



## Toronto Police Services Board

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December 18, 2019

Budget Committee  
City of Toronto  
10<sup>th</sup> Floor, West Tower, City Hall  
100 Queen Street West  
Toronto, ON  
M5H 2N2

Budget Committee Members,

### **Re: Toronto Police Service and Toronto Police Services Board 2020 Budget Requests**

At its meeting held on December 16, 2019, the Toronto Police Services Board was in receipt of a report dated December 6, 2019 with regard to the following budget requests:

- Toronto Police Service 2020 operating budget,
- Toronto Police Service 2020 to 2029 capital program,
- Toronto Police Service 2020 Parking Enforcement Unit operating budget; and,
- Toronto Police Services Board 2020 operating budget.

## **RECOMMENDATIONS**

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It is recommended that the Budget Committee consider the following recommendations:

- 1) approve the Toronto Police Service's 2020 net operating budget request of \$1,076.2 Million (M), a 3.9% increase over the 2019 approved, restated budget;
- 2) approve the Toronto Police Service's (Service) 2020-2029 Capital Program with a 2020 net request of \$21.7 Million (M) and gross amount of \$50.3M (excluding cash flow carry forwards from 2019), and a net total of \$202.9M net and \$587.2M gross for the ten year program, and as detailed in Attachment A, contained within Appendix A;
- 3) approve the Toronto Police Service Parking Enforcement Unit's 2020 net Operating Budget request of \$49.2 Million (M) (\$50.8M gross), a \$1.9M (4.1%) increase over the 2019 net budget; and,
- 4) approve the Toronto Police Services Board proposed 2020 net operating budget of \$1,903,400 which is an increase of 1.4% over a 2019 adjusted budget of \$1,903,700.

## **FINANCIAL IMPACT**

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### **Toronto Police Service – 2020 Operating Budget**

The Toronto Police Service (Service) 2020 operating budget request is \$1,076.2M (\$1,221.2M gross), which is \$40.8M or 3.9% above the 2019 approved budget. A full 2.8% (\$28.9M) of the 3.9% is related entirely to the impact of applying the collective agreements with the Toronto Police Association and Senior Officers' Organization. An additional 0.1% (\$0.8M) is for other base budget pressures. The remaining 1% (\$11.1M) will fund new and enhanced initiatives that align with the need to respond to critical community safety priorities, modernize the Service to deliver policing services in the most efficient and effective manner, and invest in initiatives that will improve public trust and accountability.

This request includes funds for new and enhanced initiatives, including:

- The hiring of 341 uniform officers to enable the addition of 140 net new uniform officers to be deployed to Priority Response Units across the city, eight net new traffic officers to focus on Vision Zero enforcement priorities, 40 net new Neighbourhood Community Officers to be deployed to up to 10 additional city neighbourhoods, and officers to backfill those that retire or separate from the Service,

- Five net new positions in the Service's Equity, Inclusion and Human Rights Unit, and
- Implementation of a Body Worn Camera Program.

Table 1 and Table 2 below provides a breakdown of the request between the base budget and new and enhanced.

Table 1- Summary of 2020 Base Budget Request by Category

<b>Base Budget</b>	<b>2019 Budget \$Ms</b>	<b>2020 Request \$Ms</b>	<b>\$ Increase / (Decrease) over 2019 Budget</b>	<b>% Increase / (Decrease) over 2019 Total Budget</b>
2019 Net Budget - \$1,035.4M				
(a) Salary Settlement		28.9	28.9	2.8%
(b) Salary Requirements	777.8	785.2	7.4	0.7%
(c) Premium Pay	53.9	47.9	(6.0)	(0.6%)
(d) Statutory Deductions and Benefits	212.8	216.0	3.3	0.3%
(e) Reserve Contributions	50.5	50.5	0.0	0.0%
(f) Other Expenditures	81.6	80.6	(1.0)	(0.1%)
(g) Revenues	(141.1)	(144.0)	(2.9)	(0.3%)
<b>Net Base Budget Request</b>	<b>\$1,035.4</b>	<b>\$1,065.1</b>	<b>\$29.7</b>	<b>2.9%</b>

Table 2- Summary of 2020 New and Enhanced Budget Request by Category

<b>New and Enhanced</b>	<b>2019 Budget \$Ms</b>	<b>2020 Request \$Ms</b>	<b>\$ Increase / (Decrease) over 2019 Budget</b>	<b>% Increase / (Decrease) over 2019 Total Budget</b>
Salary Requirements	0.0	7.4	7.4	0.7%
Premium Pay	0.0	0.4	0.4	0.0%
Other Expenditures	0.0	4.4	4.4	0.4%
Revenues	0.0	(1.0)	(1.0)	-0.1%
<b>Net New and Enhanced Budget Request</b>	<b>\$0.0</b>	<b>\$11.1</b>	<b>\$11.1</b>	<b>1.0%</b>

<b>2020 Total Budget Request</b>	<b>2019 Budget \$Ms</b>	<b>2020 Request \$Ms</b>	<b>\$ Increase / (Decrease) over 2019 Budget</b>	<b>% Increase / (Decrease) over 2019 Total Budget</b>
<b>Total Budget Request including New and Enhanced</b>	<b>\$1,035.4</b>	<b>\$1,076.2</b>	<b>\$40.8</b>	<b>3.9%</b>

**Note:** As a part of the City's plan to modernize the budget process, a policy change has been made that requires the removal of interdepartmental charges and recoveries from the 2020 operating budget request and the restatement of the 2019 approved budget. An interdepartmental charge or recovery is a payment made from one Agency or Department in the City to another for the delivery of goods or services. This change is intended to simplify the process by removing the payments from one City area to another, which ultimately is paid for by the same taxpayer. As a result of this policy change, the Service's 2019 approved budget is restated from \$1,051.5M to \$1,035.4M. Hereafter, any reference to the 2019 operating budget will be made using the 2019 restated figure.

### **Toronto Police Service 2020 to 2029 Capital Program**

Capital Program requirements are funded from various sources, specifically:

- debt issued by the City of Toronto (City);
- the Vehicle and Equipment Reserve, which is funded from the Service's operating budget;
- Development Charges (D.C.) which are fees charged to developers to help pay for the cost of infrastructure required to provide municipal services in growing areas to qualifying Service projects – using D.C.s reduces the Service's reliance on debt funding; and,
- other source of funding such as Provincial grants.

Unlike previous years, the City did not issue a debt targets for the 2020 – 2029 Capital Program. Instead, consideration and approval of projects in the Capital Program will be based on need and value provided, project readiness and previous year's spending rate.

Table 1 below provides a summary of the Service's 2020-2029 Capital Program request. Additional details can be found in Attachment A, contained within Appendix A.

**Table 1: Summary of the 2020-2029 Capital Program Request (000's)**

Projects	2020	2021	2022	2023	2024	Total 2025-2029	Total 2020-2029
Work in Progress	17,556	43,392	29,192	26,630	14,775	54,312	185,857
Upcoming Projects	7,290	400	6,316	17,596	12,896	50,564	95,062
Life Cycle Replacement Projects (Funded from Reserve)	25,501	26,670	30,670	27,791	40,698	154,987	306,317
<b>Total Gross Projects</b>	<b>50,347</b>	<b>70,462</b>	<b>66,178</b>	<b>72,017</b>	<b>68,369</b>	<b>259,863</b>	<b>587,236</b>
Vehicle & Equipment Reserve Funding *	(25,501)	(26,670)	(30,670)	(27,791)	(40,698)	(151,156)	(302,486)
Development Charges	(3,149)	(16,185)	(14,531)	(12,332)	(6,776)	(28,865)	(81,838)
<b>Total Net Debt-Funding Request</b>	<b>21,697</b>	<b>27,607</b>	<b>20,977</b>	<b>31,894</b>	<b>20,895</b>	<b>79,842</b>	<b>202,912</b>

\*Development charges applied to Vehicle and Equipment Reserve reduced the required funding in that category

### **Toronto Police Service 2020 Parking Enforcement Unit Operating Budget**

The Parking Enforcement Unit's (P.E.U.'s) 2020 net operating budget request is \$49.2M net (\$50.8M gross) which is a \$1.9M or 4.1% increase over 2019 net operating budget.

As a part of the City of Toronto's (City) plan to modernize the budget process, a policy change has been made that requires the removal of interdepartmental charges and recoveries from the 2020 operating budget request and the restatement of the 2019 approved budget. An interdepartmental charge or recovery is a payment made from one Agency or Department in the City to another for the delivery of goods or services. This change is intended to simplify the process by removing the payments from one City area to another, which ultimately is paid for by the same taxpayer. As a result of this policy change, the Toronto Police Service - P.E.U 2019 approved budget is restated from \$47.6M to \$47.3M. Hereafter, any reference to the 2019-operating budget will be made using the 2019 restated figure.

### **Toronto Police Services Board 2020 Operating Budget**

The proposed 2020 net operating budget of \$1,930,400, recommended in this report, represents an increase of 1.4% over a 2019 adjusted budget of \$1,903,700.

The proposed increase of 1.4% is related entirely to the application to Excluded Board Staff of the settlement reached between the Board and the Senior Officers' Organization.

In order to absorb the annualized costs of the two new positions approved by the Board in 2019, the 2020 proposed budget includes a decrease to the Legal Reserve contribution of \$104,200. Based on the pattern in spending for independent legal advice, this decrease is likely sustainable.

As a part of the City's plan to modernize the budget process, a policy change has been made that requires the removal of interdepartmental costs and revenues from the 2020 operating budget request and the restatement of the 2019 approved budget. An interdepartmental cost or revenue is a payment made from one Agency or Department in the City to another for the delivery of goods or services. This change is intended to simplify the process by removing the payments from one City area to another, which ultimately is paid for by the same taxpayer. As a result of this policy change, the Board's 2019 approved budget is restated from \$2,484,400 to \$1,903,700. Hereafter, any reference to the 2019 operating budget will be made using the 2019 restated figure.

A summary of the 2020 changes in the net operating budget request from 2019 is shown as follows:

(\$000s)	2019 Budget	2020 Request	Change	2021 Outlook	Change
Salaries & Benefits	1,199.4	1,330.3	130.9	1,349.3	19.0
Net Non-Salary Expenditures	704.3	600.1	(104.2)	600.1	0.0
Total Net Request	<b>1,903.7</b>	<b>1,930.4</b>	<b>26.7</b>	<b>1,949.4</b>	<b>19.0</b>

## **COMMENTS**

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The Board approved the report dated December 6, 2019 and agreed to forward these reports to the City's Budget Committee for consideration and to the City's Chief Financial Officer & Treasurer for information.

## **CONTACT**

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Toronto Police Service  
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Fax No. 416-808-8002

Jim Hart  
Chair  
Toronto Police Services Board

Telephone No. 416-808-8080  
Fax No. 416-808-8082

## **SIGNATURE**

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Jim Hart  
Chair

## **ATTACHMENTS**

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A copy of Board Minute No. P237/19, in the form attached as Appendix "A", regarding this matter is provided for information.

cc. Heather Taylor, Chief Financial Officer and Treasurer

**This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on December 16, 2019**

P237            2020 Budget Recommendations

The Board was in receipt of a report dated December 6, 2019, from Jim Hart, Chair, Toronto Police Services Board Budget Committee, with regard to this matter.

Recommendation(s)

It is recommended that:

1. The Board approve the appended:

- a) Toronto Police Service 2020 operating budget,
- b) Toronto Police Service 2020 to 2029 capital program,
- c) Toronto Police Service 2020 Parking Enforcement Unit operating budget,
- d) Toronto Police Services Board 2020 operating budget requests; and,

2. The Board forward this report, and its attachments, to the City's Budget Committee for consideration and to the City's Deputy City Manager and Chief Financial Officer for information.

Mr. Tony Veneziano, CAO and Ms. Cindy Grant, Manager, Budget and Financial Analysis, provided a detailed presentation regarding the Toronto Police Service operating and capital budgets and the Parking Enforcement budget and responded to questions from Board Members. A copy of the power point presentation is attached to this Minute.

Deputations:            Miguel avila-velarde (written submission included)

Kris Langenfeld

Mr. Tony Veneziano advised the Board that the detailed budgets are made available on the Service's website and can be accessed via this link: <https://www.torontopolice.on.ca/budget/>

Councillor Frances Nunziata stated that members of her ward are requesting that more police officers be deployed to that area given there is a higher need. She moved the following Motion:

**Motion**

**THAT when the Service is determining how to allocate the new Neighbourhood Community Officers created as part of the 2020 Operating Budget, consideration be given that some of these new Officers be assigned to neighbourhoods in 12 Division.**

Chief Saunders thanked his staff and all Members involved in the budget process. He stated that the key issue is community safety and the following three priorities are highlighted as part of this year's request: 1) providing police services with appropriate resources 2) changes to legislation that have impacts on the Service, and 3) investment in neighbourhoods, children and families. He further stated that the request for an additional 140 officers that are included as part of the new budget request will allow the Service to better deliver proactive policing. He also said that the inclusion of the body-worn cameras represents another positive development with respect to transparency and public accountability.

Chair Hart thanked all parties involved in the preparation of the budget reports and presentation.

**The Board received the presentation, deputations and written submissions and approved the foregoing report and Motion.**

Moved by: F. Nunziata

Seconded by: J. Tory



## Toronto Police Services Board Report

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December 6, 2019

To:           Board Members  
                Toronto Police Services Board

From:       Jim Hart  
                Chair

**Subject: 2020 Budget Recommendations**

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

It is recommended that:

1. The Board approve the appended:
  - a) Toronto Police Service 2020 operating budget
  - b) Toronto Police Service 2020 to 2029 capital program,
  - c) Toronto Police Service 2020 Parking Enforcement Unit operating budget
  - d) Toronto Police Services Board 2020 operating budget requests; and,
2. The Board forward this report, and its attachments, to the City's Budget Committee for consideration and to the City's Deputy City Manager and Chief Financial Officer for information.

### **Financial Implications:**

The financial implications are set out in each of the four appended reports.

### **Background / Purpose:**

The Toronto Police Services Board's Budget Committee comprised of myself and Ms. Marie Moliner, was mandated by the Board to review and make recommendations with

respect to the proposed operating and capital budgets of the Toronto Police Service, Toronto Police Parking Enforcement Unit and Toronto Police Services Board.

### **Discussion:**

In an effort to enhance the transparency of its budget review process, the Budget Committee convened a public meeting which was held on December 5, 2019 at Police Headquarters. In advance of the meeting an agenda was posted that included all the budget reports. In addition, a line-by-line breakdown of the Service's operating budget proposal was made available publicly. The Budget Committee meeting was also live webcast.

The Committee received detailed presentations of the proposed budgets, considered deputations and, as a Committee, asked questions of staff. After deliberating, the Budget Committee recommended that the Board approve all four of the appended budgets. The agenda for the Budget Committee was posted in advance of the meeting at [http://tps\(b.ca/budget-committee\)](http://tps(b.ca/budget-committee)).

### **Conclusion:**

On behalf of the Budget Committee, I recommend that the Board approve the four appended budgets and that the Board forward this report, and its attachments, to the City's Budget Committee for consideration and to the Deputy City Manager and Chief Financial Officer for information.

Respectfully submitted,

Jim Hart  
Chair

## POLICE BUDGET 2020 and the ROOT CAUSES of VIOLENCE

POVERTY, Poverty , Poverty!.

Brother and Lawyer Knia Singh on Friday spoke on the lack of proper support where POC , mainly, are in need of jobs for our youth to divert them to follow a job that will pay his young family members in our communities, on CP24 news.

The final numbers for Project Community Space, the 15-week \$4.5 million endeavor in response to gun violence in Toronto this summer, are out and despite hundreds of arrests, total shootings also increased during its time.

The mission that was supposed to go until the end of October, but was extended four weeks later, included 463 arrests and 1,145 charges laid. WE OPPOSE to that Request we want that MONEY TO go to our Communities.

We are dealing with trouble ( father is absent) and hungry kids trying to be the bread winners of the family, it is true, My daughter came to city hall from Scarborough, to speak on the "poverty reduction strategy" She explained to you Mayor Tory and members of the Executive that Young Boys, The Elders members of the Family have to engaged in Criminal Activities because there is not enough money in the house , a MacJob salary does not fill up a hungry stomach. Many kids are dealing with Trauma and She also said PUBLIC TRANSIT should be FREE for those on Low Income not just those on ODSP IOW

Its easy each time the summer guns comes to this Board and City Council the Executive Item, passes Unanimously the request for

millions of dollars from the city account, but for Poverty Reduction Strategy oh no we need the Province and the Feds to help.

Mr Knia is right , Kids are not born criminals, they act out of desperation, because they live in Extreme Poverty, Welfare RATES should go up that is the CHANGES that you can address with the Doug Ford Government, the rates remain low, and housing is unaffordable, Those low pay jobs does not cover all the needs of the growing family, we should be a proactive city hall, help those families that are lead by a single mother to gain training, education, to get a career, a FAMILY SUPPORT PROGRAMS ,Conflict resolution to make peace among our community members many people have dies and they are resented, more diversion programs for our **youth,Jobs!!!Not** just Social Workers ,Legal Staff and Police Salaries they are the only one who at the end of the day get paid while we have to survive on the crumbs that fall of the table of the rich like Food Banks etc..

A Community Member have this to say as well, my brother David,

This is not about public safety it's about make work projects to hire more bullies to trample thru communities designated by racists as communities that needs to be kept down and used to enrich the Police budget, courts and it's staff and prisons and it's staff. If you over police and over surveillance and stop and frisk, card, any community in Toronto you will get the statistics you need to designate it as 'crime ridden' and 'drug infested'. Any community. The downtown core has the highest crime rates yet the Toronto Police concentrates their attacks on communities with higher populations of POC. Since Trudeau opened the immigration gates the racists politicians has used the Police to make sure that communities of immigrants are kept from ever prospering. They

have an agenda to make sure such immigrant families lose their Fathers as breadwinners and make sure each and every young person of color is 'known to police' and have a record and that destroys their opportunity to prosper. With their husbands in jail on trumped up charges, their sons tied up in court many Moms are left to single handedly raise their families adding even more to the incidences of youth defending themselves by ganging up. Carding every young person of color even though they have committed no crime, there is no reasonable suspicion of criminal behavior. By targeting POC they can fill the courts up with POC attending on trumped up charges and sway public opinion as to who are criminals.

The money the Toronto Police Services spends on these racist programs are best spent giving opportunities to the youth in these communities so they have a future to look forward to rather than one of being a target because of who they are. Abolish the Toronto Police. Let's find safer alternatives for community security.



## Toronto Police Services Board Report

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November 29, 2019

To: Budget Committee  
Toronto Police Services Board

From: Mark Saunders  
Chief of Police

**Subject: Toronto Police Service – 2020 Operating Budget Request**

### **Recommendations:**

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

- (1) approve the Toronto Police Service's 2020 net operating budget request of \$1,076.2 Million (M), a 3.9% increase over the 2019 approved, restated budget; and
- (2) forward a copy of this report to the Board for consideration and recommendation for approval.

### **Financial Implications:**

The Toronto Police Service (Service) 2020 operating budget request is \$1,076.2M (\$1,221.2M gross), which is \$40.8M or 3.9% above the 2019 approved budget. A full 2.8% (\$28.9M) of the 3.9% is related entirely to the impact of applying the collective agreements with the Toronto Police Association and Senior Officers' Organization. An additional 0.1% (\$0.8M) is for other base budget pressures. The remaining 1% (\$11.1M) will fund new and enhanced initiatives that align with the need to respond to critical community safety priorities, modernize the Service to deliver policing services in the most efficient and effective manner, and invest in initiatives that will improve public trust and accountability.

This request includes funds for new and enhanced initiatives, including:

- the hiring of 341 uniform officers to enable the addition of 140 net new uniform officers to be deployed to Priority Response Units across the city, eight net new traffic officers to focus on Vision Zero enforcement priorities, 40 net new Neighbourhood Community Officers to be deployed to up to 10 additional city neighbourhoods, and officers to backfill those that retire or separate from the Service.
- Five net new positions in the Service's Equity, Inclusion and Human Rights Unit
- Implementation of a Body Worn Camera Program.

Table 1 and Table 2 below provides a breakdown of the request between the base budget and new and enhanced.

Table 1- Summary of 2020 Base Budget Request by Category

<b>Base Budget</b>	<b>2019 Budget \$Ms</b>	<b>2020 Request \$Ms</b>	<b>\$ Increase / (Decrease) over 2019 Budget</b>	<b>% Increase / (Decrease) over 2019 Total Budget</b>
2019 Net Budget - \$1,035.4M				
(a) Salary Settlement		28.9	28.9	2.8%
(b) Salary Requirements	777.8	785.2	7.4	0.7%
(c) Premium Pay	53.9	47.9	(6.0)	(0.6%)
(d) Statutory Deductions and Benefits	212.8	216.0	3.3	0.3%
(e) Reserve Contributions	50.5	50.5	0.0	0.0%
(f) Other Expenditures	81.6	80.6	(1.0)	(0.1%)
(g) Revenues	(141.1)	(144.0)	(2.9)	(0.3%)
<b>Net Base Budget Request</b>	<b>\$1,035.4</b>	<b>\$1,065.1</b>	<b>\$29.7</b>	<b>2.9%</b>

Table 2- Summary of 2020 New and Enhanced Budget Request by Category

New and Enhanced	2019 Budget \$Ms	2020 Request \$Ms	\$ Increase / (Decrease) over 2019 Budget	% Increase / (Decrease) over 2019 Total Budget
Salary Requirements	0.0	7.4	7.4	0.7%
Premium Pay	0.0	0.4	0.4	0.0%
Other Expenditures	0.0	4.4	4.4	0.4%
Revenues	0.0	(1.0)	(1.0)	-0.1%
<b>Net New and Enhanced Budget Request</b>	<b>\$0.0</b>	<b>\$11.1</b>	<b>\$11.1</b>	<b>1.0%</b>

2020 Total Budget Request	2019 Budget \$Ms	2020 Request \$Ms	\$ Increase / (Decrease) over 2019 Budget	% Increase / (Decrease) over 2019 Total Budget
Total Budget Request including New and Enhanced	\$1,035.4	\$1,076.2	\$40.8	3.9%

**Note:** As a part of the City's plan to modernize the budget process, a policy change has been made that requires the removal of interdepartmental charges and recoveries from the 2020 operating budget request and the restatement of the 2019 approved budget. An interdepartmental charge or recovery is a payment made from one Agency or Department in the City to another for the delivery of goods or services. This change is intended to simplify the process by removing the payments from one City area to another, which ultimately is paid for by the same taxpayer. As a result of this policy change, the Service's 2019 approved budget is restated from \$1,051.5M to \$1,035.4M. Hereafter, any reference to the 2019 operating budget will be made using the 2019 restated figure.

#### **Background / Purpose:**

The purpose of this report is to seek approval from the Toronto Police Services Board Budget Committee (Budget Committee) for the level of funding required by the Service in 2020 to enable and support our commitment to community safety and modernization.

## **Discussion:**

### *Fiscally Responsible Budgets*

The Service has a track record of fiscally responsible budgets. In 2017 and 2018, the Service held its operating budget at a 0% increase. In 2019, the approved budget increase was 3%, not including the collective agreement impact, to enable key investments for modernization. The 2020 operating budget request is a responsible accumulation of expenditures that will see an average deployment increase to 5,038 uniform members by 2021 from 4,754 in 2019, along with the essential infrastructure and direct and administrative support, that ensures public safety, as mandated in the P.S.A., is maintained. This responsible approach was possible through the achievement of several key efficiencies.

### *Key Priorities in the Budget Request*

Investments are required in order to meet the needs of a growing and complex city. It is not sustainable to continue to offset exceptional growth with efficiencies and staffing reductions and also continue to deliver service levels that keep the city safe. Further, the nature of crime and policing is evolving and continues to become more complex.

This budget includes funds to address base budget requirements and investments to serve Toronto better. It supports services that will make a difference in the lives of Toronto's communities, residents and visitors.

The budget request includes:

- **Priority Response officers:** the hiring of 140 officers for Priority Response Units (P.R.U.) across the City, as part of a new shift schedule, to address increases in calls for service and response times. The goal is to also increase time for more proactive policing including enforcement (e.g. traffic) and the amount of time our P.R.U. officers can spend connecting with the community. Analysis conducted by the Board, Service and Toronto Police Association concluded that 140 net new officers in the Priority Response Units were needed to properly implement the new shift schedules.
- **Traffic Enforcement Officers:** The hiring of eight net new officers that will be deployed as a dedicated team in support of the Vision Zero Road Safety Program.

- **Neighbourhood Community Officers:** the hiring of 40 net new officers to expand the delivery of the Neighbourhood Community Officer Program to 10 additional neighbourhoods from the existing 33, once the additional P.R.U. officers are in place.
- **Equity, Inclusion and Human Rights Positions:** five net new Equity, Inclusion and Human Rights positions to help further the objectives of leveraging equity and inclusion practices to build a strong workplace culture and community partnerships in a globally diverse city.
- **Body Worn Camera Program:** funds to equip officers with body worn cameras that will further the Service's efforts to enhance public trust and accountability.

The Service's priority is to achieve a 70/30 reactive/proactive service model. Once that is achieved, we can expect to see a greater enforcement of traffic in the P.R.U. and a freeing up of service capacity that will allow us to devote more officer effort on gang violence.

This report contains the following sections:

#### Context of Budget Development

- Alignment with Our Strategic Plan
- History of Staff Changes
- Service Efficiencies and Cost Avoidance
- Increasing Demands for Services in a Growing and Complex City
- Challenges in Meeting Service Levels and Demands
- Health and Wellbeing of Our Members

#### 2020 Budget Details

- Budget Direction, Development and Approval
- 2020 Budget Cost Drivers

#### 2021 and 2022 Outlooks

#### Context of Budget Development

##### [Alignment with Our Strategic Plan: The Way Forward](#)

Toronto deserves and requires a modern police service that is there when people need us the most; that embraces partnerships that help create safe communities; that is focused on the needs of a complex city; and that delivers value-added policing services as cost-effectively as possible.

Our vision, informed by data, research and experience, is to be an intelligence-led Service that aims to achieve a balance of proactive and reactive policing; is technologically advanced; and is properly resourced by a team of dedicated officers and civilians - the kind of progressive policing that Toronto needs.

The multi-year modernization plan has helped the Service position itself to deliver policing better – putting the right people, in the right places and at the right times to deliver policing in a responsive and accountable manner. The plan’s objective was to focus first on achieving significant efficiencies/cost savings and fostering innovation. These efficiencies (amounting to savings in excess of \$100M and an alteration of many of the Service’s processes), as described later in this report, have been delivered. The next step in the strategic plan is to carefully invest in transformation by identifying strategic priorities and being fiscally responsible in recommending what investments should be made in those priorities.

Investments are required to ensure that the Service is sufficiently resourced with people, technology, analytics and professional capabilities to enable our modernization while still delivering effective day-to-day policing and important support services for a complex, growing city.

As outlined in the strategic plan, the Service will be where the public needs us the most by focusing on core policing services; partnering with other City services and key stakeholders to address community needs; and referring other service requirements to a more appropriate resource, where applicable. While the Service has delivered on initiatives that do these things, there is a need to responsibly increase front-line uniform capacity and hire key civilian roles to support the day to day needs of the Service, to respond adequately to calls for service from across the City, and to invest in community engagement. All of these priorities must receive the appropriate investments in a context of population growth and increasingly complex service demands.

The Way Forward strategic plan also envisioned a police service that would place a greater emphasis on crime prevention and reducing victimization by enhancing police presence in the community as part of a neighbourhood-focused strategy

This budget request supports the strategic plan, by adding officers, in a measured way, to address increased calls for service, improved response time and greater engagement with the community. It also allows the filling of key civilian vacancies required to enable the effective delivery of day-to-day public safety services.

### [\*\*History of Staff Changes\*\*](#)

Due to the hiring moratorium and increased number of retirements, average deployed uniform staffing levels have declined by 685 members from 2010 to 2020 (see Figure 1) and average deployed civilian staffing levels have increased by 172 (see Figure 2) for

the same time period for a total reduction of 513 members (-6.5%). The increase in number of civilian positions is primarily due to the civilianization (e.g. District Special Constables) which had an offset reduction in the uniform average deployed strength. It also includes an increase to the complement of Communications Operators to improve call processing times in order to move closer to international response standards.

As the number of deployed officers decreased, the Service has had to rely heavily on premium pay to help ensure public safety was not compromised. This overreliance on premium pay is not fiscally sustainable and the additional hours worked leads to employee fatigue and burn out.

Figure 1 – Uniform Staffing History

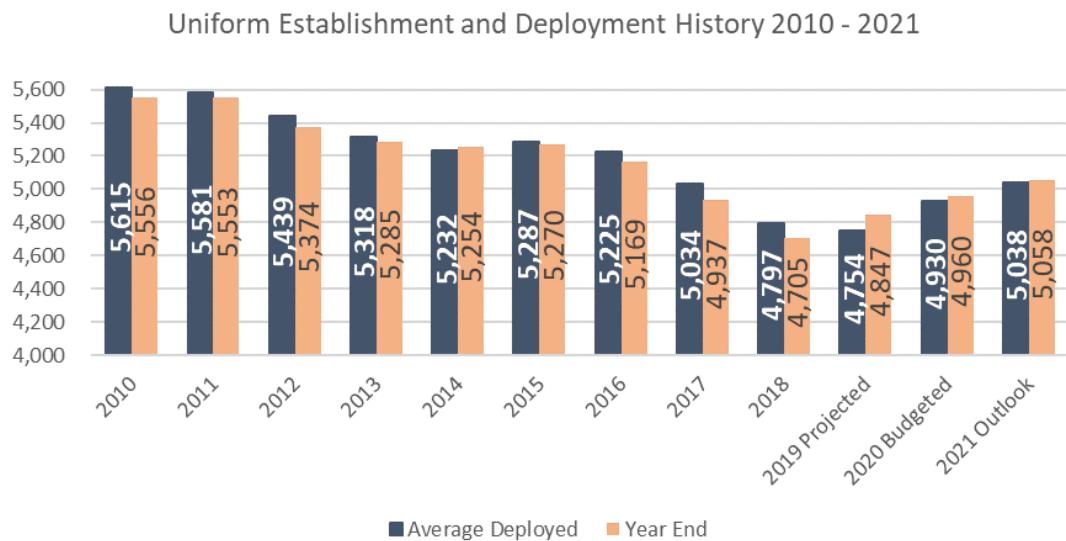
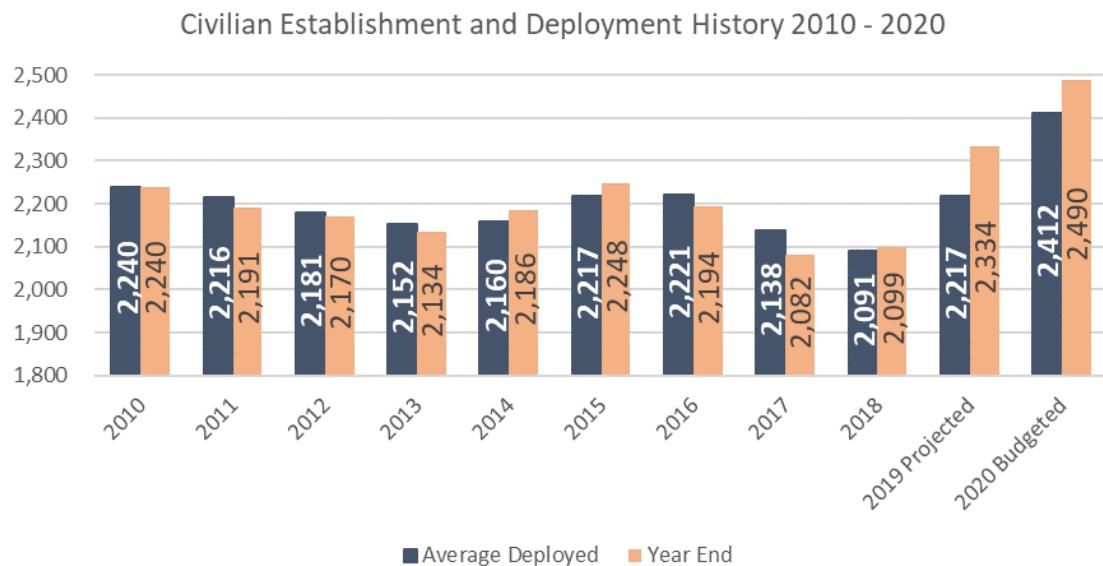


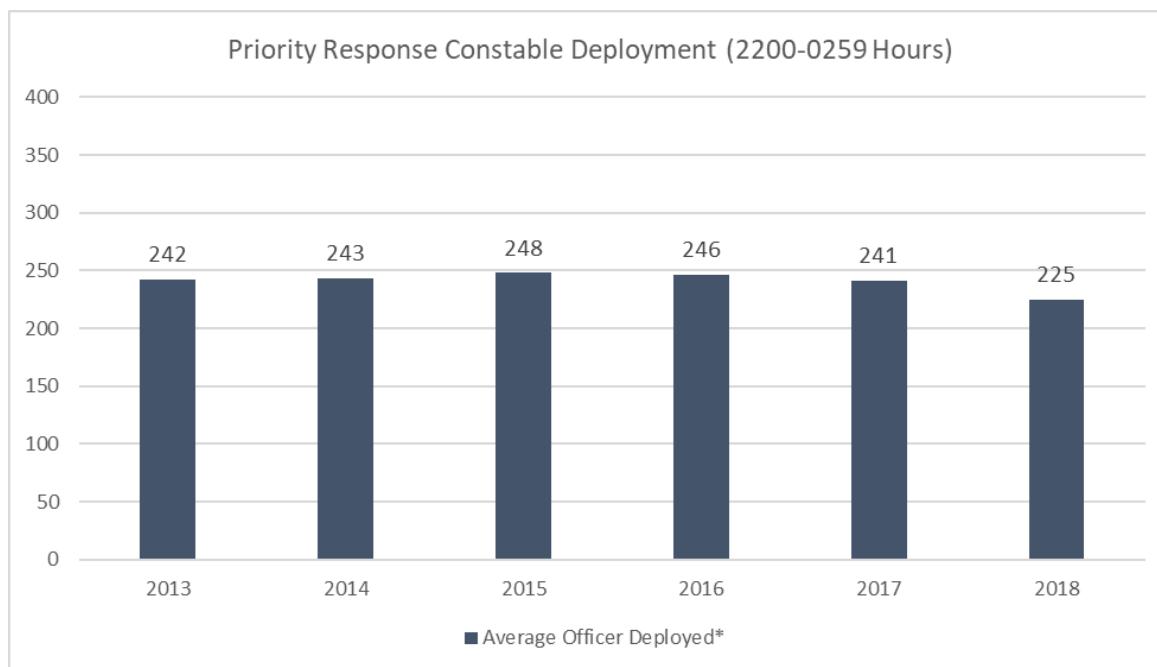
Figure 2 – Civilian Staffing History



Although the number of officers declined significantly from 2013 to 2018, during the busiest time of the day (2300-0259 hours), the number of Priority Response officers deployed decreased only slightly between 2013 and 2017 through strategic deployment (see Figure 3). In 2018, however, there was a notable decrease in the number of officers deployed during this time period due to continued resource constraints.

It is difficult to manage increasing demands for priority calls for service with existing resources. The net new PRU officers included in this budget request will help address this issue.

Figure 3: Priority Response Constable Deployment



### Service Efficiencies and Cost Avoidance

2020 represents year four of implementing The Way Forward Report. Modernization priorities for 2020 include the following, for which funding is included in the Service's 2020 operating and/or capital budget requests:

- o **Connected Officer:** improving officers' mobility and engagement with the community
- o **District Model:** moving to a district model of policing to better align with city neighbourhoods; and
- o **Data Analytics:** increasing the use and transparency of data and analytics.

The Service and the City will continue to benefit from savings and efficiencies gained since 2015. The 2020 Budget Request reflects a number of actions taken in previous years to improve the affordability of services delivered, including a hiring freeze and various management actions that resulted in the reduction of over 600 positions and \$100M in savings from 2016 to 2018. These management actions included initiatives such as conversion to LED lighting, switching to Voice Over Internet Protocol, changes to the facility maintenance service delivery model, reductions to the number of radio licences and tighter controls over medical and dental expenditures.

The Service also returned two facilities, used by the Community Partnerships and Engagement Unit and the Public Safety Unit, to the City of Toronto with a value of \$4.5M.

In addition to the employment cost savings, as agreed to in The Way Forward plan, the Service has developed and executed a number of key efficiencies to help provide more effective service. Through the 311 diversion program, expansion of online reporting, improved processes, civilianization of some roles and the improvement of officer distribution, cost savings and avoidance have been achieved, with the goal of creating an affordable and sustainable service. .

These efficiencies, capacity building and cost saving initiatives include:

- **Shift schedules** - The Service is currently implementing alternative work schedules to help be there when the public needs us the most. This involves realigning staffing hours to better reflect peak demand times. The objective is to help reduce response times and to increase proactive community safety and engagement activities by PRU officers. In 2018, the Service piloted alternative shift schedules in a couple of Divisions. The remaining Divisions that voted for a shift change will begin a one-year pilot in January 2020. The number of additional officers (140) required for the Priority Response Unit (P.R.U.) under the new schedules was determined based on moving towards a 70/30 reactive/proactive model; a prescribed service response standard; and taking into account factors that affect officer time availability such as mandatory training, annual leave, sick time, etc.
- **Priority Response Group (PRG)** - For police to be where the public needs us the most, the Service created a demand-based Unit, deployed to areas across the city experiencing a high call volume to supplement the existing Priority Response Unit contingent. Deployed by the Toronto Police Operations Centre (T.P.O.C.), the three teams in the PRG provide city-wide coverage. This dispersion across the city allows for all Divisions to benefit from a surge capacity unit. In 2018, PRG officers attended over 18,400 events representing about 46,400 officer hours, which assists in building capacity to deliver services more efficiently and cost effectively.
- **Public Safety Response Team (PSRT)** - PSRT is an intelligence-led, flexible, multi-functional support to front-line policing and community engagement initiatives. PSRT has the ability to provide extreme event response, public order management, search management, and critical infrastructure protection, enhancing public safety and security. The unit provides support to alleviate resource pressures, including trained and equipped extreme event capabilities, public order unit support, and a host of other services specifically tailored to meet the complex needs of the city.

- **District Special Constables (DSC)** - The District Special Constable program was created to alleviate pressures on the frontline by using trained resources in situations that would not require full use of force options and policing powers of authority. Today, 103 DSCs are supporting frontline operations. Since July 2018, DSCs have attended 2,748 calls for service and provided backfill for Divisional booking officers and station duty personnel. Staffing the DSC program will continue into 2020, with the goal of achieving 136 DSCs by year end. If the Service had not implemented the D.S.C. program, additional uniform officers would have been required at a higher per officer cost, creating a higher pressure on the budget.
- **Robotic Process Automation (RPA)** - RPA is under development with Communications Services. The Ontario Court of Appeal Decision *R v. MGT* requires police to provide all recorded 911 information with initial disclosure. Meeting this obligation under traditional approaches would have required the Service to hire 46 additional personnel. Instead, in emphasizing modernization, the Service plans to procure a robotic solution to fulfill a significant part of the new legal requirement.
- **Alternative service delivery models** - Some capacity to deliver policing services has been achieved through alternate service delivery models such as alarm verification and 311 call diversion. As of September 2018, the Service requires alarm companies to verify an alarm issue before a police response is provided. This has resulted in a 46% decrease in alarm calls, creating a savings of time that allows officers to answer other calls for service. Over the past three years, the Service has also worked closely with the City to transition the response for eight event types (such as noise complaints) to 311 or other more appropriate resources in City departments.
- **Civilianization of Police Officer Roles** - The Service has undertaken to civilianize some roles historically performed by police officers. This allows for the strategic redeployment of uniform officers currently performing these roles to core public safety duties. For example, the civilianization of the crime analyst role and bookers for prisoner management has enabled the Service to perform these roles at a lower cost and return the uniform officers to core policing duties.

#### [Increasing Demands for Services in a Growing and Complex City](#)

Despite budget containment and capacity building efforts over the past several years, there are aspects in the Service's operating environment that continue to influence demands for policing services and workloads and drive the need for more resources. The major factors influencing that environment are described below, including:

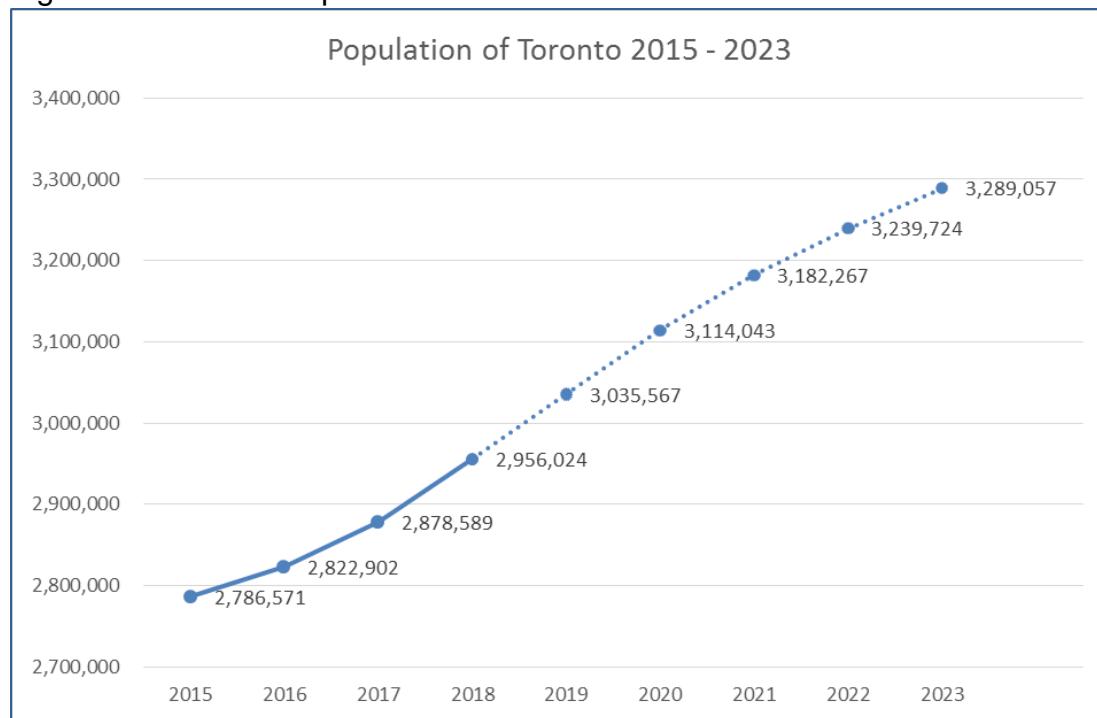
- Rising urban population
- Major crime is up

- More shooting incidents
- Time spent on calls and investigations is up
- Crisis calls are up (opioids and mental health)
- Legislative impacts

### Rising Urban Population:

The City of Toronto is growing at an exceptional pace. By 2023, it is expected that Toronto's population will be close to 3.3 million people or about 500,000 more than 2015 – an increase that equates to almost the population of the City of Hamilton (Source: Statistics Canada estimates, 2018, and Ontario Ministry of Finance Projections). See Figure 4 below for Toronto population growth:

Figure 4 – Toronto Population Growth



While population growth is not the only reason for increases in crime and calls for service, there is a direct relationship between the growing number of residents and an increase in demands for city services, including policing.

Furthermore, there is an additional demand on most city services due to the number of people who come into the city on a daily basis (e.g. commuters, tourists). Toronto is the leading tourism destination in Canada with more than 44.5 million visitors in 2018 (Source: Tourism Toronto Annual report 2018). As population and number of visitors increase, so too do the total number of calls for service which have increased approximately 7.5% from 2015-2018, while emergency calls for service were 10.3% higher for the same time period. Emergency calls for service continue to trend higher this year, with these calls increasing over the same time last year by over 3.0%.

There are also increased public safety requirements that occur as a result of large, unplanned events in the city, such as the Toronto Raptors extended playoff run and championship celebrations which cost the Service about \$1.5M in premium pay.

Population growth and urban densification has also had an impact on traffic throughout the region, with implications for police services. Congestion has an impact on travel time in responding to calls for service and there has been an increase of 24.9% in traffic collisions from 2015 to 2018. Comparing 2018 October to 2019 October, collisions continue to trend higher with an increase of 6.5% year to date.

## Major Crime Up

The Service is dedicated to delivering policing services in partnership with communities, to help ensure Toronto is one of the best and safest cities in the world, and uses seven major crime indicators as a measure how safe the city is. How safe a city is, in turn, impacts quality of life, entertainment, economic development, business investment and tourism. Consequently, it is important that the police service is properly funded to enable the provision of adequate and effective public safety services.

Major crime indicators increased from 2015 to 2018. In 2019, increases continue to be seen in auto theft, break and enter, theft over \$5,000 and assault. All of these increases are driving workload demands through increased calls for service. Table 3 below highlights the increases seen in each of the major crime indicators:

Table 3 – Major Crime Indicators

Major Crime Indicators						
	2015	2018	% Change 2018 over 2015	2018 YTD	2019 YTD	% Change 2019 over 2018 YTD
Homicide	59	96	62.7%	88	60	-31.8%
Assault	17,762	19,327	8.8%	16,297	17,194	5.5%
Robbery	3,465	3,527	1.8%	2,922	2,820	-3.5%
Break and Enter	6,900	7,551	9.4%	6,184	7,024	13.6%
Auto Theft	3,209	4,674	45.7%	3,760	4,287	14.0%
Theft Over	1,026	1,224	19.3%	1,002	1,153	15.1%

Note: Data is based on December 2018 data and may change based on investigations and reported dates.

## More Shooting Incidents

### *Shooting Incidents*

In addition to major crime increasing, there has also been an increase in shooting incidents in the city, causing concerns for the Service and the community. In 2018, there were 426 incidents of firearms discharged in Toronto, resulting in 236 victims (fatalities and injuries). Year to date 2019, is tracking to exceed last years' number of shootings and victims of shootings. By the end of October, there were 402 shooting incidents and

238 victims, which represent increases of 16% and 23% respectively over the same time last year.

Not only are these calls a concern for public safety, but they cause pressures on our resources, front line and investigative, including the ability to promptly and properly address other calls for service.

#### *Gun and Gang Violence*

Community safety has been impacted by the rise of gun and gang activity in the city. Based on a four year commitment from the Province, the Service is receiving \$4.9M this year to fund gun and gang suppression initiatives.

The Service is enhancing its plans for a sustainable approach to gun and gang violence building on the work of the Gun and Gang Unit. The approach is informed by Project Community Space, which was funded by the three levels of government.

The plan assumes that, once the additional P.R.U. officers are in place, there will be a greater capacity to devote more time to targeted enforcement aimed at reducing street gang violence.

The Service will work with the Board to engage other orders of government to discuss strategic investments in this area.

#### Time Spent on Calls and Investigations is Up

Complexity of calls for service, including those for persons in crisis, are driving the time spent on calls up. The Service is spending 2.5% more time on calls, on average, in 2018 than in 2015.

Investigations have also become more complex and time-consuming, as a result of time consuming applications for assistance orders, search warrants and other forms of judicial authorization, as well detailed review of cellphone transcripts and closed circuit television (CCTV).

All of these time pressures are occurring in an environment where, since 2016, the Supreme Court of Canada has required that matters proceed more expeditiously through the court, which necessitates an enhanced focus on quick and complete pre-trial preparation. This increases resource requirements on calls for service and the completion of investigations.

### Crisis Calls Up (Opioids and Mental Health)

The nature of calls for service has also been dramatically changing. For example, the calls for service involving a person in crisis have increased by 27.6% from 2015 to 2018, and the calls for service involving an overdose have increased by 61.4% during the same time period. Calls in regard to a person threatening suicide increased by 35.8% and by 27.9% for a person attempting suicide. Person in crisis calls require more time on the call, given their complex nature and de-escalation/negotiations required. The average time on call for overdose, for example, has increased by 24.3% in 2019 over the same time period in 2018. These calls also require highly coordinated partnerships with

Community stakeholders. As an example, the Mobile Crisis Intervention Team is a collaborative partnership between hospitals and the Service. This program partners a mental health nurse and a specially trained police officer to respond to situations involving individuals experiencing a mental health crisis.

### Legislative Impacts

A number of laws will continue to impact the Service in 2020. These include presumptive Post Traumatic Stress Disorder (P.T.S.D.) legislation, Next Generation 911, the 2016 R. v. Jordan decision on pre-trial delay and disclosure of “911 tapes” decision (R.v.M.G.T, 2017). Each of these legal requirements represents additional cost and/or resource pressures to the Service.

After the enactment of cannabis legislation in October 2018, the Service developed a framework for measuring and tracking the impact of cannabis legalization on the Service that includes, but is not limited to the following:

- targeting illegal dispensaries;
- training;
- impact on front-line demands; and
- processing and destruction of seized cannabis.

These activities are driving cannabis enforcement related costs. This year, to September 30<sup>th</sup>, approximately \$1.1M has been spent on cannabis related enforcement, closure of illegal dispensaries, training and destruction of seized cannabis. Of that total, approximately \$209,000 has been recovered through the R.I.D.E. and Cannabis Dispensary Closure Grant.

The Ministry of Finance has provided funds to the City from the Ontario Cannabis Legislation Implementation Fund (O.C.L.I.F.), which the City has placed in reserve. Based on projected cannabis-related costs for 2020 (net of any R.I.D.E. grant recoveries), the City has advised that the Service can draw approximately \$1.1M from

the City's Ontario Cannabis Legalization Reserve Fund. This draw is reflected in the budget request.

### **Challenges in Meeting Service Levels and Demands**

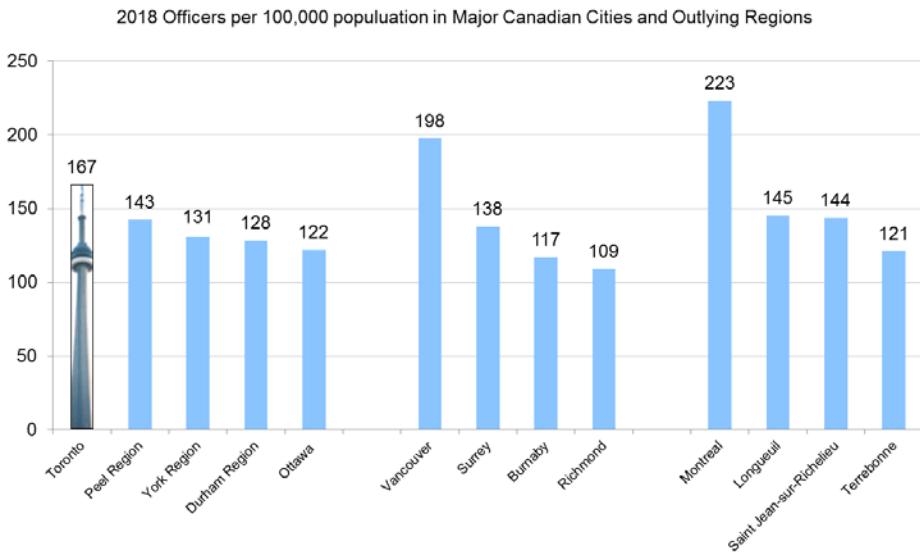
With a budget that is over 89% salary-related costs, policing is about people and the effective and efficient deployment of those people. The Service has made significant staff reductions and has innovated to increase capacity and optimize its remaining workforce for the best possible service delivery. However, it is not sustainable to continue to address the growth in calls for service only through efficiencies and reductions. Current policing demands and expectations, combined with budget constraints are creating issues with respect to service delivery by uniform and civilian personnel, as well as impacting the health and well-being of our people.

With the decline in officers and the growth in demands, each officer is handling 20% more calls for service in October 2019 than they did in October 2015.

When comparing Toronto to other major urban cities, Toronto, at 167 officers per 100,000 population in 2018, has much fewer numbers of officers per capita. (Source: Statistics Canada. Table 35-10-0077-01 Police personnel and selected crime statistics, municipal police services).

With the projected growth of Toronto's population in 2019, the average deployed number of officers per 100,000 is expected to decrease to 157. In 2020, with the increase in officers and increase in population, this number will remain relatively equal to 2019 at 158 officers per 100,000 population. Officers to population comparison is illustrated in Figure 5 below for 2018:

Figure 5 – 2018 Officers Per Capita Comparison



Note: Toronto officers per population reduces to 157 in 2019 and 158 in 2020.

While the Service aims to deliver the best service possible, the ability to dedicate resources to proactive, community-based crime prevention efforts is undermined when most of the resources need to be dedicated to reactive policing. Without increasing resources, the Service will be unable to improve response times and increase proactive policing.

One of the indicators of how the Service is doing is the percentage of people who feel safe in their neighbourhoods, as measured by the annual survey of the public. In 2018, 87% of people indicated that they feel safe, down from 93% in 2016. The number of people who felt the police are responding promptly also went down from 51% in 2016 to 42% in 2018. The number of people who think police are doing a good job being visible in their neighbourhoods also declined, with only 41% thinking we are doing a good job with that visibility, compared to 45% in 2016 (Source: The Way Forward Scorecard). These results, along with rising major crime and response times demonstrate the Service's challenges in meeting increasing demands for service with a reduced workforce.

## [Health and Wellbeing of Our Members](#)

As a result of current vacancies, work is being completed by having members work overtime, which is causing member burnout, and delays in implementing projects and new initiatives. This is simply not a sustainable approach.

Reduced staffing levels, increasing calls for service and an active modernization agenda are putting unsustainable strain on operations and staff in many areas. Efforts are being made to fill critical civilian vacancies, transition to a new service delivery model, and pilot new shift schedules that will assist in meeting frontline demands.

The Service recently announced its Strategy on Mental Health and Addictions. A key aspect of that strategy is to endeavor to ensure that we have a resilient and supported workforce. Strategic initiatives, including investments in staffing of both sworn and civilian roles will contribute to improved health and well-being of Service members.

## **2020 Budget Details**

This budget makes strategic investments in priority areas to better serve Toronto communities and residents.

### [Budget Direction, Development and Approval](#)

This year, the City of Toronto developed a plan for a revamped budget process that is intended to empower City Programs and Agencies with more accountability for decisions and to make the budget easier to understand by all. The end goal is a multi-year, service-based budget that will evolve over a 4-year period.

- Year 1 - now: The focus is on simplifying the budgeting processes, clarify plans, build momentum, prioritizing staff wellbeing
- Year 2: Foundations for Multi-Year Budgeting
- Year 3: Foundations for Service-Based Budgeting
- Year 4: Transition to Service-Based Budgeting (communicates value of services to public for their tax dollars, easier to understand and engage)

In April of each year, the Service's Budget & Financial Analysis Unit begins to develop the capital and operating budgets for the next year. The development of the budget is guided by the Service's strategic goals and priorities, as well as the City's directions and guidelines.

For the preparation of the operating budget request, the Budget & Financial Analysis Unit collaborates with each unit within the Service to determine service levels and challenges and risks to be addressed to determine the upcoming year's financial requirements. The unit also explores the most cost effective way to complete unit

specific goals in line with the Service's strategic direction. As part of this process, changes to any relevant legislation, processes and technologies are also identified and reviewed.

Using the approved 2019 budget as the starting point, a number of actions were undertaken in order to develop the 2020 budget request. These included:

- Reviewing service objectives, staffing requirements and related trends (uniform and civilian);
- Reviewing historical spending trends and reducing funds historically underspent;
- Flat-lining certain discretionary spending and using a zero-based budgeting approach to certain non-fixed requirements;
- Consolidating equipment and contracted services funds for central management based on Service priorities and goals; and
- Planning for the funding of expected contractual cost increases from within existing budgets by decreasing the budget in other accounts where possible.

The preliminary budget request has been reviewed with the Command, as well as with Board and City representatives. These reviews resulted in adjustments to the budget as new information became known, and as requirements and cost savings opportunities were identified.

The next steps in the budget process are shown below:



## 2020 Budget Cost Drivers

The 2020 base budget request plus the new and enhanced request brings the total Toronto Police Service (Service) 2020 operating budget request to \$1,076.2M (\$1,221.2M gross), which is \$40.8M or 3.9% above the 2019 approved budget.

Changes in the base budget and new and enhanced requests are explained below.

Table 4 – Summary of Base Budget Request by Category

Base Budget	2019 Budget \$Ms	2020 Request \$Ms	\$ Increase / (Decrease) over 2019 Budget	% Increase / (Decrease) over 2019 Total Budget
2019 Net Budget - \$1,035.4M				
(a) Salary Settlement		28.9	28.9	2.8%
(b) Salary Requirements	777.8	785.2	7.4	0.7%
(c) Premium Pay	53.9	47.9	(6.0)	(0.6%)
(d) Statutory Deductions and Benefits	212.8	216.0	3.3	0.3%
(e) Reserve Contributions	50.5	50.5	0.0	0.0%
(f) Other Expenditures	81.6	80.6	(1.0)	(0.1%)
(g) Revenues	(141.1)	(144.0)	(2.9)	(0.3%)
<b>Net Base Budget Request</b>	<b>\$1,035.4</b>	<b>\$1,065.1</b>	<b>\$29.7</b>	<b>2.9%</b>

*a) Impact from Collective Agreements Salary Settlement (\$28.9M)*

The uniform and civilian Collective Agreements between the Board, the Toronto Police Association and the Senior Officers' Organization, were ratified agreements for a five year term, from January 1, 2019 to December 31, 2023.

The Agreements include a wage increase of 11.06% over five-year term (average of 2.21% per year) as well as a Priority Response Unit (P.R.U.) Patrol Allowance of 3% of basic salary for all hours worked by Uniform members with more than five years of service in P.R.U.

The 2020 budget impact of the Collective Agreement settlements on the operating budget is \$28.9M and is the single largest component (70%) of the budget increase.

*b) Salary Requirements (\$785.2M)*

The total salary requirements for 2020 (exclusive of the impact of salary settlements) are \$785.2M, up \$7.4M from the previous budget. The budget for salaries reflects both the savings from efficiencies to be gained through the continued civilianization of positions, as well as the funds to fill several critical vacant civilian positions gapped in previous budgets as a result of the hiring freeze.

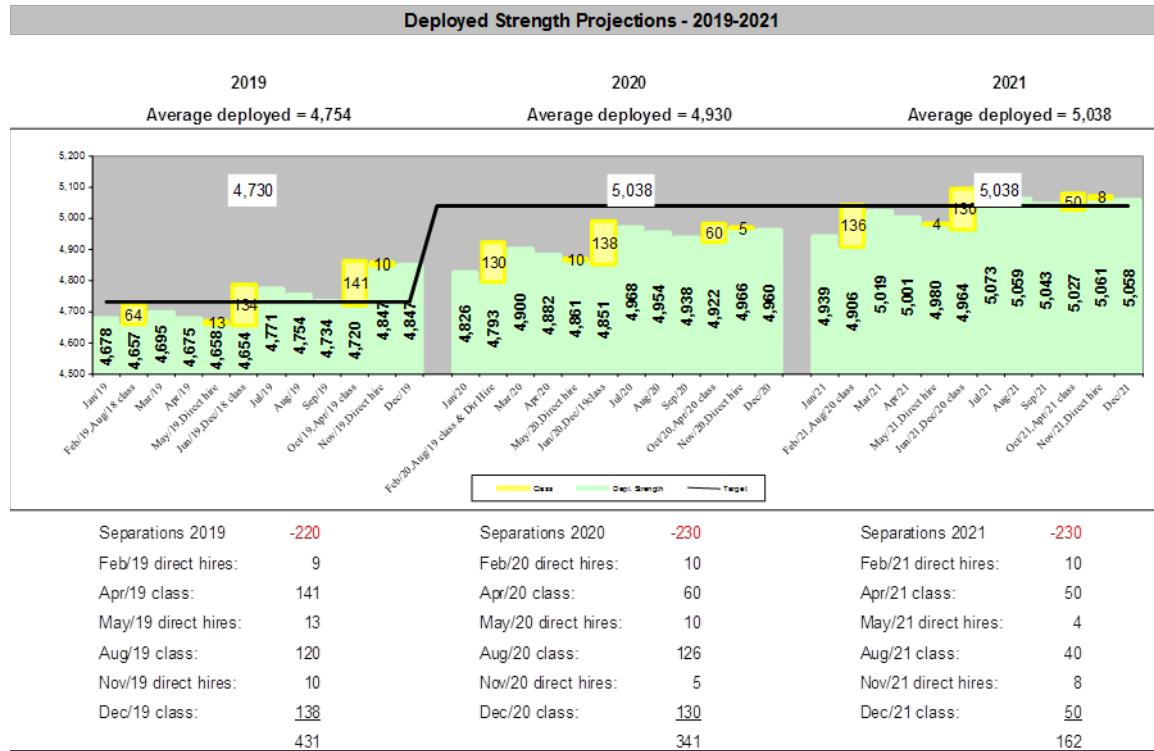
The \$7.4M increase in base salaries are driven by the following items:

- Annualization and maintenance of Uniform Hiring Strategy (\$4.2M) – Costs include the annualization of prior year's hires and separations, savings from current year's separations, costs of current year's replacement hires and the impact of constable reclassifications, as they progress from 4<sup>th</sup> class to 1<sup>st</sup> class. The uniform hiring strategy, which outlines separations, hires and numbers of deployed officers is reflected in Figure 6.

<b>Hiring Plan (341)</b>		
	<u>2019</u>	<u>2020</u>
Lateral entries	32	25
April Class	141	60
August Class	120	126
December Class*	<u>138</u>	<u>130</u>
	431	341

\*December 2019 class size increased from an original planned size of 40 to 138 to reflect increase in average deployed complement of 5,038 by 2021.

Figure 6 – Uniform Hiring Strategy



- **Annualization of civilianization initiatives (\$3.6M)** – The Service's delivery model includes both uniform positions, as well as civilian positions to deliver some of the services that were previously performed by officers, creating greater capacity for priority work. These positions include Crime Analysts, Bookers, Senior Court personnel and District Special Constables. The 2019 budget included funding to ramp up staffing levels during 2019, and would ultimately result in the civilianization of uniform positions, some of which were vacant and others that were filled and could be redeployed to core policing duties. The use of part-time retired officers was also pursued in 2019 as a stop-gap/temporary measure due to anticipated staff shortages in 2019 and 2020, and until staffing levels increase to more sustainable levels. The logistics of the program took longer than anticipated, and only 24 part-time retired officers were hired, as compared to the 186 originally planned. However, the Service will continue with the program at the reduced level, and will evaluate and reassess the program during 2020. The use of civilians instead of uniform staff is projected to save approximately \$6.2M in 2020.
- **Backfilling Vacant Positions That Were Previously Gapped (\$0.5M)** – The Service is projecting a civilian vacancy rate of 14.0% at the start of 2020 and is seeking to reduce the vacancy rate to 8.2% by the end of 2020. Vacancies over

the last few years have put a significant strain on remaining staff that have been required to take on additional critical responsibilities and workload due to unfilled vacant positions. During 2020 the Service will continue to fill vacancies that were previously gapped, as well as those that are required to modernize, achieve strategic priorities, comply with legislative requirements, and provide the necessary internal and external direct and support services. While the Service has been aggressively hiring to fill positions during 2019, many of the positions have been filled through internal promotions thereby creating other vacancies. The 2020 operating budget request takes into account positions that have been filled during 2019 and assumes that vacancies will be filled in a staggered approach during 2020.

- Other Net Salary Changes (-\$0.9M) – The transfer of the School Crossing Guard Program was completed on July 1<sup>st</sup> 2019, resulting in savings of \$3.6M in the 2020 operating budget, in addition to the \$3.8M realized during 2019. These savings are partially offset in costs associated with the Leap year. Leap year has a budget impact every four years on the Service budget, as salaries are budgeted based on the number of days in the year. As 2020 is a leap year, there is a one-time impact of \$1.9M for the additional day of salaries.

During 2019, the Board approved a new Chief Information Officer position, a Strategic Advisor position and three Equity, Inclusion and Human Rights positions, resulting in a 2020 operating budget pressure of \$0.8M.

#### Staffing Requirements for Additional Courtrooms

The Judiciary, the Province and the Toronto Police Service have separate control over the different elements essential to the delivery of court security and prisoner transportation services. The work of Court Services is largely driven by the demands of the court and the judicial system.

Any increase in courtrooms, court security requirements, and security screening stations increases staffing demands upon the Unit. The Ministry of Attorney General has added four additional floors of courtrooms and installing four new x-ray security screening stations. Resources for these additional screening stations are not available in Court Services' current staffing model.

In order to fulfill the new security requirements resulting from the added court rooms, the Service would require the addition of 20 court officers. This requirement is not included in the 2020 budget request. We are currently meeting these resource demands through premium pay, while we develop a long term and more sustainable plan.

c) Premium Pay (\$47.9M)

The total premium pay request for 2020 is \$47.9M, down \$6.0M from the previous budget.

Premium pay is incurred when staff are required to work beyond their normal assigned hours for extended tours of duty (e.g., when officers are involved in an arrest at the time their shift ends), court attendance scheduled for when the officer is off duty, or callbacks (e.g. when an officer is required to work additional shifts to ensure appropriate staffing levels are maintained or for specific initiatives). The Service's ability to deal with and absorb the impact of major unplanned events (e.g. demonstrations, emergency events, and homicide / missing persons) relies, in part, on the utilization of off-duty officers which results in premium pay costs.

Since the staffing levels have been decreasing over the years, there has been a significant pressure on premium pay to accommodate critical workload issues. Premium pay is subject to the exigencies of policing and the aforementioned staffing pressures, as well as required police presence at planned and ad hoc events. The Service incurred an unfavourable variance of \$20.8M in 2018 for uniform premium pay, but requested just an \$8.5M increase to the 2019 premium pay budget, taking into consideration anticipated staffing levels as well as extraordinary events that took place in 2018. While the budget increase should have been greater, the Service kept the increase to a minimum in order to keep the 2019 budget increase as low as possible.

The number of average deployed uniform officers decreased further in the first half of 2019, primarily due to a large number of retirements. As a result, increased premium spending was incurred to help meet policing service demands on the frontline, support and investigative units of the Service. With the deployment of additional officers in the second half of 2019, premium pay spending has slowed, but the Service is still currently projecting an unfavourable variance of \$13.2M for uniform officers.

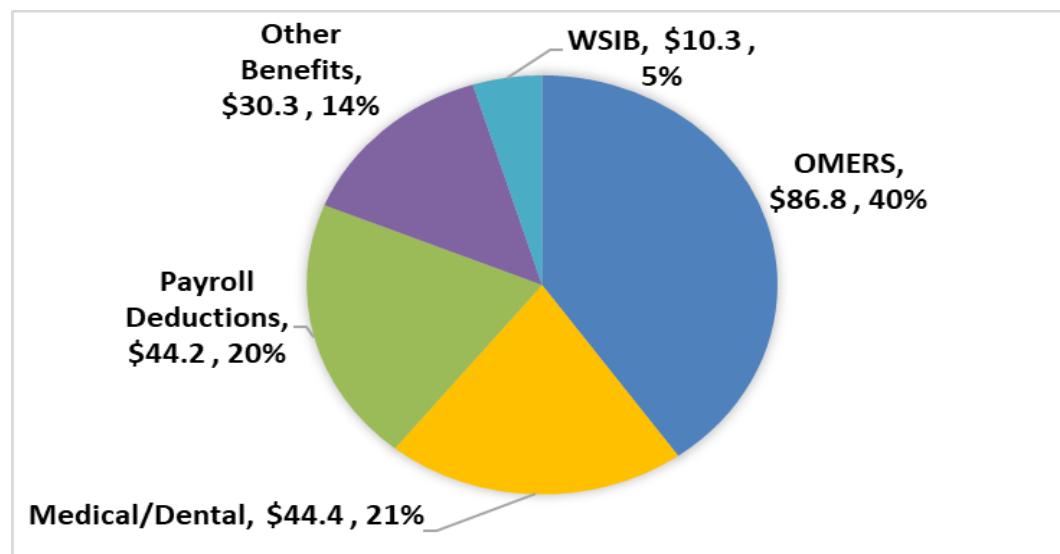
Additional premium pay is also incurred as units address critical workload issues resulting from a significant number of civilian staff vacancies across the Service, with the unfavourable variance projected at \$4.9M as at September 30, 2019. The staffing of civilian vacancies has taken longer than anticipated as most of the vacancies are being filled through internal promotions, creating vacancies elsewhere within the Service. In addition, Talent Acquisition did not have sufficient resources to address the significant backlog of civilian vacancies. Unless the Service can make inroads in reducing overall vacancies, civilian premium pay pressures are expected to continue. This budget incorporates strategies to address our ability to fill positions more expeditiously.

The Service's budget submission includes a \$6M decrease to the premium pay budget for 2020. It is anticipated that moving to new shift schedules and filling more vacancies, may reduce the requirement for premium pay.

The current level of premium pay expenditures is not sustainable from a financial, operational and member well-being perspective. However, it must be noted that there is a risk that the reduced premium pay budget is premised on certain assumptions, including assumptions related to when new hires will be in place and what the anticipated levels of service demand will be, including unanticipated events. If these assumptions change, there may be a need to rely on premium pay more than anticipated. The Service will monitor and take steps to control premium pay and will report against budget through the quarterly variance reporting process to the Board.

*d) Statutory Deductions and Benefits (\$216)*

Figure 7 – Benefits



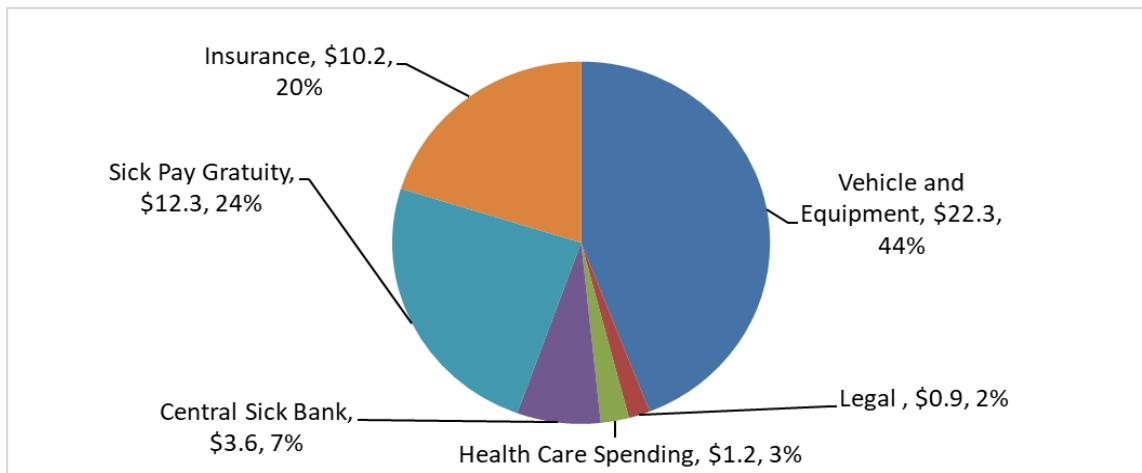
Statutory payroll deductions and employee benefits expenditures of \$216M are \$3.3M or 1.5% higher than the previous year budget and are a major component (20%) of the Service's total 2020 Budget request. The biggest variances are attributed to the following items:

- Medical/Dental Coverage (\$0.7M or 2% increase): The budget for the Board's benefit plan is based on the cost of drugs and services, dental fee schedule, utilization rates and administration fees. In previous years, this category of expenditure has come in under budget, but the actuals have been increasing in 2019. This account has been brought in line with 2019 actuals and an anticipated percentage increase.

- Workplace Safety & Insurance Board (W.S.I.B.) costs (\$1.4M or 16% increase): The increase is primarily due to impacts of Bill 163, Supporting Ontario's First Responders Act regarding Post Traumatic Stress Disorder (P.T.S.D.). The actuals have been increasing since 2016 and the budget request is in line with historical actuals.
- Net other changes to benefits (\$1.1M or 0.7% increase): Includes various other expenditures such as retiree medical/dental, group life insurance, payroll deductions, etc.

**e) Reserve Contributions (\$50.5M)**

Figure 8 – Reserve Contributions



The Service contributes to a number of reserves through provisions in the operating budget. All reserves are established by the City of Toronto. The City manages the Sick Pay Gratuity (S.P.G.) and Insurance reserves, while the Service manages the Vehicle & Equipment, Legal, Central Sick Bank, Health Care Spending and Modernization reserves.

The total reserve contribution for 2020 is \$50.5M with no increase from 2019. The original budget request included \$3.8M of additional contributions of which \$3M was for the Vehicle and Equipment reserve. In order to reduce the Service's 2020 budget request, this amount was eliminated, but assumes that the Service will be able to utilize any surplus realized in 2019 to make one time contributions to the Vehicle and Equipment reserve and Health Care Spending Account. The required incremental contributions to these and other reserves must at some point be included in the Service's base budget, to ensure the health of the reserves and ensure obligations can be met in the short and long-term.

Surplus allocations will be made by the City according to the City's Surplus Management Policy and there is a risk to the health of the reserves if the contributions from the Service's surplus are not approved.

*f) Other Expenditures (\$80.6M)*

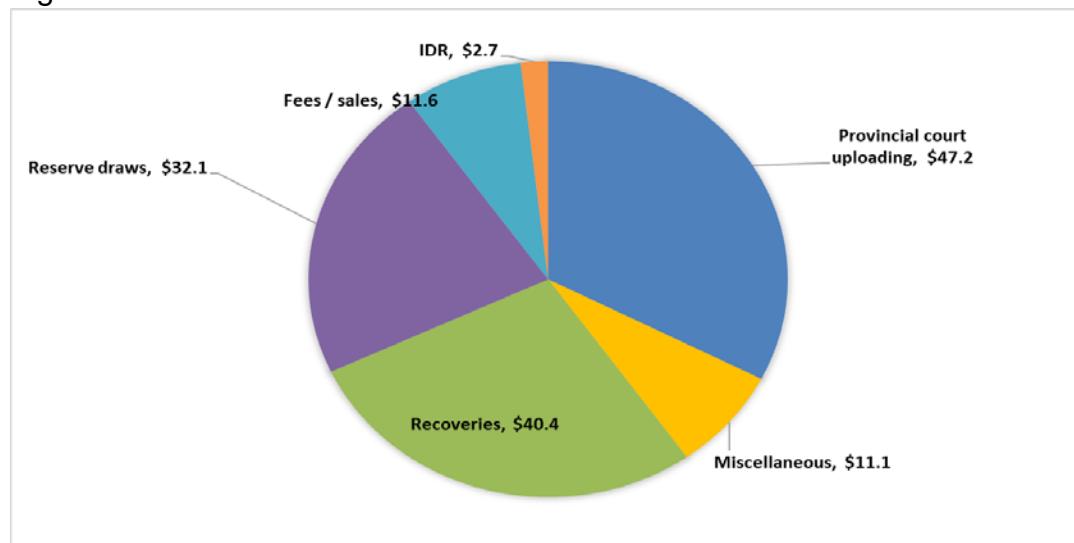
Other expenditures represent 8% of total expenditures and include items such as ammunition, vehicle parts, computer equipment and maintenance, gasoline, operating impact of completed capital projects and contracted services. These expenditures were reduced by \$1M with the biggest adjustments attributed to the following items:

- Contracted Services was reduced by \$1.6M as a result of savings from the full transition to Voice Over Internet Protocol (VoIP).
- Computer maintenance will require additional funding of \$1.1M for various software licenses. The cost of computer maintenance is impacted by current contract costs, as determined through a competitive procurement process. Technological advances and the addition of new systems provide enhanced communication, improved information and efficiencies. However, as the number of systems and storage requirements increase, the cost of maintenance and support also increases.
- Additional funding of \$0.4M will be required due to an 8-cent increase in gasoline prices (based to City estimates).
- The operating budget impact of completed capital projects will require additional funding of \$0.9M. As capital projects are implemented, they often have operating budget impacts such as computer maintenance, additional staffing requirements, facility maintenance, etc. For 2020, operating impacts are comprised of:
  - Maintenance cost for Analytics Centre of Excellence (A.N.C.O.E) which includes Enterprise Business Intelligence (E.B.I) and Global Search system maintenance; battery management program for Radios.
  - Connected Officer data plans, licenses and maintenance for 700 mobile devices
  - Peer to Peer (Disaster recovery) Site networking cost
- Reduction in various other expenditures such as ammunition (-\$0.4M), computer hardware (-\$0.2M) and services and rent general (\$-0.4M)

*g) Revenues (\$144M)*

Approximately 88% of Total Expenditures are funded by City of Toronto property taxes. The remaining 12% are shown on Figure 10.

Figure 9 – Revenue Sources



The 2020 total Revenue budget for items, other than what is funded from property taxes, is \$144M which represents an increase of \$2.9M or 2% compared the Service's total budget in 2019 with the biggest variances attributed to the following items:

- Paid duty equipment rental - \$0.5M increase to bring the budget in line with previous year's actual
- Criminal Reference checks - \$0.9M increase to bring the budget in line with previous year's actual.
- City's Ontario Cannabis Legislation Reserve - \$1.1M increase for a draw from the reserve to fund training, impact on frontline demands, processing and destruction of seized cannabis

#### New and Enhanced (\$11.1M)

The 2020 operating budget submission also includes new and enhanced requests totalling \$11.1M net and gross, or 1.0% as described below.

Table 5 -Summary of New and Enhanced Budget Request

New and Enhanced	2019 Budget \$Ms	2020 Request \$Ms	\$ Increase / (Decrease) over 2019 Budget	% Increase / (Decrease) over 2019 Total Budget
Adding Officers- Priority Response Unit (+140 officers); Neighbourhood Officers (+40 officers); Vision Zero (+8 officers and call back)	0.0	8.8	8.8	0.9%
Adding Civilians- (+5) Equity, Incl & Human Rights	0.0	0.4	0.4	0.0%
Vision Zero; City Revenue	0.0	(1.0)	(1.0)	-0.1%
Body Worn Camera	0.0	2.5	2.5	0.2%
Other - Leadership training (\$187K); reinstitute tuition reimbursement (\$250K)	0.0	0.4	0.4	0.0%
<b>Net New and Enhanced Budget Request</b>	<b>\$0.0</b>	<b>\$11.1</b>	<b>\$11.1</b>	<b>1.0%</b>

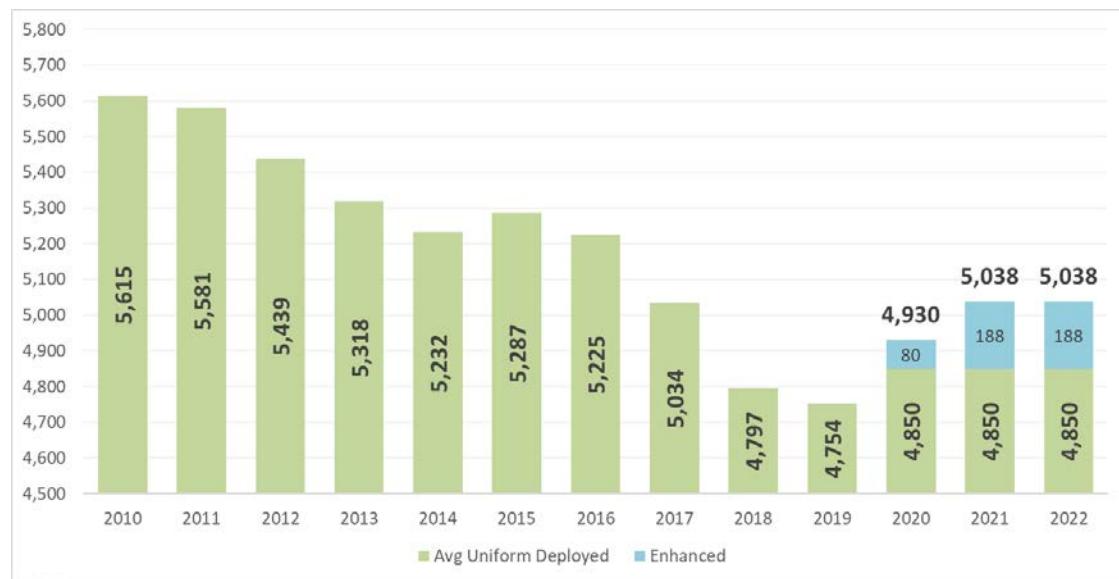
The 2020 budget request includes the addition of 188 net new uniform officers which will result in an increase in deployment from the current number of officers of 4,850 to 4,960 by the end of 2020 and an average deployment of 5,038 in 2021.

Enhancements to current staffing levels are planned in the following program areas:

Program Area	Number of Officers
Priority Response Unit Officers	140
Neighbourhood Officers	40
Vision Zero Traffic Enforcement	8
<b>Total Net New Positions</b>	<b>188</b>

These program enhancements are reflected in the uniform staffing chart in Figure 10 and are also explained below.

Figure 10 – Average Deployed Uniform Staffing Levels



### Priority Response Unit Officers

The 2020 Operating Budget Request includes funding to hire 140 net new officers for Priority Response units across the city.

A firm specializing in schedule design for law enforcement agencies was engaged to determine the appropriate number of officers needed to meet response time standards for calls for service and to ensure an appropriate balance of both reactive and proactive policing. A staffing model was created to help address the Service's current needs. The model included an analysis of calls for service, response time, reactive/proactive (70/30) objectives and time detractors (training, court, annual leave, sick time, etc.).

The Service has initiated two major programs to allow for greater coverage in peak times: new shift schedules and the Priority Response Group, a demand-based unit to deal with high call volumes.

The new shift schedules will allow the Service greater flexibility to be where the public needs us the most. The collaborative work that has occurred between the Toronto Police Association (T.P.A.), the Board and the Service has allowed a joint development of shift patterns that provide a better service to the public, while also addressing officer preference and wellness.

The Service had completed an analysis of each division with consideration to all of the above standards as well as improving response time in accordance with the standard guideline adopted by the International Association of Chiefs of Police (I.A.C.P.). It was

determined that after the introduction of new shift schedules, 140 net new officers are required in the P.R.U. across the city.

### Neighbourhood Community Officers

In 2013, the Service implemented the Neighbourhood Community Officer Program (N.C.O.P.), in order to better engage with the community, reduce crime, increase public safety and improve trust in the police. Currently there are 135 Neighbourhood Community Officers (NCO) in 33 Toronto neighbourhoods.

A Council decision, made during 2019, references requirements for the Board to consider the expansion of the program as follows:

- *Rec. 18: City Council request the Toronto Police Services Board to request the Chief of Police to:*
  - *accelerate the implementation of a sustainable Neighbourhood Policing Model City-wide recommended through the Toronto Police Service modernization plan and to report to the Budget Committee through the 2020 budget process to address if any additional funding is required.*

There are a total of 140 neighbourhoods in the city of Toronto. This budget includes the expansion of the program to include 40 net new N.C.O.'s to be deployed in 10 additional neighbourhoods for a total of 43 neighbourhoods, once additional PRU officers are in place.

Expansion beyond the 43 neighbourhoods would come at a significant cost that would not be sustainable given fiscal constraints currently faced by the Service and City of Toronto.

### Vision Zero Traffic Enforcement

Traffic Services officers investigate collisions and enforce traffic laws on a daily basis. Approximately 120 officers are currently dedicated to traffic. Frontline officers of the Service also do traffic enforcement when not responding to calls for service. Time available for enforcement will be enhanced with the addition of the P.R.U. officers noted above.

Additionally, a total of \$1M is included in this budget request for traffic enforcement funded by the City of Toronto's Vision Zero Road Safety Program. These funds will cover premium pay for the first half of the year for traffic enforcement activities, along with eight officers that will deploy in the second half of the year as a dedicated team in support of the Vision Zero Road Safety Program.

The requirements for this permanent program will be revisited during 2020 and any enhancement will be included in the 2021 budget process.

#### Equity, Inclusion & Human Rights

As approved by the Board, this budget also includes funding of \$0.4M for five Equity, Inclusion and Human Rights positions (Min. No. P106/19 refers). As an international leader in a globally diverse city, the Service must continually improve its understanding of communities and residents. The Service must be a trusted partner that leverages equity and inclusion practices to build strong partnerships. This unit is also responsible for implementing the Service's Race Based Data Collection Program, which is a new legislative requirement.

The funding required for these positions assumes they would be hired on a staggered basis during 2020.

#### Body Worn Camera (B.W.C.)

The cost (\$4.8M) of the capital portion of the B.W.C. program is included in the 2020-2029 capital program to meet infrastructure and device requirements. The 2020 operating impact of capital is estimated at \$2.5M and is included in the Service's operating budget request, and reflects a cloud-based solution for implementation of B.W.C. program commencing in July 2020.

This initiative is aligned with and will enable the Service's commitment to maintain and enhance public trust and accountability, as part of its commitment to deliver professional and unbiased policing.

The Service is in the process of completing the evaluation of proposed solutions for the B.W.C. Program and will be moving forward to the Board for contract award approval in the first quarter of 2020.

#### Other New/Enhanced– Leadership Training and Tuition Reimbursement

The 2020 budget request also includes costs for new and enhanced items totaling \$0.4M, including the TPS Foundations of Leadership Development program and the reinstitution of the Service's tuition reimbursement program that was halted during the last three years to meet target reductions in the budget.

The TPS Foundations of Leadership Development is a mandatory 4-day leadership development program for future frontline leaders (Police Constable – Sergeant; Sergeant – Staff Sergeant) who are interested in advancing to the next rank through the promotional process. It will also be offered to existing civilian and uniform leaders (Supervisors and above) who are interested in developing their leadership skills.

The program is designed around our 4 competency clusters – Our Development, Our Mindset, Our Impact and Our Connections and will allow the Service to drive sustained success by:

- Building new leaders' ability to lead their teams, manage performance and provide feedback;
- Retaining talent, thus increasing employee engagement and the Service's ability to modernize the promotional process;
- Driving strategic initiatives outlined in the People Plan 2.0 that will support a culture of personal and professional development for uniform and civilian members; and
- Building members' capability to navigate and lead organizational change and respond rapidly to the changing needs of our city.

The Service's tuition reimbursement program was reinstated to allow for the reimbursement of a portion of post-secondary costs to members. The cost of the program is \$250,000.

## **2021 and 2022 Outlooks**

The outlooks in Table 4, below, demonstrate that the Service anticipates a 3.6% pressure in 2021 and a 4.1% pressure in 2022, based on expected staffing levels, continued grant funding levels, economic indicators and contractual and legislative obligations known at this time. Service staffing levels are expected to increase during 2020 resulting in annualized impacts in 2021.

These pressures include the best estimates available for the operating impact of the implementation of the Connected Officer program and the Body Worn Camera initiative. The collective agreement settlements impact in 2021 is less than 2020 and 2022 as a result of the timing of the changes in hourly rates.

The Service is assuming that it will continue to receive \$10.0M in Community Safety and Policing (C.S.P.) grant funding from the Ministry of the Solicitor General in 2022 to cover the cost of the Public Safety Response Team salaries. However, this grant term ends on April 1<sup>st</sup> 2022. Should the grant not continue, this will create a \$7.5M pressure in 2022, annualizing to \$10.0M in 2023.

**Table 6 -2021 & 2022 Outlooks (\$M)**

	<b>2021</b>	<b>2022</b>
Starting Request	\$1,076.2	\$1,115.3
Salary requirements	\$9.0	\$3.2
Benefit cost increases	\$3.0	\$2.5
Reserve contributions	\$5.3	\$3.7
Non Salary – inflationary and contract increases	\$5.1	\$5.9
Revenues	(\$0.4)	\$7.0
<b>Total change before salary settlement</b>	<b>\$22.0</b>	<b>\$22.3</b>
Salary settlement	\$17.1	\$23.4
<b>Net Change</b>	<b>\$39.1</b>	<b>\$45.7</b>
<b>Outlook</b>	<b>\$1,115.3</b>	<b>\$1,161.0</b>
<b>Percentage change over prior year</b>	<b>3.6%</b>	<b>4.1%</b>

### **Conclusion:**

The Service's 2020 net operating budget request of \$1,076.2.0M (\$1,221.2M gross) is \$40.8M or 3.9% above the 2019 budget.

Guided by The Way Forward Plan, the Service has been evolving the way it operates – through service delivery improvements as well as investments in people, communities, intelligence and technology.

Since 2017, the Service has delivered over \$100M in efficiencies while also modernizing service delivery for a safer Toronto.

This budget aims to achieve the following outcomes:

- Improved community safety through additional P.R.U. officers, improved response times and more proactive policing, enabled by the shift schedules;

- Increased pedestrian and traffic safety with the permanent addition of a dedicated traffic enforcement team.
- Enhanced community engagement with the addition of new Neighbourhood Community Officers; and
- Improved public trust and accountability, with the implementation of the B.W.C. program.

The Service's priority is to achieve 70/30 reactive/proactive P.R.U. service delivery model. Once that is achieved, we can expect to see a greater enforcement of traffic and a freeing up of service capacity that will allow us to devote more officer effort on gang violence.

It must be noted that this budget is not without risks and dependencies that are not within the Service's control. Growth in population and calls for service continue to put pressures on resources, impacting on the delivery of those services. The decrease (\$6M) in the 2020 premium pay budget over 2019 and against current spending levels correlates with staffing levels and level of crime and therefore it is subject to police exigencies and cannot be fully predicted. These risk areas will be monitored and reported to the Board on a regular basis.

The 2020 operating budget request has been prepared with the objective of keeping the City safe, balancing this goal with the need to fund current public safety activities and deal with the changing nature of crime, while transitioning to a modernized service delivery model that embraces partnerships and puts communities at its core.

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

Respectfully submitted,

Mark Saunders, O.O.M.  
Chief of Police

\*original copy with signature on file in Board office



## Toronto Police Services Board Report

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November 29, 2019

To:           Board Budget Committee  
                Toronto Police Services Board

From:       Mark Saunders  
                Chief of Police

**Subject:    Toronto Police Service 2020-2029 Capital Program Request**

**Recommendation(s):**

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

- (1) approve the Toronto Police Service's (Service) 2020-2029 Capital Program with a 2020 net request of \$21.7 Million (M) and gross amount of \$50.3M (excluding cash flow carry forwards from 2019), and a net total of \$202.9M net and \$587.2M gross for the ten year program, and as detailed in Attachment A; and
- (2) forward a copy of this report to the Board for consideration and for approval.

**Financial Implications:**

Capital program requirements are funded from various sources, specifically:

- debt issued by the City of Toronto (City);
- the Vehicle and Equipment Reserve, which is funded from the Service's operating budget;
- Development Charges (D.C.) which are fees charged to developers to help pay for the cost of infrastructure required to provide municipal services in growing areas to qualifying Service projects – using D.C.s reduces the Service's reliance on debt funding; and
- other source of funding such as Provincial grants.

Unlike previous years, the City did not issue a debt targets for the 2020 – 2029 capital program. Instead, consideration and approval of projects in the capital program will be

based on need and value provided, project readiness and previous year's spending rate.

Table 1 below provides a summary of the Service's 2020-2029 Capital Program request. Additional details can be found in Attachment A.

Table 2: Summary of the 2020-2029 Capital Program Request (000's)

Projects	2020	2021	2022	2023	2024	Total 2025-2029	Total 2020-2029
Work in Progress	17,556	43,392	29,192	26,630	14,775	54,312	185,857
Upcoming Projects	7,290	400	6,316	17,596	12,896	50,564	95,062
Life Cycle Replacement Projects (Funded from Reserve)	25,501	26,670	30,670	27,791	40,698	154,987	306,317
<b>Total Gross Projects</b>	<b>50,347</b>	<b>70,462</b>	<b>66,178</b>	<b>72,017</b>	<b>68,369</b>	<b>259,863</b>	<b>587,236</b>
Vehicle & Equipment Reserve Funding *	(25,501)	(26,670)	(30,670)	(27,791)	(40,698)	(151,156)	(302,486)
Development Charges	(3,149)	(16,185)	(14,531)	(12,332)	(6,776)	(28,865)	(81,838)
<b>Total Net Debt-Funding Request</b>	<b>21,697</b>	<b>27,607</b>	<b>20,977</b>	<b>31,894</b>	<b>20,895</b>	<b>79,842</b>	<b>202,912</b>

\*Development charges applied to Vehicle and Equipment Reserve reduced the required funding in that category

## **Background / Purpose:**

The purpose of this report is to provide the Board Budget Committee with details of the Service's 2020-2029 Capital Program request for its consideration and recommendation to the Board for approval.

Attachment A to this report provides a detailed project listing of debt-funded projects, and Attachment B provides a detailed listing of projects funded from the Vehicle and Equipment Reserve. Attachment C provides a summary of the 2020-2029 program estimated operating impact from capital, excluding reserve-funded projects.

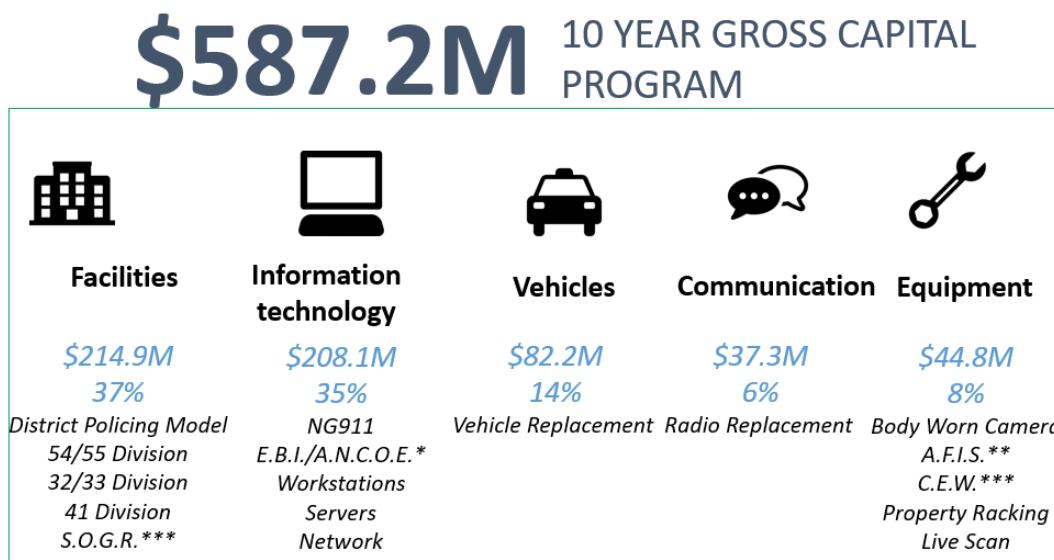
## **Discussion:**

This capital program will address improvements to the Service's aging facility infrastructure, updating or replacing core systems and maintaining existing equipment. The need to maintain facilities and equipment continues to exist. However, the need to

improve and modernize how the Service delivers public safety and internal support services as part of the overall strategic objective of the Service and the Board is also considered.

Capital projects, by their nature, require significant initial and one-time financial investments, and also provide longer-term organizational benefits and impacts. The Service's strategic direction is outlined in the Transformational Task Force's (T.T.F.) final report, *Action Plan: The Way Forward – Modernizing Community Safety in Toronto* (The Way Forward report). This report includes initiatives that will require capital investments to enable the modernization of the Service.

The 2020-2029 capital plan will enable the Service's modernization efforts through the funding of the following types of projects:



\*E.B.I. /A.N.C.O.E. – Enterprise Business Intelligence; Analytics Centre of Excellence

\*\*A.F.I.S. – Automated Fingerprint Identification System

\*\*\* C.E.W. – Conducted Energy Weapons

\*\*\*\*S.O.G.R. State of Good Repair

#### *Facilities (\$214.9M):*

The Way Forward report outlined a phased realignment of divisional boundaries and facilities and the transition to a District Policing model. The location and number of facilities are being carefully examined with the objective of enhancing operational flexibility, improving aging facility infrastructure, optimizing resources, and where possible, reducing the Service's facilities footprint. Processes are also being reviewed as part of the District Policing Program to ensure that the renovation and or replacement of facilities enable improved processes and take into account changes made by external partners (e.g. consolidation of courts by the Province).

*Information Technology (\$208.1M):*

In the last decade, there have been many important developments with respect to information technologies (I.T.) that the Service has embraced and implemented. Specifically, mobile technologies, analytical information systems such as Analytics Centre of Excellence (A.N.C.O.E.), Public Safety Portal and the establishment of parking complaints reporting on-line have far-reaching implications for policing. These systems are designed to improve workflow efficiencies through advanced technology by the elimination of costly and manual processes. These systems also have the benefit of improving information which supports the Service's overall goal of providing reliable and value-added public safety services.

*Vehicles (\$82.2M):*

The Service maintains a fleet of 1,717 vehicles, comprised of marked, unmarked, and special purpose vehicles and boats. There are also 376 bicycles. The replacement of these vehicles are funded from Service's Vehicle and Equipment Reserve in accordance with the lifecycle replacement policy.

*Communication (\$37.3M):*

The radio lifecycle replacement project provides the replacement of 4,697 radios, based on a 10-year replacement program.

*Equipment (\$44.8M):*

This category addresses specialized equipment projects such as furniture, lockers, Body Worn Camera, Conducted Energy Weapon (C.E.W.), wireless parking system, automated fingerprint identification and other equipment. Funding these needs will come from a combination of debt and the Vehicle and Equipment reserve.

**Development of cost estimates, timing of projects and spending rate:**

While no debt targets have been issued by the City for the 2020–2029 capital program, the City requested that all Programs and Agencies review their original submission to ensure the cost estimate for each project for 2020 is valid; taking into consideration key project milestones, procurement requirements, any third-party actions/approvals required, the “project gating” approach and other applicable assumptions, factors and information.

The Service takes all known factors related to the project cost into account in order to develop accurate cost estimates. However, even with the best planning and management, assumptions can change throughout the project as more information becomes available.

During the past few years, the Service's capital spending rate has been lower than anticipated. Despite due diligence efforts taken in advance of the actual start of the project, issues become known as the work progresses, resulting in revised cost, schedule or scope estimates. Also, civilian staffing shortages in recent years, as a result of hiring moratorium, have put significant pressure on the ability of staff to work on capital projects while continuing to perform their day to day duties. This issue has contributed to project schedule delays which in turn have impacted the spending rate. As part of the 2020-2029 capital program process, all projects timelines were reviewed carefully and they will continue to be monitored on an ongoing basis and known issues will be actively addressed.

### **Major Projects completed in 2019**

Major project accomplishments in 2019 include:

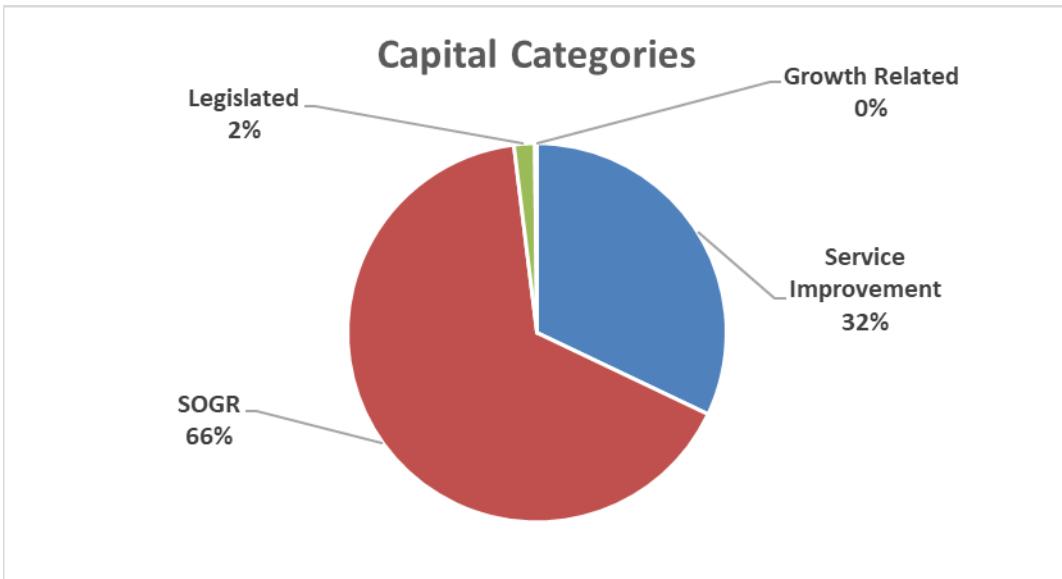
- New Peer-to-Peer Site (Disaster Recovery/Business Continuity) – completed in 2019
- 54/55 Division – Site selection and master planning completed
- Radio Replacement – continue to lifecycle mobile and portable radios
- Various S.O.G.R. projects
- Various Reserve funded projects such as vehicle replacement, servers, I.T. business resumption hardware, computer/laptop/printer, network equipment, Furniture, Digital Video Asset Management (D.V.A.M.), etc.
- Body Worn Camera – initial phase, non binding Request for Proposal (R.F.P.)

### **2020-2029 Capital Program Request:**

The 2020-2029 Capital Program is segregated into five categories for presentation purposes:

- A. Work in Progress
- B. Up-coming Projects 2020-2029
- C. Projects funded through Reserves
- D. Operating Impact from Capital
- E. Potential Projects outside of the proposed capital program

Projects are shown based on S.O.G.R., Service improvement, growth and legislated classifications. The majority of the Service's projects in the 2020-2029 program are S.O.G.R. due to the need for replacing aging infrastructure.



#### A. Work in Progress

There are twelve projects in this category, not including projects with carry forward funding only. More information about these projects can be found in the 2019 Capital variance reports posted on the Board's website.

It should be noted that at the time of budget creation for all facility related projects, the Service took all known factors and future cost estimates related to the project cost into consideration. However, once the procurement process is complete and a construction services contract awarded, the Service will review current estimates and revise them as necessary.

Table 2: Work in Progress (\$000's)

Projects	Plan To end of 2019	2020	2021	2022	2023	2024	Total 2025 - 2029	Total Project Cost
Work in Progress	60,577	17,556	43,392	29,192	26,630	14,775	54,312	246,433

#### State Of Good Repair (S.O.G.R.)

**Category:** Facilities

**Funding Source:** Debt

**Project Type:** Ongoing

**Estimated Start:** Ongoing

**Classification:** S.O.G.R.

**Estimated End:** Ongoing

*Project Description:*

This project includes on-going funding for the S.O.G.R. requirements that are the responsibility of the Service. Beginning in 2016, some of these funds have also been utilized to enhance existing technological assets.

*Project Objective:*

By definition, S.O.G.R. funds are used to maintain the safety, condition and requirements of existing Service buildings. Also, funding is used for technology upgrades in order to optimize service delivery and increase efficiencies. In light of the future plans for Service facilities, planned use of these funds will be aligned with the Facilities Realignment/District Policing Model initiative, with priority being given to projects in the backlog that must continue and that will not be impacted by the transformation of the Service's facility footprint.

*Project Funding Breakdown:*

S.O.G.R. (\$000s)	Prior Years	2020	2021	2022	2023	2024	Total 2025-2029	Total Project Cost
Projected Capital Expenditures	Ongoing	2,500	4,400	4,400	4,400	4,400	22,000	42,100
Additional Positions (F.T.E.s)*		0	0	0	0	0	0	0
Impact on Operating Budget		0	0	0	0	0	0	0

\*Full Time Employees (F.T.E.)

**54/55 Divisions Amalgamation (Part of District Policing Program)**

<b>Category:</b>	Facilities	<b>Funding Source:</b>	Debt , D.C. funding
<b>Project Type:</b>	Ongoing	<b>Estimated Start:</b>	2017
<b>Classification:</b>	Service Improvement	<b>Estimated End:</b>	2025

*Project Description:*

The amalgamation of 54 and 55 Divisions into one district facility.

*Project Objective:*

The amalgamation of the two divisions will reduce the long-term costs of operating and maintaining two structures, and will support the Service's recommendations for a modernized, economical and more efficient public safety delivery model. The current plan is to return the 54 and 55 Division properties to the City once the new consolidated facility is built. However, the Service continues to review its operational requirements as

part of its modernization initiatives, which may result in the 54 and or 55 divisional sites being retained.

*Project Funding Breakdown:*

54/55 Divisions Amalgamation (\$000s)	Prior Years	2020	2021	2022	2023	2024	Total 2025- 2029	Total Project Cost
<b>Projected Capital Expenditures</b>		1,184	0	5,019	6,508	11,296	10,375	4,843
Additional Positions (F.T.E.s)		0	0	0	0	0	0	0
Impact on Operating Budget		0	0	0	0	0	0	0

**32 Division Renovation (Part of District Policing Program)**

**Category:** Facilities      **Funding Source:** Debt, D.C. funding

**Project Type:** Ongoing      **Estimated Start:** 2019

**Classification:** Service Improvement      **Estimated End:** 2021

*Project Description:*

The Service's long-term facilities plan included the required renovation of the 32 Division facility for required building improvements. Also, as a result of recommendations in The Way Forward report, the Service amalgamated 32 and 33 divisional operations into a new 32/33 District operating from two separate facilities.

*Project Objective:*

The renovation of the 32 Division facility will enable new technologies and required building improvements, such that the facility is more operationally effective and compliant with the Accessibility for Ontarians with Disabilities Act. It will also optimize the use of available space and will improve the movement of both personnel and persons in custody.

*Project Funding Breakdown:*

32 Division Renovation (\$000s)	Prior Years	2020	2021	2022	2023	2024	Total 2025- 2029	Total Project Cost
<b>Projected Capital Expenditures</b>		4,990	1,000	4,950	0	0	0	10,940
Additional Positions (F.T.E.s)		0	0	0	0	0	0	0
Impact on Operating Budget		0	0	0	0	0	0	0

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## **41 Division (Part of District Policing Program)**

<b>Category:</b>	Facilities	<b>Funding Source:</b>	Debt, D.C. funding
<b>Project Type:</b>	Ongoing	<b>Estimated Start:</b>	2018
<b>Classification:</b>	Service Improvement	<b>Estimated End:</b>	2023

*Project Description:*

Due to its aging infrastructure, 41 Division was identified as a priority for the Long Term Facility Replacement Program a number of years ago. Assessments performed have confirmed that it is not economically feasible to address the ongoing building deficiencies or to retrofit the existing 41 Division to accommodate the current needs of the Service.

*Project Objective:*

The phased construction and demolition approach for a new building on existing lands will provide the Service with a new district facility at the corner of Birchmount and Eglinton Avenues, an optimal, easily accessible site with ample area for future expansion. During the construction, personnel will continue to occupy a portion of the existing building and portable offices, when required, to allow for uninterrupted business continuity.

*Project Funding Breakdown:*

<b>41 Division (\$000s)</b>	<b>Prior Years</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total 2025-2029</b>	<b>Total Project Cost</b>
<b>Projected Capital Expenditures</b>		<b>2,956</b>	<b>0</b>	<b>12,723</b>	<b>12,800</b>	<b>10,449</b>	<b>0</b>	<b>0</b>
Additional Positions (F.T.E.s)		0	0	0	0	0	0	0
Impact on Operating Budget		0	0	0	0	0	0	0

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<b>District Policing Process Improvement - (Part of District Policing Program)</b>	
<b>Category:</b> Facilities	<b>Funding Source:</b> Debt, D.C. funding
<b>Project Type:</b> Ongoing	<b>Estimated Start:</b> 2018
<b>Classification:</b> Service Improvement	<b>Estimated End:</b> 2022

*Project Description:*

The Service's plan is to design the new District Boundaries to align with Toronto's neighbourhoods. This project provides funding for planning, process analysis and transformation design work required to effectively move from a 17 Division to a ten District operational model.

*Project Objective:*

This project includes a facility review to align with modernization needs and redesign of core business processes to effectively operate as districts. This will involve alignment of all systems, processes and organizational structure, preparation of the Communication Services and Telecommunication infrastructure and processes, as well as updating all I.T. applications and systems to enable future processes.

The implementation of this project will occur in a phased approach by consolidating divisions and/or functions within the existing boundaries first, and then, once Information and Communications Centre systems are ready, the district boundaries will be adjusted. It is also foreseen that the realignment of the facilities and further process improvements will happen in parallel and will continue after the boundaries have been adjusted.

This request his request also includes a complete review of the prisoner management process to create efficiencies and to prepare for the impact of requirements resulting from the new Toronto Courthouse and Toronto Bail Centre. New processes and requirements will enable, for example, video remote appearance by prisoners, thereby avoiding the physical transportation of prisoners to court or the regional bail centre.

*Project Funding Breakdown:*

District Policing Program (\$000s):	Prior Years	2020	2021	2022	2023	2024	Total 2025-2029	Total Project Cost
Projected Capital Expenditures		2,900	1,322	3,041	1,707	0	0	8,970
Additional Positions (F.T.E.s)		0	0	0	0	0	0	0
Impact on Operating Budget		0	0	0	0	0	0	0

**A.N.C.O.E. (Analytics Centre of Excellence)**

<b>Category:</b>	Information Technology	<b>Funding Source:</b>	Debt, D.C. funding
<b>Project Type:</b>	Ongoing	<b>Estimated Start:</b>	2015
<b>Classification:</b>	Service Improvement	<b>Estimated End:</b>	2023

*Project Description:*

A.N.C.O.E. is a business-led, analytics and innovation program, which will oversee and drive analytics and information management activities for the Service. This project includes Enterprise Business Intelligence (E.B.I.) and Global Search.

*Project Objective:*

This project will create efficiencies in accessing data that will improve analysis and customer service and enable more effective business decisions. It will streamline Service processes in order to make data and analytics products available to front-line members, management and the public. It will also include the development of an enhanced reporting database and data marts for existing Service requirements from Human Resources (H.R.), Records Management Services (R.M.S.) and operational data sources.

The A.N.C.O.E. program will also deliver Global Search with a pilot commencing in 2019 and full implementation across the Service by 2023. Global Search is an enterprise search application for members to access information through a single search, enabling enhanced capacity to search across previously disparate systems and retrieve critical operational information. Two additional staff are required from the year 2024 to maintain Global Search system.

*Project Funding Breakdown:*

A.N.C.O.E. (\$000s)	Prior Years	2020	2021	2022	2023	2024	Total 2025- 2029	Total Project Cost
<b>Projected Capital Expenditures</b>		<b>10,842</b>	<b>585</b>	<b>485</b>	<b>485</b>	<b>485</b>	<b>0</b>	<b>0</b>
Additional Positions (F.T.E.s)		0	0	0	0	0	2	2
Impact on Operating Budget*		0	547	810	810	810	1,010	5,050
								9,037

\*E.B.I. Included cost of five additional staff in 2019. These costs are already part of the staffing cost in the 2019 Operating budget and are not shown above

**Radio Replacement**

<b>Category:</b>	Communication	<b>Funding Source:</b>	Debt
<b>Project Type:</b>	Ongoing	<b>Estimated Start:</b>	2016
<b>Classification:</b>	S.O.G.R.	<b>Estimated End:</b>	Ongoing

*Project Description:*

The Service's Telecommunications Services Unit (T.S.U.) maintains 4,697 mobile and portable radio units. The replacement lifecycle of the radios was extended from seven years to ten years, a number of years ago, in order to reduce the replacement cost of these important assets.

*Project Objective:*

The objective of this project is to maintain the radios and keep them operational. In response to the proposed district boundary changes, a reconfiguration of the radio tower infrastructure systems to accommodate the combination of radio channels that are currently handled in different radio systems will be required. A radio traffic study is being conducted to determine whether the capacity of the existing systems can cope with the anticipated changes.

*Project Funding Breakdown:*

Radio Replacement (\$000s)	Prior Years	2020	2021	2022	2023	2024	Total 2025-2029	Total Project Cost
<b>Projected Capital Expenditures</b>		25,176	4,509	5,074	3,292	0	0	24,416
Additional Positions (F.T.E.s)		0	0	0	0	0	0	0
Impact on Operating Budget		150	175	175	175	175	875	1,750

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

<b>Category:</b>	Equipment	<b>Funding Source:</b>	Debt
<b>Project Type:</b>	Ongoing	<b>Estimated Start:</b>	2019
<b>Classification:</b>	S.O.G.R.	<b>Estimated End:</b>	2020

*Project Description:*

The A.F.I.S. system is a biometric identification (I.D.) methodology that uses digital imaging technology to obtain, store, and analyze fingerprint data.

*Project Objective:*

The A.F.I.S. system allows the Service to be compatible with external systems in other agencies such as the Royal Canadian Mounted Police (R.C.M.P.), and communicate electronically for fingerprint submissions, searches and criminal record updates. This system is integrated with IntelliBook, a prisoner booking system that provides real-time confirmation of prisoner identity to Booking Officers.

*Project Funding Breakdown:*

A.F.I.S. (\$000s)	Prior Years	2020	2021	2022	2023	2024	Total 2025-2029	Total Project Cost
Projected Capital Expenditures		3,053	0	0	0	0	3,053	6,106
Additional Positions (F.T.E.s)		0	0	0	0	0	0	0
Impact on Operating Budget		0	0	0	0	0	0	0

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

**Category:** Information Technology    **Funding Source:** Debt

**Project Type:** Ongoing    **Estimated Start:** 2019

**Classification:** Legislated    **Estimated End:** 2021

*Project Description:*

Current 9-1-1 systems are voice-centric and were originally designed for landlines. As per the Canadian Radio-television and Telecommunications (C.R.T.C.) mandate, Canadian telecommunications service providers will be upgrading their infrastructure to N.G.9-1-1 to Voice Capable Networks.

*Project Objective:*

The N.G.9-1-1 project will enhance emergency number services for the Service creating a Public Safety Answering Point (P.S.A.P.) that is modern and resilient. It will allow voice and real time text messages to flow seamlessly from the public, through the new Canada wide N.G.9-1-1 network, directly to first responders. By 2020, P.S.A.P. must

ensure compatibility with ESInet systems and networks and have mechanisms in place to push text data to responders.

A Request for Information (R.F.I.) was released in June 2019 and based on the results from that process, a Request for Proposal (R.F.P.) is being finalized for the N.G.9-1-1 implementation and will be issued by year-end. Once the results of the R.F.P. is known, the Service will have more information to determine the costing and additional requirements. As an initiative such as this has not been done before, the cost to achieve the first phase of N.G. 9-1-1, is difficult to estimate at this point and are being carefully reviewed. The original estimate in 2019 was \$5M (excluding any renovation and additional furniture requirement) and is revised to \$9.1M for technology and \$1.8M for renovation and furniture for a total of \$10.9M. The reason for the increase for the technology component is the availability of information from N.G. market leaders. Also these estimates (communication operator cost per seat) are now based on the cost provided by Emergency Services Working Group (E.S.W.G.) and C.R.T.C.

It is also anticipated that due to N.G. 9-1-1 and texting capabilities, additional staffing will be required. However, those staffing costs are unknown at this time and therefore not included. As a result, \$1.8M has been assigned for renovation work and additional workstations, which is included in the revised cost.

As more information becomes available, the Board will be kept apprised as necessary. It should be noted that the legacy network must be decommissioned by December 31, 2023. P.S.A.P.s that have not made the necessary adjustments will no longer be equipped to manage 9-1-1 calls.

*Project Funding Breakdown:*

N.G. 9-1-1 (\$000s)	Prior Years	2020	2021	2022	2023	2024	Total 2025-2029	Total Project Cost
Projected Capital Expenditures		500	4,700	5,700	0	0	0	10,900
Additional Positions (F.T.E.s)		0	0	0	0	0	0	0
Impact on Operating Budget		0	0	0	0	0	0	0

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**Transforming Corporate Support (H.R.M.S., T.R.M.S.)**

**Category:** Information Technology    **Funding Source:** Debt

**Project Type:** Ongoing                          **Estimated Start:** 2014

**Classification:** Service Improvement        **Estimated End:** 2021

*Project Description:*

Closely aligned with the ongoing restructuring of the Service's human resource function, this project involves upgrading and enhancing the Service's Human Resource Management System (H.R.M.S.). This project also provides for an investment that will consolidate the current H.R.M.S. and Time Resource Management System (T.R.M.S.).

*Project Objective:*

This project has the objective of developing a new overall solution, with enhanced and value added processes that will be cost-effective and include greater time management, analysis and reporting capabilities of the Service's single greatest asset, its people. This project will also result in improved customer service to our members and improved member understanding and satisfaction with human resources, payroll and benefit services. The estimated cost for phase three of this project, which is to replace the Service's current time and labour system, is being reviewed and any additional requirements will be reported to the Board, as necessary.

*Project Funding Breakdown*

Transforming Corporate support (\$000s)	Prior Years	2020	2021	2022	2023	2024	Total 2025-2029	Total Project Cost
Projected Capital Expenditures		7,435	500	500			0	8,435
Additional Positions (F.T.E.s)		0	0	0	0	0	0	0
Impact on Operating Budget		236	130	130	130	130	650	1,536

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**Body Worn Camera (B.W.C.) – Full Implementation**

**Category:** Information Technology    **Funding Source:** Debt, D.C.

**Project Type:** Ongoing                          **Estimated Start:** 2019

**Classification:** Service Improvement      **Estimated End:** 2021

*Project Description:*

This project is to equip frontline officers with B.W.C.s, based on a non-binding R.F.P. that has been issued for a system.

*Project Objective:*

This initiative is aligned with and will enable the Service's commitment to maintain and enhance public trust and accountability, as part of its commitment to becoming a leader in public safety services and the delivery of professional and unbiased policing

In February 2014, the B.W.C. pilot project was initiated to test, evaluate and report on equipping frontline officers with B.W.C. The community support was very strong, as it was believed that the B.W.C. would help to make the police more accountable to the public, improve public trust in police and help to ensure professional service. The officers who participated in the pilot also largely supported the B.W.C. and felt that the B.W.C. would help respond to public complaints against them and protect them from false accusations of misconduct. At that time, due to the nature of technology for this purpose, no appropriate vendor was identified at an affordable cost.

In 2017, this project was relaunched beginning with a process to identify and select a suitable vendor to equip frontline officers. One notable difference from the pilot phase was inclusion of an external cloud-based storage solution service provider.

A Request for Information (R.F.I.) was released on June 6, 2018, with vendor presentations completed at the end of September 2018. Based on the result of the R.F.I. and approved user requirements, a non-binding R.F.P. was issued in April 2019 and the evaluation of the proposals is now nearing completion.

As part of the selection process, a field evaluation with three shortlisted companies was performed. During the pilot project and the field evaluation, the Service received 23 total complaints against officers. In every one of these instances, the officer was cleared of wrongdoing based on reviewing the video. There were various complaints such as allegations of excessive use of force and sexual assault. As a Service, we employ officers to investigate wrongdoing by other officers, from Unit Complaints Coordinators, to Professional Standards Investigative Unit (P.R.S.) investigators. These officers spend many hours gathering evidence, interviewing witnesses and compiling as much information as they can to determine the facts of a case as accurately as possible.

Further, the City of Toronto annually pays out to complainants against the Service. Although the City holds insurance policies to alleviate these costs, there cannot be transparency of the actual facts without the videos. The cost saving in time and resources alone by having the transparency of B.W.C. will alleviate many questions of misconduct, reducing the number of complaints, while aiding in the rebuilding of public trust.

The Ontario Human Rights Commission in June of 2019 published a document, Eliminating Racial Profiling in Policing, where in four of their recommendations they spoke to the need for B.W.C. to help alleviate racial profiling in policing.

Further, in 2019 the Solicitor General's office continues to look for a robust digital evidence management system for Justice and Public Safety stakeholders struggling with increasing operational inefficiency, to overcome decisions within the courts such as R vs. Jordan, where timely disclosure is paramount.

The implementation of a B.W.C. program for the Service will include hardware, cloud storage, transcription software, redaction software and evidence management. It will help improve transparency, protect the reputation of the Service, provide best evidence to the courts and alleviate disclosure.

In addition to the funds included in the Service's capital program for the infrastructure and other potential requirements, \$2.5M is included in the Service's operating budget request to cover the on-going cost of the program from July 2019. A contract award report will be submitted to the Board, once the funding required for this initiative is approved.

*Project Funding Breakdown:*

B.W.C. (\$000s)	Prior Years	2020	2021	2022	2023	2024	Total 2025-2029	Total Project Cost
<b>Projected Capital Expenditures</b>		1,032	2,250	1,500	0	0	0	4,782
Additional Positions (F.T.E.s)		0	2	2	2	2	2	2
Impact on Operating Budget		0	2,500	5,000	5,000	5,000	25,000	47,500

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**Toronto Police Service (T.P.S.) Archiving**

<b>Category:</b>	Equipment	<b>Funding Source:</b>	Debt, D.C. funding
<b>Project Type:</b>	Ongoing	<b>Estimated Start:</b>	Ongoing
<b>Classification:</b>	Growth	<b>Estimated End:</b>	Ongoing

*Project Description:*

This project provides funding for the establishment of an archiving function at the Service's property and evidence site.

*Project Objective:*

Legislation requires the Service to store certain documentation for periods beyond the current year. This storage facility will provide sufficient and safe space for files that need to be retained and help relieve the pressure on the City's storage site, where the Service's documents and records were previously stored.

*Project Funding Breakdown:*

T.P.S. Archiving (\$000s)	Prior Years	2020	2021	2022	2023	2024	Total 2025- 2029	Total Project Cost
Projected Capital Expenditures		510	140	0	0	0	0	650
Additional Positions (F.T.E.s)		0	0	0	0	0	0	0
Impact on Operating Budget		0	0	0	0	0	0	0

## **B. Up-Coming Projects 2020-2029**

There are six projects in this category:

Table 3: Up-coming Projects (000's)

Projects	Plan To end of 2019	2020	2021	2022	2023	2024	Total 2025 - 2029	Gross Cost
Up-Coming Projects	0	7,290	400	6,316	17,596	12,896	50,564	95,062

### **13/53 Amalgamation New Build - (Part of District Policing Program)**

**Category:** Facilities      **Funding Source:** Debt, D.C. funding

**Project Type:** Upcoming      **Estimated Start:** 2021

**Classification:** Service Improvement      **Estimated End:** 2025

*Project Description:*

The amalgamation of 13 and 53 Divisions into one district facility.

*Project Objective:*

The amalgamation will reduce the long-term costs of operating and maintaining two structures, and will support the Service's recommendations for a modernized, economical and more efficient public safety delivery model. The City has been engaged to conduct a search for a site that would meet the requirements of the Service. The current plan is to return the 13 and 53 Division properties, which are located at the Allen Expressway and Eglinton and Yonge and Eglinton, respectively, to the City once the new consolidated facility is built.

*Project Funding Breakdown:*

13/53 Amalgamation (\$000s)	Prior Years	2020	2021	2022	2023	2024	Total 2025-2029	Total Project Cost
<b>Projected Capital Expenditures</b>		0	0	400	6,316	16,596	12,896	4,164
Additional Positions (F.T.E.s)		0	0	0	0	0	0	0
Impact on Operating Budget		0	0	0	0	0	0	0

**22 Division New Build - (Part of District Policing Program)**

**Category:** Facilities      **Funding Source:** Debt, D.C. funding

**Project Type:** Upcoming      **Estimated Start:** 2025

**Classification:** Service Improvement      **Estimated End:** 2029

*Project Description:*

This project provides funding for the building of a new 22 Division to be the headquarters for the South West District.

*Project Objective:*

Due to its aging infrastructure, 22 Division was identified on the Long Term Facility renovation Program a number of years ago. As this facility is strategically located within the South West District, studies are underway to determine the optimal usage of this facility within the District Policing program. This approach is in line with the Service's recommendations for a modernized, economical and more efficient public safety delivery model. This area is and will continue to go through significant change, so the Service will work with the City to find a site that meets the needs of the Service as well as other stakeholders.

*Project Funding Breakdown:*

22 Division new build (\$000s)	Prior Years	2020	2021	2022	2023	2024	Total 2025-2029	Total Project Cost
<b>Projected Capital Expenditures</b>		0	0	0	0	0	40,400	40,400
Additional Positions (F.T.E.s)		0	0	0	0	0	0	0
Impact on Operating Budget		0	0	0	0	0	0	0

**51 Division Renovation- (Part of District Policing Program)**

**Category:** Facilities      **Funding Source:** Debt, D.C. funding

**Project Type:** Upcoming      **Estimated Start:** 2026

**Classification:** Service Improvement      **Estimated End:** 2028

*Project Description:*

This project provides for major renovation of 51 Division.

*Project Objective:*

The renovation of the 51 Division facility will enable new technologies and required building improvements in order for the facility to be more operationally effective.

*Project Funding Breakdown:*

51 Division Renovation (\$000s)	Prior Years	2020	2021	2022	2023	2024	Total 2025-2029	Total Project Cost
<b>Projected Capital Expenditures</b>		0	0	0	0	0	6,000	6,000
Additional Positions (F.T.E.s)		0	0	0	0	0	0	0
Impact on Operating Budget		0	0	0	0	0	0	0

### **Additional Vehicles**

<b>Category:</b>	Equipment	<b>Funding Source:</b>	Debt
<b>Project Type:</b>	Upcoming	<b>Estimated Start:</b>	2020
<b>Classification:</b>	Service Improvement	<b>Estimated End:</b>	2020

#### *Project Description:*

This project provides for 90 additional cars for the revised shift schedule as well as to meet the needs of district special constables. The cost includes the vehicle cost as well as the cost of various operational systems, such as in-car cameras, automated vehicle location system, mobile workstations, etc. The Service will increase its contribution to the Vehicle and Equipment Reserve to cover the lifecycle replacement cost of these additional vehicles.

#### *Project Objective:*

The operations of Priority Response Unit (P.R.U.) across all divisions must align with temporal distribution of demand for better alignment of on duty officers and hours of demand. The shift schedule change in most of the divisions in P.R.U. will result in a redistribution of personnel in staggered start times, thus creating a need for additional capacity in the number of marked vehicles.

In addition, as District Special Constables (D.S.C.) continue to be deployed in 2019 and 2020, to benefit the frontline operations, D.S.C.s will require additional marked vehicles.

#### *Project Funding Breakdown:*

Additional Vehicles (\$000s)	Prior Years	2020	2021	2022	2023	2024	Total 2025-2029	Total Project Cost
Projected Capital Expenditures		0	6,750	0	0	0	0	6,750
Additional Positions (F.T.E.s)		0	0	0	0	0	0	0
Impact on Operating Budget		0	0	0	0	0	0	0

### **Communication Centre – New Facility Assessment**

<b>Category:</b>	Facilities	<b>Funding Source:</b>	Debt
<b>Project Type:</b>	Upcoming	<b>Estimated Start:</b>	2020
<b>Classification:</b>	Service Improvement	<b>Estimated End:</b>	2020

*Project Description:*

This project provides funding to acquire external expertise to assist the Service with a comprehensive review of all the requirements for a new Communication Centre, taking into account the impact of N.G.9-1-1and other key considerations.

*Project Objective:*

The existing location for Communications Services (C.O.M.) has reached the maximum capacity for personnel, workspace and technology. The current facility cannot accommodate the anticipated expansion that would be required for the N.G. 9-1-1 project.

The estimated cost for a new Communication Centre facility is not included in the Service's 2020-2029 capital program, as the Service felt it is prudent to engage external expertise as an important first step to moving this project forward. The external expert would conduct a comprehensive analysis of the impact of technological changes from N.G.9-1-1, population growth, shifts in calling behaviour (text vs. voice, videos), staffing requirements, location, size, backup site, etc. The \$500K included in the capital program is to cover the estimated cost of engaging outside expertise for this project.

This project and its funding should also be jointly coordinated with Toronto Fire and Toronto Paramedic Services, as all three emergency services will be affected by

N.G. 9-1-1 and the resulting impacts on the critical Communications (9-1-1) operation.

*Project Funding Breakdown:*

Communication Centre – New Facility Assessment, (\$000s)	Prior Years	2020	2021	2022	2023	2024	Total 2025-2029	Total Project Cost
<b>Projected Capital Expenditures</b>		0	500	0	0	0	0	500
Additional Positions (F.T.E.s)		0	0	0	0	0	0	0
Impact on Operating Budget		0	0	0	0	0	0	0

**Property and Evidence Warehouse Racking**

<b>Category:</b>	Facilities	<b>Funding Source:</b>	Debt
<b>Project Type:</b>	Upcoming	<b>Estimated Start:</b>	2020
<b>Classification:</b>	Service Improvement	<b>Estimated End:</b>	2020

*Project Description:*

This project provides for high density and pushback racking.

*Project Objective:*

The relocation of files previously held in the City Archives (T.P.S. Archiving project) to the Service's 330 Progress location has reduced the original 25-year lifespan of the facility. As a result, higher density and pushback racking will need to be purchased.

The funding requirement of \$40,000 in 2020 is for a feasibility study to determine what is required for the long term racking. Funding of \$1.0M in 2023 will be utilized for the actual cost of racking.

*Project Funding Breakdown:*

Property and Evidence Racking. (\$000s)	Prior Years	2020	2021	2022	2023	2024	Total 2025-2029	Total Project Cost
<b>Projected Capital Expenditures</b>		0	40	0	0	1,000	0	0
Additional Positions (F.T.E.s)		0	0	0	0	0	0	0
Impact on Operating Budget		0	0	0	0	0	0	0

### **C. Vehicle and Equipment Lifecycle Replacements**

There are thirty-one projects in this category:

Table 4: Vehicle and Equipment Reserve (000's)

Projects	Prior Years	2020	2021	2022	2023	2024	Total 2025-2029	Total Project Cost
Equipment	27,846	1,933	3,479	8,033	2,526	2,827	18,024	64,668
Information Technology	158,497	16,124	15,707	15,184	17,965	30,520	98,568	352,565
Vehicles	70,786	7,444	7,484	7,453	7,300	7,351	38,395	146,213
<b>Total Vehicle and Equipment Reserve Projects</b>	<b>257,129</b>	<b>25,501</b>	<b>26,670</b>	<b>30,670</b>	<b>27,791</b>	<b>40,698</b>	<b>154,987</b>	<b>563,446*</b>

\*Development charges applied to Vehicle and Equipment Reserve reduced the required funding in that category by \$3.8M

*Project Description:*

All projects in this category are funded from the Service's Vehicle and Equipment Reserve and have no impact on debt financing. However, the strategy of funding vehicle and equipment replacements from the Reserve results in an impact on the operating budget, as it is necessary to make regular annual contributions to replenish the Reserve balance so that future requirements are sustainable.

*Project Objective:*

Using the Reserve for the lifecycle replacement of vehicles and equipment avoids having to debt-finance these purchases as well as large swings in annual funding requirements. It is important to note that as new systems are implemented or existing systems are being enhanced, the inventory of computer equipment grows. Over time, this increases the level of funding required for the replacement of the equipment.

Asset custodians continue to maximize the use of current assets and prolong lifecycle replacements as much as possible, to ensure the long-term viability of the Reserve. However, the increase in I.T. equipment as well as the number and cost of vehicles have created significant pressure on this Reserve. It is therefore important that annual incremental contributions are made to ensure the requirement for replacements is sustainable.

The \$3.0M incremental contribution to this reserve in the Service's 2020 operating budget request has been removed in order to keep the Service's funding increase as low as possible. The deletion is premised on the Service being able to use any surplus from the 2019-operating budget to make a one-time contribution to the Reserve, for immediate requirements.

Please refer to Attachment B for a list of projects in this category.

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#### **D. Operating Impact from Capital (\$3.4M)**

The implementation of capital projects can have an impact on the Service's on-going operating budget requirements. Capital projects and investments usually require maintenance and operational support beyond the initial one-time project cost. Where additional infrastructure and equipment are required, operating budget increases are required to replace the assets in accordance with their life cycle. It is therefore important to determine the ongoing impact of capital investments on the operating budget. As a result, capital-spending decisions are not made independently of the operating cost and should be considered from a total cost of ownership perspective.

Total incremental 2020 operating impact from capital is \$3.4M. This amount includes the impact of B.W.C. of \$2.5M in 2020.

Please refer to Attachment C for more details.

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#### **E. Potential Projects outside of the proposed capital program**

Due to funding constraints and a stage-gating approach towards evaluating capital projects as they progress, the following future project requirements remain partially or totally unfunded in the current capital program submission.

Some of these projects are new and others have been partially funded in the current Capital Program or from grants from other levels of government.

**Table 3: Unfunded project requirements (000's)**

Projects	Prior Years	2020	2021	2022	2023	2024	Total 2020-2024	Total 2025-2029	Total 2019-2028
Below the line-unfunded	0	0	6,500	25,000	28,433	18,300	78,233	0	78,233
<b>Total Unfunded Projects</b>	<b>0</b>	<b>0</b>	<b>6,500</b>	<b>25,000</b>	<b>28,433</b>	<b>18,300</b>	<b>78,233</b>	<b>0</b>	<b>78,233</b>

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## New 9-1-1 Communications Centre

### *Project Description:*

This project is for the new communication center (9-1-1) additional space and system requirements.

Although critical, this project has been placed in the unfunded category as the requirements and estimated costs need further review. This project and its funding should also be jointly coordinated with other City Emergency Services. It should be noted that this cost is an estimate only and further assessment will be required. The Service will be hiring a consultant in 2020 to review all the requirements.

### *Project Objective:*

- Costs to support the 2023 milestone to decommission the legacy network;
- Requirement for hardware and software and storage for content such as videos and photos;
- Requirement for additional space. The primary and alternate locations for Communications Services (C.O.M.) have reached the maximum capacity for personnel, workspace and technology. These facilities will have difficulty accommodating growth, expansion or the requirements of N.G.9-1-1.

### *Estimated Funding Requirements:*

Communication Centre – New facility (\$000s)	Prior Years	2020	2021	2022	2023	2024	Total 2025- 2029	Total Project Cost
Projected Capital Expenditures		0	0	6,500	25,000	28,433	18,300	78,233
Additional Positions (F.T.E.s)		0	0	0	0	0	0	0
Impact on Operating Budget		0	0	0	0	0	0	0

## Conclusion:

A detailed review of all projects in the Service's 2020-2029 Capital Program request has been conducted to ensure the Capital Program reflects the priorities of the Service and is consistent with the Service's strategic objectives. The 2020-2029 Capital Program has a 2020 net request of \$21.7M and gross amount of \$50.3M (excluding cash flow carry forwards from 2019), and a net total of \$202.9M net and \$587.2M gross for the ten-year period.

The Service's 2020-2029 Capital Program request continues to be in a transitional state, as the Service awaits information that will allow more informed decision making regarding our facilities and technological requirements.

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

Respectfully submitted,

Mark Saunders, O.O.M.

Chief of Police

\*original copy with signature on file in Board office

Attachment A

**2020-2029 Capital Program Request (\$000s)**

Project Name	Plan	2020	2021	2022	2023	2024	Total	2025	2026	2027	2028	2029	Total	Total	Total		
	to end of 2019	2020	2021	2022	2023	2024	2020-2024 Request						2020-2029 Forecast	2020-2029 Program	Project Cost		
<b>Work in Progress</b>																	
State-of-Good-Repair - Police		2,500	4,400	4,400	4,400	4,400	20,100	4,400	4,400	4,400	4,400	4,400	22,000	42,100	42,100		
Transforming Corporate Support (HRMS, TRMS)	7,435	500	500				1,000		0	0	0	0	0	0	1,000	8,435	
District Policing Program - 54/55 Amalgamation	1,184	0	5,019	6,508	11,296	10,375	33,198	4,843	0	0	0	0	0	4,843	38,041	39,225	
District Policing Program - 32 Renovation	4,990	1,000	4,950	0	0	0	5,950	0	0	0	0	0	0	0	5,950	10,940	
District Policing Program - 41 Division	2,956	0	12,723	12,800	10,449	0	35,972	0	0	0	0	0	0	0	35,972	38,928	
District Policing Process Improvement	2,900	1,322	3,041	1,707	0	0	6,070	0	0	0	0	0	0	0	6,070	8,970	
ANCOE (Enterprise Business Intelligence, Global Search)	10,842	585	485	485	485	0	2,040	0	0	0	0	0	0	0	2,040	12,882	
Radio Replacement	25,176	4,509	5,074	3,292	0	0	12,875	0	0	14,141	4,250	6,025	24,416	37,291	62,467		
Automated Fingerprint Identification System (AF.I.S.) Replacement	3,053	0	0	0	0	0	0	3,053	0	0	0	0	0	3,053	3,053	6,106	
Next Generation (N.G.) 9-1-1	500	4,750	5,700	0	0	0	10,450	0	0	0	0	0	0	0	10,450	10,950	
Body Worn Camera - Phase II	1,032	2,250	1,500	0	0	0	3,750	0	0	0	0	0	0	0	3,750	4,782	
TPS Archiving	510	140					140	0	0	0	0	0	0	0	0	140	650
<b>Total, Work In Progress</b>	<b>60,577</b>	<b>17,556</b>	<b>43,392</b>	<b>29,192</b>	<b>26,630</b>	<b>14,775</b>	<b>131,545</b>	<b>12,296</b>	<b>4,400</b>	<b>18,541</b>	<b>8,650</b>	<b>10,425</b>	<b>54,312</b>	<b>185,857</b>	<b>246,433</b>		
<b>Upcoming Projects</b>																	
District Policing Program - 13/53 Amalgamation New Build		0	400	6,316	16,596	12,896	36,208	4,164	0	0	0	0	4,164	40,372	40,372		
District Policing Program - 22 Division New Build		0	0	0	0	0	0	400	6,316	15,396	12,996	5,292	40,400	40,400	40,400		
District Policing Program - 51 Division Major Expansion		0	0	0	0	0	0	0	1,300	3,240	1,460	0	6,000	6,000	6,000		
Additional Vehicles		6,750	0	0	0	0	6,750	0	0	0	0	0	0	0	6,750	6,750	
Communication Centre - New Facility Assessment	0	500	0	0	0	0	500	0	0	0	0	0	0	0	500	500	
Property & Evidence Warehouse Racking	0	40	0	0	1,000	0	1,040	0	0	0	0	0	0	0	1,040	1,040	
<b>Total, Upcoming Capital Projects:</b>	<b>0</b>	<b>7,290</b>	<b>400</b>	<b>6,316</b>	<b>17,596</b>	<b>12,896</b>	<b>44,498</b>	<b>4,564</b>	<b>7,616</b>	<b>18,636</b>	<b>14,456</b>	<b>5,292</b>	<b>50,564</b>	<b>95,062</b>	<b>95,062</b>		
<b>Total Reserve Projects:</b>	<b>257,129</b>	<b>25,501</b>	<b>26,670</b>	<b>30,670</b>	<b>27,791</b>	<b>40,698</b>	<b>151,330</b>	<b>25,943</b>	<b>35,218</b>	<b>34,264</b>	<b>25,310</b>	<b>34,252</b>	<b>154,987</b>	<b>306,317</b>	<b>563,446</b>		
<b>Total Gross Projects</b>	<b>317,706</b>	<b>50,347</b>	<b>70,462</b>	<b>66,178</b>	<b>72,017</b>	<b>68,369</b>	<b>327,373</b>	<b>42,803</b>	<b>47,234</b>	<b>71,441</b>	<b>48,416</b>	<b>49,969</b>	<b>259,863</b>	<b>587,236</b>	<b>904,941</b>		
<b>Funding Sources:</b>																	
Vehicle and Equipment Reserve	(257,129)	(25,501)	(26,670)	(30,670)	(27,791)	(40,698)	(151,330)	(25,943)	(35,218)	(34,264)	(25,310)	(34,252)	(154,987)	(306,317)	(563,446)		
DC and Grant funding applicable to Connected officer	(2,632)						0		1,029	75	1,491	1,236	3,831	3,831	1,199		
Development charges Funding for debt funded Projects	(30,610)	(3,149)	(16,185)	(14,531)	(12,332)	(6,776)	(52,973)	(6,790)	(6,368)	(6,430)	(6,558)	(2,719)	(28,865)	(81,838)	(112,448)		
<b>Total Funding Sources:</b>	<b>(290,371)</b>	<b>(28,650)</b>	<b>(42,855)</b>	<b>(45,201)</b>	<b>(40,124)</b>	<b>(47,474)</b>	<b>(204,303)</b>	<b>(32,733)</b>	<b>(40,557)</b>	<b>(40,619)</b>	<b>(30,377)</b>	<b>(35,735)</b>	<b>(180,021)</b>	<b>(384,324)</b>	<b>(674,695)</b>		
<b>Total Reserve Projects:</b>	<b>(257,129)</b>	<b>(25,501)</b>	<b>(26,670)</b>	<b>(30,670)</b>	<b>(27,791)</b>	<b>(40,698)</b>	<b>(151,330)</b>	<b>(25,943)</b>	<b>(34,189)</b>	<b>(34,189)</b>	<b>(23,819)</b>	<b>(33,016)</b>	<b>(151,156)</b>	<b>(302,486)</b>	<b>(559,615)</b>		
<b>Total Net Debt-Funding Request:</b>	<b>21,697</b>	<b>27,607</b>	<b>20,977</b>	<b>31,894</b>	<b>20,895</b>	<b>123,070</b>	<b>10,070</b>	<b>6,677</b>	<b>30,822</b>	<b>18,039</b>	<b>14,234</b>	<b>79,842</b>	<b>202,912</b>	<b>230,247</b>			
<b>5-year Average:</b>								24,614						15,968	20,291		

**VEHICLE AND EQUIPMENT RESERVE**  
**Preliminary 2020-2029 Capital Program Request (\$000s)**

Project Name	Plan					Total					Total	Total	Total			
	to end of 2019	2020	2021	2022	2023	2024	2020-2024 Request	2025	2026	2027	2028	2029	2025-2029 Forecast	2020-2029 Program	Project Cost	
Vehicle and Equipment	70,786	7,444	7,484	7,453	7,300	7,351	37,032	7,047	10,537	6,937	6,937	6,937	38,395	75,427	146,213	
Remote Operated Vehicle (ROV) Marine unit	109	0	0	0	0	0	0	110	0	0	0	0	110	110	219	
Workstation, Laptop, Printer	38,815	3,800	3,287	4,233	1,970	5,496	18,786	5,095	4,493	2,770	3,674	6,183	22,215	41,001	79,816	
Servers	43,749	2,941	4,384	3,075	4,113	6,512	21,025	4,678	3,825	3,825	3,825	3,825	19,978	41,003	84,752	
IT Business Resumption	20,846	787	2,297	660	2,716	2,163	8,623	831	2,824	2,824	2,824	2,824	12,127	20,750	41,596	
Mobile Workstations	24,696	500	500	0	300	10,044	11,344	1,000	0	0	300	9,144	10,444	21,788	46,484	
Network Equipment	19,056	2,900	1,750	2,250	3,750	4,350	15,000	0	5,750	8,300	2,350	2,350	18,750	33,750	52,806	
Locker Replacement	3,561	0	540	540	540	540	2,160	540	540	540	540	540	2,700	4,860	8,421	
Furniture Replacement	9,660	0	500	500	500	500	2,000	500	500	475	500	500	2,475	4,475	14,135	
Automatic Vehicle Locator (A.V.L.)	1,422	1,750	0	0	0	0	1,750	1,750	0	0	0	0	1,750	3,500	4,922	
In - Car Camera	4,263	0	500	2,750	3,025	0	6,275	0	0	0	0	0	0	6,275	10,538	
Voice Logging	1,461	0	0	0	0	500	500	0	0	0	0	0	0	500	1,961	
Electronic Surveillance	2,255	0	0	0	0	1,090	1,090	0	105	0	205	0	310	1,400	3,655	
Digital Photography	758	314	316	0	0	0	630	314	316	0	0	0	630	1,260	2,018	
Digital Video Asset Management (D.V.A.M. I & II)	4,137	1,060	1,890	665	855	385	4,855	326	1,825	650	650	650	4,101	8,956	13,093	
Property & Evidence Scanners	63	0	0	0	0	0	0	43	0	0	0	0	43	43	106	
Divisional Parking Lot Network (D.P.L.N.)	499	1,500	0	0	0	0	1,500	0	1,700	0	0	0	1,700	3,200	3,699	
Small Equipment (e.g. telephone handset)	1,220	750	750	0	0	0	1,500	0	750	750	0	0	1,500	3,000	4,220	
Small Equipment - test analyzers	866	0	580	580	0	0	1,160	0	0	0	0	0	0	1,160	2,026	
Small Equipment - In Car Camera (I.C.C.) Microphones	314	150					150						0	150	464	
Small Equipment - Video Recording Equipment	866	20	70	64	78	40	272	72	82	70	58	60	342	614	1,480	
Small Equipment - Video Recording Property & Video Evidence Management	6	47	30	17	0	47	141	30	17	30	17		94	235	241	
Small Equipment - Auditorium Audio and Visual Equipment	0	0	0	500	0	0	500	0	0	0	500	0	500	1,000	1,000	
Radar Unit Replacement	936	9	15	12	195	79	310	178	52	231	99	0	560	870	1,806	
Livescan Machines	540	0	0	0	0	0	0	540	0	0	0	0	540	540	1,080	
Wireless Parking System	3,738	0	0	5,023	0	0	5,023	0	0	0	5,023	0	0	5,023	10,046	13,784
Closed Circuit Television (C.C.T.V.)	701	275	275	0	0	0	550	300	300	0	0	0	600	1,150	1,851	
Automated External Defibrillator (A.E.D.s.)	23	118	3	12	3	31	167	3	14	3	14	3	37	204	227	
Conducted Energy Weapon (CEW)	1,302	675	675	0	1,210	0	2,560	1,350	0	0	1,210	0	2,560	5,120	6,422	
Marine Vessel Electronics	481	0	0	785	0	0	785	0	0	600	0	0	600	1,385	1,866	
Connected/Mobile Officer	0	461	824	1,551	1,236	1,570	5,642	1,236	1,588	1,236	1,607	1,236	6,903	12,545	12,545	
<b>Total Reserve Projects:</b>	<b>257,129</b>	<b>25,501</b>	<b>26,670</b>	<b>30,670</b>	<b>27,791</b>	<b>40,698</b>	<b>151,330</b>	<b>25,943</b>	<b>35,218</b>	<b>34,264</b>	<b>25,310</b>	<b>34,252</b>	<b>154,987</b>	<b>306,317</b>	<b>563,446</b>	

Development charges applied to Vehicle and Equipment Reserve reduced the required funding in this category by \$3.8M

Attachment C

**2020-2029 Preliminary Operating Impact From Capital**

Projects	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total 2025-2029	Total 2020-2029
Transforming Corporate Support	129.5	129.5	129.5	129.5	129.5	129.5	129.5	129.5	129.5	129.5	647.5	1,295.1
Connected Officer	927.2	927.2	3,013.6	3,708.9	3,708.9	3,708.9	3,708.9	3,708.9	3,708.9	3,708.9	18,544.6	30,830.4
Radio Replacement	175.0	175.0	175.0	175.0	175.0	175.0	175.0	175.0	175.0	175.0	875.0	1,750.0
Body Worn Camera	2,500.0	5,000.0	5,000.0	5,000.0	5,000.0	5,000.0	5,000.0	5,000.0	5,000.0	5,000.0	25,000.0	47,500.0
Peer to Peer Site	141.0	141.0	141.0	141.0	141.0	141.0	141.0	141.0	141.0	141.0	1,410.0	
ANCOE (Enterprise Business Intelligence, Global Search)	547.0	810.0	810.0	810.0	1,010.0	1,010.0	1,010.0	1,010.0	1,010.0	1,010.0	5,050.0	9,037.0
<b>Total Projects Operating Impact</b>	<b>4,419.7</b>	<b>7,182.7</b>	<b>9,269.1</b>	<b>9,964.4</b>	<b>10,164.4</b>	<b>10,164.4</b>	<b>10,164.4</b>	<b>10,164.4</b>	<b>10,164.4</b>	<b>10,164.4</b>	<b>50,258.2</b>	<b>91,822.5</b>
<b>Incremental Operating Impact</b>	<b>3,406.2</b>	<b>2,763.0</b>	<b>2,086.4</b>	<b>695.4</b>	<b>200.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>		<b>9,150.9</b>



## Toronto Police Services Board Report

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November 29, 2019

To: Budget Committee  
Toronto Police Services Board

From: Mark Saunders  
Chief of Police

**Subject: Toronto Police Service Parking Enforcement Unit – 2020  
Operating Budget Request**

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

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

- (1) approve the Toronto Police Service Parking Enforcement Unit's 2020 net Operating Budget request of \$49.2 Million (M) (\$50.8M gross), a \$1.9M (4.1%) increase over the 2019 net budget; and
- (2) forward a copy of this report to the Board for consideration and approval.

### **Financial Implications:**

The P.E.U. 2020 net operating budget request is \$49.2M net (\$50.8M gross) which is a \$1.9M or 4.1% increase over 2019 net operating budget.

As a part of the City of Toronto's (City) plan to modernize the budget process, a policy change has been made that requires the removal of interdepartmental charges and recoveries from the 2020 operating budget request and the restatement of the 2019 approved budget. An interdepartmental charge or recovery is a payment made from one Agency or Department in the City to another for the delivery of goods or services. This change is intended to simplify the process by removing the payments from one City area to another, which ultimately is paid for by the same taxpayer. As a result of this policy change, the Toronto Police Service Parking Enforcement Unit's (P.E.U.) 2019 approved budget is restated from \$47.6M to \$47.3M. Hereafter, any reference to the 2019-operating budget will be made using the 2019 restated figure.

### **Background / Purpose:**

The purpose of this report is to provide the Board Budget Committee with the P.E.U.'s recommended 2020 operating budget request for its consideration and recommendation to the Board. The report includes information on the level of funding required in 2020 to provide parking enforcement services to the City, based on the current service delivery model.

### **Discussion:**

The P.E.U. assists with the safe and orderly flow of traffic by responding to parking concerns and enforcing applicable municipal by-laws. The unit also provides operational support to the Toronto Police Service (Service). The P.E.U. operating budget is separate from the Service's operating budget, and is included in the City's consolidated Parking Tag Enforcement Operations budget, which is comprised of the following:

1. Police P.E.U. – responsible for the enforcement program, based on municipal by-laws, community based parking programs and Municipal Law Enforcement Officer (M.L.E.O.) training and oversight;
2. Revenue Processing – responsible for processing and collecting fines for all parking tickets issued in the City;
3. City Court Services, Judicial Processing – responsible for supporting and administering the Administrative Penalty Tribunal. Council appointed Hearing Officers have final authority in the review of Screening Officer decisions; and
4. City Legal Services – responsible for administering the dispute review process at screening offices.

## **Parking Enforcement Unit Responsibilities:**

The P.E.U. is staffed specifically to help achieve the safe and orderly flow of traffic, meet enforcement objectives, respond to calls for service from the community and provide a visible presence to promote compliance. Parking Enforcement Officers (P.E.O.s) are deployed to zones throughout the City to patrol for the aforementioned reasons and support effective service delivery. Any shortfall in staffing levels creates shortages, which places pressure on the enforcement (tag issuance) of non-compliance with applicable by-laws and calls for service, both of which can impact traffic flow. The unit takes all possible action, including the use of available premium pay, to mitigate the overall impact on enforcement activities.

It should also be noted that, in order to improve the effectiveness and efficiency of enforcement activities, 23 parking enforcement officers were moved from 330 Progress to the Service's facility at 9 Hanna. This move was made to reduce unproductive travel time by bringing officers closer to where they enforce in the downtown core. While this move has been considered a success, further redeployments are subject to overall Service-wide facility/staff realignments.

## **Parking Tag Revenues:**

Although the P.E.U. is responsible for enforcement activities, actual revenues from tag issuance accrue directly to the City and are collected by the City Treasurer through the Revenue Services division. Revenues collected are impacted by City Council initiatives, by-law changes, as well as changes to fines and programs. All of these factors have an impact on enforcement operations, the number of tags issued, public behaviour and the overall amount of revenues collected.

## **2020 Budget Considerations:**

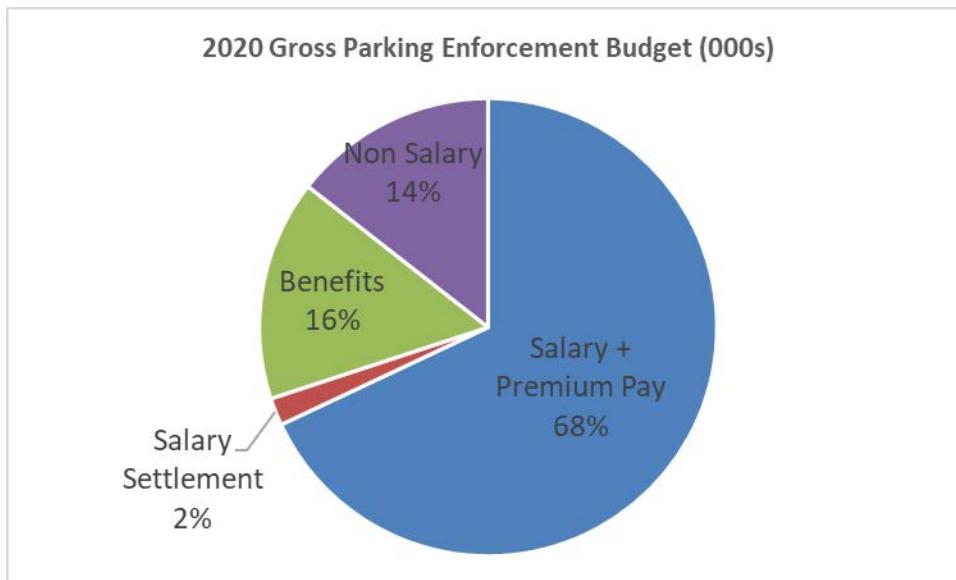
In preparing the 2020-operating budget for the P.E.U., the following factors / objectives were taken into account:

- filling positions left vacant during the hiring freeze;
- temporarily overstaff P.E.O.s due to high attrition;
- where possible, absorb required budget increases; and
- consideration of historical spending, where appropriate.

## 2020 Operating Budget Request:

On a gross basis, 85% of P.E.U.'s budget is for salaries, premium pay and benefits. The remaining 15% is required to support P.E.O.s in terms of the vehicles, equipment and technology they use, facilities they work in, and training they require.

The 2020 net operating budget request of \$49.2M (\$50.8M gross) includes the funding required to maintain an average deployed strength of 367 P.E.O.s (10 over the approved deployment target), as well as services and equipment required to effectively support operations.



The following summarizes the key cost pressures included in the 2020 Operating Budget Request.

### Summary of 2020 Budget Request Changes by Category

	Request \$000s	\$ Increase / (Decrease) over 2019	% Increase / (Decrease) over 2019
2019 Net Budget - \$47,287,200			
(a) Impact of 2020 Salary Settlement	\$991.1	\$991.1	2.1%
(b) Salary Requirements	\$32,159.5	\$701.5	1.4%
(c) Premium Pay	\$2,372.3	-\$51.8	-0.1%
(d) Statutory Deductions and Employee Benefits	\$7,882.6	\$92.8	0.2%

(e) Reserve Contributions	\$2,813.4	\$0.0	0.0%
(f) Other Expenditures	\$4,549.6	\$208.0	0.4%
<b>2020 Gross Budget Request</b>	<b>\$50,768.5</b>	<b>\$1,941.6</b>	<b>4.1%</b>
(g) Revenues	<u><b>-\$1,539.7</b></u>	<u><b>\$0.0</b></u>	<u><b>0.0%</b></u>
<b>2020 Net Budget Request</b>	<b>\$49,228.8</b>	<b>\$1,941.6</b>	<b>4.1%</b>

(a) Impact of 2020 Collective Agreement (\$1.0M)

The 2020 impact of the 2019 to 2023 salary settlement with the Toronto Police Association (T.P.A.) is approximately \$1.0M, or 2.1%.

(b) Salary Requirements (\$32.2M)

The 2019 operating budget submission took into account savings from the hiring moratorium. The 2020-requested budget assumes the backfill of civilian support staff and staffing to ten P.E.O.s over the established strength of 357 P.E.O.s at a cost of approximately \$0.6M.

To attain and maintain the P.E.O. staffing levels, the P.E.O. staffing budget assumes classes of 30 P.E.O.s in December 2019, 30 in April of 2020, 30 in July of 2020 and 10 in December of 2020. This hiring strategy is required due to P.E.O.s increasingly filling vacancies in other areas of the Service, mainly Special Constables as well as Cadets in Training. Due to the foregoing, the P.E.U. has had significantly higher separations during 2019 (currently forecasted to be 90) than in past years, which were typically around 30. The 2020 operating budget assumes there will be 52 P.E.O. separations, as the hiring for Special Constables and Cadets in Training is expected to decrease during 2020. The P.E.U. is expected to be slightly over staffed throughout 2020, or until separations decrease to historical levels. The hiring strategy will also help mitigate reduced enforcement activities.

(c) Premium Pay (\$2.4M)

Nearly all premium pay at the P.E.U. is utilized to staff enforcement activities at special events and directed enforcement initiatives instituted to address specific problems. The opportunity to redeploy on-duty staff for special events is minimal, as this will result in decreased enforcement in the areas from which they are being deployed. All premium pay expenditures are approved by supervisory staff and carefully controlled.

The total premium pay budget request for 2020 is \$2.4M. This budget represents a \$0.05M or 0.1% decrease over P.E.U.'s total 2019 budget, which is in addition to the \$0.2M reduction in 2018.

(d) Statutory Payroll Deductions and Employee Benefits (\$7.9M)

This category of expenditure represents an increase of \$92,800 or 0.2% over P.E.U.'s total 2019 budget. Employee benefits are comprised of statutory payroll deductions and requirements as per the collective agreements. Benefits have increased due to increased staffing levels and due to increased costs associated with medical/dental benefits.

(e) Reserve Contributions (\$2.8M):

The P.E.U. contributes to reserves and reserve funds through provisions from its operating budget. All reserves and reserve funds are established by the City. The City manages the Sick Pay Gratuity and Insurance reserves, while the Service manages the Vehicle and Equipment and Central Sick Bank reserve. The total 2020 budget for contributions to the reserves is \$2.8M. This amount is the same as 2019.

(f) Other Expenditures (\$4.5M)

Other expenditure categories include the materials, equipment and services required for day-to-day operations. Wherever possible, accounts within this category have been flat-lined or reduced from the 2019 level. Changes have only been included where considered mandatory, and one-time reductions have been taken into account where applicable. The total increase for these expenditures is \$0.2M or 0.4% over the 2019 budget, and is mainly due the transitioning P.E.O.s to load bearing tactical vests. This is a health and safety issue as the load bearing vests allows a number of items normally carried on the waist at the beltline to be carried across the chest on the vest, more evenly distributing the weight.

(g) Revenues (\$1.5M)

Revenue is comprised of draws from reserves and towing/pound administrative recoveries. This budget is the same as P.E.U.'s 2019 budget.

**2020 and 2021 Outlooks:**

City Finance has requested that budget outlooks for 2021 and 2022 be provided for each budget. Based on known pressures and inflationary increases, the current estimate for 2021 is \$50.2M (a \$0.9M or 1.9% increase over 2020) and for 2022 is \$51.2M (a \$1.0M or 2.0% increase over 2021). The majority of the increase relates to the collective agreement impacts.

**Conclusion:**

The P.E.U.'s 2020 net operating budget request is \$49.2M (50.8M gross), which is a \$1.9M or 4.1% increase over the 2019 approved budget.

The 2020 budget request includes the funding required to meet the P.E.U. 2020 collective agreement obligations. It also includes funds to enable the P.E.U. to temporarily go above its approved establishment, to help ensure that enforcement activities are not compromised. This budget request will allow the P.E.U. to provide enforcement services to promote compliance and improve the traffic flow within the City.

Mr. Tony Veneziano, Chief Administrative Officer and Deputy Chief, Peter Yuen, will be in attendance to answer any questions the Board may have regarding this report.

Respectfully submitted,

Mark Saunders, O.O.M.

Chief of Police

\*original copy with signature on file in Board office



## Toronto Police Services Board Report

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November 26, 2019

To: Budget Committee  
Toronto Police Services Board

From: Jim Hart  
Chair

**Subject: Toronto Police Services Board 2020 Operating Budget Request**

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

1. THAT the Budget Committee approve a proposed 2020 net operating budget of \$1,930,400 which is an increase of 1.4% over a 2019 adjusted budget of \$1,903,700; and,
2. THAT the Budget Committee forward this report to the Board for approval.

### **Financial Implications:**

The proposed 2020 net operating budget of \$1,930,400, recommended in this report, represents an increase of 1.4% over a 2019 adjusted budget of \$1,903,700.

The proposed increase of 1.4% is related entirely to the application to Excluded Board Staff of the settlement reached between the Board and the Senior Officers' Organization.

In order to absorb the annualized costs of the two new positions approved by the Board in 2019, the 2020 proposed budget includes a decrease to the Legal Reserve contribution of \$104,200. Based on the pattern in spending for independent legal advice, this decrease is likely sustainable.

As a part of the City's plan to modernize the budget process, a policy change has been made that requires the removal of interdepartmental costs and revenues from the 2020 operating budget request and the restatement of the 2019 approved budget. An interdepartmental cost or revenue is a payment made from one Agency or Department in the City to another for the delivery of goods or services. This change is intended to simplify the process by removing the payments from one City area to another, which ultimately is paid for by the same taxpayer. As a result of this policy change, the Board's 2019 approved budget is restated from \$2,484,400 to \$1,903,700. Hereafter, any reference to the 2019 operating budget will be made using the 2019 restated figure.

A summary of the 2020 changes in the net operating budget request from 2019 is shown as follows:

(\$000s)	2019 Budget	2020 Request	Change	2021 Outlook	Change
Salaries & Benefits	1,199.4	1,330.3	130.9	1,349.3	19.0
Net Non-Salary Expenditures	704.3	600.1	(104.2)	600.1	0.0
Total Net Request	<b>1,903.7</b>	<b>1,930.4</b>	<b>26.7</b>	<b>1,949.4</b>	<b>19.0</b>

### **Background / Purpose:**

The purpose of this report is to provide the Board with information and obtain approval for the level of funding required in 2020 to support the Board mandate.

### **Discussion:**

#### *The Board's legislative responsibilities*

Among its core legislative responsibilities under the *Police Services Act*, the Board must:

- ensure the provision of adequate and effective policing within the City of Toronto;
- generally determine the objectives and priorities for police services in the City, after consultation with the chief of police;
- approve a budget for submissions to the City;
- negotiate the collective agreements with the associations that represent the employees of the police service;
- establish policies for the effective management of the police service;
- appoint the members of the police service; and

- recruit the chief of police, deputy chiefs of police and monitor the performance of the chief of police.

### *Robust and independent governance*

The need for robust and independent civilian police governance is core to the legislative system in the *Police Services Act*. As the *Independent Civilian Review into Matters Relating to the G20 Summit* described:

The responsibility of police boards is considerable. Through their policy-making and resource allocation powers, police boards shape the way in which policing is done. Therefore, effective fulfillment of the governance role that police boards play ensures that decisions made and actions taken by police are reflective of the community's values. (Hon. John W. Morden, *Independent Civilian Review into Matters Relating to the G20 Summit* (June 2012) at p. 6).

### **Salary and Benefit Accounts**

The Board Office's approved staffing complement is 7.5 staff, which comprises: an Executive Director; Senior Advisor, Policy and Communication; Senior Advisor, Strategic Analysis; Advisor, Strategic Policy & Stakeholder Relations; Board Administrator; Executive Assistant to the Chair; Executive Assistant to the Executive Director; and Part Time Administrative Assistant. Together, these staff members provide all of the governance, policy, research, communications, government relations and administrative support the Board requires to fulfil its legislative civilian oversight function. The work performed by the staff is essential to the Board's ability to provide adequate and effective police services to the community.

The budget request in the Board's salary and benefit accounts, totalling \$1,330,300, includes salary/benefits for its approved staff complement, including the annualized annualized impact of \$104,200 for the two staff positions approved during 2019, and for the Council-established Board Member remuneration.

In August 2019, the Board negotiated a new collective agreement with the Senior Officers' Organization (S.O.O.), and, at its meeting of October 22, 2019, approved a recommendation to ratify it and extend the same monetary settlement to Excluded staff, which includes the members of the Board Office staff (Min. No P205/19 refers). As a result, the 2020 impact of the settlement, amounting to \$26,700 have been added to the budget request.

### **Non-salary Expenditures**

The requested budget does not include any new initiatives or programs.

A portion of the non-salary accounts has been allotted to training and development for the Board Office. The Board Office staff are critical to delivering professional, best-in-class services to support the Board's various functions. The Board Office must be able to function as a fully independent policy, quality assurance, audit, communications, stakeholder engagement and government relations entity. Staff are better equipped to perform these key functions through accessing specific and topical professional development, training programs and learning opportunities to keep their skills relevant.

The majority of the non-salary costs are for arbitrations/grievances. The Toronto Police Services Board cannot predict or control the number of grievances filed or referred to arbitration as filings are at the discretion of bargaining units. In order to deal with this uncertainty, the 2020 budget includes a \$424,800 contribution to a Legal Reserve for costs of independent legal advice, which is a \$104,200 decrease from 2019. After a review of the previous five years spending history, it was determined that this reduction would likely be sustainable. 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 has funds available in the Reserve for these variable expenditures.

Specific funds will not be available in the event that the Board requires legal advice other than that which is available from the City of Toronto Legal department or from the Board's contracted labour relations law firm. Similarly, no funds will be available should the Board require any additional external consulting advice or professional services.

Expenditures within the proposed legal services accounts are difficult to predict as they are often incurred in response to an action or event. Recent settlement statistics related to labour disputes and grievances do indicate that fewer matters proceed to a hearing; the matters that do proceed to hearings are increasingly complex.

The remaining portion of the proposed non-salary budget is for the running of the day to day operations of the Board and includes funding for limited professional development and learning opportunities for Board members and staff by providing sufficient funds for their attendance at the Ontario Association of Police Services Boards' (OAPSB) conference and the Canadian Association of Police Governance's (CAPG) conference.

### **Possible Legislative Changes and Financial Impact and 2021 Outlook**

In March of this year, the *Comprehensive Ontario Police Services Act, 2019* which replaces the *Police Services Act, 2018* and repeals multiple pieces of legislation introduced by the previous provincial government, received Royal Assent. At this time, the specific timeline as to when this legislation will come into force is not confirmed and the content of key regulations has not been determined. Therefore, it is not possible to anticipate the potential budget impact these changes might have. The Board will assess the impact of any changes made by the provincial government and the Board's 2021 budget request will address any financial pressures that may arise from these changes.

**Conclusion:**

In an effort to further improve effectiveness and in light of the work involved in implementing *The Way Forward* and new policing legislation in Ontario, the Board will continue to assess its governance role and the resources required to support its role. The budget proposed in this report is founded on the Board's commitment to meeting its legislative mandate in a manner that is effective, meaningful and accords with the public expectations of the appropriate role of a police governance body. The proposed increase has been limited to the nominal 2020 impact of the salary settlement.

Respectfully submitted,

Jim Hart  
Chair