



The following *draft* Minutes of the meeting of the Toronto Police Services Board held on December 19, 2007 are subject to adoption at its next regularly scheduled meeting.

The Minutes of the meeting held on November 15, 2007, previously circulated in draft form, were approved by the Toronto Police Service Board at its meeting held on December 19, 2007.

MINUTES OF THE PUBLIC MEETING of the Toronto Police Services Board held on **DECEMBER 19, 2007** at 1:30 PM in the Committee Room 1, Toronto City Hall, Toronto, Ontario.

PRESENT:

Dr. Alok Mukherjee, Chair
Ms. Pam McConnell, Councillor & Vice-Chair
Mr. Frank Di Giorgio, Councillor & Member
Mr. Hamlin Grange, Member
The Honourable Hugh Locke, Q.C., Member

ABSENT:

Ms. Judi Cohen, Member
Mr. David Miller, Mayor & Member

ALSO PRESENT:

Mr. William Blair, Chief of Police
Mr. Albert Cohen, City of Toronto - Legal Services Division
Ms. Deirdre Williams, Board Administrator

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 19, 2007**

#P392. TORONTO POLICE SERVICE – YOUTH PROGRAMS

The Board was in receipt of the following report November 29, 2007 from William Blair, Chief of Police:

Subject: TORONTO POLICE SERVICE YOUTH PROGRAMS PRESENTATION

Recommendation:

It is recommended that:

- (1) the Board receive the attached report; and
- (2) the Board receive the Toronto Police Service Youth Programs Presentation.

Financial Implications:

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

Background/Purpose:

The Toronto Police Service (TPS) participates in a variety of educational programs geared towards young people across the City of Toronto. Through its 2006 - 2008 Service Priorities, the Service is committed to developing and enhancing partnerships with youth and other community stakeholders, such as school boards, business, social and government agencies together with the media, thereby ensuring a safe and nurturing environment for all youth. Many of the youth programs involve police officers, not only from every police division across the Service, but also from specialized support units such as the Community Mobilization Unit.

Discussion:

This presentation was created to bring a greater awareness to these programs. The presentation will include information on student driven programs, such as the Empowered Student Partnerships Program (ESP); police initiated programs such as: Community School Liaison Officers, 5 Core Curriculum (CSLOs), and community partnership programs involving ProAction, Cops & Kids and programs that are divisional specific such as “Beat the Heat” and “Keeping the Faith Basketball”.

Conclusion:

Superintendent Ken Cenzura and Police Constable Diana Korn-Hassani of the Community Mobilization Unit will deliver the presentation.

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

Superintendent Ken Cenzura and Police Constable Diana Korn-Hassani, Community Mobilization Unit, were in attendance and delivered a presentation to the Board. A paper copy of the Powerpoint slides is on file in the Board office.

The Board received the foregoing report and thanked Supt. Cenzura and P.C. Korn-Hassani for the informative presentation and commended all the members of the Service who work, or volunteer their time participating, in programs involving youth.

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#P393. VICTIMS AND WITNESSES WITHOUT LEGAL STATUS POLICY

The Board was in receipt of the following report November 30, 2007 from Alok Mukherjee, Chair:

Subject: VICTIMS AND WITNESSES WITHOUT LEGAL STATUS POLICY

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:

In August 2005 the Board established a working group comprised of Chair Mukherjee and Board members Judi Cohen and Hugh Locke to review, in consultation with the Chief of Police, the feasibility of implementing a “Don’t Ask – Don’t Tell” (DA/DT) policy with respect to non-documented immigrants (Min No. P254/05 refers).

The Working Group recommended that the Board adopt a “Don’t Ask”. On May 18 2006, the Board approved the *Victims and Witnesses Without Legal Status Policy* (Min. No. P140/06 refers). The policy directed that the Chief of Police develop procedures to ensure that victims and witnesses of crime shall not be asked their immigration status, unless there are bona fide reasons to do so.

One issue that remains outstanding with respect to the Victims and Witnesses without Legal Status policy is whether or not police officers can use discretion once they are in possession of knowledge, however obtained, about an individual’s immigration status. In meetings with community representatives that led to the development of the “Don’t Ask” policy, community representatives provided legal opinions that argued that it was within the Board’s jurisdiction to include a “Don’t Tell” component. The Chair noted in his report to the Board dated February 15, 2006 that the Service will continue to examine this matter and report to the Board within three months (Min. No. P34/06 refers).

Discussion:

Chief Blair reported to the Board at its meeting held on March 22, 2007, on the implementation status of the policy. The Chief advised that amendments were made to Service Governance and to appropriate Service Procedures to include non-documented victims and witnesses of crime. In addition, the aforementioned amendments are being communicated to Service members through its training programs (Min. No. P112/07 refers). In reference to the Chief's March 2007 report, the Board approved the following motion:

THAT the Chair, in consultation with the community, conduct a review of the Board's policy in accordance with Minute No. P34/06 and in light of the Chief's report, and that the review deal with the feasibility of including a "Don't Tell" component.

Pursuant to this motion, attempts have been made to continue community consultations. However, it has not been possible to engage in constructive discussions due to the non availability of required information. The Working Group has not received a legal response to the interpretation of police use of discretion with respect to the disposition of information about a person's immigration status provided by community members. The Working Group is, therefore, not in a position to make any recommendations.

Conclusion:

It is recommended that the Board receive this report for information and provide direction for any further work by the Working Group.

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

- **Ms. Anna Rosenbluth, Immigration Legal Committee, University of Toronto Law School***
- **Ms. Sima Sahar Zerehi, Metropolitan Action Committee on Violence Against Women and Children (METRAC)**

* written submission also provided; copy on file in the Board office.

In her deputation, Ms. Rosenbluth advised the Board that the Immigration Legal Committee is conducting research on the legal implications of the Board implementing, or not implementing, a "Don't Tell" policy in addition to the existing "Don't Ask" policy. Ms. Rosenbluth further advised that the Committee would be willing to share its research with the Board and Chief when it is completed in February 2008.

Chief Blair advised the Board that he would be willing to review any legal research that is provided regarding this matter.

The Board received the foregoing report:

- 1. THAT the Board receive the deputations and the written submission;**
- 2. THAT the Board continue to work on this issue;**
- 3. THAT the report by the Immigration Legal Committee in February 2008 be provided to the Chief for his review and recommendations; and**
- 4. THAT the Working Group be re-convened following receipt of the Chief's review and recommendations.**

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TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 19, 2007**

**#P394. SAVINGS LIVES IMPLEMENTATION GROUP (SLIG) – REPORT
FROM THE COMMUNITY POLICING SUB-COMMITTEE**

The Board was in receipt of the following report December 04, 2007 from Alok Mukherjee, Chair:

Subject: SAVING LIVES IMPLEMENTATION GROUP (SLIG) - REPORT FROM
COMMUNITY POLICING SUB-COMMITTEE

Recommendation:

It is recommended that the Board refer the report of the Saving Lives Implementation Group (SLIG) Community Policing sub-committee to the Chief of Police to report back to the Board with a response and a process for implementation.

Financial Implications:

There are no financial implications associated with this report.

Background/Purpose:

At its meeting of April 7, 2005, in considering the 2004 Annual Report – Race Relations Programs, the Board approved the creation of the Saving Lives Implementation Group (SLIG) (Min. No. 115/05 refers). Among the Motions approved by the Board at this time, are as follows:

5. THAT the Board affirm its commitment to implementing the recommendation of the “Saving Lives” report of June 2002 and that the Board establish a Saving Lives Implementation Working Group comprised of the following members:

- **three representatives of the Board: Chair McConnell, Vice-Chair Mukherjee and Mr. Grange;**
- **three representatives of the Service: Chief Designate Blair, Superintendent Keith Forde and Superintendent Gary Ellis;**
- **three community representatives on issues of race: Ms. Zanana Akande, Mr. Julian Falconer and Ms. Kim Murray;**
- **three community representatives on issues of mental health: Ms. Nicki Casseres, Ms. Pat Capponi and Ms. Suzan Fraser; and**
- **Ms. Sandy Adelson, Senior Advisor, Policy & Communications, Toronto Police Services Board.**

The Working Group meetings will be chaired, on a rotating basis, by Chief Designate Blair and Mr. Falconer.

- 6. THAT the Working Group noted in Motion No. 5 include additional community representatives, as necessary, to ensure that it is reflective of all interested community organizations;**

SLIG met for the first time in May of 2005 and has been meeting regularly since this time. The membership of SLIG has also been expanded and some subject-matter experts have been engaged on an issue-specific basis.

As part of its work, SLIG has created four sub-committees: Education and Training, Community Policing, Aboriginal Issues and Initiatives and Mobile Crisis Intervention Teams (MCITs). I have brought forward reports from the various sub-committees to the Board and the implementation of a number of recommendations is currently underway.

Discussion:

The Community Policing sub-committee has now completed its report, which includes a variety of recommendations. This report has been approved by the membership of SLIG, as a whole and is attached as Appendix A.

Conclusion:

It is, therefore, my recommendation that the Board refer the report of the Saving Lives Implementation Group (SLIG) Community Policing sub-committee to the Chief of Police to report back to the Board with a response and a process for implementation.

The Board approved the foregoing report.

The Board reminded Chief Blair of an earlier request for a response to recommendations by the Saving Lives Implementation Group – Education and Training Sub-Committee (Min. No. P274/07 refers).

**SLIG Community Policing
Sub-Committee**

**“Final Report & Action Plan
Recommendations”**

Appendix A

SLIG Community Policing Sub-Committee “Final Report & Action Plan Recommendations”

Subcommittee Process

The SLIG "Community Policing" Sub-Committee undertook the following work process:

1. Research Methodology: Extensive research was conducted on historical community policing practices and an analysis of modern, contemporary best practices in community policing from around the world. There was a specific research component for historical and contemporary community policing practices in the TPS
2. Subject Matter Expert: Staff Superintendent Sloly was assigned to the sub-committee to provide subject matter expertise. Superintendent Darren Smith, the Unit Commander of the TPS Community Mobilization Unit, was also asked to join the sub-committee as a subject matter expert. Superintendent Smith made a presentation to the sub-committee on Community Mobilization and provided a summary report as a source document.
3. Review of Original SLIG Report Recommendations: Sandy Adelson assisted the sub-committee by reviewing and extracting the "community policing" specific recommendations for the purpose of creating action plans. A list of 17 total original SLIG recommendations were compiled (some were directly relevant and other indirectly) - these recommendations are broken down into 3 sections within the original report: "*On Transparency & Accountability*", "*On Access to Justice*", and "*On Fostering Communication & Awareness*."
4. Create Action Plan Recommendations: A process was undertaken to assess and create action plans for each of the recommendations. This process included work within the sub-committee itself along with extensive presentations and feedback from the main SLIG committee. All seventeen of the original SLIG "community policing" recommendations have been fully assessed by the subcommittee.
5. Future Sub-committee Work: The final report and recommendations will be presented at the November 2nd, 2007 SLIG meeting.

Acronyms:

SLIG: Saving Lives Implementation Group CPLC: Community Police Liaison Committee
MAG: Ministry of the Attorney General TPS: Toronto Police Service
TPSB: Toronto Police Service Board SIU: Special Investigations Unit
CMU: Community Mobilization Unit T&E: Training & Education Unit
OCCPS: Ontario Civilian Commission on Police Services
MCSCS: Ministry of Community Safety & Correctional Services
ACLCL: African Canadian Legal Clinic

Original SLIG Recommendation & Sub-Committee Action Plans Matrix

Original SLIG Recommendation	SLIG Sub-Committee Action Plan Items	Comments
<p>8: <i>That the community have an increased voice in the appointment of key policing positions, including the Chair of the OCCPS, the SIU Director, Chairs of the Police Services Boards and Chiefs of Police Services. The processes for these appointments should be characterized by transparency and public consultation hearings by the appropriate Minister or Police Services Board in the case of the Chief of Police, prior to such appointment.</i></p>	<ol style="list-style-type: none"> 1. That SLIG will recommend that the MCSCS and/or MAG develop and make public a list of competencies for the following key police oversight positions; OCCPS Chair, SIU Director, Chairs of the Police Services Boards and Chiefs of Police Services. 2. That SLIG will recommend that the MCSCS and/or MAG ensure that all selection processes for the aforementioned key police oversight positions should be consistent, transparent and include significant public consultation prior to the appointment decision 3. That SLIG will recommend that the MCSCS and/or MAG ensure that all persons who are appointed to the aforementioned key police oversight positions should receive proper training for the assigned responsibilities (i.e. – formal Board Governance Training) as well as be properly “on boarded” (i.e. – full portfolio/staff briefings and ride-alongs) within their respective organizations. 	<p>The original recommendation and the action items must all be addressed by the appropriate Provincial ministry – hence all the action items are to go from SLIG directly to either MCSCS or MAG</p>

<p>9.(a): <i>That the [Provincial] Government take such steps as are necessary to effect Mr. Adams' recommendation 16 and allow SIU reports to be made public in cases where charges are not laid</i></p> <p>9.(b): <i>That the Director of the SIU be empowered by Regulation to analyze the use of force in the context of matters investigated by the Unit for the purpose of making observations and recommendations in cases where charges are not laid</i></p>	<ol style="list-style-type: none"> 1. That SLIG will recommend that the MAG will ensure that SIU reports be made public – specifically – reports on all concluded SIU investigations where no charges have been laid and/or where charges have been laid but all legal proceedings (civil and/or criminal) have been completed 2. That SLIG will recommend that the MAG will direct the SIU to conduct internal analyses of completed investigations to make use of force related recommendations to the relevant police oversight bodies and to the police services 3. That SLIG recommend to the MAG that the SIU provide a more complete and regular reporting to the Ministry, the OACP and the community on the organization's activities, the trends and lessons learned from the various incidents/investigations, and any recommendations made for improving the use of force by officers, police service delivery, and community safety 4. That SLIG recommend to the MAG that the SIU Mandate be changed from "assessing criminality" to "assessing conduct" to eliminate the implicit assumption of "criminal" wrong doing by officers and to create a less 	<p>The SIU was created in 1990 – 17 years have passed without any major review of the effectiveness of the SIU in meeting its mandate and contributing to police effectiveness and community confidence</p>
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	<p>adversarial environment between the police and the SIU.</p> <p>5. That SLIG recommend to the MAG that in SIU incidents, the Chief be authorized when appropriate and at the earliest opportunity to make some form of "non-prejudicial" statement of condolence and/or express a sense of compassion to the victim/victim's family in order to de-escalate community fear/tension, increase transparency and demonstrate the essence of community policing that the police and the community are one (not separate) in times of community crisis.</p> <p>6. That SLIG recommend to the MAG that there be a full review of the SIU mandate, operations to determine its effectiveness – this report should include public consultation and the report be made public upon completion</p>	
<p>10: <i>That in an incident of police use of force where the SIU has invoked its mandate and that the Chief is required to do an administrative investigation and report, the Chief provide the report to the Police Services Board</i></p>	<p>(No Action Item Required)</p>	<p>This recommendation has already been implemented by the TPSB & TPS</p>

<p>11: <i>That Police Services Boards make public findings and recommendations contained in the Chief's administrative reports referred to in Recommendation 10 (above)</i></p>	<p>(No Action Item Required)</p>	<p>This recommendation has already been implemented by the TPSB & TPS</p>
<p>12: <i>That the Minister of Public Safety and Security [MCSCS] cause an "Alternatives to Lethal Force Newsletter" to be produced twice yearly. This newsletter would be made public and include, but not limited to, a review of alternatives to lethal force terminology being used or considered, best practices of police services in the area of use of force, current or proposed training by the major Ontario police services, and statistics related to the use of force by police in the Province.</i></p>	<p>1. That SLIG will recommend to the MCSCS that it produce and publish an annual report on Use for Force and/or require such a report be produced and published annually by each individual police service board.</p>	
<p>13: <i>That the use of "Taser" technology by Toronto Police be publicly reported on and</i></p>	<p>1. That SLIG recommends to the TPSB that they request the TPS to conduct further analysis of Taser usage in terms</p>	<p>SLIG was provided with a full demonstration of the current "Taser" technology, deployment</p>

<p><i>reviewed and any consideration of expanding or reducing the use of such technology be done with public consultation; if after such reporting and consultation it is found that this technology has reduced lethal force, then the Minister of Public Safety and Security [MCSCS] is to consider immediate expansion of its use by police services</i></p>	<p>of trend analysis for bias/diversity issues relating to usage incidents/trends</p> <p>2. That SLIG form and maintain a multi-disciplinary committee (including health care providers) to assess the information in the Board’s public reports on Taser to create an independent, community body of knowledge on the ethics and effectiveness of Tasers</p>	<p>practices and reporting requirements.</p> <p>The TPSB has reviewed the Taser Pilot Project and approved a full implementation of the use of Tasers for front line uniform Sergeants</p>
<p>14: <i>That the Auditor General for Ontario conduct an annual audit of all recommendations issued by Coroner’s Inquests which are directed at state officials for the Province of Ontario, with a view to reporting annually on those recommendations that are implemented and those that are not implemented</i></p>	<p>1. That SLIG recommends that the MCSCS create legislation that requires police services to implement the juries’ recommendations from “Coroners Inquests” (and/or account for the decision to not implement all or in part)</p>	
<p>15: <i>That the funding of the Ontario Legal Aid Plan be enhanced to permit members of legitimate interests in specific proceedings to obtain</i></p>	<p>1. That SLIG partner with community and justice system stakeholders to get the federal government to reinstate the Court Challenges Program and expand the access to justice opportunities for all</p>	<p>NOTE: Additional commentary was provided by ACLS SLIG member, Mr Richard Miller:</p> <p>Legal Aid Ontario provides</p>

<p><i>legal representation on a par with legal representation obtained by the state interests responding to allegations and concerns regarding state use of force. Funding levels commensurate with those in the federal Court Challenges Program should be immediately adopted in order to address the present imbalance</i></p>	<p>people</p> <ol style="list-style-type: none"> 2. That SLIG recommend to the MAG that the current Legal Aid system receives increased funding to allow deserving claimants to access legal support 3. That SLIG recommend to the MAG to streamline the court process to allow for quicker and less expensive court processes 	<p>funding for legal representation through the provision of legal aid certificates to individuals. Legal aid can issue certificates funding for human rights cases, although most lawyers rarely accept legal aid certificates for human rights cases, largely because of low tariffs. Some of these cases can and do include allegations of police use of force. Legal representation for low income Ontarians is also provided through lawyers in the clinic system. A number of specialty clinics including the African Canadian Legal Clinic and Aboriginal Legal Services Toronto represent clients before Human Rights Commissions, other administrative Tribunals and courts on occasion. However, not every clinic provides these services and as discussed under Recommendation 16, funding for civil litigation is limited by a tariff.</p> <p>The Court Challenges Program has been discontinued by the</p>
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		<p>federal government. (Announced September 25, 2006) It provided funding of up to \$60, 000 for trials and up to \$35,000 on appeal. \$25,000 in extraordinary funding was available (on a discretionary basis) in extremely difficult cases and other rare instances. [Note: The Federal government's decision to discontinue the Court Challenges program is currently being challenged in Federal Court.]</p>
<p>16: <i>The eligibility criteria for funding in civil litigation are expanded to ensure adequate funding for legal representation in respect of police use of force cases. Without restricting the generality of the foregoing, these expanded criteria should include the public interest in state accountability that may be furthered by pursuing civil litigation which may not be otherwise justifiable based on the damages recoverable.</i></p>	<p>1. That SLIG recommend to the MAG there be an increase in the income cut-offs and an increase in the tariff for Legal Aid funding (i.e. the number of hours a lawyer can bill for civil cases.) This will permit greater access to the system for Ontarians and increase the ability of Ontarians to pursue claims which allege abuses in police use of force. Both of these goals require more money to be added to the system.</p>	<p>NOTE: Additional commentary was provided by ACLS SLIG member, Mr Richard Miller:</p> <p>A significant barrier to legal aid funding is income cut-offs. For example, a single person earning \$16,600 or more a year after taxes does not qualify. Legal aid does an analysis of an applicant's income and assets to determine if he or she is eligible for funding. As a result, many people including the working poor are shut out from the system. (Accordingly, some</p>

		<p>legitimate claimants with complaints of police use of force may be unable to obtain representation.)</p> <p>Legal Aid currently provides funding for limited types of civil cases. This includes police complaints and can include civil lawsuits alleging police use of force. However, under Legal Aid Ontario, civil cases are severely limited by a cap placed on the number of hours a lawyer can bill per step in the legal process. (i.e. initiating a proceeding, preparing a motion, etc.) Accordingly, many difficult and protracted civil matters, including cases involving allegations of police use of force, are unlikely to be undertaken by way of a legal aid certificate because a lawyer will be unable to bill the number of hours required to see the matter through.</p> <p>As mentioned previously, some specialty clinics in Ontario do represent clients before courts,</p>
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		<p>Human Rights Tribunals and other decision making bodies. However, these clinics are often involved in exclusively test case litigation, (i.e. cases that involve an issue not previously before the courts and will affect a large group of people and potentially change the law) therefore not every case involving an allegation of police use of force will be accepted. These clinics are specialized in servicing a particular disadvantaged community, or area of the law.</p> <p>Legal Aid Ontario can fund “test” and “group” cases by issuing a legal certificate to a lawyer. However this does not always apply to police use of forces case per se. Further, a decision to fund a “test” case is discretionary and not mandatory. These decisions are made by a special committee and in making its decision “the committee balances the potential cost of an application against its potential benefit.” [Group cases are applications “on behalf of a</p>
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		group of people who have a common interest in a legal matter.”]
<p>17: <i>That the funding criteria from the Court Challenges Program be expanded to include funding legal representation for litigants pursuing credible and legitimate proceedings in respect of state accountability in the use of force.</i></p>	<p>1. That SLIG recommend to the MAG that it establishes a new Provincial Court Challenges Program. This would allow for parties to potentially obtain funds to challenge provincial laws and the use of force by police agencies within the province.</p>	<p>NOTE: Additional commentary was provided by ACLS SLIG member, Mr Richard Miller:</p> <p>The Court Challenges Program, as mentioned previously, has been discontinued by the Federal government. Furthermore, the program was limited to providing funding to challenge federal laws, actions and policies. With the exception of the RCMP, police forces within this country are subject to provincial or municipal jurisdiction and funding under the Court Challenges Program would not be available to assist in challenging state accountability in police use of force cases.</p> <p>The Court Challenges Program provided funding for important, potentially precedent setting cases, that “advance language and equality rights guaranteed</p>

		<p>under Canada’s constitution.” These are the only types of cases which were eligible for funding. Funding for equality rights cases was only available for people from historically disadvantaged groups, or organizations representing historically disadvantaged groups. It should be noted that it is possible given the disparate impact of police use of force on identifiable racial groups that in many cases challenging state accountability in use of force cases, to allege a breach of Section 15 equality rights under the Charter and therefore be eligible for funding under the program. Still, not all cases which involve allegations of police use of force will be able to allege a breach of Section 15.</p>
<p>18: <i>That the Toronto Mental Health Legal Advocacy Coalition, a group consisting of psychiatric survivors and mental health advocates, work with Toronto Police Services and the Police services Board</i></p>	<p>1. That SLIG recommend that the Toronto Police Services Board request the Toronto Police Service to participate in a standing, community-created liaison committee of consumer survivors with the intention of ensuring access, input and feedback from the consumer-survivor community in police</p>	<p>This original SLIG Recommendation was developed specifically for the community of psychiatric survivors and mental health advocates. However, the subcommittee recognized that it has broader</p>

<p><i>to establish a working group to address the intersection of policing and mental health issues. The work of this group would include:</i></p> <ul style="list-style-type: none"> • <i>Developing police community relationships</i> • <i>Making recommendations regarding police [service]</i> • <i>Overseeing research and analysis of police initiatives</i> • <i>Ensuring [community] representation on steering committees</i> • <i>Understanding community expectations for police service delivery</i> • <i>Creating a “Citizen’s Circle”</i> 	<p>practices.</p>	<p>application to any identified geographic or issues based community. SLIG intends to ensure the original intent of a "mental health" specific recommendation be followed through but have started with a broader assessment of usability.</p>
<p>19: <i>That Police and Police Services Board members be given the opportunity to be exposed to a variety of forums that will allow them to gather</i></p>	<p>1. That SLIG recommends to the TPSB and the TPS that they both reduce the “Town Hall” style community outreach initiatives to all demographics and instead utilize more progressive and</p>	<p>It was recognized by SLIG that the TPS & TPSB have vastly improved the community consultative processes but that there is still much work to do.</p>

<p><i>the needs and concerns of the community as equals</i></p>	<p>effective community stakeholder engagement techniques, including: dialogue model, community circles, smaller more regular learning/development opportunities, etc.</p> <p>2. That SLIG recommends to the TPSB that a request be made to the TPS to have the CMU and T&E provide a full presentation to SLIG on all policies, training and programs for community policing, crime prevention and community mobilization and to show how these initiatives have actually increased the effectiveness of community engagement and partnership building</p>	<p>The TPSB and the TPS (through the Community Mobilization Unit) has conducted a significant review of its consultative processes. The CMU is implementing the recommendations and the new consultative committee manual approved by the Board. In addition, the TPSB has created a policy on "Community Consultative Groups". The TPSB has already demonstrated greater levels of community consultation in the development of the following; TPS 2006-2008 Business Plan Priorities, annual operating budget and the Chief/Deputy selection processes.</p>
<p>20: <i>That Police service budgets themselves reflect a commitment of resources directed at working with communities most in need</i></p>	<p>1. That SLIG request that the TPSB make an annual assessment of the percentage of TPS resources allocated to delivering community policing related services (relative to the prominence of those priorities in the current and future Business Plans/Service Priorities).</p>	<p>SLIG recognized that "community policing" needs to be a stated priority in the TPS business plan. As a Service priority, units such as the DPC CRU Units, the CMU and the T&E who administer and operationalize this community policing priority must then be adequately resourced (with</p>

		people, resources and finances).
21: <i>That to encourage ongoing dialogue, a broad spectrum of law enforcement officials meet with various sectors of the community in regular, informal, non-adversarial forums.</i>	<ol style="list-style-type: none"> 1. That SLIG recommend to the TPSB to hold at least two TPSB/Community meetings annually (as per Chair Mukherjee's previous Board motion) 2. That SLIG recommends to the TPSB that the TPSB and the TPS jointly create training and orientation sessions for new recruits/supervisors/senior officers/CPLC/Consultative Committee members/Board members in regards to civilian governance and oversight of police, the Board function/role/policies, and the dynamic between Board Chair & Chief 3. That SLIG recommends to the TPSB that it create training modules for Board Governance and Civilian Oversight which will be required training for all new TPS Board members 	It is recognized by SLIG that there is a need to demystify the role of the TPSB in relation to the Chief and the Service as part of the process of opening access between the community and the police.
22: <i>That community groups begin the process of engaging with police in constructive projects. To maintain a relationship of equality between the police and the community, it is important that these projects remain under</i>	<ol style="list-style-type: none"> 1. That SLIG recommends to the TPSB that it creates policies, priorities and budget processes that encourage and enhance the ability of the Chief and the TPS to implement progressive and effective community mobilization and engagement initiatives 2. That SLIG recommends that the TPSB 	The TPS' new Community Mobilization strategy includes focuses on building community capacity, creating more true partnerships between the police and community and increasing community leadership and control of social justice

<p><i>community control</i></p>	<p>place significant emphasis on delivering community policing services through the Board's policy, priority and budget processes.</p>	<p>initiatives.</p> <p>Community Mobilization also enhances the use of city/divisional demographic/issues profiles, community asset mapping & network building, diversity management</p> <p>Examples of current community mobilization projects include: YIPI, PEACE, ESP, etc.</p>
<p>23: <i>That the Urban Alliance on Race Relations bring together community members, police and elected representatives to form a Citizen's Circle for the purposes of discussing issues relating to the original SLIG recommendations, develop alternatives to lethal force by police and improve relationships between the police and the community etc.</i></p>	<p>1. That SLIG will produce a final report on the implementation of the original SLIG Report Recommendations. This report will form the basis for a series of presentations to be made to community, public and police stakeholders using Citizens Circles. SLIG will continue to reconvene with the TPSB & TPS on annual basis to audit, assess and report on the ongoing implementation of its original recommendations and subsequent action items</p>	

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 19, 2007**

**#P395. BY-LAW NO. 158 TO REPEAL BY-LAW NO. 99 PERTAINING TO THE
RULES**

The Board was in receipt of the following report November 29, 2007 from Alok Mukherjee, Chair:

Subject: BY-LAW 158 TO REPEAL BY-LAW 99

Recommendation:

It is recommended that the Board approve By-Law 158.

Financial Implications:

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

Background/Purpose:

The Board, in consultation with the Toronto Police Service, conducted a review of all the Board Rules with the objective of streamlining the regulatory environment within the Service. The review resulted in recommendations being made to repeal the Rules and replace them, where required, with Board policies and Service procedures.

Discussion:

The Board is responsible for establishing rules for the effective management of the Toronto Police Service through its by-laws. At its meeting held on October 18, 2007, the Board approved the deletion of the Rules and By-Law 99, which establishes the Rules. The Board also approved the development of a by-law to repeal By-Law 99 (Min. No. P332/07 refers).

The City of Toronto Legal Services Division has drafted By-Law 158, which repeals By-Law 99. A copy of By-Law 158 is appended to this report.

Conclusion:

Therefore, it is recommended that the Board approve By-Law 158.

The Board approved the foregoing report.

TORONTO POLICE SERVICES BOARD

BY-LAW No. 158

**To repeal Toronto Police Services Board By-law No. 99,
a by-law
“To make rules for the effective management of the
Metropolitan Toronto Police Service”**

WHEREAS at its meeting held on February 25, 1993, the Toronto Police Services Board enacted By-law No. 99, a by-law “To make rules for the effective management of the Metropolitan Toronto Police Service” (the “By-law”);

WHEREAS the By-law established rules that were attached as Schedule “A” to the By-law (the “Rules”);

WHEREAS since 1993, the Board has repeatedly amended the By-law;

WHEREAS the Board has chosen to gradually repeal the Rules established by the By-law and enact polices to address the subject matter of the repealed Rules where the Board considers it appropriate; and

WHEREAS at its meeting held on October 18, 2007, the Board repealed the last of the Rules established by the By-law and, in light of such repeal, directed that a by-law be prepared repealing the By-law;

The Toronto Police Services Board HEREBY ENACTS as follows:

1. By-law No. 99, a by-law “To make rules for the effective management of the Metropolitan Toronto Police Service”, is hereby repealed.
2. This by-law shall be deemed to have come into force on October 18, 2007.

ENACTED AND PASSED this 19th day of December, 2007.

Alok Mukherjee, Chair

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 19, 2007**

**#P396. ADEQUACY STANDARDS REGULATIONS: ADEQUACY POLICY –
SUDDEN DEATH AND FOUND HUMAN REMAINS**

The Board was in receipt of the following report November 21, 2007 from Alok Mukherjee, Chair:

Subject: ADEQUACY STANDARDS REGULATIONS

Recommendation:

It is recommended that the Board approve the amended Adequacy Policy LE 037 “Found Human Remains” appended to this report as Appendix A.

Financial Implications:

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

Background/Purpose:

The Adequacy Standards Regulation to the *Police Services Act* requires Police Services Boards to develop and approve policies in six core policing areas:

- crime prevention
- law enforcement
- emergency response
- victims assistance
- public order maintenance
- administration and infrastructure

Discussion:

Adequacy Policy LE 037 entitled “Found Human Remains” fall into the law enforcement area of policing and was approved by the Board at its October 26, 2000 meeting (Min. No. P439/00 refers). Current Board Adequacy Policy LE 037 is not compliant with Ministry of Community Safety and Correctional Services (Ministry) guidelines for this policy. Ministry guidelines for LE 037 include “sudden or unexplained” death and require a process for investigating these types of occurrences. Thus, Board Adequacy Policy LE 037 has been amended to be consistent with Ministry guidelines. A copy of the amended policy with amendments highlighted in gray is appended to this report as appendix A.

Conclusion:

Therefore, it is recommended that the Board approve the amended Adequacy Policy LE 037 “Found Human Remains” appended to this report as Appendix A.

The Board approved the foregoing report.

ADEQUACY STANDARDS REGULATION LAW ENFORCEMENT

TPSB LE-037

Sudden Death and Found Human Remains

<input type="checkbox"/>	New	Board Authority:	BM 439/00
<input type="checkbox"/>	Amended	Board Authority:	
<input checked="" type="checkbox"/>	Reviewed – No Amendments		October 2003

BOARD POLICY

It is the policy of the Toronto Police Services Board that the Chief of Police shall develop and maintain procedures and processes for undertaking and managing investigations of sudden or unexplained death and found human remains. (Section 12(1)(j))

REPORTING: Not required

LEGISLATIVE REFERENCE

Act	Regulation	Section
	Ontario Regulation 3/99, Adequacy and Effectiveness of Police Services	12(1)(j)

BOARD POLICIES:

- Race and Ethnocultural Equity Policy

BOARD OFFICE PROCEDURES: N/A

SERVICE PROCEDURES: Refer to service procedures.

- Procedure 04-02 Death Investigations

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 19, 2007**

**#P397. RESPONSE TO THE 2006 CITY OF TORONTO AUDIT RESULTS AND
LETTER OF RECOMMENDATIONS**

The Board was in receipt of the following report November 26, 2007 from William Blair, Chief of Police:

Subject: RESPONSE TO 2006 CITY OF TORONTO, AUDIT RESULTS, LETTER OF
RECOMMENDATIONS

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 requested a status update on the recommendations made in the letter from Ernst & Young supplied to Dr. Alok Mukherjee, Chair of the Toronto Police Services Board dated August 20, 2007.

As part of the examination of the consolidated financial statements of the City of Toronto, Ernst & Young considered the City's internal control structure to determine auditing procedures for the purpose of expressing an opinion on the financial statements. Certain matters came to their attention where they felt management could either strengthen or improve efficiencies within the current processes. Their study and evaluation disclosed no condition that they believed to be a material weakness, but did disclose certain areas that they felt should be reviewed by management. As part of the 2006 audit, there were two recommendations by Ernst & Young that pertain to the Toronto Police Service (TPS). In addition, two recommendations were carried forward from the 2001 Ernst & Young Letter of Recommendations.

Discussion:

Updates on the four on-going recommendations within the report that relate to the Toronto Police Service are as follows:

2006 - Toronto Police Service (“TPS”) - Information Technology – Employee Terminations

Monthly termination listings should be provided to the ERMS user administration group on a timely basis and documentation of the review should be retained to provide evidence of the timeliness of user termination processes for all user accounts removed from the system.

In addition, management should review the feasibility of logging user account changes in the Peoplesoft application to provide an audit trail of activities performed and to provide evidence of timely user administration processing.

2006 Management Comments:

The ERMS unit has made a request of the Unit Commander of the Professional Standards Unit to receive notification of terminations on a timely basis. Once the information is received, the proper action is promptly initiated by the ERMS unit and records are kept within the unit that pertains to security changes. The ERMS unit does manually log the security changes and has noted the recommendation to change the PeopleSoft application to maintain a log of those changes. That request for a change to the application will be reviewed and assessed for possible implementation in the future.

2007 Management Comments:

The Enterprise Resource Management Systems (ERMS) unit now receives a report detailing status changes for Service employees. This listing is produced by Communications and System Operations Services on a daily basis. ERMS unit application specialists review the listing and make changes to user accounts, in particular account deletions when appropriate. The Service considers this recommendation to be fully addressed.

2006 – TPS - Information Technology – Privileged Access to Time Recording Management System Application

We recommend that this level of access be revoked from this user. In addition, we recommend that privileged access to the TRMS application be reviewed on a periodic basis to ensure that access of a privileged nature is restricted to authorized individuals in line with their job function.

2006 Management Comments:

The Information Systems Services Project Leader did not realize the level of access that was in place. The level of access has been reduced to the appropriate and required level, Admin Level, and process will be put in place so this doesn't happen again.

2007 Management Comments:

Requests for access to the Time and Resource Management System (TRMS) application must be submitted by the member's unit commander with a description of the need for the level being requested. These requests are reviewed by ERMS unit application specialists before being actioned. As well, the Service is in the process of upgrading the TRMS system. The security module is being reviewed as part of this process. This application will be upgraded in second quarter of 2008, at which time, the recommendation will be considered fully addressed.

2001 – TPS - Information Technology – Disaster Recovery Planning

TPS should consider developing continuity and recovery plans for business support systems. This process should begin with a “business impact analysis” as a basis for determining the timeframe within which critical business processes need to be restored. Disaster recovery plans should then be developed to allow TPS to restore its information technology on a timely basis and to ensure minimum basic functions are carried out in the interim.

2005 Management Comments:

Data is currently maintained offsite on backup tapes which are periodically rotated. The TPS has an approved three year plan to populate its systems at a Disaster Recovery Centre and have classified all current systems as to their importance and impact to the organization. All new systems which are deemed to be Class "A" (critical) will be targeted to run simultaneously at both the Disaster Recovery Centre and the normal Operations Centre. Hardware is currently being installed at the Disaster Recovery Centre and the operation of the architecture and Class 'A' systems at both sites is scheduled to proceed to mid 2006. Class 'B' and 'C' systems are currently being evaluated and a decision on the best method of providing recovery facilities is expected to be implemented in 2006.

2006 Update:

We understand that a disaster recovery project is currently under way and will concentrate on those applications and supporting infrastructure deemed 'Class A' systems. We support this initiative and encourage management to ensure that plans for the 'Class B' systems (including the financial systems) are developed to allow Toronto Police Services to restore its information technology on a timely basis in the event of a disruption of service.

2006 Management Comments:

The Business Units associated with the Class B applications have reviewed the Disaster Recovery plans. Class B systems would be returned to full service over the course of one to four weeks. The Business Units have confirmed that during the period, transactions would be processed manually and any backlog can be managed.

2007 Management Comments:

The Disaster Recovery plan is the same as that referenced in the Ernst & Young 2006 report. Additional feasible options are dependent on the Disaster Recovery budget.

Currently, TPS is working on Class "A" applications and the activity to establish a disaster recovery environment with the City at 703 Don Mills. Once Class "A" applications are completed, the project will review the Class "B" applications should there be any funds remaining. No further plan is anticipated until additional funding is available.

2001 – TPS - Information Technology – Information Security

We recommend that consideration be given to improving information security across all of TPS's administrative computer systems by improving password security at the network, operating system and application level. This would involve enforcing a minimum password length for all applications, a lockout after repeated invalid access attempts, and regular password aging. We also recommend that NT security logs be reviewed in order to detect potential invalid access attempts, or other unusual activity.

2005 Management Comments:

All logs for the log in system are captured centrally and used for investigation and audit purposes. The migration from the current NT environment to an XP environment will be completed by March 2006 and will enable system and application authorization and user authentication processes to be facilitated with Active Directory, a component of the XP operating system. Strong authentication requirements will be implemented late in the year with the development of a password policy which will specify the minimum length of password, password aging period and a limited period to login in order to prevent unauthorized access. This will be completed by the end of 2006.

2006 Update:

This matter was unresolved as of the completion of our audit field work date.

2006 Management Comments:

Two Factor Authentication has now been implemented and meets all of the recommended requirements regarding length of password, password history, password aging and establishing an account lockout policy.

2007 Management Comments:

As reported in the Ernst & Young 2006 report, the Strong Authentication project has been completed and the recommended requirements regarding length of password, password history, password aging and establishing an account lockout policy have been implemented. The Service considers this recommendation to be fully addressed.

Conclusion:

Four on-going recommendations were contained in the 2006 Ernst & Young Letter of Recommendations that pertains to the Toronto Police Service. Two of the recommendations related to 2006 findings and two recommendations were carried forward from 2001. The recommendations related to employee terminations and information security have been fully addressed and the recommendation related to privileged access will be addressed once changes to the TRMS system are made in second quarter of 2008. The recommendation pertaining to Disaster Recovery Planning continues to be addressed.

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

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 DECEMBER 19, 2007**

**#P398. RESPONSE TO THE CITY OF TORONTO REQUEST FOR
INFORMATION ON THE HIRING, DEPLOYMENT AND MULTI-
CULTURAL DIVERSITY OF THE 250 NEW POLICE OFFICERS**

The Board was in receipt of the following report October 01, 2007 from William Blair, Chief of Police:

Subject: RESPONSE TO THE TORONTO CITY COUNCIL REQUEST FOR INFORMATION - HIRING DEPLOYMENT AND MULTICULTURAL DIVERSITY OF THE 250 NEW POLICE OFFICERS.

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 Policy and Finance Committee for information.

Financial Implications:

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

Background/Purpose:

City Council, at its meeting held on July 16, 17, 18 and 19, 2007, considered the renewal of the Community Policing Partnership (CPP) Grant Program. In consideration of this item, Council adopted the following motions, requiring the Toronto Police Service to report back.

Motion #2 – City Council Decision Document, Item EX10.18

“City Council reaffirm its decision of December 5, 6 and 7, 2005 (Policy and Finance Committee Report 9, Clause 43), which requested the Toronto Police Services Board to report on:

- a. the number of Police Officers specifically trained by the Police Training College in community policing, the maximum number of trainees in community policing that the Police Training College can accommodate per year, and a breakdown of the multicultural component of each trainee; and*

b. where the 250 Police Officers, as they relate to the City of Toronto, will be deployed, the ratio between the number of Police Officers allocated per Police Division in the City, and the actual crime rates related to those Divisions.

Motion #3 – City Council Decision Document, Item EX10.18

The Chair of the Toronto Police Services Board be requested to report to the Executive Committee on how the new uniform hires under the Community Policing Partnership funded programs are re-deployed within Toronto Police Service stations across the City, including the diversity breakdown of the Officers.

Discussion:

The following provides specific responses to the above-noted Council motions.

Response to Motion #2 – City Council Decision Document, Item EX10.18

While the above motions were made in the context of the renewal of the CPP Grant, the motions actually relate to the Safer Communities – 1,000 Officers Partnership Program Grant.

The Board at its meeting of February 15, 2006 received a report from the Chief of Police entitled, “Response to City Council Request for Information – Hiring, Deployment and Multicultural Diversity of the 250 New Police Officers.” Motions 2a and 2b in City Council Decision Document, Item EX10-18 were responded to in Motions #7 and # 3 respectively in this report. A copy of this report was forwarded to the P & F Committee by Chair Mukherjee and for the convenience of the Board members the following extract is provided below:

Motion 7

For recruits, specific training for community policing is included in both the Ontario Police College and C.O. Bick College curriculum. More importantly, the concepts and application of community policing are woven into the overall syllabus of the entire 5 months of training. Recruits are instructed on the general models and philosophy of community policing and a broad range of skills which are applicable to community policing (e.g. problem solving, partnership development, cultural diversity, communications and presentations, accommodation, hate crime recognition and impact, etc). Assignments specific to community policing and community participation are required. As many as 420 recruits (3 classes of 140 recruits) can be trained annually.

The C.O. Bick College also provides existing members with a number of community policing related courses - Crime Prevention Level 1, Crime Prevention Level 2, Crime Prevention through Environmental Design (CPTED), Diversity (mandatory for all Service members); and a Community policing seminar - to existing members (Min. No. P49/06 refers).

The following chart provides a breakdown of the multicultural diversity of recruit classes for the years 2003 to 2006. It is important to note that inclusion as visible minority or aboriginal is based on recruit's self report.

	2003	2004	2005	2006
Visible Minority Female	3	4	8	7
Visible Minority Male	46	64	72	143
Aboriginal Female	0	1	0	0
Aboriginal Male	4	4	4	10
Non- Minority Female	41	53	55	60
Non-Minority Male	93	117	229	230

Motion 3

“ That the Toronto Police Service be requested to submit a report to City Council for its meeting on January 31, 2006, through the Policy and Financi Committee, on where the 1,000 officers, as it relates to the City of Toronto, will be deployed, the ratio between the number of police officers allocated per Police Division in the City and the actual crime rates related to those divisions” (Min. No. P49/06 refers).

The City of Toronto is not receiving an allotment of 1,000 officers as indicated in the motion. The 1,000 officers is for the entire Province and Toronto's share is 250 officers. The motion is responded to based on 250 officers.

Changes in the divisional uniform staffing levels early in 2006 reflected a number of changes - the application of a new staffing model, a command direction to redeploy 200 officers to front-line uniform duties early in 2006, and the deployment of 175 additional officers under the Safer Communities - 1,000 Officer Partnership Program. As noted above, 75 of the 250 new officers are assigned to youth crime, organized crime, guns and gangs, and protecting children from internet luring and child pornography.

The deployment of officers to divisions is based on the Demand Factor Model. This model uses a range of credible data including calls for service, street disorder index, service priorities, demographics, major crime indicators, and performance indicators, to determine the demands facing each front-line division. The staffing level of each division is then made commensurate with those demands. This model ensures that the workload faced by each of the divisions is equalised on a per officer basis, and that service delivery to the public is equitable across the city.

In November 2005, the appropriate divisional staffing levels were determined using the Demand Factor Model. This benchmark staffing allocation was achieved with the redeployment of officers beginning on January 16, 2006 (until approximately May 2006), and the allocation of an additional 175 constables (received under the Safer Communities Partnership Program) dedicated to community policing.

The chart below reflects the allocation of the 175 new officers dedicated to Service's divisions:

Division	Additional officers from Safer Communities Program
11 Division	8
12 Division	8
13 Division	7
14 Division	13
22 Division	10
23 Division	10
31 Division	12
32 Division	10
33 Division	7
41 Division	11
42 Division	10
43 Division	20
51 Division	13
52 Division	10
53 Division	8
54 Division	9
55 Division	9
Total	175

Response to Motion #3 – City Council Decision Document, Item EX10.18

The motion was raised in the context of the CPP Grant. There are no new positions for this grant. CPP has been an ongoing grant since 1998. The Service currently receives ongoing financial support from the Provincial Government for city policing costs with respect to the CPP grant, in the amount of \$7.5M annually, and with respect to the Safer Communities - 1,000 Officers Partnership Program, in the amount of \$8.8M annualized. As identified above, if the intent of the motion is to provide information regarding the Safer Communities Grant, then the information regarding how the officers are deployed and the diversity breakdown is contained in responses 2a and 2b (Min. No. P49/06 refers).

Conclusion:

This report provides the Board with a response to the concerns raised by City Council in Decision Document, Item EX10-18 in relation to the CPP Grant agreement.

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

The Board received the foregoing and agreed to forward a copy to the City's Executive Committee for information.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 19, 2007**

#P399. BOUNDARY REVIEW OF NO. 12 AND NO. 31 DIVISIONS

The Board was in receipt of the following report November 05, 2007 from William Blair, Chief of Police:

Subject: BORDER REVIEW OF 12 AND 31 DIVISION

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 of June 15, 2006 the Board received correspondence from City Councillor Frances Nunziata submitted by two independent community and business leaders of the Weston neighbourhood expressing their concerns and requesting a review of the border between 12 Division and 31 Division (Min. No. P177 refers).

Discussion:

Recently, the new site locations for 11 Division and 14 Division were determined. The new site for 11 Division is located within the current boundaries of 12 Division. Therefore, a review of the border between 11, 12, 14, and 31 Division will need to be completed. Analysis will be conducted to determine ways of equalizing demands on police through equitable distribution of calls for service. As well, analysis will be conducted to determine which patrol areas follow natural boundaries, how patrol areas can respect existing neighbourhoods, how zones can be created to provide for more than one scout car assigned to that zone and which areas require high visibility priority beats. Public consultation will be a component of this review.

It is anticipated that this review will be conducted in conjunction with the pending transitions from the existing divisional locations to the new site locations. The projected timeline for this is two years.

Deputy Chief Kim Derry, Divisional Policing Command, will be in attendance to answer any questions Board members may have.

The Board received the foregoing.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 19, 2007**

**#P400. *MUNICIPAL FREEDOM OF INFORMATION AND PROTECTION OF
PRIVACY ACT COMPLIANCE – PROGRESS REPORT***

The Board was in receipt of the following report November 07, 2007 from William Blair, Chief of Police:

Subject: MUNICIPAL FREEDOM OF INFORMATION AND PROTECTION OF
PRIVACY ACT COMPLIANCE - PROGRESS REPORT

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 the Police Services Board (Board) meeting of December 16, 2004, the Quality Assurance Unit was tasked with conducting an audit of the Freedom of Information Unit to identify factors that impact compliance rates and to develop recommendations to address compliance barriers. Compliance rate refers to the delivery of disclosure through the Freedom of Information (FOI) process within 30 days of receipt of a request for information (Min. No. P406/04 refers).

At its meeting on February 10, 2005, the Board was apprised of the impact of business process changes within the FOI unit that have significantly improved compliance rates, bringing the 2004 annual compliance rate of 32% to 74% in 2005 (Min. No. P50/05 refers). Preliminary estimates indicate an annual compliance rate of 78% for 2007.

On December 15, 2005, the Board received a progress report outlining the status of recommendations under Phase II of the audit, which addressed issues pertaining to the unit's mandate, overall structure, management and decision making processes (Min. No. P396/05 refers). It should be noted that the audit did not encompass an evaluation of the unit's staffing requirements.

In July 2006, the Board was informed of on-going initiatives designed to support the improved compliance rate and to address the remaining recommendations from the Quality Assurance audit (Min. No. P216/06 refers).

Discussion:

Since the July 10, 2007 Board meeting, further progress has been made with respect to the following audit recommendations:

Relocation of the Freedom of Information Unit

The FOI unit was relocated to the 4th floor in April 2007. It is now in close proximity to the main Records Management Services area.

Service Procedure 17-03

Service Procedure 17-03 has been amended to specify a 7-day time limit for the submission of records to the FOI unit.

Freedom of Information Access/Correction Form

The Freedom of Information Access/Correction Form (TPS 664) has been amended to include an area for requesters to provide identification information.

Use of Internet and Intranet

The internet and Service's intranet will be utilized to communicate the Service's policies and positions regarding the *Municipal Freedom of Information and Protection of Privacy Act*. The Public Information Unit is in receipt of the submission and will apply it to the web pages.

Succession Planning

Records Management Services has consistently utilized staff from other areas within the unit to assist with caseload demands and backfill positions when members are on long-term leave (medical/maternity). Although this ensures a future pool of experienced candidates for vacancies that may become available in the unit, the borrowing of staff from other sub-units to meet workload demands ultimately impacts production within those sub-units affected.

2007 Disclosure Requests

There has been an increase in the number of disclosure requests received in 2007. As of October 31, 2007, the FOI unit had received a total of 2,697 requests for disclosure, representing an increase over last year at the same time of approximately 3.65%. Detailed annual statistics for 2007 will be reported to the Board in the 2007 Statistical Report, which will be prepared for the Ontario Information and Privacy Commission in January 2008.

Disclosure requests continue to be increasingly complex, requiring extensive research and time allocation from a senior analyst, in conjunction with support from the FOI Coordinator and consultation with management personnel, Records Management Services, and representatives from Legal Services. Complex files comprise approximately 5 to 7% of the total number of requests processed by the unit.

Currently, the authorized strength of the FOI Unit consists of one (1) coordinator, seven (7) disclosure analysts, and one (1) clerical support staff (Min. No. P39/06 refers). In order to maintain the minimum compliance rate of 80% mandated by the Board at its December 16, 2004 meeting, the unit has been supplemented with six additional positions drawn from staff that have been redeployed from other areas within Records Management Services; therefore, there are no financial implications. Given that the opportunities for increased efficiencies through business process streamlining have been exhausted, it is essential that an appropriate permanent staffing complement be added to the FOI unit. A comprehensive staffing plan has been submitted to the Director, Corporate Services.

Conclusion:

A further progress report will be submitted to the Board in July 2008 summarizing the final phase of the implementation of audit recommendations.

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 DECEMBER 19, 2007**

**#P401. QUARTERLY REPORT: MUNICIPAL FREEDOM OF INFORMATION
AND PROTECTION OF PRIVACY ACT COMPLIANCE RATES: JULY
TO SEPTEMBER 2007**

The Board was in receipt of the following report November 07, 2007 from William Blair, Chief of Police:

Subject: QUARTERLY REPORT - MUNICIPAL FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT COMPLIANCE: JULY, AUGUST, SEPTEMBER, 2007.

Recommendation:

It is recommended that: the Board receive the following report for information.

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 July 1, 2007 to September 30, 2007, divided into three categories as stipulated by the Board, are as follows:

Discussion:

Toronto Police Service
Compliance Rates
July1 – September 30, 2007

30-Day	60-Day	90-Day or longer
83.22%	96.14%	97.88%
Requests to be completed during this time period: 805	135	31
Requests completed: 670	Requests completed: 104	Requests completed: 14
Requests remaining: 135	Requests remaining: 31	Requests remaining: 17

A total of 805 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.' All numbers shown are based on the number of files it was possible to be compliant with during this period.

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

Category	Total	Description
Individual/Public	509	- Personal
Business	220	- Witness contact information/Memobook notes/911 calls/reports - General reports - Law Firms - Insurance Companies
Academic/Research	1	- Crime statistics
Association/Group	68	- Mental Health - Children's Aid - Family Court Services
Media	0	-
Government	7	- Ministries - Consulate - Emergency Services
Other	0	-
Statistics	0	-

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.

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

July	2007	85.33%
August	2007	83.27%
September	2007	80.63%

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.

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 DECEMBER 19, 2007**

**#P402. QUARTERLY REPORT: ENTERPRISE CASE AND OCCURRENCE
PROCESSING SYSTEM (ECOPS): AUGUST TO OCTOBER 2007**

The Board was in receipt of the following report November 26, 2007 from William Blair, Chief of Police:

Subject: QUARTERLY REPORT - ENTERPRISE CASE AND OCCURRENCE
PROCESSING SYSTEM (ECOPS) – AUGUST TO OCTOBER 2007

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 current status and efficiency of the Enterprise Case and Occurrence Processing (eCOPS) records management application (Min. No. P329/04 refers).

The Board has since received periodic reports detailing the operating and maintenance costs to support the application, the budgetary impact on Records Management Services (RMS) - Operations, as well as plans for the future development of eCOPS.

Application enhancements must take into consideration the infrastructure to support the application, as well as associated policing information systems that impact data integrity, present risk management issues for the Service, and are essential to maintain the currency of the Service's information management systems. These applications include, for example, the Canadian Police Information Centre (CPIC), Uniform Crime Reporting (UCR), and the Police Information Portal (PIP).

This report provides an overview of on-going eCOPS development and progress to date.

Discussion:

eCOPS Anticipated Deliverables

As reported to the Board at its December 2003 meeting, eCOPS was to provide a fully integrated system enabling one-time data entry from the first point of contact through to the preparation of crown briefs and interoperability with court information management systems. This would encompass policing functions such as reporting occurrences, arresting suspects, prisoner management, warrant preparation and updating, and case tracking (Min. No. P339/03 refers).

It was intended that this streamlined application would ensure the integrity of data captured and stored in the records management system, as well as the accuracy of information extracted from the system for investigative, crime analysis, and statistical reporting (for both internal and external purposes).

Divisional Quality Control

The automated updates to CPIC and UCR within the eCOPS application were expected to eliminate the resource requirements for the coding and classification work historically performed by dedicated RMS staff (Min. No. P339/03 refers). Data integrity has been compromised since the inception of eCOPS, which is partially attributable to the transference of the coding and classification responsibility to uniform personnel (as reported in Min. No. 303/07).

Validation of the automated CPIC and UCR downloads is initially performed by supervisors who have traditionally been trained to review reports solely for investigative content. Subsequently, dedicated uniform and civilian personnel, in tandem with RMS - Quality Control, continue to monitor field generated eCOPS occurrences.

In August 2007, a booklet entitled *eCOPS Pocket Guide* encompassing data entry guidelines and identifying common errors was disseminated to all officers. The goal of this initiative was to address data quality concerns and alleviate inconsistencies within the records management system. However, UCR coding and CPIC downloads generated by officers continue to be problematic. As a result, RMS – Quality Control has shifted its focus to concentrate exclusively on CPIC entries via eCOPS. All high priority occurrences are reviewed by RMS – Quality Control in order to mitigate risk management concerns and address officer safety.

With respect to UCR coding corrections, the error report generated by the Canadian Centre for Justice Statistics (CCJS) is assigned to RMS personnel on a daily basis. In order to preserve data integrity with the eCOPS application, manual intervention by clerical personnel continues to be a necessary requirement, drawing on limited resources within RMS – Operations.

As reported to the Board at its September 20, 2007 meeting, Information Management Processes Assessment and Review Team (IMPART) research has confirmed that data quality concerns are also prevalent in other police jurisdictions where tasks have been reassigned from skilled clerical support staff to front-line officers (Min. No. P303/07 refers).

Future Planning – eCOPS Maintenance Releases / Contact Cards / Domain Code Redesign

In terms of future eCOPS development, Information Technology Services has committed to providing a maintenance release every four months to address production defects and outstanding change requests (Min. No. P211/07 refers).

The next eCOPS release, Version 2.4.1, is scheduled for implementation November 25, 2007, and provides technical solutions for some of the major application defects reported over the past few months, including those pertaining to the user interface, validation rules, and the CPIC and UCR processes. The new Contact Module will also be rolled out to selected pilot divisions as part of this release. Records Management Services has dedicated considerable resources to complete thorough functional testing on Version 2.4.1 prior to rollout. This impact on the unit's resources and budget was not a consideration prior to the implementation of eCOPS.

The domain code administration and maintenance tool, incorporated into release 2.4.2, will provide a user interface to allow designated Records Management Services' administrators to add, modify, or retire the codes incorporated into the dropdown tables in eCOPS in a timely manner. Release 2.4.2 is targeted for implementation early February 2008. Version 2.4.3, to be implemented in March 2008, will be designed to improve overall system performance.

Information Sharing Among Police Agencies

Information Technology Services is still in the process of developing the technical solution that will enable the Toronto Police Service to participate in national information sharing initiatives. Information Technology Services' representatives continue to liaise with the Royal Canadian Mounted Police (RCMP) and other agencies to determine the implementation schedule (Min. No. P303/07 refers).

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 the allocation of resources for testing purposes (Min. No. P45/07 refers). With each new version of eCOPS, RMS – Operations is required to perform extensive functional testing to ensure that the release will not impact the production environment. For example, from August to October 2007, RMS – Operations allocated 420 personnel hours for eCOPS testing in relation to Version 2.4.1, resulting in a draw on resources and a cost of \$12,224 that was not anticipated when the unit was significantly downsized in accordance with the Occurrence Re-engineering Project Plan.

Conclusion:

At its March 22, 2007 meeting, the Board was advised of the formation of IMPART and the mandate of the project in terms of examining the Service's information management systems that support core policing functions (Min. No. P121/07 refers).

The IMPART Final Report will be presented to the Command in December 2007 proposing a number of recommendations for more efficient information management practices. Extensive supporting research documentation will be provided to assist the Command in evaluating proprietary information management solutions and determining the feasibility of maintaining the existing records management application to support the future records keeping and information sharing requirements of the Toronto Police Service.

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 DECEMBER 19, 2007**

**#P403. FINAL UPDATE ON THE UPGRADE ON THE HUMAN RESOURCES
MANAGEMENT SYSTEM FROM VERSION 8.0 TO VERSION 8.9**

The Board was in receipt of the following report November 26, 2007 from William Blair, Chief of Police:

Subject: FINAL UPDATE ON THE UPGRADE OF THE HUMAN RESOURCES
MANAGEMENT SYSTEM FROM VERSION 8.0 TO VERSION 8.9

Recommendation:

It is recommended that the Board receive this report.

Financial Implications:

There are no financial implications relating to the recommendation in this Board report. In August 2006, the Service commenced the upgrade of the PeopleSoft Human Resources Management System (HRMS) from version 8.0 to version 8.9. The capital budget for this project is \$3.2 million (M) and includes implementation of additional functionality, as well as the technical upgrade of the application.

The first portion of this project, the technical upgrade, was successfully completed on June 15, 2007. This upgrade was completed at a cost of \$791,600, exclusive of salary expenses for internal members, which amounted to \$175,000. A summary of these costs is located in the body of this report.

At its meeting on September 20, 2007, the Board approved reallocating most of the remaining budget of \$2.4M to more urgent priorities at this time, i.e. the Radio Replacement and Time Resource Management System (TRMS) projects, with some funding deferred to 2012 in the 2008-2012 Capital Program for additional HRMS functionality requirements. Of the original budget of \$3.2M, \$2.145M has been transferred to other Service priorities.

Background/Purpose:

The purpose of this report is to provide the Board with a final update on the upgrade of the HRMS application.

HRMS is regarded as a mission-critical system for the Service, and is relied upon for human resources information and payroll administration for the Toronto Police Service. Specifically, HRMS is used to store essential personnel data about Service members, including their current job status and job history, training qualifications, discipline and meritorious service, employment

equity, and leaves of absences. HRMS is also used as the source system for other Service applications, unit staffing information, and reports for statistical and costing analyses.

At its meeting on July 10, 2006, the Board was informed that Katalogic Inc. (Katalogic) would provide project management services for the upgrade of the Service's enterprise management systems – TRMS and HRMS (Min. No. P210/06 refers). Funding for these two capital projects had been secured through the capital program.

Discussion:

Since 2002, the Service has been using version 8.0 of the HRMS application. This version is two releases behind the most current release of this product (version 8.9). The Service was facing the risk of relying upon outdated software and being ineligible for vendor support, particularly for application fixes required by changes in Canadian tax regulations, which normally occur on an annual basis.

As the designated “business owner” of this system, Human Resources Command provided the direction, scope, and management of this initiative. Members of Human Resources Command were assisted by skilled resources from Information Technology Services (ITS) and professional consultants. A Steering Committee was formed and tasked with the role of providing project team support, including overall governance of the project. This Committee, which acts as the final point of escalation for any major issues arising during the project, consists of the following Service members:

Keith Forde - Deputy Chief, Human Resources Command;
Tony Veneziano – Chief Administrative Officer, Administrative Command;
Director, Human Resources Management;
Kristine Kijewski – Director, Corporate Services;
Cel Giannotta – Director, Information Technology Services;
Angelo Cristofaro – Director, Finance & Administration;
Richard Gauthier – Staff Superintendent, Detective Services;
Wayne Peden – Superintendent, 55 Division; and
Barbara McLean – Acting Manager, Enterprise Resource Management Systems.

In August 2006, Katalogic began the analysis required to plan the HRMS upgrade. These planning exercises were completed by December 2006, and a project charter and work plan were presented to the Steering Committee in January 2007. The planning process for the HRMS upgrade identified the need for additional technical and functional resources to meet a completion date of June 30, 2007. This date had been targeted to ensure payroll compliance with Canadian regulatory/tax updates expected on July 1, 2007. At its meeting on January 4, 2007, the Board was informed of the need for additional professional services required for technical assistance and functional expertise to upgrade to the new version of HRMS (Min. No. P5/07 refers). Funding for these resources had been available within the budget for the upgrade. Actual costs for these additional resources totalled \$106,847. This amount was \$31,677.50 less than originally estimated.

A core project team comprised of members of the Enterprise Resource Management Unit (ERMS), ITS, and professional consultants was formed. Their work was structured around a project plan that had been drafted from detailed planning and analysis involving major stakeholders, as well as other subject matter experts throughout the organization and professional consulting partners. The members of the core team successfully completed the technical upgrade on June 15, 2007, two weeks ahead of the schedule that had been developed for this project, and within the target date that had been set for compliance with Canadian tax regulations.

The following table summarizes the tasks associated with the technical upgrade of the HRMS application.

Project Task	Deliverable	Duration
Planning and Analysis	Architecture assessment to determine hardware and software requirements; Fit/Gap analysis to examine Service business processes and the compatibility of version 8.9 and its new functionality; Assessment of opportunities to utilize core functionality within version 8.9 and eliminate customizations within version 8.0; and Creation of a project plan and work charter, including project strategies.	August – November 2006
Approval of Project Plan and Work Charter	Submission of the project plan and work charter to the members of the Steering Committee for approval.	December 2006
Upgrade Implementation	Configuration of hardware environment and software to meet Service business requirements and the volume of users; Testing of business processes and new system functionality; Delivery of delta training, as well as in-depth training to Service members who would experience significant differences between version 8.0 and 8.9 functionality; and Parallel testing to validate results of the new version against the existing version, particularly with respect to payroll processes.	January – June 2007
Post-Live Support	Troubleshooting and responding to users' questions about the new version, and re-setting passwords; and Minor clean-up of data.	June – August 2007

Several members of the core team, particularly those assigned to the ERMS unit, the area responsible for the functional support of the application, remained on this project to provide post-upgrade support after the completion of the technical upgrade. The post-live support issues experienced after the upgrade were considered minimal for a project that involved a change to enterprise-wide software, adding to the success of this portion of the project. The final task remaining for this project is certification of the software installation by the vendor. This work is expected to be completed in November 2007, and is estimated to cost approximately \$5,000.

A significant objective of this project involved knowledge transfer to members of the core team. Knowledge transfer means the transfer of required knowledge, skills, and abilities from professional consultants to internal staff members to maintain system accuracy and availability. To achieve this objective, members of ITS were tasked with installing both versions of HRMS 8.9 (“demo” and production). ERMS unit members were tasked with configuring the application, as well as testing the software. While guidance from professional consultants was provided, the majority of the work was performed by internal resources, enhancing existing skill sets, and enabling the Service to be in a better position to support this application going forward.

Another objective achieved during the upgrade was the removal of a significant number of customizations that had been added to supplement limitations within the previous version of the software. The removal of these customizations was made possible through enhanced functionality within the new version of HRMS. As well, the business process analysis conducted during the planning portion of the upgrade revealed customizations that were no longer needed, but had never been removed during the previous upgrade process.

Cost Summary

The following table summarizes the costs incurred between 2006 and 2007 for this upgrade project, as well as projected costs to the end of August 2007, which will mark the completion of the post-live support phase. As stated above, the only remaining task for the technical upgrade is certification by the vendor at an estimated cost of \$5,000.

Item		Costs
Consulting Services:		
Project Management	\$227,000	
Fit-Gap Analysis	\$25,000	
Additional Functional Resource	\$24,100	
Additional Technical Resource	\$82,400	
Certification of Installation	<u>\$5,000</u>	
Total Consulting Services		\$363,500
Hardware, Software, Training		\$387,000
Internal Backfill		\$41,100
Total		\$791,600

The salaries associated with Service members assigned to the upgrade project were tracked throughout the project. Approximately 6,000 internal staff hours were assigned to the project, at a cost of \$175,000.

Next Step

As previously indicated in the Financial Implications section of this report, the Board has approved, subject to Toronto City Council’s final approval, the reallocation of the remaining funding in the HRMS capital project budget as follows: \$2.1M for the Radio Replacement and TRMS projects; and the deferring of \$265,000 until 2012 in the 2008-2012 Capital Program for additional functionality requirements for HRMS. The Service will now focus its efforts on the

upgrade of the TRMS application, which is also considered a mission-critical system. Once the upgrade of the TRMS system is complete, the Service will re-visit the implementation of additional HRMS functionality, and prioritize Service needs against available funding.

Conclusion:

The Service's dependence upon its enterprise management systems requires that these applications be upgraded in the most appropriate and cost effective manner. HRMS version 8.9 has been designed to provide a solid foundation for the continued management of our human resources for the foreseeable future. The knowledge transfer provided to the core team and the removal of customizations that had been installed in the previous version will enable future upgrades and improvements to this product with less demands on budget and personnel.

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.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 19, 2007**

**#P404. TORONTO POLICE SERVICE HEADQUARTERS – SPATIAL
ANALYSIS**

The Board was in receipt of the following report December 03, 2007 from William Blair, Chief of Police:

Subject: TORONTO POLICE SERVICE HEADQUARTERS – SPATIAL ANALYSIS

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 20, 2007, in considering a confidential report on a potential property acquisition, the Board requested that "... the Chief provide a report on any analysis of the Service's space requirements, including the need for a cafeteria ..." (Min. No. C207/07 refers).

This report responds to the Board's request regarding the space requirements. The space requirements request was in reference to the Service's Headquarters (HQ) facility located at 40 College Street. The need for a cafeteria was responded to in a separate report submitted to the Board at its meeting of November 15, 2007.

Discussion:

The Service's HQ facility is approaching twenty (20) years of occupancy. During this time, the Service has undergone many organizational changes, been impacted by legislative changes and implemented additional technology systems. The actions taken to address these changes have impacted on space requirements due to increased staffing to meet workload demands, more storage requirements and additional computer equipment.

The ability to populate a building/space is governed by five basic factors: (i) the availability of usable space; (ii) the ability of the Heating, Ventilation and Air Conditioning (HVAC) system to adequately heat, cool and/or ventilate the space; (iii) the capacity of the electrical system; (iv) the ability to accommodate computer equipment; and (v) the work processes to conduct operations.

The HQ building has an area of 155,000 SF available for use as general office space. The balance of the building area (114,000 SF) is for: service areas (18,000 SF); elevator lobbies (14,000 SF); common space (39,000 SF); and speciality areas (43,000 SF). Speciality areas include: the computer room; the auditorium; museum; video production studio; and other areas that cannot be readily used or converted for use as general office space.

In September 2006, the TPS Facilities Management unit (FCM) conducted a spatial review of the HQ facility in response to requests by various units. The review also included an analysis on the use of all floors, projected requirements at that time, and made a number of recommendations regarding possible changes. Those recommendations that were possible and practical have either been adopted or are in the process of being implemented.

Based on the 2006 spatial review, and taking into account any subsequent operational and storage needs identified, the area required to support general office functions at HQ is estimated at 185,000 SF. Consequently, there is a shortfall of 30,000 SF to accommodate the additional space requirements summarized below:

- employment, recruiting, medical services and other Human Resource areas (6,500 SF);
- computer room expansion (5,000 SF);
- meeting rooms (4,000 SF);
- detective squads (4,000 SF);
- locker rooms (3,000 SF);
- various other units (4,000 SF), and
- common space (e.g. hallways) @ 10% (3,100 SF).

The office space shortfall in these areas is having an impact on HQ operations and over the next few years this could reach a critical point unless appropriate action is taken.

In order to alleviate some of the space pressures, the Service has taken the following actions:

- retained the old 23 Division facility for special projects and interim needs;
- relocated the Hold-up Squad from the third floor of HQ to the Intelligence facility in order to more effectively accommodate space requirements of other HQ investigative units;
- reconfigured space on the fourth and sixth floors of HQ to more effectively use the space; and
- reduced the size of the cafeteria in order to accommodate Human Resources staff currently located in leased space at 30 College Street.

Despite the actions taken, the current and projected space shortage at HQ is still an issue and therefore, additional space is required. Recently, the Service had an opportunity to acquire the 30 College St. property located immediately east of HQ. This facility would have been able to accommodate a substantial portion of the projected space needs of the HQ operations and its proximity to HQ provided other benefits. However, this property has been sold and other options must therefore be considered.

Conclusion:

The Service has occupied the HQ facility for almost twenty (20) years. Various operational and staffing changes have resulted in a current and projected need for additional space. The Service has addressed these needs, as much as possible, through better utilisation of the available space and relocating functions where possible. The space options in HQ (and at other Service facilities) have been exhausted and given the demands, additional space is required.

To deal with this issue, the Service will be reviewing which functions should remain at HQ, and which functions could be moved out of HQ. In addition, we will look at reconfiguring existing space where possible. The old 23 Division is being retained as a potential option to accommodate space requirements. However, this facility cannot meet all of the demands and some operations may not be suitable for this facility. Where possible the Service will also factor the HQ space needs in its search for other facility requirements (e.g. Public Property Unit).

Additional space could result in impacts to the operating and/or capital budgets. Based on the priorities identified by the Service, any additional space requirements will be reflected in the Service's future budget submissions.

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 DECEMBER 19, 2007**

**#P405. ONTARIO ASSOCIATION OF CHIEFS OF POLICE BUDGET AND
FINANCE COMMITTEE REPORT ON “BUDGET AND FINANCIAL
MANAGEMENT BEST PRACTICES”**

The Board was in receipt of the following report November 29, 2007 from William Blair, Chief of Police:

Subject: ONTARIO ASSOCIATION OF CHIEFS OF POLICE BUDGET AND
FINANCE COMMITTEE REPORT ON “BUDGET AND FINANCIAL
MANAGEMENT BEST PRACTICES”

Recommendations:

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 purpose of this report is to provide the Board with the “Budget and Financial Management Best Practices” report that was developed and presented by the Budget and Finance Committee (BFC) of the Ontario Association of Chiefs of Police (OACP) at the OACP conference on June 27, 2007. The BFC is seeking the support of each of its members’ Services Boards for these best practices.

Discussion:

The BFC of the OACP was established at the request of the OACP Executive in early 2003. The BFC was established to:

- share best practices specific to contemporary budget and finance policies;
- identify current and emerging financial issues, and develop strategies and solutions to deal with those issues;
- monitor and evaluate the financial impact posed by legislative changes and advise the OACP Executive Committee; and
- research, develop and propose to the OACP Executive Committee legislative changes addressing financial issues facing Ontario Police Services.

The membership of the BFC includes one or more representatives from each of the following Police Services:

- Barrie Police Service
- Durham Regional Police Service
- Greater Sudbury Police Service
- Guelph Police Service
- Halton Regional Police Service
- Niagara Regional Police Service
- Ottawa Police Service
- Peel Regional Police Service
- Peterborough Lakefield Community Police Service
- Sarnia Police Service
- Toronto Police Service
- Waterloo Regional Police Service
- York Regional Police

Budget and Financial Management Best Practices:

The “Budget and Financial Management Best Practices” report has been developed to provide a framework for the identification of best practices for Ontario Police Services, focusing on the critical issues within the budgeting process. This framework is based on a review of various practices of the Police Services represented by the membership of the BFC, and related research highlighting best practices for budgeting applicable to government agencies.

There are many budgeting activities that could be reviewed, and for which best practices could be developed. However, a significant amount of research, discussion and development is required for the development of each best practice. As a result, the current report provides an examination of seven current budgeting activities, and the development of a recommended best practice. It is anticipated that future reports will address additional budgeting activities, and their best practices.

Each of the activities in “Budget and Financial Management Best Practices” is discussed in terms of the current practices of responding Police Services, statement of issues, an analysis and evaluation of current practices, related research, and a recommended best practice. The activities considered in the report are:

- Multi-year Forecasting
- Reserves and Management of Operating Surplus and Deficit
- Wage Increases
- Budgeting for Staff Vacancies
- Costing Methodology – Additional Staff/Recruits
- Establishing Fees & Cost Recoveries
- Maximizing Grant Opportunities

A summary of the best practices for these seven activities is provided in Attachment 1. A copy of the full report is available in the Board office.

Conclusion:

The Budget and Finance Committee of the OACP is seeking support from each of its member Services for the best practices outlined in the “Budget and Financial Management Best Practices” report. The Toronto Police Service’s practices already reflect many of the best practice outlined in the report. The Service is reviewing those practices not yet implemented, some of which will require discussion with the City. The Board will be updated accordingly.

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

Mr. Angelo Cristofaro, Director of Finance and Administration, was in attendance and delivered a presentation to the Board.

The Board received the foregoing report.

Attachment A Summary of Best Practices

Multi-year Forecasting

1. The forecast should be explicitly linked to the Service's business plan for the same period, in order to ensure that there are adequate resources to achieve the goals and objectives stated in the plan.
2. A three-year forecast of major operating revenues and expenditures should be prepared, commencing with the current proposed budget period.
3. A multi-year capital forecast should be prepared for a minimum of a five-year period.
4. The forecast should clearly explain major assumptions and known future impacts.
5. Variances between prior forecasts and actual results should be analysed to improve future forecasting.

Reserves and Management of Operating Surplus and Deficit

1. A formal policy for the retention of year-end budget surplus or the funding of deficits by Police Services should be adopted by the Police Services Board and the municipality, and this policy should clearly identify process, limitations, restrictions, approvals, and reporting requirements, including the reporting of the actual surplus or deficit.
2. For any surplus retained in reserves, policies surrounding the use of the reserve should be clearly established and agreed to by the Board and Council.

Wage Increases

1. In the absence of a ratified increase, an estimated contract increase should be included in the Police Service budget. It should be based on those factors which will likely impact the final determination of a contract increase, specific to the individual Police Service (i.e., those issues which may be, or have been in the past, considered by an arbitrator in the determination of a contract increase).
2. The increase factor should not be publicly disclosed until a ratified settlement is in place.

Budgeting for Staff Vacancies

1. An estimate of savings arising from staff vacancies should be included in the operating budget.
2. The calculation of the estimate of savings, should, as closely as possible, reflect the anticipated savings.
3. In order to enhance accuracy, the calculation of the estimate of savings should be prepared separately by position categories.
4. It should be based on analysis of prior-year vacancy rates and known and anticipated vacancies for each position category.

Attachment A Summary of Best Practices

Costing Methodology – Additional Staff/Recruits

1. The costing of additional staff/recruits should reflect the actual cost of the additional staff in the budget period; consider period of employment and starting salary.
2. The costing methodology should consider all related costs (i.e., benefits, clothing and other equipment) specific to the various position categories.
3. The costing methodology and future year impacts (annualization and reclassification) should be clearly presented.

Establishing Fees & Cost Recoveries

1. A formal policy for the determination of fees should be developed. This policy should identify:
 2. guidelines to determine where fees may be set at less than 100% cost recovery;
 3. factors that may be considered in calculating the cost; and
 4. criteria to determine the types and specific services that may be provided on a fee basis.
5. The full cost of providing a service/good (i.e., direct and indirect costs specific to the production of a good or provision of a service, including operating costs, overhead costs and a cost for the use of capital assets) should be known and used as the basis for setting a fee, except in such circumstances where the Police Service policy dictates a fee to be set at less than full cost recovery.
6. Fees should be reviewed and updated on a periodic basis, or as required to ensure that they are appropriate and conform to policy.
7. Fee schedules should be made available to the public.

Maximizing Grant Opportunities

1. A pro-active approach should be taken to determine the objectives of potential grantors and apply where the Police Services objectives are aligned with those of the grantor.
2. A clearly articulated grant policy and process should be established for the application for, acceptance of and administration of grants.
3. Grant contracts should be reviewed by operational, legal and financial parties on behalf of the Police Service, to ensure that the Service's interests are protected.
4. Anticipated revenues and costs associated with known or reasonably certain grant funding should be included in the operating budget.
5. Unknown or uncertain grant funding should not be included during the development of the budget, but as an adjustment to the budget upon approval of funding.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 19, 2007**

**#P406. AWARDS GRANTED BY THE TORONTO POLICE SERVICES BOARD:
JANUARY TO DECEMBER 2007**

The Board was in receipt of the following report November 20, 2007 from Alok Mukherjee, Chair:

Subject: AWARDS GRANTED BY THE TORONTO POLICE SERVICES BOARD:
JANUARY TO DECEMBER 2007

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:

The following Toronto Police Services Board awards were presented to members of the Toronto Police Service during the period from January to December 2007:

MEDAL OF MERIT:

PC	AMLIN, Scott (8301)	13 Division
PC	DeGUZMAN, Noel (8611)	13 Division
Sgt.	JENKINS, Allen (4437)	Mounted Unit
PC	LINDLEY, Keith (8257)	Public Safety Unit
PC	MacNEIL, Steven (90116)	13 Division
Sgt.	MACIAS, Antonio (1290)	22 Division
PC	RICHE, Scott (99992)	13 Division

MERIT MARK:

PC	BUTT, Amir (9210)	31 Division
PC	DUERDEN, Patrick (9118)	12 Division
PC	LYON, Richard (7903)	33 Division
Det.	RAMJATTAN, Ramnarine (2360)	31 Division
PC	SPENCER, Ennis (8239)	Employment Unit

COMMENDATION:

PC	BLAKE, Kirk (7798)	55 Division
Sgt.	BLANCHARD, Richard (3028)	23 Division
PC	BOB, Ronald (6946)	13 Division
D/Sgt.	BOCKUS, Cory (5648)	Training & Education
D/Sgt.	BOTT, Bryan (6653)	43 Division
D/Sgt.	CONTINI, Phillip (6894)	Court Services
Sgt.	COXON, Shawna (7551)	53 Division
S/Sgt.	DAVIS, Sharon (4724)	Community Mobilization
PC	De GRAAF, Ryan (9419)	22 Division
PC	EMPTAGE, Matthew (9327)	54 Division
PC	ESCOTT, Jai (8646)	52 Division
Sgt.	EVANS, Bart (1370)	22 Division
Lifeguard	FALLIS, Zoe (89499)	Marine Unit
PC	FIELDING, Shawn (9135)	22 Division
PC	GARROW, Patrick (5022)	13 Division
PC	GILBERT, Ronald (6384)	Mounted Unit
PC	GREAVETTE, James (7095)	52 Division
PC	GREGORY, Trevor (87174)	53 Division
D/Sgt.	GRINTON, Gary (4319)	Homicide Squad
PC	HALL, John (4589)	55 Division
PC	HAMPSON, Scott (8144)	43 Division
PC	HARRIS, Richard (5321)	Special Investigation Services
PC	HEWSON, Brooke (5195)	Drug Squad
PC	INGLEY, Paul (9065)	55 Division
Det.	KELLY, Brian (2916)	Drug Squad
PC	KEMPSTER, Darryl (8986)	54 Division
PC	KOHOUT, Steven (99783)	14 Division
PC	LEAL, Jason (8232)	13 Division
PC	McCARTHY, Kristopher (7519)	Mounted Unit
PC	McCAUSLAND, Yoshio (7707)	Intelligence Services
PC	MEDEIROS, Andy (7766)	13 Division
PC	MONTGOMERY, Aaron (8468)	31 Division
Sgt.	MORRIS, Harold (6245)	51 Division
PC	NICHOLSON, Kristopher (9531)	31 Division
PC	OSBORNE, Brian (8415)	54 Division
PC	PAGLIA, Giancarlo (90059)	14 Division
Det.	PATTISON, Steve (1645)	22 Division
Lifeguard	ROBERTSON, Sarah (88498)	Marine Unit
PC	SINGH, Angadvir (8091)	Drug Squad
PC	SMITH, Hunter (5153)	32 Division
PC	STAVRAKIS, Michael (99666)	Mounted Unit
PC	TORRANCE, Steven (9277)	52 Division
PC	WALKER, Julie-Anne (8805)	22 Division

Det.	WARD, Paul (4549)	52 Division
Det.	WHITE, Paul (2208)	14 Division
PC	WOO, Mark (99160)	52 Division
S/Sgt.	WRETHAM, Ronald	43 Division
PC	YACULA, Robert (7857)	52 Division

TEAMWORK COMMENDATION:

Sgt.	ADACH, Edward (6315)	Forensic Identification Services
PC	ADAMS, Clayton (5174)	Intelligence Services
PC	ADAMS, Scott (5445)	31 Division
PC	ALI, Asif (87298)	Intelligence Services
Civ.	AMARAL, Maria (89337)	IAS-Records Release
PC	ANDERSON, Jennifer (9237)	42 Division
PC	ANDREWS, Brian (7514)	Organized Crime Enforcement
PC	ANSTEY, Stephen (5494)	55 Division
PC	ARRUDA, Sandra (87970)	54 Division
PC	ARSENAULT, Randall (8074)	41 Division
PC	AWAD, Ashraf (7780)	Drug Squad
PC	BABIN, Scott (9302)	54 Division
PC	BABINEAU, Jared (99607)	Public Safety Unit
PC	BALAGANTHAN, Ganesh (5241)	52 Division
PC	BALET, Andrew (9064)	14 Division
PC	BANGILD, Jeffrey (5158)	31 Division
Det.	BARATTO, Michelle (5641) (x2)	Homicide Squad
S/Sgt.	BARREDO, Francisco (4101)	Communications Centre
Det.	BARSKY, Michael (4420)	Homicide Squad
PC	BATEMAN, Kenneth (8166)	14 Division
PC	BAZMI, Salman (3394)	Organized Crime Enforcement
PC	BEARDSALL, James (8283)	Mounted Unit
PC	BELL, Kathleen (5516)	Intelligence Services
PC	BENNEY, Pater (4881)	Intelligence Services
PC	BENSON, Allan (6122)	22 Division
S/Sgt.	BESENTHAL, Frank (129)	14 Division
Det.	BESTED, Bradley (6901)	Intelligence Services
PC	BLAKE, Kirk (7798)	55 Division
PC	BODDAERT, Warren (7500)	Emergency Task Force
PC	BONNER, Jason (8394)	41 Division
Civ.	BOSSERT, Judith (86777)	Communications Centre
PC	BOURNE, Kevin (5408)	51 Division
PC	BOWMASTER, Michael (5337)	Toronto Drug Squad
Det.	BRADSHAW, Keith (184)	22 Division
PC	BRAGG, David (7237)	Emergency Task Force
PC	BRAR, Gursharnjit (8743)	13 Division
Det.	BRAUND, Michael (2710)	Homicide Squad

PC	BROUILLARD, Patrick (5176)	Organized Crime Enforcement
D/Sgt.	BROWNELL, David (3898)	Intelligence Services
PC	BRUZZESE, Domenico (6798)	Emergency Task Force
PC	BULIGAN, Kirsten (7620)	31 Division
PC	BULMER, Warren (1406)	Sex Crimes Unit
PC	BURGESS, Michael (6343)	22 Division
Det.	BURKE, Patrick (26)	Sex Crimes Unit
PC	BURROWS, Michael (5432)	31 Division
Sgt.	BURRY, Shawn (7553)	Forensic Identification Services
Det.	BURTON, William (6569)	Intelligence Services
PC	BUTT, Matthew (8407)	31 Division
Det.	BYDAL, Stanley (7106)	42 Division
PC	CAMBRIDGE, John (86789)	Intelligence Services
PC	CAMERON, Alan (1992)	14 Division
S/Insp.	CAMPBELL, Donald (6360)	Drug Squad
PC	CANNING, Mark (2596)	Emergency Task Force
PC	CARL, George (3391)	Traffic Services
PC	CARMICHAEL, Stephen (7495)	Emergency Task Force
PC	CARVALHO, Avelino (1076)	ROPE Squad
S/Sgt.	CASHMAN, Gerald (2562)	31 Division
Sgt.	CHAPMAN, Karen (5108)	14 Division
PC	CHARRON, Stephane (8286)	Intelligence Services
Sgt.	CHIU, Sin-Yi (412)	51 Division
PC	CIOFFI, Marc (5387)	51 Division
PC	CLARKE, Douglas (6280)	Organized Crime Enforcement
PC	CLARKE, Jeffery (8133)	31 Division
PC	COCULUZZI, Vito (2606)	13 Division
S/Sgt.	COMEAU, Alan (6373)	55 Division
PC	CORREA, Irwin (4669)	13 Division
PC	COSTOFF, James (6759)	13 Division
PC	CRAWFORD, Anthony (9477)	52 Division
Sgt.	CRILLY, John (5083)	55 Division
PC	CURRIE, Wayne (6352)	22 Division
PC	CURTIS, Teresa (8168)	31 Division
PC	DALE, Jeffrey (8206)	Mounted Unit
PC	DAS GUPTA, Onil (1433)	Emergency Task Force
S/Supt.	DE CAIRE, Glenn (4736)	Central Field
D/Sgt.	DECOURCY, John (5742)	Drug Squad
Det.	DIONNE, Christopher (7050)	51 Division
PC	DIRENZO, Raymond (931)	22 Division
Sgt.	DISALVO, Sharon (4568)	41 Division
PC	DOHERTY, Braden (8005)	11 Division
PC	D'ORNELLAS, Mark (5150)	Emergency Task Force
PC	DOUGLAS, Jeffrey (1060)	31 Division
PC	DRAGOS, Ivan (1097)	Emergency Task Force

PC	DUBE, David (4417)	42 Division
PC	DUFFY, Marjorie (1095) (x2)	52 Division
Det.	DUNCAN, Peter (741)	31 Division
PC	DYBOWSKI, Michael (8262)	Traffic Services
PC	DYKE, Geoffrey (7848)	31 Division
PC	DZIEMIANKO, Staislaw (4675)	52 Division
PC	EMERSON, Terry (8686)	14 Division
PC	EMERY, Brian (8022)	51 Division
PC	EMPTAGE, Matthew (9327)	54 Division
Det.	ESTWICK, Eulialia (4227)	32 Division
PC	EVANS, Andrew (8571)	32 Division
PC	FADI, Steven (1671)	Organized Crime Enforcement
Det.	FAHEY, Dennis (2756)	Intelligence Services
PC	FAIRCLOUGH, James (90145)	14 Division
PC	FALASCA, Linda (65265)	14 Division
Det.	FEBBO, Oliver (5861)	Special Investigation Services
S/Insp.	FERNANDES, Cyril (6807)	Forensic Identification Services
PC	FERNANDES, Roland (1134)	Training & Education
PC	FERRIS, Manie (8506)	31 Division
PC	FISCHER, David (8777)	41 Division
Sgt.	FLETCHER, David (486)	54 Division
PC	FOX, James (4350)	Intelligence Services
PC	FRANCOIS, Patrice (8464)	54 Division
PC	FRENCH, Amanda (7698)	31 Division
PC	FYFE, John D. (4339)	Intelligence Services
PC	FYNES, Bronagh (5213)	22 Division
PC	GALLAGHER, John (99864)	41 Division
Sgt.	GALLANT, Kelly-Ann (4781)	Emergency Task Force
PC	GARLAND, Marina (7694)	Toronto Drug Squad
PC	GIESCHE, Chad (7879)	23 Division
PC	GILL, Gurjoyt (7722)	Emergency Task Force
PC	GILL, Kuljit Singh (8752)	53 Division
PC	GILLHAM, Shane (892)	31 Division
Det.	GLENDINNING, Gregory (3223)	Drug Squad
PC	GOGUEN, John (645)	51 Division
Civ.	GOWANLOCK, Carol (99162)	Area Courts
PC	GRAY, Jeremy (8841)	53 Division
Sgt.	GREEN, John (3206)	12 Division
Sgt.	GREENAWAY, Fiona (7163)	Employment Unit
Det.	GREKOS, Michael (770)	Drug Squad
D/Sgt.	GRINTON, Gary (4319)	Homicide Squad
Sgt.	GROSS, Kimberly (1092)	51 Division
PC	HAGGETT, Lori (1507)	Sex Crimes Unit
PC	HAGOPIAN, Gregory (5030)	55 Division
Det.	HANCOCK, Kimberly (4523)	Sex Crimes Unit

PC	HANNAH, Mark (4449)	22 Division
Sgt.	HARGAN, Robert (3729)	14 Division
PC	HARVEY, Donald (4252)	52 Division
PC	HENDERSON, Vincent (1342)	Intelligence Services
PC	HIGO, Todd (99480)	Emergency Task Force
PC	HILLIER, Frederick (8929)	42 Division
PC	HOBOR, Terence (5452)	32 Division
PC	HOPTON, Richard (9414)	14 Division
Sgt.	HORNER, Gavin (6550)	32 Division
PC	HOWES, Christopher (7716) (x2)	Public Safety Unit
PC	HREPIC, Mario (6070)	32 Division
Sgt.	HUTCHISON, Gary (2486)	33 Division
PC	IRANI, Paulo (5007)	42 Division
Civ.	IRWIN, Lee-Anne (87890)	Organized Crime Enforcement
PC	ITWAR, Rajesh (8339)	Intelligence Services
PC	JACKSON, Wayne (5049)	31 Division
PC	JANSZ, Gawain (5330)	Organized Crime Enforcement
PC	JENKINS, John (4734) (Posthumously)	Drug Squad
Sgt.	JENNINGS, Thomas (6107)	
PC	JITTA, Robin (7476)	Homicide Squad
Det.	JOHNSTON, Brian (1018)	Organized Crime Enforcement
D/Sgt.	JOHNSTONE, Quintin (1191)	Court Services
PC	JONES, Michael (99777)	51 Division
Civ.	JURCZYK, Barbara (87332)	Intelligence Services
PC	KAPOSY, Kevin (99643)	Training & Education
Sgt.	KARR, Jocelyn (2627)	42 Division
PC	KASZYCA, Joseph (99691)	12 Division
PC	KELLY, Diane (5298)	12 Division
PC	KEMPERS, Gerry (7518)	Intelligence Services
PC	KENNEDY, Andre (2555)	Drug Squad
D/Sgt.	KEYS, Roger (3691)	Central Field
Civ.	KIMBER, Ryan (86851)	Enterprise Architecture
PC	KIRK, Cameron (5994)	Training & Education
PC	KOCANOVIC, Aleksandar (5279)	14 Division
Sgt.	KOZMIK, Lorna (5629)	Family & Youth Services
Sgt.	KRAWCZYK, Paul (7451)	41 Division
Det.	KULMATYCKI, Joel (389)	Investigative Unit
PC	LA BORDE, Regina (6638)	55 Division
PC	LAKE, Daniel (7198)	41 Division
S/Sgt.	LAMOND, Ian (1100)	31 Division
D/Sgt.	LAND, Stephen (7141)	31 Division
Det.	LAWR, Gregory (1104)	Intelligence Services
Civ.	LAWRIE, Sharon (89022)	Drug Squad
PC	LAZZARO, Frank (8045) (x2)	13 Division
Sgt.	LEAHY, Kevin (99418)	12 Division

PC	LEFORT, Kenton (8411)	41 Division
PC	LEUNG, Sheung (6523)	Special Investigation Services
PC	LINQUIST, Darryl (7505)	Organized Crime Enforcement
PC	LIOUMANIS, Metedios (5363)	Organized Crime Enforcement
PC	LISOWSKI, Kevin (8368)	41 Division
PC	LOPES, Jude (5280)	Organized Crime Enforcement
PC	LOW, Julian (7590)	Human Resources
Sgt.	LOWE, Scott (3181)	41 Division
PC	LUCAS, Wayne (2723)	51 Division
Civ.	LUI, Sin (87348)	Intelligence Services
Det.	MacDONALD, Gregory (3371)	Organized Crime Enforcement
PC	MacDONALD, Scott (8371)	41 Division
Det.	MacDONNELL, Brian (4309)	Organized Crime Enforcement
PC	MacDUFFY, Jeffery (99630)	55 Division
PC	MacKAY, Craig (907)	55 Division
PC	MacPHERSON, Douglas (5724)	Sex Crimes Unit
PC	MARCHEN, Leanne (5599)	13 Division
PC	MARTELUZZI, Claudio (99352)	13 Division
PC	MARTIN, Harold (4975)	Intelligence Services
PC	MARTIN, Robert (6410)	Drug Squad
PC	MASON, Amanda (9407)	41 Division
PC	MATTE, Paul (8086)	31 Division
Det.	MATTHEWS, Joseph (1199)	Intelligence Services
PC	MATTHEWS, Stephen (8345)	31 Division
PC	MAUTI, Franco (6206)	Special Investigation Services
PC	McALEER, Kevin (2540)	22 Division
PC	McCAUSLAND, Yoshio (7707)	55 Division
PC	McCLOSKEY, Robert (5500)	Special Investigation Services
PC	McDONALD, James (7895)	23 Division
PC	McGARRY, William (3339)	Sex Crimes Unit
Supt.	McILHONE, Thomas (7316)	22 Division
PC	McINNIS, Jessica (5276)	Family & Youth Services
Civ.	McKAY, Donna (88914)	Drug Squad
Det.	McKAY, Scott (4237)	32 Division
PC	McKENZIE, Peter (7934)	Drug Squad
PC	McKENZIE, Robert (7622)	22 Division
PC	McKEOWN, Lisa (7536)	31 Division
Det.	McPHEE, Donald (6013)	Intelligence Services
Sgt.	McVEIGH, Edward (5873)	51 Division
PC	MELOCHE, Robert (8291)	53 Division
PC	MENARD, John (99812)	Intelligence Services
PC	MOLE, Derek (8720)	54 Division
PC	MOLYNEAUX, Curtis (7639)	Emergency Task Force
PC	MOORE, Michael (8324)	31 Division
Det.	MOREIRA, Peter (470)	Homicide Squad

PC	MORRICE, Jonathan (8145)	41 Division
PC	MORRISON, Trevor (8904)	42 Division
S/Sgt.	MOUNTFORD, Gerald (7207)	13 Division
PC	MOXAM, Darren (8084)	31 Division
PC	MOYNAGH, Robert (4650)	14 Division
PC	MUELLER, Stefan (1065)	Fraud Squad
Sgt.	MURDOCK, Robert (3377)	Forensic Identification Services
PC	MURPHY, Liam (845)	52 Division
PC	MURRAY, David (8085)	31 Division
Insp.	NEADLES, William (7276)	Public Safety Unit
Det.	NEBRES, Daren (745)	Intelligence Services
Sgt.	NOLAN, Charles (1904)	55 Division
D/Sgt.	NOLL, Carl (6695)	Intelligence Services
PC	NOONAN, Timothy (2668)	Intelligence Services
Det.	NORMAN, Carey (6554)	Drug Squad
PC	NORTH, Robert (7560)	11 Division
PC	OAKES, James (4263)	42 Division
Insp.	O'CONNOR, Brian (6199)	53 Division
PC	O'DRISCOLL, Dennis (1351)	Investigative Unit
PC	OGER, Jean-Michel (8622)	32 Division
PC	O'KANE, Geraid (5154)	42 Division
PC	OSBORN, Robert (9096)	41 Division
PC	OTTEWELL, Stephen (5692)	Forensic Identification Services
PC	PANTOPOULOS, Sarakina (9117)	41 Division
PC	PARKER, Todd (5422)	43 Division
Det.	PARRINTON, Kenneth (293)	41 Division
PC	PEACOCK, Jason (7548)	23 Division
PC	PERRY, Trevor (7812)	42 Division
PC	PETERS, Tracey (5576)	Drug Squad
PC	PETERSEN, Neil (7839)	31 Division
PC	PETHICK, Thomas (7785)	31 Division
PC	PLESHE, Daryl (8414)	54 Division
PC	PLUNKETT, Patrick (7831)	Special Investigation Services
PC	POP, Ian (1922)	Traffic Services
Sgt.	POWELL, Cathy (5114)	12 Division
Sgt.	PRAVICA, Dusan (5097)	14 Division
PC	PROSAVICH, Paula (7922)	13 Division
Sgt.	PURCHES, Scott (5183)	13 Division
Sgt.	QUIGG, Martin (7431)	51 Division
Det.	RADFORD, Barry (4442)	51 Division
PC	RATAJ, Tom (3085)	32 Division
S/Insp.	RAYBOULD, Brian (3304)	Homicide Squad
PC	REID, Gordon (1703)	14 Division
PC	REID, Jonathan (699)	14 Division
PC	REIFENSTEIN, Gordon (6113)	32 Division

Civ.	REMY, Donna (86235)	Communications Centre
PC	ROUSSELLE, Denis (5041)	11 Division
Sgt.	RUFFINO, Stephen (4973)	11 Division
D/Sgt.	RYAN, Stephen (6813)	Homicide Squad
PC	RYCKMAN, Kenneth (7775)	Intelligence Services
Sgt.	SADLER, Stephen (3775)	Public Safety Unit
PC	SAN PEDRO, Manuel (2248)	Corporate Planning
PC	SANGHA, Gary (8735)	31 Division
PC	SANTOS, Eliana (87576)	13 Division
D/Sgt.	SAUNDERS, Mark (2585)	Homicide Squad
Sgt.	SCHERK, Christopher (4306)	13 Division
Civ.	SCHULLERER, Bonnie (89919)	IAS-Records Release
Sgt.	SCRIVEN, Patrick (6799)	41 Division
PC	SEGUIN, Michael (8684)	22 Division
D/Sgt.	SELVAGGIO, Michael (5798)	31 Division
PC	SEREMETKOVSKI, Kathlin (8632)	41 Division
PC	SHAW, Carl (7337)	22 Division
PC	SHANNON, Donald (3141)	Investigative Unit
PC	SHIN, Jay (7701)	31 Division
Det.	SIEVERS, John (6717) (x2)	42 Division
PC	SLEZAK, Tamas (6727)	31 Division
PC	SLOAN, Christopher (7844)	31 Division
PC	SMITH, Rolf (7614)	31 Division
PC	SMITH, William (1550)	52 Division
PC	SNELL, Leo (8604)	31 Division
PC	ST. JEAN, Duane (5460)	31 Division
Sgt.	STATES, Robert (7351)	11 Division
PC	STINSON, David (4422)	Intelligence Services
PC	STOLF, Robert (99656)	Organized Crime Enforcement
S/Sgt.	SUDDER, Kevin (6663)	52 Division
PC	SUNGHING, Kelly (7954)	51 Division
PC	SVITAK, Peter (3946)	Emergency Task Force
Sgt.	SWACKHAMER, Brent (5790)	31 Division
PC	SWEENIE, Paul (5076)	43 Division
PC	SWEETNAM, Colleen (3510)	41 Division
PC	SWORD, Nicholas (7795)	Public Safety Unit
PC	SZABLOWSKI, Adrian (8398)	31 Division
PC	TAAFE, William (8909)	Divisional Policing Command
PC	TAIT, Adrian (7259)	31 Division
Det.	TAKEDA, Robert (4043) (x2)	Intelligence Services
PC	TAN, Mark (8954)	42 Division
PC	TANHAM, Jason (7411)	32 Division
PC	TAYLOR, Jason (8120)	Special Investigation Services
D/Sgt.	TAYLOR, Kenneth (3610)	Homicide Squad
CTO	TCHOUIKO, Viktor (99717)	Central Courts

PC	THERRIEN, Allan (6812)	14 Division
PC	THOMAS, Wayne (4171)	22 Division
PC	THOMSON, Richard (9338)	41 Division
PC	THORNE, Timothy (5254)	22 Division
PC	THORNTON, Richard (99586)	Public Safety Unit
PC	TINNEY, Harlen (99513)	Organized Crime Enforcement
PC	TOURANGEAU, Craig (5167)	Police Dog Services
PC	TRUBECKI, Robert (6244)	Investigative Unit
Sgt.	TSO, Wing-Ip (7296)	14 Division
PC	TUSKER, Natalie (7782)	55 Division
Det.	URBANIAK, Thomas (4397)	31 Division
Civ.	URIE, Barbara (87198)	12 Division
PC	VALLEDOR, Alvin (7843)	Emergency Task Force
PC	VANDENBERG, Carolyn (5573)	41 Division
PC	VANDER HEYDEN, Adam (8386)	31 Division
PC	VELLA, Tonyo (99465)	Employment Unit
PC	VELTMAN, James (8128)	32 Division
S/Sgt.	VERBEEK, Joanne (52)	51 Division
PC	VERWEY, Albert (4612)	53 Division
Sgt.	VRUNA, Mary (7164) (x2)	55 Division
S/Sgt.	WALSH, Suzanne (1230)	31 Division
PC	WANNAMAKER, Jeffrey (8460)	22 Division
PC	WATERS, Gissa (5316) (x2)	Emergency Task Force
PC	WATSON, Errol (8385)	41 Division
PC	WHITE, Clayton (5105)	Intelligence Services
Sgt.	WHITWORTH, Ernest (3316)	Special Investigation Services
PC	WHITWORTH, Michael (2822)	Emergency Task Force
PC	WILLERS, Ronald (4249)	Emergency Task Force
PC	WILLIAMS, Clayton (7231)	Emergency Task Force
PC	WILLIAMS, Oliver (5935)	43 Division
D/Sgt.	WILSON, Warren (7270)	PRS-Investigative Unit
PC	WINTER, Jeffrey (7252)	14 Division
PC	WONG, Carmen (9172)	41 Division
PC	WONG, Chun (5412)	41 Division
PC	WONG, Winston (8104)	Public Safety Unit
Det.	WORDEN, Paul (1542)	31 Division
PC	ZANK, Gary (6243)	31 Division

Members who were unable to attend the ceremonies were presented with their awards at the unit level.

In summary, there were a total of 7 Medals of Merit, 5 Merit Marks, 48 Commendations, and 352 Teamwork Commendations during 2007.

The following Community Member Awards were presented to members of the community during the period from January to December 2007:

NAME	SUBMITTED BY:
ALI, Sundus	54 Division
ALLEN, Shannon	53 Division
ASTONE, Julio	23 Division
AUDETTE, Camille	14 Division
AZZOPARDI, Corry	Sex Crimes Unit
BADOVINAC, George	41 Division
BATES, Peter	53 Division
BATON, Dave	23 Division
BELANGER, Denise	11 Division
BERNATH, Leslie	14 Division
BIRO, Julianna	22 Division
BIRO, Lajos	22 Division
BODNAR, Jason	52 Division
BOWKER, Helen	53 Division
BRADFORD, Jason	52 Division
BROUN, Josh	14 Division
BROWN, Dwayne	43 Division
BURK, Richard	54 Division
BUSH, Peter	23 Division
CASTLE, Mark	43 Division
CATON, William	Drug Squad
CHEN, Xiao Hua	14 Division
CLARKE, Edgar	54 Division
CLIFFORD, John	22 Division
COOPER, Barbara	32 Division
CRAVID, Ronaldo	14 Division
CURMI, Paul	23 Division
DELCASTILLO, Ivan	11 Division
D'SOUZA, Steven Mark	54 Division
ECKSTEIN, Gordon	14 Division
EIN, Angela	52 Division
ELMAAGACLI, Bekir	22 Division
ELMAAGACLI, Cengiz	22 Division
EUSEPI, Massimo	33 Division
FADUCK, Byron	52 Division
FENG, Linda	52 Division
FENGLER, Melaine	41 Division
FITZPATRICK, Allison	53 Division
FLENGAS, John	43 Division
FOSTER, Erin	14 Division
GARROW, Catharine	54 Division

GHEORGHIAN, Reno	11 Division
GORDON, Nimroy	43 Division
GREENWOOD, Monica	41 Division
GREEVE, Juan-Carlos	14 Division
GUTIERREZ, Luis	11 Division
HALL, Philip	42 Division
HAN, Minlat	14 Division
HASSAN, Naveen	32 Division
HAYES, Justin	14 Division
HENDERSON, Steve	43 Division
HOWARD, Robert	23 Division
HUSSEIN, Khaled	42 Division
HUTCHINGS, Trevor	11 Division
IDRIA, Mustapha	32 Division
IKOSPENTARCHOS, Vasilios	14 Division
IN, David	52 Division
JAKSA, Joe Andrew	31 Division
JANKIE, Patrick	43 Division
JONES, John	23 Division
JONG, Roland	32 Division
KEDZIERSKI, Leszek	55 Division
KHAN, Hina	53 Division
KING, Sean	52 Division
KINGSTON, Kerry	43 Division
KOVACSI, Robert	52 Division
KOWALIK, Ralph	11 Division
LAI, Jackie	43 Division
LI, Raymond	43 Division
LIOTTI, Joseph	52 Division
MacDONALD, Joan	43 Division
MANCINI, Susan	43 Division
MAXWELL, Robert	14 Division
MILETIC, Suzana	11 Division
MORALES, Ralph	43 Division
MORAN, Michael	52 Division
MORELLI, Joe	11 Division
MURALIDARAN, Birunthan (Posthumously)	42 Division
MURPHY, Andrew	33 Division
MURPHY, Kendra	33 Division
NGUYEN, Michael	14 Division
OXENHAM, Kyle	54 Division
PANAGHIOTOGLIU, Christos	14 Division
PANAUGIAS, Christine	54 Division
PANTAZIS, Bob	54 Division
PARVANI, Sharifa	14 Division

PEART, Miles	13 Division
PEREIRA, Tammy	23 Division
PEREZ, Andrew	14 Division
PETRUCCI, David	52 Division
POOLE, Candice Jennifer	Marine Unit
POORAN, Chetram	14 Division
PRIMIANI, Paul	31 Division
PRINCE, Christina	43 Division
QIN, Kainan	14 Division
RAMOS, Doris	53 Division
RAPOSO PEREIRA, Mario	31 Division
RIVERA, Juan	52 Division
RODRIGUES, Noberto	23 Division
ROSE, Albert Edward	22 Division
ROSS, Yasmin	32 Division
ROTOLO, Peter	43 Division
ROY, Shaneeka	53 Division
ROY, Stacey	53 Division
SADIKOT, Hussain	33 Division
SADIKOT, Sarah	33 Division
SANDINO, Derek	14 Division
SARRIA, Juliana	11 Division
SCOTT, Noah	52 Division
SELLER, Joshua	14 Division
SHARMA, Amit	33 Division
SIMMONS, Akeame	23 Division
SOODEEN, Brian	14 Division
STAFF, Shawn	43 Division
STANKO, Krzysztof	11 Division
STARKEY, Timothy	54 Division
STAS, Romas Vincent	41 Division
SUTCLIFFE, Richard	43 Division
SWEENEY, Cara	Sex Crimes Unit
SWEENEY, Edward	Marine Unit
THOMPSON, Craig	53 Division
TILLING, Robert	54 Division
TITE, Ronald	53 Division
TOBOLSKI, Ilona	23 Division
TOTH, Tamas	11 Division
TOVEY, Cathy	23 Division
TRACEY, Sabrina	23 Division
TRAJKOVSKI, Boris	54 Division
TRAVIS, Eric	14 Division
TROPIANO, Saverio	43 Division
VIKNESWARAN, Sarangan	14 Division

WAGGOTT, Bryden	14 Division
WHITE, Peter	32 Division
WILSON, John	Traffic Services
WILSON, Kacy	14 Division
WINSTONE, Christian	Hold-Up Squad
WORKNEH, Beidmariam	14 Division
ZERNASK, Marie	14 Division
ZYLA, Brendan	33 Division

The following Partnership Citation Awards were presented to members of the community during the period from January to December 2007:

NAME	SUBMITTED BY:
Johanne ALMER	Homicide Squad
Sandy ATAHUE	Drug Squad
PC Brian BOULTON (RCMP)	Drug Squad
Christina BRAGA	Community Mobilization
Inger BUGYRA	Homicide Squad
Peter COHEN	42 Division
Christine DUROCHER	Drug Squad
Dr. David EVANS	Homicide Squad
PC John GORDON (Peel Reg. PS)	Drug Squad
Dr. Kathy GRUSPIER	Homicide Squad
Elida KAFAROWSKI	Homicide Squad
PC Lee KYLE (RCMP)	Drug Squad
Andrew LOCKE	Drug Squad
Janet LUMB	Homicide Squad
Sgt. John MacLEOD (RCMP)	Drug Squad
S/Sgt. Bill MATTESON (RCMP)	Drug Squad
Pauline MICKIEWICZ	Homicide Squad
Edward OWEN	42 Division
Dr. Michael POLLANEN	Homicide Squad
William STEPHENS	42 Division
PC Colin TEMPLETON (RCMP)	Drug Squad
Clay TITTERSON	Drug Squad

In summary, there were a total of 139 Community Member Awards and 22 Partnership Citations presented during 2007.

Members of the community who were unable to attend the ceremonies were presented with their awards by the units who had submitted them for nomination.

Conclusion:

The purpose of the report is to provide a record of awards granted by the Toronto Police Services Board during the period from January to December 2007.

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 DECEMBER 19, 2007**

#P407. PAID DUTY RATES – JANUARY 01, 2008

The Board was in receipt of the following report November 26, 2007 from Alok Mukherjee, Chair:

Subject: PAID DUTY RATES - JANUARY 1, 2008

Recommendation:

It is recommended that the Board receive the attached notification from the Toronto Police Association dated November 13, 2007, with respect to an increase in paid duty rates effective January 1, 2008.

Financial Implications:

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

Background/Purpose:

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

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

Police Services Board records indicate that the paid duty rates were last adjusted on January 1, 2007; effective that date, the rate for all classifications of constables was \$60.00 per hour. The attached notice establishes a new rate of \$62.50 per hour for constables.

Conclusion:

I, therefore, recommend that the Board receive the attached notification from the Toronto Police Association with respect to an increase in paid duty rates effective January 1, 2008.

The Board received the foregoing report.



**TORONTO
POLICE
ASSOCIATION**

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

Telephone
(416) 491-4301
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(416) 494-4948
www.tpa.ca

Dave Wilson
President

Douglas Corrigan
Vice President

Rick Perry
*Director
Legal Services*

Larry Molyneaux
*Director
Member Benefits*

Thomas Froude
*Director Civilian
Administrative Services*

Edward Costa
*Director
Civilian Field Services*

Mike Abbott
*Director Uniform
Administrative Services*

George Tucker
*Director
Uniform Field Services*

Tim Zayack
*Director
Uniform Field Services*

November 13, 2007

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

Dear Ms. Campbell:

Re: Paid Duty Rates – 2008 Increase

In conformance with Article 20:01 of the Uniform Collective Agreement, we are advising the Toronto Police Services Board of an increase in the hourly paid duty rates to take effect as follows:

January 1, 2008

Constables (All classifications)	\$62.50 (minimum \$187.50)
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REQUIREMENTS FOR PAID DUTY SUPERVISION IS AS FOLLOWS:

Sergeants (When in charge of 4 or more police officers)	\$70.50 (minimum \$211.50)
---	-------------------------------

Staff Sergeants (When in charge of 10 or more police officers)	\$77.50 (minimum \$232.50)
--	-------------------------------

Staff Sergeants (When in charge of 15 or more police officers)	\$79.50 (minimum \$238.50)
--	-------------------------------

Partial hours (beyond a minimum of three hours) that an officer performs at such paid duty is paid out at the established hourly rate.

The Association will forward this information to all Units today. We trust the Police Services Board will have the rates reflected on Routine Orders in a timely fashion and that Unit Commanders are advised accordingly.





Ms. Joanne Campbell
November 13, 2007
Page 2

It would be appreciated if this information is published on Routine Orders by November 30, 2007 to inform our members so that they, in turn, can inform the paid duty users.

Yours sincerely,

TORONTO POLICE ASSOCIATION

Douglas Corrigan
Vice President

DC:hb

c. Chief Bill Blair
W, Ryzek
Mr. Bill Gibson
TPA Board of Directors

[Vice President 2008 Pd Duty PSB]

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 19, 2007**

**#P408. REQUEST FOR FUNDS: TORONTO POLICE SERVICE 2008 BLACK
HISTORY MONTH CELEBRATIONS**

The Board was in receipt of the following report October 12, 2007 from William Blair, Chief of Police:

Subject: REQUEST FOR FUNDING FOR THE TORONTO POLICE SERVICE 2008
BLACK HISTORY MONTH CELEBRATIONS.

Recommendation:

It is recommended that the Board approve an expenditure not to exceed \$5,000.00 from the Board's Special Fund to cover expenses incurred for the Toronto Police Service 2008 Black History Month Celebrations.

Financial Implications:

Funding to cover the costs of this event would be drawn from the Board's Special Fund and would not exceed \$5,000.00.

Background/Purpose:

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

The Service's participation in Black History Month celebrations serves to increase public awareness of significant contributions made by members of the Black Community to Canadian society. Black History Month provides a unique opportunity for members of the Toronto Police Service and the greater community to join together and celebrate the diversity that makes Toronto such a vibrant city.

Discussion:

The Toronto Police Service, Community Mobilization Unit, will co-ordinate a ceremony and reception for the commemoration of Black History Month. The 2008 Black History Month celebration will highlight Communities: Past, Present and Future.

As part of the 2008 celebration, funding is being requested for a Black History Month Legacy poster, which is currently being developed by Mr. Robert Small, a local Toronto artist. Mr. Small's artistic portfolio includes original artworks, numerous commissioned pieces, and eleven Black History Month posters. His portfolio includes a piece called "The Ascension of Effort" which featured Deputy Chief Keith Forde along with three other prominent Canadians of African descent.

This year's Legacy poster will focus on the achievements of African Canadian men. Commissioner Jay Hope and politician Percy Paris have agreed to be among the men featured on the poster.

The following is the proposed budget for the 2008 Black History Month Celebrations:

Black History Month Budget

Black History Month Legacy Posters, Frames and Bookmarks	\$ 2,500.00
Exhibits and Displays	\$ 900.00
Honorariums and Miscellaneous	\$ 800.00
Refreshments	\$ 800.00
Total:	\$ 5,000.00

Conclusion:

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

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

The Board approved the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 19, 2007**

**#P409. REQUEST FOR FUNDS: ONTARIO ASSOCIATION OF POLICE
SERVICES BOARDS 2008 CONFERENCE**

The Board was in receipt of the following report November 21, 2007 from Alok Mukherjee, Chair:

Subject: REQUEST FOR FUNDS - ONTARIO ASSOCIATION OF POLICE SERVICES
BOARDS 2008 CONFERENCE

Recommendation:

It is recommended that the Board provide \$5,500.00 from the Board's Special Fund to support the hosting of the Ontario Association of Police Services Boards' ("OAPSB") 2008 Conference.

Financial Implications:

If the Board approves the recommendation contained in this report, the Special Fund will be reduced by \$5,500.00.

Background/Purpose:

The Stratford Police Services Board has been selected to host the 46th Annual Conference and General Meeting of the OAPSB. The theme of the conference will be "Much Ado About Policing" and will be held in Stratford, Ontario from April 23 to 26, 2008.

The OAPSB conference is one of only two annual opportunities for professional development for Board members and networking with fellow police board members from across Ontario. As such, it is important that the Board provide financial assistance to help ensure success of the conference.

A letter from Gerry Reynolds, Chair of the Stratford Police Services Board dated October 29, 2007, requesting that we consider providing financial support to the conference, is attached for your consideration.

Conclusion:

It is therefore recommended that the Board provide \$5,500.00 from the Special Fund to support hosting of the 2008 OAPSB Conference.

The Board approved the foregoing report.

**THE STRATFORD
POLICE SERVICES
BOARD**

P.O. BOX 21037
C/O CITY HALL
1 WELLINGTON STREET
STRATFORD, ONTARIO
N5A 7V4

*Please address all
correspondence to:
The Secretary*

(519) 271-0250
Fax (519) 271-2783



October 29, 2007

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

Dear Sirs:

The Stratford Police Services Board is very pleased to have been selected to host the 46th Annual Conference and General Meeting of the Ontario Association of Police Services Boards, to be held in Stratford from April 23 to 26, 2008.

The conference theme is "Much Ado About Policing" and our organizing committee's goal is to make this conference a most worthwhile, informative and enjoyable conference for all delegates and companions. We are expecting at least 425 delegates.

As you know, the OAPSB is a not-for-profit volunteer based association that represents Police Services Boards throughout the Province, assisting them in carrying out their mandate and serving its citizens in the best manner possible.

The Stratford Police Services Board, in hosting this conference, has the responsibility to find not only in-kind local sponsorships, but is required to seek out other financial partners like yourself. This is necessary because the OAPSB exists solely on membership fees and funds raised through the annual conferences. To ensure a successful conference that every Police Services Board can afford, registration fees are kept low, thus necessitating external financial donations to pay for ancillary costs.

Both the Stratford Police Services Board and the City of Stratford are financially supporting the conference and several Stratford organizations and businesses will be playing a supporting role in the conference.

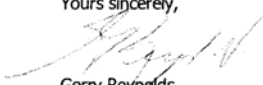
To assist both the Stratford Police Services Board and the Ontario Association of Police Services Boards in creating a successful 2008 conference, I am asking your Board to please consider a financial donation. Your support would be much appreciated and, of course, would be duly recognized at the conference. Please see the enclosed guidelines.

This request is being presented at this time to hopefully allow your Board the opportunity to include any support in your 2008 budget deliberations.

If you have any questions regarding this request or would like any further information regarding the Stratford 2008 Conference, please feel free to contact Ted Blowes, Local Conference Co-ordinator at 519-393-5877 or Linda Edwards, Executive Assistant at 519-271-0250, Ext. 240.

Thank you for your kind consideration in this regard.

Yours sincerely,


Gerry Reynolds
Chair
Encs.
11e





SPONSORSHIP PROGRAM

April 23 – 26, 2008 - City of Stratford

<u>CATEGORY</u>	<u>AMOUNT</u>	<u>EVENT</u>
DIAMOND		
<ul style="list-style-type: none">• Recognition in conference newsletter with name or logo and appreciation certificate• Four tickets to President's Banquet• Event sponsorship recognition• Display of your banner through the conference• Opportunity to include upscale promotional material in delegate kit bags	\$5,000 - \$9,999	<ul style="list-style-type: none">• AGM Breakfast / President's Banquet• Guest speaker• Host Evening Program
GOLD		
<ul style="list-style-type: none">• Recognition in conference newsletter with name or logo and appreciation certificate• Two tickets to President's Banquet• Event sponsorship recognition• Display of your banner at the conference• Opportunity to include upscale promotional material in delegate kit bags	\$2,500 - \$4,999	<ul style="list-style-type: none">• Luncheons• Wine and cheese reception• Full breakfast• Conference kits
EMERALD		
<ul style="list-style-type: none">• Recognition in conference newsletter with name, and appreciation certificate• Two tickets to President's Banquet• Event sponsorship recognition• Signage at conference• Opportunity to include upscale promotional material in delegate kit bags	\$1,000 – \$2,499	<ul style="list-style-type: none">• Delegate conference gift• Companion Program entertainment• Transportation• Hospitality Suite
SILVER		
<ul style="list-style-type: none">• Recognition in conference newsletter with name, and appreciation certificate• Signage at conference• Opportunity to include upscale promotional material in delegate kit bags	\$500 - \$999	<ul style="list-style-type: none">• Speaker Gifts• Continental Breakfast• AV Equipment• Refreshment Break• Hospitality Suite
FRIEND OF OAPSB		
<ul style="list-style-type: none">• Recognition in conference newsletter with name• Appreciation certificate• Signage at conference	\$0 - \$499	<ul style="list-style-type: none">• Refreshment Break• Draw Prizes• Gift Basket• Golf Prizes

A variety of sponsorship opportunities are available on a first come – first paid basis. In-kind sponsorship is also welcomed as a product or service which will enhance the conference program, and for which the Ontario Association of Police Services Boards or the Stratford Police Services Board would otherwise have to pay.



HOST BOARD LOGO
STRATFORD POLICE SERVICES BOARD

OAPSB CONFERENCE
SPONSOR INFORMATION

Name of Corporation or Firm

Address

Street

City

Postal Code

Web Site Address

Sponsor Contact Person

Name

Title

Phone

Fax

Email

Type of Donation

Funds

In-Kind (please be specific)

Event Sponsored (optional)

Value of Donation

Please ensure cheques are payable to the Ontario Association of Police Services Boards and forward to the following address:

Ontario Association of Police Services Boards
10 Peel Centre Drive
Brampton, ON L6T 4B9

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 19, 2007**

**#P410. REQUEST FOR EXTENSION OF TIME TO SUBMIT REPORT:
IMPLEMENTATION OF THE NEW POLICY GOVERNING THE
DESTRUCTION OF ADULT PHOTOGRAPHS, FINGERPRINTS AND
CRIMINAL HISTORY**

The Board was in receipt of the following report November 26, 2007 from William Blair, Chief of Police:

Subject: REQUEST FOR EXTENSION OF TIME TO SUBMIT REPORT:
IMPLEMENTATION OF THE NEW POLICY GOVERNING THE
DESTRUCTION OF ADULT PHOTOGRAPHS, FINGERPRINTS AND
CRIMINAL HISTORY

Recommendation:

It is recommended that Board approve a three-month extension of time to submit the report on the impact of the implementation of the new policy governing the destruction of adult photographs, fingerprints and criminal history.

Financial Implications:

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

Background/Purpose:

At its meeting of September 20, 2007, the Board approved a new Board policy entitled "Destruction of Adult Fingerprints, Photographs and Records of Disposition" in relation to non-conviction criminal charges (Min. No. P297/07 refers).

The Board also approved the following motion:

That the Chief of Police, in consultation with the Chair, provide a report to the Board six months after the implementation of the new policy that:

- takes into consideration the issues and concerns raised by the deputants;
- outlines the experience to date using the appeals process as provided for in the new policy;
- provides statistics in terms of the destruction and retention of records under the new policy;
and
- recommends amendments to the policy, if necessary.

Discussion:

Records Management Services – Information Access, is currently implementing the new Board approved policy which encompasses changes to the Toronto Police Service's Intranet and Internet sites, provides the capability for on-line requests for file destruction, establishes a telephone information service for the public, and the development of an internal appeal process. Once completed, a full six months will be required to collect sufficient data for a thorough analysis of the impact of this new policy.

Conclusion:

At this time, it is recommended that the Board approve a request for a three-month extension to submit the report as it would allow a sufficient amount of time to collect and review the data required. The completed report will be presented to the Board at its June 2008 meeting.

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 approved the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 19, 2007**

**#P411. RESPONSE TO BOARD CORRESPONDENCE RECOMMENDING THAT
BILLS C-10, C-27 AND C-35 BE INTRODUCED TO THE SAME STAGE
THAT THEY WERE BEFORE PARLIAMENT PROROGUED**

The Board was in receipt of the attached correspondence dated November 01, 2007 from Jack Layton, Leader, New Democratic Party, House of Commons, containing a response to the Board's earlier recommendation that Bills C-10, C-27 and C-35 be introduced to the same stage that they were before Parliament prorogued.

The Board received the foregoing correspondence.



JACK LAYTON, MP, DÉPUTÉ
TORONTO - DANFORTH
LEADER, NEW DEMOCRATIC PARTY
CHEF, NOUVEAU PARTI DÉMOCRATIQUE

November 1, 2007

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

Dear Mr. Mukherjee,

Thank you for writing to inform me of the Toronto Police Services Board's motion to curb gun violence in the City.

Like you, I am equally committed to getting guns off the street and to act decisively to get firearms out of the City. That effort includes doing a better job of halting the smuggling of illegal handguns coming into Canada from the United States.

Getting handguns out of communities also means placing new and significant disincentives for gangs to use the handguns. We propose mandatory minimum sentences for those who possess, sell, and import illegal arms, and also for all those who use guns in committing a crime. These are significant provisions. But to me there is no more fundamental break in our social compact than the use of a deadly weapon by one person against another.

As you know these three bills are not new, they were worked on by all three parties, had already been passed by the House and were in the Senate. This demonstrates the good things that can happen when the government respects parliament. However, it is unfortunate that this government is so committed to taking us in the wrong direction on so many other issues, like Afghanistan, climate change and the growing prosperity gap in this country.

Sincerely,

Jack Layton, MP (Toronto-Danforth)
Leader, Canada's New Democrat

JL/ce/cep232/3103



OTTAWA
House of Commons/
Chambre des communes
Ottawa, ON K1A 0A6
Tel./tél. (613) 995-7224
Fax/Télé: (613) 995-4565

layto@parl.gc.ca

TORONTO
221 Broadview Avenue, Suite 100
Toronto, Ontario M4M 2G3
Tel./tél. (416) 405-8914
Fax/Télé: (416) 405-8918
TTY: (416) 405-8996

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 19, 2007**

#P412. RE-APPOINTMENT TO THE BOARD – MR. HAMLIN GRANGE

The Board was in receipt of the attached copy of Order-in-Council 2032/2007 dated December 05, 2007 from the Ontario Executive Council regarding the re-appointment of Mr. Hamlin Grange as a member of the Toronto Police Services Board.

The Board received the communication from the Ontario Executive Council.



Ontario
Executive Council
Conseil exécutif

Order in Council
Décret

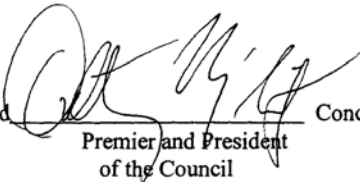

On the recommendation of the undersigned, the Lieutenant Governor, by and with the advice and concurrence of the Executive Council, orders that:

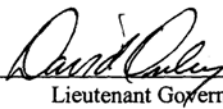
Sur la recommandation de la personne soussignée, le lieutenant-gouverneur, sur l'avis et avec le consentement du Conseil exécutif, décrète ce qui suit :

Pursuant to the provisions of the Police Services Act, as amended,

Hamlin Grange, Toronto

be reappointed a member of the Toronto Police Services Board for a period of three years, effective from the 21st day of December, 2007, to the 20th day of December, 2010.

Recommended  Concurred 
Premier and President
of the Council Chair of Cabinet

Approved and Ordered DEC 5 - 2007 
Date Lieutenant Governor

O.C./Décret 2032/2007

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 19, 2007**

**#P413. APPEAL BEFORE THE ONTARIO LABOUR RELATIONS BOARD –
NAME BADGES**

The Board was in receipt of the following report November 28, 2007 from Alok Mukherjee, Chair:

Subject: APPEAL BEFORE THE ONTARIO LABOUR RELATIONS BOARD - NAME
BADGES

Recommendation:

It is recommended that the Board authorize the Chair to provide direction to legal counsel on day-to-day procedural and strategic matters arising during the conduct of the appeal before the Ontario Labour Relations Board (OLRB).

Financial Implications:

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

Background/Purpose:

Board members will recall that, at its meeting on July 10, 2006 (Minute P198/06 refers), the Board received the Chief's June 5, 2006 report entitled, "Name Badges – Occupational Health and Safety Act." The Board directed the Chief of Police to ensure that all uniformed members of the Toronto Police Service wear name badges by December 31, 2006 and that any necessary procedures or practices be amended accordingly.

Discussion:

On August 1, 2006, legal counsel for the Toronto Police Association filed an occupational health and safety complaint with respect to name badges to the Regional Director of the Central Region of the Ministry of Labour and asked the Ministry to appoint an inspector.

By Routine Order dated September 7, 2006, the Chief directed that the Board's decision to implement name badges be completed by December 31, 2006. Toronto Police cadets-in-training began wearing name badges on September 7, 2006. Name badges were issued to other Toronto Police employees thereafter and by December 31, 2006 name badges were being worn on the uniform of all members of the Toronto Police Service. In the following months, some individual members of the Toronto Police Association filed health and safety complaints with respect to the name badges.

The Ministry appointed Christopher Lynch, a Safety Inspector, to investigate the complaints. Mr. Lynch met with the Central Joint Health and Safety Committee on January 4, 2007 and dismissed the complaints. Lynch said that there was no evidence that wearing a name badge has caused an injury beyond minor scratches or cuts. The Inspector refused to issue an Order.

The Association appealed to the Ontario Labour Relations Board from the decision of Inspector Lynch dated January 4, 2007.

The first day of hearings was held on October 25th, 2007, with further hearing dates on November 20th and 21st, 2007, and counsel for the Toronto Police Association indicated that they intend to call a number of witnesses to give evidence. Additional hearing dates will have to be scheduled in 2008. The OLRB is currently considering procedural matters with respect to the submission of evidence. I have been consulted by Counsel representing the Toronto Police Services Board at this appeal, namely, Mr. Ian Solomon and Mr. Michael Martosh of City Legal Services. Given that there may be many more days of proceedings at the appeal and that Counsel will need direction on day-to-day matters, I recommend that the Board authorize me to give direction to counsel with respect to this appeal. This authority to direct counsel will be limited to procedural and strategic matters and any direction that might be sought with respect to policy decisions previously approved by the Board will be forwarded to the entire Board for consideration.

Conclusion:

I therefore recommend that the Board authorize the Chair to provide direction to legal counsel on day-to-day procedural and strategic matters arising during the conduct of the appeal before the Ontario Labour Relations Board.

The Board approved the foregoing report.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 19, 2007**

#P414. TORONTO POLICE SERVICES BOARD – 2008 MEETING SCHEDULE

The Board was in receipt of the following report December 08, 2007 from Alok Mukherjee, Chair:

Subject: TORONTO POLICE SERVICES BOARD - 2008 MEETING SCHEDULE

Recommendation:

It is recommended that the Board approve the 2008 meeting schedule contained in this report.

Financial Implications:

The approval of the recommendation in this report will not result in any financial expenditures in addition to the usual expenditures that have occurred in the past relative to administrative, catering and travel costs associated with conducting Board meetings at Toronto Police Headquarters and Toronto City Hall.

Background/Purpose:

Traditionally, the Board bases its annual schedule of meetings on a number of factors, including: days that are least likely to conflict with the City of Toronto schedule of council, standing committees of council, community councils and other committee meetings; annual key conferences for members of the Board; and other significant events at which members of the Board and the Chief of Police are expected to attend, such as police graduations.

Beginning in the year 2006, the Board recognized culturally-significant days and a policy was approved in which the Board indicated that it would attempt to avoid scheduling any meetings involving the public and the community on these days. A list of days formally recognized as culturally significant was also approved (Min. No. P358/05 refers).

Although the Board attempts to follow its schedule of meetings as much as possible once it has been established, there may be circumstances which result in changes on short notice during the year.

Discussion:

For the proposed schedule of Board meetings for the year 2008, I reviewed the preliminary 2008 schedule of meetings developed by the City of Toronto; the dates upon which culturally-significant holidays will be observed in 2008; and the dates of the following key conferences and police graduations:

Ontario Association of Police Services Boards (OAPSB) Annual Conference
April 23 to 26, 2008
Stratford

Canadian Association of Police Boards (CAPB) Annual Conference
August 14 to 17, 2008
Toronto

Canadian Association for Civilian Oversight of Law Enforcement (CACOLE) Annual Conference
Sept. 16 to 18, 2008
Regina

Toronto Police Service – Graduation of New Police Officers
May 15, 2008
September 11, 2008

Board Meeting Schedule – 2008:

I am proposing the following dates for the Board's 2008 meetings:

Tuesday,	January 22
Thursday,	February 21
Thursday,	March 27
Thursday,	April 17
Thursday,	May 22
Thursday,	June 19
Thursday,	July 24
Thursday,	August 21
Thursday,	September 18
Thursday,	October 16
Thursday,	November 20
Thursday,	December 18

If there is a reason to consider some urgent Board business prior to the January meeting, an additional meeting will be scheduled for that purpose as well as for conducting the elections of the Chair and Vice-Chair, in accordance with section 28 of the *Police Services Act* and section 5(4) of the Board's Procedural By-Law No. 107, respectively.

Times and Locations of Board Meetings:

Given that the Board has recommended that the locations of its meetings alternate between Toronto Police Headquarters and Toronto City Hall, whenever possible, correspondence will be sent to you in the very near future confirming meeting locations. I also will ensure that the Board's website contains up-to-the-minute information on the location of each meeting.

It is anticipated that all in-camera meetings will commence at 9:30 AM followed by a public meeting at 1:30 PM.

Conclusion:

It is, therefore, recommended that the Board approve the 2008 meeting schedule noted in the foregoing report.

The Board received the foregoing report and approved the dates for the January, February and March 2008 meetings.

The Chair will provide a report to the Board in January 2008 containing revised meeting dates for the remaining nine months.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 19, 2007**

**#P415. LEGAL FEES – TORONTO POLICE SERVICES BOARD SUBMISSION
TO THE ONTARIO CIVILIAN COMMISSION ON POLICE SERVICES**

The Board was in receipt of the following report December 13, 2007 from Alok Mukherjee, Chair:

Subject: LEGAL FEES - TORONTO POLICE SERVICES BOARD SUBMISSION TO
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 \$384.25.

Financial Implications:

The funding required to cover the cost of these legal fees is available within the Board's 2007 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 August 30, 2007 to October 31, 2007, in the amount of \$384.25.

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.

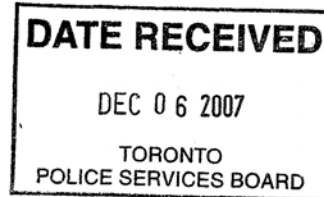
The Board approved the foregoing report. A copy of the detailed statement of account was considered during the in-camera meeting (Min. No. C322/07 refers).

LENCZNER SLAGHT ROYCE
SMITH GRIFFIN LLP
BARRISTERS

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

November 28, 2007

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



Dear Mr. Mukherjee:

Re: Toronto Police Services Association

Enclosed herewith please find our account for services rendered with respect to the above-noted matter during the period August 30 to October 31, 2007 which I trust you will find satisfactory. Should you have any questions, please feel free to give me a call.

Yours very truly,

J. Thomas Curry

:dh
Enc.

LENCZNER SLAGHT ROYCE
SMITH GRIFFIN LLP
BARRISTERS

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

Date: November 22, 2007

Our file #: 36298
INVOICE NO. 71924

Re: v. Toronto Police Services Association

TO PROFESSIONAL SERVICES RENDERED with respect to the above matter during the period from August 30 to October 31, 2007:

FEES:

TOTAL FEES	\$350.00
G.S.T. @ 6%	21.00

DISBURSEMENTS

TOTAL DISBURSEMENTS	\$12.50
G.S.T. @ 6%	.75
TOTAL FEES AND DISBURSEMENTS	\$362.50

TOTAL TAXES

G.S.T. (Registration #: R133780817)	21.75
TOTAL BILL	\$384.25
TOTAL DUE AND OWING UPON RECEIPT	<u>\$384.25</u>

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 19, 2007**

**#P416. RECOMMENDATIONS FROM THE CORONER'S INQUEST INTO THE
DEATH OF O'BRIEN CHRISTOPHER-REID**

The Board was in receipt of the following report December 18, 2007 from Alok Mukherjee, Chair:

Subject: Recommendations from the Coroner's Inquest into the Death of O'Brien Christopher-Reid

Recommendation:

It is recommended that the Board forward a copy of the initial inquest jury verdict and recommendations to the Chief of Police along with a request that he prepare a response to recommendations one through nine and that the report be provided to the Board for consideration at its March 2008 meeting.

Financial Implications:

There are no financial implications associated with the approval of the recommendation contained in this report.

Background/Purpose:

A Coroner's Inquest into the death of O'Brien Christopher-Reid was conducted in Toronto during the period between November 05, 2007 and December 14, 2007. A copy of the initial inquest jury verdict and recommendations was released on December 14, 2007 and is appended to this report, in the form as Appendix "A", for information.

Discussion:

Of the 12 recommendations issued by the jury, eight are specifically directed to the Toronto Police Services Board/Toronto Police Service (nos. two to nine) and one was directed jointly to the Toronto Police Services Board/Toronto Police Service and the Ontario Police College (no. one). The remaining three recommendations were directed to the Ministry of Health and Long Term Care (nos. 10 to 12).

Conclusion:

I am, therefore, recommending that the Board forward a copy of the initial inquest jury verdict and recommendations to the Chief of Police along with a request that he prepare a response to recommendations one through nine and that the report be provided to the Board for consideration at its March 2008 meeting.

The Board approved the foregoing report.

Appendix "A"

COPY

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INQUEST

TOUCHING THE DEATH OF

O'Brien Christopher-Reid

JURY VERDICT AND RECOMMENDATIONS

December 2007



Office of
The Chief
Coroner

Bureau du
coroner
en chef

Verdict of Coroner's Jury

We the undersigned **Effie Eliopoulos** of **Toronto**
Natalia Kostiw of **Toronto**
Shirani Perinpanathan of **Toronto**
Ray Traichel of **Toronto**
Charles Willson of **Toronto**

the jury serving on the inquest into the death of :

Surname: **Christopher Reid** Given names: **O'Brien**
 Aged: **26** held at **Toronto, Ontario**
 From the **5th of Nov.** to the **1st of Dec.,** **20 07**
 By Dr. **James N. Edwards** Coroner for Ontario

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having been duly sworn, have inquired into and determined the following:

1. Name of deceased **O'Brien Christopher Reid**
2. Date and time of death **June 13, 2004 13:22 hrs.**
3. Place of Death **Sunnybrook Health Science Center, Toronto**
4. Cause of death **Multiple gunshot wounds of posterior torso and left lateral chest, perforating left lung**
5. By what means **Homicide**

Original signed by: Foreman

Original signed by jurors

The verdict was received on the **14** day of **December** **20 07**

Original signed by Coroner

We the jury in the Christopher-Reid inquest recommend:

To the Chief of Police of the Toronto Police Service, the Toronto Police Services Board and the Ontario Police College:

1a) The Toronto Police Services to include **greater emphasis** in its training of new police recruits and in its annual use of force requalification training:

- i) de-escalation techniques to include opportunities to initiate soft communication approaches when situations warrant;
- ii) interactions with emotionally disturbed persons;
- iii) racial diversity issues.

b) The events leading up to the death of O'Brien Christopher-Reid, be implemented for scenario based training to new police recruits and in yearly use of force requalification training for police officers.

To the Chief of Police of the Toronto Police Service and the Toronto Police Services Board:

2) The Toronto Police Service continue to seek input from experts in the field of mental health and from consumer survivors groups, to develop new training initiatives and methods of delivery of their training programs. Upon completion of the training program, a variety of evaluative tools should be applied to assess understanding of the material presented.

3) When an officer has been involved in an incident that results in serious injury or death, there **must** be a review of the incident by the Use of Force Review Committee. This includes a **mandatory** review of the officer's actions, to determine whether re-training of the officer is required before the officer resumes active police duties.

4) All members of the Toronto Police Services should be informed of the nature and availability of the Mobile Crisis Intervention Teams and of the importance of utilizing them in appropriate circumstances.

5) There should be further study of the possibility of utilizing Mobile Crisis Intervention Teams for phone consultation in the course of making a situation safe.

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6) If specialized units such as the Emergency Task Force or Mobile Crisis Intervention Teams are en route to an incident, dispatchers should try, if circumstances permit, to ensure and confirm that primary response unit officers have received the information that specialized units are en route. If possible, dispatchers should provide primary response unit officers with estimates of how long it will be until specialized officers arrive.

7) The Toronto Police Services should research a new range of intermediate force options for primary response officers.

8) The Toronto Police Services should immediately implement the use of tasers for all primary response officers.

9) Any legislation and policies regarding the use of Force Report Form 1 be reviewed to consider whether part B should be retained for permanent police record.

To the Ministry of Health and Long Term Care:

10) The Ministry of Health and Long Term Care consider promoting and providing financial support to police services and hospitals to support the expansion of operating hours of the Mobile Crisis Intervention Teams in the City of Toronto.

11) That the Ministry of Health and Long Term Care consider promoting and advertising to the general public, information about the Mental Health and Justice Services Community Referral Access Line and the related telephone numbers.

12) That the Ministry of Health and Long Term Care review and consider current legislation policies and funding to address:

a) criteria by which patients are released from psychiatric hospitals;

b) community and nursing support for released patients;

c) family support mechanisms that include;

i) education and counselling of patient's specific disorders;

ii) further considerations for doctors to use discretion to disclose to a patient's family and significant others any pertinent information.

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TORONTO POLICE SERVICES BOARD HELD ON DECEMBER 19, 2007**

#P417. IN-CAMERA MEETING – DECEMBER 19, 2007

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
Mr. Frank Di Giorgio, Councillor & Member
Mr. Hamlin Grange, Member
The Honourable Hugh Locke, Q.C., Member

Absent: Ms. Judi Cohen, Member
Mr. David Miller, Mayor & Member

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#P418. ADJOURNMENT

Alok Mukherjee