Windows Server CAL (client access license)
Office SharePoint Server Standard CAL	Office SharePoint Server Standard CAL
Exchange Server Standard CAL	Exchange Server Standard CAL
System Centre Configuration Manager Configuration Management License	System Centre Configuration Manager Configuration Management License
	Office SharePoint Server Enterprise CAL
	Exchange Server Enterprise CAL
	Office Communications Server Standard CAL
	Office Communications Server Enterprise CAL
	System Centre Ops Manager Client Monitoring
	Forefront Security Suite
	Windows Rights Management Services

Note: Represents the Microsoft bundle comparison between our current bundle and the Enterprise bundle.

Conclusion:

Dell Canada Inc. provided the lowest bid in response to an RFQ for Microsoft software licensing and bundle upgrade, and is therefore recommended for approval for a three year term commencing on April 1, 2009 and ending on March 31, 2012.

Mr. Angelo Cristofaro, Acting 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 JANUARY 22, 2009**

#P9. LEGAL FEES – TORONTO POLICE ASSOCIATION AND OCCPS

The Board was in receipt of the following report December 23, 2008 from Alok Mukherjee, Chair:

Subject: LEGAL FEES - TORONTO POLICE ASSOCIATION AND OCCPS

Recommendation:

It is recommended that the Board approve payment of the legal fees charged by Lenczner Slaght Royce Smith Griffin LLP in the amount of \$6,002.59.

Financial Implications:

The funding required to cover the cost of these legal fees is available within the Board's 2008 operating budget.

Background/Purpose:

Attached is a statement of account from the legal firm of Lenczner Slaght Royce Smith Griffin LLP for professional services rendered in connection with the above-noted matter. The attached account is for the period November 01, 2008 to November 30, 2008, in the amount of \$6,002.59.

Conclusion:

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

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

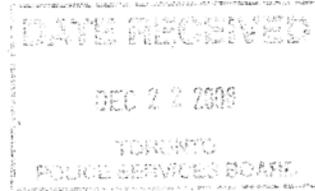
The Board approved the foregoing report. A detailed breakdown of the legal costs was considered during the in-camera meeting (Min. No. C09/09 refers).

**LENCZNER SLAGHT ROYCE
SMITH GRIFFIN LLP**
BARRISTERS

Direct Line: (416) 865-3096
E-mail: tcurry@litigate.com

December 12, 2008

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



Dear Mr. Mukherjee:

Re: Toronto Police Services Association

Enclosed herewith please find our account for services rendered with respect to the above-noted matter during the period November 1 to November 30, 2008 which I trust you will find satisfactory. Should you have any questions, please feel free to give me a call.

Yours very truly,

J. Thomas Curry

:dh
Enc.

LENCZNER SLAGHT ROYCE
SMITH GRIFFIN LLP
BARRISTERS

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

Date: December 17, 2008

Our file #: 36298
INVOICE NO. 38958

Re: v. Toronto Police Services Association

TO PROFESSIONAL SERVICES RENDERED with respect to the above matter during the period from November 1 to November 30, 2008:

FEES:

TOTAL FEES	\$ 5,590.00
G.S.T. @ 5%	279.52

DISBURSEMENTS

TOTAL DISBURSEMENTS	\$ 126.75
G.S.T. @ 5%	6.33

TOTAL TAXES

G.S.T. (Registration #: R133780817)	_____
TOTAL BILL	\$ 6,002.60
TOTAL DUE AND OWING UPON RECEIPT	<u>\$ 6,002.60</u>

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

#P10. REQUEST FOR QUOTATION: ON-LINE AUCTIONEERING SERVICES

The Board was in receipt of the following report November 28, 2008 from William Blair, Chief of Police:

Subject: REQUEST FOR QUOTATION - ON-LINE AUCTIONEERING SERVICES

Recommendation:

It is recommended that the Board approve the issuance of a Request for Quotation for on-line auctioneering services.

Financial Implications:

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

Background/Purpose:

At its meeting of March 22, 2007, the Board approved the extension of the on-line auctioneering services contract for a period of two years, from August 1, 2007 up to and including July 31, 2009. The Board also requested that, "in the two years of the renewed contract with Rite Auctions, the Service explore whether there are better alternatives to the present arrangement", (Min. No. P107/07 refers).

Discussion:

In accordance with Section 132(2) of the Police Services Act of Ontario, the Chief of Police may cause property to be sold, and the Board may use the proceeds for any purpose that it considers in the public interest.

Historically, the Toronto Police Service conducted in-house public auctions utilizing the services of civilian employees of the Property and Evidence Management Unit (PEMU).

Prior to the re-location of the Property and Evidence Management Unit on June 2, 1997, to its current location, a report to identify and address the feasibility of conducting future in-house auctions was commissioned. The report was prepared by the BGM Group and it recommended that auctioneering services be contracted out to a third party.

In 2003, an on-line auction pilot project was initiated, and as a result of the success of this approach, the Board subsequently awarded the quotation for on-line auctioneering services to Rite Auctions, a Division of 1083078 Ontario Inc. for a period of three (3) years effective August

1, 2004 until July 31, 2007 (Min. No. P228/04 refers). The Board further approved the extension of the on-line auctioneering services contract for a period of two years, from August 1, 2007 up to and including July 31, 2009.

Board's Special Fund:

Since the establishment of the on-line auction contract with Rite Auctions up to and including October 31st, 2008 a total sum of \$714,671.36 has been deposited into the Board's Special Fund in accordance with Section 132(2) of the Police Services Act of Ontario.

Historical Revenue:

The following is a comparison of the revenue generated at the auctions held over the previous eleven years:

HISTORICAL REVENUE

Year	# of Auctions Held	Number of Items/Lots	Gross Revenue	Net Revenue (Deposited into PSB Special Fund)	Average Price Point per Item/Lot
1998	6	2398	\$172,665.25	\$129,621.59	\$54.05
1999	12	4508	\$342,816.00	\$263,968.33	\$58.55
2000	10	2737	\$191,648.50	\$147,569.33	\$53.91
2001	11	5103	\$208,014.00	\$160,170.77	\$31.39
2002	6	2643	\$93,925.00	\$74,598.29	\$28.22
January 27 to May 15, 2003	On-Line Pilot Project	1783	\$130,511.39	\$106,112.19	\$59.51
May 16, 2003 to October 31, 2004	Nil	N/A	N/A	N/A	N/A
November 1, 2004 to October 31, 2005	On-Line	4,000	\$454,123.66	\$226,889.30	\$56.72

Year	# of Auctions Held	Number of Items/Lots	Gross Revenue	Net Revenue (Deposited into PSB Special Fund)	Average Price Point per Item/Lot
November 1, 2005 to October 31, 2006	On-Line	3,869	\$308,385.76	\$166,882.99	\$43.13
November 1, 2006 to October 31, 2007	On-Line	4,390	\$234,393.89	\$140,637.38	\$32.04
November 1, 2007 to October 31, 2008	On-Line	5,641	\$300,436.12	\$180,261.69	\$31.96

Potential Options:

Option #1: Conducting Auctions In-House

It is cost-prohibitive for the Toronto Police Service to revert to conducting auctions in-house due to the extensive renovations that would be required to ensure the PEMU facility met current bylaw regulations and building codes.

Option #2: Conducting On-Line Auctions Utilizing TPS Personnel

The utilization of Service personnel to conduct the auctions directly on-line without the benefit of a third party would also be cost-prohibitive. A minimum of six (6) additional clerical personnel would be required to facilitate the web-site development, writing the listing and presentation details of each item, digitally photographing items, preparing the items for shipment, handling customer service inquiries, processing payments, and reconciling financial statements. The top salary of a Class A4 40-hour position in the Unit "A" Collective Agreement per annum is \$65,271.92 (calculated utilizing 2008 salary rates including 3% interim wage settlement and 25% benefits). The accumulative annual salaries and benefits of the six clerical positions would represent a total cost of \$391,631.54. This cost would entirely offset any generation of revenue, and would result in a financial deficit.

Option #3: Revert to Brick and Mortar Public Auctions

This approach is also not a viable option for the Service as it will impede the ability of the Service to minimize existing inventory levels. Historically, auctions held in brick and mortar settings were conducted once every five (5) or six (6) weeks. This resulted in the requirement for the TPS to stock-pile and store inventory while awaiting the auctions to be held. Available storage is a critical issue for the TPS, particularly in light of the recent deferral of Capital funding for the acquisition of a new PEMU facility.

Option #4: Continuation of the On-Line Auction Process

A total of 403,984 bids have been registered since the launch of the on-line auction, up to and including, October 31, 2008. Although the vast majority of winning bids originated from the Greater Toronto Area, winning bids have been registered from as far away as Alaska, Germany, Denmark and Israel.

As is evident by the geographical diversity of the winning bids that have been registered, conducting the auctions on-line increases the accessibility to the process to a much broader spectrum of the community, not just within the immediate boundaries of the City of Toronto, and this accessibility is available on a 24-hour basis.

Through the on-line process, bidders and buyers are afforded the opportunity to provide immediate on-line feedback which allows the process to be transparent, thereby installing a high level of public confidence. Since the launch of the on-line auction web-site, the client satisfaction rating has never dropped below ninety-eight percent (98%), and currently sits at ninety-nine and a half percent (99.5%).

In addition, on-line auctioning occurs 24 hours a day – 7 days a week as opposed to public forum auctions which traditionally have been conducted once every five weeks and augmented with inventory from other sources. This expedited processing procedure reduces inventory levels and the stockpiling effect, which occurs when items are held internally until one week before a scheduled public auction. A continuous turnover of inventory results in the reduction of TPS storage and management costs, and the double-handling of property. As stipulated previously in this report, the ability to reduce storage levels is critical in light of the recent deferral of Capital funding for the acquisition of a new PEMU facility.

Conclusion:

The continuation of on-line auctioneering services will ensure a seamless and fluid continuation of effective inventory management, reduce existing storage constraints, provide exceptional levels of client satisfaction, and ensure compliance with the Police Services Act of Ontario.

Although utilized extensively in the United States of America for many years, it is noteworthy that since the launch of the TPS on-line auction, this approach has now been adopted by the City of Toronto, the Ministry of the Attorney General, Halton Regional Police Service, Hamilton Police Service, and the Toronto Transit Commission (TTC).

As a result of this trend, the number of vendors who provide this type of service has increased. Therefore, at this juncture, it would be prudent to return to the competitive market and provide potential vendors with the opportunity to participate in a tendering process which may result in a reduction to the currently applied commission rate.

It is therefore recommended that the Board approve the issuance of a Request for Quotation for on-line auctioneering services.

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

Ms. Brenda Radix, Manager, Property and Evidence Unit, was in attendance and responded to questions about this report.

The Board approved the foregoing report.

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

#P11. SCHOOL CROSSING GUARD LONG SERVICE AWARDS - 2009

The Board was in receipt of the following report November 28, 2008 from Alok Mukherjee, Chair:

Subject: SCHOOL CROSSING GUARD LONG SERVICE AWARDS - 2009

Recommendation:

It is recommended that the Board approve an expenditure not to exceed \$6,800.00 from the Board's Special Fund to cover the costs associated with hosting the 2009 School Crossing Guard Long Service Awards Ceremony.

Financial Implications:

The following is the budget for the 2009 School Crossing Guard Long Service Awards Ceremony.

Vendor / Expense	2008 Actual Costs	2009 Budget
Incidental cleaning fee – Rotunda	\$0.00	\$1000.00
Refreshments	\$3,700.00	\$4400.00
Cakes	\$225.00	\$300.00
Appreciation chocolates	\$770.00	\$770.00
School Guard of the Year Award	\$15.00	\$40.00
35 Year Guard Award	30.00	\$20.00
Photo finishing	0.00	\$200.00
Frames for proclamation	\$15.00	\$30.00
Cover paper for programs	\$35.00	\$40.00
Long Service pins	sufficient quantity in stock	sufficient quantity in stock
Presentation boxes	sufficient quantity in stock	sufficient quantity in stock
Total:	\$4,790.00	\$6,800.00

Background/Purpose:

On Monday April 20, 2009, and Tuesday April 21, 2009, the Toronto Police Services Board will host the annual School Crossing Guard Long Service Awards honouring school crossing guards for their exemplary service. The ceremonies will commence at 7:00 p.m. in the Rotunda at Toronto City Hall. A reception featuring light refreshments will follow the ceremonies.

The proposed budget for the ceremonies and receptions this year has been estimated based upon the actual costs incurred in 2008, the number of eligible recipients and information provided by the caterers, and other suppliers.

The Board will present commemorative lapel pins to each of the school crossing guards who have completed 5, 10, 15, 20, 25, and 30 years of service with the School Crossing Guard Program. This year a 35 year plaque will be presented. In addition, a special "School Crossing Guard of the Year" award will be presented to a guard who has displayed outstanding enthusiasm, dedication and commitment to community safety.

The proposed budget for the 2009 ceremonies and receptions is included in this report under the heading of Financial Implications. The budget has been prepared by members of Traffic Services, who are co-ordinating this event on behalf of the Board. Any surplus funds will be returned to the Board's Special Fund.

Conclusion:

The citizens of Toronto who perform the function of School Crossing Guards contribute significantly to the safety and well-being of the school-aged children in our city. In many cases, these individuals have become meaningful members of the school community by volunteering at their local school before and after performing their crossing duties. This year, approximately 90 school crossing guards will be honoured. I encourage all members of the Board to attend this event so that we may officially recognize the exemplary service and dedication these individuals display on a daily basis.

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 JANUARY 22, 2009**

**#P12. REQUEST FOR FUNDS – TORONTO POLICE SERVICE 2009 BLACK
HISTORY MONTH CELEBRATIONS**

The Board was in receipt of the following report December 10, 2008 from William Blair, Chief of Police:

Subject: REQUEST FOR FUNDING FOR THE TORONTO POLICE SERVICE 2009
HISTORY MONTH CELEBRATIONS

Recommendation:

It is recommended that the Board approve an expenditure not to exceed \$5,500.00 from the Board's Special Fund to cover expenses incurred for the Toronto Police Service 2009 Black History Month Celebrations.

Financial Implications:

Funding to cover the costs of this event would be drawn from the Board's Special Fund and would not exceed \$5,500.00.

Background/Purpose:

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

The Service's participation in Black History Month celebrations serves to increase public awareness of significant contributions made by members of the Black Community to Canadian society. Black History Month provides a unique opportunity for members of the Service and greater community to join together and celebrate the diversity that makes Toronto such a vibrant city. The 2008 celebration highlighted members of the Black Community from the past and present. The celebration also acknowledged young black men and women who will one day represent the future of this community.

Discussion:

The Toronto Police Service, Community Mobilization Unit, will coordinate a ceremony and reception for the commemoration of Black History Month. The 2009 Black History Month Celebration will highlight members of our Service, our different units, and our focus will be geared towards youth. This year's theme will be: "Yes you can... Think of the Possibilities."

As part of the 2009 celebrations, a Black History Month Legacy poster is currently being developed by Mr. Robert Small, a local Toronto artist. Mr. Small's artistic portfolio includes original artwork, numerous commissioned pieces, and twelve Black History Month posters. His portfolio includes a piece called "The Ascension of Effort" which featured Deputy Chief Keith Forde along with three other prominent Canadians of African descent.

The following is the proposed budget for the 2009 Black History Month celebrations is:

Black History Month Budget

Black History Month Legacy Posters, Frames and Bookmarks	\$ 2,700.00
Exhibits and Displays	\$ 1,000.00
Honorariums and Miscellaneous	\$ 900.00
Refreshments	\$ 900.00
Total:	\$ 5,500.00

Conclusion:

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

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

The Board approved the foregoing report.



LEGACY



To order posters and info, call (416) 265-6428 or visit www.madonimages.net



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

**#P13. REQUEST FOR FUNDS – ONTARIO ASSOCIATION OF POLICE
SERVICES BOARDS 2009 CONFERENCE**

The Board was in receipt of the following report December 29, 2008 from Alok Mukherjee, Chair:

Subject: REQUEST FOR FUNDS: ONTARIO ASSOCIATION OF POLICE SERVICES
BOARDS (OAPSB) 2009 CONFERENCE

Recommendation:

It is recommended that the Board provide \$5,500.00 from the Board's Special Fund to support the hosting of the 2009 Ontario Association of Police Services Boards (OAPSB) Conference.

Financial Implications:

If this recommendation contained in this report is approved, the Special Fund will be reduced in the amount of \$5500.00.

Background/Purpose:

The Cornwall Community Police Services Board will be hosting the 47th Annual General Meeting and Conference of the Ontario Association of Police Services Boards (OAPSB) in Cornwall, Ontario from April 30 – May 2, 2009. This year, the conference theme is "Policing: The Art of Navigating Challenging Waters."

The OAPSB conference is an essential opportunity for professional development for Board members and networking with fellow police board members from across Ontario. As such, it is important that the Toronto Board provide financial assistance to help ensure the success of the conference.

I have appended a letter, dated December 11, 2008 from Ms. Helene Periard, Chair, 2009 OAPSB Planning Committee, requesting that we consider providing financial support to the conference.

Conclusion:

I recommend that the Board provide \$5,500.00 from the Special Fund to support the hosting of the 2009 Ontario Association of Police Services Boards (OAPSB) Conference.

The Board approved the foregoing report.



CORNWALL COMMUNITY POLICE SERVICES BOARD
COMMISSION DES SERVICES POLICIERES DE CORNWALL

December 11, 2008

Toronto Police Services Board
40 College Street
7th Floor
Toronto ON M5G 2J3

Dear Chair and Board Members:

It is my pleasure to advise you that Cornwall Community Police Services Board will be hosting the 47th Annual General Meeting and Conference of the Ontario Association of Police Services Boards (OAPSB) in Cornwall from April 30th to May 2, 2009. The theme of the conference is "Policing: The Art of Navigating Challenging Rivers."

In hosting this event, the Cornwall Community Police Services Board has the responsibility of providing the conference sponsorship. We are also required to seek out financial assistance for many ancillary costs that hosting such an event entails. Therefore we very much need your support to ensure a successful conference. You would be providing us with a valuable resource for taking a big step towards meeting the challenge at hand.

The OAPSB is a "not-for-profit" volunteer based organization which represents approximately 150 police boards throughout the province. It exists solely on annual membership dues and funds raised from the annual conference.

In years past, the success of these conferences has been mainly due to the wonderful cooperation and support of all policing agencies. To assist the OAPSB, I ask your Police Services Board to consider a donation in support of this conference. A list of the sponsorship opportunities is attached for your consideration. Your financial support will be utilized effectively to support the OAPSB mandate and to help defer some of the costs of the conference. All contributions are payable to the Ontario Association of Police Services Boards and forwarded to 10 Peel Centre Drive, Brampton, ON, L6T 4B9. It should also be noted that your contribution will be duly recognized at the conference.

340 rue Pitt Street, C.P./P.O. Box 875, Cornwall, ON K6H 5T7
Tel. 613-933-5000, ext. 2469/ Fax 613-932-9317/ Email/Courriel: Boardccps@cornwallpolice.com

Whether your board is in a position to contribute to the 47th OAPSB Conference or not, I encourage you and your members to attend the conference as delegates. We are planning a most interesting agenda and I am sure you will find the conference a very worthwhile event. Conference information will be available later this year on the OAPSB web site at www.oapsb.ca.

On behalf of our Board, I thank you and your Board members for your consideration of this matter and I look forward to seeing you in Cornwall in 2009.

Yours sincerely,



Helene Periard
Chair, 2009 OAPSB Planning Committee

Attachment





SPONSORSHIP CATEGORIES

EMERALD	\$5,000-\$9,999	<ul style="list-style-type: none">• AGM Breakfast / President's Banquet• Guest speaker• Hospitality Room
TOPAZ	\$1,000 - \$4,999	<ul style="list-style-type: none">• Luncheons• AV for conference• Wine and cheese reception• Delegate conference gift
AMETHYST	\$500 - \$999	<ul style="list-style-type: none">• Continental breakfast• Entertainment• Speaker appreciation
FRIENDS OF THE OAPSB	\$1 - \$499	<ul style="list-style-type: none">• Coffee Breaks

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

**#P14. RESPONSE TO BOARD'S RECOMMENDATION WITH REGARD TO
UPLOADING OF COURT SECURITY AND PRISONER
TRANSPORTATION COSTS**

The Board was in receipt of the attached correspondence dated December 10, 2008 from Chris Bentley, Attorney General, containing a response to the Board's earlier recommendation regarding the uploading of court security and prisoner transportation costs.

The Board received the correspondence.

Attorney General
McMurtry-Scott Building
720 Bay Street
11th Floor
Toronto ON M5G 2K1
Tel: 416 326-4000
Fax: 416 326-4016

Procureur général
Édifice McMurtry-Scott
720, rue Bay
11^e étage
Toronto ON M5G 2K1
Tél. : 416 326-4000
Télééc. : 416 326-4016



Our Reference #: M08-07034

DEC 1 8 2008

Mr. Alok Mukherjee
Chair
Toronto Police Services Board
40 College Street
Toronto, ON
M5G 2J3

Dear Mr. Mukherjee:

Thank you for your letter dated September 15, 2008, regarding the recommendation in the City of Toronto Auditor General's report to continue to petition the province for the uploading of court security and prisoner transportation costs.

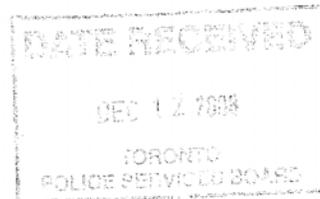
Court security is a matter of priority for the Ministry, and I am pleased to advise that beginning in 2012, the provincial government will begin to assume the costs of court security and prisoner transportation from municipalities, to a maximum of \$125 million per annum by 2018. This initiative was announced on October 31, 2008, as part of the final recommendations of the Provincial-Municipal Fiscal and Service Delivery Review.

Over the next several years, the government will be working collaboratively with justice sector partners to review the issue of court security, and develop new court security standards for all courthouses.

Sincerely,

A handwritten signature in black ink, appearing to read "Chris Bentley".

Hon. Chris Bentley
Attorney General



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

**#P15. CITY OF TORONTO REQUEST FOR A REVIEW OF THE JUDICIAL
SYSTEM WITH REGARD TO THE BAIL RELEASE PROCESS**

The Board was in receipt of the attached copy of correspondence dated December 09, 2008 from Ulli Watkiss, City Clerk, City of Toronto, to Dalton McGuinty, Premier of Ontario, containing a request for a review of the judicial system with regard to the bail release process.

The Board received the correspondence.

COPY

Ulli S. Watkiss
City Clerk

City Clerk's Office
City Hall, 12th Floor West
100 Queen Street West
Toronto, Ontario M5H 2N2

Tel: (416) 392-8016
Fax: (416) 392-2980
clerk@toronto.ca
<http://www.toronto.ca>

Ref: 2008-MM27.10

December 9, 2008

The Honourable Dalton McGuinty
Premier
Province of Ontario
Room 281, Legislative Building,
Queen's Park
Toronto Ontario
M7A 1A4

Sir:

City Council on December 1, 2 and 3, 2008, adopted the following Motion, without amendment:

**MM27.10 City Council Request the Provincial Government to Review
the Judicial System and Its Criteria Relating to the Bail
Release Process**

Moved by Councillor Moeser, seconded by Councillor McConnell

SUMMARY:

On October 13, 2008 a tragic failure of the judicial process involving innocent citizens occurred when 43 year old Susan John and her 75 year-old mother, Saramma Varughese, were brutally murdered in their Scarborough home. The person charged with their murders, 28 year old Nathaniel O'Brien, was living next door to the victims' home and had been released on bail and under house arrest with his parents named as surety.

The circumstances surrounding the court's decision to grant bail to the accused are not clearly known, but what it is known is that the individual was charged with two counts of violent sexual assault in June 2006 and was released on bail after 15 months in custody. Despite opposition to bail, it appears that the Crown failed to appeal the release or request other methods to ensure public safety. The details that are known appear to suggest that there has been an enormous failure in the judicial system which led to the deaths of two innocent citizens of Toronto.

...2/

RECOMMENDATION:

1. That City Council request the Government of Ontario review the administration of the justice system as it relates to the bail process and instructions to Crown Attorneys. The review should be conducted in partnership with the City and the Toronto Police Services Board.

Yours truly,


for City Clerk

M. Toft/cd

c. Chair, Toronto Police Services Board ✓

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

**#P16. CITY OF TORONTO ENDORSEMENT OF BILL 118 – COUNTERING
DISTRACTED DRIVING AND PROMOTING GREEN
TRANSPORTATION ACT, 2008**

The Board was in receipt of the attached copy of correspondence dated December 08, 2008 from Ulli Watkiss, City Clerk, City of Toronto, to Jim Bradley, Minister of Transportation, indicating that the City of Toronto endorses Bill 118.

The Board received the correspondence.



COPY

Uli S. Watkiss
City Clerk

City Clerk's Office
City Hall, 12th Floor West
100 Queen Street West
Toronto, Ontario M5H 2N2

Tel: (416) 392-8016
Fax: (416) 392-2980
clerk@toronto.ca
<http://www.toronto.ca>

Ref: 2008-MM27.2

December 8, 2008

The Honourable Jim Bradley
Minister of Transportation
77 Wellesley Street West
Ferguson Block, 3rd Floor
Toronto, ON M7A 1Z8

Sir:

City Council on December 1, 2 and 3, 2008, adopted, without amendment, the following Motion:

MM27.2 City Council Endorse Provincial Bill 118: An Act to Amend the Highway Traffic Act to Prohibit the Use of Devices With Display Screens and Hand-Held Communication and Entertainment Devices

Moved by Councillor Nunziata, seconded by Councillor Ootes

SUMMARY:

On October 28, 2008, the government of Ontario introduced a Bill proposing the ban of hand-held devices to talk, text or e-mail while driving. Under the Bill, the police would be able to charge drivers who use a hand-held cell phone, send e-mail or text messages, or use other hand-held electronic devices while driving. The use of hands-free devices would be permitted. Emergency calls would not be affected under the proposal.

Transport Canada estimates that in approximately 20 percent of all motor vehicle collisions, driver distraction is a contributing factor. Moreover, drivers who use cell phones are four times more likely to be in an accident than drivers who do not use cell phones.

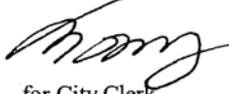
Similar legislation exists in Quebec, Newfoundland and Labrador, and Nova Scotia.

...2/

RECOMMENDATIONS:

1. That City Council endorse Provincial Bill 118.
2. That City Council direct the Clerk to convey City Council's endorsement of Bill 118 to the Province of Ontario.

Yours truly,



for City Clerk

M. Toft/cd

c. Chair, Toronto Police Services Board ✓

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

**#P17. TORONTO POLICE SERVICES BOARD – 2009 REVISED OPERATING
BUDGET REQUEST**

The Board was in receipt of the following report January 07, 2009 from Alok Mukherjee, Chair:

Subject: 2009 REVISED OPERATING BUDGET REQUEST FOR THE TORONTO
POLICE SERVICES BOARD

Recommendations:

It is recommended that:

- (1) the Board approve a revised 2009 net operating budget request of \$2,342,200, a 3.7% increase over the 2008 approved net operating budget;
- (2) the Board forward a copy of this report to the City of Toronto Deputy City Manager and Chief Financial Officer for information; and
- (3) the Board forward a copy of this report to the City of Toronto Budget Committee for approval.

Financial Implications:

The Toronto Police Services Board's revised 2009 operating budget request is \$2,342,200. This is an increase of \$83,700 (3.7%) over the approved 2008 net operating budget of 2,258,500. The revised request is \$22,900 more than what was previously approved by the Board, and incorporates the recent arbitration award to the Toronto Police Association (TPA) members, and Board-approved increases for Excluded members.

Background/Purpose:

The Board approved a 2009 net operating budget request of \$2,319,300 at its December 18, 2008 meeting. Since that time, there has been an arbitrator's award for the TPA members, a negotiated settlement for the SOO members, and Board-approved increases for Excluded members for 2008-2010. This report provides the Board with an updated operating budget request for the Board as a result of these adjustments.

Discussion:

On December 18, 2008, the arbitrator issued an order concerning the renewal of the collective agreement for the TPA. This order encompassed salary and benefit improvements for 2008 to 2010. The impact of this order is \$2,000 on the 2008 net operating budget, and \$1,700 on the 2009 net operating budget request.

Using the arbitrator's award as a basis for a settlement, the SOO Bargaining Committee made an Offer to Settle to the TPS Board in December 2008. The Board has accepted the Offer to Settle, and the SOO is in the process of ratifying the settlement.

The Board also approved increases for Excluded members, similar to the settlement negotiated with the SOO. The impact of the Excluded salary and benefit adjustments is \$22,600 on the 2008 net operating budget, and a further \$20,100 on the 2009 net operating budget request.

Conclusion:

The following summarizes the total impact of the settlements/increases on the 2008 operating budget, and 2009 operating budget request:

2008 Net Operating Budget, prior to award		\$2,233,900
2008 TPA Award impact	2,000	
2008 Excluded impact	<u>22,600</u>	
Total Settlement Impact		<u>24,600</u>
2008 Revised Net Operating Budget		\$2,258,500
2009 Budget Increase prior to Settlements (approved Dec/08)		61,900
2009 TPA Award impact	1,700	
2009 Excluded impact	<u>20,100</u>	
Total Settlement Impact		<u>21,800</u>
2009 Revised Net Operating Budget Request		\$2,342,200

As a result of these adjustments, the Board is submitting a revised 2009 net operating budget request of \$2,342,200 to the Board for approval. This is an increase of \$83,700 or 3.7% over the 2008 operating budget.

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 JANUARY 22, 2009**

**#P18. TORONTO POLICE SERVICE – 2009 REVISED OPERATING BUDGET
REQUEST**

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

Subject: 2009 REVISED OPERATING BUDGET REQUEST FOR THE TORONTO
POLICE SERVICE

Recommendations:

It is recommended that:

- (1) the Board approve the revised 2009 net operating budget request of \$860.4 million (M), a 4.7% increase over the 2008 approved net operating budget;
- (2) the Board forward a copy of this report to the City's Deputy City Manager and Chief Financial Officer for information; and
- (3) the Board forward a copy of this report to the City Budget Committee for approval.

Financial Implications:

The Toronto Police Service (TPS) revised 2009 operating budget request is \$860.4M net (\$920.6M gross). This is an increase of \$38.4M (4.7%) over the approved 2008 net operating budget of \$822.0M. The revised request is \$19.7M more than what was previously approved by the Board, and incorporates the recent arbitration award to the Toronto Police Association (TPA) members, negotiated settlement with the Senior Officers' Organization (SOO) and Board-approved increases for the Command Officers and Excluded members.

Background/Purpose:

The Board originally approved a 2009 net operating budget request of \$840.7M at its December 18, 2008 meeting (Min. No. P351/08 refers). Since that time, there has been an arbitrator's award for the TPA members, a negotiated settlement for the SOO members, and Board-approved increases for the Command Officers and Excluded members for 2008-2010. This report provides the Board with an updated operating budget request for the Service as a result of these adjustments.

Discussion:

On December 18, 2008, the Interest Board of Arbitration issued an order concerning the renewal of the collective agreement for the TPA. This order encompassed salary and benefit improvements for 2008 to 2010. The impact of this order is \$22.5M on the 2008 net operating budget, and \$16.0M on the 2009 net operating budget request.

Using the arbitrator's award as a basis for a settlement, the SOO Bargaining Committee made an Offer to Settle to the TPS Board in December 2008. The Board has accepted the Offer to Settle, and the SOO is in the process of ratifying the settlement.

The Board also approved increases for the Command Officers and Excluded members, similar to the settlement negotiated with the SOO. The impact of the SOO, Command Officer and Excluded salary and benefit adjustments is \$0.9M on the 2008 net operating budget, and a further \$0.7M on the 2009 net operating budget request.

Conclusion:

The following summarizes the total impact of the settlements/increases on the 2008 operating budget, and 2009 operating budget request:

	\$ thousands	\$ thousands
2008 Net Operating Budget, prior to award		798,699.2
2008 TPA Award impact	22,487.5	
2008 SOO, Command and Excluded impact	<u>860.1</u>	
Total Settlement Impact		<u>23,347.6</u>
2008 Revised Net Operating Budget		822,046.8
2009 Budget Increase prior to Settlements (approved Dec/08)		21,693.9
2009 TPA Award impact	15,988.2	
2009 SOO, Command and Excluded impact	<u>712.2</u>	
Total Settlement Impact		<u>16,700.4</u>
2009 Revised Net Operating Budget Request		860,441.1

As a result of these adjustments, the Service is submitting a revised 2009 net operating budget request of \$860.4M to the Board for approval. This is an increase of \$38.4M or 4.7% over the 2008 operating budget.

Mr. Angelo Cristofaro, Acting Chief Administrative Officer, Administrative Command will be in attendance to answer any questions from the Board.

Mr. Angelo Cristofaro, Acting Chief Administrative Officer, was in attendance and responded to questions about this report.

The Board approved the foregoing report.

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

**#P19. TORONTO POLICE SERVICE – PARKING ENFORCEMENT UNIT:
2009 REVISED OPERATING BUDGET REQUEST**

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

Subject: 2009 REVISED OPERATING BUDGET REQUEST FOR THE PARKING
ENFORCEMENT UNIT

Recommendations:

It is recommended that:

- (1) the Board approve the revised 2009 net operating budget request of \$36.3 million (M), a 4.2% increase over the 2008 approved net operating budget;
- (2) the Board forward a copy of this report to the City's Deputy City Manager and Chief Financial Officer for information; and
- (3) the Board forward a copy of this report to the City Budget Committee for approval.

Financial Implications:

The Parking Enforcement Unit's (PEU) revised 2009 operating budget request is \$36.3M net (\$37.8M gross). This is an increase of \$1.5M (4.2%) over the approved 2008 net operating budget of \$34.9M. The revised request is \$0.7M more than what was previously approved by the Board, and incorporates the recent arbitration award to the Toronto Police Association (TPA) members and negotiated settlement with the Senior Officers' Organization (SOO).

Background/Purpose:

The Board originally approved a 2009 net operating budget request of \$35.6M at its December 18, 2008 meeting (Min. No. P352/08 refers). Since that time, there has been an arbitrator's award for the TPA members and a negotiated settlement for the SOO members for 2008-2010. This report provides the Board with an updated operating budget request for PEU as a result of these adjustments.

Discussion:

On December 18, 2008, the Interest Board of Arbitration issued an order concerning the renewal of the collective agreement for the TPA. This order encompassed salary and benefit improvements for 2008 to 2010. The impact of this order is \$0.9M on the 2008 net operating budget, and \$0.6M on the 2009 net operating budget request.

Using the arbitrator's award as a basis for a settlement, the SOO Bargaining Committee made an Offer to Settle to the TPS Board in December 2008. The Board has accepted the Offer to Settle, and the SOO is in the process of ratifying the settlement. The impact of the SOO salary and benefit adjustments is \$7,500 on the 2008 net operating budget, and a further \$6,300 on the 2009 net operating budget request.

Conclusion:

The following summarizes the total impact of the settlements/increases on the 2008 operating budget, and 2009 operating budget request:

	\$ thousands	\$ thousands
2008 Net Operating Budget, prior to award		33,911.1
2008 TPA Award impact	935.4	
2008 SOO impact	<u>7.5</u>	
Total Settlement Impact		<u>942.9</u>
2008 Revised Net Operating Budget		34,854.0
2009 Budget Increase prior to Settlements (approved Dec/08)		856.5
2009 TPA Award impact	587.9	
2009 SOO, Command and Excluded impact	<u>6.3</u>	
Total Settlement Impact		<u>594.2</u>
2009 Revised Net Operating Budget Request		36,304.7

As a result of these adjustments, PEU is submitting a revised 2009 net operating budget request of \$36.3M to the Board for approval. This is an increase of \$1.5M or 4.2% over the 2008 operating budget.

Mr. Angelo Cristofaro, Acting Chief Administrative Officer, Administrative Command will be in attendance to answer any questions from the Board.

Mr. Angelo Cristofaro, Acting Chief Administrative Officer, was in attendance and responded to questions about this report.

The Board approved the foregoing report.

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

#P20. 2009-2013 CAPITAL PROGRAM TRANSFERS

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

Subject: 2009-2013 CAPITAL PROGRAM TRANSFERS

Recommendations:

It is recommended that:

- (1) the Board approve a transfer of \$697,000 in 2009 from the Automated Fuel Management System project to the Renovation of the Intelligence and Special Investigation Facility Capital project;
- (2) the Board approve a transfer of \$487,000 in 2009 from the purchase of the Explosive Containment Vessel project to the Renovation of the Intelligence and Special Investigation Facility Capital project;
- (3) the Board forward a copy of this report to the City's Deputy City Manager and Chief Financial Officer, for information; and
- (4) the Board forward a copy of this report to the City's Budget Committee for approval.

Financial Implications:

The transfer of \$1.184M (\$0.697M from the Automated Fuel Management System project and \$0.487M from the Explosive Containment Vessel project) will allow the Service to address anticipated increased costs in the Renovation of the Intelligence and Special Investigation Facility (Intelligence) project with no net impact on the approved 2009-2013 capital program. Funding for the two former projects will be requested again in the 2010-2014 capital program.

Background/Purpose:

The Toronto Police Services Board at its meeting on November 20, 2008 approved the Toronto Police Service's (TPS) 2009-2013 capital budget request at a net amount of \$14.4M for 2009 and \$138.4M for the years 2009-2013 (Min. No. P297/08 refers). Toronto City Council approved the TPS 2009-2013 Board-approved Capital Budget at its meeting of December 10, 2008.

The Service's 2009-2013 capital program includes funding of \$2.8M in 2009 for the Intelligence project (the total project, which began in 2007, is budgeted for \$4.565M). This project provides funding for upgrades and renovations to the existing Special Investigation Services (SIS)/Intelligence facility. Part of the project was completed in 2008. As identified in the last variance report (Min. No. P296/08 refers), the Service expected this project would be completed

within the remaining funds available, although the results of the tender process were expected to confirm whether the funds allocated to this project would be sufficient for the planned work. Bids have been now been received (from the Service's pre-qualified vendors) for the remaining work and, based on the lowest bid, current funding is insufficient to complete this project. The renovations at the Intelligence facility are necessary to improve working conditions and maximize space utilization. This report provides information on how the project's funding requirements will be met.

Discussion:

Bids were called from the Service's five prequalified vendors to complete renovations to this facility. The bids from the tender process were competitive but, due to current market conditions in the construction industry and the Service's phased construction, came in higher than what had been anticipated during the design phase. The total funding shortfall, based on the low bid received, is approximately \$1.1M.

The design of the renovations has been reviewed in detail to determine whether changes to the design could be made that would reduce costs. No changes of financial significance could be made without compromising the positive outcome of this project. Therefore, other projects within the capital program have been reviewed to determine whether funds could be diverted to this project.

The Service has identified two projects in the 2009 plan, the Automated Fuel Management project and the purchase of the Explosive Containment Vessel, that can be deferred and the funding allocated to these projects transferred to the Intelligence project. The deferral of these projects by one year will provide the required funding in 2009 for the Intelligence project with no net impact on the approved capital program. The Intelligence renovation capital project is in progress and of higher priority than the two projects recommended for deferral.

The Service will continue to monitor its capital program throughout 2009. If surplus funding can be identified in any 2009 project during the year, the Service will review the potential of transferring funds back to one or both of these projects. If no funding is identified during 2009, funding for the two deferred projects will be requested in the 2010-2014 capital program.

The revised 2009-2013 program, taking into consideration these recommended transfers, is provided in Attachment A.

Conclusion:

The revised 2009-2013 Capital Program continues to address the Service's facility infrastructure and information technology priorities. The deferral of two projects (Automated Fuel Management and Explosive Containment Vessel) and transfer of their funds to the Intelligence project will provide the Intelligence project with sufficient funding to be completed as currently designed. The two deferred projects will be reintroduced in the 2010-2014 program, unless funding can be identified during 2009 to begin to address these projects.

Mr. Angelo Cristofaro, Acting Chief Administrative Officer, Administrative Command will be in attendance to answer any questions from the Board.

The Board approved the foregoing report.

**2009-2013 CAPITAL BUDGET PROGRAM (\$000s)
REVISED PROGRAM (AFTER JANUARY 2009 TRANSFERS)**

Proj. #	Project Name	Plan to end of 2008	2009-2013 Request					Total 2009-2013 Request	Total 2014-2018 Forecast	Total Project Cost
			2009	2010	2011	2012	2013			
On-Going Projects										
1	New Training Facility	70,732	5,072	0	0	0	0	5,072	0	75,804
2	In - Car Camera	3,962	2,300	2,400	0	0	0	4,700	0	8,662
3	Digital Video Asset Management II	4,365	1,300	0	0	0	0	1,300	0	5,665
4	State-of-Good-Repair - Police	14,230	2,300	2,300	2,500	2,553	2,647	12,300	15,358	41,888
5	Intelligence / Special Investigations Facility	1,765	3,984	0	0	0	0	3,984	0	5,749
6	Radio Replacement	10,685	0	7,448	5,700	5,700	0	18,848	0	29,533
Total On-Going Projects		105,739	14,956	12,148	8,200	8,253	2,647	46,204	15,358	167,301
New Projects										
7	11 Division - Central Lockup	366	2,946	15,715	7,918	0	0	26,578	0	26,944
8	14 Division - Central Lockup	0	326	8,048	17,666	8,883	0	34,923	0	34,923
9	Property & Evidence Management Storage	258	0	0	0	0	10,000	10,000	25,000	35,258
10	Acquisition, Impl'n of New RMS	0	400	1,564	8,092	8,752	4,670	23,478	990	24,468
11	911 Hardware / Handsets	0	0	292	421	432	0	1,145	0	1,145
12	AFIS/Livescan/RICI	0	324	0	3,000	0	0	3,324	3,000	6,324
13	HRMS - Additional functionality	0	108	346	0	0	0	454	0	454
14	Replacement of Voice Mail	0	0	864	0	0	0	864	0	864
15	Data Warehouse Establishment	0	0	0	0	343	2,411	2,754	6,003	8,757
16	54 Division (includes land)	0	0	0	0	0	300	300	36,012	36,312
17	41 Division (includes land)	0	0	0	0	0	0	0	38,403	38,403
18	13 Division (includes land)	0	0	0	0	0	0	0	29,901	29,901
19	Long Term Facility Plan	0	0	0	0	0	0	0	6,000	6,000
20	Fuel Management System	0	0	0	0	0	0	0	0	0
21	HRMS Upgrade	0	0	0	0	0	0	0	822	822
22	TRMS Upgrade	0	0	0	0	0	0	0	3,354	3,354
23	Fibre Optics	0	0	0	0	0	0	0	11,800	11,800
24	Electronic Document Management	0	0	0	0	0	0	0	500	500
25	Anticipated New IT Projects	0	0	0	0	0	0	0	15,000	15,000
25a	EDU/CBRN Explosive Containment	0	0	0	0	0	0	0	0	0
Total New Projects:		624	4,103	26,829	37,097	18,409	17,381	103,820	176,784	281,228
Total Debt-Funded Projects:		106,362	19,060	38,977	45,297	26,662	20,028	150,025	192,142	448,529
Other than debt expenditure (Draw from Reserve)										
26	Vehicle and Equipment Replacement	25,230	5,617	5,617	5,617	5,617	5,617	28,085	28,085	81,400
27	Workstation, Laptop, Printer Lifecycle	15,173	4,785	4,816	4,826	3,774	4,785	22,986	22,986	61,145
28	Servers Lifecycle	7,316	2,910	3,010	3,120	3,230	3,340	15,610	15,610	38,536
29	IT business resumption Lifecycle	6,923	0	1,588	1,644	1,701	1,761	6,693	6,693	20,310
30	Mobile Workstations Lifecycle	7,970	0	0	250	7,500	1,500	9,250	9,250	26,470
31	Network Equipment Lifecycle	1,600	1,723	480	500	520	2,603	5,826	5,826	13,252
32	Locker Replacement Lifecycle	1,100	550	550	0	0	0	1,100	0	2,200
33	Furniture Replacement Lifecycle	750	750	750	750	750	750	3,750	3,750	8,250
34	AVLS Replacement Lifecycle	0	0	316	593	639	0	1,548	1,547	3,095
35	In - Car Camera lifecycle Replacement	0	0	0	0	33	655	687	851	1,538
36	Voice Logging lifecycle Replacement	0	0	459	324	0	370	1,153	1,153	2,306
37	CAD - Computer Aided Dispatch System	0	0	0	0	100	331	431	431	862
38	Electronic Surveillance Lifecycle Replacement	0	0	0	1,977	0	0	1,977	1,977	3,954
39	Digital Photography lifecycle Replacement	0	0	126	130	0	0	256	256	512
40	DVAM I Lifecycle Replacement	0	0	1,109	0	0	0	1,109	1,109	2,218
41	Repl. of Call Centre Application (ACD-X)	0	0	315	0	0	0	315	315	630
42	DVAM II Lifecycle Replacement	0	0	0	0	0	0	0	1,417	1,417
43	Asset and Inventory Mgmt. System (AIMS)	0	0	0	127	0	0	127	127	254
44	Property & Evidence Scanners Lifecycle	0	0	0	65	0	0	65	65	129
45	DPLN Replacement	0	0	0	0	778	0	778	778	1,556
46	Telephone Handset Replacement	0	0	300	300	300	300	1,200	1,500	2,700
47	Radio Replacement	4,000	2,000	0	0	0	0	2,000	0	6,000
48	Livescan Machines	0	0	435	0	0	0	435	435	870
49	Wireless Parking System	0	0	0	3,060	0	0	3,060	3,060	6,120
Total Reserve Projects:		70,062	18,335	19,871	23,283	24,941	22,011	108,441	107,220	285,723
Total Gross Projects		176,424	37,395	58,848	68,580	51,604	42,040	258,466	299,362	734,252
Funding Sources:										
Vehicle and Equipment Reserve		(70,062)	(18,335)	(19,871)	(23,283)	(24,941)	(22,011)	(108,441)	(107,220)	(285,723)
Funding from DND		(7,374)	(2,458)	0	0	0	0	(2,458)	0	(9,832)
Funding from Development Charges		0	(1,052)	(3,000)	(1,503)	(1,300)	(1,100)	(7,955)	(5,500)	(13,455)
Funding from Capital Financing Reserve		0	(1,184)	0	0	0	0	0	0	0
Total Funding Sources:		(77,436)	(23,029)	(22,871)	(24,786)	(26,241)	(23,111)	(118,854)	(112,720)	(309,010)
Total Net Request		98,988	14,366	35,977	43,794	25,362	18,928	139,612	186,642	425,242
5-year Average:								27,686	37,328	
City Target:			25,206	33,968	33,299	23,919	23,919	140,311	119,595	
City Target - 5-year Average:								28,062	23,919	
Variance to Target			10,840	(2,009)	(10,495)	(1,443)	4,991	699	(67,047)	
Variance to Target - 5-year Average:								377	(13,409)	

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

#P21. CONTRACT EXTENSION – AJILON CONSULTING

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

Subject: CONTRACT EXTENSION - AJILON CONSULTING

Recommendation:

It is recommended that the Board approve the extension of the contract with Ajilon Consulting to December 31, 2009, and to a maximum cost of \$700,429, including taxes.

Financial Implications:

Funding for the 2009 extension of the contract with Ajilon Consulting is available from anticipated salary savings due to continued vacancies in the unit.

Background/Purpose:

In December 2007, Ajilon Consulting was awarded a contract to supply two (2) consultants based on a Request for Service (RFS) #1096100-07. The contract was for the provision of technical services to the Enterprise Architecture Unit (ENA) of Information Technology Services (ITS) for several technology infrastructure initiatives for the period January 1, 2008 to December 31, 2008, at a cost of \$354,538 (including taxes).

In 2008, consultants from Ajilon Consulting worked on a number of critical TPS applications (Criminal Information Processing System - CIPS; Vehicle in Pound system – VIP; and Distributed Computer Environment - DCE) that used out-dated technologies and faced discontinued support by the vendors. The two contractors completed the upgrades and also worked on enhancing the computer authentication system to bring it up to a current and supportable version. These contractors will now be required to participate on new ITS initiatives to create a common data communication layer to facilitate the integration of a number of diverse applications and will also look to integrate enhanced systems security within the overall TPS environment.

The purpose of this report is to request an extension of the Ajilon Consulting contract for two (2) consultants to December 31, 2009 to upgrade the technical components of the Service's security and application infrastructure.

The cost of extending the Ajilon Consulting contract for 2009 is \$345,891, resulting in a total cost of \$700,429 (including taxes) to December 31, 2009.

Discussion:

During 2008, ENA utilized the services of Ajilon Consulting for several infrastructure initiatives. The consultants provided by Ajilon Consulting enables ENA to meet project commitments, and to continue to bring the Service's technical infrastructure, security components and critical business applications, up to current and supported standards.

The consultants that Ajilon Consulting will assign have specific knowledge developed during their 2008 assignments, making them qualified to continue with the upgrade of the technology infrastructure and applications. Due to the current vacancies, extending the consulting contract is the most efficient and cost effective way to allow the work to carry on without retraining or interrupting the projects.

The ENA unit is currently five (5) positions below its established strength of 13 positions. This unit has experienced difficulties in filling the vacancies due to a variety of challenges including:

- a shortage of skilled applicants in this area;
- a high demand in the labour market for the same skills the Service requires;
- the Service's pay scale not being competitive for the skills and expertise required; and
- the Service's requirement for a background check and the time required to complete this process.

Conclusion:

The Service is in the process of upgrading its technological infrastructure, security environment and business applications, to current and supported standards. It is therefore necessary to cover off the vacancies in ENA with consulting resources in order to keep upgrade projects moving and completed. Once the vacancies are filled there will no longer be a need for consulting services unless a unique expertise not available internally is required or if the workload for priority projects exceeds the capacity of internal staff. An RFS process will be conducted if additional consulting services are required.

The Service has experienced significant difficulties recruiting qualified candidates for the Enterprise Architecture unit. As a result, the unit is currently five positions below strength. This has necessitated a review of the job descriptions and compensation for some of the positions in the unit.

The extension of the Ajilon Consulting contract up to December 31, 2009, at a cost of \$345,891 is therefore recommended, and increases the total cost of the contract with Ajilon Consulting for this purpose to \$700,429 (including taxes).

Mr. Angelo Cristofaro, Acting Chief Administrative Officer, Administrative Command will be in attendance to answer any questions from the Board.

Mr. Angelo Cristofaro, Acting Chief Administrative Officer, and Mr. Cel Giannotta, Information Technology Services, were in attendance and responded to questions about this report.

The Board approved the foregoing report.

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

**#P22. REQUEST FOR FUNDS: NO BOOKS, NO BASKETBALL (SHOOT THE
RIGHT SHOT) PROGRAM**

The Board was in receipt of the following report January 16, 2009 from Alok Mukherjee, Chair:

Subject: REQUEST FOR FUNDS: NO BOOKS, NO BASKETBALL (SHOOT THE
RIGHT SHOT) PROGRAM

Recommendation:

It is recommended that the Board approve \$42,750.00 from the Board's Special Fund for No Books, No Basketball, a program directed at students at-risk residing in the Kingston-Galloway community.

Financial Implications:

If the Board approves the recommendation contained in this report, the Special Fund will be reduced by \$42,750.00.

Background/Purpose:

The Neighbourhood Basketball Association (NBA) is a charitable organization which has developed the No Books, No Basketball Program. The program objective is to "teach students at high risk of academic disengagement/failure and /or gang involvement, the fundamentals of education and basketball, emphasizing the importance of education with the same intensity as basketball training."

The program will address problems faced by at-risk youth, such as delinquency, substance abuse, violence, and academic barriers, by providing counseling, workshops, athletics, scholarships and educational programs.

A number of community volunteers and the Toronto District School Board have partnered with the NBA to deliver this program. Several letters of support for the program, including a letter from the TDSB, are appended to this report. Toronto Police Service's 43 Division Community Response Unit has also been contacted and asked to participate in the program.

Discussion:

Correspondence from Mr. Jam Johnson, Executive Director of the Neighbourhood Basketball Association, requesting funding is attached for information.

The funding requested will allow the program to obtain the necessary equipment, food for participants and pay staff wages.

Conclusion:

The program will provide academic and social support to at-risk youth and is in keeping with the Board's child and youth safety priority.

Therefore, it is recommended that the Board approve \$42,750.00 from the Board's Special Fund for No Books, No Basketball, a program directed at students at-risk residing in the Kingston-Galloway community.

Mr. Jam Johnson, Executive Director of the Neighbourhood Basketball Association, was in attendance and responded to questions about the No Books, No Basketball (Shoot the Right Shot) Program.

The Board approved the foregoing report. Mr. Johnson agreed to provide the Board with a report at the conclusion of the program.



NEIGHBOURHOOD BASKETBALL ASSOCIATION

205-4117 Lawrence Avenue East - Suite 15 - Toronto, Ontario - M1E 2R4 - (416) 849-2218 - nbaorg@hotmail.com
Charitable # 85638-3559-RR0001

December 16, 2008

Ms. Karlene Bennett
Toronto Police Services Board
40 College Street
Toronto, ON M5G 2J3

RE: NO BOOKS, NO BASKETBALL (SHOOT THE RIGHT SHOT) PROGRAM

Dear Ms. Bennett,

The neighbourhood basketball association (nba) is delighted to present this proposal for your review. The nba is a charitable organization established in response to critical community needs. Our mission is to improve the life outcomes for high-risk, criminalized youth by providing free or low-cost educational, recreational and social development opportunities.

Since 1990 key individuals within nba's team have provided support to community-based organizations in the form of program outreach and mobilization of marginalized, high-risk youth. Through these years, the nba team developed a unique approach to reaching and engaging young people who are at risk. This approach utilizes basketball as a vehicle to address the range of social and educational challenges many marginalized young people face.

As a way to build on the successes of the nba approach and meet the growing needs of marginalized young people, the nba became registered with Canada Revenue Agency as a charitable organization in 2008. The nba is now poised to build upon its existing foundation of its unique approach to engaging and developing young people as well as harness its private, public and community relationships to forge more sustainable programs and services for young people at risk.

Working with officials of the Toronto District School Board, we have forged a partnership to operate our "No Books, No Basketball (Shoot the Right Shot)" - academic and athletic mentoring program at Joseph Brant Senior Public School in the Kingston-Galloway community of Scarborough. The program teaches students at high risk of academic disengagement/failure and/or gang involvement, the fundamentals of education and basketball, emphasizing the importance of education with the same intensity as basketball training. Our proposal requests \$42 750 in funding to obtain the necessary program equipment, food for participants, as well as to pay staff.

We appreciate the Toronto Police Services Board taking an interest in helping high risk youth reach their full potential through our program. Please feel free to give me a call at 416-871-2636 if you require any further information or have any questions concerning this proposal.

Thank you for your time and consideration.

Sincerely,

Jam Johnson
Executive Director
neighbourhood basketball association (nba)



NO BOOKS, NO BASKETBALL (SHOOT THE RIGHT SHOT) ACADEMIC AND ATHLETIC MENTORING PROGRAM

RATIONALE

Decades of municipal, provincial and federal cutbacks have left few resources for recreation programming with little or no space for youth to participate in structured, physical activities. Consequently, there has been a rise in childhood obesity, youth crime, and educational failure. Because they have few constructive avenues to channel their energy, youth hang out on street corners, which leads to increased police presence in their neighbourhoods, more arrests and fewer chances of gaining meaningful employment (as a result of having a criminal record).

Inadequate education and a criminal record become substantial barriers to their employability, which often increases their likelihood of engaging in criminal activities as alternative sources of income. Also, despite often exceptional athletic ability, poor academic guidance and performance exclude many of these youth from obtaining basketball scholarships that would provide an opportunity to complete a post-secondary education and the possibility of a professional (sports) career.

Often community agencies find it difficult to engage these "high risk" youth, and thus, they rarely get the help that they desperately need (and deserve) in order to have a legitimate chance for life success.

If drastic measures are not taken and alternative education and employment models are not created for this historically marginalized demographic, the violence that we see on the streets of Toronto will continue to escalate and we will begin to see the unacceptably high levels of Black-on-Black youth crime and incarceration that plague the inner-cities of the United States.

PROGRAM APPROACH

Working with officials of the Toronto District School Board, we have forged a partnership to operate our "No Books, No Basketball (Shoot the Right Shot)" academic and athletic mentoring program at Joseph Brant Senior Public School in the Kingston-Galloway community of Scarborough.

The program is part of an initiative designed to address youth violence and gang conflict by creating opportunities to teach youth how to co-exist with each other, rather than hating and killing one another. We are dedicated to teaching students at high risk of academic disengagement/failure and/or gang involvement, the fundamentals of education and basketball, emphasizing the importance of education with the same intensity as basketball training.

Past experience has shown that the sport of basketball is an effective outreach and engagement tool as it is affordable and the sport of choice for many youth residing in low-income communities throughout the Greater Toronto Area. We will use the youth's enthusiasm for the game as the catalyst for instilling the importance of discipline and education in order to achieve their personal and professional goals.

In order to participate in the basketball training component of the program, participants will be required to attend homework and tutoring sessions. Staff, tutors and coaches will set and maintain the highest standard of attendance, behaviour and academic achievement in order to instill the work ethic and values that will be critical in order for participants to achieve personal, social, athletic and professional success.

PROGRAM STRUCTURE

We anticipate 70 students participating in the program, of which, 40 will be participate in the basketball training component. The program will be run every Saturday, from 9am-5pm from January 10 - June 13, 2009:

TIME	ACTIVITY
9:00 am – 9:30 am	<ul style="list-style-type: none">- parents/guardians drop participants off- all participants sign-in at cafeteria door- all participants can help themselves to nutritious snacks- all participants break up into tutoring/homework groups; check-in with volunteer

9:30 am – 12:00 pm	tutors and provide assigned homework (from their school) - tutors supervise and provide homework assistance - tutors sign-off on completed work before dismissal for lunch
12:00 pm – 1:00 pm	- all participants eat lunch together in cafetorium (provided for free)
1:00 pm – 4:00 pm	- staff/tutors/volunteers conduct supervised activities in cafetorium for up to 30 non-basketball training participants - up to 40 basketball training participants change and check-in with coaches for brief nutritional talk in the gymnasium - coaches conduct basketball drills, scrimmages, fitness training, etc.
4:00 pm – 5:00 pm	- gym participants change and return to cafetorium - non-gym participants wrap up supervised activities - all participants receive closing message from Program Coordinator - participants sign out and wait for parent/guardian pick-up or dismissal

GOALS & OBJECTIVES

The main objective of the No Books, No Basketball (Shoot the *Right* Shot) Program is to provide high-risk students residing in the Kingston-Galloway community who are currently in grades 5-8 with structured, supervised and goal-orientated academic and athletic training. By reaching these students at an early stage in their academic careers, it is our hope that the program will equip them with the tools to make positive life choices, avoid gang involvement/criminalization, achieve academic success and position themselves to have multiple career options.

We will strive to educate the student athlete on the basic fundamentals of basketball, nutrition, sportsmanship, education, fitness training, skill development, strength and conditioning. We will strive to develop the highest level of basketball skills attainable by the individual player and/or team by creating focused athletes who are aware of the mental, spiritual and physical aspects of fitness, life, education and the game of basketball.

BUDGET

BUDGET ITEM	TOTAL	IN-KIND/COMMITTED	REQUESTED
<u>Occupancy:</u> permit fees + insurance	\$17 000	\$17 000	
<u>Staff:</u> Program Coordinators (2) staff (6) tutors (10)	\$20 000 \$16 560 \$36 800		\$20 000
<u>Program Equipment:</u> basketballs, training equipment, etc. walkie-talkies (4)	\$13 350 \$200		\$13 350 \$200
<u>Program Materials/Supplies:</u> workbooks photocopies food (breakfast and lunch) food equipment/utensils staff/volunteer t-shirts participant jerseys (40)	\$500 \$100 \$9 200 \$400 \$100 \$600	\$500 \$100	\$9 200
TOTAL	\$114 710	\$71 960	\$42 750

EVALUATION / OUTCOMES

Success will be measured via on-going communication between the participants, parents/guardians, staff, coaches, tutors and volunteers to determine whether participants demonstrate/exhibit:

- 1) an improvement in grades;
- 2) an increase in mental alertness/concentration;
- 3) an increase in cardiovascular fitness/excess weight loss;
- 4) fewer incidents of family and/or peer conflict; and/or
- 5) fewer negative interactions with authority figures/law enforcement



140 Borough Drive
Scarborough, Ontario
Tel: (416) 396-9192
Fax: (416) 396-9166

TO: Toronto Police Services

DATE: January 12, 2009

FROM: Al Wolch
Superintendent of Education
Toronto District School Board
South-East 4

RE: Jam Johnson's Neighbourhood Basketball Program at Joseph Brant Senior Public School

The purpose of this letter is to indicate the Toronto District School Board's as well as my personal support for Jam Johnson's Neighbourhood Basketball Program. Our support can be substantiated by the fact that we have absorbed all facility costs associated with permitting the Joseph Brant gymnasium for the full day on Saturdays. There will be no cost to Jam or his organization.

The Toronto District School Board has chosen to waive the fees in recognition that Jam will be providing an excellent program with a range of critical components to support a group of "at-risk" students in one of the city's priority neighbourhoods. The program will serve some of our neediest students in our local neighbourhood. It is exactly the type of partnership the TDSB is actively seeking.

Sincerely,

A handwritten signature in cursive script, appearing to read 'Al Wolch'.

Al Wolch
Superintendent of Education
Toronto District School Board



Arnold Minors & Associates

964 Avenue Road
Toronto Ontario Canada M5P 2K8
1 416 483 3583
arnoldminors@sympatico.ca

12 December 2008

TO WHOM IT MAY CONCERN

I was a Community Development Officer and a Policy Development Officer (PDO) at the City of Toronto. In both roles, I had the opportunity to see the results of many programs intended to make a difference in the lives of Toronto's youth, especially those young people who are at serious risk of being marginalized by the effects of poverty and racism. In the PDO position, I was the City's liaison person with the Toronto Police Services Board for the Board's Futures Fund.

I have known John ("Jam") Johnson for a number of years. He has been very active in working in neighbourhoods in Toronto to improve the lives of youth, particularly young Black women and men.

I have always found Mr. Johnson to be honest, sincere and passionately committed to everything that he touches. I know that he can and does use basketball programming to engage so-called "high-risk" youth in order to ensure that they understand and try to attain their potential in a variety of areas, including academic. He is also able to mobilize the energy of community residents and public and not-for-profit sector staff. I particularly appreciate his ability to quickly achieve outcomes that make a real and lasting difference.

I have no hesitation in writing this letter. Neither would I hesitate about making this letter public, if necessary.

A handwritten signature in black ink, appearing to read "Arnold Minors". The signature is fluid and cursive, with a large initial "A" and "M".

Arnold Minors
Co-ordinating Associate



Councillor Raymond Cho

Scarborough-Rouge River, Ward 42

Chair, Toronto Zoo, Board of Management
Vice Chair, Scarborough Community Council
Vice Chair - Parks, Parks and Environment Committee

City Hall
100 Queen Street West, Suite B23
Toronto, Ontario M5H 2N2
Tel: 416-392-4076 / 4077 / 4078

Constituency Office
150 Borough Drive, Second Floor
Scarborough, Ontario M1P 4N7
Tel: 416-392-4103

Fax: 416-696-4159
E-mail: councillor_cho@toronto.ca
Web: www.raymondcho.com

December 16, 2008

To Whom It May Concern:

Re: Letter of Reference – Jam Johnson

It gives great pleasure to write this letter of reference for the above named person whom I have known for many years.

Years ago, I opened a Hope Centre in the heart of Malvern Community located at the Empringham Housing Project and Jam was helping youth who had interpersonal or academic problems at high schools. The young people from around the neighbourhood of Empringham were coming to this Hope Centre to improve in their learning skills and achieve their academic goals.

Jam impressed me as a genuine caring person for youth. He appears to have very caring interpersonal skills with which he was able to reach out to any young people with some difficulties.

I am delighted to learn that Jam and his association (Neighbourhood Basketball Association) are about to apply for a grant from the Police Service Board to run a program called No Books, No Basketball (Shoot the Right Shot).

In conclusion, Jam Johnson has impressed me as a warm, caring community leader who cares about young people in our country and I sincerely hope that he gets some financial assistance from whoever who could help him, so that Jam could run No Books No Basketball (Shoot the Right Shot) program for young people who could benefit from the program.

Thank you.

Sincerely Yours,

Raymond Cho
Toronto City Councillor
Ward 42 – Scarborough-Rouge River

NO BOOKS, NO BASKETBALL SHOOT THE *RIGHT* SHOT™

Academic and Athletic Mentoring Program
for students of Black/African heritage in grades 5-8



At the top of your game,
*but your grades are a
shame?*

We can help!

- ✓ homework assistance
- ✓ one-on-one tutoring
- ✓ basketball training
- ✓ nutrition & fitness lessons

*Every Saturday
January 17 - June 13, 2009
9:00 am - 5:00 pm*

Joseph Brant Senior Public School
270 Manse Rd.
(east of Morningside, south of Lawrence)



NEIGHBOURHOOD
BASKETBALL
ASSOCIATION



TO REGISTER CONTACT:

JAM JOHNSON
PROGRAM COORDINATOR

(416) 849-2218
(416) 871-2636
nbaorg@hotmail.com

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

**#P23. REQUEST FOR FUNDS: LEAVE OUT VIOLENCE (LOVE) DINNER
EVENT**

The Board was in receipt of the following report November 26, 2008 from Alok Mukherjee, Chair:

Subject: REQUEST FOR FUNDS TO PURCHASE TICKETS – LEAVE OUT
VIOLENCE (LOVE) DINNER EVENT – FEBRUARY 22, 2009

Recommendation:

It is recommended that the Board purchase tickets, at a cost of \$250.00 each, for Board members interested in attending “To Oscar with LOVE” a fund and awareness raising event and that the total cost not exceed \$1750.00. Funds are to be taken from the Board’s Special Fund.

Financial Implications:

If the Board approves this request, the Board’s Special Fund will be reduced by an amount not to exceed \$1750.00.

Background/Purpose:

Leave out Violence (LOVE) is one of the leading not for profit youth violence prevention organizations in Canada. LOVE doesn’t simply deliver anti-violence programs, but helps youth bring the violence in their lives to an end. The organization continues to train and empower community leaders of violence prevention to deliver resolution, community and civic responsibility messages and workshops. Through multi-media and broadcast journalism programs, leadership training and community outreach initiatives, youth share, critically analyze and find solutions for violence. More than 1,000 participants have benefited directly from these local programs, and the Youth Leaders have managed to reach over 35,000 of their peers across the country. LOVE’s programs are highly regarded and are recognized by several school boards, law enforcement and the community service sector.

Discussion:

Ms Judi Cohen has requested that the Board consider the purchase of tickets to LOVE’s upcoming fund and awareness raising event entitled “To Oscar with LOVE”. The event will be held on Sunday February 22, 2009 at the Eglinton Grand in Toronto. Tickets are \$250.00 each.

A letter from the event organizers is appended for the information of Board Members.

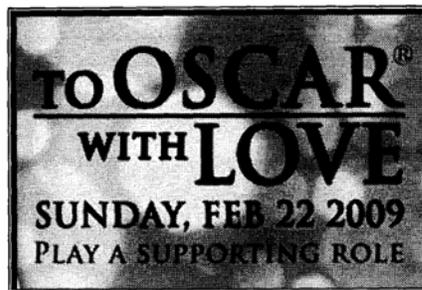
Conclusion:

It is recommended that the Board approve funding in an amount not to exceed \$1750.00 from the Board's Special Fund to purchase tickets to "To Oscar with LOVE".

The Board approved the foregoing report.

January 16, 2009

Joanne Campbell
Toronto Police Services Board
40 College St.
Toronto ON M5G 2J3



Dear Ms. Campbell,

What if you were presented with a unique opportunity to maintain a safe and thriving Toronto?

To Oscar with LOVE is a fund and awareness raising event intended to celebrate the stars on the big screen, along with local "youth-stars" in Toronto working to end violence amongst their peers. Carla Collins will be the celebrity host for the evening, which will take place on Academy Awards Night - Sunday, February 22, 2009 - at The Eglinton Grand in Toronto. Tickets are priced at \$250 each, with a capacity for approximately 300 guests.

To Oscar with LOVE is being organized by a group of avid supporters, who have come together to create a fabulous evening that will both entertain and shine a spotlight on this worthwhile organization. This Toronto-glam event will include our own red carpet cocktail reception, celebrity MC and entertainment, dinner, fundraising experiences including a Swag Room and live auction, and of course the 81st Academy Awards broadcast live from Hollywood. But most importantly, there will be a table dedicated to youth attendees who have made a noteworthy impact on their communities.

Leave Out Violence (LOVE) is one of the leading not for profit youth violence prevention organizations in Canada. LOVE doesn't simply deliver anti-violence programs, but helps youth bring the violence in their lives to an end. The organization continues to train and empower community leaders of violence prevention to deliver resolution, community and civic responsibility messages and workshops. Through multi-media and broadcast journalism programs, leadership training and community outreach initiatives, youth share, critically analyze and find solutions for violence. More than 1,000 participants have benefited directly from these local programs, and the Youth Leaders have managed to reach over 35,000 of their peers across the country. LOVE's programs are highly regarded and are recognized by several school boards, law enforcement and the community service sector.

At this time we are asking that you become a LOVE partner, by extending a cash or in-kind donation that will assist with the production of this event and on-going LOVE programs. Your sponsorship will help us to prevent rather than address youth violence. This is a goal and value shared by all Torontonians.

Thank you in advance for considering our request.

Sincerely,

The Committee, To Oscar with LOVE



SPONSORSHIP OPPORTUNITIES - To OSCAR with LOVE

● **PLATINUM LEVEL - \$10,000+**

Platinum Level Sponsors will receive:

- Verbal acknowledgement as a Platinum Sponsor by celebrity emcee Carla Collins
- Acknowledgement in LOVE's electronic newsletter (2,500+ circulation)
- Option to post a web link to Leave Out Violence on your website to profile your charitable support
- Option to distribute promotional items to all attendees
- Recognition on all event promotional materials, public relations and advertising including press release, posters and event program
- Prominent logo placement on event signage and on video screens at event
- 10 complimentary tickets to the event
- An acknowledgement receipt

● **GOLD LEVEL - \$7,500+**

Gold Level Sponsors will receive:

- Acknowledgement in LOVE's electronic newsletter (2,500+ circulation)
- Option to distribute promotional items to all attendees
- Option to post a web link to Leave Out Violence on your website to profile your charitable support
- Recognition on all event promotional materials, public relations and advertising including press release, posters and event program
- Prominent logo placement on event signage and on video screens at event
- 4 complimentary tickets to the event
- An acknowledgement receipt

● **SILVER LEVEL - \$5,000+**

Silver Level Sponsors will receive:

- Option to distribute promotional items to all attendees
- Option to post a web link to Leave Out Violence on your website to profile your charitable support
- Logo placement on event signage and on video screens at event
- 2 complimentary tickets to the event
- An acknowledgement receipt

● **BRONZE LEVEL - \$2,500+**

Bronze Level Sponsors will receive:

- Logo placement on video screens at event
- 2 complimentary tickets to the event
- An acknowledgement receipt



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

#P24. REQUEST FOR REIMBURSEMENT OF PROGRAM FEE: NOT-FOR-PROFIT GOVERNANCE ESSENTIALS PROGRAM

The Board was in receipt of the following report January 20, 2009 from Alok Mukherjee, Chair:

Subject: REQUEST FOR REMIMBURSEMENT OF PROGRAM FEE – NOT-FOR-PROFIT GOVERNANCE ESSENTIALS PROGRAM

Recommendation:

It is recommended that the Board approve the reimbursement of \$812.50, which is 50% of the program fees, to permit Ms Judi Cohen to attend the “Not-For-Profit Governance Essentials Program”.

Financial Implications:

If the Board approves this request, \$812.50 from the funds requested in the Board’s 2009 operating budget for conferences and seminars will be reallocated to this purpose.

Background/Purpose:

Ms Judi Cohen has registered to attend the “Not-For-Profit Governance Essentials” (GEP) seminar presented by TELUS, the Institute of Corporate Directors and The Rotman School of Management, University of Toronto.

The GEP is a three-day program taught by faculty from Canada’s leading business schools and some of Canada’s most accomplished Directors. This program will provide learning on key accountabilities and responsibilities of not-for-profit leaders by making extensive use of team-based, facilitated learning to ensure that participants learn not only from faculty but also from their peers. The program draws upon prominent practitioners from TELUS Community Boards across Canada and the Director community at-large to act as executives in residence. These individuals contribute to classroom discussions by sharing their experience and insights in not-for-profit governance.

The program is designed equally for Directors and Executive Directors of small and large not-for-profits.

Discussion:

I am in receipt of a letter dated January 18, 2009 from Ms Judi Cohen requesting that the Board provide funding to facilitate her participation in this program. Ms Cohen's letter, the application form for the seminar and a sample agenda is attached.

Given that this program may be beneficial in developing Ms Cohen's governance knowledge base, I recommend that the Board reimburse 50% of the cost of the program fee.

Conclusion:

It is recommended that the Board approve the reimbursement of \$812.50, which is 50% of the program fees, to permit Ms Judi Cohen to attend the "Not-For-Profit Governance Essentials Program".

The Board approved the foregoing report.

January 18, 2009

Alok Mukherjee
Chair, Toronto Police Services Board

Subject: Request for Funding – Judi Cohen - Governance Essentials Program for Directors of Not-for-Profit Organizations – Institute of Corporate Directors, Rotman School of Management

Dear Alok,

I am requesting funding to attend the Governance Essentials Program for Directors of Not-for-Profit Organizations which is offered by the Institute of Corporate Directors and the Rotman School of Management at the University of Toronto. The course is relevant to my role on the Toronto Police Services Board as it addresses governance, the duty and role of directors, board effectiveness and oversight.

The total cost is \$2,500 plus GST. I have applied for and been awarded a Telus Scholarship in the amount of \$1,000. I have been admitted to the course which is being held from January 25-27, 2009.

My acceptance and scholarship award letters are attached.

Thank you for your consideration of this request.

Yours truly,

*Judi Cohen**

Judi Cohen
Board Member, Toronto Police Services Board

**signed pursuant to the Electronic Commerce Act*



INSTITUTE
OF CORPORATE
DIRECTORS



Rotman School of Management
UNIVERSITY OF TORONTO

Not-For-Profit Governance Essentials Program (GEP)

APPLICATION FOR ADMISSION

THE NOT-FOR-PROFIT GOVERNANCE ESSENTIALS PROGRAM (GEP)

The GEP is a national governance education program jointly developed by the Institute of Corporate Directors and the Rotman School of Management, University of Toronto and presented by TELUS. The program is delivered in collaboration with leading schools across Canada for directors and executive directors of small and large not-for-profits.

ELIGIBILITY FOR THE GEP

The GEP admissions policy has been developed with a belief that positive learning environments are best achieved when a class is constructed by balancing diversity, experience, and the ability of participants to contribute positively within the group.

To be eligible for admission into the GEP, applicants are required to have either board experience, senior management experience, or professional experience. Preference will be given to applicants who have demonstrated experience with, or a desire to become involved in, the governance of not-for-profit organizations. Space is limited and there is no guarantee of admission into the program. Preference will be given to those with the most applicable experience and to address issues of diversity within the class setting.

ELIGIBILITY FOR TELUS SCHOLARSHIP

A limited number of need-based TELUS Scholarships, valued at \$1,000.00 each, are available to support the participation of not-for-profit board members and executive directors who otherwise would not be able to participate in the program due to financial considerations.

Scholarship applications must be submitted along with the admissions application, but no later than 7 days before the program start date. Decisions are made on a rolling, first-come-first-served basis and there is no guarantee of receiving a scholarship. All decisions are final.

To be eligible for a scholarship, the scholarship applicant must currently serve as a board member or executive director of a not-for-profit organization in Canada or be newly appointed to such an organization. Scholarship decisions are based on the evidence provided of the financial need of the organization and the scholarship applicant, and on the anticipated benefits to the organization of the scholarship applicant's participation in the program. Preference will be given to scholarship applicants from small not-for-profit organizations that have wide reach and impact, and that have demonstrated a commitment to good governance.

Presented by

 TELUS®

REQUIRED FROM APPLICANT

To submit a complete application to the Admissions Committee of the Not-For-Profit Governance Essentials Program (GEP), please send the following to the Institute of Corporate Directors in Toronto:

- 1) Completed application form
- 2) Current resume
- 3) Letter of application that addresses eligibility criteria

Applicants are strongly encouraged to submit a complete application as early as possible. All applications are date stamped and only completed applications are reviewed.

NOTICE OF ADMISSION

The Not-For-Profit Governance Essentials Program has an Admissions Committee that reviews all applications for program eligibility. Results are communicated to applicants by email within 1 week of receipt of an application.

PROGRAM FEE

A one-time tuition payment of:

- \$2,500 + 5% GST = \$2,625 is due at the time of application for all provinces except Quebec.
- For the Quebec program, a one-time payment of \$2,500 + 5% GST = \$2,625 + 7.5% QST = \$2,821.88 is due at the time of application

For TELUS scholarship applicants only, a minimum payment of:

- \$1,625 (\$2,500 + 5% GST = \$2,625 - \$1,000 = \$1,625) is due at the time of application for all provinces except Quebec.
- For the Quebec program, a minimum payment of \$1,821.88 (\$2,500 + 5% GST = \$2,625 + 7.5% QST = \$2,821.88 - \$1,000 = \$1,821.88) is due at the time of application.

Should the scholarship application be declined, the applicant will be notified and given the option to accept admission into the course. Once the applicant accepts admission into the course offering he/she is liable for the full course fee. Please see the TELUS Scholarship Application form for eligibility and further information.

CANCELLATION POLICY

Refunds will be given for cancellations received in writing to ICD's Director of Education no later than 28 days before the start date of the course subject to an administration fee of \$250 (plus applicable taxes). Cancellations received in writing less than 28 days and no later than 14 days before the start date of the course will be issued a full credit on account to be applied to another offering within one calendar year. No refunds will be provided for cancellations received less than 14 days before the start date of the course. Non-attendance will incur the full course fee. Should the ICD need to cancel or postpone a course offering, applicants will be issued a full refund.

NOT-FOR-PROFIT GOVERNANCE ESSENTIALS PROGRAM

APPLICATION SUBMITTED FOR

City _____ GEP Program Number _____ GEP Program Start Date _____

The ICD receives applications from many qualified applicants wishing to participate in the GEP and there is no guarantee of admission.

Should class space not be available for the program start date to which you have applied, do you wish to have your application forwarded to the next available program for consideration by the Admissions Committee?

Yes No If Yes, please note the preferred city _____

APPLICANT

Mr. Ms. Mrs. Dr.

Last Name _____ First Name _____

Preferred Name _____

Current Title/Position _____

Company/Organization _____

BUSINESS MAILING ADDRESS

Street Address _____ Suite Number _____

City _____ Province/State _____ Postal/Zip Code _____

Telephone _____ Ext. _____ Fax _____ E-mail _____

HOME ADDRESS

Street Address _____ Suite Number _____

City _____ Province/State _____ Postal/Zip Code _____

Telephone _____ Fax _____ E-mail _____

Preferred mailing address: Business Home

Are you a current TELUS employee? Yes No



PLEASE LIST BOARD EXPERIENCE (if necessary, attach separate list)

ORGANIZATION	TYPE OF ORGANIZATION <small>ie: Public, Private, Not-for-profit, Crown</small>	SIZE OF ORGANIZATION REVENUE <small>ie: small \$0 - \$100M Medium \$101-\$500M Large over \$500M</small>	BOARD POSITION <small>ie: Chair, Vice-Chair, Committee Chair, Committee Member</small>	YEARS SERVED <small>ie: 2000-2007</small>	YEAR APPOINTED

TELUS SCHOLARSHIP

TELUS is offering a limited number of scholarships of \$1,000 each to support the participation of not-for-profit board members and executive directors who otherwise would not be able to participate in the program due to financial considerations.

Are you also submitting a Scholarship Application Form? Yes No

METHOD OF PAYMENT

- Enclosed, please find my cheque payable to the **Institute of Corporate Directors**
- I would like to make payment by: Visa MasterCard
- One-time payment of \$2,500 plus applicable taxes
 \$2,625 for all provinces except Quebec
 \$2,821.88 for the Quebec program
- Minimum payment for TELUS scholarship applicants only
 \$1,625 for all provinces except Quebec
 \$1,821.88 for the Quebec program

Card # _____ Expiry Date (mm/yy) _____

Name on Card _____

Signature of Applicant _____ Authorized cardholder signature (if different from applicant) _____

Date _____

Course fees are due at the time of application. Applicants are encouraged to carefully review the admissions criteria against their experience and qualifications before submitting an application for admissions. Applicants who are declined admission will receive a full refund subject to an administration fee of \$250 (plus applicable taxes).

Presented by



HOW DID YOU HEAR ABOUT THE NOT-FOR-PROFIT GOVERNANCE ESSENTIALS PROGRAM?

Check all that apply:

- Colleague Globe & Mail Newspaper ICD Direct Mail ICD Email ICD Graduate Ad ICD Member
- ICD Partner Event ICD Web site Internet Search Local Business School Local Newspaper Ad
- Other Association Letter/Email Other Association Web site Past Participant Referral Rotman Ad
- Rotman Email Rotman Web site Other _____

DECLARATION

I hereby certify that all statements on the application and in any material filed in support hereof are true, correct and complete and all material information has been disclosed.

I understand that if the Institute of Corporate Directors (ICD) finds to the contrary, my association with, admission to, or registration in the program may be rescinded and cancelled after notice in writing to me at my home address. Should I be admitted and enrolled in the Governance Essentials Program, I understand that I am fully responsible for all fee payments. I pledge to conduct myself in a manner of integrity, honesty and respect for individuals in the ICD community. If I am found to act in a manner contrary to the aforementioned values, I understand that I may be required to withdraw from the program.

Applicant's Signature

Date

PLEASE SEND YOUR COMPLETED APPLICATION FORM TO:

Admissions Committee
Institute of Corporate Directors

602--40 University Avenue
Toronto, ON, M5J 1T1

Tel.: 416.593.7741 or 1.877.593.7741 ext. 236 or 230

Fax: 416.593.0636

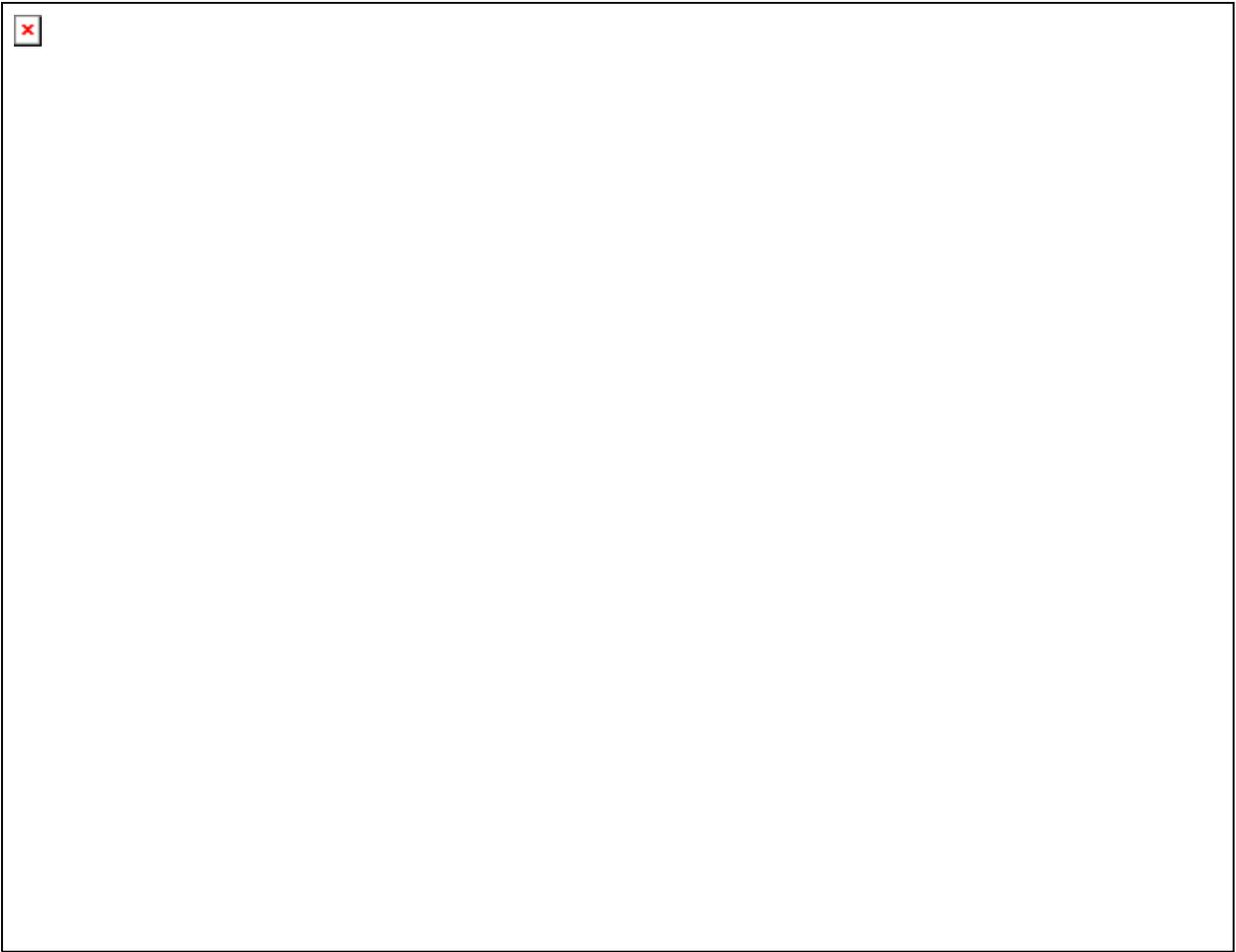
E-mail: education@icd.ca

www.icd.ca

Presented by







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

#P25. IN-CAMERA MEETING – JANUARY 22, 2009

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

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

#P26. ADJOURNMENT

Alok Mukherjee
Chair