



Toronto Police Service

I: 2014 OPERATING BUDGET OVERVIEW

What We Do

Toronto Police Service delivers police services, in partnership with our communities, to keep Toronto the best and safest place to be.

2014 Budget Highlights

The total cost to deliver Toronto Police services to Toronto residents in 2014 is \$1.086 billion and \$957.661 million net, as shown below.

Toronto Police Service (In \$000s)	Approved 2013 Budget	Recommended 2014 Budget	Change	
			\$	%
Gross Expenditures	1,022,391.5	1,086,001.7	63,610.2	6.2%
Gross Revenue	93,801.8	128,340.5	34,538.7	36.8%
Net Expenditures	928,589.7	957,661.2	29,071.5	3.1%

The 2014 Recommended Operating Budget for Toronto Police Service of \$957.661 million net is \$29.072 million or 3.1% over the 2013 Approved Operating Budget and \$1.743 million or 0.18% over the established budget target.

The 2014 Recommended Operating Budget includes additional funding of \$27.329 million for the 2014 salary settlement impact, \$6.808 million for three new recruit classes with class sizes of 100 in April, 80 in August and 120 in December 2014, \$4.176 million in annualized costs for a December 2013 class of 60 new recruits, as well as \$8.100 million for increased reserve contributions.

www.toronto.ca/budget2014

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Contacts

Judy Skinner

Manager, Financial Planning

Tel: (416) 397-4219

Email: jskinner1@toronto.ca

Anna Chablinskaia

Senior Financial Planning Analyst

Tel: (416) 397-4532

Email: achabli@toronto.ca

Fast Facts

- Average deployed uniform strength of 5,266 Officers in 2014.
- The Service responds to approximately 2 million calls for service annually.

Trends

- Seven major crime indicators are used as a key barometer of crime within the City. As indicated in the table below, major crime is down in almost every category and overall major crime has decreased by 14% in 2013, compared to same period in 2012.
- Toronto is one of the safest cities in North American, and the Toronto Police Service has and will continue to work hard with its community partners and other stakeholders to keep it that way.

Our Service Deliverables for 2014

Toronto Police Service delivers police services to keep Toronto the best and safest place to be. The 2014 Operating Budget will provide funding to:

- Maintain an average deployed uniform strength of 5,266 Officers delivering police services in partnership with our communities.
- Continue to focus on child and youth safety, violence against women, people with distinct needs, organized crime and gangs, and pedestrian and traffic safety.
- Continue to provide security for 263 Provincial courtrooms within the City.

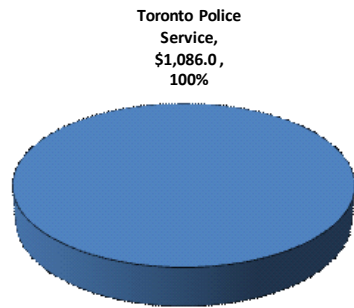
Toronto Police Service will also address community safety issues, continue to ensure pedestrian and traffic safety and focus on police interaction with individuals experiencing mental illness.

Major Crime Indicators - as at September 30, 2013					
Offence	2011	2012		2013	
	Total	% Chg	Total	\$ Chg	Total
Murder	36	14%	41	12%	46
Sex Assault	1,415	-3%	1,374	-21%	1,086
Assault	13,051	-8%	12,065	-12%	10,652
Robbery	3,044	0%	3,057	-16%	2,578
Break and Enter	5,390	-4%	5,157	-15%	4,401
Auto Theft	3,124	-13%	2,724	-16%	2,296
Theft Over	600	0%	600	-13%	525
Total	26,660	-6%	25,018	-14%	21,584

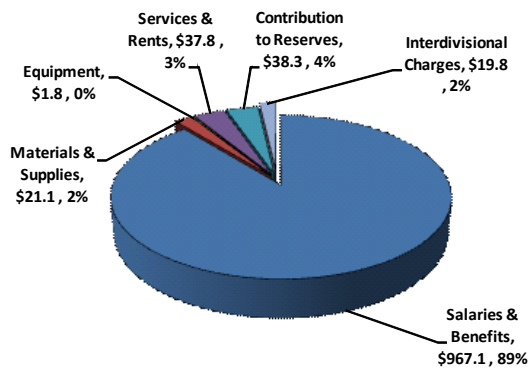
2014 Budget Expenditures & Funding

Where the money goes:

2014 Operating Budget by Service
\$1,086.0 Million

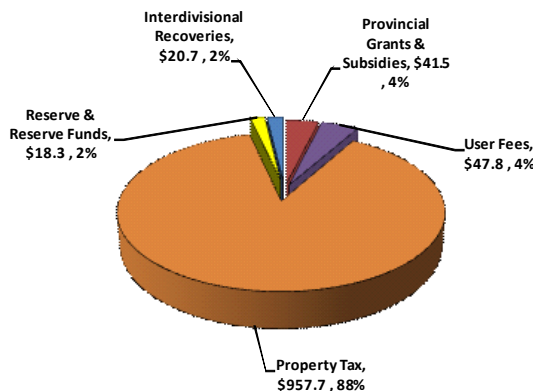


2014 Operating Budget by Expenditure Category



Where the money comes from:

2014 Operating Budget Funding Source
\$1,086.0 Million



Key Challenges & Priority Actions

- Collective Agreement obligations continue to cause significant pressure (\$27.3 million or 2.94% in 2014).
 - The 2014 Recommended Operating Budget includes additional funding of \$27.329 million for 2014 salary settlement impact.
- Hiring freeze has placed strain on the Toronto Police Service to maintain effective policing and support services.
 - The 2014 Recommended Operating Budget includes additional funding of \$6.808 million for three new recruit classes and \$4.176 million in annualized costs for a December 2013 class.
 - The 2014 Recommended Operating Budget also includes additional funding of \$1.208 million to start filling vacancies in established civilian positions.

II: RECOMMENDATIONS

Recommendations

The City Manager and Chief Financial Officer recommend that:

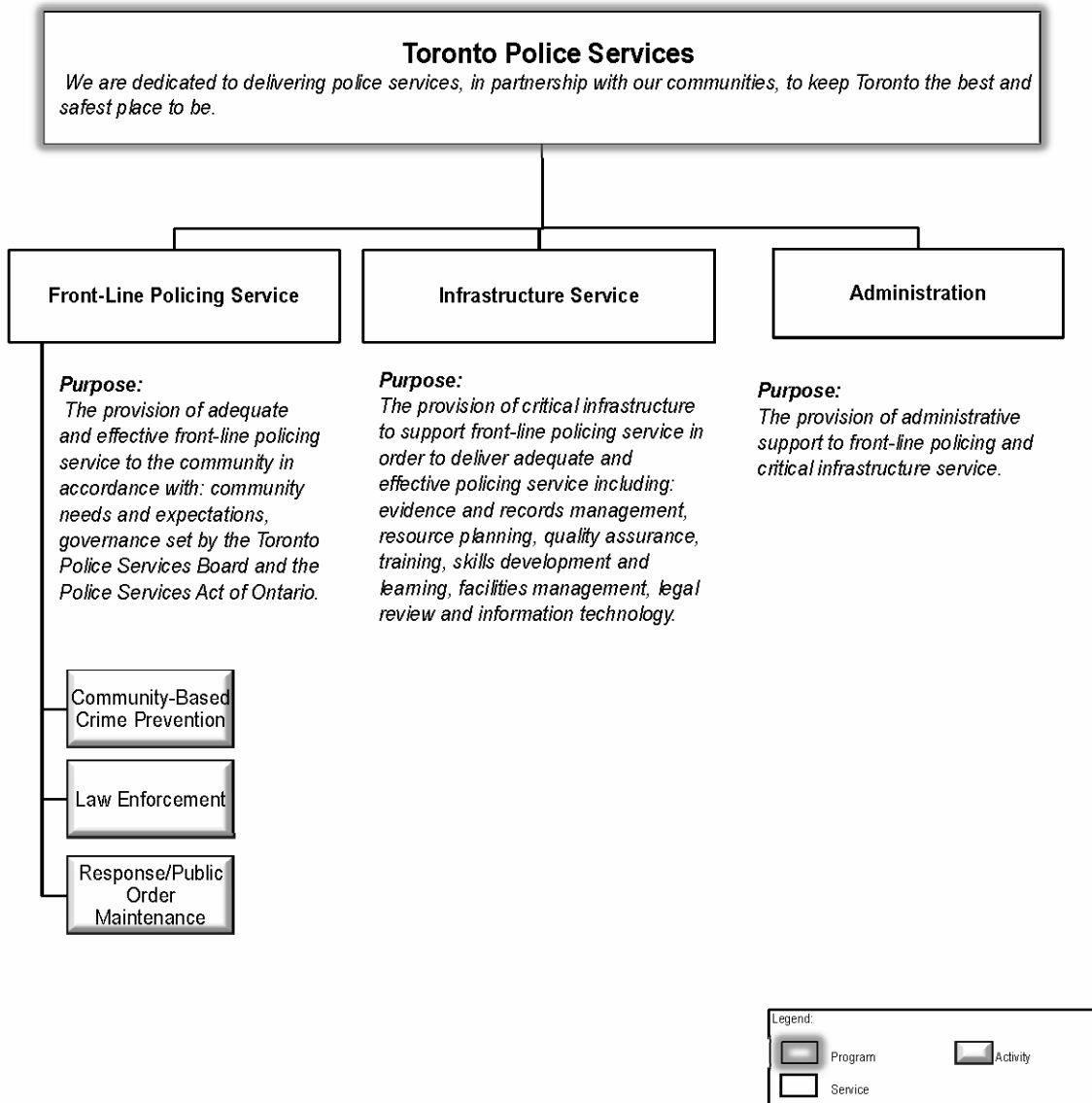
1. City Council approve the 2014 Recommended Operating Budget for Toronto Police Service of \$1.086 billion gross and \$957.661 million net, comprised of the following service:

<u>Service:</u>	<u>Gross</u> <u>(\$000s)</u>	<u>Net</u> <u>(\$000s)</u>
Toronto Police Service	1,086,001.7	957,661.2
Total Program Budget	<u>1,086,001.7</u>	<u>957,661.2</u>

2. City Council confirm the revised Toronto Police Service uniform establishment of 5,505 officers and civilian establishment of 2,162 that was approved by the Toronto Police Services Board.
3. The City Manager review Lifeguard and School Crossing Guard Programs that are currently being delivered by the Toronto Police Service and funded through the City's Non-Program budget in order to identify the appropriate service delivery model for these functions in 2015 prior to the 2015 Budget process.
4. The Toronto Police Service report back to the Deputy City Manager and Chief Financial Officer on the progress of the Chief's Internal Organization Review initiatives and their impact on the operating budget and staffing complement as part of the 2015 Operating Budget process.
5. The Toronto Police Services Board work with City staff to establish service standards and service levels for the Toronto Police Service, as previously requested by City Council, in time for the 2015 Budget process.
6. City Council request that the Director of Court Services and the Chief of Toronto Police Service report back in time for the 2015 budget process on operating savings for the first six months resulting from the implementation of the e-ticketing system.

III: 2014 SERVICE OVERVIEW AND PLAN

Program Map



2014 Service Deliverables

The 2014 Recommended Operating Budget of \$1.086 billion gross and \$957.661 million net for Toronto Police Service provides funding to:

- Maintain an average deployed uniform strength of 5,266 Officers delivering police services in partnership with our communities.
- Continue to focus on child and youth safety, violence against women, people with distinct needs, organized crime and gangs, and pedestrian and traffic safety.
- Continue to provide security for 263 Provincial courtrooms within the City.
- Continue to utilize a fleet of 1,447 cars, 55 motorcycles, 24 boats, 27 horses and 459 other modes of transportation such as bicycles and trailers ensuring the most efficient and effective use of the Service's resources.
- Proceed with three new recruit classes with class sizes of 100 in April, 80 in August and 120 in December 2014.

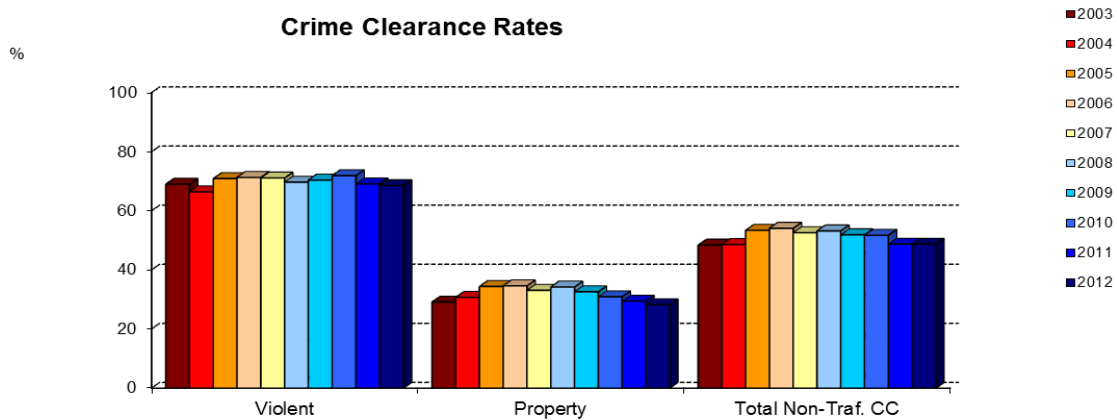
What We Do

- Toronto Police Service is responsible for providing safety services in partnership with Toronto communities and other stakeholders.
- The Toronto Police Service's objectives under "Adequacy Standards" of the *Police Services Act* include:
 - Crime prevention
 - Law enforcement
 - Assistance to victims of crime
 - Public order maintenance
 - Emergency response services
 - Administration and infrastructure

Service Performance Measures

- Toronto Police Service produces Environmental Scans which provide a comprehensive assessment of the factors that are expected to influence or change the delivery of police services.
- Due to the long-term nature of many trends outlined in the Environmental Scan, and to align with the Service's Business Planning process, a complete Scan is now produced every three years.
- The Environmental Scans and Environmental Scan Updates are posted on the Toronto Police Service's website: <http://www.torontopolice.on.ca/publications>.

Effectiveness - Crime Clearance Rates



- Between 2003 and 2012, the clearance rates for total crime (non-traffic Criminal Court) increased slightly, while the clearance rates for violent and property crime decreased slightly.

Major Crime Indicators

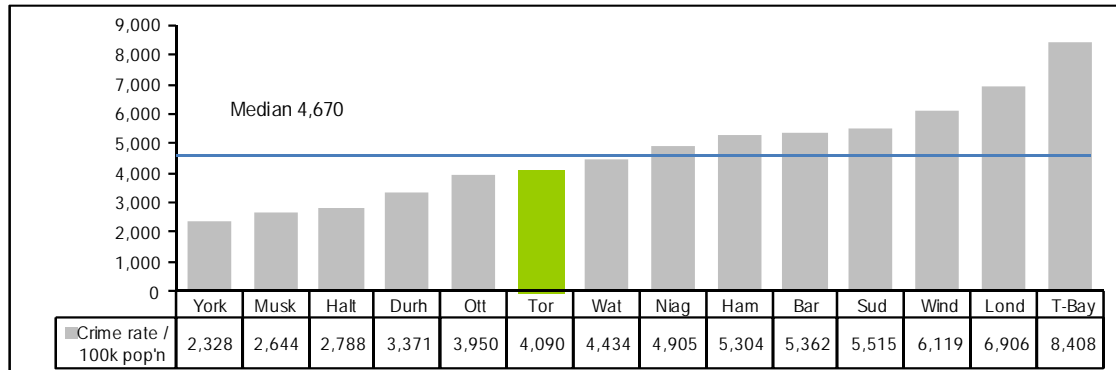
- Seven major crime indicators are used as a key barometer of crime within the City. As indicated in the table below, major crime is down in almost every category and overall major crime has decreased by 14% in 2013, compared to same period in 2012.

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Total	26,660	-6%	25,018	-14%	21,584

- All of these indicators can and are used to measure how safe a city is, which in turn is one of the dynamics that impact quality of life, entertainment, economic development and tourism in a city. Toronto is one of the safest cities in North America, and the Toronto Police Service has and will continue to work hard with its community partners and other stakeholders to keep it that way.

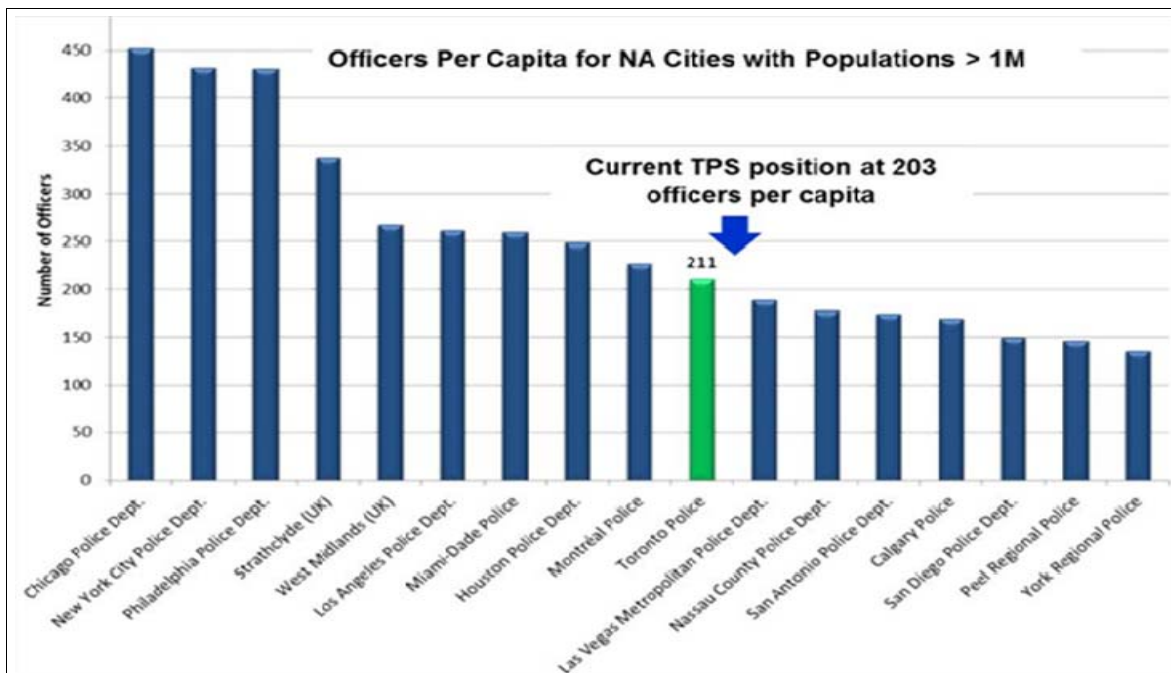
Benchmarks

Toronto’s Total (non-traffic) Crime Rate Compared to Other Municipalities



(OMBI 2011) Reported Number of Total (Non-Traffic) Criminal Code Incidents per 100,000 Population (Community Impact)

- In 2011, Toronto had 4,090 non-traffic criminal code incidents per 100,000 population which is below the median of 4,670 incidents per 100,000 population.



IV: 2014 Recommended Total Operating Budget

2014 Recommended Operating Budget (In \$000s)

(In \$000s)	2013		2014 Recommended Operating Budget				Incremental Change 2015 and 2016 Plan				
	Approved Budget	Projected Actual	2014 Rec'd Base	2014 Rec'd New/ Enhanced	2014 Rec'd Budget	2014 Rec.dd vs. 2013 Budget		2015		2016	
						Approved Changes		\$	%	\$	%
By Service	\$	\$	\$	\$	\$	\$	%	\$	%	\$	%
Toronto Police Service											
Gross Expenditures	1,022,391.5	1,020,725.3	1,086,001.7		1,086,001.7	63,610.2	6.2%	79,296.6	7.3%	(31,981.6)	-2.7%
Revenue	93,801.8	92,135.6	128,340.5		128,340.5	34,538.7	36.8%	50,964.8	39.7%	(40,520.9)	-22.6%
Net Expenditures	928,589.7	928,589.7	957,661.2		957,661.2	29,071.5	3.1%	28,331.8	3.0%	8,539.3	0.9%
Approved Positions	7,869.0	7,406.0	7,870.0		7,870.0	1.0	0.0%		0.0%		0.0%

The 2014 Recommended Operating Budget for Toronto Police Service of \$1.086 billion gross and \$957.661 million net is \$29.072 million or 3.1% over the 2013 Approved Budget of \$928.590 million.

- The 2014 Recommended Operating Budget includes additional funding of \$27.329 million for 2014 salary settlement impact, \$0.532 million for statutory payroll deductions and benefit increases, \$6.808 million for three new recruit classes and \$4.176 million for annualized costs for a December 2013 class, as well as \$8.100 million for increased reserve contributions.
- These pressures are partially offset by annualized savings of 2013 separations in the amount of \$8.929 million, part-year savings from 2014 separations in the amount of \$ 9.425 million, and revenue increase in the amount \$9.371 million due to provincial funding for court services, revenue recovery for Pan Am Games planning and other changes to grant revenue and recoveries.
- The 2014 Recommended Operating Budget includes \$24.667 million for paid duty officers' salaries which are fully offset by corresponding revenues, for no net change. Beginning in 2014, paid duty salary recoveries will flow to the Service from customers and be disbursed to officers as part of the bi-weekly payroll process instead of the current process where paid duty salaries are paid by the requesting customer directly to the officer performing the paid duty.
- The Toronto Police Service will continue to deliver the School Crossing Guard and Lifeguard programs and recover the costs from the City in 2014 while the City Manager reviews these programs in order to identify appropriate service levels and determine which City Program will deliver these functions in the future.
- The 2014 Recommended Operating Budget does not include any service changes or new/enhanced priority actions.

Approval of the 2014 Recommended will result in an increase to the Program's approved staff complement from 7,869 to 7,870 as highlighted in the table below:

2014 Recommended Total Staff Complement

Changes	2014 Budget	2015 Plan	2016 Plan
Opening Complement	7,868.0	7,870.0	7,870.0
In-year Adjustments	1.0		
Adjusted Staff Complement	7,869.0	7,870.0	7,870.0
Recommended Change in Staff Complement			
- Temporary Complement - capital project delivery			
- Operating impacts of completed capital projects			
- Other Base Changes	1.0		
- Service Change Adjustments			
- New / Enhanced			
Total	7,870.0	7,870.0	7,870.0
% Change over prior year	0.0%		

- In 2013, City Council approved one civilian position reduction to the Toronto Police Service staff complement, based on the original budget request that recommended the deletion of two project supervisor positions and creation of one senior project co-ordinator position. This change to staffing complement was not approved by the Toronto Police Services Board. Therefore, the staff complement for Toronto Police Service has been revised during 2013 to reverse this change.
- The civilianization initiatives resulting from the Chief's Internal Organizational Review will reduce the uniform establishment by 99 from 5,604 to 5,505 and increase the civilian establishment by 99 from 2,062 to 2,161, resulting in no change to the total staff complement.
- The 2014 Recommended Operating Budget for Toronto Police includes one new Child & Your Advocacy Centre (CYAC) Intake Coordinator position.
 - The Child & Youth Advocacy Centre opened in September 2013 and there are 17 officers assigned to this function that will now be located at the CYAC. An intake coordinator position is therefore required at the Centre to ensure officers are not spending time on administrative duties instead of focusing on conducting investigations.

**2014 Recommended Base Budget
(In \$000s)**

(In \$000s)	2013 Approved Budget	2014 Rec'd Base	Change		Incremental Change			
			2014 Recommended Base vs. 2013 Approved Budget		2015 Plan		2016 Plan	
			\$	%	\$	%	\$	%
By Service	\$	\$	\$	%	\$	%	\$	%
Toronto Police Service								
Gross Expenditures	1,022,391.5	1,086,001.7	63,610.2	6.2%	79,296.6	7.3%	(31,981.6)	-2.7%
Revenue	93,801.8	128,340.5	34,538.7	36.8%	50,964.8	39.7%	(40,520.9)	-22.6%
Net Expenditures	928,589.7	957,661.2	29,071.5	3.1%	28,331.8	3.0%	8,539.3	0.9%
Approved Positions	7,869.0	7,870.0	1.0	0.0%	-	0.0%	-	0.0%

The 2014 Recommended Base Budget of \$1.086 billion gross and \$957.661 million net is \$29.072 million or 3.1% over the 2013 Approved Budget of \$928.590 million net and provides \$63.610 million in funding for base budget increases which have been partially offset by \$34.539 million in base revenue changes bringing the Service's base budget to \$1.743 million or 0.18% over the budget target of a 0% increase after cost of living adjustments.

- The 2014 Recommended Base Budget does not include any service level changes.

Key cost drivers result in the base budget pressure of \$29.072 million as outlined below:

**Key Cost Drivers
(In \$000s)**

(In \$000s)	2014 Rec'd Base Budget
Gross Expenditure Changes	
Prior Year Impacts	
Annualized Impact of 2013 Separations, Replacements and Reclassifications	(3,872.8)
Operating Impacts of Capital	
Operating Impacts of Capital	719.6
Economic Factors	
Statutory Payroll Deductions and Benefit Increases	532.1
COLA and Progression Pay	
2014 Salary Settlement Impact	27,328.8
Part-Year Current Year Reclassifications	3,048.6
Base Changes	
Increased Reserve Contributions	8,100.0
Premium Pay	756.0
Impact of Current Year Uniform Separations and Hires	(2,617.7)
Impact of Civilian Hires	1,207.8
Paid Duty Officers' Salaries (offset by revenue)	24,667.0
Impact of Chief's Internal Organizational Review (CIOR)	1,123.2
Other Net Expenditures (i.e., caretaking, maintenance, telephones, computers, etc.)	2,617.6
Total Changes	63,610.2
Revenue Changes	
Provincial Funding for Court Services	6,292.3
Changes in Paid Duty Revenues	24,667.0
Recoveries for Pan Am Games 2015 Planning	1,613.2
Loss of Prisoner Return Recovery	(1,372.5)
Other Net Changes in Grant Funding and Recoveries	3,338.7
Total Changes	34,538.7
Net Expenditures	29,071.5

The 2014 Recommended Base Budget includes the following key cost drivers:

- Annualized impacts of 2013 separations, replacements and reclassifications will result in savings of \$3.873 million in 2014.
- Operating impacts from capital projects relating to licensing and maintenance costs for the Toronto Radio Infrastructure project, eTicketing and Integrated Records and Information System (IRIS) projects will require additional funding of \$0.720 million.
- Statutory payroll deductions and benefit increases will require additional funding of \$0.532 million.
- 2014 salary settlement impact will require additional funding of \$27.329 million.
- Part-year reclassification costs and other salary-related increases result in pressure of \$3.049 million.
- Contributions to reserves will increase by \$8.100 million mostly due to an increase to the Vehicle and Equipment Reserve and Sick Pay Gratuity Reserve to ensure their sustainability.
- Partially restoring the reduction to the premium pay budget that was approved by the Board in 2013 will require additional funding of \$0.700 million. This additional funding will allow the Service to absorb the impact of major unplanned events such as demonstrations, emergency events, high profile homicide/missing persons. Other individual unit premium pay pressures amount to \$0.056 million.
- The 2014 separations and three new classes will result in savings of \$2.618 million.
- Part-year costs to begin restoring civilian strength to established levels requires additional funding of \$1.207 million.
- The civilianization of Scenes of Crimes Officers and Forensic Identification positions, introduction of CopLogic for shoplifting calls and outsourcing of employment background checks as a result of the Chief's Internal Organizational Review (CIOR) will require additional funding of \$1.123 million.
- Other net expenditures such as caretaking, computer maintenance, telephones and computers will require additional funding of \$2.617 million.

The above base budget pressures will be partially offset by base revenue changes that include the following:

- Additional revenue of \$6.292 million to reflect the Provincial upload of court security which began in 2012.
- Additional recoveries of \$1.613 million for the Pan Am Games for staff planning time and incremental non-salary expenditures.
- A reduction in revenue of \$1.373 million from the Ministry of Safety and Correctional Services for prisoner transportation due to relocation of prisoners from Milton to the new Toronto South Detention Centre starting in April 2014.

- Additional revenue of \$3.339 million for such items as secondments, miscellaneous revenues and recoveries.

The expenditures include \$24.667 million for the paid duty officers' salaries which are fully offset by corresponding revenues, for a net zero change.

2015 and 2016 Plan (In \$000s)

Description (\$000s)	2015 - Incremental Increase					2016 - Incremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	# Positions	Gross Expense	Revenue	Net Expense	% Change	# Positions
Known Impacts:										
Fringe Benefits	5,837.7		5,837.7	0.6%		2,182.6		2,182.6	0.2%	
Progression Pay	1,061.5		1,061.5	0.1%		5,165.0		5,165.0	0.5%	
Premium Pay (Pan Am Games)	45,200.0	45,200.0	-			(45,200.0)	(46,813.2)	1,613.2		
Annualization	18,900.7		18,900.7	2.0%		5,332.9		5,332.9	0.5%	
Separations and Replacements	2,458.4		2,458.4	0.3%		(5,470.2)		(5,470.2)	-0.6%	
Operating Impact of Capital	1,634.0		1,634.0	0.2%		357.0		357.0	0.0%	
Leap Year						1,600.0		1,600.0	0.2%	
Provincial Upload of Security Costs		6,292.3	(6,292.3)	-0.7%			6,292.3	(6,292.3)	-0.6%	
Loss of Prisoner Return Recovery		(527.5)	527.5	0.1%						
Sub-Total	75,092.3	50,964.8	24,127.5	2.5%	-	(36,032.7)	(40,520.9)	4,488.2	0.5%	-
Anticipated Impacts:										
Increased Contributions to Reserves	3,100.0		3,100.0	0.3%		3,600.0		3,600.0	0.4%	
Other Expenditures Changes	1,104.3		1,104.3	0.1%		451.1		451.1	0.0%	
Sub-Total	4,204.3	-	4,204.3	0.4%	-	4,051.1	-	4,051.1	0.4%	-
Total Incremental Impact	79,296.6	50,964.8	28,331.8	3.0%	-	(31,981.6)	(40,520.9)	8,539.3	0.9%	-

Approval of the 2014 Recommended Base Budget for Toronto Police Service will result in 2015 incremental costs of \$28.332 million and 2016 incremental costs of \$8.540 million to maintain the 2014 level of service.

Future year incremental costs are primarily attributable to the following:

Known Impacts

- Fringe benefits for the Service are comprised of statutory payroll deductions and requirements as per the collective agreements and will require additional funding of \$5.838 million in 2015 and \$2.183 million in 2016.
- Since officers are hired at a recruit salary rate, receiving pay increases as they continue to move up through the ranks, reclassifications for officers hired in 2010 and in previous years will require additional funding of \$1.062 million in 2015 and \$5.165 million in 2016.
- The Pan Am Games related staff planning time and incremental non-salary expenditures will require additional funding of \$45.200 million in 2015 and 2016 and will be fully offset by TO2015 for a net zero impact.
- Annualized impacts of previous years' separations, replacements and reclassification costs, as well as annualized costs for the CIOR civilianization initiatives will require additional funding of \$18.901 million in 2015 and \$5.333 million in 2016.
- 2015 and 2016 separations and hires will require additional cost of \$2.458 million in 2015 and result in savings of \$5.470 million in 2016.

- Operating impacts of such completed capital projects as Radio Replacement and Integrated Record and Information System (IRIS) will require additional funding of \$1.634 million in 2015 and \$0.357 million in 2016.
- Leap year will require additional funding of \$1.600 million in 2016.
- Additional revenue of \$6.292 million is projected each year for 2015 and 2016 to reflect the Provincial upload of court security and prisoner transportation costs which began in 2012.
- When the Maplehurst Detention Centre and Vanier Centre for Women opened in 2013 in Milton, the Provincial government began reimbursing the Service for the additional costs of transporting prisoners from Milton to Toronto. The Ministry of Safety and Correctional Services will be relocating these prisoners from Milton to the new Toronto South Detention Centre starting in April 2014. This will also result in an annualized revenue reduction of \$0.528 million in 2015.

Anticipated Impacts

- Contributions to Reserves are anticipated to increase by \$3.100 million in 2015 and \$3.600 million in 2016 to ensure the sustainability of the Vehicle and Equipment Reserve and Sick Pay Reserve Fund.
- Other anticipated expenditure changes include changes for such items as caretaking, maintenance and utility costs will require additional funding of \$1.104 million in 2015 and \$0.451 million in 2016. These figures are estimates and will be revised during the 2015 Operating Budget process.
- The current collective agreements with the Toronto Police Association (TPA) and Senior Officers' Organization (SOO) will expire on December 31, 2014 and there are no agreements in place for 2015 and 2016. Therefore, following the usual practice, no funding is included in the 2015 and 2016 Future Year Plans for the Toronto Police Service and the City will make an estimated provision in its corporate accounts until a settlement is reached.

V: ISSUES FOR DISCUSSION

Key Program Issues

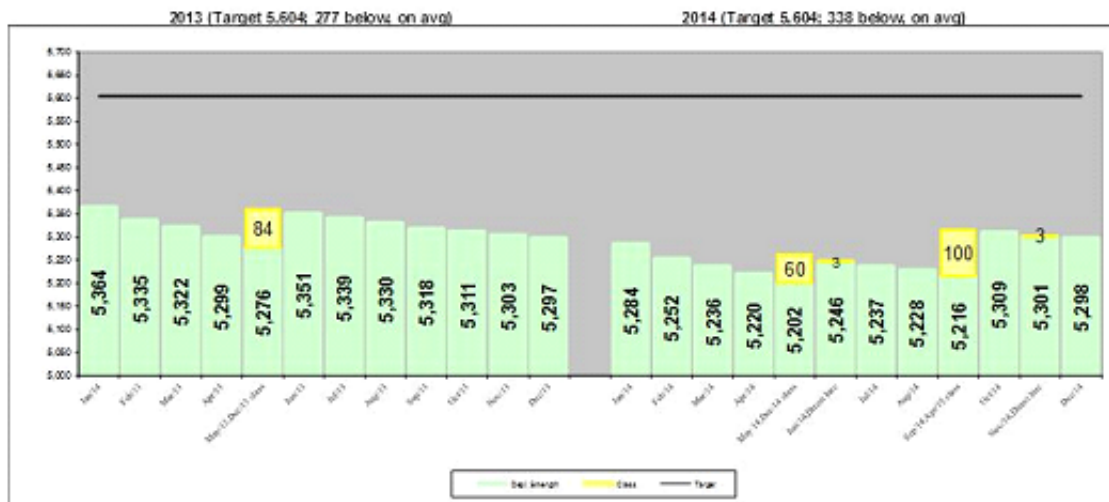
Budget Guidelines

- For 2014, the budget guidelines directed the 2014 Budget Requests be submitted with a 0% increase above target. For Toronto Police Service, the target was established at a net budget of \$955.919 million which is the City Council Approved 2013 Net Operating Budget adjusted to include 2014 cost of living adjustments in the amount of \$27.329 million.
- According to the established procedure, the Toronto Police Service's Operating Budget submission is reviewed by the Toronto Police Services Board's Budget Sub-Committee (BSC) and approved by the Board before it is submitted to the City for review and consideration.
- The BSC reviewed the overall preliminary budget submission for the Service, scrutinized significant centralized accounts and reviewed the budget request on a Command by Command basis. In reviewing the preliminary budget submission, the Board's Budget Sub-Committee also considered the budget target which the City of Toronto has requested the Board achieve.
- As a result, during the Board meeting on November 7, 2013, the Board approved the 2014 Operating Budget request for Toronto Police Service in the amount of \$957.661 million net that is \$29.072 million or 3.1% over the 2013 Approved Operating Budget and \$1.743 million or 0.18% over the budget target.
 - City staff worked with the Board Chair and Police Service staff during the budget process and the 2014 Staff Recommended Operating Budget for Toronto Police Service coincides with the Operating Budget approved by the Toronto Police Services Board.

Uniformed Officer Strength

- The Service normally plans class sizes for the three intake classes held annually by the Ontario Police College (in April, August, and December) with the goal of maintaining an average deployed strength equal to the target. In light of budget pressures, the Service has not budgeted for regular recruit classes since December 2010, with the exception of a December 2012 recruit class of 84 that was approved in the 2013 Operating Budget process. Since separations (retirements and resignations) have continued to occur, the year-end deployed strength for 2013 is projected to be 5,297 which is 277 officers below the approved establishment of 5,604.
- The Service's 2014 Recommended Operating Budget includes funding of \$10.984 million to resume hiring with a class of 60 recruits in December 2013 and classes in each of the three intakes in 2014 with class sizes established at 100, 80 and 120. The annualized cost of the December 2013 recruit class is \$4.176 million while the part-year cost of the 2014 hires is \$6.808 million.

- 2013 separations are projected at 165 compared to 180 as budgeted for in 2013. 2014 separations are also projected at 165. Resignations and retirements occur throughout the year. Given that the Service budget is based on the timing of hires and separations, the impacts from 2013 must be annualized in the following year. The 2014 Recommended Operating Budget includes annualized net impact of 2013 separations that results in savings of \$8.929 million. The part-year savings of 165 officers leaving in 2014 are estimated at \$9.425 million and are also included in the 2014 Recommended Operating Budget.
- The table below depicts the net impact of separations and hires in each month for 2013 and 2014, based on the assumptions identified above.

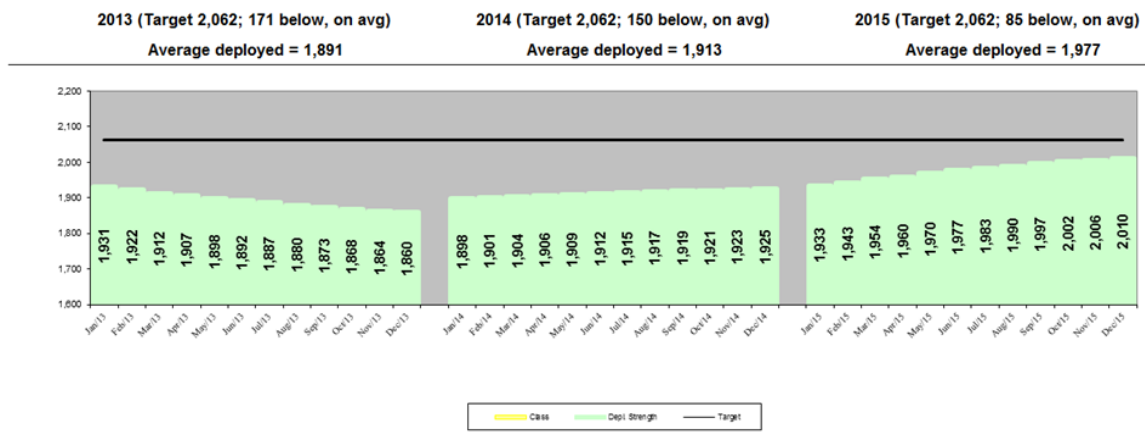


- Officers are hired at a recruit salary rate, receiving pay increases as they continue to move up through the ranks. This creates annual budget pressures until officers become first-class constables (a four-and-a-half year process from date of hire). Additional funding of \$3.305 million for reclassifications for officers hired in 2010 and in previous years is included in the 2014 Recommended Operating Budget.

HR Strategy for Civilian Members

- As part of the 2013 Operating Budget approval, the Board directed that, with the exception of communication operators, there be no civilian hiring except where warranted and approved by resolution of the Board, following a detailed business case submitted by the Chief.
- The Board’s direction has resulted in a significant reduction in 2013 civilian hires. The time required to fill positions has been extended due to the need to obtain Board approval to start the hiring process for any vacancies and for the appointment or promotion of the successful candidate(s). In addition, the number of civilian separations in 2013 is higher than what had been assumed in the 2013 Operating Budget. As a result, civilian staffing levels are currently about 200 below the current approved establishment.

- Civilian separations in 2014 are estimated at 85, based on historical experience. The 2014 Recommended Operating Budget assumes the resumption of civilian hiring at a rate that would keep pace with separations, assuming an average six-month salary gap for each anticipated vacancy, with the exception of positions that must be fully staffed such as Communication Operators and Court Officers, and begin filling existing vacancies. This increased hiring pace for civilian positions requires additional funding of \$1.208 million. Please see page 21 of these notes for the discussion of civilianization initiatives currently explored by the Service.
- The table below depicts the net impact of separations and hires in each month for 2013 and 2014 for civilians.



Lifeguard and School Crossing Guard Programs

- In an effort to concentrate on the core functions of policing, the Toronto Police Services Board had proposed in 2013 to divest itself of the lifeguard and school crossing guard programs with the appropriate City Divisions taking responsibility of these functions.

 - The ultimate service delivery model has not been determined for these programs. In interim, the Service continues to deliver these programs with funding being recovered from the City's Non-Program Budget while the options and service delivery model for these programs are being determined.
- The Lifeguard program provides supervision on the beaches along the shores of Lake Ontario within the City of Toronto. The Service has been administering the program since 1982, when the Service amalgamated with the Harbour Police. For part of this time, the Service received a recovery from the former City of Toronto and Metro Toronto for the cost of the program. After amalgamation, the budget for these programs was mapped to the Police Service. Lifeguards are trained, equipped and supervised by the Service.
- The School Crossing Guard program assists children crossing at designated locations, usually in close proximity to a school. The Service has been administering the program since 1947 with police officers supervising the program, determining crossing locations and relieving guards when necessary.

- In 2013, the Service continued to administer these programs with required funding received from the City's Non-Program budget. This resulted in a recovery of \$1.133 million for Lifeguard program and \$6.718 million for School Crossing Guard program, for a total recovery of \$7.851 million.
- It is recommended that the Service continue to deliver these programs in 2014 with required funding received from the City's Non-Program Budget while the City Manager reviews these programs in order to identify the appropriate service delivery model for these functions in 2015.

Toronto 2015 Pan American/Parapan American Games

- On November 6, 2009, Toronto was selected as the host city for the 2015 Pan American/Parapan American Games by the Pan American Sports Organization (PASO).
- The Province has designated the Ontario Provincial Police (OPP) as the lead for security planning and coordination. The OPP as the lead agency for security planning has created an Integrated Security Unit (ISU) that includes representation from the following Ontario municipal police services based on their jurisdiction over the proposed venues:
 - Toronto Police Service;
 - Niagara Regional Police Service;
 - Halton Regional Police Service;
 - Hamilton Police Service;
 - Peel Regional Police Service;
 - York Regional Police Service; and
 - Durham Regional Police Service.
- The TPS is responsible for all security planning, operations and demobilization at all venues located within the City of Toronto, and is a partner in the traffic management plan. Security operation is divided into three sections:
 1. Planning phase: January 1, 2011 to June 23, 2015;
 2. Deployment phase: June 24 to August 21, 2015; and
 3. Demobilization phase: August 22 to December 31, 2015
- Funding for all Games security in the planning, operations and demobilization phases is the responsibility of the Province of Ontario, with the exception of some specific items such as CCTV hardware and software, fencing, hand held scanners, vehicle screening equipment, magnetometers, and portable lighting provided by TO2015.
- The Toronto Police Service has been participating in the planning for the Toronto 2015 Pan American/Parapan American Games since 2011. Initially, two officers were dedicated to this exercise, however the number of required staff is expected to grow to 50 in 2015.
- In 2011, only non-salary costs were recovered from TO2015 which amounted to \$0.014 million. In 2012, \$0.600 million was received from TO2015 to compensate the Service for staff planning time and for all incremental non-salary expenditures. In 2013, approximately

\$1.2 million is expected from TO2015 to compensate the Service for staff planning time and for all incremental non-salary expenditures.

- The 2014 Recommended Operating Budget for the Toronto Police Service includes anticipated revenues of \$1.613 million which represent the planning costs to be fully recovered from TO2015 and OPP. The TPS's Operating Budget submissions for future years will reflect the estimated cost of the Games, as well as anticipated funding from TO2015 and other orders of government.
- It is assumed that TPS's costs will be fully recovered from the OPP (for 2014 and 2015), resulting in no net cost impact for TPS and the City.

Court Security

- Section 137 of the Police Services Act states that police services boards are responsible for court security to “ensure the security of judges and of persons taking part in or attending proceedings.” On January 1, 1990, the Provincial government transferred responsibility for court security costs to municipalities. The costs have grown steadily since the transfer. In 1990, the cost of providing security in court facilities and costs related to prisoner transportation to and from court facilities was under \$16 million. The number of courtrooms has grown from 138 in 1990 to 263 in 2012. As a result of the increase in courtrooms, court security costs have risen from 1990 levels to \$45.971 million based on a review of 2010 actual costs.
- Following the Provincial-Municipal Fiscal and Service Delivery Review, released in Fall 2008, the Toronto Police Service and City of Toronto representatives participated in the consultation with the Ministry of the Attorney General and the Ministry of Community Safety and Correctional Services on the collection of current court security costs and data, and the development of court security standards, associated costs, and related governance as part of the court security costs upload to the Province.
- As outlined in the Provincial-Municipal Fiscal and Service Delivery Review, the Province will upload the costs of court security over seven years, starting in 2012, by providing funding to all municipalities to a maximum of \$125 million annually at maturity. The following schedule shows the timing and projected Toronto Police Service amounts of the upload:

2012: 14% (\$6.292M)	2016: 71% (\$31.460M)
2013: 29% (\$12.584M)	2017: 86% (\$37.752M)
2014: 43% (\$18.876M)	2018: 100% (\$44.044M)
2015: 57% (\$25.168M)	

- Anticipated upload estimates are reflected in the 2014 Recommended Operating Budgets for both the Toronto Police Service and Court Services and their respective 2015 and 2016 Plans.

Service Efficiency Study Implementation – Status Update

- In April 2011, City Council adopted the Service Review Program which included the Toronto Police Service.
- The Service Efficiency Study for Toronto Police Service was conducted by Ernst & Young and identified six opportunities for further efficiencies and projected the potential dollar benefits/savings associated with each of these opportunities, as outlined below:
 1. If the TPS were to adopt a staffing model in which 40% of a front line officer's time was spent on proactive policing, then based on an analysis of the number of calls handled by officers (reactive time) during 2010/2011 TPS could potentially reduce the complement of officers by 105 to 115 officers resulting in annual savings of between \$9 to \$10 million;
 2. If the collective bargaining agreement could be renegotiated to change the shift schedule for front line officers from 10-10-8 shift schedule to an 8-8-8 shift schedule and assuming a proactive policing rate of 40%, then TPS could potentially reduce the complement of front-line officers by approximately 300 officers resulting in annual savings of up to \$25 million. On this basis, TPS could realize an additional \$10 million in shift schedule cost savings if the balance of officers currently on the 10-10-8 shift schedule were moved to an 8-8-8 shift schedule;
 3. TPS has moved to civilianize certain positions occupied by police officers, and there appears to be additional roles which need to be reviewed in further detail to determine whether further civilianization is possible. Based on the analysis, there may be as many as 227 positions which could be civilianized. This could lead to annual savings up to \$3.7 million based on the difference in the average wage of a police officer and a civilian employee at TPS;
 4. Based on the span of control analysis for the 17 divisions of the TPS, there were 7 divisions which appear to have more supervisors than may be required and if the number of supervisors were brought in line with the study benchmark, then the potential savings would be approximately \$2.2 million per year;
 5. On average, call taking staff answer emergency calls within 2 seconds and non-emergency calls within 7 seconds. Based on the analysis of call volumes and TPS maintaining an emergency service level benchmark of 90% within 10 seconds waiting as a minimum standard for all calls, the number of call taking staff could be reduced with annual savings up to \$400,000; and
 6. Call dispatch staff for four divisions consistently handle less calls on average than the other divisional call dispatch staff. There may be an opportunity to consolidate the dispatch desks for these divisions with potential annual savings of \$650,000.
- At its meeting on November 24, 2011, the Board received the final report and requested that the Chief respond to the report with respect to the recommendations it contained.

- The report submitted by the Chief responded to each recommendation, noting that a number of these recommendations require further information and will be incorporated into the Chief's Internal Organizational Review of the TPS that was underway during that time.

Chief's Internal Organizational Review – Impacts and Opportunities:

- Efficiency and effectiveness reviews have continued as part of the CIOR, which began in early 2012. These reviews were intended to identify and implement initiatives that will allow the Service to provide sustainable, efficient, effective and economical services.
- The internal review of business processes, with the aim of streamlining or changing existing processes, will enable the redeployment of staff time or positions for better overall service delivery. This will also assist the Service in absorbing additional workload and new resource requirements as they arise.
- CIOR initiatives can be categorized into three broad areas:

- *Civilianization Initiatives:*

Civilianization of positions is the assigning of work that does not require a police officer's authorities, use of force options or skills, and is not mandated by the *Police Services Act*, to civilian employees. Often, civilianization results in budget savings, because the newly assigned civilian is paid at a lower rate than the officer (s)he is replacing and due to lower requirements for uniform and equipment costs. In some instances, the civilian may have specialized training and skills and may, in fact, be paid at a higher level than the officer (s)he is replacing.

When civilianization initiatives are identified, the uniform authorized strength is reduced and the civilian authorized strength is increased. Civilianization savings are achieved through the budget process by hiring fewer officers while concurrently hiring more civilians. The 2013 approved Service uniform authorized strength is 5,604, while the civilian authorized strength is 2,062. Civilianization initiatives identified through the work of the CIOR to date would effectively reduce the uniform establishment to 5,505 and increase the civilian establishment to 2,161.

It is important to note that the 2014 Recommended Operating Budget does not include savings from hiring fewer officers since the Service is currently below the proposed new authorized strength and always budgets for the actual number of uniform officers.

The 2014 Recommended Operating Budget includes funding of \$1.123 million to start the civilianization process that will reduce uniformed strength by 99 officers while increasing the civilian positions by 99, and includes the following components:

- *Divisional Prisoner Management* – Previously, prisoners at policing divisions were managed by police officers. The CIOR identified that court officers who train and specialize in the care and movement of prisoners would provide a more economical model for the Service. The transfer of court officers to divisions began in September 2012. This initiative will ultimately result in the civilianization of 85 uniform

- positions, with annualized program savings of \$2 million. The 2014 Recommended Operating Budget includes a reduced gapping amount for Court Services to backfill the court officer positions that have been transferred to Divisions for the prisoner management function.
- *Forensic Identification positions* – The CIOR review focused on forensic positions at Forensic Identification Services (FIS) that were being staffed by police officers, but where there was no requirement to attend scenes (thus, no requirement for force options). This initiative will result in the civilianization of 4 uniform positions. The 2014 Recommended Operating Budget includes part-year costs of \$0.123 million for filling 3 of the 4 civilian positions.
 - *Scenes of Crimes Officers (SOCO)* – The current model for forensic investigation at the Service uses a highly skilled police officer working out of Forensic Identification Services for more serious crimes such as homicides and sex crimes, and a lesser skilled (SOCO) officer working on divisional platoons for crimes of a lesser nature. A CIOR Review investigated the use of civilians throughout the investigative process; benchmarking was conducted, risks and mitigating factors identified, and a cost-benefit analysis completed. The review recommended the replacement of uniform officers doing this function at divisions with approximately 50 civilians, with further potential civilianization of forensics in the future. At this time, civilianization of 10 uniform positions is proposed. The 2014 Recommended Operating Budget includes part-year costs of \$0.406 million for filling 10 civilian positions. The potential for future additional civilianization in this area will be evaluated after this first civilianization phase.
 - *Employment Background Consultants* – A CIOR review explored the most efficient model to conduct the work and staff background section at Employment (currently, there are 20 established positions in this function). The review concluded that a more economical and no-less efficient model would be to increase the use of contracted retired police officers to do this function. Contractors are hired on an as-needed basis at an hourly rate with no benefits. The 2014 Recommended Operating Budget includes \$0.550 million to begin this initiative. No immediate reduction in uniform establishment is proposed at this time but it is anticipated that this program will save \$1 million to \$1.5 million on an annualized basis, as a result of future civilianization.
 - *School Crossing Guard Program* – Approximately 700 crossing guards are currently managed by 16 Service members, mostly police officers working at divisions and Traffic Services. A CIOR Review assessed this model and recommended that management of this function should be civilianized and centralized, and 14 full-time equivalent officers replaced by a civilian staff of 12. There is currently one full-time equivalent civilian assigned to this, so this initiative could result in the civilianization of 11 uniform positions and the elimination of a further 3. However, the determination of where the overall administration of the school crossing guard program should reside is the subject of continuing discussions. Therefore, the

implementation of this initiative is on hold pending further direction from the City and the Board, and no cost is included in the 2014 Recommended Operating Budget.

➤ *Technological Opportunities:*

Technology is also being explored as an enabler to more efficient and cost-effective services with less reliance on human resources. The technological initiatives being explored will require some up-front investment, and in some cases, enabling legislation.

- *Traffic Technology Review* – In May 2012, the CIOR began a review of the use of technology to improve public safety in relation to traffic. The review team assessed a number of technologies such as red-light cameras, pro turn cameras, speed radar cameras and other technologies that were being used in various jurisdictions, as well as the outcomes on public safety for their use. In their final report, the review team cited outcomes that were very positive for traffic safety in the jurisdictions where these technologies were being used. The team provided a strong business case for their use, demonstrating how these technologies would allow the redeployment of officers to more productive public safety activities. The report included a recommendation for the Service to immediately begin to advocate with governing bodies and the City of Toronto for use (or increasing use) of these technologies. The Board has requested the Chief to meet with appropriate provincial and municipal representatives to discuss the feasibility of this recommendation. This process has begun but no additional funding has been included in the 2014 Recommended Operating Budget for this initiative at this point.
- *CopLogic Review* – In July 2012, a CIOR team reviewed the use of the Service's CopLogic software to enable a process to divert police attendance from minor shoplifting calls to on-line reporting. In its final report, the review team recommended a process, enabled by CopLogic, that would result in the Service diverting approximately 2,000 shoplifting calls a year away from front-line attendance. Additionally, the recommendation included increasing the use of on-line reporting, and the creation of registries for property, elderly persons that wander and for other uses. The 2014 Recommended Operating Budget includes \$0.045 million for minor costs related to this initiative.
- *Duty Operations Centre Review* – In January 2013, the CIOR Steering Committee approved considering the creation of an enhanced Duty Operations Centre, to be known as the Toronto Police Operations Centre that will have oversight of policing operations on a 24/7 basis. Its function would include redeployment of primary response officers across divisional borders based on call volumes and wait times, continuous intelligence monitoring and crime analysis. This unit will be operational out of what is currently the Service's Major Incident Command Centre in January 2014. The review is currently assessing technological solutions that would ensure maximum effectiveness of this function and thus no additional funding has been included in the 2014 Recommended Operating budget for this initiative.

➤ *Other Opportunities being Explored:*

The CIOR is also continuing with the analysis and review of a variety of internal and external service improvements and initiatives, including:

- Flexible shift schedules for specialized units;
- Court Services efficiency initiatives, including outsourcing of screening;
- Auxiliary Policing;
- Traffic safety and technology;
- Special Events resource assignment;
- Multi-Agency collaborations;
- Emergency Services efficiency reviews;
- Community engagement and intelligence gathering;
- Customer service excellence; and
- Duty operations review.

No additional funding has been included in the 2014 Recommended Operating Budget for these initiatives.

Summary of the CIOR initiatives with 2014 staff complement changes and required additional funding are outlined in the table below:

Description	Uniform Impact	Civilian Impact	2014 Budget Impact (\$000s)
Divisional Prisoner Management	-85	+85	tbd
Civilianize Forensic Identification positions	-4	+4	\$122.7
Civilianization of SOCO Positions	-10	+10	\$405.9
Employment of Background Consultants	tbd	tbd	\$549.6
CopLogic and Theft (shoplifting) Call for Service Diversion	0	0	\$45.0
Total	-99	+99	\$1,123.2

As a result of the above changes, it is recommended that City Council confirm the revised Toronto Police Service uniform establishment of 5,505 officers and civilian establishment of 2,161 that were approved by the Toronto Police Services Board.

eTicketing

- Toronto Police Service's eTicketing system project, a component of a very large project led by Toronto Police, was implemented and operational on November 5, 2013. This project will result in operating budget savings for both Toronto Police Service and Court Services.
- The implementation of an eTicketing solution results in expenditure savings for Court Services through the elimination of data entry services, reduced costs for the supply of ticket books and a reduction in clerical activity. Operating savings will be used to recover capital costs of \$1.720 million for this project. Once the debt has been fully repaid, Toronto Police Service and Court Services will reflect ongoing savings and revenues.

- As a result, it is recommended that City Council request that the Director of Court Services and the Chief of Toronto Police Service report back in time for the 2015 budget process on operating savings for the first six months resulting from the implementation of the eticketing system.

Appendix 1

2013 Service Performance

2013 Key Accomplishments

In 2013, Toronto Police Service achieved the following results:

- ✓ Overall crime rates continued to decline enhancing public safety and keeping Toronto an attractive place to live, work and visit.
- ✓ The Service leveraged provincial funding to ensure the Service is able to continue the Toronto Anti-Violence Intervention Strategy (TAVIS), including the placement of dedicated School Resource Officers in various high schools.
- ✓ The Service went live with the Integrated Records and Information System (IRIS) which will improve front line operations, investigative responsibilities and information for operational and decision-making purposes.
- ✓ The Service began implementation of a new paid duty administration system that will reduce administrative duties performed by officers.
- ✓ The Service engaged an external consultant to review the Service's organizational structure, with the goal to identify the best structure to deliver services efficiently and effectively into the future. The new structure will be implemented for January 1, 2014.
- ✓ A Child & Youth Advocacy Centre (CYAC) for the City of Toronto was opened in September 2013, with the cooperation of six service partner agencies, including the Toronto Police Service.
- ✓ The Service continued looking for ways to improve the delivery of policing, support and infrastructure services, as well as management and best practices.

2013 Financial Performance

2013 Budget Variance Analysis (In \$000s)

(\$000s)	2011 Actuals	2012 Actuals	2013 Approved Budget	2013 Projected Actuals*	2013 Approved Budget vs. Projected Actual Variance	
	\$	\$	\$	\$	\$	%
Gross Expenditures	997,289.6	1,007,964.4	1,022,391.5	1,020,725.3	(1,666.2)	(0.2)
Revenues	90,898.8	87,785.4	93,801.8	92,135.6	(1,666.2)	(1.8)
Net Expenditures	906,390.8	920,179.0	928,589.7	928,589.7	-	-
Approved Positions	7,834.0	7,662.0	7,868.0	7,406.0	(462.0)	(5.9)

* Based on the 3rd Quarter Operating Budget Variance Report

2013 Experience

- The Toronto Police Service's third quarter Operating Budget Variance results indicate that the Service expects to be on budget by year-end. The Service's year-end projection of \$928.590 million net is consistent with the 2013 Approved Operating Budget.

Impact of 2013 Operating Variance on the 2014 Recommended Budget

- There is no impact of 2013 Operating Budget variance on the 2014 Recommended Operating Budget.

Appendix 2

2014 Recommended Total Operating Budget by Expenditure Category

Program Summary by Expenditure Category (In \$000s)

Category of Expense	2011	2012	2013	2013	2014	2014 Change from		2015	2016
	Actual	Actual	Budget	Projected Actual	Rec'd Budget	2013 Approved Budget	%	Plan	Plan
	\$	\$	\$	\$	\$	\$		\$	\$
Salaries and Benefits	883,472.3	899,895.2	914,828.1	909,885.1	967,131.6	52,303.5	5.7%	1,040,589.8	1,004,200.1
Materials and Supplies	18,565.9	21,267.1	19,208.8	19,590.2	21,068.8	1,860.0	9.7%	21,699.7	22,152.2
Equipment	5,413.0	1,362.3	1,561.7	2,801.7	1,835.1	273.4	17.5%	1,835.1	1,835.1
Services & Rents	33,212.9	36,118.1	35,629.8	37,285.5	37,848.7	2,218.9	6.2%	39,885.6	40,168.5
Contributions to Capital									
Contributions to Reserve/Res Funds	37,719.1	32,755.6	29,775.8	29,775.8	38,297.7	8,521.9	28.6%	41,397.7	44,997.7
Other Expenditures									
Interdivisional Charges	18,906.4	21,131.8	21,387.3	21,387.0	19,819.8	(1,567.5)	-7.3%	19,890.4	19,963.1
Total Gross Expenditures	997,289.6	1,012,530.1	1,022,391.5	1,020,725.3	1,086,001.7	63,610.2	6.2%	1,165,298.3	1,133,316.7
Interdivisional Recoveries	11,892.4	11,108.8	20,482.6	20,482.6	20,682.2	199.6	1.0%	20,682.2	20,682.2
Provincial Subsidies	23,918.2	27,546.9	33,988.8	28,067.0	41,495.4	7,506.6	22.1%	47,787.7	54,080.0
Federal Subsidies	4,952.3								
Other Subsidies									
User Fees & Donations	38,129.8	21,221.9	21,810.4	25,896.0	47,815.0	26,004.6	119.2%	47,815.0	47,815.0
Transfers from Capital Fund									
Contribution from Reserve/Reserve Fund	12,006.0	16,990.3	17,520.0	17,690.0	18,347.0	827.0	4.7%	63,020.4	16,207.2
Sundry Revenues									
Required Adjustments									
Total Revenues	90,898.7	76,867.9	93,801.8	92,135.6	128,339.6	34,537.8	36.8%	179,305.3	138,784.4
Total Net Expenditures	906,390.9	935,662.2	928,589.7	928,589.7	957,662.1	29,072.4	3.1%	985,993.0	994,532.3
Approved Positions	7,834.0	7,662.0	7,869.0	7,406.0	7,870.0	1.0	0.0%	7,870.0	7,870.0

2014 Key Cost Drivers

Salaries and Benefits

- Salary and Benefits expenses represent 89.1% of the Toronto Police Service's 2014 gross expenditures. Salary and Benefit costs have historically increased with contractually obligated wage increases, officer reclassification expenses and increased benefit costs.
- Lower than average increases in 2011, 2012 and 2013 resulted from hiring deferrals.
- The 2014 increase of \$52.304 million or 5.7% from the 2013 approved budget includes funding of \$27.329 million for wage settlement increases, \$0.532 million for statutory payroll deductions and benefit increases and \$6.808 million for three new classes.
- The increase also reflects \$24.667 million for paid duty expenditures which are fully offset by corresponding revenues, for a net zero change. Beginning in 2014, paid duty salaries will be submitted to the Service by customers and disbursed to officers as part of the bi-weekly payroll process instead of the current process where paid duty salaries are paid by the requesting customer directly to the officer performing the paid duty.

Contributions to Reserves/Reserve Funds

- Contributions to Reserves/Reserve Funds constitute 3.5% of the Toronto Police Service's 2014 gross expenditures and include contributions to such Reserve/Reserve Funds as Health Care Spending Reserve Fund, Sick Pay Gratuity Reserve and Vehicle & Equipment Reserve.
- The 2014 increase of \$8.100 million is mostly due an increase to the Vehicle and Equipment Reserve contribution in the amount of \$6.000 million and Sick Pay Gratuity Reserve contribution of \$2.000 million to ensure their sustainability.

Provincial Subsidies

Provincial Subsidies represent 32.3% of the Toronto Police Service's 2014 total revenues. Provincial Subsidies will increase by \$7.507 million in 2014 mainly due to the following:

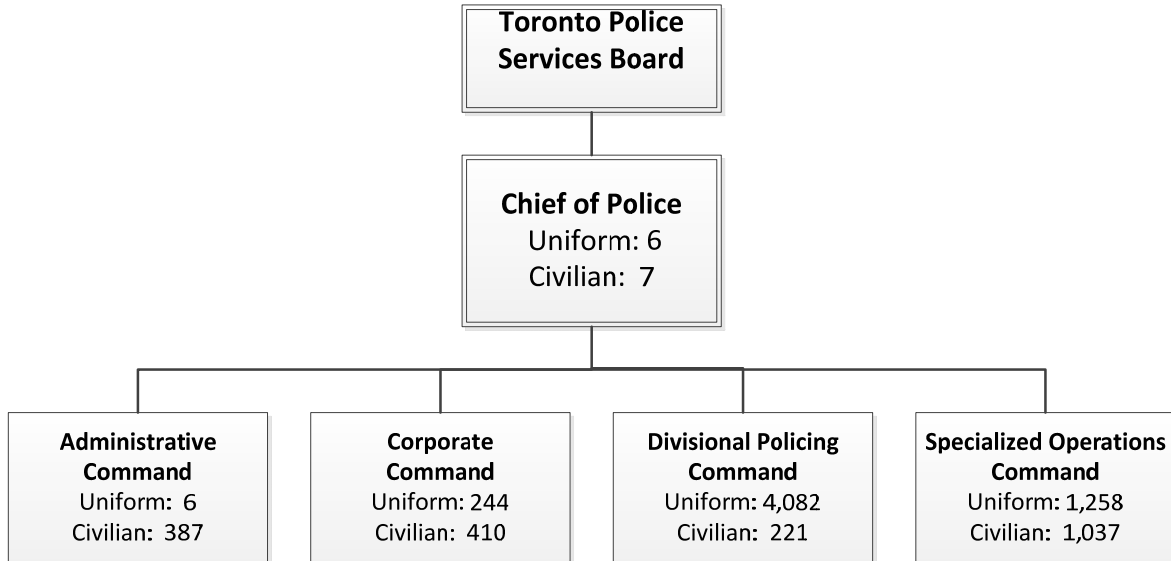
- An estimated \$6.292 million in the Provincial upload of court security and prisoner transportation costs, which began in 2012. The Province will continue to incrementally increase the uploaded costs until 2018 at which time it is anticipated funding will achieve 100% of the 2010 actual court security and prisoner transportation costs.
- A reduction in revenue of \$1.373 million from the Ministry of Safety and Correctional Services for prisoner transportation due to relocation of prisoners from Milton to the new Toronto South Detention Centre starting in April 2014.
- Additional grant funding from the Ministry of Community Safety and Correctional Services of \$1.214 million which is a combination of additional grant funding of \$1.914 million due to current hiring scenario and loss of \$0.700 million since the Police Officer Recruitment Fund (PORF) grant will concluded in March 2013.
- Additional recoveries of \$1.613 million for the Pan Am Games for staff planning time and incremental non-salary expenditures.

User Fees & Donations

- User Fees and Donations account for 5% of the Toronto Police Service's 2014 total revenues.
- The 2014 increase for User Fees and Donations includes additional revenue of \$24.667 million collected for the paid duty officers' salaries (fully offsetting corresponding expenditures). Beginning in 2014, paid duty salaries will be submitted to the Service by customers and disbursed to officers as part of the bi-weekly payroll process instead of the current process where paid duty salaries are paid by the requesting customer directly to the officer performing the paid duty.

Appendix 2 - Continued

2014 Organization Chart



Note: Does not include civilianization initiatives

2014 Full and Part Time Staff

	Uniform*	Civilian	Part time / Temp FTE	Total
Toronto Police Service	5,497.0	2,162.0	211.0	7,870.0

* note: approved establishment is 5,505; 8 officers are assigned to Parking Enforcement

Appendix 5

Inflows/Outflows to/from Reserves & Reserve Funds

Program Specific Reserve / Reserve Funds (In \$000s)

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2013 \$	Proposed Withdrawals (-) / Contributions (+)		
			2014 \$	2015 \$	2016 \$
Projected Beginning Balance		17,537.3	2,166.3	(2,153.2)	442.3
Toronto Police Service Vehicle & Equipment Reserve	XQ1701				
<i>Proposed</i>					
<i>Withdrawals (-) as budgeted</i>		(28,811.5)	(21,357.0)	(17,845.0)	(18,594.0)
<i>Withdrawals (-) carryforward from 2013</i>			(2,403.0)		
<i>Contributions (+)</i>		13,440.5	19,440.5	20,440.5	21,440.5
Total Reserve / Reserve Fund Draws / Contributions		2,166.3	(2,153.2)	442.3	3,288.8
Balance at Year-End		2,166.3	(2,153.2)	442.3	3,288.8

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2013 \$	Proposed Withdrawals (-) / Contributions (+)		
			2014 \$	2015 \$	2016 \$
Projected Beginning Balance		1,588.6	2,348.5	2,976.3	3,704.1
Toronto Police Service Health Care Spending Reserve	XR1720				
<i>Proposed</i>					
<i>Withdrawals (-)</i>		(240.1)	(472.2)	(472.2)	(472.2)
<i>Contributions (+)</i>		1,000.0	1,100.0	1,200.0	1,300.0
Total Reserve / Reserve Fund Draws / Contributions		2,348.5	2,976.3	3,704.1	4,531.9
Balance at Year-End		2,348.5	2,976.3	3,704.1	4,531.9

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2013 \$	Proposed Withdrawals (-) / Contributions (+)		
			2014 \$	2015 \$	2016 \$
Projected Beginning Balance		8,226.0	8,226.0	8,226.0	8,226.0
Toronto Police Service Legal Liabilities Reserve	XQ1901				
<i>Proposed</i>					
<i>Withdrawals (-)</i>		(580.0)	(580.0)	(580.0)	(580.0)
<i>Contributions (+)</i>		580.0	580.0	580.0	580.0
Total Reserve / Reserve Fund Draws / Contributions		8,226.0	8,226.0	8,226.0	8,226.0
Balance at Year-End		8,226.0	8,226.0	8,226.0	8,226.0

**Corporate Reserve / Reserve Funds
(In \$000s)**

Reserve / Reserve Fund Name	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2013 \$	Proposed Withdrawals (-) / Contributions (+)		
			2014 \$	2015 \$	2016 \$
Projected Beginning Balance			55,709.1	74,504.2	91,462.8
Insurance Reserve Fund	XR1010	18,307.1	8,742.6	8,742.6	8,742.6
Central Sick Bank	XR1701	974.0	(4,133.4)	(4,133.4)	(4,133.4)
			3,126.0	3,126.0	3,126.0
Sick Pay Gratuity	XR1007	36,428.0	(12,000.0)	(12,000.0)	(12,000.0)
			6,106.0	8,106.0	10,606.0
Total Reserve / Reserve Fund Draws / Contributions		55,709.1	57,550.3	78,345.4	97,804.0
Other program / Agency Net Withdrawals & Contributions			16,953.9	13,117.4	13,352.8
Balance at Year-End		55,709.1	74,504.2	91,462.8	111,156.8