



The following *draft* Minutes of the meeting of the Toronto Police Services Board held on March 30, 2009 are subject to adoption at its next regularly scheduled meeting.

The Minutes of the meeting held on February 12, 2009, previously circulated in draft form, were approved by the Toronto Police Service Board at its meeting held on March 30, 2009.

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

PRESENT:

Ms. Pam McConnell, Councillor & Acting 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

ABSENT:

Dr. Alok Mukherjee, Chair

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 MARCH 30, 2009**

#P48. INTRODUCTIONS

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

Ms. Judy SANDFORD, Manager, Records Management Services
Inspector Anil ANAND
Sergeant Jeffrey BANGILD
Sergeant Pedro DIAZ
Sergeant Reginald ELDRIDGE
Sergeant Glen GEORGE
Sergeant Michael HALES
Sergeant Shawn LAWRENCE
Sergeant Randall LEE
Sergeant Jude LOPES
Sergeant David MALE
Sergeant Charles MITCHELL
Sergeant Anthony PAOLETTA
Sergeant Warren STEIN
Sergeant John THERIAULT
Sergeant Carolyn VANDENBERG

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**#P49. INFORMATION TECHNOLOGY SERVICES – HUMAN RESOURCES
STRATEGY**

The Board was in receipt of the following report February 11, 2009 from William Blair, Chief of Police:

Subject: INFORMATION TECHNOLOGY SERVICES HUMAN RESOURCE
STRATEGY

Recommendation:

It is recommended that the Board receive the following report.

Financial Implications:

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

Background/Purpose:

At its meeting held on September 18, 2008, the Board was in receipt of a report with respect to the approval of a new job description – Project Leader, Wireless Networks, Radio & Electronic Services. The Board approved the request and the following motion (Min. No. P268/08 refers):

“ that the Board be provided with a briefing, at a future meeting, on a human resources strategy for Information Technology Services. The briefing should include options that are being considered with respect to contracts for consulting services.”

The purpose of this report is to provide the Board with the briefing requested and an overview of the trends, influences, issues and opportunities associated with human resources in Information Technology Services (ITS), and strategies planned to manage them.

Discussion:

The use of technology has become a business driver to facilitate change and competitive advantage across the globe. Competition for information technology skills has correspondingly increased and at the same time, interest in information technology careers has declined significantly since before 2000. As a result, ITS has been experiencing:

- an increase in staff turnover;
- fewer applicants for vacant positions;
- losing applicants to higher paying offers; and
- applicants without the key skills required for a position.

The human resource strategy of ITS attempts to balance, within the operating and capital budget programs, the capacity and capability of the resources needed to provide technical services to the Toronto Police Service (TPS), to ensure the Service's information systems are current, properly maintained, cost-effective, value-added and meet the information needs of the various units.

The capacity and capability requirements to provide technical services are met using a combination of permanent and temporary members, short term consulting and contract services based on:

- staffing levels and budgets to maintain basic, ongoing operations and service;
- uniqueness of expertise, knowledge and skill sets required;
- initiatives to upgrade and maintain the currency of equipment, technical infrastructure and applications; and
- prioritized projects to replace older technologies or introduce new ones to enhance the delivery of policing services.

Managing the human resource requirements presents challenges, which include:

- ensuring our resource pool is aligned with TPS' priorities;
- providing the appropriately skilled resource to support an initiative at the time required;
- TPS compensation levels which are not competitive for some positions; and
- continuing budget pressure on the ITS training and consulting and contracted services allocations.

ITS has employed a variety of approaches to address the challenges, for example:

- candidate search services to locate applicants;
- advertising vacancies on employment web sites, and professional association websites;
- more efficient procurement procedures for IT professional services;
- providing necessary training to ITS staff, and adopting industry best practice methodologies and certifications, such as project management, to increase efficiencies; and
- continually reviewing the need to utilize contracted services and limit the use of external service to those instances where it is the most cost-effective means of meeting the requirements of the Service.

The human resource strategy will continue to evolve. The Board will be provided with a presentation at its meeting on March 12, 2009 to expand on the strategies, such as:

- the development of business cases and more in-depth analysis to better determine the type (internal and or external) and level of resources required;
- examination of the benefits and costs of short term versus long term contracting services, and the outsourcing of appropriate services or turnkey solutions;
- working with Human Resources Command to ensure the hiring and placement process is as efficient and effective as possible in recruiting for vacant positions;
- working with Human Resources Command on evaluating positions to ensure appropriate remuneration for expertise and responsibilities, in order to increase our ability to retain and attract qualified staff;
- partnering with the Human Resource Command at TPS job fairs; and
- maximizing co-op and graduate placement programs.

Conclusion:

This report and presentation to the Board provides information on some of the key human resource issues and opportunities the Service's Information Technology Services is facing, and some of the strategies we have and will use to address these matters, with respect to both internal staff resources and the use of external consultants.

Mr. Cel Giannotta, Director of Information Technology Services, will provide the presentation to the Board.

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

Mr. Cel Giannotta, Director of Information Technology Services, was in attendance and provided a presentation to the Board. A paper copy of the PowerPoint presentation is on file in the Board office.

The Board received the foregoing report and thanked Mr. Giannotta for the comprehensive presentation.

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**#P50. CLOSED CIRCUIT TELEVISION (CCTV) PILOT PROJECT
EVALUATION**

The Board was in receipt of a report dated February 12, 2009 from William Blair, Chief of Police, with respect to the results of the CCTV pilot project. The Board was also in receipt of correspondence dated March 26, 2009 from Rosemary Gartner, Centre of Criminology, University of Toronto, in response to the Chief's report. Copies of these documents are on file in the Board office.

The Board deferred consideration of the foregoing matter to its May 2009 meeting.

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TORONTO POLICE SERVICES BOARD HELD ON MARCH 30, 2009**

**#P51. ADEQUACY STANDARDS REGULATION – POLICE SERVICES
BOARD POLICIES**

The Board was in receipt of a report dated January 12, 2009 from Alok Mukherjee, Chair, with respect to the following Adequacy Standards Regulation Policies: AI-001 Board Business Plan (amended), AI-012 Use of Force, AI-013 Speed Detection Devices, AI-014 Secure Holster, ER-009 Underwater Search and Recovery Units, and LE-016 Prisoner Care and Control (amended). A copy of the report is on file in the Board office.

The Board agreed to withdraw the report at the request of the Chair.

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#P52. STATUS OF TRAINING AUDIT RECOMMENDATIONS

The Board was in receipt of the following report February 03, 2009 from William Blair, Chief of Police:

Subject: STATUS OF TRAINING AUDIT RECOMMENDATIONS

Recommendation:

It is recommended that the Board receive the following report.

Financial Implications:

There are no financial implications resulting from the reception of this report. However, several of the responses relating to the recommendations contained within this report have had an associated cost.

Background / Purpose:

The Ontario *Police Services Act* (PSA), section 31(1) mandates that every municipality provide adequate and effective police services. The PSA specifies that in making available those services, a municipality shall provide the necessary infrastructure and administration. Part of the police infrastructure includes an effective training program that ensures police officers can adequately perform their duties.

The risks associated with inadequate training are compromised public and officer safety, which may result in litigation. Consequently, the City of Toronto Auditor General's 2005 Work Plan included a review of the Training Program of the Toronto Police Service.

The Auditor General commenced a review of the Training Program in 2006. This review resulted in a final report that was presented to the Board on January 25, 2007 (Min. No. P53/07 refers). Thirty-nine recommendations were made and as part of the audit process, the Auditor General requested that the Toronto Police Service respond to each of these recommendations.

A preliminary response to the Auditor General's recommendations was presented to the Board at the same time. This report provides an update on the implementation of the Auditor General's recommendations.

Deputy Chief Keith Forde, Human Resources Command, and Superintendent F. Darren Smith, Training and Education, will be in attendance to answer any questions that the Board may have regarding this report.

The Board received the foregoing report.

Update to Management's Response to the Auditor General's Report on the Toronto Police Service - Review of Police Training, Opportunities for Improvement

Recommendation No. 1

The Chief of Police review the management structure of the training program at the Police Service in order to ensure that accountability and responsibility for the training program throughout the Police Service are clearly defined and, if considered appropriate, assigned to one individual. This individual should be at the appropriate command level, be capable of providing leadership to ensure and enforce appropriate management, compliance, integration of information technology support, and financial controls in all areas of the training program.

Management Comments: Agree

Status: Implemented

The Service is a hierarchical organization and structural accountability exists through formalized channels. The Service and the Police Services Board (PSB) are both accountable for training funds. There is an extensive budgetary process where expenditures, along with support documentation, are examined 'line by line'. These expenditures are approved by several layers of management. The training program falls under the control of the Deputy Chief, Human Resource Command who, through the Staff Superintendent in charge of Staff Planning and Community Mobilization entrusts the management and accountability of Training and Education (T&E) to a Superintendent.

The Chief of Police has reviewed the management structure of the training program in the Service to ensure that accountability and responsibility for training are clearly defined by the Skills Development and Learning Plan (Min. No. P330/07 refers). Accountability and responsibility for the training program was assigned to the Unit Commander of Training and Education (T&E). The Unit Commander of T&E is capable of providing leadership to ensure and enforce appropriate management, compliance, integration of information technology support, and financial controls in all areas of training.

Recommendation No. 2

The Chief of Police assess the Toronto Police Service's relationships with police training organizations both within and outside Canada. The Training and Education Unit be directed to investigate best practices in all areas of police training including e-learning and simulation training and develop working relationships with other major international police service training organizations. Such a relationship to concentrate on the exchange of training practices, information and training technology. Further, the Chief of Police evaluate the costs and benefits of joining the Canadian Police Knowledge Network (CPKN). The Training and Education Unit be required to report to the Chief of Police on a regular basis with details of the relationships formed along with information collected on best practices.

Management Comments: Agree in Part

Status: Implemented

The T&E Unit continues to maintain relationships with the Canadian Police College (CPC), the Ontario Police College (OPC), the Justice Institute of British Columbia (JIBC), the Atlantic Police Academy (APP) and the Ontario Provincial Police Academy (OPPA) thus facilitating the free flow of information concerning police training and best practices, both nationally and provincially. Additionally, members of senior management are representative members of the Canadian Association of Chiefs of Police (CACCP) - Human Resources Committee and the Ontario Association of Chief of Police (OACP) - Training Steering Committee. The audit noted that there was no involvement or “focused attention on police training organizations such as the International Managers of Police Academies and College Trainers.” In fact, this organization meets once per year at the International Association of Chiefs of Police (IACP) conference. For some time, the TPS had senior management representation in the organization noted by the Auditor General; however the benefits to the TPS of continued membership was very minimal, therefore, the membership was allowed to lapse.

In order to further investigate best practices in all areas of police training, including e-learning and simulation training, the Unit Commander of the Training and Education Unit has established additional relationships with members of other police training organizations both nationally and internationally; these relationships are designed to concentrate on the exchange of training practices, information and training technology. The TPS has joined the Canadian Police Knowledge Network (CPKN) and the Unit Commander of Training and Education holds a position on the Board of Directors of CPKN. Further, the Officer in Charge of the Learning Development and Standards section now holds a position on the E-Learning Advisory Committee of the Police Sector Council of Canada. The Training and Education Unit is required to report to the Chief of Police on a regular basis with details of the relationships formed along with information collected on best practices.

Recommendation No. 3

The Chief of Police ensure that the total costs of all training are summarized, accounted and budgeted for and disclosed separately. The training costs should include all training provided by the Toronto Police Service including training provided by the specialized units, training provided by divisional training sergeants, and costs relating to the organization of various conferences and seminars. Such training costs should be benchmarked against other major police services within Canada, the US and the UK.

Management Comments: Agree in Part

Status: Implemented

The audit notes that “training costs should be benchmarked against other major police services.” This benchmarking process has a large caveat. It is imperative that any other services use an extremely similar process for assessing costs for there to be a proper comparison. When

benchmarking, it is vital to recognize that concepts, definitions, components (and the methods used for calculating the components) and ratios may not be similar across all agencies involved in the benchmarking process. For example, agencies may offer different types of training, use different methods to deliver the training, may have different class sizes, may have different training facilities/resources, may have different 'student' populations, and so on. As much as possible, concepts, definitions, components, and ratios must be standardized.

With respect to benchmarking costs for similar training delivered elsewhere, this occurs at the T&E Unit on a case-by-case basis. Costs are compared for courses offered by the CPC and OPC to determine if the TPS should access those programs or offer in-house training. Specific examples include the Leadership Training models and the OPC drug course. In the first case, a TPS partnership with Humber College and the University of Guelph is much more cost effective than similar CPC or OPC courses. In the second case, the TPS drug course was discontinued and all drug officers attend OPC. When performing these analyses, delivery and attendance costs are both considered.

The T&E Unit also benchmarked all of its course offerings, in terms of costs, course lengths and subject matter, against other similar programs across Canada and the United States to determine the viability of retaining that training within the TPS. In each case, it was found that the current training offered at the T&E Unit exceeded training provided elsewhere in terms of the efficiency of costs or caliber of material.

The accounting for costs of training occurs in a multi-fold process. The Financial Management Unit has a global budget for all training costs inclusive of individual unit training budgets, Training and Education Unit and centralized accounts. External learning opportunities require prior approvals and costs are tracked through the use of Travel/ External Training and Cost Estimate Forms (TPS 620) and a Travel / Training Expense Report (TPS 622).

The Time and Management Resource System (TRMS) allows for the measurement of time spent in training activities, which can be monetized if required.

Implementation of this recommendation commenced in January 2007 and is ongoing.

Recommendation No. 4

The Chief of Police ensure that the Toronto Police Service is in compliance with the Equipment and Use of Force Regulation of the Police Services Act. The training program at the Training and Education Unit be amended to accommodate legislative requirements.

Management Comments: Agree

Status: Implemented

It must be emphasised that technical non-compliance with the Use-of-Force Regulation at no time placed any member of the public at risk. At no time was any police officer allowed to carry a firearm who was not competent to do so. Training, such as that provided on the Crisis

Resolution and Officer Safety (CROS) course has ensured that all TPS officers are competent and confident with all use-of-force options, tactics, and crisis resolution skills.

The T&E Unit anticipated this audit finding and detailed plans were put in place to ensure strict compliance during 2007 training and thereafter.

Due to the serious limitations of the existing training facilities (i.e - there are only 18 positions for officers on the firing range), T&E discontinued Advanced Patrol Training (APT) and Undercover Officer Tactical Safety Courses beginning in 2007. These were replaced with the newly designed annual two-day CROS program. This program includes use-of-force re-qualification, officer safety tactics, crisis resolution, domestic and relationship violence, human relations and procedural updates

Recommendation No. 5

The Chief of Police direct all members of the Toronto Police Service that they are required to comply with all policies and procedures issued by the Chief, as well as directives approved and issued by the Toronto Police Services Board.

Management Comments: Agree

Status: Implemented

The Chief of Police directed all Service members to be familiar with and conduct themselves in accordance with all Service Governance. This direction is currently contained in the Service's Standards of Conduct issued, in the form of a pocket-sized manual, to all members. This document is also available electronically on the Service Intranet. Routine orders are published as a 'reminder' for all members.

Service Governance includes:

- Police Services Board Policies and By-laws;
- Toronto Police Service Collective Agreements;
- Standards of Conduct;
- Service Governance Definitions;
- Policy and Procedures Manual;
- Routine Orders;
- Specialized manuals issued by the Chief of Police;
- Unit operating procedures issued by their Unit Commander;
- CPIC messages; and
- Direction from a superior.

Recommendation No. 6

The Chief of Police consider the implementation of an internal control process where compliance with legislation, as well as compliance within (sic) policies and procedures, is verified on a sample basis by the Internal Quality Assurance Group. Such a sample be

determined on a priority/risk basis. Instances of non-compliance be reported to the Chief of Police and dealt with through the disciplinary process.

Management Comments: Agree In Part

Status: Implemented

The Chief of Police has created an independent internal control mechanism under the direction of the Staff Superintendent of Professional Standards to help ensure compliance with legislation, policies and procedures. The Inspection Unit falls under the umbrella of Risk Management, whose mandate includes providing a monitoring function to ensure compliance with Service standards, policies and procedures. They examine high-risk areas and compliance with procedures.

In addition, the Quality Assurance (QA) Unit conducts audits of different units on an ongoing basis. The QA Unit regularly required reports from the T&E Unit concerning the status of implementation of the audit's recommendations. Consideration was given to compliance with policies and procedures in the areas that were audited.

Recommendation No. 7

The Chief of Police direct all Unit Commanders that under no circumstances should there be any contravention of the Policy (Policy 14-03) relating to coach officers. Only first class constables who are qualified and trained pursuant to policy 14-03 should be assigned as coach officers.

Management Comments: Agree

Status: Implemented

On December 18, 2008, the 2008-2010 Uniform Collective Agreement was awarded through arbitration. The section of the agreement (16:04) dealing with coach officers was replaced and now reads "A constable who is assigned to coach a recruit during the first ten (10) weeks of the recruit's initial field assignment shall receive, in addition to his/her regular salary, four per cent (4%) of the constable's salary during the time when the constable is coaching the recruit."

There is no longer a requirement in the collective agreement for a coach officer to be a first class constable. However, procedure 14-03, Coach Officers, requires that a coach officer must be a first class constable and have a number of other qualifications in order to coach a recruit.

Unit Commanders continue to make every effort to ensure that the most experienced officers are performing this function and recruits are developed to the high standards of the Toronto Police Service.

Additionally, Procedure 14-03 was reviewed to ensure that it meets the needs of the Service and reflects best practices. The review determined that police officers who are second class may attend the Coach Officer Course.

Recommendation No. 8

The Chief of Police direct the Training and Education Unit to set up an internal control management information process to ensure that only qualified officers attend the coach officers course. Non qualified officers not be permitted to attend the coaching course.

Management Comments: Agree

Status: Implemented

As previously noted, the TPS reviewed Procedure 14-03 to ensure that it meets the needs of the Service and reflects best practices. The review determined that police officers who are 2nd class may attend the Coach Officer Course. Furthermore, the T&E Unit has implemented a complete set of Unit Specific Policies, one of which specifically directs instructional staff to determine that all prospective course participants meet the pre-requisite criteria.

Recommendation No. 9

The Chief of Police determine, on an ongoing basis, the projected longer term requirements for trained police coach officers. The analysis takes into account those police officers who have received coach officer training but who are no longer eligible to perform coaching responsibilities. The Training and Education Unit be required to amend the number of training courses provided for coach officers in order to meet projected demands.

Management Comments: Agree

Status: Implemented

This recommendation was partially implemented at the time the audit report was first presented to the PSB in that the T&E Unit had already increased class sizes to meet organizational needs. T&E frequently amends the number of training courses provided for coach officers in order to meet projected demands.

As previously noted, the TPS undertook a review of Procedure 14-03 to ensure that it met the needs of the Service and reflected best practices. Since that review police officers who are second class may attend the Coach Officer Course in anticipation of their reclassification to first class constable and their preparation for future coaching assignments.

Finally, divisions have performed an audit and only qualified and eligible coach officers are currently performing those duties.

Recommendation No. 10

The Chief of Police review the length of the coaching time provided by coach officers to probationary police officers in order to ensure that it is at an appropriate level. Further, the amount of classroom time provided to probationary police officers be reviewed with a view to substituting classroom learning with alternate training methods such as e-learning.

Management Comments: Agree

Status: Implemented

Field training in the TPS is shorter than most other major police services noted in the Auditor General's report. The TPS supports the maximum use of on-the-job training. The current situation of maximizing this type of training must be considered within the context of the Collective Agreement.

The Collective Agreement between the PSB and the Toronto Police Association (TPA) notes at article 16:04 that a constable who is assigned to coach a recruit during the first ten weeks of the recruit's initial assignment, shall receive compensation in addition to their regular salary. While the language is not restrictive, extension of recruit coaching past ten weeks has additional cost and operational implications that are currently under review.

A further review of the coach officer program and the probationary constable training program will be presented to the Board under separate cover in an upcoming Board report.

Recommendation No. 11

The Chief of Police ensure that field training activity evaluation reports for probationary officers are completed by all coach officers on a timely basis, reviewed, and authorized by appropriate supervisory staff. For those probationary officers who have not been exposed to the operational or administrative activities required in the field training report, unit commanders be required to adjust coaching periods to ensure that all appropriate training is completed. Probationary officer training should continue until all such operational or administrative activities contained in the field training activity report are completed.

Management Comments: Agree

Status: Implemented

The 'Field Training Activity Evaluation Report' (TPS 505) is a paper copy form that is completed by the coach officer for the duration of the recruit's field training and when completed is placed in the officer's file.

Service Procedure 14-03 (Coach Officers) was amended to ensure accountability of this process. Supervisors are directed to ensure that the TPS 505 is completed during the coaching period and Unit Commanders are directed to ensure that accurate records are maintained.

As previously noted, the PSA limits probationary periods for a constable to 12 months, which places an upper time constraint on a unit commander's ability to adjust coaching periods, while an officer is still on probation.

Recommendation No. 12

The Chief of Police review the current policy concerning the appointment of coach officers to specifically address circumstances where such officers are the subject of a substantiated public complaint. The policy should also address the steps to be taken when existing coach officers are the subject of a public complaint.

Management Comments: Agree

Status: Implemented

The TPS undertook a review of Procedure 14-03 to ensure that it meets the needs of the Service and reflects best practices. The TPS has clearly delineated standards that address an officer's eligibility for promotion and similar standards are used for coach officer eligibility. These standards are:

In addition to being a 1st class constable, coach officers shall have:

- consistently maintained high job performance ratings;
- recently performed uniform patrol duties;
- the desire and demonstrated ability to accept additional responsibilities;
- a positive attitude toward policing, including a good working relationship with other Service members and the public;
- the willingness to share expertise and knowledge with others;
- a knowledge and understanding of unit strategies and goals and objectives;
- a good working knowledge of Service rules and procedures and conform to the Service's Core Values; and
- successfully completed the Coach Officer Course since August 1998.

Further, the TPS has an internal computer database that tracks complaints and discipline (the Professional Standards Information System (PSIS)). An audit mechanism is possible in PSIS to flag officers ineligible for coaching duties.

Recommendation No. 13

The Chief of Police be required to develop a long term strategic training plan to address the number of police officers required to be trained for various specialized units within the Toronto Police Service.

Management Comments: Agree

Status: Implemented

Specialized units, such as the Emergency Task Force and Marine Unit, have self-sustained training programs that are based on provincial or federal standards. Individual specialized units should be, and continue to be, responsible for ensuring timely and meaningful training. Their course training standards (CTS), however, are approved by and retained at the T&E unit under the direction of the Superintendent. These CTS are reviewed minimally on an annual basis.

Organizationally, training for specialized functions is not a discrete system; other human resource systems impact on a long-term strategic training plan. The TPS is fully supportive of any corporate level human resource forecasting process, which can reduce uncertainty and improve long-range planning. To this end, the following initiatives have been implemented:

- A training needs assessment and evaluation process ensures there is appropriate and adequate training; and,
- An ongoing project, under the direction of the Staff Superintendent of Staff Planning and Community Mobilization, has been implemented to identify specialized police functions that require training, education or development, which can be tracked automatically, and will form the basis of a strategic framework for the long-range planning of learning opportunities. This project is briefly described below.

This aforementioned project is based on the content of a 2003 report entitled ‘Accreditation for Specialized Policing Functions’ (ASPF) that recommended “qualification (training) standards and core competencies are developed for the specialized policing functions identified in this report and incorporated into a position description for each function.”

The project will identify and describe all distinct specialized policing assignments required by the provincial Adequacy and Effectiveness (A&E) Regulations and/or currently performed by police officers and civilian members of the TPS. The ASPF report identified 52 specialized functions and provides an excellent starting point. Specialized work will be separated into two categories namely that which can be assigned to generalist members and that which should be assigned to designated specialists. This is consistent with the A&E Reg. and existing TPS risk management practices. An example of the first category is conducting speed enforcement using radar. An example of the second category is supporting impaired driving investigations by administering breathalyzer tests.

The number of designated specialist positions will be kept to the minimum number possible consistent with legal requirements, risk management, workforce development and TPS business and human resource models.

The project will create simple, concise and standardized descriptive material for each designated specialist position. This material will clearly describe the justification for specialization, the functions performed, essential qualifications and recommended preparation for each position. Essential qualifications will be limited to bona fide occupational requirements such as training, testing or licensing required by law or policy, to ensure safety, or to ensure effective performance. Recommended preparation may include education, development or experience which is likely to ensure success.

The project will ensure that the TPS Skills Development and Learning Plan is incorporated into TPS Policies and procedures. TPS procedures will be reviewed to ensure that each is consistent with Adequacy Regulations, competency-based human resource management, and the TPS Skills Development and Learning Plan.

Recommendation No. 14

The Chief of Police evaluate the Human Resource Information System in order to ensure that the capabilities of the system are being used appropriately and to their full potential. Once determined, such information be communicated to all appropriate staff and, in addition, training specific to the reporting capabilities of the system be provided to all appropriate staff.

Management Comments: Agree

Status: Implemented

At the time that the Auditor's report was first presented to the PSB, the Human Resource Management System (HRMS) had functional limitations, which did not meet the overall need for a training records database; it was a not a relational database. Data mining and retrieval was, therefore, extremely difficult. Further, a major barrier to monitoring compliance at the corporate level was the lack of position specifications for police officers within the Service. Because there was no way to identify (except within the unit) which function an officer was performing, it was difficult to verify that the officer met all of the training requirements for a function; there was a reliance on Unit level systems. As of September 2008, this recommendation is implemented due to improvements in HRMS and TRMS software.

As previously noted an ongoing project has been implemented to identify specialized police functions that require training, education or development, which will be loaded into the HRMS.

Recommendation No. 15

The Chief of Police ensure that training is being provided for all high priority courses. Lower priority courses not be provided when there are shortfalls in meeting demands for high priority courses.

Management Comments: Agree

Status: Implemented

With respect to the example cited in the audit, vacant staff positions within the Investigative training team of the T&E Unit was a contributing factor to the differential. Other staff members, within the T&E Unit, were unqualified to deliver the cited specialized training. This anomaly was not standard or accepted practice.

Emphasis needs to be added that instructors are not qualified to deliver all training offered at T&E; they are normally subject matter experts in their own fields. Traffic specialists, for example, who instruct on the Provincial Offences course cannot co-ordinate or instruct on the General Investigators course.

In addition, an e-learning solution was implemented, which addressed the TPS capacity issue with regard to General Investigator training. By implementing a blended General Investigator's course, which requires 16 hours of on-line training and 5 days of in-class instruction, the TPS increased capacity considerably for the General Investigators course without needing to increase the instructor base.

Currently, the T&E Unit offers training in only priority areas, which include:

- Required by law or TPS standard;
- Required to ensure member or public safety;
- Training allowing member to perform current duties better, and is cost effective; and,
- Training is desirable to develop member for future probable work assignment.

Recommendation No. 16

The Chief of Police ensure that, wherever possible, Toronto police officer attendance at each Advanced Patrol Training Course is maximized taking into account operational requirements.

Management Comments: Agree

Status: Implemented

The Advanced Patrol Training (APT) course changed format in 2007; it is now a 2 day course and is referred to as the Crisis Resolution and Officer Safety (CROS). Average attendance on the APT course hovered at approximately 75 officers per intake with 1 intake per week over the year. The new CROS format has a maximum course load of 72 officers, with courses operating twice per week.

T&E continues to report CROS attendance to the Divisional Policing Command Staff Superintendents for compliance and attendance modifications.

Recommendation No. 17

The Chief of Police review the content of the Advanced Patrol Training Course in order to ensure that the training provided is relevant and required on an annual basis. For non-mandatory training, consideration be given to providing such training either through an e-learning facility or by training sergeants at the divisions.

Management Comments: Agree

Status: Implemented

The Unit Commander of T&E reviewed the content of the APT course to ensure that the training provided was relevant and required on an annual basis.

There is no non-mandatory training in the current CROS course. Legislative requirements, such as firearms re-qualification, take precedence over all secondary training issues and some classroom training was replaced by e-learning.

In 2008, officer safety issues surrounding 'Characteristics of an Armed Person' and 'Urban Gang Dynamics' were addressed on-line, which allowed T&E to shorten the length of the CROS course to 2 days. An on-line training component is already identified for the 2009 CROS program and includes Suspect Apprehension and Pursuits (SAP) training as well as Hate Crime Awareness.

Additional online learning programs will be offered through the 'Learning Network' (comprising all unit training coordinators and training sergeants). These include Lesbian Gay Bisexual and Transgender (LGBT) Issues Awareness, Drinking and Driving by Police Members and Wellness – Fatigue Management (for officers who do not complete this training in a CROS course).

Recommendation No. 18

The Chief of Police ensure that Toronto police officers be permitted to attend training courses only if the required prerequisite qualifications have been met. Prerequisite qualifications include attendance at a prior course or a requirement that officers be at a certain rank within the Toronto Police Service. The Training and Education Unit be assigned responsibility to ensure that this takes place.

Management Comments: Agree

Status: Implemented

The TPS agreed to undertake a review of all prerequisite qualifications for training. This review included a re-examination of prerequisite courses, equivalency standards, experience, and acceptance of other courses. The review ensured training currency and examined the validity of prerequisites. Courses offered by the T&E Unit are more easily controlled for prerequisite qualifications.

All prerequisite standards for courses are communicated in the Training Calendar. The Calendar is available on-line, through the T&E web-site and in book form. An internal mechanism is in place at the T&E Unit, through a Unit Specific Policy (USP), to screen for compliance.

Recommendation No. 19

The Chief of Police direct that attendance by Toronto police officers for specific training be verified based on a predetermined approved demand. Toronto Police officers not be

provided training in areas which are not relevant to their current and short-term future responsibilities. Criteria be established to determine the most appropriate time period for required training prior to an officer assuming the relevant responsibilities.

Management Comments: Agree

Status: Ongoing

Training for specialized functions across the Service is not a discrete system. Other human resource systems have an impact on training plans including succession planning and staff development. The TPS is fully supportive of any corporate level human resource forecasting process, which could be implemented to ensure officers selected for training will use that training in their current role or in a short-term future position. To that end, an ongoing project, under the direction of the Staff Superintendent of Staff Planning and Community Mobilization, has been implemented to identify specialized police functions that require training, education or development, which will be loaded into the HRMS and allow for the determination of appropriate time period criteria for any training.

Recommendation No. 20

The Chief of Police evaluate all training courses at the Toronto Police Service, including those courses delivered by the specialized units in order to ensure that the length and content of all such courses is (sic) appropriate. In particular, the Chief of Police review the scenes of crime officer training to determine the need and the value of the extensive field training provided by the Toronto Police Service.

Management Comments: Agree in Part

Status: Implemented

It is the position of the T&E Unit that TPS training is generally the same length as, or shorter, than similar training offered by the CPC, OPC, and other similar police services. The T&E Unit undertook a comparison of its course offerings with other training facilities across North America and found the training at the T&E Unit was appropriate and adequate for Toronto. Where differences existed, these existed due to localized needs.

The audit focused on the Scenes of Crime Officer (SOCO) course as an example of a course that may be too lengthy. Notably, the Ministry of Community Safety and Correctional Services has recently (January 2009) re-accredited the TPS SOCO course. The audit used the OPC comparator for the TPS course, which is the only other SOCO course in Ontario. The comparator may not be appropriate as it is important to understand the difference between the training offered at the OPC and the TPS.

The TPS course is 8 days of classroom lectures and 17 days of field training, while the OPC training is 10 days in total divided between class lectures and simulation exercises. The Auditor General noted that the OPC indicates the training it offers equips officers to perform scenes of

crime duties “except for the need to become familiar with any unique operational requirements relative to their own police service”. The current length of the TPS course is warranted for a number of reasons including the complexity of policing in Toronto, the large number of calls for service and different types of investigations attended by SOCOs in Toronto.

Unlike the OPC, TPS provides training by scientists at the Centre of Forensic Sciences in DNA evidence collection and Gunshot Residue Kits. With the Toronto Anti-Violence Initiative Strategy (TAVIS) focus on reducing gun violence in the city, the need for this additional training is obvious. The busy, complex urban environment of Toronto creates challenges and workload demands not experienced by other police services in Ontario and the proven structured mentoring system used by the TPS produces a higher level of quality required by the Service and the community it serves.

While not cited in the audit, it is noteworthy that the OPC has changed its course to include a provision for its graduates to be “mentored by a Forensic Identification Officer” (2009 OPC Calendar, p.62). The OPC course provides a SOCO with the basic training required prior to mentoring.

Since 1990, Forensic Identification Officers (FIOs) at Forensic Identification Services (FIS) have mentored SOCO trainees after completion of the classroom portion of the training. It was recognized that FIS had no control over the quality of the mentoring available at the divisional level and by keeping the SOCO trainee at FIS for a complete cycle, the quality of their work is evaluated in a live environment where remedial action is taken, if necessary. At the end of training, the SOCO trainees complete a written and practical examination. Mentoring was introduced to ensure the SOCO trainees are able to carry out the technical skills they were taught and apply them to crime scene investigations. During this time they are also exposed to situations where they learn how to assist FIOs.

By keeping the SOCO trainee at FIS for a complete cycle, the quality of their work is evaluated in a live environment and remedial action is taken if necessary.

In addition to how officers are mentored, there are other differences between the OPC and TPS programs, despite the fact they use the same provincial Course Training Standard. The shorter classroom-based instruction and more involved use of field-based instruction are consistent with other recommendations made by the Auditor General. The OPC (in their calendar) suggests students become familiar with Scenes of Crime procedures, equipment and terminology in their own service prior to enrolment. TPS incorporates this training into the course. The OPC has a ‘Dynamic Simulation Area’ for students to practice their skills in a more realistic environment; the TPS has no dedicated practical area and uses improvised scenarios at FIS. TPS relies on real crime scenes for SOCO trainees to practice their skills under direction of a FIO.

For the reasons noted, the Service believes that the SOCO training provided to officers is appropriate in length in order to address the necessary content and field experience required to perform SOCO duties in Toronto.

Recommendation No. 21

The Chief of Police review the training evaluation process to ensure that evaluations submitted by course participants are appropriately summarized and analyzed for management analysis and review. All summaries be reviewed by the Manager of the Training and Education Unit to ensure that all suggestions for change or amendment to course content are considered and where appropriate incorporated into future training courses.

Management Comments: Agree

Status: Implemented

This recommendation was partly implemented in 2007. Information, however, was not easily retrieved since it was not electronically stored. An electronic records management system was warranted to assist with retrieval and accurate analysis of surveyed evaluations.

Industry standard hardware and software ('Scantron' hardware and 'Class Climate' software) has since been purchased, which allows for electronic creation, marking and storage of evaluation forms. Standardized evaluations were written for all courses offered by T&E in 2008. These evaluations and their cumulative results are maintained by members in the Learning Development and Standards section.

Forms are available to all training coordinators through the Service's Intranet.

Recommendation No. 22

The Chief of Police review the evaluation process relating to the effectiveness of training particularly in regards to the impact of training for on-the-job performance as well as its impact on the Toronto Police Service as a whole. Consultation be initiated with the Ontario Police College, major international police services and private sector training organizations in order to ensure that the Toronto Police Service can take advantage of the evaluation methodology being developed and used elsewhere.

Management Comments: Agree in Part

Status: Partially Implemented and Ongoing

The audit notes that "consultation be initiated with the Ontario Police College" and other training entities. This is an ongoing process and a strong partnership has been forged between the T&E Unit, the OPC and other similar agencies. Many are facing the same evaluative dilemmas that the TPS faces.

T&E was restructured in late 2007 and responsibility for evaluation was given to the newly formed Learning Development and Standards section. New evaluation forms were designed and new equipment to process them acquired. Data is now collected on courses and the results

reported; the first report was submitted to the PSB in June as part of the 2007 Annual Report on Training.

In brief, members of the Learning Development and Standards section lead a review of eight programs taught in 2007. This required the assistance of personnel from all sections at T&E. Scantron technology and Class Climate software were used to assist in the completion of a transfer and impact study. The programs reviewed were:

- (1) Guelph Humber Degree Program (Cohort One),
- (2) Human Relations Training,
- (3) General Investigator Training,
- (4) Plainclothes Training,
- (5) Crisis Resolution and Officer Safety (CROS) Training,
- (6) Court Officers 4 hour Recertification Use of Force Training,
- (7) Vehicle Operations Safe Skills Emergency Driving (VOSSED), and
- (8) Vehicle Operations Police Officer Course (VOPOC).

The evaluation of transfer and impact provided evidence that learning strategies employed by Training and Education were successful; members used the knowledge they gained from these courses in their duties and it made a difference.

Recommendation No. 23

The Chief of Police ensure that all costs incurred in organizing annual international conferences are accurately and properly accounted for. Such costs to include all Toronto police officers salaries and any other administrative costs. The results of this analysis determine the viability of continuing to host international conferences. In any event, conference registration fees be determined after taking into account all organizational costs. Further, the Chief of Police review the policy in connection with the carry forward of individual conference surpluses to future years.

Management Comments: Agree

Status: Implemented

This recommendation points to a cost assessment with respect to the conferences and seminars the TPS hosts. Costs are predicted and adjusted accordingly. Cost is one part of a total assessment; the benefit must be also be scrutinized. While quantifying the benefits assists with evaluating the magnitude of the effects of conferences, some benefits may be too difficult to monetize including issues such as officer safety or quality of life improvements.

A comparison of the total cost of a hosted conference against the cost of sending TPS members externally to the same type of training (including items such as travel costs, time to travel, per diems, cost of the course and any other related fees) provides a proper and more complete view of the viability of hosting conferences. From a qualitative aspect, the hosting of international training events also raises the profile of the City of Toronto with the additional benefit of attendees' spending money on hotels, restaurants, services and shopping.

To directly address this recommendation, a new Service procedure has been implemented (18-09 – Service Seminars) which requires the hosting unit to complete a service seminar kit and forward it to Financial Management to start the budgetary process. Command officer approval is also required.

Recommendation No. 24

The Chief of Police review the benefits of the Toronto Police Service organizing annual international conferences for the benefit of a majority of participants who are external to the Toronto Police Service. Such an evaluation be documented and take into account the costs and the relative merits of training both internal and external participants. Further, the Chief of Police give consideration to determining whether or not it is the role of the Toronto Police Service to organize international conferences on an annual basis, particularly when the Toronto Police Service policy states that “units may from time to time find it necessary to host or plan Toronto Police Service authorized seminars.”

Management Comments: Agree

Status: Implemented

As articulated in the response to Recommendation No. 2, it is beneficial to the TPS to be aware of practices in all areas of police training and to develop working relationships with other major international police service organizations. The Auditor General’s report had a clear message that TPS training must measure itself against best practices elsewhere.

The hosting of conferences and seminars provides an avenue to accomplish this goal. The measurable benefit of particular events must be measured against the true expenditure, while taking into account opportunity costs.

Thorough evaluations of conferences are being conducted with the assistance of members assigned to T&E. Recently, both the Psychology Conference (sponsored by the TPS Psychological Services Unit) and the Emergency Management Symposium (sponsored by the Public Safety Unit) were evaluated using the new technologies available at T&E.

Recommendation No. 25

The Chief of Police ensure that evaluations are completed for all future annual conferences and seminars organized by the Toronto Police Service. Evaluations be independently collated and summarized by the Training and Education Unit and results communicated to conference and seminar organizers. Such evaluations be one of the determinants for continuing future conferences and seminars.

Management Comments: Agree

Status: Implemented

The independent collation and summary of conference evaluations serves as metering stick for approval and acceptance. In the response to Recommendation No. 21, it was noted that a sound electronic records management system was warranted to assist with retrieval and accurate analysis of evaluations.

Industry standard hardware and software was purchased by T&E, which allows for electronic creation, marking and storage of evaluation forms and the results of each survey instrument. Standardized evaluations were written for all courses offered by T&E in 2008. These evaluations and their cumulative results are maintained by members in the Learning Development and Standards section.

In addition, T&E participates in the development of conference evaluations and provides independent assessment based on the feedback detailed in those evaluations

Recommendation No. 26

The Chief of Police direct that those Toronto police officers responsible for organizing conferences and seminars be required to comply with all Toronto Police Service policies and procedures including those relating to the procurement of conference related goods and services.

Management Comments: Agree

Status: Implemented

The Chief of Police directed all TPS members to be familiar with and conduct themselves in accordance with all Service Governance. This direction is currently contained in the Service's Standards of Conduct.

Additionally, the relevant Service Procedures were reviewed to ensure they met the current needs of the TPS and reflected best practices. A new conference procedure (18-09) was written and implemented. Revised procedures are published on Routine Orders for the information of all members.

Recommendation No. 27

The Chief of Police give consideration to the coordination and consolidation of all conference related budgets. Attendance at conferences be approved subject to the attendance meeting the overall priorities of the Toronto Police Service.

Management Comments: Agree

Status: Implemented.

The consolidation of budgets for attendance at conferences was implemented with approvals at the Deputy Chief / Chief Administrative Officer level.

These budgets are predetermined through conference requests projected by the individual units in the budget process. Accountability for conference budget planning exists as the budgetary process is examined 'line by line', through the PSB, and is supported by detailed documentation for the expense. Unexpected conference training courses are facilitated through the chain of command and appropriate Staff Superintendent / Director. Attendance is subject to approval by Command Officers.

A new conference procedure (18-09) was developed and implemented.

Recommendation No. 28

The Chief of Police direct that the policy in connection with the reporting requirements for Toronto police officers, in connection with conference, seminar or course attendance, be complied with.

Management Comments: Agree

Status: Implemented

The Chief of Police directed all TPS members to be familiar with and conduct themselves in accordance with all Service Governance. This direction is currently contained in the Service's Standards of Conduct.

Relevant Service Procedures were reviewed to ensure they met the current needs of the TPS and reflected best practices. A new service training procedure (18-14) was developed and implemented that applies to any member attending a learning opportunity inclusive of courses and conferences. A multi-level process is used for approving attendance, which includes the consent of the Unit Commander of T&E, the respective Staff Superintendent or Director and respective Command Officer (when appropriate).

As part of the updated procedure, members are required to provide the Unit Commander of T&E with a written account of the learning opportunity that notes: an outline of the training; the benefits derived; and, a recommendation for future attendance. This is a problematic area. The value of learning opportunity is predetermined and approved through several layers of command. Many of the learning opportunities are historical in nature, where the TPS is a member of the sponsoring organization or recurrently sends officers. The 'track record' of these learning opportunities has been well proven. Others are a single event that is not being repeated. Thus, a follow-up report to the T&E Unit Commander serves little purpose and is outweighed by the inefficiencies of forwarding reports.

The TPS is in the process of reviewing this section of the procedure to ensure it addresses the spirit and intent of evaluating learning opportunities, in particular those learning opportunities that are new to the TPS and may continue in the future.

Recommendation No. 29

The Chief of Police assess the training programs delivered by the Training and Education Unit to determine whether or not there are alternative and more cost effective methods of delivery. All new training requirements be evaluated in regard to the most appropriate method of delivery. In addition, the concept of e-learning should be further developed particularly for “refresher” training. Policies be developed in regards to the evaluation of e-learning opportunities, as well as the scheduling of such training. In addition, the increased use of simulation training should also be reviewed and special consideration be given to an evaluation of the simulation training technology currently in use in the UK and elsewhere.

Management Comments: Agree in Part

Status: Implemented

The TPS supports any practical initiative involving any type of technology that will reduce the cost of training and time away from front-line duties. E-learning is a vital component to some of the training opportunities that policing provides; it is comprehensive and has the potential for greater accessibility than in-class training sessions.

The TPS recognizes the value of e-learning. In addition to developing in-house courses, the TPS has purchased courses and contracted out the development of others. To simplify the delivery of these e-learning courses T&E uses the CPKN Learning Management System (LMS). By using the CPKN LMS, TPS endures none of the initial startup or ongoing maintenance costs. The LMS allows for assessing student knowledge levels and automated tracking of training records. Given that e-learning is a modality for delivering training, it is evaluated using the same rigorous standards as traditional classroom-based instruction.

Lastly, TPS amended the course reimbursement procedure to include e-learning. Much of the leadership training offered in the TPS is delivered on-line.

Further, the Auditor General noted that learning, which simulates real-life, is one of the most effective tools for the transfer of skills. In terms of simulation training for course matter taught by the TPS, the CROS and Police Vehicle Operations make extensive use of this. Furthermore, computer-based simulation or immersive training is possible, but can have exorbitant attendant costs associated with it, for example, costs associated with the purchase of simulation technology that typically allows for only one learner at a time is prohibitive.

New evaluation forms are designed and new equipment to process them is in place at T&E. Data is being collected on all courses and the results are being reported; the first report was submitted to the PSB in June as part of the 2007 Annual Report on Training.

Recommendation No. 30

The Chief of Police ensure that Toronto police officers who have been assigned instructional responsibilities have attended the required “train the trainer” courses or their equivalent.

Management Comments: Agree

Status: Implemented

This recommendation is similar in nature to Recommendation No.18, in that there is a need to assess if the officer has the necessary skills to perform the function or has received similar/equivalent training elsewhere.

The majority of instructors at the Charles O. Bick College have successfully completed the Instructional Techniques course (ITC) or Adult Learning Basics (ALB) course. Additionally, they have completed content-specific train-the-trainer courses. Trainers, not assigned to T&E also require a similar process of trainer accreditation.

The ongoing turnover in personnel has created considerable demand for trainer accreditation. Therefore, train-the-trainer courses like the ITC and ALB’s course are designated to those who are required to teach as part of their daily duties. This includes Specialized Unit trainers and Divisional Training supervisors.

In 2008, 5 T&E members were grandfathered for teaching credentials they have from Community College or University and a further 47 TPS trainers graduated with the Teaching Effectiveness Certificate delivered by Humber College. Twenty-three additional members are in the process of taking the Teaching Effectiveness Certificate and will complete the program in the spring of 2009 with others to follow as funds permit. T&E entered into contract with Humber College to accredit trainers based on industry accepted standards. The Teaching Effectiveness Certificate, for example, is the standard required by professors who teach full time at Humber College or the University of Guelph-Humber.

As they present evidence, other trainers are being accredited on the basis of equivalent training already completed. It is anticipated that all trainers will be accredited, to the above noted industry standard, by 2010.

Recommendation No. 31

The Chief of Police review all non police related training courses to determine if their delivery could be conducted more effectively by civilian instructors

Status: Implemented

Management Comments: Agree

A review of positions held by police officers with a view to civilianization is an ongoing process in the TPS. Several reviews of training positions and courses within T&E have been completed in recent years. Reviews have considered the required skill sets, appropriateness of the use of civilian instructors and cost benefit assessments. T&E has civilianized or outsourced a significant number of training courses including First Aid, Cardio-Pulmonary Resuscitation (CPR), all Information Technology (IT) Training, all Physical Training (PT), significant amounts of leadership training, and portions of ethics and train-the-trainer training. The review of positions held by police officers with a view to civilianization is an ongoing process which will continue.

Recommendation No. 32

The Chief of Police consider restricting the length of time Toronto Police Officers are assigned as training instructors to the Training and Education Unit at the C. O. Bick College. Police instructors from the C. O. Bick College be periodically reassigned as training coordinators to police divisions.

Management Comments: Agree In Part

Status: Implemented

As a general rule, cycling fully trained instructors out of T&E provides immediate access to specific subject matter experts in the field. T&E also benefits by constantly acquiring staff with current field perspectives, which provides an additional layer of credibility. Instructor staffing is reviewed on an ongoing basis and tenure consideration have resulted in transfers to the field. Extensions to the tenure policy are granted on a case by case basis.

The TPS invests a great deal of resources and time in training instructors. Cycling instructors too quickly can lead to inconsistent training. Therefore, careful consideration is given to the issue of tenure to ensure a balance between the need for fully qualified educators and the need to rotate officers from current field assignments for further development. Currently, there is sufficient attrition, through promotion, transfer and retirement. Additionally, the pending move to the new College is resulting in considerable movement. To ensure corporate memory and a professional approach to education, a higher level of knowledge is required by a certain percentage of instructors that can only be gained over a longer commitment to training. These instructors are relied on to provide input into policy, standards and strategies surrounding training in Toronto.

Recommendation No. 33

The Chief of Police ensure that the Toronto Police Service is in compliance with its Use of Force and Equipment Service Firearms Policy which requires that when a police officer is absent from duty for an extended leave of absence (over twenty working days) or a serious illness or injury, the firearm along with the related equipment shall be retrieved under the direction of the Unit Commander and delivered to the Armament Office for safekeeping.

Management Comments: Agree

Status: Implemented

The Service Firearms Procedure (15-04), which regulates when a Service firearm is returned to the Armament Office of T&E was revised. Currently, the member's unit commander is responsible for having a police officer's firearm returned within 90 days, if the police officer is absent from duty for an extended leave of absence due to a serious illness or injury,

Recommendation No. 34

The Chief of Police ensure that the policy requiring an annual inspection of firing ranges is complied with.

Management Comments: Agree

Status: Implemented

Inspections are being done by the Service's Armament Officer on an annual basis. This has always been the case, but records articulating this information were absent prior to the audit. Documentation of this process is being done and carriage of the process is the responsibility of the TPS Armament Officer.

Furthermore, all ranges were inspected by experts in occupational hygiene to ensure their safety and protocols have been developed based on the recommendations of these experts.

Recommendation No. 35

The Chief of Police direct that any sponsorships or donations received for conferences or for any other specific purpose are properly approved, in accordance with Policy 18-08, by the Unit Commander or by the Toronto Police Services Board as required. The Chief of Police further ensure that all other provisions of the Policy are complied with.

Management Comments: Agree

Status: Implemented

The Chief of Police directed all TPS members to be familiar with and conduct themselves in accordance with all Service Governance. This direction is currently contained in the Service's Standards of Conduct.

Procedure 18-08, entitled 'Donations', was reviewed to ensure that it met the current needs of the Service and reflected best practices. All information concerning donations is centrally captured by the Chief's Office and made accessible through this office.

As previously noted, a new conference procedure (18-09) was developed and implemented.

Recommendation No. 36

The Chief of Police ensure that, in accordance with policy, a central registry of all donations is maintained by the Chief's Executive Office and details of all donations received or declined is reported to the Toronto Police Services Board semi-annually. Unit Commanders of all Divisions be advised of this requirement and a protocol be set up for the regular reporting of all such information to the Executive Office.

Management Comments: Agree

Status: Implemented

In compliance with Procedure 18-08, a central registry of all donations is maintained by the Chief's Office and the details of all donations received or declined are reported to the Police Services Board. As per the Board's direction these reports are submitted annually. Procedure 18-08 was amended to reflect this annual reporting process.

Recommendation No. 37

The Chief of Police ensure that performance standards are developed for all training activities throughout the Toronto Police Service. Such standards to apply to the Training and Education Unit, other training conducted by specialty units and training conducted at the divisional level.

Management Comments: Agree

Status: Implemented

The audit defines 'performance standards' as the recording and tracking of time within the TRMS. TRMS has some functionality with respect to this area allowing for training time to be measured as an activity or as a project. Project codes are limited to three per person per day. This allows for measuring training time, which then can be translated into cost. The caveat is that data entry requires strict protocols to ensure consistency across the Service.

As an example, the TRMS system was used to track the costs of delivering use-of-force training.

Recommendation No. 38

The Chief of Police review the policy relating to the reimbursement of tuition fees for Toronto police officers attending university or college courses and direct that any reimbursement of tuition fees to Toronto police officers be restricted to those university or college courses directly related to the policing responsibilities of the officer.

Management Comments: Agree in Part

Status: Implemented

Prior to February 10, 2005, Service Rule 6.12.1 did not make reimbursement dependent on its benefit to the TPS. At the Chief's request, the Service Rules governing this issue were deleted by the PSB on February 10, 2005 (Min.No.P44/05 refers). It has since been the practice of the TPS to only reimburse tuition fees for courses that are of direct benefit to the TPS.

This direction was incorporated into the Skills Development and Learning Plan authored by T&E. As well, a new procedure entitled "Participation in a Learning Opportunity" (14-36) was developed that clearly defines the different types of learning opportunities which are 'job-related.' It is these job-related learning opportunities that are eligible for reimbursement. A committee representing the various commands reviews the applications to ensure that any reimbursement satisfies this Service procedure. The Auditor General's report was silent on civilian members, although the new procedure extends to them as well.

Some level of autonomy is afforded to unit commanders when deciding upon the relatedness of a course to a police officer's duties and responsibilities. On their face, some courses may not appear to be police related but may form part of a member's work. For example, a group facilitation course for a police officer responsible for community mobilization would be job related because facilitating group processes is a key competency for neighbourhood officers.

Recommendation No. 39

The Chief of Police review the level of tuition fees charged to police officers from other police services or from other organizations attending courses organized by the Toronto Police Service with a view to charging amounts which are more in line with actual training costs. In addition, any tuition fees waived for police officers attending from other police services or organizations be appropriately authorized in writing.

Management Comments: Agree

Status: Implemented

Historically the Service has recovered on average \$5,000- \$10,000 annually for training services supplied to outside agencies, however the practice has been suspended because it is currently under discussion with Toronto City Legal.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 30, 2009**

**#P53. QUARTERLY REPORT: OCTOBER – DECEMBER 2008: MUNICIPAL
FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT
COMPLIANCE**

The Board was in receipt of the following report February 13, 2009 from William Blair, Chief of Police:

Subject: QUARTERLY REPORT-MUNICIPAL FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT COMPLIANCE: OCTOBER TO DECEMBER 2008

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 September 23, 2004, the Board made a motion that the Chief of Police provide the Board with quarterly reports identifying the Service’s Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) compliance rates, and further, that the total number of overdue requests be divided into categories of 30, 60, or 90 days, or longer (Min. No. P284/04 refers).

Under the Act, compliance refers to the delivery of disclosure through the Freedom of Information process within 30 days of receipt of a request for information. The compliance rates for the period of October 1 to December 31, 2008, divided into three categories as stipulated by the Board, are as follows:

Discussion:

Toronto Police Service
Compliance Rates
October 01 to December 31, 2008

30-Day	60-Day	90-Day or longer
67.19%	85.49%	90.01 %
Requests to be completed during this time period: 951	312	138
Requests completed: 639	Requests completed: 174	Requests completed: 43
Requests remaining: 312	Requests remaining: 138	Requests remaining: 95

A total of 951 requests were required to be completed within 30 days. The running totals reflect, for the 30, 60, and 90 day (or longer) periods, the number of requests that were actually completed. The number of incomplete files is carried over as 'requests remaining.'

A further breakdown of requests received from July to September is as follows:

Category	Total	Description
Individual / Public	570	-personal
Business	237	-law firms -insurance company -witness contact information -memobook notes, 911 calls – reports and general reports
Academic /Research	2	- TPS Policy & Procedure Manual – Use of Force/Taser, summary record comparing firearms use between divisions.
Association / Group	41	- mental health / children's aid.
Media	5	- all information re. "Project Rubdown" - all information. re. Professional Standards Special Task Force Report from 2002-2004
Government	4	- various reports re. mental health, domestic, assault
Other	1	- all information re: incident at park involving a "club" member.

The above table reflects the numbers and types of requests received during the entire reporting period. The number of files required to be completed during the reporting period are not reflected here, but in the table above.

A breakdown by month of the 30-day compliance rates for this quarterly period is as follows:

October 2008	72.17%
November 2008	67.26%
December 2008	61.66%

The decrease in compliance relates to the maternity leave of the Coordinator and a disclosure analyst, combined with an increased number of requests.

Conclusion:

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

Ms. Judy Sandford was in attendance and responded to questions about this report. The Board received the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 30, 2009**

#P54. ANNUAL REPORT: 2008 USE OF CONDUCTED ENERGY WEAPONS

The Board was in receipt of the following report February 15, 2009 from William Blair, Chief of Police:

Subject: 2008 ANNUAL REPORT: USE OF CONDUCTED ENERGY WEAPONS

Recommendation:

It is recommended that the Board receive the following report.

Financial Implications:

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

Background:

At its meeting of March 8, 2005, the Board directed the Chief of Police to provide an annual report to the Board on the use of conducted energy weapons (CEW) within the Toronto Police Service (Min. No. P74/05 refers). On March 27, 2008, the Board directed the Chief of Police to provide a report that outlined a revised format for future annual reports on the use of CEWs (Min. No. P60/08 refers). This response was provided at the September 18, 2008, Board meeting and outlined the format for future reports (Min. No. P253/08 refers):

- Incidents of CEW Use
- Division of CEW Use
- CEW Users
- CEW Incident Description
- Subject's Condition at Time of CEW Use
- Subject's Behaviour/Threat Level
- Subject Description
- Subject's Age
- CEW Usage
- Cycles
- Number of CEWs used
- CEW Effectiveness
- Other Force Option Used Prior to CEW Use
- Injuries
- Deaths
- Civil Action
- Officer Training

The CEW Procedure (15-09) and the CEW Use Report (TPS 584) are currently undergoing changes to accommodate the reporting of additional data. Thus, this Board report should be considered transitional as the new CEW procedure and CEW reports will be implemented in 2009.

Purpose:

This report provides a review of CEW use by members of the Service for the period of January 1, 2008, to December 31, 2008, formatted into the applicable categories. Appended to this report is a comprehensive breakdown of CEW usage for 2008.

Discussion:

In 2008, a total of 454 of the later versions of the TASER X-26 were issued to the Emergency Task Force, uniform frontline supervisors, and supervisors in high-risk units such as the Hold-Up Squad, Intelligence, Drug Squad, Organized Crime Enforcement, and the Fugitive Squad.

In accordance with Service policy, the device when applied directly, is used to gain control of a subject who is assaultive as defined by the Criminal Code (this includes threatening behaviour if the officer believes the subject intends and has the ability to carry out the threat), or where the subject presents an imminent threat of serious bodily harm or death, which includes suicide threats or attempts. Therefore, when directly applied, the device is used strictly to gain control of a subject who is at risk of causing harm, not to secure compliance of a subject who is merely resistant. This policy limits the direct application of the device to the more serious of circumstances.

The report consists of two components, an explanation of the terms, classifications and the data, and an attachment containing the aggregate data. What follows is the explanation.

Incident

This section records the number of events where a CEW was used. In 2008, the weapon was used 367 times during 329 incidents.

Division

This refers to the division within Toronto or the municipality where Service members used the CEW.

TASER INCIDENTS BY DIVISION		
DIVISION	NO.	%
11 DIVISION	20	6.1
12 DIVISION	5	1.5
13 DIVISION	16	4.9
14 DIVISION	38	11.6
22 DIVISION	7	2.1

23 DIVISION	8	2.4
31 DIVISION	23	7.0
32 DIVISION	13	4.0
33 DIVISION	21	6.4
41 DIVISION	19	5.8
42 DIVISION	36	10.9
43 DIVISION	32	9.7
51 DIVISION	30	9.1
52 DIVISION	41	12.5
53 DIVISION	3	0.9
54 DIVISION	5	1.5
55 DIVISION	12	3.6
TOTAL	329	100.0

CEW Users

This refers to frontline supervisors (FLS) and Emergency Task Force officers (ETF) authorized to use CEWs.

CEW USER		
USER	NO.	%
Front Line Supervisor (FLS)	261	79.3
Emergency Task Force (ETF)	65	19.8
FLS/ETF	2	0.6
Public Safety Unit (PSU)	1	0.3
TOTAL	329	100.0

Frontline supervisors account for approximately 80% of CEW use.

CEW Incident Description

A description of the incident based on the call for service received by the attending officers where the CEW was used. This information is gathered from the Use of Force Report (Form 1) that accompanies each CEW use, as required by Procedure 15-09 and 15-01. The information in this category is not necessarily a technically precise description of the nature of the event or the behaviour of the subject.

INCIDENT TYPE		
TYPE	NO.	%
ADDRESS CHECK	1	0.3
ANIMAL RELATED	3	0.9
ASSAULT RELATED	12	3.6
BREAK AND ENTER	12	3.6
DOMESTIC DISTURBANCE	21	6.4
DRUG RELATED	22	6.7
EDP	38	11.6
OTHER DISTURBANCE	55	16.7
OTHER-ABDUCTION	1	0.3

OTHER-THREATEN DEATH	1	0.3
OTHER-WANTED PARTY	1	0.3
PRISONER RELATED	39	11.9
PROPERTY RELATED	2	0.6
PURSUIT	1	0.3
ROBBERY	9	2.7
SERIOUS INJURY	1	0.3
SUICIDE/ATTEMPT	6	1.8
SUSPICIOUS PERSON	2	0.6
TRAFFIC	3	0.9
UNINTENTIONAL DISCHARGE	12	3.6
WARRANT RELATED	19	5.8
WEAPONS CALL	68	20.7
TOTAL	329	100.0

Subject Condition at time of CEW use

Particularly in incidents where a CEW is involved, officers often find themselves interacting with subjects that are under the influence of drugs and/or alcohol, as well as a variety of mental health issues and any combination thereof. Officers have been asked to categorize their perception of the condition affecting the subject at the time of CEW use. This is a subjective observation based on the officer's experience, knowledge, and training, and officers may perceive that subjects may be under the influence or suffering from any combination of these conditions.

- Emotionally Disturbed Person (EDP)

Subjects identified as being emotionally disturbed include those perceived to be suffering from a mental disorder or emotional distress and includes persons in crisis. A person in crisis means a person who suffers a temporary breakdown of coping skills, but remains in touch with reality.

- Alcohol (AL)

A subject believed to be under the influence of alcohol.

- Drugs (D)

A subject believed to be under the influence of drugs.

SUBJECT CONDITION		
CONDITION TYPE	NO.	%
ALCOHOL	71	21.6
DRUGS	28	8.5
DRUGS/ALCOHOL	11	3.3
EDP	112	34.0
EDP/ALCOHOL	13	4.0

EDP/DRUGS	5	1.5
EDP/DRUGS/ALCOHOL	6	1.8
NOT APPLICABLE	83	25.2
TOTAL	329	100.0

Out of the 329 incidents in 2008, 34% were related to those subjects whom officers believed were emotionally disturbed. The figure rises to 41.3% when combined with those subjects that were also believed to be under the influence of drugs or alcohol. However, to conclude that CEWs are used primarily on those with a mental disorder would be inaccurate because relatively few of the incidents involved subjects who were deemed appropriate for apprehension under the *Mental Health Act*. Rather the subjects were perceived to be in a state of crisis while engaged in a criminal act and often faced criminal sanctions, or committed no offence and were diverted to community based support.

Subject's Behaviour/Threat Level

Subject behaviour during the CEW incident is described in the context of the Ontario Use of Force Model (2004) under the following categories:

- Passive Resistant (PR)

The subject refuses, with little or no physical action, to cooperate with the officer's lawful direction. This can assume the form of a verbal refusal or consciously contrived physical inactivity.

- Active Resistant (AR)

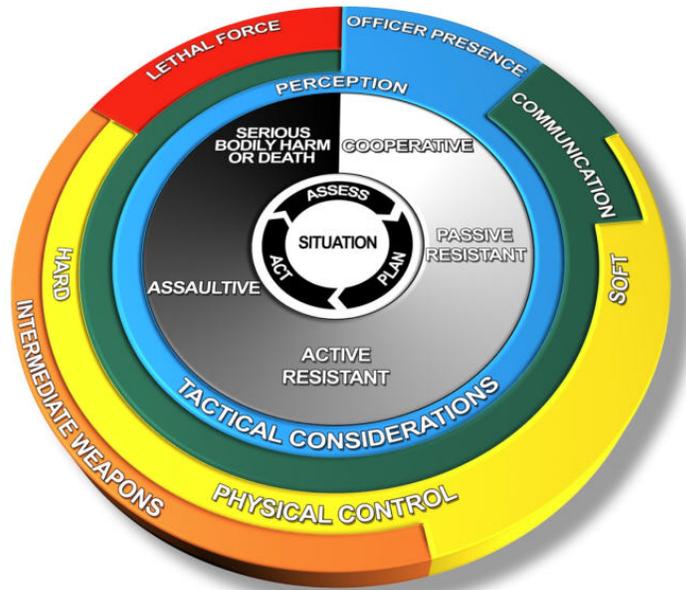
The subject uses non-assaultive physical action to resist an officer's lawful direction. Examples would include pulling away to prevent or escape control, or overt movements such as walking or running away from an officer.

- Assaultive (AS)

The subject attempts to apply, or applies force to any person; attempts or threatens by an act or gesture, to apply force to another person, if he/she has, or causes that other person to believe upon reasonable grounds that he/she has, present ability to effect his/her purpose. Examples include kicking and punching, but may also include aggressive body language that signals the intent to assault.

- Serious Bodily Harm or Death (SBH/D)

The subject exhibits actions that the officer reasonably believes are intended to, or likely to cause serious bodily harm or death to any person, including the subject. Examples include assaults with a weapon or actions that would result in serious injury to an officer or member of the public, and include suicide threats or attempts by the subject.



A brief discussion relating to the Ontario Use of Force Model is warranted at this time. The Ontario Use of Force Model (2004) represents the process by which an officer assesses, plans, and responds to situations that threaten public and officer safety. The assessment process begins in the centre of the model with the **SITUATION** confronting the officer. From there, the assessment process moves outward and addresses the subject's behaviour and the officers *Perceptions* and *Tactical Considerations*. Based on the officer's assessment of the conditions represented by these inner circles, the officer selects from the use of force options contained within the model's outer circle. After the officer chooses a response option the officer must continue to assess, plan, and act to determine if his or her actions are appropriate and/or effective or if a new strategy should be selected. The whole process should be seen as dynamic and constantly evolving until the situation is brought under control.

In over 65% of the perceived the as assaultive. On 23.7% of the believed the subject likely to cause or death. Upon these incidents were life saving events (including suicide attempts), and almost certainly officer injury was avoided.

SUBJECT BEHAVIOUR		
BEHAVIOUR TYPE	NO.	%
PASSIVE RESISTANT	11	3.3
ACTIVE RESISTANT	13	4.0
ASSAULTIVE	215	65.3
SERIOUS BODILY HARM/DEATH	78	23.7
NOT APPLICABLE	12	3.6
TOTAL	329	100.0

incidents officers subject behaviour the other hand, in incidents officers behaviour was serious bodily harm review, some of

Subject Description

This category contains the number of subjects categorized by their sex (M or F). Also recorded here is CEW use against multiple subjects (MULTI) and use against animals (ANI).

Over 85% percent of (85.7), while 6.1% were number of situations in the demonstrated force multiple subjects in situations. In 5 instances animal. Finally, there discharges reflected in the category; most of these occurred during spark testing.

SUBJECT DESCRIPTION		
SEX	NO.	%
FEMALE	20	6.1
MALE	282	85.7
MULTIPLE	10	3.0
ANIMAL	5	1.5
NOT APPLICABLE	12	3.6
TOTAL	329	100.0

subjects were males female. There were a where the CEW was used, presence mode, on disorderly crowd control the CEW was used on an were 12 unintentional “Not Applicable”

Age of Subject

The CEW has been used on a variety of age groups. For ease of analysis, age categories have been broken down in segments. The highest number of cases is between the ages of 16 to 45, with the most between 21 to 25 years of age. This group alone represents over 22% of CEW use. The CEW was used 3 times on subjects between the ages of 10 to 15 years, but only under the most serious circumstances - two youths (12 and 15 yrs) threatened suicide (demonstrated force presence and full deployment used, respectively), and one (15 yrs) was assaultive and believed armed with a knife (full deployment used).

AGE OF SUBJECT		
AGE (YRS)	NO.	%
<10	0	0.0
10-15	3	0.9
16-20	47	14.3
21-25	73	22.2
26-30	37	11.2
31-35	33	10.0
36-40	41	12.5
41-45	38	11.6
46-50	13	4.0
51-55	6	1.8
56-60	6	1.8
>60	3	0.9
N/A*	29	8.8
TOTAL	329	100.0

* N/A- refer to multiple subjects, unintentional discharges and animal use.

Type of Use

There are three (3) ways to use the CEW.

(1) Demonstrated Force Presence (DFP)

The CEW is un-holstered and/or pointed in the presence of the subject and/or a spark is demonstrated and/or the laser sighting system is activated. This mode is justified with a subject who is resistant.

(2) Drive Stun Mode (DSM)

This term, coined by the manufacturer, describes when the device is placed in direct contact with the subject and the current applied; the probes are not fired. Due to the minimal distance between the contact points on the CEW, drive stun is primarily a pain compliance mode. This mode is only justified to gain control of a subject who is assaultive or where the subject presents an imminent threat of serious bodily harm or death.

(3) Full Deployment (FD)

Probes are fired at a subject and the electrical pulse applied. In this mode, the device is designed to override the subject's nervous system and affect both the sensory and motor functions causing incapacitation. As with drive stun, this mode is only justified to gain control of a subject who is assaultive or where the subject presents an imminent threat of serious bodily harm or death.

Subjects on certain drugs and emotionally disturbed persons may have a high tolerance of pain. Most less-lethal options are dependent on inflicting pain to gain compliance, but CEWs are designed to incapacitate the subject. Therefore, CEWs, which are not solely dependent on pain to achieve compliance, are often more effective than other force options under these circumstances.

Demonstrated force 45.6% of the time and form of application. the next highest mode effective when used in this promotes

TASER USAGE		
USAGE TYPE	NO.	%
Demonstrated Force Presence	150	45.6
Drive Stun Mode	57	17.3
Full Deployment	122	37.1
TOTAL	329	100.0

incapacitation and allows officers the opportunity to secure the subject with handcuffs. However, since the conducting wires are fragile, contact during full deployment can be broken allowing the subject to break free so officers might have to resort to drive stun to maintain control of the subject. In cases where full deployment and drive stun were used in combination, the number was recorded as a FD.

presence was used is the least invasive Full deployment was used. CEWs are most full deployment since neuromuscular

Number of Cycles

During their training and recertification officers are instructed to apply the current only as long as it takes to gain control of the subject. Control is achieved when the subject is placed in restraints (e.g. handcuffs). If the subject struggles against being handcuffed then continued or renewed application of the current may be considered by officers until the subject is secured.

This reports records whether single or multiple cycles were used. A complete cycle is 5 seconds in duration. A partial cycle (less than 5 seconds) can occur when the CEW is manually disengaged or the power is shut off. For the purpose of this report, partial cycles will be recorded as a single cycle.

** Where more than used their CEW for drive stun mode or deployment, the reported as a*

CYCLES		
	NO.	%
Single Cycle	107	32.5
Multiple Cycle *	75	22.8
Not Applicable	147	44.7
TOTAL	329	100.0

one officer one cycle in a full incident is multiple cycle.

Note: On three occasions the CEW was cycled as a demonstrated force presence.

Number of CEWs

Officers, if they reasonably believe it is necessary, may use more than one device in the event that the first one is ineffective. Of the 25 events where more than one CEW was used, the subjects were assaultive or threatening imminent bodily harm or death. Almost half were instances where demonstrated force presence was sufficient, but for the rest officers used full deployment during violent encounters often with armed subjects. In all cases officers succeeded in avoiding the use of lethal force.

CEW Effectiveness

Effectiveness is of officers to gain In Toronto, CEW use 94% effective.

NUMBER OF CEWS USED		
	NO.	%
One CEW	304	92.4
Two CEWs	19	5.8
Three CEWs	5	1.5
Greater than 3 CEWs	1	0.3
TOTAL	329	100.0

measured by the ability control of the subject. has been shown to be Ineffectiveness has

been linked to shot placement, poor conduction (i.e. heavy clothing), or situations where the subject failed to respond to the demonstrated force presence of the CEW.

CEW EFFECTIVENESS		
	NO.	%
EFFECTIVE	310	94.2
NOT EFFECTIVE	19	5.8
TOTAL	329	100.0

Other Use of Force Option Used (Prior to CEW Use)

CEWs are one of the force options that a police officer can employ. Officer presence and tactical communications are almost always employed in CEW incidents; however, they are captured outside the sequence of events area in the Use of Force Report (Form 1). Other force options used prior to the CEW captured in this table include empty hand techniques (EHT), OC spray (OC), baton (B), Arwen (A), the police dog (PDS), and the firearm (F) used as a display of lethal force.

It is important to note, however, that force options are not necessarily used or intended to be used incrementally. Since the CEW is issued to supervisors who are often called to the scene after police presence has been established by primary response officers, the decision to use the CEW first instead of other force options can be understood as the result of careful deliberation by the officers involved. Nevertheless, the data clearly shows that the CEW is not the first force option chosen in a significant percentage of encounters (35.2%). This fact further supports the belief that officers are using a cautious approach in choosing the appropriate force option to gain control of situations.

**Firearm was only pointed
**ARWEN-A less lethal
rubber projectiles*

*or displayed
weapon that discharges*

OTHER FORCE OPTION USED (PRIOR TO CEW USE)		
	NO.	%
None	213	64.7
Firearm*	44	13.4
Baton	2	0.6
OC Spray	1	0.3
Empty Hand Techniques	60	18.2
Firearm and Empty Hand Techniques	4	1.2
Baton and Empty Hand Techniques	3	0.9
Firearm and Empty Hand Techniques and Arwen**	1	0.3
Police Dog	1	0.3
TOTAL	329	100.0

Injury

When deployed in the drive leave minor burn marks on makes contact. When the subject might receive minor darts. As each of these the CEW is used, they are classification of “injury” for The more common risk is a

stun mode, the CEW may the skin where the device CEW is fully deployed the skin punctures from the injuries is anticipated when not included under the the purposes of this report. *secondary* injury from a fall.

Subjects will often collapse immediately to the ground, and since the major muscles are locked, they will not be able to break the fall. Officers consider the location and environment, when using the CEW and use caution as part of their decision making process.

In 2008 there were no injuries directly related to CEW use.

Civil Action

This section notes the number of civil actions commenced within the reporting period related to CEW use. One civil suit was commenced in 2008.

Training

All CEW training is conducted by a certified instructor on the specific device used and approved by the Service. For initial training, approved Service members receive a minimum of 8 hours of training, which includes theory, practical scenarios, as well as a practical and written examination. All training is conducted in accordance with the guidelines established by the Ministry. Recertification training takes place at least once every 12 months, in accordance with Ministry guidelines and Ontario Regulation 926 of the *Police Services Act*.

This section reports on whether any additional training, related to an incident, was recommended within the reporting period. There was one incident where additional training was recommended. The incident involved an unintentional discharge into a proving station. The officer attended a refresher course on CEW use and completed the training.

Conclusion:

The record of CEW use by the Toronto Police Service shows that officers are using good judgement under difficult circumstances and making appropriate decisions to use the minimum force necessary to resolve often tense and dangerous situations. The Service is confident that the CEW has helped avoid injuries to the public and officers, particularly when other force options such as the baton or firearm might have been deployed. Consequently, the Service believes that with proper policy, procedures, training, and accountability the CEW is an appropriate police force option that can help improve public safety.

This report now captures more data in greater detail than previous reports, and attempts to portray, as accurately as possible, the frequency and nature of CEW use by the Toronto Police Service.

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 was also in receipt of a written submission dated March 17, 2009 from Andrew Buxton, Amnesty International Toronto; copy on file in the Board office.

Mr. Don Weitz was in attendance and delivered a deputation to the Board on this matter.

The Board noted that the foregoing report was much more comprehensive than previous reports and commended Chief Blair for the new format. Chief Blair said that Staff Superintendent Mike Federico and Sergeant Brian Maslowski were instrumental in creating the new report and commended them for their work. Chief Blair also said that the Toronto Police Service now publicly releases more information about its use of CEWs than any other police force in Canada.

Chief Blair responded to questions about the statistics contained in this report.

- 1. THAT the Board commend Chief Blair and the members of the Service who participated in the development of such a detailed and informative report on the use of conducted energy weapons;**
- 2. THAT the Board receive the foregoing report, Mr. Weitz's deputation and Mr. Buxton's written submission; and**
- 3. THAT the Chair and Chief Blair meet to consider whether or not any further improvements can be made to the format of the annual report in order to make it more user-friendly, and that Chief Blair provide a report to the Board on the results of the discussion.**

APPENDIX A

CONDUCTED ENERGY WEAPONS USAGE – 2008

Legend

CEW USER	SUBJECT BEHAVIOUR	CEW USAGE	OTHER FORCE OPTION USED PRIOR TO CEW USE
FLS -Front Line Supervisor ETF -Emergency Task Force PSU -Public Safety Unit	PR -Passive Resistant AR -Active Resistant AS -Assaultive	DFP -Demonstrated Force Presence DSM -Drive Stun Mode FD -Full Deployment	F -Firearm B -Baton/Impact Weapon EHT -Empty Hand Techniques A -Arwen PDS -Dog-Police Dog (Services)

SUBJECT CONDITION	SUBJECT DESCRIPTION	CYCLES	MISCELLANEOUS
AL -Alcohol D -Drugs EDP -Emotionally Disturbed Person	M -Male F -Female ANI -Animal MULTI -Multiple Subjects	S -Single M -Multiple	Y -Yes N -No N/A -Not Applicable

CEW INCIDENT #	DIVISION OF CEW USE	CEW USER	CEW INCIDENT DESCRIPTION	SUBJECT CONDITION	SUBJECT BEHAVIOUR	SUBJECT DESCRIPTION	AGE	USAGE	CYCLES	NUMBER OF CEWs USED	EFFECTIVE	INJURIES	TRAINING ISSUE	OTHER FORCE OPTION USED (PRIOR TO CEW)
1	52	ETF	OTHER DISTURBANCE	AL	AS	M	19	FD	S	1	Y	N	N	NONE
2	14	FLS	OTHER DISTURBANCE	N/A	AS	ANI	N/A	FD	M	2	Y	N	N	NONE
3	43	FLS	WEAPONS CALL	EDP	SBH/D	M	29	DFP	N/A	1	Y	N	N	NONE
4	43	FLS	DOMESTIC DISTURBANCE	N/A	SBH/D	ANI	N/A	FD	S	1	Y	N	N	NONE
5	41	FLS	DOMESTIC DISTURBANCE	EDP	AS	M	21	FD	M	1	N	N	N	NONE
6	43	FLS	PRISONER RELATED	EDP	AS	M	42	DSM	S	1	Y	N	N	EHT
7	54	FLS	DRUG RELATED	D	AS	M	39	FD	S	1	Y	N	N	NONE
8	51	FLS	ROBBERY	D	AS	M	25	FD	S	1	Y	N	N	NONE
9	14	FLS	ROBBERY	AL	AS	M	37	DSM	S	1	Y	N	N	EHT
10	52	FLS	OTHER DISTURBANCE	EDP	AS	M	N/A	FD	S	1	N	N	N	EHT
11	43	FLS	DOMESTIC DISTURBANCE	EDP	AS	M	42	DFP	N/A	1	Y	N	N	NONE
12	51	FLS	ROBBERY	N/A	AS	M	22	FD	M	1	Y	N	N	F
13	43	FLS	DRUG RELATED	D	AS	M	46	DSM	M	1	Y	N	N	EHT
14	31	ETF	PRISONER RELATED	EDP	AS	M	41	FD	S	1	Y	N	N	NONE
15	42	FLS	WEAPONS CALL	N/A	AS	M	17	DFP	N/A	1	Y	N	N	NONE
16	14	ETF	EDP	EDP	AR	M	36	DFP	N/A	1	Y	N	N	NONE
17	55	FLS	OTHER DISTURBANCE	EDP	AS	F	43	FD	M	1	Y	N	N	NONE
18	42	FLS	ASSAULT RELATED	AL	AS	M	27	DSM	S	1	Y	N	N	EHT
19	31	FLS	TRAFFIC	EDP	AS	M	22	FD	S	1	Y	N	N	NONE
20	14	FLS	OTHER DISTURBANCE	EDP	SBH/D	M	12	DFP	N/A	1	Y	N	N	NONE
21	41	FLS	WEAPONS CALL	EDP	AS	M	44	FD	M	1	Y	N	N	NONE
22	51	FLS	DRUG RELATED	EDP	AS	M	20	DSM	S	1	Y	N	N	NONE
23	14	ETF	WEAPONS CALL	N/A	AS	M	39	DFP	N/A	1	Y	N	N	NONE
24	13	FLS	WARRANT RELATED	EDP	AS	M	29	DSM	M	1	Y	N	N	NONE
25	52	FLS	OTHER DISTURBANCE	AL	SBH/D	MULTI	N/A	DFP	N/A	1	Y	N	N	NONE
26	32	FLS	OTHER DISTURBANCE	N/A	AS	M	17	DSM	S	1	Y	N	N	EHT
27	43	FLS	WEAPONS CALL	EDP	AS	M	43	FD	S	1	Y	N	N	NONE
28	22	ETF	WEAPONS CALL	EDP	AS	M	20	FD	S	1	Y	N	N	F

CEW INCIDENT #	DIVISION OF CEW USE	CEW USER	CEW INCIDENT DESCRIPTION	SUBJECT CONDITION	SUBJECT BEHAVIOUR	SUBJECT DESCRIPTION	AGE	USAGE	CYCLES	NUMBER OF CEWs USED	EFFECTIVE	INJURIES	TRAINING ISSUE	OTHER FORCE OPTION USED (PRIOR TO CEW)
29	43	FLS	SUICIDE/ATTEMPT	EDP	SBH/D	M	39	FD	M	1	Y	N	N	NONE
30	43	FLS	ROBBERY	N/A	SBH/D	M	16	DFP	N/A	1	Y	N	N	NONE
31	43	FLS	DOMESTIC DISTURBANCE	AL	AS	M	22	DFP	S	1	Y	N	N	NONE
32	51	FLS	BREAK AND ENTER	AL	AS	M	25	FD	S	1	N	N	N	NONE
33	52	FLS	OTHER DISTURBANCE	D	AS	M	21	FD	M	1	Y	N	N	EHT
34	11	FLS	EDP	EDP	SBH/D	F	51	FD	S	1	Y	N	N	NONE
35	11	FLS	PRISONER RELATED	EDP	AS	M	39	DFP	N/A	1	Y	N	N	NONE
36	14	FLS	DRUG RELATED	EDP	AS	M	42	DSM	M	1	Y	N	N	EHT
37	51	FLS	DRUG RELATED	EDP	SBH/D	F	17	DSM	S	1	Y	N	N	NONE
38	32	FLS	ADDRESS CHECK	AL	AS	M	32	DFP	N/A	1	Y	N	N	NONE
39	52	FLS	OTHER DISTURBANCE	AL	AS	M	22	DSM	M	1	Y	N	N	EHT
40	52	FLS	OTHER DISTURBANCE	D+AL	AS	M	23	FD	M	1	Y	N	N	NONE
41	11	FLS	PRISONER RELATED	D	AS	M	39	DFP	N/A	1	Y	N	N	NONE
42	52	FLS	DRUG RELATED	EDP	AS	M	23	DSM	S	1	Y	N	N	EHT
43	52	FLS	WEAPONS CALL	EDP	AS	M	35	DFP	N/A	1	Y	N	N	NONE
44	13	ETF	WEAPONS CALL	EDP	AS	M	38	FD	M	1	Y	N	N	EHT
45	23	FLS	WEAPONS CALL	AL	SBH/D	M	48	DFP	N/A	1	Y	N	N	NONE
46	43	ETF	WEAPONS CALL	AL	PR	M	19	DFP	N/A	1	Y	N	N	F
47	33	ETF	EDP	EDP	AS	M	52	FD	M	1	Y	N	N	F
48	32	FLS	EDP	EDP	AS	M	21	FD	M	1	Y	N	N	OC
49	13	ETF	PRISONER RELATED	EDP	AS	M	26	DFP	N/A	1	Y	N	N	NONE
50	51	FLS	WEAPONS CALL	EDP	AS	M	48	DFP	N/A	1	Y	N	N	NONE
51	32	FLS	WARRANT RELATED	N/A	AS	M	34	FD	S	1	Y	N	N	NONE
52	51	FLS	WEAPONS CALL	EDP	SBH/D	M	40	DFP	N/A	1	Y	N	N	NONE
53	41	FLS	WEAPONS CALL	EDP+AL	AS	F	23	FD	S	2	Y	N	N	NONE
54	14	FLS	PRISONER RELATED	EDP	AS	M	19	FD	M	2	Y	N	N	NONE
55	14	FLS	WARRANT RELATED	D+AL	AS	MULTI	N/A	DFP	N/A	1	Y	N	N	NONE
56	22	FLS	UNINTENTIONAL DISCHARGE	N/A	N/A	N/A	N/A	FD	S	1	Y	N	N	NONE
57	31	FLS	ASSAULT RELATED	N/A	AS	M	41	DFP	N/A	1	Y	N	N	NONE
58	52	FLS	PRISONER RELATED	D	AS	F	25	DSM	S	1	Y	N	N	EHT
59	41	FLS	BREAK AND ENTER	N/A	SBH/D	M	33	FD	M	1	Y	N	N	NONE
60	51	FLS	PRISONER RELATED	AL	AS	M	46	DFP	N/A	1	Y	N	N	NONE
61	51	FLS	BREAK AND ENTER	N/A	AR	M	29	FD	S	1	Y	N	N	NONE
62	11	FLS	WEAPONS CALL	EDP	AS	M	22	DFP	N/A	1	Y	N	N	NONE
63	14	FLS	PRISONER RELATED	AL	AS	M	42	DSM	M	1	Y	N	N	NONE
64	43	FLS	ASSAULT RELATED	AL	AS	M	20	DSM	S	1	Y	N	N	NONE
65	52	FLS	OTHER DISTURBANCE	AL	AS	MULTI	N/A	DFP	M	1	Y	N	N	NONE
66	52	FLS	OTHER DISTURBANCE	AL	AS	M	23	FD	S	1	Y	N	N	NONE
67	51	FLS	OTHER DISTURBANCE	D	AS	M	24	FD	S	1	Y	N	N	EHT
68	42	FLS	DOMESTIC DISTURBANCE	EDP	SBH/D	M	23	DSM	M	1	Y	N	N	NONE
69	52	FLS	PRISONER RELATED	EDP	AS	M	39	DSM	S	1	Y	N	N	NONE
70	14	FLS	PRISONER RELATED	AL	AS	M	39	DSM	S	1	Y	N	N	EHT
71	52	FLS	DOMESTIC DISTURBANCE	AL	AS	M	25	DSM	S	1	Y	N	N	NONE

CEW INCIDENT #	DIVISION OF CEW USE	CEW USER	CEW INCIDENT DESCRIPTION	SUBJECT CONDITION	SUBJECT BEHAVIOUR	SUBJECT DESCRIPTION	AGE	USAGE	CYCLES	NUMBER OF CEWs USED	EFFECTIVE	INJURIES	TRAINING ISSUE	OTHER FORCE OPTION USED (PRIOR TO CEW)
72	54	ETF	WARRANT RELATED	D	AS	M	24	FD	M	2	Y	N	N	F
73	31	FLS	EDP	EDP	AS	M	27	DFP	N/A	1	Y	N	N	NONE
74	55	FLS	EDP	EDP+D	AS	M	20	DFP	N/A	1	Y	N	N	NONE
75	51	FLS	PRISONER RELATED	AL	AR	M	37	DFP	N/A	1	Y	N	N	NONE
76	22	FLS/ETF	EDP	EDP	SBH/D	M	44	DFP	N/A	2	Y	N	N	NONE
77	32	FLS	SUICIDE/ATTEMPT	D+AL	SBH/D	M	27	FD	S	1	Y	N	N	NONE
78	42	FLS	EDP	EDP	AS	M	44	DFP	N/A	1	Y	N	N	NONE
79	41	FLS	DRUG RELATED	N/A	AS	M	22	DFP	N/A	1	Y	N	N	NONE
80	14	FLS/ETF	ROBBERY	EDP	SBH/D	M	37	FD	M	7	N	N	N	EHT+F+A
81	42	FLS	DOMESTIC DISTURBANCE	AL	AS	M	22	DSM	S	1	Y	N	N	NONE
82	31	FLS	PRISONER RELATED	AL	AS	M	23	DSM	S	1	Y	N	N	NONE
83	52	FLS	ASSAULT RELATED	D	AS	M	23	DSM	M	1	Y	N	N	EHT
84	42	FLS	TRAFFIC	AL	AS	M	24	DSM	S	1	Y	N	N	NONE
85	33	ETF	WEAPONS CALL	AL	SBH/D	M	44	DFP	N/A	1	Y	N	N	NONE
86	41	FLS	ROBBERY	N/A	AS	M	17	DFP	N/A	1	Y	N	N	EHT
87	11	FLS	BREAK AND ENTER	AL	SBH/D	M	35	DFP	N/A	1	Y	N	N	NONE
88	32	FLS	BREAK AND ENTER	D	AS	M	42	FD	M	1	Y	N	N	PDS
89	41	ETF	WARRANT RELATED	N/A	SBH/D	M	26	DFP	N/A	1	Y	N	N	NONE
90	51	FLS	DOMESTIC DISTURBANCE	D	AS	M	25	FD	M	1	Y	N	N	NONE
91	52	FLS	DRUG RELATED	N/A	AS	M	20	FD	M	1	Y	N	N	NONE
92	14	FLS	OTHER DISTURBANCE	D+AL	AS	M	41	FD	S	1	Y	N	N	EHT
93	42	FLS	WEAPONS CALL	EDP	SBH/D	M	20	DFP	N/A	1	Y	N	N	NONE
94	52	FLS	PRISONER RELATED	AL	AS	M	31	FD	M	1	N	N	N	EHT
95	42	FLS	DOMESTIC DISTURBANCE	N/A	AS	M	22	DFP	N/A	1	Y	N	N	NONE
96	22	FLS	EDP	EDP	AS	M	23	FD	S	1	Y	N	N	NONE
97	33	FLS	DOMESTIC DISTURBANCE	N/A	PR	M	32	DFP	N/A	1	Y	N	N	NONE
98	51	ETF	WARRANT RELATED	N/A	SBH/D	M	23	FD	S	1	Y	N	N	F+EHT
99	23	FLS	UNINTENTIONAL DISCHARGE	N/A	N/A	N/A	N/A	FD	S	1	Y	N	N	NONE
100	43	FLS	ROBBERY	EDP	AS	M	41	FD	M	1	Y	N	N	NONE
101	13	FLS	EDP	EDP+D+AL	AS	F	41	DFP	N/A	1	Y	N	N	NONE
102	43	ETF	WEAPONS CALL	EDP+D+AL	SBH/D	M	43	DFP	N/A	2	N	N	N	NONE
103	13	FLS	UNINTENTIONAL DISCHARGE	N/A	N/A	N/A	N/A	FD	S	1	Y	N	N	NONE
104	32	ETF	SUICIDE/ATTEMPT	EDP	AS	M	32	DFP	N/A	1	Y	N	N	F
105	32	FLS	UNINTENTIONAL DISCHARGE	N/A	N/A	N/A	N/A	FD	S	1	Y	N	N	NONE
106	33	FLS	OTHER DISTURBANCE	D	AS	M	15	FD	S	1	Y	N	N	NONE
107	52	FLS	OTHER DISTURBANCE	AL	AS	M	19	FD	S	1	Y	N	N	EHT
108	42	FLS	OTHER DISTURBANCE	N/A	AS	M	19	DFP	N/A	1	Y	N	N	NONE
109	43	ETF	WARRANT RELATED	N/A	AS	M	43	DFP	N/A	1	Y	N	N	F+EHT
110	23	FLS	OTHER DISTURBANCE	AL	AS	M	41	FD	M	1	Y	N	N	NONE
111	55	FLS	DOMESTIC DISTURBANCE	N/A	SBH/D	M	47	DFP	N/A	1	Y	N	N	NONE
112	52	FLS	OTHER DISTURBANCE	D+AL	SBH/D	MULTI	N/A	FD	S	3	Y	N	N	NONE
113	11	FLS	EDP	EDP+D	AS	M	38	FD	S	1	Y	N	N	NONE

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114	51	FLS	WEAPONS CALL	EDP	SBH/D	M	43	FD	M	1	Y	N	N	NONE
115	14	FLS	OTHER DISTURBANCE	EDP	AR	M	34	DFP	N/A	1	Y	N	N	NONE
116	43	FLS	PRISONER RELATED	EDP+AL	AS	M	35	DSM	M	1	Y	N	N	EHT
117	23	FLS	PRISONER RELATED	D	AS	M	26	DFP	N/A	1	Y	N	N	NONE
118	14	FLS	ASSAULT RELATED	AL	AS	M	26	DFP	N/A	1	N	N	N	EHT
119	42	FLS	ASSAULT RELATED	EDP	AS	M	22	FD	S	1	Y	N	N	EHT
120	43	ETF	WEAPONS CALL	EDP	AR	F	68	DFP	N/A	1	Y	N	N	NONE
121	14	FLS	ASSAULT RELATED	AL	AS	M	21	DSM	M	1	Y	N	N	EHT
122	42	FLS	OTHER DISTURBANCE	EDP	AS	M	24	DFP	N/A	1	Y	N	N	NONE
123	11	FLS	WEAPONS CALL	EDP+AL	AS	M	25	DFP	N/A	1	Y	N	N	NONE
124	11	FLS	ASSAULT RELATED	EDP	AS	M	26	FD	S	1	Y	N	N	NONE
125	52	FLS	PRISONER RELATED	N/A	AS	M	27	DFP	N/A	1	N	N	N	B
126	42	ETF	WEAPONS CALL	EDP	SBH/D	M	30	FD	M	1	Y	N	N	F
127	41	FLS	WARRANT RELATED	N/A	AS	M	17	DSM	S	1	Y	N	N	NONE
128	42	FLS	EDP	EDP	AS	M	19	FD	S	1	Y	N	N	NONE
129	11	FLS	DOMESTIC DISTURBANCE	AL	AS	M	39	DFP	N/A	1	Y	N	N	NONE
130	43	FLS	ANIMAL RELATED	N/A	AS	ANI	N/A	FD	S	1	Y	N	N	NONE
131	23	FLS	EDP	EDP	AS	M	39	FD	M	1	Y	N	N	NONE
132	43	FLS	EDP	EDP	SBH/D	M	40	FD	M	1	Y	N	N	NONE
133	42	FLS	PRISONER RELATED	EDP	AS	M	16	FD	M	1	Y	N	N	B+EHT
134	43	FLS	UNINTENTIONAL DISCHARGE	N/A	N/A	N/A	N/A	FD	S	1	Y	N	N	NONE
135	52	ETF	SUICIDE/ATTEMPT	EDP+D+AL	SBH/D	F	38	DFP	N/A	2	Y	N	N	F
136	32	FLS	UNINTENTIONAL DISCHARGE	N/A	N/A	N/A	N/A	FD	S	1	Y	N	N	NONE
137	14	FLS	WEAPONS CALL	EDP+AL	SBH/D	F	49	FD	M	1	Y	N	N	F
138	43	FLS	ANIMAL RELATED	N/A	SBH/D	ANI	N/A	FD	M	1	Y	N	N	NONE
139	41	FLS	BREAK AND ENTER	EDP+D	SBH/D	M	41	FD	M	1	Y	N	N	NONE
140	13	ETF	WARRANT RELATED	N/A	AS	MULTI	N/A	DFP	N/A	1	Y	N	N	F
141	14	FLS	PRISONER RELATED	AL	AS	M	37	DSM	S	1	N	N	N	EHT
142	14	FLS	OTHER DISTURBANCE	AL	AS	F	18	DFP	N/A	1	N	N	N	EHT
143	33	FLS	TRAFFIC	D	AS	M	29	FD	M	1	Y	N	N	NONE
144	52	ETF	EDP	EDP	AS	M	29	DFP	N/A	1	Y	N	N	F
145	55	FLS	EDP	EDP	AR	M	18	DFP	N/A	1	Y	N	N	NONE
146	52	FLS	PRISONER RELATED	N/A	AS	F	19	DFP	N/A	1	Y	N	N	EHT
147	31	ETF	ANIMAL RELATED	N/A	SBH/D	ANI	N/A	DFP	N/A	1	Y	N	N	F
148	13	FLS	OTHER DISTURBANCE	AL	AS	M	33	DSM	S	1	Y	N	N	NONE
149	51	ETF	EDP	EDP	AS	M	23	FD	M	2	Y	N	N	B+EHT
150	31	FLS	WEAPONS CALL	EDP	SBH/D	M	19	FD	M	1	Y	N	N	F
151	51	FLS	PRISONER RELATED	D+AL	AS	F	18	DSM	S	1	Y	N	N	NONE
152	32	FLS	PRISONER RELATED	EDP	AS	M	19	DSM	S	1	Y	N	N	EHT
153	51	FLS	DRUG RELATED	N/A	AS	M	30	FD	S	1	Y	N	N	NONE
154	55	ETF	EDP	EDP	SBH/D	F	43	DFP	N/A	3	Y	N	N	F
155	31	FLS	PRISONER RELATED	EDP	AS	M	22	DSM	S	1	Y	N	N	EHT
156	52	FLS	WEAPONS CALL	AL	SBH/D	M	30	DFP	N/A	1	Y	N	N	F

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157	55	FLS	DOMESTIC DISTURBANCE	AL	AS	M	54	FD	S	1	Y	N	N	NONE
158	33	ETF	UNINTENTIONAL DISCHARGE	N/A	N/A	N/A	N/A	FD	S	1	Y	N	Y	NONE
159	31	FLS	WEAPONS CALL	N/A	SBH/D	M	34	DFP	N/A	1	Y	N	N	NONE
160	55	ETF	WEAPONS CALL	EDP+AL	PR	M	57	DFP	N/A	1	Y	N	N	F
161	55	FLS	PRISONER RELATED	EDP+AL	AS	M	31	DSM	S	1	Y	N	N	NONE
162	33	ETF	EDP	EDP	AS	F	16	DFP	N/A	2	Y	N	N	F
163	53	FLS	SUICIDE/ATTEMPT	EDP	SBH/D	M	50	DFP	N/A	1	Y	N	N	NONE
164	31	FLS	WEAPONS CALL	EDP	SBH/D	M	22	DFP	N/A	1	Y	N	N	NONE
165	52	FLS	PRISONER RELATED	AL	AR	M	21	DFP	N/A	1	Y	N	N	EHT
166	43	FLS	PRISONER RELATED	AL	AS	M	33	DFP	N/A	1	Y	N	N	NONE
167	52	ETF	OTHER-THREATEN DEATH	N/A	AS	M	41	FD	M	1	Y	N	N	EHT
168	11	FLS	EDP	EDP	AS	M	19	DFP	N/A	1	Y	N	N	NONE
169	51	ETF	PRISONER RELATED	AL	AS	M	32	DFP	N/A	1	Y	N	N	NONE
170	14	FLS	ROBBERY	N/A	AS	M	23	DFP	N/A	1	Y	N	N	NONE
171	52	FLS	WEAPONS CALL	N/A	SBH/D	M	41	DFP	N/A	1	Y	N	N	NONE
172	54	FLS	OTHER DISTURBANCE	AL	AS	M	25	DSM	M	1	Y	N	N	B+EHT
173	13	ETF	WEAPONS CALL	AL	SBH/D	M	56	FD	M	2	Y	N	N	F
174	14	FLS	WEAPONS CALL	EDP	SBH/D	M	50	FD	S	1	Y	N	N	NONE
175	42	FLS	OTHER-WANTED PARTY	N/A	AS	M	32	FD	M	1	Y	N	N	EHT
176	52	FLS	OTHER DISTURBANCE	EDP	SBH/D	M	26	DFP	N/A	1	Y	N	N	EHT
177	31	FLS	DOMESTIC DISTURBANCE	D+AL	AR	M	37	DFP	N/A	1	Y	N	N	NONE
178	31	ETF	WARRANT RELATED	N/A	AS	M	18	DFP	N/A	1	Y	N	N	F
179	33	ETF	OTHER-ABDUCTION	N/A	AS	M	42	DFP	N/A	1	Y	N	N	F
180	42	FLS	OTHER DISTURBANCE	N/A	AS	M	19	FD	S	1	Y	N	N	NONE
181	42	FLS	EDP	EDP+AL	AS	M	38	DSM	M	1	Y	N	N	NONE
182	51	FLS	DRUG RELATED	N/A	AS	M	40	FD	S	1	Y	N	N	NONE
183	43	FLS	DOMESTIC DISTURBANCE	AL	AS	M	22	DSM	S	1	Y	N	N	EHT
184	14	FLS	ROBBERY	N/A	AS	M	23	DSM	S	1	Y	N	N	NONE
185	43	FLS	UNINTENTIONAL DISCHARGE	N/A	N/A	N/A	N/A	FD	S	1	Y	N	N	NONE
186	31	FLS	WEAPONS CALL	D	AS	M	34	DFP	N/A	1	Y	N	N	NONE
187	52	FLS	OTHER DISTURBANCE	AL	AS	M	23	FD	M	2	Y	N	N	NONE
188	14	FLS	OTHER DISTURBANCE	D+AL	AS	M	18	DFP	N/A	1	N	N	N	NONE
189	55	FLS	UNINTENTIONAL DISCHARGE	N/A	N/A	N/A	N/A	FD	S	1	Y	N	N	NONE
190	42	ETF	WEAPONS CALL	EDP	SBH/D	M	71	FD	M	2	Y	N	N	NONE
191	43	ETF	EDP	EDP	AS	M	40	FD	S	1	Y	N	N	F
192	14	FLS	EDP	EDP	AS	M	28	DFP	N/A	1	Y	N	N	EHT
193	14	FLS	PRISONER RELATED	AL	AS	M	33	FD	S	1	Y	N	N	NONE
194	31	FLS	PRISONER RELATED	N/A	AS	M	37	DSM	M	1	Y	N	N	NONE
195	14	FLS	PRISONER RELATED	AL	AS	M	22	DSM	S	1	Y	N	N	EHT
196	42	ETF	WARRANT RELATED	N/A	SBH/D	M	17	DFP	N/A	1	Y	N	N	F
197	53	ETF	EDP	EDP	SBH/D	M	52	DFP	N/A	2	Y	N	N	F
198	32	FLS	WEAPONS CALL	EDP	AS	M	28	DFP	N/A	1	Y	N	N	NONE

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199	31	ETF	WEAPONS CALL	EDP+AL	SBH/D	M	58	FD	M	3	Y	N	N	F
200	33	FLS	DOMESTIC DISTURBANCE	AL	AS	M	49	DFP	N/A	1	Y	N	N	NONE
201	22	ETF	WEAPONS CALL	EDP+AL	AS	M	21	DFP	N/A	1	Y	N	N	F+EHT
202	23	FLS	PURSUIT	N/A	PR	M	18	DFP	N/A	1	Y	N	N	NONE
203	14	FLS	OTHER DISTURBANCE	N/A	AS	M	22	DSM	S	1	Y	N	N	EHT
204	55	FLS	PRISONER RELATED	EDP	AS	M	50	DFP	S	1	Y	N	N	NONE
205	52	FLS	UNINTENTIONAL DISCHARGE	N/A	N/A	N/A	N/A	FD	S	1	Y	N	N	NONE
206	43	FLS	DOMESTIC DISTURBANCE	EDP	AS	M	37	DFP	N/A	1	Y	N	N	NONE
207	51	FLS	OTHER DISTURBANCE	EDP	AS	M	25	FD	M	1	Y	N	N	NONE
208	52	FLS	WEAPONS CALL	N/A	AR	M	21	DFP	N/A	1	Y	N	N	NONE
209	14	FLS	DRUG RELATED	D	AS	M	33	FD	S	1	Y	N	N	NONE
210	51	PSU	WEAPONS CALL	AL	PR	M	26	DFP	N/A	1	Y	N	N	NONE
211	33	FLS	OTHER DISTURBANCE	EDP+AL	AS	M	39	DFP	N/A	1	Y	N	N	NONE
212	32	FLS	OTHER DISTURBANCE	N/A	PR	M	18	DFP	N/A	1	Y	N	N	NONE
213	13	FLS	EDP	EDP	AR	M	38	DFP	N/A	1	Y	N	N	NONE
214	42	FLS	DOMESTIC DISTURBANCE	N/A	AS	M	23	FD	S	1	Y	N	N	EHT
215	54	ETF	WEAPONS CALL	EDP	SBH/D	M	42	FD	S	1	Y	N	N	F
216	32	FLS	WEAPONS CALL	N/A	AS	M	22	FD	M	1	N	N	N	NONE
217	51	FLS	WEAPONS CALL	N/A	PR	MULTI	N/A	DFP	N/A	1	Y	N	N	NONE
218	33	ETF	UNINTENTIONAL DISCHARGE	N/A	N/A	N/A	N/A	FD	S	1	N	N	N	NONE
219	31	FLS	DRUG RELATED	D	AS	M	37	FD	M	1	Y	N	N	EHT
220	31	FLS	OTHER DISTURBANCE	N/A	AS	M	47	FD	S	1	Y	N	N	NONE
221	33	FLS	WEAPONS CALL	N/A	AR	M	27	DFP	N/A	1	Y	N	N	NONE
222	33	FLS	EDP	EDP	PR	M	31	DFP	N/A	1	N	N	N	NONE
223	52	FLS	PRISONER RELATED	EDP+AL	AS	M	36	DSM	S	1	Y	N	N	NONE
224	31	FLS	PRISONER RELATED	N/A	AS	M	28	DSM	S	1	Y	N	N	EHT
225	31	ETF	WEAPONS CALL	EDP+AL	AS	M	50	FD	M	1	Y	N	N	NONE
226	23	ETF	WARRANT RELATED	N/A	SBH/D	M	23	DFP	N/A	1	Y	N	N	F
227	14	FLS	OTHER DISTURBANCE	AL	AS	M	45	FD	M	1	Y	N	N	NONE
228	43	ETF	WEAPONS CALL	EDP	AS	M	47	DFP	N/A	2	Y	N	N	F
229	51	FLS	EDP	EDP	AS	M	20	FD	M	1	Y	N	N	NONE
230	33	FLS	EDP	EDP	AS	M	22	DSM	S	1	Y	N	N	EHT
231	52	FLS	ASSAULT RELATED	AL	AS	M	19	DFP	N/A	1	Y	N	N	NONE
232	14	FLS	EDP	EDP+AL	AS	M	44	FD	S	1	Y	N	N	EHT
233	22	FLS	OTHER DISTURBANCE	AL	AS	M	19	DFP	N/A	1	Y	N	N	NONE
234	51	FLS	DRUG RELATED	D+AL	AS	M	20	DSM	S	1	Y	N	N	EHT
235	31	FLS	EDP	EDP	AS	M	38	DFP	N/A	1	Y	N	N	EHT
236	41	FLS	DRUG RELATED	D	AS	M	19	DFP	N/A	1	Y	N	N	NONE
237	33	FLS	PRISONER RELATED	AL	AS	M	55	FD	S	1	Y	N	N	NONE
238	52	FLS	OTHER DISTURBANCE	AL	AS	M	38	FD	S	1	Y	N	N	NONE
239	42	FLS	OTHER DISTURBANCE	EDP+D+AL	AS	M	24	DFP	N/A	1	Y	N	N	EHT
240	54	ETF	PRISONER RELATED	EDP	SBH/D	M	36	FD	M	1	Y	N	N	NONE
241	13	FLS	OTHER DISTURBANCE	N/A	AS	M	26	DFP	N/A	1	N	N	N	EHT

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242	41	FLS	ASSAULT RELATED	D	AS	M	22	FD	S	1	N	N	N	NONE
243	51	FLS	WEAPONS CALL	EDP	SBH/D	F	15	FD	S	1	Y	N	N	NONE
244	31	FLS	DRUG RELATED	N/A	AS	M	17	FD	M	1	Y	N	N	NONE
245	11	ETF	WEAPONS CALL	EDP	AS	M	35	DFP	N/A	1	Y	N	N	F
246	52	ETF	WEAPONS CALL	AL	SBH/D	M	35	DFP	N/A	2	Y	N	N	F
247	11	FLS	OTHER DISTURBANCE	AL	AS	M	40	DSM	S	1	Y	N	N	NONE
248	14	FLS	EDP	EDP	SBH/D	M	25	FD	S	1	Y	N	N	NONE
249	31	FLS	WEAPONS CALL	EDP	SBH/D	M	40	FD	S	1	Y	N	N	NONE
250	41	FLS	OTHER DISTURBANCE	N/A	AS	M	30	DFP	N/A	1	Y	N	N	NONE
251	11	FLS	OTHER DISTURBANCE	AL	AS	M	19	DFP	N/A	1	Y	N	N	NONE
252	12	ETF	WEAPONS CALL	EDP	AS	M	23	DFP	N/A	1	Y	N	N	F
253	14	FLS	DRUG RELATED	N/A	AS	M	56	DSM	M	1	Y	N	N	EHT
254	33	FLS	WEAPONS CALL	N/A	AR	M	64	DFP	N/A	1	Y	N	N	NONE
255	52	FLS	OTHER DISTURBANCE	AL	AS	M	20	FD	M	3	Y	N	N	NONE
256	14	FLS	OTHER DISTURBANCE	EDP+D	SBH/D	M	22	FD	M	1	Y	N	N	NONE
257	52	FLS	BREAK AND ENTER	N/A	AS	M	36	DFP	N/A	1	N	N	N	NONE
258	13	FLS	DOMESTIC DISTURBANCE	AL	AS	M	30	FD	S	1	Y	N	N	EHT
259	51	FLS	SUSPICIOUS PERSON	D	AS	M	25	FD	S	1	Y	N	N	NONE
260	51	FLS	WARRANT RELATED	D	SBH/D	M	42	DFP	N/A	1	Y	N	N	EHT
261	42	ETF	EDP	EDP	AS	M	42	DFP	N/A	1	Y	N	N	F
262	14	FLS	DOMESTIC DISTURBANCE	AL	PR	M	22	DFP	N/A	1	Y	N	N	NONE
263	53	ETF	WEAPONS CALL	EDP	PR	M	26	DFP	N/A	1	Y	N	N	F
264	55	FLS	BREAK AND ENTER	AL	AS	M	43	DSM	S	1	Y	N	N	NONE
265	11	FLS	WEAPONS CALL	EDP	SBH/D	F	57	DFP	N/A	1	Y	N	N	NONE
266	43	FLS	WEAPONS CALL	N/A	AS	M	19	DFP	N/A	1	Y	N	N	F
267	42	FLS	PROPERTY RELATED	D	AS	M	45	DFP	N/A	1	Y	N	N	NONE
268	52	FLS	WARRANT RELATED	N/A	AS	M	27	FD	M	1	Y	N	N	NONE
269	42	ETF	EDP	EDP	SBH/D	M	35	DFP	N/A	2	Y	N	N	NONE
270	43	FLS	OTHER DISTURBANCE	EDP+D+AL	AS	M	23	DSM	M	1	Y	N	N	NONE
271	41	ETF	WARRANT RELATED	N/A	SBH/D	MULTI	N/A	DFP	N/A	1	Y	N	N	F
272	42	ETF	EDP	EDP	AS	F	32	DFP	N/A	1	Y	N	N	NONE
273	42	ETF	WARRANT RELATED	D	SBH/D	M	26	FD	M	1	Y	N	N	F+EHT
274	43	ETF	EDP	EDP	AS	F	27	DFP	N/A	1	Y	N	N	NONE
275	11	FLS	OTHER DISTURBANCE	AL	AS	M	26	FD	S	1	Y	N	N	NONE
276	42	FLS	WEAPONS CALL	EDP+D+AL	SBH/D	M	33	DFP	N/A	1	Y	N	N	EHT
277	13	ETF	WARRANT RELATED	N/A	AS	M	23	DFP	N/A	1	Y	N	N	F
278	51	FLS	ASSAULT RELATED	D	AS	M	35	DSM	M	1	N	N	N	EHT
279	41	FLS	WARRANT RELATED	D	AS	M	33	DFP	N/A	1	Y	N	N	NONE
280	12	FLS	WEAPONS CALL	EDP	SBH/D	M	36	DFP	N/A	1	Y	N	N	NONE
281	43	FLS	PRISONER RELATED	EDP	AS	M	17	DSM	S	1	Y	N	N	EHT
282	33	FLS	OTHER DISTURBANCE	EDP	AS	M	44	FD	M	1	Y	N	N	EHT
283	51	FLS	DRUG RELATED	D	AS	M	22	DFP	N/A	1	Y	N	N	NONE
284	13	FLS	DRUG RELATED	N/A	AS	M	21	DSM	M	1	Y	N	N	NONE
285	55	FLS	WARRANT RELATED	D	PR	M	N/A	DFP	N/A	1	Y	N	N	NONE

CEW INCIDENT #	DIVISION OF CEW USE	CEW USER	CEW INCIDENT DESCRIPTION	SUBJECT CONDITION	SUBJECT BEHAVIOUR	SUBJECT DESCRIPTION	AGE	USAGE	CYCLES	NUMBER OF CEWs USED	EFFECTIVE	INJURIES	TRAINING ISSUE	OTHER FORCE OPTION USED (PRIOR TO CEW)
286	42	FLS	OTHER DISTURBANCE	AL	AS	M	40	DSM	M	1	Y	N	N	B
287	41	ETF	WEAPONS CALL	EDP	SBH/D	M	27	DFP	N/A	2	Y	N	N	F
288	13	FLS	UNINTENTIONAL DISCHARGE	N/A	N/A	N/A	N/A	FD	S	1	Y	N	N	NONE
289	11	FLS	DRUG RELATED	AL	SBH/D	M	40	DSM	S	1	Y	N	N	EHT
290	52	FLS	OTHER DISTURBANCE	AL	AS	M	18	DSM	S	1	Y	N	N	EHT
291	41	ETF	WEAPONS CALL	EDP	SBH/D	M	23	DFP	N/A	1	Y	N	N	F
292	41	ETF	WEAPONS CALL	EDP	SBH/D	F	53	FD	M	3	Y	N	N	F
293	42	FLS	DOMESTIC DISTURBANCE	EDP	AS	M	16	DSM	S	1	Y	N	N	NONE
294	11	FLS	WEAPONS CALL	AL	SBH/D	M	25	DFP	N/A	1	Y	N	N	NONE
295	42	FLS	PRISONER RELATED	EDP	AS	M	19	DSM	S	1	Y	N	N	EHT
296	12	FLS	WEAPONS CALL	N/A	AS	M	30	DFP	N/A	1	Y	N	N	NONE
297	23	ETF	WEAPONS CALL	EDP	SBH/D	M	45	FD	S	1	Y	N	N	F
298	42	FLS	Break and Enter	AL	AS	M	22	DFP	N/A	1	Y	N		NONE
299	12	ETF	EDP	EDP	SBH/D	M	26	DFP	N/A	1	Y	N	N	F
300	33	FLS	BREAK AND ENTER	AL	AS	M	22	DFP	N/A	2	Y	N	N	NONE
301	11	FLS	OTHER DISTURBANCE	AL	AS	M	34	DFP	N/A	1	Y	N	N	NONE
302	14	FLS	OTHER DISTURBANCE	AL	AS	M	25	FD	M	1	N	N	N	EHT
303	14	FLS	PRISONER RELATED	AL	AS	M	25	DSM	M	1	Y	N	N	EHT
304	14	FLS	OTHER DISTURBANCE	AL	AS	M	25	DSM	S	1	Y	N	N	NONE
305	51	FLS	DRUG RELATED	D	AS	M	30	FD	S	1	Y	N	N	EHT
306	33	FLS	OTHER DISTURBANCE	N/A	AS	M	25	DFP	N/A	1	Y	N	N	NONE
307	11	FLS	WEAPONS CALL	EDP	AS	F	57	DFP	N/A	1	Y	N	N	NONE
308	42	FLS	PROPERTY RELATED	EDP	SBH/D	M	40	DFP	N/A	1	Y	N	N	NONE
309	42	FLS	WEAPONS CALL	EDP	AS	M	25	DFP	N/A	1	Y	N	N	EHT
310	41	FLS	SERIOUS INJURY	EDP	SBH/D	M	43	FD	M	1	Y	N	N	NONE
311	42	FLS	WEAPONS CALL	EDP	SBH/D	M	16	FD	S	1	Y	N	N	NONE
312	52	FLS	EDP	EDP+D	SBH/D	M	35	DFP	N/A	1	Y	N	N	NONE
313	33	FLS	SUSPICIOUS PERSON	EDP	AS	M	31	DSM	M	1	Y	N	N	NONE
314	52	ETF	WEAPONS CALL	D+AL	SBH/D	MULTI	N/A	DFP	N/A	1	Y	N	N	F
315	41	ETF	EDP	EDP	AS	M	30	DFP	N/A	1	Y	N	N	F
316	42	ETF	DRUG RELATED	N/A	AS	M	24	DFP	N/A	1	Y	N	N	NONE
317	33	FLS	ASSAULT RELATED	AL	AS	M	22	DFP	N/A	1	Y	N	N	NONE
318	13	FLS	OTHER DISTURBANCE	AL	AS	MULTI	N/A	DFP	N/A	1	Y	N	N	NONE
319	43	FLS	BREAK AND ENTER	EDP	SBH/D	M	41	FD	S	1	Y	N	N	F
320	14	FLS	OTHER DISTURBANCE	AL	AS	MULTI	N/A	DFP	N/A	1	Y	N	N	NONE
321	13	ETF	WEAPONS CALL	N/A	SBH/D	M	44	DFP	N/A	1	Y	N	N	F
322	11	FLS	WEAPONS CALL	EDP	SBH/D	M	34	DFP	N/A	1	Y	N	N	NONE
323	42	FLS	BREAK AND ENTER	N/A	SBH/D	M	21	DFP	N/A	1	Y	N	N	NONE
324	22	ETF	SUICIDE/ATTEMPT	EDP	SBH/D	M	36	FD	S	2	Y	N	N	NONE
325	12	FLS	WEAPONS CALL	N/A	SBH/D	M	31	DFP	N/A	1	Y	N	N	NONE
326	52	FLS	OTHER DISTURBANCE	N/A	AS	M	41	FD	M	1	Y	N	N	EHT
327	43	FLS	DRUG RELATED	N/A	AS	M	26	FD	S	1	Y	N	N	NONE
328	14	FLS	WEAPONS CALL	D+AL	AR	M	31	DFP	N/A	1	Y	N	N	NONE
329	31	FLS	PRISONER RELATED	EDP	AS	M	40	DFP	N/A	1	Y	N	N	NONE

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 30, 2009**

**#P55. REVISED TERMS OF REFERENCE FOR THE CENTRAL JOINT
HEALTH AND SAFETY COMMITTEE**

The Board was in receipt of the following report March 06, 2009 from Alok Mukherjee, Chair:

Subject: REVISED TERMS OF REFERENCE FOR THE CENTRAL JOINT HEALTH
AND SAFETY COMMITTEE

Recommendations:

It is recommended that:

- (1) the Board approve the attached revised Terms of Reference for the Central Joint Health & Safety Committee; and
- (2) the Board authorize me to sign the revised Terms of Reference on behalf of the Board and that I forward it, jointly with the President, Toronto Police Association, to the Ministry of Labour for approval.

Financial Implications:

There are no financial implications with regard to the approval of the recommendations contained in this report.

Background/Purpose:

At its meeting held on September 18, 2003, the Board approved Terms of Reference for a multi-workplace Joint Health and Safety Committee ("the Committee") that was established in accordance with section 9(3.1) of the *Occupational Health and Safety Act* (Min. No. P240/03 refers).

The Committee, which is called the Central Joint Health and Safety Committee, was established jointly by the Board, as the "employer" of the members of the Toronto Police Service, and the Toronto Police Association, which represents the "workers". The Committee consists of four members. Mr. Larry Molyneaux, Director of Member Benefits, Toronto Police Association, and I currently act as Co-Chairs. Deputy Chief of Police Keith Forde is a member representing the Toronto Police Service Command and Mr. Rick Perry, Director of Legal Services, Toronto Police Association, is a member representing the Toronto Police Association Executive.

Since 2003 the Committee has met regularly to consider a number of Service-wide health and safety issues and to provide a forum for review of issues addressed by the local committees operating throughout the Service. Members of the Committee have also referred specific health and safety issues to the Committee for consideration.

Each month, during its in-camera meetings, the Board is updated on the work of the Committee and any emerging matters with respect to health and safety issues that could have Service-wide implications.

Discussion:

As a result of discussions at previous meetings, the Committee decided to conduct a review of the Terms of Reference at the first meeting in each new year to determine if any changes were required.

During the annual review conducted in January 2009, the Committee discussed a few administrative changes and it was agreed that draft revised Terms of Reference would be developed and returned to the Committee for consideration at its meeting in February 2009.

Draft revised Terms of Reference were reviewed, and subsequently approved, by the Committee at its meeting on February 18, 2009. It was agreed by both Co-Chairs that the new Terms of Reference would be forwarded to their respective Boards for approval. I have now been advised that Mr. David Wilson, President, Toronto Police Association, has approved the new Terms of Reference on behalf of the Association.

Attached to this report, as “Appendix A”, is a table with the current term in the left column and the proposed revised term in underlined bold text in the right column. Also attached, as “Appendix B”, is a complete copy of the proposed revised Terms of Reference.

Conclusion:

Any changes to the Terms of Reference agreed upon by the Board and the Association are subject to the approval of the Ministry of Labour under section 9(3) of the *Occupational Health and Safety Act*. If the Board approves the recommendations contained in this report, Mr. Wilson and I will jointly send correspondence to the Ministry seeking its approval of the new Terms of Reference for the Central Joint Health of Safety Committee and the Ministry’s response will be provided to the Board.

It is, therefore, recommended that:

- (1) the Board approve the attached revised Terms of Reference for the Central Joint Health & Safety Committee; and
- (2) the Board authorize me to sign the revised Terms of Reference on behalf of the Board and that I forward it, jointly with the President, Toronto Police Association, to the Ministry of Labour for approval.

The Board approved the foregoing report.

“Appendix A”

Current Term	Proposed Term/Addition
<u>STRUCTURE OF COMMITTEE</u>	<u>STRUCTURE OF COMMITTEE</u>
<p>The Central Joint Health and Safety Committee (the Committee) shall consist of an equal number of representatives of the Toronto Police Service and Toronto Police Services Board and the Toronto Police Association. At a minimum there shall be:</p> <ul style="list-style-type: none"> • One representative of the Toronto Police Service Command, and one representative of the Toronto Police Services Board, hereinafter referred to as Management Representatives. At least one Management Representative shall be a certified member. • Two Toronto Police Association Executive members. At least one Association representative shall be a certified member. <p>There shall be two Co-Chairs, one being a Management Representative and one being an Association Executive, who shall chair alternate meetings.</p> <p>A Co-Chair may, with the consent and approval of his/her counterpart, invite any additional person(s) to attend the meeting to provide pertinent additional information and comment. Those persons may remain present during the meeting to provide advice or counsel to the person(s) who invited them, but shall not participate in any decision making.</p> <p>The Committee shall meet on a regularly established schedule as follows:</p>	<p>The Central Joint Health and Safety Committee (the Committee) shall consist of an equal number of representatives of the Toronto Police Service and Toronto Police Services Board and the Toronto Police Association. At a minimum there shall be:</p> <ul style="list-style-type: none"> • One representative of the Toronto Police Service Command, and one representative of the Toronto Police Services Board, hereinafter referred to as Management Representatives. At least one Management Representative shall be a certified member. • Two Toronto Police Association Executive members. At least one Association representative shall be a certified member. <p>There shall be two Co-Chairs, one being a Management Representative and one being an Association Executive, who shall chair alternate meetings.</p> <p><u>The Manager, Occupational Health and Safety, will be invited to attend meetings to respond to inquiries or provide information as requested by the Committee. The Manager will act as staff support and shall not participate in any decision making.</u></p> <p>A Co-Chair may, with the consent and approval of his/her counterpart, invite any additional person(s) to attend the meeting to provide pertinent additional information and comment. Those persons may remain present during the meeting to provide advice or counsel to the person(s) who invited them, but shall not participate in any decision making.</p>

<p>One time per month, dates to be established by the Co-Chairs, with changes approved by the Co-Chairs. Meeting dates during the months of July and August may be suspended.</p>	<p><u>The Committee shall meet at least four times each year (or every three months) with dates to be established based on the availability of the Committee members. Additional meetings may be scheduled, as necessary, at the discretion of the Committee.</u></p> <p><u>In the event that a scheduled meeting needs to be cancelled or re-scheduled, the Co-Chair requesting the change will consult the other Co-Chair and the change will be approved jointly by the Co-Chairs.</u></p>
<p>MEETINGS</p>	<p>MEETINGS</p>
<p>The location of meetings to alternate between the Toronto Police Service Headquarters and the Toronto Police Association Building, or any other mutually agreed location.</p>	<p><u>The location of the meetings will alternate between the Toronto Police Service Headquarters and the Toronto Police Association Building, or any other mutually agreed location, such as Toronto Police Service work sites.</u></p>
<p>MINUTES OF MEETINGS</p>	<p>MINUTES OF MEETINGS</p>
<p>It is the responsibility of the Co-Chair chairing each meeting to take Minutes or cause Minutes to be taken. The Co-Chairs are responsible for having the Minutes typed and circulated to each member in a timely fashion.</p>	<p>It is the responsibility of the Co-Chair chairing each meeting to take Minutes or cause Minutes to be taken. The Co-Chairs are responsible for having the Minutes typed and circulated to each member, <u>the members’ assistants and the Board Administrator</u> in a timely fashion.</p> <p><u>The Board Administrator will place a copy of the Minutes from each Committee meeting on the Board’s in-camera meeting agenda for information.</u></p>
<p>GENERAL</p>	<p>GENERAL</p>
<p>The Terms of Reference are adopted in good faith and without prejudice. The members of the Committee agree with the objective of enhancing the health and safety of the members of the Toronto Police Service. The overall goal of the Committee is to promote health and safety among the members of the Service.</p>	<p>The Terms of Reference are adopted in good faith and without prejudice. The members of the Committee agree with the objective of enhancing the health and safety of the members of the Toronto Police Service. The overall goal of the Committee is to promote health and safety among the members of the Service.</p>

<p>Committee members will thoroughly investigate all issues to get all the facts and will exchange these facts when searching for a resolution to an issue.</p> <p>All Committee members will keep medical information strictly confidential.</p> <p>The Terms of Reference are subject to revision from time to time to accommodate changes to the structure of the Toronto Police Service, the Toronto Police Association, the provisions of the Act or any Regulations, or to address new concerns.</p> <p>Any amendments, deletions or additions to these Terms of Reference must have the consensus of the total Committee and shall be set out in writing and incorporated in or attached as an Appendix to these Terms of Reference.</p>	<p>Committee members will thoroughly investigate all issues to get all the facts and will exchange these facts when searching for a resolution to an issue.</p> <p>All Committee members will keep medical information strictly confidential.</p> <p>The Terms of Reference are subject to revision from time to time to accommodate changes to the structure of the Toronto Police Service, the Toronto Police Association, the provisions of the Act or any Regulations, or to address new concerns.</p> <p>Any amendments, deletions or additions to these Terms of Reference must have the consensus of the total Committee <u>and be approved by the Toronto Police Services Board and the Toronto Police Association. The amendments, deletions or additions shall be set out in writing and incorporated in new Terms of Reference which will be forwarded to the Ministry of Labour for approval.</u></p>
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“Appendix B”



*****DRAFT*****

Terms of Reference

For the Structure and Function of

The Central Joint Health and Safety Committee

As Agreed Between

The Toronto Police Services Board and the Toronto Police Association

February 2009

PREAMBLE

1. It is a requirement of the *Occupational Health and Safety Act* (the Act) to establish a program and policy which will encourage the active participation of all employees in the prevention of accidents and the promotion of health and safety in the workplace.
2. It is our belief that through education programs and joint investigations and the resolution of concerns, those workplaces will be made safe and healthy for all employees.
3. The parties acknowledge that the proper functioning of joint health and safety committees can only be achieved when everyone in the workplace is committed to, and meets, their health and safety responsibilities. The parties undertake to co-operate in ensuring that these terms of reference and the full spirit and intent of the Act will be carried out by the respective organizations.
4. The parties hereto adopt these terms of reference in good faith and agree to promote and assist the local joint health and safety committees and committee members by providing such information and assistance as may be required for the purpose of carrying out their responsibilities.

STRUCTURE OF COMMITTEE

The Central Joint Health and Safety Committee (the Committee) shall consist of an equal number of representatives of the Toronto Police Service and Toronto Police Services Board and the Toronto Police Association. At a minimum there shall be:

- One representative of the Toronto Police Service Command, and one representative of the Toronto Police Services Board, hereinafter referred to as Management Representatives. At least one Management Representative shall be a certified member.
- Two Toronto Police Association Executive members. At least one Association representative shall be a certified member.

There shall be two Co-Chairs, one being a Management Representative and one being an Association Executive, who shall chair alternate meetings.

The Manager, Occupational Health and Safety, will be invited to attend meetings to respond to inquiries or provide information as requested by the Committee. The Manager will act as staff support and shall not participate in any decision making.

A Co-Chair may, with the consent and approval of his/her counterpart, invite any additional person(s) to attend the meeting to provide pertinent additional information and comment. Those persons may remain present during the meeting to provide advice or counsel to the person(s) who invited them, but shall not participate in any decision making.

The Committee shall meet at least four times each year (or every three months) with dates to be established based on the availability of the Committee members. Additional meetings may be scheduled, as necessary, at the discretion of the Committee.

In the event that a scheduled meeting needs to be cancelled or re-scheduled, the Co-Chair requesting the change will consult the other Co-Chair and the change will be approved jointly by the Co-Chairs.

FUNCTION OF THE COMMITTEE

To attain the spirit of the Act, the functions of the Committee shall be:

1. To review all issues arising as a result of recommendations from the local Joint Health and Safety Committees.
2. The review of all health and safety issues which may potentially impact the Service as a whole, arising from local Joint Health and Safety Committees.
3. The review of local Joint Health and Safety Committee investigations into deaths or critical injuries (as defined in Ontario Regulation 834).
4. The review of any other investigations into incidents which have the potential to cause a critical injury, but where no critical injury occurred.
5. To ensure adequate education and training programs are provided in order that all employees are knowledgeable in their rights, restrictions, duties and responsibilities under the Act.
6. To identify, evaluate and recommend a resolution on matters pertaining to health and safety in the specific workplace to the Chief of Police, who in turn will report to the Chair of the Police Services Board.
7. To address legislative compliance issues related to all health and safety and associated regulations affecting the workplace.
8. To deal with any other health and safety matter the Committee deems appropriate.

INSPECTIONS

It is jointly agreed that the Committee is not:

1. Responsible for workplace inspections as defined in Section 9(23) of the Act.
2. Required to be present during testing as described in Section 9(18)(e) of the Act, except where such testing may reasonably be expected to have Service-wide implications.

RECOMMENDATIONS OF THE COMMITTEE

The Employer, which is agreed to be the Toronto Police Services Board, or its designate, shall respond within 21 days with regard to written or Minuted recommendations received from the Committee, provided such recommendations are deemed to represent the consensus of the Committee. The written response shall indicate the employer's assessment of the recommendation and specify what action will or will not (with explanations) be taken as a result of the recommendation. Any proposed action by the employer shall include details of who will be responsible for such action and a proposed time frame. Failure by the employer or its designate to respond to the written recommendations of the Committee will be referred to the Ministry of Labour.

MEETINGS

The location of the meetings will alternate between the Toronto Police Service Headquarters and the Toronto Police Association Building, or any other mutually agreed location, such as Toronto Police Service work sites.

MINUTES OF MEETINGS

It is the responsibility of the Co-Chair chairing each meeting to take Minutes or cause Minutes to be taken. The Co-Chairs are responsible for having the Minutes typed and circulated to each member, **the members' assistants and the Board Administrator** in a timely fashion.

The Board Administrator will place a copy of the Minutes from each Committee meeting on the Board's in-camera meeting agenda for information.

QUORUM

The Committee shall have an equal number of Management and Association members present in order to conduct business.

MEETING AGENDA

The Co-Chair of the meeting will prepare an agenda and forward a copy of the agenda to all Committee members at least one week in advance of the meeting.

The Committee may accept any item as proper for discussion and resolution that pertains to health and safety, except to amend, alter, subtract from or add to any terms of the Collective Bargaining Agreements. All items raised from the agenda in meetings will be dealt with on the basis of consensus rather than by voting. Formal motions will not be used.

Items discussed, both resolved and unresolved, will be reported in the Minutes. Unresolved items will be placed on the agenda for the next meeting. Should either of the parties be of the firm conviction that no resolution is attainable on a specific item, they shall have the option of inviting the intervention of the Ministry of Labour; but only after providing one month's written notice to the other party of their intention to do so along with an explanation for the decision to so proceed.

GENERAL

The Terms of Reference are adopted in good faith and without prejudice. The members of the Committee agree with the objective of enhancing the health and safety of the members of the Toronto Police Service. The overall goal of the Committee is to promote health and safety among the members of the Service.

Committee members will thoroughly investigate all issues to get all the facts and will exchange these facts when searching for a resolution to an issue.

All Committee members will keep medical information strictly confidential.

The Terms of Reference are subject to revision from time to time to accommodate changes to the structure of the Toronto Police Service, the Toronto Police Association, the provisions of the Act or any Regulations, or to address new concerns.

Any amendments, deletions or additions to these Terms of Reference must have the consensus of the total Committee **and be approved by the Toronto Police Services Board and the Toronto Police Association. The amendments, deletions or additions** shall be set out in writing and incorporated in **new Terms of Reference which will be forwarded to the Ministry of Labour for approval.**

Signed at Toronto, Ontario, this _____ day of _____ 2009.

Dr. Alok Mukherjee, Chair, Toronto Police Services Board

Mr. David Wilson, President, Toronto Police Association

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 30, 2009**

**#P56. NEW JOB DESCRIPTION: SENIOR OPERATIONS SUPERVISOR,
COMMUNICATIONS CENTRE**

The Board was in receipt of the following report February 25, 2009 from William Blair, Chief of Police:

Subject: NEW JOB DESCRIPTION – SENIOR OPERATIONS SUPERVISOR,
COMMUNICATION CENTRE

Recommendation:

It is recommended that the Board approve the attached new job description and classification for the position of Senior Operations Supervisor (A11027), Communication Centre.

Financial Implications:

Five Operations Supervisors (C10) positions in Communications Centre will be deleted to create these new positions. The total annual increase in cost for this establishment change will be approximately \$93,460 per annum and Budgeting and Control has verified that this cost can be funded through gapping for the remainder of 2009. Funding for any further annualized costs will be included in the 2010 and future budget requests.

Background/Purpose:

As a result of an audit of Communications Services, Audit & Quality Assurance has recommended the civilianization of five Staff Sergeant positions in Communications Centre. The purpose of this report is to obtain Board approval for the job description for the new position of Senior Operations Supervisor.

Discussion:

In July 2007, the Command requested Audit & Quality Assurance to conduct a review of Communications Centre with a focus on identifying uniform positions for potential civilianization and reviewing the organizational structure/span of control of the unit. Following a detailed audit of Communications Services, the review team prepared a report in June 2008 entitled *Program Review of Communications Services, Court Services and Parking Enforcement*, which contained its findings and recommendations. One of the recommendations, namely Recommendation No. 6, was to civilianize the five Staff Sergeant platoon commander positions within Communications Centre. There is no legislation which requires these positions be staffed by a police officer or sufficient justification for each platoon of call takers/dispatchers to be supervised by a Staff Sergeant. In fact, these positions have been staffed, on an acting basis, in the past by civilian Operations Supervisors.

In August 2008, Communications Centre launched a pilot project to gauge the suitability and operational impact of permanently civilianizing these positions. The pilot was a success and as a result, Communications Services recommended replacing the five operational Staff Sergeant positions with civilians. The recommendation was subsequently approved by the Executive Review Committee.

Five Operations Supervisor positions have been deleted from the civilian establishment to provide establishment for the five new Senior Operations Supervisor positions. Sixteen Operations Supervisors remain in the unit. The five Staff Sergeant positions will be reassigned to meet other priority needs of the Service and the incumbents will be redeployed.

The newly created Senior Operations Supervisor position will perform the duties of an Operations Supervisor, as well as the additional supervisory duties associated with supervising an entire platoon in Communications Centre, including the three Operations Supervisors on each shift. The Senior Operations Supervisor will assist the Unit Commander with general management issues and ensure that all necessary support services are provided in an efficient and timely manner. The position will also be responsible for ensuring compliance with policies and procedures for Communications Centre, and adequate staffing to meet mandated minimum levels.

To this end, Compensation and Benefits has developed a job description and evaluated the position as a Class A11 (40 hour) job within the Unit "A" Collective Agreement. This classification carries a current salary range of \$83,123 to \$96,192 per annum, effective January 1, 2009.

Conclusion:

It is hereby recommended that the Board approve the attached new job description and classification for the position of Senior Operations Supervisor, Communications Centre (A11027). Subject to Board approval, the Toronto Police Association will be notified accordingly, as required by the Collective Agreement, and it will be staffed in accordance with established procedure.

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

The Board approved the foregoing report.



TORONTO POLICE SERVICE
JOB DESCRIPTION

Date Approved:
Board Minute No.:
Total Points:
Pay Class A11

JOB TITLE:	Senior Operations Supervisor	JOB NO.:	A11027		
BRANCH:	Specialized Operations Command	SUPERSEDES:	New		
UNIT:	Operational Services	HOURS OF WORK:	40	SHIFTS:	3
SECTION:	Communications Centre	NO. OF INCUMBENTS IN THIS JOB:	5		
REPORTS TO:	Unit Commander	DATE PREPARED:	24 February 2009		

SUMMARY OF FUNCTION: Responsible for managing TPS's communications call taking and dispatch function for the Communications Centre; provides direction and control and ensures that all necessary support services are provided in an efficient and timely manner; ensures compliance with policies and procedures necessary for the effective maintenance of the Communications Centre.

DIRECTION EXERCISED: Supervises and manages the efforts and activities of the Operational Supervisors, Communications Operators and Telephone Console Operators.

MACHINES & EQUIPMENT USED: TPS workstations with associated software and Communications Centre related equipment and terminals used in call taking/dispatch etc.

DUTIES AND RESPONSIBILITIES:

1. Accountable for the general management of platoon Operations Supervisors; Communications Operators and Telephone Console Operators; responsible for the development, mentoring and evaluation of supervisory personnel; responsible for the development, mentoring and counseling of Communications Operators and Telephone Console Operators. Oversees on-desk training for new members, and ensures compliance with Unit Performance Standards for all members and accountable for the Communications Centre switchboard operations.
2. Ensure service level targets are attained and that adequate staffing is maintained at all times to meet mandated minimum levels.
3. Review and authorizes all Time and Resource Management System (TRMS) entries for the daily timesheets for all platoon members; maintain sick record tracking for active members and monitor absences for patterns and abuses.

.../2

dg:149816

The above statements reflect the principal functions and duties as required for proper evaluation of the job and shall not be construed as a detailed description of all the work requirements that may be inherent in the job or incidental to it.



TORONTO POLICE SERVICE
JOB DESCRIPTION

Date Approved:
Board Minute No.:
Total Points:
Pay Class A11

JOB TITLE:	Senior Operations Supervisor	JOB NO.:	A11027		
BRANCH:	Specialized Operations Command	SUPERSEDES:	New		
UNIT:	Operational Services	HOURS OF WORK:	40	SHIFTS:	3
SECTION:	Communications Centre	NO. OF INCUMBENTS IN THIS JOB:	5		
REPORTS TO:	Unit Commander	DATE PREPARED:	24 February 2009		

DUTIES AND RESPONSIBILITIES:

4. Ensure compliance by members of Service Standards of Conduct, Procedures, and methods of operation within unit operating policy as defined by established practice and other Governances.
5. Responsible for the safety and security of the facility and all personnel (three floors); accountable for the maintenance of evacuation preparedness; co-ordinates evacuation of the Communications Centre and ensures operational continuity. Oversee access to the operational floor by non unit personnel/visitors; conduct checks and grants/denies access to non Service visitors; monitor and control the unit's designated parking spaces.
6. Provide guidance and assistance to members, as required, and responsible for maintaining discipline of all on-duty members, including investigation and documentation. Responsible for monitoring the use/misuse of equipment.
7. Accountable for continued functionality of all critical components in the technical infrastructure of the unit, radio, CAD, phones, Voice Logging System; responsible for the security of equipment and ensure that equipment is appropriately checked and tested to provide for optimum performance and for taking corrective action and/or requesting repairs/replacement.
8. Ensure operational control of radio-equipped units is maintained by the Communications Centre. Liaise with field Officer in Charge (OIC) regarding matters pertaining to communications.

.../3

dg:149816

The above statements reflect the principal functions and duties as required for proper evaluation of the job and shall not be construed as a detailed description of all the work requirements that may be inherent in the job or incidental to it.



TORONTO POLICE SERVICE
JOB DESCRIPTION

Date Approved:
Board Minute No.:
Total Points:
Pay Class A11

JOB TITLE:	Senior Operations Supervisor	JOB NO.:	A11027
BRANCH:	Specialized Operations Command	SUPERSEDES:	New
UNIT:	Operational Services	HOURS OF WORK:	40 SHIFTS: 3
SECTION:	Communications Centre	NO. OF INCUMBENTS IN THIS JOB:	5
REPORTS TO:	Unit Commander	DATE PREPARED:	24 February 2009

DUTIES AND RESPONSIBILITIES:

9. Ensure notification to relevant internal and external support units in response to major events.
10. Ensure allocation of Tactical Dispatchers to unfolding events where the Incident Command system is likely to be involved and monitor performance and resource requirements.
11. Review all events, including major events, search warrants and unusual events, to ensure compliance with established Procedures and allocation of appropriate resources for police response; perform debriefing, as required, on major events, pursuits, and secure or consult regarding critical incident stress debriefing with members, as required.
12. Responsible for review and approval of Unit Commander Morning Report (UCMR) entries and participates in unit management meetings, including assisting in the development of Unit strategy, goals and practices.
13. Perform other duties and tasks as assigned by Unit Commander.

dg:149816

The above statements reflect the principal functions and duties as required for proper evaluation of the job and shall not be construed as a detailed description of all the work requirements that may be inherent in the job or incidental to it.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 30, 2009**

#P57. UPDATE ON WORKPLACE CHILDCARE OPPORTUNITIES

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

Subject: STATUS UPDATE ON CHILDCARE

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 April 26, 2007, the Board received a report on the results of the Service's Childcare Needs Assessment Survey (Min. No. P152/07 refers). The Board received further updates on childcare initiatives at its meetings on November 15, 2007 (Min. No. P366/07) and March 27, 2008 (Min. No. P56/08).

The purpose of this report is to update the Board on the research conducted on a potential childcare partnership with other City of Toronto departments, the communication strategy used to inform the membership of the additional services now available as a result of the Service becoming a corporate client of Kids and Company, and a further update on the emergency/back-up childcare project.

Discussion:

At its meeting on March 27, 2008, the Board was advised that the Service would be exploring a potential partnership with other City of Toronto departments operating on a 24/7 work schedule, such as Emergency Medical Services (EMS) and the Toronto Fire Department. The Board was further advised that the Service would be requesting the City of Toronto Children's Services Department to consider facilitating or taking a lead role in exploring available childcare options on behalf of the stakeholders. On September 22, 2008, members of Compensation and Benefits met with representatives from City of Toronto Children's Services, EMS and the Toronto Fire Department to discuss the possibility of a childcare partnership. At that time, the representatives from EMS and the Toronto Fire Department indicated their interest in a partnership but that they did not have any funding to proceed in this direction. In addition, they also have different shift schedules and different demographics than the police.

Representatives from the City of Toronto Children's Services suggested that the Service should contact the Director of the Hester How Daycare Centre, which is a privately-owned childcare facility located in Toronto City Hall. This Centre first provides preferential access to City of Toronto employees, and then to members of the community. A meeting was held on October 16, 2008 with the Director of Hester How Daycare Centre. The Director indicated that the facility did not have any daycare spots available but she agreed to place the Service on a waiting list for future spots. Once they become available, she will notify Compensation and Benefits, who in turn, will find a member who is interested in downtown daycare.

In view of the current economic situation, the Service has suspended its plan for further exploration of a standalone childcare site at this time. The Service will continue to explore suitable childcare possibilities that will be of interest and benefit to our members.

The Board was also advised on March 27th that Kids and Company had initiated a corporate program in 2008. Under this program, corporate clients would pay an annual membership fee of \$5,000. Kids and Company waived its \$5,000 corporate membership fee for the Service in 2008 as a result of our emergency/back-up partnership. The 2009 fee was taken from the \$12,000 held by Kids and Company as a deposit for the emergency/back-up program. The fee for next year will be taken from the \$7,000 remaining on deposit.

In addition to the emergency/back-up childcare services, the following childcare/elder care services are available to our members from Kids and Company:

- a guaranteed childcare spot with six months advance notice;
- Montessori full-day Kindergarten Program;
- no late fees when you are late picking up your child, with advance notice;
- nanny care services;
- online access to Web Clips for tips and information on childcare, elder care, and family care issues;
- a meals to go program whereby parents of children, enrolled in Kids and Company, could purchase single or family portion meals; and
- elder care services for aging parents through Kids and Company's partnership with First Health Care in Ontario. Kids and Company corporate clients receive a 10% discount when they use these services.

A routine order (Routine Order 2009.02.09-0138) was published advising members of the additional services available from Kids and Company. An announcement has also been posted on the TPS Net Screensaver, which appears automatically on workstation monitors, and members going on a maternity leave of absence are given an information package, which includes specific details about these services. In addition, Compensation and Benefits is working with Corporate Communications to produce an article in the "Badge" newspaper.

The emergency/back-up childcare program, which was implemented on March 27, 2007, has been extended by virtue of the fact that the Service is now a corporate client of Kids and Company. To date, 27 members have registered for the program and three members have utilized prepaid corporate passes for emergency/back-up services.

In addition, a number of members have purchased a multi-pass for emergency childcare sessions directly from Kids and Company at a cost of \$350. Members have used the emergency/back-up childcare services under this method for a total of 79 days in 2008. Three other members are using their services as a regular/part-time childcare provider. All feedback to date has been positive.

Finally, a member of Compensation and Benefits is currently visiting local childcare providers in the vicinity of Police Headquarters to ascertain whether the Service could be placed on their waiting lists for daycare spots.

Conclusion:

Compensation and Benefits will continue to explore other childcare/family opportunities which would be beneficial to the membership.

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

The Board received the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 30, 2009**

**#P58. QUARTERLY REPORT: OCTOBER - DECEMBER 2008 -
OCCUPATIONAL HEALTH AND SAFETY UPDATE**

The Board was in receipt of the following report February 23, 2009 from William Blair, Chief of Police:

Subject: OCCUPATIONAL HEALTH AND SAFETY UPDATE: OCTOBER 1, 2008 TO
DECEMBER 31, 2008 AND YEAR-END SUMMARY

Recommendation:

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

Financial Implications:

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

Background/Purpose:

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

Discussion:

This quarterly update report is for the period from October 1 to December 31, 2008 and includes a year-end summary.

Accident and Injury Statistics

From October 1 to December 31, 2008, 307 members reported that they were involved in 356 workplace accidents/incidents resulting in lost time from work or health care which was provided by a medical professional. These incidents were duly reported as claims to the Workplace Safety and Insurance Board (WSIB). Furthermore, during this same period, 39 recurrences for previously approved WSIB claims were reported. Recurrences can include, but are not limited to, on-going treatment, re-injury and medical follow-ups which could range from specialist's appointments to surgery.

It must be noted that a workplace incident may have several attributes and can be reported in more than one category. For example, an officer can be assaulted and sustain a laceration injury at the same time. Each attribute would be reported. For this reporting period, the 356 workplace or work-related accidents/incidents were categorized according to the following attributes:

- 201 arrest incidents involving suspects
- 20 vehicle incidents (member within vehicle as driver or passenger)
- 13 bicycle accidents (falls)
- 84 assaults
- 77 cuts/lacerations/punctures
- 18 traumatic mental stress incidents
- 18 slips and falls
- 61 exposures to communicable diseases
- 39 inhalation of other substances

As a Schedule 2 Employer, the Service paid \$44,995.42 health care costs for civilian members and \$158,770.76 in health care costs for uniform members for the fourth quarter. The costs represent an increase of 7% for civilian members and a decrease of 17% for uniform members from the third quarter.

Critical Injuries

For the fourth quarterly reporting for 2008, there were seven “Critical Injury Incidents”. These workplace incidents must be reported to the Ministry of Labour pursuant to *Section 51* of the *Occupational Health and Safety Act*.

Communicable Diseases

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

Disease	October	November	December	Q4 Total
1. Hepatitis A, B, & C & HIV	8	16	1	25
2. Influenza	0	0	0	0
3. Tuberculosis (TB)	22	7	14	43
4. Meningitis (All)	0	1	0	1
5. Lice and Scabies	4	6	0	10
6. Other*	15	7	15	37
Total	49	37	30	116

* This category can include, but is not limited to: exposures to infectious diseases (other than listed above), such as smallpox, severe acute respiratory syndrome (SARS), rubella, measles, respiratory condition/irritation and bites (human, animal or insect); exposures to varicella (chickenpox); exposures to Methicillin-Resistant Staphylococcus Aureus (MRSA); and exposures to bodily fluids, such as blood, spit, vomit, etc.

Implementation of Health and Safety Policies, Including Training Policies, by various Departments or Divisions

During the fourth quarter of 2008, no Basic Certification and Sector Specific Training was held. Currently, the Service has 344 certified members comprised of 221 worker representatives and 123 management representatives. For administrative purposes, uniform management representatives consist of the rank of Staff/Detective Sergeant and higher.

Other Occupational Health and Safety Matters

- Municipal Health & Safety Association of Ontario (MHSAO) Annual Conference

The Municipal Health & Safety Association of Ontario (MHSAO) hosted its third annual conference from October 27 to 29, 2008, at the Doubletree International Plaza Hotel in Etobicoke. The conference theme was “Zero in on Zero” in support of the WSIB’s initiative called the “Road to Zero”. The conference sessions were aligned to support and develop health and safety initiatives to eliminate “all” incidents of injury and illness in the workplace. The Service had 26 members attend, both management and worker representatives. Funding was made available jointly from the Board, the Service and the Toronto Police Association.

Concurrently at the conference, on October 29, 2008, Director Aileen Ashman, Human Resources Management, and Christine Bortkiewicz, Manager, OHS, attended a leadership Schedule 2 Employer Summit on “Leading the Way to Creating the Safest Workplaces in Ontario – Beginning the Journey”. The Summit was intended to provide larger municipal employers the opportunity to discuss and consider various health and safety initiatives, such as but not limited to, training programs, information sharing, networking and connecting to share “best practices”. This workshop was facilitated by the Workplace Safety and Insurance Board.

- Toronto Police Service Occupational Health and Safety Awareness Day

The Board and the Central Joint Health and Safety Committee designated October 1, 2008 as the first annual *Toronto Police Service Occupational Health and Safety Awareness Day*. A worker and management representative from each of the Service’s Local Joint Health and Safety Committees attended at Police Headquarters to mark the event. OHS arranged for guest speakers to promote the importance of a safety culture in the workplace and Local Joint Health and Safety Committees. The concept of having Local Joint Health and Safety Committee Terms of Reference was introduced and discussed.

- X-ray Safety Program

On October 3, 2007, a Ministry of Labour Inspector attended at the Toronto West Courts, 2201 Finch Avenue West, and determined that the Service required an X-ray Safety Program. As a result, OHS conducted extensive research and developed *X-Ray Safety Program/Guidelines* which will be released in 2009 to units with x-ray equipment.

In addition to Emergency Task Force, Public Safety & Emergency Management Unit, Mounted & Police Dog Services and Records Management Services, OHS has assisted Court Services in conducting X-ray user training for 490 members during the fourth quarter.

- Respiratory Protection Program

Due to major incidents, such as the Sunrise Propane explosion and the Queen Street West fire, OHS, in consultation with the Public Safety & Emergency Management Unit, researched, developed and initiated an interim respiratory protection program. This program will assist in identifying suitable respiratory protection for specific needs. A quantity of respiratory protection has been purchased for distribution, as required by this initiative.

OHS is planning and developing a comprehensive respiratory program for 2009.

- Property and Evidence Management Unit Lead Surveillance Program

OHS and T. Harris Environmental Management Inc. have carried out an occupational hygiene assessment for lead at the Property & Evidence Management Unit located at 799 Islington Avenue. OHS will meet with management and the Local Joint Health and Safety Committee during the first quarter of 2009 to confirm any new blood lead testing schedule or air testing that may be required.

Section 21 Committee

The Ministry of Labour Section 21 Committee meeting for the police sector was held on November 28, 2008 in Cambridge, Ontario. Items of note on the agenda included:

- High Visibility Garments Guidance Note #8

The focus of this Guidance Note, which pertains to the wearing of highly visible garments, was changed from “limited to...” to “not limited to R.I.D.E. checks, traffic enforcement and traffic control...” This change will be wide reaching as the previous scope was too narrow and will now include all traffic enforcement.

This amendment was forwarded to the Service in an *All Chief's of Police Bulletin* from the Ministry of Community Safety and Correctional Services.

- Update on the Vehicle Ergonomic Study, University of Waterloo

An abstract on the status of the ergonomics in Police Vehicles study at Waterloo Regional Police Service was shared with Committee members. The final conclusions drawn from the study may ultimately confirm “leading indicators” of musculoskeletal disorders and support the establishment of reasonable precautions to protect officers.

Ministry of Labour Orders, Charges & Issues

There were no Ministry of Labour Orders or Charges during the fourth quarter of 2008.

Workplace Safety and Insurance Board Claims and Costs

As of the date of this report, for the year 2008, the Service has processed 3,826 injured on duty (IOD) reports, of which 1,505 were reported to WSIB as workplace injury or illness claims.

WSIB claims must be reported when workers receive medical attention, lose time or are absent from work and any recurrences due to a work-related injury or illness. First aid instances do not meet the threshold for reporting to the WSIB.

Total claims for the year 2008 are relatively consistent with 2007. This may not be initially apparent as one incident resulted in 273 first aid incident reports being submitted for the Sunrise Propane explosion.

The following chart lists WSIB claims for the Service for the last three years for comparison purposes.

WSIB Claims for Toronto Police Service			
Claim Description	2006	2007	2008*
Medical (no time lost)	774	845	799
Lost Time Incidents	509	547	510
First Aid Incidents	1,731	1,978	2,321**
Recurrences	236	204	196
Total	3,250	3,574	3,826**

* Claims can be reported at any time. This is as accurate as the date of this report. It is anticipated that there will be few reports forthcoming.

** Includes 273 reports related to the Sunrise Propane explosion.

The costs to the Service for workplace injuries and illnesses, as a Schedule 2 employer, including income replacement up to 85% of net, healthcare costs, administration fees and all other pensions and awards for the last three years were as follows:

WSIB Costs	2006	2007	2008***
Total	\$6.25 M	\$6.81 M	\$7.57 M

*** The cost is as accurate as of the date of this report.

Increased costs, year to year, are due to salary increments, the increase in administration fees, settlement and/or determination of claims at appeal and non-economic assessments. In addition, WSIB increased allowable fees for physicians and other health care practitioners in 2008.

Year-end Accident and Injury Statistics

The 2008 year-end statistics when compared to 2007 show a total decrease of 8%. The following selected information has also been reported to WSIB, as per protocol, and each category percentage difference has been calculated as year-end, over year-end.

Reason	2007	2008	% difference*
Arrest incidents involving suspects	311	324	4
Vehicle incidents (member within vehicle as driver or passenger)	117	69	(41)
Bicycle accidents (falls)	25	25	0
Assaults	293	324	11
Cuts/lacerations/punctures	170	157	(8)
Traumatic mental stress situations	87	71	(18)
Slips and falls	50	39	(22)
Exposures to communicable diseases	108	50	(54)
Inhalations of other substances	25	27	8
Total	1,186	1,086	(8)

* percentage is rounded off to the nearest whole number.

Communicable Diseases

For the year 2008, as part of the Communicable Disease Exposure Surveillance Program, OHS processed 840 incidents involving exposures or more prevalently possible exposures. These would include WSIB claims and non-reportable first aid incidents.

Disease	2007	2008
Hepatitis A, B, & C & HIV	137	142
Influenza	0	2

Tuberculosis (TB)	93	114
Meningitis (All)	12	5
Lice and Scabies	48	42
Other*	357	535
Total	647	840

* This category can include, but is not limited to: exposures to infectious diseases (other than listed above), such as smallpox, severe acute respiratory syndrome (SARS), rubella, measles, respiratory condition/irritation and bites (human, animal or insect); exposures to varicella (chickenpox); exposures to Methicillin-Resistant Staphylococcus Aureus (MRSA); and exposures to bodily fluids, such as blood, spit, vomit, etc.

In 2008, there was approximately a 30% increase over 2007 which can be attributed to increased reporting awareness.

Critical Injuries

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

Section 51(1): Where a person is killed or critically injured from any cause at a workplace, the constructor, if any, and the employer shall notify an inspector, and the committee, health and safety representative and trade union, if any, immediately of the occurrence by telephone, telegram or other direct means and the employer shall, within forty-eight hours after the occurrence, send to a Director a written report of the circumstances of the occurrence containing such information and particulars as the regulations prescribe.

R.R.O. 1990, Reg. 834, s. 1: For the purposes of the Act and the Regulations, “critically injured” means: an injury of a serious nature that, (a) places life in jeopardy, (b) produces unconsciousness, (c) results in substantial loss of blood, (d) involves the fracture of a leg or arm but not a finger or toe, (e) involves the amputation of a leg, arm, hand or foot but not a finger or toe, (f) consists of burns to a major portion of the body, or (g) causes the loss of sight in an eye.

Commencing with this Board report, OHS will report on the total number of critical injuries reported, as well as those confirmed to be work-related.

Year	Critical Injury Incidents Reported	Critical Injury Incidents Confirmed
2006	20	15
2007	20	19
2008	18	15

The Service continually monitors critical injury incidents and follows up thereafter, as required.

Conclusion:

In summary, this report will bring the Board up-to-date on matters relating to occupational health and safety issues for the fourth quarter in 2008 and year-end totals.

The next quarterly report for the period of January 1 to March 31, 2009 will be submitted to the Board for its meeting in May 2009.

Deputy Chief Keith Forde, Human Resources Command, will be available to answer any questions the Board members may have regarding this report.

The Board received the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 30, 2009**

#P59. ANNUAL REPORT: 2008 SECONDARY ACTIVITIES

The Board was in receipt of the following report February 20, 2009 from William Blair, Chief of Police:

Subject: ANNUAL REPORT: 2008 SECONDARY ACTIVITIES

Recommendation:

It is recommended that the Board receive the following report.

Financial Implications:

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

Background/Purpose:

At its meeting on February 11, 1993, the Board requested that the Chief of Police submit a semi-annual report on Secondary Activities (Min. No. C45/93 refers). At the March 21, 1996 meeting, the Board further requested that all further semi-annual reports on secondary activities include the number of new applications for secondary activities, how many were approved or denied on a year-to-date basis, as well as the total number of members engaged in secondary activities at the time of the report (Min. No. P106/96 refers). At its meeting on October 26, 2000, the Board passed a motion that future reports regarding secondary activities be provided to the Board on an annual basis rather than semi-annual (Min. No. P450/00 refers). At its meeting on February 22, 2001, the Board requested that future annual reports regarding secondary activities include a preamble that describes the Service's policy governing secondary activities (Min. No. P55/01 refers).

Service Procedure 14-25 requires members to submit an Application for Secondary Activity on Form TPS 778 for approval by the Chief of Police if the member believes the activity may place them in a conflict with Section 49(1) of the Police Services Act (P.S.A.). As an aid to members when determining whether to seek approval, Service Procedure 14-25 contains a non-exhaustive list of activities that may be considered to contravene Section 49(1) of the P.S.A. Approval is granted provided the secondary activity does not contravene the restrictions set out in Section 49(1) of the P.S.A.

Section 49(1) states:

49(1) A member of a police force shall not engage in any activity,

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

Applications may also be denied for the following reasons:

- (1) Where the applicant has demonstrated a history of poor attendance or poor performance. Reference: P.S.A. s49(1)(a).
- (2) Where the secondary activity might bring discredit upon the member's reputation as an employee or upon the reputation of the Toronto Police Service. Reference: P.S.A. s74(1).
- (3) Where it involves the use of programs, lesson plans, technology, materials, equipment, services or procedures which are the property of the Service. Reference: P.S.A. s49(1)(d).

The Chief exercises his discretion, on a case-by-case basis, to determine whether an application is likely to violate Section 49(1) of the P.S.A. Members whose applications are approved are required to sign an agreement which outlines the terms and conditions of the approval.

A "member" as defined in the P.S.A., means a police officer, and in the case of a municipal police force includes an employee who is not a police officer. Therefore, auxiliary police officers and school crossing guards are not covered under Section 49(1) of the P.S.A. or Service Procedure 14-25. Auxiliary police officers are volunteers, not employees of the Service, and school crossing guards are considered employees of the City of Toronto, although the co-ordination of the crossing guards is administered by the Service.

Discussion:

During 2008, there were fifty-five (55) new applications for secondary activity received from members requesting approval to engage in secondary activities. Twenty-six (26) applications were for security-guard type secondary activity. Fifteen (15) of the applications submitted were considered to be in conflict with Section 49(1) of the Police Services Act, therefore they were denied.

The attached 2008 Annual Report on New Applications for Secondary Activity details the breakdown of the fifty-five (55) new applications into the type of activities, the number of applications received from uniform and civilian members and the status of the applications. Of the applications received, forty (40) current members of the service were approved for and are engaged in secondary activities as of December 31, 2008.

Conclusion:

This report provides the Board with an annual summary of secondary activities for 2008.

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

The Board received the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 30, 2009**

#P60. ANNUAL REPORT: 2008 SECONDMENTS

The Board was in receipt of the following report January 02, 2009 from William Blair, Chief of Police:

Subject: 2008 ANNUAL REPORTING OF SECONDMENTS

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

In 2008, forty two (42) uniform members and seven (7) civilian members were seconded to various agencies at full cost recovery for salaries and benefits to the Service. The total cost recovery for funded secondments was \$5,353,000.

In addition, for the same time period, thirty five (35) uniform members were seconded to various agencies with no cost recovery to the Service. The total cost to the Service for salaries and benefits for unfunded secondments in 2008 was \$4,494,000.

The unfunded secondment positions include partnerships with federal and provincial government agencies operating in the Greater Toronto area, with both the Service and the partner agencies benefitting from the efficiencies arising from the working relationship.

On December 1, 2008, nineteen (19) unfunded uniform positions and six (6) full cost recovery secondment positions were eliminated.

Background:

At its meeting of January 25, 2001, the Board directed that the Chief of Police report annually on secondments of Service members (Min. No. P5/01 refers). This report is submitted in compliance with the Board's direction.

Conclusion:

A list of secondment positions filled by Service members during 2008 is appended to this report, together with a listing of those positions eliminated as of December 1, 2008. Deputy Chief Keith Forde, Human Resources Command, will be in attendance to answer any questions the Board may have regarding this matter.

The Board received the foregoing report and, noting that the Service does not currently have any members seconded to the Canadian Security Intelligence Service (CSIS), requested that this matter to discussed with Chief Blair at a future in-camera meeting.

APPENDIX

No. of Members	RANK	LOCATION	TERM			COST
				to		
1	Inspector	Royal Canadian Mounted Police CFSEU	2006.02.13	to	2008.03.31	UFD
1	D/Sgt	Royal Canadian Mounted Police CFSEU	2006.02.13	to	2008.03.31	UFD
2	Detective	Royal Canadian Mounted Police CFSEU	2006.02.13	to	2008.03.31	UFD
1	Detective	Royal Canadian Mounted Police TADEU	2007	to	2008	UFD
1	D/C	Royal Canadian Mounted Police INSET	2006.04.01	to	2008	FCR
4	D/C	Royal Canadian Mounted Police CFSEU	2006.02.13	to	2008.03.31	UFD
2	D/C	Royal Canadian Mounted Police Pearson International Airport	2006.11.06	to	2008	UFD
1	D/C	Royal Canadian Mounted Police TADEU	2007	to	2008	UFD
1	PC	Royal Canadian Mounted Police TIPOC	2006.04.01	to	2008.03.31	FCR
1	A/C08	Royal Canadian Mounted Police NWEST	2006.06.30	to	2009.03.31	FCR
1	Detective	New York Police Department Police Liaison	2006.07.27	to	2008	FCR
1	S/Sgt	Ontario Provincial Police Basic Constable Training	2007.08.27	to	2009.08.27	FCR
2	PC	Ontario Provincial Police MSERT	2007.01.01	to	2009.01.01	FCR
5	Sergeant	Toronto Police Association	2006.09.31	to	2009.08.31	FCR
1	PC	Toronto Police Association	2006.09.31	to	2009.08.31	FCR
3	Civilian	Toronto Police Association	2006.09.31	to	2009.08.31	FCR
1	PC	Corrections Canada CCLO Liaison Officer	2007.09.11	to	2009.01.01	FCR
3	Sergeant	Ontario Police College Basic Constable Training	2007.01.02	to	2008.12.15	FCR
4	A/Sgt	Ontario Police College Basic Constable Training	2006.01.02	to	2008.11.30	FCR
1	Inspector	Provincial Repeat Offenders Parole Enforcement (R.O.P.E.)	2006.09.31	to	2009.08.31	FCR
2	Detective	Provincial Repeat Offenders Enforcement (ROPE)	2006.09.31	to	2009.08.31	FCR
1	Detective	Provincial Repeat Offenders Enforcement (ROPE)	2006.09.31	to	2009.08.31	UFD

No. of Members	RANK	LOCATION	TERM			COST
1	Sergeant	Provincial Repeat Offenders Enforcement (ROPE)	2006.09.31	to	2009.08.31	FCR
1	PC	Provincial Repeat Offenders Enforcement (ROPE)	2006.09.31	to	2009.08.31	UFD
5	D/C	Provincial Repeat Offenders Enforcement (ROPE)	2006.09.31	to	2009.08.31	FCR
2	C04	Provincial Repeat Offenders Enforcement (ROPE)	2006.09.31	to	2009.08.31	FCR
1	D/Sgt	Ministry of Solicitor General CISO	2007	to	2008	UFD
1	A/D/Sgt	Ministry of Solicitor General CISO	2003.02.28	to	2008.03.31	FCR
1	Detective	Ministry of Solicitor General CISO	2007	to	2008	UFD
1	D/C	Ministry of Solicitor General ViCLAS	2004.10.18	to	2008.10.17	FCR
1	PC	Ministry of Solicitor General ViCLAS	2006.05.08	to	2008.05.08	FCR
2	D/C	Ministry Community Safety and Correctional Services Chief Firearms Office	2007.01.02	to	2010.01.02	FCR
1	D/C	United States Postal Service Telemarketing Fraud	2007.01.31	to	2008.01.31	FCR
1	A/C07	United States Postal Service Telemarketing Fraud	2007.01.31	to	2008.01.31	FCR
1	Sergeant	City of Toronto Emergency Measures	2007	to	2008	FCR

SECONDMENTS DISCONTINUED AS OF DECEMBER 1, 2008

No. of Members	RANK	LOCATION	TERM			COST
1	D/Sgt	Ontario Provincial Police Biker Enforcement	2007	to	2008	UFD
1	Detective	Ontario Provincial Police Illegal Gaming	2007	to	2008	FCR
1	Detective	Ontario Provincial Police Provincial Auto Theft	2007	to	2008	UFD
4	Detective	Ontario Provincial Police Weapons Enforcement Unit	2007	to	2008	UFD
1	Detective	Ontario Provincial Police Biker Enforcement	2007	to	2008	UFD

1	Detective	Ontario Provincial Police Proceeds of Crime	2007	to	2008	UFD
No. of Members	RANK	LOCATION	TERM			COST
2	D/C	Ontario Provincial Police Illegal Gaming	2003.06.28	to	2008	UFD
3	D/C	Ontario Provincial Police Weapons Enforcement	2007	to	2008	UFD
3	D/C	Ontario Provincial Police Biker Enforcement	2007	to	2008	UFD
3	D/C	Ontario Provincial Police Proceeds of Crime	2007	to	2008	UFD
1	PC	Ontario Provincial Police Illegal Gaming	2003.06.28	to	2007.03.31	FCR
1	A/Insp	Ministry of Community Safety and Correctional Services Correction Investigation	2007.01.22	to	2008.01.21	FCR
1	A/D/Sgt	Ministry Community Safety & Correctional Services Major Case Management	2006.07.04	to	2008.01.14	FCR
1	D/C	Ministry Public Safety & Security Provincial Anti Terrorism	2006.09.29	to	2008	FCR
1	A/Insp	Toronto Transit Commission Police Advisor Liaison Officer	2006.09.12	to	2008.09.12	FCR

Legend:

FCR - Full Cost Recovery
UFD - Unfunded

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 30, 2009**

#P61. ANNUAL REPORT: 2008 UNIFORM PROMOTIONS

The Board was in receipt of the following report February 17, 2009 from William Blair, Chief of Police:

Subject: ANNUAL REPORTING ON UNIFORM PROMOTIONS - 2008

Recommendation:

It is recommended that the Board receive the following report.

Financial Implications:

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

Background/Purpose:

At its meeting on May 29, 2003, the Board approved giving standing authority to the Chair, Vice Chair, or their designates, to sign, authorize and approve all uniform promotions to the ranks of Sergeant and Staff/Detective Sergeant. The Board further approved the receiving of a summary report at its February meeting each year on the promotions made to these ranks in the previous year (Min. No. P136/03 refers).

In 2008, one hundred three (103) police constables were promoted to the rank of Sergeant and twenty-seven (27) sergeants and detectives were promoted to the rank of Staff/Detective Sergeant (which includes fourteen officers from the 2006/2007 process and thirteen officers from the 2008 process). Furthermore, another promotional process to Sergeant was commenced in June 2008 and concluded in January 2009. This resulted in a list of one hundred twenty (120) names of successful candidates eligible for promotion to the rank of Sergeant. These officers will be deployed starting in 2009. The process for promotion to Staff/Detective Sergeant, which commenced in 2007 and concluded on January 17, 2008, resulted in a list of fifty (50) names of successful candidates, thirteen of whom have been promoted to date and are included in this report. The deployment of the remainder of these officers will be reported on in the 2009 annual report.

At its meeting on March 22, 2007, the Board requested that future employment equity statistics provide an analysis of the success rate of female and racial minority officers in the promotional process by comparing the number of such officers at all stages of the process with the number of those who were promoted (Min. No. P124/07 refers). An employment equity analysis of officers promoted to the ranks of Staff/Detective Sergeant from the 2006/2007 process is attached (see Appendix A-1). As well, an employment equity analysis of the processes that concluded in 2008 for promotion to the ranks of Sergeant and Staff/Detective Sergeant is attached (see Appendices B-1 and B-2).

Appendices C-1 and C-2 provide more detailed information with respect to each promotion.

All officers have been promoted in accordance with Service Procedure 14-10 entitled “Uniform Promotional Process – Up To and Including the Rank of Inspector” which was approved by the Board (Min. No. P49/01 refers). In addition, the officers have been the subject of an extensive vetting process that included background checks conducted through the constituent units of Professional Standards, Diversity Management, and Labour Relations.

Conclusion:

This report lists the number of members of the Toronto Police Service who were promoted to the ranks of Sergeant and Staff/Detective Sergeant during the year 2008, along with an employment equity analysis. It also provides an employment equity analysis for those who have been placed on lists for promotion in the future.

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

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

- 1. THAT no further action is required with respect to the 2007 Annual Report on Uniform Promotions given that Chair Mukherjee met with Chief Blair and Deputy Chief Forde in 2008 to discuss the results of the 2006/2007 promotional process (Min. No. P34/08 refers);**
- 2. THAT the Board receive the 2008 Annual Report on Uniform Promotions and that Chair Mukherjee meet with Chief Blair and Deputy Chief Forde to discuss ways to improve the results of the promotion process for women and visible minorities; and**
- 3. THAT the Chief report to the Board in May 2009 on the results of the civilian employment systems review and plans for implementing the ESR recommendations.**

Appendix A1:

TPS 2006 /2007 Promotional Process to Staff/Detective Sergeant (remaining 14 of 50 promoted in 2008)				
Employment Equity Results	Entered Process	Wrote Exam	Interviewed	36 of 50 Promoted
<u>Female</u>				
Female Aboriginal	1	0	0	0
Female Visible Minority				
Black	5	4	2	1
South Asian (Indo Pakistani)	1	0	0	0
Japanese	1	1	1	0
Total Female Visible Minority	7	5	3	1
% Female Visible Minority of Total Female	13.21%	13.16%	23.08%	11.11%
Non Respondent Female	45	33	10	8
Total Female	53	38	13	9
% Female of Total Members	15.54%	14.79%	15.85%	18.00%
<u>Male</u>				
Male Aboriginal	2	0	0	0
Male Visible Minority				
South Asian (Indo Pakistani)	4	3	0	0
% South Asian (Indo-Pakistani) of Total Males	1.39%	1.37%	0.00%	0.00%
Black	18	16	7	5
% Black of Total Males	6.25%	7.31%	10.14%	12.20%
Chinese	2	2	0	0
Filipino	2	2	0	0
Mixed Race or Colour	2	1	1	0
Sum Visible Minority other than Black/South Asian (Indo-Pakistani)	6	5	1	0
% Sum Visible Minority other than of Total Males	2.08%	2.28%	1.45%	0.00%
Total Male Visible Minority	28	24	8	5
% Male Visible Minority of Total Male	9.72%	10.96%	11.59%	12.20%
Non Respondent Male	268	195	61	36
Total Male	288	219	69	41
Total Visible Minority (Male & Female)	35	29	11	6
% Total Visible Minority of Total Members	10.26%	11.28%	13.41%	12.00%
Total Members	341	257	82	50

Appendix B1:

TPS 2007 Promotional Process to Sergeant (103 of 130 promoted in 2008)				
Employment Equity Results	Entered Process	Wrote Exam	Interviewed	On the List to be Promoted
Female				
Female Aboriginal	0	0	0	0
Female Visible Minority				
Black	4	4	2	0
South Asian (Indo Pakistani)	2	2	1	1
Total Female Visible Minority	6	6	3	1
% Female Visible Minority of Total Female	7.41%	10.34%	7.14%	4.76%
Non Respondent Female	75	52	39	20
Total Female	81	58	42	21
% Female of Total Members	15.23%	14.50%	16.03%	16.15%
Male				
Male Aboriginal	1	1	1	0
Male Visible Minority				
South Asian (Indo Pakistani)	31	20	13	7
% South Asian (Indo-Pakistani) of Total Males	6.87%	5.85%	5.91%	6.42%
Black	42	30	17	6
% Black of Total Males	9.31%	8.77%	7.73%	5.50%
Chinese	8	7	4	3
Filipino	5	4	3	1
West Asian / North African	4	4	2	1
Central & South American	3	3	3	1
Korean	3	3	1	1
Japanese	2	0	0	0
Mixed Race or Colour	6	4	3	3
Other Southeast Asian	3	3	2	1
Sum Visible Minority other than Black/South Asian (Indo-Pakistani)	34	28	18	11
% Sum Visible Minority other than of Total Males	7.54%	8.19%	8.18%	10.09%
Total Male Visible Minority	107	77	48	24
% Male Visible Minority of Total Male	23.73%	22.51%	21.82%	22.02%
Non Respondent Male	344	265	172	85
Total Male	451	342	220	109
Total Visible Minority (Male & Female)	113	83	51	25
% Total Visible Minority of Total Members	21.24%	20.75%	19.47%	19.23%
Total Members	532	400	262	130

Appendix B2:

TPS 2007 Promotional Process to Staff/Detective Sergeant (13 of 50 promoted in 2008)				
Employment Equity Results	Entered Process	Wrote Exam	Interviewed	On the List to be Promoted
<u>Female</u>				
Female Aboriginal	1	1	1	0
Female Visible Minority				
Black	6	5	1	0
Japanese	1	1	1	1
South Asian (Indo Pakistani)	1			
Total Female Visible Minority	8	6	2	1
% Female Visible Minority of Total Female	11.94%	14.29%	9.09%	10.00%
Non Respondent Female	58	35	19	9
Total Female	67	42	22	10
% Female of Total Members	19.48%	18.26%	22.00%	20.00%
<u>Male</u>				
Male Aboriginal	1	1	0	0
Male Visible Minority				
South Asian (Indo Pakistani)	6	4	2	0
% South Asian (Indo-Pakistani) of Total Males	2.17%	2.13%	2.56%	0.00%
Black	16	9	2	1
% Black of Total Males	5.78%	4.79%	2.56%	2.50%
Chinese	3	2		0
Filipino	3	1	1	0
West Asian / North African				
Central & South American				
Korean				
Japanese	1	0	0	0
Mixed Race or Colour	2	1	1	1
Other Southeast Asian				
Sum Visible Minority other than Black/South Asian (Indo-Pakistani)	9	4	2	1
% Sum Visible Minority other than of Total Males	3.25%	2.13%	2.56%	2.50%
Total Male Visible Minority	31	17	6	2
% Male Visible Minority of Total Male	11.19%	9.04%	7.69%	5.00%
Non Respondent Male	245	170	72	38
Total Male	277	188	78	40
Total Visible Minority (Male & Female)	39	23	8	3
% Total Visible Minority of Total Members	11.34%	10.00%	8.00%	6.00%
Total Members	344	230	100	50

Appendix C1:

Promotions to the rank of Sergeant in 2008	
Number Promoted	Effective Date
25	February 18, 2008
11	February 25, 2008
3	March 03, 2008
2	March 10, 2008
1	March 17, 2008
5	April 14, 2008
1	April 21, 2008
5	April 28, 2008
3	May 12, 2008
6	May 19, 2008
4	May 26, 2008
9	June 23, 2008
1	June 30, 2008
5	July 21, 2008
1	August 5, 2008
1	August 11, 2008
1	August 18, 2008
1	September 01, 2008
1	September 08, 2008
2	September 22, 2008
2	September 29, 2008
2	October 13, 2008
1	October 27, 2008
1	November 03, 2008
5	November 17, 2008
2	December 01, 2008
2	December 15, 2008
TOTAL 103	

There are no promotions directly to the rank of Detective. Unless specific permission is granted by the Chief of Police, all Constables are promoted to the rank of Sergeant for the one-year probationary period.

Note: One member remains in the eligibility pool for promotion to the rank of Sergeant from a previous process at the request of the Command.

Appendix C2:

Promotions to the rank of Staff / Detective Sergeant in 2008		
Number	Promoted to Rank	Effective Date
2	Staff Sergeant	January 28, 2008
1	Detective Sergeant	January 28, 2008
3	Staff Sergeant	February 11, 2008
2	Staff Sergeant	March 03, 2008
3	Detective Sergeant	March 03, 2008
1	Staff Sergeant	May 12, 2008
2	Staff Sergeant	May 26, 2008
1	Staff Sergeant	June 23, 2008
3	Staff Sergeant	July 07, 2008
1	Detective Sergeant	July 07, 2008
1	Detective Sergeant	August 11, 2008
1	Staff Sergeant	September 29, 2008
1	Staff Sergeant	October 13, 2008
1	Detective Sergeant	October 13, 2008
1	Staff Sergeant	October 20, 2008
1	Detective Sergeant	October 27, 2008
2	Detective Sergeant	November 17, 2008
17	Staff Sergeant promotions	
10	Detective Sergeant promotions	

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 30, 2009**

**#P62. ANNUAL REPORT: 2008 PUBLIC SECTOR SALARY
DISCLOSURE**

The Board was in receipt of the following report February 07, 2009 from William Blair, Chief of Police:

Subject: ANNUAL REPORT 2008: PUBLIC SECTOR SALARY DISCLOSURE

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

There are no financial implications as a result of the recommendation contained in this report.

Background/Purpose:

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

Discussion:

The *Public Sector Salary Disclosure Act, 1996* defines "Salary Paid" as "the amount paid by the employer to the employee in a given year, as reported on the T4 slip (Box 40 minus Taxable Benefits total)."

The salary paid amount includes regular salary, acting pay, premium pay (including court time and overtime), and retroactive adjustments paid in 2008 (for example, the 3% interim arbitration award). Taxable benefits are reported as a separate line item. Taxable benefits for TPS include the value of life insurance premiums for coverage provided by the employer. Taxable benefits also include an amount for the standby charge and operating benefit of being assigned and utilizing an employer provided vehicle for non-business related travel.

Number of Employees on the 2008 Disclosure Listing (Appendix A – Alphabetic order and Appendix B – Descending order by salary paid):

In 2008, one thousand and six (1,006) employees earned more than \$100,000. This total includes six hundred and twenty eight (628) staff whose base salary is normally under \$100,000. The earnings for these employees were the result of their combined base salary, premium pay and other payouts such as final vacation pay and sick pay and the 3% retroactive pay resulting from the interim salary settlement arbitration award. Premium pay is the result of court attendance, overtime earned when members work beyond their regular shift, and call-backs when members are requested to return to work for various operational reasons.

Paid Duty Earnings:

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

Under the *Public Sector Salary Disclosure Act, 1996*, the Service is not required to report paid duty earnings as part of the “salary paid” from the Service. These earnings are therefore not included in this report.

Conclusion:

In accordance with the *Public Sector Salary Disclosure Act, 1996*, this report provides the names, positions, salaries and taxable benefits of Service and Board employees who were paid more than \$100,000 in 2008. The report is provided to the Board for information, and has been forwarded to the City for inclusion in a corporate report filed with the Ministry of Municipal Affairs and Housing.

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

The Board was also in receipt of the following report March 30, 2009 from William Blair, Chief of Police:

Subject: MONITORING AND CONTROL OF SERVICE PREMIUM PAY EXPENDITURES

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

There are no financial implications as a result of the recommendation contained in this report.

Background/Purpose:

On an annual basis, the Service is required to submit a report, through the City of Toronto, to the Ministry of Municipal Affairs and Housing on the individuals who earned more than \$100,000. This requirement is in accordance with the *Public Sector Salary Disclosure Act, 1996*. The earnings reported include an individual's base salary plus any premium pay (e.g. overtime, court, call back) earned above the base salary.

This report responds to a request from the board with respect to how premium pay is managed across the Service.

Discussion:

Premium pay expenditures constitute a significant portion of Service costs and as a result the monitoring and control these expenses is critical. Strategies have been established as part of the Chief's monitoring and control expectations. These strategies include controls and reviews designed to ensure that premium pay earnings are approved, operationally required and encompass value added activities.

Premium Pay Earnings Categories:

1. Overtime - is earned by Service members who, for operational reasons, are required to stay beyond their regular work hours. Generally, overtime incurred requires pre-approval by supervisory personnel and is entered and approved in the Time Resource Management System (TRMS) utilizing an appropriate activity code. As provided for in the collective agreement, all overtime hours are paid in cash or credited to a member's lieu bank (at the member's discretion) at one and a half times a member's hourly wage.
2. Call-backs - hours are earned by Service members who are requested to work after their regular work day has been completed. Call-backs are incurred in order to meet the operational requirements of a unit (call-back teams) or to staff Service-wide initiatives such as TAVIS. Generally, call-backs are put in place and approved by Unit Commanders. As with overtime, call-back hours are paid or credited to a member's lieu bank (at the member's discretion) at one and a half times a member's hourly wage.
3. Court time - attendance at court can be either on-duty or off-duty. On-duty court time is part of a member's regular work day and does not result in additional pay to the member. Off duty court is paid to the member at a premium similar to overtime and call-back.
4. Lieu Time Pay Downs - as provided for in the collective agreement, members are paid down their accumulated lieu time balances four (4) times per year. The balances represent hours earned from any of the three categories of time described above. Pay downs are made to members at the effective hourly rate for the pay period the pay down occurs.

Controls over Premium Pay

As premium pay is a significant expenditure for the Service and is related to service levels and requirements, management and supervisory personnel are often reminded about cost containment expectations. Although it is recognized that police work inevitably generates overtime, call-backs and court appearances, it is incumbent on all Unit Commanders and Supervisors to carefully manage premium pay accounts and only authorize expenses where absolutely necessary. As a result, Unit Commanders have incorporated the following tasks in the day to day operations of their units or divisions:

- All overtime is approved by a supervisor both before and after it is worked;
- Hours in excess of regular time are reported daily to Unit Commanders and are available through the use of reports outlined below. These daily overtime reports often include the reason and justification for the premium pay incurred;
- “Spot checks” are conducted at court locations to ensure only required members are in attendance or at “scenes” where overtime has been requested, in order to ensure the excess time is a true operational requirement, helps mitigate a risk and or is value added;
- All cases are reviewed for non-essential witnesses to reduce the number of uniform witnesses required for court;
- Meetings with supervisory staff about budget control discussions include the monitoring and management of premium pay accounts; and
- Where possible, shifts are modified to reduce costs.

Although the best method of keeping premium pay expenditures under control is effective and diligent supervision, the following system tools provide Service managers/supervisors with information to assist them in the monitoring and control of premium pay expenditures. These reports are intended to provide supervisors and unit commanders with information on overtime work that will allow for the determination of any excessive overtime worked, any trends that should be reviewed further, and a confirmation that the overtime worked was value-added.

1. Unit Commander’s Morning Report (UCMR)

This daily report contains a section detailing overtime, call-backs and court attendance from the previous day, allowing Unit Commanders a quick snapshot of the premium salary costs incurred by their teams.

2. TRMS Reports

There are a number of reports from the TRMS system that provide information on hours worked which can be translated into dollars earned. The Time Code by Employee report and the Time Code by Team report offer a number of options by premium time code so that Unit Commanders can review entries for a single individual or an entire group. Hourly rates are readily available at the unit level to allow Unit Commanders to translate hours into salary costs with minimal manual manipulation.

3. Financial System (SAP) Payroll Report

A report is available in the Service's SAP system that allows units to view pay charged to specific cost elements (accounts). This report can be used to monitor individual earnings or an entire unit or area. The information provided in this report allows Unit Commanders to see the amount of premium pay earned by a member or members for a specific period of time.

4. Cash Earned in Excess Report

This report is available to all supervisory staff with Unit Commander and Unit Administrator access to the Service Human Resource Management System (HRMS). The report provides information on the cash payments made to members for the effective period, broken down by categories such as overtime, call-back, court and lieu time. The report is available on the HRMS system and can be requested at any time. The Financial Management unit updates and distributes instructions and pay period ending dates on an annual basis in order to run the report.

5. Quarterly Earnings Report

The Financial Management unit provides the Senior Management team and all Unit Commanders with a report of members in their areas whose earnings for that quarter exceeded the \$25,000, \$50,000 and \$75,000 thresholds. The report totals regular and premium earnings and provides the dollar value of the lieu time balances for the members exceeding the threshold. The report is designed to identify members that may be on the Public Sector Salary Disclosure report if the earnings trend for that quarter continues to year-end. The report also provides the member's earnings for the previous year if they exceeded \$100,000.

The frequent review and critical assessment of the available reports is an excellent detection device to ensure controls are working effectively, ensure that corrective action is taken at the earliest possible opportunity and promote accountability.

In addition to the standard reports available to all Unit Commanders throughout the Service, each area has implemented additional reports and processes to assist in monitoring and control. Such unit-specific processes vary based on the reporting structure and operations within each area. Examples include overtime and call-back sheets, daily activity logs, scene visits by supervisors and activity memorandums. All available reports allow Unit Commanders to manage the workload of officers who will earn more than their bi-weekly salaries on a regular basis.

Unit Commanders are held accountable for their premium pay costs in relation to their budget, in addition to managing the time of individuals or groups. Bi-weekly variance reports comparing spending to budget are provided to Divisional Policing and Specialized Operations Command. Monthly variance reports provided to Unit Commanders highlight information on the current premium pay status and projections to year-end so that they are aware of any potential problems.

Various reviews of overtime and premium pay have been conducted over the last several years. In 1990, Metro Audit, Metro Toronto conducted a review that recommended changes to the strategic planning processes relating to costs and available resources as they impact on premium pay. In 2000, the Toronto City Auditor reviewed controls relating to overtime and premium pay, focusing on financial system changes and the creation of appropriate exception and summary management information reports. Finally, the objectives of the 90 Day Review Premium Pay Report included identifying and implementing Service-wide best practices and placing additional accountability on existing systems and procedures. The recommendations from all reviews have been implemented and form a part of the control strategies and structure in place today.

Conclusion:

Management/supervisory personnel are aware of the Service expectation to keep premium pay at a minimum. Controls are in place at the unit and divisional level and Unit Commanders are provided and/or have access to a number of tools that can be used to monitor and control premium pay expenditures earned by their members. There are Service and Unit specific processes in place to ensure that premium pay earned is required and approved. Supervisors and Unit Commanders make all efforts possible to ensure that premium pay is an absolute operational requirement and such earnings translate to value added services on the part of members earning this additional pay.

Chief Blair was in attendance and responded to questions about this report. Chief Blair said that the three main factors that contributed to the increase in the number of members, whose base salary is normally under \$100,000 but earned over \$100,000 in 2008, was due to:

- **TAVIS call-backs – members who were requested to work on their days off;**
- **R.I.D.E. call backs – the amount of provincial funding has doubled; and**
- **officers attending court for *Highway Traffic Act* offences due to an increase in traffic enforcement.**

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

THAT the Chief of Police provide a report for the May 2009 in-camera meeting outlining the activities and responsibilities of all uniform and civilian members, who are not senior officers, earning \$125,000 or more in 2008 and that the report also include a breakdown of their earnings by salary and each type of premium pay.

APPENDIX A

RECORD OF EMPLOYEES' 2008 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefit
Aalen	Ronald	Staff Sergeant	\$101,724.44	\$327.56
Abbott	Deborah	Staff Sergeant	\$102,412.25	\$320.80
Abdel-Malik	Maher	Plainclothes Police Constable	\$118,479.01	\$267.78
Abdulla	Al	Senior Technical Analyst	\$101,592.80	\$264.72
Adelson	Sandy	Senior Advisor, Policy and Communications	\$107,562.06	\$332.24
Aiello	Antonio	Plainclothes Police Constable	\$119,209.32	\$267.15
Aikman	Scott	Police Constable	\$107,089.18	\$252.94
Albrecht	Irvin	Plainclothes Police Constable	\$112,952.69	\$267.78
Alderdice	Jeffery	Sergeant	\$106,955.62	\$284.42
Aldridge	Adam	Plainclothes Police Constable	\$106,025.22	\$282.64
Alexander	Charles	Detective	\$100,414.75	\$291.14
Alexander	David	Detective	\$110,831.31	\$288.54
Alexiou	Demitrios	Plainclothes Police Constable	\$100,854.56	\$274.50
Allington	Jeffrey	Detective	\$100,188.55	\$284.42
Alphonso	Wade	Staff Sergeant	\$104,449.80	\$324.11
Alphonso	Mark	Staff Sergeant	\$102,882.29	\$322.10
Altomare	Aldo	Staff Sergeant	\$102,189.83	\$327.56
Amos	Sean	Plainclothes Police Constable	\$103,176.74	\$269.30
Anand	Anil	Inspector	\$108,841.66	\$322.58
Anderson	Donna	Operations Supervisor	\$100,188.01	\$243.30
Angle	Brian	Detective	\$106,897.57	\$297.66
Ansari	Ali	Detective	\$124,477.27	\$288.54
Armstrong	James	Sergeant	\$100,946.81	\$297.66
Armstrong	Robert	Police Constable	\$100,085.96	\$255.53
Armstrong	Robert	Plainclothes Police Constable	\$100,276.32	\$267.78
Ashley	Carlton	Staff Sergeant	\$102,049.34	\$327.56
Ashman	Aileen	Director, Human Resources	\$161,569.00	\$724.77
Asselin	Glenn	Detective	\$120,073.74	\$291.14
Audette	David	Police Constable	\$124,929.57	\$257.94
Austin	William	Plainclothes Police Constable	\$101,585.80	\$282.64
Awad	Ashraf	Plainclothes Police Constable	\$103,363.98	\$266.85
Azarraga	Jose	Detective	\$101,355.20	\$289.32
Babiar	John	Detective Sergeant	\$105,261.18	\$316.28
Baj	Stanislaw	Sergeant	\$104,010.21	\$297.66
Balint	Michael	Detective	\$106,213.27	\$282.50
Banks	Wayne	Detective	\$111,170.92	\$297.66
Baptist	Robert	Inspector	\$114,401.86	\$346.49
Barkley	Mark	Staff Sergeant	\$102,069.71	\$322.62
Barnard	Douglas	Plainclothes Police Constable	\$113,052.08	\$282.64
Barnes	Murray	Detective	\$101,428.65	\$284.42
Barratt	Gordon	Staff Sergeant	\$101,591.24	\$327.56
Barredo	Francisco	Staff Sergeant	\$113,068.83	\$320.80
Barsky	Michael	Detective	\$133,747.97	\$291.14
Barwell	David	Detective	\$111,408.51	\$297.66
Bass	Lorne	Police Constable	\$119,489.16	\$266.16
Bates	Wayne	Detective	\$120,359.75	\$297.66

APPENDIX A

RECORD OF EMPLOYEES' 2008 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefit
Bazmi	Salman	Sergeant	\$103,095.72	\$295.38
Beadman	Brian	Detective	\$100,641.74	\$291.14
Beausoleil	Marc	Plainclothes Police Constable	\$100,791.49	\$274.50
Beaven-Desjardins	Joanna	Staff Sergeant	\$102,382.07	\$320.80
Beers	Clay	Manager, Radio and Electronic Services	\$130,842.75	\$406.86
Belanger	Daniel	Sergeant	\$114,058.69	\$291.14
Belanger	Donald	Detective	\$109,668.28	\$284.42
Belgrade	Alexander	Staff Sergeant	\$101,591.24	\$327.56
Bell	Alan	Detective	\$109,639.55	\$297.66
Bell	Daryl	Plainclothes Police Constable	\$100,798.11	\$267.78
Bellec	Francois	Plainclothes Police Constable	\$101,966.81	\$259.68
Bellion	Laurent	Police Constable	\$117,429.08	\$243.30
Bennett	Brian	Police Constable	\$105,017.35	\$260.31
Bentley	Christopher	Plainclothes Police Constable	\$100,126.77	\$255.27
Bergen	Francis	Inspector	\$114,918.18	\$352.21
Bernardo	Israel	Detective	\$114,361.84	\$284.42
Bevan	William	Detective	\$101,267.44	\$291.14
Bevers	Donald	Manager, Corporate Planning	\$131,761.31	\$587.04
Biggerstaff	John	Detective	\$102,945.72	\$297.66
Bilak	Stephen	Sergeant	\$106,733.90	\$297.66
Bird	Keith	Project Leader	\$107,853.11	\$310.92
Birrell	John	Plainclothes Police Constable	\$115,543.51	\$274.50
Bishop	Stephen	Detective	\$102,412.59	\$292.62
Bishop	David	Detective Sergeant	\$111,944.90	\$316.28
Black	Marinella	Manager, Compensation and Benefits	\$140,768.97	\$630.30
Blair	William	Chief of Police	\$299,861.11	\$1,634.71
Blair	Jeffrey	Police Constable	\$122,338.54	\$251.12
Blakeley	Janice	Sergeant	\$105,658.25	\$294.78
Bobbis	Richard	Sergeant	\$119,380.38	\$284.42
Bockus	Cory	Inspector	\$119,349.70	\$357.00
Bois	Paul	Detective	\$103,804.84	\$280.90
Bond	Michele	Plainclothes Police Constable	\$105,822.35	\$264.37
Bond	Marlin	Detective	\$106,647.41	\$291.14
Borg	Brian	Detective Sergeant	\$133,283.87	\$327.56
Bortkiewicz	Christine	Manager, Occupational Health and Safety	\$122,252.42	\$544.17
Bosward	William	Staff Sergeant	\$101,655.74	\$327.56
Bott	Bryan	Detective Sergeant	\$101,444.34	\$320.80
Boucher	Robert	Sergeant	\$102,554.74	\$280.90
Bourque	Douglas	Detective	\$103,811.05	\$297.66
Bovell	Desmond	Police Constable	\$100,922.01	\$252.44
Bowman	Brian	Sergeant	\$112,669.83	\$297.66
Boyce	Ronald	Detective	\$112,807.21	\$291.14
Boyce	John	Staff Sergeant	\$121,516.15	\$327.56
Boyd	Edward	Inspector	\$124,227.41	\$538.58
Boyko	Jeremy	Plainclothes Police Constable	\$100,010.48	\$264.37
Boyle	Kenneth	Staff Sergeant	\$114,292.60	\$327.56
Brammall	Michael	Sergeant	\$117,595.40	\$284.10

APPENDIX A

RECORD OF EMPLOYEES' 2008 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefit
Branton	Shane	Detective Sergeant	\$102,612.70	\$295.94
Brasca	Walter	Sergeant	\$100,818.59	\$297.66
Breen	Francis	Staff Inspector	\$130,811.65	\$6,789.57
Briden	Richard	Detective	\$108,128.08	\$285.89
Brien	John	Detective Sergeant	\$101,592.29	\$327.56
Briggs	Ian	Detective	\$129,157.63	\$297.66
Brigham	John	Sergeant	\$113,191.08	\$297.66
Britton	Frances	Sergeant	\$108,181.97	\$297.66
Broadfoot	Alexander	Detective	\$119,357.23	\$291.14
Brons	James	Detective	\$103,715.35	\$291.14
Bronsema	Tanya	Plainclothes Police Constable	\$104,823.52	\$267.78
Bronson	Scott	Detective Sergeant	\$102,888.21	\$327.56
Brookes	Ralph	Staff Sergeant	\$101,931.70	\$327.56
Brosnan	Sean	Detective Sergeant	\$100,004.19	\$320.80
Brown	James	Staff Sergeant	\$101,592.44	\$327.56
Brown	David	Inspector	\$124,227.41	\$538.58
Brown	Douglas	Sergeant	\$100,511.21	\$297.66
Brown	Robert	Detective	\$116,144.14	\$297.66
Brown	Allen	Detective	\$126,977.06	\$297.66
Brown	John	Detective Sergeant	\$104,460.53	\$327.56
Browne	Terrence	Detective Sergeant	\$115,216.26	\$294.74
Brownell	David	Detective Sergeant	\$107,863.23	\$327.56
Bryl	Bogumil	Police Constable	\$105,791.79	\$266.16
Bryson	Lawrence	Staff Sergeant	\$122,711.37	\$327.56
Bui	Tam	Detective	\$108,455.74	\$276.10
Buligan	Dennis	Staff Sergeant	\$103,581.32	\$327.56
Burgess	Brian	Detective	\$101,991.92	\$291.14
Burks	Charles	Staff Sergeant	\$114,403.66	\$320.80
Burns	Robert	Staff Sergeant	\$106,695.15	\$327.56
Button	Bernadette	Inspector	\$124,227.41	\$376.96
Butula	Ellery	Detective Sergeant	\$103,106.19	\$327.56
Byrnes	Elizabeth	Staff Inspector	\$129,015.88	\$7,727.62
Caissie	Paul	Sergeant	\$107,851.34	\$297.66
Califaretti	Sandra	Manager, Financial Management	\$130,842.75	\$406.86
Callaghan	Peter	Detective Sergeant	\$105,554.46	\$320.80
Callanan	Brian	Plainclothes Police Constable	\$101,335.18	\$262.74
Campbell	Joanne	Executive Director	\$141,183.18	\$441.44
Campbell	John	Senior Administrator, Human Resources	\$107,301.67	\$472.74
Campbell	Michelle	Plainclothes Police Constable	\$105,511.39	\$260.00
Campbell	Douglas	Sergeant	\$102,793.33	\$291.14
Campbell	Edward	Detective	\$102,795.47	\$297.66
Campbell	Donald	Staff Inspector	\$130,811.65	\$11,964.88
Campoli	Steven	Plainclothes Police Constable	\$103,691.06	\$3,247.08
Canepa	Antonio	Plainclothes Police Constable	\$126,349.62	\$282.64
Cannon	Michael	Staff Sergeant	\$101,736.82	\$327.56
Cantelon	Gregory	Staff Sergeant	\$104,542.86	\$327.56
Caputo	Joseph	Detective	\$104,331.49	\$297.66

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RECORD OF EMPLOYEES' 2008 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefit
Carbone	Mike	Detective	\$118,874.53	\$291.14
Carefoot	Todd	Plainclothes Police Constable	\$104,675.68	\$274.50
Cargill	Paul	Detective	\$104,985.30	\$291.14
Carter	Marva	Project Leader	\$101,199.25	\$310.92
Carter	Dale	Sergeant	\$109,581.15	\$294.09
Carter	Maxwell	Staff Sergeant	\$112,075.31	\$327.56
Casbourn	Gregory	Police Constable	\$104,871.09	\$266.16
Cashman	Gerald	Staff Sergeant	\$105,941.46	\$327.56
Catalano	Guglielmo	Police Constable	\$103,943.54	\$266.16
Cave	Randal	Police Constable	\$111,510.83	\$279.18
Cecile	Glen	Detective	\$120,618.66	\$291.14
Cenzura	Kenneth	Superintendent	\$141,185.69	\$9,422.03
Cernowski	Andrew	Financial Planner	\$107,301.67	\$472.74
Chambers	Courtney	Staff Sergeant	\$104,315.00	\$320.80
Chant	James	Plainclothes Police Constable	\$102,562.81	\$267.78
Charles	Anthony	Detective	\$100,665.99	\$297.66
Cheung	Ching	Plainclothes Police Constable	\$100,045.46	\$251.12
Chiasson	Marcel	Detective	\$143,980.61	\$291.14
Childs	Cynthia	Detective Sergeant	\$102,779.63	\$320.80
Chilvers	Christopher	Detective	\$101,724.03	\$284.42
Chow	Harold	Sergeant	\$112,039.48	\$291.14
Chudoba	Myron	Detective	\$105,505.02	\$291.14
Churkoo	Doodnath	Sergeant	\$109,550.46	\$264.10
Ciani	Maria	Manager, Labour Relations	\$141,306.69	\$84.50
Clark	Russell	Sergeant	\$100,247.96	\$297.66
Clark	Roy	Police Constable	\$105,710.01	\$266.16
Clark	Travis	Plainclothes Police Constable	\$100,620.87	\$267.78
Clarke	Steven	Staff Sergeant	\$101,722.78	\$327.56
Clarke	John	Detective	\$100,728.34	\$291.14
Clarke	Robert	Superintendent	\$141,185.69	\$9,841.50
Clarke	Douglas	Plainclothes Police Constable	\$111,935.87	\$282.64
Clifford	Ronald	Staff Sergeant	\$113,882.79	\$327.56
Code	Peter	Detective	\$127,499.26	\$292.85
Coghlin	James	Staff Sergeant	\$100,183.45	\$320.80
Cohen	Alan	Police Constable	\$148,852.38	\$247.71
Cole	Donald	Staff Sergeant	\$103,273.50	\$327.56
Cole	Jason	Detective	\$103,951.99	\$291.14
Cole	Gregory	Detective Sergeant	\$114,715.90	\$327.56
Colmenero	Victor	Detective	\$106,128.67	\$297.66
Colton	Guy	Sergeant	\$106,939.63	\$297.66
Connor	Bruce	Plainclothes Police Constable	\$113,239.44	\$259.68
Contini	Philip	Detective Sergeant	\$101,591.24	\$327.56
Cook	Olga	Inspector	\$124,227.41	\$538.58
Cook	Edward	Staff Sergeant	\$101,769.29	\$327.56
Cook	Clarence	Staff Sergeant	\$101,776.19	\$327.56
Cook	Russell	Staff Sergeant	\$120,524.66	\$327.56
Cooke	Lee	Police Constable	\$121,330.45	\$243.30

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RECORD OF EMPLOYEES' 2008 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefit
Cornford	Christopher	Plainclothes Police Constable	\$100,792.03	\$274.50
Correa	Robert	Plainclothes Police Constable	\$111,005.50	\$282.64
Correa	David	Plainclothes Police Constable	\$100,530.03	\$267.78
Corrie	Anthony	Staff Superintendent	\$152,409.77	\$10,308.17
Corrigan	Neil	Inspector	\$120,302.99	\$470.87
Cosentino	Salvatore	Detective Sergeant	\$103,960.62	\$320.80
Costabile	Gino	Police Constable	\$120,061.49	\$257.94
Cote	Kevin	Plainclothes Police Constable	\$101,543.76	\$259.68
Cottrell	John	Staff Sergeant	\$101,941.46	\$327.56
Coulson	William	Sergeant	\$100,672.94	\$297.66
Coulter	John	Detective Sergeant	\$101,722.78	\$327.56
Coulter	Allan	Sergeant	\$101,121.94	\$297.66
Courvoisier	Guy	Staff Sergeant	\$101,757.74	\$327.56
Cowley	George	Director, Legal Services	\$152,409.25	\$10,240.38
Cowley	Lawrence	Detective Sergeant	\$105,363.36	\$327.56
Craddock	Stephen	Sergeant	\$106,663.65	\$291.14
Crawford	Christian	Staff Inspector	\$130,811.65	\$11,748.42
Crawford	Paul	Staff Inspector	\$130,811.65	\$14,064.88
Crews	William	Detective Sergeant	\$112,729.82	\$326.78
Crews	Alexander	Police Constable	\$102,797.31	\$257.94
Cristiano	Guido	Police Constable	\$131,451.48	\$266.16
Cristofaro	Angelo	Director, Finance and Administration	\$152,409.25	\$680.70
Crone	Donald	Detective Sergeant	\$107,418.91	\$288.80
Crone	Timothy	Staff Sergeant	\$105,250.11	\$320.80
Croxon	Colin	Police Constable	\$100,110.38	\$266.16
Cunningham	Robert	Senior Telecom Engineer	\$107,301.67	\$472.74
Curtin	Helen	Manager, Information Technology Governance	\$130,530.73	\$406.86
Da Costa	Antonio	Police Constable	\$108,422.12	\$252.11
Dal Grande	Mauro	Police Constable	\$106,309.79	\$257.94
Dale	Donald	Sergeant	\$102,365.23	\$297.66
Daley	Kevin	Police Constable	\$105,561.72	\$257.94
Dalgarno	Gordon	Inspector	\$124,227.41	\$538.58
Daniels	Mark	Detective	\$105,783.55	\$291.14
Darbyshire	James	Staff Sergeant	\$106,542.45	\$327.56
Darnbrough	Daniel	Detective	\$110,294.25	\$297.66
Davey	Timothy	Detective Sergeant	\$101,067.77	\$320.80
Davidson	John	Sergeant	\$102,997.14	\$297.66
Davies	Robert	Plainclothes Police Constable	\$101,222.02	\$259.68
Davis	Sharon	Staff Sergeant	\$112,019.44	\$327.56
Davis	Kenneth	Sergeant	\$101,082.06	\$297.66
Dawson	George	Staff Sergeant	\$108,347.69	\$327.56
De Caire	Glenn	Staff Superintendent	\$152,409.77	\$680.70
De Lottinville	Joseph	Detective	\$113,666.66	\$297.66
De Sousa	John	Plainclothes Police Constable	\$104,917.31	\$259.68
Dearborn	Robert	Police Constable.	\$103,383.40	\$257.94
Decourcy	John	Detective Sergeant	\$115,490.74	\$327.56

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RECORD OF EMPLOYEES' 2008 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefit
Deli	Ronald	Police Constable	\$104,421.72	\$266.16
Deller	Garry	Detective	\$101,470.14	\$297.66
Delpont	Michael	Plainclothes Police Constable	\$107,858.62	\$282.64
Demkiw	Myron	Detective Sergeant	\$103,276.81	\$320.80
Denton	Mark	Police Constable	\$104,712.61	\$266.16
Derry	Kim	Deputy Chief	\$214,057.19	\$13,623.92
DeSilva	Julius	Senior Analyst	\$100,784.79	\$287.76
Dewling	Norman	Staff Sergeant	\$106,639.37	\$327.56
Dey	Robin	Detective	\$116,155.44	\$291.14
Dhaliwal	Surinderjit	Senior Technical Analyst	\$102,978.26	\$287.76
Di Passa	Domenico	Detective	\$116,599.05	\$291.14
Di Tommaso	Mario	Inspector	\$124,227.41	\$538.58
Dick	Jane	Deputy Chief	\$198,432.68	\$12,169.72
DiDanieli	Roberto	Detective Sergeant	\$108,563.07	\$320.80
Digiovanni	Giuseppe	Detective	\$134,993.95	\$291.14
Dokurno	Richard	Detective	\$100,929.36	\$291.14
Dolamore	Peter	Staff Sergeant	\$102,456.76	\$327.56
Dominey	Paul	Sergeant	\$112,590.16	\$284.42
Donison	Kim	Police Constable	\$101,407.92	\$266.16
Dorazio	David	Plainclothes Police Constable	\$102,674.10	\$282.64
Dory	Kelly	Staff Sergeant	\$102,082.60	\$327.56
Dove	Bradley	Staff Sergeant	\$104,544.10	\$327.56
Drennan	Craig	Detective	\$108,380.41	\$291.14
Drury	Paul	Detective	\$102,542.89	\$297.66
Dubreuil	Jean	Sergeant	\$103,202.03	\$291.14
Ducharme	Douglas	Detective	\$100,428.47	\$297.66
Duffus	Richard	Plainclothes Police Constable	\$121,730.04	\$274.50
Duffy	Marjorie	Detective	\$104,631.96	\$287.76
Dugan	Eric	Sergeant	\$101,068.45	\$295.95
Duncan	Peter	Sergeant	\$105,672.89	\$291.14
Dunkley	Leslie	Detective	\$101,806.37	\$291.14
Dunn	Beverly	Police Constable	\$108,907.84	\$257.94
Dunstan	Douglas	Detective	\$117,081.56	\$297.66
Durham	Cameron	Staff Sergeant	\$105,555.31	\$327.56
Dury	Benjamin	Plainclothes Police Constable	\$107,623.52	\$267.78
Duthie	Robert	Sergeant	\$105,030.27	\$297.66
Dziemianko	Staislaw	Plainclothes Police Constable	\$125,286.91	\$282.64
Dzingala	Edward	Detective Sergeant	\$101,591.24	\$327.56
Earl	Michael	Inspector	\$124,780.64	\$538.58
Eckhardt	Gary	Project Leader	\$103,102.92	\$310.92
Ecklund	David	Detective	\$102,099.22	\$284.42
Edgar	Leslie	Plainclothes Police Constable	\$104,940.21	\$266.85
Eley	Stuart	Inspector	\$122,109.41	\$369.92
Elford	William	Police Constable	\$115,927.96	\$266.16
Ellis	Michael	Manager, Facilities Management	\$121,296.97	\$538.82
Ellison	William	Inspector	\$123,916.19	\$538.58
Ernst	Timothy	Police Constable	\$104,560.19	\$266.16

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RECORD OF EMPLOYEES' 2008 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefit
Ervick	Dale	Detective Sergeant	\$115,138.20	\$327.56
Escudero Whu	Tsui-Chee	Project Leader	\$101,885.06	\$310.92
Estwick	Eulialia	Detective	\$100,472.87	\$291.14
Evans	Bryce	Inspector	\$124,227.41	\$538.58
Evelyn	Dion	Supervisor, Telecom and Electronics	\$121,428.51	\$482.35
Evelyn	Joel	Plainclothes Police Constable	\$103,000.77	\$252.75
Everest	John	Sergeant	\$104,220.29	\$291.14
Fadi	Steven	Plainclothes Police Constable	\$101,299.49	\$273.46
Fahey	Dennis	Detective	\$102,399.53	\$297.66
Fairey	Russill	Detective	\$109,257.36	\$297.66
Farrar	Michael	Superintendent	\$137,691.91	\$10,579.00
Farrell	George	Detective Sergeant	\$105,323.08	\$326.78
Faul	Leonard	Inspector	\$124,534.76	\$538.58
Febbo	Oliver	Detective	\$104,359.46	\$291.14
Federico	Michael	Staff Superintendent	\$152,409.77	\$9,076.38
Fenton	David	Staff Inspector	\$129,015.88	\$401.58
Ferguson	Hugh	Superintendent	\$141,185.69	\$11,893.98
Ferguson	Stephen	Detective	\$108,574.11	\$297.66
Ferguson	Scott	Detective	\$114,315.06	\$290.10
Ferko	Christopher	Police Constable	\$100,412.65	\$251.12
Fernandes	Cyril	Superintendent	\$134,007.93	\$16,643.92
Fernandes	Christopher	Inspector	\$128,447.70	\$512.22
Fernandes	Selwyn	Superintendent	\$141,185.69	\$5,784.49
Ferreira	Paulo	Police Constable	\$107,938.34	\$251.12
Ferris	Lisa	Sergeant	\$105,200.77	\$286.02
Ferry	Michael	Sergeant	\$108,821.75	\$283.46
Finlay	Allan	Sergeant	\$111,779.88	\$297.66
Fisher	Susan	Police Constable	\$101,096.47	\$257.94
Fisher	Bradley	Detective	\$100,015.66	\$291.14
Fitkin	Christopher	Plainclothes Police Constable	\$100,223.03	\$266.85
Fitzgerald	Thomas	Inspector	\$124,865.58	\$538.58
Forde	Keith	Deputy Chief	\$214,057.19	\$17,461.09
Fortin	Louis-Marie	Detective Sergeant	\$104,695.62	\$327.56
Foster	Roy	Detective	\$109,283.86	\$297.66
Fougere	Cory	Plainclothes Police Constable	\$101,944.94	\$259.68
Fowler	Wayne	Detective	\$112,276.63	\$291.14
Francis	Glenn	Staff Sergeant	\$104,020.92	\$327.56
Franks	Randy	Inspector	\$124,227.41	\$538.58
French	John	Staff Sergeant	\$101,750.09	\$327.56
French	Christopher	Plainclothes Police Constable	\$100,670.80	\$267.78
Frimeth	Kevin	Detective	\$108,425.96	\$291.14
Frosch	Jay	Detective Sergeant	\$102,115.21	\$327.56
Fry	Ronald	Sergeant	\$103,406.73	\$297.66
Fynes	Adrian	Detective Sergeant	\$101,592.44	\$327.56
Gallant	Robert	Detective	\$108,737.50	\$297.66
Gallant	Timothy	Detective	\$129,056.20	\$291.14
Gallant	Stacy	Detective	\$123,701.45	\$291.14

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RECORD OF EMPLOYEES' 2008 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefit
Garland	Marina	Plainclothes Police Constable	\$102,335.90	\$267.78
Gauthier	Helen	Superintendent	\$141,185.69	\$11,385.90
Gauthier	Richard	Staff Superintendent	\$152,409.77	\$10,385.85
Gee	William	Police Constable	\$103,273.27	\$3,243.30
Genno	Robert	Inspector	\$124,227.41	\$538.58
Getty	Shawn	Detective Sergeant	\$116,805.91	\$323.92
Getty	Gregory	Staff Inspector	\$127,477.25	\$14,179.51
Giannotta	Celestino	Director, Information Technology Services	\$152,409.25	\$680.70
Gibillini	Richard	Sergeant	\$102,843.06	\$297.66
Gibson	James	Staff Sergeant	\$100,320.05	\$312.59
Gibson	Graham	Detective	\$119,896.34	\$291.14
Gibson	Roger	Sergeant	\$103,843.80	\$297.66
Giczi	Jim	Detective	\$120,481.04	\$291.14
Giedroyc	Karol	Staff Sergeant	\$102,360.65	\$320.80
Giesche	Chad	Plainclothes Police Constable	\$101,088.71	\$264.37
Gilbert	Scott	Inspector	\$117,167.35	\$427.75
Gillis	David	Staff Sergeant	\$103,712.96	\$316.28
Giroux	Gary	Detective Sergeant	\$148,269.04	\$327.56
Glavin	Phillip	Sergeant	\$113,695.66	\$297.66
Glendinning	Gregory	Detective	\$104,564.87	\$297.66
Goebell	Nad	Police Constable	\$104,779.88	\$266.16
Goh	Andre	Manager, Human Rights and Employment Equity	\$111,682.69	\$346.60
Gonzales	Angelo	Plainclothes Police Constable	\$100,749.29	\$267.78
Goodwin	Ralph	Sergeant	\$100,797.46	\$291.14
Gordon	Evan	Police Constable	\$105,019.95	\$266.16
Gordon	Robert	Detective	\$107,956.15	\$297.66
Goss	Geoffrey	Police Constable	\$101,421.33	\$266.16
Gotell	James	Staff Sergeant	\$109,704.97	\$316.28
Gottschalk	Brian	Staff Sergeant	\$102,832.60	\$327.56
Gottschalk	Paul	Superintendent	\$141,185.69	\$15,853.98
Gouthro	Craig	Sergeant	\$116,307.14	\$285.94
Grady	Douglas	Inspector	\$124,227.41	\$538.58
Graffmann	Gordon	Detective Sergeant	\$104,750.69	\$327.56
Granberg	Dino	Detective	\$101,740.93	\$291.14
Grant	Cindylou	Project and Policy Coordinator	\$107,301.67	\$472.74
Grant	Stephen	Superintendent	\$158,332.20	\$10,262.14
Gray	Glenn	Staff Sergeant	\$108,321.72	\$322.96
Gray	Pauline	Detective Sergeant	\$128,792.73	\$320.80
Greavette	James	Police Constable	\$104,271.71	\$257.94
Greenaway	Colin	Sergeant	\$113,601.69	\$297.66
Greenwood	Kimberley	Superintendent	\$130,776.13	\$4,642.83
Greenwood	James	Detective Sergeant	\$101,595.67	\$327.56
Greer	Marie	Detective Sergeant	\$103,306.76	\$327.56
Greig	Robert	Detective	\$107,791.06	\$297.66
Grekos	Michael	Detective	\$106,984.51	\$289.58
Grewal	Dharmendra	Plainclothes Police Constable	\$102,318.50	\$260.00

APPENDIX A

RECORD OF EMPLOYEES' 2008 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefit
Griffiths	David	Detective	\$111,062.69	\$291.14
Grinton	Gary	Detective Sergeant	\$139,833.13	\$327.56
Gross	Pavel	Manager, Information Systems	\$130,842.75	\$581.20
Grosvenor	Susan	Staff Inspector	\$130,811.65	\$15,973.60
Gurman	Michael	Detective	\$100,930.10	\$297.66
Hagerman	David	Police Constable	\$131,278.82	\$257.94
Haggett	Lori	Sergeant	\$102,578.63	\$291.14
Haines	Keith	Staff Sergeant	\$111,561.18	\$327.56
Hale	Donald	Staff Sergeant	\$101,709.29	\$327.56
Hall	William	Plainclothes Police Constable	\$101,952.32	\$259.05
Hall	John	Police Constable	\$118,473.31	\$266.16
Halman	Darren	Staff Sergeant	\$100,468.38	\$320.80
Hamel	Joseph	Detective Sergeant	\$113,184.37	\$288.80
Hamilton-Greener	Michael	Sergeant	\$101,153.57	\$297.66
Hampson	Scott	Plainclothes Police Constable	\$107,842.19	\$257.16
Hans	Daljit	Detective	\$126,009.21	\$291.14
Hargan	Robert	Sergeant	\$111,821.88	\$297.66
Harmsen	Peter	Sergeant	\$123,838.53	\$297.66
Harnett	Robert	Detective	\$120,017.39	\$291.14
Harnish	Michael	Police Constable	\$101,311.12	\$243.30
Harras	John	Detective	\$107,184.19	\$292.62
Harrigan	Steven	Sergeant	\$116,563.95	\$297.66
Harris	David	Detective	\$107,941.88	\$291.14
Harris	Debbie	Detective	\$118,510.66	\$297.66
Harris	Stephen	Staff Inspector	\$130,811.65	\$11,871.76
Harvey	Mark	Detective	\$108,249.05	\$291.14
Hatherly	Randy	Staff Sergeant	\$107,143.59	\$327.56
Haunts	Alan	Detective Sergeant	\$104,104.68	\$327.56
Hawryliw	Kerry-Anne	Operations Supervisor	\$108,975.73	\$243.30
Hayes	Daniel	Staff Inspector	\$130,811.65	\$9,572.08
Hayward	Mark	Sergeant	\$130,431.12	\$297.66
Healy	Michael	Detective	\$103,542.24	\$297.66
Heard	Christopher	Sergeant	\$103,986.87	\$291.14
Heather	Thomas	Police Constable	\$105,144.97	\$266.16
Heilimo	Karl	Staff Sergeant	\$108,109.10	\$322.62
Heitzner	Robert	Detective	\$114,968.63	\$289.58
Hemingway	Richard	Detective Sergeant	\$104,375.56	\$327.56
Henderson	Norman	Administrator, Fleet and Materials Management	\$141,177.54	\$630.30
Henkel	Heinz	Detective	\$127,316.98	\$291.14
Hesse	Geoffrey	Sergeant	\$104,563.64	\$297.66
Hewitt	Stephen	Police Constable	\$144,769.53	\$251.12
Hewner	Elizabeth	Manager, Budgeting and Control	\$134,668.52	\$600.12
Hewson	Kent	Detective	\$101,941.14	\$297.66
Hewson	Brooke	Plainclothes Police Constable	\$107,965.14	\$267.78
Hicks	Stephen	Sergeant	\$104,473.29	\$297.66
Hicks	Lawrence	Sergeant	\$103,741.88	\$297.66

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RECORD OF EMPLOYEES' 2008 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefit
Higgins	Christopher	Detective	\$101,023.79	\$291.14
Higgins	Paul	Plainclothes Police Constable	\$115,273.67	\$281.71
Hildred	Lesley	Sergeant	\$102,832.83	\$291.14
Hogg	Paul	Detective Sergeant	\$101,454.82	\$239.78
Holmes	John	Detective	\$106,706.95	\$297.66
Holt	Glenn	Inspector	\$124,227.41	\$538.58
Hominuk	Christopher	Plainclothes Police Constable	\$106,932.24	\$267.78
Hong	Andrew	Police Constable	\$100,988.93	\$250.19
Hopkins	Jeffrey	Sergeant	\$107,654.81	\$267.60
Horner	Gavin	Sergeant	\$104,591.19	\$291.14
Horton	Brian	Police Constable	\$105,038.79	\$257.94
Horton	Christopher	Police Constable	\$100,685.56	\$243.30
Horwood	Stephen	Detective	\$101,591.24	\$326.41
Howard	Eldon	Police Constable	\$109,638.15	\$261.54
Howell	Jeffrey	Staff Sergeant	\$107,720.68	\$327.56
Howell	John	Staff Sergeant	\$108,774.48	\$327.56
Howes	Peter	Manager, Records Management	\$114,367.56	\$400.32
Hughes	Guy	Police Constable	\$106,376.45	\$257.94
Hughes	Trudy	Detective	\$101,723.01	\$291.14
Hughes	Brenda	Operations Supervisor	\$111,722.87	\$243.30
Hung	James	Sergeant	\$101,098.87	\$291.14
Hunt	Glen	Police Constable	\$124,201.76	\$257.94
Hurley	William	Staff Sergeant	\$103,832.70	\$327.56
Hussein	Riyaz	Staff Sergeant	\$119,052.69	\$320.80
Hutchings	Donald	Sergeant	\$105,128.79	\$297.66
Idsinga	Hank	Detective	\$112,195.84	\$291.14
Ihasz	John	Detective	\$105,897.97	\$297.66
Innis-Vautour	Laila	Detective Sergeant	\$104,586.04	\$327.56
Irani	Paulo	Police Constable	\$110,239.03	\$257.42
Ireland	Morgan	Police Constable	\$130,999.47	\$251.12
Irish	Timothy	Sergeant	\$115,862.20	\$291.14
Irish	David	Detective	\$107,580.11	\$297.66
Irwin	Stephen	Staff Sergeant	\$108,110.77	\$327.56
Izzett	Steven	Staff Inspector	\$131,091.90	\$4,824.84
Jacob	Timothy	Sergeant	\$109,666.41	\$291.14
James	David	Detective	\$100,879.14	\$297.66
James	Allistair	Plainclothes Police Constable	\$100,653.51	\$254.33
Jarosz	Russell	Detective Sergeant	\$107,080.39	\$327.56
Jhajj	Charanjit	Police Constable	\$118,162.15	\$257.94
Johnston	Charles	Detective	\$103,037.38	\$290.10
Johnston	Frank	Staff Sergeant	\$101,725.57	\$327.56
Johnston	John	Plainclothes Police Constable	\$115,770.19	\$262.20
Johnston	Robert	Inspector	\$124,227.41	\$538.58
Johnston	Jeffrey	Plainclothes Police Constable	\$104,994.03	\$274.50
Johnston	Brian	Detective	\$111,503.04	\$291.14
Johnstone	Timothy	Detective	\$115,704.81	\$297.66
Johnstone	Quintin	Detective Sergeant	\$101,592.45	\$327.56

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RECORD OF EMPLOYEES' 2008 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefit
Jones	Gordon	Inspector	\$124,227.41	\$538.58
Joseph	Trevor	Police Constable	\$100,016.36	\$251.12
Jostiak	Joseph	Staff Sergeant	\$102,576.62	\$327.56
Jupp	Bruce	Police Constable	\$100,400.58	\$266.16
Karpow	Peter	Detective	\$104,750.04	\$297.66
Kay	Brian	Sergeant	\$107,141.31	\$274.50
Kay	Colin	Sergeant	\$115,270.64	\$297.66
Kealey	Devin	Staff Sergeant	\$110,382.33	\$327.56
Kelly	John	Staff Sergeant	\$101,826.89	\$327.56
Kelly	Brian	Staff Sergeant	\$111,082.04	\$304.98
Kemp	William	Staff Sergeant	\$106,157.27	\$327.56
Kennedy	Bruce	Staff Sergeant	\$115,257.44	\$327.56
Kenny	Brian	Staff Sergeant	\$107,296.44	\$327.56
Kerr	Kyle	Sergeant	\$100,844.32	\$293.58
Kerr	Terry	Plainclothes Police Constable	\$101,082.78	\$282.64
Keys	Gary	Staff Sergeant	\$102,988.37	\$327.56
Khan	Ronald	Staff Sergeant	\$108,500.23	\$320.80
Kijewski	Kristine	Director, Corporate Services	\$152,409.25	\$680.70
Kim	Sang-Rae	Manager, Enterprise Architecture	\$141,177.54	\$630.30
Kim	Min	Police Constable	\$126,274.26	\$250.19
King	Stuart	Plainclothes Police Constable	\$107,579.59	\$274.50
Kinnear	Kathryn	Sergeant	\$100,857.81	\$291.14
Kirinde	Ranjan	Police Constable	\$101,186.57	\$257.94
Kis	Andrew	Detective	\$106,395.94	\$297.66
Kisielewski	Dariusz	Police Constable	\$103,599.21	\$257.94
Knaap	John	Staff Sergeant	\$101,591.24	\$327.56
Knapper	Robbert	Staff Sergeant	\$109,985.30	\$327.56
Kofler	Rudolph	Sergeant	\$104,045.97	\$297.66
Kolar	Andrew	Plainclothes Police Constable	\$104,841.50	\$282.64
Korac	Paul	Plainclothes Police Constable	\$100,127.17	\$267.78
Kotas	Artur	Sergeant	\$102,612.70	\$277.39
Kovacic	Joseph	Plainclothes Police Constable	\$108,627.49	\$3,254.64
Kozmik	Lorna	Sergeant	\$100,586.02	\$324.11
Krawczyk	Paul	Detective	\$101,699.66	\$284.42
Kuck	Heinz	Inspector	\$124,227.41	\$538.58
Kulmatycki	Joel	Detective	\$108,524.02	\$291.14
Kyriacou	Savas	Detective Sergeant	\$114,199.53	\$327.56
Lai	Victor	Police Constable	\$111,043.16	\$250.19
Lahey	Wayne	Detective	\$110,755.45	\$291.14
Lalla	Lester	Police Constable	\$115,582.57	\$3,243.30
Lamond	Ian	Staff Sergeant	\$102,334.68	\$319.56
Land	Stephen	Staff Sergeant	\$101,591.24	\$327.56
Lane	Arthur	Plainclothes Police Constable	\$108,179.72	\$266.16
Lawrence	Charles	Manager, Training and Development	\$130,842.75	\$581.20
Lawrence	Roderick	Sergeant	\$103,195.82	\$297.66
Lawson	James	Sergeant	\$107,865.94	\$297.66
Lee	Noel	Staff Sergeant	\$104,409.32	\$327.56

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RECORD OF EMPLOYEES' 2008 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefit
Lee	Karen	Plainclothes Police Constable	\$100,537.24	\$247.28
Lee	John	Plainclothes Police Constable	\$102,420.90	\$261.06
Lee	Kenny	Plainclothes Police Constable	\$106,047.97	\$267.78
Lemaitre	Robert	Plainclothes Police Constable	\$113,655.70	\$267.78
Lennox	Peter	Staff Inspector	\$127,477.25	\$11,061.81
Lentsch	Paul	Plainclothes Police Constable	\$116,891.42	\$267.78
Leone	Michiele	Detective	\$103,654.07	\$285.42
Li	Robert	Police Constable	\$115,588.62	\$243.30
Liska	Irene	Detective	\$105,219.22	\$291.14
Liska	Jan	Sergeant	\$103,892.20	\$297.66
Little	Michelle	Plainclothes Police Constable	\$105,620.67	\$267.78
Little	David	Plainclothes Police Constable	\$109,935.32	\$282.64
Liu	Shuxin	Senior Programmer	\$107,571.09	\$264.62
Lloyd	Bradford	Detective	\$116,893.36	\$291.14
Long	Garry	Detective	\$102,944.64	\$297.66
Loucks	Wilson	Plainclothes Police Constable	\$107,072.22	\$282.64
Loughlin	Edward	Detective Sergeant	\$101,591.24	\$327.56
Louhikari	Renata	Detective	\$136,458.95	\$291.14
Lowe	David	Staff Sergeant	\$102,314.02	\$327.56
Lowrey	Alan	Staff Sergeant	\$103,324.05	\$322.10
Lucas	Patrick	Detective	\$112,551.75	\$291.14
Luff	Daniel	Detective	\$124,363.30	\$297.66
Lum	Soon	Police Constable	\$105,091.84	\$257.94
Lynch	Thomas	Detective Sergeant	\$103,700.10	\$327.56
Lyon	Robert	Plainclothes Police Constable	\$106,718.45	\$274.50
Mac	Ovid	Police Constable	\$112,562.63	\$251.12
Macaraeg	Juanita	Senior Advisor, Quality Assurance	\$107,301.67	\$472.74
MacDonald	Bernard	Detective	\$111,629.16	\$291.14
MacDonald	Ian	Sergeant	\$101,357.73	\$284.42
MacDonald	Hector	Plainclothes Police Constable	\$114,861.31	\$255.27
MacDonald	Leo	Detective	\$104,848.18	\$291.14
MacDonald	Gregory	Staff Sergeant	\$104,241.76	\$327.56
MacDonnell	Brian	Detective	\$107,735.70	\$291.14
MacGregor	Jason	Sergeant	\$105,062.92	\$275.46
Maciek	John	Plainclothes Police Constable	\$107,204.43	\$274.50
MacIntyre	Brian	Detective Sergeant	\$102,936.34	\$320.80
MacKenzie	Thomas	Plainclothes Police Constable	\$108,639.52	\$259.68
MacKrell	James	Staff Sergeant	\$103,083.32	\$327.56
MacPherson	Donald	Police Constable	\$103,961.08	\$243.30
Madeira	Eduardo	Police Constable	\$146,584.06	\$266.16
Madill	Allan	Detective	\$113,178.85	\$291.14
Mahoney	Shawn	Detective	\$118,078.30	\$291.14
Mahoney	Julie	Plainclothes Police Constable	\$103,442.09	\$274.50
Maisonneuve	Daniel	Sergeant	\$106,282.21	\$291.14
Malcolm	David	Detective Sergeant	\$102,738.04	\$327.56
Male	David	Sergeant	\$102,533.94	\$274.22
Mancuso	Anita	Plainclothes Police Constable	\$118,035.22	\$274.50

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RECORD OF EMPLOYEES' 2008 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefit
Mancuso	Francesco	Plainclothes Police Constable	\$105,481.62	\$266.85
Mann	Amarjit	Police Constable	\$101,350.07	\$251.12
Marchack	Roger	Sergeant	\$110,349.71	\$285.42
Margetson	John	Detective	\$117,831.94	\$291.14
Marks	David	Staff Inspector	\$130,811.65	\$12,564.88
Marsman	Henri	Detective	\$101,319.50	\$285.42
Martin	Peter	Senior Analyst	\$106,550.31	\$287.76
Martin	Kathryn	Inspector	\$122,109.41	\$369.92
Martin	Paul	Staff Sergeant	\$102,122.90	\$327.56
Martin	Joseph	Sergeant	\$106,405.46	\$291.14
Martino	Joseph	Manager, Purchasing Support Services	\$120,847.50	\$538.82
Mason	Robert	Plainclothes Police Constable	\$107,821.85	\$282.64
Matic	Michael	Staff Sergeant	\$104,026.64	\$327.56
Matthews	Stephen	Police Constable	\$113,031.13	\$255.27
Matthews	John	Staff Sergeant	\$101,789.69	\$327.56
Matthews	Raymond	Detective	\$114,630.74	\$297.66
Maxwell	George	Plainclothes Police Constable	\$103,056.34	\$258.33
May	Christopher	Sergeant	\$105,689.63	\$297.66
Mazurek	Timothy	Police Constable	\$100,713.98	\$257.94
McBride	Raymond	Police Constable	\$110,558.34	\$250.86
McClelland	Robert	Sergeant	\$102,910.27	\$297.66
McConachie	Steven	Police Constable	\$101,099.79	\$3,243.30
McConkey	Ronald	Police Constable	\$102,854.31	\$266.16
McConnell	Bradley	Police Constable	\$101,806.03	\$266.16
McCormack	David	Inspector	\$124,227.41	\$538.58
McCran	Robert	Detective	\$103,926.25	\$297.66
McCready	William	Detective Sergeant	\$108,193.45	\$327.56
McCullough	David	Police Constable	\$109,169.47	\$266.16
McCutcheon	Sean	Plainclothes Police Constable	\$107,772.96	\$267.78
McDermott	Wilbert	Detective Sergeant	\$101,591.24	\$327.56
McDonald	John	Detective	\$105,150.97	\$297.66
McDonald	Robert	Police Constable	\$110,924.00	\$243.30
McFadyen	Daniel	Plainclothes Police Constable	\$104,325.87	\$264.63
McGown	John	Staff Sergeant	\$101,732.54	\$327.56
McGrade	Patrick	Detective	\$100,458.69	\$297.66
McGuire	Jeffrey	Staff Superintendent	\$150,306.65	\$9,700.07
McHugh	James	Detective	\$126,600.97	\$297.66
McIlhone	Thomas	Superintendent	\$141,185.69	\$13,891.85
McIlwain	Steven	Detective	\$101,748.20	\$291.14
McKeown	Richard	Detective Sergeant	\$101,592.44	\$327.56
McLane	Gregory	Inspector	\$123,692.79	\$536.18
McLane	James	Detective	\$104,929.36	\$291.14
McLane	James	Detective Sergeant	\$105,648.30	\$327.56
McLean	Barbara	Staff Sergeant	\$122,830.52	\$320.80
McLean	James	Sergeant	\$101,658.51	\$262.35
McLeod	Vernett	Staff Inspector	\$130,811.65	\$13,394.32
McLeod	Glenn	Detective Sergeant	\$101,591.24	\$327.56

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RECORD OF EMPLOYEES' 2008 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefit
McManus	Michael	Sergeant	\$110,684.77	\$297.66
McNeil	Ronald	Sergeant	\$100,113.22	\$297.66
McNeilly	Joseph	Detective	\$113,475.98	\$297.66
McQueen	Gary	Detective	\$100,906.18	\$297.66
McVeigh	Edward	Sergeant	\$103,014.29	\$297.66
Meech	Raymond	Sergeant	\$122,543.87	\$291.14
Meehan	Patrick	Detective	\$113,712.37	\$291.14
Meissner	Gerhard	Inspector	\$112,151.63	\$412.83
Meloche	Shawn	Staff Sergeant	\$116,310.62	\$308.37
Memme	Nicolas	Inspector	\$124,227.41	\$538.58
Metcalfe	Mary	Inspector	\$124,227.41	\$538.58
Mi	Yaoming	Senior Technical Analyst	\$100,470.59	\$287.76
Mikalachki	Larry	Plainclothes Police Constable	\$103,196.03	\$282.64
Miles	Jeremy	Police Constable	\$112,405.90	\$243.30
Milic	Dany	Police Constable	\$102,488.35	\$257.94
Miller	Paul	Staff Sergeant	\$100,764.94	\$327.56
Mills	Steven	Police Constable	\$106,566.99	\$266.16
Miranda	Eduardo	Plainclothes Police Constable	\$102,589.01	\$262.20
Mirza	Usman	Plainclothes Police Constable	\$102,389.25	\$251.82
Molinaro	Antonio	Patrol Supervisor, Parking Enforcement	\$114,628.21	\$194.46
Molyneaux	Steven	Sergeant	\$101,628.76	\$297.66
Momeni	Orang	Sergeant	\$142,510.59	\$284.42
Monaghan	Patrick	Detective Sergeant	\$109,195.67	\$327.56
Mooney	Richard	Detective	\$102,636.84	\$297.66
Moorcroft	Brian	Staff Sergeant	\$102,226.22	\$327.56
Moore	Brett	Police Constable	\$108,926.94	\$251.12
Morehouse	Rita	Sergeant	\$100,489.41	\$291.14
Moreira	Peter	Detective Sergeant	\$144,621.58	\$301.16
Moreira	John	Detective	\$104,493.70	\$291.14
Mori	Deborah	Detective	\$101,613.63	\$297.66
Morin	Michael	Police Constable	\$109,748.65	\$266.16
Morris	Leslie	Sergeant	\$108,525.75	\$288.54
Morris	Nickolas	Police Constable	\$131,036.54	\$266.16
Morris	Robert	Staff Sergeant	\$105,060.38	\$327.56
Morris	Harold	Detective	\$100,054.27	\$291.14
Morrison	Bruce	Staff Sergeant	\$101,864.08	\$327.56
Morse	Stephen	Detective Sergeant	\$104,178.95	\$327.56
Mountford	Gerald	Staff Sergeant	\$105,644.08	\$327.56
Moyer	Ian	Detective Sergeant	\$101,895.11	\$327.56
Mulholland	Gary	Staff Sergeant	\$102,034.91	\$327.56
Mullen	Michael	Plainclothes Police Constable	\$124,128.67	\$267.78
Mullin	George	Staff Sergeant	\$102,097.40	\$327.56
Munroe	Kelly	Police Constable	\$109,335.33	\$266.16
Murdoch	Richard	Staff Sergeant	\$103,814.79	\$327.56
Murray	David	Sergeant	\$104,999.47	\$291.14
Murrell	Kevin	Staff Sergeant	\$106,109.76	\$327.56
Musclow	Claude	Sergeant	\$103,687.79	\$291.14

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RECORD OF EMPLOYEES' 2008 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefit
Musso Duarte	Susana	Plainclothes Police Constable	\$118,045.37	\$267.78
Nair	Sajeev	Police Constable	\$101,318.59	\$252.12
Narine	Shaun	Staff Sergeant	\$117,130.54	\$320.80
Nasner	Stefan	Plainclothes Police Constable	\$102,852.38	\$282.64
Neadles	William	Inspector	\$124,227.41	\$538.58
Neal	Peter	Detective	\$105,483.41	\$297.66
Nealon	Daniel	Detective Sergeant	\$105,594.05	\$327.56
Nevin	Patrick	Detective	\$116,965.87	\$297.66
Newman	Bruce	Sergeant	\$100,632.92	\$297.66
Newton	Deedee	Detective	\$108,807.62	\$291.14
Ngan	Edward	Senior Advisor, Quality Assurance	\$107,301.67	\$472.74
Nichol	Ian	Detective	\$100,190.05	\$291.14
Nicol	Brett	Sergeant	\$117,489.73	\$284.42
Nicolle	Chad	Police Constable	\$100,463.74	\$256.58
Nielsen	Christian	Manager, Shop Operations	\$110,888.00	\$344.04
Nielsen	Daniel	Detective Sergeant	\$133,385.96	\$327.56
Niezen	Mark	Detective	\$109,361.90	\$297.66
Nimmoo	Richard	Plainclothes Police Constable	\$102,846.52	\$267.78
Noll	Carl	Detective Sergeant	\$113,311.77	\$327.56
Norrie	Andrew	Staff Sergeant	\$112,082.49	\$327.56
Northrup	Jeffrey	Police Constable	\$112,811.11	\$257.94
Nunes	Maria	Plainclothes Police Constable	\$110,405.50	\$273.86
Oatley-Willis	Mark	Police Constable	\$103,736.30	\$266.16
Oberfrank	Timothy	Detective	\$105,831.01	\$291.14
O'Brien	Kenneth	Police Constable	\$132,385.10	\$266.16
O'Connor	Brian	Inspector	\$124,341.04	\$376.96
O'Driscoll	Dennis	Plainclothes Police Constable	\$102,376.64	\$282.64
Ogg	Sheila	Sergeant	\$105,053.80	\$291.14
O'Grady	Sandy	Staff Sergeant	\$112,580.92	\$320.80
Okonowski	Adam	Staff Sergeant	\$101,592.44	\$327.56
Oliver	Paul	Detective	\$119,777.27	\$291.14
Olsen	Frank	Detective	\$106,599.74	\$291.14
Ong	Rhoel	Police Constable	\$113,867.25	\$251.12
Onyszkiewicz	Andrew	Detective Sergeant	\$107,263.94	\$327.56
O'Reilly	Emmett	Senior Technical Analyst	\$103,137.48	\$287.76
O'Toole	Kimberley	Detective	\$103,018.46	\$284.42
Ouellet	Andrew	Police Constable	\$108,703.06	\$251.12
Ouellette	David	Plainclothes Police Constable	\$112,237.37	\$267.78
Ozkan	Nedim	Senior Analyst	\$101,410.83	\$287.76
Page	Howard	Detective Sergeant	\$120,152.78	\$327.56
Palermo	Michael	Sergeant	\$133,942.21	\$267.78
Papadopoulos	Kyriakos	Police Constable	\$129,918.49	\$243.30
Park	Chris	Plainclothes Police Constable	\$104,705.71	\$259.68
Parmar	Mandeep	Police Constable	\$113,103.52	\$3,243.30
Parsons	Stuart	Plainclothes Police Constable	\$112,320.12	\$274.50
Partridge	Frank	Staff Sergeant	\$104,716.02	\$327.56
Pasini	Rudy	Detective Sergeant	\$102,891.58	\$327.56

APPENDIX A

RECORD OF EMPLOYEES' 2008 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefit
Patterson	Robert	Detective	\$100,010.65	\$291.14
Pavan	Lawrence	Sergeant	\$108,766.30	\$297.66
Payne	Theodore	Detective	\$103,690.04	\$297.66
Peacock	Jason	Plainclothes Police Constable	\$101,491.22	\$267.78
Peacocke	Douglas	Detective Sergeant	\$101,591.24	\$327.56
Peconi	Stephen	Detective	\$108,781.46	\$297.66
Peden	Wayne	Superintendent	\$141,185.69	\$13,755.42
Pelletier	Christian	Police Constable	\$132,807.70	\$243.30
Perlstein	Dan	Program Manager, Wireless Net	\$103,548.35	\$358.11
Perta	Marie	Senior Advisor, Human Resources	\$107,301.67	\$472.74
Petrie	Richard	Detective	\$100,583.56	\$289.06
Philipson	Graeme	Sergeant	\$120,246.44	\$285.17
Phillips	Robert	Plainclothes Police Constable	\$104,623.41	\$282.64
Pinto	Juin	Police Constable	\$103,441.29	\$251.12
Pipe	Stephen	Staff Sergeant	\$107,403.15	\$327.56
Pitts	Reginald	Detective Sergeant	\$102,848.69	\$327.56
Poliak	Mark	Plainclothes Police Constable	\$106,772.73	\$263.37
Pravica	Dusan	Detective	\$102,514.30	\$284.42
Preston	Debra	Inspector	\$124,227.41	\$538.58
Prisor	Rolf	Staff Sergeant	\$107,029.66	\$327.56
Proctor	Norman	Detective	\$100,451.29	\$291.14
Proctor	Richard	Detective	\$104,504.71	\$288.54
Pugash	Mark	Director, Corporate Communications	\$152,409.25	\$8,104.42
Pulla	Gino	Sergeant	\$117,764.96	\$297.66
Putnam	Kimberley	Senior Advisor, Quality Assurance	\$107,208.88	\$472.74
Pye	Norman	Superintendent	\$141,185.69	\$12,647.46
Pyke	Donald	Detective	\$105,545.68	\$297.66
Qualtrough	Robert	Superintendent	\$141,185.69	\$7,077.43
Qualtrough	James	Detective Sergeant	\$103,278.30	\$327.56
Quan	Douglas	Staff Sergeant	\$105,340.59	\$327.56
Queen	Graham	Staff Sergeant	\$106,890.52	\$320.80
Quesnelle	Curtis	Plainclothes Police Constable	\$113,827.51	\$259.68
Quinn	Michael	Sergeant	\$108,770.24	\$284.42
Radford	Barry	Detective	\$111,401.98	\$291.14
Radix	Brenda	Manager, Property and Evidence Management	\$106,022.39	\$467.47
Ralph	Timothy	Sergeant	\$104,040.97	\$297.66
Ramer	Donald	Superintendent	\$139,240.38	\$8,818.31
Ramjattan	Ramnarine	Detective	\$116,310.89	\$291.14
Ramji	Aly	Detective	\$105,085.82	\$291.14
Ramprashad	Dwarkh	Police Constable	\$133,110.68	\$257.94
Randle	Mark	Detective	\$110,693.38	\$297.66
Rapson	Brian	Police Constable	\$108,073.88	\$266.16
Rathbone	Melanie	Police Constable	\$116,472.69	\$245.54
Raybould	Brian	Staff Inspector	\$130,811.65	\$11,014.36
Rebellato	Larry	Detective	\$103,112.56	\$290.10
Rector	Jason	Plainclothes Police Constable	\$105,755.48	\$245.19

APPENDIX A

RECORD OF EMPLOYEES' 2008 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefit
Redden	Jeffrey	Sergeant	\$128,431.84	\$291.14
Reddin	Kirby	Police Constable	\$117,449.70	\$250.86
Redick	Reginald	Staff Sergeant	\$106,066.83	\$327.56
Redman	Suzanne	Detective	\$109,319.33	\$291.14
Reed	Philip	Staff Sergeant	\$105,461.16	\$327.56
Reeves	Lawrence	Staff Sergeant	\$107,018.34	\$327.56
Reid	Kevin	Sergeant	\$110,841.84	\$297.66
Reid	Jonathan	Plainclothes Police Constable	\$122,378.17	\$274.50
Remy	Smedley	Detective	\$101,155.05	\$291.14
Repa	Mark	Plainclothes Police Constable	\$100,212.00	\$267.78
Rew	Stephen	Detective	\$102,814.87	\$297.66
Reynolds	Jason	Plainclothes Police Constable	\$108,234.91	\$259.33
Reynolds	Fergus	Staff Sergeant	\$100,047.91	\$250.54
Reynolds	Stephen	Staff Sergeant	\$105,802.96	\$327.56
Ricciardi	Marco	Police Constable	\$105,470.41	\$245.54
Richards	William	Sergeant	\$103,984.24	\$297.66
Richards	Clive	Staff Sergeant	\$108,578.92	\$327.56
Richardson	Maxwell	Sergeant	\$103,766.30	\$297.66
Richardson	Sandra	Staff Sergeant	\$101,652.97	\$327.56
Richmond	Michael	Detective	\$100,899.87	\$291.14
Riddell	Alan	Detective Sergeant	\$102,115.36	\$327.56
Riviere	Anthony	Staff Sergeant	\$105,083.02	\$320.80
Roberts	David	Detective	\$104,572.54	\$291.14
Roberts	Scott	Staff Sergeant	\$113,766.31	\$327.56
Robinson	Daniel	Detective	\$115,676.44	\$291.14
Rohde	Danny	Police Constable	\$104,407.91	\$251.12
Rose	Douglas	Sergeant	\$134,330.81	\$291.14
Rosenberg	Howard	Police Constable	\$143,564.82	\$257.94
Roseto	Egidio	Detective Sergeant	\$102,275.80	\$327.56
Ross	Daniel	Sergeant	\$122,259.70	\$297.66
Ross	Scott	Plainclothes Police Constable	\$101,063.46	\$258.33
Ross	Keith	Plainclothes Police Constable	\$103,060.03	\$274.50
Rossano	John	Detective	\$103,949.35	\$291.14
Rossi	Kimberly	Manager, Parking Support Services	\$107,301.67	\$472.74
Rubbini	David	Police Constable	\$106,199.05	\$266.16
Ruffolo	Frank	Staff Inspector	\$128,789.40	\$10,259.70
Russell	Thomas	Staff Inspector	\$126,740.24	\$8,936.81
Ruttner	Alexander	Police Constable	\$107,762.58	\$255.44
Ryan	Richard	Detective	\$105,503.32	\$291.14
Ryan	Stephen	Detective Sergeant	\$137,666.34	\$320.80
Ryan	Ernest	Superintendent	\$141,185.69	\$10,225.14
Ryta	Antoni	Plainclothes Police Constable	\$100,624.30	\$282.64
Ryzek	Wendy	Labour Relations Analyst	\$107,527.74	\$411.38
Sabadics	Daniel	Staff Sergeant	\$104,259.55	\$320.80
Sadler	Stephen	Sergeant	\$107,085.79	\$291.14
Samm	Samuel	Sergeant	\$102,358.66	\$284.42
Sammut	David	Sergeant	\$109,832.17	\$285.94

APPENDIX A

RECORD OF EMPLOYEES' 2008 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefit
Sandeman	John	Manager, Video Services	\$130,842.75	\$581.20
Sanders	Neil	Police Constable	\$137,439.55	\$251.12
Sansom	Douglas	Detective	\$120,578.03	\$297.66
Sardella	Glenn	Plainclothes Police Constable	\$108,570.18	\$267.78
Saunders	Mark	Inspector	\$124,250.24	\$360.78
Saunders	David	Inspector	\$126,472.23	\$512.77
Saville	Jason	Police Constable	\$105,229.36	\$243.30
Scavone	Gabriele	Police Constable	\$138,187.11	\$266.16
Schertzer	Joyce	Detective	\$100,544.07	\$291.14
Schmidt	Jon	Staff Sergeant	\$102,070.85	\$327.56
Schneider	Andrew	Staff Sergeant	\$108,848.93	\$322.96
Schoch	Richard	Police Constable	\$104,110.32	\$263.72
Schueder	Mark	Detective	\$109,190.92	\$297.66
Scott	Gordon	Sergeant	\$108,571.04	\$297.66
Scott	Alyn	Staff Sergeant	\$104,860.86	\$327.56
Scriven	Patrick	Sergeant	\$101,443.37	\$297.66
Scudds	Paul	Staff Sergeant	\$104,439.33	\$327.56
Searl	Robert	Detective Sergeant	\$100,152.73	\$327.56
Seldon	William	Detective Sergeant	\$105,429.23	\$327.56
Selvaggio	Michael	Detective Sergeant	\$101,830.67	\$327.56
Sexsmith	Donald	Plainclothes Police Constable	\$104,085.36	\$282.64
Shank	Richard	Detective	\$119,767.22	\$285.42
Shankaran	Jason	Plainclothes Police Constable	\$102,138.92	\$267.78
Shaw	Michael	Police Constable	\$105,648.69	\$266.16
Shaw	David	Sergeant	\$100,785.50	\$286.98
Shaw	Mary	Staff Sergeant	\$100,575.11	\$311.46
Shaw	Kathleen	Detective	\$101,877.00	\$291.14
Shearer	Douglas	Plainclothes Police Constable	\$104,115.95	\$248.97
Sheaves	William	Staff Sergeant	\$104,355.16	\$327.56
Sheppard	Daniel	Detective Sergeant	\$129,523.73	\$327.56
Shin	Jay	Plainclothes Police Constable	\$108,624.99	\$267.78
Shirlow	Robert	Detective Sergeant	\$105,500.78	\$327.56
Shreve	Clarence	Staff Sergeant	\$102,478.05	\$327.56
Shulga	John	Police Constable	\$102,657.39	\$266.16
Silliker	Garry	Staff Sergeant	\$106,360.98	\$327.56
Simpkins	David	Staff Sergeant	\$104,786.31	\$327.56
Sinclair	Phillip	Plainclothes Police Constable	\$111,437.93	\$254.96
Sinclair	Larry	Staff Inspector	\$130,811.65	\$6,953.04
Sinopoli	Domenic	Detective	\$110,460.33	\$291.14
Sisk	Darren	Detective	\$103,265.29	\$291.14
Skinner	Robert	Staff Sergeant	\$110,767.11	\$327.56
Skubic	Frank	Detective Sergeant	\$134,392.09	\$327.56
Sloly	Peter	Staff Superintendent	\$152,409.77	\$476.26
Small	Vernon	Detective	\$111,895.04	\$297.66
Smissen	John	Plainclothes Police Constable	\$115,433.83	\$267.78
Smit	Brian	Sergeant	\$112,193.67	\$297.66
Smith	Raymond	Project Leader	\$107,021.92	\$310.92

APPENDIX A

RECORD OF EMPLOYEES' 2008 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefit
Smith	Michael	Manager, Equipment & Supply	\$121,296.97	\$538.82
Smith	Anthony	Detective Sergeant	\$101,609.24	\$327.56
Smith	Randolph	Staff Sergeant	\$103,977.48	\$327.56
Smith	Frederick	Superintendent	\$141,449.29	\$14,247.11
Smith	Lawrence	Detective	\$102,382.82	\$291.14
Smith	Steven	Sergeant	\$100,623.80	\$291.14
Smith	Keith	Staff Sergeant	\$100,316.82	\$320.80
Smollet	Brody	Superintendent	\$135,704.50	\$9,629.60
Smyth	Craig	Supervisor, Video Services Unit	\$103,337.88	\$328.90
Sneddon	Gordon	Inspector	\$124,227.41	\$538.58
Sobotka	Karl	Detective	\$102,485.13	\$297.66
Sondergaard	Niels	Detective Sergeant	\$101,952.05	\$324.11
Sova	Daniel	Detective	\$105,321.50	\$291.14
Spanton	John	Staff Sergeant	\$104,077.98	\$301.54
Spriggs	Brett	Plainclothes Police Constable	\$104,813.25	\$267.78
Sproxton	Robert	Detective Sergeant	\$102,437.47	\$327.56
Spurling	Peter	Sergeant	\$107,432.41	\$297.66
Stanley	William	Detective Sergeant	\$101,994.42	\$327.56
Stasiak	Leszek	Detective Sergeant	\$101,591.24	\$327.56
States	Robert	Sergeant	\$104,809.18	\$297.66
Ste-Croix	Bradley	Plainclothes Police Constable	\$105,945.70	\$274.50
Stehouwer	Peter	Sergeant	\$108,102.50	\$297.66
Steinwall	Andrew	Plainclothes Police Constable	\$110,413.76	\$267.78
Stepanenko	Elena	Police Constable	\$100,911.63	\$235.29
Stewart	Terry	Detective	\$107,171.58	\$297.66
Stibbe	Clinton	Police Constable	\$111,617.02	\$251.12
Stinson	Andrew	Detective	\$109,375.63	\$284.42
Stojic	Nenad	Police Constable	\$105,006.12	\$247.71
Stolf	Robert	Plainclothes Police Constable	\$104,248.18	\$267.78
Stone	Paul	Police Constable	\$104,124.33	\$239.34
Storbeck	Gerhard	Sergeant	\$102,681.22	\$297.66
Strangways	Paul	Plainclothes Police Constable	\$109,197.14	\$274.50
Stratford	Ian	Staff Sergeant	\$104,491.47	\$320.80
Stroble	Reuben	Detective Sergeant	\$102,083.24	\$320.80
Stronach	Michelle	Manager, Project Management Office	\$141,177.54	\$441.44
Stubbings	Richard	Superintendent	\$139,240.38	\$8,193.06
Styra	Dana	Manager, Quality Assurance	\$130,842.75	\$581.20
Suddes	Kevin	Staff Sergeant	\$121,887.97	\$327.56
Sukumaran	Rajeev	Sergeant	\$101,098.24	\$285.42
Sutton	Sean	Plainclothes Police Constable	\$107,280.31	\$259.68
Swackhamer	Brent	Sergeant	\$105,755.94	\$291.14
Swart	Roger	Plainclothes Police Constable	\$101,373.21	\$267.78
Sweenie	Paul	Sergeant	\$108,055.71	\$284.42
Tait	Keith	Police Constable	\$103,056.12	\$266.16
Talbot	Darryl	Sergeant	\$101,983.94	\$291.14
Tanabe	Shingo	Plainclothes Police Constable	\$113,796.73	\$259.68
Tanghe	Lawrence	Police Constable	\$113,663.35	\$266.16

APPENDIX A

RECORD OF EMPLOYEES' 2008 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefit
Tanouye	Johnny	Staff Inspector	\$126,796.46	\$5,587.63
Tapley	Ronald	Staff Sergeant	\$104,668.29	\$327.56
Tavares	Jeffery	Plainclothes Police Constable	\$104,649.66	\$266.85
Taverner	Ronald	Superintendent	\$141,185.69	\$15,057.18
Taylor	Jeff	Police Constable	\$110,738.43	\$266.16
Taylor	Scott	Plainclothes Police Constable	\$111,052.82	\$267.78
Taylor	Jason	Plainclothes Police Constable	\$102,237.78	\$260.00
Taylor	Bryn	Plainclothes Police Constable	\$102,402.98	\$267.78
Taylor	Kenneth	Detective Sergeant	\$130,076.20	\$342.16
Teixeira	Andrew	Plainclothes Police Constable	\$102,548.15	\$267.78
Therriault	Donald	Sergeant	\$106,292.81	\$291.14
Therrien	Allan	Police Constable	\$101,805.42	\$266.16
Thibodeau	John	Sergeant	\$100,827.87	\$291.14
Thompson	Marland	Plainclothes Police Constable	\$105,105.69	\$254.64
Thompson	Michael	Police Constable	\$161,892.35	\$257.94
Thoms	Heather	Manager, Computer Operations	\$107,301.67	\$472.74
Thomson	Allan	Detective	\$106,587.54	\$291.14
Thorne	Ronald	Sergeant	\$114,485.41	\$297.66
Thorpe	Gregory	Staff Sergeant	\$100,002.14	\$316.28
Tilley	Mark	Staff Sergeant	\$105,010.94	\$327.56
Tracey	Mark	Plainclothes Police Constable	\$126,257.85	\$268.74
Tracey	Christopher	Plainclothes Police Constable	\$104,218.52	\$266.85
Tracy	Steven	Staff Sergeant	\$113,948.11	\$320.80
Tramontozzi	Nunziato	Detective	\$126,008.05	\$291.14
Tranter	James	Sergeant	\$101,648.02	\$297.66
Tretter	Madelaine	Detective Sergeant	\$101,652.14	\$327.56
Troup	Peter	Detective	\$109,523.17	\$292.62
Trubecki	Robert	Sergeant	\$100,520.96	\$291.96
Tso	Wing-Ip	Sergeant	\$113,779.04	\$291.14
Tulipano	Rosario	Staff Sergeant	\$104,429.74	\$327.56
Turnbull	Ronald	Senior Technical Analyst	\$100,703.76	\$287.76
Tutchener	Steven	Staff Sergeant	\$101,767.49	\$327.56
Tutchener	Gary	Staff Sergeant	\$103,060.35	\$327.56
Uhrich	Allan	Sergeant	\$101,416.62	\$288.58
Urbaniak	Thomas	Sergeant	\$110,915.58	\$291.14
Van Andel	Phillip	Staff Sergeant	\$115,285.42	\$327.56
Van Schubert	Kevin	Sergeant	\$114,797.60	\$287.76
Van Seters	Paul	Police Constable	\$120,365.81	\$266.16
Vander Heyden	Justin	Detective	\$111,106.26	\$284.42
Vanderhart	Gregory	Police Constable	\$105,421.40	\$266.16
Veneziano	Tony	Chief Administrative Officer	\$212,247.59	\$12,059.24
Verdoold	Lance	Police Constable	\$105,897.99	\$256.44
Verwey	Albert	Sergeant	\$111,371.16	\$285.76
Vickers	David	Detective Sergeant	\$104,790.41	\$327.56
Vieira	Abilio	Staff Sergeant	\$111,744.37	\$327.56
Villemaire	Douglas	Police Constable	\$106,080.56	\$266.16
Vipari	Carol	Corporate Psychologist	\$152,409.25	\$680.70

APPENDIX A

RECORD OF EMPLOYEES' 2008 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefit
Virani	Abdulhameed	Police Constable	\$151,042.81	\$257.94
Vo	Thao	Police Constable	\$117,280.16	\$252.12
Vorvis	Paul	Inspector	\$124,227.41	\$538.58
Vruna	Maria	Detective	\$124,442.93	\$288.54
Walker	Jerome	Manager, Communications and System Operations	\$127,189.40	\$396.51
Walker	James	Staff Sergeant	\$103,028.48	\$327.56
Wallace	John	Inspector	\$112,481.92	\$412.60
Wallace	Robert	Plainclothes Police Constable	\$107,441.14	\$259.68
Wallace	James	Police Constable	\$137,494.85	\$266.16
Walsh	Suzanne	Staff Sergeant	\$100,362.02	\$322.88
Walters	Gregory	Detective	\$114,519.03	\$291.14
Ward	Vanessa	Detective	\$102,148.49	\$291.14
Ward	Paul	Detective	\$118,453.37	\$291.14
Wardle	William	Staff Inspector	\$130,811.65	\$9,064.72
Wark	Terry	Detective Sergeant	\$104,163.03	\$327.56
Warr	Anthony	Deputy Chief	\$214,057.19	\$14,559.02
Waters	Jason	Detective	\$112,674.08	\$284.42
Watts	Steven	Detective	\$113,092.74	\$291.14
Wehby	Peter	Plainclothes Police Constable	\$105,424.25	\$262.20
Weidmark	Arthur	Inspector	\$120,147.23	\$512.22
Welch	Mark	Sergeant	\$100,853.62	\$297.66
Whealy	Gordon	Detective Sergeant	\$102,866.97	\$327.56
Wheeler	Christopher	Police Constable	\$103,130.29	\$257.94
White	Deidra	Manager, Customer Service	\$118,556.65	\$527.10
White	Crisalida	Manager, Staffing and Recruitment	\$121,086.02	\$538.82
White	Christopher	Superintendent	\$141,185.68	\$12,527.61
White	Ruth	Superintendent	\$141,185.69	\$15,049.98
White	Kevin	Sergeant	\$105,754.45	\$297.66
White	John	Detective Sergeant	\$105,684.89	\$327.56
Whitefield	Ronald	Inspector	\$124,227.41	\$538.58
Whitla	Ronald	Detective	\$108,540.56	\$297.66
Whittemore	Scott	Detective	\$114,130.77	\$291.14
Whittle	Roy	Staff Inspector	\$130,811.65	\$11,614.24
Whitworth	Ernest	Staff Sergeant	\$107,714.03	\$320.80
Whynot	Carrol	Senior Corporate Planner	\$121,296.97	\$377.20
Wilcox	Jane	Superintendent	\$139,393.71	\$7,073.05
Wiley	Jerome	Criminal and Corporate Counsel	\$166,908.79	\$3,608.21
Williams	Anthony	Sergeant	\$110,655.95	\$293.65
Williams	Gherardt	Detective	\$103,621.05	\$291.14
Williams	Kyle	Detective	\$108,891.62	\$297.66
Wilson	Warren	Detective Sergeant	\$101,093.57	\$320.80
Winter	Jeffrey	Plainclothes Police Constable	\$121,659.96	\$259.68
Witty	Earl	Superintendent	\$139,267.00	\$12,392.34
Wolf	Raymond	Detective	\$115,930.98	\$297.66
Wollenzien	Bernhard	Plainclothes Police Constable	\$105,277.08	\$282.64
Wong	Chung	Sergeant	\$102,628.81	\$284.42

APPENDIX A

RECORD OF EMPLOYEES' 2008 SALARIES AND BENEFITS				
Surname	Given Name	Position	Salary Paid	Taxable Benefit
Woodhouse	Martin	Sergeant	\$151,944.46	\$297.66
Woodley	David	Staff Sergeant	\$106,259.26	\$327.56
Wookey	Charles	Detective	\$106,677.58	\$286.98
Worden	Paul	Detective	\$114,754.33	\$291.14
Worrell	Philip	Plainclothes Police Constable	\$101,778.97	\$265.30
Worth	Kane	Sergeant	\$100,814.05	\$291.14
Wright	Lester	Detective	\$115,672.40	\$297.66
Wright	Reginald	Detective	\$127,033.66	\$297.66
Yarmoluk	David	Detective	\$100,849.40	\$290.10
Yeandle	Kimberley	Inspector	\$124,227.41	\$538.58
Yeo	Darren	Plainclothes Police Constable	\$100,341.97	\$251.59
Young	Craig	Staff Sergeant	\$101,234.07	\$320.80
Young	Blain	Sergeant	\$105,224.64	\$291.14
Young	Derek	Detective	\$108,403.34	\$297.66
Young	Warren	Detective	\$101,134.48	\$291.14
Yu	Clifford	Police Constable	\$116,160.00	\$257.94
Yuen	Peter	Inspector	\$124,227.41	\$376.96
Zambri	Carmelo	Detective	\$107,643.16	\$291.14
Zammit	Jeffrey	Sergeant	\$109,917.60	\$291.14
Zamparo	Daniel	Plainclothes Police Constable	\$100,918.67	\$259.68
Zarb	Raymond	Detective Sergeant	\$108,375.54	\$327.56
Zebeski	David	Sergeant	\$103,014.99	\$284.42
Zeleny	John	Detective	\$104,340.24	\$291.14
Zubek	Joseph	Staff Sergeant	\$101,677.87	\$327.56
Zych	Stefan	Police Constable	\$116,704.49	\$266.16

APPENDIX B

RECORD OF EMPLOYEES' 2008 SALARIES AND BENEFITS				
Descending order by salary paid				
Surname	Given Name	Position	Salary Paid	Taxable Benefit
BLAIR	WILLIAM	Chief of Police	\$299,861.11	\$1,634.71
DERRY	KIM	Deputy Chief	\$214,057.19	\$13,623.92
FORDE	KEITH	Deputy Chief	\$214,057.19	\$17,461.09
WARR	ANTHONY	Deputy Chief	\$214,057.19	\$14,559.02
VENEZIANO	TONY	Chief Administrative Officer	\$212,247.59	\$12,059.24
DICK	JANE	Deputy Chief	\$198,432.68	\$12,169.72
WILEY	JEROME	Criminal and Corporate Counsel	\$166,908.79	\$3,608.21
THOMPSON	MICHAEL	Police Constable	\$161,892.35	\$257.94
ASHMAN	AILEEN	Director, Human Resources	\$161,569.00	\$724.77
GRANT	STEPHEN	Superintendent	\$158,332.20	\$10,262.14
CORRIE	ANTHONY	Staff Superintendent	\$152,409.77	\$10,308.17
DE CAIRE	GLENN	Staff Superintendent	\$152,409.77	\$680.70
FEDERICO	MICHAEL	Staff Superintendent	\$152,409.77	\$9,076.38
GAUTHIER	RICHARD	Staff Superintendent	\$152,409.77	\$10,385.85
SLOLY	PETER	Staff Superintendent	\$152,409.77	\$476.26
COWLEY	GEORGE	Director, Legal Services	\$152,409.25	\$10,240.38
CRISTOFARO	ANGELO	Director, Finance and Administration	\$152,409.25	\$680.70
GIANNOTTA	CELESTINO	Director, Information Technology Services	\$152,409.25	\$680.70
KIJEWSKI	KRISTINE	Director, Corporate Services	\$152,409.25	\$680.70
PUGASH	MARK	Director, Corporate Communications	\$152,409.25	\$8,104.42
VIPARI	CAROL	Corporate Psychologist	\$152,409.25	\$680.70
WOODHOUSE	MARTIN	Sergeant	\$151,944.46	\$297.66
VIRANI	ABDULHAMEE D	Police Constable	\$151,042.81	\$257.94
MCGUIRE	JEFFREY	Staff Superintendent	\$150,306.65	\$9,700.07
COHEN	ALAN	Police Constable	\$148,852.38	\$247.71
GIROUX	GARY	Detective Sergeant	\$148,269.04	\$327.56
MADEIRA	EDUARDO	Police Constable	\$146,584.06	\$266.16
HEWITT	STEPHEN	Police Constable	\$144,769.53	\$251.12
MOREIRA	PETER	Detective Sergeant	\$144,621.58	\$301.16
CHIASSON	MARCEL	Detective	\$143,980.61	\$291.14
ROSENBERG	HOWARD	Police Constable	\$143,564.82	\$257.94
MOMENI	ORANG	Sergeant	\$142,510.59	\$284.42
SMITH	FREDERICK	Superintendent	\$141,449.29	\$14,247.11
CIANI	MARIA	Manager, Labour Relations	\$141,306.69	\$84.50
CENZURA	KENNETH	Superintendent	\$141,185.69	\$9,422.03
CLARKE	ROBERT	Superintendent	\$141,185.69	\$9,841.50
FERGUSON	HUGH	Superintendent	\$141,185.69	\$11,893.98

APPENDIX B

RECORD OF EMPLOYEES' 2008 SALARIES AND BENEFITS				
Descending order by salary paid				
FERNANDES	SELWYN	Superintendent	\$141,185.69	\$5,784.49
GAUTHIER	HELEN	Superintendent	\$141,185.69	\$11,385.90
GOTTSCHALK	PAUL	Superintendent	\$141,185.69	\$15,853.98
MCILHONE	THOMAS	Superintendent	\$141,185.69	\$13,891.85
PEDEN	WAYNE	Superintendent	\$141,185.69	\$13,755.42
PYE	NORMAN	Superintendent	\$141,185.69	\$12,647.46
QUALTROUGH	ROBERT	Superintendent	\$141,185.69	\$7,077.43
RYAN	ERNEST	Superintendent	\$141,185.69	\$10,225.14
TAVERNER	RONALD	Superintendent	\$141,185.69	\$15,057.18
WHITE	RUTH	Superintendent	\$141,185.69	\$15,049.98
WHITE	CHRISTOPHER	Superintendent	\$141,185.68	\$12,527.61
CAMPBELL	JOANNE	Executive Director	\$141,183.18	\$441.44
HENDERSON	NORMAN	Administrator, Fleet and Materials Management	\$141,177.54	\$630.30
KIM	SANG-RAE	Manager, Enterprise Architecture	\$141,177.54	\$630.30
STRONACH	MICHELLE	Manager, Project Management Office	\$141,177.54	\$441.44
BLACK	MARINELLA	Manager, Compensation and Benefits	\$140,768.97	\$630.30
GRINTON	GARY	Detective Sergeant	\$139,833.13	\$327.56
WILCOX	JANE	Superintendent	\$139,393.71	\$7,073.05
WITTY	EARL	Superintendent	\$139,267.00	\$12,392.34
RAMER	DONALD	Superintendent	\$139,240.38	\$8,818.31
STUBBINGS	RICHARD	Superintendent	\$139,240.38	\$8,193.06
SCAVONE	GABRIELE	Police Constable	\$138,187.11	\$266.16
FARRAR	MICHAEL	Superintendent	\$137,691.91	\$10,579.00
RYAN	STEPHEN	Detective Sergeant	\$137,666.34	\$320.80
WALLACE	JAMES	Police Constable	\$137,494.85	\$266.16
SANDERS	NEIL	Police Constable	\$137,439.55	\$251.12
LOUHIKARI	RENATA	Detective	\$136,458.95	\$291.14
SMOLLET	BRODY	Superintendent	\$135,704.50	\$9,629.60
DIGIOVANNI	GIUSEPPE	Detective	\$134,993.95	\$291.14
HEWNER	ELIZABETH	Manager, Budgeting and Control	\$134,668.52	\$600.12
SKUBIC	FRANK	Detective Sergeant	\$134,392.09	\$327.56
ROSE	DOUGLAS	Sergeant	\$134,330.81	\$291.14
FERNANDES	CYRIL	Superintendent	\$134,007.93	\$16,643.92
PALERMO	MICHAEL	Sergeant	\$133,942.21	\$267.78
BARSKY	MICHAEL	Detective	\$133,747.97	\$291.14
NIELSEN	DANIEL	Detective Sergeant	\$133,385.96	\$327.56
BORG	BRIAN	Detective Sergeant	\$133,283.87	\$327.56
RAMPRASHAD	DWARKH	Police Constable	\$133,110.68	\$257.94
PELLETIER	CHRISTIAN	Police Constable	\$132,807.70	\$243.30
O'BRIEN	KENNETH	Police Constable	\$132,385.10	\$266.16
BEVERS	DONALD	Manager, Corporate Planning	\$131,761.31	\$587.04
CRISTIANO	GUIDO	Police Constable	\$131,451.48	\$266.16

APPENDIX B

RECORD OF EMPLOYEES' 2008 SALARIES AND BENEFITS				
Descending order by salary paid				
HAGERMAN	DAVID	Police Constable	\$131,278.82	\$257.94
IZZETT	STEVEN	Staff Inspector	\$131,091.90	\$4,824.84
MORRIS	NICKOLAS	Police Constable	\$131,036.54	\$266.16
IRELAND	MORGAN	Police Constable	\$130,999.47	\$251.12
BEERS	CLAY	Manager, Radio and Electronic Services	\$130,842.75	\$406.86
CALIFARETTI	SANDRA	Manager, Financial Management	\$130,842.75	\$406.86
GROSS	PAVEL	Manager, Information Systems	\$130,842.75	\$581.20
LAWRENCE	CHARLES	Manager, Training and Development	\$130,842.75	\$581.20
SANDEMAN	JOHN	Manager, Video Services	\$130,842.75	\$581.20
STYRA	DANA	Manager, Quality Assurance	\$130,842.75	\$581.20
BREEN	FRANCIS	Staff Inspector	\$130,811.65	\$6,789.57
CAMPBELL	DONALD	Staff Inspector	\$130,811.65	\$11,964.88
CRAWFORD	CHRISTIAN	Staff Inspector	\$130,811.65	\$11,748.42
CRAWFORD	PAUL	Staff Inspector	\$130,811.65	\$14,064.88
GROSVENOR	SUSAN	Staff Inspector	\$130,811.65	\$15,973.60
HARRIS	STEPHEN	Staff Inspector	\$130,811.65	\$11,871.76
HAYES	DANIEL	Staff Inspector	\$130,811.65	\$9,572.08
MARKS	DAVID	Staff Inspector	\$130,811.65	\$12,564.88
MCLEOD	VERNETT	Staff Inspector	\$130,811.65	\$13,394.32
RAYBOULD	BRIAN	Staff Inspector	\$130,811.65	\$11,014.36
SINCLAIR	LARRY	Staff Inspector	\$130,811.65	\$6,953.04
WARDLE	WILLIAM	Staff Inspector	\$130,811.65	\$9,064.72
WHITTLE	ROY	Staff Inspector	\$130,811.65	\$11,614.24
GREENWOOD	KIMBERLEY	Superintendent	\$130,776.13	\$4,642.83
CURTIN	HELEN	Manager, Information Technology Governance	\$130,530.73	\$406.86
HAYWARD	MARK	Sergeant	\$130,431.12	\$297.66
TAYLOR	KENNETH	Detective Sergeant	\$130,076.20	\$342.16
PAPADOPOULOS	KYRIAKOS	Police Constable	\$129,918.49	\$243.30
SHEPPARD	DANIEL	Detective Sergeant	\$129,523.73	\$327.56
BRIGGS	IAN	Detective	\$129,157.63	\$297.66
GALLANT	TIMOTHY	Detective	\$129,056.20	\$291.14
BYRNES	ELIZABETH	Staff Inspector	\$129,015.88	\$7,727.62
FENTON	DAVID	Staff Inspector	\$129,015.88	\$401.58
GRAY	PAULINE	Detective Sergeant	\$128,792.73	\$320.80
RUFFOLO	FRANK	Staff Inspector	\$128,789.40	\$10,259.70
FERNANDES	CHRISTOPHER	Inspector	\$128,447.70	\$512.22
REDDEN	JEFFREY	Sergeant	\$128,431.84	\$291.14
CODE	PETER	Detective	\$127,499.26	\$292.85
GETTY	GREGORY	Staff Inspector	\$127,477.25	\$14,179.51
LENNOX	PETER	Staff Inspector	\$127,477.25	\$11,061.81
HENKEL	HEINZ	Detective	\$127,316.98	\$291.14
WALKER	JEROME	Manager, Communications and	\$127,189.40	\$396.51

APPENDIX B

RECORD OF EMPLOYEES' 2008 SALARIES AND BENEFITS				
Descending order by salary paid				
		System Operations		
WRIGHT	REGINALD	Detective	\$127,033.66	\$297.66
BROWN	ALLEN	Detective	\$126,977.06	\$297.66
TANOUYE	JOHNNY	Staff Inspector	\$126,796.46	\$5,587.63
RUSSELL	THOMAS	Staff Inspector	\$126,740.24	\$8,936.81
MCHUGH	JAMES	Detective	\$126,600.97	\$297.66
SAUNDERS	DAVID	Inspector	\$126,472.23	\$512.77
CANEPA	ANTONIO	Plainclothes Police Constable	\$126,349.62	\$282.64
KIM	MIN	Police Constable	\$126,274.26	\$250.19
TRACEY	MARK	Plainclothes Police Constable	\$126,257.85	\$268.74
HANS	DALJIT	Detective	\$126,009.21	\$291.14
TRAMONTOZZI	NUNZIATO	Detective	\$126,008.05	\$291.14
DZIEMIANKO	STASLAW	Plainclothes Police Constable	\$125,286.91	\$282.64
AUDETTE	DAVID	Police Constable	\$124,929.57	\$257.94
FITZGERALD	THOMAS	Inspector	\$124,865.58	\$538.58
EARL	MICHAEL	Inspector	\$124,780.64	\$538.58
FAUL	LEONARD	Inspector	\$124,534.76	\$538.58
ANSARI	ALI	Detective	\$124,477.27	\$288.54
VRUNA	MARIA	Detective	\$124,442.93	\$288.54
LUFF	DANIEL	Detective	\$124,363.30	\$297.66
O'CONNOR	BRIAN	Inspector	\$124,341.04	\$376.96
SAUNDERS	MARK	Inspector	\$124,250.24	\$360.78
BOYD	EDWARD	Inspector	\$124,227.41	\$538.58
BROWN	DAVID	Inspector	\$124,227.41	\$538.58
BUTTON	BERNADETTE	Inspector	\$124,227.41	\$376.96
COOK	OLGA	Inspector	\$124,227.41	\$538.58
DALGARNO	GORDON	Inspector	\$124,227.41	\$538.58
DI TOMMASO	MARIO	Inspector	\$124,227.41	\$538.58
EVANS	BRYCE	Inspector	\$124,227.41	\$538.58
FRANKS	RANDY	Inspector	\$124,227.41	\$538.58
GENNO	ROBERT	Inspector	\$124,227.41	\$538.58
GRADY	DOUGLAS	Inspector	\$124,227.41	\$538.58
HOLT	GLENN	Inspector	\$124,227.41	\$538.58
JOHNSTON	ROBERT	Inspector	\$124,227.41	\$538.58
JONES	GORDON	Inspector	\$124,227.41	\$538.58
KUCK	HEINZ	Inspector	\$124,227.41	\$538.58
MCCORMACK	DAVID	Inspector	\$124,227.41	\$538.58
MEMME	NICOLAS	Inspector	\$124,227.41	\$538.58
METCALFE	MARY	Inspector	\$124,227.41	\$538.58
NEADLES	WILLIAM	Inspector	\$124,227.41	\$538.58
PRESTON	DEBRA	Inspector	\$124,227.41	\$538.58
SNEDDON	GORDON	Inspector	\$124,227.41	\$538.58
VORVIS	PAUL	Inspector	\$124,227.41	\$538.58

APPENDIX B

RECORD OF EMPLOYEES' 2008 SALARIES AND BENEFITS				
Descending order by salary paid				
WHITEFIELD	RONALD	Inspector	\$124,227.41	\$538.58
YEANDLE	KIMBERLEY	Inspector	\$124,227.41	\$538.58
YUEN	PETER	Inspector	\$124,227.41	\$376.96
HUNT	GLEN	Police Constable	\$124,201.76	\$257.94
MULLEN	MICHAEL	Plainclothes Police Constable	\$124,128.67	\$267.78
ELLISON	WILLIAM	Inspector	\$123,916.19	\$538.58
HARMSSEN	PETER	Sergeant	\$123,838.53	\$297.66
GALLANT	STACY	Detective	\$123,701.45	\$291.14
MCLANE	GREGORY	Inspector	\$123,692.79	\$536.18
MCLEAN	BARBARA	Staff Sergeant	\$122,830.52	\$320.80
BRYSON	LAWRENCE	Staff Sergeant	\$122,711.37	\$327.56
MEECH	RAYMOND	Sergeant	\$122,543.87	\$291.14
REID	JONATHAN	Plainclothes Police Constable	\$122,378.17	\$274.50
BLAIR	JEFFREY	Police Constable	\$122,338.54	\$251.12
ROSS	DANIEL	Sergeant	\$122,259.70	\$297.66
BORTKIEWICZ	CHRISTINE	Manager, Occupational Health and Safety	\$122,252.42	\$544.17
ELEY	STUART	Inspector	\$122,109.41	\$369.92
MARTIN	KATHRYN	Inspector	\$122,109.41	\$369.92
SUDDER	KEVIN	Staff Sergeant	\$121,887.97	\$327.56
DUFFUS	RICHARD	Plainclothes Police Constable	\$121,730.04	\$274.50
WINTER	JEFFREY	Plainclothes Police Constable	\$121,659.96	\$259.68
BOYCE	JOHN	Staff Sergeant	\$121,516.15	\$327.56
EVELYN	DION	Supervisor, Telecom and Electronics	\$121,428.51	\$482.35
COOKE	LEE	Police Constable	\$121,330.45	\$243.30
ELLIS	MICHAEL	Manager, Facilities Management	\$121,296.97	\$538.82
SMITH	MICHAEL	Manager, Equipment & Supply	\$121,296.97	\$538.82
WHYNOT	CARROL	Senior Corporate Planner	\$121,296.97	\$377.20
WHITE	CRISALIDA	Manager, Staffing and Recruitment	\$121,086.02	\$538.82
MARTINO	JOSEPH	Manager, Purchasing Support Services	\$120,847.50	\$538.82
CECILE	GLEN	Detective	\$120,618.66	\$291.14
SANSOM	DOUGLAS	Detective	\$120,578.03	\$297.66
COOK	RUSSELL	Staff Sergeant	\$120,524.66	\$327.56
GICZI	JIM	Detective	\$120,481.04	\$291.14
VAN SETERS	PAUL	Police Constable	\$120,365.81	\$266.16
BATES	WAYNE	Detective	\$120,359.75	\$297.66
CORRIGAN	NEIL	Inspector	\$120,302.99	\$470.87
PHILIPSON	GRAEME	Sergeant	\$120,246.44	\$285.17
PAGE	HOWARD	Detective Sergeant	\$120,152.78	\$327.56
WEIDMARK	ARTHUR	Inspector	\$120,147.23	\$512.22
ASSELIN	GLENN	Detective	\$120,073.74	\$291.14
COSTABILE	GINO	Police Constable	\$120,061.49	\$257.94
HARNETT	ROBERT	Detective	\$120,017.39	\$291.14

APPENDIX B

RECORD OF EMPLOYEES' 2008 SALARIES AND BENEFITS				
Descending order by salary paid				
GIBSON	GRAHAM	Detective	\$119,896.34	\$291.14
OLIVER	PAUL	Detective	\$119,777.27	\$291.14
SHANK	RICHARD	Detective	\$119,767.22	\$285.42
BASS	LORNE	Police Constable	\$119,489.16	\$266.16
BOBBIS	RICHARD	Sergeant	\$119,380.38	\$284.42
BROADFOOT	ALEXANDER	Detective	\$119,357.23	\$291.14
BOCKUS	CORY	Inspector	\$119,349.70	\$357.00
AIELLO	ANTONIO	Plainclothes Police Constable	\$119,209.32	\$267.15
HUSSEIN	RIYAZ	Staff Sergeant	\$119,052.69	\$320.80
CARBONE	MIKE	Detective	\$118,874.53	\$291.14
WHITE	DEIDRA	Manager, Customer Service	\$118,556.65	\$527.10
HARRIS	DEBBIE	Detective	\$118,510.66	\$297.66
ABDEL-MALIK	MAHER	Plainclothes Police Constable	\$118,479.01	\$267.78
HALL	JOHN	Police Constable	\$118,473.31	\$266.16
WARD	PAUL	Detective	\$118,453.37	\$291.14
JHAJJ	CHARANJIT	Police Constable	\$118,162.15	\$257.94
MAHONEY	SHAWN	Detective	\$118,078.30	\$291.14
MUSSO DUARTE	SUSANA	Plainclothes Police Constable	\$118,045.37	\$267.78
MANCUSO	ANITA	Plainclothes Police Constable	\$118,035.22	\$274.50
MARGETSON	JOHN	Detective	\$117,831.94	\$291.14
PULLA	GINO	Sergeant	\$117,764.96	\$297.66
BRAMMALL	MICHAEL	Sergeant	\$117,595.40	\$284.10
NICOL	BRETT	Sergeant	\$117,489.73	\$284.42
REDDIN	KIRBY	Police Constable	\$117,449.70	\$250.86
BELLION	LAURENT	Police Constable	\$117,429.08	\$243.30
VO	THAO	Police Constable	\$117,280.16	\$252.12
GILBERT	SCOTT	Inspector	\$117,167.35	\$427.75
NARINE	SHAUN	Staff Sergeant	\$117,130.54	\$320.80
DUNSTAN	DOUGLAS	Detective	\$117,081.56	\$297.66
NEVIN	PATRICK	Detective	\$116,965.87	\$297.66
LLOYD	BRADFORD	Detective	\$116,893.36	\$291.14
LENTSCH	PAUL	Plainclothes Police Constable	\$116,891.42	\$267.78
GETTY	SHAWN	Detective Sergeant	\$116,805.91	\$323.92
ZYCH	STEFAN	Police Constable	\$116,704.49	\$266.16
DI PASSA	DOMENICO	Detective	\$116,599.05	\$291.14
HARRIGAN	STEVEN	Sergeant	\$116,563.95	\$297.66
RATHBONE	MELANIE	Police Constable	\$116,472.69	\$245.54
RAMJATTAN	RAMNARINE	Detective	\$116,310.89	\$291.14
MELOCHE	SHAWN	Staff Sergeant	\$116,310.62	\$308.37
GOUTHRO	CRAIG	Sergeant	\$116,307.14	\$285.94
YU	CLIFFORD	Police Constable	\$116,160.00	\$257.94
DEY	ROBIN	Detective	\$116,155.44	\$291.14
BROWN	ROBERT	Detective	\$116,144.14	\$297.66

APPENDIX B

RECORD OF EMPLOYEES' 2008 SALARIES AND BENEFITS				
Descending order by salary paid				
WOLF	RAYMOND	Detective	\$115,930.98	\$297.66
ELFORD	WILLIAM	Police Constable	\$115,927.96	\$266.16
IRISH	TIMOTHY	Sergeant	\$115,862.20	\$291.14
JOHNSTON	JOHN	Plainclothes Police Constable	\$115,770.19	\$262.20
JOHNSTONE	TIMOTHY	Detective	\$115,704.81	\$297.66
ROBINSON	DANIEL	Detective	\$115,676.44	\$291.14
WRIGHT	LESTER	Detective	\$115,672.40	\$297.66
LI	ROBERT	Police Constable	\$115,588.62	\$243.30
LALLA	LESTER	Police Constable	\$115,582.57	\$3,243.30
BIRRELL	JOHN	Plainclothes Police Constable	\$115,543.51	\$274.50
DECOURCY	JOHN	Detective Sergeant	\$115,490.74	\$327.56
SMISSEN	JOHN	Plainclothes Police Constable	\$115,433.83	\$267.78
VAN ANDEL	PHILLIP	Staff Sergeant	\$115,285.42	\$327.56
HIGGINS	PAUL	Plainclothes Police Constable	\$115,273.67	\$281.71
KAY	COLIN	Sergeant	\$115,270.64	\$297.66
KENNEDY	BRUCE	Staff Sergeant	\$115,257.44	\$327.56
BROWNE	TERRENCE	Detective Sergeant	\$115,216.26	\$294.74
ERVICK	DALE	Detective Sergeant	\$115,138.20	\$327.56
HEITZNER	ROBERT	Detective	\$114,968.63	\$289.58
BERGEN	FRANCIS	Inspector	\$114,918.18	\$352.21
MACDONALD	HECTOR	Plainclothes Police Constable	\$114,861.31	\$255.27
VAN SCHUBERT	KEVIN	Sergeant	\$114,797.60	\$287.76
WORDEN	PAUL	Detective	\$114,754.33	\$291.14
COLE	GREGORY	Detective Sergeant	\$114,715.90	\$327.56
MATTHEWS	RAYMOND	Detective	\$114,630.74	\$297.66
MOLINARO	ANTONIO	Patrol Supervisor, Parking Enforcement	\$114,628.21	\$194.46
WALTERS	GREGORY	Detective	\$114,519.03	\$291.14
THORNE	RONALD	Sergeant	\$114,485.41	\$297.66
BURKS	CHARLES	Staff Sergeant	\$114,403.66	\$320.80
BAPTIST	ROBERT	Inspector	\$114,401.86	\$346.49
HOWES	PETER	Manager, Records Management	\$114,367.56	\$400.32
BERNARDO	ISRAEL	Detective	\$114,361.84	\$284.42
FERGUSON	SCOTT	Detective	\$114,315.06	\$290.10
BOYLE	KENNETH	Staff Sergeant	\$114,292.60	\$327.56
KYRIACOU	SAVAS	Detective Sergeant	\$114,199.53	\$327.56
WHITTEMORE	SCOTT	Detective	\$114,130.77	\$291.14
BELANGER	DANIEL	Sergeant	\$114,058.69	\$291.14
TRACY	STEVEN	Staff Sergeant	\$113,948.11	\$320.80
CLIFFORD	RONALD	Staff Sergeant	\$113,882.79	\$327.56
ONG	RHOEL	Police Constable	\$113,867.25	\$251.12
QUESNELLE	CURTIS	Plainclothes Police Constable	\$113,827.51	\$259.68
TANABE	SHINGO	Plainclothes Police Constable	\$113,796.73	\$259.68

APPENDIX B

RECORD OF EMPLOYEES' 2008 SALARIES AND BENEFITS				
Descending order by salary paid				
TSO	WING-IP	Sergeant	\$113,779.04	\$291.14
ROBERTS	SCOTT	Staff Sergeant	\$113,766.31	\$327.56
MEEHAN	PATRICK	Detective	\$113,712.37	\$291.14
GLAVIN	PHILLIP	Sergeant	\$113,695.66	\$297.66
DE LOTTINVILLE	JOSEPH	Detective	\$113,666.66	\$297.66
TANGHE	LAWRENCE	Police Constable	\$113,663.35	\$266.16
LEMAITRE	ROBERT	Plainclothes Police Constable	\$113,655.70	\$267.78
GREENAWAY	COLIN	Sergeant	\$113,601.69	\$297.66
MCNEILLY	JOSEPH	Detective	\$113,475.98	\$297.66
NOLL	CARL	Detective Sergeant	\$113,311.77	\$327.56
CONNOR	BRUCE	Plainclothes Police Constable	\$113,239.44	\$259.68
BRIGHAM	JOHN	Sergeant	\$113,191.08	\$297.66
HAMEL	JOSEPH	Detective Sergeant	\$113,184.37	\$288.80
MADILL	ALLAN	Detective	\$113,178.85	\$291.14
PARMAR	MANDEEP	Police Constable	\$113,103.52	\$3,243.30
WATTS	STEVEN	Detective	\$113,092.74	\$291.14
BARREDO	FRANCISCO	Staff Sergeant	\$113,068.83	\$320.80
BARNARD	DOUGLAS	Plainclothes Police Constable	\$113,052.08	\$282.64
MATTHEWS	STEPHEN	Police Constable	\$113,031.13	\$255.27
ALBRECHT	IRVIN	Plainclothes Police Constable	\$112,952.69	\$267.78
NORTHRUP	JEFFREY	Police Constable	\$112,811.11	\$257.94
BOYCE	RONALD	Detective	\$112,807.21	\$291.14
CREWS	WILLIAM	Detective Sergeant	\$112,729.82	\$326.78
WATERS	JASON	Detective	\$112,674.08	\$284.42
BOWMAN	BRIAN	Sergeant	\$112,669.83	\$297.66
DOMINEY	PAUL	Sergeant	\$112,590.16	\$284.42
O'GRADY	SANDY	Staff Sergeant	\$112,580.92	\$320.80
MAC	OVID	Police Constable	\$112,562.63	\$251.12
LUCAS	PATRICK	Detective	\$112,551.75	\$291.14
WALLACE	JOHN	Inspector	\$112,481.92	\$412.60
MILES	JEREMY	Police Constable	\$112,405.90	\$243.30
PARSONS	STUART	Plainclothes Police Constable	\$112,320.12	\$274.50
FOWLER	WAYNE	Detective	\$112,276.63	\$291.14
OUELLETTE	DAVID	Plainclothes Police Constable	\$112,237.37	\$267.78
IDSINGA	HANK	Detective	\$112,195.84	\$291.14
SMIT	BRIAN	Sergeant	\$112,193.67	\$297.66
MEISSNER	GERHARD	Inspector	\$112,151.63	\$412.83
NORRIE	ANDREW	Staff Sergeant	\$112,082.49	\$327.56
CARTER	MAXWELL	Staff Sergeant	\$112,075.31	\$327.56
CHOW	HAROLD	Sergeant	\$112,039.48	\$291.14
DAVIS	SHARON	Staff Sergeant	\$112,019.44	\$327.56
BISHOP	DAVID	Detective Sergeant	\$111,944.90	\$316.28
CLARKE	DOUGLAS	Plainclothes Police Constable	\$111,935.87	\$282.64

APPENDIX B

RECORD OF EMPLOYEES' 2008 SALARIES AND BENEFITS				
Descending order by salary paid				
SMALL	VERNON	Detective	\$111,895.04	\$297.66
HARGAN	ROBERT	Sergeant	\$111,821.88	\$297.66
FINLAY	ALLAN	Sergeant	\$111,779.88	\$297.66
VIEIRA	ABILIO	Staff Sergeant	\$111,744.37	\$327.56
HUGHES	BRENDA	Operations Supervisor	\$111,722.87	\$243.30
GOH	ANDRE	Manager, Human Rights and Employment Equity	\$111,682.69	\$346.60
MACDONALD	BERNARD	Detective	\$111,629.16	\$291.14
STIBBE	CLINTON	Police Constable	\$111,617.02	\$251.12
HAINES	KEITH	Staff Sergeant	\$111,561.18	\$327.56
CAVE	RANDAL	Police Constable	\$111,510.83	\$279.18
JOHNSTON	BRIAN	Detective	\$111,503.04	\$291.14
SINCLAIR	PHILLIP	Plainclothes Police Constable	\$111,437.93	\$254.96
BARWELL	DAVID	Detective	\$111,408.51	\$297.66
RADFORD	BARRY	Detective	\$111,401.98	\$291.14
VERWEY	ALBERT	Sergeant	\$111,371.16	\$285.76
BANKS	WAYNE	Detective	\$111,170.92	\$297.66
VANDER HEYDEN	JUSTIN	Detective	\$111,106.26	\$284.42
KELLY	BRIAN	Staff Sergeant	\$111,082.04	\$304.98
GRIFFITHS	DAVID	Detective	\$111,062.69	\$291.14
TAYLOR	SCOTT	Plainclothes Police Constable	\$111,052.82	\$267.78
LAI	VICTOR	Police Constable	\$111,043.16	\$250.19
CORREA	ROBERT	Plainclothes Police Constable	\$111,005.50	\$282.64
MCDONALD	ROBERT	Police Constable	\$110,924.00	\$243.30
URBANIAK	THOMAS	Sergeant	\$110,915.58	\$291.14
NIELSEN	CHRISTIAN	Manager, Shop Operations	\$110,888.00	\$344.04
REID	KEVIN	Sergeant	\$110,841.84	\$297.66
ALEXANDER	DAVID	Detective	\$110,831.31	\$288.54
SKINNER	ROBERT	Staff Sergeant	\$110,767.11	\$327.56
LAKEY	WAYNE	Detective	\$110,755.45	\$291.14
TAYLOR	JEFF	Police Constable	\$110,738.43	\$266.16
RANDLE	MARK	Detective	\$110,693.38	\$297.66
MCMANUS	MICHAEL	Sergeant	\$110,684.77	\$297.66
WILLIAMS	ANTHONY	Sergeant	\$110,655.95	\$293.65
MCBRIDE	RAYMOND	Police Constable	\$110,558.34	\$250.86
SINOPOLI	DOMENIC	Detective	\$110,460.33	\$291.14
STEINWALL	ANDREW	Plainclothes Police Constable	\$110,413.76	\$267.78
NUNES	MARIA	Plainclothes Police Constable	\$110,405.50	\$273.86
KEALEY	DEVIN	Staff Sergeant	\$110,382.33	\$327.56
MARCHACK	ROGER	Sergeant	\$110,349.71	\$285.42
DARNBROUGH	DANIEL	Detective	\$110,294.25	\$297.66
IRANI	PAULO	Police Constable	\$110,239.03	\$257.42
KNAPPER	ROBBERT	Staff Sergeant	\$109,985.30	\$327.56

APPENDIX B

RECORD OF EMPLOYEES' 2008 SALARIES AND BENEFITS				
Descending order by salary paid				
LITTLE	DAVID	Plainclothes Police Constable	\$109,935.32	\$282.64
ZAMMIT	JEFFREY	Sergeant	\$109,917.60	\$291.14
SAMMUT	DAVID	Sergeant	\$109,832.17	\$285.94
MORIN	MICHAEL	Police Constable	\$109,748.65	\$266.16
GOTELL	JAMES	Staff Sergeant	\$109,704.97	\$316.28
BELANGER	DONALD	Detective	\$109,668.28	\$284.42
JACOB	TIMOTHY	Sergeant	\$109,666.41	\$291.14
BELL	ALAN	Detective	\$109,639.55	\$297.66
HOWARD	ELDON	Police Constable	\$109,638.15	\$261.54
CARTER	DALE	Sergeant	\$109,581.15	\$294.09
CHURKOO	DOODNATH	Sergeant	\$109,550.46	\$264.10
TROUP	PETER	Detective	\$109,523.17	\$292.62
STINSON	ANDREW	Detective	\$109,375.63	\$284.42
NIEZEN	MARK	Detective	\$109,361.90	\$297.66
MUNROE	KELLY	Police Constable	\$109,335.33	\$266.16
REDMAN	SUZANNE	Detective	\$109,319.33	\$291.14
FOSTER	ROY	Detective	\$109,283.86	\$297.66
FAIREY	RUSSILL	Detective	\$109,257.36	\$297.66
STRANGWAYS	PAUL	Plainclothes Police Constable	\$109,197.14	\$274.50
MONAGHAN	PATRICK	Detective Sergeant	\$109,195.67	\$327.56
SCHUEDER	MARK	Detective	\$109,190.92	\$297.66
MCCULLOUGH	DAVID	Police Constable	\$109,169.47	\$266.16
HAWRYLIW	KERRY-ANNE	Operations Supervisor	\$108,975.73	\$243.30
MOORE	BRETT	Police Constable	\$108,926.94	\$251.12
DUNN	BEVERLY	Police Constable	\$108,907.84	\$257.94
WILLIAMS	KYLE	Detective	\$108,891.62	\$297.66
SCHNEIDER	ANDREW	Staff Sergeant	\$108,848.93	\$322.96
ANAND	ANIL	Inspector	\$108,841.66	\$322.58
FERRY	MICHAEL	Sergeant	\$108,821.75	\$283.46
NEWTON	DEEDEE	Detective	\$108,807.62	\$291.14
PECONI	STEPHEN	Detective	\$108,781.46	\$297.66
HOWELL	JOHN	Staff Sergeant	\$108,774.48	\$327.56
QUINN	MICHAEL	Sergeant	\$108,770.24	\$284.42
PAVAN	LAWRENCE	Sergeant	\$108,766.30	\$297.66
GALLANT	ROBERT	Detective	\$108,737.50	\$297.66
OUELLET	ANDREW	Police Constable	\$108,703.06	\$251.12
MACKENZIE	THOMAS	Plainclothes Police Constable	\$108,639.52	\$259.68
KOVACIC	JOSEPH	Plainclothes Police Constable	\$108,627.49	\$3,254.64
SHIN	JAY	Plainclothes Police Constable	\$108,624.99	\$267.78
RICHARDS	CLIVE	Staff Sergeant	\$108,578.92	\$327.56
FERGUSON	STEPHEN	Detective	\$108,574.11	\$297.66
SCOTT	GORDON	Sergeant	\$108,571.04	\$297.66
SARDELLA	GLENN	Plainclothes Police Constable	\$108,570.18	\$267.78
DIDANIELI	ROBERTO	Detective Sergeant	\$108,563.07	\$320.80

APPENDIX B

RECORD OF EMPLOYEES' 2008 SALARIES AND BENEFITS				
Descending order by salary paid				
WHITLA	RONALD	Detective	\$108,540.56	\$297.66
MORRIS	LESLIE	Sergeant	\$108,525.75	\$288.54
KULMATYCKI	JOEL	Detective	\$108,524.02	\$291.14
KHAN	RONALD	Staff Sergeant	\$108,500.23	\$320.80
BUI	TAM	Detective	\$108,455.74	\$276.10
FRIMETH	KEVIN	Detective	\$108,425.96	\$291.14
DA COSTA	ANTONIO	Police Constable	\$108,422.12	\$252.11
YOUNG	DEREK	Detective	\$108,403.34	\$297.66
DRENNAN	CRAIG	Detective	\$108,380.41	\$291.14
ZARB	RAYMOND	Detective Sergeant	\$108,375.54	\$327.56
DAWSON	GEORGE	Staff Sergeant	\$108,347.69	\$327.56
GRAY	GLENN	Staff Sergeant	\$108,321.72	\$322.96
HARVEY	MARK	Detective	\$108,249.05	\$291.14
REYNOLDS	JASON	Plainclothes Police Constable	\$108,234.91	\$259.33
MCCREADY	WILLIAM	Detective Sergeant	\$108,193.45	\$327.56
BRITTON	FRANCES	Sergeant	\$108,181.97	\$297.66
LANE	ARTHUR	Plainclothes Police Constable	\$108,179.72	\$266.16
BRIDEN	RICHARD	Detective	\$108,128.08	\$285.89
IRWIN	STEPHEN	Staff Sergeant	\$108,110.77	\$327.56
HEILIMO	KARL	Staff Sergeant	\$108,109.10	\$322.62
STEHOUWER	PETER	Sergeant	\$108,102.50	\$297.66
RAPSON	BRIAN	Police Constable	\$108,073.88	\$266.16
SWEENIE	PAUL	Sergeant	\$108,055.71	\$284.42
HEWSON	BROOKE	Plainclothes Police Constable	\$107,965.14	\$267.78
GORDON	ROBERT	Detective	\$107,956.15	\$297.66
HARRIS	DAVID	Detective	\$107,941.88	\$291.14
FERREIRA	PAULO	Police Constable	\$107,938.34	\$251.12
LAWSON	JAMES	Sergeant	\$107,865.94	\$297.66
BROWNELL	DAVID	Detective Sergeant	\$107,863.23	\$327.56
DELPORT	MICHAEL	Plainclothes Police Constable	\$107,858.62	\$282.64
BIRD	KEITH	Project Leader	\$107,853.11	\$310.92
CAISSIE	PAUL	Sergeant	\$107,851.34	\$297.66
HAMPSON	SCOTT	Plainclothes Police Constable	\$107,842.19	\$257.16
MASON	ROBERT	Plainclothes Police Constable	\$107,821.85	\$282.64
GREIG	ROBERT	Detective	\$107,791.06	\$297.66
MCCUTCHEON	SEAN	Plainclothes Police Constable	\$107,772.96	\$267.78
RUTTNER	ALEXANDER	Police Constable	\$107,762.58	\$255.44
MACDONNELL	BRIAN	Detective	\$107,735.70	\$291.14
HOWELL	JEFFREY	Staff Sergeant	\$107,720.68	\$327.56
WHITWORTH	ERNEST	Staff Sergeant	\$107,714.03	\$320.80
HOPKINS	JEFFREY	Sergeant	\$107,654.81	\$267.60
ZAMBRI	CARMELO	Detective	\$107,643.16	\$291.14
DURY	BENJAMIN	Plainclothes Police Constable	\$107,623.52	\$267.78
IRISH	DAVID	Detective	\$107,580.11	\$297.66

APPENDIX B

RECORD OF EMPLOYEES' 2008 SALARIES AND BENEFITS				
Descending order by salary paid				
KING	STUART	Plainclothes Police Constable	\$107,579.59	\$274.50
LIU	SHUXIN	Senior Programmer	\$107,571.09	\$264.62
ADELSON	SANDY	Senior Advisor, Policy and Communications	\$107,562.06	\$332.24
RYZEK	WENDY	Labour Relations Analyst	\$107,527.74	\$411.38
WALLACE	ROBERT	Plainclothes Police Constable	\$107,441.14	\$259.68
SPURLING	PETER	Sergeant	\$107,432.41	\$297.66
CRONE	DONALD	Detective Sergeant	\$107,418.91	\$288.80
PIPE	STEPHEN	Staff Sergeant	\$107,403.15	\$327.56
CAMPBELL	JOHN	Senior Administrator, Human Resources	\$107,301.67	\$472.74
CERNOWSKI	ANDREW	Financial Planner	\$107,301.67	\$472.74
CUNNINGHAM	ROBERT	Senior Telecom Engineer	\$107,301.67	\$472.74
GRANT	CINDYLOU	Project and Policy Coordinator	\$107,301.67	\$472.74
MACARAEG	JUANITA	Senior Advisor, Quality Assurance	\$107,301.67	\$472.74
NGAN	EDWARD	Senior Advisor, Quality Assurance	\$107,301.67	\$472.74
PERTA	MARIE	Senior Advisor, Human Resources	\$107,301.67	\$472.74
ROSSI	KIMBERLY	Manager, Parking Support Services	\$107,301.67	\$472.74
THOMS	HEATHER	Manager, Computer Operations	\$107,301.67	\$472.74
KENNY	BRIAN	Staff Sergeant	\$107,296.44	\$327.56
SUTTON	SEAN	Plainclothes Police Constable	\$107,280.31	\$259.68
ONYSZKIEWICZ	ANDREW	Detective Sergeant	\$107,263.94	\$327.56
PUTNAM	KIMBERLEY	Senior Advisor, Quality Assurance	\$107,208.88	\$472.74
MACIEK	JOHN	Plainclothes Police Constable	\$107,204.43	\$274.50
HARRAS	JOHN	Detective	\$107,184.19	\$292.62
STEWART	TERRY	Detective	\$107,171.58	\$297.66
HATHERLY	RANDY	Staff Sergeant	\$107,143.59	\$327.56
KAY	BRIAN	Sergeant	\$107,141.31	\$274.50
AIKMAN	SCOTT	Police Constable	\$107,089.18	\$252.94
SADLER	STEPHEN	Sergeant	\$107,085.79	\$291.14
JAROSZ	RUSSELL	Detective Sergeant	\$107,080.39	\$327.56
LOUCKS	WILSON	Plainclothes Police Constable	\$107,072.22	\$282.64
PRISOR	ROLF	Staff Sergeant	\$107,029.66	\$327.56
SMITH	RAYMOND	Project Leader	\$107,021.92	\$310.92
REEVES	LAWRENCE	Staff Sergeant	\$107,018.34	\$327.56
GREKOS	MICHAEL	Detective	\$106,984.51	\$289.58
ALDERDICE	JEFFERY	Sergeant	\$106,955.62	\$284.42
COLTON	GUY	Sergeant	\$106,939.63	\$297.66
HOMINUK	CHRISTOPHER	Plainclothes Police Constable	\$106,932.24	\$267.78
ANGLE	BRIAN	Detective	\$106,897.57	\$297.66
QUEEN	GRAHAM	Staff Sergeant	\$106,890.52	\$320.80
POLIAK	MARK	Plainclothes Police Constable	\$106,772.73	\$263.37
BILAK	STEPHEN	Sergeant	\$106,733.90	\$297.66
LYON	ROBERT	Plainclothes Police Constable	\$106,718.45	\$274.50

APPENDIX B

RECORD OF EMPLOYEES' 2008 SALARIES AND BENEFITS				
Descending order by salary paid				
HOLMES	JOHN	Detective	\$106,706.95	\$297.66
BURNS	ROBERT	Staff Sergeant	\$106,695.15	\$327.56
WOOKEY	CHARLES	Detective	\$106,677.58	\$286.98
CRADDOCK	STEPHEN	Sergeant	\$106,663.65	\$291.14
BOND	MARLIN	Detective	\$106,647.41	\$291.14
DEWLING	NORMAN	Staff Sergeant	\$106,639.37	\$327.56
OLSEN	FRANK	Detective	\$106,599.74	\$291.14
THOMSON	ALLAN	Detective	\$106,587.54	\$291.14
MILLS	STEVEN	Police Constable	\$106,566.99	\$266.16
MARTIN	PETER	Senior Analyst	\$106,550.31	\$287.76
DARBYSHIRE	JAMES	Staff Sergeant	\$106,542.45	\$327.56
MARTIN	JOSEPH	Sergeant	\$106,405.46	\$291.14
KIS	ANDREW	Detective	\$106,395.94	\$297.66
HUGHES	GUY	Police Constable	\$106,376.45	\$257.94
SILLIKER	GARRY	Staff Sergeant	\$106,360.98	\$327.56
DAL GRANDE	MAURO	Police Constable	\$106,309.79	\$257.94
THERIAULT	DONALD	Sergeant	\$106,292.81	\$291.14
MAISONNEUVE	DANIEL	Sergeant	\$106,282.21	\$291.14
WOODLEY	DAVID	Staff Sergeant	\$106,259.26	\$327.56
BALINT	MICHAEL	Detective	\$106,213.27	\$282.50
RUBBINI	DAVID	Police Constable	\$106,199.05	\$266.16
KEMP	WILLIAM	Staff Sergeant	\$106,157.27	\$327.56
COLMENERO	VICTOR	Detective	\$106,128.67	\$297.66
MURRELL	KEVIN	Staff Sergeant	\$106,109.76	\$327.56
VILLEMAIRE	DOUGLAS	Police Constable	\$106,080.56	\$266.16
REDICK	REGINALD	Staff Sergeant	\$106,066.83	\$327.56
LEE	KENNY	Plainclothes Police Constable	\$106,047.97	\$267.78
ALDRIDGE	ADAM	Plainclothes Police Constable	\$106,025.22	\$282.64
RADIX	BRENDA	Manager, Property and Evidence Management	\$106,022.39	\$467.47
STE-CROIX	BRADLEY	Plainclothes Police Constable	\$105,945.70	\$274.50
CASHMAN	GERALD	Staff Sergeant	\$105,941.46	\$327.56
VERDOOLD	LANCE	Police Constable	\$105,897.99	\$256.44
IHASZ	JOHN	Detective	\$105,897.97	\$297.66
OBERFRANK	TIMOTHY	Detective	\$105,831.01	\$291.14
BOND	MICHELE	Plainclothes Police Constable	\$105,822.35	\$264.37
REYNOLDS	STEPHEN	Staff Sergeant	\$105,802.96	\$327.56
BRYL	BOGUMIL	Police Constable	\$105,791.79	\$266.16
DANIELS	MARK	Detective	\$105,783.55	\$291.14
SWACKHAMER	BRENT	Sergeant	\$105,755.94	\$291.14
RECTOR	JASON	Plainclothes Police Constable	\$105,755.48	\$245.19
WHITE	KEVIN	Sergeant	\$105,754.45	\$297.66
CLARK	ROY	Police Constable	\$105,710.01	\$266.16

APPENDIX B

RECORD OF EMPLOYEES' 2008 SALARIES AND BENEFITS				
Descending order by salary paid				
MAY	CHRISTOPHER	Sergeant	\$105,689.63	\$297.66
WHITE	JOHN	Detective Sergeant	\$105,684.89	\$327.56
DUNCAN	PETER	Sergeant	\$105,672.89	\$291.14
BLAKELEY	JANICE	Sergeant	\$105,658.25	\$294.78
SHAW	MICHAEL	Police Constable	\$105,648.69	\$266.16
MCLANE	JAMES	Detective Sergeant	\$105,648.30	\$327.56
MOUNTFORD	GERALD	Staff Sergeant	\$105,644.08	\$327.56
LITTLE	MICHELLE	Plainclothes Police Constable	\$105,620.67	\$267.78
NEALON	DANIEL	Detective Sergeant	\$105,594.05	\$327.56
DALEY	KEVIN	Police Constable	\$105,561.72	\$257.94
DURHAM	CAMERON	Staff Sergeant	\$105,555.31	\$327.56
CALLAGHAN	PETER	Detective Sergeant	\$105,554.46	\$320.80
PYKE	DONALD	Detective	\$105,545.68	\$297.66
CAMPBELL	MICHELLE	Plainclothes Police Constable	\$105,511.39	\$260.00
CHUDOBA	MYRON	Detective	\$105,505.02	\$291.14
RYAN	RICHARD	Detective	\$105,503.32	\$291.14
SHIRLOW	ROBERT	Detective Sergeant	\$105,500.78	\$327.56
NEAL	PETER	Detective	\$105,483.41	\$297.66
MANCUSO	FRANCESCO	Plainclothes Police Constable	\$105,481.62	\$266.85
RICCIARDI	MARCO	Police Constable	\$105,470.41	\$245.54
REED	PHILIP	Staff Sergeant	\$105,461.16	\$327.56
SELDON	WILLIAM	Detective Sergeant	\$105,429.23	\$327.56
WEHBY	PETER	Plainclothes Police Constable	\$105,424.25	\$262.20
VANDERHART	GREGORY	Police Constable	\$105,421.40	\$266.16
COWLEY	LAWRENCE	Detective Sergeant	\$105,363.36	\$327.56
QUAN	DOUGLAS	Staff Sergeant	\$105,340.59	\$327.56
FARRELL	GEORGE	Detective Sergeant	\$105,323.08	\$326.78
SOVA	DANIEL	Detective	\$105,321.50	\$291.14
WOLLENZIEN	BERNHARD	Plainclothes Police Constable	\$105,277.08	\$282.64
BABIAR	JOHN	Detective Sergeant	\$105,261.18	\$316.28
CRONE	TIMOTHY	Staff Sergeant	\$105,250.11	\$320.80
SAVILLE	JASON	Police Constable	\$105,229.36	\$243.30
YOUNG	BLAIN	Sergeant	\$105,224.64	\$291.14
LISKA	IRENE	Detective	\$105,219.22	\$291.14
FERRIS	LISA	Sergeant	\$105,200.77	\$286.02
MCDONALD	JOHN	Detective	\$105,150.97	\$297.66
HEATHER	THOMAS	Police Constable	\$105,144.97	\$266.16
HUTCHINGS	DONALD	Sergeant	\$105,128.79	\$297.66
THOMPSON	MARLAND	Plainclothes Police Constable	\$105,105.69	\$254.64
LUM	SOON	Police Constable	\$105,091.84	\$257.94
RAMJI	ALY	Detective	\$105,085.82	\$291.14
RIVIERE	ANTHONY	Staff Sergeant	\$105,083.02	\$320.80
MACGREGOR	JASON	Sergeant	\$105,062.92	\$275.46
MORRIS	ROBERT	Staff Sergeant	\$105,060.38	\$327.56

APPENDIX B

RECORD OF EMPLOYEES' 2008 SALARIES AND BENEFITS				
Descending order by salary paid				
OGG	SHEILA	Sergeant	\$105,053.80	\$291.14
HORTON	BRIAN	Police Constable	\$105,038.79	\$257.94
DUTHIE	ROBERT	Sergeant	\$105,030.27	\$297.66
GORDON	EVAN	Police Constable	\$105,019.95	\$266.16
BENNETT	BRIAN	Police Constable	\$105,017.35	\$260.31
TILLEY	MARK	Staff Sergeant	\$105,010.94	\$327.56
STOJIC	NENAD	Police Constable	\$105,006.12	\$247.71
MURRAY	DAVID	Sergeant	\$104,999.47	\$291.14
JOHNSTON	JEFFREY	Plainclothes Police Constable	\$104,994.03	\$274.50
CARGILL	PAUL	Detective	\$104,985.30	\$291.14
EDGAR	LESLIE	Plainclothes Police Constable	\$104,940.21	\$266.85
MCLANE	JAMES	Detective	\$104,929.36	\$291.14
DE SOUSA	JOHN	Plainclothes Police Constable	\$104,917.31	\$259.68
CASBOURN	GREGORY	Police Constable	\$104,871.09	\$266.16
SCOTT	ALYN	Staff Sergeant	\$104,860.86	\$327.56
MACDONALD	LEO	Detective	\$104,848.18	\$291.14
KOLAR	ANDREW	Plainclothes Police Constable	\$104,841.50	\$282.64
BRONSEMA	TANYA	Plainclothes Police Constable	\$104,823.52	\$267.78
SPRIGGS	BRETT	Plainclothes Police Constable	\$104,813.25	\$267.78
STATES	ROBERT	Sergeant	\$104,809.18	\$297.66
VICKERS	DAVID	Detective Sergeant	\$104,790.41	\$327.56
SIMPKINS	DAVID	Staff Sergeant	\$104,786.31	\$327.56
GOEBELL	NAD	Police Constable	\$104,779.88	\$266.16
GRAFFMANN	GORDON	Detective Sergeant	\$104,750.69	\$327.56
KARPOW	PETER	Detective	\$104,750.04	\$297.66
PARTRIDGE	FRANK	Staff Sergeant	\$104,716.02	\$327.56
DENTON	MARK	Police Constable	\$104,712.61	\$266.16
PARK	CHRIS	Plainclothes Police Constable	\$104,705.71	\$259.68
FORTIN	LOUIS-MARIE	Detective Sergeant	\$104,695.62	\$327.56
CAREFOOT	TODD	Plainclothes Police Constable	\$104,675.68	\$274.50
TAPLEY	RONALD	Staff Sergeant	\$104,668.29	\$327.56
TAVARES	JEFFERY	Plainclothes Police Constable	\$104,649.66	\$266.85
DUFFY	MARJORIE	Detective	\$104,631.96	\$287.76
PHILLIPS	ROBERT	Plainclothes Police Constable	\$104,623.41	\$282.64
HORNER	GAVIN	Sergeant	\$104,591.19	\$291.14
INNIS-VAUTOUR	LAILA	Detective Sergeant	\$104,586.04	\$327.56
ROBERTS	DAVID	Detective	\$104,572.54	\$291.14
GLENDINNING	GREGORY	Detective	\$104,564.87	\$297.66
HESSE	GEOFFREY	Sergeant	\$104,563.64	\$297.66
ERNST	TIMOTHY	Police Constable	\$104,560.19	\$266.16
DOVE	BRADLEY	Staff Sergeant	\$104,544.10	\$327.56
CANTELON	GREGORY	Staff Sergeant	\$104,542.86	\$327.56
PROCTOR	RICHARD	Detective	\$104,504.71	\$288.54

APPENDIX B

RECORD OF EMPLOYEES' 2008 SALARIES AND BENEFITS				
Descending order by salary paid				
MOREIRA	JOHN	Detective	\$104,493.70	\$291.14
STRATFORD	IAN	Staff Sergeant	\$104,491.47	\$320.80
HICKS	STEPHEN	Sergeant	\$104,473.29	\$297.66
BROWN	JOHN	Detective Sergeant	\$104,460.53	\$327.56
ALPHONSO	WADE	Staff Sergeant	\$104,449.80	\$324.11
SCUDDS	PAUL	Staff Sergeant	\$104,439.33	\$327.56
TULIPANO	ROSARIO	Staff Sergeant	\$104,429.74	\$327.56
DELI	RONALD	Police Constable	\$104,421.72	\$266.16
LEE	NOEL	Staff Sergeant	\$104,409.32	\$327.56
ROHDE	DANNY	Police Constable	\$104,407.91	\$251.12
HEMINGWAY	RICHARD	Detective Sergeant	\$104,375.56	\$327.56
FEBBO	OLIVER	Detective	\$104,359.46	\$291.14
SHEAVES	WILLIAM	Staff Sergeant	\$104,355.16	\$327.56
ZELNY	JOHN	Detective	\$104,340.24	\$291.14
CAPUTO	JOSEPH	Detective	\$104,331.49	\$297.66
MCFADYEN	DANIEL	Plainclothes Police Constable	\$104,325.87	\$264.63
CHAMBERS	COURTNEY	Staff Sergeant	\$104,315.00	\$320.80
GREAVETTE	JAMES	Police Constable	\$104,271.71	\$257.94
SABADICS	DANIEL	Staff Sergeant	\$104,259.55	\$320.80
STOLF	ROBERT	Plainclothes Police Constable	\$104,248.18	\$267.78
MACDONALD	GREGORY	Staff Sergeant	\$104,241.76	\$327.56
EVEREST	JOHN	Sergeant	\$104,220.29	\$291.14
TRACEY	CHRISTOPHER	Plainclothes Police Constable	\$104,218.52	\$266.85
MORSE	STEPHEN	Detective Sergeant	\$104,178.95	\$327.56
WARK	TERRY	Detective Sergeant	\$104,163.03	\$327.56
STONE	PAUL	Police Constable	\$104,124.33	\$239.34
SHEARER	DOUGLAS	Plainclothes Police Constable	\$104,115.95	\$248.97
SCHOCH	RICHARD	Police Constable	\$104,110.32	\$263.72
HAUNTS	ALAN	Detective Sergeant	\$104,104.68	\$327.56
SEXSMITH	DONALD	Plainclothes Police Constable	\$104,085.36	\$282.64
SPANTON	JOHN	Staff Sergeant	\$104,077.98	\$301.54
KOFLER	RUDOLPH	Sergeant	\$104,045.97	\$297.66
RALPH	TIMOTHY	Sergeant	\$104,040.97	\$297.66
MATIC	MICHAEL	Staff Sergeant	\$104,026.64	\$327.56
FRANCIS	GLENN	Staff Sergeant	\$104,020.92	\$327.56
BAJ	STANISLAW	Sergeant	\$104,010.21	\$297.66
HEARD	CHRISTOPHER	Sergeant	\$103,986.87	\$291.14
RICHARDS	WILLIAM	Sergeant	\$103,984.24	\$297.66
SMITH	RANDOLPH	Staff Sergeant	\$103,977.48	\$327.56
MACPHERSON	DONALD	Police Constable	\$103,961.08	\$243.30
COSENTINO	SALVATORE	Detective Sergeant	\$103,960.62	\$320.80
COLE	JASON	Detective	\$103,951.99	\$291.14
ROSSANO	JOHN	Detective	\$103,949.35	\$291.14
CATALANO	GUGLIELMO	Police Constable	\$103,943.54	\$266.16

APPENDIX B

RECORD OF EMPLOYEES' 2008 SALARIES AND BENEFITS				
Descending order by salary paid				
MCCRAN	ROBERT	Detective	\$103,926.25	\$297.66
LISKA	JAN	Sergeant	\$103,892.20	\$297.66
GIBSON	ROGER	Sergeant	\$103,843.80	\$297.66
HURLEY	WILLIAM	Staff Sergeant	\$103,832.70	\$327.56
MURDOCH	RICHARD	Staff Sergeant	\$103,814.79	\$327.56
BOURQUE	DOUGLAS	Detective	\$103,811.05	\$297.66
BOIS	PAUL	Detective	\$103,804.84	\$280.90
RICHARDSON	MAXWELL	Sergeant	\$103,766.30	\$297.66
HICKS	LAWRENCE	Sergeant	\$103,741.88	\$297.66
OATLEY-WILLIS	MARK	Police Constable	\$103,736.30	\$266.16
BRONS	JAMES	Detective	\$103,715.35	\$291.14
GILLIS	DAVID	Staff Sergeant	\$103,712.96	\$316.28
LYNCH	THOMAS	Detective Sergeant	\$103,700.10	\$327.56
CAMPOLI	STEVEN	Plainclothes Police Constable	\$103,691.06	\$3,247.08
PAYNE	THEODORE	Detective	\$103,690.04	\$297.66
MUSCLOW	CLAUDE	Sergeant	\$103,687.79	\$291.14
LEONE	MICHIELE	Detective	\$103,654.07	\$285.42
WILLIAMS	GHERARDT	Detective	\$103,621.05	\$291.14
KISIELEWSKI	DARIUSZ	Police Constable	\$103,599.21	\$257.94
BULIGAN	DENNIS	Staff Sergeant	\$103,581.32	\$327.56
PERLSTEIN	DAN	Program Manager, Wireless Net	\$103,548.35	\$358.11
HEALY	MICHAEL	Detective	\$103,542.24	\$297.66
MAHONEY	JULIE	Plainclothes Police Constable	\$103,442.09	\$274.50
PINTO	JUIN	Police Constable	\$103,441.29	\$251.12
FRY	RONALD	Sergeant	\$103,406.73	\$297.66
DEARBORN	ROBERT	Police Constable.	\$103,383.40	\$257.94
AWAD	ASHRAF	Plainclothes Police Constable	\$103,363.98	\$266.85
SMYTH	CRAIG	Supervisor, Video Services Unit	\$103,337.88	\$328.90
LOWREY	ALAN	Staff Sergeant	\$103,324.05	\$322.10
GREER	MARIE	Detective Sergeant	\$103,306.76	\$327.56
QUALTROUGH	JAMES	Detective Sergeant	\$103,278.30	\$327.56
DEMKIW	MYRON	Detective Sergeant	\$103,276.81	\$320.80
COLE	DONALD	Staff Sergeant	\$103,273.50	\$327.56
GEE	WILLIAM	Police Constable	\$103,273.27	\$3,243.30
SISK	DARREN	Detective	\$103,265.29	\$291.14
DUBREUIL	JEAN	Sergeant	\$103,202.03	\$291.14
MIKALACHKI	LARRY	Plainclothes Police Constable	\$103,196.03	\$282.64
LAWRENCE	RODERICK	Sergeant	\$103,195.82	\$297.66
AMOS	SEAN	Plainclothes Police Constable	\$103,176.74	\$269.30
O'REILLY	EMMETT	Senior Technical Analyst	\$103,137.48	\$287.76
WHEELER	CHRISTOPHER	Police Constable	\$103,130.29	\$257.94
REBELLATO	LARRY	Detective	\$103,112.56	\$290.10
BUTULA	ELLERY	Detective Sergeant	\$103,106.19	\$327.56

APPENDIX B

RECORD OF EMPLOYEES' 2008 SALARIES AND BENEFITS				
Descending order by salary paid				
ECKHARDT	GARY	Project Leader	\$103,102.92	\$310.92
BAZMI	SALMAN	Sergeant	\$103,095.72	\$295.38
MACKRELL	JAMES	Staff Sergeant	\$103,083.32	\$327.56
TUTCHENER	GARY	Staff Sergeant	\$103,060.35	\$327.56
ROSS	KEITH	Plainclothes Police Constable	\$103,060.03	\$274.50
MAXWELL	GEORGE	Plainclothes Police Constable	\$103,056.34	\$258.33
TAIT	KEITH	Police Constable	\$103,056.12	\$266.16
JOHNSTON	CHARLES	Detective	\$103,037.38	\$290.10
WALKER	JAMES	Staff Sergeant	\$103,028.48	\$327.56
O'TOOLE	KIMBERLEY	Detective	\$103,018.46	\$284.42
ZEBESKI	DAVID	Sergeant	\$103,014.99	\$284.42
MCVEIGH	EDWARD	Sergeant	\$103,014.29	\$297.66
EVELYN	JOEL	Plainclothes Police Constable	\$103,000.77	\$252.75
DAVIDSON	JOHN	Sergeant	\$102,997.14	\$297.66
KEYS	GARY	Staff Sergeant	\$102,988.37	\$327.56
DHALIWAL	SURINDERJIT	Senior Technical Analyst	\$102,978.26	\$287.76
BIGGERSTAFF	JOHN	Detective	\$102,945.72	\$297.66
LONG	GARRY	Detective	\$102,944.64	\$297.66
MACINTYRE	BRIAN	Detective Sergeant	\$102,936.34	\$320.80
MCCLELLAND	ROBERT	Sergeant	\$102,910.27	\$297.66
PASINI	RUDY	Detective Sergeant	\$102,891.58	\$327.56
BRONSON	SCOTT	Detective Sergeant	\$102,888.21	\$327.56
ALPHONSO	MARK	Staff Sergeant	\$102,882.29	\$322.10
WHEALY	GORDON	Detective Sergeant	\$102,866.97	\$327.56
MCCONKEY	RONALD	Police Constable	\$102,854.31	\$266.16
NASNER	STEFAN	Plainclothes Police Constable	\$102,852.38	\$282.64
PITTS	REGINALD	Detective Sergeant	\$102,848.69	\$327.56
NIMMO	RICHARD	Plainclothes Police Constable	\$102,846.52	\$267.78
GIBILLINI	RICHARD	Sergeant	\$102,843.06	\$297.66
HILDRED	LESLEY	Sergeant	\$102,832.83	\$291.14
GOTTSCHALK	BRIAN	Staff Sergeant	\$102,832.60	\$327.56
REW	STEPHEN	Detective	\$102,814.87	\$297.66
CREWS	ALEXANDER	Police Constable	\$102,797.31	\$257.94
CAMPBELL	EDWARD	Detective	\$102,795.47	\$297.66
CAMPBELL	DOUGLAS	Sergeant	\$102,793.33	\$291.14
CHILDS	CYNTHIA	Detective Sergeant	\$102,779.63	\$320.80
MALCOLM	DAVID	Detective Sergeant	\$102,738.04	\$327.56
STORBECK	GERHARD	Sergeant	\$102,681.22	\$297.66
DORAZIO	DAVID	Plainclothes Police Constable	\$102,674.10	\$282.64
SHULGA	JOHN	Police Constable	\$102,657.39	\$266.16
MOONEY	RICHARD	Detective	\$102,636.84	\$297.66
WONG	CHUNG	Sergeant	\$102,628.81	\$284.42
BRANTON	SHANE	Detective Sergeant	\$102,612.70	\$295.94
KOTAS	ARTUR	Sergeant	\$102,612.70	\$277.39

APPENDIX B

RECORD OF EMPLOYEES' 2008 SALARIES AND BENEFITS				
Descending order by salary paid				
MIRANDA	EDUARDO	Plainclothes Police Constable	\$102,589.01	\$262.20
HAGGETT	LORI	Sergeant	\$102,578.63	\$291.14
JOSTIAK	JOSEPH	Staff Sergeant	\$102,576.62	\$327.56
CHANT	JAMES	Plainclothes Police Constable	\$102,562.81	\$267.78
BOUCHER	ROBERT	Sergeant	\$102,554.74	\$280.90
TEIXEIRA	ANDREW	Plainclothes Police Constable	\$102,548.15	\$267.78
DRURY	PAUL	Detective	\$102,542.89	\$297.66
MALE	DAVID	Sergeant	\$102,533.94	\$274.22
PRAVICA	DUSAN	Detective	\$102,514.30	\$284.42
MILIC	DANY	Police Constable	\$102,488.35	\$257.94
SOBOTKA	KARL	Detective	\$102,485.13	\$297.66
SHREVE	CLARENCE	Staff Sergeant	\$102,478.05	\$327.56
DOLAMORE	PETER	Staff Sergeant	\$102,456.76	\$327.56
SPROXTON	ROBERT	Detective Sergeant	\$102,437.47	\$327.56
LEE	JOHN	Plainclothes Police Constable	\$102,420.90	\$261.06
BISHOP	STEPHEN	Detective	\$102,412.59	\$292.62
ABBOTT	DEBORAH	Staff Sergeant	\$102,412.25	\$320.80
TAYLOR	BRYN	Plainclothes Police Constable	\$102,402.98	\$267.78
FAHEY	DENNIS	Detective	\$102,399.53	\$297.66
MIRZA	USMAN	Plainclothes Police Constable	\$102,389.25	\$251.82
SMITH	LAWRENCE	Detective	\$102,382.82	\$291.14
BEAVEN- DESJARDINS	JOANNA	Staff Sergeant	\$102,382.07	\$320.80
O'DRISCOLL	DENNIS	Plainclothes Police Constable	\$102,376.64	\$282.64
DALE	DONALD	Sergeant	\$102,365.23	\$297.66
GIEDROYC	KAROL	Staff Sergeant	\$102,360.65	\$320.80
SAMM	SAMUEL	Sergeant	\$102,358.66	\$284.42
GARLAND	MARINA	Plainclothes Police Constable	\$102,335.90	\$267.78
LAMOND	IAN	Staff Sergeant	\$102,334.68	\$319.56
GREWAL	DHARMENDRA	Plainclothes Police Constable	\$102,318.50	\$260.00
LOWE	DAVID	Staff Sergeant	\$102,314.02	\$327.56
ROSETO	EGIDIO	Detective Sergeant	\$102,275.80	\$327.56
TAYLOR	JASON	Plainclothes Police Constable	\$102,237.78	\$260.00
MOORCROFT	BRIAN	Staff Sergeant	\$102,226.22	\$327.56
ALTOMARE	ALDO	Staff Sergeant	\$102,189.83	\$327.56
WARD	VANESSA	Detective	\$102,148.49	\$291.14
SHANKARAN	JASON	Plainclothes Police Constable	\$102,138.92	\$267.78
MARTIN	PAUL	Staff Sergeant	\$102,122.90	\$327.56
RIDDELL	ALAN	Detective Sergeant	\$102,115.36	\$327.56
FROSCHE	JAY	Detective Sergeant	\$102,115.21	\$327.56
ECKLUND	DAVID	Detective	\$102,099.22	\$284.42
MULLIN	GEORGE	Staff Sergeant	\$102,097.40	\$327.56
STROBLE	REUBEN	Detective Sergeant	\$102,083.24	\$320.80
DORY	KELLY	Staff Sergeant	\$102,082.60	\$327.56

APPENDIX B

RECORD OF EMPLOYEES' 2008 SALARIES AND BENEFITS				
Descending order by salary paid				
SCHMIDT	JON	Staff Sergeant	\$102,070.85	\$327.56
BARKLEY	MARK	Staff Sergeant	\$102,069.71	\$322.62
ASHLEY	CARLTON	Staff Sergeant	\$102,049.34	\$327.56
MULHOLLAND	GARY	Staff Sergeant	\$102,034.91	\$327.56
STANLEY	WILLIAM	Detective Sergeant	\$101,994.42	\$327.56
BURGESS	BRIAN	Detective	\$101,991.92	\$291.14
TALBOT	DARRYL	Sergeant	\$101,983.94	\$291.14
BELLEC	FRANCOIS	Plainclothes Police Constable	\$101,966.81	\$259.68
HALL	WILLIAM	Plainclothes Police Constable	\$101,952.32	\$259.05
SONDERGAARD	NIELS	Detective Sergeant	\$101,952.05	\$324.11
FOUGERE	CORY	Plainclothes Police Constable	\$101,944.94	\$259.68
COTTRELL	JOHN	Staff Sergeant	\$101,941.46	\$327.56
HEWSON	KENT	Detective	\$101,941.14	\$297.66
BROOKES	RALPH	Staff Sergeant	\$101,931.70	\$327.56
MOYER	IAN	Detective Sergeant	\$101,895.11	\$327.56
ESCUDE RO WHU	TSUI-CHEE	Project Leader	\$101,885.06	\$310.92
SHAW	KATHLEEN	Detective	\$101,877.00	\$291.14
MORRISON	BRUCE	Staff Sergeant	\$101,864.08	\$327.56
SELVAGGIO	MICHAEL	Detective Sergeant	\$101,830.67	\$327.56
KELLY	JOHN	Staff Sergeant	\$101,826.89	\$327.56
DUNKLEY	LESLIE	Detective	\$101,806.37	\$291.14
MCCONNELL	BRADLEY	Police Constable	\$101,806.03	\$266.16
THERRIEN	ALLAN	Police Constable	\$101,805.42	\$266.16
MATTHEWS	JOHN	Staff Sergeant	\$101,789.69	\$327.56
WORRELL	PHILIP	Plainclothes Police Constable	\$101,778.97	\$265.30
COOK	CLARENCE	Staff Sergeant	\$101,776.19	\$327.56
COOK	EDWARD	Staff Sergeant	\$101,769.29	\$327.56
TUTCHENER	STEVEN	Staff Sergeant	\$101,767.49	\$327.56
COURVOISIER	GUY	Staff Sergeant	\$101,757.74	\$327.56
FRENCH	JOHN	Staff Sergeant	\$101,750.09	\$327.56
MCILWAIN	STEVEN	Detective	\$101,748.20	\$291.14
GRANBERG	DINO	Detective	\$101,740.93	\$291.14
CANNON	MICHAEL	Staff Sergeant	\$101,736.82	\$327.56
MCGOWN	JOHN	Staff Sergeant	\$101,732.54	\$327.56
JOHNSTON	FRANK	Staff Sergeant	\$101,725.57	\$327.56
AALLEN	RONALD	Staff Sergeant	\$101,724.44	\$327.56
CHILVERS	CHRISTOPHER	Detective	\$101,724.03	\$284.42
HUGHES	TRUDY	Detective	\$101,723.01	\$291.14
CLARKE	STEVEN	Staff Sergeant	\$101,722.78	\$327.56
COULTER	JOHN	Detective Sergeant	\$101,722.78	\$327.56
HALE	DONALD	Staff Sergeant	\$101,709.29	\$327.56
KRAWCZYK	PAUL	Detective	\$101,699.66	\$284.42

APPENDIX B

RECORD OF EMPLOYEES' 2008 SALARIES AND BENEFITS				
Descending order by salary paid				
ZUBEK	JOSEPH	Staff Sergeant	\$101,677.87	\$327.56
MCLEAN	JAMES	Sergeant	\$101,658.51	\$262.35
BOSWARD	WILLIAM	Staff Sergeant	\$101,655.74	\$327.56
RICHARDSON	SANDRA	Staff Sergeant	\$101,652.97	\$327.56
TRETTER	MADELAINE	Detective Sergeant	\$101,652.14	\$327.56
TRANTER	JAMES	Sergeant	\$101,648.02	\$297.66
MOLYNEAUX	STEVEN	Sergeant	\$101,628.76	\$297.66
MORI	DEBORAH	Detective	\$101,613.63	\$297.66
SMITH	ANTHONY	Detective Sergeant	\$101,609.24	\$327.56
GREENWOOD	JAMES	Detective Sergeant	\$101,595.67	\$327.56
ABDULLA	AL	Senior Technical Analyst	\$101,592.80	\$264.72
JOHNSTONE	QUINTIN	Detective Sergeant	\$101,592.45	\$327.56
BROWN	JAMES	Staff Sergeant	\$101,592.44	\$327.56
FYNES	ADRIAN	Detective Sergeant	\$101,592.44	\$327.56
MCKEOWN	RICHARD	Detective Sergeant	\$101,592.44	\$327.56
OKONOWSKI	ADAM	Staff Sergeant	\$101,592.44	\$327.56
BRIEN	JOHN	Detective Sergeant	\$101,592.29	\$327.56
BARRATT	GORDON	Staff Sergeant	\$101,591.24	\$327.56
BELGRADE	ALEXANDER	Staff Sergeant	\$101,591.24	\$327.56
CONTINI	PHILIP	Detective Sergeant	\$101,591.24	\$327.56
DZINGALA	EDWARD	Detective Sergeant	\$101,591.24	\$327.56
HORWOOD	STEPHEN	Detective	\$101,591.24	\$326.41
KNAAP	JOHN	Staff Sergeant	\$101,591.24	\$327.56
LAND	STEPHEN	Staff Sergeant	\$101,591.24	\$327.56
LOUGHLIN	EDWARD	Detective Sergeant	\$101,591.24	\$327.56
MCDERMOTT	WILBERT	Detective Sergeant	\$101,591.24	\$327.56
MCLEOD	GLENN	Detective Sergeant	\$101,591.24	\$327.56
PEACOCKE	DOUGLAS	Detective Sergeant	\$101,591.24	\$327.56
STASIAK	LESZEK	Detective Sergeant	\$101,591.24	\$327.56
AUSTIN	WILLIAM	Plainclothes Police Constable	\$101,585.80	\$282.64
COTE	KEVIN	Plainclothes Police Constable	\$101,543.76	\$259.68
PEACOCK	JASON	Plainclothes Police Constable	\$101,491.22	\$267.78
DELLER	GARRY	Detective	\$101,470.14	\$297.66
HOGG	PAUL	Detective Sergeant	\$101,454.82	\$239.78
BOTT	BRYAN	Detective Sergeant	\$101,444.34	\$320.80
SCRIVEN	PATRICK	Sergeant	\$101,443.37	\$297.66
BARNES	MURRAY	Detective	\$101,428.65	\$284.42
GOSS	GEOFFREY	Police Constable	\$101,421.33	\$266.16
UHRICH	ALLAN	Sergeant	\$101,416.62	\$288.58
OZKAN	NEDIM	Senior Analyst	\$101,410.83	\$287.76
DONISON	KIM	Police Constable	\$101,407.92	\$266.16
SWART	ROGER	Plainclothes Police Constable	\$101,373.21	\$267.78
MACDONALD	IAN	Sergeant	\$101,357.73	\$284.42
AZARRAGA	JOSE	Detective	\$101,355.20	\$289.32

APPENDIX B

RECORD OF EMPLOYEES' 2008 SALARIES AND BENEFITS				
Descending order by salary paid				
MANN	AMARJIT	Police Constable	\$101,350.07	\$251.12
CALLANAN	BRIAN	Plainclothes Police Constable	\$101,335.18	\$262.74
MARSMAN	HENRI	Detective	\$101,319.50	\$285.42
NAIR	SAJEEV	Police Constable	\$101,318.59	\$252.12
HARNISH	MICHAEL	Police Constable	\$101,311.12	\$243.30
FADI	STEVEN	Plainclothes Police Constable	\$101,299.49	\$273.46
BEVAN	WILLIAM	Detective	\$101,267.44	\$291.14
YOUNG	CRAIG	Staff Sergeant	\$101,234.07	\$320.80
DAVIES	ROBERT	Plainclothes Police Constable	\$101,222.02	\$259.68
CARTER	MARVA	Project Leader	\$101,199.25	\$310.92
KIRINDE	RANJAN	Police Constable	\$101,186.57	\$257.94
REMY	SMEDLEY	Detective	\$101,155.05	\$291.14
HAMILTON-GREENER	MICHAEL	Sergeant	\$101,153.57	\$297.66
YOUNG	WARREN	Detective	\$101,134.48	\$291.14
COULTER	ALLAN	Sergeant	\$101,121.94	\$297.66
MCCONACHIE	STEVEN	Police Constable	\$101,099.79	\$3,243.30
HUNG	JAMES	Sergeant	\$101,098.87	\$291.14
SUKUMARAN	RAJEEV	Sergeant	\$101,098.24	\$285.42
FISHER	SUSAN	Police Constable	\$101,096.47	\$257.94
WILSON	WARREN	Detective Sergeant	\$101,093.57	\$320.80
GIESCHE	CHAD	Plainclothes Police Constable	\$101,088.71	\$264.37
KERR	TERRY	Plainclothes Police Constable	\$101,082.78	\$282.64
DAVIS	KENNETH	Sergeant	\$101,082.06	\$297.66
DUGAN	ERIC	Sergeant	\$101,068.45	\$295.95
DAVEY	TIMOTHY	Detective Sergeant	\$101,067.77	\$320.80
ROSS	SCOTT	Plainclothes Police Constable	\$101,063.46	\$258.33
HIGGINS	CHRISTOPHER	Detective	\$101,023.79	\$291.14
HONG	ANDREW	Police Constable	\$100,988.93	\$250.19
ARMSTRONG	JAMES	Sergeant	\$100,946.81	\$297.66
GURMAN	MICHAEL	Detective	\$100,930.10	\$297.66
DOKURNO	RICHARD	Detective	\$100,929.36	\$291.14
BOVELL	DESMOND	Police Constable	\$100,922.01	\$252.44
ZAMPARO	DANIEL	Plainclothes Police Constable	\$100,918.67	\$259.68
STEPANENKO	ELENA	Police Constable	\$100,911.63	\$235.29
MCQUEEN	GARY	Detective	\$100,906.18	\$297.66
RICHMOND	MICHAEL	Detective	\$100,899.87	\$291.14
JAMES	DAVID	Detective	\$100,879.14	\$297.66
KINNEAR	KATHRYN	Sergeant	\$100,857.81	\$291.14
ALEXIOU	DEMITRIOS	Plainclothes Police Constable	\$100,854.56	\$274.50
WELCH	MARK	Sergeant	\$100,853.62	\$297.66
YARMOLUK	DAVID	Detective	\$100,849.40	\$290.10
KERR	KYLE	Sergeant	\$100,844.32	\$293.58
THIBODEAU	JOHN	Sergeant	\$100,827.87	\$291.14

APPENDIX B

RECORD OF EMPLOYEES' 2008 SALARIES AND BENEFITS				
Descending order by salary paid				
BRASCA	WALTER	Sergeant	\$100,818.59	\$297.66
WORTH	KANE	Sergeant	\$100,814.05	\$291.14
BELL	DARYL	Plainclothes Police Constable	\$100,798.11	\$267.78
GOODWIN	RALPH	Sergeant	\$100,797.46	\$291.14
CORNFORD	CHRISTOPHER	Plainclothes Police Constable	\$100,792.03	\$274.50
BEAUSOLEIL	MARC	Plainclothes Police Constable	\$100,791.49	\$274.50
SHAW	DAVID	Sergeant	\$100,785.50	\$286.98
DESILVA	JULIUS	Senior Analyst	\$100,784.79	\$287.76
MILLER	PAUL	Staff Sergeant	\$100,764.94	\$327.56
GONZALES	ANGELO	Plainclothes Police Constable	\$100,749.29	\$267.78
CLARKE	JOHN	Detective	\$100,728.34	\$291.14
MAZUREK	TIMOTHY	Police Constable	\$100,713.98	\$257.94
TURNBULL	RONALD	Senior Technical Analyst	\$100,703.76	\$287.76
HORTON	CHRISTOPHER	Police Constable	\$100,685.56	\$243.30
COULSON	WILLIAM	Sergeant	\$100,672.94	\$297.66
FRENCH	CHRISTOPHER	Plainclothes Police Constable	\$100,670.80	\$267.78
CHARLES	ANTHONY	Detective	\$100,665.99	\$297.66
JAMES	ALLISTAIR	Plainclothes Police Constable	\$100,653.51	\$254.33
BEADMAN	BRIAN	Detective	\$100,641.74	\$291.14
NEWMAN	BRUCE	Sergeant	\$100,632.92	\$297.66
RYTA	ANTONI	Plainclothes Police Constable	\$100,624.30	\$282.64
SMITH	STEVEN	Sergeant	\$100,623.80	\$291.14
CLARK	TRAVIS	Plainclothes Police Constable	\$100,620.87	\$267.78
KOZMIK	LORNA	Sergeant	\$100,586.02	\$324.11
PETRIE	RICHARD	Detective	\$100,583.56	\$289.06
SHAW	MARY	Staff Sergeant	\$100,575.11	\$311.46
SCHERTZER	JOYCE	Detective	\$100,544.07	\$291.14
LEE	KAREN	Plainclothes Police Constable	\$100,537.24	\$247.28
CORREA	DAVID	Plainclothes Police Constable	\$100,530.03	\$267.78
TRUBECKI	ROBERT	Sergeant	\$100,520.96	\$291.96
BROWN	DOUGLAS	Sergeant	\$100,511.21	\$297.66
MOREHOUSE	RITA	Sergeant	\$100,489.41	\$291.14
ESTWICK	EULIALIA	Detective	\$100,472.87	\$291.14
MI	YAOMING	Senior Technical Analyst	\$100,470.59	\$287.76
HALMAN	DARREN	Staff Sergeant	\$100,468.38	\$320.80
NICOLLE	CHAD	Police Constable	\$100,463.74	\$256.58
MCGRADE	PATRICK	Detective	\$100,458.69	\$297.66
PROCTOR	NORMAN	Detective	\$100,451.29	\$291.14
DUCHARME	DOUGLAS	Detective	\$100,428.47	\$297.66
ALEXANDER	CHARLES	Detective	\$100,414.75	\$291.14
FERKO	CHRISTOPHER	Police Constable	\$100,412.65	\$251.12
JUPP	BRUCE	Police Constable	\$100,400.58	\$266.16
WALSH	SUZANNE	Staff Sergeant	\$100,362.02	\$322.88
YEO	DARREN	Plainclothes Police Constable	\$100,341.97	\$251.59

APPENDIX B

RECORD OF EMPLOYEES' 2008 SALARIES AND BENEFITS				
Descending order by salary paid				
GIBSON	JAMES	Staff Sergeant	\$100,320.05	\$312.59
SMITH	KEITH	Staff Sergeant	\$100,316.82	\$320.80
ARMSTRONG	ROBERT	Plainclothes Police Constable	\$100,276.32	\$267.78
CLARK	RUSSELL	Sergeant	\$100,247.96	\$297.66
FITKIN	CHRISTOPHER	Plainclothes Police Constable	\$100,223.03	\$266.85
REPA	MARK	Plainclothes Police Constable	\$100,212.00	\$267.78
NICHOL	IAN	Detective	\$100,190.05	\$291.14
ALLINGTON	JEFFREY	Detective	\$100,188.55	\$284.42
ANDERSON	DONNA	Operations Supervisor	\$100,188.01	\$243.30
COGHLIN	JAMES	Staff Sergeant	\$100,183.45	\$320.80
SEARL	ROBERT	Detective Sergeant	\$100,152.73	\$327.56
KORAC	PAUL	Plainclothes Police Constable	\$100,127.17	\$267.78
BENTLEY	CHRISTOPHER	Plainclothes Police Constable	\$100,126.77	\$255.27
MCNEIL	RONALD	Sergeant	\$100,113.22	\$297.66
CROXON	COLIN	Police Constable	\$100,110.38	\$266.16
ARMSTRONG	ROBERT	Police Constable	\$100,085.96	\$255.53
MORRIS	HAROLD	Detective	\$100,054.27	\$291.14
REYNOLDS	FERGUS	Staff Sergeant	\$100,047.91	\$250.54
CHEUNG	CHING	Plainclothes Police Constable	\$100,045.46	\$251.12
JOSEPH	TREVOR	Police Constable	\$100,016.36	\$251.12
FISHER	BRADLEY	Detective	\$100,015.66	\$291.14
PATTERSON	ROBERT	Detective	\$100,010.65	\$291.14
BOYKO	JEREMY	Plainclothes Police Constable	\$100,010.48	\$264.37
BROSNAN	SEAN	Detective Sergeant	\$100,004.19	\$320.80
THORPE	GREGORY	Staff Sergeant	\$100,002.14	\$316.28

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 30, 2009**

#P63. ANNUAL REPORT: 2008 SUMMARY OF GRIEVANCES

The Board was in receipt of the following report February 18, 2009 from William Blair, Chief of Police:

Subject: 2008 SUMMARY OF GRIEVANCES

Recommendation:

It is recommended that the Board receive the following report.

Financial Implications:

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

The overall legal costs expended in 2008 pertaining to all grievance activity, for past as well as current matters amounted to \$738,626.44. The following is an itemization of costs by type of grievance:

Number and Type of Grievance	Costs Incurred in 2008
6 Transfers	\$120,604.56
10 Suspension	\$89,400.37
3 Policy Cases	\$29,815.43
5 Abuse of Sick/WSIB Benefits	\$140,944.04
1 Compressed Work Week Arbitration	\$48,389.06
1 Central Sick Bank Arbitration	\$8,218.01
1 2001 Promotion Arbitration Remedy	\$34,491.42
1 Management Rights	\$62,974.62
2 Accommodation	\$2,198.70
2 Legal Opinions Re: Legal Indemnification	\$1,344.00
2 Terminations	\$5,732.99
5 Harassments	\$21,045.32
4 Denial of Sick Benefits	\$40,893.82
3 Demotion/Reclassification	\$105,162.47
1 OPC Tuition Reimbursement	\$26,289.10
2 Job Posting/Job Evaluation	\$1,122.53
*TOTAL COSTS 2008	\$738,626.44

* These costs include fees for legal counsel, disbursements and arbitrator fees related to the arbitration hearings. The breakdown is as follows:

- Legal Counsel and Disbursement Fees - \$581,877.78
- Arbitrator Fees - \$156,748.66

These costs however, do not include billings for legal opinions (unrelated to grievances), general file fees (phone calls etc.) and arbitration costs associated with bargaining.

Background/Purpose:

At its confidential meeting on February 20, 2003, the Board requested that an annual summary report on grievances be provided for the public meeting in February of each year (Min. No. C30/03 refers). The Board further requested that the public report include the cost of the grievances, the total costs for the year and the number of grievances where the Board, Association or both were successful.

Discussion:

During the year 2008, there were sixty-two (62) new grievances filed. Of this number, thirteen (13) grievances were either withdrawn or resolved by the parties, and forty-nine (49) remain ongoing.

In addition to the above, seventeen (17) grievances that were outstanding from previous years were resolved in 2008. Two (2) grievances were resolved through arbitration decisions. One (1) decision was in favour of the Board and one (1) decision was in favour of the Association. Seven (7) grievances were withdrawn or abandoned by the Association and the remaining eight (8) grievances were resolved by the parties outside the arbitration process.

As well, there were three (3) interim awards through an arbitration decision, two (2) in favour of the Board and one (1) in favour of the Association. There was also one (1) supplementary arbitration award in favour of the Association.

Conclusion:

In summary, this report provides the Board with the total costs and the number of grievances for the year 2008.

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

The Board received the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 30, 2009**

**#P64. TORONTO POLICE SERVICES BOARD – OPERATING BUDGET
VARIANCE REPORT FOR THE YEAR ENDING DECEMBER 31, 2008**

The Board was in receipt of the following report February 17, 2009 from Alok Mukherjee, Chair:

Subject: OPERATING BUDGET VARIANCE REPORT FOR THE TORONTO POLICE SERVICES BOARD – YEAR ENDING DECEMBER 31, 2008

Recommendation:

- (1) the Board receive this report; and
- (2) the Board forward a copy of this report to the City’s Deputy City Manager and Chief Financial Officer for information.

Financial Implications:

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

Background/Purpose:

Toronto City Council, at its meeting of March 31, 2008, approved the Toronto Police Services Board Operating Budget at a net amount of \$2,233,900.

As a result of the December 18, 2008 Interest Board of Arbitration award concerning the renewal of the collective agreement for the TPA, and subsequent use of this award as a framework for increases to Excluded members, the Board operating budget was increased by a further \$24,600 to a total of \$2,258,500 (Min. No.P17/09 refers).

The purpose of this report is to provide information on the Board’s 2008 year-end variance.

Discussion:

The following chart summarizes the variance by category of expenditure.

Expenditure Category	2008 Budget (\$Ms)	Year-End Actual (\$Ms)	Fav/ (UnFav) (\$Ms)
Salaries & Benefits (incl. prem.pay)	\$825.9	\$858.1	(\$32.2)
Non-Salary Expenditures	\$1,432.6	\$1,570.0	(\$137.4)
Total	\$2,258.5	\$2,428.1	(\$169.6)

The final year-end unfavourable variance is \$169,600. Details are discussed below.

Salaries & Benefits (including Premium Pay)

Salaries were in excess of the budget due to a slight difference in actual versus budgeted salary rates.

Non-salary Budget

Non salary accounts were over spent by \$137,400. The majority of this unfavourable variance was due to greater than anticipated charge backs for City legal costs (\$170,400). These costs were only partially offset by small favourable variances within the remaining non-salary category.

Conclusion:

The year-end unfavourable variance was \$169,600. This variance was mainly attributable to greater than anticipated charge backs for City legal costs.

The Board received the foregoing and agreed to forward a copy to the City's Deputy City Manager and Chief Financial Officer for information.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 30, 2009**

**#P65. TORONTO POLICE SERVICE – OPERATING BUDGET VARIANCE
REPORT FOR THE YEAR ENDING DECEMBER 31, 2008**

The Board was in receipt of the following report February 18, 2009 from William Blair, Chief of Police

Subject: OPERATING BUDGET VARIANCE REPORT FOR THE TORONTO POLICE
SERVICE – YEAR ENDING DECEMBER 31, 2008

Recommendations:

It is recommended that:

- (1) the Board receive this report; and
- (2) the Board forward a copy of this report to the City's Deputy City Manager and Chief Financial Officer for information.

Financial Implications:

There are no financial implications relating to the recommendations contained within this report. Final expenditures and revenue in the various categories have been taken into account, as appropriate, in developing the Service's 2009 operating budget request.

Background/Purpose:

The Board, at its March 27, 2008 meeting, approved the Toronto Police Service's 2008 operating budget at a net amount of \$798.3 Million (M), including an unspecified reduction of \$2.8M recommended by the City's Executive Committee (Min. No. P47/08 refers). Subsequently, Toronto City Council, at its meeting of March 31, 2008, approved the Service's 2008 Operating Budget at the net amount approved by the Board.

The Service was subsequently notified by City Finance staff of a further \$0.4M allocation from the Insurance Reserve Fund to the Service's 2008 operating budget. As a result of the reallocation, the Service budget was restated upwards by \$0.4M to a total of \$798.7M. However, this change did not result in additional available funds to the Service, as there was a corresponding charge from the City.

The Service's 2008 net operating budget was increased by a further \$23.3M to \$822.0M, to reflect the December 18, 2008 Interest Board of Arbitration award respecting the Toronto Police Association's collective agreement, subsequent settlement with the Senior Officers' Organization, and corresponding increases to excluded members and command officers, as outlined in Min. No. P18/09.

The purpose of this report is to provide information on the Service's 2008 final year-end variance.

Discussion:

2008 Operating Budget Surplus:

The final 2008 year-end operating budget surplus is \$0.6M, which is \$0.4M less than previously reported. The following chart summarizes the variance by expenditure category and revenue.

Category	2008 Budget (\$Ms)	Year-End Actual Expend (\$Ms)	Fav /(Unfav) (\$Ms)
Salaries	\$589.1	\$587.3	\$1.8
Premium Pay	\$45.0	\$46.0	(\$1.0)
Benefits	\$144.3	\$144.5	(\$0.2)
Materials and Equipment	\$27.6	\$27.3	\$0.3
Services	\$82.5	\$81.3	\$1.2
Total Gross	\$888.5	\$886.4	\$2.1
Revenue	(\$66.5)	(\$65.0)	(\$1.5)
Total Net Operating Budget Variance	\$822.0	\$821.4	\$0.6

Impact of 2008 Arbitration Case Decisions:

In addition to the 2008 operating budget surplus of \$0.6M, the Service is also returning an additional \$12.8M to the City from liabilities that were established for two arbitration cases. The cases related to differing interpretations regarding retention pay entitlements, and the ability of the Board to offer, on a temporary basis, reimbursements of tuition fees to recruits for attendance at the Ontario Police College as a retention incentive. Positive decisions were rendered for both these cases in 2008, and as a result the liabilities are no longer required.

Explanation of Final Operating Budget Variance by Major Expenditure and Revenue Category:

Details of each major expenditure category and revenue are discussed in the sections that follow.

Salaries:

The 2008 year-end final status for this category is a \$1.8M surplus, which is \$0.7M less than previously reported.

Expenditure Category	2008 Budget (\$Ms)	Year-End Actual Expend (\$Ms)	Fav / (Unfav) (\$Ms)
Uniform Salaries	\$450.9	\$450.0	\$0.9
Civilian Salaries	<u>\$138.2</u>	<u>\$137.3</u>	<u>\$0.9</u>
Total Salaries	<u>\$589.1</u>	<u>\$587.3</u>	<u>\$1.8</u>

Uniform separations for 2008 were 307 compared to the budget of 275. Year-end separations were higher than previously projected; however, the timing of separations was later than assumed, and fewer savings were realized. The April and August recruit class sizes were adjusted to maintain an average deployed strength of 5,510, resulting in a net uniform salary savings of \$0.9M.

A \$0.9M surplus was realized for civilian salaries. This was attributable to savings in court officer salaries due to a delay in hiring to the approved staff complement, and higher-than-anticipated separations in other civilian positions.

Premium Pay:

Premium pay expenditures reflected an unfavourable variance of \$1.0M in 2008. This is \$1.0M more than previously reported.

Expenditure Category	2008 Budget (\$Ms)	Year-End Actual Expend (\$Ms)	Fav / (Unfav) (\$Ms)
Court	\$11.3	\$11.3	\$0.0
Overtime	\$6.3	\$6.1	\$0.2
Callback	\$5.8	\$7.8	(\$2.0)
Lieutime Cash Payment	<u>\$21.6</u>	<u>\$20.8</u>	<u>\$0.8</u>
Total Premium Pay*	<u>\$45.0</u>	<u>\$46.0</u>	<u>(\$1.0)</u>

* Approx. \$1.9M was attributed to grant-funded expenditures (revenue budget was increased by same amount)

Expenditures in the four premium pay accounts are managed overall, as variances occur on a regular basis between the four categories. Over expenditures in callbacks were somewhat offset by savings in the lieutime category, resulting in a net \$1.0M unfavourable variance.

Benefits:

The 2008 year-end final status for this category is an unfavourable variance of \$0.2M. The previous report reflected a \$0.5M surplus.

Expenditure Category	2008 Budget (\$Ms)	Year-End Actual Expend (\$Ms)	Fav /(Unfav) (\$Ms)
Medical / Dental	\$33.6	\$33.0	\$0.6
Payroll Deductions	\$85.6	\$85.3	\$0.3
Sick Pay / CSB / LTD	\$15.0	\$15.7	(\$0.7)
Other (e.g., WSIB, life ins.)	\$10.1	\$10.5	(\$0.4)
Total Benefits	<u>\$144.3</u>	<u>\$144.5</u>	<u>(\$0.2)</u>

Lower than budgeted medical/dental costs and payroll deductions were more than offset by higher than budgeted costs for the Service's Central Sick Bank (CSB) and Workplace Safety and Insurance Board (WSIB) requirements.

Specifically, the unfavourable variance of \$0.7M in the Sick Pay / Central Sick Bank (CSB) / Long-term Disability (LTD) category was due to an assessment (by the Provincial Auditor) of Provincial Sales Tax (PST) charges on the Service's Central Sick Bank. This assessment was retroactive to 2005. The Service has been advised by the Provincial Auditor that application can be made to recover this PST. The Service is in the process of making this application. However, it may take several months before resolution.

The unfavourable variance in WSIB costs are attributable to more claims, some of longer duration, compounded by increased fees for service.

Materials and Equipment:

The 2008 year-end final status for this category is a surplus of \$0.3M (the last variance report indicated a \$1.4M shortfall, although \$1.0M of that shortfall was attributed to an expenditure for in-car cameras, which was subsequently not incurred).

Expenditure Category	2008 Budget (\$Ms)	Year-End Actual Expend (\$Ms)	Fav /(Unfav) (\$Ms)
Vehicles (gas, parts)	\$12.2	\$12.3	(\$0.1)
Uniforms	\$3.6	\$3.4	\$0.2
Other Materials	\$5.8	\$5.6	\$0.2
Other Equipment *	\$6.0	\$6.0	\$0.0
Total Materials & Equipment	<u>\$27.6</u>	<u>\$27.3</u>	<u>\$0.3</u>

* Approx. \$1.2M was attributed to grant-funded expenditures (revenue budget was increased by same amount)

The gas price increases experienced in the early part of 2008 were somewhat offset by a decline in prices during the latter part of 2008, thereby reducing the unfavourable variance to \$0.1M. Favourable variances in uniforms and other materials resulted in a net surplus of \$0.3M in this category.

Services:

The 2008 year-end final status for this category is a \$1.2M surplus, which is \$0.4M more than previously reported.

Expenditure Category	2008 Budget (\$Ms)	Year-End Actual Expend (\$Ms)	Fav / (Unfav) (\$Ms)
Legal Indemnification	\$0.6	\$0.9	(\$0.3)
Uniform Cleaning Contract	\$2.2	\$1.9	\$0.3
Courses / Conferences	\$2.0	\$1.9	\$0.1
Clothing Reimbursement	\$1.6	\$1.5	\$0.1
Computer Lease / Maintenance	\$11.6	\$11.5	\$0.1
Phones / cell phones / 911	\$7.1	\$7.0	\$0.1
Reserve contribution	\$27.6	\$27.6	\$0.0
Caretaking / maintenance	\$15.2	\$14.6	\$0.6
Other Services*	\$14.6	\$14.4	\$0.2
Total Services	\$82.5	\$81.3	\$1.2

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

Higher than budgeted expenditures for legal indemnification were more than offset by savings in all other accounts in this category. Of particular note, the Service achieved a savings of \$0.4M in its cleaning and clothing reimbursement accounts. In addition, the Service was informed in January 2009 by City Facilities & Real Estate that the chargeback for caretaking, maintenance and utilities was significantly less than budgeted, resulting in a surplus of \$0.6M.

Revenue:

The final year-end status for this category is an unfavourable variance of \$1.5M, which is \$0.1M more than previously reported.

Revenue Category	2008 Budget (\$Ms)	Year-End Actual Expend (\$Ms)	Fav / (Unfav) (\$Ms)
Recoveries from City	(\$7.7)	(\$8.8)	\$1.1
CPP and Safer Comm'y grants	(\$16.3)	(\$16.8)	\$0.5
Other Gov't grants	(\$4.5)	(\$4.5)	\$0.0
Fees (e.g., pd duty, alarms, ref.)	(\$9.8)	(\$9.9)	\$0.1
Secondments	(\$2.3)	(\$2.7)	\$0.4
Draws from Reserves	(\$14.9)	(\$14.9)	\$0.0
Other Revenues (e.g., pris.return)	(\$11.0)	(\$7.4)	(\$3.6)
Total Revenues	(\$66.5)	(\$65.0)	(\$1.5)

The \$1.5M unfavourable variance is comprised of a \$2.8M unallocated budget reduction, offset by \$1.1M in recoveries from the City, largely attributed to recoveries for Provincial Offences Act courts, and \$0.2M in other variances.

Conclusion:

The Toronto Police Service achieved a favourable year-end operating budget variance of \$0.6M in 2008. This favourable variance includes in-year savings that covered the \$2.8M unspecified reduction approved by City Council. In addition to the \$0.6M operating budget surplus, the Service has also taken \$12.8M into revenue as a result of liabilities established for two arbitration cases that are no longer required, due to the fact positive decisions were received in both cases. The 2008 one-time revenue of \$12.8M plus the operating budget surplus of \$0.6M result in a total of \$13.4M being returned to the City in 2008.

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

The Board received the foregoing and agreed to forward a copy to the City's Deputy City Manager and Chief Financial Officer for information.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 30, 2009**

**#P66. TORONTO POLICE SERVICE: PARKING ENFORCEMENT UNIT -
OPERATING BUDGET VARIANCE REPORT FOR THE YEAR ENDING
DECEMBER 31, 2008**

The Board was in receipt of the following report February 18, 2009 from William Blair, Chief of Police:

Subject: OPERATING BUDGET VARIANCE REPORT FOR THE TORONTO POLICE
PARKING ENFORCEMENT UNIT – YEAR ENDING DECEMBER 31, 2008

Recommendations:

- (1) the Board receive this report; and
- (2) the Board forward a copy of this report to the City's Deputy City Manager and Chief Financial Officer for information.

Financial Implications:

There are no financial implications relating to the recommendations contained within this report. Expenditure savings identified in this report have been taken into account as appropriate, in developing the 2009 operating budget request.

Background/Purpose:

Toronto City Council, at its meeting of March 31, 2008, approved the Toronto Police Parking Enforcement Operating Budget at a net amount of \$33.91 Million (M).

As a result of the December 18, 2008 Interest Board of Arbitration award concerning the renewal of the collective agreement for the Toronto Police Association, and subsequent use of this award as a framework to settle the Senior Officers' collective agreement, the Parking Enforcement budget was increased by a further \$0.94M to a total of \$34.85M, as outlined in Min. No. P19/09.

The purpose of this report is to provide information on the Parking Enforcement's 2008 year-end variance.

Discussion:

The following chart summarizes the variance by category of expenditure.

Category	2008 Budget (\$Ms)	Year-End Actual Expend. (\$Ms)	Fav/(Unfav) (\$Ms)
Salaries	\$23.97	\$24.24	(\$0.27)
Premium Pay	\$1.45	\$1.57	(\$0.12)
Benefits	<u>\$5.46</u>	<u>\$5.27</u>	<u>\$0.19</u>
Total Salaries & Benefits	\$30.88	\$31.08	(\$0.20)
Materials	\$1.64	\$1.43	\$0.21
Equipment	\$0.09	\$0.08	\$0.01
Services	\$3.71	\$3.49	\$0.22
Revenue	(\$1.47)	(\$1.29)	(\$0.18)
Total Non-Salary	<u>\$3.97</u>	<u>\$3.71</u>	<u>\$0.26</u>
Total Net	<u>\$34.85</u>	<u>\$34.79</u>	<u>\$0.06</u>

The final year-end surplus is \$0.06M. Details are discussed below.

Salaries & Benefits (including Premium Pay):

A shortfall of \$0.2M was realized in these accounts. Salary spending was higher than budgeted due to accelerated hiring in late 2008. In order to ensure that Parking Enforcement would, on average, be at its full complement of Parking Enforcement Officers during 2009, the recruit class that was planned for January 2009 was accelerated to November 2008, resulting in a 2008 additional expenditure.

The favourable variance in Benefits was directly offset by an unfavourable variance in revenues, related to central sick pay expenses funded from reserves.

Expenditures in premium pay are mainly related to enforcement activities. The additional expenditures in this area can be attributed to overtime required to backfill for in-year staff vacancies.

Non-salary Expenditures:

A \$0.26M surplus was realized in the non-salary accounts. The increase in gas prices experienced in 2008 resulted in a minimal unfavourable variance. However, the increase in gas prices was more than offset by favourable variances in other accounts (e.g., lease of computer equipment and printed material). Any sustainable savings have been taken into account in the development of the 2009 budget request for Parking Enforcement.

Conclusion:

Parking Enforcement's final year-end surplus for 2008 is \$0.06M. The surplus in non-salary categories more than offset additional funding used for a two-month hiring acceleration in order to ensure that 2009 staffing levels would be, on average, at full complement.

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

The Board received the foregoing and agreed to forward a copy to the City's Deputy City Manager and Chief Financial Officer for information.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 30, 2009**

**#P67. TORONTO POLICE SERVICE – CAPITAL BUDGET VARIANCE
REPORT FOR THE YEAR ENDING DECEMBER 31, 2008**

The Board was in receipt of the following report February 10, 2009 from William Blair, Chief of Police:

Subject: YEAR-END REPORT 2008: CAPITAL BUDGET VARIANCE REPORT FOR
THE TORONTO POLICE SERVICE

Recommendations:

It is recommended that:

- (1) the Board receive this report; and
- (2) the Board forward a copy of this report to the City's Deputy City Manager and Chief Financial Officer for information.

Financial Implications:

Capital projects are managed within a total approved project amount that can span over several years. Any unspent budget allocation approved in a particular year can be carried forward for one year. The approved gross available funding for 2008 (including carryover from 2007) is \$101.1 million (M) comprised of \$49.8M (debt-funded) and \$51.3M (other-than-debt funded).

As of December 31, 2008, the Service incurred total gross expenditures of \$89.9M compared to \$101.1M in available funding, resulting in a spending rate of 89% for 2008. From a net debt-funded perspective, the Service incurred total expenditures of \$44.4M, compared to \$49.8M in available funding, resulting in a spending rate of 89.1%. The net under-expenditure for 2008 is \$5.4M, of which \$5.2M will be carried forward to 2009, and the remaining \$0.2M will be returned to the City (either as the amount remaining from completed projects, or the amount of unspent 2007 funds).

Background:

The Toronto Police Services Board at its meeting on October 18, 2007 approved the Toronto Police Service's (TPS) 2008-2012 Capital Program at a net amount of \$154.7M, which included a 2008 request of \$49.8M comprised of new debt, reserve funding and cashflow carryover (Min. No. P339/07 refers). Toronto City Council, at its meeting of December 11, 2007 approved the TPS 2008-2012 Board-approved Capital Budget which averages \$30.9M in annual debt funding over the five-year period.

Discussion:

Summary of Capital Projects:

This capital variance report provides the status of projects as at December 31, 2008.

Appendix 1 provides a status summary of the on-going projects from 2007 as well as those projects that started in 2008. Any significant issues or concerns have been highlighted below in the “Key Highlights/Issues” section of this report. Appendix 2 provides the 2008-2012 approved Capital Program, for reference (the 2008-2012 program has been adjusted where applicable for 2007 year-end carry-forwards).

Key Highlights/Issues:

As part of its project management process, the Service has adopted a colour code (i.e. green, yellow or red) to reflect the health status of capital projects. The overall health of each capital project is based on budget, schedule and scope considerations. The colour codes are defined as follows:

- Green – on target to meet project goals (scope/functionality), and on budget and schedule;
- Yellow – at risk of not meeting certain goals, some scope, budget and/or schedule issues, and corrective action required; and
- Red – high risk of not meeting goals, significant scope, budget and/or schedule issues, and corrective action required.

The following provides summary information on key projects within the Capital Program.

- New Training Facility (Gross \$75.8M, net \$66.0M)

Overall Project Health Status	
Current	Previous Variance Report
GREEN	GREEN

Construction of the new training facility has achieved substantial completion, and the Construction Manager is currently in the process of completing building deficiencies. The building security system is being installed and required furniture and equipment for the facility are in the process of being purchased. The audio/video, communication and data wiring diagrams are complete and have been tendered. The new training facility will be fully operational by the third quarter of 2009 and it is anticipated that the move into this facility will occur at that time.

A labour disruption during construction resulted in substantial completion being delayed by about two months to mid-January 2009. This delay also resulted in the project incurring some additional costs. However, despite the increased costs resulting from the labour disruption as well as harsh winter conditions and material delivery delays, the project is expected to be completed on budget.

The Department of National Defence (DND) portion of the facility is also substantially complete and the Service is in discussions with DND regarding their requirements to fit-up DND's portion of the facility.

After the design was finalized and signed off, DND requested changes to their portion of the facility. The Service notified DND that the cost of these changes would be in addition to the minimum recovery of \$9.8M and DND confirmed in writing that they were in agreement. The Service proceeded with the change requests on the basis that there would be no net cost to the project, or schedule impact to the Service's portion of the facility. DND has also requested that TPS manage, procure and coordinate the supply and installation of communication and data cabling as well as furnishings for their portion of the facility. Similar to the design change requests, this request is over and above the scope of the lease agreement. The Service will be managing and coordinating the above components for its portion of the facility and can accommodate DND's request on a total cost recovery basis (i.e. no cost to the Service). Given that these requests from DND are outside the lease agreement, authorization from DND is required to enable the City to release funds above the minimum \$9.8M as per the lease agreement. The Service, City and DND are working on the action required, including amending the existing lease agreement, that will enable the City to authorize the release of additional funding to the Service (above the minimum \$9.8M contribution), to accommodate the additional requests.

The Service is currently on target to obtain LEED (Leadership in Energy and Environmental Design) Silver certification, based on the number of credits that will be submitted to the Green Building Council for review. City Facilities and Real Estate have recently advised the Service that they are not able to meet the timeline to submit information for the green cleaning LEED point. As a result, the Service has abandoned this LEED point and replaced it with another item. However, in order to further the Service, Board and City's environmental objectives, we will continue to pursue with City staff the use of green cleaning at the new training facility.

It should also be noted that the Service applied to the Federation of Canadian Municipalities (FCM) for financing from the Green Municipal Fund (GMF) in relation to the new training facility. The FCM has advised that the application for financing has been approved in the form of a grant of \$300,000 and a low-interest loan of \$2,000,000. The actual grant amount is conditional upon the loan being disbursed, and verification that the project is complete, and a reduction in energy consumption of 40% or more, achieved. The City is currently evaluating the terms and conditions of the financing offer to determine whether the loan will be accepted, and will advise the Service accordingly.

- Intelligence / Special Investigation Facility (\$4.6M, adjusted to \$5.7M in 2009-2013)

Overall Project Health Status	
Current	Previous Variance Report
GREEN	GREEN

This project provides funding for upgrades and renovations to the existing Special Investigation Services (SIS)/ Intelligence facility. The renovations at the Intelligence facility are necessary to improve working conditions and maximize space utilization.

At the time of the last variance report, provided to the Board on November 20, 2008 (Min. No. P296/08 refers), the results of the tender process for the remaining work were still pending. Bids received from the Service's pre-qualified vendors came in higher than what had been anticipated during the design phase. The total funding shortfall, based on the lowest bid, was approximately \$1.1M.

In order to accommodate the funding shortfall, the Service recommended the deferral of two projects in the 2009-2013 Capital Program (the Automated Fuel System and the Explosive Containment Vessel) and the transfer of funds from those projects to the Intelligence project. The Board approved the recommendation at its meeting of January 22, 2009 (Min. No. P20/09 refers).

- 11 Division (\$25.5M, adjusted to \$26.9M in 2009-2013)

Overall Project Health Status	
Current	Previous Variance Report
GREEN	GREEN

This project is for the construction of a new 11 Division. A surplus school site owned by the Toronto District School Board (TDSB), and located at 2054 Davenport Road, was purchased by the City in October 2008, and the \$8.7M cost for the property was funded from the City's Land Acquisition Reserve Fund (LARF).

A project plan for the new 11 Division project was provided to the Board at its March 27, 2008 meeting (Min. No. P69/08 refers). The total cost estimate for this project has been updated in the 2009-2013 Capital Program to \$26.9M, to reflect changes in the construction cost index. This cost estimate will continue to be revised as the project progresses through the design, site plan, permit approval and procurement processes.

A Request for Proposal (RFP) was issued on October 16, 2008 to the four Board-approved prequalified architects to retain an architect for the design of the new 11 Division. The Board approved the award of the architectural and consulting services to Stantec Architecture Limited at its meeting on December 18, 2008 (Min. No. P338/08 refers). Eastern Construction was awarded the contract for construction management services at the February

2009 Board meeting. The design work for this facility will begin in early 2009 and construction is scheduled to start in the third quarter of 2009, with a planned move in by 2011.

As requested by City Council, an Advisory Working Group has been established to work with the architectural firm selected for the project and the Facility Design Team, to provide input/advice on heritage elements of the current facility that could be preserved and incorporated into the new building. The Service has incorporated the Advisory Working Group into the design process, and will make every effort to retain certain heritage attributes of the current building, provided this can be achieved within the approved budget and schedule for this project, and does not cause any adverse operational implications.

- TRMS Upgrade and Additional Functionality (\$3.7M)

Overall Project Health Status	
Current	Previous Variance Report
GREEN	YELLOW

The Service’s Time Resource Management System (TRMS) was upgraded on May 16-18, 2008, and the automated Court Kiosks were launched Service-wide on July 28, 2008. The TRMS upgrade project was successfully completed on November 28, 2008. The scope of the project included a technical upgrade, addressed production issues, reduced customization, achieved a sustainable support model and transferred knowledge to Service personnel. The successful completion of the TRMS upgrade updated the time and resource management system to the most current version.

A project close-out report for TRMS is scheduled to be reported to the Board in the first quarter of 2009.

- Police Community Automated Notification System (PCANS) (\$0.9M)

Overall Project Health Status	
Current	Previous Variance Report
GREEN	GREEN

This project provides funding for the acquisition and implementation of a fully automated community notification system, capable of reaching citizens through various platforms such as text messaging, and voice and personal digital assistants (PDAs).

The system hardware and software required for this project have been purchased and installed, and training by the vendor was completed in November 2008. Product development and testing is complete and the Service is working on user acceptance testing and continuing preparation for system implementation. Additional system functionality has been added to the product at no additional cost, enhancing system flexibility and usefulness beyond original expectations.

The system will be piloted in 32 Division and 53 Division, beginning in February 2009. The final cost of the project was \$85,000 under budget and no capital funding beyond 2008 is required to complete the Service-wide roll-out. Following project completion, the Board will be provided with a presentation on the system along with a project close-out report.

- In-Car Camera (\$9.5M)

Overall Project Health Status	
Current	Previous Variance Report
GREEN	GREEN

This project provides funding for the purchase and implementation of In-Car Camera (ICC) systems, including the necessary infrastructure (i.e., servers, data storage and upgraded network).

This project is proceeding well. The Board has approved Panasonic Canada Inc. as the vendor of record (VOR) for ICCs (Min. No. P8/08 refers), for up to 460 in-car camera systems (Min. No. P264/08 refers). The planning and design phases are proceeding as planned and the set up of the ICC systems in a test lab development environment has been completed. Initial training of staff involved in the installation has been completed, and ICCs have been installed in 13 Division vehicles and at Traffic Services.

The purchase of the required ICC units for 2009 is underway. Purchase of the fibre connection equipment and optical parts for 52 Division is in progress. Infrastructure set-up and training is planned for the first quarter of 2009, and it is anticipated that the implementation of ICC systems at 52 Division, 51 Division and 14 Division will be completed in 2009. The ICC capital project contains funding to augment the TPS network as the current network is inadequate for moving large number of video files on a timely basis. The divisional parking network (DPLN) has been upgraded in 13 Division and Traffic Services and the project team is currently working with inter-related digital video projects to implement a long term storage solution for the videos.

The total budget for this project has been increased by \$870,000 during 2008 as a result of transfers of \$600,000 from the Computer Assisted Scheduling of Courts (CASC) project (Min. No. P264/08 refers) and \$270,000 from the 23 Division project (Min. No. P296/08 refers). Based on the current project plan and available funding, at least 360 of the 460 in-car camera systems will be purchased through this capital project.

- Digital Video Asset Management System (DVAMS) II (\$5.7M)

Overall Project Health Status	
Current	Previous Variance Report
YELLOW	YELLOW

The vision of DVAMS I was to acquire video evidence in a digital format at source, and reduce the storage and use of physical video evidence media within the organization. DVAMS II extends network-based digital video data file technology to acquire, transport, index, search, disclose, archive and purge digital video evidence securely and efficiently.

Two of five phases of DVAMS II are completed (project initiation and project planning). The project is currently in phase 3 (solution development), with project tasks that include detailed system design, system integration and preliminary pilot activities. The initial functional requirement for the solution has been signed off and the final design sign off including customization is planned for the second quarter of 2009.

Industry technology has evolved since the RFP was issued for the solution development and the DVAMS production implementation, and there may be a requirement to replace hardware and software with enhanced solution modules. In addition, some technical issues have been identified that are in the process of being addressed and are not expected to have an impact on the overall project budget and schedule. Given these factors, the health status continues to be yellow until the timely delivery of the solution is to the Service’s satisfaction.

- Geocoding Engine (0.46M)

Overall Project Health Status	
Current	Previous Variance Report
GREEN	GREEN

Geocoding is the process of assigning geographic coordinates to records. This project facilitates mapping coordinates to crime data allowing for more efficient and effective analysis of crime and disorder in our communities.

All required system hardware and software have been purchased, user acceptance testing is complete and the Service is working on training and knowledge transfer, with product implementation to be completed by the first quarter of 2009.

The final cost of the project was \$34,000 under budget. A project close-out report for the Geocoding Engine project will be prepared and reported to the Board following project completion.

- Radio Replacement (\$35.5M)

Overall Project Health Status	
Current	Previous Variance Report
GREEN	GREEN

This project provides funding for the replacement of the Service's current communication radios which are approaching the end of manufacturer's support, and to ensure operability on the new platform being implemented through the City-managed Radio Infrastructure Replacement project. The replacement of the radios commenced in 2006 and will be completed in 2012. While the majority of this project is debt-funded, \$6M is being borrowed from the Service's Vehicle and Equipment Reserve (in order to reduce financial pressure on the capital program) to fund the purchase of radios in 2008 and 2009. This project is currently on schedule and on budget.

- Lifecycle Projects (\$29.1M)

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

The underspending of \$6.2M in 2008 is related to the replacement of workstations, printers and laptops (which has realized savings over several years), a one-month delay in the completion of the Mobile Workstation replacement cycle, and the timing of acquisition for other equipment. Savings arising from the workstation, printers and laptop lifecycle are currently under review, and it is anticipated that a portion of the carryforward for this project will be returned to the Reserve as available funds for 2009 and future projects. This could impact future annual contributions to the Reserve.

Conclusion:

The Service is projecting a total net expenditure of \$44.4M, compared to \$49.8M in available funding (a spending rate of 89.1% for 2008). The projected (net) under-expenditure for 2008 is \$5.4M of which \$5.2M will be carried forward to 2009. Most projects are on budget and on schedule, and proceeding well.

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

The Board received the foregoing and agreed to forward a copy to the City's Deputy City Manager and Chief Financial Officer for information.

2008 Capital Budget Variance Report As At December 31, 2008 (\$000s)

Project Name	Available to Spend in 2008	2008 Actual	Year-End Variance - (Over)/ Under	Carry-forward to 2009	Total Project Budget	Total Project Cost (Projected)	Project Variance - (Over) / Under	Comments	Overall Project Health
Facility Projects:									
23 Division*	70.8	3.3	67.4	-	17,395.0	17,327.6	67.4	Move was completed on May 7, 2007. This project will be closed.	Green
Traffic Services and Garage Facility	19.9	18.9	1.0	-	7,350.0	7,098.0	252.0	Move was completed on April 2, 2007. This project will be closed.	Green
New Training Facility	42,933.3	41,118.3	1,815.0	1,815.0	75,804.4	75,804.4	-	Please refer to the body of the report.	Green
Intelligence/Special Investigation	1,219.9	786.4	433.5	433.5	4,565.0	5,749.0	- 1,184.0	Please refer to the body of the report.	Green
11 Division	365.6	5.8	359.8	359.8	25,474.9	26,944.0	- 1,469.1	Please refer to the body of the report.	Green
Information Technology Projects:									
Geocoding Engine	457.0	423.2	33.8	-	457.0	423.2	33.8	Please refer to the body of the report.	Green
CASC System*	333.6	331.7	1.9	-	787.3	785.4	1.9	Project is complete, below budget.	Green
TRMS additional functionality*	1,295.0	1,270.0	25.0	25.0	3,748.0	3,622.2	125.8	Please refer to the body of the report.	Green
PCANS	927.0	841.6	85.4	-	927.0	841.6	85.4	Please refer to the body of the report.	Green
In Car Camera*	3,885.1	3,685.6	199.5	199.5	9,532.0	9,532.0	-	Please refer to the body of the report.	Green
Automated Vehicle Location System	615.2	203.7	411.5	411.5	1,590.0	1,590.0	-	Project is on budget but slightly behind schedule (will be completed by Q3,2009).	Green
Digital Video Asset Management II	2,015.0	837.5	1,177.5	1,177.5	5,665.0	5,665.0	-	Please refer to the body of the report.	Yellow
Replacements / Maintenance / Equipment Projects									
State-of-Good-Repair - Police	2,100.6	1,874.6	226.0	226.0	n/a	n/a	n/a	Project is on budget and on schedule.	Green
Facility Security	249.9	249.9	0.0	-	3,660.0	3,660.0	0.0	This project is complete and will be closed.	Green
Furniture Lifecycle Replacement	51.4	51.4	-	-	51.4	51.4	-	This project is complete and will be closed.	Green
Power Supply-Fire/EMS/TPS	618.0	576.1	41.9	41.9	618.0	618.0	-	City-managed project.	n/a
Lifecycle Projects									
Vehicle Replacement	5,467.0	5,467.0	0.0	-	n/a	n/a	n/a	Projects are on budget and on schedule.	Green
IT-Related Replacement	18,237.4	13,478.7	4,758.7	4,758.7	n/a	n/a	n/a	Please refer to the body of the report.	Green
Other Equipment Replacement	5,354.6	3,902.4	1,452.2	1,452.2	n/a	n/a	n/a	Please refer to the body of the report.	Green
Land Acquisition Reserve Fund									
Land Acquisition Reserve Fund	14,856.8	14,856.8	-	-	n/a	n/a	n/a		
Total Gross Expenditures:	101,073.0	89,982.8	11,090.2	10,900.6	89.0%	actual / available funds			
Less Reserve funding:	- 29,059.0	- 22,848.1	- 6,210.9	- 6,210.9					
Less LARF funding:	- 14,856.8	- 14,856.8	-	-					
Less DND funding:	- 7,374.0	- 7,910.3	536.3	536.3					
Total Net Expenditures:	49,783.2	44,367.6	5,415.6	5,226.0	89.1%	actual / available funds			

* Reflects approved budget transfers

REVISED 2008-2012 CAPITAL BUDGET REQUEST (\$000s)

Appendix 2

Proj. #	Project Name	Plan	2007	2008-2012 Request						2008-2012	2013-2017	Total
		to end of 2007	Carry forward*	2008	2008 Total Request	2009	2010	2011	2012	Proj. Total	Proj. Total	Project Cost
Facility Projects												
1	New training Facility (Replacement of C.O. Bick College)	32,069.0	4,270.2	38,663.0	42,933.2	5,072.4	0.0	0.0	0.0	43,735.4	0.0	75,804.4
2	11 Division - Central Lockup	0.0		365.6	365.6	7,398.0	11,957.0	5,754.3	0.0	25,474.9	0.0	25,474.9
3	14 Division - Central Lockup	0.0	0.0	0.0	0.0	591.0	10,561.0	14,257.3	5,388.6	30,797.8	0.0	30,797.8
4	Intelligence / Special Investigations Facility	1,000.0	454.9	765.0	1,219.9	2,800.0	0.0	0.0	0.0	3,565.0	0.0	4,565.0
5	Property & Evidence Management Storage	258.0	8.0	0.0	8.0	0.0	0.0	0.0	1,155.0	1,155.0	21,541.0	22,954.0
6	Long Term Facility Plan	0.0		0.0	0.0	0.0	0.0	0.0	0.0	0.0	77,121.9	77,121.9
7	54 Division (includes land)	0.0		0.0	0.0	0.0	0.0	0.0	5,500.0	5,500.0	31,000.7	36,500.7
8	41 Division (includes land)	0.0		0.0	0.0	0.0	0.0	0.0	0.0	0.0	40,334.3	40,334.3
	Other projects originally anticipated to be complete in 2007*				467.7							
Information Technology Projects												
9	Geocoding	457.0	457.0	0.0	457.0	0.0	0.0	0.0	0.0	0.0	0.0	457.0
10	PCANS	927.0	927.0	0.0	927.0	0.0	0.0	0.0	0.0	0.0	0.0	927.0
11	Automated Vehicle Location System Expansion	1,185.0	210.2	405.0	615.2	0.0	0.0	0.0	0.0	405.0	0.0	1,590.0
12	HRMS upgrade and additional functionality	750.0	0	0.0	0.0	0.0	0.0	0.0	265.0	265.0	0.0	1,015.0
13	TRMS upgrade and additional functionality	2,453.0		1,295.0	1,295.0	0.0	0.0	0.0	0.0	1,295.0	0.0	3,748.0
14	In - Car Camera	1,662.0	715.1	3,170.0	3,885.1	2,300.0	2,400.0	0.0	0.0	7,870.0	0.0	9,532.0
15	Digital Video Asset Management II	2,350.0		2,015.0	2,015.0	1,300.0	0.0	0.0	0.0	3,315.0	0.0	5,665.0
16	Data Warehouse Establishment	0.0		0.0	0.0	0.0	0.0	0.0	1,500.0	1,500.0	5,014.0	6,514.0
17	Electronic Document Management	0.0		0.0	0.0	0.0	0.0	0.0	500.0	500.0	0.0	500.0
18	Record Management System Replacement	0.0		0.0	0.0	0.0	0.0	0.0	4,000.0	4,000.0	4,000.0	8,000.0
19	Disaster Recovery Site	0.0		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Replacements / Maintenance / Equipment												
20	State-of-Good-Repair - Police	12,430.0	302.5	1,800.0	2,100.6	1,800.0	2,000.0	2,500.0	2,553.0	10,653.0	13,047.0	36,130.0
21	Facility Security	3,145.0	-277.8	527.7	249.9	0.0	0.0	0.0	0.0	527.7	0.0	3,672.7
22	Fuel Management System	0.0		0.0	0.0	0.0	0.0	0.0	600.0	600.0	0.0	600.0
23	Power Supply - Fire/EMS/TPS	0.0		618.0	618.0	0.0	0.0	0.0	0.0	618.0	0.0	618.0
24	Radio Replacement	10,684.9		0.0	0.0	0.0	7,440.8	11,400.0	0.0	18,840.8	0.0	29,525.7
	Total Capital Budget Request	69,370.9	7,067.1	49,624.3	57,157.1	21,261.4	34,358.8	33,911.6	21,461.6	160,617.6	192,058.9	422,047.5
Other than debt expenditure (Draw from Reserve)												
25	Vehicle and Equipment Replacement	20,197.0		5,033.0	5,467.0	5,033.0	5,033.0	5,033.0	5,033.0	25,165.0	25,165.0	70,527.0
26	Workstation, Laptop, Printer - Lifecycle plan	11,399.0	2,550.2	3,774.0	6,324.2	4,785.0	4,816.0	3,774.0	3,774.0	20,923.0	20,922.2	53,244.2
27	Servers - Lifecycle Plan	4,506.0	-1,476.2	2,810.0	1,354.6	2,910.0	3,010.0	3,120.0	3,230.0	15,080.0	17,180.0	36,766.0
28	IT business resumption- Lifecycle Plan	6,923.0	260.0	0.0	988.6	0.0	1,590.0	1,640.0	1,700.0	4,930.0	9,050.0	20,903.0
29	Mobile Workstations	0.0		7,970.0	7,970.0	0.0	0.0	0.0	7,970.0	15,940.0	7,970.0	23,910.0
30	Network Equipment	0.0		1,600.0	1,600.0	970.0	480.0	500.0	520.0	4,070.0	4,610.0	8,680.0
31	Locker Replacement	550.0	54.6	550.0	604.6	550.0	550.0	0.0	0.0	1,650.0	0.0	2,200.0
32	Furniture Replacement	0.0	51.4	750.0	750.0	750.0	750.0	750.0	750.0	3,750.0	3,750.0	7,500.0
33	Radio Replacement	0.0		4,000.0	4,000.0	2,000.0	0.0	0.0	0.0	6,000.0	0.0	6,000.0
	Total - Other than debt expenditure	43,575.0	1,439.9	26,487.0	29,059.0	16,998.0	16,229.0	14,817.0	22,977.0	97,508.0	88,647.2	229,730.2
	Total Land Request	14,650.0	0.0	0.0	14,856.8	0.0	0.0	0.0	0.0	0.0	0.0	14,650.0
	Total Gross Request	127,595.9	8,507.0	76,111.3	101,072.9	38,259.4	50,587.8	48,728.6	44,438.6	258,125.6	280,706.1	666,427.7
	Total - Other than debt expenditure	-43,575.0	-1,439.9	-26,487.0	-29,059.0	-16,998.0	-16,229.0	-14,817.0	-22,977.0	-97,508.0	-88,647.2	-229,730.2
	Total Land Request	-14,650.0	0.0	0.0	-14,856.8	0.0	0.0	0.0	0.0	0.0	0.0	-14,650.0
	Funding from Department of National Defence (DND)	-4,916.0	-4,916.0	-2,458.0	-7,374.0	-2,458.0	0.0	0.0	0.0	-4,916.0	0.0	-9,832.0
	Total Net Request	64,454.9	2,151.1	47,166.3	49,783.1	18,803.4	34,358.8	33,911.6	21,461.6	155,701.6	192,058.9	412,215.5

2007 Carryforward has been updated to reflect year-end amounts; LARF and Reserve "2008 total request" have been adjusted to reflect in-year corrections.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 30, 2009**

#P68. TIME RESOURCE MANAGEMENT SYSTEM – CLOSE OUT REPORT

The Board was in receipt of the following report February 20, 2009 from William Blair, Chief of Police:

Subject: TIME RESOURCE MANAGEMENT SYSTEM - CLOSE OUT REPORT

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

There are no financial implications related to the recommendation contained within this report. The approved adjusted capital budget for the upgrade of the Service's Time Resource Management System (TRMS), including \$1,080,000 in transfers from other projects, was \$3,748,000.

The final capital cost of the project was \$3,622,290 with a surplus of \$125,710. The reported surplus for 2008 was \$24,970 and \$100,740 was returned to the City of Toronto during the life of the project, due to the City's one-year cashflow carryforward rule.

In addition, expenses for internal resources amounted to \$423,000 and were funded from the Services's operating budget.

Background/Purpose:

At its meeting on July 10, 2006, the Board was informed that the estimated cost of the upgrade of TRMS would be \$2,668,000 (Min. No. P210/06 refers). The Board was further informed on August 9, 2007 that, after the Service conducted a detailed analysis of the application's functionality and the Service's business processes and practices, it had been determined that an additional \$980,000 would be required (Min. No. P277/07 refers). This shortfall was funded through a transfer of 2008 cash flow from the Human Resources Management System (HRMS) upgrade and additional functionality project, and the Intelligence/Special Investigations Services Facility Renovation project.

At its meeting on April 17, 2008, the Board was informed of the resignation of key vendor resources that held important roles on the project team and the impact that the departure of these resources would have on the project schedule, scope, budget and objectives (Min. No. P110/08 refers). The Board was further advised that the original plan for Court Kiosks that had included biometric authentication posed significant risks to the Service, namely in the effort that would be

required to upgrade and maintain this customization, and that a new approach to the Kiosk, which employed a standard workstation and the 2FA Token (or eToken) for access to the Service's network, would be used.

In August 2008, it was evident that an estimated \$100,000 would be required to complete the upgrade. Most of the shortfall was due to provincial sales tax charges not previously billed or budgeted (Min. No. P231/08 refers). The Chair of the Toronto Police Services Board, approved the transfer of the additional funding, in accordance with By-Law 147, from the Computer Assisted Scheduling of Courts (CASC) Upgrade project. This variance was reported to the Board on August 21, 2008.

Discussion:

Results

After securing the additional funding, the final phase of the TRMS upgrade began in September 2007. The technical upgrade was completed as scheduled (May 19, 2008), and ultimately achieved its stated goals of a technical upgrade, as well as addressing production issues, reducing customizations, achieving a sustainable support model, transferring knowledge to Service personnel, improving system stability, and implementing automated Court Kiosks.

The project was challenged significantly by the resignation of Infor consultants, who held critical roles during this phase of the project. These consultants, who performed the functions of Project Manager, Technical Lead, the replacement for Technical Lead, and the Project Director all resigned within weeks of each other. These resignations had a significant impact on the project as the Project Manager and Technical Lead had worked on the original implementation of the TRMS software and had been responsible for programming a majority of the customizations within the application.

These resignations created considerable project management challenges and came at a critical time within the project schedule. The project plan was revised several times to orient new consultants and address the loss of productivity by the team who suffered significantly with loss of project momentum and morale. The resignations of the Project Manager and the original Technical Lead resulted in a loss of knowledge of the Service's environment and lack of continuity and familiarity with past project planning and decision making by the vendor. Ultimately, these resignations diminished the vendor's ability to deliver on the knowledge transfer objective of this project. Despite these challenges, the project team completed the technical upgrade on May 19, 2008.

While the technical upgrade was completed as scheduled, the cut over to the new version resulted in significant issues that required the immediate attention of the project team to resolve, delaying the work associated with the implementation of a separate reporting environment and the upgrading/development of analytical and historical reports. These deliverables were scheduled to be completed by July 31, 2008. While some reports had been completed by this time, others still required upgrading, and the implementation of a separate reporting environment had not been completed by the time the project was officially shut down at the end of July 2008.

A separate work plan was then developed to address the remaining deliverables of this project, and professional services from Eagle Professional Resources Inc. were contracted to complete this work.

The automated Court Kiosks were rolled out on July 28, 2008, after two successful pilots at the Old City Hall Court House. These pilots validated much of the planning that had gone into this initiative, with only minor adjustments to logistics required for the service-wide implementation, which took place on July 28, 2008.

In summary, the TRMS upgrade project was successfully completed on November 28, 2008, within the revised scheduled time-lines. The project also addressed production issues, reduced customizations, achieved a sustainable support model, transferred knowledge to Service personnel, improved system stability, and implemented automated Court Kiosks.

Lessons Learned

A number of lessons learned from this project involved scope, scheduling, budgeting, planning, and resources. Further observations were made about the benefits of the Service's contract management framework and the oversight provided by a Steering Committee.

The scope of this project included a technical upgrade. The requirement to upgrade to two releases made the project more complex, and increased the risk of error contained within the vendor's custom upgrade and conversion scripts. The scope was further complicated by a decustomization strategy that was unpopular with Service users, and a requirement to fix over one hundred known issues and defects whose resolution had been delayed until the upgrade project. The complex scope, combined with the turnover experienced during the project, created time/resource constraints and challenged the project team's ability to meet all timelines associated with this project. Lessons learned include the importance of remaining current with software releases, and the importance of resolving production issues in a timely manner. Future upgrades should be limited to a "straight" technical upgrade, with fixes and/or redesign initiatives packaged as a separate project. Finally, the Service would benefit from working with the vendor to determine if new releases have changed to such a degree that an implementation strategy may be more practical than undertaking an actual upgrade.

The schedule for the upgrade was aggressive, given the budget constraints and the need to manage user acceptance issues associated with the timing for the cutover to the new version. The decision to maintain the May 2008 "go-live" target, especially after the turnover of vendor consultants, required compressing the project schedule. This compression challenged the "learn-on-the-job" and the knowledge transfer objectives of the project. The challenges around project scope revealed that the Service would benefit from exploring opportunities to minimize project scope and reviewing project plans to identify opportunities for multiple project phases/stages. Furthermore, management support must be engaged when weighing costs and benefits associated with unpopular decisions and trade-offs between project scheduling and user group/member/organizational acceptance issues.

For major projects, such as the TRMS upgrade, that are phased over a number of years, it is essential to plan in accordance with the Service's capital budgeting process and ensure that approved funding is not lost based on the City's one-year carryover rule for unspent funds. This carryover rule impacted the TRMS project by \$100,000. Lessons learned include pursuing the means to maintain project funds year-over-year while a project is still in an "active/managed" status, and investing in detailed business case development to determine capital budget requirements before submissions are made to the capital budget process.

The objectives of this project included increasing the skills and experience of those who support the system on a daily basis to ensure the best interest of the Service are maintained. The lack of skills and experience within the Service meant that vendor consultants staffed key roles within the project team. The Service should continue the investment it has made in those who support the TRMS application in anticipation of future projects involving this system.

In January 2007, the Service contracted additional expertise from PeopleSoft to assist with business process analysis and the decustomization objective for this project. Infor consultants can only reasonably be expected to provide knowledge about the Workbrain product. The addition of PeopleSoft expertise during the planning phase resulted in a more robust analysis of available design options, and assisted in developing better solutions that contributed to the decustomization objective of the project. Future upgrade projects involving closely integrated systems should include an assessment of the benefits of contracting experts, in addition to the vendor of the system being upgraded.

The involvement and oversight of a Steering Committee throughout this project proved beneficial. The challenges that emerged throughout this project, such as funding shortfalls and vendor resource turnover to name a few, required the oversight and involvement of senior executives to keep this project on track. The experience of this project proved that Steering Committees should continue to be a standard for major undertakings like the TRMS upgrade.

Conclusion:

The successful completion of the TRMS upgrade not only updated the time resource management system to the most current version, but it also saw the implementation of the automated Court Kiosk and an improvement to the overall system performance.

The use of the Service's project management methodologies, combined with the active participation of key Steering Committee members, were factors vital to the successful completion of this project.

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

The Board received the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 30, 2009**

**#P69. QUARTERLY REPORT: NOVEMBER 2008 - JANUARY 2009:
ENTERPRISE CASE AND OCCURRENCE PROCESSING SYSTEM
(ECOPS)**

The Board was in receipt of the following report February 13, 2009 from William Blair, Chief of Police:

Subject: QUARTERLY REPORT - ENTERPRISE CASE AND OCCURRENCE
PROCESSING SYSTEM (ECOPS) NOVEMBER 2008 - JANUARY 2009

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 September 23, 2004, the Board requested that the Chief of Police provide the Board with quarterly reports outlining the progress, efficiency, and future plans with respect to the development of the Enterprise Case and Occurrence Processing (eCOPS) records management system (Min. No. P329/04 refers).

Discussion:

Divisional Quality Control

In June 2006, the responsibility for quality control of all field generated occurrences, including monitoring and the validation of Canadian Police Information Centre (CPIC) and Uniform Crime Reporting (UCR) transactions, was transferred to dedicated quality control liaison staff at the field level (Min. No. P226/06 refers).

Communication sessions conducted between Records Management Services (RMS) and field quality control liaisons have identified specific training concerns for supervisory uniform personnel in relation to the eCOPS review screen (Min. No. P337/08 refers). In March 2009, key divisional stakeholders will meet with RMS personnel to collectively discuss the development and implementation of an effective training plan for the reviewing officer.

eCOPS Maintenance Releases

Information Technology Services (ITS) has committed to providing a maintenance release every four months to address production defects and outstanding change requests (Min. No. P211/07 refers).

The eCOPS Release 2.4.4 that addressed system enhancements, defects and domain code related functionality was successfully implemented on November 30, 2008 (Min. No. P337/08 refers). In conjunction with this release, an additional 50 domain code related changes were added to the eCOPS client on December 10, 2008 with no associated application downtime.

The eCOPS Release 3.0 that addresses system changes due to CPIC Renewal Phase II, is scheduled for September 2009.

Information Sharing Among Police Agencies

As previously reported, the query tool for the Police Information Portal (PIP), the information sharing initiative for law enforcement agencies, will be rolled out to select Toronto Police Services investigative units by year end (Min. No. P259/08 refers).

A list of designated Toronto Police Service (TPS) members have been assigned user accounts to PIP. TPS is currently finalizing administrative reports in relation to the security component. Delivery of the PIP query tool to select TPS personnel is scheduled for end of February 2009.

Budget Impact in Records Management Services

As previously reported to the Board, the implementation of the eCOPS application and the associated downsizing of staff in RMS have impacted the unit budget in terms of increased overtime expenditures and allocation of resources for testing purposes (Min. No. P45/07 refers). Extensive functional testing is required by RMS personnel for each new eCOPS release.

Uniform Crime Reporting

RMS continues to work closely with the Canadian Centre for Justice Statistics (CCJS) in order to maintain compliance with federal statistical reporting requirements.

Flags for the UCR 2.2 variables (hate crime, organized crime, gang related crime, cybercrime) were integrated into the eCOPS application on December 10, 2008 (Min. No. P337/08 refers). The UCR Manager will be meeting with RMS personnel in February 2009 to discuss reporting strategies for the electronic transfer and analysis of this data to CCJS.

Canadian Police Information Centre

CPIC Renewal Phase II development is underway to meet the Royal Canadian Mounted Police (RCMP) compliance date. Business requirements that address the CPIC component within the

eCOPS application have been submitted and approved by Command. ITS has advised that the November 2009 deadline will be met by the Service.

The new processes and associated costs have been addressed in the 2009 operational budget process.

Conclusion:

The Toronto Police Service is strongly committed to data integrity within the eCOPS application, in order to ensure accurate and reflective reporting of criminal activity.

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.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 30, 2009**

**#P70. SEMI-ANNUAL REPORT: JULY – DECEMBER 2008: WRITE-OFF OF
UNCOLLECTIBLE ACCOUNTS RECEIVABLE BALANCES**

The Board was in receipt of the following report January 17, 2009 from William Blair, Chief of Police:

Subject: SEMI-ANNUAL REPORT 2008: WRITE-OFF OF UNCOLLECTIBLE
ACCOUNTS RECEIVABLE BALANCES - JULY TO DECEMBER, 2008

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

There are no financial implications as a result of the write-offs processed. The write-off amount of \$22,623 in the second half of 2008 has been expensed against the allowance for uncollectible accounts. The current balance in the allowance for uncollectible accounts is approximately \$263,000. The adequacy of this account was analyzed as part of the year end procedures. It was determined that the allowance is sufficient to cover any balances that may not be collected in 2009.

Background/Purpose:

At its meeting of May 29, 2003 the Board approved the new Financial Control By-law 147. Part IX, Section 29 – Authority for Write-offs, includes the requirement for a semi-annual report to the Board on amounts written off in the previous six months (Min. No. P132/03 refers).

This report provides information on the amounts written off during the period of July 1 to December 31, 2008.

Discussion:

During the six month period of July 1 to December 31, 2008, a number of accounts totalling \$22,623 were written off, in accordance with By-law 147. The write-offs are related to paid duty administrative fees and vehicle/equipment rentals, false alarms and employee receivables.

Paid Duty Administrative Fees and Equipment Rentals (\$16,312):

After a paid duty has been completed, customers are provided with an invoice for the administrative fee and any equipment rentals. The Toronto Police Service Central Paid Duty

Office and Financial Management unit work closely with divisions, units and customers to ensure that accurate and complete invoices are sent to the proper location, on a timely basis. Customers are provided with progressively assertive reminder letters every 30 days if their accounts are outstanding. Customers with balances outstanding over 90 days must make payment arrangements with Financial Management or they can be denied additional duties. This practice is in place for all customers, unless the Central Paid Duty Office or the paid duty home unit determine that there are public security reasons for continuing to provide paid duties.

Paid duty administrative fees and equipment rentals have generated an average annual recovery for the Toronto Police Service of about \$4.5 million over the past three years. The amount of \$16,312 written off in the last six months of 2008 represents 0.36% of the average annual revenue for these fees.

The \$16,312 written off consists of six balances with the largest amount totalling \$8,863.65.

In all but two cases, customer accounts that have been written off were closed by the collection agency after all collection and trace efforts were exhausted. In these situations, the businesses were dissolved leaving no assets available to unsecured creditors or the amounts were so small that further efforts on the part of the collection agency were not warranted.

The two largest balances written off, \$6,192.16 and \$8,863.65, related to customers that the Board had approved legal action against. At its March 27, 2008 and September 18, 2008 confidential meetings, the Board approved that legal action be taken against two entertainment establishments that had been paid duty customers for several years (Minute No. C67/08 and C248/08 refers). Legal counsel with D&A Collections initiated proceedings against the first club in April, 2008. On July 16, 2008, the Superior Court of Ontario provided a default judgement against this organization. The judgement was filed with the Sheriff's office where it was queued for seizure of cash and assets. As a result of workload at the Sheriff's office, the seizure did not occur immediately but legal counsel for D&A Collections continued to follow up and research the ownership structure of the club.

Immediately following the Board's approval to initiate legal action against the second club, D&A Collections legal counsel advised the Toronto Police Service Financial Management unit of the complex legal structure under which both these clubs operated. It was discovered that both clubs were owned by four business partners who operated the clubs under several Ontario numbered companies. From the time that approval for legal action was first sought to the judgement order from the Superior Court, the two clubs ceased operating as they initially existed and opened under new names. Furthermore, the assets were transferred between the various clubs, business partners and incorporated businesses. Legal counsel for D&A Collections advised Financial Management that continuing to pursue this action would likely be futile as the operating companies and parent companies no longer held any of the assets. They advised that further legal action would not obtain desirable results and recommended write-off.

Financial Management is presently working with the Central Paid Duty Office to create a new payment process for entertainment facilities. The goal is a more formal payment structure for the administrative fee and any vehicle or equipment rentals from these organizations before duties

are provided. Such efforts will ensure that these organizations no longer accumulate such large outstanding balances.

Employee Receivables (\$6,225):

In February, 2007, the Service's Quality and Assurance unit conducted an audit of the Payroll system. While a listing of overpayments was maintained, several recommendations were made relating to employee receivables which had not been recorded in the Service's book of accounts. The overpayments had occurred over several years, dating back to 2002 and were typically the result of the forecasted pay system not allowing for the recovery of pay when members terminated, had overdrawn sick banks or late entries made at the unit level. The overpayments were tracked by Financial Management, but a process on how to deal with these balances did not exist, resulting in a lack of timely action being taken on some of these accounts.

As a result of the payroll audit, all overpayment balances were recorded as receivables in the Service financial system and presented to the Command in January 2008. Based on advice from the Service's collection agency, it was determined that balances older than January 1, 2006 be written off and that balances generated after January 1, 2006 be pursued by Financial Management in the same way as other receivables. Accounts which remain outstanding for 120 days will be submitted to the Service's collection agency as per normal practice.

The balance written off during the second half of 2008 related to an overpayment generated in 2007 as a result of a member's overdrawn sick bank. The member was on an unpaid leave of absence due to illness, during which time the member filed for bankruptcy protection. The overpayment was included in the amounts claimed by unsecured creditors. As a result, the amount can not be recovered from the member and write-off was recommended.

Financial Management continues to work with Human Resources to ensure that overpayments are minimized or identified quickly so that repayment can be sought. Balances owed by active employees are being repaid through payroll deductions. Balances owed by terminated employees are managed through the accounts receivable system. Many such balances are presently with the collection agency and some have been collected. Financial Management has also begun reporting all outstanding employee receivables to the Chief and Command Officers on a quarterly basis. All efforts have been taken to reduce the incidence of overpayment and collect the money back should overpayment occur.

False Alarms (\$86)

Two small false alarm balances were written off during the second half of 2008. Although the amounts were pursued by both Financial Management and the collection agency, further action was not warranted.

Recovery of Previous Write-Offs (\$1,580)

Between July and December, 2008, Financial Management was able to recover \$1,580 of previously written off account balances. These recoveries are the result of work by the Service's

Accounts Receivable team and the Service's collection agency. Accounts Receivable, in consultation with the Central Paid Duty Office, ensures that paid duty services are not provided to customers requesting new paid duties where it is known that a balance was previously written off, until the amount previously owed is paid. In addition, D&A Collections is sometimes successful in collecting old balances when they are contacting customers with new balances submitted to them for collection.

Conclusion:

In accordance with Section 29 – Authorization for Write-offs of By-law 147, this report provides information to the Board on the amounts written off by the Service during the period July 1, 2008 to December 31, 2008. The write-off of these accounts clears those outstanding receivables where collection efforts have been fully exhausted.

Action has been taken to reduce the risk of amounts owing to the Service from becoming uncollectible and to more aggressively pursue amounts owing, in accordance with the Service's Accounts Receivable collection procedures.

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

Ms. Sandra Califaretti, Manager, Financial Management, and Mr. Angelo Cristofaro, Director of Finance and Administration, were in attendance and responded to questions about this report.

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

- 1. THAT the Service develop a system for collecting a deposit from all nightclubs when requesting paid duty officers;**
- 2. THAT the nightclub owners who have defaulted or not paid their bills for paid duty officers have their names and or business numbers entered into the multi-department data base for high risk licences being established by the Mayor's Working Group on Nightclubs; and**
- 3. THAT a copy of this report be forwarded to the Mayor's Working Group on Nightclubs for information.**

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 30, 2009**

**#P71. ANNUAL REPORT: TORONTO POLICE SERVICES BOARD'S 2008
CONSULTING EXPENDITURES**

The Board was in receipt of the following report February 10, 2009 from Alok Mukherjee, Chair:

Subject: ANNUAL REPORT: TORONTO POLICE SERVICES BOARD'S 2008
CONSULTING EXPENDITURES

Recommendation:

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

Financial Implications

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

Background/Purpose:

The Board, at its meeting of February 20, 2003 (Board Minute P45/03 refers), approved a motion requiring the reporting of all consulting expenditures on an annual basis. City Finance also requires annual reporting of consulting expenditures as per their prescribed format. As a result, consulting expenditures are provided to the Board and this information is also forwarded to the City's Deputy City Manager and Chief Financial Officer. Attachment A reflects the 2008 consulting expenditures for the Police Services Board.

City Finance requires the attached information by February 27, 2009 and in order to comply with this, the attached has been forwarded to the City's Deputy City Manager and Chief Financial Officer.

Conclusion:

Therefore, it is recommended that the Board receive this report for information.

The Board received the foregoing report.

ATTACHMENT A

2008 Consulting Expenses - Board

Expense Category	Contract Date (mm-dd-yr)	Contract # PO # DPO #	Consultant's Name	Description of the Work	Original Contract Value	2008 Budget	2008 Expenditure	2007 Expenditure
External Lawyers and Planners – Account #4091	12/01/2008	3388956	Borden Ladner Gervais LLP	determined in consultation with City Legal Staff (Assisting in the Supreme Court of Canada appeal) COMPLETED	\$2,566.00		\$2,566.00	
	12/31/2008	6026305 6026815	Lenczner Slaght Royce Smith	legal counsel with respect to a submission which was anticipated to be made by Toronto Police Association (TPA) to the Ontario Civilian Commission on Police Services (OCCPS) 2008 Liability included in the 2008 expenditure COMPLETED	\$14,596.00		\$14,596.00	
	12/31/2008	8310303	Hicks Morley Hamilton Stewart	Various Legal Services including representation, legal opinions, WSIB issues, job evaluation, etc (Board Minute P290/07 - renewed until Sept. 30/2012) 2008 Liability included in the 2008 expense	\$500,000.00		\$555,416.00	
Sub-Total						\$694,870.00	\$572,578.00	\$359,222.00

Expense Category	Contract Date (mm-dd-yr)	Contract # PO # DPO #	Consultant's Name	Description of the Work	Original Contract Value	2008 Budget	2008 Expenditure	2007 Expenditure
Management/R&D Account 4089			Peel Regional Police Services Board	<p>A number of Police Services Boards are contributing to a pool of funds which is used to develop concrete measures to allow Boards to respond strategically and tactically to increasing of costs in the police sector through measures such as: collective bargaining strategies, pooling of resources, and introducing or mitigating the impact of new legislation. An update report, the second report produced under this project, was prepared in late 2008. It is anticipated that this initiative will continue in 2009.</p> <p>Funding for Success Initiative (BM No. C305/06 refers) 2008 LIABILITY ONGOING</p>			\$10,998.00	
Sub-Total						\$23,100.00	\$10,998.00	
Total						\$717,970.00	\$583,576.00	\$359,222.00

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 30, 2009**

**#P72. ANNUAL REPORT: TORONTO POLICE SERVICE'S 2008
CONSULTING EXPENDITURES**

The Board was in receipt of the following report February 20, 2009 from William Blair, Chief of Police:

Subject: ANNUAL REPORT 2008: CONSULTING EXPENDITURES

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

The Board, at its meeting of February 20, 2003 (Min. No. P45/03 refers), requested that the Service report all consulting expenditures on an annual basis. In addition, the Board at its meeting of March 23, 2006 (Min. No. P103/06 refers), requested that future annual reports be revised so that capital consulting expenditures are linked to the specific capital project for which the consulting services were required. City Finance also requires the annual reporting of consulting expenditures in their prescribed format, so that the City's Deputy City Manager and Chief Financial Officer can provide a consolidated report to City Council.

This report provides details of the 2008 consulting expenditures for the Service's operating and capital budgets, in the City's prescribed format. The information has already been forwarded to the City, as the completion of the Service's year-end accounting process and the timing of the Board meetings did not allow this report to be forwarded to the Board in advance of the City's February 23, 2009 deadline.

Discussion:

Details of the 2008 consulting expenditures for the Service's operating and capital budgets are provided in Attachments A and B respectively.

The Service has taken steps to manage the use of consultants and only contract for these services where the skills are not available in-house and/or where there is not a permanent requirement for the expertise/skill set, as well as when additional resources are required to deliver projects with prescribed timelines, and the Service does not have the required resource capacity.

The 2008 operating consulting expenditures (as reflected in Attachment A) were \$0.3M under spent against the 2008 budget for this line item. This under-expenditure is mainly attributable to less than expected spending in the Information Technology category. The Service is attempting to rely less on technology consultants and do more work in-house and therefore savings were achieved in this area. The operating account estimate for consulting services is developed using zero-based budgeting. As such, the 2009 budget request for consulting services is based on the 2009 requirements.

The 2008 capital consulting expenditures (as reflected in Attachment B) were \$0.9M and this amount pertains to information technology projects. Capital projects generally involve multi-year cash flow requirements, and the 2008 expenditure may therefore represent only a portion of the contract value.

Conclusion:

The 2008 consulting expenditures for the Service's operating and capital budgets are reported annually to the Board and the City. The Service ensures that consulting services are used only where necessary and beneficial to the Service. 2008 consulting expenditures totalled \$1.6M (\$0.7M for operating and \$0.9M for capital).

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

The Board received the foregoing report.

ATTACHMENT A

2008 Consulting Expenses - Operating

Expense Category	Contract Date (mm-dd-yr)	Contract # PO # DPO #	Consultant's Name	Description of the Work	Original Contract Value	2008 Budget	2008 Expenditure	2007 Expenditure
Technical	03/12/2008	6024666	Sonoc, Sandu	Review draft of X-ray safety program and assist in the X-ray compliance audit.	\$ 7,500.00		\$ 6,500.00	
	06/26/2008 11/06/2008	6025332 6026414	T Harris Environmental Mgmt Inc.	Assessment of ventilation system and gunfire emissions, indoor firing range (C.O. Bick College); and lead and combustion (carbon monoxide nitrogen dioxide) assessment for 799 Islington.	9,715.00		9,715.00	
Sub-Total					\$ 17,215.00	\$ 19,800.00	\$ 16,215.00	\$ 30,588.00
Information Technology	06/13/2008	6025224	Fujitsu Consulting	Provide a roadmap for improvement within the organizational structure and administration of the Information & Technology Units; identify opportunities for better coordination and provide recommendations on improvements to the physical environment.	215,057.00		215,057.00	
	11/12/2007	6023829	Advanced Recruitment Consultant	Assessment to determine the framework for enterprise architecture in Toronto Police Service (TPS)	58,422.00		43,422.00	
	11/12/2007	6023837	Advanced Recruitment Consultant	Assessment of existing technology security policies for enhancement to latest industry policies.	41,650.00		27,983.00	

Expense Category	Contract Date (mm-dd-yr)	Contract # PO # DPO #	Consultant's Name	Description of the Work	Original Contract Value	2008 Budget	2008 Expenditure	2007 Expenditure
	11/15/2007	6023879	Microsoft Canada Inc.	Assist with the design of the Exchange 2007 messaging environment in preparation for the implementation of a Proof of Concept (PoC) and to illustrate how to accomplish a full scale roll-out.	89,360.00		49,856.00	
	03/04/2008	3363785	Planview Inc.	To assist TPS' technical staff with the production server and database migrations to Planview Enterprise 9.0.1	900.00		882.00	
	09/24/2008	6025945	Planview Inc.	Configuration review of current usage, immediate feedback to improve usage and improve processes, and document recommended approach for TPS to move forward with Planview's enterprise capabilities.	10,846.00		10,846.00	
	04/07/2008	6024791	Nortel Canada	Situation assessment and network strategy report and recommendations including Radio Towers Fibre assessment.	17,000.00		17,000.00	
	11/03/2008	6026357	Integrapp Canada Ltd.	Planning and management of the I/CAD upgrade.	61,584.00		33,871.00	
Sub-Total					\$582,700.00	\$765,400.00	\$398,917.00	\$ 548,627.00
Management/R&D	11/27/07	6023989	PSTG Consulting Inc.	Management review of Facilities Management Unit to develop a customer service process and refine the organization structure – Phase 2	23,538.00		10,603.00	

Expense Category	Contract Date (mm-dd-yr)	Contract # PO # DPO #	Consultant's Name	Description of the Work	Original Contract Value	2008 Budget	2008 Expenditure	2007 Expenditure
	02/04/2008	6024439	Mercer (Canada) Limited	Review the administration of the TPS benefit program, including insurance benefits, preparation of tendering accounts, general benefits counseling and preparation work for contract negotiations.	50,000.00		44,695.00	
	08/27/2007	6023114 Per Board Min. No. C149/07	Gibson, William C.	Providing advice regarding collective agreement, Board Min. No. C149/07 refers, dated July 10, 2007..	73,585.00		9,524.00	
	10/24/2005	Per Board Min. No. P244/05	St. Stephen's Community House	Conflict resolution services in response to audit recommendation "Review of the Investigation of Sexual Assaults - Toronto Police Service", Board Min. No. P244/05 refers, dated July 11, 2005.			1,440.00	
	04/24/2008 06/02/2008	3368605 6025140	Connex Health Consultants	Presentation to Major Cities Chiefs on Wellness; Complete Organization Health Focus Groups for three or more Commands with Business Health Cultural Index (BHCI) scores below the healthy indices to assist Toronto Police Service set up a measurement database for wellness, complete and report on the SANOFI project and facilitate the National Quality Institute awards of excellence for Level 2	87,735.00		86,114.00	

Expense Category	Contract Date (mm-dd-yr)	Contract # PO # DPO #	Consultant's Name	Description of the Work	Original Contract Value	2008 Budget	2008 Expenditure	2007 Expenditure
	05/29/2008	6025107	Urban Dimensions Group Inc.	Employment Systems Review of the Service's Human Resources' policies, practices, processes, procedures and issues. Phase 3	65,100.00		65,100.00	
Sub-Total					\$ 299,958.00	\$ 355,300.00	\$ 217,476.00	\$ 272,778.00
External Lawyers & Planners	02/18/2008 03/17/2008 11/21/2008 12/11/2008	3362226 3364904 6026566 6026729	Stockwood LLP	Assistance in the application for Judicial Review.	9,930.00		9,941.00	
	12/31/2008		Stockwood LLP	Legal fees			27,960.00	
	03/20/2008 12/09/2008	3365512 6026695	Hunt Partners LLP	Legal fees in the matter involving OCCPS complaint by TPA	10,657.00		10,622.00	
	12/22/2008 12/31/2008		Hunt Partners LLP	Legal fees			6,946.00	
	08/08/2008 10/16/2008	3377932 6026138	Bellmore & Moore	Legal fees in the matter involving TPA	23,998.00		23,872.00	
Sub-Total					\$ 44,585.00	\$ 95,400.00	\$ 79,341.00	\$ 117,372.00
Creative Communications	10/14/2008	3383743	Canadian Centre for Threat Assessment	To provide advice in the production of booklets/pamphlets for the Safe Schools project.	1,950.00		1,863.00	
Sub-Total					\$ 1,950.00	\$ 2,000.00	\$ 1,863.00	\$ 753.00
TOTAL					\$ 858,527.00	\$1,055,200.00	\$713,812.00	\$ 970,118.00

ATTACHMENT B

2008 CONSULTING EXPENSES - CAPITAL

Expense Category	Project	Contract Date (mm-dd-yr)	Contract # PO # DPO #	Consultant's Name	Description of the Work	Original Contract Value	2008 Expenditure	2007 Expenditure
Technical								
Sub-Total						\$ 0.00	\$ 0.00	\$ 69,278.00
Information Technology	Digital Video Asset Management II	09/12/2006	6020353	DJINN Software Inc.	Digital Video Asset Management (DVAMS) DVAM II Project Management Activities including: providing leadership and management of project resources including in-house resources and external resources. Prepare project scope documentation, project plans, and regular progress reporting.	756,150.00	257,775.00	
	Digital Video Asset Management II	11/14/2006	6020994	Allstream Inc.	Senior Developer responsible for: systems analysis, quality analysis, testing and developing interfaces to existing legacy systems. Mentor TPS internal Developers and provide technical documentation.	391,050.00	108,158.00	
	Digital Video Asset Management II	09/11/2007	6023220	Trantech Inc.	Solution vendor for the design, installation, system integration, deployment and documentation of Digital Video Asset Management (DVAMS) for the DVAM II project	1,195,769.00	303,587.00	
	In-Car Camera	04/28/2008	6024900	MTS Allstream	System requirements analysis and review of system architecture design for the In-Car Camera and DVAM project.	126,320.00	64,573.00	
	Servers – Lifecycle Plan	09/10/2008	6025803	Eagle Professional Resources Inc.	To provide project management for the coordination and project administrative support to Project Leaders for multiple technical infrastructure projects.	97,020.00	10,500.00	

Expense Category	Project	Contract Date (mm-dd-yr)	Contract # PO # DPO #	Consultant's Name	Description of the Work	Original Contract Value	2008 Expenditure	2007 Expenditure
	TRMS additional functionality	10/19/2007	6023569	Katalogic Inc.	Project management, functional and technical support services for the installation and customization upgrade of the Time Resource Management System (TRMS). Board Min. No. P277/07 refers, August 9, 2007.	261,253.00	151,885.00	
Sub-Total						\$ 2,827,562.00	\$ 896,478.00	\$ 2,188,150.00
Management/ R&D								
Sub-Total						\$ 0.00	\$ 0.00	\$ 250,000.00
TOTAL						\$ 2,827,562.00	\$ 896,478.00	\$ 2,507,428.00

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**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 30, 2009**

#P73. ANNUAL REPORT: 2008 SOLE AND SINGLE SOURCE PURCHASES

The Board was in receipt of the following report February 11, 2009 from William Blair, Chief of Police:

Subject: ANNUAL REPORT 2008: SOLE AND SINGLE SOURCE PURCHASES

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

The Toronto Police Services Board Financial Control By-Law No. 147 amended by By-Law No. 148, 151, 153, 156 and 157 (By-law), requires that the Chief of Police report annually to the Board on any sole and single source purchases for goods or services with a value greater than \$10,000 in the preceding year. In response to this requirement, the following information is provided.

Discussion:

Sole and single source purchases are used for: emergency situations; proprietary rights; to match existing equipment; health and safety concerns; time constraints; scarcity of supply in the market; and to avoid violating warranties and guarantees where service is required. In these cases, the award is made to a specific vendor without going through a competitive process.

In accordance with the Service's Purchasing and Expenditure Procedures, a request is submitted to the Service's Purchasing Support Services (PUR) unit with justification to retain a vendor as a sole or single source. If the justification is acceptable to the Manager, PUR, and the purchase meets the above criteria, the request is processed.

The following tables summarize the sole and single source purchases over \$10,000 that occurred in 2008.

Sole Source Purchases:

The sole source purchases identified in the table below were made based on proprietary rights/trademarks, or exclusive rights for the good or service.

Vendor	Value of Purchase Order Issued in 2008 (\$)
Motorola Canada Limited	419,557.93
MD Charlton Co. Ltd.	140,669.52
Ram Power Systems	99,999.84
Toronto Hydro	82,493.20
Pitney Bowes Canada Inc	36,219.29
Adobe	36,720.00
Cyberklix	49,550.00
Hewlett Packard Canada	187,918.50
Communication Research Centre	26,000.00
R. Nicholls Distributors	46,343.25
Net Presenter	31,716.36
Supergravity Incorporated	15,690.00
Cognos Incorporated	50,309.00
OPNET Technologies	93,220.00
Colt Canada	23,925.00
Sokkia Corporation.	29,500.00
The Genisis Group	54,415.00
D&R Electronics	85,700.00
Navair Incorporated	30,565.00
Infusion Development	50,000.00
E.F. Johnson	58,333.00
TOTAL	1,648,844.89

Single Source Purchases:

Single source purchases are made based on time constraints, emergency requirements, the requirement to match existing equipment and to maintain continuity of services, where necessary, on projects. The following purchases were single sourced in 2008.

Vendor	Value of Purchase Order Issued in 2008 (\$)
Met-Scan Canada Ltd.	281,555.98
Infor Global (Workbrain)	236,730.00
Nortel Canada	17,000.00
TOTAL	518,285.98

The above sole and single source purchases (58 purchase orders) represent a total of 3.1% of the total number of purchase orders or 0.06% of the total dollar value of purchase orders issued by the Service in 2008, greater than \$10,000.

Conclusion:

The Service's purchasing procedures require that goods/services be obtained through a competitive process. However, there are situations where goods/services must be single or sole sourced. These types of procurements are managed through a formal procedure that is overseen by the Manager, PUR, and that requires proper justification and approval before a commitment is made. To further increase the transparency of this process, this report provides the Board with a list of sole and single source purchase orders over \$10,000 that were issued in 2008.

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

The Board received the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 30, 2009**

**#P74. ANNUAL REPORT: 2008 POLICE COOPERATIVE PURCHASING
GROUP**

The Board was in receipt of the following report February 02, 2009 from William Blair, Chief of Police:

Subject: ANNUAL REPORT 2008: POLICE COOPERATIVE PURCHASING GROUP

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

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

Background/Purpose:

The Toronto Police Services Board Financial Control By-Law No. 147 amended by By-Law No. 148, 151, 153, 156 and 157 (By-law), requires that the Chief of Police report annually to the Board on any expenditure over \$500,000 processed through the Police Cooperative Purchasing Group (PCPG) in the preceding year. In response to this requirement the following information is provided.

Discussion:

During 2008, the following expenditures with a value exceeding \$500,000 were made through PCPG in accordance with the By-law.

Item	Vendor	2008 Expenditure (\$)
Vehicles	Ford	3,516,756.48
Vehicles	GM	1,013,266.80

Conclusion:

The Service has been and continues to be a member of the PCPG since its inception in 1996. The group continues to provide its members (Police Services) throughout the Province the opportunity for cost savings through volume buying and standardization of equipment. Pricing agreements are awarded through the PCPG process for related items such as marked and unmarked police cars, tires, ammunition, pepper spray, body armour, uniform clothing, and footwear. The process continues to work well with the PCPG members sharing administrative duties for the procurement process.

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

The Board received the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 30, 2009**

**#P75. RESPONSE TO THE JURY RECOMMENDATION FROM THE
CORONER'S INQUEST INTO THE DEATH OF ROBERT GOURLEY**

The Board was in receipt of the following report February 04, 2009 from William Blair, Chief of Police:

Subject: RESPONSE TO THE JURY RECOMMENDATION FROM THE CORONER'S
INQUEST INTO THE DEATH OF ROBERT GOURLEY

Recommendations:

It is recommended that:

- (1) the Board receive this report for information; and
- (2) the Board forward a copy of this report to the Chief Coroner for the Province of Ontario.

Financial Implications:

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

Background/Purpose:

At its confidential meeting of December 18, 2008, the Board requested that the Service provide a response to the jury recommendation from the Coroner's Inquest into the death of Robert Gourley. The jury directed one (1) of its three (3) recommendations (recommendation #3) to the Service (Min. No. C333/08 refers).

Summary of Circumstances of the Death and Issues Addressed at the Coroner's Inquest Touching the Death of Robert Gourley as Delivered by David Sedran, M.D., Presiding Coroner.

The incident in question took place on April 19, 2005, shortly after midnight. Mr. Robert Gourley was a 46 year old man in a confused state who became the subject of 911 calls in the area surrounding St. Michael's Hospital in Toronto. Witnesses stated that this individual was wandering in and out of traffic and behaving in a bizarre manner. Police were initially dispatched to the scene; however, they did not locate Mr. Gourley immediately. Subsequent calls to 911 resulted in the police locating Mr. Gourley, who at that time was wandering along Queen Street with his pants off and behaving bizarrely. Witnesses stated that he was "diving into the pavement" and had fallen down some stairs while speaking incoherently. Two police officers approached him and attempted to calm him down while encouraging him to get off the street, where he posed a danger to himself and to the general public. Police soon realized that they would have to restrain this individual and that he would likely require medical attention. As

they began to restrain him, he resisted in a violent and combative manner. The two police officers struggled with Mr. Gourley and were soon assisted by a paramedic, a parking enforcement officer, and a police sergeant. Mr. Gourley was in a near prone position, and they were finally able to apply handcuffs. As the group was preparing to transfer Mr. Gourley to a stretcher for transport to hospital, he became suddenly unresponsive and was noticed to be vital signs absent. Emergency personnel initiated resuscitation, and transferred Mr. Gourley into the St. Michael's Hospital emergency ward. Further resuscitation took place, however, vital signs could not be regained, and he was pronounced dead at 2:33 a.m.

An inquest was mandatory under Section 10 (4) of the Coroners Act. The jury heard four days of evidence followed by summations, and then deliberated for eight hours before returning with its verdict. There were twenty-three exhibits submitted to the jury. Testimony was heard from several witnesses, including police officers, the paramedics, a security officer, the pathologist, the toxicologist, and two police training experts.

The inquest into the death of Robert Gourley commenced on Monday, November 3, 2008 and concluded on Thursday, November 6, 2008.

Discussion:

Corporate Planning was tasked with preparing the response to the jury recommendation from the Inquest into the Death of Robert Gourley.

Service subject matter experts from Communications Services have contributed to the response.

Response to the Jury Recommendation:

Recommendation:

That details of the Transcript and Communications tape entered into evidence as Exhibit 7, be reviewed in order to verify that protocols are in place ensuring appropriate and timely interventions when assisting an Emotionally Disturbed Person.

Response:

The Service concurs and is in compliance with this recommendation.

Members from the Communications Centre have reviewed the details of the Transcript and Communications tape entered into evidence as Exhibit 7 in conjunction with Intergraph Computer Aided Dispatch System (I/CAD) reports and Unit Specific Policies.

The Communications Centre currently follows a Unit Specific Policy (USP) entitled C06-04 "Emotionally Disturbed Persons" outlining the responsibilities of Calltakers, Dispatchers and Communications Supervisors in relation to receiving information regarding an Emotionally Disturbed Person.

USP C06-04 states (in part) that a Calltaker,

“Upon receiving information regarding an emotionally disturbed person, shall:

- Ascertain whether medical attention is required. If so, transfer the caller to EMS remaining on the line and assume control as appropriate when EMS queries are complete.
- Create an event recording as much of the following information as possible:
 - Location
 - Type of premise
 - Name of premise if commercial
 - Name and age/DOB
 - Weapons/violence involved
 - Drug/alcohol involved
 - History of violence/weapons
 - On or off medication and name/type of medication if applicable
 - Location of the Form and Form number the person is certified under, if applicable
 - Caller’s name, address and telephone number”

Furthermore, USP C06-04 states (in part) that a Dispatcher,

“Upon receiving information regarding an emotionally disturbed person, shall:

- Dispatch a minimum of 2 police officers
- Advise a field supervisory officer
- Notify a Communications Supervisor
- Dispatch additional police units and/or other emergency services as requested or required”

As indicated by the USP, both Calltakers and Dispatchers are directed to ascertain the need for medical assistance and/or dispatch an ambulance if the situation warrants.

The Communications Centre priority given to the event type used when creating a call for an Emotionally Disturbed Person, is automatically assigned as a two (2). This priority assignment ensures an immediate response, as outlined in Calltaker Manual, C8-5 Event Types and Priorities, which states:

“Priority 2: all events that require immediate police attendance and where the potential for danger and/or injury is present or imminent, usually indicating danger to property or major event in progress. The dispatcher may assign any unit in the zone, adjoining zone, division or if the situation warrants anywhere in the city.”

Also included in USP C06-04 is a definition of Excited Delirium and an attachment regarding the treatment of individuals exhibiting symptoms, which includes (in part) “be treated as suffering from a medical emergency and once secured, be transported to hospital for examination.”

In addition, Communications Centre members received specific training for Excited Delirium during Cycle 4 of In-Service Training between May 19, 2008 and June 22, 2008. This training included an explanation of Excited Delirium, symptoms that can be exhibited, the importance of this information when taking a call for an Emotionally Disturbed Person and the updated USP.

The duties and responsibilities of a Calltaker and Dispatcher as outlined in USP C06-04, demonstrate that protocols are currently in place to ensure appropriate and timely intervention when receiving calls of this nature.

As per the USP, every effort shall be taken to ascertain whether medical attention is required, the location of the person, and the appropriate response required, such as Police and Emergency Medical Services.

Conclusion:

As a result of the Coroner's Inquest into the Death of Robert Gourley, the Service has conducted a review of the Communications Centre's USP and I/CAD reports in conjunction with the details of the Transcript and Communications tape entered into evidence as Exhibit 7 and have verified protocols are in place ensuring appropriate and timely intervention when assisting an Emotionally Disturbed Person.

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

The Board received the foregoing report and agreed to forward a copy to the Chief Coroner for information.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 30, 2009**

#P76. LEGAL FEES – TORONTO POLICE ASSOCIATION AND OCCPS

The Board was in receipt of the following report March 05, 2009 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 \$4,117.42.

Financial Implications:

The funding required to cover the cost of these legal fees is available within the Board's 2009 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 January 01, 2009 to January 31, 2009, in the amount of \$4,117.42.

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 services provided was considered during the in-camera meeting (Min. No. C63/09 refers).



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 30, 2009**

**#P77. LEGAL FEES – SUPREME COURT OF CANADA APPEAL:
NOVEMBER 2005 NATHAN PHILIPS SQUARE DEMONSTRATION**

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

Subject: LEGAL FEES – SUPREME COURT OF CANADA APPEAL: NOVEMBER
2005 NATHAN PHILIPS SQUARE DEMONSTRATION

Recommendation:

It is recommended that the Board approve payment of the legal fees charged by Borden Ladner Gervais in the amount of \$335.62.

Financial Implications:

If the Board approves the recommendation contained in this report, the Board's 2009 operating budget will be reduced by the amount of \$335.62.

Background/Purpose:

I am in receipt of correspondence dated February 17, 2009, from Mr. Darrel Smith, City of Toronto, Legal Services, recommending that the Board pay the total amount of the final account from Borden Ladner Gervais, for its assistance on the Supreme Court of Canada appeal, regarding the Nathan Philips Square demonstration during the last round of collective bargaining. In the past, the Board was represented by the City of Toronto with regard to this matter. However, in order to carry this matter to the Supreme Court of Canada, the City was required to obtain an Ottawa-based lawyer on behalf of the Board.

Attached to this report is a statement of account from the legal firm of Borden Ladner Gervais. The account is for professional services rendered to December 31, 2008 in the amount of \$335.62.

Conclusion:

I, therefore, recommended that the Board approve payment of the legal fees charged by Borden Ladner Gervais in the amount of \$335.62.

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

The Board approved the foregoing report. A detailed breakdown of the legal services provided was considered during the in-camera meeting (Min. No. C64/09 refers).



**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 30, 2009**

**#P78. SEMI-ANNUAL REPORT: JULY – DECEMBER 2008: LABOUR
RELATIONS COUNSEL AND LEGAL INDEMNIFICATION**

The Board was in receipt of the following report February 18, 2009 from William Blair, Chief of Police:

Subject: LABOUR RELATIONS COUNSEL AND LEGAL INDEMNIFICATION:
SEMI-ANNUAL REPORT JULY 1 - DECEMBER 31, 2008 AND
CUMULATIVE LEGAL COSTS FROM JANUARY 1 - DECEMBER 31, 2008

Recommendation:

It is recommended that the Board receive the following report.

Financial Implications:

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

Background/Purpose:

This report will provide a semi-annual update for the period of July 1 to December 31, 2008, and cumulative legal costs from January 1 to December 31, 2008.

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

Discussion:

1) Semi-Annual Summary: July 1 – December 31, 2008

During the period of July 1 to December 31, 2008, twenty-five (25) accounts from Hicks, Morley, Hamilton, Stewart and Storie LLP for labour relations counsel totalling \$647,848.24 were received and approved for payment by the Director, Human Resources Management and the Manager, Labour Relations.

During the same period, twenty (20) accounts relating to legal indemnification were paid totalling \$163,281.08. There were no payments made relating to inquests or civil suits during this period.

2) Cumulative Summary for 2008

For the period January 1 to December 31, 2008, legal costs incurred by Labour Relations totalled \$1,363,704.06 and were as follows:

Number and Type of Account Paid	Costs Incurred in 2008
37 Payments to Hicks, Morley, Hamilton, Stewart and Storie LLP*	\$ 930,703.37
34 Legal Indemnifications	\$ 219,162.60
Arbitration Costs related to Grievances and Bargaining **	\$ 213,838.09
0 Inquests	Nil
0 Civil Actions	Nil
Total Cost for 2008	\$1,363,704.06

* The break down of the 37 payments to Hick, Morley, Hamilton Steward and Storie LLP are:

- 12 Payments for Bargaining - \$341,684.05
- 25 Payments for Monthly Labour Relations Counsel - \$589,019.32
(of this total \$581,877.78 relates to grievance activity and \$7,141.54 relates to legal opinions unrelated to grievances and general file fees)

** The break down of Arbitration costs are:

- Arbitration costs pertaining to all Grievance Activity - \$156,748.66
- Arbitration costs pertaining to Bargaining - \$57,089.43

Conclusion:

In summary, this report provides the Board with a semi-annual update for the period July 1 to December 31, 2008, of all labour relations counsel and legal indemnification claims, and the cumulative legal costs from January 1 to December 31, 2008.

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

The Board received the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 30, 2009**

**#P79. COMMUNITY DONATION – FUNDS FOR FLAT-SCREEN
TELEVISIONS AND RELATED EQUIPMENT**

The Board was in receipt of the following report January 27, 2009 from William Blair, Chief of Police:

Subject: COMMUNITY DONATION – FUNDS FOR TELEVISION EQUIPMENT

Recommendation:

It is recommended that the Board approve a cash donation of \$15,000 from Toronto Crime Stoppers to be used by the Toronto Police Service for the purchase of two, high-definition, flat-screen televisions, as well as one wall mount and one mobile presenter cart/stand: one high-definition television and wall mount for the Jocko Thomas Media Gallery and one mobile presenter cart/stand for use by the Public Information office.

Financial Implications:

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

Background/Purpose:

The Jocko Thomas Media Gallery is in need of a high-definition, flat-screen television to play various promotional and investigative videos, crime re-enactments and surveillance camera footage on behalf of Toronto Crime Stoppers, Senior Command, frontline investigators and other members and stakeholders, during day-to-day news conferences and various other policing events.

The flat-screen television – preferably mounted on a wall – would offer a much-needed professional appearance in the second-floor media gallery and would replace the unsightly older television that is currently pushed around on a four-wheeled metal trolley.

Along with the flat-screen television, a stand-alone computer system is required to allow for playback of digital media such as still images, video and audio files, etc.

This computer system allows investigators to connect their USB “jump” drives and/or CD/DVD media for viewing. By directly accessing the files during the conferences via a remote control and an easy-to-use on-screen interface, the computer provides for an effective and professional presentation.

A second flat-screen television would be in the ground-floor office of Public Information – whose mandate includes providing communications products and services to meet the needs of the community including the media. The new television would be mounted – preferably on a mobile presenter cart – so it can be easily moved into the headquarters’ lobby where many media/community events are held.

The high-definition television and mobile cart would allow the Public Information unit to display and highlight the good work being done by members across the Service. It would also allow for the playing of various promotional and investigative videos, crime re-enactments and surveillance camera footage, as many media scrums and one-to-one interviews are conducted by the Media Relations Officers both inside and outside the unit.

The public/media service enhancement would assist the Public Information office to more realize the Service’s communications objectives.

Crime Stoppers is a partnership of the public, police and media that provides the community with a proactive program for people to assist the police anonymously to solve crimes and, thereby, to contribute to an improved quality of life.

Each week, the media appeals for information about unsolved crimes that are highlighted in television re-enactments, radio spots and newspaper articles. Individuals who know anyone responsible for a crime or have information that will assist investigators can call Crime Stoppers at 416-222-8477 (TIPS).

Toronto Crime Stoppers began in 1984. Today, Toronto Crime Stoppers is one of the largest programs in the world and has assisted its partners to start Crime Stoppers programs in their own communities.

Discussion:

This donation is in accordance with the Service Procedure entitled “Donations” (18-08) and Section 1.32 of the Standards of Conduct entitled “Donations and Solicitation of Donations”. The acceptance of this donation will not compromise the integrity, objectivity or impartiality of the Service. Crime Stoppers has requested a tax receipt.

Conclusion:

It is recommended that the Board approve the cash donation of \$15,000 from Crime Stoppers to be used by the Toronto Police Service for the purchase of two flat-screen televisions and related equipment.

Deputy Chief Jane Dick will be in attendance to answer any questions that the Board may have regarding 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 MARCH 30, 2009**

#P80. REQUEST FOR FUNDS: TORONTO POLICE PIPE BAND

The Board was in receipt of the following report February 18, 2009 from William Blair, Chief of Police:

Subject: REQUEST FOR FUNDS: TORONTO POLICE PIPE BAND

Recommendation:

It is recommended that the Board approve the expenditure, from the Boards Special Fund, in an amount of \$18,000.00 to support the uniform replacement requirement of The Toronto Police Pipe Band.

Financial Implications:

Funding to cover the costs of this expenditure would be drawn from the Board's Special Fund and would not exceed \$18,000.00.

The financial assistance from the Board's Special Fund would allow each member of the Band in be outfitted in one standard uniform. Currently, the Band members are need of replacing 20 jackets (Argyle, navy blue) at \$320.00 each for a total of \$6,400 and 85 waistcoats at \$110.00 each for a total of \$9,350.00 for a total cost of \$17,797.50.

Background/Purpose:

Historically, the Toronto Police Pipe Band has been in existence since 1912 and continues to wear the Red Ross tartan in honour of its' first pipe major, Police Constable Thomas Ross. The Toronto Police Pipe Band represents the Toronto Police Service at almost **200 engagements per year**. The Band is highly recognized throughout the world and is comprised of both Service and non-Service members. The Band is currently made up of 16 Service members and 69 non-Service members, coming from all walks of life and from as far away as Rochester, London and Ottawa. The Band reaches out and performs for all communities of the City and has recently established an outreach to youth, with the youngest member being 14 years of age.

The Band operates as a Grade 1 Competition Band, Grade 3 Competition Band and a Ceremonial Band.

The Band's appearances range from police/community events to private/corporate functions and the costs of the private/corporate functions are charged back to the requester and/or the organization.

Examples of police/community engagements are:

- TPS Retirements
- TPS Awards Luncheons
- Crime Stoppers Dinner
- TPS Funerals
- Warriors Day Parade, Ontario Police Memorial, Federal Peace Officers Memorial
- Police Funerals
- Funerals for TPS members, both Active and Retired
- Tattoos and Pageants within the Police Community
- Recruit Graduation Ceremonies, Court Services Graduations, Auxiliary Graduations

Examples of private/corporate engagements are:

- Weddings
- Funerals
- Corporate Gala Dinners
- University Graduations and Convocations (York U, U of T, Humber College)
- Opening of Conferences
- Queen's Plate
- St. Patrick's Day Parade, Khalsa Day Parade, Toronto Santa Claus Parade
- Parades in other Jurisdictions (Brantford Santa Claus Parade, K-W Santa Claus Parade)

Discussion:

The Toronto Police Pipe Band operates by the established Core Values and strives to represent the Service to the highest degree of deportment, dress and musicianship. Unfortunately the current state of the Band uniform does not represent the Service in the manner that it is either accustomed to, nor demands.

As in the past, funds made available by the Service represent the annual operating budget of the Pipe Band in terms of equipment and uniform items. Unfortunately, the cost of the jackets and waistcoats would deplete more than half of the budget, hence this request.

Additional costs, such as travel to Highland Games (Canada & Scotland) and this years' invitation to Brittany, France, are all underwritten by the members themselves.

The Executive of the Pipe Band is made up of a staff sergeant, sergeant and two police constables, all playing members and reporting directly to Inspector Stu Eley, Executive Officer, Office of the Chief of Police.

Conclusion:

The generous financial assistance from the Board will allow the Toronto Police Pipe Band to continue to build on its successes and reputation, while representing the TPS in the eyes of the general public to the highest possible level. The high profile of the Band, both locally and internationally represent our citizens, the Board and all members of the Service. The uniformed

appearance of the Band is paramount to the reputation of the above, even before a musical note is played.

Inspector Stu Eley, Executive Officer, Office of the Chief of Police and Staff Sergeant Robert Skinner, Manager of the Toronto Police Pipe Band will be in attendance at the Board meeting to answer any questions, if required.

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 MARCH 30, 2009**

**#P81. REQUEST FOR FUNDS: 13TH ANNUAL CHIEF OF POLICE GALA
DINNER**

The Board was in receipt of the following report February 24, 2009 from Alok Mukherjee, Chair:

Subject: REQUEST FOR FUNDS: 13th ANNUAL CHIEF OF POLICE GALA DINNER

Recommendation:

It is recommended that the Board approve the purchase of tickets for individual Board members who wish to attend, to a maximum of seven tickets at the cost of \$300.00 each, for the purposes of providing sponsorship to the 13th Annual Chief of Police Gala Dinner.

Financial Implications:

If the Board approves the recommendation contained in this report, the Board's Special Fund will be reduced by an amount not to exceed \$2,100.00.

Background:

I am in receipt of correspondence dated February 17, 2009 (copy attached), from Mr. Lorne Simon, regarding the 13th Annual Chief of Police Gala Dinner.

In recognition of the Toronto Police Service's longstanding participation in Crime Stoppers programs, the Board has been invited to consider sponsorship of the 13th Annual Chief of Police Gala Dinner. This year's event will be held on May 13, 2009 at the Arcadian Court, 401 Bay Street.

The 13th Annual Chief of Police Gala Dinner is an excellent way to honour the Toronto Police Service and to further promote this important program as well to assist in the fight and prevention against crime.

It is, therefore, recommended that the Board approve the purchase of tickets for individual Board members who wish to attend, to a maximum of seven tickets at the cost of \$300.00 each, for the purposes of providing sponsorship to the 13th Annual Chief of Police Gala Dinner.

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 MARCH 30, 2009**

**#P82. QUARTERLY REPORT: OCTOBER – DECEMBER 2008: TORONTO
POLICE SERVICES BOARD SPECIAL FUND UNAUDITED
STATEMENT**

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

Subject: QUARTERLY REPORT: TORONTO POLICE SERVICES BOARD SPECIAL
FUND UNAUDITED STATEMENT: OCTOBER TO DECEMBER 2008

Recommendation:

It is recommended that the Board receive the report on the Toronto Police Services Board's Special Fund un-audited statement for their information.

Financial Implications:

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

Background/Purpose:

As required by the Toronto Police Services Board (TPSB) Policy and Directions (Board Minute #P157/05) expenditures for the Special Fund shall be reported to the Board on a quarterly basis. This report is provided in accordance with such directive. The TPSB remains committed to promoting transparency and accountability in the area of finance.

Discussion:

Enclosed is the un-audited statement of receipts and disbursements with respect to the Toronto Police Services Board's Special Fund for the period October 1 to December 31, 2008.

As at December 31, 2008, the balance in the Special Fund was \$989,488. During the fourth quarter, the Special Fund recorded receipts of \$92,910 and disbursements of \$144,647. There has been a net increase of \$378,243 against the December 31, 2007 fund balance of \$611,245.

Auction proceeds have been estimated for the fourth quarter as the actual deposits have not yet been made. The Property and Evidence Management Unit of the Service and Rite Auction Limited continue their partnership in 2008. A 40% commission rate continues to apply to all auction proceeds earned.

Funds expended this quarter include Board approved contributions to the Scadding Court Community Center, The Gatehouse, Cabbagetown/Regent Park Museum, Harmony Education Fund and the Yesindee Core Support Program. For the fourth quarter of 2008, the Board sponsored recognition awards such as the Twenty-five year watch event.

Board members are reminded of the following significant standing commitments which require monies from the Special Fund.

- Futures program – the Board approved the allocation of \$100,000 in each of 2005, 2006, 2007, 2008 and 2009.
- Recognition of Long Service (civilian pins, 25 year watch event, tickets to retirement functions for senior officers)
- Recognition of Board Members who complete their appointments
- Shared Funding for athletic competitions with the Toronto Police Amateur Athletic Association

Conclusion:

As required by Toronto Police Services Board Policy and Directions (Board Minute #P157/05), it is recommended that the Board receive the attached report.

The Board received the foregoing report.

THE TORONTO POLICE SERVICES BOARD SPECIAL FUND								
2008 FOURTH QUARTER RESULTS WITH INITIAL PROJECTIONS								
PARTICULARS	2008					2007		COMMENTS
	PROJ.	JAN 01 TO MAR 31/08	APR 01 TO JUN 30/08	JUL 01 TO SEPT 30/08	OCT 01 TO DEC 31/08	JAN 01 TO DEC 31/08 TOTALS	JAN 01 TO DEC 31/07 ACTUAL	
BALANCE FORWARD	611,245	611,245	652,877	1,073,075	1,041,224	611,245	909,118	2008 initial projections are based on 2007 actual results.
REVENUE								
PROCEEDS FROM AUCTIONS	230,000	61,079	67,215	42,287	114,272	284,853	272,294	Auction proceeds for the fourth quarter were estimated as no
LESS OVERHEAD COST	(92,000)	(24,332)	(26,886)	(16,915)	(49,142)	(117,274)	(123,539)	no deposits have been made as of yet. The overhead cost
LESS RETURNED AUCTION PURCHASE	0	0	0	0	0	0	0	is calculated as 40% of the proceeds.
UNCLAIMED MONEY	500,000	12,308	477,667	3,948	17,356	511,280	54,116	PEMU continues to clear out unclaimed cash to the
LESS RETURN OF UNCLAIMED MONEY	(2,000)	0	(280)	(1,445)	(538)	(2,263)	(2,706)	Special Fund if rightful owners are not located.
INTEREST	10,000	2,287	6,156	4,883	11,098	24,424	31,021	Interest income is based on the average
LESS ACTIVITY FEE	(500)	(63)	(224)	(258)	(302)	(847)	(449)	monthly bank balance. The activity fee
LESS CHEQUE ORDER	(200)	0	0	0	0	0	(148)	Includes bank service charges and the
								activity fee allocation.
SEIZED LIQUOR CONTAINERS	0	1,152	442	0	167	1,761	1,392	
TOTAL REVENUE	645,300	52,432	524,090	32,500	92,910	701,933	231,981	
BALANCE FORWARD BEFORE EXPENSES	1,256,545	663,677	1,176,967	1,105,575	1,134,134	1,313,178	1,141,099	Rounding can impact the reported amounts
DISBURSEMENTS								from quarter to quarter and year to year.
POLICE COMMUNITY INITIATIVES								Rounding differences are not significant.
SERVICE								
CPLC & COMM. OUTREACH ASSIST	28,000	0	35,744	0	(4,766)	30,978	25,139	Police Community initiative payments are made
UNITED WAY	4,000	0	10,000	0	(1,558)	8,442	4,000	at various times during the year based on
OTHER	40,000	0	1,900	0	0	1,900	37,500	Police Services Board approval.
COMMUNITY								
VICTIM SERVICES PROGRAM	5,000	0	0	0	0	0	105,000	
VARIOUS ORGANIZATIONS	28,500	5,000	30,850	10,129	82,550	128,529	25,896	
TPAAA ASSISTANCE	25,000	0	2,800	600	7,200	10,600	24,200	
FITNESS FACILITIES	0	0	0	0	0	0	12,245	
FUTURES PROGRAM - YOUTH PROGRAMS	100,000	0	0	0	0	0	159,438	
RECOGNITION OF SERVICE MEMBERS								
AWARDS	50,000	0	10,326	36,162	3,587	50,074	53,371	Award and recognition ceremonies for Police Officers
CATERING	30,000	0	203	0	29,105	29,308	35,568	Civilians, Crossing Guards, and Auxiliary Members.
RECOGNITION OF COMMUNITY MEMBERS								
AWARDS	8,000	0	0	0	837	837	8,842	Award and recognition ceremonies for Community
CATERING	16,000	0	905	0	3,216	4,121	14,943	Members/Citizens.
RECOGNITION OF BOARD MEMBERS								
AWARDS	100	0	0	0	0	0	52	
CATERING	1,500	0	0	0	0	0	1,632	
CONFERENCES								
BOARD	0	0	0	0	0	0	0	
COMM. POLICE LIAISON COMMITTEES	7,000	0	0	0	0	0	7,040	
ONT. ASSO. OF POLICE SERVICES BOARD	5,500	5,500	0	0	0	5,500	5,500	
CDN ASSO. OF POLICE SERVICES BRDS	5,000	0	0	0	25,377	25,377	0	
OTHER	0	0	3,750	13,435	0	17,185	(462)	
DONATIONS								
IN MEMORIAM	1,000	300	300	400	500	1,500	800	
OTHER	0	0	0	0	0	0	0	
DINNER TICKETS	1,500	0	400	3,625	0	4,025	1,490	Dinner tickets includes retirements as approved on
								BM 414/95
AUDIT FEE	8,000	0	6,714	0	(1,400)	5,314	7,660	Reverse 2007 A/R of \$8,000. Estimate charge for 2009,
								\$6,600.
TOTAL DISBURSEMENTS	364,100	10,800	103,893	64,351	144,647	323,690	529,854	
SPECIAL FUND BALANCE	892,445	652,877	1,073,075	1,041,224	989,488	989,488	611,245	

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 30, 2009**

**#P83. ANNUAL REPORT: 2008 YEAR-END ACTIVITIES AND
EXPENDITURES; FUNDING IN 2009 FOR THE CONSULTATIVE
COMMITTEE; AND FUNDING FOR THE 2009 COMMUNITY POLICE
CONSULTATIVE CONFERENCE**

The Board was in receipt of the following report February 11, 2009 from William Blair, Chief of Police:

Subject: 2008 YEAR END REPORT - ACTIVITIES AND EXPENDITURES OF
CONSULTATIVE GROUPS

Recommendations:

It is recommended that:

- (1) the Board continue to provide funding from the Board's Special Fund for each of the twenty-seven consultative groups identified in this report for a total amount of \$28,000.00;
- (2) the Board continue to provide funding from the Board's Special Fund in the amount of \$9,100.00 to cover the cost of the annual Community Police Consultative Conference scheduled to take place on November 28, 2009; and
- (3) the Board provide an additional \$1,000.00 to support the Asia Pacific Consultative Committee created in May 2008.

Financial Implications:

The Board's Special Fund will expend \$38,100.00 to provide support for the consultative groups.

Background/Purpose:

At its meeting on February 28, 1998, the Board directed that the Chief of Police provide an annual report to the Board on the activities which were funded by the police divisions using Board grants (Min. No. P65/98 refers).

In addition, Board Chairman, Mr. Norman Gardner, submitted a report to the Board at its meeting of February 28, 2002, (Min. No. P51/01 refers). The Board approved the following recommendations from that report:

1. The Board continue to provide an annual grant of \$1,000.00 to each of the seventeen divisional Community Police Liaison Committees, the Traffic

- Services CPLC, the Chief's Consultative Committees, and the Chief's Advisory Councils and that funding be approved from the Special Fund.
2. The Board sponsor a sixth annual conference for members of Community Liaison Committees on April 28, 2001, at a cost not to exceed \$6,000.00. That funding be provided from the Special Fund.
 3. Board members be invited to attend the CPLC conference on April 28, 2001, and be invited to participate in the Board/Community Workshop.
 4. That the Chief be requested to bring forward all future funding requests for the CPLC annual conference.

The Board, at its meeting of November 18, 2004, (Min. No. P371/04 refers) approved the following:

1. The Board change the requirement for receipt of the annual report concerning Community Police Liaison Committee (CPLC) and Consultative Committee activities and expenditures from the January Board meeting to the March Board meeting each year,
2. The request for annual funding from the Board Special Fund in the amount of \$1,000.00 for each individual CPLC and Consultative Committee and the request for funding of the annual CPLC conference, be combined with the annual activity report.

This report will provide an annual review of the activities and expenditures of the Community Police Consultative groups during the period of January 1, 2008 to December 31, 2008.

Community Consultative Process:

The Mission Statement of the Toronto Police Service Consultative Committee Process is:

“To create meaningful partnerships through trust, understanding, shared knowledge and effective community mobilization to maintain safety and security in our communities.”

The community consultative process within the Service exists formally on three levels:

- Community Police Liaison Committees (CPLC);
- Community Consultative Committees (CCC); and
- Chief's Advisory Council and Chief's Youth Advisory Committee (CAC & CYAC).

The consultation process is not meant to provide another level of police oversight, but rather to establish a process that affords opportunities for enhanced community safety involving community based activities and leadership, the mutual exchange of information and the development of joint problem solving initiatives. It ensures that strategic and effective outcomes are achieved through a formal police/community committee structure, empowering the community and providing the opportunity for a mutually beneficial relationship.

The criteria for the formation and activities of each of these consultative levels is found in the Community Volunteer and Consultation Manual (CVCM), originally published in 2002, and last updated in December 2006. This CVCM sets out the standards for structure, activity standards for each consultative group, responsibilities of executive members, and funding for each consultative group.

Some of the activity standards mandated for each of the consultative groups include:

- Meeting at least four times per year
- Set goals and objectives consistent with Service priorities at the beginning of each calendar year
- Hold one town hall forum jointly with police annually
- One value-added community-police project per year consistent with Service priorities
- Participate in the Annual Consultative Committee Conference for Consultative members
- Keep minutes of all meetings
- Prepare a financial statement for the Committee Executive when requested
- Complete a year-end Activity and Annual Performance Evaluation Report.

For the past ten years, the Board, through its Special Fund, has provided funding to each of the CPLCs, CCCs, CAC and CYAC.

Community Police Liaison Committees:

A Community Police Liaison Committee (CPLC) is mandated and established in each of the seventeen policing divisions, plus Traffic Services.

The purpose of the CPLC is to provide advice and assistance to the local unit commander on matters of concern to the local community including crime and quality of life issues. The CPLC is also consulted as part of the divisional crime management process established by Service Procedure 04-18 entitled “Crime and Disorder Management”, a process which includes assisting the local unit commander in establishing annual priorities.

The composition of the CPLCs differ across the city, as each unit commander is required to establish a committee that reflects the unique and diverse population served by a particular policing division. CPLC participants shall include representation from various racial, cultural or linguistic communities, social agencies, businesses, schools, places of worship, local youth and senior groups, marginalized or disadvantaged communities and other interested entities within the local community. Each CPLC is co-chaired by a senior officer or civilian director and a community member.

Community Consultative Committees:

The Community Consultative Committees (CCC) are meant to serve specific communities on a Toronto-wide basis. The membership is drawn from various organizations within each of these communities so as to reflect both inclusiveness and credibility within that community. These committees serve as a voice on wider policing issues such as training, recruiting, professional standards, and community mobilization.

The Service currently maintains a CCC for the following communities:

- Aboriginal;
- Black;
- Chinese;
- French;
- Lesbian/Gay/Bisexual/Transgender;
- Muslim;
- South and West Asian; and
- Asia Pacific

Each CCC is co-chaired by a senior officer or civilian director and a community member.

On May 21, 2008, the Service celebrated Asian Heritage Month. Various community, political and media members attended this highly successful event, held in the lobby at Headquarters. Following the formal celebration, Chief Blair hosted a meeting in the auditorium to discuss the viability of establishing an Asia Pacific Community Consultative Committee with various members representing such communities as Japanese, Korean, Filipino and Vietnamese. At the conclusion of this meeting, Chief Blair approved the establishment of an Asia Pacific Community Consultative Committee with the endorsement of Toronto Police Services Board Chair Dr. Alok Mukherjee who was also at the meeting. The committee did not receive any funding in 2008, and is seeking funding for 2009.

Chief's Advisory Council & Chief's Youth Advisory Committee (CAC and CYAC):

The Service operates a third level of consultation at the Chief of Police level. The CAC and the CYAC exist to provide a voice for various community representatives from business through to social agencies, spanning the various diverse communities as well as youth on a wide variety of issues.

In 2008, each of these consultative groups was allotted \$1,000.00 with additional funding of \$2,000.00 being granted to the CYAC for the purpose of enhancing its efforts to engage youth. The total funding for the Consultative Committees in 2008 was \$28,000.00 (Min. No. P120/08 refers).

Discussion:

Each consultative group relies on the funding of \$1,000.00 and the CYAC relies on additional funding of \$2,000.00. The funding of the consultative committees results in a total cost of \$28,000.00.

Reporting:

Each consultative group is required to include in a year-end report, an accounting for expenditures made from the \$1,000.00 grant during the year. The funds are generally used for

community outreach, community events, ‘value-added’ community projects and administrative meetings.

This report summarizes for the Board, the annual activities during 2008 and the amount spent from the \$1,000.00 grant by each of the consultative groups. Expenditures have been recorded and verified within the Systems Application Products (SAP) accounting software used by the Service with checks at the unit level and at Finance and Administration.

Summary of Activities and Expenditures:

Appendix “A” attached to this report, provides in table form, a summary of activities and expenditures for each of the consultative groups in 2008. Please note that the committees that have expenses exceeding the allotted budget of \$1,000.00 are responsible for covering any amounts exceeding \$1,000.00.

Community Police Consultative Conference:

Since 1997, the Board has sponsored an annual conference for the CPLC members with funding approved from the Special Fund. A grant of \$7,744.00 was provided by the Board for the 2008 Conference.

Expenditures for the 2008 conference were as follows:

Item	Received	Expenditure	Balance
Board Grant	(\$7,744.00)		
Queen’s Park Facility and Catering		\$5,917.68	(\$1,826.32)
Gift Items		\$381.03	(\$1,445.29)
Presenters		\$1,250.00	(\$195.29)
Cleaning Staff		\$398.10	(-\$202.81)
Technical Staff		\$160.00	(-\$362.81)
Subtotals	(\$7,744.00)	\$8,106.81	(-\$362.81)
Returned to the Board		\$0	Nil
Totals*	(\$7,744.00)		-\$362.81

**The shortfall of \$362.81 was paid by the Community Mobilization Unit*

The focus of the Community Police Consultative (CPC) Conference is to bring the components of the consultative process together to maintain effective networking, communication, training and the exchange of best practices.

The 11th Annual CPC Conference was held at Queens’s Park on Saturday November 22, 2008. The theme of this conference was “*Community Collaboration & Communication*”, involving Service members and members of the CPLC and CCC. Among those in attendance were Chair Dr. Alok Mukherjee, Chief William Blair, MPP Garfield Dunlop, and Liz Sauter a CPC Conference Planning Committee Spokesperson.

To meet the conference's objective, various workshops were conducted:

Creating Change: Ethan J. Mings – ICA Associates

Creating change through effective communication. Focused Conversation Method through round table experience to create action plans.

Effective Communication & Conflict Resolution Skills: St. Stephen's Community House

Introducing basic skills that can be used when dealing with conflict in community and organizational settings.

How To Run Effective Meetings: Wayne Scott-Action Strategies Inc.

Making a difference in how your meetings run and how satisfied your members are. The principles and practices necessary for success also introduced.

Care To Share – Ideas to Invigorate your CPLC/CCC: Marilyn Hodge & Liz Sauter

Brainstorming forum on recruiting new members, communication ideas to foster committee excellence and new ways and ideas to engage the community at large.

Human Rights & Anti-Racism: Staff Superintendent Tony Corrie, Manager Andre Goh, Diversity Management Unit, Dr. Shaheen Azmi (Ontario Human Rights Commission)

Educating conference members about the work being done by the Toronto Police Service in the area of human rights and anti-racism and the Human Rights Charter Project.

Communication with Newcomers: Staff Sergeant Sharon Davis, Community Mobilization Unit (CMU)

Overcoming cultural and language barriers, providing lesson plans to effectively facilitate discussions.

Domestic Violence: Sergeant Deborah Vitte & Police Constable Laura Taylor (CMU)

Discussion on domestic violence.

A survey was distributed and attendees were asked to provide their comments. Positive feedback from attendees included how informative, interesting, educational and well organized the conference was.

The 12th Annual CPC Conference is scheduled for Saturday, November 28, 2009. The proposed budget for the 2009 conference is presented below and includes a 10% increase from 2008 (Min. No. P77/03 refers). The increase is based on an anticipated rise in costs associated with facility rental and catering and the rise in conference attendance due to its more inclusive nature.

Proposed Budget: 2009 Community Police Consultative Conference

Item	Balance
Facility Rental/Catering	6,500.00
Gift Items/Honorariums	500.00
Signs/Printing Costs/Supplies	1,400.00
Cleaning Staff	500.00

Technical Staff	200.00
Amount requested from the Board*	9,100.00

**Any excess funds following the conclusion of the conference will be returned to the Board.*

Conclusion:

The Service has been and continues to remain committed to an effective and constructive community consultative process with community stakeholders in an atmosphere based on mutual trust, respect and understanding. The current consultative process, sustained financially through the Board's Special Fund, is but one method utilized by the Service to advance the goal of an empowered community.

Constructive partnerships and positive outcomes that occur as a result of community-police interaction remain the cornerstone of a successful police service, leading to a safer, more secure and healthier community.

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

The Board approved the foregoing report.

Group		# Meetings	Goals and Objectives	Town Hall Meeting	Initiatives Value Added Project	Crime Management Process	Expenditures from \$1,000 Grant
11 Division CPLC	<ul style="list-style-type: none"> • S/Insp. Thomas Russell • Co-Chair (position vacant) 	6	<ul style="list-style-type: none"> • be proactively involved in community relations, crime prevention and community improvement 	<ul style="list-style-type: none"> • Feb 28, 2008 • Nov 18, 2008 	<ul style="list-style-type: none"> • 11 Division annual Bicycle Rodeo • Community Food Drive held in Campbell Park • Speaker for Town Hall 	<ul style="list-style-type: none"> • CPLC regularly advised of crime trends • CPLC provides input on community concerns and issues to unit management 	<ul style="list-style-type: none"> • \$248.33 - bicycle rodeo prizes • \$70.01 - park permit for food drive • \$200.00 - honorarium for speaker at Town Hall meeting • \$375.00 - graphic artist to design CPLC logo <p>TOTAL: \$893.34</p>
12 Division CPLC	<ul style="list-style-type: none"> • Supt. Brody Smollet • Barbara Spyropoulos (Co-Chair) 	8 in Station and 4 in the form of Neighbours Nights Out in various locations in the division	<ul style="list-style-type: none"> • be proactively involved in community relations, crime prevention and community improvement • youth issues & youth engagement • intergenerational involvement 	<ul style="list-style-type: none"> • Nov 20, 2008 York Civic Centre 	<ul style="list-style-type: none"> • Restorative Justice Circles • Stone Soup Cooking Club: Archbishop Romero High School & George Harvey Collegiate • Community Information Exchange (612 messages relayed) • Participation in local festivals 	<ul style="list-style-type: none"> • CPLC regularly advised of crime trends • CPLC provides input on community concerns and issues to unit management • Participants in the Central Ontario Crime Prevention Association • Participants in CPTED Ontario 	<ul style="list-style-type: none"> • \$427.16 - supplies for Community Photo Album • \$433.92 - events • \$112.39 - meeting supplies • \$38.52 - GST rebate

					<p>including Canada Day celebrations at Amesbury Park and Granada Day at Coronation Park</p> <ul style="list-style-type: none">• Community Day• Safety exhibits at local Walmart and Home Depot stores• 12 Division Soccer Camp Kicks for Kids with 12 Division CRU• John School lectures• CPTED audits• Black History Month Celebrations• Earth Day cleanup with local schools• Graffiti Eradication	<ul style="list-style-type: none">• Collaboration with local BIAs	
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					<ul style="list-style-type: none"> • Christmas celebrations at Ontario Early Years Centres 		TOTAL: \$973.47
13 Division CPLC	<ul style="list-style-type: none"> • S/Insp. David McLeod • Ron Singer (Co-Chair) 	<p>11 meetings, second Monday of each month except for August</p> <p>Final meeting of the year held at 13 Division in the form of a Festive Open House</p>	<ul style="list-style-type: none"> • Establish and maintain a meaningful police-community partnership • Elicit feedback from the community on police response to crime and disorder issues • Identify, prioritize and strategize collaboratively with the community to deal with crime problems • Increase youth participation in Police-community partnership 	<ul style="list-style-type: none"> • June 3rd at Wilcox Public School with AGCO, Councillor Moscoe and S/Insp McLeod 	<ul style="list-style-type: none"> • Establishment of community security committees at 8 different high rise residential buildings • Education on proactive personal security for the seniors • Combating graffiti on our public and private buildings • Support of Youth Basketball and Computer Tutorial at Fairbanks Middle School • Support of Aboriginal Community in Parry sound • Support of Computer 	<ul style="list-style-type: none"> • Police advise CPLC of crime trends • Police inform CPLC of Crime Prevention Measures to deal with emerging trends • Police explain nature of TAVIS • CPLC members identify areas of concern • CPLC provide ideas on how to address specific concerns • CPLC members assist in communicating Police message externally 	<ul style="list-style-type: none"> • \$185.05 - refreshments for CPLC open house • \$59.40 - Cricket in the Park album • \$717.12 - golf shirts

					<p>Workshop for Youth at BME Church in partnership with Reboot Canada</p> <ul style="list-style-type: none">• Participation in the Oakwood Village BIA Steering Committee• Organization and Support of the Community BBQ at Oakwood and Vaughan• Organization and Support of the “Oakwood Village Clean-up Day”• Organization and Participation in the “Oakwood & Vaughan” Community Safety Audit• Organization and Participation in the Eglinton /Dufferin		
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					<p>Community Safety Audit</p> <ul style="list-style-type: none"> • Support and Participation in annual “Cops for Cancer” event at 13 Division • Mobilized community in support of Project Absolution 		TOTAL \$961.57
14 Division CPLC	<ul style="list-style-type: none"> • Supt. Ruth White • Bruce McKay (Co-Chair) 	10	<ul style="list-style-type: none"> • be proactively involved in community relations, crime prevention and community improvement • youth issues & youth engagement • share goals, objectives and accomplishments of each member group and business 	<ul style="list-style-type: none"> • Town Hall Jan 14, 2009 (deferred from 2008 to enable attendance of Chief Blair) • Community Meeting held Jan 17, 2008 to discuss CCTV with Queen & Bathurst St. residents 	<ul style="list-style-type: none"> • Open House May 11, 2008 (including FIS, Dog Services, Mounted Unit, TAVIS) • Dig-in to Docs film festival supported by CRU officers • Guest Speakers and Tours: Communication Unit, Traffic Services, Crime Prevention Association of Toronto, Bicycle Officers • Partnership with 2605 Army 	<ul style="list-style-type: none"> • CPLC regularly advised of crime trends – Crime statistics provided by PC Rob Tatji • CPLC members encouraged to contact the CRU directly with current issues • CPLC members submit concerns in advance of monthly meetings so Police can investigate and share responses at the CPLC meetings • CCTV Community Consultations 	<ul style="list-style-type: none"> • \$51.25 – Other • \$172.52 – Christmas Donation • \$175.90 - Annual potluck • \$150.13 - Meetings • \$95.46 - Katelynn Sampson Memorial • \$163.21 - Volunteer Appreciation Night • \$60.23 - Open House

					Cadet Corps, (located at Fort York Armoury, support funding received through ProAction		TOTAL: \$868.73 \$131.27 - returned to PSB
22 Division CPLC	<ul style="list-style-type: none"> • Supt. McIlhone • Frank Sword (Co-Chair) 	10 Meetings 9 Executive meetings	<ul style="list-style-type: none"> • increase membership to include all residential and business communities within the division (particularly youth) • promote awareness of the CPLC within the division • provide bursaries to local high school students • Host annual D22/CPLC Open House and BBQ as well as increasing awareness and attendance 	Feb 8, 2008 at the Etobicoke Olympium. Attendance over 200 and included discussion on the following topics: <ul style="list-style-type: none"> - Domestic Violence - T.A.V.I.S. - Calls for service response criteria and priority system - Identity Theft - Residential Break & Enters - Role of the Community Response Unit - Chief of Police 	<ul style="list-style-type: none"> • Student Bursaries provided to 4 local high school students • Food Bank Donations • Very successful Open House / BBQ with attendance of over 1,000 including the Chief and Deputy • Speaker's Bureau provided increased awareness of CPLC / Police activities in 22 Division • CPLC continues to be active in information dissemination to 	<ul style="list-style-type: none"> • CPLC regularly advised of crime trends • CPLC provides input on community concerns and issues to unit management • Superintendent and CPLC Co-Chair continue to attend meetings at requests of community groups 	<ul style="list-style-type: none"> • \$158.14 - carrying cases for display • \$176.41 - display boards • \$298.20 - CPLC uniform shirts • \$129.92 - D22 Police Week/BBQ expenses • \$207.90 - BBQ aprons for D22 CPLC • \$29.43 - Meeting Supplies

					their individual residential associations		TOTAL: \$1,000.00
23 Division CPLC	<ul style="list-style-type: none"> • Supt. Ron Taverner • Donata Calitri-Bellus (Co-Chiar) 	8	<ul style="list-style-type: none"> • To actively participate with and support police officers in 23 Division and to act as a community resource • To ultimately work towards providing a safe community for all residents of 23 Division • To be involved with the at-risk members of the Community-the youth and seniors 	<ul style="list-style-type: none"> • Oct 18, 2008 Open House 	<ul style="list-style-type: none"> • April 8, 2008 Award presentation to Crossing Guards • May 1, 2008 assisted with 4th Annual Pathways to Success event at Msgr Percy Johnson • May 12, 2008 assisted with Police Week BBQ • May 24, 2008 assisted with Movie Day for youth-at-risk • June 14, 2008 Participated in the Rexdale Community Festival at Albion Centre • June 25, 2008 assisted with career fair with Skyservice 	<ul style="list-style-type: none"> • CPLC regularly advised of crime trends and actions taken to combat crime and safety tips which were passed on to members of their organizations • CPLC members also passed out crime tips regarding frauds, identity theft and seniors issues to members of the community at the October 18 Open House • CPLC provides input on community concerns and issues to unit management • CPLC members viewed a TAVIS video, advised of increased fines for by-laws • CPLC members 	<ul style="list-style-type: none"> • \$545.17 - Purchase of a Fiesta barbecue • \$327.00 - No. 23 Division and C.P.L.C. October Open House • \$206.55 - Establishment of a Youth CPLC

					<ul style="list-style-type: none">• October 4, 2008 Participated in Thanksgiving luncheon for seniors and families in need• Oct 18, 2008 Participated in 23 Division Open House which included community outreach and a job fair• Dec 13, 2008 Participated in Children's Christmas Party for youth-at-risk• Starting in spring assisted with formation of Youth CPLC (now RYPC)• In summer assisted with planting flowers at 23 Division along with a member of the	
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					<p>faith community and community members</p> <ul style="list-style-type: none"> • Throughout year – worked on Graffiti Eradication 		<p>TOTAL: \$1,078.72</p> <p>\$78.72 was absorbed by the CPLC</p>
31 Division CPLC	<p>Supt. Chris White</p> <p>Ellen Hudgin (Co-Chair)</p>	8	Update community on initiatives and ongoing complaints	2	<p>31 Division CPLC Bursary Fund</p> <p>31 Division Toy Drive</p> <p>31 Division Open House</p>	Involved in Open Discussions with respect to specific community complaints	<ul style="list-style-type: none"> • \$194.57 - Miscellaneous Office Supplies • \$745.60 - C.I. Promotions / Micropoly Jackets and patches <p>TOTAL: \$940.17</p>
32 Division CPLC	<ul style="list-style-type: none"> • Supt. D. Gauthier • Rick Ross (Co-Chair) 	10	<ul style="list-style-type: none"> • Identify community concerns, disseminate information and develop capacity to deal with local issues • Provide opportunities for youth to partner with police/CPLC • Increase membership of CPLC to reflect 	• N/A	<ul style="list-style-type: none"> • Poster Competition Grade 8 students promote elimination of racism in conjunction with the “International Day for Elimination of Racism” • Yorkdale Auto Theft & Auto Break-in and General Crime Prevention 	<ul style="list-style-type: none"> • CPLC regularly advised of crime trends • CPLC provides input on community concerns and issues to unit management 	<ul style="list-style-type: none"> • \$430.10 - Eliminate Racism Poster Competition • \$467.00 - Yorkdale Crime Prevention Display • \$101.70 - CPLC key chains / Used for samples at displays educating people about the CPLC and its role

			diversity of the community		<p>program</p> <ul style="list-style-type: none"> • OSAID Conference Fundraising done to send students from local schools to the annual conference • Annual Skate Day Organized in February to coincide with students being out of school for Professional Development Day 		
							TOTAL: \$998.80
33 Division CPLC 2008	<ul style="list-style-type: none"> • S/Insp. Robin Breen • Kristen Selby (Chair) • Liz Cavan (Co-Chair) 	Total 14 Day 6 Evening 6 Combined 2 including town hall	<p>Established yearly goals</p> <ul style="list-style-type: none"> • Volunteers Award and Appreciation Night honouring auxiliary, civilian and youth volunteers, schools crossing guards and CPLC members. 	<ul style="list-style-type: none"> • November 25 • Toronto Real Estate Board • 68 attended • Home Security • Further representation 	<ul style="list-style-type: none"> • Open House • Volunteers Award and Appreciation Night • Seniors Issues and Seminar Committee • Law in the Mall Seneca College • Annual Safety Patrollers 	<ul style="list-style-type: none"> • CPLC advised of crime trends through power point presentation at every meeting • CPLC members invited and attend Crime Management meetings • CPLC has page in the monthly Community Bulletin • CPLC provides 	<ul style="list-style-type: none"> • \$452.48 - Open House • \$149.90 - Appreciation Night • \$108.94 - Town hall meeting • \$55.67 - CPAC Conference • \$60.39 - Halloween Safety Event

			<ul style="list-style-type: none"> • 33 Division Open House June 14, 2008 • Elder Safety and Abuse Programs, Seminars, Traffic Safety and Training • Town Hall Meeting • Additional Goals for 2008 • Support Goal & Objectives TPS • Increase communication through new brochure and community bulletin 		<p>Award</p> <ul style="list-style-type: none"> • Halloween Haunted House • Christmas Toy Drive • Christmas Food Drive • Jim Sneep Award • New CPLC Brochure created and printed • Increase membership 	<p>input on community concerns and issues to unit management</p> <ul style="list-style-type: none"> • CPLC has also input from local councillors who attend meetings but are not members 	<ul style="list-style-type: none"> • \$142.56 - Gifts and awards for guest speakers and leaving members
							TOTAL: \$970.00
41 Division CPLC	<p>Superintendent Bob Qualtrough</p> <p>Marie Heron (Co-Chair)</p>	10	<p>Improve diversity on the CPLC and event partners</p> <p>Create opportunities for positive police and community interaction</p>	<p>July 8, 2008 regarding crime concerns in area Chaired by Marie Heron</p> <p>Oct 8, 2008 regarding crime concerns in area</p>	<p>Skate Day at McGregor Park Community Centre, Feb 15, 2008</p> <p>41 Division CPLC BBQ – Open House,</p>	<p>CPLC regularly advised of crime trends</p> <p>CPLC provides input on community concerns and issues to unit management</p>	<ul style="list-style-type: none"> • \$78.00 - stamps • \$169.61 - prizes for BBQ • \$18.85 - prizes for BBQ • \$3.22 - ID cards

			<p>Strengthen connectivity (information distribution) between community agencies, institutions and TPS at 41 Division</p> <p>Introduce a youth component to the PLC</p>	<p>chaired by Supt. Qualtrough</p>	<p>May 15, 2008</p> <p>41 Division CPLC Cricket Day, Aug 7, 2008</p> <p>41 Division Kids and Cops Picnic, Wednesday Aug 13, 2008</p> <p>4 District Toy Drive, Dec 13, 2008</p> <p>41 Division Basketball Program</p> <p>41 Division Anti Bullying/Male on Male Violence Theatre Presentation</p>	<p>Identify areas of concern in order to conduct safety audits and CPTED initiatives in partnership with local stakeholders</p>	<p>for new members</p> <ul style="list-style-type: none"> • \$191.01 - prizes for kids and cops picnic • \$47.53 - plastic bags for kids and cops • \$44.82 - refreshments for kids and cops • \$53.25 - refreshments for kids and cops • \$49.30 - refreshments for kids and cops • \$79.71 - fruit juice for kids and cops • \$18.36 - gift bags for kids and cops • \$73.12 - kids and cops picnic • \$158.84 - Auxiliary Police Toy Drive <p>TOTAL: \$985.62</p>
<p>42 Division CPLC</p>	<ul style="list-style-type: none"> • Supt. Bob 	<p>20</p>	<ul style="list-style-type: none"> • be proactively 	<ul style="list-style-type: none"> • April 15 at 	<ul style="list-style-type: none"> • Community 	<ul style="list-style-type: none"> • CPLC regularly 	<ul style="list-style-type: none"> • \$905.43 - Public

	<p>Clarke</p> <ul style="list-style-type: none"> • Valerie Plunkett (Co Chair) • Rosa Chan (Co Chair) 		<p>involved in community relations, crime prevention and community improvement</p> <ul style="list-style-type: none"> • youth issues & youth engagement 	<p>L'Amoreaux Collegiate Institute with Chief Blair</p>	<p>Walks</p> <ul style="list-style-type: none"> • Bursaries to youth groups in the identified High Risk Communities • Police Week • Sponsored New Orleans Habitat for Humanity Trip • Sponsor Child Find Program • Sponsors Toronto Children's Breakfast Club in one of the Divisions High Risk Communities • Sponsored Basketball team from a High Risk Community • Sponsored Reading Program from one of our High Risk communities 	<p>advised of crime trends</p> <ul style="list-style-type: none"> • CPLC provides input on community concerns and issues to unit management 	<p>Relations Promotions /</p> <ul style="list-style-type: none"> • \$56.11 Miscellaneous Materials -
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					<ul style="list-style-type: none"> Sponsored purchase of computers for H.O.P.E. House in one of our High Risk Communities 		TOTAL \$961.54
43 Division CPLC	<ul style="list-style-type: none"> Supt. Paul Gottschalk Marilyn Hodge (Co-Chair) 	10	<ul style="list-style-type: none"> Establish a meaningful community-police partnership and to problem-solve local policing issues Invite community members to CPLC meetings to express their concerns regarding local issues related to crime prevention and community improvement Host community events that encourage positive police relationships with residents of all ages, businesses, schools and faith communities 	<p>Cedar Drive Public School (Scarborough Village, Cougar Court) – May 8, 2008 (approximately 30 community members attending)</p> <p>- 90 Mornelle Court – July 24, 2008 (approximately 100 community members attending)</p>	<ul style="list-style-type: none"> Family Skate Day – Feb 15, 2008 at Heron Park Community Centre Community Picnic and Open House – May 10, 2008 at 43 Division 	<ul style="list-style-type: none"> CPLC regularly advised of crime trends CPLC provides input on community concerns and issues to unit management 	<p>Community Picnic and Open House – May 10, 2008 at 43 Division</p> <ul style="list-style-type: none"> \$450.00 – Korny Klowns \$102.30 - Canadian Tire (Plastic Bins for ice, storage, future events) \$368.23 - Costco (drinks, lollipops , BBQ service items) \$2.60 – Staples / Photocopying \$63.75 - 7 Eleven (East Scarborough Storefront Volunteers -TTC tickets)

							<ul style="list-style-type: none"> • \$11.30 - Dollarama (Paper products – Volunteer Room) <p>TOTAL: \$998.18</p>
<p>51 Division CPLC</p>	<ul style="list-style-type: none"> • Supt. White • Kimberly Greenwood (Co-Chair) 	11	<ul style="list-style-type: none"> • be proactively involved in community relations, crime prevention and community improvement • youth issues & youth engagement • to reach out & assist marginalized communities re: integration 	<ul style="list-style-type: none"> • Muriel Collins Co-Op • John Innes Centre 	<ul style="list-style-type: none"> • F.N.T.D . • (Focused Neighbourhood TAVIS Deployment Program) • Earth Day cleanup and plantings • Police Week • 9-1-1 • Graffiti Eradication • Youth CPLC • Rookie Ball • Y.I.P.I. Program • E.S.P. • Kidsfest Running & Reading Program Club 	<ul style="list-style-type: none"> • CPLC regularly advised of crime trends • CPLC provides input on community concerns and issues to unit management 	<ul style="list-style-type: none"> • \$250.15 - Sponsor Beautification Project Regent Park • \$10.69 - Refreshments Sept. 15/08 Mtg. • \$60.35 - Coffee Urn • \$9.99 - Refreshments Oct 15/08 Mtg. • \$300.00 - Cabbagetown Regent Park Museum Oct 15/08 • \$131.35 - Supplies Nov 14/08 • \$200.00 - Shoot Hoops Not Guns Nov 15/08 • \$21.09 - Refreshments

					<ul style="list-style-type: none"> • Youth Core Volunteer Program • Merry Go Round • Camp Olympia • Ministry of Health/T.D.S. B. Feed the Neighbourhood Program • Clothing Drive 		<p>Nov 19/08 Mtg.</p> <p>TOTAL: \$983.62</p>
<p>52 Division CPLC</p>	<ul style="list-style-type: none"> • Supt. Hugh Ferguson • Liz Sauter (Co-Chair) 	7	<ul style="list-style-type: none"> • To establish and maintain a meaningful community - police partnership • To work together in identifying, prioritizing, and problem solving of local policing issues • To be proactive in community relations, crime prevention, and communicating initiatives 	<ul style="list-style-type: none"> • Cancelled due to low turnout 	<ul style="list-style-type: none"> • Student Bursary Program – fundraiser for Contact School Students. Raised over \$15,000. YTD have raised close to \$50,000 in 3 years • Kids Posse at University Settlement House Rec. Centre • Pen Pal program 	<ul style="list-style-type: none"> • CPLC regularly advised of crime trends in our monthly meetings • Active involvement of community in by-laws for Entertainment District (KSRA) at the Municipal and Provincial Levels (City of Toronto - MLS & politicians, and AGCO) • Task force to improve safety in Entertainment District created with stakeholders 	<ul style="list-style-type: none"> • \$387.59 - Promotional magnets CPLC • \$200.00 - Promotional brochures for CPLC • \$293.30 - Easel & case and supplies for events • \$100.00 - Food for Town Hall

			<ul style="list-style-type: none"> To act as a resource to the police and the community 		<ul style="list-style-type: none"> Toronto Police Week – 200-300 attendees community & associations, BIAs along with ETF, MU, Traffic & our Councillor Drug-Free Marshals – Various programs Training sessions for new 52 Division CRU Community Mobilization Classes on case study at BICK College Co-facilitated 2 CPN meetings at HQ Community Consultative Conference – advisory committee and conducted workshops for co-chairs and 	<p>from TPS, City, AGCO</p>	
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					CCC		TOTAL: \$980.89
53 Division CPLC	<ul style="list-style-type: none"> • S/Insp Larry Sinclair • Geoff Kettel (Co-Chair) 	4	<ul style="list-style-type: none"> • be proactively involved in community relations, crime prevention and community improvement • youth issues & youth engagement 	<ul style="list-style-type: none"> • Nov 18, 2008 Town Hall meeting. Leaside High School • Feb 26, 2008 Town Hall meeting initiated by Councillor Karen Stintz • July 6, 2008 Al Majid Norr Mosque - Thorncliffe Park, presentation on TAVIS • Oct 25, 2008 Thorncliffe Neighbourhood Office – Domestic Violence Presentation 	<ul style="list-style-type: none"> • Youth Conflict Resolution Symposium • Divisional New Year's Levy • Charity BBQ - YWCA • Graffiti Eradication projects 	<ul style="list-style-type: none"> • CPLC regularly advised of crime trends • CPLC provides input on community concerns and issues to unit management 	<ul style="list-style-type: none"> • \$24.84 - Office Supplies • \$402.04 - Charity BBQ • \$190.58 - Town Hall meetings • \$ 179.29 CPLC Meetings • \$173.65 - X Guards Appreciation • \$28.33 - Domestic Violence Info Session
							TOTAL: \$998.73
54 Division CPLC	<ul style="list-style-type: none"> S/Insp. Dan Hayes Mary Reilly (Co-Chair) 	<ul style="list-style-type: none"> 10 General Meetings 10 Executive Committee Meetings 	<ul style="list-style-type: none"> • be proactively involved in community relations, crime prevention and community improvement 	<ul style="list-style-type: none"> • Town Hall G.A. Brown Middle Sch. 2800 St. Clair Ave East. Nov 18, 2008 	<ul style="list-style-type: none"> • 54/55 Grafitti Town Hall Initiative – Main/Danforth May 27, 2008 • Graffiti 	<ul style="list-style-type: none"> • CPLC regularly advised of crime trends • CPLC regularly updated on ongoing initiatives within 	<ul style="list-style-type: none"> • \$48.06 - Refreshments for CPLC meeting and McCordic BBQ condiments • \$107.35 - Graffiti

		<p>3 Seniors Sub-Committee Meetings</p> <p>5 Crime Prevention Sub-Committee Meetings</p> <p>5 Youth Sub-Committee Meetings</p>	<ul style="list-style-type: none"> • youth issues & youth engagement • participation in community events, heightening visibility of CPLC • Newcomers Initiative, improve communication • Safe Guard Seniors by education 	<ul style="list-style-type: none"> • Attended by approx. 50 residents and area politician • Community Mobilization discussed – neighbourhood officers introduced. • Information tables for seniors, youth, crime prevention, newcomers Crossing guard info • Area concerns addressed 	<p>Eradication – Pape Village BIA Pape and Cosburn area. April 19, 2008</p> <ul style="list-style-type: none"> • Crime Prevention Forum for Small Business, Safeguard against Robbery Royal Cdn Legion, 100 Torrens Ave • April 29, 2008 • Seniors Safety Presentation and Crime Prevention, East York Civic Centre, May 28, 2008 • Bicycle Rodeo – Safety Initiative, Gateway Public School, 53 Gateway Bl June 6, 2008 • Crossing Guard/ Volunteer Appreciation 	<p>54 Division</p> <ul style="list-style-type: none"> • CPLC provides input on community concerns and issues to unit management 	<p>Eradication supplies</p> <ul style="list-style-type: none"> • \$91.31 - Town Hall Meeting • \$190.45 - Assorted Gifts • \$250.00 - TPS649 Sandra Califaretti Bursary Donation • \$360.25 - CPLC Appreciation Dinner/Meeting and Appreciation gifts
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					<p>BBQ at 54 Division, June 26, 2008</p> <ul style="list-style-type: none"> • CPLC Information table at Flemingdon Community BBQ - Aug 23, 2008 • CPLC Information table at Lumsden/Secord Community BBQ Aug 30, 2008 • CPLC Bursary Fundraising Initiative – To be awarded to deserving high school students participating in the ESP program - to help further post-secondary education. To be awarded in 2009 • Canada Day Celebrations information table, distributed 	
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					<p>crime prevention pamphlets, fielded questions from attending residents. July 1, 2008</p> <ul style="list-style-type: none"> • Taste of the Danforth, Information table. Aug 9, 2008 • CPLC/54 Div Coat Drive – Flemington Park area Children. Nov 2008 		<p>TOTAL: \$1,047.42</p> <p>Excess \$47.42 absorbed by D54 Acct# 4084</p>
<p>55 Division CPLC</p>	<ul style="list-style-type: none"> • Supt. Wayne Peden • Jeff Paulin (Co-Chair) 	10	<ul style="list-style-type: none"> • To be proactively involved in community relations, crime prevention and community improvement, specifically; graffiti, panhandling and drugs in the community • Youth issues & youth engagement 	<ul style="list-style-type: none"> • May 27, 2008. Main Square Recreation Centre • 100 persons in attendance • Topics included, 55 Divisional graffiti eradication, removal, education and prevention, 	<ul style="list-style-type: none"> • Student Bursary Program • Earth Day cleanup • Police Week • Graffiti Eradication • Senior outreach • Community Outreach 	<ul style="list-style-type: none"> • CPLC regularly advised of crime trends • CPLC provides input on community concerns and issues to unit management • CPLC members regularly attend divisional crime management meetings 	<ul style="list-style-type: none"> • \$105.48 - Refreshments at CPLC meetings throughout 2008 year • \$839.00 - Canopy Tent for CPLC to be used while in attendance at community events (Dec / 08)

				Community Centre 55 graffiti program and Restorative Justice Program, Law and Justice - Extra judicial measures	during major events (Beaches Jazz Festival, Taste of Danforth, Festival of South Asia)		TOTAL: \$944.48
Traffic Services CPLC	<ul style="list-style-type: none"> • Supt. Stephen Grant • Supt. Earl Witty • Joanne Banfield (Co-Chair) 	2	<ul style="list-style-type: none"> • be proactively involved in community traffic safety issues, such as speeding and drinking and driving 	<ul style="list-style-type: none"> • Jan 8, 2008 • June 10, 2008 	<ul style="list-style-type: none"> • Road Safety Challenge 'Aggressive Driving' Message Pens 	<ul style="list-style-type: none"> • CPLC regularly advised of traffic safety concerns • CPLC provides input on traffic related issues to unit management 	<ul style="list-style-type: none"> • \$1,000.00 - Spent on awards and appreciation ceremony <p>TOTAL: 1, 000.00</p>
Lesbian, Gay, Bisexual, Transgender CCC	<ul style="list-style-type: none"> • S/Supt Jeff McGuire • Dean Ross (Co-Chair) 	11	<ul style="list-style-type: none"> • be proactively involved in community relations, crime prevention and community improvement • youth issues & youth engagement • Pride Participation 	<ul style="list-style-type: none"> • Aug 11 at Ryerson University together with D51 • Organizing of Board and Chief's Pride Reception 	<ul style="list-style-type: none"> • RHVP (Report Homophobic Violence, Period) Program • Coffee-with-the-Cops Program in partnership with D51, D52, and D53 (4 events held) 	<ul style="list-style-type: none"> • CCC co-operates with a number of community agencies and their Anti-Violence Programs 	<ul style="list-style-type: none"> • \$367.41 - Meeting expenses • \$262.50 - Pride Parade • \$139.09 - RHVP • \$80.00 - Coffee with the Cops • \$200.00 - Partial payment for CCC golf shirts <p>TOTAL: \$1,049.00</p> <p>\$49.00 absorbed by</p>

							CMU
South & West Asian CCC	<ul style="list-style-type: none"> • S/Supt. Federico • Zul Kassamali (Co-Chair) 	<p>3</p> <p>2008/05/08</p> <p>2008/06/23</p> <p>2008/10/08</p>	<p>Develop partnerships between the community and the police</p> <p>Increase focus and Enhance relationships between youth an the police</p> <p>To be proactive in community relations, and crime prevention initiatives</p>	<ul style="list-style-type: none"> • Nov 28, th 2008 Tamil Congress Centre (approx. 50 attendees) 	<ul style="list-style-type: none"> • Sikh Khalsa Day Parade • SWACC Youth Basketball Tournament at Humber College • Marine Unit Community BBQ • Eid/Diwali Dinner 	<ul style="list-style-type: none"> • Members identified issues in their communities and developed strategies with the police to focus on specific issues 	<p>Other -\$289.29</p> <ul style="list-style-type: none"> • \$269.00 - Humber College (facility) • \$81.00 - (trophies) • \$130.00 - (food & refreshments) • \$269.38 - (marine unit BBQ-supplies, food and refreshments) <p>TOTAL: \$1,038.67</p> <p>\$38.67 absorbed by CMU</p>
Muslim CCC	<ul style="list-style-type: none"> • S/Supt. Glenn DeCaire • Abdul Hai Patel (Co-Chair) 	<p>8</p>	<ul style="list-style-type: none"> • Enhance trust between the police and the Muslim community • To open dialogue with the police and the community • Encourage the recruitment of officers from 	<ul style="list-style-type: none"> • IMO Mosque, DV Presentation (approx. 25 people) • IMO DV Presentation (approx. 20 people) • DV Presentation at 45 Overlea Blvd (10 people) 	<ul style="list-style-type: none"> • South and West Asian Youth Basketball Tournament • Islamic Foundation Dinner for Chief and Senior Officers • Eid and Diwali Dinner • Domestic 	<p>Members regularly bring forth issues concerning the Community</p> <p>Initiatives have encouraged the reporting of hate crimes and incidents of domestic violence</p> <p>Youth initiatives promoted good life skills and encouragement to seek policing</p>	<ul style="list-style-type: none"> • \$200.00 - To the S/W committee for the Basketball Tournament • Food & Refreshments - Meetings, Community events and TPS golf shirts for members

			<p>the Muslim community</p> <ul style="list-style-type: none"> • Address and find solutions to problems within the Muslim community i.e., Hate Crimes, Parking problems at places of worship • Eliminate negative perception and stereotypes of Muslims • Provide sensitivity training and information to Police and Civilian Staff of the religious and cultural practices of Muslims in Toronto 	<ul style="list-style-type: none"> • Imdadul Islamic Centre (100 People) • Eid/Dewali Dinner (30 People) 	<p>Violence Presentations</p> <ul style="list-style-type: none"> • International Muslim Organization, Domestic Violence Presentation 	<p>as a career choice</p>	<p>TOTAL: \$1,000.00</p>
<p>Chinese CCC</p>	<ul style="list-style-type: none"> • S/Supt. Tony Corrie • Mr. Ben Lau 	<p>10 7 Committee meetings</p>	<ul style="list-style-type: none"> • To provide an effective communication channel between the Chinese 	<p>-Nov 17, 2008 Scarborough Subject: Traffic Safety focused mainly</p>	<p>Jan - partnered with cttv.ca to extend a New Year greeting to the public on Web</p>	<ul style="list-style-type: none"> • CCC members regularly advised of crime trends • CCC members 	<ul style="list-style-type: none"> • \$339.00 - CCC flyer • \$113.00 - CCC banner

		3 Community agency meetings	<p>community and the Toronto Police Service</p> <ul style="list-style-type: none"> To advise Toronto Police Service on matters relating to the safety and quality of life in the Toronto Chinese community To be proactively involved in community relations, crime prevention and community improvement <p>2008 Specific Goal: Increase awareness of traffic safety specifically as it relates to new immigrants in the Chinese community</p>	<p>on new immigrants. Played “Move Over” video Demonstration on bicycle safety talk on perils of impaired driving</p>	<p>TV</p> <p>April- attended the Chief’s Annual Dinner in Support of Victim Services</p> <p>May - participated in the March Past of the Asian Heritage Month Parade in Markham</p> <p>July -co-hosted charity events entitled Cops and Community Charity Event. Event featured TPS recruiting booth, partner social agencies and other emergency services</p>	<p>provided with input on community concerns and issues pertaining to police service management</p> <ul style="list-style-type: none"> CCC members communicated trends to diverse Chinese communities they represent CCC members provided input of safety concerns in their communities 	<ul style="list-style-type: none"> \$403.58 - Refreshments: Town Hall Meeting 10 Meetings \$51.00 - Name Tags for new members <p>TOTAL: \$906.58</p>
Aboriginal CCC	• S/Supt. Federico	9	• be proactively involved in community	• Did not host one	• School / Head Start Outreach –2 schools and	• ACC members brought concerns to each meeting in an	• \$100.00 - Ticket to S/Supt. Grant’s retirement dinner

	<ul style="list-style-type: none"> • S/Supt. Gauthier • Steve Teekens (Co-Chair) 		<p>relations, crime prevention and community improvement</p> <ul style="list-style-type: none"> • youth issues & youth engagement • Recruiting within the Aboriginal Community to TPS – members to assist with information sessions and support for recruitment • Police Services Board – assist with consultation process 		<p>4 head starts – safety talks, participation in cultural celebrations, building bridges with children and their families</p> <ul style="list-style-type: none"> • Assist with the consultation process for the TPS /PSB by members attending meetings with the Chair and the CPLC conference: November 22nd, 2008 • Hosts of National Aboriginal Day at 40 College Street – to breakdown barriers and assist with cultural barriers – brought police and community together • Keeping the 	<p>effort to address issues and to effectively work with the divisions to decrease crime/safety concerns</p> <ul style="list-style-type: none"> • ACC members acted/ supported initiatives being done with the police (43 Division) and community in the area identified Gabriel Dumont/ Kingston and Galloway Road– focusing on youth/ police relationships 	<ul style="list-style-type: none"> • \$470.74 - National Aboriginal Day Celebration and feast • \$150.00 - Honoraria to Elders • \$50.00 - Canadian Cancer Society / Raymond Morrison • \$190.00 - Pizza Lunch – Tree Decorating • \$5.65 - Candy Canes for head start Christmas Celebration
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					Circle Strong – TPS /Aboriginal youth camp (1 – members from the committee supported and attended the camp at Grundy— supporting the strengthened partnerships with TPS officers and youth from Toronto		
							TOTAL: \$966.39
Chief's Youth Advisory Committee	<ul style="list-style-type: none"> • Chief William Blair • Civilian Chair Ritesh Kotak 	<ul style="list-style-type: none"> • 10 CYAC Monthly • 1 Chief Meeting • 2 CCC Co-Chair 	<ul style="list-style-type: none"> • Report to the Chief on youth related issues • Enhance and/or develop new partnerships that engage the youth community with police • Enhance community mobilization principles and best practices in the youth community 	<ul style="list-style-type: none"> • CPLC in 51, 14 & 23 Divisions • Community Police Consultative Conference 	<ul style="list-style-type: none"> • BAPS Appreciation • PEACE BBQ & Recognition • H.Q's PEACE Recognition Event • RCAC Recruit Planning Committee (Employment Unit on Youth Recruiting Initiatives) • Community E- 	<ul style="list-style-type: none"> • Youth Advisory Committee attended November CPLC Conference • CYAC advised Chief and 51 (14 & 23) Div. Unit Commander on youth crime and victimization issues • CYAC members participated in excess of 550 PEACE presentations 	<ul style="list-style-type: none"> • \$140.40 - BAPS Appreciation Night (Community Awards) • \$540.00 - CYAC HQ's PEACE Recognition for TPS/Community • \$230.00 - CYAC pamphlets • \$112.50 - TTC Tokens Youth transportation

			<ul style="list-style-type: none"> Promote youth representation and participation on C.P.L.Cs and Service-related initiatives and programs 		<p>Mobilization Project</p> <ul style="list-style-type: none"> Unity Gala Mayor's Community Safety Awards Youth Keynote Addresses for the kick off of Police Week and Crime Prevention Month Policing Initiatives Manifesto Project CYAC PSA's CYAC TPS Unit Tours Holiday Season Food Drive <p>CYAC pamphlet</p>		<ul style="list-style-type: none"> \$446.01 Community events and meetings <p>TOTAL: \$1,468.91</p>	-
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<p>Chief's Advisory Council</p>	<ul style="list-style-type: none"> • Insp. S. Eley • Sgt. A. Schettini (Support) <p>26 members</p>	<p>1</p>	<ul style="list-style-type: none"> • Community Relations and Crime Prevention • Youth Violence • Community Outreach 	<p>Nil</p>	<ul style="list-style-type: none"> • CPC Conference • Gay Pride • Caribana • Black History Month • Aboriginal Pow Wow • Diwali Celebration 		<ul style="list-style-type: none"> • \$118.56 - Public Relations <p>\$881.44 - Being returned to the Board</p> <p>TOTAL: \$118.56</p>
<p>French CCC</p>	<ul style="list-style-type: none"> • Mr. Paul Morin, Community (Co-Chair) • Ms. Kristina Kijewski, Director Corporate Services, TPS 	<p>7 meetings April, May, June, July, Sept, Nov & Dec</p>	<ul style="list-style-type: none"> • Engaging the Community through Town Hall Meetings • Enhance committee's community profile • Enhance committee Membership-including representation from OASIS-Centre des Femmes and Centre Francophone • French Voice- 	<p>- October 10, 2008 - Les Centres d'Accueil Heritage</p> <p>- attendance (3 members) at the CPLC/CCC Conference Nov 22, 2008</p>	<p>- Provided French Translation for Domestic Violence posters developed by CMU with Seneca College</p> <p>- provided French translation for Newcomer DVD</p> <p>- distributed posters to Glendon College, York University</p> <p>-facilitated meeting between CMU & Inter Clinic Immigration Working Group-</p>	<p>Town Hall Meeting with Elderly members of the French Community October 10, 2008 discussing issues in 51 Division and matters of Seniors Fraud with members of Project Senior Fraud from the Fraud Squad.</p>	<p>\$523.95 - French Directory Advertisement</p> <p>\$157.50 - Le Métropolitain 30e Anniversaire CAH Advertisement</p> <p>\$259.86 - Meeting Expenses</p> <p>\$58.69 - Left in the Budget</p>

			<p>Over for Newcomers Video</p> <ul style="list-style-type: none"> • CSLO Five Core Curriculum Elementary School Lesson Plans 		<p>Don't Ask, Don't Tell</p> <ul style="list-style-type: none"> - 4 new members on committee including representation from OASIS-Centre des Femmes and Centre Francophone 		TOTAL: \$1,000.00
Black CCC	<ul style="list-style-type: none"> • S/Supt. Peter Sloly • John O'Dell (Co-Chair) 	<p>.... Full Committee meetings (once per month except June, & August)</p> <p>Numerous sub-committee meetings</p>	<ul style="list-style-type: none"> • Community Outreach • Assist TPS in Recruitment/Hiring drive • Youth Engagement • Committee Membership, Capacity Building & Training • Relationship building & connecting the police with the Community 	<ul style="list-style-type: none"> • Meeting with community members across the city of Toronto 	<ul style="list-style-type: none"> • February 1, 2008 Black History Month Reading Initiative Kick-Off at Lord Dufferin Junior and Senior Public School • Reading initiative at Tecumseh Sr PS, Islington JMS, Dr. Marion PS, Cornell PS, Fairbank MS and Woburn PS • July 19, 2008 – Soccer Clinic for youth in 	<ul style="list-style-type: none"> • Regularly advised and briefing from TAVIS, major crimes and crime trends by field officers • Briefing from Homicide following the shooting in Lawrence Heights Community 	<ul style="list-style-type: none"> • Purchase BCPCC event display • BCPCC Official Merchandise • Committee Meetings • Soccer Clinic

					Lawrence Heights in collaboration with 32 Division		TOTAL: \$1,000.00
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**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 30, 2009**

#P84. SUBMISSION TO THE INDEPENDENT POLICE REVIEW OFFICE

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

Subject: SUBMISSION TO THE INDEPENDENT POLICE REVIEW OFFICE

Recommendation:

It is recommended:

1. that the Board approve the appended response to the Independent Police Review Office's (IPRO) request for submissions
2. that the Board request that the IPRO consult specifically with police services boards; and,
3. that the Board forward this report to the IPRO and to the Ontario Association of Police Boards (OAPSB).

Financial Implications:

There are no financial implications arising from the consideration of this report.

Background/Purpose:

By way of a letter dated February 10, 2009, the IPRO announced that it was seeking oral or written submissions on the new public complaints process. Written submissions were requested no later than March 18, 2009.

Discussion:

On February 26, 2009, I wrote to Mr. Gerry McNeilly, Director of the IPRO, advising that the Toronto Police Services Board:

...meets on a monthly basis and any submission that we might make would require the approval of our Board. This, of course, constrains our ability to provide a response for your March 18, 2009 deadline. Nonetheless, the Toronto Police Services Board would very much like to have its views considered by the IPRD and we are actively drafting a submission. That submission will be forwarded to the Board for its consideration at the earliest opportunity; however, the next meeting of our Board will not be held until March 30, 2009.

I requested that the IPRO give its consideration to a submission from the Toronto Police Services Board and I indicated that the submission will be forwarded to the IPRO no later than April 14, 2009.

In preparing the submission, I note that the IPRO does not provide details of any role it may be assuming with respect to systemic issues arising from complaints which are classified as concerning policy or service. As Police Boards will continue to conduct reviews of the disposition of policy and service complaints, when requested by complainants, I recommend that the Board invite Mr. McNeilly to consult with the Boards, either directly or through the Ontario Association of Police Services Boards.

Conclusion:

I recommend that the Board approve the appended submission to the IPRO.

The Board approved the foregoing report.

Consultation Questions

Complaint Process:

During and after the complaint process communication between the IPRO and the complainant and the police will be very important.

1. What is the best way to provide timely updates on the status of a complaint?
 - a) *Provide updates in writing to the complainant, the subject officer and the Chief (for complaints being dealt with by the IPRO or another Service).*
 - b) *At intake time, assign each complaint a reference number and post updates at specific intervals (ie. 45, 90, days) for all complaints on the IPRO website. Complainants, subject officers and chiefs of police should be advised, in writing, at intake time, that complaints may be tracked on-line.*

2. The IPRO is required to be transparent in the administration of public complaints. How much information should be publicly available to maintain a balance between transparency and privacy?

As to level of detail, the personal letter can be detailed in terms of the investigation. The on-line update can be summary, and contain no personal identifiers.

3. In order to improve the administration of public complaints, the IPRO will need to survey the individuals involved after the complaint is closed. This includes the police and the public. What is the most effective way to get this information?

A "Customer Service" form should be provided and it should be completed in writing, as well as being available on-line. The form should be available at all locations where a complaint is dealt with by Local Resolution, Informal Resolution or formal investigations and provided with any final disposition report to the complainant and subject officer. It should be provided with pre-paid addressed envelopes, so that completed forms can be sent to the IPRO for tracking, analysis and public reporting. The form should ask for feedback on the quality of intake, and ongoing contact, the quality of update information, the quality of investigation/Local Resolution/Informal Resolution expertise, timeliness of disposition, and satisfaction with disposition – at a minimum. Two separate surveys should be developed - one for complainants and one for subject officers.

4. What education and outreach suggestions do you have to ensure complainants are aware of and understand the public complaints system?

The IPRO will need to work with police and community organizations, local and provincial agencies that interact with the public, such as public libraries, schools, parks and recreation, and mainstream, community and ethnic media for an extensive outreach. This is very important. In terms of community organizations, community

centres, legal clinics, immigrant service agencies and social service agencies, should be included. This outreach should be in the form of plain language materials in different languages. In addition, and very importantly, the IPRO should fund and support, community-based outreach. The Toronto Police Services Board has endorsed and spoken about it before the Legislature's Standing Committee, and has helped to fund a pilot project at Scadding Court Community Centre.

The Toronto Police Services Board recommends that the IPRO evaluate the Scadding Court pilot project after a year or two with a view to using it as a model for programs province-wide. As part of this review the IPRO should review the recommendations from the Scadding Court Summit on Bill 103.

5. What sort of statistics would be helpful in identifying systemic issues?

Statistics by complainants' gender, age, race, language,. grounds of complaints; nature of disposition; time taken to resolve through Local Resolution/Informal Resolution/formal investigation; satisfaction with process by complainant and subject officer;– at a minimum.

Third Party Complaints

The act specifies that the IPRO may accept third party complaints from people who were in a “personal relationship” with a person directly affected by the conduct where the third party also suffered some sort of loss, damage or inconvenience. The IPRO and the Chief must be able to substantiate a complaint to take any disciplinary action and will need to define “personal relationship” so that public complaints from third parties can be reasonably investigated.

1. What reasonable limits could be placed on who can make a complaint as a third party?

The only reasonable limit should be based on the test of whether “the third party also suffered some sort of loss, damage or inconvenience.” A broad, rather than restrictive reading of the provision is recommended. The intent should be to prevent ideologically or politically motivated persons with no direct interest from using the public complaints process to engage in a campaign, or a vendetta or pursuit of a cause or an agenda. Personal relationship, on a broad reading, would include anyone with a direct interest, unlike a bystander, an advocacy organization, an habitual complainer, for instance.

2. Is anyone too remote?

The answer must be “yes” but surely that would have to be assessed on a case by case basis.

3. Do you have examples of cases that should not be third party complaints?

The Service or OACP, would be best positioned to respond to this – not Boards.

Six Month Limitation

The act indicates that when making an exception to the six month limitation the Director must consider if the complainant is a minor, under a disability, the subject of criminal proceedings at the time the incident occurred or whether it is in the public's interest to proceed with an investigation.

1. What can the IPRO do to make certain these complainants have adequate access to the complaints system?

There are other quasi-adjudicatory bodies that also have exceptions to the six-month limitation. The IPRO should review their experience and practice to ensure that it's decision-making does not adversely affect those who have a bona fide justification. The onus should be on the complainant to prove the legitimacy of the delay.

IPRO Investigations

The IPRO will determine who will investigate conduct complaints, the original police service, an outside police service or the IPRO Investigations Branch. Policy and service complaints must be referred back to the chief of police for investigation.

1. What circumstances should be considered by the IRPO in deciding who will investigate complaints about an officer's conduct?

Ideally, as much as possible, complainants should be dealt with by the local police service. A good system is one which provides for prompt local or informal resolution. This also ensures the accountability of the local police supervisor or chief. Of course, to ensure public trust and confidence, there must be effective IPRO oversight and accountability. The effort should be to refer "minor" complaints for this type of Local Resolution.

The IPRO should take direct carriage of complaints of a serious nature – such as excessive use of force, causing serious injury, discriminatory treatment where there is a history of public concern (eg. allegations of racial profiling, allegations of sexual assaults, maltreatment of homeless persons or persons with mental illness).

The resources of another service should be used only where the IPRO lacks resources or expertise for a timely investigation, or where the complaint is against a senior member of the service. This should be the exception, not the rule.

2. What are your expectations on how long it will take to resolve a routine complaint?

Time is of the essence in resolving "minor" complaints. The effort should be to dispose them of within 45 days from the date the service receives a complaint from the IPRO. This should be attempted over one year, monitored and reviewed to determine its practicality, and then any necessary adjustments should be made.

3. The complainant, police officer and chief of police have a right to know the outcome of an investigation.

a) POLICE – What should be included in the investigative report and are restrictions necessary?

Where a complaint is substantiated, the chief needs to have full disclosure from the IPRO in order to determine if PSA charges are to be laid. In cases where the complaint is resolved or dismissed, the subject officer should only be advised of the determination; however, if there are issues that justify follow-up such as changes to policy, procedure or training, or there are concerns, the chief should be advised with reasons thereof.

b) PUBLIC – What type of information do you want to know after the completion of the investigation and why?

Local Resolution

Local Resolution is not defined in the act, but the IPRO is proposing a process to allow for it to take place.

Local Resolution could play a very important role in building police/community relations. Acceptance from both parties will be critical to the success of the program.

1. Do you see any issues for the community accepting and using the process proposed in the consultation package?

Refer to answer to IPRO Investigations, question 1 (page 3).

The community should be given the assurance that all police services will have the necessary skills and expertise to undertake effective and fair Local Resolution. To ensure this, the IPRO will (a) need to consider a consistent training program for police services and (b) need to assure the public regarding its oversight of Local Resolution.

2. What would make the subject officer willing to participate in this process?

No comments.

3. Is there something missing from the process that you feel would improve the chances of the program being accepted and used?

No comments.

4. The IPRO will implement a requirement to document all complaints in various ways – what suggestions do the police have to make the requirements work for them and IPRO?

No comments.

5. Do you have suggestions for the proposed Local Resolutions process to make implementation easier?

No comments.

6. Do you have suggestions for appropriate complaint resolution in the Local Resolution process?

No comments.

7. What role should the IPRO play in the oversight of Local Resolution?

The IPRO's oversight is key to ensuring that the public maintains its trust and confidence in policing. The IPRO should adopt practices such as case conferencing at the beginning, reports at critical stages of investigation and resolution, timely consultations when critical issues arise, and a prompt, complete final report – with the IPRO's ability to discuss that report with the chief of police.

8. POLICE – The police will also be required to record all public inquiries (not a formal complaint) and report the total number to the IPRO. What is the most efficient way to make certain this information is being properly recorded?

Without a better definition of “all public inquiries” that are not complaints, this may not be feasible for large police services such as ours. It is not clear what purpose such a report will be intended to serve. However, given that Services provide their Boards with Professional Standards reports – which are public – the IPRO could request Boards to communicate these to IPRO.

Informal Resolution

Informal resolution is referred to but not defined in the act. The IPRO would like to propose a process for informal resolution that will be used throughout the province. Similar to Local Resolution, informal resolutions can play an important role in building community and police relations.

1. What role should the IPRO play in informal resolution?

Refer to answers to IPRO Investigations, question 1 (page 3) and Local Resolution, question 1 (page 5).

2. What type of conduct may be suitable for informal resolution?

Refer to answers to IPRO Investigations, question 1 (page 3) and Local Resolution, question 1 (page 4).

3. What type of conduct should never be considered for informal resolution?

Refer to answers to IPRO Investigations, question 1 (page 3) and Local Resolution, question 1 (page 4).

4. What would make you willing to participate in an informal resolution?

Informal Resolutions should be geared towards improved understanding between parties, clearing the air, removal of misunderstanding, immediate correction of minor procedural issues, conciliation through apology or minor restitution rather than blaming, fault finding or laying of PSA charges.

5. What role does the community have in informal resolution?

Community is too vague a term to use. However there may be circumstances involving unique cultural knowledge, need to support a complainant, provide interpretations, etc. where appropriate members of a community or representatives of a community agency could play an important role.

6. Do you have suggestions for appropriate complaint resolution in the informal resolution process?

Refer to answer to question 4 above.

Regional Outreach and Education

The IPRO plans to establish regional working groups to help make sure our process is constantly improving. The regional working groups will help the IPRO by suggesting possible outreach and education opportunities, providing feedback about our services, and offering a regional perspective on issues related to policing and the public complaints process.

In addition, the IPRO has a mandate to provide education to the community and police about the complaints system and to build stronger trust and relationships between the police and the community.

1. How can these working groups best represent the make-up of the community and the police?
2. Should the working groups contain both police and community representatives or should they be separate working groups?
3. If you feel the groups should be separate what suggestions do you have to bring the two groups together?
4. Should the working groups have a rotating membership?

Response to 1 – 4 above:

The regional working groups should be forums to elicit input, to identify concerns and areas of improvement, and to establish common understanding. As such, they should include police and community representatives.

There are at least four interested parties that should be represented in the working groups – the community, the police chiefs, the police associations and the police boards.

With respect to the chiefs, associations and boards, I would suggest that the OACP, PAO and OAPSB designate regional representatives.

With respect to the community, the IPRO will need to ensure that membership is inclusive so that all segments of a local or regional community have representation.

The IPRO may consider issuing open invitations to organizations – or contact their umbrella organizations/networks to seek membership.

There should be a term of two – three years for individuals representing the community.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 30, 2009**

#P85. EXPENDITURE RESTRAINTS

The Board was in receipt of the following report March 25, 2009 from Alok Mukherjee, Chair:

Subject: EXPENDITURE RESTRAINTS

Recommendation:

It is recommended that the Board authorize the Chair to respond to the memorandum from Mr. Allan Gunn dated February 26, 2009.

Financial Implications:

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

Background/Purpose:

The Board is in receipt of a memorandum from Mr. Allan Gunn, Assistant Deputy Minister/CAO, Corporate Services Division, Ministry of Community Safety and Correctional Services, dated February 26, 2009. The memorandum, which is appended to this report, encourages the Board, as part of the broader public sector to take measures and establish controls to manage costs and to ensure the taxpayer receives value for money.

Discussion:

The Toronto Police Service has adopted a “managing for value” approach to the overall management of the Service. On October 22, 2008 Toronto Police Service Chief Administrative Officer Tony Veneziano issued a “managing for value” memorandum to senior staff. This document (copy attached) identifies various areas upon which managers should focus in order to ensure that value is received in return for the budget that is expended (for example managing human resources, assets, contracts, information, projects, processes and risks). This management approach is regularly reinforced within the Service and is applied in internal decision-making.

The following are some examples of this management approach:

- The annual operating and capital budgets for the Service are developed utilizing a zero-based method from a funding perspective (for the majority of the requests) and undergo a rigorous review process with the Command and the Board. The Service’s and the Board’s detailed budgets are available on the Board’s internet site
- The Service submits operating and capital budget variance reports to the Board four times per year, providing explanations on variances and projecting expenditures and revenues to year end

- The Service generates information and reviews key crime and other public safety indicators, and uses this and other information to determine if any redeployment or other action is required to more effectively achieve its public safety objectives and deal with emerging problems, so that the greatest value is obtained from the monies spent on core policing activities, including community mobilization efforts
- The Service has effective procurement processes, including being a part of a provincial police cooperative purchasing group for the purchase of common police requirements to realize savings through larger volumes (e.g. police vehicles, ammunition, uniforms, etc. The Service also partners with the City of Toronto on large common purchases (e.g. gasoline)
- Service members have been provided with tools (e.g. contract and project management frameworks, monthly variance reports, absenteeism reports) to better manage and control contracts, projects and costs, including absenteeism and overtime
- From an accountability and transparency perspective, annual or semi-annual reports are provided to the Board on sole source procurements, use of consultants, accounts receivable write-offs, etc

The Service benefits from a number of active grants from the Province. Funding for implementing the “Toronto Anti-Violence Intervention Strategy (TAVIS)” and the “Provincial Strategy to Protect Children from Sexual Abuse and Exploitation on the Internet” enable the Service to move forward on a number of public safety initiatives. Other grants such as the “Community Policing Partnerships (CPP)” and “Safer Communities” partially fund officers’ salaries and allow the Service to maintain an increased number of sworn officers.

Funding is granted on the condition that the Service has established the governance and administrative structures and processes necessary to ensure prudent and effective management of the grant. The Service is required to report to the Province on the use of the grants and the value derived from these funds, based on performance indicators and other reporting requirements.

In terms of ensuring the prudent management of Provincial grant funding, the Service’s Budgeting and Control Unit is responsible for overseeing all grants to ensure that all expenditures are strictly accounted for and that contractual requirements set out in grant agreements are met. Staff in this Unit work closely with other Service staff who are the leads for grant-related projects. A new Grants Administrator position was added to Budgeting and Control in the Fall of 2008 to assist the Project & Policy Coordinator in meeting the increased requirements surrounding the grants and better ensure the grants are effectively managed.

Conclusion:

I recommend that the Board authorize me to respond to Mr. Gunn and to advise him of the commitment of the Toronto Police Services Board and the Service to managing costs in ways that are efficient and sensitive to the current fiscal environment.

The Board approved the foregoing report.

Ministry of Community Safety
and Correctional Services

Ministère de la Sécurité communautaire
et des Services correctionnels

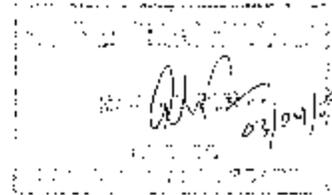


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February 26, 2009

MEMORANDUM TO: Toronto Police Services Board

FROM: Allan Gunn
Assistant Deputy Minister/CAO
Corporate Services Division

RE: EXPENDITURE RESTRAINTS

On December 2, 2008, the Ontario government announced measures to constrain spending on public salaries and to freeze the current size of the Ontario Public Service (OPS).

The announcement was built upon expenditure restraint measures that were identified in the Fall Economic Statement and implemented across the OPS. As part of this exercise, ministries were asked to consider how to reduce their expenditures and to track and report on the measures taken to achieve this objective.

Ministries have been asked to manage their costs, and the cost to the taxpayers of Ontario, in the following ways:

- Using non-print forms of advertising, including job advertising;
- Delaying the implementation of any office relocations/expansions where possible;
- Freezing the purchase/lease of new vehicles;
- Postponing or cancelling IT projects or limit the scope and number of IT projects, depending on contractual obligations;
- Reducing the use of print, photocopying and fax services; and





INTERNAL CORRESPONDENCE

TPS 649 1998/011

TO: All Uniform, Civilian and FROM: Tony Veneziano
Excluded Senior Officers Chief Administrative Officer
DATE: 2008/10/22
YYYY/MM/DD

RE: MANAGING FOR VALUE – GETTING THE BEST BANG FOR THE BUCK

This year is coming to a close, and we are in the middle of another budget process. It is, therefore, an appropriate time for us all to reflect on how we use and manage the funds we are allocated to provide cost-effective and efficient public safety services to the residents of Toronto.

As you all know, money and resources are limited. We therefore have a responsibility to our Board, City Council and the taxpayer to justify both the capital and operating funds we need to deliver public safety services and meet our longer term strategic needs. But it doesn't stop there. We must also be continually mindful of the importance of using taxpayer money wisely and ensure we get value from every dollar we spend. Not exceeding our approved budget is important, and the Service has and continues to do a good job in this regard. In the last 3 years we have returned over \$19 million to the City (\$6.2M in 2005, \$6.1M in 2006 and \$6.8M in 2007). However, getting the greatest value from the money and assets we are entrusted with is equally, if not more important. There is no point coming in on budget if we don't achieve what we set out to do.

Managing for value means doing the right things, the right way, and is not the responsibility of Finance and Administration or the "money" people in the Service. It is very much a collective responsibility, as each one of us and those who report to us are responsible for ensuring we get the best possible outcomes and use out of our resources. It requires all of us to continually think about what we're doing, why we're doing it, how we're doing it, and ensure it's the most effective way of achieving the things we want to achieve.

In delivering the various programs, operations and services, we essentially manage people, assets, contracts, information, projects and processes. While

it is difficult to prescribe how to manage for value, here are some things to think about.

Our People – Our Largest Expenditure and Most Important Resource:

Our people and how we manage them are key to our success. They represent the biggest part of our budget (over 90% for salaries and benefits), and are our most important resource. It is therefore essential that we get the greatest value from each and every one of our members.

We therefore have to make sure:

- we hire quality and qualified people, consistent with our Service values and diversity objectives
- they clearly know our expectations, goals and objectives
- they know their duties, responsibilities and activities, and why they are important
- they have the skills, knowledge and information to do their jobs, and are provided with required and effective training
- we manage absenteeism so our people are at work as much as possible, and are productive
- we have procedures and training in place to ensure the safety of our members and the public
- we have standards and objectives in place to measure how well we are doing
- we manage and hold our people accountable for their performance and take action to improve it
- we create an environment of mutual respect where there is effective two-way communication, and where members at all levels are comfortable bringing forward concerns or new ideas

Assets – Make Optimal Use and Ensure they are Safeguarded:

It is important we make optimal use of our assets, which include vehicles, facilities, computers and other equipment, so that we get the greatest value from these assets and keep waste to a minimum. We have to make sure we take steps to keep our assets in good working order through effective preventative maintenance and state of good repair programs. In addition, it is important that procedures and mechanisms exist and are working as intended, to safeguard our assets from loss or damage.

Contracts – Get the Best Value and Hold Vendors Accountable:

The Service contracts external companies to provide various goods and services we need in our day to day operations. We therefore have to ensure our procurement processes are effective in getting the goods and services we

need, when we need them, and that the processes result in the best price or value to the Service. It is also essential that we have good contracts in place that are properly managed and that protect the Service's interest, so that we can hold vendors accountable for delivering the goods and services we requested at the cost agreed to.

Reliable Information – It's Difficult to Operate Effectively Without it:

Our information systems exist to process and provide accurate, reliable and timely information for decision making and other purposes. It is therefore important that our information systems meet our business needs, support our administrative and front-line operations, and provide the information we require in a timely, efficient and effective manner.

Projects and Processes – Doing the Right Things, the Right Way:

On a day to day basis, Service members work on various capital projects and initiatives, and administer a number of processes to carry out and support operations. Our capital program includes projects for new facilities, information systems and equipment. Capital funding is limited, so we have to ensure we do the right projects that will help us meet the priorities and strategic objectives of the Service, and provide the greatest return on our investment. It is also important to achieve the deliverables we set out to achieve and complete the projects on time and on budget. Proper planning, clear objectives and deliverables, and having people with necessary expertise, knowledge and skills to manage and work on the project, are critical to the success of the project or initiative, and therefore must be put in place, through a well thought out project charter.

We must also continually review, analyse and improve our processes and procedures to ensure they are efficient, effective, value-added, and essentially contribute to the Service's objectives and priorities. This means challenging the status quo and past practices from time to time, and making changes to help us to better achieve our objectives. We therefore need to ask ourselves things such as:

- Are we deploying our members efficiently and effectively
- Are we patrolling the right areas
- Are our enforcement activities effective
- Are we partnering with the community and other stakeholders effectively
- Are we doing investigations effectively
- Are we taking full advantage of intelligence information and sharing it strategically and effectively
- Are our hiring procedures efficient and effective, and conducive to recruiting and promoting the best and most qualified people

- Do our organizational structures make sense from a functional, operations, service delivery and management perspective
- Are our support services effectively and efficiently enabling the achievement of our core policing objectives

Effective Supervision – Usually the Difference between Success and Failure:

Proper supervision is vital to the health and success of any organization. Supervision is critical to managing risks in our organization, to ensure our objectives, services and priorities are achieved, and that we obtain maximum value from our people.

Good supervisors ensure our people carry out their duties effectively and efficiently and in compliance with our policies, procedures and directives. Supervisors can cause us to succeed or fail, and a breakdown or deficiency at this level can prove to be very costly, from a financial, liability and operational perspective. It is therefore important that we have well trained supervisors who clearly understand and consistently carry out their role and responsibilities.

Measuring Outcomes as well Outputs:

In a public sector organization with no real “bottom line”, it is important that we have indicators in place that help us measure how well we are doing. In this regard it is important that we do not confuse outputs with outcomes. For example, increasing the number of contact cards, charges or arrests are outputs. Achieving a lower homicide rate and decreases in other major crime categories are outcomes, as they show we are contributing and making a difference to our overall objective of making Toronto a safer city. It is therefore important that we have and utilize both output and outcome indicators to measure the performance of our operational and support functions.

Risk – It’s Not Always a Bad Thing:

How we manage risk in our organization is another key factor to our success. Risk management activities typically tend to focus on negative events and rely on diligent corporate compliance programs and control mechanism for mitigation. However, it is important to find a balance between loss-prevention/risk mitigation efforts and risk-taking/entrepreneurial endeavours. More specifically, not being able or willing to take advantage of opportunities is also a risk that could impact the value that we achieve from our resources and operations.

It is therefore important to recognize that not all risks are necessarily bad, and that with proper analysis, controls and tolerances, some level of risk is healthy and can actually result in a positive impact on the organization as well as on staff morale.

Conclusion:

Ensuring we get the greatest value from every dollar we spend is critical to the success of the Service. We actually practice value for money in a lot of instances without really thinking about it. However, it is important that we bring more rigour and thought to it, so that we can justify our actions and activities, and effectively demonstrate how they contribute to the achievement of outcomes, objectives and priorities.

The Service has already taken and continues to take a number of actions to promote and achieve value for money. The redeployment of 200 officers to the front line, the TAVIS initiative and the completion of various reviews to improve the efficiency and effectiveness of our operational and support functions are examples of steps we have taken.

When Service members talk about ensuring value for money, they usually tend to focus on things such as premium pay and “no lunches,” and while controlling the level of overtime incurred is important, we also need to focus on other objectives. In fact, at times it may make sense to incur more premium pay if it is the most cost-effective way of achieving a specific objective (e.g. the use of call-backs for TAVIS).

As senior officers, many of you have members that report to you and a budget that allows you to carry out your mandate and services. It is your responsibility to ensure that the Service gets the greatest value from your budget and people, by setting clear expectations, measuring performance, identifying and eliminating waste and inefficiencies, and continually looking for ways to improve the performance of your unit. You should also be continually promoting value for money and risk management thinking among all your staff.

Remember any waste, inefficiency, or project cost overrun in one area prevents us from doing a valuable activity or project in another area, thereby reducing the overall return that we provide taxpayers on their public safety investment.



Tony Veneziano

Chief Administrative Officer

TV:kjl

c.c. Chief Wm. Blair
Deputy Chief A.J. Warr
Deputy Chief J. Dick
Deputy Chief K. Forde
Deputy Chief K. Derry

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 30, 2009**

#P86. PRIVATE MEMBER'S BILL C-301

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

Subject: PRIVATE MEMBER'S BILL C-301

Recommendation:

It is recommended that the Toronto Police Services Board write to the Prime Minister and the leaders of each opposition party to urge that they not support the above-noted Private Member's Bill.

Financial Implications:

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

Background/Purpose:

A Private Member's Bill C-301, *An Act to amend the Criminal Code and the Firearms Act* was introduced for First Reading by Mr. Garry Breitkreuz, M.P. on February 9, 2009 and is scheduled for Second Reading on April 1, 2009.

Discussion:

Over the past several years, the Toronto Police Services Board and the Canadian Association of Police Boards (CAPB) have urged government to:

- take the necessary legislative action to ensure that those who possess and use guns illegally are subject to serious consequences;
- impose a complete ban on the use of handguns; and
- significantly increase enforcement measures and actively seek the cooperation of the US government to prevent international gun trafficking

Private Member's Bill C-301 is intended to amend "... the *Criminal Code* and the *Firearms Act* to modify the conditions under which a registration certificate for firearms is required. It also directs the Auditor General to conduct a cost-benefit analysis once every five years to determine whether existing firearms control measures have been effective at improving public safety, reducing violent crime and keeping firearms out of the hands of criminals." The Bill stands in contrast to the positions taken by the Toronto Police Services Board the CAPB.

Both the CAPB and the Canadian Association of Chiefs of Police (CACP) have written to the Prime Minister and opposition leaders to express their concern with the Bill (copy of CACP letter to Prime Minister Harper is attached). In their view, the Bill threatens our current system of gun control and firearms registration and may jeopardize community safety, as well as the safety of law enforcement officers. The Bill may result in the following effects:

- “softening” existing controls on machine guns
- Permitting fully automatic and semi-automatic assault weapons to be transported to civilian shooting ranges
- Ending the registration of long guns
- Easing the current restrictions on handguns, semi-automatic assault and tactical weapons

Conclusion:

I recommend that the Toronto Police Services Board write to the Prime Minister and the leaders of each opposition party to urge that they not support the above-noted Private Member’s Bill.

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 MARCH 30, 2009**

#P87. APPOINTMENT – ACTING VICE-CHAIR

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

Subject: APPOINTMENT – ACTING VICE CHAIR DURING THE PERIOD BETWEEN
APRIL 15, 2009 and APRIL 19, 2009, INCLUSIVE

Recommendation:

It is recommended that the Board appoint one member to act as Acting Vice-Chair during the period between April 15, 2009 and April 19, 2009, inclusive, for the purposes of execution of all documents that would normally be signed by the Vice-Chair on behalf of the Board.

Financial Implications:

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

Background/Purpose:

Given that I will not be available to fulfil the responsibilities of Chair during the period between April 15, 2009 and April 19, 2009, inclusive, Councillor Pam McConnell, Vice-Chair, will assume those responsibilities on my behalf during that period of time.

It will, therefore, be necessary to appoint an Acting Vice-Chair for the purposes of the execution of all documents normally signed by the Vice-Chair on behalf of the Board, including legal contracts, personnel and labour relations documents. The Acting Vice-Chair may also be called to preside, or assist the Acting Chair in presiding, at the Board meeting scheduled for April 16, 2009.

Conclusion:

I am recommending that the Board appoint a member to act as Acting Vice-Chair during the period of time noted above.

Acting Chair Pam McConnell advised the Board that Chair Alok Mukherjee will also be away unexpectedly during the period from March 31, 2009 to April 09, 2009, inclusive.

The Board received the foregoing report and approved the appointment of Mr. Hamlin Grange to act as Acting Vice-Chair during the period April 15, 2009 to April 19, 2009, inclusive, and March 31, 2009 to April 09, 2009, inclusive.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 30, 2009**

**#P88. 8TH ANNUAL JOINT MEETING OF THE CANADIAN ASSOCIATION
OF POLICE BOARDS, CANADIAN ASSOCIATION OF CHIEFS OF
POLICE, CANADIAN POLICE ASSOCIATION AND THE CANADIAN
ASSOCIATION OF POLICE BOARDS BOARD OF DIRECTORS
MEETINGS**

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

Subject: 8TH ANNUAL JOINT MEETING OF THE CANADIAN ASSOCIATION OF
POLICE BOARDS (CAPB), CANADIAN ASSOCIATION OF CHIEFS OF
POLICE (CACP) AND CANADIAN POLICE ASSOCIATION (CPA) AND
THE CAPB BOARD MEETING

Recommendation:

It is recommended that the Board approve an expenditure not to exceed \$500.00 to cover the costs of my attendance at the 8th Annual Joint Meeting of the CAPB/CACP/CPA to be held in Ottawa on April 16 and 17, 2009 and the CAPB Board of Directors meetings on April 18 and 19, 2009.

Financial Implications:

Funds are available in the business travel account in the Board's 2009 requested operating budget.

Background/Purpose:

As members are aware, I hold the position of Secretary/Treasurer on the CAPB Board of Directors. The Toronto Police Services Board is expected to cover the costs of members of the CAPB Board of Directors when they attend the spring meeting in Ottawa and the annual conference. The CAPB pays the costs related to members of its Board of Directors when they attend meetings other than the spring meeting in Ottawa and annual conference.

In April, I will be attending both the joint CAPB meeting with CACP and CPA, as well as the CAPB Board of Directors meeting.

The joint meeting concept, which is in its 8th year, was initiated by the CAPB in 2001. CPA will be this year's host. The meeting will be held at the Fairmont Chateau Laurier, Ottawa, Ontario on April 16 to 17, 2009.

The topics covered in this year's joint meeting include: funding, criminal justice system reform and a session for current and urgent issues.

The CAPB Board of Directors meeting will be held in the same hotel, on April 18 and 19, 2009.

The schedules of the two meetings are as follows:

1. Thursday, April 16 – meeting with Ministers on Parliament Hill, meeting with Opposition critics at Rideau Club,
2. Thursday, April 16 – joint dinner with the three associations' board of directors & senior staff
3. Friday, April 17 – joint day-long meeting
4. Saturday, April 18 – CAPB Board of Directors meeting
5. Sunday, April 19 – CAPB Board of Directors meeting

Discussion:

My participation will result in travel expense and per diem costs, as follows:

Travel expense	\$188.65
Per diem (\$75.00 X 4 days)	\$300.00

Conclusion:

I request that the Board approve expenditure not to exceed \$500.00 to fund my attendance at the two meetings.

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 MARCH 30, 2009**

**#P89. REQUEST FOR FUNDS: 7TH ANNUAL DAREARTS LEADERSHIP
 AWARDS**

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

Subject: REQUEST FOR FUNDS: 7th ANNUAL DareArts LEADERSHIP AWARDS

Recommendation:

It is recommended that the Board approve the purchase of tickets for individual Board members who wish to attend, to a maximum of seven tickets at the cost of \$225.00 each, for the purpose of providing sponsorship for the 7th Annual DareArts Leadership Awards.

Financial Implications:

If the Board approves the recommendation contained in this report, the Board's Special Fund will be reduced by an amount not to exceed \$1,575.00.

Background/Purpose:

I am in receipt of correspondence dated March 11, 2009, from Ms. Marilyn Field, Founder and President, and Mr. Rick Patina, Chairman of the Board, DareArts Foundation Inc., regarding the 7th Annual DareArts Leadership Awards (copy of letter attached).

Founded in 1996, DareArts Foundation Inc. is a not-for-profit organization that uses arts education to empower children to become leaders. DareArts exposes 10,000 children yearly to diverse cultural experiences and changes children's lives through programs in all of the arts that help them to develop values, self esteem and leadership skills.

Discussion:

The 7th Annual DareArts Leadership awards will be held on April 22, 2009 at The Liberty Grand in Toronto. This year's event will honour six 'at risk' teenagers who have faced great challenges and achieved success. Awards will also be presented to members of the community who are leading cultural change for Canadian youth.

Conclusion:

I, therefore, recommend that the Board approve the purchase of tickets for individual Board members who wish to attend, to a maximum of seven tickets at the cost of \$225.00 each, for the purpose of providing sponsorship for the 7th Annual DareArts Leadership Awards.

The Board approved the foregoing report.

Via e-mail Joanne.Campbell@tpsb.ca

March 11, 2009

Mr. Alok Mukherjee,
Toronto Police Services Board

Dear Chair Mukherjee and Members Toronto Police Services Board,

Sandra Bussin requested that I send this invitation to you for your consideration. She and I have worked together on DAREarts for 13 years. We hope that you will choose to join us in this important fundraiser to support DAREarts which successfully **empowers 'at risk' youth** using the arts. The 7th annual **DAREarts Leadership Awards** will be held **Wednesday, April 22, 2009** at The Liberty Grand in Toronto.

Empowering 'at risk' children, **DAREarts 'dares' 10,000 children yearly** to choose positive alternatives to gangs and drugs. They become leaders through lessons in discipline, positive action, responsibility and excellence.

At this gala, **six 'at risk' teenagers** who have risen above their environment to lead other teens will be presented with education scholarships and be given a chance to tell their stories.

As well, the DAREarts Cultural Leadership Award will be presented to **Karen Kain, O.C.**, and **Paul Henderson** as outstanding Canadians who are leading cultural change for our Canadian youth. Past recipients include General Rick Hillier, Madame Aline Chrétien; the Honourable James K. Bartleman, former GE Chairman Robert Gillespie; Sonja and Thomas Bata, Albert Schultz and George Chuvalo.

The Leadership Awards is an outstanding opportunity for you to join a high profile event while **helping to change the lives of less-advantaged children**. A package is enclosed for you to choose your level of participation.

Please contact us at 905-729-0097 to discuss how we can best suit your needs. We look forward to seeing you on April 22nd!

Sincerely,
DAREarts Foundation Inc.



Marilyn Field, M.S.M.,
Founder & President



Rick Patina,
Chairman of the Board

c.c Sandra Bussin



HONORARY PATRON

Her Excellency the Right Honourable
Michèle Jean, C.C., C.M.M., C.O.M., C.D.
Governor General of Canada

CHAMPION MENTORS

Edward Asner
Sonja Bata
Michael Burgess
George Chuvalo
Ken Darby *in Memoriam*
Gene Hackman
Ben Heppner
Eric Jackman
Karen Kain
Richard Monette
Charles Pachter
Marshall Pynkoski
Mark Raynes Roberts
R. Murray Schafer
Albert Schultz
William Stevenson
Roy Henry Vickers
Jeannette Zingg

DIRECTORS

Robert Bissett
Sandra Bussin
Stanley Elkind
Marilyn Field *Founder & President*
Frank Hennessey
Elisabeth Kriegler
Paul McCague
Paul Nonis
Richard Patina *Chairman*
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Ryan Pennie
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Julian Sale *Key President*
Paula Smith
Monika Jensen Stevenson
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LEAD SPONSORS:



GUY CARPENTER

BRAND. MARKS. TRUST.
COLLABORATION. INNOVATION.



THE ONTARIO GOVERNMENT
ONTARIO FOUNDATION
ONTOARIO GOVERNMENT



DareArts Executive Summary 2008-09

In its 13th year, DareArts reached out to broaden the minds of 10,000 Canadian children through diverse cultural experiences. Focusing on those 'at risk', 55% of the children lived in the GTA, 25% were in rural Ontario and 20% were in other regions of Canada. The measurement of DareArts' success is the rave reviews from schools, parents and children alike.

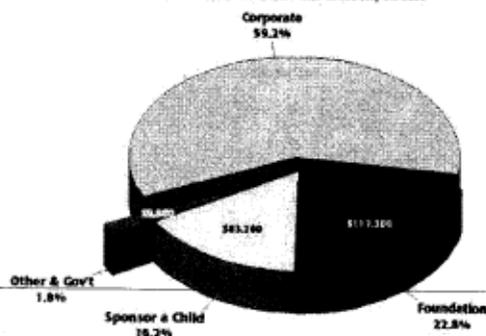
Revenue Sources:

For the year ended July 31, 2008, corporate and individual support for DareArts was 75% while Foundation receipts rose to 22% of revenues. Total revenues increased to \$525,000, lead by the annual Leadership campaign plus the annual Lombard Insurance Inner Circle donation.

Thank you sincerely to all who continue to believe in our mission during these challenging times!

Revenue Sources 2008

DareArts Foundation Inc. - Year ended July 31, 2008



DareArts' Core 'All-The-Arts' Program:

In 2008, DareArts expanded its core multicultural 'All-The-Arts' program to include 16 schools in northwest Etobicoke. Classes were lead by over 60 arts professionals as teachers and mentors. From January to June, DareArts brings together 200 children, aged 9 to 14, who had been chosen as delegates from 60 schools to explore the arts. The youngsters then return to their respective school communities to 'peer teach' another 6,000 children.

Artists-as-teachers include actor Adam Waxman and musician Moshe Hammer. Education partners included the Bata Shoe Museum, Canadian Opera Company, Gardiner Museum, the McMichael Gallery, the National Ballet School, Opera Atelier and the Textile Museum amongst others.

DareArts' Aboriginal Youth Program:

From past participation in the Canadian Armed Force's Junior Rangers camps, DareArts' artists-as-teachers worked in the remote northern aboriginal community of Webequie to help to combat teen suicide and inspire the youth while building their self-esteem.

Thirty teens worked intensely with four DareArts arts professionals plus community elders to create their own story in a multi-disciplined performance that they created and performed themselves. This pilot project provided a template to be used with other small communities.

DareArts After-School Programs:

1) **Violin lessons:** Thanks to the Herman Smith Music Trust Fund, six inner city children received violin lessons with violinist Moshe Hammer. Violins were donated through Remenyi House of Music and patrons. Mr. Hammer expanded the Hammer Band 'From Violence To Violins' project into several of our high risk schools.

2) **DARE2B Dance program:** In partnership with professional B-Boy dancers of Back To The Underground, DareArts initiated the DARE2B dance program in 2008 in two northwestern schools where the professional youth worked with 40 young teens several times a week from January to June. The teens showcased their dancing at several public venues.

3) **Grads:** On Friday nights, the DareArts GOGs - Gathering of the Grads - allowed young teens to work together on creative solutions to teens' life challenges, resulting in a short movie created by the youth.

4) **Tickets:** Sun Life Financial provided 250 tickets to evening performances by the National Ballet.

DareArts Special Excursions Program:

Shaw Festival: Lead sponsor Lombard Insurance generously provides a special day of workshops and a performance at the Shaw Festival in Niagara-on-the-lake for forty DareArts' young teens. Most of these young people have never experienced a small town or been inside a theatre, let alone seen a play. Such new experiences inspire them to learn more.

Stratford Shakespeare Festival: Actor Adam Waxman conducts a summer Shakespeare-themed camp for twenty youth that culminates in a trip to The Stratford Festival where they tour the theatre, try on costumes, see a play and meet with leading actors. They then perform their own version of the play.

DareArts Human Spirit Values Program:

The nine crystal sculptures of the DareArts Human Spirit Collection by Mark Raynes Roberts inspire children to find values in their own lives. Workshops are available to schools where the sculptures' values are discussed and students are challenged to respond creatively. Our storybook based on the sculptures called *BLUE- Voyage to the Sky*, written by 15 year old Caleigh Minshall, is available upon request for schools' libraries.

DareArts International 'Children for Peace' Program:

10,000 Canadian children join one million 'Children for Peace' worldwide in painting original cards to sell and, with funds raised, help children hurt by wars. In partnership with NATO peace keepers, they help to encourage children in Afghanistan and in Nairobi, Kenya.

In March, over 2,000 original cards were sent directly to our Canadian troops in Afghanistan with messages inside for both our soldiers and the children they meet.

DareArts Leadership Program:

While our focus is elementary school children, DareArts continues to support its graduates and to track their success through their teen years. DareArts is proud of our graduates who continue to uphold the principles they learned in DareArts while putting themselves through high school and post secondary education, returning to DareArts as volunteers and even starting their own charities.

Almost five hundred corporate leaders and patrons support the **DareArts Leadership Award Gala**, our flagship fundraiser in Toronto as six DareArts teen graduates are awarded for showing leadership in their lives. George Chuvalo and SoulPepper's Albert Schultz were honoured with the DareArts Cultural Award 2008.

DareArts in the Public Eye:

The DareArts Choir opened National Youth Day 2008 in Toronto, followed by students of our DARE2B B-Boy dance program. A preliminary documentary of DareArts aboriginal youth in Webequie was shared with media across Canada. DareArts teens shared the national spotlight with George Chuvalo in an interview on CTV 'Canada AM'. DareArts grad Shamin Mohamed Jr. held a news conference in Toronto for his own charity, LetsStopAids.org, after returning from Africa.

Management:

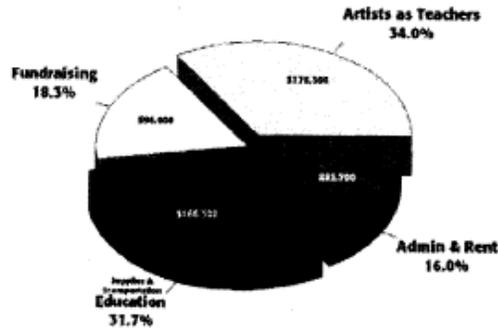
In 2008, the Board continued its appointment of Founder, Marilyn Field, M.S.M., as Director Ex-officio & President. Richard Patina, President & CEO Lombard Insurance continued as Chairman of DareArts with J.C.Pennie, Chairman & CEO, Windrush Energy, as Vice-Chairman and Treasurer and Julian Sale as Vice-President.

Operating Costs:

2008 expenses increased to \$525,000 in order to fund expansion programs, resulting in a breakeven for the year. Costs for fundraising were 18% of total revenues, while 65% of DareArts' funding went to education supplies, bussing and teachers for the children. Beyond costs for the Children for Peace cards, the Aboriginal Project and the Summer Camps, the core program for 200 'at risk' children was completed at an affordable cost of \$1,700 per child. The DareArts Foundation has no debt at the end of the year.

Operating Costs 2008

DareArts Foundation Inc. - Year ended July 31, 2008



The Year Ahead:

In these tough economic times, requests from schools and educational leaders to participate in DareArts' education programs have increased sharply. With the increase in gangs, drugs and gun related violence in our communities, we have a duty to provide positive alternative interests for our children.

Many charitable organizations receive 60% of their funding from government sources. With our proven success records, we will continue our efforts to increase government funding from our current 1.8%.

In 2009, we will:

- Further partner with school boards plus other complimentary educational and arts organizations to multiply the DareArts experience for more children.
- Expand DareArts' reach in urban, rural and aboriginal communities across Canada;
- Expand the Governors Council of patrons to support DareArts' activities;
- Outsource professional marketing and fundraising personnel to increase the awareness and support of DareArts' work with at risk children.

One child at a time, we can change the emerging culture of violence and apathy in our kids by challenging them to reach inside themselves and find strength to follow their dreams and lead their peers. Help DareArts empower an 'at risk' child by calling 1-888-540-2787.

Marilyn J. Field, M.S.M.
Founder & President

Richard Patina
Chairman

DareArts Foundation Inc. www.darearts.com 905-729-0097
3042 Con. 3 Adjala, RR1, Palgrave, ON Canada L0N 1P0
Canadian Charitable Registration No. 88691 7764 RR0002

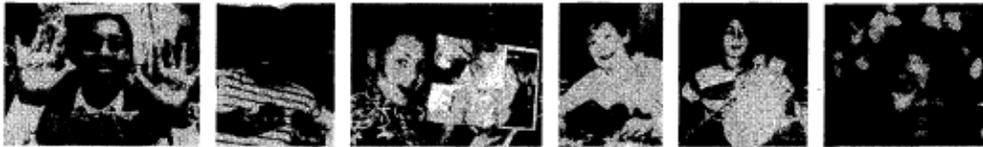


empowering at risk children

WHO IS DAREARTS?

"DareArts is the most influential program of my life." Rebecca, 14

DareArts changes Canadian children's lives through programs in all the arts that 'dare' them to develop values, self esteem and leadership skills to realize their full potential.



Since 1996, DareArts Foundation Inc. is a Canadian not-for-profit organization that uses arts education to empower children to become leaders. DareArts exposes 10,000 children yearly to diverse cultural experiences that they would not have otherwise. Guided by local arts professionals, the children paint, sculpt, sing, dance, compose, design, act, write, etc. – all the arts. They gain leadership skills by returning from out-of-school workshops to their own schools and teaching their classmates what they have learned.

THE REALITY:

- o The earliest years are the most important in forming attitudes and confidence, which influence a person's entire life.
- o Low self-esteem in children often leads to nonsocial behaviors and underachievement.
- o You cannot "give" a person self esteem but you can create circumstances that will encourage it.
- o Research proves that exposure to the arts improves school and life performance. (Carnegie Foundation)
- o Arts and culture make good business:
 - The Arts is one of the fastest-growing occupational groups in Canada.
 - The cultural sector contributes \$30 Billion to Canada's GDP.
 - Over 700,000 Canadians are employed in the cultural sector.

DareArts dares at-risk children to make positive choices in their lives through educational experiences in music, dance, drama, art, architecture – all the arts.

"I DARE myself to do new things without fear but with courage...." Thomas, 13



empowering at risk children

VISION: to inspire young Canadians with a lifelong motivation for excellence in their own lives through educational experiences in all the arts.

MISSION: to use arts education to empower and motivate at risk children to become independent thinkers and leaders by:

- Developing Discipline, positive Action-taking, Responsibility and Excellence in their lives;
 - Providing positive alternatives to violence, crime, and drugs (gangs and negative peer pressure); and
 - Developing their self esteem and expanding their horizons.
- ... so that DAREarts children become positive leaders amongst their peers.

OBJECTIVES: 1) To stimulate the minds and widen the knowledge, skills and attitudes of at risk children, aged 9 through 14 by daring them to:

- explore all the arts (music, visual arts, drama, dance, architecture, fashion, food and literature) throughout history and world cultures;
- engage in creative activities;
- connect with arts professionals as teachers and mentors;
- respect the efforts, values and cultures of others;
- impart new knowledge and create a multiplier effect through peer learning;
- become leaders in their own communities.

2) To reach more than 100,000 Canadian youth nationally;

3) To create a national pool of teaching artists and performers who are self-sufficient.

ACHIEVEMENTS:

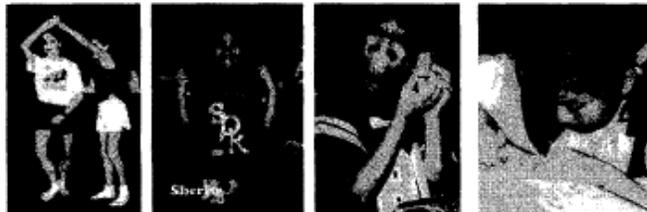
"DareArts helped me find myself and explore my talents." Amy, 13

1) DareArts 'All-The-Arts':

Since 1996, DareArts has helped over 100,000 young Canadians develop leadership skills through its 'All-the-arts' five-year arts education program, designed for children in grades four to eight. At risk children are chosen by their school teachers to participate as 'DareArts Delegates' and to spend 'DareArts Days' at local arts studios, galleries and museums with local arts professionals. Here, they learn about world cultures (including Canada's own First Nations) in **music, drama, dance, architecture, visual arts, literature, fashion and food** throughout history: Grade fours study 14 & 15th centuries; Grade fives 17th & 18th centuries; Grade sixes 19th century; Grade sevens 20th century; Grade eights the 21st century.

The All-The-Arts program empowers the children with the knowledge and confidence to go back to their respective schools to teach their fellow classmates, enabling many more children to learn from them.

DareArts after-school activities include choir and concert-going, in partnership with local arts organizations.





empowering at risk children

"I practically lost my fear of being in front of people". Thandiwe, 12



2) DareArts After School:

Thanks to the **Herman Smith Memorial Music Trust**, inner city children are given complimentary after music lessons. Pianos and violins are provided for each student by Remenyi Music and other generous donors. The program is expanding under the name **'From Violence To Violins'**. Acclaimed violinist Moshe Hammer comments, *"Perhaps the most rewarding aspect of teaching the young students, apart from them learning to play an instrument, is that they become adept at self- problem solving, a skill that helps them grow as human beings."*

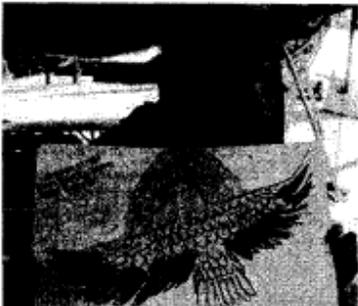
DARE 2 B is a new program of positive hip hop dance classes initiated in 2008 with 'Back To The Underground' B-Boy professionals.



3) DareArts Summer Camps:

DAREarts runs drama and dance summer camps - weeks of intensive, all-day training for DAREarts teens. The dance camp exposes the teens to numerous dance styles, including hip hop, jazz and free movement. Dancer / teacher Khatu Le observes, *"One of the greatest lessons dance can teach kids is to never give up trying. Kids are amazed at what they can accomplish – with hard work and a loud teacher!"*

Actors Adam Waxman and Jennifer Gillespie conduct a Shakespeare-themed drama camp that includes improvisation, mock battles and play with Shakespearian language. A day in Stratford is a highlight where the campers see their play, tour backstage and discuss acting with Stratford Festival's executive directors and lead actors. The teens then perform a mini-version of their play. These teens are the first to be invited to a day at the Shaw Festival in September.



4) DareArts and Aboriginal Youth:

DAREarts provides a week of creative workshops to challenge aboriginal youth and engage their whole community in a final presentation and celebratory feast. The DAREarts team of arts professionals teams with the community's creative elders to provide creative workshops for the youth, including: daily sharing circles, storytelling, dance, music, drama, photography and computer graphics. DAREarts joins the community in the goal as stated by Bill Jacob, *"To help our youth to learn to respect themselves by providing opportunities for ... reflection and renewal ... to build and sustain healthy people and healthy communities."*



empowering at risk children

"...DareArts encouraged me to... instead of following the crowd, form my own crowd..." Betty, 14



5) DareArts 'Human Spirit' Values Education:

To inspire Canadian children to pursue excellence in their lives, world renowned crystal sculptor **Mark Raynes Roberts** gave his 'Human Spirit Collection' to DareArts, supported by **Judith Teller** and **Lombard Insurance**. Consisting of nine crystal sculptures with titles such as 'Leap of Faith' and 'Persistence', the collection reflects common human experiences and values. Mr. Raynes Roberts and DareArts challenge youngsters to question their own values from these works. Valued at \$250,000, DareArts hopes to take the collection across Canada as a touring classroom. Meanwhile, '**Blue: Voyage To The Sky**' a delightful values storybook by 15 year old **Caleigh Minshall** and illustrated by Canadian children, is available for \$20 at 1-888-540-2787.



6) DareArts Children for Peace Card Project:

Canadian children connect their creativity with social responsibility through DareArts international '**Centipede Children For Peace**' project. Youngsters 6 - 18 create greeting cards and the originals are sold to help children in war torn areas of the world, in partnership with NATO peacekeepers. The children feel empowered to promote peace and help others through their art. 'Children For Peace' was honoured to sing at the **Nobel Peace Prize's 100th Anniversary in 2001**, conducted by DareArts Founder Marilyn Field. A televised concert is held yearly in **Prague**.



7) DareArts Graduates Are Leaders:

DareArts encourages children to work creatively, both individually and communally. A medallion, created by **Dora de Pedery-Hunt, O.C.**, is presented to each graduate as inspiration. Many graduates return as volunteers to help with younger children. DareArts has established yearly **Leadership Awards** for graduate teens who exhibit leadership qualities to apply for higher education scholarships. The DareArts **Leadership Awards Gala** is held yearly where six teens tell their stories.



empowering at risk children

"... hopefully you can continue to make differences in other lives of children." Dadin,16

LEADING SUPPORTERS OF DAREARTS:

HONORARY PATRONS

Her Excellency the Right Honourable Michaëlle Jean,
C.C., C.M.M., C.O.M., C.D.
Governor General of Canada

CHAMPION MENTORS

Ed Asner
Michael Burgess
George Chuvalo
Gene Hackman
Dr. Eric Jackman
Karen Kain
Charles Pachter
Marshall Pynkoski
Mark Raynes Roberts
R. Murray Schafer
Albert Schultz
William Stevenson
Jeannette Zingg

BOARD OF DIRECTORS

Robert Bissett (*Sr. VP, Bank Of Montreal*)
Sandra Bussin (*Toronto Councillor & Speaker*)
Stanley Elkind, *Counsel (L.L.P. McLean & Kerr)*
Marilyn Field, *Founder & President (Teacher)*
Frank Hennessey, (*Sr. VP, CARA Operations Ltd.*)
Elisabeth Kriegler (*VP, BackCheck*)
Paul Nonis (*Sr. VP, Cineplex Entertainment LP*)
Paul McCague (*Partner, McCague Peacock Borlack
McInnis Lloyd, LLP*)
Richard Patina, *Chairman (President, Lombard
Insurance)*
J.C. Pennie, *Vice Chairman & Treasurer
(President, Windrush Energy)*
Ryan Pennie (*President & CEO, Zast-Foods
Corporation*)
Deborah Robinson (*Executive Director, Canadian
Litigation Counsel Inc.*)
Julian Sale, *Vice President (retired from Agfa)*
Paula Smith (*Entrepreneur*)
Monika Jensen Stevenson (*writer, producer*)
James Westcott (*retired businessman*)

Lead Sponsor:



Platinum Sponsors:

GUY CARPENTER





empowering at risk children



FOUNDER – MARILYN FIELD

Marilyn is a Canadian with a passion to inspire children. DareArts is her full time focus.

Recipient:

- Canada's Meritorious Service Medal (awarded by the Governor General Dec. 2003)
- The Queen's Jubilee Medal (awarded by Premier Ernie Eves, February, 2003)

Related Activities:

- Elementary School Teacher & Music Specialist, TDSB - present
- Advisory Council, NTDTV Chinese New Year Concert 2004, 2005
- Honorary Patron, Headwaters Arts Festival 2002 – present
- Conductor of International Children for Peace Choir, Nobel Peace Prize 100th Anniversary 2001
- Honorary Patron & Fundraising Volunteer, Headwaters Health Care regional hospital 1998 - 2003
- Former Board Director of Theatre Orangeville
- Former Board Director of Opera Atelier
- Founding Board Director of Toronto Senior Strings - retired musicians from Toronto Symphony
- Former Committee member of 'The Stratford Express' yearly fundraiser for Stratford Festival
- Chairman of the Canadian Opera Company's first CD Launch gala - 1995
- Former Board Director of The Speech Foundation of Ontario
- Former President of Esprit Orchestra
 - Expanded education program
 - Expanded corporate sponsorship
 - Established international recognition
 - Chaired fundraising events
 - Initiated 'World's Biggest Bingo' at City Hall as marketing strategy
 - Deficit eliminated
- Represented Canada with the Orford String Quartet to open new Canadian Embassy in Japan
- Teacher in Scarborough elementary schools - 12 years
 - Co-conducted All-Scarborough Chorus
 - Trained teachers in music
 - Co-organized "Arts Odyssey", a cultural festival for 2,000 students
- Former Award winning real estate agent
- Private piano & theory teacher
- Graduate of University of Toronto and Western Ontario, Royal Conservatory of Music



empowering at risk children

*"I am Disciplined,
I take Action,
I show Respect & Responsibility,
I strive for Excellence.
I am DareArts."*

Canadian children



Nobel Peace Prize 100th Anniversary Concert in Norway, 2001. International Centipede Children For Peace Choir includes Canadian DareArts children, conducted by Marilyn Field, DAREarts Founder.

DareArts Foundation Inc.
www.darearts.com

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R. R. 1 Palgrave,
Ontario, Canada L0N 1P0
t. 1-888-540-arts or 905-729-0097
f. 905-729-0037

Canadian Charitable No. 88691 7764 RR0002



7th Annual
DAREARTS
LEADERSHIP AWARDS 2009

Honouring extraordinary efforts in helping at risk children



Karen Kain

Artistic Director ~ The National Ballet

Paul Henderson

Canadian Hockey Legend ~ Public Speaker



WEDNESDAY, APRIL 22nd

6:00 p.m. Cocktails / Silent Auction /
 Dinner / Fine Wines / Celebrities

THE LIBERTY GRAND

905.729.0097 ~ www.darearts.com

DAREarts - empowering at risk children. As well as the DAREarts Cultural Award, six scholarships will be awarded to youth who have risen above their environments to become leaders. Canadian Charitable No. 88691 7764 RR0002

Presenting Sponsors:

GUY CARPENTER



Scotiabank™

BMO Bank of Montreal



7th Annual Leadership Awards

cipline • Action • Responsibility • Education • Discipline • Action • Responsibility

Why these awards:

DAREarts Leadership Awards:

The DAREarts Leadership Awards encourage inner city teens to 'stay the course'. Six teens are selected from DAREarts programs who have risen above their environments to become leaders. They are presented onstage by the event's sponsors.



DAREarts Cultural Award:

The DAREarts Cultural Awards honour individuals who have shown leadership in cultivating culture for at risk children. Former recipients include **George Chuvalo, Albert Schultz, General R.J. Hillier, the Honourable James K. Bartleman, Aline Chrétien and Sonja & Thomas Bata.**



Who benefits:

DAREarts empowers at risk children. DareArts dares at-risk children to make positive choices in their lives through educational experiences in music, dance, drama, art, architecture – all the arts. They develop values, self esteem and leadership skills to keep them away from guns and gangs and focussed on achieving their dreams.

DAREarts is a national charity which stands for Discipline, Action, Responsibility, Excellence. DareArts benefits 10,000 Canadian inner city and rural children yearly by providing out-of-school arts experiences, mentored by arts professionals. For details, please visit www.darearts.com

"I DARE myself to do new things without fear but with courage...." Thomas, 13



The Presenting Sponsor SOLD OUT \$50,000

Benefits for Gold Leadership Sponsors SOLD OUT \$10,000

- ❖ *All benefits for Levels below plus:*
- ❖ Portion provides an Education Scholarship for one teen Leadership Award recipient;
- ❖ Make onstage presentation to one teen Leadership Award recipient;
- ❖ Corporate recognition at press conference;
- ❖ Favorable publicity in the media through other recognition avenues (releases, etc.);
- ❖ One full page ad in priority placement within programme;
- ❖ Framed commemorative photo of presentation;
- ❖ Corporate logo on 3,000 invitations (deadline: February 1st);
- ❖ Corporate logo in 'Globe & Mail' event advertising;
- ❖ Corporate logo on event signage and powerpoint recognition;
- ❖ Preferred table placement;

Benefits for Silver Table Sponsors \$5,000

- ❖ *All benefits for Level below plus:*
- ❖ Half page ad (B&W) in gala programme.

Benefits for Bronze Table Sponsors \$2,500
(\$3,000 after March 15th, 2009)

- ❖ Table for 8 or 10 guests;
- ❖ Gourmet dinner prepared by acclaimed chef of The Liberty Grand accompanied by fine wines;
- ❖ Corporate signage on table;
- ❖ Corporate logo (B&W) in Event Programme;
- ❖ Listing in DAREarts promotional material & website for one year;
- ❖ Complimentary membership at DAREarts Governors Council events;
- ❖ Recognition in DAREarts Annual Report;
- ❖ Tax receipt.



Discipline • Action • Responsibility • Education • Discipline • Action •

**DAREarts Leadership Awards
Wednesday, April 22, 2009
The Liberty Grand**

WE WISH TO RESERVE:

The Presenting Event Sponsor	\$	50,000	SOLD OUT
Gold Leadership Sponsorship	\$	10,000	SOLD OUT
Silver Table Sponsorship	\$	5,000	
Bronze Table Sponsorship (\$3,000 after March 15 th , 2009)	\$	2,500	
_____ Patrons at \$225 per person	\$	_____	
We cannot attend but wish to donate to DAREarts' work with at risk children.	\$	_____	

Cheque enclosed payable to DAREarts Foundation or:

Credit Card: VISA MC AMEX

Card No. _____ Exp. _____

Name: _____ Tel. _____

Company: _____

Address: _____

City/Province: _____ PC _____

Email: _____

Signature: _____

Enquiries: 905-729-0097 Brenda Norton

Fax: 905-729-0037

Mail: DAREarts Foundation Inc.
3042 Concession 3 Adjala, R.R.1
Palgrave, ON LON 1P0

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 30, 2009**

#P90. REQUEST FOR FUNDS: HARRY JEROME AWARDS

The Board was in receipt of the following report March 23, 2009 from Alok Mukherjee, Chair:

Subject: REQUEST FOR FUNDS: HARRY JEROME AWARDS

Recommendation:

It is recommended that the Board approve the allocation of \$3,000 from the Special Fund to purchase two tables for youth to attend the 27th Annual Harry Jerome Scholarship Fund Award event to be held on April 25, 2009 at The Toronto Congress Centre.

Financial Implications:

If the Board approve the recommendation contained in this report, the Special Fund will be reduced by \$3,000.00.

Background/Purpose:

The Harry Jerome Scholarship Fund (HJSF) was established in 1983 in memory of Harry Jerome, an outstanding Canadian Olympian, academic and social advocate. The HJSF is affiliated with the Black Business and Professional Association (BBPA) and recognizes and honours outstanding achievements in the Black community. As one of the most prestigious events in Canada, the BBPA Harry Jerome Awards attracts over 1000 patrons each year and is supported by a number of Canada's largest corporations.

Each year the HJSF award thirty scholarships to deserving young students with superior academic accomplishments as well as social responsibility. These multi-talented young people enter colleges and universities across Canada to pursue studies in the sciences, education, technology, arts, literature, health and law professions.

This year, in addition to scholarship recipients, the HJSF has invited a number of youth to attend the award event. The purpose of inviting youths is so that they may see a reflection of their own self-worth and potential; and be inspired to continue in the positive footsteps of scholarship recipients. Each youth will be selected through high schools and community organizations and will be from families who would be challenged to afford the cost of admission.

Conclusion:

The HJSF is dedicated to supporting and promoting the achievement of academic excellence by Black Canadian youth pursuing post-secondary education. The HJSF is an important and worthwhile initiative that represents an investment in youth.

Therefore, it is recommended that the Board approve the allocation of \$3,000 from the Special Fund to purchase two tables for youth to attend the 27th Annual Harry Jerome Scholarship Fund Award event to be held on April 25, 2009 at The Toronto Congress Centre.

The Board approved the foregoing report with an amendment by indicating that the purchase of two tables will be for youth and Board members interested in attending the Harry Jerome Awards event.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON MARCH 30, 2009**

#P91. IN-CAMERA MEETING – MARCH 30, 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 MARCH 30, 2009**

#P92. ADJOURNMENT

Pam McConnell
Acting Chair