



Vancouver Traffic Authority Program

Feasibility of Toronto Implementation

Corporate Planning
October 2012

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Forward

It must be noted that some sections of this material is taken directly from the response received from representatives of the Vancouver Police Department to questions supplied by Corporate Planning. Some wordsmithing has occurred so direct quotations have not been used and the members assisting from the VPD have been identified in the 'Acknowledge' section of this report.

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Executive Summary

At the Toronto Police Services Board's public Board meeting on April 7, 2011, the final report from the Auditor General – City of Toronto – entitled “Police Paid Duty – Balancing Cost Effectiveness and Public Safety” was presented and received by the Board.

Recommendation 3 of the Auditor General's report stated:

“The Police Services Board consider examining the feasibility and merits of the Vancouver Traffic Authority Program as an alternative to Toronto's current paid duty system”

On 2012.08.17, Vice-Chair of the Toronto Police Services Board (Board) Michael Thompson requested assistance from Chief of Police William Blair to provide an analysis on the Vancouver Traffic Authority Program and advice on the operational feasibility and merits of the VTAP Program. The request included information that the Board would like to supply this information to the Toronto City Council's Audit Committee at its meeting on October 25, 2012.

Corporate Command was requested to provide the research and response on the VTAP program to the Chief of Police, for his review and information of the Board.

Corporate Command, through the Director of Corporate Services, assigned the report to Corporate Planning (CPN). As the Manager – Corporate Planning has extensive knowledge of the centralization of the paid duty system in 2003; it was a natural fit for the research.

CPN contacted the Emergency and Operational Planning Section (E&OPS) of the Vancouver Police Department (VPD) is responsible for the VTAP program. Through the VTAP coordinator and a representative of the VPD Financial Services Section (FSS) the information on the program was requested.

As there was only a few weeks to compile, analyze and report on the VTAP program, the Toronto Police Service (Service) can only report on some of the issues at this time. The VPD-FSS section has been working on the information but has yet to respond with the information.

This report will highlight the operational, financial and statistical information on the VTAP program, the same information for our current Service Paid Duty program, and identification of the similarities and differences between the two programs.

Although there are many minor differences between the two programs and how they handle traffic control paid duties, it is believed the main differences are:

- The fee charged in Toronto is a flat rate of \$65.00 per hour while Vancouver ranges from \$52.64 for first 8 hours, \$78.96 for next two hours and \$105.28 for every hour after 10 hours.
- Toronto has an additional 15% Administrative Fee plus an additional Equipment Usage Fee while Vancouver's fees are included as part of the hourly rate.
- Toronto utilizes sworn constables on off-duty time while VPD uses a Special Municipal Constable for paid duty issues around traffic control
- In 2011, the Service responded to a reported **27,035** paid duty traffic events while the VTAP responded to a reported **105** traffic control events
- The Service gives the full \$65.00/hour fee to the officer while VPD gives the VTAP members an hourly wage that varies between \$28.48/hour and 36.61/hour

Ontario (ONT) and British Columbia (B.C.) provincial legislations are different when it comes to who is allowed to be involved in traffic control. B.C. allows the use of special municipal constables while ONT only allows police officers to take that control.

VTAP utilizes a computer program for the VTAP members to log availability and have details delivered to them. The member can accept the detail on his/her time and the response assists the Event Planners in scheduling members. The Service does everything through the divisions and units and has yet to implement an electronic system.

However, in a report to the Chief of Police, Financial Management recommended the use of an on-line system which would allow the Service to remove units and divisions from the distribution process. Units and divisions would be called upon, when required, at the time the paid duty request is received, for their approval of non-regular duties and officer allocations. Preliminary review of the system used by another police service indicates that effort is required to modify the system to meet infrastructure and operational requirements, however, such modifications are possible.

To quote from the Executive Summary of the original paid duty business case:

“Until the Toronto Police Service is able to develop a sophisticated computer system (e.g. estimated 19 months prior to installation/implementation) that allows for real time managing, scheduling, deployment, special events and daily operational needs, the holistic approach model recommended is the only solution to achieving “fairness”. The centralized paid duty unit model emphasizes a centralized “intake” of paid duties, with a decentralized equitable distribution system.”

The Chief of Police approved a number of proposed system and process changes recommended by Financial Management. Next steps include identifying the restrictions imposed by Toronto By-laws and Provincial Acts and defining paid duty requirements.

In addition, various Service units will participate in the determination of the infrastructure and operational changes required to implement a system currently used by another police service and to ultimately roll this new automated system out throughout the organization.

The Service continues to actively review the paid duty system, and although the VTAP program seems to offer a good alternative to the traffic control duties, there are many issues that need to be addressed prior to any decision. Traffic details, although approximately 59.8% of our paid duty, are not the only details that are involved. Paid duties also include

- Security details;
- Historic paid duties;
- Emergency paid duties;
- Escort details;
- Casino;
- Film;
- Licensed premises; and
- Special events.

The following report and recommendation is submitted for consideration by the Chief and the Board.

List of Recommendations

Recommendation 1

The Chief reports back to the Vice-Chair of the Toronto Police Services Board that it is not feasible to implement the Vancouver model – Vancouver Traffic Authority Program.

Overview

On 2011.03.23 the Toronto Police Services Board (Board) received a report from Mr. Jeff Griffiths, Auditor General, City of Toronto on “Police Paid Duty – Balancing Cost Effectiveness and Public Safety” dated December 1, 2010.

On 2011.04.07 the Board received the report during its public Board meeting (see minute #P72/2011 in Appendix A). Included within the report from Mr. Griffiths was a recommendation for the Board to look at alternatives on dealing with traffic control services around construction sites and film shoots. This included the feasibility of implementing the Vancouver Traffic Authority Program which has been in place since 1999.

On 2012.08.07 Vice-Chair Michael Thompson requested assistance from the Chief in obtaining an analysis on the operational feasibility and merits of the Vancouver Traffic Authority Program (VTAP). This request was in response to Recommendation 3 of Mr. Jeff Griffiths, Auditor General, City of Toronto report entitled “Police Paid Duty – Balancing Cost Effectiveness and Public Safety”.

Recommendation 3 stated:

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

As a result of the request, Corporate Planning was assigned to research and report back to the Office of the Chief by mid-September 2012.

Scope

The scope of this report is to examine the Vancouver Traffic Authority Program (VTAP), compare the program to the current program within the Toronto Police Service and report on the feasibility of implementing a system similar to the VTAP for traffic issues around construction and motion picture/film sets within Toronto.

Methodology

- Obtain and review Auditor General’s recommendation 3 and rationale
- Review Vice-Chair Thompson’s request for assistance

- Obtain information from Vancouver Police Department on the Vancouver Traffic Authority Program that included:
 - The Traffic Authority Unit Policy Manual
 - Costing for Unit
 - revenue generation
 - administrative costs
 - cost of Special Municipal Constables
 - Administration of Unit
 - Operational Issues of Unit
- Obtain and review the relevant legislation in British Columbia, including
 - British Columbia Police Act
 - British Columbia Motor Vehicle Act
 - City of Vancouver By-laws
- Review the Toronto Police Service policy on Paid duty
- Costing of Paid duties in Toronto
 - revenue generation
 - administrative costs
- Obtain and review the relevant legislation in Ontario, including
 - Ontario Police Services Act and Regulations
 - Ontario Highway Traffic Act
 - City of Toronto By-Laws and Memorandum of Understanding
 - 2011 to 2014 Uniform Collective Agreement

Background

Corporate Planning members contacted the Vancouver Police Department, Emergency & Operational Planning Section in regard to information on the VTAP which is coordinated through their office.

The following information is an overview of the VTAP. This section of the report is intended to provide the reader a quick look at the policy, administration, financial information, British Columbia provincial legislation, operations and statistics for the VTAP.

Vancouver Traffic Authority Program

Policy

The VTAP is governed by both the Vancouver Police – Traffic Authority Unit Policy Manual and the Department's policy and regulations. The manual is not intended to supersede any of Vancouver Police Department's regular policy, regulations or instructions but is only designed to provide additional guidance to all VTAP members in those areas unique to the VTPA unit.

The manual sets out in a number of sections. The following sections are contained in the policy.

- 1.0 Mandate, Structure and Legislated Authorization
- 2.0 Employment Status of Traffic Authority Members
- 3.0 Police Officer Status of Traffic Authority Members
- 4.0 Application of Code of Conduct, Public Complaints and Discipline
- 5.0 Liability and Traffic Authority member Access to Counsel
- 6.0 Traffic Authority Members' Participation in Program Management
- 7.0 Traffic Authority Unit Operation of Police Vehicles
- 8.0 Activities a Traffic Authority Member Must Not Perform
- 9.0 Recruiting Standards
- 10.0 Remuneration and Reimbursement
- 11.0 Traffic Authority Unit Training – Initial and Ongoing
- 12.0 Training Use of Force and Weapons (other than Firearms)
- 13.0 Uniform and Equipment
- 14.0 Member Responsibilities
- 15.0 Short Notice/Emergency Callout Procedures
- 16.0 Evaluations
- 17.0 Release or Suspension from Traffic Authority Program

- 18.0 Absence Due to Accident, Injury or Medical Reasons
- 19.0 Leave of Absence
- 20.0 Authorized Traffic Authority Unit Associations
- 21.0 Appendices

Highlights of the information in the policy manual include:

- Special Municipal Constables (SMC) are designated under the British Columbia Police Act
- Chief Constable can establish the maximum complement of SMC
- SMC are part-time employees and receive no benefits
- VTAP members are not members of the Vancouver Police Union
- SMC not allowed to identify him/herself as a SMC in order to gain advantage of a benefit
- Vancouver Police Board issues a certificate with VTAP mandate and restrictions governing terms of employment to all VTAP members
- VTAP cannot use VPD letterhead without Chief's permission
- A complaint process established by Chief and approved by Ministry of Attorney General specifically for the VTAP members
- Informal complaints handled by E&OPS while formal complaints through VPD Professional Standards
- Provisions around VTAP members access to legal counsel
- No guarantee of work hours
- VTAP members work a minimum of 8 hours/month or approximately 100 hours/year
- VTAP members cannot exercise privileges set out in Motor Vehicle Act to cover police officers during emergency response
- VTAP members will not engage in traffic stops or vehicle pursuits
- Establishes a recruiting standard
- Persons holding police officer status cannot become VTAP members
- Training standards for VTAP members
- Provides list of equipment/uniform provided to VTAP members
- Other administrative issues

A copy of the VTAP policy manual has been included as Appendix C of this document.

VTAP Operations

The Emergency & Operational Planning Section (E&OPS) of the Vancouver Police Department is responsible for the VTAP unit. A constable from within that section is assigned as a Traffic Authority Coordinator. There are a number of processes occur when operationalizing the VTAP. Each of those processes will be identified and a brief explanation, as supplied by a representative from the Vancouver Police Department, will be provided.

The VTPA members are utilized for City of Vancouver (COV) construction, sewers, electrical, road work sites, parades, festivals, runs, walks, cycling, sporting events, and concerts where traffic control is required. There is no opportunity for regular members to sign up for these traffic control assignments. However, event organizers can specifically ask for regular sworn members to provide traffic control at their events but the organizers' cost would be easily double. For example, in the case of marathons and other running events and some of the bicycle events, event organizers do specifically request and pay the additional costs of police motorcycle officers to work their events. (Motorcycle officers are usually requested to escort or lead the lead runners.) Motorcycle officers are generally not requested for traffic closure assignments, rather the VTAP members are requested as the rates are lower for the VTAP members than the VPD sworn members.

For some events there can be a combination of Traffic Control People (TCP) and VTAP members for traffic control. The VTAPs are used in spots when traffic signals need to be over ridden or where the COV Traffic Engineer or COV Permits office advises to do so in order to minimize traffic disruption caused by an organizer's event.

Under the COV Street and Traffic By-laws (and also the BC Provincial Motor Vehicle Act), only police and special constables can over-ride traffic control devices and direct pedestrians and motorist to disregard a traffic control device.

Movie productions are different situation. VTAP members are not used for movie productions. TCP and VPD regular sworn members (traffic trained) are usually assigned to movie call outs and paid for by the production company.

Event Planning

Any requests for traffic control issues, no matter the size, are given to 5 event coordinators (sworn police constables) assigned to the E&OPS. It is the responsibility of the event coordinator to determine the requirements of the request, assign the appropriate VTAP special municipal Constables to the event, notify the VTAP constables of their duty and track the response of the member. The event planner will then track the detail to ensure the VTAP member has accepted (green) or denied (red) the assigned detail. The list of members accepting the event becomes the pay sheet.

At the end of the event, an "end of shift" report is returned to the event planner that will ensure the information is updated. The planner will then add a billing account number, the City of Vancouver Permit number and sign-off the paid duty and send to a section assistant for entering onto the pay system.

The event size may determine the way the operation(s) are handled. The events have been identified as small events, medium events and large events.

Small Events

If the event has only one member, there is no parade. Detail instructions would have been in the original email offer to them. Member(s) are responsible to pick up their own radio and vehicle from our equipment kiosk. The member(s) then log onto to duty via an 'info" channel from our ECOMM/dispatch centre. The member(s) then makes their way to the detail's location. Travel time is generally not paid time however there are exceptions.

Medium Sized Events

For medium sized detail (i.e. 4-6 members) there is not a formal parade. Members will generally gather by their TA trailer¹ or the equipment kiosk² and wait for each other before going to the detail site. The event planner will generally assign the senior TA to be responsible for the pay sheet.

Large Sized Events

For large event deployments (such as a marathon) there is a formal parade. VTAP Supervisors (who self-identified as available) are assigned to the event and are generally responsible for the parade. VTAP Supervisors receive the list of traffic points needing coverage by the event planner in advance of the event. The VTAP Supervisor will determine the traffic point assignments ahead of time according to the list of members who had accepted the event on the PeopleScheduler³.

On the event day, prior to parade, the supervisor prepares the parade sheet with the assigned traffic points and pre-assigned the radios. At the parade, the supervisor checks off attendance while notifying each member of their traffic point/individual instructions, hands out the radio and advises on transportation. This list of members with their call sign, assigned radio and assigned traffic point is then faxed into ECOMM so that all members are logged on for duty.

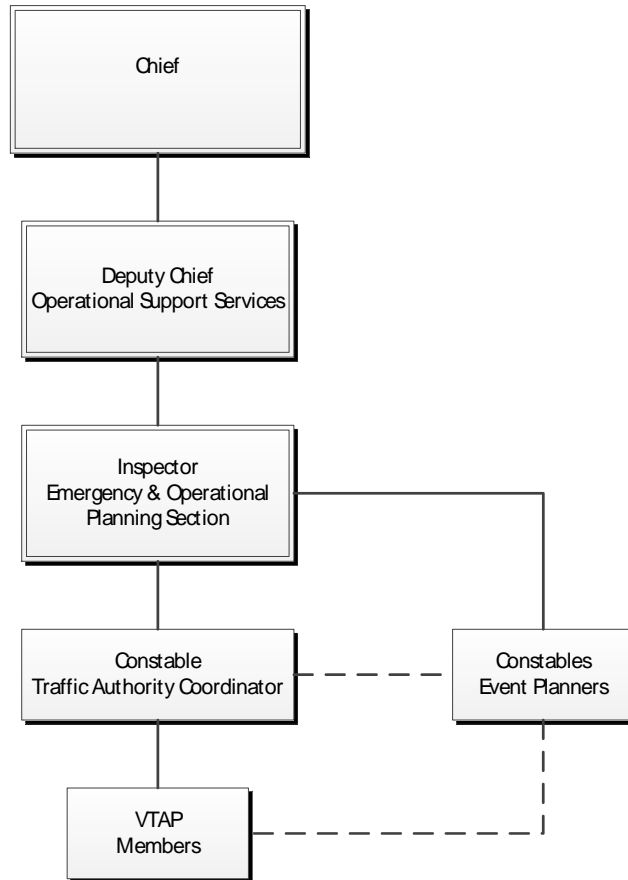
¹ 'TA trailer' refers to a construction trailer set up in the parking lot of their Police Headquarters where the VTAP officer can receive mail or hold parades when required.

² The 'equipment kiosk' refers to a kiosk in the main parking lot of Police Headquarters where all police radios and service vehicles are assigned from. Vancouver PD front-line operations commence from their Headquarters; they have no divisions but do operate from four (4) patrol zones.

³ Program reportedly developed by a retired Vancouver PD member with information about the program located on the Internet at peoplescheduler.com

VTPA Organizational Structure

The organizational structure for the VTAP program is represented below



The program is monitored by the Traffic Authority Coordinator (TAC) who also performs other duties within the E&OPS. The TAC also performs the duty of and assists the four other uniform constables in their positions as Event Planners within the E&OPS.

Financial

As of the writing of this report, the financial information has been requested from a representative of the Financial Services Section (FSS) of the VPD. VPD-FSS is working diligently on getting us the financial information and statistics around the VTAP program. This information is not yet available but will be supplied to our Service when it has been retrieved and verified for release.

Charges to Community and/or Requester

The VTAP has a set fee schedule for anyone requesting traffic control around an event, construction or road work location. These fees are applicable to anyone requesting

VTAP members, including the City of Vancouver or any of its Departments. The reported fee schedule per VTAP member is:

\$52.64/hour for the first 8 hours

\$78.96/hour for the next 2 hours (8 – 10 hours)

\$105.28/hours for every hour past 10 hours

(There is a minimum three (3) hour charge on any request)

However, the payment to the SME member is much lower than the amount charged to the community and/or requester. A SME can expect to be paid according to the following scale:

\$28.48	(Probationary rate)
\$30.51	(for 0 – 500 hours experience; equivalent to 4 th class PC)
\$32.54	(for 501 – 1000 hours of experience; equivalent to a 3 rd class PC salary)
\$36.61	(for TA Supervisor and assigned as a supervisor; equivalent to a 2 nd class PC salary)

Supporting Legislation

The VTAP program is covered by provincial, municipal and Department policy. The provincial and municipal legislation will be dealt with in this section. The issues around the VTD policy was dealt with earlier in this section and a copy of that policy can be located in Appendix C of this report.

Provincial Legislation

British Columbia Police Act, RSBC 1966, Chapter 367

The BCPA establishes the definition of an ‘officer’ and a ‘special municipal constable’ (SMC). It further sets out the rules around the appointment, functions and restrictions of the special municipal constable.

Definitions in Section I state:

"officer", except in section 47 (2), means a person appointed under this Act as a provincial constable, special provincial constable, designated constable, municipal constable, special municipal constable, auxiliary constable or enforcement officer, but does not include a person who is a member of the Royal Canadian Mounted Police;

It further defines the SMC as:

"special municipal constable" means a constable appointed under section 35;

The appointment etc. can be found in Section 35 of the BCPA where it states:

Special municipal constables

35 (1) After consultation with the chief constable, a municipal police board may appoint persons considered suitable as special municipal constables.

(2) A special municipal constable must assist the municipal police department in the performance of its duties.

(3) Subject to a collective agreement as defined in the *Labour Relations Code*, a special municipal constable may be paid the remuneration and is appointed for the term the municipal police board determines.

(4) Subject to the restrictions the municipal police board specifies in the appointment, a special municipal constable has, while carrying out the duties of his or her appointment, the powers, duties and immunities of a municipal constable.

Motor Vehicle Act, RSBC 1996, Chapter 318

The MVA establishes the definition of a 'peace officer' and sets out the authority to direct traffic.

A peace officer is defined in Section 1 as:

"peace officer" means a constable or a person who has a constable's powers;

The authority to direct traffic is contained in Section 123 of the MVA and states:

Police traffic direction

123 If a peace officer reasonably considers it necessary to

- (a) ensure orderly movement of traffic,
- (b) prevent injury or damage to persons or property, or
- (c) permit proper action in an emergency,

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

Municipal Legislation

City of Vancouver (COV) Street and Traffic Bylaw, Bylaw Number 2849, consolidated October 18, 2011, sets out the definition of 'police officer' and the authority to direct traffic in the COV. The definition in Section 3 states:

"Police Officer" means a peace officer or constable as provided under the *Police Act* employed by the Vancouver Police Board.

The By-law also order compliance of person(s) to the lawful direction of traffic in Section 5 where it states:

OBEDIENCE TO POLICE OFFICERS

- 5. Every person shall at all times comply with any lawful order, direction, signal or command made or given by a police officer in the performance of the officer's duty in directing or regulating traffic. Police officers in order to expedite the movement of traffic or to safeguard pedestrians or property shall have full power to direct and regulate traffic and in doing so may disregard any traffic-control signal or traffic sign.

The COV Street Utilities By-law, By-law Number 10361, consolidated January 31, 2012 stipulates in Section 3 (permit process) under Section 3.3 (b) that an application for a permit to do work, the applicant must submit:

- (b) a proposed traffic management plan, that complies with city standards, for the vehicular, bicycle and pedestrian traffic the work may impact;

Further in Section 3.5 under refusal to issue permit for work, if

- (f) the proposed traffic management plan does not meet the city standards;
- then the committee must refuse to issue the permit.

Schedule C of the By-law shows the street utilities permit application and Section 4 that shows the requirement of a traffic management plan:

SECTION 4 - PROPOSED TRAFFIC MANAGEMENT PLAN	
<input type="checkbox"/>	Proposed Traffic Management Plan attached in Appendix B.
<input type="checkbox"/>	Proposed Traffic Management Plan not attached. Why? _____

However, although the VPD representative indicated that the permit process includes the use of the VTAP member, there was nothing that could be found in the COV By-laws that directly stipulated the use of VTAP members. Further, the 'city standards' referred to in section 3.5 dealing with the refusal of the permit for a lack of a proper traffic management plan could not be located on the VOC by-law site and the information is still forthcoming from the VPD member.

Statistics

As of the writing of this report, the statistical information has been directed to a representative of the Financial Services Section (FSS) of the VPD. VPD-FSS is working diligently on getting us the statistics around the VTAP program. This information is not yet available but will be supplied to our Service when it has been retrieved and verified for release.

Prior to reporting on the feasibility of implementing the VTAP model in Toronto, the following section will highlight the current operation of the Paid Duty system in the Service. This will include a quick review on the policy, administration, financial information, Ontario provincial legislation, operations and statistics.

Current Toronto Police Paid Duty System

In June 2002, the Business Case Proposal on a Central Pay Duty Office was submitted to Chief of Police Julian Fantino by the Project Sponsor Chief of Police William Blair (then Staff Superintendent – Central Field) in response to direction from the Chief of the day. Under the Project Managers, now retired Superintendent (then Staff Inspector) Randall Munroe and retired Inspector Frank Trovato, the proposal had been created through a committee of Service subject matter experts. This included the creation of a revised 20-01 (Paid Duty) Service Procedure.

To quote directly from the Executive summary of that report, it stated:

“Until the Toronto Police Service is able to develop a sophisticated computer system (e.g. estimated 19 months prior to installation/implementation) that allows for real time managing, scheduling, deployment, special events and daily operational needs, the holistic approach model recommended is the only solution to achieving “fairness”. The centralized paid duty unit model emphasizes a centralized “intake” of paid duties, with a decentralized equitable distribution system.”

Approval to the plan was granted on 2002.08.01 and the centralized operation when into effect on 2003.01.06.

Current TPS Operations

Central Paid Duty Office

Paid duties are currently controlled through the Central Paid Duty Office (CPDO) that is currently a section under the Finance & Administration – Financial Management section manager. To quote from the Intranet site for CPDO,

“The Central Paid Duty Office (CPDO) is the initial contact for all customers of the Service when requesting paid duties. Paid duties are scheduled and distributed to the various units and divisions within the Service in a manner that ensures, to the best of ability, that duties are attended when required.

In addition, CPDO is also responsible for administering the collection of all paid duty requests made available to members of the Service, thereby ensuring an equitable and centralized distribution of paid duties.

Additional responsibilities include:

- ***Maintaining the Service paid duty policy and ongoing procedures for ordering, filling and finalizing paid duty information;***
- ***Ensuring the professional standards, reputation and integrity of the Service is maintained in relation to paid duties;***
- ***Identifying, monitoring and evaluating trends and developments affecting paid duties;***
- ***Providing an objective analysis of issues that may affect the delivery of paid duty service to customers;***
- ***Assessing future requirements for the allocation or resources based on projected demand; and***
- ***Implementing technical advancements and utilizing available technology to enhance the overall operation of the paid duty system.***

Above all, customer service is a main priority. CPDO strives to keep all customers, including internal Service members, informed of any changes to paid duty requirements, processes, systems, policies and procedures.”

CPDO will receive the requests directly from the community/clients for general purpose paid duties⁴ or through the Special Events Planning Office (for the large scale events such as walks and marathons, etc.) and will distribute them according to an internal policy. The CPDO acts as the designate for Unit Commanders in the Divisions in approving general purpose paid duties.

Except when otherwise directed by the Chief of Police, the Unit Commander of the host unit may approve paid duty requests, provided that the nature of the employment or business activity is not incompatible or inconsistent with the *Police Services Act*, Board Policies or Service Governance. A terms of agreement/authorizing letter will be signed and the Unit Commander will determine the number of officers required based on the direction given in the Service Procedure 20-01 (Paid Duties).

As per the Service Paid Duty procedure, there are a number of prohibited areas for paid duties, unless approved in relation to a protected person. These areas where paid duties should not be performed are:

- on behalf of an employer or union in relation to a labour dispute
- at a function likely to promote a confrontation between participating groups
- as a bodyguard service
- as a money escort

Division/Unit responsibilities

The duties, responsibilities of police officers, Unit Paid Duty Coordinators, Unit Assigned Investigator, Paid Duty Supervisory Officer, Officer in Charge, Unit Commander and CPDO personnel are highlighted in the Service procedure. The current version of the Service procedure has been attached in Appendix D.

Cautionary Note

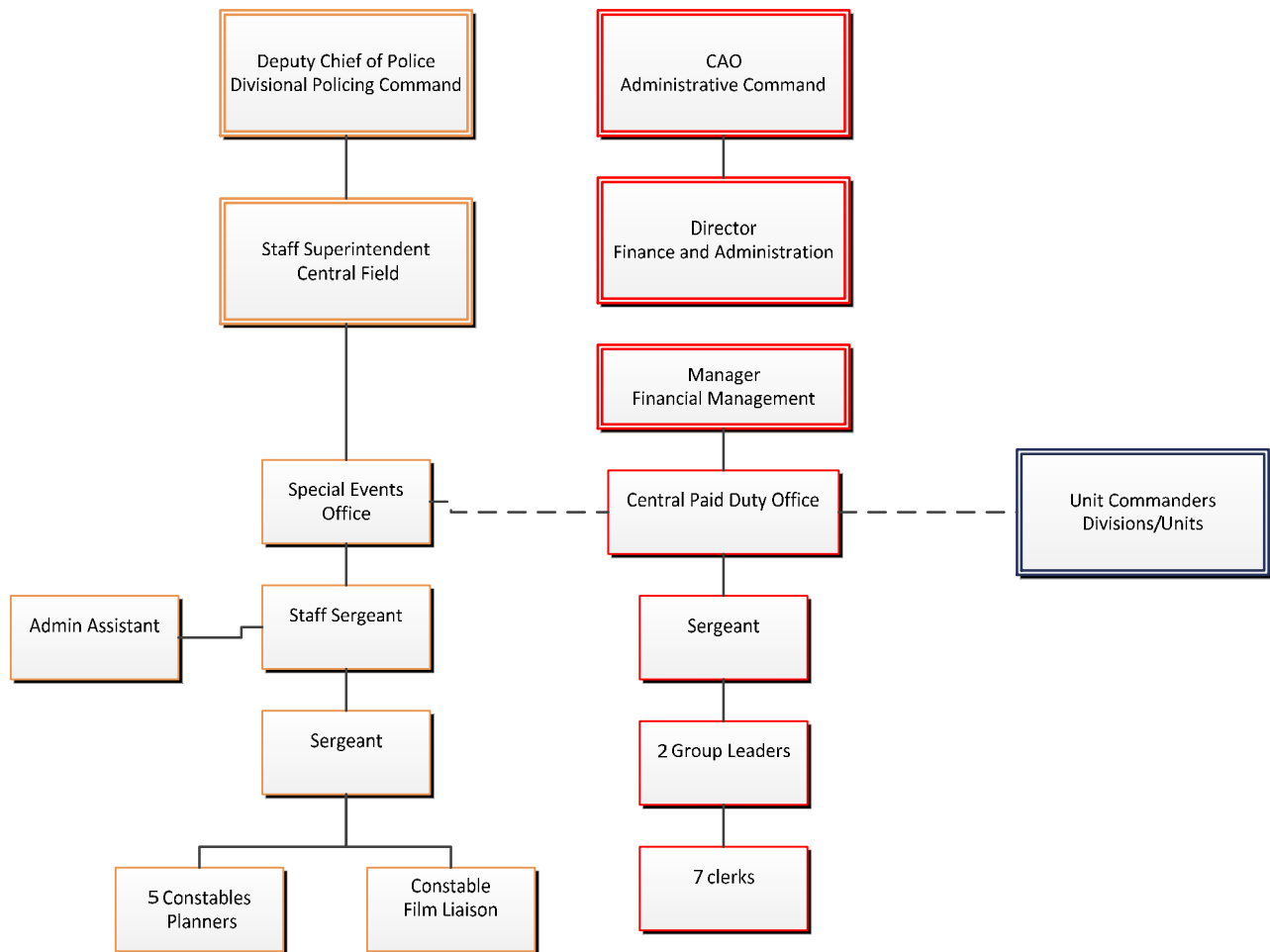
It is important to remember that the CPDO receives all paid duty requests for the Service, not just the static traffic point details. What are reported as traffic details are usually a combination of traffic points, motorcycle and police vehicle escorts for funerals, heavy loads, etc. Although, customers are asked to note the type of paid duty (Security, Traffic Detail, Escort, and Film) and a description on request form however, the information received is often at a high level. In addition, the current tracking system does not allow the Service to track this sub-category information, so the only manner of determining the number of static traffic point details would be to manually review all hardcopy requests for a given year and then separate the static traffic points out, if possible, based on the description information received. Since there is no guarantee

⁴ means a paid duty that is approved by the Central Paid Duty Office and does not require an investigation or analysis by the unit assigned investigator

the exact specifics of the duty will be included on the original request, even a detailed review may not produce conclusive results.

Recognizing the usefulness of this information, it requires additional material and research that would take the report beyond the time frame allotted for this review.

TPS Organizational Structure



The above structure highlights the connection of the CPDO (structure in the red font box outlines), the Special Events Planning Office (structure in the orange font box outlines) and the Unit Commanders from both the divisions and units. These units are associated to any of the pillars within the Service (i.e. Operational Services, Human Resources Management, etc.). Basically it's any unit/division where a uniform member has agreed to sign-up to complete a paid duty.

Financial

The financial cost for the Service's paid duty system is easy to identify if one was only to look at the CPDO structure itself. Unfortunately that is but one part of the soft dollar costs associated to the filling of the paid duty requests. The CPDO total will not include the costs associated to divisions completing reviews on the non-general purpose paid duties, the divisional personnel assigning officers to the paid duty requests, the time to report on and report off the members completing paid duty, the time associated to the Time and Resource Management System (TRMS) entries and the time spent relieving paid duty officers with on-duty officers when a request for relief for personal necessities is made by the paid duty officer.

Some of the above information would be difficult to estimate as each division has its own system of internal distribution. For example, the larger divisions utilize their station bookers to complete the filling of the duties, some use their uniform station operators and one division has a paid duty coordinator. So these factors must be considered when looking at the financial information on paid duties in the Service.

The SAP system reports the operating budget for the CPDO is \$722,100.00. Of this amount, 99.3% (\$716,700) is spent on salaries and benefits while the remaining 0.3% (\$5,400) is for office supplies.

There is an Administrative Fee and an Equipment usage fee that is added to the costs charged to the client/community. In 2011, it was reported to have brought in revenue in the amount of \$4,016,096.66 and \$1,043,322.51 respectively. As such, the total revenue brought in to the Service through the two fees in 2011 was \$5,059,419.17.

Supporting Legislation

The issue for paid duties in Toronto is governed by Provincial, Municipal, and contractual obligations that includes the Police Services Act, the Highway Traffic Act, Municipal Memorandum of Understanding and the 2011 – 2014 Uniform Working Agreement between the Board and the Toronto Police Association (TPA). Each of these areas will be addressed separately.

Provincial Legislation

Police Services Act, R.S.O. 1990, Chapter P15

The definition of a police officer is found in Section 2(1) and states

“police officer” means a chief of police or any other police officer, including a person who is appointed as a police officer under the *Interprovincial Policing Act, 2009*, but does not include a special constable, a First Nations Constable, a municipal law enforcement officer or an auxiliary member of a police force; (“agent de police”)

The power for the Board to appoint special constables is located in Section 53 of the Act where it states:

SPECIAL CONSTABLES

Appointment of special constables

By board

53. (1) With the Solicitor General’s approval, a board may appoint a special constable to act for the period, area and purpose that the board considers expedient. R.S.O. 1990, c. P.15, s. 53 (1); 1997, c. 8, s. 33 (1).

By Commissioner

(2) With the Solicitor General’s approval, the Commissioner may appoint a special constable to act for the period, area and purpose that the Commissioner considers expedient. R.S.O. 1990, c. P.15, s. 53 (2); 1997, c. 8, s. 33 (2).

Powers of police officer

(3) The appointment of a special constable may confer on him or her the powers of a police officer, to the extent and for the specific purpose set out in the appointment.

Restriction

(4) A special constable shall not be employed by a police force to perform on a permanent basis, whether part-time or full-time, all the usual duties of a police officer. R.S.O. 1990, c. P.15, s. 53 (3, 4).

Idem

(5) Subsection (4) does not prohibit police forces from authorizing special constables to escort and convey persons in custody and to perform duties related to the responsibilities of boards under Part X. R.S.O. 1990, c. P.15, s. 53 (5); 1997, c. 8, s. 33 (3).

Suspension or termination of appointment

(6) The power to appoint a special constable includes the power to suspend or terminate the appointment, but if a board or the Commissioner suspends or terminates an appointment, written notice shall promptly be given to the Solicitor General.

Same

(7) The Solicitor General also has power to suspend or terminate the appointment of a special constable.

Information and opportunity to reply

(8) Before a special constable’s appointment is terminated, he or she shall be given reasonable information with respect to the reasons for the termination and an opportunity to reply, orally or in writing as the board, Commissioner or Solicitor General, as the case may be, may determine. 1997, c. 8, s. 33 (4).

Oaths of office and secrecy

(9) A person appointed to be a special constable shall, before entering on the duties of his or her office, take oaths or affirmations of office and secrecy in the prescribed form. R.S.O. 1990, c. P.15, s. 53 (9).

Further, the Act grants the authority for officers to participate in paid duties in Section 49(2) where it states:

Exception, paid duty

(2) Clause (1) (d) does not prohibit a member of a police force from performing, in a private capacity, services that have been arranged through the police force. R.S.O. 1990, c. P.15, s. 49 (2).

Highway Traffic Act, R.S.O. 1990, Chapter H8

Authority for a police officer to direct traffic is found in Section 134(1) and to close a highway in Section 132 (2) which states:

Direction of traffic by police officer

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

- (a) to ensure orderly movement of traffic;
- (b) to prevent injury or damage to persons or property; or
- (c) to permit proper action in an emergency,

he or she may direct traffic according to his or her discretion, despite the provisions of this Part, and every person shall obey his or her directions. R.S.O. 1990, c. H.8, s. 134 (1).

Highway closing

(2) For the purposes of subsection (1), a police officer may close a highway or any part thereof to vehicles by posting or causing to be posted signs to that effect, or placing or causing to be placed traffic control devices as prescribed in the regulations. R.S.O. 1990, c. H.8, s. 134 (2).

The Highway Traffic Act does not specify a definition of a police officer as referred to in Section 134 (1) and 134 (2). Therefore, the definition contained in the Police Services Act would be used. In that definition it clearly indicates the special constables are not included in the definition.

The Highway Traffic Act does not give a definition to a “traffic control person” (TCP) in Section 146.1(7) in the sub-headed area of ‘Traffic control stop and slow signs’. Here it defines a TCP as:

“traffic control person” means a person who is directing traffic and,

- (a) is employed by,
 - (i) the road authority with jurisdiction over the highway,
 - (ii) a public utility within the meaning of the *Public Utilities Act* or the *Municipal Act, 2001*,
 - (iii) a transmitter or distributor within the meaning of the *Electricity Act, 1998*, or
 - (iv) a person under contract with the road authority, public utility, transmitter or distributor to do construction or maintenance work on or adjacent to the roadway, or
- (b) is employed by or under contract with a person who has been issued a permit or written authorization by the road authority with jurisdiction over the highway to occupy a lane or a portion of a highway in order to undertake work on or adjacent to the highway. (“agent de régulation de la circulation”) 2005, c. 26, Sched. A, s. 23.

and further lists the authority for a TCP to use a traffic control stop or slow sign in Section 146.1 (1) where it states

Traffic control stop and slow signs

146.1 (1) A traffic control person on a roadway or adjacent to a roadway where construction or maintenance work is being carried out may display a traffic control stop or slow sign. 2005, c. 26, Sched. A, s. 23.

where

“construction or maintenance work” includes work by a utility, including a public utility within the meaning of the *Public Utilities Act* or the *Municipal Act, 2001*, or by a transmitter or distributor within the meaning of the *Electricity Act, 1998*; (“travaux de construction ou d’entretien”)

Municipal Memorandum of Understanding

Memorandum of Understanding – Guideline for Paid Duty Police

In 1995, a guideline for paid duty police was developed and signed-off between Metro Toronto Transportation Department, the Metropolitan Toronto Police Service and the Ministry of Labour. This occurred as a result of increased road construction and traffic signal installation in Metropolitan Toronto.

In October 2011, Toronto City Council responded to the report from the Auditor General on the Paid Duty system in the Toronto Police Service. At that time the Transportation Services Division of the City of Toronto made a recommendation to City Council to revoke the existing Memorandum of Understanding for paid duties and to approve a new memorandum which had been included as part of the Staff Report.

Toronto City Council considered the report on November 29, 2011 and agreed to revoke the original memorandum of understanding (MOU) and to replace it with the Transportation Services Department's new version with amendments as directed by City Council to section 4 and 5 of the MOU.

Financial Management, home of the CPDO, reported that the new memorandum of understanding is with Operational Services for consideration. Operational Services to report back findings to the Chief of Police for formal communications back to the City.

Contractual Agreement

Uniform Working Agreement

Paid duty provision can be found in the Uniform Collective Agreement Section 24. The 2011- 2014 Uniform Collective Agreement -signed by the Toronto Police Services Board members and the representatives from the Toronto Police Association - states:

A Board of Arbitration made up of Kaplan, Wright and Riddell shall be seized of the Association proposal in the 2011 negotiations concerning paid duties until a new collective agreement is agreed upon or awarded to replace the 2011-2014 collective agreement. The Board of Arbitration shall also remain seized of the Board's preliminary objection regarding the Board of Arbitration's jurisdiction to award this proposal raised in the 2008 arbitration.

The Board of Arbitration shall convene to consider the Association's proposal and the Board's preliminary jurisdictional objection only if the Board has implemented a material change. Any dispute shall be heard on an expedited basis.

Statistics

The following statistics have been provided through Financial Management, the unit responsible for the CPDO.

Paid Duty Statistics

Year	2010	2011
Number of Paid Duties	41,915	45,226
Number of Officers Performing Paid Duties	3,529	3,413
Number of Hours	367,885	421,898
Paid Duty Rate	\$65.00	\$65.00
Total Officers' Payment	\$24,018,869.00	\$26,961,168.70
Administrative Fee	\$3,574,180.93	\$4,016,096.66
Equipment Revenue	\$908,709.32	\$1,043,322.51
TOTAL	\$28,501,759.25	\$32,020,587.87

2011 Paid Duty by type

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The static traffic points, as required for the comparison to the VTAP program would be part of the 27,035 Traffic Details. To do so requires longer than the time and resources allotted to this review. Financial Management advises the information may be available on some but not all of the hardcopy forms. However to capture the information would require a manual review and hand count.

Current Review – Ongoing – Financial Management

The Auditor General's report recommended the Service take steps to reduce the current paid duty administrative costs through the use of technology and removing uniform resources from clerical functions. In addition, City Council requested the Board consider the best practices found in other major North American cities and to specifically address the justification for using paid duty police officers at construction and other work sites, with the view to phase out paid duty policing at these locations.

In response to the recommendation, Financial Management conducted a review of the paid duty system used by other police agencies, including major Ontario and U.S. agencies. Financial Management's review consisted of a survey of these agencies, with an objective of identifying their best practices. Site visits were conducted at York and Peel Regional Police Services and the New York City police department so that Financial Management could actually view the systems and processes used. In order to determine the various processes engaged by Service units, an internal survey of Unit Commanders was conducted.

The internal survey results indicate that a number of different processes are used throughout the Service; however, some processes incorporate good practices which could be utilized Service-wide. From the research conducted, FMT produced a best practices comparison which formed the basis of a number of recommendations to the Chief of Police.

These recommendations include a review of the existing paid duty policy with the view to better defining where paid duty services are required and working with the various licensing and permit agencies to change associated regulations, centralizing the duty approval process so that duties and officer allocations are consistent, automating the request and distribution processes so that internal resources can be reallocated away from paid duty responsibilities and providing up to date and complete reports to supervisors whose responsibilities include managing officers on paid duty assignments.

It is the intention of the project team to identify any restrictions on paid duty requirements that may be imposed by by-laws and provincial acts, such as The Highway Traffic Act. The Financial Management has begun discussions both within the Service and with City departments to define paid duty requirements and will continue with this undertaking while work is being conducted on the automated system and process changes.

Comparison between Toronto and Vancouver Programs

The following chart will highlight the differences and similarities between the laws, policies and contractual agreements when it comes to addressing the areas of addressing traffic control within the City either by Special Municipal Constable or Sworn Police Officer. The chart should give a good perspective on the two systems and how some of the issues match up

Issue	Toronto	Vancouver
Special Constable designation as police officer for the purposes of traffic control.	Police Services Act R.S.O. 1990 does not recognize the Special Constable as a police officer. The Highway Traffic Act is silent on special constables but does make concession for a Traffic Control Person to use a traffic control stop or yield sign.	Motor Vehicle Act, RSBC 1996 addresses the issue of Special Municipal Constables by including them in the definition of a peace officer under the act and the authority to direct traffic is given to a peace officer.
Paid Duty Officers for traffic control.	TPS has always utilized paid duty officers for traffic control situations and was confirmed in a MOU created in 1995 between the Metro Toronto Traffic Services Division, the Service and the Ministry of Labour.	Prior to the VTAP, the VPD never utilized paid duty officers for these issues but used a police reserve officer program for traffic control issues. As the police reserve program dates back approximately 35 years, it was not known what occurred prior to that time.

<p>Fees</p>	<p>Paid duty fees are a flat fee that is set by the Toronto Police Association on a yearly basis. It is the fee applied no matter the length; however, there is a minimum of 3-hour charges. The current rate is \$65.00/hour for constable, no matter the constable's class. Sergeant receives \$73.50/hour if in charge of 4 or more constables; a Staff Sergeant receives \$82.00/hour if in charge of 10 constables and \$84.00/hour if in charge of 15 or more constables. The full hour is charged for any part hour completed.</p> <p>The full hourly fee goes to the officer who is responsible for paying applicable income taxes. T4s are issued.</p>	<p>VTAP fees are established based on the salaries of the regular police officers and the hours of traffic control experience by the VTAP member. The fee schedule is: \$52.64 for the first 8 hours, \$78.96 for the next 2 hours and \$105.28 for every hour after 10 hours. There is a minimum of a 3-hour charge and they charge a full hour for any part hours completed.</p> <p>VTAP members are paid lower than the charges levied against the client/community and based on the sworn officers as follows: \$28.48/hour for probationer, \$36.61/hour for 0 - 500 hours experience, \$30.51/hour for 501 - 1000 hours of experience and \$32.54/hour for over 1000 hours of experience. VTAP supervisors get \$36.61/hour when actually supervising.</p>
<p>Administration Fees</p>	<p>TPS charges 15% administration Fee plus a 13% HST</p>	<p>Built into the fee charged organizers versus fee paid to VTAP members</p>
<p>Equipment/Vehicle Fee</p>	<p>TPS charges a fee based on: \$37.38/hour (minimum 3) for motor vehicles and motorcycles \$350.47/boat for first 3 hours then \$105.61 for each subsequent hour \$53.27 /rowboat for event \$21.59/ trailer or bicycle for event \$53.27/horse/dog for the event. plus 13% HST</p>	<p>VPD - Financial Services Section has yet to report back as of the writing of this report. Information can be updated once received.</p>

Members available to participate	As of December 31, 2011 there were approximately 3,197 sworn police constables 639 Sergeant 132 Staff Sergeants eligible for paid duty, although all do not elect to participate	Approximately 100 VTAP members. The 5 sworn police constables assigned as Event Planners (with 1 having additional responsibilities of VTAP Coordinator) Emergency & Operational Planning Section
Number of traffic control events in 2011	27,035 traffic details Cautionary Note: the traffic details could include more than stationary traffic points. Current system does not separate and would require a hand check of all 27,035 to identify those that do and then count them.	VPD - Financial Services Section has yet to report back as of the writing of this report. Information can be updated once received.
Uniform Collective Agreement	2011 - 2012 Uniform Collective Agreement does cover the paid duty issue. It stipulates if the Board implements a material change in the paid duty issue, it will be heard at the Board of Arbitration on an expeditious basis.	No agreement. VTAP members are not part of the Vancouver Police Union.
Memorandum of Understanding - Police Paid Duties	Originally signed in 1995 between the Metro Toronto Transportation Department, Metropolitan Toronto Police and Ministry of Labour, in November 2011 the City Council voted to revoke the agreement and replace with a new draft. This draft is yet to be signed so old agreement still in place as of the writing of this document	No such agreement in place. However, City of Vancouver By-law for Street Utilities (10361) in the permit application process requires a traffic management plan that meets the City standards, but does not stipulate the standard and unable to locate that standard in the time allotted for this review.
Known cost for administrating traffic control paid duty/VTAP	TPS operates a Central Paid Duty Office that oversees all paid duties including the traffic details. There is a budget of \$722,100 of which 99.3% is salary and benefits. There are soft dollar costs associated at the divisions and units but that amount is unknown. The calculation in the auditor general's report on soft dollar administrative fees seems excessive quoting 35 staff at cost of \$3.1 to run entire paid duty program. It must be remembered that this is about dealing with 59.8% of the paid duties at best. The remaining 40.2% still have to be addressed through the system.	VPD - Financial Services Section has yet to report back as of the writing of this report. Information can be updated once received.

Service Structure for paid duty	When operationalizing paid duty response, TPS operates out of the 17 different Division and a Traffic Unit. Officers must report and be paraded by the OIC prior to commencing the paid duty. The officer must then report off the paid duty with the OIC and information is added onto the TRMS system by the Divisions/TSV admin staff or paid duty coordinator.	When operationalizing the VTPA response, VPD uses its 1 location at HQ where all frontline operations for the city operates from. Depending on the size of the duty, most times there is no parade and the officer gets radio from a kiosk and books on with the dispatcher. Completes info sheet at end and information added to their system by E&OP admin staff
On-line computer scheduling	TPS has no computerized programming to assist with officer scheduling and availability. Financial Management is currently looking at scheduling systems being utilized by GTA Police Services.	VTAP utilizes a scheduler known as PeopleScheduler that allows VTAP members to register their availability on-line, accept/reject duties on-line and get information on the requirements of their duties (in small and medium duties). Information on the system can be found at PeopleScheduler.com.

There are other factors that should be considered when comparing traffic control issues in Toronto with Vancouver. The following chart will look at some of those factors.

Population	The 2011 TPS Annual Statistical Report (ASR) lists the population served as 2,855,085	According to the Vancouver FAQs Internet site, the population of Vancouver is approximately 2,000,000
City Size	The 2011 TPS ASR lists the size of Toronto as being 626.7 square kilometers	According to the Vancouver FAQs Internet site, the city of Vancouver covers approximately 114 square kilometers
Traffic Collisions	The 2011 TPS ASR reports the following statistics for Traffic Collisions in 2011: Fatal Collisions 35 Personal Injury Collisions 10,539 Property Damage Collisions 42,677	The VPD statistical reports by Neighbourhoods reports the following on 2011 Collisions Fatal Collisions 13 Non-Fatal Collisions 1,237

Road Infrastructure	<p>Infrastructure information on the Toronto Internet site reports:</p> <table border="0"> <tr> <td>Different Streets</td> <td>9,520</td> </tr> <tr> <td>Kilometers of Roadways <i>(covers 27.4% of city's area)</i></td> <td>5,617</td> </tr> <tr> <td>Street Intersections</td> <td>31,160</td> </tr> <tr> <td>Traffic Control signals</td> <td>2,700</td> </tr> <tr> <td>Kilometers of Sidewalk</td> <td>7,100</td> </tr> <tr> <td>Bridges</td> <td>560</td> </tr> </table>	Different Streets	9,520	Kilometers of Roadways <i>(covers 27.4% of city's area)</i>	5,617	Street Intersections	31,160	Traffic Control signals	2,700	Kilometers of Sidewalk	7,100	Bridges	560	Unable to locate information in neither the City of Vancouver Internet site nor the Vancouver Police Department Internet site.
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Traffic flow to and from the City	<p>The 2011 Environmental Scan reports:</p> <ul style="list-style-type: none"> • <i>“According to the Toronto Screenline count, on a typical 24-hour weekday, 1.3 million vehicles enter the City of Toronto and 1.4 million vehicles exit across the boundaries. Over the period 2002-2010, the total inbound traffic volumes increased by 3%, while the outbound traffic volumes decreased approximately 9%.”</i> <p>For a 24-hour period the following was reported</p> <table border="0"> <tr> <td>2010</td> <td>Inbound Vehicles</td> <td>696,106</td> </tr> <tr> <td></td> <td>Outbound Vehicles</td> <td>676,842</td> </tr> <tr> <td>2010</td> <td>Inbound Cyclist to Core</td> <td>19,162</td> </tr> <tr> <td></td> <td>Outbound Cyclist from Core</td> <td>15,241</td> </tr> </table>	2010	Inbound Vehicles	696,106		Outbound Vehicles	676,842	2010	Inbound Cyclist to Core	19,162		Outbound Cyclist from Core	15,241	Unable to locate information on neither the City of Vancouver Internet site nor the Vancouver Police Department Internet site.
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Feasibility

The original request from Vice-Chair Michael Thompson was for the Chief of Police to assist in determining the feasibility of implementation of the Vancouver Traffic Authority Program (VTAP) in the Toronto Police Service.

Prior to determining the feasibility, it was vital that a clear description of the two programs, including their similarities and differences, was needed. Certainly the Service has always shown the ability to change and adapt to any situation that has arisen.

The current Chief's Internal Operational Review and the IRIS project are two excellent examples of how the Service can adapt and move forward. Unfortunately, under the current situation around paid duties and the legislation around traffic control issues, there is not a conducive environment for implementation at this time. There are a variety of issues that must be dealt with before any formal decision can be made on the VTAP program or any other similar system that may be in use in other police jurisdictions whether in Ontario, Canada, United States of America or any other law enforcement service in the world.

The research has shown that the following steps should be taken prior to any formal decision on this issue.

1. The Government of Ontario will need to be approached in regards to changes to the Highway Traffic Act to allow for more than a police officer to direct traffic as per Section 134(1) of the said Act. Further, the "traffic control person" as listed in Section 146.1(7) may need to have their role expanded to go beyond the use of the stop and yield signs for traffic direction. Another options may be to follow the British Columbia Motor Vehicle Act an make Section 134 (1) and 134(2) apply to a peace officer and the then include the definition as being: **peace officer – a police officer or a person having the powers of a police officer** and ensure legislation limits that power to only Sections 134 (1) and 134 (2) of the Act..
2. Prior to those changes being implemented into the Highway Traffic Act, the Board must notify the Toronto Police Association of their intention for a material change to the Paid Duty section of the Uniform Collective Agreement so the anticipated dispute can be expedited through the Board of Arbitration. However, careful though should be given to this issue for the following reasons: (a) there is no guarantee the Government of Ontario will agree with the required changes or the length of time required for those changes to pass into law and (b) the effect on the morale of the Service as officers watch their numbers reduce due to budgetary restraints, the threat of wage freezes by the Provincial government and then the additional overall loss of a potentially \$16,122,778.88 (based on the

59.8% of 2011 paid duty hours being traffic details) in income from paid duty salary. This could quickly escalate into a major morale concern for the Board and the community.

This issue came to the attention of the Chief of Police in early August 2012. The time frame for the response was originally given to be August 31 or approximately 3 weeks. During that time the use of e-mails and telephone calls gave the researcher a basic understanding of the VTAP.

During this review, most e-mails and telephone conversations only lead to additional information requests. The 3-hours of time difference and the time needed to respond to the requests from Corporate Planning led to delays of getting the required information. As of this writing, some of the information is still forthcoming. VPD personnel assisting the Service have done their utmost to meet the short timelines given and there is nothing but praise that should be given to their efforts.

Conclusion

There are major differences between the Acts that govern the issues around traffic control and policing in Ontario and British Columbia. The size of the city (area), the population, the in/out traffic flow over 24 hours, the number of cyclists using the roads, the number and total distance (kms) of city roads, the number of annual collisions, etc. all impact deeply the issues around who should be given the responsibilities of traffic control in the City of Toronto.

Recommendation 1

The Chief reports back to the Vice-Chair of the Police Services Board that it is not feasible to implement the Vancouver model – Vancouver Traffic Authority Program.

Rationale

As far as feasibility to implement, anything is feasible. It is whether the change is beneficial to both the Service and its community. With enough time, funding and resources the Service has always demonstrated the ability to adapt to ongoing issues.

It is clear that the main differences between the two programs are:

- The fee charged in Toronto is a flat rate of \$65.00 per hour while Vancouver ranges from \$52.64 for first 8 hours, \$78.96 for next two hours and \$105.28 for every hour after 10 hours.
- Toronto has an additional 15% Administrative Fee plus an additional Equipment Usage Fee while Vancouver's fees are included as part of the hourly rate.
- Toronto utilizes sworn constables on off-duty time while VPD uses a Special Municipal Constable for paid duty issues around traffic control
- In 2011, the Service responded to a reported **27,035** paid duty traffic events while the VTAP responded to a reported **105** traffic control events
- The Service gives the full \$65.00/hour fee to the officer while VPD gives the VTAP members an hourly wage that varies between \$28.48/hour and 36.61/hour

Our Service currently uses a Central Pay Duty Office and a Special Events Planning Office to establish traffic control duties and distribute details to divisions/unit for paid duty officers to complete the details. Where the VTAP unit utilizes police constables assigned to the Emergency & Operational Planning Section to set events and assign duties and those constables assign Special Municipal Constables to complete those details.

Vancouver does have a city by-law that specifies the need for a traffic management plan meeting city standards be filed prior to any permit being issued. Toronto has a Memorandum of Understanding between the Traffic Department, Police Service and the Ministry of Labour to deal with the traffic paid duty issue.

Further, the Departments of the City of Vancouver are being charged the same VTAP fees as a regular community member. There is no exemption for the City of Vancouver departments. This is similar to how it now stands in Toronto.

With the difference in legislation highlighted in the “Feasibility” section of this report and the similarities and differences highlighted in the “Comparison” section of this report, it is not feasible or recommended to implement the Vancouver model – Vancouver Traffic Authority Program in the Toronto Police Service.

APPENDIX A

Auditor General Report – December 1, 2010

APPENDIX B

Correspondence from Vice-Chair Thompson - 20120807

APPENDIX C

Vancouver Police - Traffic Authority Policy Manual

APPENDIX D

Toronto Police Service – Procedure 20-01 (Paid Duties)

APPENDIX E

Toronto Council – Review of Paid Duty Officers' Traffic Control

APPENDIX F

Transportation Services Department Report & draft MOU

