PUBLIC MEETING AGENDA
Wednesday, December 10, 2025 at 9:00AM
Livestreaming at
https://youtube.com/live/U5KcyK9nyy0?feature=share

Call to Order

Indigenous Land Acknowledgement

Declaration of Interests under the Code of Conduct for Members of a Police Service Board Regulation and the *Municipal Conflict of Interest Act*.

Chief's Monthly Verbal Update

Confirmation of the Minutes from the regular public meeting held on November 6, 2025 and of the Board's Budget Committee meeting held on December 8, 2025.

Items for Consideration

1. November 10, 2025 from Myron Demkiw, Chief of Police
   Re: Collision Reporting Centre Contract

2. October 28, 2025 from Myron Demkiw, Chief of Police
   Re: Contract Increase with Paladin Technologies Inc. for Audio Visual Hardware, Software, Installation, Maintenance and Services

3. October 28, 2025 from Myron Demkiw, Chief of Police
   Re: Contract Extension and Increase with D&R Electronics for Police Vehicle Lights, Sirens, and Weapon Mounts

4. October 28, 2025 from Myron Demkiw, Chief of Police
   Re: Contract Extension and Increase with Ataccama Corporation for Metadata Management Software

5. October 10, 2025 from Myron Demkiw, Chief of Police
   Re: Special Constable Appointments and Re-Appointments – December 2025

6. October 29, 2025 from Myron Demkiw**,** Chief of Police
   Re: Receipt of Donation

7. **Budget Variance Reports**

   7.1 October 30, 2025 from Myron Demkiw, Chief of Police
   Re: 2025 Operating Budget Variance for the Toronto Police Service, Period Ending September 30, 2025

   7.2 October 29, 2025 from Myron Demkiw, Chief of Police
   Re: Capital Budget Variance Report for the Toronto Police Service, Period Ending September 30, 2025

   7.3 October 28, 2025 from Myron Demkiw, Chief of Police
   Re: 2025 Operating Budget Variance for the Toronto Police Service Parking Enforcement Unit, Period Ending September 30, 2025

   7.4 October 24, 2025 from Sandy Murray, Interim Executive Director
   Re: 2025 Operating Budget Variance Report for the Toronto Police Service Board, Period Ending September 30, 2025

8. **Public Central Joint Heath and Safety Committee Meeting Minutes from the meeting held on June 4, 2025**

9. **Chief's Administrative Investigation Reports**

9.1 October 8, 2025 from Myron Demkiw, Chief of Police
Re: Chief's Administrative Investigation into the Firearm Injury of Complainant 2025.17

9.2 October 8, 2025 from Myron Demkiw, Chief of Police
Re: Chief's Administrative Investigation into the Custody Injury of Complainant 2025.23

Please note that the Board will move in camera shortly after commencing the meeting for consideration of confidential items, which will now take place prior to attending to the held public agenda items. **It is estimated that the regular public meeting will resume at approximately 1:00PM.**

The Police Service Board will move *in-camera* for consideration of confidential matters pursuant to Section 44 (1) of the *Community Safety and Policing Act* (CSPA).

MOTION

That the Toronto Police Service Board move In Camera before attending to any held public items, to discuss the following subject matters in accordance with Section 44(2) of the *Community Safety and Policing Act*, 2019:

1. **Investigative Matters**
2. **Operational Matters**
3. **Labour Relations Matters**
4. **Human Resources Matters**

Adjournment

Next Meeting

Regular Board Meeting
January 7, 2026
Hybrid Board Meeting – at Police Headquarters, 40 College Street or virtually via WebEx

Members of the Toronto Police Service Board

Shelley Carroll, Chair
Amber Morley, Member & Deputy Mayor
Lily Cheng, Member & Councillor
Nick Migliore, Member
Chris Brillinger, Vice-Chair
Lisa Kostakis, Member
Ann Morgan, Member

Confirmation of the Minutes from the regular public meeting held on November 6, 2025 and of the Board's Budget Committee meeting held on December 8, 2025

1. Collision Reporting Centre Contract

PUBLIC REPORT

November 10, 2025

To: Chair and Members
Toronto Police Service Board

From: Myron Demkiw
Chief of Police

Subject: Collision Reporting Centre Contract

Purpose: ☐ **Information Purposes Only** ☒ **Seeking Decision**

Recommendations:

It is recommended that the Toronto Police Service Board (Board);

(1) exercise its option to renew the contract with North York Accident Support Services Ltd. for an initial contract term of three years effective January 4th, 2026, until January 3rd, 2029, with an option to extend the contract for an additional two one-year periods, for the operation of the North Collision Reporting Centre (N.C.R.C.);

(2) exercise its option to renew the contract with Toronto East Accident Support Services Ltd. for an initial contract term of three years effective January 4th, 2026, until January 3rd, 2029, with an option to extend the contract for an additional two one-year periods, for the operation of the East Collision Reporting Centre (E.C.R.C.).

Financial Implications:

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

Background / Purpose:

The Collision Reporting Centre (C.R.C.) concept was developed in order to establish a method for the public to report a reportable property damage or minor injury collision that was more economical, efficient and safer than police attendance at the scene. When directed to attend a C.R.C., motorists are provided with a safe and comfortable environment in which to report a collision to the police and may also immediately receive advice and assistance from his or her insurance company. This process is facilitated by the C.R.C. operator, who provides the facility in which the program operates. The C.R.C.

operator facilitates the contact between the insurer and motorists for the provision of insurance-related services following a collision.

There is no cost to the police or the public for the program or the services offered. With the exception of police personnel and equipment, the cost to operate the facility is entirely borne by the C.R.C. operator who benefits from the participation of the insurance industry through fees paid for services. Utilization of insurance industry services at the C.R.C. is entirely at the choice of motorists reporting a collision. When compared with police attendance at the scene of a collision, the C.R.C. process permits a quicker restoration of traffic flow, reduces the potential for secondary collisions and allows for effective and efficient use of policing resources.

In 2024, the two C.R.C.s and the cyclist and pedestrian kiosk (located at 14 Division) had a combined total of 93,825 persons reporting collisions. This number represented 60,173 collisions or approximately 85.7% of the total reported collisions in the City of Toronto, this has allowed front line uniform officers to be allocated to higher priority calls.

	2021		2022		2023		2024		2025	
Collisions	**Number**	**% of Total**	**Number**	**% of Total**	**Number**	**% of Total**	**Number**	**% of Total**	**Number**	**% of Total**
CRC	34,853	79.7%	49,419	83.5%	57,120	84.6%	60,173	85.7%	48,184	86.0%
TSV at Scene	8,697	19.9%	9,426	15.9%	9,956	14.7%	9,039	12.9%	7,155	12.8%
Other Units	194	0.4%	325	0.5%	465	0.7%	968	1.4%	719	1.3%
Total	**43,744**		**59,170**		**67,541**		**70,180**		**56,058**	

Discussion:

History of the Current Agreements

Since 1992, the Service has participated in the C.R.C. program through various phases of implementation.

At its meeting on May 6, 1993, the Board approved a six-month C.R.C. pilot project involving the Toronto Police Service (Service), private enterprise and the insurance industry, which commenced in March 1994 (Min. No. P265/93 refers).

At its meeting on December 15, 1994, the Board received a report from the Service summarizing the success of the pilot project. This report highlighted the history, rationale, results and cost savings of the C.R.C. program. The Board approved recommendations in this report to enter into an agreement with North York Accident Support Services Ltd. to operate the N.C.R.C. and to issue a request for proposal for two additional C.R.C. (Min. No. P573/94 refers). The agreement to operate the N.C.R.C. for ten years was made effective January 3, 1995, with an option for a further five years, to be exercised at the sole discretion of the Board.

After a public tendering process and evaluation of qualified bids, the Service made recommendations to the Board to enter into agreements with Toronto East Accident

Support Services Ltd., and Toronto West Accident Support Services Ltd., to operate the East and West C.R.C.s, respectively. Agreements were approved for a period of ten years, beginning on September 5, 1995, with options for a further five years, to be exercised at the sole discretion of the Board.

At its meeting held on November 8, 2004, the Board received a report from the Chief of Police regarding the option to renew all three C.R.C. contracts for the term of five years. As a matter of convenience to the Board, in order to facilitate exercising the option for renewal and the issuance of a request for proposal (RFP) at the end of the option period, all three contracts were renewed until January 3, 2010. The Board approved this recommendation at its meeting held on December 16, 2004, (Min. No. P402/04 refers).

Due to the numerous provincial highways that run through City of Toronto boundaries, the Ontario Provincial Police (O.P.P.) entered into similar agreements with the operators of the E.C.R.C. and W.C.R.C. and shared the C.R.C. facilities with the Service.

In early 2009, members of Traffic Services (T.S.V.) and the O.P.P entered into discussions on issues relating to C.R.C. contract renewal. At that time the O.P.P. advised that it was working towards a sole source solution. Upon consultation, Purchasing Support Services agreed that, subject to Board approval, this might be an acceptable solution for the Service as well.

In late October 2009, members of T.S.V. were advised that the O.P.P. position had changed. The O.P.P. elected to extend its contract on a month-by-month basis, while engaging in a procurement process for a C.R.C. operator which would involve the issuance of a new request for proposal. Implementation of the O.P.P. procurement process was targeted for the 2010-2011 fiscal year.

At its meeting of December 17, 2009, the Board received and approved recommendations to extend its current three C.R.C. agreements for one year to permit the Service an opportunity to conduct a thorough procurement process for operation of C.R.C.s in the future (Min. No. P358/2009 refers).

At its meeting of September 19, 2010, the Board received and approved the recommendations to enter into a new 10-year contract with North York Accident Support Services Ltd and Toronto East Accident Support Services Ltd. to operate the N.C.R.C. and E.C.R.C. respectively. This agreement contained a five-year renewal clause that could be exercised by the Board at their sole discretion. (Min. No. P300/2010 refers).

On September 1, 2020, the O.P.P withdrew from their participation in the C.R.C. model and have since been operating their own reporting centres from O.P.P. detachments.

Conclusion:

The C.R.C.s have become an integral part of the collision reporting process within the City of Toronto for both the public and the Service. The public relies upon the C.R.C. as

a practical method to use for the reporting of collisions. Also, insurance companies rely on the C.R.C. for accurate and timely information to process claims for their clients.

The Service continues to realize operational and economic efficiencies even though the number of collisions have increased year-over-year. By diverting property damage and minor injury collisions to a C.R.C., the Service has been able to utilize front line resources for higher priority calls for service. Furthermore, by updating processes and introducing new technologies the Service has been able to streamline the staffing at the C.R.C.s while maintaining service standards.

It is recommended that the Board approve the renewal of the current contract with the North York Accident Support Services Ltd. And Toronto East Accident Support Services for an initial contract term of three years effective January 4th, 2026, until January 3rd, 2029, with an option to extend the contract for an additional two one-year periods.

Chief Superintendent Mandeep Mann will be in attendance to answer any questions that the Board may have regarding this report.

Respectfully submitted,

Myron Demkiw, M.O.M.
Chief of Police

2. Contract Increase with Paladin Technologies Inc. for Audio Visual Hardware, Software, Installation, Maintenance and Services

PUBLIC REPORT

October 28, 2025

To: Chair and Members
Toronto Police Service Board

From: Myron Demkiw
Chief of Police

Subject: Contract Increase with Paladin Technologies Inc. for Audio Visual Hardware, Software, Installation, Maintenance and Services

Purpose: ☐ **Information Purposes Only** ☒ **Seeking Decision**

Recommendations:

This report recommends that the Toronto Police Service Board (Board):

1) approve an increase to the contract with Paladin Technologies Inc. (Paladin) for audio visual (A/V) hardware, software, installation, maintenance and services of $5.83 Million (M), from $4.07M to $9.9M (excluding taxes); and

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.

Financial Implications:

In 2022, the Toronto Police Service (Service) awarded a contract to Paladin for the provision of A/V hardware, software, installation, maintenance and services for one year, with an option to extend for four additional one-year terms (Min. No P2022-0727-9.0 refers). At that time, the approved estimated spend over the five-year term was $4.07M as outlined in Table1:

Table 1 – Annual cost estimate from 2022-2027 approved in 2022

Year	Operating Cost	Capital Cost	Total Annual Cost
2022	**No cost for July – December, 2022**		
2023	$25,000	$1,445,000	$1,470,000
2024	$25,000	$400,000	$425,000
2025	$25,000	$400,000	$425,000
2026	$25,000	$993,000	$1,018,000
2027	$25,000	$701,000	$726,000
Total	**$125,000**	**$3,939,000**	**$4,064,000**

The above estimate was based on known requirements at the time and did not account for significant emerging operational needs or advancements in modern technology and upgrades.

Since entering into the contract with Paladin, the actual cost to date has totalled $1.3M and an additional $1.1M in spending is anticipated by the end of 2025, resulting in a total projected spending of $2.4M for the 2022-2025 period. A further expenditure of $7.5M is estimated for 2026-2027, resulting in an increase in the total contract cost by $5.83M to $9.9M as outlined in Table 2 below. These investments will support the lifecycle replacement of existing A/V equipment, cover incidental repairs and address emerging requirements.

Table 2 – Actual cost for 2022-2024 and revised estimates for 2025-2027

Year	Operating Cost	Capital Cost	Total Annual Cost
2022	**No cost for July – December, 2022**		
2023	$109,000	$628,000	$737,000
2024	$45,000	$213,000	$258,000
2025	$1,147,000	$264,000	$1,411,000
2026	$50,000	$5,700,000	$5,750,000
2027	$49,000	$1,695,000	$1,744,000
Total	**$1,400,000**	**$8,500,000**	**$9,900,000**

The projected costs for future years will be included in the Service's operating and capital budget requests for each respective year.

Summary:

The purpose of this report is to request the Board's approval for an increase of $5.83M in the contract with Paladin for A/V hardware, software, installation, maintenance and services, from $4.07M to $9.9M (excluding taxes).

Discussion:

Background

In 2022, the Service awarded a contract to Paladin for A/V hardware, software, installation, maintenance and services for a five-year period. Since that time, the performance of the supplier has been consistently satisfactory.

When the 2022 contract was established, the estimated expenditure for A/V hardware, software, installation, maintenance and services was $4.07M (excluding taxes), over the five-year period. This estimate was based on known requirements at the time and did not account for significant emerging operational needs.

Planned changes to the Service's operations model has created an urgent need for investment in modern technology and upgrades to existing operational areas. A new Major Incident Command Centre (M.I.C.C.) will be established to meet specific requirements, which will require A/V hardware, software, installation, maintenance and services.

Additionally, there is a need for investment in modern technology and upgrades to existing operational areas. The Service has requested the implementation of updated technology across the organization, to support a shift toward an operational model that is rapidly becoming a global standard in modern policing. A key objective of this technology implementation is to enable seamless information exchange between multiple operations centers/M.I.C.C.s during events, incidents, or operations.

To maintain uninterrupted service, an increase is requested for the contract with Paladin to allow the Service to implement the new technology. There is an operational need for the current supplier to continue their work with the Service to ensure continuity and avoid any disruption to ongoing projects, timelines, or critical infrastructure upgrades. Interrupting the supplier's work at this stage could delay implementation, negatively impact service delivery, and compromise the Service's ability to meet both event-specific and long-term operational objectives.

Relevant Board Policies and Compliance

The Board's By-law No. 163, Purchasing By-law, includes the following applicable articles/clauses:

Article 20 of this By-law outlines the following limitations with regards to contract awards and increases:

> ***'20. Award and Contract Authorities***
>
> *20.1 No Award shall be made except with Board approval or in accordance with the provisions of this by-law and in compliance with any other legal requirements.*
>
> *…*

20.3 The following persons, and those persons acting in their place from time to time, have the authority identified below, provided the conditions set out in section 20.1 and 20.4 have been met:

(a) The Chief may make an Award for an amount not exceeding $1,000,000 in any one instance and execute a Contract in relation to that Award;

20.4 An Award may be made under this Part, provided that:

(a) The other provisions of this by-law and purchasing Procedures have been followed;

(b) The Award is being made to the vendor with the Lowest Cost Bid or the Highest Scoring Submission;

(c) There have been no disputes associated with the Solicitation; and

(d) At least one of the following is true:

(i) Funds for the purpose of the Award are available in the interim operating budget or budget in the year in which the Award and expenditure are being made and the expenditure in that year does not exceed the amount of the available funds; or

(ii) The Capital Project and its funding have been approved and funds are available for the purpose of the Award.

20.5 Where any purchase has been authorized under this by-law, those persons authorized to make the Award may, upon being satisfied that increase are required, authorize expenditures that exceed the original approved Contract Value at the time of Award, provided that any additional expenditures cumulatively shall not exceed the lesser of:

(a) fifteen percent (15) % of the total cost of the original approved Contract Value at the time of Award; and

(b) the authority of that person as set out in section 20.3'

Conclusion:

Based on the operational needs and the urgency to upgrade technology across the Service, it is recommended that the Board approve an increase of $5.83M to the contract with Paladin. This adjustment will raise the total contract value from $4.07M to $9.9M. The increase will enable the Service to meet both immediate and long-term objectives, including the establishment of a new M.I.C.C. and the lifecycle replacement of existing equipment for the provision of A/V hardware, software, installation, maintenance and related services.

Interim Chief Administrative Officer, Mr. Colin Stairs, will be in attendance to answer any questions the Board may have regarding this report.

Respectfully submitted,

Myron Demkiw, M.O.M.
Chief of Police

3. Contract Extension and Increase with D&R Electronics for Police Vehicle Lights, Sirens, and Weapon Mounts

PUBLIC REPORT

October 28, 2025

To: Chair and Members
Toronto Police Service Board

From: Myron Demkiw
Chief of Police

Subject: Contract Extension and Increase with D&R Electronics for Police Vehicle Lights, Sirens, and Weapon Mounts

Purpose: ☐ **Information Purposes Only** ☒ **Seeking Decision**

Recommendations:

This report recommends that the Toronto Police Service Board (Board):

(1) approve a two-year extension to the contract with D&R Electronics (D&R) for police vehicle lights, sirens, weapon mounts and brackets for the period of January 1, 2026 to December 31, 2027; and

(2) approve an increase to the contract value from $2 million (M) to $2.44M.

(3) 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.

Financial Implications:

The Toronto Police Service (Service) annually replaces approximately 108 front-line scout vehicles outfitted with this emergency equipment, including lights, sirens and weapon mounts.

The estimated cost of the equipment is $182K (excluding taxes) each year, or $364K over the two-year extension period. This amount has been included in the Service's 2026 Operating Budget request and will be included in operating budget requests for future years.

The Service has spent $2.08 million (M) on this contract since it was first awarded on March 1, 2016, and subsequently extended on Feb 1, 2023 until December 31, 2025.

Summary:

The purpose of this report is to request the Board's approval for an extension and increase to the current contract with D&R to continue supplying police vehicle lights, sirens, weapon mounts and brackets required in the Service vehicles, in order to ensure business continuity for 2026 and 2027.

Discussion:

Background

At its meeting on March 17, 2016 (Min. No. P53/16 refers), the Board approved D&R Electronics as the single source Vendor of Record (V.O.R.) for mobile workstation mounting hardware and power supply systems for the period of March 1, 2016, to January 31, 2019.

At its meeting on August 23, 2018 (Min. No. P168/18 refers), the Board approved an extension of this contract to January 31, 2020.

Subsequently, the Chief Administrative Officer approved a contract extension to December 31, 2020, in order to maintain operational continuity.

In the interim, the Board approved other contract awards for the supply of equipment to enable vehicle fit-ups such as mobile workstations, in-car camera systems, and related installation services. These awards did not include the supply of specific weapon mounts/brackets as well as police vehicle lights and sirens.

Operationalizing a vehicle for police purposes requires mounting and installing a number of items, including mobile workstations, in-car camera systems, printers, additional power supplies, lights, brackets, weapon mounts etc. Most of these items and related installation services have been procured through competitive processes, which were submitted to the Board for approval.

There remain however, a few items where the specifications have been tailored for the Service's needs, equipment that only D&R can provide, such as: RDS17AS light and siren control boxes; C8 weapon mounts; and sirens. The purpose of maintaining these items is to maintain consistency across all Service vehicles and established training practices. Officers have been trained on the function and performance of the specific items listed. Any deviation from this equipment would require a mass scale re-training effort, and inconsistencies across police vehicles could risk potential delays when responding to emergency situations.

As a result, on February 25, 2021, the Board approved an extension to the contract with D&R to December 31, 2022, with inclusion of police vehicle lights, sirens and weapon mounts (Min. No. P2021-0225-7.0 refers). Subsequently, in March 2023, the Board approved a further extension of the contract to December 31, 2025, as no interior configuration changes of Service vehicles were expected (Min. No. P2023-0302-11.0 refers).

Relevant Board Policies and Compliance

The Board's By-law No. 163, Purchasing By-law, includes the following applicable articles/clauses:

> *'15.1 A non-competitive procurement may be undertaken where both the proposed non-competitive procurement and the vendor can be justified in good faith, based on one or more of the following considerations.*
>
> *...*
>
> *(f) Additional purchases from a vendor of Goods or Services that were not included in the original procurement, when a change can not be made for economic or technical reasons without causing significant inconvenience or substantial duplication of costs to the Service;*

As well, Section 15.3 of this By-law outlines the contract award authority for non-competitive procurements:

> *'15.3 …the Chief may only make an Award, or combination of related Awards, through a non-competitive procurement under this section for a total amount not exceeding $500,000 and execute a Contract in relation to that Award.'*

Further, Section 20.5 (a) of this By-law outlines the following limitation with regards to contract increases:

> *'20.5 Where any purchase has been authorized under this by-law, those persons authorized to make the Award may, upon being satisfied that increases are required, authorize expenditures that exceed the original approved Contract Value at the time of Award, provided that any additional expenditures cumulatively shall not exceed the lesser of:*
>
> *(a) fifteen percent (15%) of the total cost of the original approved Contract Value at the time of Award; and*
>
> *(b) the authority of that person as set out in section 20.3.'*

Finally, Section 22.3 of this By-law outlines the required approval authority for contract terms longer than five years:

‘22.3 A Contract term in excess of five (5) years, regardless of value, must be approved by the Board.’

Conclusion:

For the reasons outlined above, it is recommended that the Board approve an extension to the current contract with D&R for the provision of police vehicle lights, sirens, weapon mounts and brackets required to outfit police vehicles for a two (2) year period from January 1, 2026 to December 31, 2027, at an estimated incremental cost of $364K (excluding taxes).

Interim Chief Administrative Officer, Mr. Colin Stairs will be in attendance to answer any questions the Board may have regarding this report.

Respectfully submitted,

Myron Demkiw, M.O.M.
Chief of Police

4. Contract Extension and Increase with Ataccama Corporation for Metadata Management Software

PUBLIC REPORT

October 28, 2025

To: Chair and Members
Toronto Police Service Board

From: Myron Demkiw
Chief of Police

Subject: Contract Extension and Increase with Ataccama Corporation for Metadata Management Software

Purpose: ☐ **Information Purposes Only** ☒ **Seeking Decision**

Recommendations:

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

1. Approve a contract extension with Ataccama Corporation (Ataccama) for licensing and support for the Metadata Management software, for a three-year period commencing March 12, 2026 to March 11, 2029; and

2. Approve a contract increase with Ataccama for approximately $540,483 excluding taxes for the three-year term; and

3. 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.

Financial Implications:

In 2021, the Toronto Police Service (Service) awarded a contract to Ataccama for the Metadata Management software for a five-year period at a cost of $964,860 (excluding taxes), which was reimbursed to the Service through provincial grant funding.

The total cost of the requested contract extension and increase is $540,483, excluding taxes, covering software licensing, maintenance, and technical support.

Funding for this contract extension and increase will be included in the 2026, 2027, and 2028 Operating Budget for Information Technology Services.

Summary:

The purpose of this report is to request the Board's approval for an extension and increase to the current contract with Ataccama for software licensing and support for the Metadata Management software, at an estimated cost of $540,483 (excluding taxes) for the period commencing March 12, 2026 to March 11, 2029.

Discussion:

Background

In 2021, the Service's Procurement Services unit issued a Request For Proposal (R.F.P.) # 1423030-20 on MERX for a Metadata Management Tool Solution to support the Service's strategic data governance program. Ataccama was awarded the contract for a five-year term ending March 11, 2026, based on the following core capabilities:

- **Comprehensive Metadata Management** – Automated ingestion of technical, business and operational metadata from various source systems used by the Service, including operational systems, analytical platforms and external sources;
- **Data Catalogue Functionality** – A simplified data catalogue feature to search, discover and understand the different data assets, thereby improving data accessibility and reducing duplication;
- **Business Glossary Integration** - To ensure consistent terminology across the organization;
- **Data Lineage** – End to end visualization of data flows across systems, enabling users to trace the origin of data and perform impact analysis for audit & compliance;
- **Data Quality Management** – Supports the definition of data quality rules and thresholds, with proactive alerts when critical issues are detected, reducing the reliance on manual checks and improved the reliability of data.

Since implementation, the Ataccama Metadata Management software has become an integral part of the Service's data governance framework by providing:

- A central metadata repository that consolidates the knowledge of where data resides, how it is defined and used;
- A continuous data quality improvement program, enabling the Service to identify recurring issues and create automation to reduce manual effort;
- A data lineage framework to track the origins of data & transformation to ensure data transparency, auditability and compliance; and
- A centralized data catalogue to provide an accessible and organized view of the organization's data assets.

The software has been successfully used to create data catalogues to the Service's internal databases, including the records management system, reporting system and property system, to provide an organized view of the data assets at the enterprise level. The software has also been successfully used to implement a data quality framework and processes to detect and correct data issues. This aligns with the Service's commitment to data driven decision making, and compliance with the information governance standards.

This recommended contract extension and increase will allow the Service to continue leveraging Ataccama's industry standard Metadata Management software. This supports the Service's ongoing transformation towards modern, integrated & centralized data governance practices, and ensures compliance, efficiency, and effectiveness in information management.

Relevant Board Policies and Compliance

The Board's By-law No. 163, Purchasing By-law, includes the following applicable articles/clauses:

> *'15.1 A non-competitive procurement may be undertaken where both the proposed non-competitive procurement and the vendor can be justified in good faith, based on one or more of the following considerations.*
> *…*
> *(c) The existence of exclusive rights such as a patent, copyright, license or warranty restrictions.'*

As well, article 15.3 of this By-law outlines the contract award authority for non-competitive procurements:

> *'15.3 …the Chief may only make an Award, or combination of related Awards, through a non-competitive procurement under this section for a total amount not exceeding $500,000 and execute a Contract in relation to that Award.'*

Further, article 20.5 (a) of this By-law outlines the following limitation with regards to contract increases:

> *'20.5 Where any purchase has been authorized under this by-law, those persons authorized to make the Award may, upon being satisfied that increases are required, authorize expenditures that exceed the original approved Contract Value at the time of Award, provided that any additional expenditures cumulatively shall not exceed the lesser of:*
>
> *(a) fifteen percent (15%) of the total cost of the original approved Contract Value at the time of Award; and*
>
> *(b) the authority of that person as set out in section 20.3.'*

Finally, article 22.3 of this By-law outlines the required approval authority for contract terms longer than five years:

> *'22.3 A Contract term in excess of five (5) years, regardless of value, must be approved by the Board.'*

Conclusion:

For the reasons outlined above, it is recommended that the Board approve an extension and increase to the current contract with Ataccama for licensing and support for the Metadata Management software at an estimated cost of $540,483 (excluding taxes) for the period of March 12, 2026 to March 11, 2029.

Interim Chief Administration Office, Mr. Colin Stairs will be in attendance to answer any questions the Board may have regarding this report.

Respectfully submitted,

Myron Demkiw, M.O.M.
Chief of Police

5. Special Constable Appointments and Re-Appointments – December 2025

PUBLIC REPORT

October 10, 2025

To: Chair and Members
Toronto Police Service Board

From: Myron Demkiw
Chief of Police

Subject: Special Constable Re-Appointments – December 2025

Purpose: ☐ **Information Purposes Only** ☒ **Seeking Decision**

Recommendation:

This report recommends that the Toronto Police Service Board (Board) approve the agency-initiated re-appointment requests for the individuals listed in this report as special constables for the Toronto Community Housing Corporation (T.C.H.C.) and the Toronto Transit Commission (T.T.C.).

Financial Implications:

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

Summary:

The purpose of this report is to seek the Board's approval for the agency requested re-appointments of special constables for the T.C.H.C. and the T.T.C.

Discussion:

Background

Relevant Board Policies and Compliance

Under Section 92 of the *Community Safety and Policing Act 2019 (C.S.P.A)*, the Board is authorized to appoint special constables. Pursuant to this authority, the Board has

agreements with the T.C.H.C. and the T.T.C. governing the administration of special constables (Min. Nos.P2025-0114-10.0 and P2024-1112-11.0).

Both agencies have been issued an authorization to employ special constables by the Ministry of the Solicitor General.

The Toronto Police Service (Service) received requests from the T.C.H.C. and the T.T.C. (see attachments) to appoint the following individuals as special constables:

Table 1. Name of Agency and Special Constable Applicant

Agency	Name	Status Requested
T.T.C.	Michel WATT	Re-Appointment
T.T.C.	Mohammed Aiyhab KHAN	Re-Appointment
T.C.H.C.	Jason JOSEPHS	Re-Appointment
T.C.H.C.	Darrin Herbert SUTCLIFFE	Re-Appointment

Special constables are appointed to enforce the *Criminal Code* and certain sections of the *Controlled Drugs and Substances Act, the Cannabis Act, the Trespass to Property Act, the Liquor Licence & Control Act, the Highway Traffic Act* and *the 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 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 the appointment criteria as set out in the *C.S.P.A.*, all applicable Ontario Regulations and in their agreements with the Board. The applicants have completed the training prescribed by the Minister and the provincially mandated training titled "Thematic Training".

The term of appointment is for five years as of December 10, 2025.

The T.C.H.C. and the T.T.C.'s respective approved and current complements are indicated below:

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

Agency	Approved Complement	Current Complement
T.C.H.C.	300	174
T.T.C.	170	134

Conclusion:

The Service continues to work together in partnership with the T.C.H.C. and the T.T.C. to identify individuals to be 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.

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

Respectfully submitted,

Myron Demkiw, M.O.M.
Chief of Police

Attachments:

1. T.T.C. Re-Appointment Request Letter
2. T.C.H.C. Re-Appointment Request Letter

Toronto Transit Commission
1900 Yonge Street, Toronto, ON M4S 1Z2
416-393-4000

Thursday, October 9th, 2025,
Sergeant Q. Yang
Public Safety Operations Special Constable Liaison Office
40 College Street, Toronto, Ontario, MSG 2J3

Sergeant Yang,

On March 20th, 2025, the Toronto Transit Commission was approved as a Special Constable employer under the Community Safety and Policing Act, 2019. This approval was issued by Solicitor General Michael Kerzner.

In accordance with the terms and conditions set out in the Memorandum of Understanding between the Toronto Police Service Board and the Toronto Transit Commission, it is requested that the Board approve this submission and appoint the following individuals as Toronto Transit Commission Special Constables for a five-year term.

The following individuals are fully trained, meeting all Ministry requirements, they have shown they possess the required skills and abilities to perform at the level required to be a Special Constable.

The re-appointments have undergone a background check, conducted by the Toronto Police Service, and we are satisfied with the results of those checks. Furthermore, the re-appointments have been employed by the Toronto Transit Commission for at least one, five-year term, and as such, we are satisfied that the members have carried out their duties and, from our perspective, there is nothing that precludes re-appointment.

Agency	Name	Status Requested
TTC	Mohammed Aiyhab KHAN	Re-Appointment
TTC	Michel WATT	Re-Appointment

Regards,

James Bingham
Staff Sergeant 30069, Assistant Manager
Special Constable Service, Recruiting, Logistics and Community Engagement
Strategy and Customer Experience

Jamaal Myers, Chair
Joanne De Laurentiis, Vice-Chair
Greg Percy, Chief Executive Officer
Paul Ainslie, Commissioner
Alejandra Bravo, Commissioner
Fenton Jagdeo, Commissioner
Liane Kim, Commissioner
Ausma Malik, Commissioner
Josh Matlow, Commissioner
Julie Osborne, Commissioner
Dianne Saxe, Commissioner

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

Toronto Community Housing

October 6, 2025

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

DELIVERED VIA ELECTRONIC MAIL

Re: Request for Toronto Police Service Board Approval for Re-Appointment of Special Constables (December Board Meeting)

In accordance with the terms and conditions set out in the Memorandum of Understanding between the Toronto Police Service Board and Toronto Community Housing Corporation, the Board is authorized to appoint and re-appoint special constables.

The following individuals are fully trained; they have completed all provincially mandated and thematic training and have shown they possess the required skills and ability to perform at the level required to be a special constable. These re-appointments have undergone a background check, conducted by the Toronto Police Service, and we are satisfied with the results of those checks. All re-appointments have been employed by Toronto Community Housing Corporation for at least a 5-year term. The members have satisfactorily carried out their duties and from our perspective, there is nothing that precludes their appointment.

Agency	Name	Status Requested
TCHC	Jason JOSEPHS	Re-Appointment
TCHC	Darrin Herbert SUTCLIFFE	Re-Appointment

It is requested that the Board approve this submission.

Should you require any further information, please contact Jacqueline Doo, Specialist-Compliance, Training & Investigations at 437-925-1584.

Respectfully,

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
Allan.britton@torontohousing.ca

6. Receipt of Donation

PUBLIC REPORT

October 29, 2025

To: Chair and Members
Toronto Police Service Board

From: Myron Demkiw
Chief of Police

Subject: Receipt of Donation

Purpose: ☐ **Information Purposes Only** ☒ **Seeking Decision**

Recommendation:

This report recommends that the Toronto Police Service Board (Board) approve the acceptance of the donation being requested in this report.

Financial Implications:

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

As per the wishes of the donor, this financial donation is to be put toward the purchase of a new dog for the Toronto Police Service Police Dog Services (P.D.S.).

The ongoing veterinary care, training, and maintenance for the dog will be funded by the Toronto Police Service's (Service) operating budget. This funding has already been set aside as part of the current and future operating budget expenditures approved for P.D.S.

Summary:

The purpose of this report is to seek the Board's approval of the donation to purchase a new general-purpose dog for P.D.S.

Discussion:

Background

There is one single donor who intends to make a $15,000 donation to the Service's P.D.S. unit to purchase a new general-purpose dog.

This donation will allow the Service to replace retiring dogs.

Actions have been taken to ensure that the reputation of the Service and the Board will not be negatively impacted by the acceptance of this donation.

Checks have been conducted on the donor from various police databases, including from Intelligence sources.

The donor has signed the required *Donor Declaration Form* indicating that he does not have any real or perceived conflicts of interest with the Service or the Board.

These checks and the Signed Declaration demonstrate that accepting this donation would not impugn the reputation of the Service or the Board.

This recommendation complies with the Service's policy '*18-08 Donations'* governing corporate community donations.

Police Dog Services

P.D.S. is a uniform support unit that is part of the Service's Specialized Emergency Response section, operating under Public Safety Operations within Specialized Operations Command. It is the largest municipal police canine unit in Canada.

The unit is currently home to 35 dogs that are trained across a range of specialized disciplines, including:

- Patrol (General Purpose)
- Narcotic Detection
- Explosive Detection
- Cadaver Detection
- Heavy Urban Search and Rescue

Three of the general-purpose dogs are expected to retire within the next two years. The certification process for a new dog requires six to eight months of intensive training. The current cost to acquire a dog suitable for service is approximately $15,000.

A donation in this amount will greatly assist the City of Toronto (City) and P.D.S. in several ways:

- It will enable P.D.S. to purchase a new dog without having to use its 2025 or 2026 operational budgets. This will also allow savings to be used for other needs within P.D.S.

- P.D.S. is experiencing increasing demands and this donation will help the unit to meet operational needs while allowing it to maintain an acceptable complement of dogs to meet these needs considering pending retirements. This will ensure a consistent delivery of services in the future.

- This donation will allow the unit to proactively plan for upcoming retirements and be well positioned for a seamless transition.

Donor:

The donor has contributed to the Service financially in the past, in the way of a donation to the Mounted Unit. This donor has indicated their motivation for this donation stems from a strong civic duty, as well as their desire to support the Service in its ability to provide policing services in specialized units. This donation is being made by the following individual:

1. Mr. David Sutton (Chairman and CEO of the Toronto Congress Centre)

Relevant Board Policies and Compliance

Donations from the community to the Service are a valuable form of public support. It is important that the acceptance of these donations be subject to a clear, transparent, and accountable process.

Conclusion:

As stated, P.D.S. is expecting three general purpose dogs to retire within the near future. P.D.S. requires a specified number of healthy and trained general purpose dogs to meet operational demands. The selection and training of these dogs takes a considerable period of time.

This donation will ensure the continued viability of the unit, while also allowing for a donation that is purposeful and meaningful to both the Service and the donor.

By accepting this donation, the reputation of the Service will not be compromised.

This donation will enhance the Service's reputation by allowing it to fulfil its goal to *support safer communities*. That will be achieved, in part, through the maintenance of a strong complement of active working dogs that will add to the response to public safety events across the City.

A copy of the donor declaration form is attached.

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

Respectfully submitted,

Myron Demkiw, M.O.M.
Chief of Police

Attachment:

1. Donor Declaration Form

Donor's Declaration Form

(To be signed at the time of donation)

I/We, Toronto Congress Centre , hereby solemnly declare that the donation and/or in-kind donation amount of and/or appraised amount of $ 15,000 , was donated to the City of Toronto (City) and Toronto Police Service (TPS) for community benefits which encompass projects, money, assets or activities that provide a public good.

The Donor acknowledges that all donations and/or in-kind donations, made to the City or the TPS meet the following criteria:

1. the donation must be given unconditionally and voluntarily without any expectation of benefit;
2. the donation cannot be used to influence the outcome of an outstanding approval, permit or license application or award of a procurement call; and
3. the City shall be notified in writing if they, their organization, or company are currently involved in a planning approval or procurement process with the City or one of its agencies.

The Donor acknowledges that the donation, information about the donation and this Donor's Declaration Form are subject to the Municipal Freedom of Information and Protection Act and may be disclosed in accordance with the Act.

David Sutton I/We or my/our organization have no outstanding approval, permit or licenses application or award of a procurement call with the City or the TPS.

OR

_____ I/We or my/our organization do have one or more outstanding approval, permit or license application or award of a procurement call with the City or the TPS.

DATED at Toronto **this** 28 **day of** October , 2025 . Signed: _____

Print Name of Donor & Donating Organization:

David Sutton	Toronto Congress Centre	650 Dixon Rd, Toronto ON M9W 1J1
(Donor Name - Print)	*(Donating Organization)*	*(Donor/Organization Address)*

Are you a Registered Charity: ☐ Yes ☒ No (If Yes, Charity Registration Number: _____)

For Internal Use:

Member receiving donation: Morris, Peter		D/Sgt	99470
(Surname, G1 - Print)		*(Title)*	*(Employee No.)*
Signed: D/Sgt 99470		Date: 25 - 10 - 28	
			(yyyy/mm/dd)
Unit Commander: Johnson, Robert.		Deputy Chief	5909.
(Surname, G1 - Print)		*(Title)*	*(Employee No.)*
Signed:		Date: 2025/10/29	
			(yyyy/mm/dd)

To Serve and Protect - Working with the Community

TPS 668, 2022/05/19

7. Budget Variance Reports

7.1. 2025 Operating Budget Variance for the Toronto Police Service, Period Ending September 30, 2025

PUBLIC REPORT

October 30, 2025

To: Chair and Members
Toronto Police Service Board

From: Myron Demkiw
Chief of Police

Subject: 2025 Operating Budget Variance for the Toronto Police Service, Period Ending September 30, 2025

Purpose: ☒ **Information Purposes Only** ☐ **Seeking Decision**

Recommendations:

This report recommends that the Toronto Police Service 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:

The following outlines financial implications affecting the Toronto Police Service's (Service) 2025 operating budget projection.

Q3 Projection: As of September 30, 2025, the Service is projecting a $12.3 Million (M) unfavourable variance, an improvement of $4.3M compared to the $16.6M unfavourable variance reported in Q2 and an improvement of $8.6M compared to the $21.0M unfavourable variance reported in Q1.

Premium Pay: Premium pay continues to be a key risk in the 2025 operating budget, as it supports the resourcing of major planned and unplanned events such as demonstrations, emergencies, homicides, and missing persons investigations.

Despite unfavourable premium pay variances of $30.6M in 2023 and $39.3M in 2024, the premium pay budget remained unchanged due to affordability constraints, resulting in an initial 2025 budgetary pressure. The Q3 variance in premium pay is consistent with the Q2 projection.

Tariffs: Effective March 4, 2025, certain goods imported into Canada from the United States are subject to a 25% surtax on the value for duty, as outlined in the United States Surtax Order (2025-1).

On April 17, 2025, the Ministry of Finance issued the United States Surtax Remission Order (2025) which stated that remissions would be granted for goods imported before October 16, 2025 by or on behalf of law enforcement agencies to support public safety purposes. On October 17, 2025, the order was updated to grant remissions for such goods imported before December 16, 2025.

This report does not include the potential tariff impact for imports from the United States completed on or after December 16, 2025. Further updates to project costs due to tariff policy updates will be addressed in future reports.

Summary

This report provides the Board with an update on the Service's projected year-end operating variance as of September 30, 2025. The Service is forecasting total net expenditures of $1,351.4M, resulting in an unfavourable variance of $12.3M, or 0.9% of the In-Year Budget. This marks a notable improvement of $4.3M from the $16.6M unfavourable variance projected as of June 30, 2025, and remains well below the potential risk of over $50M identified in the 2025 operating budget submission.

Table 1 provides a high-level summary of variances and explanations by feature category, with additional details discussed in the section that follows.

The Service tracks and reports variance analysis to the In-Year Budget which includes adjustments for 2025 collective agreements in consultation with City staff:

- The Board Approved Budget is the financial plan formally authorized by the Board and City Council. It reflects anticipated revenues and expenditures based on the best available information at the time of approval. This budget and the adjustments that resulted in the In-Year Budget were discussed in the previous variance board reports.
- The In-Year Budget incorporates adjustments made throughout the fiscal year in response to emerging needs, updated information, collective agreement impacts, legislative changes, emergency events, grant revenues, and other unforeseen pressures. In this report, it is used to ensure assessment of actuals and the variances presented are meaningful.

Please note that figures in the tables presented in this report may not sum precisely due to rounding.

Table 1: 2025 Variance by Feature Category ($Ms)

Category	2025 In-Year Budget *	2025 Projection	Fav / (Unfav)
A. Salaries	$1,026.7	$1,043.6	($16.9)
B. Premium Pay	$69.8	$88.7	($18.8)
C. Benefits	$310.9	$309.1	$1.8
D. Non-Salary	$122.9	$118.2	$4.6
E. Reserve Contribution	$13.7	$13.7	$0.0
F. Revenue	($205.0)	($222.0)	$17.0
Total	**$1,339.0**	**$1,351.4**	**($12.3)**

* Note: Budget changes reflect the financial impacts of the 2024 and 2025 collective agreements, In-Year Budget transfers due to grant adjustments, and other essential operational updates. In this quarter, the In-year budget was adjusted to reflect the contract settlement for the Senior Officer's Organization ($1.17M).

Discussion

Relevant Board Policies and Compliance

This report is in compliance with the Board's Budget Transparency Policy, approved on July 29, 2021 (Min. No. P2021-0729-3.0. refers).

Budget Variances

Details regarding variances shown in Table 1 are discussed below.

A. Salaries

As shown in Table 2, the In-Year Salary budget is $1,026.7M, with projected spending of $1,043.6M, resulting in an unfavourable variance of $16.9M in this category.
The net unfavourable variance of $15.5M for paid duty has an offset by corresponding revenues, resulting in a net zero impact. Excluding paid duty, the unfavourable variance in the salary category is $1.4M.

Table 2: Salaries Expenditures ($Ms)

Category	2025 In-Year Budget	2025 Projection	Fav / (Unfav)	Comments
Uniform Officers	$725.2	$726.8	($1.6)	Discussed below.
Uniform Officers – Paid Duty	$39.0	$54.5	($15.5)	
Total Uniform	$764.2	$781.3	($17.1)	
Civilian Police Professionals	$262.5	$262.3	$0.2	
Total Salaries	**$1,026.7**	**$1,043.6**	**($16.9)**	

Table 3 represents the 2025 approved staffing complement compared to projected year-end deployment.

Table 3: Uniform & Civilian Complement Summary Variance

Category	Budgeted Complement	Staffing Level * (September 30)	2025 Projection	Over / (Under)
Uniform Officers	5,542	5,523	5,571	29
Civilian Police Professionals	2,665	2,566	2,665	0
Total Staffing	**8,207**	**8,089**	**8,236**	**29**

*Not including Cadets in training, Youth in Policing, Background Checkers and Co-op Students

Total Uniform

Uniform Officers

The unfavourable $1.6M variance in uniform officer salary expenditure is primarily driven by the timing of retirements or resignations.

The 2025 approved budget assumed 210 uniform officer separations; however, the rate of retirements has slowed, potentially due to the post-retirement benefits introduced in the 2025 collective agreement which will take effect in 2028. The Service is anticipating 20 less separations than originally budgeted for.

A total of 256 cadets were hired with 76 in March, 90 in June and 90 in September and 14 laterals, along with 9 additional lateral hires to compensate for less hiring in 2024. As a result, the projected year-end uniform strength is expected to be 29 officers above the budgeted level.

While fluctuations in hiring and separations are expected, the Service continues to hire class sizes as planned to maintain steady growth in strength consistent with the multi-year hiring plan.

Uniform Officers – Paid Duty
Salaries associated with paid duties are projected to exceed the $39.0M budget by $15.5M. This overage is fully offset by corresponding revenues, resulting in a net zero financial impact.

Civilian Police Professionals

A favourable variance of $0.2M in salary expenditures is primarily attributed to the timing of hires, separations, and internal promotions. These staffing dynamics have temporarily reduced salary costs relative to budget.

B. Premium Pay

Premium pay is incurred under the following circumstances:

- Overtime from extended tours of duty – when officers are involved in activities such as arrests that extend beyond their scheduled shift.
- Court attendance – when officers are required to attend court during off-duty hours.
- Call-backs – when officers are called in to work additional shifts to maintain appropriate staffing levels or to support specific operational initiatives.

These activities are essential to maintaining public safety and operational continuity.

Budget and Spending

- Despite historic underfunding, the 2025 budget was largely maintained to balance the Service's overall budget increase with affordability considerations, while reflecting additional overall capacity from the Service's multi-year hiring plan.
- The In-year premium pay budget for 2025 is $69.8M, with projected spending at $88.7M, resulting in an $18.8M unfavourable variance.
- The 2025 projection reflects a significant improvement with $14.3M lower than 2024 actuals. This has been achieved through the improved use of on-duty capacity (regular time) and increasingly efficient controls of overtime and courts.
- Early results from the multi-year hiring plan and enhanced premium pay oversight show positive impacts on premium pay, especially for special events and court-related costs.
- For 2025, the City's one-time allocation of $10.0M from the Major Special Event Reserve was removed. An estimated $3.4M in recoveries from external partners is expected to partially offset premium pay expenditures.

Table 4 presents a comparative view of year-over-year trends and highlights changes in spending patterns.

Table 4: Premium Pay Expenditures ($Ms)

Category	2024 Actual	2025 In-Year Budget	2025 Projection	Fav / (Unfav)	Comments
Uniform Officers	$86.6	$63.3	$74.9	($11.7)	Discussed below.
Civilian Police Professionals	$16.4	$6.6	$13.7	($7.2)	
Total Premium Pay	$103.0	$69.8	$88.7	($18.8)	
Recoveries Offset (Revenues)	($13.4)	-	($3.4)	$3.4	
Premium Pay Less Recoveries	**$89.6**	**$69.8**	**$85.3**	**$15.5**	

Uniform Premium Pay

Uniform premium pay is projected to exceed the budget by $11.7M, driven primarily by three factors: planned and unplanned events (including Project Resolute projected expenditure of $5.9M), staffing levels relative to service demand, and investigative and court-related workload pressures.

The Toronto Blue Jays' World Series appearance is expected to increase premium pay costs due to deployment of additional officers to manage large crowds, traffic disruptions, and public safety risks during games and related events. These events typically require extended shifts and paid duty assignments, similar to past major events such as Taylor Swift concerts in 2024.

To mitigate these pressures, the Service has revised divisional shift schedules and increased officer hiring, resulting in gradual improvement in front-line coverage and response times. However, the transition from a five-platoon to a four-platoon model has reduced surge capacity, limiting flexibility during periods of peak demand.

Investigative units continue to rely on premium pay to manage complex caseloads, particularly in areas such as homicides, missing persons, and public safety. Primary Response Units and Traffic Services also contribute to overspending due to ongoing reliance on call-backs to meet operational needs.

Court-related premium pay has been curtailed through improved scheduling and oversight. Additionally, the Service reallocated on-duty resources to support special events, helping to offset premium pay costs.

The Service continues to manage and review premium pay to optimize the use of on-duty versus off-duty resources, balancing divisional resource requirements and necessary surge capacity.

Civilian Policing Professional Premium Pay

Civilian premium pay is projected to be unfavourable by $7.2M, primarily due to staffing and workload pressures in key operational areas. Overtime and call-backs were authorized to meet critical deadlines, maintain service levels, and address short-term vacancies particularly in Booker and Station Duty Operator roles, keeping uniform officers on the road.

Significant contributors to the variance include ongoing staffing and retention challenges in 9-1-1 communications, increased Court Services volumes impacting prisoner management and transportation, and operational demands across divisions, including District Special Constables.

Despite these pressures, projected civilian premium pay is trending $2.7M lower than the previous year. This improvement reflects more effective resource allocation, targeted hiring, and operational efficiencies. Court Services has reduced cell times through faster processing of in-custody individuals and enhanced collaboration with the Ministry of the Attorney General. The increased use of remote bail hearings has also contributed to lower bail centre populations and reduced associated costs.

C. Benefits

The In-Year Benefits budget is $310.9M, with a projection of $309.1M for a $1.8M favourable variance.

Table 5 outlines the major categories of benefit expenditures, and each category is discussed below.

Table 5: Benefits Expenditures ($Ms)

Category	2025 In-Year Budget	2025 Projection	Fav / (Unfav)	Comments
Medical / Dental	$65.5	$65.8	($0.3)	Group benefits previous projected deficit adjusted based on reduced monthly costs.
O.M.E.R.S. / C.P.P. / E.I. / E.H.T.	$180.4	$180.4	$0.0	No material variance is projected.
Sick Pay Gratuity / C.S.B. / L.T.D.	$26.4	$26.4	$0.0	Costs funded through reserves; expenditure variances result in net-zero budget impact.
Other (e.g., W.S.I.B., life insurance)	$38.6	$36.6	$2.0	Monthly payment of Physician fees has been significantly reduced compared to the previous quarter and the same trend projected for Q4.
Total Benefits	**$310.9**	**$309.1**	**$1.8**	

Ontario Municipal Employees' Retirement System (O.M.E.R.S.)
Canada Pension Plan (C.P.P.) / Employment Insurance (E.I.)
Employer Health Tax (E.H.T.) / Central Sick Bank (C.S.B.)
Long Term Disability (L.T.D.) / Workplace Safety and Insurance Board (W.S.I.B.)

D. Non-Salary

The total Non-Salary budget is $122.8M with a 2025 projection of $118.2M, resulting in a $4.6M favourable variance. Table 6 summarizes the major categories, and each are discussed below.

Table 6: Non-Salary Expenditures ($Ms)

Category	2025 In-Year Budget	2025 Projection	Fav / (Unfav)	Comments
Vehicles (e.g. gas, parts)	$18.4	$17.2	$1.2	Driven by lower gasoline prices ($1.20/L vs budgeted $1.39/L), reduced volume (approx. 1K average litres/month), and removal of carbon tax.
Information Technology	$50.6	$50.0	$0.6	Favourable variances are projected in computer software and maintenance; these are offset by corresponding grant revenue.
Contracted Services	$10.9	$8.7	$2.2	Variance due to delays in contract fulfillment.
Other	$42.9	$42.3	$0.6	Variance in acquiring various types of equipment due to global supply chain issues; monitoring continues with updates in future reports.
Total Non-Salary	**$122.8**	**$118.2**	**$4.6**	

E. Reserve Contribution

Reserve contributions are approved as part of the annual operating budget process. Reserves were established to provide funding for anticipated but varying expenditures incurred by the Service, to avoid large swings in costs from year to year.

All reserves are established by the City. The City manages the Sick Pay Gratuity Reserve, while the Service manages the Vehicle & Equipment, Central Sick Bank, Post Retirement Health Care Spending, and Legal and Modernization reserves.

Reserve contributions are assessed and planned based on anticipated future activities within each reserve, with consideration for long-term financial sustainability and overall reserve status.

Table 7: Reserve Contribution ($Ms)

Category	2025 In-Year Budget	2025 Projection	Fav / (Unfav)	Comments
Vehicle & Equipment	($10.8)	($10.8)	$0.0	No change.
Central Sick	($1.9)	($1.9)	$0.0	
Post Retirement Health Care	($0.1)	($0.1)	$0.0	
Legal	($0.9)	($0.9)	$0.0	
Total Revenues	**($13.7)**	**($13.7)**	**$0.0**	

F. Revenue

The Revenue budget for 2025 is $205.0M with a projected year-end amount of $222.0M, resulting in a favourable variance of $17.0M as of September 30, 2025.

The major revenue categories are summarized in Table 8 below.

Table 8: Revenues ($Ms)

Category	2025 In-Year Budget	2025 Projection	Fav / (Unfav)	Comments
Provincial Uploading for Court Security	($38.0)	($37.8)	($0.2)	Lower-than-expected recovery costs.
Paid Duty Salaries Recovery	($39.0)	($54.5)	$15.5	Fully offset by corresponding expenditures, resulting in a net zero financial impact.
Fees	($18.7)	($19.2)	$0.5	Driven by higher than budgeted paid duty administration fees offsetting with lower user fees collected from record checks, clearance letters, alarms, rentals, and accident reports.
Federal / Provincial Recoveries	($30.0)	($30.2)	$0.2	No material variance is projected.
Other Recoveries	($28.0)	($30.6)	$2.6	Settlement of Employer Health Tax (E.H.T.) with Federal Government. Reallocation of

				F.I.F.A. from reserve draws to City Recoveries.
Reserve Draws	($51.4)	($49.8)	($1.6)	Reallocation as stated under Other Recoveries.
Total Revenues	**($205.0)**	**($222.0)**	**$17.0**	

In this quarter, the In-year budget was adjusted to include the 2024 carry forward for F.I.F.A ($1.6M).

Grants Impact on Overall Budget

Some of the variances described in various feature categories are attributed to grant opportunities that are confirmed (become available) in-year. Grant funding generally results in a net zero variance, as funds are provided for expenditures to achieve specific purposes. 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 or in-year grants are awarded. In addition, as the provincial fiscal year ends on March 31st, versus December 31st for the Service, unspent provincial grant funding from 2024 is carried forward into 2025. 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.

Potential Risks

Tariffs: As of October 17, the Department of Finance Canada has extended tariff relief measures until December 15, 2025, allowing affected businesses to continue claiming remissions for eligible goods. The extension reflects ongoing efforts to mitigate the financial impact of the surtax on sectors such as public safety, healthcare, agriculture, and manufacturing.

This report does not account for any potential tariff impacts that may arise after the extended relief period, pending further policy updates.

Community Safety and Policing Act, 2019 (C.S.P.A.): The introduction of the C.S.P.A. included a phased implementation approach. C.S.P.A. establishes regulatory standards and introduces new legislative requirements that will affect the Service. While the Service has incorporated some of the known impacts within its operating and capital budgets, some costs and impacts are not yet fully known. As a result, the C.S.P.A. may present ongoing budget pressures until full financial impacts become clearer.

Other Opportunities

The Service continues to identify savings and contain spending, recognizing the challenge of staying within the in-year budget which is impacted by the structurally underfunded premium pay budget. Current mitigation efforts include:

- An ongoing review of the timing and pace of hiring and associated impacts to the Service's workforce;
- A reassessment of non-salary expenditures and deferral or reallocation of budgets where possible and sustainable;
- Maximizing grant funding opportunities, seeking cost recovery opportunities and additional revenue where possible; and
- Protecting future fund viability, reassessing contribution strategies with a view to deferring reserve contributions where warranted and prudent.

Conclusion

As of September 30, 2025, the Service is projecting an unfavourable variance of $12.3M. To mitigate the potential year-end deficit, the Service will continue to actively identify opportunities to reduce expenditures and/or increase revenue. Ongoing efforts include rigorous review of premium pay usage, strategic decision-making to manage rising service demands, and addressing cost pressures from unplanned special events (e.g., Project Resolute) and other unforeseen operational needs.

Interim Chief Administrative Officer, Colin Stairs or designate, will be in attendance to answer any questions the Board may have regarding this report.

Respectfully submitted,

Myron Demkiw, M.O.M.
Chief of Police

7.2. Capital Budget Variance Report for the Toronto Police Service, Period Ending September 30, 2025

PUBLIC REPORT

October 29, 2025

To: Chair and Members
Toronto Police Service Board

From: Myron Demkiw
Chief of Police

Subject: Capital Budget Variance Report for the Toronto Police Service, Period Ending September 30, 2025

Purpose: ☐ Information Purposes Only ☒ Seeking Decision

Recommendations:

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

(1) approve a 2025 in-year transfer of $2.7 Million (M) to the Real Time Operations Centre project:

- Transfer $1.4M from the Digital Program project;
- Transfer $1.3M from the New Records Management System project; and
- Cashflows will be returned to the respective projects in 2026;

(2) approve a 2025 in-year transfer of unspent budget of $49 Thousand (K) of the completed Relocation of Wellness Services project to the State-of-Good-Repair Project; and

(3) 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 December 12, 2024 meeting, the Board approved the Toronto Police Service's (Service) 2025-2034 capital program at $104.6M gross and $81.4M net

(debt-funded) for 2025 (excluding carry forwards from previous years), and $1,097.3M gross and $867.5M net for the 10-year period of 2025-2034 (Min. No. P2024-1212-4.3 refers). Subsequently, City Council, at its February 11, 2025 meeting, approved the Service's 2025-2034 capital program at the same level as the Board-approved amount.

At its June 12, 2025 meeting, the Board approved two in-year capital transfers: $300K from Communications Centre Furniture Replacement - Design to the Communications Centre 9th Floor Renovation project, and $250K from Uninterrupted Power Supply (U.P.S.) Lifecycle Replacement to the State of Good Repair (S.O.G.R.) project (Min. No. P2025-0612-6.2 refers). These adjustments had no financial impact on the overall capital program. Attachment A provides the 2025-2034 capital program with the approved adjustments.

As capital projects progress, new information regularly emerges regarding the timing and amount of funding required. For example, delays might postpone funding requirements to future years. The recommended funding repurposing noted in this report has no financial impact on the overall capital program. This reallocation ensures that current requirements such as emerging challenges or escalating costs are promptly addressed, while preventing funds from being unnecessarily held up in delayed projects. Specific details about the recommended funding changes as well as the status of projects are provided in this report.

Effective March 4, 2025, certain goods imported into Canada from the United States are subject to a 25% surtax on the value for duty, as outlined in the United States Surtax Order (2025-1).

- On April 17, 2025, the Ministry of Finance issued the United States Surtax Remission Order (2025) which stated that remissions would be granted for goods imported before October 16, 2025 by or on behalf of law enforcement agencies to support public safety purposes. On October 17, 2025, the order was updated to grant remissions for such goods imported before December 16, 2025.
- This report does not include the potential tariff impact for imports from the United States completed on or after December 16, 2025. Further updates to project costs due to tariff policy updates will be addressed in future capital variance reports.

Table 1 provides a summary of the approved capital funding in 2025, and projected expenditures. Of the gross funding of $126.8M in 2025, $103.1M is projected to be utilized (a spending rate of 81.3%). On a net basis, the spending rate is estimated at 85.3%.

Of the currently projected gross under-expenditure of $23.6M, $23.5M is anticipated to be carried forward to 2026 and $143K is anticipated to be returned to the Vehicle and Equipment Reserve.

Table 1 – Summary of 2025 Budget and Projected Expenditures ($Ms)

Category	2025 Gross Expenditures (M)	2025 Debt-Funded Expenditures (M)
2025 capital program	$104.6	$81.4
Cashflows carried forward from previous years	$22.1	$15.0
Total 2025 available funding	$126.8	$96.4
2025 projected expenditure	$103.1	$82.3
Projected surplus / (deficit)	*$23.6*	*$14.2*
Spending rate	*81.3%*	*85.3%*
Projected carry forward to 2026	*$23.5*	*$14.2*
Projected returned funding	*$0.1*	*$0.0*

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

Summary:

The purpose of this report is to provide the Board with the status of the Service's capital projects as of September 30, 2025. The body of this report includes high-level project descriptions and updates for key projects within the 2025-2034 program. Attachment A provides the detailed 10-year capital program along with the approved adjustments. Attachment B provides the Service's capital variance report as at September 30, 2025 and includes the anticipated spending rates and project health status.

Discussion:

Background

The 2025 capital program is designed to align with the Service's objectives and optimize project performance despite changing circumstances. The Service's primary goal is to ensure capital projects are completed on budget and on schedule. This includes the need to ensure any required changes are identified as quickly and transparently as possible.

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, budget and/or schedule issues, and minimal corrective action is required; spending rate is 50% to 69% 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 below 50% of budget.

Capital projects fall under the following four main categories:

- Facility projects;
- Information Technology modernization projects;
- Replacement, maintenance, and equipment projects; and
- Lifecycle projects.

Each year as part of the budgeting process, capital projects are re-baselined with updated project planning and cost assumptions, based on changes in scope, schedule, resources or other factors, to ensure cash flows are aligned with requirements.

Relevant Board Policies and Compliance

This report is in compliance with the Board's Budget Transparency Policy, approved on July 29, 2021 (Min. No. P2021-0729-3.0. refers).

Capital Program Variances

Table 2 provides a high-level summary of available funding, projected spending and overall project health for each capital project.

Table 2 – 2025 Capital Budget Variance Report as at September 30, 2025 ($000s)

Project Name	Carry Forward from previous years	2025 Cash Flow			Variance (Over)/ Under	Spending Rate	Project Health		Overall Project Health	Comments
		Revised Budget	Total Available Funding	Projected Actuals to Year-end			On Budget	On Time		
Facility Projects:										
Long Term Facility Plan - 54 Division; New Station	843.7	133.3	977.1	169.0	808.1	17.3%	Red	Red	**Red**	Please refer to the body of the report
Long Term Facility Plan - 41 Division; New Build	757.6	14,579.9	15,337.5	15,337.5	0.0	100.0%	Green	Red	**Yellow**	Please refer to the body of the report
Gun Range Remediation Upgrades	0.0	1,700.0	1,700.0	1,427.3	272.7	84.0%	Green	Green	**Green**	Please refer to the body of the report
Communications Center 9th Floor Renovation	0.0	1,023.9	1,023.9	35.0	988.9	3.4%	Red	Red	**Red**	Please refer to the body of the report
Relocation of Wellness Services	26.5	0.0	26.5	26.5	0.0	100.0%	Green	Green	**Green**	Please refer to the body of the report
Long Term Facility Plan - Consulting	314.7	0.0	314.7	214.7	100.0	68.2%	Yellow	Red	**Yellow**	Please refer to the body of the report
Forensic Identification Services (F.I.S.) building HVAC lifecycle	0.0	427.4	427.4	83.0	344.4	19.4%	Red	Green	**Yellow**	Equipment delivery and installation have been delayed, with completion expected in 2026.
Forensic Identification Services (F.I.S.) Facility Replacement - Feasibility Study	0.0	400.0	400.0	0.0	400.0	0.0%	Red	Green	**Yellow**	The project team anticipates awarding the contract in Q4 2025, with the study scheduled to commence in Q1
Information Technology Modernization Projects:										
Next Generation (N.G.) 9-1-1	(154.4)	3,932.0	3,777.6	3,095.0	682.6	81.9%	Green	Red	**Yellow**	Please refer to the body of the report
Digital Program (Platform & Transformation)	0.0	1,500.0	1,500.0	1,100.0	400.0	73.3%	Green	Red	**Yellow**	Please refer to the body of the report
Real Time Operating Centre	0.0	5,200.0	5,200.0	4,747.4	452.6	91.3%	Green	Green	**Green**	Please refer to the body of the report
Transforming Corporate Support (H.R.M.S., T.R.M.S.)	1,015.7	220.0	1,235.7	150.0	1,085.7	12.1%	Red	Green	**Yellow**	Please refer to the body of the report
A.N.C.O.E. (Global Search)	38.3	0.0	38.3	38.3	(0.0)	100.0%	Green	Green	**Green**	Project was completed in February.
Body Worn Camera - Phase II	272.3	0.0	272.3	272.3	0.0	100.0%	Green	Green	**Green**	On time and on budget.
Replacements/ Maintenance/ Equipment Projects:										
State-of-Good-Repair - Police	717.6	5,650.0	6,367.6	6,143.4	224.2	96.5%	Green	Green	**Green**	Please refer to the body of the report
Automated Fingerprint Identification System (A.F.I.S.)	553.5	0.0	553.5	553.5	0.0	100.0%	Green	Green	**Green**	Please refer to the body of the report
New Records Management System (R.M.S.)	11,001.9	1,700.0	12,701.9	9,200.0	3,501.9	72.4%	Green	Green	**Green**	Please refer to the body of the report
Vehicle and Equipment	0.0	12,768.4	12,768.4	12,303.8	464.6	96.4%	Green	Green	**Green**	Please refer to the body of the report
Mobile Workstations	0.0	9,520.0	9,520.0	7,519.6	2,000.4	79.0%	Green	Green	**Green**	Please refer to the body of the report
Infrastructure Lifecycle	0.0	13,100.0	13,100.0	12,300.0	800.0	93.9%	Green	Green	**Green**	Please refer to the body of the report
Radio Replacement	100.0	0.0	100.0	100.0	0.0	100.0%	Green	Green	**Green**	On time and on budget.
Furniture Lifecycle Replacement	0.0	2,930.0	2,930.0	2,016.4	913.6	68.8%	Yellow	Green	**Green**	On time and on budget.
Workstation, Laptop, Printer- Lifecycle plan	0.0	3,779.0	3,779.0	3,216.9	562.1	85.1%	Green	Green	**Green**	On time and on budget.
Vehicle and Operational Equipment - Net New	399.1	7,015.0	7,414.1	6,650.0	764.1	89.7%	Green	Green	**Green**	On time and on budget.
Information Technology Storage Growth	3.1	750.0	753.1	753.0	0.1	100.0%	Green	Green	**Green**	On time and on budget.
Uninterrupted Power Supply (U.P.S.) Lifecycle	26.7	950.0	976.7	818.0	158.7	83.7%	Green	Green	**Green**	On time and on budget.
Property & Evidence Warehouse Racking	50.0	950.0	1,000.0	19.0	981.0	1.9%	Red	Red	**Red**	The needs assessment for building infrastructure and requirements has been deferred to 2026. The construction timeline and budget requirement will be determined based on the assessment result.
Small Equipment Replacement - Telephone handsets	0.0	1,734.0	1,734.0	1,679.7	54.3	96.9%	Green	Green	**Green**	On time and on budget.
F.I.F.A. Requirement - Motorcycles	55.2	0.0	55.2	55.2	0.0	100.0%	Green	Green	**Green**	On time and on budget.
Lifecycle Projects:										
Vehicle Replacement	1,330.0	0.0	1,330.0	1,187.3	142.8	89.3%				On time and on budget.
I.T.-related Replacements	2,581.2	3,168.0	5,749.2	5,171.7	577.5	90.0%				On time and on budget.
Other Equipment	2,199.9	11,508.0	13,707.9	6,743.9	6,964.1	49.2%				Underspending primarily due to Parking Enforcement Unit projects (e.g., Wireless Parking System). The R.F.P. will be revised and re-issued following the finalization of the Service's overall strategy. The updated project timeline will be communicated in future variance reports.
Total Capital Expenditures	**22,132.8**	**104,638.8**	**126,771.6**	**103,127.3**	**23,644.3**	**81.3%**				
Funding from Developmental Charges	(993.7)	(7,823.3)	(8,817.1)	(7,028.0)	(1,789.1)	79.7%				
Vehicle & Equipment Reserve	(6,111.2)	(14,486.0)	(20,597.2)	(12,912.9)	(7,684.4)	62.7%				
Other (Provincial and Federal Funding)	0.0	(935.4)	(935.4)	(935.4)	0.0	100.0%				
Debt	**15,027.8**	**81,394.1**	**96,421.9**	**82,251.1**	**14,170.9**	**85.3%**				

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

Facility Projects:

The Service is committed to including green components to new builds and existing facilities where possible. The Service has installed Light Emitting Diode (L.E.D.) lighting in various facilities to reduce electricity usage. It is also committed to Toronto's Net Zero by 2040 Initiative. The new 41 Division building and all future new stations will meet Toronto's Green Standards such as climate change mitigation or adaptation, energy or water efficiency, renewable or alternative energy, air quality and green infrastructure.

Long Term Facility Plan – 54 Division; New Station (Red)

In 1994, 54 and 55 Divisions (built in 1951 and 1972 respectively) were identified as priorities for replacement due to the need for more efficient space to accommodate the City's growth and improv service operations.

- This project was originally initiated to amalgamate 54 and 55 Divisions into one consolidated facility and the former Toronto Transit Commission's Danforth Garage site located at 1627 Danforth Avenue was identified as the recommended site. This option was put on hold due to the increased construction costs and challenges. The Service also explored alternative options but no suitable location for an amalgamated site that met the Service's operational and timeline requirements was identified.

- After reviewing requirements and forecasting growth, the Service determined that maintaining two geographically separate divisions was the best strategy to meet operational needs, enhance service delivery and accommodate future growth. The 2025-2034 capital program reflected the de-amalgamation of 54 and 55 Divisions and the implied funding requirements.

- The existing 54 Division (41 Cranfield Road) site will be developed using a phased construction approach. During the construction period, Service members will be temporarily relocated to either nearby sites or a viable alternative site, which will allow the operations of the division to remain unaffected during the construction period. However, the City is experiencing difficulties in identifying a suitable temporary location for 54 Division members. The Service will continue to discuss with the City and review viable options.

- The request for pre-qualification for the architectural consultation of the new 54 Division is slightly delayed and is to begin in the 4th quarter of 2025. Any resulting changes to funding requirements, based on the consultation outcomes, will be reflected in future capital program submissions.

- The overall health status of this project is Red. Of the $977K available funding in 2025, it is projected that $169K will be spent by year-end. The remaining $808K will be carried forward to 2026.

Long Term Facility Plan – 41 Division; New Build (Yellow)

Construction of the new 41 Division began in August 2022. The phased construction and demolition approach will provide the Service with a new facility on the existing 41 Division site at 2222 Eglinton Avenue East. This optimal and easily accessible site provides ample space to accommodate future expansion needs. The new facility will provide a modern, efficient workspace designed to serve the Service and the surrounding community for decades to come. The new 41 Division will be the first Net Zero Emission building in the Service's asset base and the first of its kind in Ontario. During construction, personnel continue to occupy a portion of the existing building as well as neighbouring divisions, as required, to allow for uninterrupted business operations.

- For Phase 1 (South Building), the move in was completed in the 1st quarter of 2025.
- For Phase 2 (North Building), the demolition of existing structures has been successfully completed. Excavation is currently underway in preparation for superstructure construction, scheduled to begin in January 2026. Interior building construction is anticipated to start in July 2026, with occupancy targeted for mid-2027.
- The overall health status of this project is Yellow due to delays in the construction timeline. Nevertheless, it is anticipated that the total available funding of $15.3M for 2025 will be fully spent.

Gun Range Remediation Upgrades (Green)

Due to a backlog in firearms recertification and certification caused by previous delays resulting from the COVID-19 pandemic, and an increased need to test C8 rifles to ensure compliance with the Community Safety and Policing Act, 2019 (C.S.P.A.), the two rifle ranges at 70 Birmingham Street have experienced significant wear and tear. This project aims to remediate both ranges to improve training safety and increase capacity for firearms training and testing in support of C.S.P.A. compliance.

- The removal of lead from the clogged auger system was completed in the 2nd quarter of 2025.
- The Board approved the contract award to Action Target for preventative maintenance and repairs of the gun ranges in June 2025 (Min. No. P2025-0612-13 refers). The Service is working with the vendor to finalize all arrangements prior to ordering the required materials. Maintenance is expected to commence in the 1st quarter of 2026.
- The overall health status of this project is Green. Of the $1.7M available funding in 2025, it is projected that $1.4M will be spent by year-end. The remaining $273K is due to delays in finalizing arrangements with the vendor and it will be carried forward to 2026.

Communications Centre 9th Floor Renovation (Red)

This project involves the design and renovation of the Communications Centre's 9th floor workspace, including the installation of ergonomic furniture and equipment. The renovation ensures the health, safety and operational efficiency of dispatchers and call takers who frequently work long and high-stress shifts. Particularly, the installation of modern and adjustable workstations capable of supporting multiple monitors and advanced communication tools will enhance user's situational awareness and streamline operations. The upgrades will also expand capacity to support the anticipated demands of Next Generation (N.G.) 9-1-1.

- A consultant has been engaged to design the floor layout and conduct the furniture feasibility study by end of 2025 or early 2026. The U.P.S. feasibility study will follow next in 2026. Based on the study results, the projection will be updated in future capital variance reports. The estimated project completion is in 2028.

- The overall health status of this project is Red. Of the $1M available funding in 2025, it is projected that $35K will be spent by year-end. The remaining $989K is due to delays in the study progress and will be carried forward to 2026.

Relocation of Wellness Services (Green) – Project completed in 2025

This project involved renovations required to relocate portions of the Service's Wellness Unit from Toronto Police Headquarters to two additional, more accessible locations: the Toronto Police College in the west end and a 2,709 square foot leased space at 2075 Kennedy Road in the east end. This decentralized delivery model enables members to access wellness services and support from central, east, and west locations. Below are the project milestones for various locations:

- East location: In operation since August 2023.

- West location: Renovation and office furniture installation were completed in December 2024 and the location officially opened in January 2025. Minor deficiencies were addressed after the opening, and the project was officially completed in the 3rd quarter of 2025.

- The overall health status of this project is Green. The $26K available funding in 2025 (after the $49K in-year transfer to State-of-Good-Repair Project) was fully spent.

Long-Term Facility Plan – Consulting Services (Yellow)

Some of the Service's buildings range between 35 and 50 years old and need replacement or major renovation to meet current and projected staffing and operational needs. External expertise, i.e., Stantec Architecture Limited, has been hired to provide architectural consulting services and develop a long-term Strategic Building Program to

enhance operational flexibility, improve aging facility infrastructure and optimize resources.

- The consultant has assessed the conditions and locations of existing buildings, and the cost of renovation versus new constructions (and relevant relocation costs). It has explored the best practices with respect to the current building portfolio, office space standards, staffing needs, and the ability to provide policing services in Toronto as a growing city to meet the Service's current and future operational requirements.

- The consultant submitted draft Building Condition Assessment reports and completed strategic interviews of staff at each building.

- The consultant requires additional time to complete data analytical work and is expected to submit the final report by the 1st quarter of 2026.

- The overall health status of this project is Yellow. Of the $315K available funding in 2025, it is expected that $215K will be spent by year-end. The remaining $100K will be carried forward to 2026.

Information Technology Modernization Projects:

In the last decade, the Service has embraced many important developments with respect to information technology in public safety. New technology aims to improve efficiencies that eliminate costly and manual processes, increase accessibility, improve transparency, enhance analysis, augment existing capabilities and add new capabilities. These systems also improve overall information management and expand opportunities for enhanced community engagement, modernize data storage to manage costs (through cost avoidance) and create value-added capabilities to the Service's data storage infrastructure.

Next Generation 9-1-1 (Yellow)

Current 9-1-1 systems are voice-centric and were originally designed for landlines. The Canadian Radio-television and Telecommunications Commission (C.R.T.C.) has instructed Canadian telecommunications service providers to upgrade 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. The system is designed to improve the way people request emergency services and how emergency responders communicate with each other. The system will also provide more accurate location information which will help emergency responders reach people more quickly and efficiently. In March 2025, the C.R.T.C. extended the deadline for meeting N.G. 9-1-1 standards to March 31, 2027.

- The first phase of this project, which included the implementation of the new technology provided by Solacom and the renovation of the training room, was completed in July 2024.

- The second phase of the project was completed on May 22, 2025 with the successful installation of the Emergency Services I.P. Network (E.S.I.net) system to ensure the N.G. 9-1-1 standards have been met. Particularly, the system is commissioned with an auto text back feature which will enhance the response times for abandoned calls.

- Following completion of the second phase, the renovation of the 7th and 8th floors of the Communications Centre and the installation of U.P.S. system will proceed. The building permit for renovation was received. Contract award to a general contractor is in progress and construction is anticipated to begin in the 4th quarter of 2025. The U.P.S. installation will commence once the renovation is complete. The overall project is expected to be completed in 2028.

- The overall health status of this project is Yellow. Of the $3.8M available funding in 2025, it is projected that $3.1M will be spent by year-end. The remaining $683K will be carried forward to 2026.

Digital Program (Previously named Platform and Transformation) (Yellow)

This program initially started as smaller projects and pilots, funded through the Service's modernization reserve. Given the project's current pace and maturity, it transitioned into a capital program starting in 2025.

The Digital Program aims to build the skills, technology, and organizational capabilities needed for rapid development of digital solutions. By integrating platform technologies and agile methodology, the program removes barriers like outdated technology and procurement cycles. This shift enhances the flexibility, reliability and customer focus of the Service's Information Technology and Information Management components, enabling better adaptation and continuous improvement and allowing more dependable end products. Additionally, the program aims to use technology to address challenges to community participation, which include policing service access, crime reporting, digital evidence collection and support to victims and survivors of crime.

- In 2025, this program focuses on call diversion and community engagement with the former as the most significant and immediate way to alleviate operational pressures:

    - The Video Response pilot project was launched in the 13 and 31 Divisions in the 1st and 2nd quarter of 2025 respectively, to enhance the Service's call diversion initiatives. Planning is underway on centralizing this capability, enabling alternate police response across Toronto.

    - For Online Reporting, the parking and theft reporting tool was released in the 2nd quarter of 2025 to the public, with iterative enhancements completed in the 3rd quarter of 2025. Work is underway for mischief, damage, graffiti and fraud online reports and the release is anticipated in the 4th quarter of 2025.

- Toronto Shield, an information-sharing partnership between executive-level public and private professionals and the Service, promotes awareness for emerging and evolving situations in Toronto related to emergency preparedness and security. In the third quarter of 2025, the program transitioned to a new platform to enhance its capabilities and user experience.

- The biggest project risk is the retention of resources critical to executing the project, and the reliance on internal Subject Matter Experts (S.M.E.s), that are often redeployed based on the Service's operational requirements. The project team is actively managing the project timeline and onboarding new project hires in the remainder of 2025.

- The overall health status of this project is Yellow. Of the $1.5M available funding in 2025 (after the $1.4M in-year transfer to the Real Time Operations Centre Project), it is projected that $1.1M will be spent by year-end. The remaining $400K will be carried forward to 2026.

Real Time Operations Centre (R.T.O.C.) (Green)

The R.T.O.C. is a centralized, 24/7 facility designed to deliver near real-time, actionable intelligence to front-line officers and investigators, enabling immediate and coordinated community safety and wellbeing interventions. It integrates advanced technologies, including video surveillance, social media, transportation systems, records management, data analytics, and geospatial mapping to provide comprehensive real-time situational awareness and decision-making support.

The R.T.O.C. represents a transformative step forward in enhancing public safety and operational efficiency for police and emergency response agencies through the enablement of proactive monitoring of incidents, real-time analysis of trends, and rapid response coordination.

- The Service is aiming to launch the pilot program in the 4th quarter of 2025 which will build on the existing Intelligence Operations Centre structure, expanding its mandate to support the Toronto Police Operation Centre and enhance frontline situational awareness across Toronto. The project team will provide further updates in future capital variance reports.

- As part of the project, the Service has identified immediate needs to enhance its Major Incident Command Centre (M.I.C.C.) to ensure secure command and coordination for various public events. Following a detailed analysis of 2025 requirements, the Service is recommending an in-year transfer of $2.7M to support M.I.C.C. optimization. This funding will be reallocated from two existing projects: $1.4M from the Digital Program and $1.3M from the New Records Management System (R.M.S.). The amounts will be returned to each respective project in 2026. The total increased cash flow of $2.7M is anticipated to be sufficient to complete the M.I.C.C. optimization in 2025, and the overall project is expected to remain within budget.

- The overall health status of this project is Green. Of the $5.2M available funding in 2025, it is projected that $4.7M will be spent by year-end. The remaining $453K will be carried forward to 2026.

Transforming Corporate Support (Human Resource Management System and Time Resource Management System) (Yellow)

The project aims 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 Human Resources Management System (H.R.M.S.) application upgrade and Time Resource Management System (T.R.M.S.) database migration were completed.

- There has been a delay in hiring a resource to review and enhance current talent acquisition practices, with a goal of improving the candidate experience, communication and transparency practices. The review is expected to be completed in 2026.

- The overall health status of this project is Yellow. Of the $1.2M available funding in 2025, it is projected that $150K will be spent in 2025. The remaining underspending of $1M is due to delay in hiring, and it will be carried forward to 2026.

Replacements, Maintenance and Equipment Projects:

Projects in this category are mainly the replacement and maintenance of equipment, and maintenance of facilities. Some projects in this category were historically funded through the Vehicle and Equipment Reserve (Reserve) but are now financed through debt, following an agreement with City staff to address funding shortfalls and alleviate growing pressures on the Reserve.

State of Good Repair (Green)

State of Good Repair (S.O.G.R.) funds are used to maintain the general condition, overall safety and requirements of existing Service buildings.

- The ongoing demand for upkeep at many of the Service's facilities continue at a high volume, particularly in those facilities that have been in the Service's portfolio for several years and require small and large-scale renovations. Some examples of work are Police Dog Services kennel renovation, Mounted Unit renovation, flooring replacements, Marine Unit dock replacement, and replacement of overhead doors and gates.

- This project also includes technology upgrades to optimize service delivery and increase efficiencies (e.g., wireless internet, upgrade to the existing S.A.P. system).
- To address other increasing technology upgrade demands, the Service proposes a 2025 in-year transfer of $49K unspent budget from the Relocation of Wellness Services project completed in the 3rd quarter of 2025. The increased cashflow will be sufficient for S.O.G.R. needs in 2025.
- The overall health status of this project is Green. Of the $6.4M available funding in 2025 (after the $49K in-year transfer from the Relocation of Wellness Services project), it is projected that $6.1M will be spent in 2025. The remaining $224K will be carried forward to 2026.

Automated Fingerprint Identification System Replacement (Green)

Automated Fingerprint Identification System (A.F.I.S.) is based on a biometric identification methodology that uses digital imaging technology to obtain, store and analyse fingerprint data. A.F.I.S. allows for compatibility with external systems in other agencies such as the Royal Canadian Mounted Police, communicating electronically for real-time identification, fingerprint submissions, searches and criminal record updates. This system is also integrated with other Service systems to provide real-time confirmation of prisoner identity for Booking Officers, and process requests for background clearance, police reference checks and clearance letter services. The current A.F.I.S. is a 2011 model that was first deployed in January 2013 and reached its end of life in December 2020. The system is currently undergoing a lifecycle upgrade from 2021 to 2025.

- The contract award and negotiation with IDEMIA was completed in 2020. The planning, design and factory acceptance phases were completed in 2021, 2023, and 2024 respectively.
- System acceptance testing of critical requirements was completed to support going live with the new system in the 2nd quarter of 2025. The final project phases, i.e., Implementation-to-Operational, Testing of Remaining Requirements and Final Acceptance, are expected to be completed by the end of 2025.
- The project team is continually reviewing the project resources to support and stabilize the new system and validate remaining system requirements.
- The overall health status of this project is Green. Of the $554K available funding in 2025, it is projected that the entire amount will be spent by year-end.

New Records Management System (Green)

This project is for the replacement of the existing Records Management System (R.M.S.), a core business operating system of the Service. A review of the Service's existing system has highlighted technological weaknesses, as usability and functional

gaps continue to create operational challenges and hinder the progression to a digital environment. The new system is expected to improve the ability to make connections between related pieces of information and increase the interaction and openness to the public of the Service's information and processes.

- The contract award was approved in April 2023. The project team officially kicked off the project in February 2024 and completed 5 weeks of training on Niche R.M.S. in March and April 2024 to prepare for the system design and build phase.
- A project website has been launched for the Service's internal audience, providing information and demonstration videos about the system.
- The project team has engaged with over 1,700 members as of the 3rd quarter of 2025 for their input on the incremental configuration and build of the new system.
- The project team has developed build iterations for approximately 70% of process configuration. System development is in progress using an incremental build approach and is expected to be completed by the 4th quarter of 2025.
- The training model for the implementation has been developed and the preparation for training curriculum will commence in the 1st quarter of 2026.
- The testing phase is planned for the first half of 2026, while training and rollout activities are expected to begin in the 4th quarter of 2026.
- The primary project risk is the retention of key resources, particularly internal uniform S.M.E.s that are often redeployed based on the Service's operational requirements. Inconsistent S.M.E. involvement may impact project progress and costs, and the project team is actively managing the project timeline.
- The overall health status of this project is Green. Of the $12.7M available funding in 2025 (after the $1.3M in-year transfer to Real Time Operations Centre Project), it is projected that $9.2M will be spent by year-end. The remaining underspending of $3.5M is due to the delay of contracted service delivery, and it will be carried forward to 2026.

Vehicle and Equipment Lifecycle Replacement (Green)

This project is for the lifecycle replacement of the Service's vehicles and the associated equipment for the police vehicles. This includes marked and unmarked cars, support vehicles, bicycles, motorcycles, as well as telecommunication equipment to outfit the vehicles. The Service also prioritizes the procurement of hybrid vehicles for better operational efficiency, fuel savings, and carbon reduction.

- The Service is on track to receive all 2025 vehicle orders and complete the equipment installation by the 4th quarter of 2025.

- The overall health status of this project is Green. Of the $12.8M debt funding in 2025, it is projected that $12.3M will be spent by year-end. The remaining $465K will be carried forward to 2026.

*Please note the 2025 carry forward balance is allocated under the Vehicle and Equipment Reserve for this project.

Mobile Workstations Lifecycle Replacement (Green)

This project is for the lifecycle replacement of the Mobile Workstation (M.W.S.) platform including the M.W.S., the wireless modem and associated peripherals such as docking stations, keyboards and thermal portable printers. The M.W.S. platform is deployed to all the Service's police cars and motorcycles, enabling the officers to connect to the Service's systems through radio signals and use the mobile applications in the field.

- The deployment of modems and workstations is anticipated to be completed by the 4th quarter of 2025. The final deployment is delayed to the 1st quarter of 2026.

- The overall health status of this project is Green. Of the $9.5M debt funding in 2025, it is projected that $7.5M will be spent by year-end. The remaining $2M , resulting from the delayed final deployment, will be carried forward to 2026.

*Please note the 2025 carry forward balance is allocated under the Vehicle and Equipment Reserve for this project.

Infrastructure Lifecycle Replacement (Green)

This project is for the lifecycle replacement of the Service's servers, network, and storage which are replaced every six years. In 2024, the project team conducted a year-long analysis to re-baseline and ensure comprehensive asset coverage across multiple physical sites and access points.

- The 2025 replacement was conducted in two phases which were completed by the 3rd quarter of 2025. However, there is a delay in the Richmond Hill Data Centre commissioning which has caused a deferral of relevant orders and service engagements to 2026.

- The overall health status of this project is Green. Of the $13.1M debt funding in 2025, it is projected that $12.3M will be spent by year-end. The remaining $800K will be carried forward to 2026.

*Please note the 2025 carry forward balance is allocated under the Vehicle and Equipment Reserve for this project.

Lifecycle Projects Under Vehicle and Equipment Reserve (Reserve):

Projects listed in this category include the regular replacement of selected information technology equipment, vehicles and other equipment. They are primarily funded from the Reserve which is in turn funded through annual contributions from the Service and Parking Enforcement Unit's (P.E.U.) operating budgets.

Table 3 – Summary of Vehicle and Equipment Lifecycle Projects ($000s)

Project Name	Carry Forward from previous years	2025 Budget	Available to Spend	Year End Projection	YE Variance (Over)/ Under	Carry Forward to 2026	Return to Reserve
Vehicle Replacement	1,330.0	0.0	1,330.0	1,187.3	142.8	0.0	142.8
I.T.-Related Replacements	2,581.2	3,168.0	5,749.2	5,171.7	577.5	577.5	0.0
Other Equipment	2,199.9	11,508.0	13,707.9	6,743.9	6,964.1	6,964.1	0.0
Total Lifecycle Projects	**6,111.2**	**14,676.0**	**20,787.2**	**13,102.9**	**7,684.4**	**7,541.6**	**142.8**

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

As the Service modernizes its systems for data, analytics initiatives and video evidence, it has increasing needs for on-premises storage. While the Service has taken steps to create efficiencies, the amount of equipment that must be replaced continues to increase, putting pressure on the Service's operating budget for contribution to the Reserve. The following measures are implemented to ease part of the pressure:

- In the 2025-2034 Capital Program, six lifecycle replacement projects (including Vehicle and Equipment, Mobile Workstations, Workstation, Laptop and Printer, Infrastructure, Furniture and Small Equipment – Telephone Handsets) were transitioned to be funded primarily through debts from 2025 onward.

- Rationalization efforts are also underway to minimize long-term cost increases through adopting technology innovations (e.g. utilizing cloud technology to store data more efficiently).

Of the $20.8M available funding in 2025, it is expected that $13.1M will be spent by year-end. Of the anticipated under-expenditure of $7.7M, $7.5M will be carried forward to 2026 and $143K will be returned to Reserve.

The projected under-expenditure is primarily due to the P.E.U. projects, i.e., Wireless Parking System, Automated License Plate Recognition Technology and Vehicle Impound Program. The Service is finalizing the overall plan of modernizing and digitizing the P.E.U.'s services and will re-issue the Request for Proposal at a later stage. Updates on project timelines will be provided in future capital variance reports.

Conclusion:

The Service's 2025 gross spending rate is estimated at 81.3%. Of the anticipated under-expenditure of $23.6M, $23.5M will be carried forward to 2026 and $143K will be returned to Reserve.

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

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

Respectfully submitted,

Myron Demkiw, M.O.M.
Chief of Police

Attachments:

Attachment A – 2025-2034 Capital Program with the approved adjustments
Attachment B – 2025 Capital Budget Variance Report as at September 30, 2025

2025-2034 Capital Program with the approved adjustments ($000s)

Attachment A

Project Name	Category	Budget to end of 2024	Carryforward to 2025	2025	2026	2027	2028	2029	2025-2029 Request	2030	2031	2032	2033	2034	Total 2025-2034	Total Project Cost
Projects in Progress																
State-of-Good-Repair - Police	Facility Projects		669	5,650	4,400	4,400	4,400	4,400	23,250	4,400	4,400	4,400	4,400	4,400	45,250	45,250
Long Term Facility Plan - 54 Division; New Station	Facility Projects	1,838	844	133	4,084	19,239	37,374	40,254	101,084	0	0	0	0	0	101,084	102,922
Long Term Facility Plan - 41 Division; New Build	Facility Projects	58,748	758	14,580	12,247	0	0	0	26,827	0	0	0	0	0	26,827	85,575
Radio Replacement	Life cycle Replacement Projects	38,151	100	0	0	16,000	5,730	7,380	29,110	5,440	6,174	0	0	0	40,724	78,875
Automated Fingerprint Identification System (A.F.I.S.) Replacement	Life cycle Replacement Projects	4,285	553	0	0	0	0	1,285	1,285	2,304	0	0	0	0	3,589	7,874
Next Generation (N.G.) 9-1-1	I.T. Projects	10,351	(154)	3,932	2,300	0	0	0	6,232	0	0	0	0	0	6,232	16,583
Uninterrupted Power Supply (U.P.S.) Lifecycle Replacement	Life cycle Replacement Projects	1,602	27	950	1,200	1,200	1,200	1,200	5,750	1,400	1,200	0	1,600	1,100	11,050	12,652
Information Technology Storage Growth	I.T. Projects	2,467	3	750	750	750	750	750	3,750	750	750	750	750	750	7,500	9,967
New Records Management System (R.M.S.)	I.T. Projects	16,000	11,002	3,000	7,800	3,798	0	0	14,598	0	0	0	0	0	14,598	30,598
Transforming Corporate Support (H.R.M.S., T.R.M.S.)	I.T. Projects	8,215	1,016	220	0	0	0	0	220	0	0	0	0	0	220	8,435
Long Term Facility Plan - Consulting	Facility Projects	878	315	0	0	0	0	0	0	0	0	0	0	0	0	878
Property & Evidence Warehouse Racking	I.T. Projects	80	50	950	0	0	0	0	950	0	0	0	0	0	950	1,030
Body Worn Camera - Phase II	I.T. Projects	5,887	272	0	0	0	0	0	0	0	0	0	0	0	0	5,887
Vehicle and Equipment	Life cycle Replacement Projects	0	0	12,768	13,213	13,042	13,055	13,100	65,178	13,534	16,433	16,772	15,678	15,794	143,389	143,389
Workstation, Laptop, Printer-Lifecycle plan	Life cycle Replacement Projects	0	0	3,779	6,735	5,194	2,044	2,337	20,089	5,193	5,571	4,165	6,191	2,555	43,764	43,764
Infrastructure Lifecycle	Life cycle Replacement Projects	0	0	13,100	16,200	8,200	14,500	20,600	72,600	26,400	15,000	7,700	13,100	19,100	153,900	153,900
Mobile Workstations	Life cycle Replacement Projects	0	0	9,520	50	146	180	486	10,382	9,000	6,500	0	55	105	26,042	26,042
Furniture Lifecycle Replacement	Life cycle Replacement Projects	0	0	2,930	2,050	1,950	1,900	2,000	10,830	1,950	1,750	1,850	1,700	2,000	20,080	20,080
Small Equipment Replacement - Telephone handsets	Life cycle Replacement Projects	0	0	1,734	1,709	854	586	1,715	6,598	1,483	1,483	725	612	1,641	12,542	12,542
F.I.F.A. Requirement - Motorcycles	Equipment	600	55	0	0	0	0	0	0	0	0	0	0	0	0	600
Relocation of Wellness Services	Facility Projects	1,840	75	0	0	0	0	0	0	0	0	0	0	0	0	1,840
A.N.C.O.E. (Global Search)	I.T. Projects	12,473	38	0	0	0	0	0	0	0	0	0	0	0	0	12,473
Vehicle and operational equipment - net new	Equipment	11,521	399	7,015	3,026	3,255	3,441	2,984	19,721	0	0	0	0	0	19,721	31,242
Total, Projects In Progress		**174,937**	**16,022**	**81,012**	**75,764**	**78,028**	**85,160**	**98,491**	**418,454**	**71,854**	**59,261**	**36,362**	**44,086**	**47,445**	**677,462**	**852,399**
Upcoming Projects																
Long Term Facility Plan - 13 Division	Facility Projects	0	0	0	0	0	1,285	5,432	6,717	22,478	44,048	47,550	0	0	120,794	120,794
Long Term Facility Plan - 55 Division; New Station	Facility Projects	0	0	0	0	0	1,128	4,800	5,928	22,715	44,153	47,436	0	0	120,231	120,231
Real Time Operating Centre	I.T. Projects	0	0	2,500	1,800	1,700	2,000	1,700	9,700	0	0	0	0	0	9,700	9,700
Gun Range Remediation Upgrades	Facility Projects	0	0	1,700	0	0	0	0	1,700	0	0	0	0	0	1,700	1,700
Forensic Identification Services (F.I.S.) building H.V.A.C. lifecycle	Facility Projects	0	0	427	2,563	2,563	0	0	5,553	0	0	0	0	0	5,553	5,553
Digital Program (Platform & Transformation)	I.T. Projects	0	0	2,900	2,900	2,900	0	0	8,700	0	0	0	0	0	8,700	8,700
Communications Center 9th Floor Renovation	Facility Projects	0	0	1,024	5,901	5,687	0	0	12,612	0	0	0	0	0	12,612	12,612
Forensic Identification Services (F.I.S.) Facility Replacement - Feasibility Study	Facility Projects	0	0	400	0	0	0	0	400	0	0	0	0	0	400	400
A.L.P.R. Technology for Parking Enforcement	Equipment	0	0	1,000	4,000	0	0	0	5,000	0	0	0	0	0	5,000	5,000
Total, Upcoming Projects:		**0**	**0**	**9,951**	**17,164**	**12,849**	**4,413**	**11,932**	**56,310**	**45,193**	**88,201**	**94,986**	**0**	**0**	**284,691**	**284,691**
Total Gross Debt Funded Capital Projects:		**174,937**	**16,022**	**90,963**	**92,928**	**90,877**	**89,573**	**110,423**	**474,764**	**117,047**	**147,462**	**131,348**	**44,086**	**47,445**	**962,153**	**1,137,090**
Total, Vehicle and Equipment Lifecycle Replacement Projects		**405,608**	**6,111**	**13,676**	**12,773**	**12,282**	**11,902**	**11,117**	**61,750**	**19,958**	**17,710**	**10,372**	**15,660**	**9,722**	**135,173**	**540,781**
Total Capital Request		**580,544**	**22,133**	**104,639**	**105,701**	**103,159**	**101,475**	**121,539**	**536,514**	**137,005**	**165,172**	**141,721**	**59,746**	**57,168**	**1,097,326**	**1,677,870**
Funding Sources:																
Vehicle and Equipment Reserve		(397,146)	(6,111)	(14,486)	(12,573)	(9,322)	(11,702)	(11,027)	(59,110)	(19,958)	(17,710)	(10,372)	(15,660)	(9,722)	(132,533)	(529,679)
Other Source of Funding (Federal and Provincial Grants)		(1,860)	0	(935)	0	0	0	0	(935)	0	0	0	0	0	(935)	(2,795)
Development Charges Funding		(22,905)	(994)	(7,823)	(7,484)	(14,790)	(12,995)	(34,256)	(77,348)	(4,672)	(4,140)	(3,400)	(3,400)	(3,400)	(96,360)	(119,265)
Net Debt-Funded Projects		**158,634**	**15,028**	**81,394**	**85,644**	**79,047**	**76,778**	**76,257**	**399,120**	**112,375**	**143,322**	**127,948**	**40,686**	**44,045**	**867,497**	**1,026,131**

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

2025 Capital Budget Variance Report as at September 30, 2025 ($000s)

Attachment B

Project Name	2025 Cashflow					Variance (Over)/ Under	Spending Rate	Return to City/ Reserve	Carry Forward to 2026	Start Date	End Date		Project Health		Overall Project Health	Comments
	Carry Forward from Previous Years	Revised 2025 Budget	Total Available Funding	Actuals as of Sep 30, 2025	Projected Actuals to Year-end						Planned	Revised	On Budget	On Time		
Facility Projects:																
Long Term Facility Plan - 54 Division; New Station	843.7	133.3	977.1	0.0	169.0	808.1	17.3%	0.0	808.1	Jan-17	Dec-30	Dec-30	Red	Red	**Red**	Please refer to the body of the report
Long Term Facility Plan - 41 Division; New Build	757.6	14,579.9	15,337.5	7,171.4	15,337.5	0.0	100.0%	0.0	0.0	Jan-18	Dec-26	Dec-27	Green	Red	**Yellow**	Please refer to the body of the report
Gun Range Remediation Upgrades	0.0	1,700.0	1,700.0	459.2	1,427.3	272.7	84.0%	0.0	272.7	Feb-25	ongoing	ongoing	Green	Green	**Green**	Please refer to the body of the report
Communications Center 9th Floor Renovation	0.0	1,023.9	1,023.9	13.3	35.0	988.9	3.4%	0.0	988.9	Feb-25	Dec-27	Dec-28	Red	Red	**Red**	Please refer to the body of the report
Relocation of Wellness Services	26.5	0.0	26.5	26.5	26.5	0.0	100.0%	0.0	0.0	Jan-23	Jun-25	Jul-25	Green	Green	**Green**	Please refer to the body of the report
Long Term Facility Plan - Consulting	314.7	0.0	314.7	0.0	214.7	100.0	68.2%	0.0	100.0	Jan-21	Jun-25	Jan-26	Yellow	Red	**Yellow**	Please refer to the body of the report
Forensic Identification Services (F.I.S.) building HVAC lifecycle	0.0	427.4	427.4	58.3	83.0	344.4	19.4%	0.0	344.4	Apr-25	Dec-28	Dec-28	Red	Green	**Yellow**	Equipment delivery and installation have been delayed, with completion expected in 2026.
Forensic Identification Services (F.I.S.) Facility Replacement - Feasibility Study	0.0	400.0	400.0	0.0	0.0	400.0	0.0%	0.0	400.0	Feb-25	Dec-25	Dec-25	Red	Green	**Yellow**	The project team anticipates awarding the contract in Q4 2025, with the study scheduled to commence in Q1 2026.
Information Technology Modernization Projects:																
Next Generation (N.G.) 9-1-1	(154.4)	3,932.0	3,777.6	923.9	3,095.0	682.6	81.9%	0.0	682.6	Jan-19	Sep-26	Dec-28	Green	Red	**Yellow**	Please refer to the body of the report
Digital Program (Platform & Transformation)	0.0	1,500.0	1,500.0	280.4	1,100.0	400.0	73.3%	0.0	400.0	Feb-25	Dec-27	Dec-28	Green	Red	**Yellow**	Please refer to the body of the report
Real Time Operating Centre	0.0	5,200.0	5,200.0	0.8	4,747.4	452.6	91.3%	0.0	452.6	Feb-25	Dec-29	Dec-29	Green	Green	**Green**	Please refer to the body of the report
Transforming Corporate Support (H.R.M.S., T.R.M.S.)	1,015.7	220.0	1,235.7	0.0	150.0	1,085.7	12.1%	0.0	1,085.7	Jan-14	Dec-26	Dec-26	Red	Green	**Yellow**	Please refer to the body of the report
A.N.C.O.E. (Global Search)	38.3	0.0	38.3	38.3	38.3	(0.0)	100.0%	0.0	0.0	Jan-15	Feb-25	Feb-25	Green	Green	**Green**	Project was completed in February.
Body Worn Camera - Phase II	272.3	0.0	272.3	86.1	272.3	0.0	100.0%	0.0	0.0	Jan-17	Dec-25	Dec-25	Green	Green	**Green**	
Replacements/ Maintenance/ Equipment Projects:																
State-of-Good-Repair - Police	717.6	5,650.0	6,367.6	3,379.4	6,143.4	224.2	96.5%	0.0	224.2	ongoing	ongoing	ongoing	Green	Green	**Green**	Please refer to the body of the report
Automated Fingerprint Identification System (A.F.I.S.) Replacement	553.5	0.0	553.5	316.2	553.5	0.0	100.0%	0.0	0.0	Jan-19	ongoing	ongoing	Green	Green	**Green**	Please refer to the body of the report
New Records Management System (R.M.S.)	11,001.9	1,700.0	12,701.9	3,735.5	9,200.0	3,501.9	72.4%	0.0	3,501.9	Jan-23	Dec-27	Dec-27	Green	Green	**Green**	Please refer to the body of the report
Vehicle and Equipment	0.0	12,768.4	12,768.4	11,409.7	12,303.8	464.6	96.4%	0.0	464.6	ongoing	ongoing	ongoing	Green	Green	**Green**	Please refer to the body of the report
Mobile Workstations	0.0	9,520.0	9,520.0	6,827.5	7,519.6	2,000.4	79.0%	0.0	2,000.4	ongoing	ongoing	ongoing	Green	Green	**Green**	Please refer to the body of the report
Infrastructure Lifecycle	0.0	13,100.0	13,100.0	10,329.4	12,300.0	800.0	93.9%	0.0	800.0	ongoing	ongoing	ongoing	Green	Green	**Green**	Please refer to the body of the report
Radio Replacement	100.0	0.0	100.0	68.0	100.0	0.0	100.0%	0.0	0.0	Jan-16	ongoing	ongoing	Green	Green	**Green**	
Furniture Lifecycle Replacement	0.0	2,930.0	2,930.0	1,437.2	2,016.4	913.6	68.8%	0.0	913.6	ongoing	ongoing	ongoing	Yellow	Green	**Green**	
Workstation, Laptop, Printer- Lifecycle plan	0.0	3,779.0	3,779.0	2,153.6	3,216.9	562.1	85.1%	0.0	562.1	ongoing	ongoing	ongoing	Green	Green	**Green**	
Vehicle and Operational Equipment - Net New	399.1	7,015.0	7,414.1	6,456.1	6,650.0	764.1	89.7%	0.0	764.1	Jan-24	Dec-29	Dec-29	Green	Green	**Green**	
Information Technology Storage Growth	3.1	750.0	753.1	457.9	753.0	0.1	100.0%	0.0	0.1	Jan-23	ongoing	ongoing	Green	Green	**Green**	
Uninterrupted Power Supply (U.P.S.) Lifecycle Replacement	26.7	950.0	976.7	737.0	818.0	158.7	83.7%	0.0	158.7	Feb-21	ongoing	ongoing	Green	Green	**Green**	
Property & Evidence Warehouse Racking	50.0	950.0	1,000.0	18.3	19.0	981.0	1.9%	0.0	981.0	Apr-24	Jan-26	Dec-26	Red	Red	**Red**	The needs assessment for building infrastructure and requirements has been deferred to 2026.
Small Equipment Replacement - Telephone handsets	0.0	1,734.0	1,734.0	1,553.8	1,679.7	54.3	96.9%	0.0	54.3	ongoing	ongoing	ongoing	Green	Green	**Green**	
F.I.F.A. Requirement - Motorcycles	55.2	0.0	55.2	39.9	55.2	0.0	100.0%	0.0	0.0	Jan-24	Dec-25	Dec-25	Green	Green	**Green**	
Lifecycle Projects:																
Vehicle Replacement	1,330.0	0.0	1,330.0	1,187.3	1,187.3	142.8	89.3%	142.8	0.0							
I.T.-Related Replacements	2,581.2	3,168.0	5,749.2	4,755.7	5,171.7	577.5	90.0%	0.0	577.5							
Other Equipment	2,199.9	11,508.0	13,707.9	4,485.0	6,743.9	6,964.1	49.2%	0.0	6,964.1							
Total Capital Expenditures	**22,132.8**	**104,638.8**	**126,771.6**	**68,405.6**	**103,127.3**	**23,644.3**	**81.3%**	**142.8**	**23,501.5**							
Funding from Developmental Charges	(993.7)	(7,823.3)	(8,817.1)	(7,028.0)	(7,028.0)	(1,789.1)	79.7%	0.0	(1,789.1)							
Funding from Vehicle and Equipment Reserve	(6,111.2)	(14,486.0)	(20,597.2)	(10,237.9)	(12,912.9)	(7,684.4)	62.7%	(142.8)	(7,541.6)							
Other (Provincial and Federal Funding)	0.0	(935.4)	(935.4)	(923.9)	(935.4)	0.0	100.0%	0.0	0.0							
Debt	**15,027.8**	**81,394.1**	**96,421.9**	**50,215.8**	**82,251.1**	**14,170.9**	**85.3%**	**0.0**	**14,170.9**							

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

7.3. 2025 Operating Budget Variance for the Toronto Police Service Parking Enforcement Unit, Period Ending September 30, 2025

PUBLIC REPORT

October 28, 2025

To: Chair and Members
Toronto Police Service Board

From: Myron Demkiw
Chief of Police

Subject: 2025 Operating Budget Variance for the Toronto Police Service Parking Enforcement Unit, Period Ending September 30, 2025

Purpose: ☒ **Information Purposes Only** ☐ **Seeking Decision**

Recommendations:

This report recommends that the Toronto Police Service 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:

The following outlines financial implications affecting the Toronto Police Service's (Service) 2025 operating budget projection for the Parking Enforcement Unit (P.E.U.).

Q3 Projection: As of September 30, 2025, the P.E.U. is projecting a favourable variance of $3.3M mainly due to salary savings.

Tariffs: Effective March 4, 2025, certain goods imported into Canada from the United States are subject to a 25% surtax on the value for duty, as outlined in the United States Surtax Order (2025-1). On April 17, 2025, the Ministry of Finance issued the United States Surtax Remission Order (2025) which stated that remissions would be granted for goods imported before October 16, 2025 by or on behalf of law enforcement agencies to support public safety purposes. On October 17, 2025 the order was updated to grant remissions for such goods imported before December 16, 2025. The 2025 projection does not include the tariff implication that may potentially come into effect beyond December 16, 2025.

Summary

This report provides the Board with an update on the P.E.U.'s 2025 projected year-end variance as of September 30, 2025. The P.E.U. is forecasting total net expenditures of $56.1M, resulting in a year-end favourable variance of $3.3M, or 5.5% of the In-Year Budget. The anticipated savings are primarily attributed to lower than budgeted staffing levels during the early part of the year. Additionally, $0.8M of favourable variance in total benefits has further contributed to the overall favourable variance.

Table 1 provides a high-level summary of variances and explanations by feature category, with additional details discussed in the sections that follow.

The Service and the P.E.U. are tracking and reporting variance analysis to the In-Year Budget, which includes anticipated adjustments for the 2025 collective agreements in consultation with City staff.

- The Board approved budget is the financial plan formally authorized by the Board and City Council. It reflects anticipated revenues and expenditures based on the best available information at the time of approval.

- The In-Year Budget reflects revisions made during the fiscal year in response to emerging needs, new information, collective agreement impacts, changes in circumstances such as legislative changes, emergency events, inclusion of grant revenues, or unforeseen operational pressures.

Please note that figures in the tables presented in this report may not sum precisely due to rounding.

Table 1: 2025 Variance by Feature Category ($Ms)

Category	2025 In-Year Budget*	2025 Projection	Fav / (Unfav)
Salaries	$36.9	$34.1	$2.8
Premium Pay	$2.1	$2.3	($0.2)
Benefits	$12.8	$12.0	$0.8
Non-Salary	$5.5	$5.6	($0.1)
Reserve Contribution	$4.2	$4.2	$0.0
Revenue (e.g. T.T.C., towing recoveries)	($2.1)	($2.1)	$0.0
Total	**$59.4**	**$56.1**	**$3.3**

* Note: Budget changes reflect the financial impacts of the 2024 and 2025 collective agreements, as well as In-Year Budget transfers due to essential operational updates.

Discussion

Background

The P.E.U. is managed by the Service; however, the P.E.U.'s operating budget is separate from the Service's 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.

Relevant Board Policies and Compliance

This report is in compliance with the Board's Budget Transparency Policy, approved on July 29, 2021 (Min. No. P2021-0729-3.0. refers).

Budget Variances

Details regarding variances shown in Table 1 are discussed below.

Table 2 – 2025 Variance by Feature Category ($Ms)

Category	2025 Budget	2025 Projection	Fav / (Unfav)	Explanation
Salaries	$36.9	$34.1	$2.8	• Discussed below.
Premium Pay	$2.1	$2.3	($0.2)	• Primarily driven by enforcement-related activities, including special events and directed enforcement. • Although Q1 showed favorable trends, ongoing Parking Enforcement Officer (P.E.O.) separations increased reliance on premium pay to maintain service levels in Q2 and Q3.
Benefits	$12.8	$12.0	$0.8	• The P.E.U.'s benefits mirror those of the Service, with costs being applied at year-end as a percentage of the Service's costs. • The projected favourable variance is due to the reduced staffing levels and lower salary-related benefits.
Non-Salary	$5.5	$5.6	($0.1)	• Discussed below.
Reserve Contribution	$4.2	$4.2	$0.0	• No variance to report.
Revenue (e.g. T.T.C., towing recoveries)	($2.1)	($2.1)	$0.0	• Revenues include towing recoveries, reserve draws, and recoveries from the Toronto Transit Commission (T.T.C.) for premium pay tied to parking enforcement during weekend subway closures.
Total	**$59.4**	**$56.1**	**$3.3**	

Salaries

The Q3 variance in salary expenditures is primarily driven by the timing of new hires and ongoing staff separations. Year-to-date, there have been 45 P.E.O. separations, with 20 members transitioning to Special Constable roles, contributing to internal movement and attrition. As P.E.O. separations continue due to retirements or promotions to other positions, new P.E.O.s are hired at the lowest ‘step’ in the salary band, resulting in cost savings.

The Parking budget is based on maintaining an average annual P.E.O. strength of 357. Due to higher-than-expected separations, additional hiring was required to meet this target.

Originally, 60 new hires were approved for 2025 – 40 initially scheduled for March and 20 for September. The March intake was deferred to July, while the September class has been rescheduled to October and expanded to 40 recruits to address the staffing gap. A third class of 30 recruits was approved for November to offset the anticipated attrition and support workforce stabilization.

Although these additional hires will increase the year-end strength, the average strength for the year will remain at 357.

Non-Salary

The total non-salary budget is $5.5M with a 2025 projection of $5.6M, resulting in a $0.1M unfavourable variance. Significant items include fuel, parking enforcement related equipment and supplies, interdepartmental chargebacks, and property maintenance related costs.

The unfavourable variance is due to a newly approved initiative to equip P.E.O.s with Connected Officer devices with an implementation cost of $0.2M in 2025. This cost is partially offset by funding from two sources: funding originally allocated for mobile workstations as they are no longer required, and reduced fuel costs following the removal of the consumer Carbon Tax.

Further details on this initiative are provided in the Risk and Opportunities section below.

Potential Risk and Opportunities

Risks

Hiring and Vacancy Pace

The hiring of Special Constables and Cadets by the Service has a significant impact on the P.E.U., given the historical trend of P.E.O.s transitioning to those roles. While predicting the number of P.E.O.s transitioning to these positions is challenging, the Service continues to monitor actual separations throughout the year and adjusts the P.E.O. hiring plan accordingly.

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Opportunities

Connected Officer Devices

A new initiative has been approved in-year to equip P.E.O.s with Connected Officer Devices. This initiative will be implemented in phases, with a portion of the required devices purchased in 2025 and additional devices to equip the full complement purchased in 2026. The deployment of these devices will allow P.E.O.s to be dispatched to parking calls more quickly and efficiently, as well as modernize the P.E.U.'s communication model going forward, reducing the significant workload on the Service's Communications Operators and improving service to the public.

Conclusion

As of September 30, 2025, the P.E.U. is projecting a $3.3M favourable year-end variance.

Interim Chief Administrative Officer, Colin Stairs or designate, will be in attendance to answer any questions the Board may have regarding this report.

Respectfully submitted,

Myron Demkiw, M.O.M.
Chief of Police

7.4. 2025 Operating Budget Variance Report for the Toronto Police Service Board, Period Ending September 30, 2025

PUBLIC REPORT

November 12, 2025

To: Chair and Members
Toronto Police Service Board

From: Sandy Murray
Interim Executive Director

Subject: **2025 Operating Budget Variance Report for the Toronto Police Service Board, Period Ending September 30, 2025**

Purpose: ☒ **Information Purposes Only** ☐ **Seeking Decision**

Recommendation(s):

It is recommended that the Toronto Police Service 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:

Q3 Projection: As of September 30, 2025, the Board is not projecting any year-end variance on its 2025 Operating Budget.

Summary:

This report provides the Board with an update on the Board's projected year-end variance as at September 30, 2025. The Board is forecasting net expenditures of $2,543.4K, resulting in no variance in the in-year budget. Anticipated savings in Salaries and Benefits will be offset by lower than projected draws from reserves.

Table 1 provides a high-level summary of variances and explanations by feature category, with additional details discussed in the sections that follow.

It should be noted that the methodology for variance reporting has changed in this report. The Service and the Board are tracking and reporting all variance analysis to the In-Year Budget, which is including anticipated adjustments for the 2025 collective agreements in consultation with City staff.

- The Board approved budget is the financial plan formally authorized by the Board and City Council. It reflects anticipated revenues and expenditures based on the best available information at the time of approval.
- The in-year budget reflects revisions made during the fiscal year in response to emerging needs, new information, collective agreement impact, changes in circumstances such as legislative changes, emergency events, or unforeseen operational pressures.

Please note that figures in the tables presented in this report may not sum precisely due to rounding.

Table 1: Variance by Feature Category ($000s)

Category	2025 In-Year Budget *	2025 Projection	Fav / (Unfav)
Salaries & Benefits	$1,816.6	$1,654.5	$162.1
Non-Salary Expenditures	$1,792.5	$1,882.7	($90.2)
Draws from Reserves	($1,065.7)	($993.8)	($71.9)
Total	**$2,543.4**	**$2,543.4**	**$0.0**

* Note: Budget changes reflect the financial impacts of the 2024 and 2025 collective agreements, as well as In-Year Budget transfers due to essential operational updates.

Discussion

Relevant Board Policies and Compliance

This report is in compliance with the Board's Budget Transparency Policy, approved on July 29, 2021 (Board Minute P2021-0729-3.0 refers).

Budget Variances

Salaries & Benefits

Year-to-date expenditures for Salaries and Benefits are lower than budgeted, as not all Board staff are at the highest 'step' of their respective salary band, and there are currently two vacant positions. One Analyst position has been vacant for the entire year and hiring for this role has been delayed to 2026. The Executive Director position became vacant in July and will be filled by the end of 2025.

Additional savings are anticipated due to the current Board Chair also holding the position of City Councillor, making them ineligible to receive the Chair's regular salary. Due to these factors, a favourable variance of $162,100 is expected at year-end.

These projected savings are expected to be fully offset by lower than budgeted draws from reserves.

Non-Salary Expenditures/Draws from Reserves

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

The 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 2025 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. It should be noted, however, that legal costs in 2025 are trending higher than in previous years, and most of the budgeted reserve draw may be needed.

Potential Risk and Opportunities

Additional in-year budget pressures have been identified due to the Service's Chief Administrative Officer (C.A.O.) position and the Board's Executive Director position recently becoming vacant. The Board has secured an outside professional firm to assist with executive search services to fill these positions, as well as a newly created Deputy Chief position. The use of executive search services to fill these positions are estimated to be approximately $111,000.

Every effort will be made to absorb the costs associated with these processes within the 2025 Operating Budget; however, as these executive selection processes do not occur regularly, the associated funds are not 'built in' to the Board Office's annual budget and, therefore, create a potential budget pressure. This pressure will partially offset the anticipated savings for Salaries and Benefits.

Conclusion:

As of September 30, 2025, no variance is being projected by the end of 2025. Favourable variances in salaries & benefits will be offset by reducing draws from reserves, which will help maintain reserve balances, as well as potential budget pressures from the C.A.O., Deputy Chief and Executive Director executive searches.

Respectfully submitted,

Sandy Murray
Interim Executive Director

8. Public Central Joint Heath and Safety Committee Meeting Minutes from the meeting held on June 4, 2025

Central Joint Health and Safety Committee

PUBLIC MEETING MINUTES

Wednesday June 4, 2025, at 2:00PM
Virtual via Webex

Meeting No. 92

Chair for this Meeting:
Councillor Shelley Carroll, Chair, Toronto Police Service Board and Co-Chair, Central Joint Health, and Safety Committee

Members Present:
Councillor Shelley Carroll, Chair, Toronto Police Service Board and Co-Chair, Central Joint Health, and Safety Committee
Clayton Campbell, President, Toronto Police Association and Co-Chair, Central Joint Health, and Safety Committee
Brian Callanan, Vice President, Toronto Police Association (TPA), and Executive Member, Central Joint Health, and Safety Committee
CAO Svina Dhaliwal, Toronto Police Service (TPS), Command Representative

Also Present:
Mike Harris, Director, TPA
Pete Grande, Director, TPA
Sheri Chapman, Executive Assistant, TPSB

Absent:
Ivy Nanayakkara, Manager, TPS, Wellness Unit (virtual)
Rob Duncan, Occupational Safety Lead, TPS Wellness Unit

Opening of the Meeting:

1. Co-Chair Carroll welcomed the group to the meeting and called the meeting to order 2:04PM.

2. The Committee approved the public minutes from the meeting that was held on March 25, 2025.

Moved by: Clayton Campbell
Seconded by: Shelley Carroll

3. Co-Chair Carroll invited Committee Members to share any new initiatives for discussion. No new initiatives were brought forward.

Co-Chair Carroll introduced a Motion to move in camera.

Moved by: Svina Dhaliwal
Seconded by: Brian Callanan

Next Meeting Date: September 23, 2025
Location: Toronto Police Association

Members of the Central Joint Health and Safety Committee:

Shelley Carroll, Co-Chair Toronto Police Services Board	Clayton Campbell, Co-Chair Toronto Police Association
Svina Dhaliwal, Command Representative Toronto Police Service	Brian Callanan, Executive Member Toronto Police Association

9. Chief’s Administrative Investigation Reports

9.1. Chief’s Administrative Investigation into the Firearm Injury of Complainant 2025.17

PUBLIC REPORT

October 8, 2025

To: Chair and Members
Toronto Police Service Board

From: Myron Demkiw
Chief of Police

Subject: Chief's Administrative Investigation into the Firearm Injury of Complainant 2025.17

Purpose: ☒ Information Purposes Only ☐ Seeking Decision

Recommendation:

It is recommended that the Toronto Police Service Board (Board) receive this report for information, as per O. Reg. 391/23 s. 9(2)(b).

Financial Implications:

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

Summary:

The Professional Standards – Special Investigations Unit Liaison (P.R.S. – S.I.U. Liaison) investigation determined the conduct of all the designated officials was in compliance with applicable provincial legislation regarding the Standards of Conduct and the applicable Toronto Police Service (T.P.S.) Procedures.

Discussion:

Background

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.

Relevant Board Policies and Compliance

- Community Safety and Policing Act (C.S.P.A.), 2019
- Special Investigations Unit Act (S.I.U.A.), 2019
- T.P.S. Procedures

S.I.U. Terminology

Complainant – Refers to the Affected Person
SO – Subject Official(s)
WO – Witness Official(s)
CW – Civilian Witness(es)

S.I.U. Investigative Conclusion

In a letter to the Chief of Police dated July 18, 2025, 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 subject officials.*"

The following *S.I.U. Incident Narrative* and *Analysis and Director's Decision* has been reprinted from the S.I.U. Director's report, number 25-TFI-113, which can be found via the following link:

Special Investigations Unit -- Director's Report Details, Case Number: 25-TFI-113

S.I.U. Incident Narrative

"In the afternoon of March 23, 2025, members of the TPS Guns and Gangs Task Force, including the SO, began to covertly track a Nissan. They had reason to believe that the driver – the Complainant – was in possession of illegal firearms, and the team had obtained a search warrant to that effect. Their plan was to arrest the Complainant ahead of the execution of the warrant.

Seemingly unaware that he was being followed, the Complainant turned into the plaza at 2879 – 3001 Islington Avenue, exited, and entered a store. Remaining in the Nissan were three males – CW #3 in the front passenger seat, CW #1 in the rear driver-side seat, and CW #2 in the rear passenger-side seat. The Complainant returned to the

vehicle and had just re-entered the driver seat when the vehicle was surrounded by police officers.

On seeing the Nissan enter the plaza parking lot, the task force decided to execute a takedown. They maneuvered their unmarked cruisers around the Nissan to prevent its egress, exited, and surrounded the Complainant and the others with their guns drawn. The SO positioned himself by the rear passenger-side door. The officers yelled at the Nissan's occupants to not move. CW #2 attempted to escape via the rear passenger-side door. He was prevented from doing so by the SO. The Complainant climbed over the center console into the back of the Nissan intending to escape via the same door. He was stretched across the front and rear, chest facing up, when he was shot in the right leg.

The SO had fired his weapon once at the Complainant through the open rear passenger-side door.

The occupants of the Nissan were removed from the vehicle and arrested. Multiple firearms were located on their persons and in the Nissan, including a semi-automatic pistol on the Complainant.

The Complainant was taken to hospital following his arrest and diagnosed with a gunshot wound to the lateral aspect of the right knee joint."

S.I.U. Analysis and Director's Decision

"The Complainant was shot and seriously injured in the course of his arrest by TPS officers on March 23, 2025. The SIU was notified of the incident and initiated an investigation, naming SO 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 shooting.

Section 34 of the Criminal Code provides that conduct that would otherwise constitute an offence is legally justified if it was intended to deter a reasonably apprehended assault, actual or threatened, and was itself reasonable. The reasonableness of the conduct is to be assessed in light of all the relevant circumstances, including with respect to 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.

The SO and his fellow officers on the task force were within their rights in seeking to arrest the Complainant. The Complainant had been named in a search warrant alleging the unlawful possession of a restricted firearm.

While the evidence confirms that the Complainant was in possession of a gun, there is a body of evidence indicating he was not reaching for it when he was shot. This evidence, however, is contested by the account of the SO. According to the SO, the Complainant had grasped the handle of the gun, located in his waistband, when the officer discharged his firearm fearing for life. That evidence finds support in the accounts of two other officers – both part of the takedown – who observed the Complainant's hands in the area of his waistband in and around the time of the gunshot. On this record, I am unable to reasonable conclude that the SO did not harbour an honest belief that it was necessary to shoot the Complainant to protect himself and others from a reasonably apprehended attack.

It follows that the force used by the SO constituted reasonable force in the circumstances. If the SO genuinely believed the Complainant had taken hold of a gun while attempting to escape police apprehension, as the evidence reasonably suggests he did, then the use of the firearm would appear commensurate with the exigencies of the situation. At that moment, faced with the very real risk that the Complainant would use his gun against the officers, nothing short of a firearm had the immediate stopping power required to preserve the SO and others from grievous bodily harm or death.

For the foregoing reasons, there is no basis to proceed with criminal charges in this case. The file is closed."

Summary of the Toronto Police Service's Investigation

The P.R.S. – S.I.U. Liaison conducted an administrative investigation as is required by provincial legislation.

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

The P.R.S. – S.I.U. Liaison investigation reviewed the following T.P.S. Procedures:

- Procedure 01-01 (Arrest);
- Procedure 01-03 (Persons in Custody);
- Procedure 02-01 (Arrest Warrants)
- Procedure 04-19 (Surveillance);
- Procedure 05-21 (Firearms);
- Procedure 08-04 (Members Involved in a Traumatic Critical Incident);
- 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 P.R.S. – S.I.U. Liaison investigation also reviewed the following legislation:

- Special Investigations Unit Act (S.I.U.A.), 2019

Conclusion:

The P.R.S. – S.I.U. Liaison investigation determined that the T.P.S.'s policies and procedures associated with this firearm 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 P.R.S. – S.I.U. Liaison investigation determined that the conduct of all the designated officials was in compliance with T.P.S. procedures and the officers' training.

Chief Superintendent Shannon Dawson, Professionalism and Accountability, will be in attendance to answer any questions that the Board may have regarding this report.

Respectfully submitted,

Myron Demkiw, M.O.M.
Chief of Police

9.2. Chief’s Administrative Investigation into the Custody Injury of Complainant 2025.23

PUBLIC REPORT

October 8, 2025

To: Chair and Members
Toronto Police Service Board

From: Myron Demkiw
Chief of Police

Subject: Chief's Administrative Investigation into the Custody Injury of Complainant 2025.23

Purpose: ☒ **Information Purposes Only** ☐ **Seeking Decision**

Recommendation:

This report recommends that the Toronto Police Service Board (Board) receive this report for information.

Financial Implications:

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

Summary:

The Professional Standards – Special Investigations Unit Liaison (P.R.S. – S.I.U. Liaison) investigation determined the conduct of the designated officials was in compliance with applicable provincial legislation regarding the Standards of Conduct and the applicable Toronto Police Service (T.P.S.) Procedures.

Discussion:

Background

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.

Relevant Board Policies and Compliance

- Community Safety and Policing Act (C.S.P.A.), 2019
- Special Investigations Unit Act (S.I.U.A.), 2019
- T.P.S. Procedures

S.I.U. Terminology

Complainant – Refers to the Affected Person
SO – Subject Official(s)
WO – Witness Official
CW – Civilian Witness

S.I.U. Investigative Conclusion

In a letter to the Chief of Police dated August 8, 2025, 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 subject official.*"

The following *S.I.U. Incident Narrative* and *Analysis and Director's Decision* has been reprinted from the S.I.U. Director's report, number 25-TCI-152, which can be found via the following link:

Special Investigations Unit -- Director's Report Details, Case Number: 25-TCI-152

S.I.U. Incident Narrative

"The evidence collected by the SIU, including interviews with the Complainant and the SO, and video footage that largely captured the incident, gives rise to the following scenario.

In the evening of April 18, 2025, TPS officers were dispatched to an apartment in the area of Avenue Road and Wilson Avenue. The tenant – the CW – had contacted police to report that the Complainant had locked him out of the apartment and threatened him with a gun through the closed door. The Complainant was an unhoused person whom the CW had taken in for a time.

Officers arrived on scene at about 9:00 p.m. They announced their presence and status as police officers and asked the Complainant to open the door. The Complainant refused.

At about 9:30 p.m., with the use of a passkey, the officers entered the apartment. The Complainant was seated on the living room sofa. A coffee table in front of him contained drug paraphernalia. With the SO positioned to the Complainant's right and WO #1 to the left, the officers took hold of his arms and rolled him onto his front on the sofa. Following a brief struggle, in which WO #1 used his baton to pry free the Complainant's right arm, the Complainant was handcuffed behind the back and assisted to his feet.

During a search following the arrest, the SO raised the Complainant's hands behind his back and, in so doing, caused the Complainant's right arm to fracture at the elbow."

S.I.U. Analysis and Director's Decision

"The Complainant was seriously injured in the course of his arrest by TPS officers on April 18, 2025. The SIU was notified of the incident and initiated an investigation, naming the SO 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 Complainant's arrest and 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.

Based on the information provided the police by the CW, the Complainant was subject to arrest for uttering threats contrary to section 264.1(1)(a) of the Criminal Code. Once under lawful arrest, the SO was entitled to search the Complainant pursuant to a police officer's common law powers of search incident to arrest.

I am satisfied that the force used by the SO in the course of the search following the Complainant's arrest did not exceed what was legally justified in the circumstances. The SO says that he raised the Complainant's hands behind the back to search for the waistband of his pants. The officer was looking for possible weapons and the Complainant was making that difficult by holding his arms tightly against the back. If the SO misjudged the amount of force that was strictly necessary in the circumstances, the BWC footage reveals that the officer's conduct was not so disproportionate to the task at hand as to attract criminal sanction.

For the foregoing reasons, 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 P.R.S. – 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 P.R.S. – S.I.U. Liaison investigation reviewed the following 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 15-17 (In-Car Camera System); and
- Procedure 15-20 (Body-Worn Camera)

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

- Special Investigations Unit Act (S.I.U.A.), 2019

Conclusion:

The P.R.S. – 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 P.R.S. – S.I.U. Liaison investigation determined the conduct of the subject official was in compliance with applicable provincial legislation regarding the Standards of Conduct, the applicable T.P.S. Procedures and the officers' training.

The In-Car Camera System and the Body-Worn Camera footage were essential pieces of evidence that assisted both the S.I.U.'s investigation and this administrative investigation.

Chief Superintendent Shannon Dawson, Professionalism and Accountability, will be in attendance to answer any questions that the Board may have regarding this report.

Respectfully submitted,

Myron Demkiw, M.O.M.
Chief of Police