



**Public Meeting  
Minutes**

**Monday,  
November 14, 2022**



## PUBLIC MEETING MINUTES

Monday, November 14, 2022, at 10:30AM  
Livestreamed at: <https://youtu.be/l7jP9yrczMU>

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The following *draft* Minutes of the hybrid public meeting of the Toronto Police Services Board that was held on November 14, 2022 are subject to approval at its next regularly scheduled meeting.

### Attendance:

The following Members were present:

Jim Hart, Chair  
Frances Nunziata, Vice-Chair and Councillor  
John Tory, Mayor and Member  
Ainsworth Morgan, Member  
Lisa Kostakis, Member  
Ann Morgan, Member

The following individuals were also present:

James Ramer, Chief of Police, Toronto Police Service  
Ryan Teschner, Executive Director and Chief of Staff, Toronto Police Services Board  
Diana Achim, Board Administrator, Toronto Police Services Board  
Jane Burton, Solicitor, City of Toronto – Legal Services Division

### Declarations:

There were no declarations of interest under the *Municipal Conflict of Interest Act*.

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**This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on November 14, 2022**

**P2022-1114-0.1. Moment of Silence for Burnaby RCMP Constable Shaelyn Yang**

The Board observed a moment of silence for Burnaby RCMP Constable Shaelyn Yang, who was killed in the line of duty on October 18, 2022.

Chair Hart made the following remarks:

*“From what we know, her tragic death occurred while Const. Yang, a member of the mental health and homeless outreach team, was attempting to help a vulnerable member of the community, a true testament to her ever-enduring kindness and dedication to her duty.*

*Constable Yang was a truly dedicated police officer, compassionate and committed, who sincerely cared about helping her community, and making a positive difference in the lives of those to whom she took a vow to serve and protect.*

*Constable Yang was a loving and very loved sister, wife and daughter, whose ability to love was legendary, “someone with an extraordinary gift for lifting others up.” Jovial and calm, nurturing and selfless to her core, she always put others before herself.*

*Her decision to dedicate her life to service as a police officer was clearly a reflection of this generous and caring spirit.*

*Though Constable Yang tragically died at such a young age, in her short years, she made a tremendous impact on those who had the privilege of knowing her.*

*Constable Yang, a hero in life, has left a powerful, loving legacy that will live on in the RCMP, and in the communities she served, as well as within the greater policing community. She touched numerous people in her life, and, without a doubt, has made a real and lasting impact on so many.*

*Any loss in law enforcement is keenly and intensely felt by policing colleagues.*

*Our hearts are with members of police services across Canada, as we honour Constable Yang’s tremendous contribution to her community, her remarkable bravery, and her incredible, ultimate sacrifice in the name of public safety.”*

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**This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on November 14, 2022**

**P2022-1114-0.2. Chair Hart’s last meeting remarks**

Mr. Ryan Teschner, Executive Director and Chief of Staff, advised that today marks

the last Board meeting for Chair Jim Hart, and invited Board Members to make remarks.

Vice-Chair and Councillor Frances Nunziata, Board Member Mayor John Tory, Board Member Ann Morgan, Board Member Lisa Kostakis, Board Member Ainsworth Morgan, former Vice-Chair and Board Member Marie Moliner and Executive Director and Chief of Staff Ryan Teschner each provided congratulatory remarks to Chair Hart.

Chair Hart also made remarks, including thanking his Board colleagues for their work, and recognizing the excellent work of Service Members he observed during his term. For a more detailed account of the remarks, see the YouTube recording here: <https://youtu.be/I7jP9yrczMU?t=1584>.

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**P2022-1114-0.3. Chief's Monthly Verbal Update**

Chief Ramer provided the Board with an update on several items of interest. For a more detailed account of his overview, see the YouTube recording at Minute 50:51 <https://youtu.be/I7jP9yrczMU?t=3351>.

Chair Hart thanked Chief Ramer for his updates.

**The Board received the update.**

Moved by: M. Grimes  
Seconded by: Ann Morgan

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**This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on November 14, 2022**

**P2022-1114-1.0. Board Minutes**

The Board approved the Minutes of the public meeting that was held on [October 11, 2022](#).

**The Board approved the Minutes.**

Moved by: L. Kostakis  
Seconded by: F. Nunziata

**This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on November 14, 2022**

**P2022-1114-2.0. Contract Award to OnX Enterprise Solutions Ltd. for Information Technology Infrastructure Hardware, Software and Services**

The Board was in receipt of a report dated October 15, 2022 from James Ramer, Chief of Police.

Recommendations:

It is recommended that the Toronto Police Services Board (Board):

- 1) Approve a contract award to OnX Enterprise Solutions Ltd. (OnX) for Information Technology (I.T.) Infrastructure Hardware, Software and Services for a five year period from January 1, 2023 to December 31, 2027, plus two one-year extension periods at a total estimated cost of \$186.7 Million (M);
- 2) Authorize the Chair to execute all required agreements and related documents on behalf of the Board, subject to approval by the City Solicitor as to form; and
- 3) Authorize the Chief to exercise the options to extend subject to continued business need, continued funding, and satisfactory vendor performance.

Deputation: Kris Langenfeld (virtual)

For a detailed account of the discussion on this item, see YouTube recording beginning at Minute 1:07:46: <https://youtu.be/l7jP9yrczMU?t=4064>.

In response to questions from Board Members, Mr. Colin Stairs, Chief Information Officer, advised that during this new procurement process, the Service solicited conversations and engaged with a series of different vendors regarding various technology and device types. He confirmed that only one vendor was successful as the other vendors found it difficult to bid on this procurement given the “higher degree of support to build the infrastructure the Service requires” and, therefore, did not qualify.

In response to questions from Board Member Mayor Tory, CIO Stairs advised that a Fairness Commissioner was not involved in this process, and a fairness opinion was not provided. Ms. Svina Dhaliwal, Acting Chief Administrative Officer, advised that the Board’s current Purchasing By-law is silent on when exactly a Fairness Commissioner needs to be involved in the procurement process. She also advised that there are few amendments to the By-law that are currently being contemplated, and addressing this issue in a manner that aligns with current City of Toronto practices will be one of those.

Acting CAO Dhaliwal advised that the Service collaborates with, and seeks guidance from City Legal regarding similar cases where a Fairness Commissioner needs to be

involved, and will continue to do so with respect to procurement matters. In response to requests from Mayor Tory, Acting CAO Dhaliwal advised that the Service will provide a report to the Board in the new year to provide more information as to when the Service will involve a Fairness Commissioner in similar matters.

In response to questions from Chair Hart, CIO Stairs said that, by moving forward with this procurement, the Service will benefit from “significant cost savings.” He also advised that the Service is a leader in the infrastructure and cyber security space, and is moving to using cloud-based technology.

CIO Stairs advised that if this contract is not approved by the Board at this time, there will be consequences, such as missing the opportunity to reduce future costs that would otherwise be incurred. CIO Stairs said that “if this item gets deferred in order to engage the Fairness Commissioner it could cause a four to six months delay which is unclear what this will mean in terms of the contract capabilities”. He also noted that there needs to be an effort in rebuilding the data centre using a cloud-based solution.

Mayor Tory said that he has concerns about the absence of a Fairness Commissioner in this process, and the absence of more detailed information in this report, especially given that members of the public need to understand the benefits of awarding these contracts.

Board Member Ann Morgan advised that she has concerns if the Board does not approve this contract, as it could result in safety or other issues in maintaining adequate operations.

Chair Hart said that “after hearing everything from the Service, we recognize the need to move this item forward,” noting that he has “extreme faith” in CIO Stairs on this matter. He asked that the Service engage a Fairness Commissioner in similar circumstances going forward.

Chair Hart then called a recorded vote for this item.

|                         |   |
|-------------------------|---|
| <b>Result: Approved</b> |   |
| Yes: 4                  | Jim Hart (Chair), Ainsworth Morgan, Lisa Kostakis, Ann Morgan |
| No: 2                   | Councillor Frances Nunziata (Vice-Chair), Mayor John Tory     |

**The Board received the deputation, and approved the foregoing report.**

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**This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on November 14, 2022**

The Board was in receipt of a report dated October 14, 2022 from James Ramer, Chief of Police.

Recommendations:

It is recommended that the Toronto Police Services Board (Board):

- 1) Approve the extension of the existing contract with Environics Analytics Group Ltd. (E.A.) for professional services and licensing for an additional three year period from January 1, 2023 to December 31, 2025 at a cost of \$499,460, with a two year option to extend from January 1, 2026 to December 31, 2027, for a total cost of \$837,508 over five years;
- 2) Authorize the Chair to execute all required agreements and related documents on behalf of the Board, subject to approval by the City Solicitor as to form; and
- 3) Authorize the Chief to approve the option to extend the contract, subject to continued business need and funding and satisfactory vendor performance.

Deputations: Kris Langenfeld (virtual)

In response to questions from Mayor Tory, Acting CAO Dhaliwal advised that one of the first steps as part of a non-competitive procurement process is that the Service checks if there is any existing contract language that it can leverage as it works collaboratively with the City and other police services for similar contracts. She confirmed that, if that was applicable in this case, it would have been used.

Mayor Tory said that it is crucial that more information be included in future reports with procurement recommendations, so the rationale is more clear to the Board and members of the public. Vice-Chair Nunziata requested that this information be included in future reports. Acting CAO Dhaliwal confirmed that more information will be included in similar reports for the Board going forward.

**The Board received the deputation and approved the foregoing report.**

Moved by: J. Tory  
Seconded by: F. Nunziata

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**This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on November 14, 2022**

**P2022-1114-4.0. [Special Constable Appointments and Re-Appointments – November 2022](#)**

The Board was in receipt of a report dated October 7, 2022 from James Ramer, Chief of Police.

Recommendation:

It is recommended that the Toronto Police Services Board (Board) approve the agency initiated appointment and re-appointment requests for the individuals listed in this report as special constables for the Toronto Community Housing Corporation (T.C.H.C.), subject to the approval of the Ministry of the Solicitor General (Ministry).

**The Board approved the foregoing report.**

Moved by: Ann Morgan  
Seconded by: L. Kostakis

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**This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on November 14, 2022**

**P2022-1114-5.0. Budget Variance Reports**

**P2022-1114-5.1. [2022 Operating Budget Variance for the Toronto Police Service, Period Ending September 30, 2022](#)**

The Board was in receipt of a report dated October 15, 2022 from James Ramer, Chief of Police.

Recommendation:

It is recommended that the Toronto Police Services Board (Board) forward a copy of this report to the City of Toronto (City) Chief Financial Officer and Treasurer, for information and inclusion in the variance reporting to the City's Budget Committee.

**P2022-1114-5.2. [Capital Budget Variance Report for the Toronto Police Service, Period Ending September 30, 2022](#)**

The Board was in receipt of a report dated October 17, 2022 from James Ramer, Chief of Police.

Recommendation:

It is recommended that the Toronto Police Services Board (Board) forward a copy of this report to the City of Toronto's (City) Chief Financial Officer and Treasurer, for inclusion in the City's overall capital variance report to the City's Budget Committee.

**P2022-1114-5.3. [2022 Operating Budget Variance Report for the Toronto Police Service Parking Enforcement Unit, Period Ending September 30, 2022](#)**

The Board was in receipt of a report dated October 15, 2022 from James Ramer, Chief of Police.



Recommendation:

It is recommended that the Toronto Police Services Board (Board) forward a copy of this report to the City of Toronto (City) Chief Financial Officer and Treasurer for information and inclusion in the variance reporting to the City's Budget Committee.

**P2022-1114-5.4.    2022 Operating Budget Variance Report for the Toronto Police Services Board, Period Ending September 30, 2022**

The Board was in receipt of a report dated November 7, 2022 from Ryan Teschner, Executive Director and Chief of Staff.

Recommendation:

It is recommended that the Toronto Police Services Board (Board) receive this report, and forward a copy to the City of Toronto (City) Chief Financial Officer and Treasurer for information and inclusion in the variance reporting to the City's Budget Committee.

Deputations: Miguel Avila (in person)  
Derek Moran ([written submission included](#)) (in person)  
Kris Langenfeld (virtual)

In response to questions from Board Members, Acting CAO Dhaliwal advised that the Service is working on accelerating the process where additional capacity is needed, so all expenditures can be spent before the end of this year. She also confirmed that the Service will be underspent, as stated in the report.

**The Board received the deputations and approved the foregoing reports.**

Moved by:            L. Kostakis  
Seconded by:        J. Tory

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**This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on November 14, 2022**

**P2022-1114-6.0.    Semi-Annual Report: Publication of Expenses – January 1 to June 30, 2022**

The Board was in receipt of a report dated October 12, 2022 from James Ramer, Chief of Police.

Recommendation:

It is recommended that the Toronto Police Services Board (Board) receive this report.

Deputations: Miguel Avila (in person)  
Derek Moran ([written submission included](#)) (in person)  
Kris Langenfeld (virtual)

**The Board received the deputations and the foregoing report.**

Moved by: F. Nunziata  
Seconded by: L. Kostakis

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**This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on November 14, 2022**

**P2022-1114-7.0. Chief's Administrative Investigation Reports**

**P2022-1114-7.1. [Chief's Administrative Investigation into the Firearms Death of Complainant 2021.74](#)**

The Board was in receipt of a report dated October 3, 2022 from James Ramer, Chief of Police.

Recommendation:

It is recommended that the Toronto Police Services Board (Board) receive the following report.

**P2022-1114-7.2. [Chief's Administrative Investigation into the Custody Injury of Complainant 2022.01](#)**

The Board was in receipt of a report dated October 3, 2022 from James Ramer, Chief of Police.

Recommendation:

It is recommended that the Toronto Police Services Board (Board) receive the following report.

**P2022-1114-7.3. [Chief's Administrative Investigation into the Custody Injury of Complainant 2022.09](#)**

The Board was in receipt of a report dated October 3, 2022 from James Ramer, Chief of Police.

Recommendation:

It is recommended that the Toronto Police Services Board (Board) receive the following report.

**P2022-1114-7.4. Chief's Administrative Investigation into the Discharge of a Firearm at a Person Complainant 2022.17**

The Board was in receipt of a report dated October 3, 2022 from James Ramer, Chief of Police.

Recommendation:

It is recommended that the Toronto Police Services Board (Board) receive the following report.

Deputation: Nicole Corrado ([written submission only](#))

**The Board received the written deputation and the foregoing reports.**

Moved by: F. Nunziata  
Seconded by: L. Kostakis

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**This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on November 14, 2022**

**P2022-1114-8.0. Correspondence to all Ontario Police Services Boards**

The Board was in receipt of a letter from Pauline Rochefort, Chair, East Ferris Police Services Board dated September 22, 2022.

Recommendation:

It is recommended that the Toronto Police Services Board (Board) receive this correspondence.

Ryan Teschner, Executive Director and Chief of Staff, advised the Board that the East Ferris Police Services Board is asking all police services boards across the province to consider this matter and lend their support.

Acting Deputy Chief Lauren Pogue said that this recommendation comes as a result to the changes to the *Highway Traffic Act*, and this is a way to hold vehicle owners accountable, as there are some gaps in the legislation that need to be addressed.

Deputation: Kris Langenfeld (virtual)

Vice-Chair Nunziata introduced the following Motion:

**THAT the Board request that the Government of Ontario to:**

**1. Review recent proposed changes to school bus regulations by Transport Canada regarding required equipment, including:**

- **Infraction cameras**
- **Extended stop sign arms**
- **360 degree exterior cameras, and,**

**2. Examine the application of camera and fine collection technologies and legislative approaches to make the registered owner of a vehicle liable, if the driver of the vehicle cannot be identified, so as to be similar to the approaches currently used for electronic-controlled toll highways, red-light camera enforcement and automated speed infraction camera enforcement.**

**The Board approved the Motion, and received the foregoing correspondence.**

Moved by: J. Hart  
Seconded by: F. Nunziata

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**P2022-1114-9.0. Other Business**

In accordance with subsection 28(2) of the *Police Services Act*, which provides that the Vice Chair shall act as the Chair if the Chair is absent or if the Chair's position is vacant, Vice-Chair Nunziata will assume the role of Chair, effective November 18th, 2022 and until a new Chair is elected in 2023.

Chair Hart moved the following Motion:

**That the Board approve Board Member, Ainsworth Morgan, to act as the Interim Vice-Chair effective November 18th, 2022, and until a new Vice-Chair is elected in 2023.**

Moved by: J. Hart  
Seconded by: J. Tory

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**P2022-1114-10.0. Confidential**

In addition to the public meeting conducted by the Board today, a confidential 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 section 35(4) of the *Police Services Act*.

The following Members attended the confidential meeting:

Mr. Jim Hart, Chair  
Ms. Frances Nunziata, Vice-Chair and Councillor  
Mr. John Tory, Mayor and Member  
Mr. Ainsworth Morgan, Member  
Ms. Lisa Kostakis, Member  
Ms. Ann Morgan, Member

A Motion to adjourn the meeting was moved by Vice-Chair and Councillor Frances Nunziata, and seconded by Board Member Lisa Kostakis.

**Next Regular Board Meeting**

**Date: Friday, December 16, 2022**  
**Location: 40 College Street, Auditorium**

Minutes Approved by:

*-original signed-*

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Jim Hart  
Chair

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**Members of the Toronto Police Services Board**

Jim Hart, Chair  
Mark Grimes, Councillor & Member  
Lisa Kostakis, Member

Frances Nunziata, Vice-Chair & Councillor  
John Tory, Mayor & Member  
Ann Morgan, Member  
Ainsworth Morgan, Member



## Toronto Police Services Board Report

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October 15, 2022

To: Chair and Members  
Toronto Police Services Board

From: James Ramer  
Chief of Police

### **Subject: Contract Award to OnX Enterprise Solutions Ltd. for Information Technology Infrastructure Hardware, Software and Services**

#### **Recommendation(s):**

It is recommended that the Toronto Police Services Board (Board):

- 1) approve a contract award to OnX Enterprise Solutions Ltd. (OnX) for Information Technology (I.T.) Infrastructure Hardware, Software and Services for a five year period from January 1, 2023 to December 31, 2027, plus two one-year extension periods at a total estimated cost of \$186.7 Million (M);
- 2) authorize the Chair to execute all required agreements and related documents on behalf of the Board, subject to approval by the City Solicitor as to form; and
- 3) authorize the Chief to exercise the options to extend subject to continued business need, continued funding, and satisfactory vendor performance.

#### **Financial Implications:**

The value of the contract is estimated to be \$186.7M over seven years, inclusive of the two one-year extensions and is funded from the following sources:

- Capital Program - \$86.4M – An amount of \$82.9M is funded from the Toronto Police Service's (Service's) Vehicle and Equipment Reserve from the Server, Information Technology Business Resumption, Divisional Parking Lot Network and Telephone Handset lifecycle replacement projects. This amount was approved as part of the Service's 2022-2031 capital program (Min. No. P2022-0111-3.3 refers). In addition, a new project for Information Technology storage growth has been added to the 2023-2032 capital program for a cost of \$500,000 per year funded from debt bringing the total funding from capital to an estimated \$86.4M.
- Operating Budget - \$86.3M - Funding of \$11.6M to cover various maintenance contracts is included in the 2023 operating budget request (\$184,300 higher than

2022 due to inflation). The future years' requirements will be included in the operating budget request for the respective years. The total operating budget impact is estimated at \$86.3M for the duration of contract.

- Emergent Requirements subject to availability of funds - \$14M - A provisional amount of \$14M for costs from emergent requirements are also included. These emergent requirements may arise from other capital/operating funded projects due to new applications, modernization needs etc. This is subject to operational requirements and the availability of funds.

The total contract requirement and impact on various budgets is outlined in table 1.

Table 1 – Source of Funding and Timing (\$ Millions)

| <b>Source of Funding</b> | <b>2023</b> | <b>2024</b> | <b>2025</b> | <b>2026</b> | <b>2027</b> | <b>2028</b> | <b>2029</b> | <b>Total</b> |
|--------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|
| Capital Program          | 12.7        | 13.5        | 5.8         | 16.1        | 14.7        | 11.7        | 11.9        | 86.4         |
| Operating Budget         | 11.6        | 11.8        | 12.1        | 12.3        | 12.6        | 12.8        | 13.1        | 86.3         |
| Emergent Requirement     | 2.0         | 2.0         | 2.0         | 2.0         | 2.0         | 2.0         | 2.0         | 14.0         |
| <b>Total</b>             | <b>26.3</b> | <b>27.3</b> | <b>19.9</b> | <b>30.4</b> | <b>29.3</b> | <b>26.5</b> | <b>27.0</b> | <b>186.7</b> |

### **Background / Purpose:**

Through the use of technology platforms, the Service's Information & Technology Command (I.&T.) is implementing an I.T. Rationalization Program by building the capacity to support I.T. operations and deliver improvements and optimizations for a modern data centre and systems at a lower cost and increased flexibility. This capability requires a shift in the way the Service sources I.T. infrastructure hardware, software, and services.

The Service requires an I.T. infrastructure sourcing approach that meets the current infrastructure needs and provides access to emerging on-premises and cloud technologies. Therefore, a Value Added Reseller (V.A.R.) was sought to support the current infrastructure while providing access to emerging technologies with the value-added benefits of bundled services that include infrastructure planning, design, implementation; and maintenance and support.

The purpose of this report is to request the Board's approval for a contract award to OnX as a V.A.R. to provide I.T. infrastructure hardware, software and services.

**Discussion:**

The current I.T. infrastructure hardware, software and professional services are sourced using various Vendor of Record (V.O.R.) contracts. While sourcing through various V.O.R. contracts has led to satisfactory outcomes, the use of multiple V.O.R. contracts has not been conducive to establishing a collaborative partnership between the Service and a primary sourcing vendor. In seeking a V.A.R., the Service is looking to establish a partnership that meets procurement requirements, with the value-added benefits of system efficiency and cost avoidance through consolidation; this could include warranties, maintenance, support, licenses, training credits and other original equipment manufacturer (O.E.M.)/partner benefits.

**Procurement Process:**

Gartner Canada was engaged to assist I.&T. to identify industry standards, best practices, and support the development of the Request for Proposal (R.F.P.) solicitation document.

The Service's Purchasing Services unit published R.F.P. # 1527003-22 for Information Technology Infrastructure Hardware, Software and Services on MERX on June 20, 2022, which closed on July 18, 2022. 61 suppliers downloaded the R.F.P. from MERX, and two proposals were submitted.

Since there were only two proposals received, the other 59 suppliers that downloaded the R.F.P. and did not submit a proposal were contacted to ask why they did not submit proposals. To-date 12 suppliers have responded and provided the following reasons for not submitting a proposal:

- The suppliers could not meet the mandatory O.E.M. partnership levels;
- The requirements were out of scope of what the suppliers could provide;
- Some suppliers felt they could be competitive in some of the categories but not all, and decided not to bid rather than trying to partner with other suppliers to address all categories.

Proposals were first reviewed for compliance with mandatory requirements. One submission did not meet all of the mandatory requirements and was disqualified.

Proposals were then evaluated based on the weighted evaluation criteria included in the R.F.P. The evaluation criteria included:

- Demonstrated experience/qualifications of the proponent firm;
- References confirming experience and qualifications; and
- Compliance and narrative requirements.

OnX's proposal met the minimum scoring threshold of 75 percent and as such OnX is being recommended for award.



### *Emergent Requirements Funds:*

Emergent requirement funds are requested to cover the cost of goods and services that have yet to be identified and are not included in the existing Information Technology Services capital lifecycle projects and/or operating expenses. Examples of this include:

- City of Toronto/Province of Ontario court locations movement requiring additional network equipment for new locations;
- Body Worn Cameras requiring additional network equipment to support camera docking stations;
- Data center issues and rebuilds;
- Changes to major applications such as CAD/RMS etc. require significant expansions;
- Expanded video conferencing systems required additional network and server capacity;
- Expansion of existing systems such as CCTV may require additional network and data storage.

### **Conclusion:**

For the reasons outlined above, it is recommended that the Board approve a contract award to OnX for I.T. infrastructure hardware, software and services.

Mr. Colin Stairs, Chief Information Officer, and Ms. Svina Dhaliwal, Interim Chief Administrative Officer will be in attendance to answer any questions from the Board.

Respectfully submitted,

James Ramer, O.O.M.  
Chief of Police

\*original copy with signature on file in Board office



## Toronto Police Services Board Report

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October 14, 2022

To: Chair and Members  
Toronto Police Services Board

From: James Ramer  
Chief of Police

**Subject: Environics Analytics –Contract Extension**

### **Recommendations:**

It is recommended that the Toronto Police Services Board (Board):

- (1) Approve the extension of the existing contract with Environics Analytics Group Ltd. (E.A.) for professional services and licensing for an additional three year period from January 1, 2023 to December 31, 2025 at a cost of \$499,460, with a two year option to extend from January 1, 2026 to December 31, 2027, for a total cost of \$837,508 over five years;
- (2) Authorize the Chair to execute all required agreements and related documents on behalf of the Board, subject to approval by the City Solicitor as to form; and
- (3) Authorize the Chief to approve the option to extend the contract, subject to continued business need and funding and satisfactory vendor performance.

### **Financial Implications:**

Due to the purchase of additional licenses in support of the Toronto Police Service's (Service) COVID-19 response and the rising costs of licensing and professional services, the new estimated annual cost for E.A. licencing and services will be approximately \$166,000 (compared to \$112,000 previously). This annual cost includes approximately \$115,000 for data licencing and \$51,000 for services. These additional licences are required post pandemic to support ongoing and future initiatives.

The table below summarizes the estimated cost of future professional services and license fees:

| <b>Period</b>                       | <b>Professional Services</b> | <b>License Fees</b> | <b>Total</b>     |
|-------------------------------------|------------------------------|---------------------|------------------|
| <b>Initial Contract Term</b>        |                              |                     |                  |
| January 1, 2023 – December 31, 2023 | \$50,595                     | \$115,000           | \$165,595        |
| January 1, 2024 - December 31, 2024 | \$51,480                     | \$115,000           | \$166,480        |
| January 1, 2025 - December 31, 2025 | \$52,385                     | \$115,000           | \$167,385        |
| <b>Subtotal</b>                     | <b>\$154,460</b>             | <b>\$145,000</b>    | <b>\$499,460</b> |
| <b>Option Period</b>                |                              |                     |                  |
| January 1, 2026 - December 31, 2026 | \$53,470                     | \$115,000           | \$168,470        |
| January 1, 2027 - December 31, 2027 | \$54,578                     | \$115,000           | \$169,578        |
| <b>Subtotal</b>                     | <b>\$108,048</b>             | <b>\$230,000</b>    | <b>\$338,048</b> |
| <b>Total</b>                        | <b>\$262,508</b>             | <b>\$575,000</b>    | <b>\$837,508</b> |

Expenditures will be included in the Analytics and Innovation unit 2023 - 2027 annual operating budget requests.

### **Background / Purpose:**

In 2016, as part of the Transformational Task Force (T.T.F.) programs, the Service contracted the services of E.A. to support the development of analytical models for strategic resource alignment and sustainable cost savings. E.A was selected on a non-competitive basis, as they are the only vendor for this type of data and products. To-date, E.A. remains the only vendor that supplies this type of data and products.

Through the Service’s collaboration with E.A., demographic and psychographic data sets were used for workload modelling, neighbourhood and divisional demographic profiles, and territorial optimization tools to support the development and implementation of the T.T.F. recommendations.

On February 22, 2018 (Min. No. P30/2018 refers), the Board approved the current contract, with a five-year term of April 1, 2018 to March 31, 2023 at a total value of \$560,000 or \$112,000 per each of the five years. Due to the requirement for additional licences, the spend during the current contract period (April 1, 2018 to-date) was \$794,770.

Although the end of the existing contract is March 31, 2023, the new contract period will start January 1, 2023 to align with the start of additional licences.

The purpose of this report is to request the Board's approval to extend the current contract with E.A. for three years, with an option to extend for an additional two years.

## **Discussion:**

The Service's Analytics and Innovation (A.&I.) unit continues to rely on E.A. data and products to support the Service's pandemic response, the implementation of recommendations from a number of initiatives, including Neighbourhood Policing programs and other Community-centric service delivery models, and police reform programs such as Race-Based Data Strategy.

In order for the Service to use data-driven analysis and make the most informed and evidence-based decisions, data sets must be maintained and updated with the most current information.

The specialized services and data provided by E.A. support the A.&I. unit in its evaluation and modelling of small area demographic profiles, workload analysis, location analysis, data visualization and the generation of customer insights. E.A. has a proprietary analytical toolset, which includes specialized functionality for data related to the City of Toronto.

Benefits provided by these specialized tools and datasets include:

- Population characteristics that help our understanding and facilitate improvement of the services we provide.
  - Licence to use a number of datasets that relate to Canadian cities by neighbourhoods. This demographic data covers average population information such as household size, housing, income, occupation, education etc.
  - Social and Financial Vulnerability indexes to provide insight into who is likely to need support, and which populations are at risk.
- Data for reporting on internal and external interactive dashboards (e.g. Open Data Portal) that we use to increase transparency.
- Driving insight and trend analysis to assist the Service to:
  - facilitate implementation of the N.C.O. program in at-risk areas of the City;
  - determination the ratio of officer to population size and how the Service compares to other Canadian cities in this regard;
  - forecasting the impact to crime rates based on projected population growth rates;
  - provide data-driven insights required for the Service's Race-Based Data Strategy;
  - leverage technology standards required by the Service (e.g. Esri Geographic Information System (G.I.S.) mapping).

**Conclusion:**

For the reasons outlined above, the Service is seeking the Board's approval to extend the current contract with E.A. for professional services and licensing for an additional three year period with an option to extend for an additional two years.

Colin Stairs, Chief Information Officer, and Svina Dhaliwal Interim Chief Administrative Officer, will be in attendance to answer any questions that the Board may have regarding this report.

Respectfully submitted,

James Ramer, O.O.M.  
Chief of Police

\*original copy with signature on file in Board office



## Toronto Police Services Board Report

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October 7, 2022

To: Chair and Members  
Toronto Police Services Board

From: James Ramer  
Chief of Police

**Subject: Special Constable Appointments and Re-Appointments – November 2022**

### Recommendation:

It is recommended that the Toronto Police Services Board (Board) approve the agency-initiated appointment and re-appointment requests for the individuals listed in this report as special constables for the Toronto Community Housing Corporation (T.C.H.C.), subject to the approval of the Ministry of the Solicitor General (Ministry).

### Financial Implications:

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

### Background / Purpose:

Under Section 53 of the *Police Services Act*, the Board is authorized to appoint and re-appoint special constables, subject to the approval of the Ministry. Pursuant to this authority, the Board has agreements with T.C.H.C. governing the administration of special constables (Min. Nos. P153/02 refer).

The Service received requests from T.C.H.C. to appoint the following individuals as special constables (Appendix 'A' refers):

Table 1 Name of Agency and Special Constable Applicant

| Agency   | Name           | Status Requested | Current Expiry Date |
|----------|----------------|------------------|---------------------|
| T.C.H.C. | Haseeb ARIF    | Appointment      | N/A                 |
| T.C.H.C. | Jordan DELNICK | Appointment      | N/A                 |

| Agency   | Name                       | Status Requested | Current Expiry Date |
|----------|----------------------------|------------------|---------------------|
| T.C.H.C. | Ryan Michael Edward DURKIN | Appointment      | N/A                 |
| T.C.H.C. | Nicholas EUSEBIO           | Appointment      | N/A                 |
| T.C.H.C. | Zuzanna Grazyna FENN       | Appointment      | N/A                 |
| T.C.H.C. | Oleg KOROVNIKOV            | Appointment      | N/A                 |
| T.C.H.C. | Roujin KELIDISIAN          | Appointment      | N/A                 |
| T.C.H.C. | Jasjot S. LAMME            | Appointment      | N/A                 |
| T.C.H.C. | Ashir Mohammad MALIK       | Appointment      | N/A                 |
| T.C.H.C. | Alan MUI                   | Appointment      | N/A                 |
| T.C.H.C. | Nawar NOEL                 | Appointment      | N/A                 |
| T.C.H.C. | Shane Norman POOLE         | Appointment      | N/A                 |
| T.C.H.C. | Ashley ROGERS FRIAS        | Appointment      | N/A                 |
| T.C.H.C. | Allan UHRICH               | Appointment      | N/A                 |
| T.C.H.C. | Jay K UPADHYAY             | Appointment      | N/A                 |
| T.C.H.C. | Wahib Waly WARDAK          | Appointment      | N/A                 |
| T.C.H.C. | Clayton Takashi MADOKORO   | Re-Appointment   | December 14, 2022   |

**Discussion:**

Special constables are appointed to enforce the *Criminal Code* and certain sections of the *Controlled Drugs and Substances Act*, *Trespass to Property Act*, *Liquor Licence & Control Act* and *Mental Health Act* on their respective properties within the City of Toronto.

The agreements between the Board and each agency require that background investigations be conducted on all individuals who are being recommended for appointment and re-appointment as special constables. The Service's Talent Acquisition Unit completed background investigations on these individuals, of which the agencies are satisfied with the results. Re-appointments have been employed by their agency for at least one 5-year term, and as such, they are satisfied that the members

have satisfactorily carried out their duties and, from their perspective, there is nothing that precludes re-appointment.

The agencies have advised the Service that the above individuals satisfy all of the appointment criteria as set out in their agreements with the Board. The T.C.H.C. approved and current complements are indicated below:

**Table 2 Name of Agency, Approved Complement and Current Complement of Special Constables**

| <b>Agency</b> | <b>Approved Complement</b> | <b>Current Complement</b> |
|---------------|----------------------------|---------------------------|
| T.C.H.C.      | 300                        | 172                       |

**Conclusion:**

The Service continues to work together in partnership with T.C.H.C. to identify individuals to be appointed and re-appointed as special constables who will contribute positively to the safety and well-being of persons engaged in activities on their respective properties within the City of Toronto.

Acting Deputy Chief Pauline Gray, Specialized Operations Command, will be in attendance to answer any questions that the Board may have with respect to this report.

Respectfully submitted,

James Ramer, O.O.M.  
Chief of Police

\*copy with original signature on file at Board Office



Toronto Community  
Housing Corporation  
931 Yonge Street  
Toronto, ON  
M4W 2H2



September 26, 2022

Special Constable Liaison Office  
40 College Street  
Toronto, Ontario  
M5G 2J3

DELIVERED VIA ELECTRONIC MAIL

**Re: Request for Toronto Police Services Board Approval for Appointment of Special Constables**

In accordance with the terms and conditions set out in the Memorandum of Understanding between the Toronto Police Services Board and Toronto Community Housing, the Board is authorized to appoint special constables, subject to the approval of the Ministry of the Solicitor General.

The following individuals are fully trained, meeting all Ministry requirements, and have shown they possess the required skills and ability to perform at the level required to be a special constable. Both new appointments and re-appointments have undergone a background check, conducted by the Toronto Police Service, and we are satisfied with the results of those checks. Re-appointments have been employed by Toronto Community Housing for at least one 5-year term, and as such, we are satisfied that the members have satisfactorily carried out their duties and, from our perspective, there is nothing that precludes reappointment.

| Name                 | Type            | Current Term Expiry |
|----------------------|-----------------|---------------------|
| Oleg Korovnikov      | New Appointment | N/A                 |
| Ashir Mohammad Malik | New Appointment | N/A                 |
| Nawar Noel           | New Appointment | N/A                 |
| Jordan Delnick       | New Appointment | N/A                 |
| Shane Norman Poole   | New Appointment | N/A                 |
| Jasjot Lamme         | New Appointment | N/A                 |
| Wahib Waly Wardak    | New Appointment | N/A                 |
| Roujin Kelidisian    | New Appointment | N/A                 |
| Alan Mui             | New Appointment | N/A                 |
| Nicholas Eusebio     | New Appointment | N/A                 |
| Jay Upadhyay         | New Appointment | N/A                 |

|                      |                 |            |
|----------------------|-----------------|------------|
| Ashley Rogers        | New Appointment | N/A        |
| Haseeb Arif          | New Appointment | N/A        |
| Zuzanna Grazyna Fenn | New Appointment | N/A        |
| Ryan Durkin          | New Appointment | N/A        |
| Allan Uhrich         | New Appointment | N/A        |
| Clayton Madokoro     | Re-Appointment  | 12/14/2022 |

It is requested that the Board approve this submission and forward the applicants to the Ministry of the Solicitor General for appointment of a five-year term.

Should you require any further information, please contact Kristina Seefeldt, Specialist-Compliance, Training & Quality Assurance at 416-268-8365.

Respectfully,



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Allan Britton, Badge #31194  
Acting Senior Director/Acting Chief Special Constable  
Community Safety Unit

Toronto Community Housing  
931 Yonge St, Toronto, ON M4W 2H2  
T: 416 981-4116  
[torontohousing.ca](http://torontohousing.ca)



## Toronto Police Services Board Report

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October 15, 2022

To: Chair and Members  
Toronto Police Services Board

From: James Ramer  
Chief of Police

**Subject: 2022 Operating Budget Variance for the Toronto Police Service, Period Ending September 30, 2022**

### **Recommendation:**

It is recommended that the Toronto Police Services Board (Board) forward a copy of this report to the City of Toronto (City) Chief Financial Officer and Treasurer, for information and inclusion in the variance reporting to the City's Budget Committee.

### **Financial Implications:**

At its January 11, 2022 meeting, the Board approved the Toronto Police Service's (Service) budget request at \$1,100.6 Million (M) (Min. No. P2022-0111-3.2 refers).

Subsequently, City Council, at its February 17, 2022 meeting, approved the Service's 2022 operating budget at \$1,118.2M. The Council-approved budget reflects an increase of \$17.6M for the estimated impacts of COVID-19 in 2022.

As at September 30, 2022, the Service is projecting a favourable variance of \$4.1M. Table 1 provides a breakdown of the projected variance, by feature category. Details regarding these categories are discussed in the sections that follow.

**Table 1 – 2022 Variance by Feature Category**

| Category                                    | 2022 Budget (\$Ms) | Actual to Sep 30/22 (\$Ms) | Projected Year-End Actual (\$Ms) | Fav / (Unfav) (\$Ms) |
|---|--------------------|----------------------------|----------------------------------|----------------------|
| 1- Salaries                                 | \$841.7            | \$598.9                    | \$818.1                          | \$23.6               |
| 2- Premium Pay                              | \$46.2             | \$53.6                     | \$75.8                           | (\$29.6)             |
| 3- Benefits                                 | \$243.6            | \$181.4                    | \$243.3                          | \$0.3                |
| 4- Non Salary                               | \$89.9             | \$73.9                     | \$97.9                           | (\$8.0)              |
| 5- Contributions to / (Draws from) Reserves | \$2.9              | \$0.0                      | \$2.9                            | \$0.0                |
| 6- Revenue                                  | (\$106.1)          | (\$76.9)                   | (\$112.3)                        | \$6.2                |
| <b>Total Net Before Grants</b>              | <b>\$1,118.2</b>   | <b>\$830.9</b>             | <b>\$1,125.7</b>                 | <b>(\$7.5)</b>       |
| 7- Net Impact of Grants                     | \$0.0              | (\$8.0)                    | (\$11.6)                         | \$11.6               |
| <b>Total Net</b>                            | <b>\$1,118.2</b>   | <b>\$822.9</b>             | <b>\$1,114.1</b>                 | <b>\$4.1</b>         |

Note: Minor reallocations to the 2022 budgets have been made to reflect updated account classifications. These relocations result in a net zero change to the approved budget.

### **Background / Purpose:**

The purpose of this report is to provide the Board with the Service's 2022 projected year-end variance as at September 30, 2022, and provide high-level explanations of variances in each feature category.

### **Discussion:**

Although the Service is projecting a favourable variance, there are many factors that could impact the level of expenditures/revenues in the coming months, and are difficult to predict. Some of these are:

- COVID-19 restrictions caused events to be cancelled through 2020 and 2021, however since the restrictions have been lifted, the number of events in the City of Toronto have returned to a normal pre-covid numbers. From January 2022 to August 2022, we saw 670 total events, including 199 events at Scotia/Rogers/BMO, 20 special large scale events, 372 Demonstrations, and 77 parades.
- Global supply chain issues have resulted in delays in obtaining and paying for police equipment and supplies, the net effect of which is difficult to predict.
- Separations increased at the end of 2021 and continued to occur at an accelerated pace in 2022 – both for uniform officers and civilians. While hiring efforts have improved throughout the year, the ability to fill these vacancies through recruitment has been challenging as there has been a sector wide issue of significantly reduced applicant pools, and as a result, the Service will continue to rely on premium pay to address operational needs where gaps remain.

The Service incurred costs associated with the Freedom Convoy. While the Board has requested the recovery of these costs from the Province, a formal response to this reimbursement request has not yet been received.

It should be noted that expenditures do not all follow a linear pattern and therefore year-to-date expenditures cannot be simply extrapolated to year-end. Rather, the projection of expenditures to year-end is done through an analysis of all accounts, taking into consideration factors such as expenditures to date, future commitments expected and spending patterns. In addition, the Service receives significant amounts of in-year grant funding and revenues from grant funding can offset related expenditures, resulting in in-year savings.

*1 - Salaries:*

As can be seen in Table 2 below, the total salary budget is \$841.7M with a projected spending of \$818.1M, resulting in a favourable variance of \$23.6M in this category. Part of the favourable variance is a result of the Service’s COVID-19 vaccination policy, where approximately 100 Service members (civilian and uniform) were placed on an unpaid absence for the first half of the year. This matter is currently under review through an arbitration process.

**Table 2 - Salaries Expenditures**

| <b>Expenditure Category</b> | <b>2022 Budget (\$Ms)</b> | <b>Actual to Sep 30/22 (\$Ms)</b> | <b>Projected Year-End Actual (\$Ms)</b> | <b>Fav / (Unfav) (\$Ms)</b> |
|-----------------------------|---------------------------|-----------------------------------|---|-----------------------------|
| Uniform Officers            | \$621.4                   | \$448.7                           | \$610.3                                 | \$11.1                      |
| Civilians                   | \$220.3                   | \$150.2                           | \$207.8                                 | \$12.5                      |
| <b>Total Salaries</b>       | <b>\$841.7</b>            | <b>\$598.9</b>                    | <b>\$818.1</b>                          | <b>\$23.6</b>               |

Uniform Officers - Salary expenditures are primarily impacted by the number of new officers hired each year and the number of officers retiring or resigning each year, and how these vary from budget. The timing of hires and separations can also significantly impact expenditures.

- The 2022 approved budget assumed that there would be 200 uniform officer separations during the year. To date, 222 officers have separated from the Service, as compared to the 163 that was assumed in the budget for the same time period (59 more than anticipated). As a result, the year-end projected separations have been further increased to 265, from the 250 separations that were projected in the previous quarter’s variance report, reducing salary expenditures.
- The Service experienced higher-than-anticipated separations at the end of 2021 (224 actual separations, 9 more than the 215 budgeted separations), also resulting in savings.

- There has also been a greater-than-budgeted number of members on unpaid leaves (e.g. maternity and parental, secondment and central sick).

The impact of the above variances results in a net favourable overall uniform salary variance of \$11.1M.

The 2022 approved budget includes funding for 174 uniform hires with class sizes of 80 in April, 50 in August, 30 in December and 14 lateral hires. Due to the higher-than-anticipated separations, the Service has increased the April class to 86, increased the August class to 112 and is looking to increase the December class to 120 and/or increase lateral hires, if possible, should the class size of 120 not be achievable.

As at the end of September 2022, the Service was at approximately 4,893 uniform officers compared to a target strength of 4,988. By year end it is projected to be 4,942 uniform officers.

Civilians - The 2022 approved budget includes funding to continue hiring to fill various civilian vacancies. This includes Communications Operators, Special Constables and other civilian vacancies that support the frontline and/or other mandated activities. While the Service has been hiring to fill key positions, many of the positions have been filled through internal promotions, creating other cascading vacancies. In addition, year-to-date civilian separations are almost 50% higher than that experienced in 2021 (159 versus 108). The Service is currently at 2,349, or 51 below its funded civilian strength of 2,400, which is up from 2,277 reported in June due to the hiring of Special Constables and Communications Operators during the summer. Therefore, the Service is projecting savings of \$12.5M in civilian salaries, with plans to ramp up staffing levels by year-end.

Longer-than-anticipated hiring timelines and cascading vacancies will continue to put pressure on premium pay expenditures as the Service ensures required services are provided and necessary work continues, including supporting/assisting police reform and other key initiatives.

## *2 - Premium Pay:*

The total premium pay budget is \$46.2M with a projected spending of \$75.8M resulting in an unfavourable variance of \$29.6M in this category.

**Table 3 – Premium Pay Expenditures**

| <b>Expenditure Category</b> | <b>2022 Budget (\$Ms)</b> | <b>Actual to Sep 30/22 (\$Ms)</b> | <b>Projected Year-End Actual (\$Ms)</b> | <b>Fav / (Unfav) (\$Ms)</b> |
|-----------------------------|---------------------------|-----------------------------------|---|-----------------------------|
| Uniform Officers            | \$40.8                    | \$46.7                            | \$65.9                                  | (\$25.1)                    |
| Civilians                   | \$5.4                     | \$6.9                             | \$9.9                                   | (\$4.5)                     |
| <b>Total Premium Pay</b>    | <b>\$46.2</b>             | <b>\$53.6</b>                     | <b>\$75.8</b>                           | <b>(\$29.6)</b>             |

Uniform Officers - There is a base level of uniform premium pay inherent to policing. Premium pay is incurred for:

- extended tours of duty (e.g., when officers are involved in an arrest at the time their shift ends);
- court attendance scheduled for when the officer is off-duty; and
- call-backs (e.g., when an officer is required to work additional shifts to ensure appropriate staffing levels are maintained or for specific initiatives).

The Service’s ability to deal with and absorb the impact of major planned and unplanned events (e.g., demonstrations, emergency events, and homicide / missing persons) relies on the use of off-duty officers which results in premium pay costs. However, due to year-over-year declining uniform staffing levels, the Service’s ability to manage these events is becoming increasingly unsustainable. For example, the Rolling Loud music festival required over \$0.8M in off duty resources. The redeployment of officers to other priorities such as the hate crimes unit, organized crime and the Community Response Unit to the Neighbourhood Community Officer Program, has reduced the capacity for the Service to respond to known and unknown events with on duty resources. Due to a constraint on staffing levels, on-duty personal were no longer used for events, leading to the use of off-duty callback officers and paid duty officers in order to provide surge capacity in various settings. This included ensuring adequate resources for public safety during major events. Up to 95% of the call-backs were filled for major events, however using off-duty personal for such purpose left 55% of the traffic and safety related paid duties to go unfilled.

The 2022 operating budget includes an opening premium pay pressure of approximately \$10M, following an unfavourable premium pay variance of \$6.4M in 2021 and further premium pay budget reductions in the approved 2022 operating budget in order to keep the Service’s budget to a minimum. The unfavourable variance occurred in 2021, despite the fact that the COVID-19 pandemic resulted in significant savings due to limited court openings for part of the year and reduced special events. Now that the majority of the COVID-19 restrictions have ended, premium pay requirements have increased, as special events return, to an average of approximately 20 special events per week as described above. In addition, the Service has experienced an increase in demonstrations and protests over the summer months.



The uniform premium pay variance is projected at \$25.1M unfavourable.

Civilians - Civilian overtime and call-backs are authorized when required to ensure deadlines are met, key service levels are maintained, tasks are completed to mitigate risks, and to address critical workload issues resulting from civilian vacancies, across the Service.

As civilian vacancies have increased year-over-year, the Service has had to rely on premium pay. Reductions in civilian premium pay spending are expected as civilian staffing vacancies decrease. However, many of the civilian positions (e.g., communication operators) require weeks or months of ongoing training before the staff can be utilized to their full potential.

The civilian premium pay variance for 2022 is projected at \$4.5M unfavourable. The projected higher-than-budgeted civilian premium pay expenditures are offset by savings in civilian salaries.

### 3 - Benefits:

The total Benefits budget is \$243.6M with a projected spending of \$243.3M, resulting in a \$0.3M favourable variance. Table 4 below outlines the major categories of Benefit expenditures, and each category is discussed below.

**Table 4 – Benefits Expenditures**

| Expenditure Category                   | 2022 Budget (\$Ms) | Actual to Sep 30/22 (\$Ms) | Projected Year-End Actual (\$Ms) | Fav / (Unfav) (\$Ms) |
|--|--------------------|----------------------------|----------------------------------|----------------------|
| Medical / Dental                       | \$47.1             | \$35.0                     | \$49.9                           | (\$2.8)              |
| O.M.E.R.S. / C.P.P. / E.I. / E.H.T.    | \$147.0            | \$114.7                    | \$143.5                          | \$3.5                |
| Sick Pay Gratuity /C.S.B./L.T.D.       | \$23.2             | \$14.0                     | \$23.3                           | (\$0.1)              |
| Other (e.g., W.S.I.B., life insurance) | \$26.3             | \$17.7                     | \$26.6                           | (\$0.3)              |
| <b>Total Benefits</b>                  | <b>\$243.6</b>     | <b>\$181.4</b>             | <b>\$243.3</b>                   | <b>\$0.3</b>         |

Ontario Municipal Employees' Retirement System (O.M.E.R.S.)

Canada Pension Plan (C.P.P.)

Employer Health Tax (E.H.T.)

Long Term Disability (L.T.D.)

Employment Insurance (E.I.)

Central Sick Bank (C.S.B.)

Workplace Safety and Insurance Board (W.S.I.B.)

It should be noted that benefit projections are based on historical trends, as costs do not follow a linear pattern. Costs can fluctuate significantly from month to month and significant adjustments are required at year end to take into account members submitting claims for the current year after the end of the year.



Medical/Dental - Group benefit entitlements as per the collective agreements are captured in this category. Costs have increased in the third quarter and are now trending \$2.8M unfavourable at this time. Expenditures are often subject to cost increases and active and eligible retired member utilization rates and therefore projections are subject to change.

O.M.E.R.S. /C.P.P. /E.I. /E.H.T. - Favourable variances of \$3.5M in this category are a result of reduced staffing levels and associated salaries.

Sick Pay Gratuity /C.S.B. /L.T.D. - A minimal variance is projected at this time. The majority of costs in this category are funded from reserves and any expenditure differentials would result in a net zero impact.

Other - The unfavourable variance of \$0.3M in this category is mainly as a result of a \$0.8M unfavourable variance in W.S.I.B. The Service has been experiencing an increase in W.S.I.B. costs, similar to other emergency services across the City and Province. This increase is primarily due to impacts of the *Supporting Ontario's First Responders Act (Posttraumatic Stress Disorder)*. Although the 2021 and 2022 operating budgets were increased in anticipation of the increasing costs, the rate of cost increase has been greater than originally projected. The Service is undergoing a review of W.S.I.B. costs and its administrative processes as part of its Wellness Strategy.

#### 4 - Non-Salary:

The total Non-Salary budget is \$89.9M with a projected spending of \$97.9M, resulting in a \$8.0M unfavourable variance. Table 5 summarizes the major categories, and each is discussed below.

**Table 5 – Non-Salary Expenditures**

| Non Salary                 | 2022 Budget (\$Ms) | Actual to Sep 30/22 (\$Ms) | Projected Year-End Actual (\$Ms) | Fav / (Unfav) (\$Ms) |
|----------------------------|--------------------|----------------------------|----------------------------------|----------------------|
| Vehicles (e.g. gas, parts) | \$13.8             | \$13.8                     | \$16.8                           | (\$3.0)              |
| Information Technology     | \$37.1             | \$32.5                     | \$37.6                           | (\$0.5)              |
| Contracted Services        | \$13.3             | \$7.3                      | \$13.2                           | \$0.1                |
| Other                      | \$25.7             | \$20.3                     | \$30.3                           | (\$4.6)              |
| <b>Total Non-Salary</b>    | <b>\$89.9</b>      | <b>\$73.9</b>              | <b>\$97.9</b>                    | <b>(\$8.0)</b>       |

Vehicles (e.g., gas, parts) - The unfavourable variance of \$3.0M is mainly due to \$2.3M unfavourable variance in gasoline as a result of significant in-year price increases.

Information Technology (I.T.) - This category funds the acquisition, maintenance and support of the Service's computer infrastructure. The unfavourable variance is a result of cost pressures to fund computer and software requirements.

Contracted Services - A portion of this budget is funded from reserves (e.g., the Legal and Modernization reserves) and these types of expenditures can fluctuate from year to year; however, these expenditures are offset by equal draws from reserves.

Other - The “Other” category is comprised of multiple items that support staffing and policing operations. The largest expenditures are in the areas of training, operating impacts from capital, uniform and outfitting and equipment purchases. Other items in this category include various supplies and services such as fingerprint supplies, traffic enforcement supplies, expenses to support investigations, photocopying and translation services. The projected unfavourable variance of \$4.6M is due to increased costs to police the Freedom Convoy demonstrations of \$0.3M (e.g. tow truck rental and operators), costs for joint policing projects (\$0.4M), and costs to search a Landfill site for an ongoing homicide investigation (\$1.6M). The costs for the joint projects are being funded from other services, as discussed in the revenue section below.

In addition, the Service is attempting to reduce the pressure on the 2023 budget by procuring outfitting (\$1.1M) and ammunition supplies (\$1.0M) in 2022 and other spending pressures of \$0.2M.

Due to COVID-19, the Service needs to ensure its members have the equipment and supplies to keep them and the community safe as they do their work. Even though the majority of restrictions have been lifted, there is an on-going need to purchase gloves, masks, sanitizer and other supplies, equipment and services to keep our members, their workspace, their vehicles and equipment, free from contamination.

*5 - Contributions to / (Draws from) Reserves:*

As part of the annual operating budget process, the Board and Council approve contributions to and draws from reserves. The various reserves are established to provide funding for anticipated but varying expenditures incurred by the Service, to avoid large swings in costs from year to year.

The net contributions to / draws from Reserve budget is \$2.9M, and a net zero variance is projected in this category. Table 6 identifies the categories of Reserves and activity in each Reserve.

**Table 6 – Reserves**

| <b>Reserve</b>  | <b>2022 Budget (\$Ms)</b> | <b>Actual to Sep 30/22 (\$Ms)</b> | <b>Projected Year-End Actual (\$Ms)</b> | <b>Fav / (Unfav) (\$Ms)</b> |
|---|---------------------------|-----------------------------------|---|-----------------------------|
| <b>Collective Agreement Mandated - Central Sick, Sick Pay Gratuity &amp; Post-Retirement Health</b> |                           |                                   |   |                             |
| Contribution to Reserve   | \$14.3                    | \$0.0                             | \$14.3                                  | \$0.0                       |
| Draw from Reserve   | (\$25.4)                  | \$0.0                             | (\$25.4)                                | \$0.0                       |
| <b>Net Impact</b>   |                           |                                   |   | <b>\$0.0</b>                |

| Reserve  | 2022 Budget (\$Ms) | Actual to Sep 30/22 (\$Ms) | Projected Year-End Actual (\$Ms) | Fav / (Unfav) (\$Ms) |
|--|--------------------|----------------------------|----------------------------------|----------------------|
| <b>Legal, Modernization and Cannabis</b>           |                    |                            |                                  |                      |
| Contribution to Reserve                            | \$0.9              | \$0.0                      | \$0.9                            | \$0.0                |
| Draw from Reserve                                  | (\$7.7)            | \$0.0                      | (\$7.7)                          | \$0.0                |
| <b>Net Impact</b>                                  |                    |                            |                                  | <b>\$0.0</b>         |
| <b>Vehicle &amp; Equipment</b>                     |                    |                            |                                  |                      |
| Contribution to Reserve                            | \$20.8             | \$0.0                      | \$20.8                           | \$0.0                |
| Draw from Reserve                                  | n/a                | n/a                        | n/a                              | n/a                  |
| <b>Net Impact</b>                                  |                    |                            |                                  | <b>\$0.0</b>         |
| <b>Net Contribution to / (Draws from) Reserves</b> | <b>\$2.9</b>       | <b>\$0.0</b>               | <b>\$2.9</b>                     | <b>\$0.0</b>         |

The Service contributes to and/or draws from the following reserves: City Sick Pay Gratuity; City Cannabis; Vehicle and Equipment; Central Sick; Post-Retirement Health; and Legal.

The adequacy of reserves is reviewed annually, based on the Service's estimated spending and asset replacement strategies. Contributions are made and expensed to the operating budget accordingly. At this time, no variance is anticipated.

*6 – Revenue (excluding Reserves):*

A favourable variance of \$6.2M is projected in this category. The major revenue categories are summarized in Table 7 below.

**Table 7 – Revenues**

| Revenue Category            | 2022 Budget (\$Ms) | Actual to Sep 30/22 (\$Ms) | Projected Year-End Actual (\$Ms) | Fav / (Unfav) (\$Ms) |
|-----------------------------|--------------------|----------------------------|----------------------------------|----------------------|
| Provincial Recoveries       | (\$55.7)           | (\$36.4)                   | (\$55.7)                         | \$0.0                |
| Fees and Recoveries         | (\$25.0)           | (\$17.1)                   | (\$27.6)                         | \$2.6                |
| Paid Duty - Officer Portion | (\$24.7)           | (\$20.3)                   | (\$24.7)                         | \$0.0                |
| Miscellaneous Revenue       | (\$0.7)            | (\$3.1)                    | (\$4.3)                          | \$3.6                |
| <b>Total Revenues</b>       | <b>(\$106.1)</b>   | <b>(\$76.9)</b>            | <b>(\$112.3)</b>                 | <b>\$6.2</b>         |

Provincial Recoveries – These recoveries consist of the provincial uploading of court security and prisoner transportation and the Public Safety Response Team. No variance is projected at this time.

Fees and Recoveries (e.g., paid duty, secondments, vulnerable sector screening.) - The Service experienced a reduction in revenues during 2020, as there was less demand for paid duties and vulnerable sector screenings as a result of COVID-19. In preparing the 2022 operating budget, it was anticipated that revenue losses due to COVID-19 would continue. While revenues have not fully returned to pre-pandemic levels, year-to-date recoveries indicate that revenues have made a partial return to pre-pandemic levels, and the Service is projecting a \$1.8M favourable variance. The Service is also projecting favourable recoveries of \$0.8M from outside agencies to facilitate expenditures for joint projects.

Paid Duty – Officer Portion - A zero variance is projected at this time; however, any variance would have an overall net zero impact, as this portion of the paid duty recovery is directly offset by the salaries earned by paid duty officers.

Miscellaneous Revenue – The favourable variance represents recoveries from the Ottawa Police Service for expenses incurred as a result of the Freedom Convoy (\$0.8M) and Rolling Thunder (\$0.3M), the recovery of other premium pay expenses incurred on behalf of other jurisdictions (\$2.0M) and other favourable variances (\$0.5M).

#### 7 - Grants:

A favourable variance of \$11.6M is projected in this category. Table 8 summarizes the grants portion of the Service's budget.

**Table 8 – Grants**

| <b>Grants</b>                          | <b>2022 Budget (\$Ms)</b> | <b>Actual to Sep 30/22 (\$Ms)</b> | <b>Projected Year-End Actual (\$Ms)</b> | <b>Fav / (Unfav) (\$Ms)</b> |
|--|---------------------------|-----------------------------------|---|-----------------------------|
| <b>Guns &amp; Gangs</b>                |                           |                                   |   |                             |
| Expenses                               | \$4.9                     | \$0.5                             | \$1.4                                   | \$3.5                       |
| Revenues                               | (\$4.9)                   | (\$0.9)                           | (\$4.8)                                 | (\$0.1)                     |
| <b>Net impact</b>                      |                           |                                   |   | <b>\$3.4</b>                |
| <b>Community Safety &amp; Policing</b> |                           |                                   |   |                             |
| Expenses                               | \$0.0                     | \$3.5                             | \$7.1                                   | (\$7.1)                     |
| Revenues                               | \$0.0                     | (\$10.2)                          | (\$13.5)                                | \$13.5                      |
| <b>Net impact</b>                      |                           |                                   |   | <b>\$6.4</b>                |
| <b>Other</b>                           |                           |                                   |   |                             |
| Expenses                               | \$0.2                     | \$1.7                             | \$1.7                                   | (\$1.5)                     |
| Revenues                               | (\$0.2)                   | (\$2.6)                           | (\$3.5)                                 | \$3.3                       |
| <b>Net impact</b>                      |                           |                                   |   | <b>\$1.8</b>                |
| <b>Net Impact From Grants</b>          | <b>\$0.0</b>              | <b>(\$8.0)</b>                    | <b>(\$11.6)</b>                         | <b>\$11.6</b>               |

Grant funding generally results in a net zero variance, as funds are provided for expenditures to achieve specific purposes. However, a net favourable variance is projected in this category since a number of permanent, funded positions are assigned to provincially supported programs and as a result are covered by the grant, and these positions were not all backfilled. Savings are projected mainly due to the Guns and Gangs grants (\$3.4M) and the Community Safety & Policing grants (\$6.4M). The remaining savings are across several other Provincial grants such as the Children at Risk of Exploitation (C.A.R.E.) grant and the Provincial Strategy to Protect Children from Sexual Abuse and Exploitation on the Internet grant.

The Service is usually aware of grant opportunities prior to budget approval; however, revenue and expenditure budgets cannot be set up if the grant contracts are not approved. In addition, as the provincial fiscal year ends on March 31<sup>st</sup>, versus December 31<sup>st</sup> for the Service, unspent provincial grant funding from 2021 is carried forward into the first quarter of 2022. The amounts being carried forward are not finalized until well after year-end. As a result, the base budgets for grants are often zero and the grants are reflected as in-year funding.

As the Service receives other grant funding during the year, future variance reports will reflect these spending plans as the grant applications are approved and agreements are finalized.

**Conclusion:**

As at September 30, 2022, the Service is projecting a favourable variance of \$4.1M. Expenditures and revenues will continue to be closely monitored for the rest of the year recognizing that there are many unanticipated factors that will impact the final year-end result. The Service is actively hiring to ramp up staffing levels by year end. However, it is important to note that current staffing levels, while also addressing competing priorities and projects, are impacting the Service's surge capacity and ability to deliver on core services and day to day operational requirements to keep our communities safe.

Ms. Svina Dhaliwal, Interim Chief Administrative Officer, will be in attendance to answer any questions the Board may have regarding this report.

Respectfully submitted,

James Ramer, O.O.M.  
Chief of Police

\*original copy with signature on file in Board office



## Toronto Police Services Board Report

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October 17, 2022

To: Chair and Members  
Toronto Police Services Board

From: James Ramer  
Chief of Police

**Subject: Capital Budget Variance Report for the Toronto Police Service -  
Period Ending September 30, 2022**

### **Recommendations:**

It is recommended that the Toronto Police Services Board (Board) forward a copy of this report to the City of Toronto's (City) Chief Financial Officer and Treasurer, for inclusion in the City's overall capital variance report to the City's Budget Committee.

### **Financial Implications:**

At its January 11, 2022 meeting, the Board approved the Toronto Police Service's (Service) 2022-2031 capital program at a net amount of \$30.7 Million (M) and gross amount of \$60.5M for 2022 (excluding carry forwards from 2021), and a 10-year total of \$219.6M net and \$646.8M gross (Min. No. P2022-0111-3.3 refers). Subsequently, City Council, at its February 17, 2022 meeting, approved the Service's 2022-2031 capital program at the same level as the Board-approved amount. Attachment A provides a detailed list of all approved projects in the 10-year program.

Table 1 provides a summary of available funding in 2022 (including carry forward funding from 2021) and projected expenditures. Of the \$82.9M (\$60.5M of 2022 budget plus \$22.4 carry forwards) in available gross funding in 2022, \$43.6M is projected to be utilized, for an estimated gross spending rate of 53%. Of the total under expenditure of \$39.3M, \$37.9M will be carried forward to 2023 and \$1.4M will be returned to the Vehicle and Equipment Reserve.

**Table 1 – Summary of 2022 Budget and Expenditures (Ms)**

| Category                                      | 2022 Gross (Ms) | 2022 Net (Ms) |
|---|-----------------|---------------|
| 2022 approved program excluding carry forward | \$60.5          | \$30.7        |
| 2021 carry forwards                           | \$22.4          | \$11.8        |
| <b>Total 2022 available funding</b>           | <b>\$82.9</b>   | <b>\$42.5</b> |
| 2022 Projection                               | \$43.6          | \$19.3        |
| Variance to available funding                 | \$39.3          | \$23.2        |
| Carry forward to 2023                         | \$37.9          | \$23.2        |
| Spending rate                                 | 53%             | 45%           |

Note: Due to rounding, numbers presented may not add up precisely. These figures include the budget transfers noted in this report.

**Background / Purpose:**

The purpose of this report is to provide the Board with the status of the Service’s capital projects as at September 30, 2022. Attachment A provides a detailed list of all approved projects in the 10-year program. Attachment B provides the Service’s capital variance report as at September 30, 2022 including spending rates and project status. The body of this report includes project updates for key on-going projects, and includes high-level project descriptions for new projects within the 2022-2031 program.

**COVID-19 Impact on Capital projects:**

There have been significant delays and cost increases in various projects due to COVID-19 restrictions and other challenges, such as supply chain issues and inflationary costs. The Service continues to monitor and act upon the impacts of COVID-19 on capital plan projects.

**Key Highlights / Issues:**

As part of its project management framework, the Service tracks project risks and issues to determine the status and health (i.e. Green, Yellow, and Red) of capital projects. The overall health of each capital project is based on budget, schedule and scope considerations. The colour codes are defined as follows:

- Green - on target to meet project goals (scope/functionality), on budget and on schedule and no corrective action is required; spending rate of 70% or more of the budget.
- Yellow - at risk of not meeting certain goals, some scope, budget and/or schedule issues, and minimal corrective action is required; spending rate is 50% to 70% of budget.
- Red - high risk of not meeting goals, significant scope, budget and/or schedule issues, and extensive corrective action is required; spending rate is less than 50% of budget.

Capital projects fall under the following four main categories:

- debt-funded facility projects;
- debt-funded information technology modernization projects;
- debt-funded replacements, maintenance and equipment projects; and
- reserve-funded lifecycle maintenance projects.

Table 2 provides a high-level summary of 2022 spending for each capital project and carry forward funds to 2023. The remainder of this report discusses each capital project.

**Table 2 – 2022 Capital Budget Variance Report as at September 30, 2022 (\$000s)**

|  | 2022 Cash Flow     |                   | Variance (Over)/ Under | Spending Rate | Carry Forward to 2023 | Overall Project Health |
|--|--------------------|-------------------|------------------------|---------------|-----------------------|------------------------|
|  | Available to Spend | Projected Actuals |                        |               |                       |                        |
| <b>Debt - Funded Projects</b>                                      |                    |                   |                        |               |                       |                        |
| <i>Facility Projects:</i>  |                    |                   |                        |               |                       |                        |
| Long Term Facility Plan - 54/55 Amalgamation; New Build            | 1,054.0            | 300.0             | 754.0                  | 28%           | 754.0                 | Red                    |
| Long Term Facility Plan - 41 Division; New Build                   | 19,925.0           | 5,950.0           | 13,975.0               | 30%           | 13,975.0              | Red                    |
| Communication Center Consulting                                    | 239.5              | 160.0             | 79.5                   | 67%           | 79.5                  | Yellow                 |
| Long Term Facility Plan - Facility and Process Improvement         | 1,083.2            | 400.0             | 683.2                  | 37%           | 683.2                 | Red                    |
| Long Term Facility Plan - Consulting                               | 878.0              | 350.0             | 528.0                  | 40%           | 528.0                 | Red                    |
| <i>Information Technology Modernization Projects:</i>              |                    |                   |                        |               |                       |                        |
| Transforming Corporate Support (HRMS, TRMS)                        | 1,721.9            | 238.3             | 1,483.7                | 14%           | 1,483.7               | Red                    |
| ANCOE (Enterprise Business Intelligence, Global Search)            | 391.4              | 204.2             | 187.2                  | 52%           | 187.2                 | Yellow                 |
| Body Worn Camera - Phase II  | 920.8              | 920.8             | 0.0                    | 100%          | 0.0                   | Green                  |
| Next Generation (N.G.) 9-1-1                                       | 7,000.0            | 6,007.8           | 992.2                  | 86%           | 992.2                 | Green                  |
| <i>Replacements/ Maintenance/ Equipment Projects:</i>              |                    |                   |                        |               |                       |                        |
| State-of-Good-Repair - Police                                      | 6,017.9            | 3,412.9           | 2,605.0                | 57%           | 2,605.0               | Yellow                 |
| Radio Replacement  | 2,729.1            | 879.0             | 1,850.1                | 32%           | 1,850.1               | Red                    |
| Automated Fingerprint Identification System (A.F.I.S.) Replacement | 1,106.7            | 237.0             | 869.7                  | 21%           | 869.7                 | Red                    |
| Mobile Command Centre  | 1,735.0            | 966.4             | 768.6                  | 56%           | 768.6                 | Yellow                 |
| Connected Officer LR - DC Funding                                  | 1,180.0            | 1,000.0           | 180.0                  | 85%           | 180.0                 | Green                  |
| Uninterrupted Power Supply (U.P.S.) Lifecycle Replacement          | 400.0              | 400.0             | 0.0                    | 100%          | 0.0                   | Green                  |
| <b>Total Debt - Funded Projects</b>                                | <b>46,382</b>      | <b>21,426</b>     | <b>24,956</b>          | <b>46%</b>    | <b>24,956</b>         |                        |
| <i>Lifecycle Projects (Vehicle &amp; Equipment Reserve)</i>        |                    |                   |                        |               |                       |                        |
| Vehicle Replacement  | 9,060.1            | 8,959.8           | 100.4                  | 99%           | 100.4                 |                        |
| IT- Related Replacements   | 16,600.3           | 7,227.7           | 9,372.6                | 44%           | 8,530.6               |                        |
| Other Equipment  | 10,888.9           | 6,015.5           | 4,873.4                | 55%           | 4,284.0               |                        |
| <b>Total Lifecycle Projects</b>                                    | <b>36,549.4</b>    | <b>22,203.1</b>   | <b>14,346.3</b>        | <b>61%</b>    | <b>12,914.9</b>       |                        |
| <b>Total Gross Expenditures</b>                                    | <b>82,931.9</b>    | <b>43,629.4</b>   | <b>39,302.5</b>        | <b>53%</b>    | <b>37,871.1</b>       |                        |
| <i>Less other-than-debt Funding</i>                                |                    |                   |                        |               |                       |                        |
| Funding from Developmental Charges                                 | (3,900.6)          | (2,119.0)         | (1,781.6)              | 54%           | (1,781.6)             |                        |
| Vehicle & Equipment Reserve  | (36,549.4)         | (22,203.1)        | (14,346.3)             | 61%           | (12,914.9)            |                        |
| <b>Total Other-than-debt Funding</b>                               | <b>(40,450.0)</b>  | <b>(24,322.1)</b> | <b>(16,127.9)</b>      | <b>60%</b>    | <b>(14,696.6)</b>     |                        |
| <b>Total Net Expenditures</b>                                      | <b>42,481.9</b>    | <b>19,307.3</b>   | <b>23,174.5</b>        | <b>45%</b>    | <b>23,174.5</b>       |                        |

Note: the above numbers reflect the budget transfers noted in this report.



### **Debt-Funded Facility Projects:**

Due to the pandemic, there have been delays in planned construction schedules, including labour and critical supply-chain disruption and delays in obtaining required permits. These factors continue to play a significant role in the progress and cost of the Service's facility-related projects.

In late 2021, the Service hired a consultant to develop a strategic building and office/operational space optimization program that assesses current space utilization and forecasts the short and long-term requirements of the Service with respect to its current building portfolio. The facility-related capital program will be updated in future years as more information becomes available. Details on this project are included under the Long-Term Facility Plan - Consulting Services section.

#### *54/55 Amalgamation; New Build (Red)*

This project provided for the amalgamation of 54 and 55 Divisions (built in 1951 and 1972 respectively) into one consolidated facility (as recommended by the Transformational Task Force), at the former Toronto Transit Commission's (T.T.C.) Danforth Garage site located at 1627 Danforth Avenue.

- The current budget for this project is \$50.5M. The cost consultant has identified that the cost of construction has increased considerably due to the increased costs of labour and materials as well as other factors such as the high cost of constructing a very deep, waterproof underground parking structure in a location with a high water table.
- The Project is put on hold while staff evaluate options for moving forward. An evaluation of alternative options will be conducted to make an informed decision on how to proceed in a fiscally responsible way that meets operational requirements. The Service will keep the Board informed of the outcome of the potential options.
- The health status of this project is Red as this project is currently on hold and has an anticipated spending rate of 28%. Of the available funding of \$1.1M, \$300 Thousand (K) will be utilized in 2022 and the remaining amount of \$754K will be carried forward to 2023.

### *41 Division; New Build (Red)*

The current 41 Division facility is approximately 60 years old. Due to its aging infrastructure and poor operational configuration, this facility was identified as a priority in the Long Term Facility Replacement Program a number of years ago. Assessments performed have confirmed that it is not economically feasible to address the ongoing building deficiencies through renovations or to retrofit the existing 41 Division to accommodate the current needs of the Service.

- This new divisional building is being constructed in phases on the existing 41 Division site. Operations will continue on the site while construction is ongoing.
- Sequential tendering has been completed and contracts are awarded. There has been a significant cost escalation due to inflationary factors which will be included in the 2023-2032 capital program.
- Working drawings are completed and tendering of the balance of trades is expected to be complete by the last quarter of 2022. The Board will be updated on budget impacts following receipt of the tender submissions from the various sub-contractors, and any pressures will be included as part of the 2023-2032 capital program.
- The Site Plan approval process is ongoing. A full building permit has been applied for and is expected to be received in the fourth quarter of 2022.
- With the ground-breaking ceremony completed in July 2022, demolition is underway. Abatement and interior demolition is complete. Structural demolition will be completed by October 2022.
- At the request of the City's Environment and Energy Department, the project team has spent the past several months modifying and value engineering the building's design in order to achieve Net Zero Emissions. All Net Zero Emissions costs (excluding escalation costs) will be recovered through the sustainable Energy Plan Financing resulting in a net-zero impact on the Service's capital program. The Service is working with the City's Environment and Energy Department on the completion of the application for funding to be submitted by the last quarter of 2022. The new 41 Division will be the first Net Zero Emissions building in the Service's asset base and the first of its kind in Ontario.
- The health status of this project is Red as a result of delays for the Site Plan Approval process and the redesign requirements to achieve Net Zero Emissions. Of the available funding of \$19.9M, \$6M will be utilized in 2022 (a spending rate of 30%) and the remaining \$14M will be carried forward to 2023.

### *Communication Centre Consulting (Yellow)*

This project provides funding to acquire external expertise to assist the Service with a comprehensive review of all requirements for a new Communications Centre, taking into

account the impact of Next Generation (N.G.) 9-1-1 and other key considerations. The actual cost for the new facility project is not included in the Service's capital program.

Until a new Communications Centre is built, some modifications are required to the existing Communications Centre (Primary Site), including a new training room, as well as to the Back-up Site (Secondary Site). This project provides funding for the design of the architectural, mechanical, electrical, and structural drawings of the Primary and Secondary Sites. It should be noted that the renovation budget and costing for these sites are included in the N.G.9-1-1 project.

- The existing location for Communications Services (C.O.M.) has reached maximum capacity for personnel, workspace and technology. The current facility cannot accommodate the anticipated expansion that will be required because of N.G. 9-1-1.
- The analysis being conducted includes the impact of technological changes from N.G. 9-1-1, population growth, shifts in calling behaviour (text versus voice, videos), staffing requirements, location, size, and backup site.
- The new Communications Centre building feasibility study is now complete, and indicates that the estimated cost for a new Communications Centre facility will be significant (at \$100M+). The cost of this project should be jointly coordinated with the other City emergency services. The Service will work with City Finance, Toronto Fire and Toronto Paramedic Services to that end, for the development of the future year's capital program.
- The design for the construction phase of the new training room at the Primary Site, which will also serve as a full Production Tertiary site is completed.
- AECOM has completed 80% of the drawings for the renovations at the three other floors of the Primary Site and the drawings are expected to be completed by the end of the year.
- Design development for the Secondary Site has been 100% completed and the contract has been awarded.
- The health status of this project is now changed to Yellow due to the estimated spending rate of 67%. Of the available funding of \$239K, \$160K will be utilized in 2022 and the remaining \$79.5K will be carried forward to 2023.

#### *Long -Term Facility Plan – Facility and Process Improvement (Red)*

Aligned with both The Way Forward report and the police reform recommendations approved by the Board, this project funds the review of operational processes, focusing on opportunities to improve the efficiency and effectiveness of service delivery.

- The installation and implementation of remote appearance video bail was completed at 23, 14, 51 and 43 Divisions, in collaboration with the Ministry of the Attorney General (M.A.G.) and other external agencies. Due to supply chain

challenges related to the required equipment, the installation of video bail equipment at 32 Division is delayed and is now scheduled for completion by the end of 2023. Transitioning the video bail pilot project into a permanent program is underway.

- Work on the Service-wide investigative review continues, including a review of the Community Investigative Support Unit (C.I.S.U.), with a focus on identifying potential efficiencies, standardizing functions across the divisions and enhancing service delivery of criminal investigative processes.
- The health status of this project is Red due to an estimated spending rate of 37%. Of the available funding of \$1.1M, \$400K will be utilized in 2022 and the remaining \$683K will be carried forward to 2023.

#### *Long-Term Facility Plan – Consulting Services (Red)*

The Service is the largest municipal police service in Canada and has a portfolio of over 52 buildings throughout Toronto. Some of these buildings range between 35 and 50 years old and are in need of replacement or major renovation to meet current and projected staffing and operational needs. External expertise has been retained to develop a long-term strategic building program based on the assessment of current space utilization, short and long-term requirements of the Service, and the condition of the existing buildings.

- The Service hired Stantec Architecture Limited (Stantec) through a competitive Request for Proposal process to provide architectural consulting services to develop a Strategic Building Program. The review will assess the condition of existing buildings, locations, cost to renovate versus building new, and/or cost to relocate in order to meet current and future operational requirements of the Service. As well, it will explore best practices with respect to the current building portfolio, office space standards, staffing needs, and the ability to provide services in a growing city.
- Assessment objectives are to enhance operational flexibility, improve aging facility infrastructure, optimize resources, and where possible, reduce the Service's facilities footprint. The Service will consider the constraints on funding levels and will maximize the use of City Development Charges (D.C.) for qualifying Service projects, which reduces the Service's reliance on debt funding.
- Stantec has commenced meetings with various stakeholders to confirm operational and space requirements. Building condition assessments commenced in the third quarter of 2022. The consulting work and preparation of the report will continue into 2023.
- The health status of this project is Red, due to an estimated spending rate of 40%, due to internal resources constraints. Of the available funding of \$878K, \$350K will be utilized in 2022 and the remaining \$528K will be carried forward to 2023.

## **Debt-Funded Information Technology Modernization Projects:**

In the last decade, there have been many important developments with respect to information technologies that the Service has embraced. These systems are designed to improve efficiencies through advanced technology that eliminates costly and manual processes. They also have the benefit of improving information that supports the Service's overall goal of providing reliable and value-added public safety services.

### *Transforming Corporate Support (Human Resource Management System (H.R.M.S.) and Time Resource Management System (T.R.M.S.) (Red)*

The project focus is to develop more cost-effective, modern and automated processes to administer and report on the Service's people and human resources-related activities, including employee record management, payroll, benefits administration, and time and labour recording.

- The H.R.M.S. system implementation portion of this project is complete. The technical upgrade of T.R.M.S is also complete.
- Enhanced functionality, mobile capabilities, reports and automation were introduced for budgeting, court attendance, improved time banks management and implementation of secure communication protocols. Other significant enhancements include the integration between T.R.M.S. and H.R.M.S. as well as automation of shift schedule adjustments. These enhancements are on track to be delivered by the end of the year.
- Both a technical and functional assessment will be completed by the end of 2022 to identify additional system enhancements as well as improvements to current business processes.
- The health status of this project is Red as there was greater reliance on existing internal resources to complete the work. The project has a spending rate of 14% and of the available funding of \$1.7M, \$238K will be utilized in 2022 and the remaining \$1.5M will be carried forward to 2023.

### *Analytics Centre of Excellence (A.N.C.O.E.) program; Enterprise Business Intelligence (E.B.I.) and Global Search (Yellow)*

A.N.C.O.E. is a business-led analytics and innovation program, which oversees and drives analytics and information management activities for the Service. This project includes Enterprise Business Intelligence (E.B.I.) as well as Global Search. The program focuses on improving the analytical reporting environments with new and enhanced Power B.I. and geospatial and reporting technologies, and will deliver streamlined service processes that will make data and analytics products available to front-line members, management, and the public.

- The E.B.I. portion of the project is complete and provides for increased use of Power B.I. for reporting on persons in crisis, monitoring and reporting of the 81 Police Reform recommendations, etc.

- Production and implementation of the Global Search platform is completed for Service-wide use.
- The Service's Geographic Information System (G.I.S.) platform is completed and allows data, maps, apps and other items to be shared with internal members and with the public. Ongoing support and enhancement activities will continue for the life of the platform. The use of spatial analysis enables better decision making for operations and planning activities.
- It is anticipated that the improvements to the Global Search program such as advanced search functionality and the addition of images will be completed by the end of 2022.
- Global Search was built on the Attivio platform, which was purchased by Service in 2020. It has been confirmed that the current Attivio platform is scheduled for replacement. Service staff will be reviewing options for moving the Global Search functionality to a new platform.
- Overall, the health status of the A.N.C.O.E. project is Yellow due to an overall spending rate of 52%. Of the available funding of \$391K, \$204K will be utilized in 2022 and the remaining \$187K will be carried forward to 2023.

#### *Body Worn Cameras (B.W.C.) – Phase II (Green)*

This project has equipped frontline officers with B.W.C.s. This initiative will enhance public trust and accountability, as part of its commitment to the delivery of professional, transparent, unbiased and accountable policing.

- The contract award to Axon Canada was approved by the Board at its August 2020 meeting (Min. No. P129/20 refers).
- To date, the Service has issued all 2,350 body cameras, and has trained 2,800 frontline officers (accounting for the rotation of officers assigned to frontline roles).
- Digital disclosure of body-worn camera, along with most other digital media, evidence (photos, videos, audio) has been successfully piloted at 23 Division to the M.A.G. Toronto West Court location.
- In June 2022, a new training course for Case Managers and Investigators focussing on evidence management and disclosure was created. This course encapsulates all of the body-worn camera training, and leverages our Evidence.com cloud-based platform as a digital evidence management system with the purpose of creating efficiencies and streamlining disclosure workflows to court. To date, all Case Managers / Investigators from Divisions 12, 22, and 23 as well as the Hold-Up Squad and the Homicide Units have been trained. This disclosure training is estimated to be 20% complete, with the remainder of the Service being trained by the end of the year.

- The status of this project is Green as it is estimated that the entire available funding of \$920.8K will be utilized and project will be completed by the end of 2022.

#### *Next Generation (N.G.) 9-1-1 (Green)*

Current 9-1-1 systems are voice-centric and were originally designed for landlines. Per the Canadian Radio-television and Telecommunications (C.R.T.C.) mandate, Canadian telecommunications service providers will be upgrading their infrastructure for N.G. 9-1-1 to an Internet Protocol (I.P.) - based platform technology capable of carrying voice, text and other data components.

This project also includes the renovation of the training room, training room furniture, and the expansion to three other floors at the current Communications Centre building (Primary Site). The renovations of three other floors of the Primary Site is for future expansion for additional call taking positions as well as much-needed rest areas, meeting space, consolidated management, administration and support areas. It will also include some minor renovation in the Back-up Site (Secondary Site).

- The detail design phase of the technological portion is near completion, resulting in some changes such as a network re-design, whereby Solacom, the new N.G. 9-1-1 solution, will be isolated from the rest of the Service's network. Currently details on call flow configuration, report structure, support and maintenance aspects are being finalized.
- Construction of the new N.G. Training Room at the Primary Site, contracted to Stevens & Black Electrical Contractors Limited, will be 85% completed by the end of the year. The remaining work in the Training room will be completed by May 2023 once the required parts for heating, ventilation, and air conditioning (H.V.A.C) are secured.
- The construction for the Secondary Site will be completed by end of the year which includes electrical and data cables as well as adjustment to the existing servers' cage.
- The renovations of three other floors of the Primary Site is expected to be completed by the fourth quarter of 2023.
- It is anticipated that the new N.G. 9-1-1 technological solution will be fully implemented by the third quarter of 2023.
- Collaboration meetings with the secondary Public Safety Answering Point (Toronto Paramedic Services and Toronto Fire) on the N.G. platform are ongoing.
- Real Time Text (R.T.T.) is expected to be rolled out at some point in 2024. While the impact of R.T.T. is unknown at this time, it is widely anticipated to require increased staff levels to accommodate longer processing time of R.T.T. calls.

- Of the available \$7M, \$6M will be utilized in 2022 with a spending rate of 86%, and the remaining \$992.2K will be carried forward to 2023.

### **Debt-Funded Replacements/ Maintenance/ Equipment Projects:**

Projects in this category are for replacement and maintenance of equipment and facility projects.

#### *State of Good Repair (S.O.G.R.) (Yellow)*

S.O.G.R. funds are used to maintain the overall safety, condition and requirements of existing Service buildings.

- In light of the future plans for Service facilities, use of these funds will be closely aligned with the Long-Term Facility Plan, with priority being given to previously approved and ongoing projects that must continue through to completion. The overall demand for upkeep at many of the Service's existing facilities is steadily increasing with escalating costs. Some examples of work are hardware replacement, repairs/replacement of overhead door and gate equipment, flooring repairs/replacement and painting, and lifecycle replacement of security equipment.
- This funding source is also used by the Service for technology upgrades to optimize service delivery and increase efficiencies.
- The status of this project is Yellow. It is estimated that of the available \$6M, \$3.4M will be utilized in 2022 with a spending rate of 57% and the remaining \$2.6M will be carried forward to 2023.

#### *Radio Lifecycle Replacement (Red)*

The Service's Telecommunications Services Unit (T.S.U.) maintains 4,913 mobile, portable and desktop radio units. The replacement lifecycle of the radios was extended from seven years to ten years a number of years ago, in order to reduce the replacement cost of these important and expensive assets.

- The health status of this project has changed from Green to Red as there have been supply chain issues that have impacted the spend rate of this project. Of the available funding of \$2.7M, \$0.9M will be utilized in 2022 for an estimated spending rate of 32% and the remaining \$1.8M will be carried forward to be spent in 2023.

#### *Automated Fingerprint Identification System Replacement (A.F.I.S.) (Red)*

The current A.F.I.S. is a 2011 model that was first deployed in January 2013, and has reached end of life as of December 31, 2020. The A.F.I.S. system is based on a biometric identification (I.D.) methodology that uses digital imaging technology to obtain, store, and analyze fingerprint data.



- The contract award to IDEMIA was approved in April 2020 and contract negotiations were completed in December 2020.
- The Planning phase was completed and the project plan was delivered in August 2021.
- Throughout the design phase the vendor has been experiencing limited resources, primarily due to COVID-19, and this impacted the preparation and delivery of documents for review and approval. Due to this delay in the design phase, the remaining milestones shifted from 2021 to 2022. The Design Phase is undergoing final reviews and approval of the design documents and is anticipated to be finalized by the end of the year.
- The vendor is continuing to work through the configuration of the new system in tandem with the Design Phase completion. As well, efforts are continuing with the planning of migration and integration of the system.
- The risk register continues to be closely monitored by both the Forensic Identification Unit and IDEMIA. Unpredictable COVID-19 impacts including materials, shipping and human-resource constraints continue to be evaluated. There are some risks involved with maintaining our current A.F.I.S. system while implementing the new solution and utilizing the same staffing in both areas. Steps are being taken to manage this risk.
- The project plan and resourcing was rebase lined with the vendor upon a review of delays incurred to date and the implementation work ahead. The Service is expecting the system to be fully operational by the end of April 2023.
- The health status of this project is changed from Green to Red due to the on-going delays in project completion. As a result of the updated timeline and shift of milestones, approximately \$237K of the available funding of \$1.1M will be spent in 2022 and \$870K will be carried forward to 2023.

#### *Mobile Command Centre (Yellow)*

The Service will be acquiring a new Mobile Command Vehicle to support the challenges of providing public safety services in a large urban city. The vehicle will play an essential role in fulfilling the need to readily support any and all operations and occurrences within the City. The design of this vehicle will allow for the flexibility to cover emergencies and non-emergency events such as extreme event response, major sporting events, searches, and joint operations.

- The vehicle will be designed to operate with other emergency services, as well as municipal, provincial and federal agencies. The technology will focus on both the current and future technological needs required to work within the C3 (Command, Control, Communications) environment, further ensuring efficient and effective management of public safety responses.

- The Request for Quotation (R.F.Q.) for the Mobile Command Vehicle was completed in 2021 and P.K. Van Welding and Fabrication was the successful bidder. After initial consultation with the successful bidder, it was identified that the project would have several delays due to the ongoing world-wide vehicle chip shortage.
- Delivery of the chassis is expected by the end of the year. The Service is working with the vendor as well as internal staff to finalize plans and drawings in preparation for the build phase. The Mobile Command Vehicle will be fully functional to respond to and support operational requirements by the end of second quarter of 2023.
- The health status of this project is Yellow due to ongoing delays in project completion due to supply chain challenges. It is estimated that of the available \$1.7M, \$966K will be utilized in 2022 with a spending rate of 56% and the remaining \$768K will be carried forward to 2023.

### Lifecycle Projects (Vehicle and Equipment Reserve):

Projects listed in this category are funded from the Vehicle and Equipment Reserve (Reserve), which is in turn funded through annual contributions from the Service and Parking Enforcement operating budgets. The Reserve has no net impact on the capital program at this time, as it is fully funded through contributions from the operating budget and does not require debt funding. Items funded through this Reserve include the regular replacement of vehicles and information technology equipment, based on the deemed lifecycle for the various vehicles and equipment.

**Table 3 – Summary of Vehicle and Equipment Lifecycle Replacement (\$000s)**

| Project Name                    | Carry Forward from previous years | 2022 Budget     | Available to Spend | Year End Actuals | YE Variance (Over)/ Under | Carry Forward to 2023 |
|---------------------------------|-----------------------------------|-----------------|--------------------|------------------|---------------------------|-----------------------|
| Vehicle Replacement             | 650.1                             | 8,410.0         | 9,060.1            | 8,959.8          | 100.4                     | 100.4                 |
| IT- Related Replacements        | 5,101.7                           | 10,195.0        | 15,296.7           | 6,364.9          | 8,931.8                   | 8,089.8               |
| Other Equipment                 | 3,842.5                           | 8,350.0         | 12,192.5           | 6,878.3          | 5,314.2                   | 4,724.8               |
| <b>Total Lifecycle Projects</b> | <b>9,594.4</b>                    | <b>26,955.0</b> | <b>36,549.4</b>    | <b>22,203.1</b>  | <b>14,346.3</b>           | <b>12,914.9</b>       |

Note: Due to rounding, numbers presented may not add up precisely.

It is important to note that as the Service modernizes, new systems have been implemented over the years (e.g., In-Car Camera program, data and analytics initiatives) and on premise storage requirements have increased (e.g., to accommodate video). While the Service has taken steps to create efficiencies, the amount of equipment that must be replaced continues to increase as a result of these new systems and storage requirements. These increased requirements put significant pressure on this Reserve, which in turn puts pressure on the operating budget, as increased annual contributions are required to ensure the Reserve can adequately meet

the Service's vehicle and equipment requirements. The Service will continue to review all projects' planned expenditures to address future pressures, including additional reserve contributions that may be required. The Service is also exploring other options (e.g., utilization of the cloud) for more efficient and potentially less costly data storage.

Significant variances resulting in the carry forward of funding are:

- \$5.6M – I.T. Business Resumption – Work on the secondary data centre site is ongoing and procurement of the servers has been deferred.
- \$2.1M – Network Equipment – Due to COVID-19 supply chain issues, CISCO items are projected to be delayed by one year, resulting in carry forward funding to 2023.
- \$1.7M – Server Lifecycle Replacement – Due to COVID-19 supply chain issues there is a delay in receiving the goods.
- \$1.34M – Workstations, Laptop, Printer – Due to COVID-19 supply chain issues there is a delay in receiving the goods.

### **Conclusion:**

The impact of the COVID-19 pandemic, labour and supply chain issues as well as competing operational priorities, continue to have an impact on many of the projects in the Service's capital program, and have resulted in several projects' health being assessed as Yellow or Red. Projects will continue to be monitored on an ongoing basis and known issues will continue to be actively addressed.

The Service's 2022 gross spending rate is estimated at 53%. From the under-expenditure of \$39.3M, \$37.9M will be carried forward to 2023 and \$1.4M will be returned to the Vehicle and Equipment Reserve.

The Board will continue to be kept apprised of project progress through the quarterly variance report, including any major issues as projects progress, and any proposed capital program changes.

Ms. Svina Dhaliwal, Interim Chief Administrative Officer, will be in attendance to answer any questions the Board may have regarding this report.

Respectfully submitted,

James Ramer, O.O.M.  
Chief of Police

\*original copy with signature on file in Board office

**APPROVED 2022 – 2031 Capital Program Request (\$000s)**

Attachment A

| Project Name   | to end of 2021   | Carry forward  | 2022            | 2023            | 2024            | 2025            | 2026            | 2022-2026 Request | 2027            | 2028            | 2029            | 2030            | 2031            | Total 2027-2031  | Total 2022-2031 Program | Total Project Cost |
|--|------------------|----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-------------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|-------------------------|--------------------|
| <b>Projects in Progress</b>  |                  |                |                 |                 |                 |                 |                 |                   |                 |                 |                 |                 |                 |                  |                         |                    |
| State-of-Good-Repair - Police                                      |                  | 2,628          | 4,400           | 4,400           | 4,400           | 4,400           | 4,400           | 22,000            | 4,400           | 4,400           | 4,400           | 4,400           | 4,400           | 22,000           | 44,000                  | 44,000             |
| Transforming Corporate Support (HRMS, TRMS)                        | 7,935            | 1,176          | 500             | 0               | 0               | 0               | 0               | 500               | 0               | 0               | 0               | 0               | 0               | 0                | 500                     | 8,435              |
| Long Term Facility Plan - 54/55 Amalgamation; New Build            | 1,184            | 421            | 1,054           | 8,825           | 16,625          | 19,029          | 3,783           | 49,316            | 0               | 0               | 0               | 0               | 0               | 0                | 49,316                  | 50,500             |
| Long Term Facility Plan - 41 Division; New Build                   | 7,072            | 3,626          | 19,925          | 16,004          | 9,863           | 0               | 0               | 45,792            | 0               | 0               | 0               | 0               | 0               | 0                | 45,792                  | 52,864             |
| Long Term Facility Plan - Facility and Process Improvement         | 2,723            | 264            | 735             | 0               | 0               | 0               | 0               | 735               | 0               | 0               | 0               | 0               | 0               | 0                | 735                     | 3,458              |
| Long Term Facility Plan - Consulting                               | 750              | 675            | 128             | 0               | 0               | 0               | 0               | 128               | 0               | 0               | 0               | 0               | 0               | 0                | 128                     | 878                |
| ANCOE (Enterprise Business Intelligence, Global Search)            | 12,124           | 133            | 202             | 202             | 0               | 0               | 0               | 404               | 0               | 0               | 0               | 0               | 0               | 0                | 404                     | 12,528             |
| Radio Replacement  | 35,696           | 0              | 2,356           | 0               | 0               | 0               | 0               | 2,356             | 14,734          | 4,733           | 6,429           | 4,867           | 6,116           | 36,879           | 39,235                  | 74,931             |
| Automated Fingerprint Identification System (A.F.I.S.) Replacement | 1,581            | 870            | 0               | 0               | 0               | 0               | 0               | 0                 | 1,581           | 0               | 0               | 0               | 0               | 1,581            | 1,581                   | 3,162              |
| Next Generation (N.G.) 9-1-1                                       | 7,350            | 4,116          | 2,692           | 214             | 0               | 0               | 0               | 2,906             | 0               | 0               | 0               | 0               | 0               | 0                | 2,906                   | 10,256             |
| Body Worn Camera - Phase II  | 5,887            | 200            | 0               | 0               | 0               | 0               | 0               | 0                 | 0               | 0               | 0               | 0               | 0               | 0                | 0                       | 5,887              |
| Communication Centre - New Facility Assessment                     | 500              | 200            | 0               | 0               | 0               | 0               | 0               | 0                 | 0               | 0               | 0               | 0               | 0               | 0                | 0                       | 500                |
| Mobile Command Centre  | 1,735            | 1,735          | 0               | 0               | 0               | 0               | 270             | 270               | 50              | 0               | 0               | 0               | 270             | 320              | 590                     | 2,325              |
| <b>Total, Projects In Progress</b>                                 | <b>84,536</b>    | <b>16,044</b>  | <b>31,992</b>   | <b>29,645</b>   | <b>30,888</b>   | <b>23,429</b>   | <b>8,453</b>    | <b>124,407</b>    | <b>20,765</b>   | <b>9,133</b>    | <b>10,829</b>   | <b>9,267</b>    | <b>10,786</b>   | <b>60,780</b>    | <b>185,187</b>          | <b>269,723</b>     |
| <b>Upcoming Projects</b>   |                  |                |                 |                 |                 |                 |                 |                   |                 |                 |                 |                 |                 |                  |                         |                    |
| Connected/Mobile Officer life cycle replacement - DC funded        | 0                | 0              | 1,180           | 223             | 1,450           | 232             | 1,505           | 4,590             | 240             | 1,560           | 249             | 1,067           | 0               | 3,116            | 7,706                   | 7,706              |
| Uninterrupted Power Supply (U.P.S.) Lifecycle Replacement          | 0                | 0              | 400             | 400             | 400             | 400             | 400             | 2,000             | 0               | 0               | 400             | 400             | 400             | 1,200            | 3,200                   | 3,200              |
| Long Term Facility Plan - 13/53 Division; New Build                | 0                | 0              | 0               | 600             | 6,516           | 16,796          | 13,096          | 37,008            | 4,364           | 0               | 0               | 0               | 0               | 4,364            | 41,372                  | 41,372             |
| Long Term Facility Plan - 22 Division; New Build                   | 0                | 0              | 0               | 0               | 0               | 600             | 4,717           | 5,317             | 19,082          | 18,590          | 7,511           | 0               | 0               | 45,183           | 50,500                  | 50,500             |
| Long Term Facility Plan - 51 Division; Major Expansion             | 0                | 0              | 0               | 0               | 0               | 0               | 0               | 0                 | 3,300           | 5,240           | 3,460           | 0               | 0               | 12,000           | 12,000                  | 12,000             |
| Property & Evidence Warehouse Racking                              | 30               | 0              | 0               | 0               | 50              | 950             | 0               | 1,000             | 0               | 0               | 0               | 0               | 0               | 0                | 1,000                   | 1,030              |
| <b>Total, Upcoming Capital Projects:</b>                           | <b>30</b>        | <b>0</b>       | <b>1,580</b>    | <b>1,223</b>    | <b>8,416</b>    | <b>18,978</b>   | <b>19,718</b>   | <b>49,915</b>     | <b>26,986</b>   | <b>25,390</b>   | <b>11,620</b>   | <b>1,467</b>    | <b>400</b>      | <b>65,863</b>    | <b>115,778</b>          | <b>115,808</b>     |
| <b>Total Gross Debt Funded Capital Project</b>                     | <b>84,566</b>    | <b>16,044</b>  | <b>33,572</b>   | <b>30,868</b>   | <b>39,304</b>   | <b>42,407</b>   | <b>28,171</b>   | <b>174,322</b>    | <b>47,751</b>   | <b>34,523</b>   | <b>22,449</b>   | <b>10,734</b>   | <b>11,186</b>   | <b>126,643</b>   | <b>300,965</b>          | <b>385,531</b>     |
| <b>Vehicle and Equipment Total</b>                                 | <b>306,096</b>   | <b>8,569</b>   | <b>26,955</b>   | <b>35,819</b>   | <b>36,342</b>   | <b>33,267</b>   | <b>34,275</b>   | <b>166,658</b>    | <b>35,402</b>   | <b>34,236</b>   | <b>35,027</b>   | <b>43,891</b>   | <b>30,627</b>   | <b>179,183</b>   | <b>345,841</b>          | <b>651,937</b>     |
| <b>Total Gross Projects</b>  | <b>390,662</b>   | <b>24,612</b>  | <b>60,527</b>   | <b>66,687</b>   | <b>75,646</b>   | <b>75,674</b>   | <b>62,446</b>   | <b>340,980</b>    | <b>83,153</b>   | <b>68,759</b>   | <b>57,476</b>   | <b>54,625</b>   | <b>41,813</b>   | <b>305,826</b>   | <b>646,806</b>          | <b>1,037,468</b>   |
| <b>Funding Sources:</b>  |                  |                |                 |                 |                 |                 |                 |                   |                 |                 |                 |                 |                 |                  |                         |                    |
| Vehicle and Equipment Reserve                                      | (306,096)        | (8,569)        | (26,955)        | (35,819)        | (36,342)        | (33,267)        | (34,275)        | (166,658)         | (35,402)        | (34,236)        | (35,027)        | (43,891)        | (30,627)        | (179,183)        | (345,841)               | (651,937)          |
| Development charges Funding  | (33,242)         | (621)          | (2,893)         | (9,648)         | (19,473)        | (17,628)        | (6,222)         | (55,864)          | (17,240)        | (6,955)         | (249)           | (1,067)         | 0               | (25,511)         | (81,375)                | (114,617)          |
| <b>Total Other Funding Sources:</b>                                | <b>(339,338)</b> | <b>(9,190)</b> | <b>(29,848)</b> | <b>(45,467)</b> | <b>(55,815)</b> | <b>(50,895)</b> | <b>(40,497)</b> | <b>(222,522)</b>  | <b>(52,642)</b> | <b>(41,191)</b> | <b>(35,276)</b> | <b>(44,958)</b> | <b>(30,627)</b> | <b>(204,694)</b> | <b>(427,216)</b>        | <b>(766,554)</b>   |
| <b>Total Net Debt-Funding Request:</b>                             |                  | <b>15,422</b>  | <b>30,679</b>   | <b>21,220</b>   | <b>19,831</b>   | <b>24,779</b>   | <b>21,949</b>   | <b>118,458</b>    | <b>30,511</b>   | <b>27,568</b>   | <b>22,200</b>   | <b>9,667</b>    | <b>11,186</b>   | <b>101,132</b>   | <b>219,590</b>          | <b>270,914</b>     |

| Project Name   | Carry Forward from 2021 | 2022 Cash Flow    |                    |                   | Variance (Over)/ Under | Spending Rate | Lost Funding/ Return to Reserve | Carry Forward to 2023 | Total Project Cost |                  | Status   | Start Date | End Date |          |
|--|-------------------------|-------------------|--------------------|-------------------|------------------------|---------------|---------------------------------|-----------------------|--------------------|------------------|----------|------------|----------|----------|
|  |                         | Budget            | Available to Spend | Projected Actuals |                        |               |                                 |                       | Budget             | Life to Date     |          |            | Planned  | Revised  |
| <b>Debt - Funded Projects</b>                                      |                         |                   |                    |                   |                        |               |                                 |                       |                    |                  |          |            |          |          |
| <i>Facility Projects:</i>  |                         |                   |                    |                   |                        |               |                                 |                       |                    |                  |          |            |          |          |
| Long Term Facility Plan - 54/55 Amalgamation; New Build            | 0.0                     | 1,054.0           | 1,054.0            | 300.0             | 754.0                  | 28%           | 0.0                             | 754.0                 | 50,500.0           | 50,500.0         | On hold  | Jan-17     | Dec-24   | TBD      |
| Long Term Facility Plan - 41 Division;                             | 0.0                     | 19,925.0          | 19,925.0           | 5,950.0           | 13,975.0               | 30%           | 0.0                             | 13,975.0              | 52,864.0           | 52,864.0         | Delayed  | Jan-18     | Dec-22   | Dec-25   |
| Communication Center Consulting                                    | 239.5                   | 0.0               | 239.5              | 160.0             | 79.5                   | 67%           | 0.0                             | 79.5                  | 500.0              | 500.0            | Delayed  | Jan-20     | Dec-20   | Dec-23   |
| Long Term Facility Plan - Facility and Process Improvement         | 348.2                   | 735.0             | 1,083.2            | 400.0             | 683.2                  | 37%           | 0.0                             | 683.2                 | 3,458.0            | 3,458.0          | Delayed  | Jan-18     | Dec-23   | Dec-23   |
| Long Term Facility Plan - Consulting                               | 750.0                   | 128.0             | 878.0              | 350.0             | 528.0                  | 40%           | 0.0                             | 528.0                 | 878.0              | 878.0            | Delayed  | Jan-21     | Dec-22   | Dec-23   |
| <i>Information Technology Modernization Projects:</i>              |                         |                   |                    |                   |                        |               |                                 |                       |                    |                  |          |            |          |          |
| Transforming Corporate Support (HRMS, TRMS)                        | 1,221.9                 | 500.0             | 1,721.9            | 238.3             | 1,483.7                | 14%           | 0.0                             | 1,483.7               | 8,435.0            | 8,435.0          | Delayed  | Jan-14     | Dec-20   | Dec-23   |
| ANCOE (Enterprise Business Intelligence, Global Search)            | 189.4                   | 202.0             | 391.4              | 204.2             | 187.2                  | 52%           | 0.0                             | 187.2                 | 12,528.0           | 12,528.0         | Delayed  | Jan-15     | Dec-18   | Dec-23   |
| Body Worn Camera - Phase II  | 920.8                   | 0.0               | 920.8              | 920.8             | 0.0                    | 100%          | 0.0                             | 0.0                   | 5,887.0            | 5,887.0          | On Time  | Jan-17     | Dec-20   | Dec-22   |
| Next Generation (N.G.) 9-1-1                                       | 4,308.0                 | 2,692.0           | 7,000.0            | 6,007.8           | 992.2                  | 86%           | 0.0                             | 992.2                 | 10,256.0           | 10,256.0         | On Time  | Jan-19     | Dec-23   | Dec-24   |
| <i>Replacements/ Maintenance/ Equipment Projects:</i>              |                         |                   |                    |                   |                        |               |                                 |                       |                    |                  |          |            |          |          |
| State-of-Good-Repair - Police                                      | 1,617.9                 | 4,400.0           | 6,017.9            | 3,412.9           | 2,605.0                | 57%           | 0.0                             | 2,605.0               | on-going           | on-going         | Delayed  | on-going   | on-going | on-going |
| Radio Replacement  | 373.1                   | 2,356.0           | 2,729.1            | 879.0             | 1,850.1                | 32%           | 0.0                             | 1,850.1               | 38,051.4           | 38,051.4         | Delayed  | Jan-16     | on-going | on-going |
| Automated Fingerprint Identification System (A.F.I.S.) Replacement | 1,106.7                 | 0.0               | 1,106.7            | 237.0             | 869.7                  | 21%           | 0.0                             | 869.7                 | 3,162.0            | 3,162.0          | Delayed  | Jan-19     | Dec-20   | Dec-22   |
| Mobile Command Centre  | 1,735.0                 | 0.0               | 1,735.0            | 966.4             | 768.6                  | 56%           | 0.0                             | 768.6                 | 2,325.0            | 2,325.0          | Delayed  | Feb-21     | Apr-22   | Jun-23   |
| Connected Officer LR - DC Funding                                  | 0.0                     | 1,180.0           | 1,180.0            | 1,000.0           | 180.0                  | 85%           | 0.0                             | 180.0                 | 7,706.0            | 7,706.0          | On Time  | Feb-21     | Apr-22   | Dec-22   |
| Uninterrupted Power Supply (U.P.S.) Lifecycle Replacement          | 0.0                     | 400.0             | 400.0              | 400.0             | 0.0                    | 100%          | 0.0                             | 0.0                   | 3,200.0            | 3,200.0          | On Time  | Feb-21     | Apr-22   | Dec-22   |
| <b>Total Debt - Funded Projects</b>                                | <b>12,810.5</b>         | <b>33,572.0</b>   | <b>46,382.5</b>    | <b>21,426.3</b>   | <b>24,956.1</b>        | <b>46%</b>    | <b>0.0</b>                      | <b>24,956.1</b>       | <b>199,750.4</b>   | <b>199,750.4</b> |          |            |          |          |
| <b>Lifecycle Projects (Vehicle &amp; Equipment Reserve)</b>        |                         |                   |                    |                   |                        |               |                                 |                       |                    |                  |          |            |          |          |
| Vehicle Replacement  | 650.1                   | 8,410.0           | 9,060.1            | 8,959.8           | 100.4                  | 99%           | 0.0                             | 100.4                 | On-going           | On-going         | On-going |            |          |          |
| IT- Related Replacements   | 5,101.7                 | 10,195.0          | 15,296.7           | 6,364.9           | 8,931.8                | 42%           | 842.0                           | 8,089.8               | On-going           | On-going         | On-going |            |          |          |
| Other Equipment  | 3,438.9                 | 7,450.0           | 10,888.9           | 6,015.5           | 4,873.4                | 55%           | 589.4                           | 4,284.0               | On-going           | On-going         | On-going |            |          |          |
| <b>Total Lifecycle Projects</b>                                    | <b>9,190.8</b>          | <b>26,055.0</b>   | <b>35,245.8</b>    | <b>21,340.3</b>   | <b>13,905.5</b>        | <b>61%</b>    | <b>1,431.4</b>                  | <b>12,474.2</b>       |                    |                  |          |            |          |          |
| <b>Total Gross Expenditures</b>                                    | <b>22,001.3</b>         | <b>59,627.0</b>   | <b>81,628.3</b>    | <b>42,766.6</b>   | <b>38,861.7</b>        | <b>52%</b>    | <b>1,431.4</b>                  | <b>37,430.3</b>       |                    |                  |          |            |          |          |
| <b>Less other-than-debt Funding</b>                                |                         |                   |                    |                   |                        |               |                                 |                       |                    |                  |          |            |          |          |
| Funding from Developmental Charges                                 | (1,007.6)               | (2,893.0)         | (3,900.6)          | (2,119.0)         | (1,781.6)              | 54%           | 0.0                             | (1,781.6)             |                    |                  |          |            |          |          |
| Vehicle & Equipment Reserve  | (9,190.8)               | (26,055.0)        | (35,245.8)         | (21,340.3)        | (13,905.5)             | 61%           | (1,431.4)                       | (12,474.2)            |                    |                  |          |            |          |          |
| <b>Total Other-than-debt Funding</b>                               | <b>(10,198.4)</b>       | <b>(28,948.0)</b> | <b>(39,146.4)</b>  | <b>(23,459.3)</b> | <b>(15,687.1)</b>      | <b>60%</b>    | <b>(1,431.4)</b>                | <b>(14,255.8)</b>     |                    |                  |          |            |          |          |
| <b>Total Net Expenditures</b>                                      | <b>11,802.9</b>         | <b>30,679.0</b>   | <b>42,481.9</b>    | <b>19,307.3</b>   | <b>23,174.5</b>        | <b>45%</b>    | <b>0.0</b>                      | <b>23,174.5</b>       |                    |                  |          |            |          |          |



## Toronto Police Services Board Report

---

October 15, 2022

To: Chair and Members  
Toronto Police Services Board

From: James Ramer  
Chief of Police

**Subject: Operating Budget Variance Report for the Toronto Police Service Parking Enforcement Unit - Period Ending September 30, 2022**

### **Recommendations:**

It is recommended that the Toronto Police Services Board (Board) forward a copy of this report to the City of Toronto (City) Chief Financial Officer and Treasurer for information and inclusion in the variance reporting to the City's Budget Committee.

### **Financial Implications:**

At its January 11, 2022 meeting, the Board approved the Toronto Police Service's Parking Enforcement Unit (P.E.U.) operating budget request at \$50.9 Million (M) (Min. No. P2022-0111-3.4 refers). Subsequently, City Council, at its February 17, 2022 meeting, approved the P.E.U.'s 2022 operating budget at the same amount.

As at September 30, 2022, the P.E.U. is projecting a favourable variance of \$4.6M. Table 1 provides a summary of variances by feature category. Details regarding these categories are discussed in the section that follows.

**Table 1 – 2022 Variance by Feature Category**

| <b>Category</b>                             | <b>2022 Budget (\$Ms)</b> | <b>Actual to Sep 30/22 (\$Ms)</b> | <b>Projected Year-End Actual (\$Ms)</b> | <b>Fav/(Unfav) (\$Ms)</b> |
|---|---------------------------|-----------------------------------|---|---------------------------|
| 1- Salaries                                 | \$33.9                    | \$22.0                            | \$29.8                                  | \$4.1                     |
| 2- Premium Pay                              | \$1.9                     | \$0.9                             | \$1.8                                   | \$0.1                     |
| 3- Benefits                                 | \$8.5                     | \$4.0                             | \$8.1                                   | \$0.4                     |
| 4- Materials & Equipment                    | \$2.0                     | \$1.0                             | \$2.0                                   | \$0.0                     |
| 5- Services                                 | \$5.7                     | \$1.9                             | \$5.7                                   | \$0.0                     |
| 6- Revenue (e.g. T.T.C., towing recoveries) | (\$1.1)                   | (\$0.3)                           | (\$1.1)                                 | \$0.0                     |
| <b>Total Net</b>                            | <b>\$50.9</b>             | <b>\$29.5</b>                     | <b>\$46.3</b>                           | <b>\$4.6</b>              |

**Background / Purpose:**

The P.E.U. is managed by the Service. However, the P.E.U.'s operating budget is separate from the Toronto Police Service (Service) budget, and is maintained in the City's non-program budget. In addition, revenues from the collection of parking tags issued accrue to the City, not the Service.

The purpose of this report is to provide information on the P.E.U.'s 2022 projected year-end variance as at September 30, 2022.

**Discussion:**

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

**1 - Salaries:**

The total Salaries budget for 2022 is \$33.9M with an estimated spending of \$29.8M resulting in a \$4.1M favourable variance. Salary expenditures are primarily impacted by the number of Parking Enforcement Officers (P.E.O.) hired each year and the number of P.E.O.s retiring or resigning each year, and how these vary from budget. The timing of hires and separations can also significantly impact expenditures. This year, in particular, is also affected by the number of staff on unpaid leave as summarized below.

- The 2022 approved budget assumed that there would be 24 P.E.O. separations during the year; however, at the time of budget preparation, the hiring strategy with respect to Special Constables was not finalized. The hiring of Special Constables has a significant impact on the P.E.U., as a number of P.E.O.s have

historically made the transition from P.E.O. to Special Constable. Subsequent to the approval of the 2022 operating budget, the timing and size of the Special Constables classes has been determined, and as a result, the year-end projected separations have been increased to 73 contributing to the favourable variance being projected to year end.

- The P.E.U. experienced higher-than-anticipated separations during 2021 (31 actual separations, 6 more than the 25 budgeted separations), resulting in savings.
- There has also been a greater-than-budgeted number of members on unpaid leaves (e.g. maternity and parental, secondment and central sick).
- Spending has also been reduced due to members on unpaid absence as a result of the Service's vaccination policy.

The 2022 approved budget includes funding for an April class of 24 P.E.O. hires. Due to timing issues, this class was delayed. However, as a result of the higher-than-anticipated separations, it is now expected that the class size will be increased to 40 in November. Additional hires may also take place in early 2023.

Actual separations are monitored monthly, and the Service will reassess future recruiting efforts based on the actual pace of hiring and separations.

The impact of the above factors results in a projected favourable salary variance of \$4.1M by year-end.

### 2 - Premium Pay:

The total Premium Pay budget for 2022 is \$1.9M with an estimated spending of \$1.8M resulting in a \$0.1M favourable variance by year-end. Nearly all premium pay at the P.E.U. is related to enforcement activities, such as special events or directed enforcement activities. Directed enforcement activities are instituted to address specific problems.

### 3 - Benefits:

The total Benefit budget for 2022 is \$8.5M with an estimated spending of \$8.1M resulting in a \$0.4M favourable variance. This variance is due to reduced staffing levels and current spending levels.

### 4 - Materials and Equipment:

The total Materials and Equipment budget for 2022 is \$2M with no variance anticipated at this time. Significant items in this category include parking tags, uniforms, gasoline, vehicle parts and batteries for handheld parking devices. While average gas prices are higher than budgeted, volume is currently less than what was budgeted and as a result, no significant variance is projected in gasoline at this time.



### 5 - Services:

The total Services budget for 2022 is \$5.7M, with no variance anticipated at this time. Significant items in this category include interdepartmental chargebacks, contributions to reserves, rental of property and maintenance, and support costs for the handheld parking devices. It must be noted that the contributions to the reserves are not made until the end of the year and as a result, year to date expenditures are low relative to the overall budget in this category.

### 6- Revenue:

The total Revenue budget for 2022 is \$1.1M with no variance anticipated at this time. Revenues include towing recoveries, draws from reserves, and recoveries from the Toronto Transit Commission (T.T.C.). The recoveries from the T.T.C. are for premium pay expenditures that are incurred to enforce parking by-laws on T.T.C. right of ways, which are necessitated by the continuing weekend subway closures for signal replacements and maintenance.

### **Conclusion:**

As at September 30, 2022, the P.E.U. is projecting a favourable variance of \$4.6M, and the unit will continue to review its spending plans.

Ms. Svina Dhaliwal, Interim Chief Administrative Officer, will be in attendance to answer any questions the Board may have regarding this report.

Respectfully submitted,

James Ramer, O.O.M.  
Chief of Police

\*original with signature on file at Board Office



## Toronto Police Services Board Report

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November 7, 2022

To: Chair and Members  
Toronto Police Services Board

From: Ryan Teschner  
Executive Director and Chief of Staff

**Subject: 2022 Operating Budget Variance Report for the Toronto Police Services Board, Period Ending September 30, 2022**

### **Recommendation:**

It is recommended that the Toronto Police Services Board (Board) receive this report, and forward a copy to the City of Toronto (City) Chief Financial Officer and Treasurer for information and inclusion in the variance reporting to the City's Budget Committee.

### **Financial Implications:**

As of September 30, the Board is anticipating no year-end variance on its 2022 Operating Budget. The projected savings for Salaries and Benefits are expected to be offset by lower than budgeted draws from reserves and in-year pressures due to the Chief of Police selection process.

### **Background / Purpose:**

At its January 11, 2022 meeting, the Board approved the Toronto Police Services Board's 2022 Operating Budget at a net amount of \$1,969,800 (Min. No. P2022-0111-3.6 refers), which represented a 2% increase over the 2021 Operating Budget. Subsequently, at its February 17, 2022 meeting, City Council approved the Board's 2022 Operating Budget at the same net amount.

The purpose of this report is to provide information on the Board's 2022 projected year-end variance.

## Discussion:

As of September 30, 2022, no variance is anticipated at year-end. Details are discussed below.

The following chart summarizes the Board's variance by expenditure category. Details regarding these categories are discussed in the sections that follow.

| <b>Expenditure Category</b> | <b>2022 Budget<br/>(\$000s)</b> | <b>Actual to Sept.<br/>30/2022<br/>(\$000s)</b> | <b>Projected Year-<br/>End Actual<br/>(\$000s)</b> | <b>Fav/(Unfav)<br/>(\$000s)</b> |
|-----------------------------|---------------------------------|---|--|---------------------------------|
| Salaries & Benefits         | \$1,354.4                       | \$948.5   | \$1,276.0  | \$78.4                          |
| Non-Salary Expenditures     | \$1,691.1                       | \$606.9   | \$1,704.9  | (\$13.8)                        |
| Draws from Reserves         | (\$1,075.7)                     | \$0.0   | (\$1,011.1)  | (\$64.6)                        |
| <b>Total Net</b>            | <b>\$1,969.8</b>                | <b>\$1,555.5</b>                                | <b>\$1,969.8</b>                                   | <b>\$0.0</b>                    |

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

### *Salaries & Benefits*

Year-to-date expenditures are lower than planned, as not all Board Staff are at the highest 'step' of their respective salary band. Therefore, a favourable projection of \$78,400 is expected at year-end.

These projected savings are expected to be fully offset by lower than budgeted draws from reserves and expenditures for the Chief of Police selection process as outlined in the subsequent sections.

### *Non-salary Budget/Draws from Reserves*

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

The Toronto Police Services Board cannot predict or control the number of grievances filed or referred to arbitration, as filings are at the discretion of bargaining units. In order to address this uncertainty and ensure adequate financial resources are available to respond to these matters when they arise, the 2022 Operating Budget includes a \$424,800 contribution to a Reserve for costs associated with the provision of legal advice and representation. Fluctuations in legal spending will be dealt with by increasing or decreasing the budgeted reserve contribution in future years' operating

budgets so that the Board ultimately has funds available in the Reserve, upon which to draw, to fund these variable expenditures.

In case of a favourable operating variance at year-end, the Board may choose to draw less than the budgeted amount from the reserves in order to preserve the reserves' balances.

*Chief of Police Selection Process*

The Board authorized commencing the process for outside professional firms to assist the Board with the executive search services in order to select Toronto's next Chief of Police.

At its meeting of November 24, 2020, the Board approved the report entitled *Chief of Police Selection Process – Contract Award to BESC Toronto Inc. (Boyden) to Deliver Executive Search Services* (Min. No. P184/20 refers). Costs for the executive search process are estimated to be \$75,000 and will occur during 2021 and 2022.

In 2021, expenditures incurred with respect to the Chief of Police selection process was absorbed within the Board's 2021 Operating Budget. Every effort will be made to absorb 2022 costs associated with this process, as well; however, as a Chief Selection process does not occur regularly, the funds associated with the process are not 'built in' to the Board Office's annual budget, and, therefore, create an in-year budget pressure. This pressure will offset the anticipated savings for Salaries and Benefits.

**Conclusion:**

As of September 30, 2022, no variance is being projected by the end of 2022. Every effort is being made to absorb the costs associated with the Chief of Police selection process within the 2022 Operating Budget.

Respectfully submitted,



Ryan Teschner  
Executive Director and Chief of Staff



## Toronto Police Services Board Report

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October 12, 2022

To: Chair and Members  
Toronto Police Services Board

From: James Ramer  
Chief of Police

**Subject: Semi-Annual Report: Publication of Expenses – January 1 to June 30, 2022**

### **Recommendation:**

It is recommended that the Toronto Police Services Board (Board) receive this report.

### **Financial Implications:**

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

### **Background / Purpose:**

The Board's policy on Publication of Expense Details requires that expenses of the following individuals be reported to the Board on a semi-annual basis;

- Board Members
- Chief and Command Officers
- Excluded members at level of X40 and above
- Members in the rank of Staff Superintendent and Director

The expenses to be published are in three areas;

- business travel;
- conferences and training; and
- hospitality and protocol expenses.

The purpose of this report is to advise the Board of the expenses incurred by Board and Service members during the period January 1, 2022 to June 30, 2022.

**Discussion:**

Attached to this report as Appendix A are the expenses, for the first half of 2022 for the applicable Service and Board members. The attachment shows the total for each member as well as a breakdown based on the three categories of expenses. The publication of this information will be available on the Board and Service's internet sites.

The expenses of 29 members are included in this report, in alphabetical order, and total \$38,663.91.

**Conclusion:**

This report contains details for the three categories of expenses incurred by Board and Service members, for the period January 1, 2022 to June 30, 2022.

Ms. Svina Dhaliwal, Interim Chief Administrative Officer, will be in attendance to answer any questions the Board may have regarding this report.

Respectfully submitted,

James Ramer, O.O.M.  
Chief of Police

\*original with signature on file at Board Office

Appendix A

Toronto Police Service and Toronto Police Services Board  
Expense Publication Summary  
Period: January 1, 2022 to June 30, 2022

| Member                      | Expenses Reported  |
|-----------------------------|--------------------|
| Barkley, Mark               | \$54.66            |
| Carter, Randolph            | \$369.71           |
| Code, Peter                 | \$125.00           |
| Cornish, James              | \$213.69           |
| Demkiw, Myron               | \$10,108.84        |
| Dhaliwal, Svina             | \$0.00             |
| Ford, Michael               | \$0.00             |
| Grant, Cindy                | \$892.05           |
| Gray, Pauline               | \$205.99           |
| Hart, Jim                   | \$0.00             |
| Johnson, Robert             | \$1,949.21         |
| Kostakis, Lisa              | \$0.00             |
| Morgan, Ainsworth           | \$0.00             |
| Morgan, Ann                 | \$74.63            |
| Moriera, Peter              | \$0.00             |
| Nunziata, Frances           | \$0.00             |
| Pogue, Lauren               | \$2,552.61         |
| Ramer, James                | \$10,384.59        |
| Sparkes, Allison            | \$0.00             |
| Stairs, Colin               | \$758.13           |
| Teschner, Ryan              | \$7,080.73         |
| Tory, John                  | \$0.00             |
| Veneziano, Tony             | \$594.02           |
| White, Deidra               | \$234.14           |
| Williams, Ian               | \$30.62            |
| Wright, Marianne            | \$2,798.31         |
| Yeandle, Kimberly           | \$236.98           |
| Yuen, Peter                 | \$0.00             |
| Total Expenditures Reported | <u>\$38,663.91</u> |



**Toronto Police Service  
Senior Staff Expenses  
For the period of January 1, 2022 to June 30, 2022**

**Unit:** West Field Command  
**Member:** Barkley, Mark  
**Job Title/Rank:** Staff Superintendent

**Business Travel**

| Dates | Purpose, Description & Location              | Total Expenses<br>(Net of HST<br>Rebate) |
|-------|--|--|
|       | No business travel expenses for this period. | \$0.00                                   |
|       |  | <b>\$0.00</b>                            |

**Conferences & Training**

| Dates | Purpose, Description & Location                       | Total Expenses<br>(Net of HST<br>Rebate) |
|-------|---|--|
|       | No conferences and training expenses for this period. | \$0.00                                   |
|       |   | <b>\$0.00</b>                            |

**Hospitality & Protocol**

| Dates               | Purpose, Description & Location  | Total Expenses<br>(Net of HST<br>Rebate) |
|---------------------|--|--|
| March 30            | Mock Executive Crime Traffic and Order Management<br>(E.C.T.O.M.) Meeting in Toronto, ON | \$54.66                                  |
|                     |  | \$54.66                                  |
| <b>Member Total</b> |  | <b>\$54.66</b>                           |





**Toronto Police Service  
Senior Staff Expenses  
For the period of January 1, 2022 to June 30, 2022**

**Unit:** Field Services  
**Member:** Carter, Randolph  
**Job Title/Rank:** Staff Superintendent

**Business Travel**

| Dates    | Purpose, Description & Location                         | Total Expenses<br>(Net of HST<br>Rebate) |
|----------|---|--|
| April 12 | ProAction Cops and Kids Business Meeting in Toronto, ON | \$13.51                                  |
| May 28   | Toronto Paramedic Award Ceremony in Toronto, ON         | \$27.02                                  |
|          |   | \$40.53                                  |

**Conferences & Training**

| Dates       | Purpose, Description & Location   | Total Expenses<br>(Net of HST<br>Rebate) |
|-------------|---|--|
| May 15 - 18 | Canadian Association for Civilian Oversight of Law Enforcement<br>(C.A.C.O.L.E.) Conference in Victoria, BC | \$247.98                                 |
|             |   | \$247.98                                 |

**Hospitality & Protocol**

| Dates   | Purpose, Description & Location                                      | Total Expenses<br>(Net of HST<br>Rebate) |
|---------|--|--|
| June 23 | Mobile Crisis Intervention Team (M.C.I.T.) Meeting in Toronto,<br>ON | \$81.20                                  |
|         |  | \$81.20                                  |

|                     |                 |
|---------------------|-----------------|
| <b>Member Total</b> | <b>\$369.71</b> |
|---------------------|-----------------|



**Toronto Police Service  
Senior Staff Expenses  
For the period of January 1, 2022 to June 30, 2022**

**Unit:** Professionalism & Accountability  
**Member:** Code, Peter  
**Job Title/Rank:** Staff Superintendent

**Business Travel**

| Dates | Purpose, Description & Location              | Total Expenses<br>(Net of HST<br>Rebate) |
|-------|--|--|
|       | No business travel expenses for this period. | \$0.00                                   |
|       |  | \$0.00                                   |

**Conferences & Training**

| Dates | Purpose, Description & Location                       | Total Expenses<br>(Net of HST<br>Rebate) |
|-------|---|--|
|       | No conferences and training expenses for this period. | \$0.00                                   |
|       |   | \$0.00                                   |

**Hospitality & Protocol**

| Dates               | Purpose, Description & Location  | Total Expenses<br>(Net of HST<br>Rebate) |
|---------------------|--|--|
| May 25              | Toronto Police Service (T.P.S.) Police Excellence Awards Ceremony in Toronto, ON | \$125.00                                 |
|                     |  | \$125.00                                 |
| <b>Member Total</b> |  | <b>\$125.00</b>                          |



**Toronto Police Service  
Senior Staff Expenses  
For the period of January 1, 2022 to June 30, 2022**

**Unit:** Chief's Office  
**Member:** Cornish, James  
**Job Title/Rank:** Strategic Advisor to the Chief of Police

**Business Travel**

| Dates | Purpose, Description & Location              | Total Expenses<br>(Net of HST<br>Rebate) |
|-------|--|--|
|       | No business travel expenses for this period. | \$0.00                                   |
|       |  | \$0.00                                   |

**Conferences & Training**

| Dates    | Purpose, Description & Location                                  | Total Expenses<br>(Net of HST<br>Rebate) |
|----------|--|--|
| April 26 | Hamilton Law Association 21st Annual Advocacy On-Line Conference | \$142.46                                 |
| May 3    | Hamilton Law Association Professionalism Webinar                 | \$71.23                                  |
|          |  | \$213.69                                 |

**Hospitality & Protocol**

| Dates | Purpose, Description & Location                       | Total Expenses<br>(Net of HST<br>Rebate) |
|-------|---|--|
|       | No hospitality and protocol expenses for this period. | \$0.00                                   |
|       |   | \$0.00                                   |

|                     |                 |
|---------------------|-----------------|
| <b>Member Total</b> | <b>\$213.69</b> |
|---------------------|-----------------|



**Toronto Police Service  
Senior Staff Expenses  
For the period of January 1, 2022 to June 30, 2022**

**Unit:** Specialized Operations Command  
**Member:** Demkiw, Myron  
**Job Title/Rank:** Acting Deputy Chief

**Business Travel**

| Dates           | Purpose, Description & Location   | Total Expenses<br>(Net of HST<br>Rebate) |
|-----------------|---|--|
| April 25        | City Hall Meeting in Toronto, ON  | \$6.30                                   |
| April 26        | Be on the Lookout (B.O.L.O.) Meeting in Toronto, ON   | \$18.02                                  |
| May 3 & 4       | Canadian Association of Chiefs of Police, (C.A.C.P.) Law<br>Amendment Committee Meeting in Toronto, ON                              | \$48.62                                  |
| May 31 - June 4 | Major Cities Chiefs Association (M.C.C.A.) and Police Executive<br>Research Forum (P.E.R.F.) Annual Meeting in San Francisco,<br>CA | \$3,283.66                               |
|                 |   | <b>\$3,356.60</b>                        |

**Conferences & Training**

| Dates       | Purpose, Description & Location   | Total Expenses<br>(Net of HST<br>Rebate) |
|-------------|---|--|
| February 8  | Friends of Simon Wiesenthal Centre, Building a Case Against<br>Hate 2022 Workshop in Toronto, ON  | \$35.00                                  |
| April 5 - 7 | Ontario Association of Chiefs of Police (O.A.C.P.) Conference in<br>Leadership in Counter Terrorism Alumni Association (L.i.n.C.T. -<br>A.A.) Regional Workshop in Ottawa, QC | \$676.50                                 |
| May 15 - 19 | (L.i.n.C.T.. - A.A.) Conference, London, UK   | \$5,824.16                               |
|             |   | <b>\$6,535.66</b>                        |

**Hospitality & Protocol**

| Dates  | Purpose, Description & Location   | Total Expenses<br>(Net of HST<br>Rebate) |
|--------|---|--|
| May 25 | Toronto Police Service (T.P.S.) Police Excellence Awards<br>Ceremony in Toronto, ON                         | \$125.00                                 |
| June 9 | Ontario Women In Law Enforcement (O.W.L.E.), Celebrating 25<br>Years of O.W.L.E. Awards Gala in Toronto, ON | \$91.58                                  |
|        |   | <b>\$216.58</b>                          |

|                     |                    |
|---------------------|--------------------|
| <b>Member Total</b> | <b>\$10,108.84</b> |
|---------------------|--------------------|



**Toronto Police Service**  
**Senior Staff Expenses**  
For the period of January 1, 2022 to June 30, 2022

**Unit:** Finance & Business Management  
**Member:** Grant, Cindy  
**Job Title/Rank:** Acting Director

**Business Travel**

| Dates | Purpose, Description & Location              | Total Expenses<br>(Net of HST<br>Rebate) |
|-------|--|--|
|       | No business travel expenses for this period. | \$0.00                                   |
|       |  | \$0.00                                   |

**Conferences & Training**

| Dates        | Purpose, Description & Location   | Total Expenses<br>(Net of HST<br>Rebate) |
|--------------|---|--|
| February 17  | Government Finance Officers Association (G.F.O.A.) Rethinking Budgeting: The Problem with Public Engagement E-Learning Course | \$46.68                                  |
| March 8 - 10 | G.F.O.A. Overview of Public Procurement E-Learning Course   | \$420.97                                 |
| May 9 - 11   | G.F.O.A. Art of Budget Communications E-Learning Course   | \$424.40                                 |
|              |   | \$892.05                                 |

**Hospitality & Protocol**

| Dates | Purpose, Description & Location                       | Total Expenses<br>(Net of HST<br>Rebate) |
|-------|---|--|
|       | No hospitality and protocol expenses for this period. | \$0.00                                   |
|       |   | \$0.00                                   |

|                     |                 |
|---------------------|-----------------|
| <b>Member Total</b> | <b>\$892.05</b> |
|---------------------|-----------------|



**Toronto Police Service  
Senior Staff Expenses  
For the period of January 1, 2022 to June 30, 2022**

**Unit:** Detective Operations  
**Member:** Gray, Pauline  
**Job Title/Rank:** Staff Superintendent

**Business Travel**

| Dates    | Purpose, Description & Location   | Total Expenses<br>(Net of HST<br>Rebate) |
|----------|---|--|
| March 15 | Business Meeting in Niagara-on-the-Lake, ON                                       | \$7.20                                   |
| March 22 | Centre of Forensics Science, Serial Predator Crime<br>Unit Meeting in Toronto, ON | \$20.71                                  |
|          |   | \$27.91                                  |

**Conferences & Training**

| Dates       | Purpose, Description & Location  | Total Expenses<br>(Net of HST<br>Rebate) |
|-------------|--|--|
| February 15 | Ontario Association of Chief's of Police, (O.A.C.P.)<br>Evidence Based Policing Virtual Conference | \$178.08                                 |
|             |  | \$178.08                                 |

**Hospitality & Protocol**

| Dates | Purpose, Description & Location                       | Total Expenses<br>(Net of HST<br>Rebate) |
|-------|---|--|
|       | No hospitality and protocol expenses for this period. | \$0.00                                   |
|       |   | \$0.00                                   |

|                     |                 |
|---------------------|-----------------|
| <b>Member Total</b> | <b>\$205.99</b> |
|---------------------|-----------------|



**Toronto Police Service  
Senior Staff Expenses  
For the period of January 1, 2022 to June 30, 2022**

**Unit:** Strategy Management  
**Member:** Johnson, Robert  
**Job Title/Rank:** Staff Superintendent

**Business Travel**

| Dates | Purpose, Description & Location              | Total Expenses<br>(Net of HST<br>Rebate) |
|-------|--|--|
|       | No business travel expenses for this period. | \$0.00                                   |
|       |  | <b>\$0.00</b>                            |

**Conferences & Training**

| Dates        | Purpose, Description & Location   | Total Expenses<br>(Net of HST<br>Rebate) |
|--------------|---|--|
| February 8   | Friends of Simon Wiesenthal Centre, Building a Case Against Hate 2022 Workshop in Toronto, ON   | \$35.00                                  |
| March 1 - 31 | University of Alberta, Certificate for Indigenous Canada On-Line Course                         | \$60.04                                  |
| June 12 - 15 | Ontario Association of Chiefs of Police (O.A.C.P.) Annual Conference in Niagara-on-the-Lake, ON | \$1,854.17                               |
|              |   | <b>\$1,949.21</b>                        |

**Hospitality & Protocol**

| Dates | Purpose, Description & Location                       | Total Expenses<br>(Net of HST<br>Rebate) |
|-------|---|--|
|       | No hospitality and protocol expenses for this period. | \$0.00                                   |
|       |   | <b>\$0.00</b>                            |

|                     |                   |
|---------------------|-------------------|
| <b>Member Total</b> | <b>\$1,949.21</b> |
|---------------------|-------------------|



**Toronto Police Service  
Senior Staff Expenses  
For the period of January 1, 2022 to June 30, 2022**

**Unit:** Toronto Police Services Board  
**Member:** Morgan, Ann  
**Job Title/Rank:** Toronto Police Services Board Member

**Business Travel**

| Dates | Purpose, Description & Location              | Total Expenses<br>(Net of HST<br>Rebate) |
|-------|--|--|
|       | No business travel expenses for this period. | \$0.00                                   |
|       |  | \$0.00                                   |

**Conferences & Training**

| Dates      | Purpose, Description & Location  | Total Expenses<br>(Net of HST<br>Rebate) |
|------------|--|--|
| January 25 | Canadian Association of Police Governance (C.A.P.G.)<br>Webinar Series | \$74.63                                  |
|            |  | \$74.63                                  |

**Hospitality & Protocol**

| Dates | Purpose, Description & Location                       | Total Expenses<br>(Net of HST<br>Rebate) |
|-------|---|--|
|       | No hospitality and protocol expenses for this period. | \$0.00                                   |
|       |   | \$0.00                                   |

|                     |                |
|---------------------|----------------|
| <b>Member Total</b> | <b>\$74.63</b> |
|---------------------|----------------|





**Toronto Police Service  
Senior Staff Expenses  
For the period of January 1, 2022 to June 30, 2022**

**Unit:** Community Safety Command  
**Member:** Pogue, Lauren  
**Job Title/Rank:** Acting Deputy Chief

**Business Travel**

| Dates            | Purpose, Description & Location                                       | Total Expenses<br>(Net of HST<br>Rebate) |
|------------------|---|--|
| March 31-April 1 | Ukrainian Police Families Support Event in Ottawa, ON                 | \$380.16                                 |
| April 25         | Mayor's Arts Lunch Ceremony in Toronto, ON                            | \$18.01                                  |
| May 26           | The Butterfly Ball for Child and Youth Advocacy Centre in Toronto, ON | \$9.01                                   |
|                  |   | <b>\$407.18</b>                          |

**Conferences & Training**

| Dates         | Purpose, Description & Location  | Total Expenses<br>(Net of HST<br>Rebate) |
|---------------|--|--|
| March 13 - 18 | Security and Policing Home Office Conference in London, UK<br>(UK Government paid for the accommodation) | \$2,064.02                               |
|               |  | <b>\$2,064.02</b>                        |

**Hospitality & Protocol**

| Dates  | Purpose, Description & Location  | Total Expenses<br>(Net of HST<br>Rebate) |
|--------|--|--|
| June 9 | Ontario Women In Law Enforcement (O.W.L.E.), Celebrating 25 Years of O.W.L.E. Awards Gala in Toronto, ON | \$81.41                                  |
|        |  | <b>\$81.41</b>                           |

|                     |                   |
|---------------------|-------------------|
| <b>Member Total</b> | <b>\$2,552.61</b> |
|---------------------|-------------------|



**Toronto Police Service  
Senior Staff Expenses  
For the period of January 1, 2022 to June 30, 2022**

**Unit:** Chief's Office  
**Member:** Ramer, James  
**Job Title/Rank:** Chief of Police

**Business Travel**

| Dates                  | Purpose, Description & Location   | Total Expenses<br>(Net of HST<br>Rebate) |
|------------------------|---|--|
| February 4, 6, 11 & 12 | Freedom Convoy Meetings in Toronto, ON  | \$523.86                                 |
| April 6 - 7            | Leadership in Counter Terrorism (L.i.n.C.T.) Alumni Meeting in Ottawa, ON   | \$282.18                                 |
| May 31 - June 4        | Major Cities Chiefs Association (M.C.C.A.) & Police Executive Research Forum (P.E.R.F.) Annual Meeting in San Francisco, CA | \$2,865.23                               |
|                        |   | <b>\$3,671.27</b>                        |

**Conferences & Training**

| Dates         | Purpose, Description & Location  | Total Expenses<br>(Net of HST<br>Rebate) |
|---------------|--|--|
| March 12 - 18 | Dubai Police, The World Police Summit (W.P.S.) in Dubai , UAE (Flights and Accommodations paid by Dubai Police)                              | \$567.00                                 |
| May 13 - 20   | Leadership in Counter Terrorism Alumni Association (L.i.n.C.T.-A.A.) Conference, London, UK (Travel and Accommodation covered by L.i.n.C.T.) | \$1,432.13                               |
| June 11 - 14  | Ontario Association of Chiefs of Police (O.A.C.P.) Conference in Niagara-on-the-Lake, ON   | \$1,981.77                               |
| June 24 - 29  | Pearls in Policing Conference in Bern, Switzerland   | \$2,601.84                               |
|               |  | <b>\$6,582.74</b>                        |

**Hospitality & Protocol**

| Dates      | Purpose, Description & Location                | Total Expenses<br>(Net of HST<br>Rebate) |
|------------|--|--|
| February 5 | Freedom Convoy Meeting in Toronto, ON          | \$58.46                                  |
| February 2 | Toronto Beyond the Blue Meeting in Toronto, ON | \$72.12                                  |
|            |  | <b>\$130.58</b>                          |

|                     |                    |
|---------------------|--------------------|
| <b>Member Total</b> | <b>\$10,384.59</b> |
|---------------------|--------------------|



**Toronto Police Service  
Senior Staff Expenses  
For the period of January 1, 2022 to June 30, 2022**

**Unit:** Information & Technology Command  
**Member:** Stairs, Colin  
**Job Title/Rank:** Chief Information Officer

**Business Travel**

| Dates | Purpose, Description & Location              | Total Expenses<br>(Net of HST<br>Rebate) |
|-------|--|--|
|       | No business travel expenses for this period. | \$0.00                                   |
|       |  | \$0.00                                   |

**Conferences & Training**

| Dates  | Purpose, Description & Location  | Total Expenses<br>(Net of HST<br>Rebate) |
|--------|--|--|
| May 23 | International Association of Chief's of Police (I.A.C.P.)<br>Technology Conference in Milwaukee, WIS | \$633.13                                 |
|        |  | \$633.13                                 |

**Hospitality & Protocol**

| Dates  | Purpose, Description & Location   | Total Expenses<br>(Net of HST<br>Rebate) |
|--------|---|--|
| May 25 | Toronto Police Service (T.P.S.) Police Excellence Awards<br>Ceremony in Toronto, ON | \$125.00                                 |
|        |   | \$125.00                                 |

|                     |                 |
|---------------------|-----------------|
| <b>Member Total</b> | <b>\$758.13</b> |
|---------------------|-----------------|



**Toronto Police Service  
Senior Staff Expenses  
For the period of January 1, 2022 to June 30, 2022**

**Unit:** Toronto Police Services Board  
**Member:** Teschner, Ryan  
**Job Title/Rank:** Executive Director and Chief of Staff

**Business Travel**

| Dates | Purpose, Description & Location              | Total Expenses<br>(Net of HST<br>Rebate) |
|-------|--|--|
|       | No business travel expenses for this period. | \$0.00                                   |
|       |  | <b>\$0.00</b>                            |

**Conferences & Training**

| Dates        | Purpose, Description & Location   | Total Expenses<br>(Net of HST<br>Rebate) |
|--------------|---|--|
| January 25   | Canadian Association of Police Governance (C.A.P.G.) Webinar Series   | \$74.63                                  |
| May 4 - 5    | The Canadian Institute (C.I.) Law in Policing Virtual Conference  | \$1,277.60                               |
| May 13 - 20  | Leadership in Counter Terrorism Alumni Association (L.i.n.C.T. - A.A.) Conference, London, UK   | \$5,568.69                               |
| May 25 - 27  | Ontario Association of Police Services Boards, (O.A.P.S.B.) Conference and Annual General Meeting in Toronto, ON (Registration was Complimentary) | \$10.81                                  |
| June 14 - 19 | Coalition for Canadian Police Reform, 1st Annual Conference, Virtual  | \$149.00                                 |
|              |   | <b>\$7,080.73</b>                        |

**Hospitality & Protocol**

| Dates | Purpose, Description & Location                       | Total Expenses<br>(Net of HST<br>Rebate) |
|-------|---|--|
|       | No hospitality and protocol expenses for this period. | \$0.00                                   |
|       |   | <b>\$0.00</b>                            |

|                     |                   |
|---------------------|-------------------|
| <b>Member Total</b> | <b>\$7,080.73</b> |
|---------------------|-------------------|



**Toronto Police Service  
Senior Staff Expenses  
For the period of January 1, 2022 to June 30, 2022**

**Unit:** Corporate Services Command  
**Member:** Veneziano, Tony  
**Job Title/Rank:** Chief Administrative Officer

**Business Travel**

| Dates | Purpose, Description & Location              | Total Expenses<br>(Net of HST<br>Rebate) |
|-------|--|--|
|       | No business travel expenses for this period. | \$0.00                                   |
|       |  | <b>\$0.00</b>                            |

**Conferences & Training**

| Dates       | Purpose, Description & Location   | Total Expenses<br>(Net of HST<br>Rebate) |
|-------------|---|--|
| February 17 | Government Finance Officers Association (G.F.O.A.) Rethinking Budgeting: The Problem with Public Engagement E-Learning Course | \$46.58                                  |
| May 9 - 11  | G.F.O.A. Art of Budget Communications E-Learning Course   | \$422.44                                 |
|             |   | <b>\$469.02</b>                          |

**Hospitality & Protocol**

| Dates  | Purpose, Description & Location  | Total Expenses<br>(Net of HST<br>Rebate) |
|--------|--|--|
| May 25 | Toronto Police Service (T.P.S.) Police Excellence Awards Ceremony in Toronto, ON | \$125.00                                 |
|        |  | <b>\$125.00</b>                          |

|                     |                 |
|---------------------|-----------------|
| <b>Member Total</b> | <b>\$594.02</b> |
|---------------------|-----------------|



**Toronto Police Service  
Senior Staff Expenses  
For the period of January 1, 2022 to June 30, 2022**

**Unit:** Information Technology Services  
**Member:** White, Deidra  
**Job Title/Rank:** Director

**Business Travel**

| Dates        | Purpose, Description & Location   | Total Expenses<br>(Net of HST<br>Rebate) |
|--------------|---|--|
| June 26 - 29 | National Police Information Services Advisory Board (N.P.I.S. A.B.) and Information Technology Sub-Committee (I.T.S.C.) Meeting in Ottawa, ON (Flight and Accommodation paid by R.C.M.P.) | \$234.14                                 |
|              |   | \$234.14                                 |

**Conferences & Training**

| Dates | Purpose, Description & Location                       | Total Expenses<br>(Net of HST<br>Rebate) |
|-------|---|--|
|       | No conferences and training expenses for this period. | \$0.00                                   |
|       |   | \$0.00                                   |

**Hospitality & Protocol**

| Dates | Purpose, Description & Location                       | Total Expenses<br>(Net of HST<br>Rebate) |
|-------|---|--|
|       | No hospitality and protocol expenses for this period. | \$0.00                                   |
|       |   | \$0.00                                   |

|                     |                 |
|---------------------|-----------------|
| <b>Member Total</b> | <b>\$234.14</b> |
|---------------------|-----------------|



**Toronto Police Service**  
**Senior Staff Expenses**  
For the period of January 1, 2022 to June 30, 2022

**Unit:** Information Management  
**Member:** Williams, Ian  
**Job Title/Rank:** Acting Director

**Business Travel**

| Dates | Purpose, Description & Location            | Total Expenses<br>(Net of HST<br>Rebate) |
|-------|--|--|
| May 9 | Envisioning Session Meeting in Toronto, ON | \$30.62                                  |
|       |  | \$30.62                                  |

**Conferences & Training**

| Dates | Purpose, Description & Location                       | Total Expenses<br>(Net of HST<br>Rebate) |
|-------|---|--|
|       | No conferences and training expenses for this period. | \$0.00                                   |
|       |   | \$0.00                                   |

**Hospitality & Protocol**

| Dates | Purpose, Description & Location                       | Total Expenses<br>(Net of HST<br>Rebate) |
|-------|---|--|
|       | No hospitality and protocol expenses for this period. | \$0.00                                   |
|       |   | \$0.00                                   |

|                     |                |
|---------------------|----------------|
| <b>Member Total</b> | <b>\$30.62</b> |
|---------------------|----------------|



**Toronto Police Service**  
**Senior Staff Expenses**  
For the period of January 1, 2022 to June 30, 2022

**Unit:** Legal Services  
**Member:** Wright, Marianne  
**Job Title/Rank:** General Counsel

**Business Travel**

| Dates | Purpose, Description & Location              | Total Expenses<br>(Net of HST<br>Rebate) |
|-------|--|--|
|       | No business travel expenses for this period. | \$0.00                                   |
|       |  | \$0.00                                   |

**Conferences & Training**

| Dates              | Purpose, Description & Location  | Total Expenses<br>(Net of HST<br>Rebate) |
|--------------------|--|--|
| February 15 - 19   | York University Privacy in Employment Law E-Learning Course                                | \$1,399.16                               |
| March 31 - April 2 | York University Privacy Selected Topics in Privacy and Cybersecurity Law E-Learning Course | \$1,399.15                               |
|                    |  | \$2,798.31                               |

**Hospitality & Protocol**

| Dates | Purpose, Description & Location                       | Total Expenses<br>(Net of HST<br>Rebate) |
|-------|---|--|
|       | No hospitality and protocol expenses for this period. | \$0.00                                   |
|       |   | \$0.00                                   |

|                     |                   |
|---------------------|-------------------|
| <b>Member Total</b> | <b>\$2,798.31</b> |
|---------------------|-------------------|





**Toronto Police Service**  
**Senior Staff Expenses**  
For the period of January 1, 2022 to June 30, 2022

**Unit:** Community Safety Command  
**Member:** Yeandle, Kimberley  
**Job Title/Rank:** Former Acting Deputy Chief

**Business Travel**

| Dates    | Purpose, Description & Location                          | Total Expenses<br>(Net of HST<br>Rebate) |
|----------|--|--|
| March 30 | Toronto Fire Hall Interviews in Toronto, ON              | \$18.01                                  |
| May 22   | Swearing in Ceremony for Court of Appeals in Toronto, ON | \$12.56                                  |
|          |  | \$30.57                                  |

**Conferences & Training**

| Dates | Purpose, Description & Location                       | Total Expenses<br>(Net of HST<br>Rebate) |
|-------|---|--|
|       | No conferences and training expenses for this period. | \$0.00                                   |
|       |   | \$0.00                                   |

**Hospitality & Protocol**

| Dates  | Purpose, Description & Location  | Total Expenses<br>(Net of HST<br>Rebate) |
|--------|--|--|
| May 25 | Toronto Police Service (T.P.S.) Police Excellence Awards Ceremony in Toronto, ON                         | \$125.00                                 |
| June 9 | Ontario Women In Law Enforcement (O.W.L.E.), Celebrating 25 Years of O.W.L.E. Awards Gala in Toronto, ON | \$81.41                                  |
|        |  | \$206.41                                 |

|                     |                 |
|---------------------|-----------------|
| <b>Member Total</b> | <b>\$236.98</b> |
|---------------------|-----------------|



## Toronto Police Services Board Report

---

October 3, 2022

To: Chair and Members  
Toronto Police Services Board

From: James Ramer  
Chief of Police

**Subject: Chief's Administrative Investigation into the Firearms  
Death of Complainant 2021.74**

### **Recommendation(s):**

It is recommended that the Toronto Police Services Board (Board) receive the following report for information.

### **Financial Implications:**

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

### **Background / Purpose:**

Whenever the Special Investigations Unit (S.I.U.) investigates an incident involving death, serious injury, the discharge of a firearm at a person or an allegation of a sexual assault, provincial legislation requires the chief of police, of the relevant police service, to conduct an administrative investigation. This is the Chief's report in respect of this incident.

### **S.I.U. Terminology:**

**Complainant** – Refers to the affected person

**SO** – Subject Official

**WO** – Witness Official

**CW** – Civilian Witness

## **S.I.U. Investigative Conclusion:**

In a letter to the Chief of Police dated March 3, 2022, Director Joseph Martino of the S.I.U. advised, *“the file has been closed and no further action is contemplated. In my view, there were no reasonable grounds in the evidence to proceed with criminal charges against the official”*.

The following S.I.U. *Incident Narrative and Analysis and Directors Decision* has been reprinted from the S.I.U. Director’s report, number 21-TFD-373, which can be found via the following link:

[https://www.siu.on.ca/en/directors\\_report\\_details.php?drid=1856](https://www.siu.on.ca/en/directors_report_details.php?drid=1856)

## **S.I.U. Incident Narrative:**

*“The following scenario emerges from the evidence collected by the SIU, which included interviews with police officers who were in and around the scene of the shooting, including WO #4, present throughout the events in question. The investigation also benefitted from the eyewitness evidence of a civilian, who was also in the immediate vicinity of the shooting. Importantly, the civilian eyewitness evidence was materially consistent with the police eyewitness accounts. As was his legal right, the SO chose not to interview with the SIU or authorize the release of his notes. CW #3, the Complainant’s wife, also refused to participate in the SIU’s investigation.*

*Shortly after 12:00 p.m. of November 3, 2021, officers with the TPS Firearms Enforcement Unit (FEU) arrived at a property on Port Ryerse Road, Simcoe – the residence of the Complainant and his wife, CW #3. They had driven to the residence to execute a warrant obtained under the Criminal Code authorizing the search of the Complainant’s residence and outbuildings on the property in aid of a firearms-trafficking investigation. Firearms had been recovered in two separate police investigations, including a kidnapping, that were registered to a firearms business owned by the Complainant. In neither case had the Complainant, a gunsmith, reported the firearms stolen or missing, and thus it was suspected that he or an associate had illegally traded in firearms.*

*WO #3 of the FEU met with his team, consisting of Officer #1, the SO, WO #4, WO #1, WO #2 and WO #5, at a destination in Hagersville. They talked about the case, examined the search warrant that had been obtained, and viewed a photograph of the Complainant. Given the Complainant’s age and the absence of an indications of violence in his past, it was decided that the team would execute a ‘soft entry’ into the residence; that is, officers would knock, announce their presence, and ask to speak with the Complainant before entering the home. According to WO #4, the team leader, had there been any articulable*

*risks associated with the Complainant, consideration would have been given to a dynamic entry and the use of Emergency Task Force officers.*

*WO #4 further explained that he did not think it necessary to have OPP officers present during the execution of the search warrant. It was not unusual for officers from the FEU to travel outside their jurisdiction to execute warrants and WO #4 was confident that his team were fully qualified and equipped in this case to proceed on their own. He did contact the OPP in advance to ensure they were aware of the TPS presence and what they were doing.*

*The officers arrived in three unmarked police vehicles, parking them just south of the Complainant's residence, exited, and made their way to the home. The Complainant and his wife had just returned home from a shopping trip; the Complainant was in his workshop north of the home, and his wife was unloading groceries from their vehicle. Several officers spoke with the Complainant's wife as she made her way to the entrance of her home. They asked her where her husband was, and she answered he was in the workshop.*

*In the workshop with the Complainant at the time was a client - CW #2. CW #2 had recently purchased a Norinco 1911-A1 compact .45 calibre pistol, and had brought it in to the Complainant for a repair. His intention had been to drop it off and return for it later, but the Complainant convinced him to wait as the repair would only take about 15 minutes. CW #2 provided the Complainant the gun in a gun case, and observed as the Complainant performed the repair. The Complainant was putting the pistol together again – the magazine had not been reinserted in the firearm but it looked like a complete gun – when he heard sound from behind him.*

*The sound was coming from the approach of FEU officers – the SO, followed closely by WO #4. The officers called out, "Police, search warrant," and, "Put your hands up," as they neared and entered the workshop's pedestrian door. CW #2 surmised that it was the police and raised his hands.*

*With their guns drawn, the SO and WO #4 quickly turned their attention to the Complainant, seated by a workbench to the left of the pedestrian door. The Complainant did not raise his hands at the officers' repeated direction. Within seconds of their entry, he reached with his right hand towards the workbench, retrieved CW #2's firearm, and turned with it in the officers' direction as they yelled at him to "drop the gun". The SO fired his gun – a Glock .40 calibre semi-automatic – four times in rapid succession, striking the Complainant and knocking him off his chair onto his back. The time was about 12:15 p.m.*

*Following the shooting, the officers escorted CW #2 out of the workshop, placed him on the ground and handcuffed him to the back. He was later released. WO #3 and WO #1 entered the garage and rendered care to the Complainant, including the administration of CPR.*

*Paramedics attended the address and took over the Complainant's care. He was transported to hospital and declared deceased at 1:17 p.m.*

### **Cause of Death**

*The pathologist at autopsy was of the preliminary view that the Complainant's death was attributable to "multiple gunshot wounds". The Complainant had suffered wounds to the head, torso and hands".*

### **Analysis and Director's Decision:**

*"On November 3, 2021, the Complainant died as the result of gunshot wounds inflicted by a TPS officer. The officer in question – the SO – was identified as a subject official for purposes of the ensuing SIU investigation. The investigation is now concluded. On my assessment of the evidence, there are no reasonable grounds to believe that the SO committed a criminal offence in connection with the shooting and death of the Complainant.*

*Pursuant to section 34 of the Criminal Code, force used in the defence of oneself or another from a reasonably apprehended attack, actual or threatened, is legally justified if the force was itself reasonable. The reasonableness of the force is to be assessed against all the relevant circumstances, including such considerations as the nature of the force or threat; the extent to which the use of force was imminent and whether there were other means available to respond to the potential use of force; whether any party to the incident used or threatened to use a weapon; and, the nature and proportionality of the person's response to the use or threat of force. In my view, the SO was within his rights under section 34 in discharging his firearm.*

*The SO was lawfully placed throughout the series of events culminating in the shooting. The team of FEU officers had travelled to the Complainant's residence to search the property on the strength of a facially valid warrant obtained under the Criminal Code authorizing the search by TPS officers. In obtaining the warrant, the police would have satisfied a justice that there were reasonable grounds to believe that evidence of a criminal offence would be found on the property, in this case, evidence of illegally trafficked firearms.*

*I am further satisfied that the FEU officers, including the SO, comported themselves reasonably in the execution of the warrant. In order to ensure there was no confusion as to what they were doing outside their home jurisdiction, they had contacted the OPP to notify them of their intentions. The team had decided on a 'soft entry', as opposed to a 'hard entry' or 'dynamic entry', wherein officers would knock on the door and ask to speak to the Complainant before conducting their search, properly taking into account the Complainant's*

*age and the absence of any documented violence in his past. That is precisely what they did, first, in respect of the Complainant's wife by the front of the home, and then in relation to the Complainant, in respect of whom the evidence indicates that the SO and WO #4 approached the workshop announcing their status as 'police' with a search warrant. It is true that the SO and WO #4 entered the workshop with their guns drawn and immediately asked that the Complainant and CW #2 raise their hands, but these would appear to have been reasonable precautions in the circumstances. They were, after all, investigating a serious criminal offence and had reason to believe that there would likely be firearms in the workshop – the Complainant was a gunsmith.*

*While the SIU is without first-hand evidence of the SO's state of mind at the time the shots were fired – the officer having exercised his right to remain silent – I am persuaded on the basis of the prevailing circumstances that he fired his weapon to protect himself, and, possibly, WO #4, from a reasonably apprehended assault. For whatever reason, the Complainant ignored the officers' direction that he raise his hands. It would seem unlikely that he was mistaken as to who had entered his workshop. To reiterate, the officers had announced their presence, and they were wearing vests with the word 'police' on the front and back. And CW #2, also in the workshop, had quickly and correctly grasped that they were dealing with police officers, and promptly raised his hands. Thereafter, again for reasons that are unknown, the Complainant retrieved a gun that he had been working on – the one CW #2 had brought in for repair – from a nearby workbench, refused to put it down at the officers' insistence, and pointed it in the direction of the officers. WO #4, standing beside the SO and similarly situated to his colleague, says that he feared for their lives at that moment, and that he was just about to fire his weapon to defend himself when he heard his colleague's firearm being discharged. On this record, there is little doubt that the SO would have felt the same way.*

*With respect to the force used by the SO, namely, the discharge of four rounds from his firearm at the Complainant, the evidence does not reasonably establish that it was excessive force. In fact, at a distance of no more than a few metres from the Complainant, it is difficult to imagine what else the SO could have done to protect himself. As it turns out, the firearm in the Complainant's hand was not in condition to be fired at the time, but the SO would not have known that. The gun looked like it was operable. Certainly, that was the distinct impression of WO #4 and CW #2, the latter of whom was shocked to see the Complainant retrieve and point the firearm as he did. In the circumstances, in the split seconds in which the SO had to make a life-and-death decision, I am unable to fault the officer for choosing to meet a reasonably apprehended threat of imminent and lethal force with a resort to lethal force of his own. Given the speed with which events unfolded inside the workshop, no more than about five to ten seconds on the estimate of the civilian eyewitness from the time the officers entered until the shooting, and less than that from the moment the*

*Complainant took hold of the gun, retreat or withdrawal to a position of cover were not realistic options. Nor, given the rapidity of the shots, is there evidence to reasonably believe that the threat level had materially changed throughout the gunfire.*

*In the result, as there are no reasonable grounds to believe that the force used by the SO was not legally justified, there is no basis for proceeding with criminal charges in this case against the officer”.*

### **Summary of the Toronto Police Service’s Investigation:**

Professional Standards-Firearm Discharge Investigators (F.D.I.) conducted an administrative investigation as is required by Provincial Legislation.

This investigation examined the circumstances of the firearm death in relation to the applicable legislation, policing services provided, procedures, and the conduct of the involved officers.

The F.D.I. investigation reviewed the following Toronto Police Service (T.P.S.) procedures:

- Procedure 01-01 (Arrest);
- Procedure 01-02 (Search of Persons);
- Procedure 01-03 (Persons in Custody);
- Procedure 02-18 (Executing a Search Warrant);
- Procedure 04-16 (Death in Police Custody);
- Procedure 05-21 (Firearms);
- Procedure 08-03 (Injured on Duty Reporting);
- Procedure 08-04 (Members Involved in a Traumatic Critical Incident);
- Procedure 10-05 (Incidents Requiring the Emergency Task Force);
- Procedure 10-06 (Medical Emergencies);
- Procedure 13-16 (Special Investigations Unit);
- Procedure 13-17 (Notes and Reports);
- Procedure 15-01 (Incident Response (Use of Force/De-Escalation));
- Procedure 15-02 (Injury/Illness Reporting);
- Procedure 15-03 (Service Firearms).

The F.D.I. investigation also reviewed the following legislation:

- *Special Investigations Unit Act, 2019*;
- Ontario Regulation 926 14.2 – Use of Force Qualifications;
- Ontario Regulation 926 (9) – Discharge Firearm;
- Ontario Regulation 926 14.5(1) – Use of Force Report.

The F.D.I. investigation determined that the T.P.S.'s policies and procedures associated with this custody injury were lawful, in keeping with current legislation, and written in a manner which provided adequate and appropriate guidance to the members. None of the examined policies and procedures required modification.

The T.P.S. S.I.U. Liaison investigation determined the conduct of the designated officers was in compliance with applicable provincial legislation regarding the Standards of Conduct and applicable T.P.S. procedures.

Staff Superintendent Peter Code, Professionalism and Accountability, will be in attendance to answer any questions that the Board may have regarding this report.

Respectfully submitted,

James Ramer, O.O.M.  
Chief of Police

\*original copy with signature on file in Board office\*





## Toronto Police Services Board Report

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October 3, 2022

To: Chair and Members  
Toronto Police Services Board

From: James Ramer  
Chief of Police

**Subject: Chief's Administrative Investigation into the Custody Injury of Complainant 2022.01**

### **Recommendation(s):**

It is recommended that the Toronto Police Services Board (Board) receive the following report for information.

### **Financial Implications:**

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

### **Background / Purpose:**

Whenever the Special Investigations Unit (S.I.U.) investigates an incident involving serious injury, death, the discharge of a firearm at a person or an allegation of a sexual assault, provincial legislation requires the chief of police, of the relevant police service, to conduct an administrative investigation. This is the Chief's report in respect of this incident.

### **S.I.U. Terminology:**

**Complainant** – Refers to the affected person

**SO** – Subject Official

**WO** – Witness Official

## **S.I.U. Investigative Conclusion:**

In a letter to the Chief of Police dated May 17, 2022, Director Joseph Martino of the S.I.U. advised, *“the file has been closed and no further action is contemplated. In my view, there were no reasonable grounds in the evidence to proceed with criminal charges against the official.*

The following S.I.U. *Incident Narrative and Analysis and Directors Decision* has been reprinted from the S.I.U. Director’s report, number 22-TCI-011, which can be found via the following link:

[https://www.siu.on.ca/en/directors\\_report\\_details.php?drid=1949](https://www.siu.on.ca/en/directors_report_details.php?drid=1949)

## **S.I.U. Incident Narrative:**

*“The following scenario emerges from the evidence collected by the SIU, which included interviews with the Complainant and the SO.*

*In the morning of January 16, 2022, the SO and WO #1 were dispatched to a convenience store at 2200 Martin Grove Road, Toronto. The store clerk had contacted police about a theft that had just occurred at the store. Prior to the SO’s arrival in a separate cruiser, WO #1 had spoken with the clerk about the theft and obtained a description of the suspect. The officers were met at the store by WO #7, who was at the store on an unrelated matter when the theft occurred. He had followed the suspect’s vehicle to a location on Provence Trail, and had returned to the store where he asked the SO and WO #1 to follow him.*

*The Complainant had been in the store and was the subject of the theft complaint. He was seated in the front passenger seat of a vehicle, parked curbside on Provence Trail, with an acquaintance occupying the driver’s seat when their vehicle was surrounded by the cruisers of the SO and WO #1.*

*The SO positioned his cruiser on an angle in front of the front passenger side of the Complainant’s vehicle. The officer left his cruiser and ordered the Complainant out of the vehicle at gunpoint. The Complainant exited the vehicle and lowered himself to the ground at the SO’s direction, after which the officer handcuffed him behind the back.*

*WO #1 arrested the driver of the vehicle without incident and placed him in her cruiser for transportation back to the station.*

*After his arrest, the Complainant was placed in the SO’s cruiser, taken back to the station, and lodged in a cell. In the early morning hours of the following day,*

*concerned that he had consumed illicit substances that he had secreted on his person, officers arranged to have the Complainant sent to hospital.*

*In the early morning hours of the following day, while still in hospital, the Complainant was diagnosed with a brain bleed”.*

### **Analysis and Director’s Decision:**

*“The Complainant was diagnosed with a serious injury on January 17, 2022. As he was in the custody of the TPS at the time, the SIU was notified and initiated an investigation. The SO was identified as the subject official. On my assessment of the evidence, there are no reasonable grounds to believe that the SO committed a criminal offence in connection with the Complainant’s injury.*

*Pursuant to section 25(1) of the Criminal Code, police officers are immune from criminal liability for force used in the course of their duties provided such force was reasonably necessary in the execution of an act that they were required or authorized to do by law.*

*The SO was proceeding to lawfully arrest the Complainant when he approached the vehicle the Complainant was in and took him into custody. Based on the evidence of the store clerk and WO #7, the latter having tracked the Complainant from the store to the site of the arrest, I am satisfied the officer had a lawful basis to effect an arrest in connection with the incident at the store.*

*The Complainant contends that he was subjected to excessive force by the SO in the course of the arrest and attributes his injury to this force.*

*The SO denies using excessive force in the course of the arrest. The officer indicates that the Complainant complied fully with his directions and that he did not have occasion to use force other than by way of the contact that was necessary to handcuff the Complainant’s arms behind his back.*

*Mindful of the need for charging authorities to restrict their assessment of the strength of competing evidence to threshold considerations to avoid usurping the role of the court as the ultimate arbiters of fact and law, I remain unsatisfied that the Complainant’s evidence is sufficiently cogent to warrant being put to the test by a trier-of-fact. There were aspects of his account that were materially at odds with the clear weight of the evidence. And the injury, which might otherwise have been useful in buttressing his rendition of events, provided only equivocal support for the proposition that the SO employed more force than was necessary during the Complainant’s arrest. Though it was caused by trauma of some type, the medical evidence left open the possibility of the trauma having been inflicted at some point prior to the time of his arrest. There were other frailties associated with the Complainant’s account of what occurred.*

*In the result, there are no reasonable grounds to believe that the SO comported himself unlawfully in his dealings with the Complainant. Accordingly, there is no basis to proceed with criminal charges in this case”.*

### **Summary of the Toronto Police Service’s Investigation:**

The Professional Standards-S.I.U. Liaison Unit (S.I.U. Liaison) conducted an administrative investigation as is required by Provincial Legislation.

This investigation examined the circumstances of the custody injury in relation to the applicable legislation, policing services provided, procedures, and the conduct of the involved officers.

The S.I.U. Liaison investigation reviewed the following Toronto Police Service (T.P.S.) procedures:

- Procedure 01-01 (Arrest);
- Procedure 01-02 (Search of Persons);
- Procedure 01-03 (Persons in Custody);
- Procedure 10-06 (Medical Emergencies);
- Procedure 13-16 (Special Investigations Unit);
- Procedure 13-17 (Notes and Reports);
- Procedure 15-01 (Incident Response (Use of Force/De-Escalation));
- Procedure 15-02 (Injury/Illness Reporting);
- Procedure 15-17 (In-Car Camera System);
- Procedure 15-20 (Body-Worn Camera).

The S.I.U. Liaison investigation also reviewed the following legislation:

- *Special Investigations Unit Act, 2019.*

The S.I.U. Liaison investigation determined that the T.P.S.’s policies and procedures associated with this custody injury were lawful, in keeping with current legislation, and written in a manner which provided adequate and appropriate guidance to the members. None of the examined policies and procedures required modification.

The S.I.U. Liaison investigation determined the conduct of two designated officers was not in compliance with Procedures 15-17 (In-Car Camera System) and 15-20 (Body-Worn Camera). Specifically, two officers involved in this event failed to activate their In-Car Camera System and failed to activate their Body-Worn Cameras as is required by procedure.

An internal investigation was initiated and misconduct was substantiated against both officers. This matter was dealt with at unit level.

Staff Superintendent Peter Code, Professionalism and Accountability, will be in attendance to answer any questions that the Board may have regarding this report.

Respectfully submitted,

James Ramer, O.O.M.  
Chief of Police

\*original copy with signature on file in Board office\*



## Toronto Police Services Board Report

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October 3, 2022

To: Chair and Members  
Toronto Police Services Board

From: James Ramer  
Chief of Police

**Subject: Chief's Administrative Investigation into the Custody Injury of Complainant 2022.09**

### **Recommendation(s):**

It is recommended that the Toronto Police Services Board (Board) receive the following report for information.

### **Financial Implications:**

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

### **Background / Purpose:**

Whenever the Special Investigations Unit (S.I.U.) investigates an incident involving death, serious injury, the discharge of a firearm at a person or an allegation of a sexual assault, provincial legislation requires the chief of police, of the relevant police service, to conduct an administrative investigation. This is the Chief's report in respect of this incident.

### **S.I.U. Terminology:**

**Complainant** – Refers to the affected person

**SO** – Subject Official

**WO** – Witness Official

**CEW** – Conducted Energy Weapon

**BWC** – Body Worn Camera

## **S.I.U. Investigative Conclusion:**

In a letter to the Chief of Police dated June 10, 2022, Director Joseph Martino of the S.I.U. advised, *“the file has been closed and no further action is contemplated. In my view, there were no reasonable grounds in the evidence to proceed with criminal charges against the three officials”*.

The following S.I.U. *Incident Narrative and Analysis and Directors Decision* has been reprinted from the S.I.U. Director’s report, number 22-TCI-041, which can be found via the following link:

[https://www.siu.on.ca/en/directors\\_report\\_details.php?drid=1994](https://www.siu.on.ca/en/directors_report_details.php?drid=1994)

## **S.I.U. Incident Narrative:**

*The following scenario emerges from the evidence collected by the SIU, which included interviews with the Complainant and a number of officers present at the time of his arrest. The material events in question were also largely captured by police BWCs. As was their legal right, none of the subject officials chose to interview with the SIU or authorize the release of their notes.*

*In the early morning of February 12, 2022, the Complainant was in the area of Yonge Street and Sheppard Avenue West when he was confronted by police officers. He immediately ran north on the west side of Yonge Street with the officers in foot pursuit. Past the McDonald’s on the northwest corner of the intersection, the Complainant turned to run west along a pathway until its end, at which point he headed north along another pathway towards Harlandale Avenue. Once on Harlandale Avenue, the Complainant travelled east a short distance before he was struck in the back by the probes of a CEW that had been fired by one of the officers.*

*The officers in pursuit were SO #1 and SO #2. Earlier that morning, they had responded to the scene of an assault at a residence in the area of Yonge Street and Sheppard Avenue. A resident of the home had reported being assaulted by the Complainant, who had left the premises before the officers’ arrival. While on patrol in the area, the officers had observed the Complainant in the area of Yonge Street and Sheppard Avenue West. They parked their cruiser, disembarked, and began to chase after the Complainant.*

*SO #2 was the lead officer in pursuit. As the officer chased the Complainant northward on the pathway towards Harlandale Avenue, he fired his CEW. The discharge had no effect on the Complainant, who continued his flight onto Harlandale Avenue. Once on Harlandale Avenue running east, SO #2 fired his CEW again. This time, the discharge appeared to temporarily immobilize the Complainant before he fell to the ground by the driver’s side of a vehicle parked*

*curbside on the south side of Harlandale Avenue.*

*SO #2 and SO #1 quickly reached the Complainant on the ground and engaged in a protracted struggle with him to secure his arms. They were soon joined by WO #1 and SO #3, the latter physically intervening to assist SO #1 and SO #2 with the Complainant. SO #1 delivered two knee strikes to the Complainant's torso and multiple punches to his torso and head. The Complainant was also struck by two kicks to the back, likely, but not definitively, by SO #3. Following the last of these strikes, the Complainant's arms were handcuffed behind his back by the officers.*

*The Complainant was assisted to his feet and escorted by the officers to the driver's side hood of WO #1 and SO #3's cruiser where he was searched.*

*A further struggle ensued moments later as SO #2 and SO #1 were walking the Complainant east along Harlandale Avenue towards the front of their cruiser, which had been driven to the scene by WO #2. The Complainant yanked his body to the right, or southward, attempting to free himself from the officers' hold. SO #2 and SO #1 decided to take the Complainant to the ground. In the process, it appears the officers lost their balance on the slippery road and tumbled with the Complainant onto a snowbank. Leg restraints were affixed on the Complainant, who was again lifted to his feet, escorted to SO #2 and SO #1's cruiser, and placed in the rear.*

*The Complainant was transported to hospital in ambulance from the scene. He was ultimately diagnosed with left and right-sided rib fractures”.*

### **Analysis and Director's Decision:**

*“The Complainant was seriously injured in the course of his arrest by TPS officers on February 12, 2022. Three of the officers – SO #1, SO #2 and SO #3 – were identified as the subject officials in the ensuing SIU investigation. The investigation is now concluded. On my assessment of the evidence, there are no reasonable grounds to believe that the subject officials committed a criminal offence in connection with the Complainant's arrest and injuries.*

*Pursuant to section 25(1) of the Criminal Code, police officers are immune from criminal liability for force used in the course of their duties provided such force was reasonably necessary in the execution of an act that they were required or authorized to do by law.*

*I am satisfied that the Complainant was subject to arrest. The officers, having investigated the assault call and spoken with the alleged victim, had reason to believe that he had just perpetrated a violent assault with the use of a weapon –*



*a pair of scissors.*

*I am further satisfied that the nature and extent of the force used by the officers in aid of the Complainant's arrest was legally justified. When the Complainant ran from the officers on Yonge Street and then ultimately onto Harlandale Avenue, it was clear that he was intent on evading apprehension. The use of the CEW by SO #2 appears to have a reasonable tactic if the officers were going to catch the Complainant without inflicting serious injury. Once on the ground, there is no doubt that the strikes delivered by SO #1 amounted to significant force. That said, he and SO #2 were up against an individual strenuously resisting arrest whom the officers had cause to fear could be armed with a weapon. It was imperative in the circumstances that the Complainant be subdued as quickly as possible. In this context, I am unable to reasonably conclude that SO #1 used excessive force. Indeed, it was only after the final blow had been struck that the Complainant uttered words to the effect of, "Alright, alright," indicating he was prepared to surrender at that time. The same may essentially be said of the kicks that SO #3 seemingly delivered as the struggle on the ground was unfolding. Lastly, the grounding that occurred as SO #1 and SO #2 were escorting the Complainant to their cruiser was made reasonably necessary by the Complainant's continued resistance. Though handcuffed, he had attempted to pull free from the officers, and then continued to struggle against their efforts to bring him within their control. A takedown in such circumstances made sense in order to quell the Complainant's fight and place him in a position where the officers could better manage his combativeness.*

*In the result, while I accept that the Complainant's serious injuries were incurred in the physical altercation that marked his arrest, there are no reasonable grounds to believe they are attributable to unlawful conduct on the part of SO #1, SO #2 and/or SO #3. Accordingly, there is no basis for proceeding with charges in this case, and the file is closed".*

### **Summary of the Toronto Police Service's Investigation:**

The Professional Standards-S.I.U. Liaison (S.I.U. Liaison) conducted an administrative investigation as is required by Provincial Legislation.

This investigation examined the circumstances of the custody injury in relation to the applicable legislation, policing services provided, procedures, and the conduct of the involved officers.

The S.I.U. Liaison investigation reviewed the following Toronto Police Service (T.P.S.) procedures:

- Procedure 01-01 (Arrest);
- Procedure 01-02 (Search of Persons);

- Procedure 01-03 (Persons in Custody);
- Procedure 10-06 (Medical Emergencies);
- Procedure 13-16 (Special Investigations Unit);
- Procedure 13-17 (Notes and Reports);
- Procedure 15-01 (Incident Response (Use of Force/De-Escalation));
- Procedure 15-02 (Injury/Illness Reporting);
- Procedure 15-17 (In-Car Camera System);
- Procedure 15-20 (Body-Worn Camera).

The S.I.U. Liaison investigation also reviewed the following legislation:

- *Special Investigations Unit Act, 2019.*

The S.I.U. Liaison Unit investigation determined that the T.P.S.'s policies and procedures associated with this custody injury were lawful, in keeping with current legislation, and written in a manner which provided adequate and appropriate guidance to the members. None of the examined policies and procedures required modification.

The S.I.U. Liaison investigation determined the conduct of the designated officers was in compliance with applicable provincial legislation regarding the Standards of Conduct and applicable T.P.S. procedures.

Staff Superintendent Peter Code, Professionalism and Accountability, will be in attendance to answer any questions that the Board may have regarding this report.

Respectfully submitted,

James Ramer, O.O.M.  
Chief of Police

\*original copy with signature on file in Board office\*



## Toronto Police Services Board Report

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October 3, 2022

To: Chair and Members  
Toronto Police Services Board

From: James Ramer  
Chief of Police

**Subject: Chief's Administrative Investigation into the Discharge of a Firearm at a Person Complainant 2022.17**

### **Recommendation(s):**

It is recommended that the Toronto Police Services Board (Board) receive the following report for information.

### **Financial Implications:**

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

### **Background / Purpose:**

Whenever the Special Investigations Unit (S.I.U.) investigates an incident involving death, serious injury, the discharge of a firearm at a person or the allegation of a sexual assault, provincial legislation requires the chief of police, of the relevant police service, to conduct an administrative investigation. This is the Chief's report in respect of this incident.

### **S.I.U. Terminology:**

**Complainant** – Refers to the Affected Person

**SO** – Subject Official

**WO** – Witness Official

**TPS** – Toronto Police Service

**CEW** – Conducted Energy Weapon

**MHA** – *Mental Health Act*

## **S.I.U. Investigative Conclusion:**

In a letter to the Chief of Police dated July 29, 2022, Director Joseph Martino of the S.I.U. stated, *“the file has been closed and no further action is contemplated. In my view, there were no reasonable grounds in the evidence to proceed with criminal charges against the official.”*

The following S.I.U. *Incident Narrative and Analysis and Directors Decision* has been reprinted from the S.I.U. Director’s report, number 22-TFP-100, which can be found in its entirety via the following link:

[https://www.siu.on.ca/en/directors\\_report\\_details.php?drid=2063](https://www.siu.on.ca/en/directors_report_details.php?drid=2063)

## **S.I.U. Incident Narrative:**

*“In the early morning hours of April 4, 2022, while conducting a paid-duty policing stint in the area of Dundas Street East and Victoria Street, Toronto, WO #1’s attention was drawn to the Complainant. The Complainant was in crisis. Seated on the sidewalk on the southwest corner of the intersection, his legs wrapped around the crosswalk pole, the Complainant was cutting his wrists with a razor blade. The officer spoke with the Complainant at a distance to de-escalate the situation. A highly agitated Complainant could not be assuaged – he refused to drop the blade and held it up to his neck. WO #1 radioed what was occurring and sought the assistance of other officers.*

*Additional officers arrived on scene. Among them, armed with a less lethal shotgun, was the SO. At about 2:57 a.m., as the Complainant began to aggressively cut his wrist, the SO fired his weapon. The bean bag round struck the Complainant in the chest. Shortly thereafter, WO #2 discharged his OC spray at the Complainant and WO #3 fired his CEW. The Complainant was incapacitated and swarmed by the officers, who were able to handcuff him without further incident.*

*The Complainant was taken from the scene to hospital in an ambulance. He does not appear to have suffered any serious physical injuries.”*

## **Analysis and Director’s Decision:**

*“On April 4, 2022, the Complainant was struck by a projectile fired by a TPS officer from a less lethal shotgun. The SIU was notified of the incident and initiated an investigation. The SO – the officer who fired the shotgun – was identified as the subject official. The investigation is now concluded. On my assessment of the evidence, there are no reasonable grounds to believe that the SO committed a criminal offence in connection with the incident.*

*Pursuant to section 25(1) of the Criminal Code, police officers are immune from criminal liability for force used in the course of their duties provided such force was reasonably necessary in the execution of an act that they were required or authorized to do by law.*

*The SO, as were the other involved officers, was lawfully placed and engaged in the execution of his duties at the time of the incident. The Complainant was clearly subject to apprehension under section 17 of the MHA given his very apparent mental distress and acts of self-harm.*

*The force used by the SO, namely, the use of his less lethal shotgun, was legally justified. It would not have been prudent to physically engage the Complainant given his erratic behaviour and the presence of the razor blade. Nor were continued negotiations in the cards. The Complainant had already cut himself and was in the act of doing even more damage to his wrists with the blade. The officers had to act immediately to incapacitate him if they were going to preserve his life from grievous bodily harm or death and take him into custody. In the circumstances, the use of the less lethal shotgun was a commensurate response to the exigencies of the situation. Indeed, together with the CEW and OC spray, the shotgun impact appears to have done its part in sufficiently neutralizing the Complainant to allow for the officers' safe approach to effect the arrest.*

*In the result, as there are no grounds to believe that the SO comported himself other than lawfully in the use of his less lethal shotgun, there is no basis for proceeding with criminal charges in this case. The file is closed."*

### **Summary of the Toronto Police Service's Investigation:**

The Professional Standards – S.I.U. Liaison (S.I.U. Liaison) conducted an administrative investigation as required by Provincial legislation.

This investigation examined the circumstances of this firearms discharge in relation to the applicable legislation, policing services provided, procedures, and the conduct of the involved officers.

The S.I.U. Liaison investigation reviewed the following Toronto Police Service (T.P.S.) procedures:

- Procedure 01-01 (Arrest);
- Procedure 01-02 (Search of Persons);
- Procedure 06-04 (Persons In Crisis);
- Procedure 06-13 (Mobile Crisis Intervention Team (MCIT));
- Procedure 10-05 (Incidents Requiring the Emergency Task Force);
- Procedure 10-06 (Medical Emergencies);

- Procedure 13-16 (Special Investigations Unit);
- Procedure 13-17 (Notes and Reports);
- Procedure 15-01 (Incident Response (Use of Force/De-Escalation));
- Procedure 15-06 (Less Lethal Shotguns);
- Procedure 15-09 (Conducted Energy Weapons);
- Procedure 15-20 (Body-Worn Camera)

The S.I.U. Liaison investigation also reviewed the following legislation:

- *Special Investigations Unit Act, 2019*

The S.I.U. Liaison investigation determined that the T.P.S.'s policies and procedures associated with this firearm discharge were lawful, in keeping with current legislation, and written in a manner which provided adequate and appropriate guidance to the members. None of the examined policies and procedures required modification.

The S.I.U. Liaison investigation determined the conduct of the designated officers was in compliance with applicable provincial legislation regarding the Standards of Conduct and applicable T.P.S. procedures.

Staff Superintendent Peter Code, Professionalism and Accountability, will be in attendance to answer any questions that the Board may have regarding this report.

Respectfully submitted,

James Ramer, O.O.M.  
Chief of Police

\*original copy with signature on file in Board office\*



## POLICE SERVICES BOARD

September 22<sup>nd</sup>, 2022

To All Ontario Police Services Boards:

The Municipality of East Ferris Police Services Board is concerned that not enough is being done to protect children getting on and off school buses. Since the beginning of the 2022 school year, all school buses operating in Ontario have been equipped with a new eight-light amber light system, as well as text added to the back of the bus to remind drivers not to pass when the red lights are flashing. These changes are all intended to help drivers do the right thing. Unfortunately, the results since the beginning of this school year show no change in driver behavior. The East Ferris Police Services Board is convinced we must now proceed with the addition of the third component of the school bus safety program: camera equipped stop arms to ensure safety compliance.

A recent study by Nipissing-Parry Sound Student Transportation Services regarding illegal school bus passing found 552 incidents for the school year 2021 / 22 or 2.95 per school day. As part of the "Let's Remember Adam" campaign in the Municipality of East Ferris, illegal passing noted in the first three weeks of the 2022 / 23 school year by buses carrying East Ferris children shows no change in driver behavior. Therefore, it is time to move to Step 3: mandatory installation of cameras on all school buses. For change to happen, education plus enforcement are needed. The East Ferris Police Services Board is asking all Police Services Boards, given their mandate to ensure safety and well-being, to bring forward to their next Police Services Board Meeting the following resolution to adopt and circulate to the appropriate parties in their area.

*WHEREAS in Ontario it is unlawful for a stopped school bus to fail to stop when the red overhead lights or the stop arm is activated, and*

*WHEREAS, an eight-light yellow and red light system and education campaign to encourage drivers to stop is now in place in Ontario, and*

*WHEREAS data collected to date by the East Ferris Police Services Board indicates that there has been no change in driver habits since the beginning of the 2022 school year; and  
WHEREAS over 837,000 students travel in a school vehicle in Ontario each school day; and*



*WHEREAS the East Ferris Police Services Board believes that school buses should be as safe as possible and that safety standards should be higher than they are;*

*THEREFORE BE IT RESOLVED that the Police Services Board of the Municipality of East Ferris request the Attorney General of Ontario to enforce laws that protect students by prohibiting drivers from passing a school bus when dropping off or picking up passengers.*

*FURTHER, that the Attorney General request that the appropriate provincial government officials review recent proposed changes to school bus regulations by Transport Canada regarding required equipment, including:*

- Infraction cameras*
- Extended stop sign arms*
- 360 degree exterior cameras*

*FURTHER, that the Attorney General examine the application of camera and fine collection technologies similar to those used on electronically controlled toll highways to ensure that no offending driver is excluded from the law.*

*FURTHER, that a copy of this resolution be forwarded to Nipissing MPP Vic Fedeli, local school boards and the Ontario Good Roads Association.*

In closing, the Municipality of East Ferris Police Services Board wish to thank you for your support on this matter.

Regards,

*Pauline Rochefort*  
Pauline Rochefort, Chair  
East Ferris Police Services Board



**Toronto Police Services Board  
Public Meeting  
November 14, 2022**

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**\*\* Speakers' List \*\***

**Opening of the Meeting**

- 2. Contract Award to OnX Enterprise Solutions Ltd. for Information Technology Infrastructure Hardware, Software and Services**

Deputation: Kris Langenfeld (virtual)
  
- 3. Environics Analytics –Contract Extension**

Deputation: Kris Langenfeld (virtual)
  
- 5. Budget Variance Reports**

Deputations: Miguel Avila (in person)  
Derek Moran ([written submission included](#)) (in person)  
Kris Langenfeld (virtual)
  
- 6. Semi-Annual Report: Publication of Expenses – January 1 to June 30, 2022**

Deputations: Miguel Avila (in person)  
Derek Moran ([written submission included](#)) (in person)  
Kris Langenfeld (virtual)
  
- 7. Chief's Administrative Investigation Reports**

Deputation: Nicole Corrado ([written submission only](#))

**8. Correspondence to all Ontario Police Services Boards**

Deputation: Kris Langenfeld (virtual)

I just wanna say by me speaking at this meeting this shall not be deemed to be in any way my consent express or implied and doing so is fraud, God Bless *His* Majesty the King, and long live *His* Majesty the King, and if the Corporation of the City of Toronto Operating As: JOHN TORY is getting set to bring back mask mandates, if I have ever led anyone to believe that I am a "PERSON" as defined in the Toronto Municipal Code – then that would be a MISTAKE, and that I ask 'Operating As: JOHN TORY' to please FORGIVE ME?

So in this report it mentions that - "Even though the majority of (Covid) restrictions have been lifted, there is an on-going need to purchase gloves, *masks*, sanitizer and other supplies, equipment and services to keep our members, their workspace, their vehicles and equipment, free from contamination."

On March 10, 2022, The Post Millennial reported that - "Ford may reintroduce masks in November. According to a source on the condition that they remain anonymous, high-level talks have already been held regarding the matter."

<https://thepostmillennial.com/ford-may-reintroduce-masks-in-november-source/?fbclid=IwAR2n6fVDVkkUk8bOYRIPuWU6CJfOu-bxNaAe99zpeC3SCeGNfNYjG95gMg>

On March 18, 2020, Oliver Moore of the Globe and Mail wrote in an article that: "...the TTC continued to cite public-health advice that masks can do more harm than good."

[https://www.theglobeandmail.com/canada/toronto/article-ridership-on-go-transit-falls-80-per-cent-as-coronavirus-hits-public/?fbclid=IwAR1xgkN5DE1BdAW07Tc-SiCa\\_vroaROoGbgqLHFca5zhXEzh0tmCT2ZdJOfQ](https://www.theglobeandmail.com/canada/toronto/article-ridership-on-go-transit-falls-80-per-cent-as-coronavirus-hits-public/?fbclid=IwAR1xgkN5DE1BdAW07Tc-SiCa_vroaROoGbgqLHFca5zhXEzh0tmCT2ZdJOfQ)



TTC Media Relations

@TTCNewsroom

The #TTC is changing policies. Also lending support to important City efforts to combat the spread of #COVID19 among our most vulnerable. It's a dynamic and evolving issue and we constantly assess our response in consultation with public health experts.

1. Direction has been given to implement all-door boarding on all vehicles. This will be communicated immediately and implemented over the next 24 hours. Customers should still tap their PRESTO card when boarding a vehicle or entering a station. This change is being made to avoid creating pinch points at single door entry and allow for further social distancing among customers and between customers and operators.

2. Toronto Public Health, Toronto Community Housing, Toronto Transit Commission and the City of Toronto are working together to keep the city's most vulnerable safe. Starting shortly, when community housing clients are identified as symptomatic with COVID-19, Wheel-Trans will transport the patients to a healthcare centre for testing and then to an isolation centre if required. Operators who undertake this work will be outfitted with appropriate Personal Protective Equipment (PPE), as will patients, as outlined by Toronto Public Health guidelines. Wheel-Trans will dedicate vehicles to these trips and will undergo intense cleaning protocols.

As well, in the interim, the TTC is working closely with Toronto Community Housing to help them ensure all of their vehicles are properly cleaned and maintained to the same standard as TTC vehicles.

3. TTC employees who choose to wear their own masks while working will be permitted to do so. The TTC takes the health and safety of its employees and customers very seriously, and is in daily communication with Toronto Public Health (TPH). TPH continues to advise against wearing masks for healthy individuals and has noted that masks may in fact increase risk as they can lead to individuals touching their face more often than necessary. However, going forward employees who choose to wear additional PPE will not be asked to remove it. The TTC has determined that, for the comfort of employees, and to ensure continuity of transit service for those who need it at this time, it will not restrict employees from wearing masks while at work.

Wheel-Trans operators will have access to supplied and properly fitted masks for hospital trips.

[https://twitter.com/TTCNewsroom/status/1240381085239980032?ref\\_src=twsrc%5Etfw%7Ctwcamp%5Etweetembed%7Ctwterm%5E1240381085239980032%7Ctwgr%5E%7Ctwcon%5Es1\\_%26ref\\_url=https%3A%2F%2Fglobalnews.ca%2Fnews%2F6699328%2Fcoronavirus-ttc-employees-face-masks-vehicle-boarding%2F](https://twitter.com/TTCNewsroom/status/1240381085239980032?ref_src=twsrc%5Etfw%7Ctwcamp%5Etweetembed%7Ctwterm%5E1240381085239980032%7Ctwgr%5E%7Ctwcon%5Es1_%26ref_url=https%3A%2F%2Fglobalnews.ca%2Fnews%2F6699328%2Fcoronavirus-ttc-employees-face-masks-vehicle-boarding%2F)

Dr. David Williams: "...our **PROTOCOLS**, with respiratory conditions throughout the season, we've **NEVER** recommended the wearing of masks in public...one of the problems with wearing the mask is as both Dr. de Villa and Dr. Yaffe alluded to, is i see people wearing the mask, and then they're handling stuff, and they put their hand on their mask, and touch their mouth, and do everything like that. It may give that person some solace but, if you're going to do that kind of respiratory protection, it's **MORE** important, that you **DON'T** put your hands up to your face and mask...and the mask may not be cleaned on a regular basis, so you actually may be **RECIRCULATING** stuff, so there's alot of things about the handling of that - the same as you do in the hospital, you're very strict about how people wear them and change them and handle them/how they put them on and take them off - so it's not just a clothing thing to do because it's just to be used for very specific purposes, in a specific timeline and disposed of and handled accordingly so, i understand that some groups like to do that if they want - that's their prerogative, we have **NEVER** recommended that in Ontario..."

<https://youtu.be/2J9LJXCVmIM?t=3641>



#### COVID-19

Get the latest information from Health Canada on COVID-19.

[LEARN MORE](#)

[See more resources on Google](#)

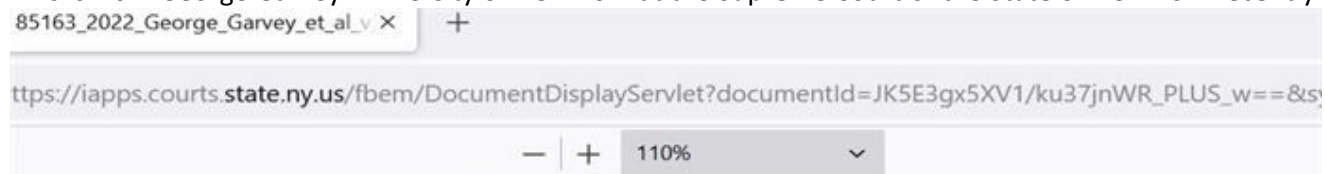
#### Ontario health officials provide update on coronavirus outbreak – January 27, 2020

At the last Executive Committee meeting former Deputy Mayor Denzil Minnan-Wong mentioned about: "...a *shameful* lack of consideration, of the evidence. We should take that very, very seriously. Our credibility is being called into question when we are not looking at the evidence properly...politics has trumped evidence....The public service can't be seen as being political, they have to be seen as looking at the evidence." <https://youtu.be/ocwArOyP4zs?t=22081>



There is an expense listed from- "February 15-19 York University Privacy in Employment Law E-Learning Course \$1,399.16"

This is from *George Garvey v. The City of New York* at the Supreme Court of the State of New York recently:



Being vaccinated does **not** prevent an individual from contracting or transmitting Covid-19. As of the day of this Decision, CDC guidelines regarding quarantine and isolation are the same for vaccinated and unvaccinated individuals. The Petitioners should not have been terminated for

[Lavigne v. Canada \(Office of the Commissioner of Official Languages\)](#), 2002 SCC 53 (CanLII), [2002] 2 SCR 773

Supreme Court of Canada — Canada (Federal)

2002-06-20 | 51 pages | cited by [253 documents](#)

*personal information — investigations — expected to be injurious — disclosure — institution*

[...] **Privacy** is also recognized in Canada as worthy of constitutional protection, at least in so far as it is encompassed by the right to be free from unreasonable searches and seizures under **s. 8** of the Canadian Charter of Rights and Freedoms ; see *Hunter v. Southam Inc.*, 1984 CanLII 33 (SCC) , [1984] 2 S.C.R. 145. [...] **The importance of privacy as a fundamental value in our society is underscored by the protection afforded to everyone under s. 8 of the Charter** "to be secure against unreasonable search or seizure". [...] This independence is reinforced by the fact that they may not, as a rule, be compelled to

[Frenette v. Metropolitan Life Insurance Co.](#), 1992 CanLII 85 (SCC), [1992] 1 SCR 647

Supreme Court of Canada — Canada (Federal)

1992-03-12 | 58 pages | cited by [582 documents](#)

*insured — medical records — access — waiver — death*

[...] Furthermore and **a fortiori, if, as Baudouin J.A. states, the right to privacy and to secrecy of medical information is a personal right** -- a matter which it is not necessary for us to decide here -- in order to give full effect to the insurance contract and to determine the rights of a beneficiary of a life insurance [...] **In Canadian common law, the leading authority on the question of production of medical records in possession of third parties remains the unanimous Ontario Court of Appeal judgment in Cook v. Ip** (1985), 1985 CanLII 163 (ON CA) , 52 O.R. 289 . [...] **No doubt medical records are private and confidential in nature.**

[R. v. Osolin](#), 1993 CanLII 54 (SCC), [1993] 4 SCR 595

Supreme Court of Canada — Canada (Federal)

1993-12-16 | 112 pages | cited by [762 documents](#)

*cross-examination — jury — sexual assault — defence — mistaken belief*

[...] The **importance of privacy as a fundamental value in our society is underscored by the protection afforded to everyone under s. 8 of the Charter** "to be secure against unreasonable search or seizure". [...] The **question of privacy of medical information was extensively discussed in the reasons of La Forest J.** in *Dyment* , supra. [...] The decision in *Dyment* clearly **establishes the commitment of this Court to the value of privacy of medical information.** [...]

[Starson v. Swayze](#), 2003 SCC 32 (CanLII), [2003] 1 SCR 722

Supreme Court of Canada — Canada (Federal)

2003-06-06 | 59 pages | cited by [2,007 documents](#)

*treatment — appreciate — patient — mental — illness*

[...] 75 The **right to refuse unwanted medical treatment is fundamental to a person's dignity and autonomy.** This right is equally important in the context of treatment for mental illness: see *Fleming v. Reid* (1991), 1991 CanLII 2728 (ON CA) , 4 O.R. (3d) 74 (C.A.) , per Robins J.A., at p. 88: [...]



A.C. v. Manitoba (Director of Child and Family Services), 2009 SCC 30 (CanLII), [2009] 2 SCR 181

Supreme Court of Canada — Canada (Federal)

2009-06-26 | 126 pages | cited by 300 documents

child — mature — best interests — medical treatment — autonomy

[...] that **forced medical treatment** is a direct physical intrusion into the body of the patient. Moreover it is not without **risks**. [3] In any event, the s. 7 **liberty** interest is engaged when the state steps in to prohibit (or compel) **fundamental life choices** that “[e]veryone” is otherwise free to pursue (or to decline to pursue). [...] [i]n a **free** and democratic society, the **individual must** be left room for personal **autonomy** to live his or her own life and to make **decisions** that are of **fundamental personal importance**. [...]

Lavergne-Poitras v. Canada (Attorney General), 2021 FC 1232 (CanLII)

Federal Court — Canada (Federal)

2021-11-13 | 42 pages | cited by 13 documents

supplier vaccination policy — workplaces — injunction — federal government employees — irreparable harm

[...] [58] The Attorney General **concedes** that forced medical treatment, including forced vaccination, would engage liberty and security of the person interests under section 7 of the Charter. [...]

The Canadian Civil Liberties Association v. Nova Scotia (Attorney General), 2022 NSCA 64 (CanLII)

Nova Scotia Court of Appeal — Nova Scotia

2022-10-26 | 146 pages

ex parte — quia timet injunction — gatherings — public health — medical officer

[...] In other words, **there was no actual evidence of outdoor transmission presented by the Province**. Instead, the Province relies on an **opinion** from the Chief Medical Officer. [...] [93] **Although Dr. Strang refers to recent evidence of outdoor transmission, his affidavit neither describes that evidence nor is that evidence attached as had been done to support a number of his other assertions.** [...] **Unidentified evidence is cited to support this view. No supporting documentation for this statement is attached as an exhibit to the affidavit.** [...]

CM v Alberta, 2022 ABKB 716 (CanLII)

Court of King's Bench of Alberta — Alberta

2022-10-26 | 42 pages

masking — evidence — school — mask mandate — health

[...] **Finally, there is no evidence that Dr. Hinshaw made the decision, other than the fact that she signed the Order. But, as Dr. Hinshaw makes clear in Appendix 1 to her Second Amended Record, in signing the order, she was implementing policy decisions of elected officials.** [...] [85] **Dr. Hinshaw's interpretation of the Public Health Act as leaving final decision-making authority for public health orders with elected officials is contrary to the Public Health Act and consequently is unreasonable.** [...]

**PRIME MINISTER JUSTIN TRUDEAU:  
"WE'RE NOT A COUNTRY THAT MAKES VACCINATION MANDATORY..."**



**BREAKING NEWS** PM Trudeau says Canada will not mandate vaccinations

THE BRANDON GONZALEZ SHOW

10:01 / 37:16

imgflip.com

While it is wonderful that the man in crisis was able to be saved from a suicide attempt, it is very sad that the man had to endure being beanbagged, tasered, bear sprayed, and then handcuffed. One has to wonder what went wrong between when the first officer came on the scene and tried to talk to him and when the other officers arrived on scene.

Every single officer should be given at least the same level of training as the Mobile Crisis Officers, and be given verbal deescalation training by persons with lived experience. A person in crisis deserves to be treated with dignity, like any human being.

The City needs to invest in housing and 24/7 non police mental health services.

I would like to thank the officers for saving the man without causing him serious injury.

Nicole Corrado