

# 2020 Budget Notes

## Toronto Police Service

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### What we do

The Toronto Police Service (TPS) is committed to delivering police services which are sensitive to the needs of the community, involving collaborative partnerships and teamwork to overcome challenges. These services are provided with the following goals, guided by The Way Forward plan: to be where the public needs the Service the most, embrace partnerships to create safe communities, and focus on the complex needs of a large city.

Its purpose is to meet service objectives under the Adequacy Standards of the Police Services Act. Our key service deliverables are:

- Crime prevention
  - Law enforcement
  - Assistance to victims of crime
  - Public order maintenance
  - Emergency response
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### Why we do it

Public safety is a major factor in terms of where people choose to live, work, visit and invest in. The Toronto Police Service is dedicated to delivering policing services, in partnership with our communities, to keep Toronto the best and safest place to be.

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### Who we serve

#### **Community-Based Crime Prevention**

- Community Groups
- Local School Boards

#### **Beneficiaries**

- Residents
- Businesses
- City & Agency Staff
- Visitors/Tourists

#### **Law Enforcement**

- Incident Victims

#### **Beneficiaries**

- Residents
- Businesses
- City & Agency Staff
- Visitors/Tourists

#### **Emergency Response / Public Order Maintenance**

- Local Businesses

#### **Beneficiaries**

- Residents
  - Businesses
  - City & Agency Staff
  - Visitors/Tourists
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## Budget at a glance

### STAFF RECOMMENDED OPERATING BUDGET

\$Million	2020	2021	2022
Revenues	\$145.0	\$145.4	\$138.4
Gross Expenditures	\$1,221.2	\$1,260.7	\$1,299.4
Net Expenditures	\$1,076.2	\$1,115.3	\$1,161.0
Approved Positions	7,881.0	7,881.0	7,881.0




### STAFF RECOMMENDED 10-YEAR CAPITAL PLAN

\$Million	2020	2021-2029	Total
Gross Expenditures	\$80.4	\$536.9	\$617.3
Debt	\$36.9	\$181.2	\$218.1

## Key service outcomes

Outcomes	Description
<b>Increased community safety and wellbeing and reduced victimization at the neighbourhood level</b>	<p>Be where the public needs the Service the most for outcomes that mean fewer victims and reduced calls for service for specific incidents over the long term</p> <p>Engage with the community and key stakeholders</p>
<b>Enhanced perceptions of public safety and public confidence</b>	<p>Public perception of how safe they feel in their community</p> <p>Enhanced engagement with the community and delivery of service in ways that build trust and confidence in the police</p> <p>Enhanced collaboration/partnerships with neighbourhoods, community services, academic institutions</p>
<b>Enhanced efficiency of policing services</b>	<p>Delivery of adequate and effective policing service while obtaining the best value from the resources the Service has, by finding alternative ways of delivering services and focusing on services providing the most value</p>

## Goals and metrics

Planned Activities to Achieve Outcomes		2018 Actual	2019 Proj. Actual	2020 Target	Status
	Hiring of additional Priority Response Unit Officers	1,343	1,343	1,483	<span style="color: green;">●</span>
	Expansion of the Neighbourhood Officer Program to additional neighbourhoods	33	33	43	<span style="color: orange;">●</span>
	Enhancement of traffic enforcement activities with eight net new dedicated traffic enforcement officer positions	127	127	135	<span style="color: green;">●</span>

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## Our experience and success

- **Efficiencies and savings:** Over \$100 million in savings and over 600 positions reduced from 2016 to 2018 due to various management actions to contain and reduce the budget. Two facilities, used by the Community Partnerships and Engagement Unit and the Public Safety Unit, returned to the City of Toronto with a value of \$4.5 million.
- **Shift schedules** - The Service is currently implementing alternative work schedules to help be there when the public needs us the most by realigning staffing hours to better reflect peak demand times.
- **Connected Officer** - Contributed to a more mobile and community-focused service delivery with the deployment of 700 mobile devices for the Connected Officer Program.
- **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. 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** - Civilianizing some roles historically performed by police officers 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, as well as the creation of Civilian District Special Constables has enabled the Service to perform these roles at a lower cost and return the uniform officers to core policing duties.
- **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, which assists in building capacity to deliver services more efficiently and cost effectively.
- **Public Safety Response Team (PSRT)** – Improved public safety response with the establishment of the PSRT, an intelligence-led, flexible, multi-functional support to front-line policing and community engagement initiatives. This unit has the ability to provide extreme event response, public order management, search management, and critical infrastructure protection, which are all needed to deliver service to meet the complex needs of the city.

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## Key challenges and risks

- **Rising urban population:** 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). A rising population drives workload demands including greater calls for service, increased traffic, more crime potential and more city events. Despite budget containment and capacity building efforts over the past several years through modernization initiatives, the Service cannot continue to meet growing demands for service through efficiencies only; these demands for policing services drive the need for more resources.
  - **Major crime is up:** The Service uses major crime indicators as a measure of how safe the city is. This impacts quality of life, entertainment, economic development, business investment and tourism. From 2015 to 2018 all major crimes increased with the most notable increases seen in homicide (62.7%), auto theft (45.7%) and theft over \$5,000. In 2019, increases in major crime continue trend in assault, break and enter, auto theft and theft over \$5,000. All of these increases are driving workload demands through increased calls for service.
  - **More shooting incidents:** Shooting incidents increased by 48.6% from 2015 to 2018. As a result, victims of shootings have increased by 46.6% over the same period. Both shootings and shooting victims continue to show an increase in 2019 over 2018, with shooting incidents growing by 16.4% and shooting victims by 22.7%. Not only are these calls a public safety concern, but they put pressures on our resources.
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- **Time spent on calls and investigations is up:** Complexity of calls for service are driving the time spent on calls up with a 2.5% increase in time spent on calls on average in 2018 compared to 2015. Investigations are also more complex and time consuming.
- **Legislative impacts:** Costs and resource pressures associated with legislation impacting the Service relating to WSIB, Chronic Mental Stress Policy, Cannabis Legalization, Next Generation 9-1-1, R v. Jordan Decision and disclosure of "911 tapes" decision.
- **Increasing calls for service:** Calls for service went up overall by 7.5% from 2015 to 2018, with emergency calls for service up by over 10% and non-emergency calls up 4%. While calls have been increasing, the number of officers declined by almost 500 over that same period, making a substantial increase in the number of calls per officer and presenting challenges in meeting response time standards and in ensuring a balance of reactive and proactive policing.
- **Crisis calls are up (opioids and mental health):** Significant increases seen in calls involving persons in crisis, overdose and threaten suicide. These calls require more time on call, given their complex nature.

### Priority actions

- Improved response time and greater coverage of resources in peak demand times through the implementation of new shift schedules and the hiring of an additional 140 Priority Response Unit officers.
- Better engagement with the Community with the hiring of the additional 140 Priority Response Unit Officers, the implementation of the new shift schedules and the hiring of an additional 40 Neighbourhood Community Officers to expand the Neighbourhood program to ten additional City of Toronto neighbourhoods.
- Increased traffic enforcement enabled by the hiring of the additional 140 Priority Response Unit officers and eight dedicated traffic enforcement officers in support of the Vision Zero Road Safety Plan.
- Ensuring that the Service is adequately resourced with people, technology, analytics and professional capabilities to enable our modernization journey and to keep a growing city safe.
- Less reliance on callbacks to deliver services by building capacity through the implementation of new shift schedules and the hiring of additional Priority Response Unit officers.
- Improved officer wellness and a healthy work environment, free of discrimination and harassment enabled by the hiring of additional officers and Equity, Inclusion and Human Rights positions.

### Our key service levels



**Response to over 660,000** dispatched calls for service



90% of all 9-1-1 calls arriving at the Public Safety Answering Point shall be answered within **10 seconds** and 95% of all 9-1-1 calls should be answered within **20 seconds**



Working towards a balance of **70% reactive policing** and **30% proactive policing**

### Key service deliverables

- Crime prevention
- Law enforcement
- Assistance to victims of crime
- Public order maintenance
- Emergency response
- Performing investigative activities, including those related to cybercrime
- Being involved and ensuring the safety of community initiatives or events
- Addressing community safety issues, particularly those related to pedestrian and traffic safety and police
- Providing security for Provincial courtrooms within the City of Toronto

## RECOMMENDATIONS

The City Manager and Chief Financial Officer and Treasurer recommend that:

1. City Council approve the 2020 Staff Recommended Operating Budget for the Toronto Police Service of \$1,221.2 million gross, \$1,076.2 million net for the following services:

Service:	Gross (\$000s)	Revenue (\$000s)	Net (\$000s)
Toronto Police Service	1,221,215.7	145,021.0	1,076,194.7
<b>Total Program Budget</b>	<b>1,221,215.7</b>	<b>145,021.0</b>	<b>1,076,194.7</b>

2. City Council approve the 2020 staff complement for the Service of 7,881.0 operating service delivery positions.
3. City Council approve the 2020 Staff Recommended Capital Budget for the Toronto Police Service with cash flows and future year commitments totaling \$138.763 million as detailed by project in [Appendix 5a](#).
4. City Council approve the 2021-2029 Staff Recommended Capital Plan for Toronto Police Service totalling \$478.500 million in project estimates as detailed by project in [Appendix 5b](#).
5. City Council direct that all sub-projects with third party financing be approved conditionally, subject to the receipt of such financing in 2020 and if such funding is not forthcoming, their priority and funding be reassessed by City Council relative to other City-financed priorities and needs.

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# 2020 STAFF RECOMMENDED OPERATING BUDGET

## 2020 OPERATING BUDGET OVERVIEW

Table 1: 2020 Staff Recommended Operating Budget by Service

(\$000s)	2018 Actual	2019 Projected Actual	2020 Base Budget	2020 New / Enhanced	2020 Staff Rec'd Budget	Change v. 2019 Projected Actual	
						\$	%
<b>By Service</b>	\$	\$	\$	\$	\$	\$	%
<b>Revenues</b>							
Toronto Police Service	142,697.5	172,760.1	144,021.0	1,000.0	145,021.0	(27,739.1)	(16.1%)
<b>Total Revenues</b>	142,697.5	172,760.1	144,021.0	1,000.0	145,021.0	(27,739.1)	(16.1%)
<b>Expenditures</b>							
Toronto Police Service	1,128,650.5	1,205,341.3	1,209,115.7	12,100.0	1,221,215.7	15,874.4	1.3%
<b>Total Gross Expenditures</b>	1,128,650.5	1,205,341.3	1,209,115.7	12,100.0	1,221,215.7	15,874.4	1.3%
<b>Net Expenditures</b>	985,953.0	1,032,581.2	1,065,094.7	11,100.0	1,076,194.7	43,613.5	4.2%
<b>Approved Positions</b>	7,881.0	7,881.0	7,881.0	0.0	7,881.0	-	

\*2019 Budget and Actuals (based on Q3 2019) adjusted retroactively to remove interdepartmental charges and recoveries.

\*\*2020 Approved positions represents the Council-approved complement. Actual funded number of positions is 7,450.

\*\*\*2020 Staff Recommended Operating Budget for Toronto Police Service is 4.2% higher than the 2019 Projected Actuals, and 3.9% higher than the 2019 Council Approved Operating Budget.

### COSTS TO MAINTAIN EXISTING SERVICES

**Total 2020 Base Budget** expenditures of \$1.209 billion gross reflecting an increase of \$3.774 million in spending above 2019 projected year-end actuals (prior to enhancements), predominantly arising from:

- Collective agreement impacts to cover negotiated salary and benefit responsibilities and leap year impact.
- Prior year impact associated with annualised costs of civilianization such as District Special Constables and Crime Analysts, backfill of Court Officer vacancies and 2019 uniform hiring strategy.
- Premium Pay reductions based on the premises of increased staffing levels and new shift schedules.
- Changes in non-salary expenditures and revenues, attributed to non-recurring in-year grant funded expenditures which are net neutral (e.g. Community Safety and Policing, Guns and Gangs).

### COSTS TO ENHANCE SERVICES

**New and Enhanced Service** expenditures of \$12.100 million gross and \$11.100 million net, enabling:

- Enhancement to the Service's Priority Response function with the hiring of 140 net new Priority Response Unit officers.
- Expansion of the Neighbourhood Community Officer Program to ten more neighbourhoods with the hiring of 40 net new Neighbourhood Community Officers.
- Dedicated traffic enforcement team of eight Traffic Officers to improve traffic and pedestrian safety, funded by the City's Vision Zero Road Safety Plan.
- Final implementation of the Equity, Inclusion and Human Rights Unit with the addition of five civilian positions, bringing the team to ten members.
- Implementation of Body Worn Camera program mid-year.
- Leadership training and the reinstatement of tuition reimbursement program.

### EQUITY IMPACTS OF BUDGET CHANGES

**Commitment to enhance public trust and confidence and promote equity, inclusion and human rights:** The 2020 Staff Recommended Operating Budget for Toronto Police Service includes an operating impact of \$2.500 million gross and net to support the implementation of Body Worn Camera to deliver professional and unbiased

policing as well as \$0.400 million gross and net to add five Equity, Inclusion and Human Rights positions, which will be responsible for the implementation of the Race Based Data Collection Strategy, promotion of community partnerships and the creation of a healthy work environment free of harassment and discrimination.

## 2020 STAFF RECOMMENDED OPERATING BUDGET KEY DRIVERS

The 2020 Staff Recommended Operating Base Budget for Toronto Police Service is \$1.209 billion gross or 0.3% higher than the 2019 projections. Table 2a below summarizes the key cost drivers for the base budget, while Table 2b summarizes New and Enhanced requests.

**Table 2a: 2020 Key Drivers – Base Budget**

Key Cost Drivers (\$000)	2018 Actuals	2019 Proj. Actuals	2020 Staff Rec'd Base Budget	Year over Year Changes	
				\$	%
<b>Expenditures</b>					
1 Salaries and Benefits	1,007,933.0	1,051,660.0	1,076,997.0	25,337.0	2.4%
2 Materials & Supplies	18,902.4	20,804.8	20,636.5	(168.3)	(0.8%)
3 Equipment	7,256.7	14,308.7	4,651.9	(9,656.8)	(67.5%)
4 Service and Rent	46,885.2	68,010.1	56,237.0	(11,773.1)	(17.3%)
5 Contribution To Capital	19,266.0	22,266.0	22,266.0		
6 Contribution To Reserves	28,343.1	28,210.9	28,244.2	33.3	0.1%
7 Other Expenditures	64.1	80.8	83.1	2.3	2.8%
<b>Total Expenditures</b>	<b>1,128,650.5</b>	<b>1,205,341.4</b>	<b>1,209,115.7</b>	<b>3,774.3</b>	<b>0.3%</b>
<b>Revenues</b>					
1 Provincial Subsidies	53,351.4	72,403.9	47,212.4	(25,191.5)	(34.8%)
2 Federal Subsidies					
3 User Fees & Donations	67,309.0	66,622.1	61,976.6	(4,645.5)	(7.0%)
4 Transfers From Capital	18,687.5	31,340.5	31,102.6	(237.9)	(0.8%)
5 Other Revenues	3,349.7	2,393.7	3,729.4	1,335.7	55.8%
<b>Total Revenues</b>	<b>142,697.5</b>	<b>172,760.1</b>	<b>144,021.0</b>	<b>(28,739.1)</b>	<b>(16.6%)</b>
<b>Net Expenditures</b>	<b>985,953.0</b>	<b>1,032,581.2</b>	<b>1,065,094.7</b>	<b>32,513.5</b>	<b>3.1%</b>

\*2019 Q3 Proj Actuals and 2018 Actuals adjusted retroactively to remove interdepartmental charges and recoveries

### Salaries & Benefits:

- Impact of the Collective Agreement settlements, which is the single largest component of the budget increase. In addition, the base budget enables Toronto Police Service to backfill vacancies resulting from retirement or separation in order to maintain current funded staff levels.
- One-time impact for the additional day of salaries for the leap year in 2020, and a reduction to premium pay based on increasing staffing levels, moving to new shift schedules and filling more vacancies.

### Equipment:

- Significant reductions in computer hardware and software and video production equipment as these are one-time grant related expenditures by the Province.

### Services and Rents:

- Significant changes in services and rents based on 2019 in-year grant funded expenditures, offset by corresponding revenue changes.



**Contribution to Capital:**

- Approximately 4.7% of Toronto Police Service's gross base budget will go to contributions to capital/reserves to fund costs for vehicle and equipment replacements, insurance, legal, health care spending, sick pay gratuity and modernization initiatives.

**Other Revenue Changes:**

- Increases for a draw from the City's Ontario Cannabis Legislation Reserve to fund training, impact on frontline demands, processing and destruction of seized cannabis.

**Table 2b: 2020 Key Drivers – New / Enhanced**

New / Enhanced (\$000)	2020				2021 Annualized Gross	Equity Impact
	Revenue	Gross	Net	Positions		
<b>In \$ Thousands</b>						
1 Adding Officers- Priority Response Unit (+140 officers); Neighbourhood Officers (+40 officers); Vision Zero (+8 officers and call back)	1,000.0	8,800.0	7,800.0	188.0	15,400.0	
2 Adding Civilians- (+5) Equity, Incl & Human Rights		400.0	400.0	5.0	600.0	Medium
3 Body Worn Camera		2,500.0	2,500.0		5,000.0	Medium
4 Other - Leadership training; reinstitute tuition reimbursement		400.0	400.0		400.0	
<b>Total New / Enhanced</b>	<b>1,000.0</b>	<b>12,100.0</b>	<b>11,100.0</b>	<b>193.0</b>	<b>21,400.0</b>	

\* The 2020 Staff Recommended New and Enhanced initiatives are \$11.100 million net, with 193 positions being included as part of the existing staff complement of 7,881.

**Hiring of Additional Officers -**

- 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 are 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 ten 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. 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 Strategy, which is a new legislative requirement.

**Body Worn Camera Program:** implementation of a program mid-year to equip officers with body worn cameras that will further the Service's efforts to enhance public trust and accountability. In addition, the Body Worn Cameras will protect the Service's reputation, provide a robust digital evidence management system for courts, increase transparency and save costs in time and resources for investigation of complaints.

**Leadership Training and Tuition Reimbursement:** The Toronto Police Service 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 Service's tuition reimbursement program was reinstated to allow for the reimbursement of a portion of post-secondary costs to members.

**Note:**

1. For additional information on 2020 key cost drivers refer to Appendix 1 as well as [Appendix 2](#) for a more detailed listing and descriptions of the 2020 Staff Recommended Service Changes and [Appendix 3](#) for the 2020 Staff Recommended New and Enhanced Service Priorities, respectively.

## 2021 & 2022 OUTLOOKS

**Table 3: 2021 and 2022 Outlooks**

(\$000s)	2019 Projected Actual	2020 Staff Rec'd Budget	2021 Outlook	2022 Outlook
	\$	\$	\$	\$
Revenues	172,760.1	145,021.0	145,399.4	138,371.7
Gross Expenditures	1,205,341.3	1,221,215.7	1,260,714.1	1,299,389.1
<b>Net Expenditures</b>	<b>1,032,581.2</b>	<b>1,076,194.7</b>	<b>1,115,314.7</b>	<b>1,161,017.4</b>
<b>Approved Positions</b>	<b>7,881.0</b>	<b>7,881.0</b>	<b>7,881.0</b>	<b>7,881.0</b>

\*2019 Q3 Projected Actuals adjusted retroactively to remove interdepartmental charges and recoveries. 2020 Approved positions represents the Council-approved complement. Actual funded number of positions is 7,450.

### Key 2021 drivers

The 2021 Outlook with total gross expenditures of \$1.261 billion reflects an anticipated \$39.498 million or 3.2% increase in gross expenditures above the 2020 Staff Recommended Budget based on the following:

- Impact of the 2021 portion of the Collective Agreements with the Toronto Police Association and the Toronto Police Senior Officers' Organization
- Annualization of 2020 uniform hiring strategy including savings from 2020 separations, plus costs of additional officers hired in 2020 for Priority Response Unit, dedicated Traffic Enforcement and Neighbourhood Officer Program.
- Continued filling of civilian vacancies
- Increased contributions to Vehicle and Equipment and Health Care Spending reserves to ensure future health of reserves

### Key 2022 drivers

The 2022 Outlook reflects a further anticipated increase of \$38.675 million or 3.1% increase in gross expenditures above the 2021 Outlook based on the following:

- Impact of the 2022 portion of the collective agreements with the Toronto Police Association and the Toronto Police Senior Officers' Organization
- Community Safety Policing grant, which funds existing Service programs, set to expire March 31, 2022
- Continued increased contributions to Vehicle and Equipment and Health Care Spending reserves to ensure future health of reserves

## How well we are doing

### Performance measures

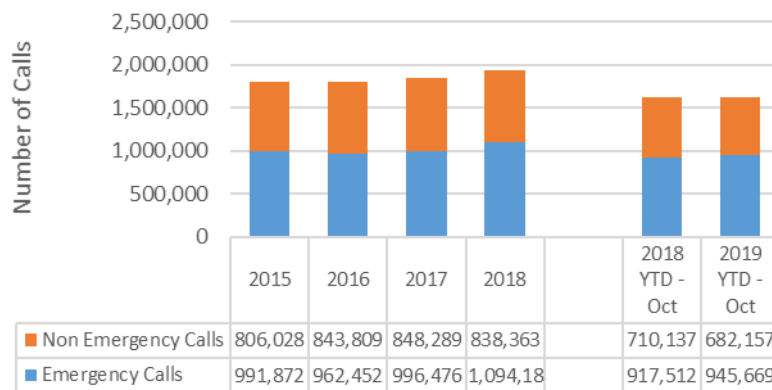
#### Major Crime Indicators

	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%

### Behind the numbers

- The Service uses major crime indicators as a measure of how safe the city is.
- From 2015 to 2018 all major crimes increased with the most notable increases seen in homicide, auto theft and theft over \$5,000.
- YTD reflects October year to date numbers
- In 2019 YTD, increases in major crime continue trend in assault, break and enter, auto theft and theft over \$5,000.

Calls Received 2015 - 2018 and 2018YTD vs 2019 YTD

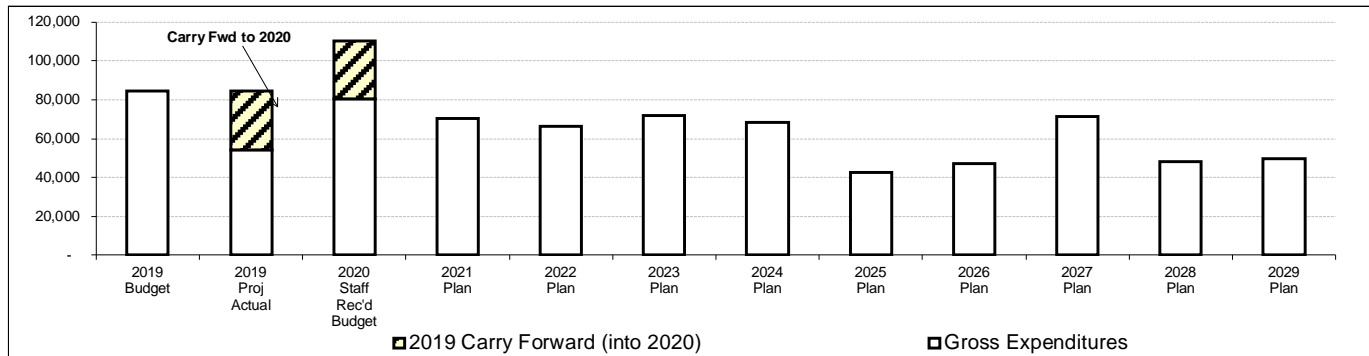


- Overall, calls for service increased by 7.5% from 2015 to 2018, with emergency calls for service increasing over 10% and non-emergency calls increased by 4%
- YTD reflects October year to date numbers
- In 2019 YTD, emergency calls for service increased by over 3% and non-emergency calls for service decreased by almost 4%

# 2020 – 2029 STAFF RECOMMENDED CAPITAL BUDGET AND PLAN

**2020 – 2029 CAPITAL BUDGET & PLAN OVERVIEW**

**Chart 1: 10-Year Capital Plan Overview (\$000)**



2020 Staff Recommended Capital Budget and 2021 - 2029 Capital Plan															
2019		2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2020 - 2024	2025 - 2029	Total 10 Year Plan	
Budget	Projected Actual														
<b>Gross Expenditures by Project Category:</b>															
Health & Safety & Legislated	500	8,953	4,910	5,700	-	-	-	-	-	-	-	-	-	10,610	10,610
SOGR	56,527	35,720	50,991	35,866	38,350	32,188	45,067	33,093	39,304	52,802	33,946	44,674	202,462	203,819	406,281
Service Improvement & Growth	27,341	340	24,473	28,896	27,828	39,829	23,302	9,710	7,930	18,639	14,470	5,295	144,328	56,044	200,372
<b>Total by Project Category</b>	<b>84,368</b>	<b>45,013</b>	<b>80,374</b>	<b>70,462</b>	<b>66,178</b>	<b>72,017</b>	<b>68,369</b>	<b>42,803</b>	<b>47,234</b>	<b>71,441</b>	<b>48,416</b>	<b>49,969</b>	<b>357,400</b>	<b>259,863</b>	<b>617,263</b>
<b>Financing:</b>															
Debt	35,572	17,975	36,919	27,607	20,977	31,894	20,895	10,070	6,677	30,822	18,039	14,234	138,292	79,842	218,134
Reserves/Reserve Funds	41,423	25,684	39,306	26,670	30,670	27,791	40,698	25,943	34,189	34,189	23,819	33,016	165,135	151,156	316,291
Development Charges	7,373	1,354	4,149	16,185	14,531	12,332	6,776	6,790	6,368	6,430	6,558	2,719	53,973	28,865	82,838
<b>Total Financing</b>	<b>84,368</b>	<b>45,013</b>	<b>80,374</b>	<b>70,462</b>	<b>66,178</b>	<b>72,017</b>	<b>68,369</b>	<b>42,803</b>	<b>47,234</b>	<b>71,441</b>	<b>48,416</b>	<b>49,969</b>	<b>357,400</b>	<b>259,863</b>	<b>617,263</b>

**Changes to Existing Projects (\$20.7M)**

- *Vehicle and Equipment Replacement* cost is increased by \$8.6 million for various information technology system replacement, equipment lifecycle as well as vehicle replacement based on standard lifecycle program.
- Phase I *Next Generation 911* is increased by \$5.6 million to reflect better project costing for the technology and renovation.
- *Enterprise Business Intelligence / A.N.C.O.E.* program cost is increased by \$2.0 million to include *Global Search*, an enterprise application to access information.
- *District Policing Process Improvement* cost is increased by \$1.8 million for a complete review of all system processes to support the district policing model.
- *Body Worn Camera* is increased by \$1.8 million to equip frontline officers with cameras during policing.

**New Projects (\$7.25M)**

- Additional 90 new vehicles for \$6.8M to support the shift schedule change selected divisions in P.R.U. This will result in a redistribution of personnel in staggered start times, thus creating a need for additional capacity in the number of marked vehicles.
- *Communications Centre - New Facility Assessment* for \$0.500 million to cover the estimated cost of engaging outside expertise for this project.






**Capital Needs Constraints (\$78.2M)**

- *Communications Centre – New Facility* for additional space and system requirements as part of Phase II Next Generation 911.

**Note:**

For additional information, refer to [Appendix 5](#) for a more detailed listing of the 2020 and 2021-2029 Capital Budget & Plan by project; [Appendix 6](#) for Reporting on Major Capital Projects – Status Update; and [Appendix 7](#) for Capital Needs Constraints, respectively.

**2020 – 2029 CAPITAL BUDGET AND PLAN****\$617.3 Million 10-Year Gross Capital Program**

				
<b>Aging Infrastructure</b>	<b>Information Technology</b>	<b>Vehicles</b>	<b>Communication</b>	<b>Equipment</b>
\$226.3 M 37%	\$219.7 M 36%	\$82.3 M 13%	\$37.3 M 6%	\$51.6 M 8%
District Police Model 54/55 Division 32 Division 41 Division S.O.G.R.	N.G.9-1-1 E.B.I./A.N.C.O.E. Workstations Servers Network	Vehicle Replacement	Radio Replacement Voicemail Call Centre	Body Worn Camera A.F.I.S. C.E.W. Wireless Parking Property Racking Live Scan

State of Good Repair – S.O.G.R.

Next Generation 911 – N.G. 9-1-1

Enterprise Business Intelligence / Analytics Centre of Excellence - E.B.I./A.N.C.O.E.

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

Conducted Energy Weapon – C.E.W.

**How the Capital Program is Funded**

<b>City of Toronto</b>		<b>Provincial Funding</b>	<b>Federal Funding</b>
<b>\$617.3 M</b> <b>100%</b>		<b>\$0 M</b> <b>0%</b>	<b>\$0 M</b> <b>0%</b>
Debt	\$ 218.1 M		
Recoverable Debt	\$ 0 M		
Reserve Draws	\$ 316.3 M		
Development Charges	\$ 82.8 M		

**CAPACITY TO SPEND REVIEW**

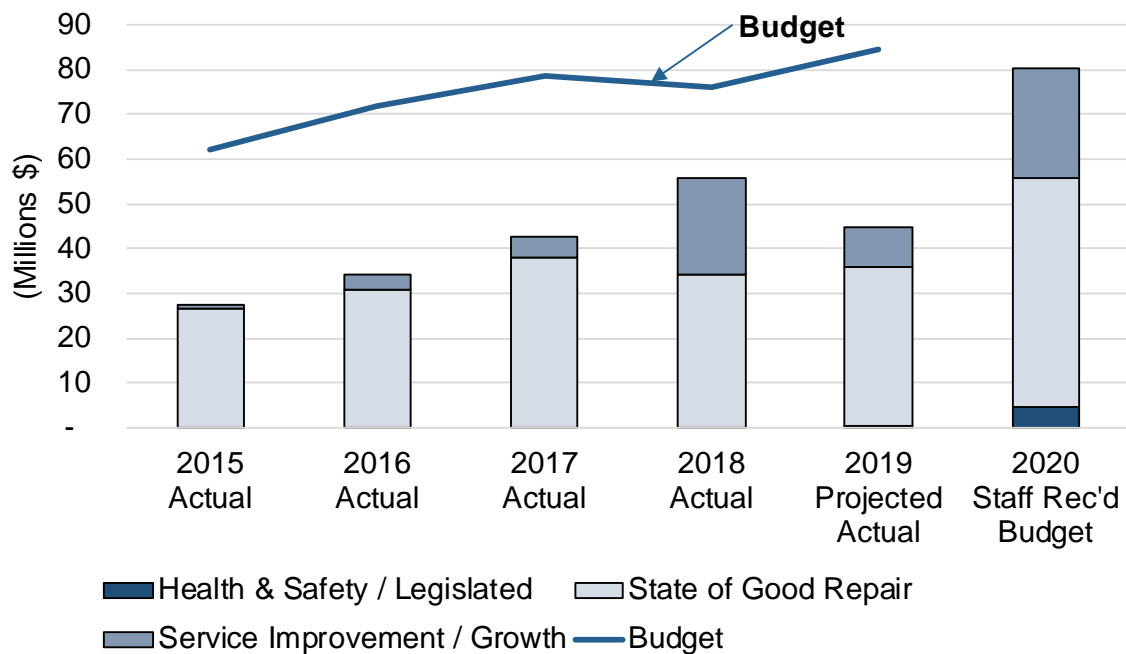
The 2020-2029 Staff Recommended Capital Budget and Plan is \$617.3 million. The 2020 Recommended Capital Budget is \$80.4 million (including \$30 million carry forward funding). The Recommended 10-Year Capital Plan has been developed with consideration of historical demonstrated ability to spend within any given year of the ten year capital plan. A review was undertaken to ensure budgets align with the TPS's ability to spend and the markets capacity to deliver.

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, some issues only became known as the work progresses, resulting in revised cost, schedule or scope estimates. Also, civilian staffing shortages in recent years, as a result of a 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 budget 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.

Key components in determining an appropriate level of annual cash flows include historical capacity to spend reviews by project categories (Chart 2 below) as well as the level of projected 2019 underspending that will be carried forward into 2020 to complete capital work.

**Chart 2 – Capacity to Spend**

Category (in \$ Million)	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Projected Actual	2020 Staff Rec'd Budget
Health & Safety / Legislated	-	-	-	-	0	5
State of Good Repair	27	31	38	34	36	51
Service Improvement / Growth	1	3	5	22	9	25
<b>Total</b>	<b>27</b>	<b>34</b>	<b>43</b>	<b>56</b>	<b>45</b>	<b>80</b>
<b>% Spent</b>	<b>44%</b>	<b>48%</b>	<b>54%</b>	<b>73%</b>	<b>53%</b>	



**Capacity to Spend Review Impact on the Recommended 10-Year Plan**

Based on the review of historical capital spending constraints, \$7.6 million in capital spending originally cash flowed in 2020 has been deferred to 2021 or future years for projects such as State of Good Repair, 32 Division renovation, district policing process improvement, workstation and mobile work station replacement, etc..

However, new projects and funding requirements were also added to 2020 program for projects such as:

- Next Generation 911 to meet legislated requirements which 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.
- 90 additional vehicles for the revised shift schedule as well as to meet the needs of District Special Constables (D.S.C). The shift schedule change in most of the divisions in Priority Response Unit 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 D.S.C.s continue to be deployed in 2019 and 2020, to benefit the frontline operations, they will require additional marked vehicles.
- Body Worn Camera - 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. The capital portion of this project will provide for infrastructure and other potential requirements such as cameras.

## STATE OF GOOD REPAIR (SOGR) FUNDING & BACKLOG

The City of Toronto's Facilities Management Division carries out the state of good repair work required at Police facilities and storage facilities and is responsible for addressing mechanical, electrical, re-roofing and structural issues. As a result, the value of these assets, associated state of good repair backlog and funding required to address these issues are reflected as part of the 10-Year Capital Plan for Facilities, Real Estate, Energy and Environment (FREEE).

The Toronto Police Service is responsible for addressing state of good repair issues inside its facilities. This work includes but is not limited to renovation/repairs inside its facilities, firing range retrofits, upgrades to locker rooms and washrooms, and front desk replacements.

The 10-Year Capital Plan for Toronto Police Service provides funding for ongoing work directed at addressing state of good repair backlog and funding for TPS equipment, TPS associated vehicles, radio infrastructure and security systems.

Other equipment/systems are replaced according to TPS associated lifecycle programs (reserve-funded) and included as replacements in the TPS's capital program. There is no accumulated backlog for these assets, as the SOGR is adequately funded in the 10-Year Capital Plan for TPS. Using the reserve funding for the lifecycle replacement of vehicles and equipment allows TPS to reduce the debt funding requirements and extreme fluctuation year by year. However, this funding strategy results in increased impacts on the TPS Operating Budget, as annual contributions to replenish the reserve are required.

- Those asset groups account for \$323.3 million of the total asset value as of December 31, 2018.

The SOGR projects account for \$406.3 million or 65.8% of the total 10-Year Staff Recommended Capital Plan of which \$305 million or 75% is funded from the Services' Vehicle and Equipment reserve. The remainder \$101.2 million or 25% is funded by debt.

TPS also uses SOGR for maintaining the interior of the facilities and minor renovations. The rest of equipment are replaced as required and are funded from Vehicle and Equipment reserve.

- SOGR (\$42.1 million) – The SOGR program addresses priority needs required inside the TPS facilities including renovations and repairs to ensure the safety of its members and the public
- Major lifecycle replacement projects include:
  - Vehicle and other Equipment (\$75.4 million)
  - Workstations, printers and laptops (\$41 million)
  - Servers (\$41 million)
  - Network Equipment (\$33.8 million)
  - Mobile Workstations (\$21.8 million)
  - Connected Officer device replacement (\$12.5 million)



**OPERATING IMPACT OF COMPLETED CAPITAL PROJECTS**

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.

The 10-Year capital program will increase future year operating budgets by \$9.150 million net over the 2020-2029 period. The incremental operating impact in 2020 is \$3.406 million as shown in Table 4 below.

**Table 4: Net Operating Impact Summary**  
(In \$000's)

Projects	2020 Budget		2021 Plan		2022 Plan		2023 Plan		2024 Plan		2020 - 2024		2020 - 2029	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
<b>Previously Approved</b>														
<i>Peer to Peer Site</i>	141	-	-	-	-	-	-	-	-	-	141	-	141	-
<i>Enterprise Business Intelligence</i>	530	-	-	-	-	-	-	-	-	-	530	-	530	-
<i>Radio Replacement</i>	25	-	-	-	-	-	-	-	-	-	25	-	25	-
<i>Connected Officer Program</i>	210	-	-	-	2,086	2	695	-	-	-	2,991	2	2,991	2
<b>Sub-Total: Previously Approved</b>	<b>906</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,086</b>	<b>2</b>	<b>695</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,687</b>	<b>2</b>	<b>3,687</b>	<b>2</b>
<b>New Projects - 2020</b>														
<i>Body Worn Camera-Full Implementation</i>	2,500	-	2,500	3	-	-	-	-	-	-	5,000	3	5,000	3
<i>ANCOE (Global Search)</i>	-	-	263	-	-	-	-	-	200	2	463	2	463	2
<b>Sub-Total: New Projects - 2019</b>	<b>2,500</b>	<b>-</b>	<b>2,763</b>	<b>3</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>200</b>	<b>2</b>	<b>5,463</b>	<b>5</b>	<b>5,463</b>	<b>5</b>
<b>New Projects - Future Years</b>														
<i>0</i>	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Sub-Total: New Projects - Future Years</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total</b>	<b>3,406</b>	<b>-</b>	<b>2,763</b>	<b>3</b>	<b>2,086</b>	<b>2</b>	<b>695</b>	<b>-</b>	<b>200</b>	<b>2</b>	<b>9,150</b>	<b>7</b>	<b>9,150</b>	<b>7</b>

**Previously Approved**

- *Enterprise Business Intelligence* – Additional funding of \$0.530 million in 2020 will be required to fund ongoing system maintenance.
- *Peer to Peer site* – Additional funding of \$0.141 million will be required to cover network cost at the remote site.
- *Radio replacement* – Additional funding of \$0.025 million will be required for the maintenance of software/hardware subscriptions for the following two items:
  - Battery management systems to be used to monitor and proactively identify and replace weak or deficient portable radio batteries and thereby improve officer safety while also reducing the premature replacement of batteries.
  - Radio management software to be used to automate the deployment and updates to radio code and plug programs. Reduces staff requirements to touch each radio to implement radio changes
- *Connected Officer Lifecycle Replacement* – Additional funding of \$0.210 million is estimated relating to data plan for licenses, data plans and maintenance for the 700 devices.

**New Projects – 2020**

- *Body Worn Camera* requires \$2.500 million to cover the on-going cost of the program from July 2019. Three additional staff in Information Technology are required from 2021 for this project.
- *Analytics Centre Of Excellence (A.N.C.O.E.)* requires \$0.263 million for the on-going maintenance cost and licensing of various applications from 2021. Two additional staff are required from the year 2024 to maintain Global Search System.

These operating costs, as mentioned above, have been included in the 2020 Staff Recommended Operating Budget for Toronto Police Service. Any future operating impacts will be reviewed each year and be considered as part of future year budget processes.

# APPENDICES

## Appendix 1

### 2020 Staff Recommended Operating Budget by Expenditure Category

Category (In \$000s)	2017	2018	2019	2019	2020	2020 Change from	
	Actual	Actual	Budget	Projected	Total Staff	2019 Projected	2019 Projected Actual
	\$	\$	\$	\$	\$	\$	%
Provincial Subsidies	41,009.8	53,351.4	47,619.4	72,403.9	47,212.4	(25,191.5)	(34.8%)
Federal Subsidies							
Other Subsidies							
User Fees & Donations	59,980.8	67,309.0	61,287.3	66,622.1	61,976.6	(4,645.5)	(7.0%)
Licences & Permits Revenue							
Transfers From Capital							
Contribution From Reserves/Reserve Funds	13,623.9	18,687.5	29,840.5	31,340.5	32,102.6	762.1	2.4%
Sundry and Other Revenues							
Inter-Divisional Recoveries	10,284.9	3,349.7	2,393.7	2,393.7	3,729.4	1,335.7	55.8%
<b>Total Revenues</b>	<b>124,899.4</b>	<b>142,697.5</b>	<b>141,140.9</b>	<b>172,760.1</b>	<b>145,021.0</b>	<b>(27,739.1)</b>	<b>(16.1%)</b>
Salaries and Benefits	994,891.3	1,007,933.0	1,044,481.3	1,051,660.0	1,085,397.0	33,737.0	3.2%
Materials & Supplies	17,613.6	18,902.4	20,647.7	20,804.8	20,636.5	(168.3)	(0.8%)
Equipment	5,139.1	7,256.7	4,584.6	14,308.7	4,651.9	(9,656.8)	(67.5%)
Service and Rent	41,990.1	46,885.2	56,250.8	68,010.1	59,937.0	(8,073.1)	(11.9%)
Contribution To Capital	15,766.0	19,266.0	22,266.0	22,266.0	22,266.0		
Contribution To Reserves/Reserve Funds	25,160.7	28,343.1	28,210.9	28,210.9	28,244.2	33.3	0.1%
Other Expenditures							
Inter-Divisional Charges		64.1	80.8	80.8	83.1	2.3	2.8%
<b>Total Gross Expenditures</b>	<b>1,100,560.8</b>	<b>1,128,650.5</b>	<b>1,176,522.1</b>	<b>1,205,341.4</b>	<b>1,221,215.7</b>	<b>15,874.3</b>	<b>1.3%</b>
<b>Net Expenditures</b>	<b>975,661.4</b>	<b>985,953.0</b>	<b>1,035,381.2</b>	<b>1,032,581.2</b>	<b>1,076,194.7</b>	<b>43,613.5</b>	<b>4.2%</b>
<b>Approved Positions</b>	<b>7,881.0</b>	<b>7,881.0</b>	<b>7,881.0</b>	<b>7,881.0</b>	<b>7,881.0</b>		

\* Year-End Projection Based on Q3 2019 Variance Report

\*\* Prior Year Budget and Actuals adjusted retroactively to remove interdepartmental charges and recoveries

\*\*\* 2020 Approved positions represents the Council-approved complement. Actual funded number of positions is 7,450

The 2020 Staff Recommended Operating Budget is \$40.814 million net or 3.9% above the 2019 Council Approved Operating Budget, and \$43.614 million net or 4.2% above 2019 projections.

## Appendix 2

### Summary of 2020 Service Changes

N/A

### Appendix 3

#### Summary of 2020 New / Enhanced Service Priorities Included in Budget

Form ID		Agencies - Cluster  Program - Toronto Police Service	Adjustments				2021 Plan Net Change	2022 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
21117		Body Worn Cameras (B.W.C.)						
71	Positive	<b>Description:</b>						
<p>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, 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.</p>								
<b>Equity Statement:</b>								
<p>Commitment to enhance public trust and confidence: The 2020 Staff Recommended Operating Budget for Toronto Police Service includes an operating impact of \$2.500 million gross and net to support the implementation of Body Worn Camera to deliver professional and unbiased policing.</p>								
<b>Service: Toronto Police Service</b>								
Total Staff Recommended Changes:			2,500.0	0.0	2,500.0	0.00	2,500.0	0.0
<b>Staff Recommended New/Enhanced Services:</b>			<b>2,500.0</b>	<b>0.0</b>	<b>2,500.0</b>	<b>0.00</b>	<b>2,500.0</b>	<b>0.0</b>

### Appendix 3 (Continued)

#### Summary of 2020 New / Enhanced Service Priorities Included in Budget

Form ID		Agencies - Cluster  Program - Toronto Police Service	Adjustments				2021 Plan Net Change	2022 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		

21187	Adding Officers: Priority Response Units, Neighbourhood Community Officers, Vision Zero						
72	No Impact	<b>Description:</b>					

The 2020 Staff Recommended Operating Budget includes funding of \$7.800 million net for hiring of 188 officers for the following initiatives:

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.

The hiring of eight net new officers that will be deployed as a dedicated team in support of the Vision Zero Road Safety Program. 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. The funding dedicated for support of Vision Zero Road Safety Program 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.

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. 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.

**Equity Statement:**

N/A

**Service:** Toronto Police Service

Total Staff Recommended Changes:	8,800.0	1,000.0	7,800.0	0.00	6,600.0	1,000.0
<b>Staff Recommended New/Enhanced Services:</b>	<b>8,800.0</b>	<b>1,000.0</b>	<b>7,800.0</b>	<b>0.00</b>	<b>6,600.0</b>	<b>1,000.0</b>

### Appendix 3 (Continued)

#### Summary of 2020 New / Enhanced Service Priorities Included in Budget

Form ID		Agencies - Cluster  Program - Toronto Police Service	Adjustments				2021 Plan Net Change	2022 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
21105		Equity, Inclusion & Human Rights						
74	Positive	<p><b>Description:</b></p> <p>As approved by the Board, this budget also includes funding of \$0.400 million 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.</p> <p><b>Equity Statement:</b></p> <p>Commitment to promote equity, inclusion and human rights: The 2020 Staff Recommended Operating Budget for Toronto Police Service includes funding of \$0.400 million gross and net to add five Equity, Inclusion and Human Rights positions, which will be responsible for the implementation of the Race Based Data Collection Strategy, promotion of community partnerships and the creation of a healthy work environment free of harassment and discrimination.</p> <p><b>Service:</b> Toronto Police Service</p>						
Total Staff Recommended Changes:			400.0	0.0	400.0	0.00	200.0	0.0
<b>Staff Recommended New/Enhanced Services:</b>			<b>400.0</b>	<b>0.0</b>	<b>400.0</b>	<b>0.00</b>	<b>200.0</b>	<b>0.0</b>

### Appendix 3 (Continued)

#### Summary of 2020 New / Enhanced Service Priorities Included in Budget

Form ID		Agencies - Cluster  Program - Toronto Police Service	Adjustments				2021 Plan Net Change	2022 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
21299		Leadership Training and Tuition Reimbursement						
74	No Impact	<b>Description:</b>						
<p>The 2020 Staff Recommended Operating Budget includes TPS Foundations of Leadership Development program and the reinstatement 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 Service's tuition reimbursement program was reinstated to allow for the reimbursement of a portion of post-secondary costs to members.</p>								
<b>Equity Statement:</b>								
N/A								
<b>Service:</b> Toronto Police Service								
Total Staff Recommended Changes:			400.0	0.0	400.0	0.00	0.0	0.0
<b>Staff Recommended New/Enhanced Services:</b>			<b>400.0</b>	<b>0.0</b>	<b>400.0</b>	<b>0.00</b>	<b>0.0</b>	<b>0.0</b>
<hr/>								
<b>Summary:</b>								
<b>Staff Recommended New / Enhanced Services:</b>			<b>12,100.0</b>	<b>1,000.0</b>	<b>11,100.0</b>	<b>0.00</b>	<b>9,300.0</b>	<b>1,000.0</b>



## Appendix 4

### Summary of 2020 New / Enhanced Service Priorities Not Included in Budget

N/A

### Appendix 5

## 2020 Capital Budget; 2021 - 2029 Capital Plan Including Carry Forward Funding

Project Code	(In \$000s)	2020 Budget	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2020 - 2029 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
TPS01	State-of-Good-Repair - Police	4,516	4,400	4,400	4,400	4,400	4,400	4,400	4,400	4,400	4,400	44,116		44,116	
TPS02	Transforming Corporate Support (HRMS, TRMS)	1,360	500	-	-	-	-	-	-	-	-	1,860			1,860
TPS03	District Policing Program - 54/55 Amalgamation	1,000	5,019	6,508	11,296	10,375	4,843	-	-	-	-	39,041			39,041
TPS04	District Policing Program - 32 Renovation	5,663	4,950	-	-	-	-	-	-	-	-	10,613			10,613
TPS05	District Policing Program - 13/53 Amalgamation NewBuild	-	400	6,316	16,596	12,896	4,164	-	-	-	-	40,372			40,372
TPS06	ANCOE (Enterprise Business Intelligence, Global Search)	995	485	485	485	-	-	-	-	-	-	2,450			2,450
TPS07	District Policing Program - 22 Division NewBuild	-	-	-	-	-	400	6,316	15,396	12,996	5,292	40,400			40,400
TPS08	District Policing Program - 51 Division Major Expansion	-	-	-	-	-	-	1,300	3,240	1,460	-	6,000			6,000
TPS09	District Policing Process Improvement	2,791	3,041	1,707	-	-	-	-	-	-	-	7,539			7,539
TPS10	Radio Replacement	4,509	5,074	3,292	-	-	-	-	14,141	4,250	6,025	37,291	37,291		37,291
TPS11	District Policing Program - 41 Division	2,231	12,723	12,800	10,449	-	-	-	-	-	-	38,203			38,203
TPS12	Next Generation (N.G.) 9-1-1	4,910	5,700	-	-	-	-	-	-	-	-	10,610	10,610		10,610
TPS13	Body Worn Camera - Phase II	2,610	1,500	-	-	-	-	-	-	-	-	4,110			4,110
TPS14	Automated Fingerprint Identification System (A.F.I.S.) Replacement	3,053	-	-	-	-	3,053	-	-	-	-	6,106	6,106		6,106
TPS15	Property & Evidence Warehouse Racking	40	-	-	1,000	-	-	-	-	-	-	1,040			1,040
TPS16	Additional Vehicles	6,750	-	-	-	-	-	-	-	-	-	6,750			6,750
TPS17	Communication Centre - NewFacility Assessment	500	-	-	-	-	-	-	-	-	-	500			500
TPS18	TPS Archiving	140	-	-	-	-	-	-	-	-	-	140			140
TPS19	Vehicle and Equipment	7,610	7,484	7,453	7,300	7,351	7,047	10,537	6,937	6,937	6,937	75,593	75,593		75,593
TPS20	Remote Operated Vehicle (ROV) Marine unit	-	-	-	-	-	110	-	-	-	-	110			110
TPS21	Workstation, Laptop, Printer- Lifecycle plan	3,800	3,287	4,233	1,970	5,496	5,095	4,493	2,770	3,674	6,183	41,001	41,001		41,001
TPS22	Servers - Lifecycle Plan	6,170	4,384	3,075	4,113	6,512	4,678	3,825	3,825	3,825	3,825	44,232	44,232		44,232
TPS23	IT Business Resumption	3,092	2,297	660	2,716	2,163	831	2,824	2,824	2,824	2,824	23,055	23,055		23,055
TPS24	Mobile Workstations	5,203	500	-	300	10,044	1,000	-	-	300	9,144	26,491	26,491		26,491
TPS25	Network Equipment	2,900	1,750	2,250	3,750	4,350	-	5,750	8,300	2,350	2,350	33,750	33,750		33,750
TPS26	Locker Replacement	418	540	540	540	540	540	540	540	540	540	5,278	5,278		5,278
TPS27	Furniture Replacement	1,290	500	500	500	500	500	500	475	500	500	5,765	5,765		5,765
TPS28	Automatic Vehicle Locator (A.V.L.)	1,750	-	-	-	-	1,750	-	-	-	-	3,500	3,500		3,500
TPS29	In - Car Camera	-	500	2,750	3,025	-	-	-	-	-	-	6,275	6,275		6,275
TPS30	Voice Logging	-	-	-	-	500	-	-	-	-	-	500	500		500
TPS31	Electronic Surveillance	1,088	-	-	-	1,090	-	105	-	205	-	2,488	2,488		2,488
TPS32	Digital Photography	314	316	-	-	-	314	316	-	-	-	1,260	1,260		1,260
TPS33	Digital Video Asset Management (D.V.A.M. I & II)	1,077	1,890	665	855	385	326	1,825	650	650	650	8,973	8,973		8,973
TPS34	Property & Evidence Scanners	40	-	-	-	-	43	-	-	-	-	83	83		83
TPS35	Divisional Parking Lot Network (D.P.L.N.)	1,500	-	-	-	-	-	1,700	-	-	-	3,200	3,200		3,200
TPS36	Small Equipment (e.g. telephone handset)	750	750	-	-	-	-	750	750	-	-	3,000	3,000		3,000
TPS37	Small Equipment - test analyzers	-	580	580	-	-	-	-	-	-	-	1,160	1,160		1,160
TPS38	Small Equipment - In Car Camera (I.C.C.) Microphones	150	-	-	-	-	-	-	-	-	-	150	150		150
TPS39	Small Equipment - Video Recording Equipment	20	70	64	78	40	72	82	70	58	60	614	614		614
TPS40	Small Equipment - Video Recording Property & Video Evidence Management	47	30	17	-	47	30	17	30	17	-	235	235		235
TPS41	Small Equipment - Auditorium Audio and Visual Equipment	-	-	500	-	-	-	-	-	500	-	1,000	1,000		1,000
TPS42	Radar Unit Replacement	9	15	12	195	79	178	52	231	99	-	870	870		870
TPS43	Livescan Machines	540	-	-	-	-	540	-	-	-	-	1,080	1,080		1,080
TPS44	Wireless Parking System	10	-	5,023	-	-	-	-	5,023	-	-	10,056	10,056		10,056
TPS45	Closed Circuit Television (C.C.T.V.)	275	275	-	-	-	300	300	-	-	-	1,150	1,150		1,150
TPS46	Automated External Defibrillator (A.E.D.s.)	118	3	12	3	31	3	14	3	14	3	204	204		204
TPS47	Conducted Energy Weapon (CEW)	675	675	-	1,210	-	1,350	-	-	1,210	-	5,120	5,120		5,120
TPS48	Connected/Mobile Officer	461	824	1,551	1,236	1,570	1,236	1,588	1,236	1,607	1,236	12,545	12,545		12,545
TPS49	Marine Vessel Electronics	-	-	785	-	-	-	-	600	-	-	1,385	1,385		1,385
		<b>80,374</b>	<b>70,462</b>	<b>66,178</b>	<b>72,017</b>	<b>68,369</b>	<b>42,803</b>	<b>47,234</b>	<b>71,441</b>	<b>48,416</b>	<b>49,969</b>	<b>617,263</b>	<b>10,610</b>	<b>406,282</b>	<b>200,371</b>

### Appendix 5a

### 2020 Cash Flow and Future Year Commitments Including Carry Forward Funding

Project Code	(In \$000s)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total 2020 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
TPS01	State-of-Good-Repair - Police	4,516										4,516	2,016		2,500
TPS02	Transforming Corporate Support (HRMS, TRMS)	1,360	500	-	-	-	-	-	-	-	-	1,860	860		1,000
TPS03	District Policing Program - 54/55 Amalgamation	1,000	5,019	-	-	-	-	-	-	-	-	6,019	1,000		5,019
TPS04	District Policing Program - 32 Renovation	5,663	4,950	-	-	-	-	-	-	-	-	10,613	4,663		5,950
TPS06	ANCOE (Enterprise Business Intelligence, Global Search)	995	-	-	-	-	-	-	-	-	-	995	410		585
TPS09	District Policing Process Improvement	2,791	3,041	1,707	-	-	-	-	-	-	-	7,539	1,469		6,070
TPS10	Radio Replacement	4,509	-	-	-	-	-	-	-	-	-	4,509	-		4,509
TPS11	District Policing Program - 41 Division	2,231	12,723	12,800	10,449	-	-	-	-	-	-	38,203	2,231		35,972
TPS12	Next Generation (N.G.) 9-1-1	4,910	5,700	-	-	-	-	-	-	-	-	10,610	160	1,750	8,700
TPS13	Body Worn Camera - Phase II	2,610	1,500	-	-	-	-	-	-	-	-	4,110	360		3,750
TPS14	Automated Fingerprint Identification System (A.F.I.S.) Replacement	3,053	-	-	-	-	-	-	-	-	-	3,053	3,053		-
TPS15	Property & Evidence Warehouse Racking	40	-	-	-	-	-	-	-	-	-	40	-		40
TPS16	Additional Vehicles	6,750	-	-	-	-	-	-	-	-	-	6,750	-		6,750
TPS17	Communication Centre - New Facility Assessment	500	-	-	-	-	-	-	-	-	-	500	-		500
TPS18	TPS Archiving	140	-	-	-	-	-	-	-	-	-	140	-		140
TPS19	Vehicle and Equipment	7,610	-	-	-	-	-	-	-	-	-	7,610	166		7,444
TPS21	Workstation, Laptop, Printer- Lifecycle plan	3,800	-	-	-	-	-	-	-	-	-	3,800	-		3,800
TPS22	Servers - Lifecycle Plan	6,170	-	-	-	-	-	-	-	-	-	6,170	3,229		2,941
TPS23	IT Business Resumption	3,092	-	-	-	-	-	-	-	-	-	3,092	2,305		787
TPS24	Mobile Workstations	5,203	-	-	-	-	-	-	-	-	-	5,203	4,703		500
TPS25	Network Equipment	2,900	-	-	-	-	-	-	-	-	-	2,900	-		2,900
TPS26	Locker Replacement	418	-	-	-	-	-	-	-	-	-	418	418		-
TPS27	Furniture Replacement	1,290	-	-	-	-	-	-	-	-	-	1,290	1,290		-
TPS28	Automatic Vehicle Locator (A.V.L.)	1,750	-	-	-	-	-	-	-	-	-	1,750	-		1,750
TPS31	Electronic Surveillance	1,088	-	-	-	-	-	-	-	-	-	1,088	1,088		-
TPS32	Digital Photography	314	-	-	-	-	-	-	-	-	-	314	-		314
TPS33	Digital Video Asset Management (D.V.A.M. I & II)	1,077	-	-	-	-	-	-	-	-	-	1,077	17		1,060
TPS34	Property & Evidence Scanners	40	-	-	-	-	-	-	-	-	-	40	40		-
TPS35	Divisional Parking Lot Network (D.P.L.N.)	1,500	-	-	-	-	-	-	-	-	-	1,500	-		1,500
TPS36	Small Equipment (e.g. telephone handset)	750	-	-	-	-	-	-	-	-	-	750	-		750
TPS38	Small Equipment - In Car Camera (I.C.C.) Microphones	150	-	-	-	-	-	-	-	-	-	150	-		150
TPS39	Small Equipment - Video Recording Equipment	20	-	-	-	-	-	-	-	-	-	20	-		20
TPS40	Small Equipment - Video Recording Property & Video Evidence Manag	47	-	-	-	-	-	-	-	-	-	47	-		47
TPS42	Radar Unit Replacement	9	-	-	-	-	-	-	-	-	-	9	-		9
TPS43	Livescan Machines	540	-	-	-	-	-	-	-	-	-	540	540		-
TPS44	Wireless Parking System	10	-	-	-	-	-	-	-	-	-	10	10		-
TPS45	Closed Circuit Television (C.C.T.V.)	275	-	-	-	-	-	-	-	-	-	275	-		275
TPS46	Automated External Defibrillator (A.E.D.s.)	118	-	-	-	-	-	-	-	-	-	118	-		118
TPS47	Conducted Energy Weapon (CEW)	675	-	-	-	-	-	-	-	-	-	675	-		675
TPS48	Connected/Mobile Officer	461	-	-	-	-	-	-	-	-	-	461	-		461
	<b>Total Expenditure (Including carry forward from 2019)</b>	<b>80,374</b>	<b>33,433</b>	<b>14,507</b>	<b>10,449</b>							<b>138,763</b>	<b>30,027</b>	<b>1,750</b>	<b>106,986</b>

The 2020 Cash Flow and Future Year Commitments as noted in the table above, reflects a sub-set of the 10-Year Capital Plan. This sub-set consists of 2020 and future year cash flow funding estimates for projects that have either previously received Council approval or will require approval in 2020 to begin, continue or complete capital work. This approval will enable Transportation Services to begin work and/or commit funding for expenses that may not be incurred until 2021 or future years.

Appendix 5b

2021 - 2029 Capital Plan

Project Code	(In \$000s)	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2021 - 2029 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
TPS01	State-of-Good-Repair - Police	4,400	4,400	4,400	4,400	4,400	4,400	4,400	4,400	4,400	39,600		39,600	
TPS03	District Policing Program - 54/55 Amalgamation	-	6,508	11,296	10,375	4,843	-	-	-	-	33,022			33,022
TPS05	District Policing Program - 13/53 Amalgamation NewBuild	400	6,316	16,596	12,896	4,164	-	-	-	-	40,372			40,372
TPS07	District Policing Program - 22 Division NewBuild	-	-	-	-	400	6,316	15,396	12,996	5,292	40,400			40,400
TPS08	District Policing Program - 51 Division Major Expansion	-	-	-	-	-	1,300	3,240	1,460	-	6,000			6,000
TPS06	ANCOE (Enterprise Business Intelligence, Global Search)	485	485	485	-	-	-	-	-	-	1,455			1,455
TPS10	Radio Replacement	5,074	3,292	-	-	-	-	14,141	4,250	6,025	32,782		32,782	
TPS14	Automated Fingerprint Identification System (A.F.I.S.) Replacement	-	-	-	-	3,053	-	-	-	-	3,053		3,053	
TPS15	Property & Evidence Warehouse Racking	-	-	1,000	-	-	-	-	-	-	1,000			1,000
TPS19	Vehicle and Equipment	7,484	7,453	7,300	7,351	7,047	10,537	6,937	6,937	6,937	67,983		67,983	
TPS20	Remote Operated Vehicle (ROV) Marine unit	-	-	-	-	110	-	-	-	-	110		110	
TPS21	Workstation, Laptop, Printer- Lifecycle plan	3,287	4,233	1,970	5,496	5,095	4,493	2,770	3,674	6,183	37,201		37,201	
TPS22	Servers - Lifecycle Plan	4,384	3,075	4,113	6,512	4,678	3,825	3,825	3,825	3,825	38,062		38,062	
TPS23	IT Business Resumption	2,297	660	2,716	2,163	831	2,824	2,824	2,824	2,824	19,963		19,963	
TPS24	Mobile Workstations	500	-	300	10,044	1,000	-	-	300	9,144	21,288		21,288	
TPS25	Network Equipment	1,750	2,250	3,750	4,350	-	5,750	8,300	2,350	2,350	30,850		30,850	
TPS26	Locker Replacement	540	540	540	540	540	540	540	540	540	4,860		4,860	
TPS27	Furniture Replacement	500	500	500	500	500	500	475	500	500	4,475		4,475	
TPS28	Automatic Vehicle Locator (A.V.L.)	-	-	-	-	1,750	-	-	-	-	1,750		1,750	
TPS29	In - Car Camera	500	2,750	3,025	-	-	-	-	-	-	6,275		6,275	
TPS30	Voice Logging	-	-	-	500	-	-	-	-	-	500		500	
TPS31	Electronic Surveillance	-	-	-	1,090	-	105	-	205	-	1,400		1,400	
TPS32	Digital Photography	316	-	-	-	314	316	-	-	-	946		946	
TPS33	Digital Video Asset Management (D.V.A.M. I & II)	1,890	665	855	385	326	1,825	650	650	650	7,896		7,896	
TPS34	Property & Evidence Scanners	-	-	-	-	43	-	-	-	-	43		43	
TPS35	Divisional Parking Lot Network (D.P.L.N.)	-	-	-	-	-	1,700	-	-	-	1,700		1,700	
TPS36	Small Equipment (e.g. telephone handset)	750	-	-	-	-	750	750	-	-	2,250		2,250	
TPS37	Small Equipment - test analyzers	580	580	-	-	-	-	-	-	-	1,160		1,160	
TPS41	Small Equipment - Auditorium Audio and Visual Equipment	-	500	-	-	-	-	-	500	-	1,000		1,000	
TPS39	Small Equipment - Video Recording Equipment	70	64	78	40	72	82	70	58	60	594		594	
TPS40	Small Equipment - Video Recording Property & Video Evidence Manag	30	17	-	47	30	17	30	17	-	188		188	
TPS42	Radar Unit Replacement	15	12	195	79	178	52	231	99	-	861		861	
TPS43	Livescan Machines	-	-	-	-	540	-	-	-	-	540		540	
TPS44	Wireless Parking System	-	5,023	-	-	-	-	5,023	-	-	10,046		10,046	
TPS45	Closed Circuit Television (C.C.T.V.)	275	-	-	-	300	300	-	-	-	875			875
TPS46	Automated External Defibrillator (A.E.D.s.)	3	12	3	31	3	14	3	14	3	86			86
TPS47	Conducted Energy Weapon (CEW)	675	-	1,210	-	1,350	-	-	1,210	-	4,445		4,445	
TPS48	Connected/Mobile Officer	824	1,551	1,236	1,570	1,236	1,588	1,236	1,607	1,236	12,084		12,084	
TPS49	Marine Vessel Electronics	-	785	-	-	-	-	600	-	-	1,385		1,385	
<b>Total Expenditures (including carry forward from 2019)</b>		<b>37,029</b>	<b>51,671</b>	<b>61,568</b>	<b>68,369</b>	<b>42,803</b>	<b>47,234</b>	<b>71,441</b>	<b>48,416</b>	<b>49,969</b>	<b>478,500</b>		<b>355,290</b>	<b>123,210</b>

## Appendix 6

### Reporting on Major Capital Projects: Status Update as at September 30, 2019

Division/Project name	2019 Cash Flow			Total Project Cost		Status	Start Date	End Date		On Budget	On Time
	Appr.	YTD Spend	YE Project Spend	Appr. Budget	Life to Date			Planned	Revised		
<i>Toronto Police Service</i>											
54/55 Divisions Amalgamation	6,031	12	12	39,225	635	Delayed	Jan-17	Dec-24	Dec-25	Ⓡ	Ⓡ
Comments:	Subsequent to Council approval, the master planning exercise was initiated, which involved extensive community consultations, technical studies, confirmation of the T.T.C.'s requirements, and the exploration of potential partners in the site development and conceptual site plans. The results of this planning exercise were expected to be presented to City Council by April 2019 but was delayed to June 2019. The final approval was received June 19. The Service is preparing Request For Quotation to pre-qualified consultants. A construction manager will be engaged in Q2 2020, followed by the start of construction Q3/Q4 2021.										
Explanation for Delay:	Due to significant delays in site selection, master planning exercise and Council approval of it, construction will start in 2021.										
Peer to Peer Site	1,742	1,071	1,742	19,921	19,250	On Time	Jan-14	Dec-19	Dec-19	Ⓢ	Ⓢ
Comments:	Construction has concluded with minor deficiencies to be addressed and completed in 2019.										
Explanation for Delay:											
Transforming Corporate Support	2,802	1,068	1,942	8,742	6,008	Delayed	Jan-14	Dec-20	Dec-20	Ⓢ	Ⓡ
Comments:	Work continues throughout 2019 to drive organizational effectiveness and efficiencies in support of HR, Payroll, Benefits related processes, administration and analytics.										
Explanation for Delay:	The status of this project remains At Risk, as resourcing constraints and conflicting operational priorities continue to have an ongoing impact on planned activities and ability to engage organizational stakeholders to support the project initiatives and schedule. All TCS project work however continues to be delayed due to critical operational support activities related to the implementation of the new Toronto Police Association (T.P.A.) Collective Agreement, the anticipated HRMS/TRMS support required to implement new schedules for the entire front-line policing for January 2020, and the Senior Officer Organization (S.O.O.) agreement which is expected to be reached at some time during 3rd/4th quarter 2019.										
Enterprise Business Intelligence	1,812	299	1,402	10,842	9,339	On Time	Jan-15	Dec-18	Dec-23	Ⓢ	Ⓢ
Comments:	The Service ended its relationship with I.B.M. regarding this project. An updated plan has been developed to leverage Service members to continue implementation including data visualization and reporting for the Service. EBI will conclude in June 2020. This program will also deliver the pilot phase of Global Search – an enterprise search application for members to access all information through a single search tool. This will include the establishment of global search capabilities in several units across the Service, enabling enhanced capacity to search across previously disparate systems and retrieve critical operational information. The Global Search pilot will conclude in the 1st quarter of 2020 with full implementation in 2022.										
Explanation for Delay:	Due to various challenges with this project around scope, schedule and budget with I.B.M. project was put on hold. It is anticipated that this project will be back on track by the 3rd qtr of 2019.										
Radio Replacement	5,919	4,057	5,919	37,863	23,818	On Time	Jan-16	on-going	on-going	Ⓢ	Ⓢ
Comments:	This project is for the replacement and acquisition of mobile and portable radios. Currently, the Service's Telecommunications Services unit (T.S.U.) maintains approximately 5,000 mobile/portable radio units.										
Explanation for Delay:											
Connected Officer	800	87	800	10,690	2,268	On Time	Jan-17	Dec-20	Dec-20	Ⓢ	Ⓢ
Comments:	Connected Officer team will stabilize the program, enhance functionalities, develop a mobility sustainability plan and evaluate the current device deployment.										
Explanation for Delay:											

<b>Body Worn Camera - Phase II</b>	1,000	352	640	11,211	401	Delayed	Jan-17	Dec-20	Dec-21	Ⓚ	Ⓞ
Comments:	This project involves exploring the benefits, challenges, and issues surrounding the use of body worn cameras, in keeping with the Service's commitment to maintain public trust and provide professional and unbiased policing. Services of a professional procurement firm have been contracted to assist the project team with the creation of the R.F.P document including the evaluation and final contract negotiations. A non-binding R.F.P. was issued in April 2019, for an off-premise (cloud) solution. Selection of the final vendor is scheduled to occur by late November 2019.										
Explanation for Delay:	The overall health status of this project is at risk as the timing of vendor selection and related financial obligations in late 2019 and Council approval of budget in February Future of 2020 are not aligned and as result the status of this project will remain Red.										
<b>State-of-Good-Repair</b>	6,133	1,565	4,117	on-going	on-going	Delayed	on-going	on-going	on-going	Ⓚ	Ⓚ
Comments:	S.O.G.R. funding is utilized to maintain the safety, condition and customer requirements of existing buildings as well as technology upgrade. The Service has developed a work-plan to use these funds to optimize service delivery and enhance efficiencies for both buildings and technology improvements.										
Explanation for Delay:	Some of the projects within S.O.G.R. program are delayed due to lack of resources within the Facilities Management, Also, some projects are delayed as some decisions about various projects are still pending.										
<b>Next Generation (N.G.) 9-1-1</b>	500	168	340	5,000	168	On Time	Jan-19	Dec-21	Dec-21	Ⓚ	Ⓞ
Comments:	As per CRTC mandate, Canadian telecommunications' service providers will be upgrading their infrastructure to NG9-1-1 (Next Generation 911) to Voice Capable Networks by June 30th, 2020 and Text Capable Networks by December 31st, 2020. The existing, soon to be legacy, 9-1-1 network is slated to be decommission by December 31st, 2023.										
Explanation for Delay:											
<b>District Policing Program - District Model</b>	2,900	420	1,431	15,900	420	Delayed	Jan-18	Dec-23	Dec-22	Ⓜ	Ⓚ
Comments:	The Toronto Police Service designed the new District Boundaries to align with Toronto neighborhoods and it was approved by TPS Command in 2018. The planning and transformation design from 17 Divisions to 10 Districts is now underway. It includes a facility review to align with modernization needs and redesign of core business processes to effectively operate as districts. It will address technology, people and infrastructure requirements.										
Explanation for Delay:	Delayed until internal resources and action plans are lined up for project execution.										
<b>12 Division Renovation</b>	375	0	0	9,000	0	Delayed	Jan-19	Dec-21	TBD	Ⓜ	Ⓜ
Comments:	The 12 Division Renovation project is on hold until a pilot project for Traffic Services and Parking Enforcement is complete and more information becomes available for the preferred locations and other requirements.										
Explanation for Delay:	Funding for future years is no longer required and is released in the 2020-2029 program and \$375K will be returned to the City.										
<b>32 Division Renovation</b>	4,926	263	263	11,940	327	Delayed	Jan-19	Dec-21	Dec-21	Ⓜ	Ⓚ
Comments:	Originally 32 Division was identified as requiring renovations. Subsequently, as a result of recommendations in The Way Forward report, the Service explored the feasibility of amalgamating 32 and 33 divisional operations into a new 32/33 District Headquarters Facility, to be located on the existing 32 site. However, this would have resulted in significant parking shortage for Service members and general public. As a result a study was performed and based on various options presented, the Command has approved moving forward with the 32 Division interior renovations and retention of 33 Divisions in the Service's portfolio. A Request for Pre-Qualification (R.F.P.Q.) was issued for construction services for interior renovations, a shortlist of seven general contractors will be identified and invited to submit a quote for the interior renovations at 32 Division, with construction beginning in early 2020.										
Explanation for Delay:	The project was on hold as the amalgamation of the 2 Divisions would have resulted in parking shortage and the cost of additional parking was estimated to be between \$8M to \$19M. A parking study was completed and the various options have been presented for the Service's consideration. Based on the results of the study and the significant additional funding required for parking structure, the Command has approved moving forward with the 32 Division interior renovations and retaining 33 Division in the Service's facilities portfolio. 33 Division will be utilized for other divisional purposes as well as being a potential site for Parking Enforcement and Traffic Services.										
<b>41 Division</b>	4,831	169	600	38,928	294	Delayed	Jan-18	Dec-22	Dec-23	Ⓜ	Ⓜ
Comments:	The planned construction of a new two story building on the existing 41 Division site will provide the Service with a district facility at the corner of Birchmount and Eglinton Avenues, an optimal site that is easily accessible with ample area for future expansion. The project is almost a full year behind schedule due to a delayed start. The Service's Facilities Management unit recently closed the Request for Quotation (R.F.Q.) for Architectural Consulting services and is proceeding to award the services of an architectural consulting firm to prepare the building design documentation. The building design documentation will be completed in late 2020, allowing construction to commence shortly thereafter.										
Explanation for Delay:	Delayed start due to lack of resources and competing priorities.										
<b>Automated Fingerprint Identification System</b>	3,053	0	0	6,106	0	Delayed	Jan-19	Dec-20	Dec-20	Ⓜ	Ⓚ
Comments:	The planned AFIS purchase will be made in 2020, not 2019. This will provide us with the opportunity to consider newer, more efficient technologies which are being released in the 4th quarter of 2019. AFIS must be purchased in conjunction with the purchase of the new building.										
Explanation for Delay:	Newer and more efficient technology will be released in the 4th qtr of 2019. Product will be purchased early 2020										

## Appendix 7

### Summary of Capital Needs Constraints

(In \$ Millions)

Project Description	Total Project Cost	Non-Debt Funding	Debt Required	Cash Flow (In \$ Millions)					
				2020	2021	2022	2023	2024	2025 - 2029
<i>Communication Centre - New Facility</i>	78.223	-	78.223	-	6.500	2.500	28.443	18.300	-
<b>Total</b>	<b>78.223</b>	<b>-</b>	<b>78.223</b>	<b>-</b>	<b>6.500</b>	<b>2.500</b>	<b>28.443</b>	<b>18.300</b>	<b>-</b>

In addition to the Recommended 10-Year Capital Plan of \$617.3 million, staff have also identified \$78.2 million in capital needs constraints for the Toronto Police Service as reflected in the table above.

- This project is for the new communication center (9-1-1) additional space and system requirements.
  - The primary and alternate locations for Communications services have reached the maximum capacity for personnel, workspace and technology.
  - These existing facilities will not be able to accommodate growth, expansion or the requirement of N.G.9-1-1.
- 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.
- In 2020, the Service will be conducting a feasibility study (included in the program) to review requirements and recommend approach.

This project will be included in the list of "Capital Needs Constraints" for consideration in the future year budget process.

## Appendix 8

### **2020 User Fee Changes** (Excludes User Fees Adjusted for Inflation)

N/A



## Appendix 9

**Inflows and Outflows to/from Reserves and Reserve Funds**  
**2020 Operating Budget**

**Program Specific Reserve / Reserve Funds**

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2019 *	Withdrawals (-) / Contributions (+)		
			2020	2021	2022
		\$	\$	\$	\$
<b>Beginning Balance</b>		<b>5,443.2</b>	<b>5,163.9</b>	<b>4,702.5</b>	<b>4,220.4</b>
Police Health Care Spending Reserve Fund	XR1720				
<i>Withdrawals (-) TPS</i>		(1,500.8)	(1,682.9)	(2,103.6)	(2,629.5)
<i>Contributions (+) TPS</i>		1,221.5	1,221.5	1,621.5	2,021.5
<i>Interest</i>					
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>5,163.9</b>	<b>4,702.5</b>	<b>4,220.4</b>	<b>3,612.4</b>
<b>Balance at Year-End</b>		<b>5,163.9</b>	<b>4,702.5</b>	<b>4,220.4</b>	<b>3,612.4</b>

\* Based on 9-month 2019 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2019 *	Withdrawals (-) / Contributions (+)		
			2020	2021	2022
		\$	\$	\$	\$
<b>Beginning Balance</b>		<b>9,010.3</b>	<b>8,469.9</b>	<b>7,929.5</b>	<b>7,789.1</b>
Police Central Sick Pay	XR1701				
<i>Withdrawals (-) TPS</i>		(4,157.1)	(4,157.1)	(4,157.1)	(4,157.1)
<i>Withdrawals (-) Parking</i>		(180.1)	(180.1)	(180.1)	(180.1)
<i>Contributions (+) TPS</i>		3,616.7	3,616.7	4,016.7	4,016.7
<i>Contributions (+) Parking</i>		180.1	180.1	180.1	180.1
<i>Interest</i>					
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>8,469.9</b>	<b>7,929.5</b>	<b>7,789.1</b>	<b>7,648.7</b>
<b>Balance at Year-End</b>		<b>8,469.9</b>	<b>7,929.5</b>	<b>7,789.1</b>	<b>7,648.7</b>

\* Based on 9-month 2019 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2019 *	Withdrawals (-) / Contributions (+)		
			2020	2021	2022
		\$	\$	\$	\$
<b>Beginning Balance</b>		<b>6,187.7</b>	<b>3,994.4</b>	<b>2,849.2</b>	<b>2,204.0</b>
Police Legal Liabilities Reserve	XQ1901				
<i>Withdrawals (-) TPS</i>		(3,152.3)	(2,000.0)	(2,000.0)	(2,000.0)
<i>Withdrawals (-) TPSB</i>		(500.0)	(500.0)	(500.0)	(500.0)
<i>Contributions (+) TPS</i>		930.0	930.0	1,430.0	1,680.0
<i>Contributions (+) TPSB</i>		529.0	424.8	424.8	424.8
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>3,994.4</b>	<b>2,849.2</b>	<b>2,204.0</b>	<b>1,808.8</b>
<b>Balance at Year-End</b>		<b>3,994.4</b>	<b>2,849.2</b>	<b>2,204.0</b>	<b>1,808.8</b>

\* Based on 9-month 2019 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2019 *	Withdrawals (-) / Contributions (+)		
			2020	2021	2022
		\$	\$	\$	\$
<b>Beginning Balance</b>		<b>4,006.5</b>	<b>4,006.5</b>	<b>6.5</b>	<b>6.5</b>
Toronto Police Modernization Reserve	XQ1903				
<i>Withdrawals (-) TPS</i>		-	(4,000.0)	-	-
<i>Contributions (+) TPS</i>		-	-	-	-
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>4,006.5</b>	<b>6.5</b>	<b>6.5</b>	<b>6.5</b>
<b>Balance at Year-End</b>		<b>4,006.5</b>	<b>6.5</b>	<b>6.5</b>	<b>6.5</b>

\* Based on 9-month 2019 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2019 *	Withdrawals (-) / Contributions (+)		
			2020	2021	2022
		\$	\$	\$	\$
<b>Beginning Balance</b>		<b>17,541.4</b>	<b>16,117.7</b>	<b>10,071.3</b>	<b>11,661.3</b>
Vehicle and Equipment Replacement - Police	XQ1701				
<i>Withdrawals (-)</i>		(25,683.7)	(30,306.4)	(26,670.0)	(30,670.0)
<i>Contributions (+) TPS</i>		22,266.0	22,266.0	26,266.0	29,266.0
<i>Contributions (+) Parking</i>		1,994.0	1,994.0	1,994.0	1,994.0
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>16,117.7</b>	<b>10,071.3</b>	<b>11,661.3</b>	<b>12,251.3</b>
<b>Balance at Year-End</b>		<b>16,117.7</b>	<b>10,071.3</b>	<b>11,661.3</b>	<b>12,251.3</b>

\* Based on 9-month 2019 Reserve Fund Variance Report

### Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2019 *	Withdrawals (-) / Contributions (+)		
			2020	2021	2022
		\$	\$	\$	\$
<b>Beginning Balance</b>		<b>34,554.0</b>	<b>29,462.4</b>	<b>26,435.4</b>	<b>23,282.9</b>
Insurance Reserve Fund	XR1010				
<i>Withdrawals (-) TPS</i>		-	-	-	-
<i>Withdrawals (-) Parking</i>		-	-	-	-
<i>Contributions (+) TPS</i>		10,160.1	10,193.4	10,193.4	10,193.4
<i>Contributions (+) Parking</i>		94.7	94.7	94.7	94.7
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>44,808.8</b>	<b>39,750.5</b>	<b>36,723.5</b>	<b>33,571.0</b>
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>		(15,346.3)	(13,315.1)	(13,440.6)	(13,436.0)
<b>Balance at Year-End</b>		<b>29,462.4</b>	<b>26,435.4</b>	<b>23,282.9</b>	<b>20,135.0</b>

\* Based on 9-month 2019 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2019 *	Withdrawals (-) / Contributions (+)		
			2020	2021	2022
		\$	\$	\$	\$
<b>Beginning Balance</b>		<b>33,164.6</b>	<b>25,183.1</b>	<b>16,736.2</b>	<b>8,289.3</b>
Sick Pay Gratuity	XR1007				
<i>Withdrawals (-) TPS</i>		(17,030.3)	(17,030.3)	(17,030.3)	(11,353.3)
<i>Withdrawals (-) Parking</i>		(544.6)	(544.6)	(544.6)	(544.6)
<i>Contributions (+) TPS</i>		12,282.6	12,282.6	12,282.6	12,282.6
<i>Contributions (+) Parking</i>		544.6	544.6	544.6	544.6
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>28,416.9</b>	<b>20,435.4</b>	<b>11,988.5</b>	<b>9,218.6</b>
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>		(3,233.8)	(3,699.2)	(3,699.2)	(3,699.2)
<b>Balance at Year-End</b>		<b>25,183.1</b>	<b>16,736.2</b>	<b>8,289.3</b>	<b>5,519.4</b>

\* Based on 9-month 2019 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2019 *	Withdrawals (-) / Contributions (+)		
			2020	2021	2022
		\$	\$	\$	\$
<b>Beginning Balance</b>		-	<b>5,794.9</b>	<b>3,127.4</b>	<b>2,795.4</b>
Ontario Cannabis Legalization Reserve Fund	XR3038				
<i>Withdrawals (-) TPS</i>		-	(1,081.7)	-	-
<i>Contributions (+) TPS</i>		-	-	-	-
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		-	<b>4,713.2</b>	<b>3,127.4</b>	<b>2,795.4</b>
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>		5,794.9	(1,585.7)	(332.1)	(339.5)
<b>Balance at Year-End</b>		<b>5,794.9</b>	<b>3,127.4</b>	<b>2,795.4</b>	<b>2,455.8</b>

\* Based on 9-month 2019 Reserve Fund Variance Report

**Inflows and Outflows to/from Reserves and Reserve Funds**

**2020 – 2029 Capital Budget and Plan**

**Program Specific Reserve / Reserve Funds**

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Projected Balance as at Dec 31, 2019 *	Contributions / (Withdrawals)										
			2020 Budget	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	Total
XQ1701 Vehicle and Equipment Reserve	Beginning Balance		16,118	10,072	11,662	12,252	15,720	6,283	11,599	7,642	4,638	10,588	
	Withdrawals (-)												
	Vehicle and Equipment Remote Operated Vehicle (ROV) Marine unit		(7,444)	(7,484)	(7,453)	(7,300)	(7,351)	(7,047)	(10,537)	(6,937)	(6,937)	(6,937)	(75,427)
	Workstation, Laptop, Printer- Lifecycle plan		(3,800)	(3,287)	(4,233)	(1,970)	(5,496)	(5,095)	(4,493)	(2,770)	(3,674)	(6,183)	(41,001)
	Servers - Lifecycle Plan		(2,941)	(4,384)	(3,075)	(4,113)	(6,512)	(4,678)	(3,825)	(3,825)	(3,825)	(3,825)	(41,003)
	IT Business Resumption		(787)	(2,297)	(660)	(2,716)	(2,163)	(831)	(2,824)	(2,824)	(2,824)	(2,824)	(20,750)
	Mobile Workstations		(500)	(500)	-	(300)	(10,044)	(1,000)	-	-	(300)	(9,144)	(21,788)
	Network Equipment		(2,900)	(1,750)	(2,250)	(3,750)	(4,350)	-	(5,750)	(8,300)	(2,350)	(2,350)	(33,750)
	Locker Replacement		-	(540)	(540)	(540)	(540)	(540)	(540)	(540)	(540)	(540)	(4,860)
	Furniture Replacement		-	(500)	(500)	(500)	(500)	(500)	(500)	(475)	(500)	(500)	(4,475)
	Automatic Vehicle Locator (A.V.L.)		(1,750)	-	-	-	-	(1,750)	-	-	-	-	(3,500)
	In - Car Camera		-	(500)	(2,750)	(3,025)	-	-	-	-	-	-	(6,275)
	Voice Logging		-	-	-	-	(500)	-	-	-	-	-	(500)
	Electronic Surveillance		-	-	-	-	(1,090)	-	(105)	-	(205)	-	(1,400)
	Digital Photography		(314)	(316)	-	-	-	(314)	(316)	-	-	-	(1,260)
	Digital Video Asset Management (D.V.A.M. I & II)		(1,060)	(1,890)	(665)	(855)	(385)	(326)	(1,825)	(650)	(650)	(650)	(8,956)
	Property & Evidence Scanners		-	-	-	-	-	(43)	-	-	-	-	(43)
	Divisional Parking Lot Network (D.P.L.N.)		(1,500)	-	-	-	-	-	(1,700)	-	-	-	(3,200)
	Small Equipment (e.g. telephone handset)		(750)	(750)	-	-	-	-	(750)	(750)	-	-	(3,000)
	Small Equipment - test analyzers		-	(580)	(580)	-	-	-	-	-	-	-	(1,160)
	Small Equipment - In Car Camera (I.C.C.) Microphones		(150)	-	-	-	-	-	-	-	-	-	(150)
	Small Equipment - Video Recording Equipment		(20)	(70)	(64)	(78)	(40)	(72)	(82)	(70)	(58)	(60)	(614)
	Small Equipment - Video Recording Property & Video Evidence Management		(47)	(30)	(17)	-	(47)	(30)	(17)	(30)	(17)	-	(235)
	Small Equipment - Auditorium Audio and Visual Equipment		-	-	(500)	-	-	-	-	-	(500)	-	(1,000)
	Radar Unit Replacement		(9)	(15)	(12)	(195)	(79)	(178)	(52)	(231)	(99)	-	(870)
	Livescan Machines		-	-	-	-	-	(540)	-	-	-	-	(540)
	Wireless Parking System		-	-	(5,023)	-	-	-	-	(5,023)	-	-	(10,046)
	Closed Circuit Television (C.C.T.V.)		(275)	(275)	-	-	-	(300)	(300)	-	-	-	(1,150)
	Automated External Defibrillator (A.E.D.s.)		(118)	(3)	(12)	(3)	(31)	(3)	(14)	(3)	(14)	(3)	(204)
	Conducted Energy Weapon (CEW)		(675)	(675)	-	(1,210)	-	(1,350)	-	-	(1,210)	-	(5,120)
	Marine Vessel Electronics		-	-	(785)	-	-	-	-	(600)	-	-	(1,385)
	Connected/Mobile Officer Carryforward spending from 2019 and estimated amount not spent in 2020		(461)	(824)	(1,551)	(1,236)	(1,570)	(1,236)	(1,588)	(1,236)	(1,607)	(1,236)	(12,545)
			(4,805)										(4,805)
<b>Total Withdrawals</b>		<b>(30,306)</b>	<b>(26,670)</b>	<b>(30,670)</b>	<b>(27,791)</b>	<b>(40,698)</b>	<b>(25,943)</b>	<b>(35,218)</b>	<b>(34,264)</b>	<b>(25,310)</b>	<b>(34,252)</b>	<b>(311,122)</b>	
<b>Contributions (+)</b>			22,266	26,266	29,266	29,266	29,266	29,266	29,266	29,266	29,266	282,660	
<b>Contributions (+)</b>			1,994	1,994	1,994	1,994	1,994	1,994	1,994	1,994	1,994	19,940	
<b>Total Contributions</b>			<b>24,260</b>	<b>28,260</b>	<b>31,260</b>	<b>31,260</b>	<b>31,260</b>	<b>31,260</b>	<b>31,260</b>	<b>31,260</b>	<b>31,260</b>	<b>302,600</b>	
<b>Balance at Year-End</b>		<b>-</b>	<b>10,072</b>	<b>11,662</b>	<b>12,252</b>	<b>15,720</b>	<b>6,283</b>	<b>11,599</b>	<b>7,642</b>	<b>4,638</b>	<b>10,588</b>	<b>7,596</b>	<b>(8,522)</b>

\* Based on 9-month 2019 Reserve Fund Variance Report

**Corporate Reserve / Reserve Funds**

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Projected Balance as at Dec 31, 2019 *	Contributions / (Withdrawals)										
			2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	Total
XR2117 Development Charge Reserve	Beginning Balance		18,958	20,537	7,538	(2,444)	(8,146)	(7,991)	(7,534)	(6,325)	(4,834)	(3,111)	6,651
	Withdrawals (-)		(3,149)	(16,185)	(14,531)	(12,332)	(6,776)	(6,790)	(6,368)	(6,430)	(6,558)	(2,719)	(81,838)
	Total Withdrawals		(3,149)	(16,185)	(14,531)	(12,332)	(6,776)	(6,790)	(6,368)	(6,430)	(6,558)	(2,719)	(81,838)
	Contributions (+)		4,728	3,186	4,550	6,630	6,931	7,247	7,577	7,921	8,281	8,637	65,688
	<b>Total Contributions</b>		<b>-</b>	<b>4,728</b>	<b>3,186</b>	<b>4,550</b>	<b>6,630</b>	<b>6,931</b>	<b>7,247</b>	<b>7,577</b>	<b>8,281</b>	<b>8,637</b>	<b>65,688</b>
<b>Balance at Year-End</b>		<b>-</b>	<b>20,537</b>	<b>7,538</b>	<b>(2,444)</b>	<b>(8,146)</b>	<b>(7,991)</b>	<b>(7,534)</b>	<b>(6,325)</b>	<b>(4,834)</b>	<b>(3,111)</b>	<b>2,808</b>	<b>(9,500)</b>

\* Based on 9-month 2019 Reserve Fund Variance Report

## Appendix 10

### Glossary of Terms

**Approved Position:** Permanent or temporary positions that support the delivery of City services and service levels as approved by Council.

**Actuals:** An actual financial amount paid (or received) for the delivery of City services (these exclude any commitments to be paid in the future).

**Capacity to Spend:** Ability to spend money along with the capacity to deliver projects as demonstrated by historic spending patterns and approved contractual obligations.

**Capital Budget:** A Capital Budget is the City's plan to acquire / build assets or extend the useful life of existing assets; an example of a capital expenditure is the construction of a new community centre.

**Capital Needs Constraints:** The capital needs that cannot be accommodated within the capital plan that the Division or Agency have the capacity to deliver.

**Complement:** Positions that support the delivery of City services and service levels as approved by Council.

**Efficiencies:** Reductions in the cost of delivering a service without a reduction in service level.

**New / Enhanced:** New and enhanced service changes resulting in an increase in service levels from what was previously approved by Council.

**Operating Budget:** An Operating Budget is the City's annual plan to provide services to the residents of Toronto; the budget includes all revenues and expenses needed to provided services; an example of an operating cost would be the cost to run the TTC subways.

**Operating Impact of Completed Capital Projects:** The additional expense (or savings) and positions needed to operate or maintain a new asset; an example would be the additional expense and staff needed to operate a recently completed community centre.

**Rate Supported Budget:** Budget fully funded by user fees such as Solid Waste, Toronto Water and Toronto Parking Authority

**Staff Recommended Operating / Capital Budget:** An operating or capital budget recommended by City Manager and Chief Financial Officer and Treasurer to City Council for consideration and approval.

**State of Good Repair (SOGR):** The cost of maintaining assets to ensure they are able to support the delivery of City services and meet service outcomes

**Tax Supported Budget:** Budget funded by property taxes.

**User Fees:** Program generated fee and rental revenue for the use of its services (such as the TTC fare, ice rental fees and various City permits).

**Value Based Outcome Review (VBOR):** The City conducted a Value Based Outcome Review in 2019 for all of its operations and agencies to identify specific opportunities and strategies to maximize the use of tax dollars, enhance its financial sustainability while achieving service outcomes. These opportunities will help the City chart its financial course in the next four years.