

# 2021 Budget Notes

## Toronto Police Service

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### Description

The Toronto Police Service (TPS) is committed to delivering essential public safety services which are intelligence-led, sensitive to the needs of the community in a growing city and involving collaborative partnerships and teamwork to overcome challenges and embrace opportunities, including police reform.

### 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.

*The City of Toronto aims to deliver these outcomes equitably, efficiently and with excellent customer service to help improve the lives of Torontonians and work to earn their trust and confidence.*

### What Service We Provide

#### Who We Serve:

- Children, youth, adults & older adults
- Incident victims
- Community groups
- Social Services
- Local businesses
- Visitors/Tourists
- City & Agency staff

#### What We Deliver:

- Law enforcement
- Community-based crime prevention
- Assistance to victims of crime
- Emergency response
- Public order maintenance

**How Much Resources (gross operating budget):** \$1.230 Billion

## Budget at a Glance\*

| 2021 OPERATING BUDGET |           |           |           |
|-----------------------|-----------|-----------|-----------|
| \$Million             | 2021      | 2022      | 2023      |
| Revenues              | \$149.4   | \$143.6   | \$141.9   |
| Gross Expenditures    | \$1,229.5 | \$1,277.3 | \$1,313.0 |
| Net Expenditures      | \$1,080.1 | \$1,133.6 | \$1,171.2 |
| Approved Positions    | 7,524.0   | 7,524.0   | 7,524.0   |

| 2021 - 2030 10-YEAR CAPITAL PLAN |        |           |         |
|----------------------------------|--------|-----------|---------|
| \$Million                        | 2021   | 2022-2030 | Total   |
| Gross Expenditures               | \$68.8 | \$570.4   | \$639.2 |
| Debt                             | \$30.9 | \$194.0   | \$225.0 |

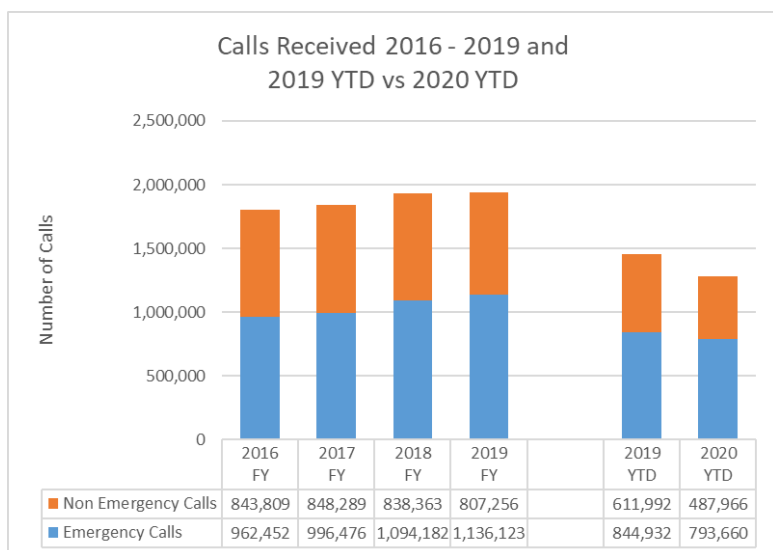
Note: Includes 2020 carry forward funding to 2021

\*This document reflects the 2021 Operating Budget and 2021-2030 Capital Budget and Plan as recommended by the City's City Manager and Chief Financial Officer and Treasurer, which differs from the budget approved by Toronto Police Services Board. Please refer to [Appendix 12](#) for details.

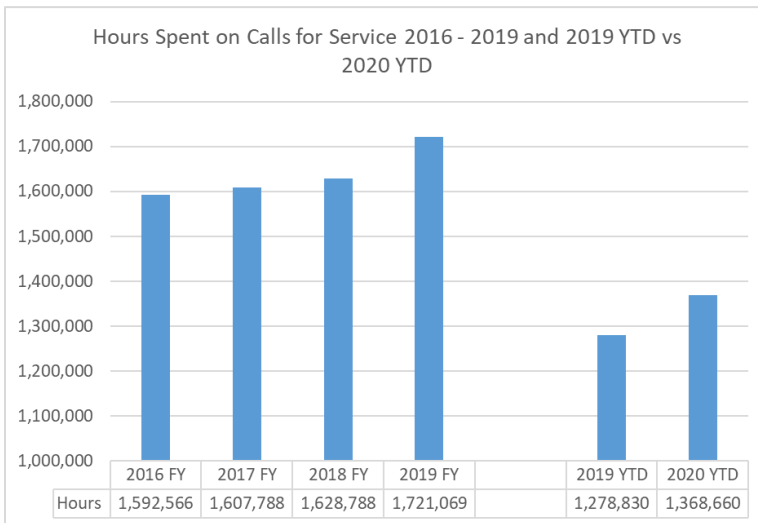
## How Well We Are Doing – Behind the Numbers

|                 | 2016 FY | 2019 FY | % Change<br>2019 over<br>2016 | 2019<br>YTD | 2020<br>YTD | % Change<br>2020 YTD<br>over 2019<br>YTD |
|-----------------|---------|---------|-------------------------------|-------------|-------------|--|
| Assault         | 18,456  | 20,455  | 10.8%                         | 17,111      | 14,944      | -12.7%                                   |
| Auto Theft      | 3,262   | 5,207   | 59.6%                         | 4,268       | 4,595       | 7.7%                                     |
| Break and Enter | 6,388   | 8,401   | 31.5%                         | 6,941       | 5,742       | -17.3%                                   |
| Homicide        | 74      | 78      | 5.4%                          | 59          | 61          | 3.4%                                     |
| Robbery         | 3,602   | 3,429   | -4.8%                         | 2,862       | 2,410       | -15.8%                                   |
| Theft Over      | 1,023   | 1,358   | 32.7%                         | 1,113       | 993         | -10.8%                                   |

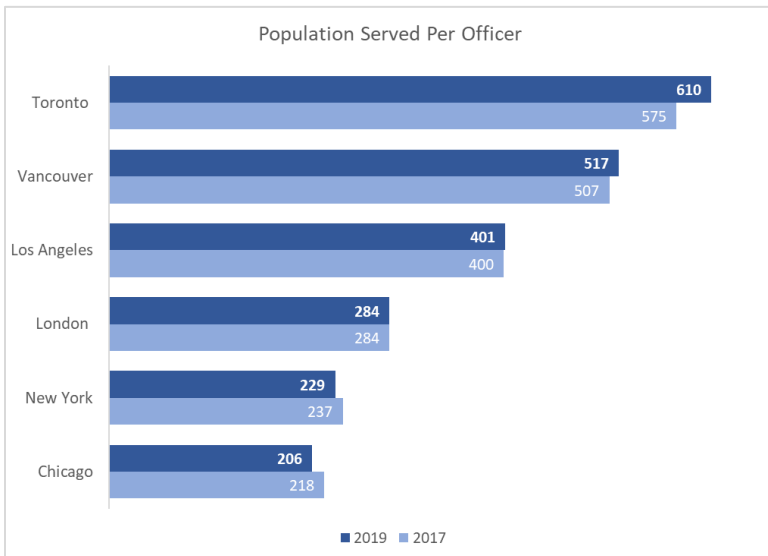
- The Service uses major crime indicators as a measure of how safe the city is.
- From 2016 to 2019 all major crimes increased, except robbery, with the most notable increases seen in auto theft, break and enter and theft over \$5,000.
- In 2020 YTD (October 25, 2020), increases in major crime continue to trend in auto theft and homicide and other major crimes decreased when compared to the same time last year.



- Overall, calls for service increased by 7.6% from 2016 to 2019, with emergency calls for service increasing by 18% and non-emergency calls decreasing by 4.3%.
- In 2020 YTD (September 30, 2020), emergency calls for service decreased by 6.1% and non-emergency calls for service decreased by 20%. Although the number of calls decreased in 2020, the time spent on calls increased as shown below.



- Overall, hours spent on calls for service increased by 8.1% from 2016 to 2019.
- In 2020 YTD (September 30, 2020), hours spent on calls for service is 7.0% higher than 2019 YTD.



- Toronto had the biggest increase in number of residents served per uniform officer compared to other major cities in North America and the United Kingdom.
- Source: Toronto Police Service 2019 Annual Report; U.S. Department of Justice - Federal Bureau of Investigation - Criminal Justice Information Services Division and Officer strength from Metropolitan Police Management Information Study Workforce Data Report.

**COVID-19 IMPACT AND RECOVERY**

| 2020 Impact   | 2021 Impact and Recovery   |
|---|--|
| <p><b>Financial Impact (Operating)</b></p> <ul style="list-style-type: none"> <li>• COVID-19 has resulted in unbudgeted costs, lost revenues and savings impacts. Projected overall net savings for the Toronto Police Service, as at September 30, 2020, was \$8.6M. These savings are offsetting significant budget pressures due to underfunded premium pay expenditures.</li> <li>• Revenue losses from services such as vulnerable sector screening and paid duties administration fees (\$8.2M).</li> <li>• Additional costs to purchase personal protective equipment for TPS personnel including masks, gloves, sanitizers, cleaning supplies and decontamination equipment (\$2.1M).</li> <li>• Additional salaries for nurses and medical advisors and premium pay (\$2.4M).</li> <li>• Other expenditures such as equipment to enable remote work and gasoline (\$1.2M)</li> <li>• Savings resulting from delays in hiring (\$3.1M).</li> <li>• Savings from cost avoidance of premium pay for court and special events (\$10.4M) and savings in medical/dental benefits and other expenditures (\$9M).</li> </ul> | <p><b>Financial Impact (Operating)</b></p> <ul style="list-style-type: none"> <li>• The 2021 COVID-19 impact is projected to be in line with the Services' 2020 experience for the first 6 months of 2021 with an anticipated overall pressure of \$3.9M.</li> <li>• Potential revenue losses from services such as vulnerable sector screening and paid duty administrative fees (\$2.1M).</li> <li>• COVID-19 specific supplies, equipment, wellness support (e.g. PPE, decontamination, sanitizer, cleaning aids, nurses etc.) (\$2.2M).</li> <li>• Premium pay pressures directly related to COVID-19 and also cost reductions (court attendance, special events; partially offsets anticipated the pressure, but not fully) (\$0.4M).</li> <li>• Savings in other expenditures (\$0.8M).</li> </ul> |
| <p><b>Financial Impact (Capital)</b></p> <ul style="list-style-type: none"> <li>• \$9.4 million in capital projects cancelled / delayed as part of the City's capital slowdown to enable potential offsets to COVID-19 impacts.</li> <li>• Delays in some construction projects due to closing non-essential businesses including construction projects for a period of time.</li> <li>• Impact on critical supply chain disruption and cost increase, delays in obtaining permits.</li> <li>• Accelerated purchase of laptops to support working remotely (increased access to VPN and obtaining additional virtual communication tools like WebEx).</li> </ul>  | <p><b>Financial Impact (Capital)</b></p> <ul style="list-style-type: none"> <li>• The 2021 capital projects and cash flows have been reviewed and re-cast as required to align cash flows with the capital projects' readiness to proceed. The current COVID-19 pandemic will have an ongoing impact on planned future activities. Projects will continue to be monitored on an ongoing basis and known issues are being actively addressed.</li> <li>• Continued provision of current technologies for staff productivity, communication and collaboration.</li> </ul>  |
| <p><b>Service Level Changes</b></p> <ul style="list-style-type: none"> <li>• Reduced vulnerable sector and other checks; reduced paid duty and special events</li> <li>• Public visitation limitations at police facilities</li> <li>• Remote court attendance</li> <li>• COVID-19 related enforcement</li> </ul>   | <p><b>Service Level Changes</b></p> <ul style="list-style-type: none"> <li>• Potentially reduced vulnerable sector and other checks; reduced paid duty and special events</li> <li>• The Toronto Police Service will continue to review its Service Levels to reflect changes as required to meet ongoing community needs.</li> </ul>  |

## EXPERIENCES, CHALLENGES AND PRIORITIES

### Our Experience and Success

- **Fiscally responsible budgets:** 2021 will be the third time in five years that the Service has achieved a 0% increase. Actions to improve affordability of policing services over the last ten years has resulted in an average budget increase over that time that is at the rate of the Consumer Price Index (C.P.I.).
- **Efficiencies and savings:** 2021 budget reflects \$40M in cost avoidance considering an original outlook of 3.6% and builds on over \$100 million in previous year savings and cost avoidance. This was achieved through various management actions to contain and reduce the budget, as well as the reduction of over 400 positions since 2010. 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:** Continue to implement alternative work schedules to help where 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 2,050 mobile devices for the Connected Officer Program.
- **Body Worn Camera (B.W.C.):** Rolled out body-worn camera technology to 607 frontline police officers in 11 Division, 22 Division, 23 Division, 31 Division, Public Safety Response Team (P.S.R.T.) and those assigned to the Community Response Unit (C.R.U.) at 52 Division. It is anticipated that the roll-out of the B.W.C. for the remaining 1,743 frontline officers will be completed by October 2021. The B.W.C. will ensure officer accountability and maintain a truthful and integral narrative of police interactions with the public.
- **Alternative service delivery models:** Implemented alternative service delivery approaches to refocus on core service delivery, make better use of resources and create capacity including the 311 call diversion program in partnership with City departments, expansion of online reporting, improved processes, civilianization of some roles, and more efficient deployment of officers.
- **Training:** Delivered specialized training in areas of Race-Based Data Collection and Workplace Harassment in addition to regular ongoing training.

### Key challenges and risks

- **Rising urban population:** A key challenge continues to be service demands, driven by growth. Toronto is growing at an exceptional pace. By 2024, it is expected that Toronto's population will be close to 3.2 million people or about 330,000 more than in 2016 (Source: Statistics Canada. Table 35-10-0077-01 Police personnel and selected crime statistics, municipal police services, 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.
- **More shooting incidents:** Shooting incidents increased by 20.9% from 2016 to 2019. As a result, the number of persons injured due to shootings increased by 47.2% over the same period. Shootings continue to be a public safety concern and also continue to put pressures on constrained resources.
- **Major crime has risen over last several years:** 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 2016 to 2019, all major crimes increased with the most notable increases seen in auto theft (59.6%) and theft over \$5,000 (32.7%). In 2020, increases in major crime continued to trend up in auto theft and homicides. The increase in crime rates over the last few years has driven workload demands through increased calls for service.
- **Time spent on calls and investigations is up:** Complexity of calls for service are driving the time spent on calls up with a 8.1% increase in time spent on calls on average in 2019 compared to 2016. Investigations are also more complex and time consuming.
- **Increasing calls for service:** Calls for service went up overall by 7.6% from 2016 to 2019, with emergency calls for service up by 18% and non-emergency calls down by 4.3%. While calls have been increasing and a declining number of officers, this is presenting challenges in meeting response time standards and in ensuring a balance of reactive and proactive policing. In 2020, calls for service has declined, however, time spent on calls increased.
- **Crisis calls are up (opioids and mental health):** Significant increases are seen from 2016 to 2019 in calls involving persons in crisis (7.9%), overdose (66.4%) and threaten suicide (33.4%) with a continued increase into 2020 for both persons in crisis and overdose. These calls require more time on call, given their complex nature.

- **Legislative impacts:** Costs and resource pressures associated with legislation continue to impact the Service relating to WSIB, Chronic Mental Stress Policy, Cannabis Legalization, Next Generation 9-1-1 and R v. Jordan Decision.
- **Resource constraints:** Ensuring sufficient resources for people, technology, and professional capabilities, within a constrained budget, to enable our reform and modernization journey and to keep a growing city safe. The non-discretionary aspects of the budget as well as staffing levels have declined over a ten year period. Some measures (e.g. not making required reserve contributions) to achieve the 2021 budget are temporary in nature and premium pay continues to be underfunded. These measures are not sustainable and will cause pressures on future year budgets.

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## Priority Actions

- **Police Reform:** Implementation of 81 recommendations for police reform will impact the 2021 and future budgets. Police reform focuses on addressing anti-Black racism, systemic racism and mental health, which greatly impacts marginalized communities and groups. Through these reforms, including a review of practices and procedures, new innovative program and service delivery models, enhanced training, greater collaboration, transparency and accountability, the Service will work to improve interactions, reduce disparities and build trust with the community, which are critical to enhancing public safety and reducing victimization.
- **Focused program enhancements within the base budget:** Reallocation of existing resources toward priority areas in order to expand services, to meet the needs of a growing and complex city, as outlined below, without adding funds to the budget.
  - **Persons in Crisis:** Increasing resources, through redeployments, in our Mobile Crisis Intervention Teams (M.C.I.T.) to move from coverage of 10 hours/day to 24/7 coverage. M.C.I.T.'s are a partnership between hospitals and police that partner an experienced mental health nurse with a specially trained officer to respond to situations where individuals are experiencing mental health crisis. This expansion will be augmented by a crisis call diversion program, as a proof of concept that embeds a community crisis worker in our 911 communication centre, to help divert calls to a community agency where police response is not required.
  - **Traffic Enforcement:** Expansion of our road safety team to a total of 18 dedicated traffic enforcement officers in support of the City's Vision Zero Road safety plan.
  - **Guns & Gangs:** Expansion of resources, through redeployments, to the gang prevention program to reduce gang membership and violence, in partnership with stakeholders. Also, the current Centralized Shooting Response Team will be established as a permanent program.
  - **Hate Crimes:** Establishment of a co-ordinated and supported response to the investigation and prevention of hate crimes with the dedication of two officers.
- **Continued focus on prior commitments and investments:**
  - **Neighbourhood Community Officers:** Continuing efforts to expand the Neighbourhood Officer program to up to 10 additional neighbourhoods.
  - **Priority Response:** Dedicating sufficient officers for Priority Response Units (P.R.U.) across the City, to address increases in calls for service and response times. The goal remains to achieve a 70/30 reactive/proactive service model.
  - **Equity, Inclusion and Human Rights Positions:** furthering the objectives of leveraging equity and inclusion practices to build a strong, safe and respectful workplace culture, as well as community partnerships in a globally diverse city.
  - **Modernization:** continuing with the implementation of the Body Worn Camera Program and identifying other technology and intelligence led efficiencies such as expansion of video bail, and online reporting.
- **Member wellness, development and training:**
  - **Member Wellness:** Improving member wellness and work environment with COVID-19 measures (i.e., PPE, COVID hotline), greater access to mental health resources, training and leadership development.
  - **Training:** Continuing to provide human rights, anti-black racism and anti-bias training to all service members, informed by recommendations for police reform.

## RECOMMENDATIONS

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

1. City Council approve the 2021 Operating Budget for the Toronto Police Service of \$1,229.5 million gross, \$149.4 million revenue and \$1,080.1 million net for the following service:

**Service:**

|                             | <b>Gross<br/>Expenditures<br/>(\$000s)</b> | <b>Revenue<br/>(\$000s)</b> | <b>Net<br/>Expenditures<br/>(\$000s)</b> |
|-----------------------------|--|-----------------------------|--|
| Toronto Police Service      | 1,229,506.6                                | 149,413.3                   | 1,080,093.3                              |
| <b>Total Program Budget</b> | <b>1,229,506.6</b>                         | <b>149,413.3</b>            | <b>1,080,093.3</b>                       |

2. City Council approve the 2021 staff complement for the Toronto Police Service of 7,524 positions.
3. City Council approve a technical adjustment to re-allocate reserve balances of \$1.500 million from the Police Healthcare Spending Reserve Fund (XR1720) and \$3.000 million from the Sick Leave Reserve Fund (XR1007), for a total of \$4.500 million to Toronto Police Service's Modernization Reserve (XQ1903) for the purpose of maintaining a healthy balance in the reserve.
4. City Council approve the 2021 Capital Budget for the Toronto Police Service with cash flows and future year commitments totaling \$121.835 million as detailed by project in [Appendix 6a](#).
5. City Council approve the 2022-2030 Capital Plan for the Toronto Police Service totalling \$517.413 million in project estimates as detailed by project in [Appendix 6b](#).
6. City Council request that all sub-projects with third party financing be approved conditionally, subject to the receipt of such financing in 2021 and if such funding is not forthcoming, their priority and funding be reassessed by City Council relative to other City-financed priorities and needs.

**Program / Agency:**

**Tony Veneziano**

Chief Administrative Officer

Tel: (416) 808-8005

Email: [Tony.Veneziano@torontopolice.on.ca](mailto:Tony.Veneziano@torontopolice.on.ca)

**Corporate:**

**Anthony Ng**

Manager, Financial Planning

Tel: (416) 395-6767

Email: [Anthony.Ng@toronto.ca](mailto:Anthony.Ng@toronto.ca)

# 2021 OPERATING BUDGET



## 2021 OPERATING BUDGET OVERVIEW

Table 1: 2021 Operating Budget by Service

| (In \$000s)                     | 2019 Actual        | 2020 Budget        | 2020 Projection*   | 2021 Base Budget   | 2021 New / Enhanced | 2021 Budget        | Change v. 2020 Projection |               |
|---------------------------------|--------------------|--------------------|--------------------|--------------------|---------------------|--------------------|---------------------------|---------------|
| By Service                      | \$                 | \$                 | \$                 | \$                 | \$                  | \$                 | \$                        | %             |
| <b>Revenues</b>                 |                    |                    |                    |                    |                     |                    |                           |               |
| Toronto Police Service          | 151,867.0          | 145,021.0          | 157,389.4          | 146,913.3          | 2,500.0             | 149,413.3          | (7,976.1)                 | (5.1%)        |
| <b>Total Revenues</b>           | <b>151,867.0</b>   | <b>145,021.0</b>   | <b>157,389.4</b>   | <b>146,913.3</b>   | <b>2,500.0</b>      | <b>149,413.3</b>   | <b>(7,976.1)</b>          | <b>(5.1%)</b> |
| <b>Expenditures</b>             |                    |                    |                    |                    |                     |                    |                           |               |
| Toronto Police Service          | 1,176,443.0        | 1,221,215.7        | 1,231,402.5        | 1,227,006.6        | 2,500.0             | 1,229,506.6        | (1,895.9)                 | (0.2%)        |
| <b>Total Gross Expenditures</b> | <b>1,176,443.0</b> | <b>1,221,215.7</b> | <b>1,231,402.5</b> | <b>1,227,006.6</b> | <b>2,500.0</b>      | <b>1,229,506.6</b> | <b>(1,895.9)</b>          | <b>(0.2%)</b> |
| <b>Net Expenditures</b>         | <b>1,024,576.0</b> | <b>1,076,194.7</b> | <b>1,074,013.1</b> | <b>1,080,093.3</b> | <b>0.0</b>          | <b>1,080,093.3</b> | <b>6,080.2</b>            | <b>0.6%</b>   |
| <b>Approved Positions**</b>     | <b>7,881.0</b>     | <b>7,881.0</b>     | <b>7,881.0</b>     | <b>7,524.0</b>     | <b>0.0</b>          | <b>7,524.0</b>     | <b>(357.0)</b>            | <b>(4.5%)</b> |

\*2020 Projection based on Q3 Variance Report

\*\* 2021 Approved positions represents the approved complement. Actual funded number of positions is 7,388.

### COSTS TO MAINTAIN EXISTING SERVICES

**Total 2021 Base Budget** expenditures of \$1,227 million gross reflecting an decrease of \$4.396 million in spending below the 2020 projection (prior to enhancements), predominantly arising from the following pressures and offsetting reductions:

- Collective Agreement impacts to cover negotiated salary and benefit responsibilities, which is the single largest increase to the budget at \$17.1 million offset by significant reductions to funded positions.
- Reductions to contributions to reserves based on a review of reserve continuity schedules and an assessment of the current health of the reserves.
- Discretionary expenditure reductions based on line-by-line reviews and analysis.

Overall, Toronto Police Service's 2021 opening operating budget pressure of \$46 million was mitigated through a series of Balancing Actions (Table 2b) and New / Enhanced (Table 2c) service priorities that resulted in 0% net change over 2020 budget.

A further comparison of the 2021 Recommended Budget, excluding 2021 COVID-19 impacts, to the 2020 Council approved Budget is provided below:

- **2021 Base Budget of \$1.080 billion in net expenditures reflects a \$0 net change from the 2020 Council approved Budget, when excluding \$3.899 million in estimated COVID-19 financial impacts in 2021.**

### COSTS TO ENHANCE SERVICES

**New and Enhanced Service** expenditures of \$2.500 million gross and \$0 net, enabling:

- Expansion of the Road Safety Program by 10 officers, for a fully-dedicated team of 18 officers, which will be strategically deployed throughout the City and funded under the City's Vision Zero Road Safety Plan. The expanded team will work closely with all divisions in addressing local community driving complaints, issue traffic offences notices, support local road safety initiatives, and conduct town hall meetings to discuss matters of traffic safety.

### EQUITY IMPACTS OF BUDGET CHANGES

**Prioritizing existing resources while implementing policing reform:** In 2021, the Service will reallocate existing resources toward priority areas in order to expand services for persons in crisis, improve road safety, enhance gun and gang prevention, as well as increase prevention and investigation of hate crimes. These changes will have a positive impact on Indigenous, Black and equity seeking groups.

The implementation of the 81 Recommendations outlined in the *Police Reform in Toronto: Systemic Racism, Alternative Community Safety and Crisis Response Models and Building New Confidence in Public Safety* report will positively impact Indigenous people, Black, and all equity seeking groups. Through these reforms, a review of practices and procedures, new innovative program and service delivery models, as well as enhanced training and understanding of equity seeking groups, will improve interactions between the Service and citizens of Toronto and reduce disparities.

Expansion of the Road Safety Program is not anticipated to have any significant equity impacts.

## 2021 OPERATING BUDGET KEY DRIVERS

The 2021 Operating Base Budget expenditures for the Toronto Police Service is \$4.396 million gross or 0.4% lower than the 2020 Projection. Table 2a below summarizes the key cost drivers for the base budget, while Table 2c summarizes New and Enhanced request.

**Table 2a: 2021 Key Drivers – Base Budget**

| Key Cost Drivers              | 2019<br>Actuals    | 2020<br>Budget     | 2020<br>Projection | 2021 Base<br>Budget | Change Vs. 2020<br>Projection |              |
|-------------------------------|--------------------|--------------------|--------------------|---------------------|-------------------------------|--------------|
|                               |                    |                    |                    |                     | \$                            | %            |
| <b>Expenditures</b>           |                    |                    |                    |                     |                               |              |
| 1 Salaries and Benefits       | 1,045,570.1        | 1,085,597.0        | 1,080,834.1        | 1,095,423.3         | 14,589.2                      | 1.3%         |
| 2 Equipment                   | 32,878.0           | 25,488.6           | 34,781.2           | 25,515.7            | (9,265.5)                     | -26.6%       |
| 3 Service and Rent            | 47,498.9           | 59,619.9           | 65,277.1           | 60,566.9            | (4,710.2)                     | -7.2%        |
| 4 Contribution To Capital     | 22,266.0           | 22,266.0           | 22,266.0           | 20,766.0            | (1,500.0)                     | -6.7%        |
| 5 Contribution To Reserves    | 28,229.9           | 28,244.2           | 28,244.2           | 24,734.7            | (3,509.5)                     | -12.4%       |
| <b>Total Expenditures</b>     | <b>1,176,443.0</b> | <b>1,221,215.7</b> | <b>1,231,402.5</b> | <b>1,227,006.6</b>  | <b>(4,395.9)</b>              | <b>-0.4%</b> |
| <b>Revenues</b>               |                    |                    |                    |                     |                               |              |
| 1 Provincial Subsidies        | 61,500.5           | 47,212.4           | 65,553.1           | 47,212.4            | (18,340.7)                    | -28.0%       |
| 2 User Fees & Donations       | 60,720.3           | 55,792.4           | 53,749.9           | 56,522.9            | 2,773.0                       | 5.2%         |
| 3 Draw from Reserve Funds     | 15,899.3           | 31,102.6           | 31,102.6           | 32,167.5            | 1,064.9                       | 3.4%         |
| 4 Other Revenues (Inc. IDR's) | 13,746.8           | 10,913.6           | 6,983.8            | 11,010.5            | 4,026.7                       | 57.7%        |
| <b>Total Revenues</b>         | <b>151,867.0</b>   | <b>145,021.0</b>   | <b>157,389.4</b>   | <b>146,913.3</b>    | <b>(10,476.1)</b>             | <b>-6.7%</b> |
| <b>Net Expenditures</b>       | <b>1,024,576.0</b> | <b>1,076,194.7</b> | <b>1,074,013.1</b> | <b>1,080,093.3</b>  | <b>6,080.2</b>                | <b>0.6%</b>  |
| <b>Approved Positions</b>     | <b>7,881.0</b>     | <b>7,881.0</b>     | <b>7,881.0</b>     | <b>7,524.0</b>      | <b>(357.0)</b>                | <b>-4.5%</b> |

### Salaries & Benefits:

- Impact of the Collective Agreement settlements, which is the single largest component of the budget increase as well increases in benefits. These increases were partially offset by reductions in funded positions and premium pay to reflect court closures and reduced special events

### Equipment:

- Changes over 2020 projection, related to one-time COVID-19 related costs incurred in 2020 including the reconfiguration of workspaces in some areas, the expanded use of one-person patrol vehicles, and the installation of protective barriers for its members and the community. Also, impacted by in-year grant expenditures in 2020, offset by grant revenue.

### Services and Rents:

- Decrease in services and rents based on 2020 in-year grant funded expenditures but partly offset by an increase in costs associated with the operating impacts resulting from completed capital projects such as Body Worn Camera and Analytics Centre of Excellence (A.N.C.O.E.) which requires ongoing system maintenance and licenses.

### Contributions to Capital:

- Reduction to the contribution to the Vehicle & Equipment Reserve for planned lifecycle replacements. The adequacy of reserves is reviewed annually, based on the Service's estimated spending and asset replacement strategies.

**Contributions to Reserves:**

- Reduction to the contributions to the Insurance Reserve Fund, Health Care Spending Reserve Fund, and Central Sick Bank Reserve Fund.

**Other Revenue Changes:**

- Increased draw from the City's Ontario Cannabis Legislation Reserve to fund training, impact on frontline demands, processing and destruction of seized cannabis.
- Miscellaneous revenue including paid duty equipment rental fees, alarm fees and disclosure fees.

**Table 2b: 2021 Balancing Actions**

| (\$000s)   |                          |                |                   |                   |                |                 |                 |             |
|--|--------------------------|----------------|-------------------|-------------------|----------------|-----------------|-----------------|-------------|
| Recommendation   | Savings Type             | 2021           |                   |                   |                | 2022            |                 |             |
|  |                          | Revenue        | Gross             | Net               | Positions      | Gross           | Net             | Positions   |
| Uniform & Civilian hiring strategy changes   | Other                    |                | (18,781.7)        | (18,781.7)        | (140.0)        | 11,131.9        | 11,131.9        | 68.0        |
| Reduce contributions to reserves   | Other                    |                | (10,309.5)        | (10,309.5)        |                | 4,600.0         | 4,600.0         |             |
| Draw from City's Ontario Cannabis Legislation Reserve  | Other                    | 420.0          |                   | (420.0)           |                |                 |                 |             |
| Body Worn Cameras capitalization   | Other                    |                | (1,400.0)         | (1,400.0)         |                |                 |                 |             |
| Reduce gas prices from City estimate of unit cost and defer change in accounting practice                          | Match to Actuals         |                | (603.0)           | (603.0)           |                | 403.0           | 403.0           |             |
| Premium Pay reduction  | Other                    |                | (2,000.0)         | (2,000.0)         |                | 2,000.0         | 2,000.0         |             |
| Discretionary cuts and other net reductions after compilation of all budgets and across the board cost containment | Other                    |                | (3,604.7)         | (3,604.7)         |                | 1,068.0         | 1,068.0         |             |
| Miscellaneous changes in revenue   | Revenue Increase (Other) | 2,826.0        |                   | (2,826.0)         |                | 2,493.0         | 2,493.0         |             |
| <b>Total Balancing Actions</b>   |                          | <b>3,246.0</b> | <b>(36,698.9)</b> | <b>(39,944.9)</b> | <b>(140.0)</b> | <b>21,695.9</b> | <b>21,695.9</b> | <b>68.0</b> |

The following list identifies the budget reductions or alternative funding strategies to reduce additional pressures for a zero budget increase:

- Reduction of 140 funded positions, including 90 civilians and 50 uniform, representing approximately \$18.8 million in savings. In 2021, the average number of uniform officers will be 50 officers less compared to 2020. The Service will continue to hire some of the officers that separate, and use premium pay where needed, in order to maintain current service levels and augment priority areas. The Service will hire civilians based on strategic priority and operational criticality. This will increase the number of civilian positions kept vacant by 90 positions from 46 to 136 positions, representing a 5.4% vacancy rate.
- Reductions to contributions to reserve of \$10.3 million. This is a temporary adjustment based on an assessment of the current health of the reserves. In future years, contributions will need to be reassessed ensuring adequate funding for obligations such as sick time and replacement of operationally needed vehicles and equipment.
- Allowable changes in accounting treatments of \$1.4 million in expenses appropriately charged to capital, such as capitalization of part of body worn camera asset expenditures.
- Premium pay reduction of \$2.0 million. This is an expenditure category that has historically been underfunded and will represent an initial budget pressure of \$10-15 million that will need to be managed to strict governance and internal controls.
- Discretionary Service-wide cuts and other reductions of \$3.6 million to costs such as business travel, conferences, stationary and other accounts based on line-by-line reviews and analysis.
- Incremental revenue sources of \$5.7 million such as increased draw from the City's Cannabis Legalization reserve fund, as well as anticipated in-year grant funding from other levels of government.

**Table 2c: 2021 New / Enhanced**

| New / Enhanced Request      | 2021           |                |            |            | 2022 Annualized Gross | Equity Impact | Supports Key Issue / Challenge                   |
|-----------------------------|----------------|----------------|------------|------------|-----------------------|---------------|--|
|                             | Revenue        | Gross          | Net        | Positions  |                       |               |  |
| <b>In \$ Thousands</b>      |                |                |            |            |                       |               |  |
| 1 Vision Zero               | 2,500.0        | 2,500.0        | 0.0        | 0.0        | 0.0                   | None          | Supports the City's Vision Zero Road Safety Plan |
| <b>Total New / Enhanced</b> | <b>2,500.0</b> | <b>2,500.0</b> | <b>0.0</b> | <b>0.0</b> | <b>0.0</b>            |               |  |

**Expanding Road Safety Program:** The Service's Road Safety program supports the City's Vision Zero Road Safety Plan which is focused on reducing traffic-related fatalities and serious injuries on Toronto's streets. The Road Safety Program will be expanded to a total of 18 dedicated officers, which will be strategically deployed throughout the City. The officers will be redeployed to the Road Safety Program from other program areas. The expanded team will work closely with all divisions in addressing local community driving complaints, issue traffic offence notices, support local road safety initiatives, as well as conduct town hall meetings to discuss matters of traffic safety. Since all Torontonians will be impacted by this initiative in the same way, the proposal has no impact on equity seeking groups.

**Note:**

- For additional information on 2021 key cost drivers refer to [Appendix 2](#) and [Appendix 4](#) for the 2021 New and Enhanced Service Priorities, respectively.

**2022 & 2023 OUTLOOKS****Table 3: 2022 and 2023 Outlooks**

| (\$000s)                  | 2020 Projection    | 2021 Budget        | 2022 Outlook       | 2023 Outlook       |
|---------------------------|--------------------|--------------------|--------------------|--------------------|
| Revenues                  | 157,389.4          | 149,413.3          | 143,637.8          | 141,865.2          |
| Gross Expenditures        | 1,231,402.5        | 1,229,506.6        | 1,277,282.8        | 1,313,030.4        |
| <b>Net Expenditures</b>   | <b>1,074,013.1</b> | <b>1,080,093.3</b> | <b>1,133,645.0</b> | <b>1,171,165.2</b> |
| <b>Approved Positions</b> | <b>7,881.0</b>     | <b>7,524.0</b>     | <b>7,524.0</b>     | <b>7,524.0</b>     |

**Key drivers**

The 2022 Outlook with total gross expenditures of \$1.277 billion reflects an anticipated \$47.776 million or 3.89 per cent increase in gross expenditures above the 2021 Operating Budget. The 2023 Outlooks expects a further increase of \$35.748 million or 2.80 per cent above 2022 gross expenditures.

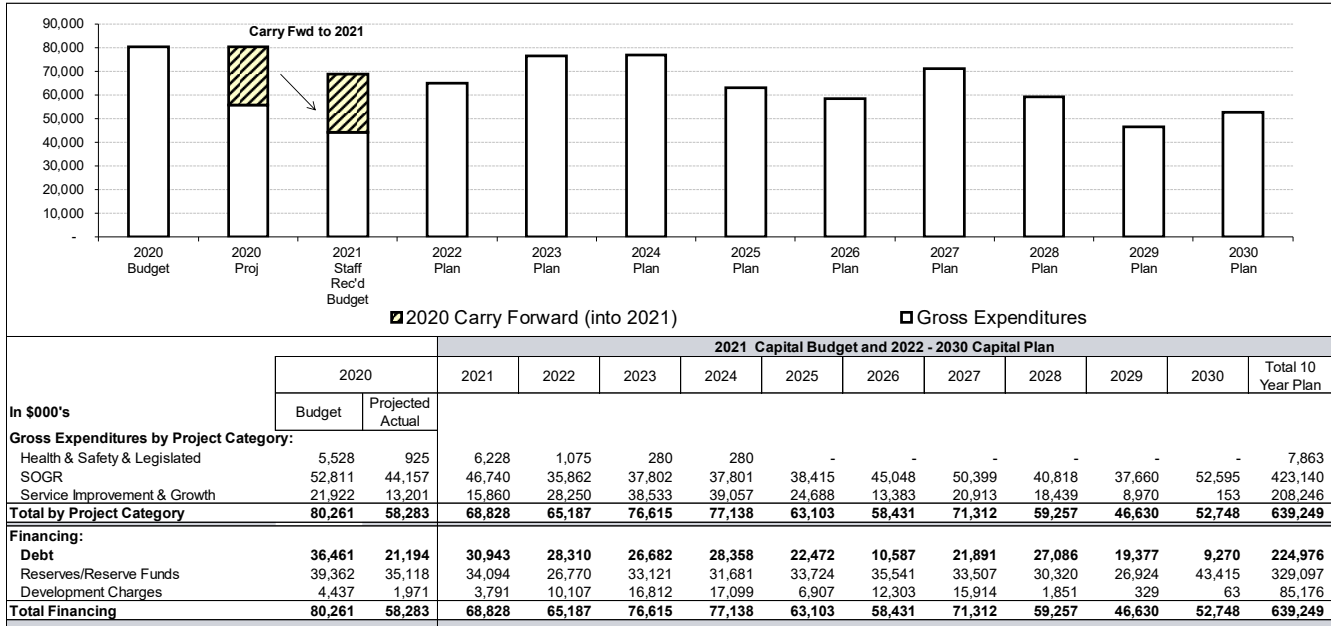
These changes arise from the following:

- Impacts of the Collective Agreements with the Toronto Police Association and the Toronto Police Senior Officers' Organization for each of 2022 and 2023
- Annualizations from prior year uniform hiring strategy that strive to offset retirements and separations in order to ensure certain staffing levels
- Continued filling of critical civilian vacancies
- Increased contributions to reserves and reserve funds to ensure healthy balances in the future to fund projected expenditures
- Revenues are expected to decrease in 2022 since the Community Safety and Policing grant, which funds existing Service programs, is set to expire on March 31, 2022.

2021 – 2030  
CAPITAL BUDGET AND PLAN

**2021 – 2030 CAPITAL BUDGET & PLAN OVERVIEW**

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



| In \$000's                                     | 2020          |                  | 2021 Capital Budget and 2022 - 2030 Capital Plan |               |               |               |               |               |               |               |               |               | Total 10 Year Plan |
|--|---------------|------------------|--|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|--------------------|
|  | Budget        | Projected Actual | 2021   | 2022          | 2023          | 2024          | 2025          | 2026          | 2027          | 2028          | 2029          | 2030          |                    |
| <b>Gross Expenditures by Project Category:</b> |               |                  |  |               |               |               |               |               |               |               |               |               |                    |
| Health & Safety & Legislated                   | 5,528         | 925              | 6,228  | 1,075         | 280           | 280           | -             | -             | -             | -             | -             | -             | 7,863              |
| SOGR   | 52,811        | 44,157           | 46,740   | 35,862        | 37,802        | 37,801        | 38,415        | 45,048        | 50,399        | 40,818        | 37,660        | 52,595        | 423,140            |
| Service Improvement & Growth                   | 21,922        | 13,201           | 15,860   | 28,250        | 38,533        | 39,057        | 24,688        | 13,383        | 20,913        | 18,439        | 8,970         | 153           | 208,246            |
| <b>Total by Project Category</b>               | <b>80,261</b> | <b>58,283</b>    | <b>68,828</b>                                    | <b>65,187</b> | <b>76,615</b> | <b>77,138</b> | <b>63,103</b> | <b>58,431</b> | <b>71,312</b> | <b>59,257</b> | <b>46,630</b> | <b>52,748</b> | <b>639,249</b>     |
| <b>Financing:</b>                              |               |                  |  |               |               |               |               |               |               |               |               |               |                    |
| <b>Debt</b>                                    | <b>36,461</b> | <b>21,194</b>    | <b>30,943</b>                                    | <b>28,310</b> | <b>26,682</b> | <b>28,358</b> | <b>22,472</b> | <b>10,587</b> | <b>21,891</b> | <b>27,086</b> | <b>19,377</b> | <b>9,270</b>  | <b>224,976</b>     |
| Reserves/Reserve Funds                         | 39,362        | 35,118           | 34,094   | 26,770        | 33,121        | 31,681        | 33,724        | 35,541        | 33,507        | 30,320        | 26,924        | 43,415        | 329,097            |
| Development Charges                            | 4,437         | 1,971            | 3,791  | 10,107        | 16,812        | 17,099        | 6,907         | 12,303        | 15,914        | 1,851         | 329           | 63            | 85,176             |
| <b>Total Financing</b>                         | <b>80,261</b> | <b>58,283</b>    | <b>68,828</b>                                    | <b>65,187</b> | <b>76,615</b> | <b>77,138</b> | <b>63,103</b> | <b>58,431</b> | <b>71,312</b> | <b>59,257</b> | <b>46,630</b> | <b>52,748</b> | <b>639,249</b>     |

**Changes to Existing Projects**  
(\$28 Million)

- *Vehicle and Equipment Replacement* - increased by \$4.4 million for various information technology system replacements, equipment lifecycle as well as vehicle replacement based on standard lifecycle program
- *41 Division* - increased by \$9.6 million due to higher construction cost
- *54/55 Division Amalgamation* - increased by \$11.3 million due to higher construction cost
- *51 Division* - increased by \$6 million due to higher construction cost
- *Body Worn Camera* - increased by \$1.5 million due to infrastructure and camera cost
- *District Policing Process Improvement* - reduced by \$2.5 million due to scope reduction
- *Next Generation 911* - reduced by \$2 million to reflect better project costing based on results of Request for Proposal

**New Projects**  
(\$2 Million)

- *New Command Centre* – for a new command vehicle






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

- *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 6](#) for a more detailed listing of the 2021 and 2022-2030 Capital Budget & Plan by project; [Appendix 7](#) for Reporting on Major Capital Projects – Status Update; and [Appendix 8](#) for Capital Needs Constraints, respectively.

**2021 – 2030 CAPITAL BUDGET AND PLAN****\$639.2M 10-Year Gross Capital Program**

|   |   |   |  |   |
|---|---|---|--|---|
|  |  |  |  |      |
| <b>Aging Infrastructure</b>   | <b>Information Technology</b>   | <b>Vehicles</b>   | <b>Communication</b>   | <b>Equipment</b>  |
| \$242.5 M<br>38%  | \$220.6 M<br>35%  | \$84.4 M<br>13%   | \$37.4 M<br>6%   | \$54.3 M<br>8%  |
| 54/55 Division<br>41 Division<br>13/53 Division<br>S.O.G.R.*                      | N.G.9-1-1**<br>A.N.C.O.E.***<br>Workstations<br>Servers<br>Network                | Vehicle<br>Replacement  | Radio<br>Replacement   | Body Worn Camera<br>A.F.I.S.****<br>C.E.W.*****<br>Property Racking<br>Furniture/Locker |

\*State of Good Repair – S.O.G.R.

\*\*Next Generation 911 – N.G. 9-1-1

\*\*\* Analytics Centre of Excellence - 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>\$639.2 M</b><br><b>100%</b> |            | <b>\$0M</b><br><b>0%</b>  | <b>\$0 M</b><br><b>0%</b> |
| Debt                            | \$ 225 M   |                           |                           |
| Reserve<br>Draws                | \$ 329.1 M |                           |                           |
| Development<br>Charges          | \$ 85.2 M  |                           |                           |

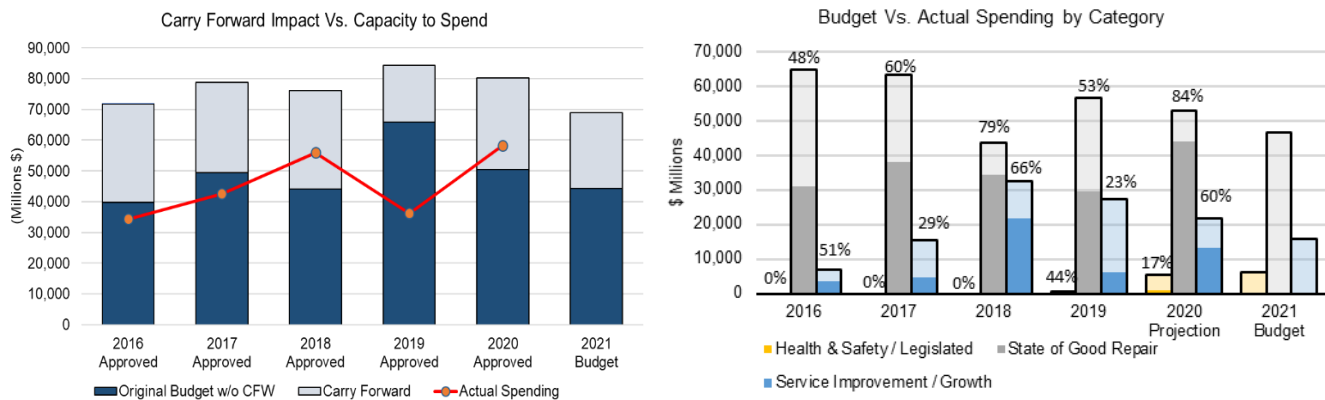
**CAPACITY TO SPEND REVIEW**

The 2021-2030 Capital Budget and Plan is \$639.2 million. The 2021 Capital Budget is \$68.8 million (including \$24.5 million carry forward funding). The 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 Toronto Police Service (TPS)’s ability to spend and the market’s 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 progressed, resulting in revised cost, schedule or scope estimates. Also, civilian staffing shortages in recent years, as a result of a previous 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 2021 budget process, all projects timelines and costs 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 2020 underspending that will be carried forward into 2021 to complete capital work.

**Chart 2 – Capacity to Spend**



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

Based on the review of historical capital spending constraints and a capacity to spend review, \$15.7 million in capital spending originally cash flowed in 2020 has been deferred to 2021, with an additional \$8.9 million, which was deferred from 2019 to 2021 for a total carry forward of \$24.5 million to accommodate projects such as *State of Good Repair, Transforming Corporate Support, 54/55 Divisions Amalgamation, Body Worn Camera, Next Generation 911*, etc.

Also, new project and funding requirements as well as costing adjustments have been added to to the 10-Year Capital Plan as noted below:

- *Mobile Command Centre* – thoroughly equipped with industry-standard technology to be the main centre of operation on the road. In an emergency situation it will decrease the response time, allow full engagement in operations, protect all the technology and equipment that might be required and provide Police presence at the scene when required, etc.
- Provides for increased cost in 41 Division and 54/55 Divisions Amalgamation. Based on current budget estimates developed with the benefit of the architectural consultant and construction manager now being on



board to design, manage and oversee the construction, the total construction cost is higher than previously estimated. This is due to a firmer scope/program for the facility and significantly higher construction costs from when the original estimate was prepared. In addition, the complexity of the construction phasing that involves the demolition of a significant portion of the existing 41 Division facility and constructing a new building while continuing to operate as a full functional division is also a significant factor in the increased cost to build the new facility. The 54/55 Divisions project is comparable to the 41 Division project due to its own increased cost as a result of soil remediation and basement level dewatering “bathtub design”.

- Provides for increased cost for *Body Worn Camera* for the appropriate treatment of operating and capital costing breakdown. *Body Worn Camera* 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 requirements such as cameras.

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

The City of Toronto’s Corporate Real Estate Management (CREM) carries out the state of good repair work required at Police 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 CREM.

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 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 cost fluctuation year to 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 \$336.6 million of the total asset value as of December 31, 2019.

The SOGR projects account for \$423.1 million or 66% of the total 10-Year Capital Budget & Plan of which \$326.5 million or 77% is funded from the Services’ Vehicle and Equipment reserve. The remainder \$96.6 million or 23% 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 (\$44.2 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 (\$84.4 million)
  - Workstations, printers and laptops (\$38 million)
  - Servers (\$48.5 million)
  - Network Equipment (\$36.6 million)
  - Mobile Workstations (\$23.2 million)
  - Wireless Parking system replacement (\$10 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 \$5.36 million net over the 2021-2030 period. The incremental operating impact in 2021 is \$1.58 million as shown in Table 4 below.

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

| Projects                                      | 2021 Budget  |           | 2022 Plan    |           | 2023 Plan    |           | 2024 Plan |           | 2025 Plan |           | 2021-2025    |           | 2021-2030    |           |
|---|--------------|-----------|--------------|-----------|--------------|-----------|-----------|-----------|-----------|-----------|--------------|-----------|--------------|-----------|
|   | \$000s       | Positions | \$000s       | Positions | \$000s       | Positions | \$000s    | Positions | \$000s    | Positions | \$000s       | Positions | \$000s       | Positions |
| <b>Previously Approved</b>                    |              |           |              |           |              |           |           |           |           |           |              |           |              |           |
| ANCOE/Global Search                           | 275          |           | 475          |           |              |           |           | 1         |           |           | 750          | 1         | 750          | 1         |
| Next Generation 911                           |              |           |              |           | 525          |           |           |           |           |           | 525          |           | 525          |           |
| Connected Officer                             |              |           | 2,086        | 2         | 695          |           |           |           |           |           | 2,781        | 2         | 2,781        | 2         |
| Body Worn Camera                              | 1,300        |           |              |           |              |           |           |           |           |           | 1,300        |           | 1,300        |           |
| <b>Sub-Total: Previously Approved</b>         | <b>1,575</b> |           | <b>2,561</b> | <b>2</b>  | <b>1,220</b> |           |           | <b>1</b>  |           |           | <b>5,356</b> | <b>3</b>  | <b>5,356</b> | <b>3</b>  |
| <b>New Projects - 2021</b>                    |              |           |              |           |              |           |           |           |           |           |              |           |              |           |
|   |              |           |              |           |              |           |           |           |           |           |              |           |              |           |
| <b>Sub-Total: New Projects - 2021</b>         |              |           |              |           |              |           |           |           |           |           |              |           |              |           |
| <b>New Projects - Future Years</b>            |              |           |              |           |              |           |           |           |           |           |              |           |              |           |
|   |              |           |              |           |              |           |           |           |           |           |              |           |              |           |
| <b>Sub-Total: New Projects - Future Years</b> |              |           |              |           |              |           |           |           |           |           |              |           |              |           |
| <b>Total (Net)</b>                            | <b>1,575</b> |           | <b>2,561</b> | <b>2</b>  | <b>1,220</b> |           |           | <b>1</b>  |           |           | <b>5,356</b> | <b>3</b>  | <b>5,356</b> | <b>3</b>  |

### Previously Approved projects

- *Analytics Centre of Excellence (A.N.C.O.E.) /Global Search* – Additional funding of \$0.275 million in 2021 will be required to fund ongoing system maintenance and licenses. One additional staff is required from year 2024 to maintain the Global Search system.
- *Next Generation 911* – Additional funding of \$0.525 million is estimated for ongoing system maintenance.
- *Body Worn Camera* – Additional \$1.300 million to cover the on-going subscription cost of the program in 2021.

These operating costs, as mentioned above, have been included in the 2021 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

## COVID-19 Financial Impact - Operating

| COVID-19 Impacts                              | (\$000s)         |                   |                   |                  |                |                |
|---|------------------|-------------------|-------------------|------------------|----------------|----------------|
|   | 2020             |                   |                   | 2021             |                |                |
|   | Revenues         | Gross             | Net               | Revenues         | Gross          | Net            |
| <b>Revenue Loss</b>                           |                  |                   |                   |                  |                |                |
| Vulnerable sector screening, paid duty...     | (8,200.0)        |                   | 8,200.0           | (2,142.5)        |                | 2,142.5        |
| <b>Sub-Total</b>                              | <b>(8,200.0)</b> |                   | <b>8,200.0</b>    | <b>(2,142.5)</b> |                | <b>2,142.5</b> |
| <b>Expenditure Increase</b>                   |                  |                   |                   |                  |                |                |
| PPE, decontamination, cleaning supplies, etc. |                  | 2,147.7           | 2,147.7           |                  | 927.5          | 927.5          |
| Nurses, medical advisors                      |                  | 577.2             | 577.2             |                  | 455.8          | 455.8          |
| Laptops, software licenses, support staff     |                  | 658.3             | 658.3             |                  | 436.2          | 436.2          |
| Gasoline                                      |                  | 500.0             | 500.0             |                  | 423.8          | 423.8          |
| Premium Pay                                   |                  | 1,786.8           | 1,786.8           |                  | 390.0          | 390.0          |
| <b>Sub-Total</b>                              |                  | <b>5,669.9</b>    | <b>5,669.9</b>    |                  | <b>2,633.3</b> | <b>2,633.3</b> |
| <b>Savings due to Underspending</b>           |                  |                   |                   |                  |                |                |
| Premium Pay                                   |                  | (10,386.8)        | (10,386.8)        |                  |                |                |
| Other savings and deferrals                   |                  | (3,483.1)         | (3,483.1)         |                  | (877.2)        | (877.2)        |
| Medical/Dental                                |                  | (5,500.0)         | (5,500.0)         |                  |                |                |
| <b>Sub-Total</b>                              |                  | <b>(19,369.9)</b> | <b>(19,369.9)</b> |                  | <b>(877.2)</b> | <b>(877.2)</b> |
| <b>Savings due to Management Actions</b>      |                  |                   |                   |                  |                |                |
| Delayed hiring                                |                  | (3,100.0)         | (3,100.0)         |                  |                |                |
| <b>Sub-Total</b>                              |                  | <b>(3,100.0)</b>  | <b>(3,100.0)</b>  |                  |                |                |
| <b>Total COVID-19 Impact</b>                  | <b>(8,200.0)</b> | <b>(16,800.0)</b> | <b>(8,600.0)</b>  | <b>(2,142.5)</b> | <b>1,756.1</b> | <b>3,898.6</b> |

## Appendix 2

### 2021 Operating Budget by Revenue / Expenditure Category

| Category<br>(In \$000s)                  | 2018               | 2019               | 2020               | 2020               | 2021               | 2021 Change from<br>2020 Projection |               |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|-------------------------------------|---------------|
|  | Actual**           | Actual**           | Budget             | Projection*        | Budget             | \$                                  | %             |
|  | \$                 | \$                 | \$                 | \$                 | \$                 | \$                                  | %             |
| Provincial Subsidies                     | 53,351.4           | 61,500.5           | 47,212.4           | 65,553.1           | 47,212.4           | (18,340.7)                          | (28.0%)       |
| Federal Subsidies                        |                    |                    |                    |                    |                    |                                     |               |
| Other Subsidies                          |                    |                    |                    |                    |                    |                                     |               |
| User Fees & Donations                    | 67,309.0           | 60,720.3           | 55,792.4           | 53,749.9           | 56,522.9           | 2,773.0                             | 5.2%          |
| Licences & Permits Revenue               |                    |                    |                    |                    |                    |                                     |               |
| Transfers From Capital                   |                    |                    |                    |                    |                    |                                     |               |
| Contribution From Reserves/Reserve Funds | 18,687.5           | 15,899.3           | 31,102.6           | 31,102.6           | 32,167.5           | 1,064.9                             | 3.4%          |
| Sundry and Other Revenues                |                    |                    |                    |                    |                    |                                     |               |
| Inter-Divisional Recoveries              | 3,349.7            | 13,746.8           | 10,913.6           | 6,983.8            | 13,510.5           | 6,526.7                             | 93.5%         |
| <b>Total Revenues</b>                    | <b>142,697.5</b>   | <b>151,867.0</b>   | <b>145,021.0</b>   | <b>157,389.4</b>   | <b>149,413.3</b>   | <b>(7,976.1)</b>                    | <b>(5.1%)</b> |
| Salaries and Benefits                    | 1,007,933.0        | 1,045,570.1        | 1,085,597.0        | 1,080,834.1        | 1,097,923.3        | 17,089.2                            | 1.6%          |
| Materials & Supplies                     | 18,902.4           | 19,192.4           | 20,636.5           | 23,065.2           | 21,360.1           | (1,705.1)                           | (7.4%)        |
| Equipment                                | 7,256.7            | 13,685.6           | 4,852.1            | 11,715.9           | 4,155.6            | (7,560.3)                           | (64.5%)       |
| Service and Rent                         | 46,885.2           | 47,397.9           | 59,536.8           | 65,183.0           | 60,473.4           | (4,709.5)                           | (7.2%)        |
| Contribution To Capital                  | 19,266.0           | 22,266.0           | 22,266.0           | 22,266.0           | 20,766.0           | (1,500.0)                           | (6.7%)        |
| Contribution To Reserves/Reserve Funds   | 28,343.1           | 28,229.9           | 28,244.2           | 28,244.2           | 24,734.7           | (3,509.5)                           | (12.4%)       |
| Other Expenditures                       |                    |                    |                    |                    |                    |                                     |               |
| Inter-Divisional Charges                 | 64.1               | 101.1              | 83.1               | 94.1               | 93.5               | (0.6)                               | (0.6%)        |
| <b>Total Gross Expenditures</b>          | <b>1,128,650.5</b> | <b>1,176,443.0</b> | <b>1,221,215.7</b> | <b>1,231,402.5</b> | <b>1,229,506.6</b> | <b>(1,895.8)</b>                    | <b>(0.2%)</b> |
| <b>Net Expenditures</b>                  | <b>985,953.0</b>   | <b>1,024,576.0</b> | <b>1,076,194.7</b> | <b>1,074,013.1</b> | <b>1,080,093.3</b> | <b>6,080.2</b>                      | <b>0.6%</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>7,524.0</b>     | <b>(357.0)</b>                      | <b>(4.5%)</b> |

\* Year-End Projection Based on Q3 2020 Variance Report

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

## **Appendix 3**

### **Summary of 2021 Service Changes**

**N/A**

## Appendix 4

### Summary of 2021 New / Enhanced Service Priorities Included in Budget

| Form ID  |               | Agencies - Cluster<br><br>Program - Toronto Police Service | Adjustments       |                |            |                    | 2022 Plan<br>Net Change | 2023 Plan<br>Net Change |
|--|---------------|--|-------------------|----------------|------------|--------------------|-------------------------|-------------------------|
| Category   | Equity Impact |  | Gross Expenditure | Revenue        | Net        | Approved Positions |                         |                         |
| 23619  |               | Vision Zero (Police)                                       |                   |                |            |                    |                         |                         |
| 74   | NA            | <b>Description:</b>  |                   |                |            |                    |                         |                         |
| <b>Service Level Impact:</b>   |               |  |                   |                |            |                    |                         |                         |
| Current Service Level: •Officers working on a call back, overtime basis and the establishment of a fully-dedicated 8 officer team •Approx. 35,090 traffic offence noticed issued Proposed Service Level (2021):•18 full time dedicated officers strategically deployed through the City, including on call back and overtime basis where required •Approx. 56,000 traffic notices issued•Work closely with all divisions in addressing local community driving complaints, support local initiatives•Town hall meetings to discuss matters of traffic safety |               |  |                   |                |            |                    |                         |                         |
| <b>Equity Statement:</b>   |               |  |                   |                |            |                    |                         |                         |
| All Torontonians are impacted by this initiative in the same way, thus the proposal has no impact on equity seeking groups.  |               |  |                   |                |            |                    |                         |                         |
| <b>Service:</b> Toronto Police Service   |               |  |                   |                |            |                    |                         |                         |
| Total Staff Recommended Changes:   |               |  | 2,500.0           | 2,500.0        | 0.0        | 0.00               | 0.0                     |                         |
| <b>Staff Recommended New/Enhanced Services:</b>  |               |  | <b>2,500.0</b>    | <b>2,500.0</b> | <b>0.0</b> | <b>0.00</b>        | <b>0.0</b>              |                         |
| <b>Summary:</b>  |               |  |                   |                |            |                    |                         |                         |
| <b>Staff Recommended New / Enhanced Services:</b>  |               |  | <b>2,500.0</b>    | <b>2,500.0</b> | <b>0.0</b> | <b>0.00</b>        | <b>0.0</b>              |                         |

|   |  |             |                               |
|---|--|-------------|-------------------------------|
| <b>Category:</b><br>71 - Operating Impact of New Capital Projects<br>72 - Enhanced Services-Service Expansion | 74 - New Services<br>75 - New Revenues | Page 1 of 1 | Run Date: 12/17/2020 11:40:26 |
|---|--|-------------|-------------------------------|

## Appendix 5

### Summary of 2021 New / Enhanced Service Priorities Not Included in Budget

N/A



### Appendix 6

## 2021 Capital Budget; 2022 - 2030 Capital Plan Including Carry Forward Funding

| Project Code        | (In \$000s)  | 2021 Budget   | 2022 Plan     | 2023 Plan     | 2024 Plan     | 2025 Plan     | 2026 Plan     | 2027 Plan     | 2028 Plan     | 2029 Plan     | 2030 Plan     | 2021 - 2030 Total (including CF) | Health & Safety & Legislated | SOGR           | Growth & Improved Service |
|---------------------|--|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|----------------------------------|------------------------------|----------------|---------------------------|
| POL908188           | State-of-Good-Repair - Police  | 5,702         | 4,400         | 4,400         | 4,400         | 4,400         | 4,400         | 4,400         | 4,400         | 4,400         | 4,400         | 45,302                           |                              | 45,302         |                           |
| POL907533           | Transforming Corporate Support (HRMS, TRMS)                            | 1,378         | 500           | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | -1,876                           |                              |                | 1,876                     |
| POL906123-4, 6      | Long Term Facility Plan - 54/55 Amalgamation; New Build                | 1,000         | 6,710         | 18,800        | 11,280        | 10,026        | 2,500         | 0             | 0             | 0             | 0             | 50,316                           |                              |                | 50,316                    |
| POL906123-12        | Long Term Facility Plan - 32 Division Renovation                       | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0                                |                              |                | 0                         |
| POL906123-15        | Long Term Facility Plan - 13/53 Division; New Build                    | 0             | 600           | 6,516         | 16,796        | 13,096        | 4,364         | 0             | 0             | 0             | 0             | 41,372                           |                              |                | 41,372                    |
| POL908009           | ANCOE (Enterprise Business Intelligence, Global Search)                | 736           | 202           | 202           | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 1,140                            |                              |                | 1,140                     |
| POL906123-9         | Long Term Facility Plan - 22 Division; New Build                       | 0             | 0             | 0             | 0             | 600           | 6,516         | 15,596        | 13,196        | 5,492         | 0             | 41,400                           |                              |                | 41,400                    |
| POL906123-16        | Long Term Facility Plan - 51 Division; Major Expansion                 | 0             | 0             | 0             | 0             | 0             | 0             | 3,300         | 5,240         | 3,460         | 0             | 12,000                           |                              |                | 12,000                    |
| POL906123-13,14, 28 | Long Term Facility Plan - Facility and Process Improvement             | 2,166         | 735           | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 2,901                            |                              |                | 2,901                     |
| POL908179           | Radio Replacement  | 5,074         | 3,292         | 0             | 0             | 0             | 0             | 14,141        | 4,250         | 6,025         | 4,600         | 37,382                           |                              |                | 37,382                    |
| POL906123-8, 24, 25 | Long Term Facility Plan - 41 Division; New Build                       | 5,803         | 19,500        | 13,000        | 10,928        | 0             | 0             | 0             | 0             | 0             | 0             | 49,231                           |                              |                | 49,231                    |
| POL908584           | Next Generation (N.G.) 9-1-1   | 6,228         | 1,075         | 280           | 280           | 0             | 0             | 0             | 0             | 0             | 0             | 7,863                            | 7,863                        |                |                           |
| POL908586           | BodyWorn Camera - Phase II   | 3,964         | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 3,964                            |                              |                | 3,964                     |
| POL907613           | Automated Fingerprint Identification System (AF.I.S.) Replacement      | 474           | 0             | 0             | 0             | 0             | 3,053         | 0             | 0             | 0             | 0             | 3,527                            |                              | 3,527          |                           |
| POL908181           | Property & Evidence Warehouse Racking                                  | 0             | 0             | 0             | 50            | 950           | 0             | 0             | 0             | 0             | 0             | 1,000                            |                              |                | 1,000                     |
| POL908759           | Additional Vehicles  | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0                                |                              |                | 0                         |
| POL908749           | Communication Centre - New Facility Assessment                         | 475           | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 475                              |                              |                | 475                       |
| POL908180           | TPS Archiving  | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0                                |                              |                | 0                         |
| POL908812           | Mobile Command Centre  | 1,735         | 0             | 0             | 0             | 0             | 270           | 50            | 0             | 0             | 270           | 2,325                            |                              |                | 2,325                     |
| POL906576           | Vehicle and Equipment  | 8,122         | 8,181         | 8,028         | 8,553         | 8,614         | 8,589         | 8,589         | 8,589         | 8,589         | 8,589         | 84,443                           |                              |                | 84,443                    |
| POL906576-7         | Remote Operated Vehicle (ROV) Marine unit                              | 0             | 0             | 0             | 0             | 110           | 0             | 0             | 0             | 0             | 0             | 110                              |                              |                | 110                       |
| POL906582           | Workstation, Laptop, Printer- Lifecycle plan                           | 4,192         | 4,121         | 2,434         | 3,707         | 4,442         | 4,232         | 3,892         | 3,119         | 3,697         | 5,392         | 39,228                           |                              |                | 39,228                    |
| POL906583           | Servers - Lifecycle Plan   | 5,919         | 4,178         | 5,494         | 6,200         | 3,281         | 4,912         | 4,045         | 6,043         | 6,820         | 3,610         | 50,502                           |                              |                | 50,502                    |
| POL906584           | IT Business Resumption   | 2,508         | 1,529         | 2,534         | 2,059         | 1,988         | 2,354         | 1,131         | 2,787         | 2,265         | 2,187         | 21,342                           |                              |                | 21,342                    |
| POL907175           | Mobile Workstations  | 4,500         | 0             | 0             | 343           | 10,452        | 1,143         | 0             | 0             | 343           | 10,452        | 27,233                           |                              |                | 27,233                    |
| POL907186           | Network Equipment  | 1,750         | 2,250         | 3,750         | 4,350         | 0             | 5,750         | 8,300         | 2,350         | 2,350         | 5,750         | 36,600                           |                              |                | 36,600                    |
| POL907862           | Locker Replacement   | 658           | 540           | 540           | 540           | 540           | 540           | 540           | 540           | 540           | 540           | 5,518                            |                              |                | 5,518                     |
| POL906259           | Furniture Replacement  | 997           | 500           | 500           | 500           | 500           | 500           | 475           | 500           | 500           | 500           | 5,472                            |                              |                | 5,472                     |
| POL907511           | Automatic Vehicle Locator (A.V.L.)                                     | 789           | 0             | 0             | 0             | 2,000         | 0             | 0             | 0             | 0             | 2,000         | 4,789                            |                              |                | 4,789                     |
| POL907512           | In - Car Camera  | 0             | 500           | 2,750         | 3,025         | 0             | 0             | 0             | 0             | 0             | 0             | 6,275                            |                              |                | 6,275                     |
| POL907513           | Voice Logging  | 0             | 0             | 0             | 500           | 0             | 0             | 0             | 0             | 500           | 0             | 1,000                            |                              |                | 1,000                     |
| POL907516           | Electronic Surveillance  | 0             | 0             | 0             | 1,090         | 0             | 105           | 0             | 205           | 0             | 0             | 1,400                            |                              |                | 1,400                     |
| POL907517           | Digital Photography  | 316           | 0             | 0             | 0             | 314           | 316           | 0             | 0             | 0             | 314           | 1,260                            |                              |                | 1,260                     |
| POL907521           | Divisional CCTV Management (D.V.A.M. I & II)                           | 1,374         | 1,665         | 855           | 385           | 326           | 1,825         | 650           | 650           | 650           | 650           | 9,030                            |                              |                | 9,030                     |
| POL907523           | Property & Evidence Scanners   | 43            | 0             | 0             | 0             | 0             | 0             | 38            | 0             | 0             | 0             | 81                               |                              |                | 81                        |
| POL907524           | Divisional Parking Lot Network (D.P.L.N.)                              | 0             | 0             | 0             | 0             | 0             | 1,800         | 0             | 0             | 0             | 0             | 1,800                            |                              |                | 1,800                     |
| POL907525-5         | Small Equipment (e.g. telephone handset)                               | 880           | 0             | 0             | 0             | 0             | 750           | 750           | 0             | 0             | 0             | 2,380                            |                              |                | 2,380                     |
| POL907525-7         | Small Equipment - test analyzers                                       | 0             | 580           | 580           | 0             | 0             | 0             | 0             | 0             | 0             | 620           | 1,780                            |                              |                | 1,780                     |
| POL907525-15        | Small Equipment - In Car Camera (I.C.C.) Microphones                   | 150           | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 150                              |                              |                | 150                       |
| POL907525-18        | Small Equipment - Video Recording Equipment                            | 70            | 64            | 78            | 40            | 72            | 82            | 70            | 58            | 60            | 70            | 664                              |                              |                | 664                       |
| POL907525-11, 17    | Small Equipment - Video Recording Property & Video Evidence Management | 34            | 30            | 17            | 0             | 47            | 30            | 17            | 30            | 17            | 0             | 222                              |                              |                | 222                       |
| POL907525-12        | Small Equipment - Auditorium Audio and Visual Equipment                | 0             | 575           | 0             | 300           | 125           | 750           | 250           | 0             | 575           | 0             | 2,575                            |                              |                | 2,575                     |
| POL908010           | Radar Unit Replacement   | 16            | 13            | 200           | 86            | 190           | 53            | 237           | 100           | 0             | 29            | 924                              |                              |                | 924                       |
| POL907612           | Livescan Machines  | 0             | 0             | 0             | 0             | 0             | 540           | 0             | 0             | 0             | 0             | 540                              |                              |                | 540                       |
| POL907549           | Wireless Parking System  | 171           | 1,256         | 3,767         | 0             | 0             | 0             | 1,256         | 3,767         | 0             | 0             | 10,217                           |                              |                | 10,217                    |
| POL907785           | Closed Circuit Television (C.C.T.V.)                                   | 326           | 0             | 0             | 0             | 0             | 0             | 2,000         | 0             | 0             | 0             | 2,326                            |                              |                | 2,326                     |
| POL907786           | Automated External Defibrillator (A.E.D.s.)                            | 14            | 3             | 15            | 3             | 16            | 3             | 17            | 3             | 18            | 153           | 245                              |                              |                | 245                       |
| POL908133           | Conducted Energy Weapon (CEW)  | 1,267         | 0             | 1,579         | 0             | 707           | 1,267         | 0             | 1,579         | 0             | 707           | 7,106                            |                              |                | 7,106                     |
| POL908468           | Connected/Mobile Officer   | 0             | 1,403         | 296           | 1,723         | 307           | 1,787         | 318           | 1,851         | 329           | 1,915         | 9,929                            |                              |                | 9,929                     |
| POL908811           | Armoured Emergency Task Force Police Vehicle                           | 0             | 0             | 0             | 0             | 0             | 0             | 400           | 0             | 0             | 0             | 400                              |                              |                | 400                       |
| POL908085           | Marine Vessel Electronics  | 0             | 785           | 0             | 0             | 0             | 0             | 850           | 0             | 0             | 0             | 1,635                            |                              |                | 1,635                     |
|                     | <b>Total Gross Projects</b>  | <b>68,828</b> | <b>65,187</b> | <b>76,615</b> | <b>77,138</b> | <b>63,103</b> | <b>58,431</b> | <b>71,312</b> | <b>59,257</b> | <b>46,630</b> | <b>52,748</b> | <b>639,249</b>                   | <b>7,863</b>                 | <b>385,758</b> | <b>245,628</b>            |

### Appendix 6a

### 2021 Cash Flow and Future Year Commitments Including Carry Forward Funding

| Project Code | (In \$000s)   | 2021   | 2022   | 2023   | 2024  | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | Total 2021 Cash Flow & FY Commits | Previously Approved | Change in Scope | New w/ Future Year |
|--------------|---|--------|--------|--------|-------|------|------|------|------|------|------|-----------------------------------|---------------------|-----------------|--------------------|
| POL906123-4  | 54/55 Amalgamation S2 2019 & 2020                   | 1,000  | 6,710  | 0      | 0     | 0    | 0    | 0    | 0    | 0    | 0    | 7,710                             | 1,000               |                 | 6,710              |
| POL906123-8  | 41 Division - 2019 & 2020                           | 3,686  | 0      | 0      | 0     | 0    | 0    | 0    | 0    | 0    | 0    | 3,686                             | 3,686               |                 |                    |
| POL906123-12 | 32 Renovation 2019 and 2020                         | 4,640  | 0      | 0      | 0     | 0    | 0    | 0    | 0    | 0    | 0    | 4,640                             | 4,640               |                 |                    |
| POL906123-13 | Long Term Fac-Fac & Process Improvement 2019 & 2020 | 1,882  | 0      | 0      | 0     | 0    | 0    | 0    | 0    | 0    | 0    | 1,882                             | 1,882               |                 |                    |
| POL906123-14 | Long Term Fac-Fac & Process Improvement 2021-2030   | 1,485  | 735    | 0      | 0     | 0    | 0    | 0    | 0    | 0    | 0    | 2,220                             |                     |                 | 2,220              |
| POL906123-18 | 12 Division Renovation                              | 375    | 0      | 0      | 0     | 0    | 0    | 0    | 0    | 0    | 0    | 375                               | 375                 |                 |                    |
| POL906123-24 | 41 Division 2021 - 2030                             | 2,116  | 19,500 | 13,000 | 1,356 | 0    | 0    | 0    | 0    | 0    | 0    | 35,972                            |                     |                 | 35,972             |
| POL906123-25 | 41 Division 2021 - 2030 S3 Change of Scope          | 0      | 0      | 0      | 9,572 | 0    | 0    | 0    | 0    | 0    | 0    | 9,572                             |                     | 9,572           |                    |
| POL906123-27 | S3 -Trsf 32 Div Debt Funding to TCS,BWC,DPP, NG911  | -4,640 | 0      | 0      | 0     | 0    | 0    | 0    | 0    | 0    | 0    | -4,640                            |                     | -4,640          |                    |
| POL906123-28 | Carry Forward Adjustment-Long Term Fac-Proc Imprv   | -1,200 | 0      | 0      | 0     | 0    | 0    | 0    | 0    | 0    | 0    | -1,200                            |                     | -1,200          |                    |
| POL906123-29 | CFC Swap Funding to Debt - Long-term Fac-Proc Impr  | 0      | 0      | 0      | 0     | 0    | 0    | 0    | 0    | 0    | 0    | 0                                 |                     |                 |                    |
| POL906123-30 | Carry Forward Adjustment - 12 Division Renovation   | -375   | 0      | 0      | 0     | 0    | 0    | 0    | 0    | 0    | 0    | -375                              |                     | -375            |                    |
| POL906259-6  | Furniture Replacement 2019 & 2020                   | 692    | 0      | 0      | 0     | 0    | 0    | 0    | 0    | 0    | 0    | 692                               | 692                 |                 |                    |
| POL906259-8  | Furniture Lifecycle 2021-2030                       | 305    | 0      | 0      | 0     | 0    | 0    | 0    | 0    | 0    | 0    | 305                               |                     |                 | 305                |
| POL906576-10 | Vehicle & Equipment lifecycle repl 2021-2030        | 8,122  | 0      | 0      | 0     | 0    | 0    | 0    | 0    | 0    | 0    | 8,122                             |                     |                 | 8,122              |
| POL906582-5  | Workstation, Printers and Laptops 2019 & 2020       | 1,239  | 0      | 0      | 0     | 0    | 0    | 0    | 0    | 0    | 0    | 1,239                             | 1,239               |                 |                    |
| POL906582-8  | Workstation, Printers and Laptops 2021 - 2030       | 2,953  | 0      | 0      | 0     | 0    | 0    | 0    | 0    | 0    | 0    | 2,953                             |                     |                 | 2,953              |
| POL906583-3  | Servers Lifecycle Replacement 2019 & 2020           | 1,953  | 0      | 0      | 0     | 0    | 0    | 0    | 0    | 0    | 0    | 1,953                             | 1,953               |                 |                    |
| POL906583-7  | Servers lifecycle Replacement 2021-2030             | 3,966  | 0      | 0      | 0     | 0    | 0    | 0    | 0    | 0    | 0    | 3,966                             |                     |                 | 3,966              |
| POL906584-6  | IT Business Resumption 2019 & 2020                  | 886    | 0      | 0      | 0     | 0    | 0    | 0    | 0    | 0    | 0    | 886                               | 886                 |                 |                    |
| POL906584-10 | IT Business resumption 2021-2030                    | 1,621  | 0      | 0      | 0     | 0    | 0    | 0    | 0    | 0    | 0    | 1,621                             |                     |                 | 1,621              |
| POL907175-2  | Mobile Workstation 2019 & 2020                      | 4,000  | 0      | 0      | 0     | 0    | 0    | 0    | 0    | 0    | 0    | 4,000                             | 4,000               |                 |                    |
| POL907175-5  | Mobile Workstation 2021-2030                        | 500    | 0      | 0      | 0     | 0    | 0    | 0    | 0    | 0    | 0    | 500                               |                     |                 | 500                |
| POL907186-4  | network lifecycle replacement S5 2021-2030          | 1,750  | 0      | 0      | 0     | 0    | 0    | 0    | 0    | 0    | 0    | 1,750                             |                     |                 | 1,750              |
| POL907511-1  | Replacement of AVLS 2019 & 2020                     | 441    | 0      | 0      | 0     | 0    | 0    | 0    | 0    | 0    | 0    | 441                               | 441                 |                 |                    |
| POL907511-3  | Replacement of Automated Vehicle Locating 2021      | 348    | 0      | 0      | 0     | 0    | 0    | 0    | 0    | 0    | 0    | 348                               |                     |                 | 348                |
| POL907517-3  | Digital Photography Lifecycle Replacement           | 316    | 0      | 0      | 0     | 0    | 0    | 0    | 0    | 0    | 0    | 316                               |                     |                 | 316                |
| POL907521-2  | Digital Video Asset Mgmt System I, II 2019 & 2020   | 484    | 0      | 0      | 0     | 0    | 0    | 0    | 0    | 0    | 0    | 484                               | 484                 |                 |                    |
| POL907521-5  | Digital Video Asset Mgmt System I, II LR 2021-2030  | 890    | 0      | 0      | 0     | 0    | 0    | 0    | 0    | 0    | 0    | 890                               |                     |                 | 890                |
| POL907523-2  | Replacement Property Scanner 2019 & 2020            | 40     | 0      | 0      | 0     | 0    | 0    | 0    | 0    | 0    | 0    | 40                                | 40                  |                 |                    |
| POL907523-3  | Replacement Property Scanners 2021 - 2030           | 3      | 0      | 0      | 0     | 0    | 0    | 0    | 0    | 0    | 0    | 3                                 |                     |                 | 3                  |
| POL907525-5  | Telephone Handset Replacement 2019 & 2020           | 130    | 0      | 0      | 0     | 0    | 0    | 0    | 0    | 0    | 0    | 130                               | 130                 |                 |                    |

Appendix 6a (continued)

2021 Cash Flow and Future Year Commitments Including Carry Forward Funding

| Project Code | (In \$000s)   | 2021          | 2022          | 2023          | 2024          | 2025     | 2026     | 2027     | 2028     | 2029     | 2030     | Total 2021 Cash Flow & FY Commits | Previously Approved | Change in Scope | New w/ Future Year |
|--------------|---|---------------|---------------|---------------|---------------|----------|----------|----------|----------|----------|----------|-----------------------------------|---------------------|-----------------|--------------------|
| POL907525-15 | ICC microphones 2021-2030                           | 150           | 0             | 0             | 0             | 0        | 0        | 0        | 0        | 0        | 0        | 150                               |                     |                 | 150                |
| POL907525-16 | Telephone Handset Replacement 2021 - 2030           | 750           | 0             | 0             | 0             | 0        | 0        | 0        | 0        | 0        | 0        | 750                               |                     |                 | 750                |
| POL907525-17 | Video Recording PVEMU 2019 & 2020                   | 34            | 0             | 0             | 0             | 0        | 0        | 0        | 0        | 0        | 0        | 34                                | 34                  |                 |                    |
| POL907525-18 | video recording equipment 2021 - 2030               | 70            | 0             | 0             | 0             | 0        | 0        | 0        | 0        | 0        | 0        | 70                                |                     |                 | 70                 |
| POL907533-2  | Transforming Corp Support (HRMS, TRMS) 2019 & 2020  | 1,376         | 500           | 0             | 0             | 0        | 0        | 0        | 0        | 0        | 0        | 1,876                             | 1,876               |                 |                    |
| POL907533-3  | CFC Swap Funding to Debt-Transforming Corp Support  | 0             | 0             | 0             | 0             | 0        | 0        | 0        | 0        | 0        | 0        | 0                                 |                     |                 |                    |
| POL907549-3  | Wireless Parking System 2019 & 2020                 | 171           | 0             | 0             | 0             | 0        | 0        | 0        | 0        | 0        | 0        | 171                               | 171                 |                 |                    |
| POL907613-2  | AFIS 2019 & 2020                                    | 1,946         | 0             | 0             | 0             | 0        | 0        | 0        | 0        | 0        | 0        | 1,946                             | 1,946               |                 |                    |
| POL907613-4  | Carry Forward Adjustment - S3 AFIS 2019 & 2020      | -1,472        | 0             | 0             | 0             | 0        | 0        | 0        | 0        | 0        | 0        | -1,472                            |                     | -1,472          |                    |
| POL907785-5  | CCTV 2021-2030                                      | 275           | 0             | 0             | 0             | 0        | 0        | 0        | 0        | 0        | 0        | 275                               |                     |                 | 275                |
| POL907785-6  | CCTV 2019 & 2020                                    | 50            | 0             | 0             | 0             | 0        | 0        | 0        | 0        | 0        | 0        | 50                                | 50                  |                 |                    |
| POL907786-5  | AED's 2021-2030                                     | 14            | 0             | 0             | 0             | 0        | 0        | 0        | 0        | 0        | 0        | 14                                |                     |                 | 14                 |
| POL907860-1  | Peer to Peer Site                                   | 275           | 0             | 0             | 0             | 0        | 0        | 0        | 0        | 0        | 0        | 275                               | 275                 |                 |                    |
| POL907860-2  | Carry Forward Adjustment S3 - Peer to Peer Site     | -275          | 0             | 0             | 0             | 0        | 0        | 0        | 0        | 0        | 0        | -275                              |                     | -275            |                    |
| POL907862-2  | locker replacement 2019 & 2020                      | 418           | 0             | 0             | 0             | 0        | 0        | 0        | 0        | 0        | 0        | 418                               | 418                 |                 |                    |
| POL907862-4  | locker replacement S5 2021-2030                     | 240           | 0             | 0             | 0             | 0        | 0        | 0        | 0        | 0        | 0        | 240                               |                     |                 | 240                |
| POL908009-3  | Business Intelligence 2019 & 2020                   | 59            | 0             | 0             | 0             | 0        | 0        | 0        | 0        | 0        | 0        | 59                                | 59                  |                 |                    |
| POL908009-6  | ANCOE/Global Search 2021 - 2030                     | 677           | 0             | 0             | 0             | 0        | 0        | 0        | 0        | 0        | 0        | 677                               |                     |                 | 677                |
| POL908010-4  | Radar Unit Replacement 2021-2030                    | 16            | 0             | 0             | 0             | 0        | 0        | 0        | 0        | 0        | 0        | 16                                |                     |                 | 16                 |
| POL908133-3  | CEW Replacement 2021-2030                           | 1,267         | 0             | 0             | 0             | 0        | 0        | 0        | 0        | 0        | 0        | 1,267                             |                     |                 | 1,267              |
| POL908179-6  | Radio Replacement 2021-2030                         | 5,074         | 0             | 0             | 0             | 0        | 0        | 0        | 0        | 0        | 0        | 5,074                             |                     |                 | 5,074              |
| POL908181-1  | Property and Evidence Racking 2020                  | 10            | 0             | 0             | 0             | 0        | 0        | 0        | 0        | 0        | 0        | 10                                | 10                  |                 |                    |
| POL908181-3  | Carry Forward Adjustment - Property Racking 2020    | -10           | 0             | 0             | 0             | 0        | 0        | 0        | 0        | 0        | 0        | -10                               |                     | -10             |                    |
| POL908188-4  | SOGR 2019 & 2020                                    | 2,452         | 0             | 0             | 0             | 0        | 0        | 0        | 0        | 0        | 0        | 2,452                             | 2,452               |                 |                    |
| POL908188-6  | SOGR 2021-2030                                      | 4,600         | 0             | 0             | 0             | 0        | 0        | 0        | 0        | 0        | 0        | 4,600                             |                     |                 | 4,600              |
| POL908188-7  | Carry Forward Adjustment - SOGR 2019 & 2020 S3      | -1,350        | 0             | 0             | 0             | 0        | 0        | 0        | 0        | 0        | 0        | -1,350                            |                     | -1,350          |                    |
| POL908584-1  | Next Generation (NG911) 2019 & 2020                 | 4,128         | 0             | 0             | 0             | 0        | 0        | 0        | 0        | 0        | 0        | 4,128                             | 4,128               |                 |                    |
| POL908584-3  | Next Generation (NG911) 2021-2030                   | 2,100         | 1,075         | 280           | 280           | 0        | 0        | 0        | 0        | 0        | 0        | 3,735                             |                     |                 | 3,735              |
| POL908584-4  | CFC Swap Funding to Debt S3 - NG911 2019 & 2020     | 0             | 0             | 0             | 0             | 0        | 0        | 0        | 0        | 0        | 0        | 0                                 |                     |                 |                    |
| POL908586-2  | Body Worn Camera 2019 & 2020                        | 991           | 0             | 0             | 0             | 0        | 0        | 0        | 0        | 0        | 0        | 991                               | 991                 |                 |                    |
| POL908586-3  | Body Worn Camera 2021 - 2030 S2                     | 1,500         | 0             | 0             | 0             | 0        | 0        | 0        | 0        | 0        | 0        | 1,500                             | 1,500               |                 |                    |
| POL908586-4  | Body Worn Camera 2021 - 2030 S3 Change of Scope     | 1,473         | 0             | 0             | 0             | 0        | 0        | 0        | 0        | 0        | 0        | 1,473                             |                     | 1,473           |                    |
| POL908586-5  | CFC Swap Funding to Debt-Body Worn Camera 2021-2030 | 0             | 0             | 0             | 0             | 0        | 0        | 0        | 0        | 0        | 0        | 0                                 |                     |                 |                    |
| POL908749-1  | Communication Centre - 2019 & 2020                  | 475           | 0             | 0             | 0             | 0        | 0        | 0        | 0        | 0        | 0        | 475                               | 475                 |                 |                    |
| POL908759-1  | Additional Vehicles                                 | 129           | 0             | 0             | 0             | 0        | 0        | 0        | 0        | 0        | 0        | 129                               | 129                 |                 |                    |
| POL908759-2  | Carry Forward Adjustment S3 - Additional Vehicles   | -129          | 0             | 0             | 0             | 0        | 0        | 0        | 0        | 0        | 0        | -129                              |                     | -129            |                    |
| POL908812-1  | Mobile Command Center 2021-2030                     | 1,735         | 0             | 0             | 0             | 0        | 0        | 0        | 0        | 0        | 0        | 1,735                             |                     |                 | 1,735              |
| <b>Total</b> |   | <b>68,827</b> | <b>28,520</b> | <b>13,280</b> | <b>11,208</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>121,835</b>                    | <b>35,962</b>       | <b>1,594</b>    | <b>84,279</b>      |

Appendix 6b

2022 - 2030 Capital Plan

| Project Code | (In \$000s)  | 2022          | 2023          | 2024          | 2025          | 2026          | 2027          | 2028          | 2029          | 2030          | Total 2021 Cash Flow & FY Commits | Health & Safety & Legislated | SOGR           | Growth & Improved Service |
|--------------|--|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|-----------------------------------|------------------------------|----------------|---------------------------|
| POL906123-6  | 54/55 Amalgamation - Construction - 2021-2030      | 0             | 18,800        | 11,280        | 10,026        | 2,500         | 0             | 0             | 0             | 0             | 42,606                            |                              |                | 42,606                    |
| POL906123-9  | 22 Division New Build                              | 0             | 0             | 0             | 600           | 6,516         | 15,596        | 13,196        | 5,492         | 0             | 41,400                            |                              |                | 41,400                    |
| POL906123-15 | 13/ 53 Division New Build 2022-2030                | 600           | 6,516         | 16,796        | 13,096        | 4,364         | 0             | 0             | 0             | 0             | 41,372                            |                              |                | 41,372                    |
| POL906123-16 | 51 Division Major Expansion                        | 0             | 0             | 0             | 0             | 0             | 3,300         | 5,240         | 3,460         | 0             | 12,000                            |                              |                | 12,000                    |
| POL906259-8  | Furniture Lifecycle S5 2021-2030                   | 500           | 500           | 500           | 500           | 500           | 475           | 500           | 500           | 500           | 4,475                             |                              | 4,475          |                           |
| POL906576-7  | Remote Operated Vehicle (ROV) 2021-2030            | 0             | 0             | 0             | 110           | 0             | 0             | 0             | 0             | 0             | 110                               |                              | 110            |                           |
| POL906576-10 | Vehicle & Equipment lifecycle repl 2021-2030 (S5)  | 8,181         | 8,028         | 8,553         | 8,614         | 8,589         | 8,589         | 8,589         | 8,589         | 8,589         | 76,321                            |                              | 76,321         |                           |
| POL906582-8  | Workstation, Printers and Laptops 2021 - 2030      | 4,121         | 2,434         | 3,707         | 4,442         | 4,232         | 3,892         | 3,119         | 3,697         | 5,392         | 35,036                            |                              | 35,036         |                           |
| POL906583-7  | Servers lifecycle Replacement (S5) 2021-2030       | 4,178         | 5,494         | 6,200         | 3,281         | 4,912         | 4,045         | 6,043         | 6,820         | 3,610         | 44,583                            |                              | 44,583         |                           |
| POL906584-10 | IT Business resumption (S5) 2021-2030              | 1,529         | 2,534         | 2,059         | 1,988         | 2,354         | 1,131         | 2,787         | 2,265         | 2,187         | 18,834                            |                              | 18,834         |                           |
| POL907175-5  | Mobile Workstation (S5) 2021-2030                  | 0             | 0             | 343           | 10,452        | 1,143         | 0             | 0             | 343           | 10,452        | 22,733                            |                              | 22,733         |                           |
| POL907186-4  | network lifecycle S5 replacement 2021-2030         | 2,250         | 3,750         | 4,350         | 0             | 5,750         | 8,300         | 2,350         | 2,350         | 5,750         | 34,850                            |                              | 34,850         |                           |
| POL907511-3  | Replacement of Automated Vehicle Locating 2021     | 0             | 0             | 0             | 2,000         | 0             | 0             | 0             | 0             | 2,000         | 4,000                             |                              | 4,000          |                           |
| POL907512-1  | In Car Camera Replacement S6                       | 500           | 2,750         | 3,025         | 0             | 0             | 0             | 0             | 0             | 0             | 6,275                             |                              | 6,275          |                           |
| POL907513-3  | Replacement Voice Logging Equipment 2021 - 2030    | 0             | 0             | 500           | 0             | 0             | 0             | 0             | 500           | 0             | 1,000                             |                              | 1,000          |                           |
| POL907516-4  | Electronic Surveillance 2021-2030                  | 0             | 0             | 1,090         | 0             | 105           | 0             | 205           | 0             | 0             | 1,400                             |                              | 1,400          |                           |
| POL907517-3  | Digital Photography Lifecycle Replacement (S5)     | 0             | 0             | 0             | 314           | 316           | 0             | 0             | 0             | 314           | 944                               |                              | 944            |                           |
| POL907521-5  | Digital Video Asset Mgmt System I, II LR 2021-2030 | 1,665         | 855           | 385           | 326           | 1,825         | 650           | 650           | 650           | 650           | 7,656                             |                              | 7,656          |                           |
| POL907523-3  | Replacement Property Scanners 2021 - 2030          | 0             | 0             | 0             | 0             | 0             | 38            | 0             | 0             | 0             | 38                                |                              | 38             |                           |
| POL907524-3  | Divisional Parking Lot Networks Replacement S6     | 0             | 0             | 0             | 0             | 1,800         | 0             | 0             | 0             | 0             | 1,800                             |                              | 1,800          |                           |
| POL907525-7  | Test Analyzers 2021 - 2030                         | 580           | 580           | 0             | 0             | 0             | 0             | 0             | 0             | 620           | 1,780                             |                              | 1,780          |                           |
| POL907525-11 | Video Recording PVEMU 2021 - 2030                  | 30            | 17            | 0             | 47            | 30            | 17            | 30            | 17            | 0             | 188                               |                              | 188            |                           |
| POL907525-12 | Auditorium Audio and Visual Equipment 2021-2030    | 575           | 0             | 300           | 125           | 750           | 250           | 0             | 575           | 0             | 2,575                             |                              | 2,575          |                           |
| POL907525-16 | Telephone Handset Replacement 2021 - 2030          | 0             | 0             | 0             | 0             | 750           | 750           | 0             | 0             | 0             | 1,500                             |                              | 1,500          |                           |
| POL907525-18 | video recording equipment 2021 - 2030              | 64            | 78            | 40            | 72            | 82            | 70            | 58            | 60            | 70            | 594                               |                              | 594            |                           |
| POL907549-2  | Wireless Parking System (S6) 2021-2030             | 1,256         | 3,767         | 0             | 0             | 0             | 1,256         | 3,767         | 0             | 0             | 10,046                            |                              | 10,046         |                           |
| POL907612-2  | Livescan (S6) 2021-2030                            | 0             | 0             | 0             | 0             | 540           | 0             | 0             | 0             | 0             | 540                               |                              | 540            |                           |
| POL907613-3  | AFIS - 2021-2030                                   | 0             | 0             | 0             | 0             | 3,053         | 0             | 0             | 0             | 0             | 3,053                             |                              | 3,053          |                           |
| POL907785-5  | S5 CCTV 2021-2030                                  | 0             | 0             | 0             | 0             | 0             | 2,000         | 0             | 0             | 0             | 2,000                             |                              |                | 2,000                     |
| POL907786-5  | AED's (S5) 2021-2030                               | 3             | 15            | 3             | 16            | 3             | 17            | 3             | 18            | 153           | 231                               |                              |                | 231                       |
| POL907862-4  | locker replacement S5 2021-2030                    | 540           | 540           | 540           | 540           | 540           | 540           | 540           | 540           | 540           | 4,860                             |                              | 4,860          |                           |
| POL908009-6  | ANCOE/Global Search 2021 - 2030                    | 202           | 202           | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 404                               |                              |                | 404                       |
| POL908010-4  | Radar Unit Replacement S5 2021-2030                | 13            | 200           | 86            | 190           | 53            | 237           | 100           | 0             | 29            | 908                               |                              | 908            |                           |
| POL9080185-2 | Marine Vessel Electronics Rplcment S6 2021-2030    | 785           | 0             | 0             | 0             | 850           | 0             | 0             | 0             | 0             | 1,635                             |                              | 1,635          |                           |
| POL908133-3  | CEW Replacement 2021-2030                          | 0             | 1,579         | 0             | 707           | 1,267         | 0             | 1,579         | 0             | 707           | 5,839                             |                              | 5,839          |                           |
| POL908179-6  | Radio Replacement S5 2021-2030                     | 3,292         | 0             | 0             | 0             | 0             | 14,141        | 4,250         | 6,025         | 4,600         | 32,308                            |                              | 32,308         |                           |
| POL908181-2  | Property and Evidence Racking 2021-2030            | 0             | 0             | 50            | 950           | 0             | 0             | 0             | 0             | 0             | 1,000                             |                              |                | 1,000                     |
| POL908188-6  | SOGR 2021-2030                                     | 4,400         | 4,400         | 4,400         | 4,400         | 4,400         | 4,400         | 4,400         | 4,400         | 4,400         | 39,600                            |                              | 39,600         |                           |
| POL908468-2  | Connected Officer Lifecycle 2021-2030              | 1,403         | 296           | 1,723         | 307           | 1,787         | 318           | 1,851         | 329           | 1,915         | 9,929                             |                              | 9,929          |                           |
| POL908811-1  | Armoured ETF Police Vehicle 2021-2030              | 0             | 0             | 0             | 0             | 0             | 400           | 0             | 0             | 0             | 400                               |                              | 400            |                           |
| POL908812-1  | Mobile Command Center 2021-2030                    | 0             | 0             | 0             | 0             | 270           | 50            | 0             | 0             | 270           | 590                               |                              | 590            |                           |
| <b>Total</b> |  | <b>36,667</b> | <b>63,335</b> | <b>65,930</b> | <b>63,103</b> | <b>58,431</b> | <b>71,312</b> | <b>59,257</b> | <b>46,630</b> | <b>52,748</b> | <b>517,413</b>                    | <b>0</b>                     | <b>376,400</b> | <b>141,013</b>            |















## Appendix 7

### Reporting on Major Capital Projects: Status Update as at September 30, 2020




| Division/Project name                    | 2020 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  |           |         |
| 54/55 Divisions Amalgamation             | 1,000   | 0         | 0                | 39,225             | 184          | Delayed | Jan-17     | Dec-24   | Dec-25   | R         | R       |
| Comments:                                | <ul style="list-style-type: none"> <li>The process of rezoning and an environmental assessment of site and soil conditions are complete.</li> <li>The Request for Proposal (R.F.P.) for construction management services is proceeding.</li> <li>The architectural firm is proceeding to prepare the building design documentation.</li> <li>A Request for Proposal (R.F.P.) is being finalized to secure construction management services. Construction scheduled to start in 2022.</li> </ul>   |           |                  |                    |              |         |            |          |          |           |         |
| Explanation for Delay:                   | Due to significant delays associated with the lengthy public consultation, planning and approval processes, and the impact of the COVID-19 pandemic, construction will start in 2022.   |           |                  |                    |              |         |            |          |          |           |         |
| Transforming Corporate Support           | 1,718   | 341       | 341              | 8,742              | 6,558        | Delayed | Jan-14     | Dec-20   | Dec-21   | R         | R       |
| Comments:                                | Work continues throughout 2020 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 Red until the review of the Phase III Time and Labour implementation scope, plan and solution options is complete and a plan for moving forward is complete.   |           |                  |                    |              |         |            |          |          |           |         |
| ANCOE (Enterprise Business Intelligence) | 1,152   | 477       | 1,152            | 12,882             | 10,390       | On Time | Jan-15     | Dec-18   | Dec-23   | G         | Y       |
| Comments:                                | Streamlined Service processes that will make data and analytics products available to front-line members, management, and the public are in the process of being developed, as well as an enhanced reporting database and data marts for existing Service requirements from various operational data sources. Analytical reporting environments for internal members are being established using new PowerB.I., geospatial and reporting technology. In the fourth quarter, the project will focus on the development of Situational Awareness solution, building of the proposed redesigned GIS platform, AVL program development, completion of EBI requirements with new dashboards, reports and GIS mapping solutions.  |           |                  |                    |              |         |            |          |          |           |         |
| Explanation for Delay:                   |   |           |                  |                    |              |         |            |          |          |           |         |
| Radio Replacement                        | 4,640   | 4,081     | 4,640            | 38,051             | 29,125       | On Time | Jan-16     | on-going | on-going | G         | G       |
| Comments:                                | <b>This project is for the replacement and acquisition of mobile and portable radios. Currently, the Service's Telecommunications Services unit (T.S.U.) maintains 4,697 mobile/portable radio units.</b>   |           |                  |                    |              |         |            |          |          |           |         |
| Explanation for Delay:                   |   |           |                  |                    |              |         |            |          |          |           |         |
| Connected Officer                        | 288   | 125       | 288              | 2,981              | 2,817        | On Time | Jan-17     | Dec-20   | Dec-20   | G         | G       |
| Comments:                                | Connected Officer team will stabilize the program, enhance functionalities, develop a mobility sustainability plan and evaluate the current device deployment.  |           |                  |                    |              |         |            |          |          |           |         |
| Explanation for Delay:                   |   |           |                  |                    |              |         |            |          |          |           |         |
| Body Worn Camera - Phase II              | 2,250   | 612       | 1,627            | 4,782              | 1,244        | Delayed | Jan-17     | Dec-20   | Dec-21   | G         | G       |
| Comments:                                | <ul style="list-style-type: none"> <li>A non-binding R.F.P. was issued in April 2019, for a cloud-based solution. Vendor selection has completed and contract negotiations concluded on August 17th, 2020.</li> <li>The procurement process for a B.W.C. solution included the project team engaging with the internal as well as external stakeholders such as City Legal, M.A.G., Special Investigation Unit (S.I.U.), Privacy and Human Rights Commissioners, among others;</li> <li>The contract award for this project was approved by the Board at its August meeting and implementation of the solution commenced immediately thereafter.</li> <li>Rollout at 23 Division has been completed. The implementation process will hold at 23 Division for a short time to stabilize the environment and make adjustments to the business processes and training material.</li> </ul> |           |                  |                    |              |         |            |          |          |           |         |
| Explanation for Delay:                   |   |           |                  |                    |              |         |            |          |          |           |         |
| State-of-Good-Repair                     | 4,033   | 1,380     | 2,324            | on-going           | on-going     | On Time | on-going   | on-going | on-going | Y         | Y       |
| 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 the S.O.G.R. program are delayed due to lack of resources within the Facilities Management Unit. Also, some projects are delayed as some decisions about various projects are still pending.  |           |                  |                    |              |         |            |          |          |           |         |

### Appendix 7 (Continued)

#### Reporting on Major Capital Projects: Status Update

|  |  |     |       |        |       |              |        |        |        |   |   |
|--|--|-----|-------|--------|-------|--------------|--------|--------|--------|---|---|
| Next Generation (N.G.) 9-1-1                                       | 5,028  | 418 | 900   | 10,950 | 640   | 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 March 31, 2021 and Text Capable Networks by March 31, 2022. The existing, soon to be legacy, 9-1-1 network is slated to be decommissioned by March 31, 2024. Due to COVID-related delays, we are purchasing bulk of furniture and workstations in 2021. Also, only 30% of NG solution is being spent in 2020. The remainder will be spent in 2021.  |     |       |        |       |              |        |        |        |   |   |
| Explanation for Delay:   |  |     |       |        |       |              |        |        |        |   |   |
| District Policing Program - District Model                         | 2,327  | 813 | 1,645 | 8,970  | 1,509 | 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 has been deferred but work related to improved service delivery is continuing. It will address technology, people and infrastructure requirements.  |     |       |        |       |              |        |        |        |   |   |
| Explanation for Delay:   | Delayed until internal resources and action plans are lined up for project execution.  |     |       |        |       |              |        |        |        |   |   |
| 12 Division  | 375  | 0   | 0     | 9,000  | 0     | Not Required | Jan-19 | Dec-21 | Dec-21 |    |    |
| 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 \$375K will be returned to the City   |     |       |        |       |              |        |        |        |   |   |
| 32 Division Renovation   | 2,500  | 8   | 23    | 10,940 | 358   | Not Required | Jan-19 | Dec-21 | Dec-21 |    |    |
| Comments:  | This project has been cancelled. Funds will be returned.   |     |       |        |       |              |        |        |        |   |   |
| Explanation for Delay:   | The Service is re-evaluating this project and other alternative options are being explored.  |     |       |        |       |              |        |        |        |   |   |
| 41 Division  | 2,404  | 383 | 718   | 38,928 | 935   | Delayed      | Jan-18 | Dec-22 | Dec-23 |    |    |
| Comments:  | <ul style="list-style-type: none"> <li>The construction management services contract for the new 41 Division was approved by the Board at its May 2020 meeting (Min No. P54/20 refers)</li> <li>Based on budget estimates received from the construction manager, the total construction cost will be significantly higher than the approved capital funding of \$38.9M (Min. No. P58/18 refers) due to the complexity of the construction phasing that involves the demolition of a significant portion of the existing 41 Division facility and constructing a new building while continuing to operate as a full functional division</li> <li>Numerous Value Engineering sessions (cost saving efforts) have been held with the construction manager and consultants in an effort to reduce costs wherever possible. TPS Facilities Management project coordinators are examining the original design proposal, an option to reduce the size of the building (program), and a third option to reduce the building size with changes to the overall building design</li> </ul> |     |       |        |       |              |        |        |        |   |   |
| Explanation for Delay:   | Delayed start due to lack of resources and competing priorities.   |     |       |        |       |              |        |        |        |   |   |
| Automated Fingerprint Identification System (A.F.I.S.) Replacement | 3,053  | 0   | 1,107 | 6,106  | 2,704 | Delayed      | Jan-19 | Dec-20 | Dec-20 |  |  |
| Comments:  | The current A.F.I.S. is a 2011 model first deployed in January 2013, and will reach end of life as of December 31, 2020. The new contract award to IDEMIA was approved by the Board Delegates on April 28, 2020. It is expected that the implementation of the new A.F.I.S. will take over 8 months. This project will have significant funding savings as the cost is \$1.6M and the budget is \$3.1M. The surplus of \$1.5M will be returned to the City.  |     |       |        |       |              |        |        |        |   |   |
| Explanation for Delay:   | Newer and more efficient technology was released in the 4th quarter of 2019, therefore, purchase of product was delayed to 2020.   |     |       |        |       |              |        |        |        |   |   |
| ANCOE (Global Search)  | 710  | 348 | 651   | 2,165  | 348   | On Time      | Jan-19 | Dec-23 | 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. 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 late 2020 with full implementation in 2023.  |     |       |        |       |              |        |        |        |   |   |
| Explanation for Delay:   |  |     |       |        |       |              |        |        |        |   |   |

On/Ahead of Schedule  
 Minor Delay < 6 months  
 Significant Delay > 6 months

 >70% of Approved Project Cost  
 Between 50% and 70%  
 < 50% or > 100% of Approved Project

## Appendix 8

### Summary of Capital Needs Constraints

(In \$ Millions)

| Project Description                           | Total Project | Non-Debt | Debt Required | Cash Flow (In \$ Millions) |          |          |          |          |      |      |      |      |      |  |
|---|---------------|----------|---------------|----------------------------|----------|----------|----------|----------|------|------|------|------|------|--|
|   |               |          |               | 2021                       | 2022     | 2023     | 2024     | 2025     | 2026 | 2027 | 2028 | 2029 | 2030 |  |
| Communication Centre - New Facility           | 78.2          |          | 78.2          |                            | 6.5      | 25.0     | 28.4     | 18.3     |      |      |      |      |      |  |
| <b>Total Needs Constraints (Not Included)</b> | <b>0</b>      |          | <b>0</b>      |                            | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> |      |      |      |      |      |  |

In addition to the 10-Year Capital Plan of \$639.2 million, staff have also identified a high level estimate of \$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 9-1-1 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 a very preliminary estimate and further assessment will be required.
- In 2021, the Service will be conducting a feasibility study (included in the program) to review requirements and recommend an approach/plan.

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

## Appendix 9

### **2021 User Fee Changes** (Excludes User Fees Adjusted for Inflation)

**N/A**



## Appendix 10

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

#### 2021 Operating Budget

#### Program Specific Reserve / Reserve Funds

While some years are showing a negative ending balance, it is anticipated that one time funding injection/ changing priorities and revised expenditures will adjust the balance.

| Reserve / Reserve Fund Name<br>(In \$000s)                | Reserve / Reserve<br>Fund Number | Projected Balance<br>as of Dec. 31, 2020 * | Withdrawals (-) / Contributions (+) |                  |                  |
|---|----------------------------------|--|-------------------------------------|------------------|------------------|
|   |                                  |  | 2021                                | 2022             | 2023             |
|   |                                  | \$   | \$                                  | \$               | \$               |
| <b>Beginning Balance</b>                                  |                                  | <b>6,394.0</b>                             | <b>6,394.0</b>                      | <b>4,177.3</b>   | <b>1,974.6</b>   |
| Police Health Care Spending Account                       | XQ1720                           |  |                                     |                  |                  |
| <i>Withdrawals (-)</i>                                    |                                  |  | (2,327.8)                           | (2,909.8)        | (3,637.2)        |
| <i>Contributions (+)</i>                                  |                                  |  | 100.0                               | 700.0            | 1,300.0          |
| <i>Interest Income</i>                                    |                                  |  | 11.1                                | 7.1              | -                |
| <b>Total Reserve / Reserve Fund Draws / Contributions</b> |                                  | <b>6,394.0</b>                             | <b>(2,216.7)</b>                    | <b>(2,202.7)</b> | <b>(2,337.2)</b> |
| <b>Balance at Year-End</b>                                |                                  | <b>6,394.0</b>                             | <b>4,177.3</b>                      | <b>1,974.6</b>   | <b>(362.6)</b>   |

\* Based on 9-month 2020 Reserve Fund Variance Report

| Reserve / Reserve Fund Name<br>(In \$000s)                | Reserve / Reserve<br>Fund Number | Projected Balance<br>as of Dec. 31, 2020 * | Withdrawals (-) / Contributions (+) |                  |                  |
|---|----------------------------------|--|-------------------------------------|------------------|------------------|
|   |                                  |  | 2021                                | 2022             | 2023             |
|   |                                  | \$   | \$                                  | \$               | \$               |
| <b>Beginning Balance</b>                                  |                                  | <b>8,619.5</b>                             | <b>8,619.5</b>                      | <b>6,394.8</b>   | <b>4,166.5</b>   |
| Police Central Sick Bank                                  | XQ1701                           |  |                                     |                  |                  |
| <i>Withdrawals (-) Service</i>                            |                                  |  | (4,157.1)                           | (4,157.1)        | (4,157.1)        |
| <i>Withdrawals (-) Parking</i>                            |                                  |  | (180.1)                             | (180.1)          | (180.1)          |
| <i>Contributions (+) Service</i>                          |                                  |  | 1,916.7                             | 1,916.7          | 2,316.7          |
| <i>Contributions (+) Parking</i>                          |                                  |  | 180.1                               | 180.1            | 180.1            |
| <i>Interest Income</i>                                    |                                  |  | 15.7                                | 12.1             | 10.7             |
| <b>Total Reserve / Reserve Fund Draws / Contributions</b> |                                  | <b>8,619.5</b>                             | <b>(2,224.7)</b>                    | <b>(2,228.3)</b> | <b>(1,829.7)</b> |
| <b>Balance at Year-End</b>                                |                                  | <b>8,619.5</b>                             | <b>6,394.8</b>                      | <b>4,166.5</b>   | <b>2,336.9</b>   |

\* Based on 9-month 2020 Reserve Fund Variance Report

| Reserve / Reserve Fund Name<br>(In \$000s)                | Reserve / Reserve<br>Fund Number | Projected Balance<br>as of Dec. 31, 2020 * | Withdrawals (-) / Contributions (+) |                  |                  |
|---|----------------------------------|--|-------------------------------------|------------------|------------------|
|   |                                  |  | 2021                                | 2022             | 2023             |
|   |                                  | \$   | \$                                  | \$               | \$               |
| <b>Beginning Balance</b>                                  |                                  | <b>5,100.0</b>                             | <b>5,100.0</b>                      | <b>2,802.5</b>   | <b>1,505.0</b>   |
| Police Legal Liabilities Reserve                          | XQ1901                           |  |                                     |                  |                  |
| <i>Withdrawals (-) Service</i>                            |                                  |  | (3,152.3)                           | (3,152.3)        | (3,152.3)        |
| <i>Withdrawals (-) Board</i>                              |                                  |  | (500.0)                             | (500.0)          | (500.0)          |
| <i>Contributions (+) Service</i>                          |                                  |  | 930.0                               | 1,930.0          | 1,930.0          |
| <i>Contributions (+) Board</i>                            |                                  |  | 424.8                               | 424.8            | 424.8            |
| <b>Total Reserve / Reserve Fund Draws / Contributions</b> |                                  | <b>5,100.0</b>                             | <b>(2,297.5)</b>                    | <b>(1,297.5)</b> | <b>(1,297.5)</b> |
| <b>Balance at Year-End</b>                                |                                  | <b>5,100.0</b>                             | <b>2,802.5</b>                      | <b>1,505.0</b>   | <b>207.5</b>     |

\* Based on 9-month 2020 Reserve Fund Variance Report

**2021 Operating Budget (continued)****Program Specific Reserve / Reserve Funds**

| Reserve / Reserve Fund Name<br>(In \$000s)                | Reserve / Reserve Fund Number | Projected Balance<br>as of Dec. 31, 2020 * | Withdrawals (-) / Contributions (+) |                |                |
|---|-------------------------------|--|-------------------------------------|----------------|----------------|
|   |                               |  | 2021                                | 2022           | 2023           |
|   |                               | \$   | \$                                  | \$             | \$             |
| <b>Beginning Balance</b>                                  |                               | <b>4,006.5</b>                             | <b>8,506.5</b>                      | <b>4,506.5</b> | <b>4,506.5</b> |
| Police Modernization Reserve                              | XQ1903                        |  |                                     |                |                |
| <i>Withdrawals (-)</i>                                    |                               |  | (4,000.0)                           |                |                |
| <i>Contributions (+)</i>                                  |                               |  |                                     |                |                |
| <i>Surplus contribution</i>                               |                               | 4,500.0                                    |                                     |                |                |
| <b>Total Reserve / Reserve Fund Draws / Contributions</b> |                               | <b>8,506.5</b>                             | <b>4,506.5</b>                      | <b>4,506.5</b> | <b>4,506.5</b> |
| <b>Balance at Year-End</b>                                |                               | <b>8,506.5</b>                             | <b>4,506.5</b>                      | <b>4,506.5</b> | <b>4,506.5</b> |

\* Based on 9-month 2020 Reserve Fund Variance Report

**Corporate Specific Reserve / Reserve Funds**

| Reserve / Reserve Fund Name<br>(In \$000s)                        | Reserve / Reserve Fund Number | Projected Balance<br>as of Dec. 31, 2020 * | Withdrawals (-) / Contributions (+) |                 |                 |
|---|-------------------------------|--|-------------------------------------|-----------------|-----------------|
|   |                               |  | 2021                                | 2022            | 2023            |
|   |                               | \$   | \$                                  | \$              | \$              |
| <b>Beginning Balance</b>  |                               | <b>23,947.6</b>                            | <b>23,947.6</b>                     | <b>21,978.9</b> | <b>20,010.2</b> |
| Sick Pay Gratuity Reserve   | XR1007                        |  |                                     |                 |                 |
| <i>Withdrawals (-)TPS</i>   |                               |  | (17,030.3)                          | (17,030.3)      | (17,030.3)      |
| <i>Withdrawals (-)Parking Tags</i>                                |                               |  | (544.6)                             | (544.6)         | (544.6)         |
| <i>Contributions (+)TPS</i>                                       |                               |  | 12,282.6                            | 12,282.6        | 12,282.6        |
| <i>Contributions (+)Parking Tags</i>                              |                               |  | 544.6                               | 544.6           | 544.6           |
| <b>Total Reserve / Reserve Fund Draws / Contributions</b>         |                               | <b>23,947.6</b>                            | <b>19,199.9</b>                     | <b>17,231.2</b> | <b>15,262.5</b> |
| <b>Other Program / Agency Net Withdrawals &amp; Contributions</b> |                               |  | <b>2,779.0</b>                      | <b>2,779.0</b>  | <b>3,129.0</b>  |
| <b>Balance at Year-End</b>  |                               | <b>23,947.6</b>                            | <b>21,978.9</b>                     | <b>20,010.2</b> | <b>18,391.5</b> |

\* Based on 9-month 2020 Reserve Fund Variance Report

| Reserve / Reserve Fund Name<br>(In \$000s)                        | Reserve / Reserve Fund Number | Projected Balance<br>as of Dec. 31, 2020 * | Withdrawals (-) / Contributions (+) |              |              |
|---|-------------------------------|--|-------------------------------------|--------------|--------------|
|   |                               |  | 2021                                | 2022         | 2023         |
|   |                               | \$   | \$                                  | \$           | \$           |
| <b>Beginning Balance</b>  |                               | <b>3,171.3</b>                             | <b>3,171.3</b>                      | <b>121.9</b> | <b>121.9</b> |
| Ontario Cannabis Legalization Reserve Fund                        | XR3038                        |  |                                     |              |              |
| <i>Withdrawals (-)</i>  |                               |  | (1,498.3)                           | -            | -            |
| <i>Contributions (+)</i>  |                               |  |                                     |              |              |
| <b>Total Reserve / Reserve Fund Draws / Contributions</b>         |                               | <b>3,171.3</b>                             | <b>1,673.0</b>                      | <b>121.9</b> | <b>121.9</b> |
| <b>Other Program / Agency Net Withdrawals &amp; Contributions</b> |                               |  | <b>(1,551.1)</b>                    | <b>-</b>     | <b>-</b>     |
| <b>Balance at Year-End</b>  |                               | <b>3,171.3</b>                             | <b>121.9</b>                        | <b>121.9</b> | <b>121.9</b> |

\* Based on 9-month 2020 Reserve Fund Variance Report

| Reserve / Reserve Fund Name<br>(In \$000s)                        | Reserve / Reserve Fund Number | Projected Balance<br>as of Dec. 31, 2020 * | Withdrawals (-) / Contributions (+) |                   |                  |
|---|-------------------------------|--|-------------------------------------|-------------------|------------------|
|   |                               |  | 2021                                | 2022              | 2023             |
|   |                               | \$   | \$                                  | \$                | \$               |
| <b>Beginning Balance</b>  |                               | <b>30,142.3</b>                            | <b>30,142.3</b>                     | <b>14,678.2</b>   | <b>17.9</b>      |
| Insurance Reserve Funds   | XR1010                        |  |                                     |                   |                  |
| <i>Withdrawals (-)</i>  |                               |  |                                     |                   |                  |
| <i>Contributions (+) Service</i>                                  |                               |  | 9,505.4                             | 9,505.4           | 9,505.4          |
| <i>Contributions (+) Parking</i>                                  |                               |  | 94.7                                | 94.7              | 94.7             |
| <b>Total Reserve / Reserve Fund Draws / Contributions</b>         |                               | <b>30,142.3</b>                            | <b>39,742.4</b>                     | <b>24,278.3</b>   | <b>9,618.0</b>   |
| <b>Other Program / Agency Net Withdrawals &amp; Contributions</b> |                               |  | <b>(25,064.2)</b>                   | <b>(24,260.4)</b> | <b>(7,045.2)</b> |
| <b>Balance at Year-End</b>  |                               | <b>30,142.3</b>                            | <b>14,678.2</b>                     | <b>17.9</b>       | <b>2,572.8</b>   |

\* Based on 9-month 2020 Reserve Fund Variance Report

### Appendix 10 (continued)

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

#### 2021 – 2030 Capital Budget and Plan

#### Program Specific Reserve / Reserve Funds

While some years are showing a negative ending balance, it is anticipated that one time funding injection / changing priorities and revised expenditures will adjust the balance.

| Reserve / Reserve Fund Name (In \$000s) | Project / Sub Project Name and Number | Projected Balance as at Dec 31, 2020 * | Contributions / (Withdrawals) |                 |                 |                 |                |                 |                 |                |               |               |                 |
|---|---------------------------------------|--|-------------------------------|-----------------|-----------------|-----------------|----------------|-----------------|-----------------|----------------|---------------|---------------|-----------------|
|   |                                       |  | 2021 Budget                   | 2022 Plan       | 2023 Plan       | 2024 Plan       | 2025 Plan      | 2026 Plan       | 2027 Plan       | 2028 Plan      | 2029 Plan     | 2030 Plan     | Total           |
| XR2117 Development Charges              | Beginning Balance                     | 40,297                                 | 41,268                        | 42,320          | 37,407          | 27,477          | 17,154         | 17,037          | 11,101          | 1,617          | 6,324         | 12,684        | 214,390         |
|   | Withdrawals (-)                       |  | (3,791)                       | (10,107)        | (16,812)        | (17,099)        | (6,907)        | (12,303)        | (15,914)        | (1,851)        | (329)         | (63)          | (85,176)        |
|   | <b>Total Withdrawals</b>              |  | <b>(3,791)</b>                | <b>(10,107)</b> | <b>(16,812)</b> | <b>(17,099)</b> | <b>(6,907)</b> | <b>(12,303)</b> | <b>(15,914)</b> | <b>(1,851)</b> | <b>(329)</b>  | <b>(63)</b>   | <b>(85,176)</b> |
|   | Contributions (+)                     |  | 4,755                         | 5,103           | 6,775           | 6,776           | 6,790          | 6,367           | 6,430           | 6,558          | 6,689         | 6,823         | 63,066          |
|   | Interest Income                       |  | 88                            | 92              | 107             |                 |                |                 |                 |                |               |               | 286             |
| <b>Total Contributions</b>              |                                       | <b>4,843</b>                           | <b>5,195</b>                  | <b>6,882</b>    | <b>6,776</b>    | <b>6,790</b>    | <b>6,367</b>   | <b>6,430</b>    | <b>6,558</b>    | <b>6,689</b>   | <b>6,823</b>  | <b>63,352</b> |                 |
| <b>Balance at Year-End</b>              |                                       | <b>41,268</b>                          | <b>42,320</b>                 | <b>37,407</b>   | <b>27,477</b>   | <b>17,154</b>   | <b>17,037</b>  | <b>11,101</b>   | <b>1,617</b>    | <b>6,324</b>   | <b>12,684</b> | <b>19,444</b> | <b>192,566</b>  |

\* Based on 9-month 2020 Reserve Fund Variance Report

| Reserve / Reserve Fund Name (In \$000s) | Project / Sub Project Name and Number                                  | Projected Balance as at Dec 31, 2020 * | Contributions / (Withdrawals) |                 |                 |                 |                 |                 |                 |                 |                 |                 |                  |
|---|--|--|-------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|
|   |  |  | 2021 Budget                   | 2022 Plan       | 2023 Plan       | 2024 Plan       | 2025 Plan       | 2026 Plan       | 2027 Plan       | 2028 Plan       | 2029 Plan       | 2030 Plan       | Total            |
| XQ1701 Vehicle and Equipment Reserve    | Beginning Balance  | 14,919                                 | 14,919                        | 3,585           | 2,575           | (1,786)         | (1,707)         | (671)           | (1,452)         | (199)           | 4,241           | 12,077          | 31,583           |
|   | Vehicle and Equipment  |  | (8,122)                       | (8,181)         | (8,028)         | (8,553)         | (8,614)         | (8,589)         | (8,589)         | (8,589)         | (8,589)         | (8,589)         | (84,443)         |
|   | Remote Operated Vehicle (ROV) Marine unit                              |  | -                             | -               | -               | -               | (110)           | -               | -               | -               | -               | -               | (110)            |
|   | Workstation, Laptop, Printer-Lifecycle plan                            |  | (4,192)                       | (4,121)         | (2,434)         | (3,707)         | (4,442)         | (4,232)         | (3,892)         | (3,119)         | (3,697)         | (5,392)         | (39,228)         |
|   | Servers - Lifecycle Plan   |  | (5,919)                       | (4,178)         | (5,494)         | (6,200)         | (3,281)         | (4,912)         | (4,045)         | (6,043)         | (6,820)         | (3,610)         | (50,502)         |
|   | IT Business Resumption   |  | (2,508)                       | (1,529)         | (2,534)         | (2,059)         | (1,988)         | (2,354)         | (1,131)         | (2,787)         | (2,265)         | (2,187)         | (21,342)         |
|   | Mobile Workstations  |  | (4,500)                       | -               | -               | (343)           | (10,452)        | (1,143)         | -               | -               | (343)           | (10,452)        | (27,233)         |
|   | Network Equipment  |  | (1,750)                       | (2,250)         | (3,750)         | (4,350)         | -               | (5,750)         | (8,300)         | (2,350)         | (2,350)         | (5,750)         | (36,600)         |
|   | Locker Replacement   |  | (658)                         | (540)           | (540)           | (540)           | (540)           | (540)           | (540)           | (540)           | (540)           | (540)           | (5,518)          |
|   | Furniture Replacement  |  | (997)                         | (500)           | (500)           | (500)           | (500)           | (500)           | (475)           | (500)           | (500)           | (500)           | (5,472)          |
|   | Automatic Vehicle Locator (A.V.L.)                                     |  | (789)                         | -               | -               | -               | (2,000)         | -               | -               | -               | -               | (2,000)         | (4,789)          |
|   | In - Car Camera  |  | -                             | (500)           | (2,750)         | (3,025)         | -               | -               | -               | -               | -               | -               | (6,275)          |
|   | Voice Logging  |  | -                             | -               | -               | (500)           | -               | -               | -               | -               | (500)           | -               | (1,000)          |
|   | Electronic Surveillance  |  | -                             | -               | -               | (1,090)         | -               | (105)           | -               | (205)           | -               | -               | (1,400)          |
|   | Digital Photography  |  | (316)                         | -               | -               | -               | (314)           | (316)           | -               | -               | -               | (314)           | (1,260)          |
|   | Divisional CCTV Management (D.V.A.M. I & II)                           |  | (1,374)                       | (1,665)         | (855)           | (385)           | (326)           | (1,825)         | (650)           | (650)           | (650)           | (650)           | (9,030)          |
|   | Property & Evidence Scanners   |  | (43)                          | -               | -               | -               | -               | -               | (38)            | -               | -               | -               | (81)             |
|   | Divisional Parking Lot Network (D.P.L.N.)                              |  | -                             | -               | -               | -               | -               | (1,800)         | -               | -               | -               | -               | (1,800)          |
|   | Small Equipment (e.g. telephone handset)                               |  | (880)                         | -               | -               | -               | -               | (750)           | (750)           | -               | -               | -               | (2,380)          |
|   | Small Equipment - test analyzers                                       |  | -                             | (580)           | (580)           | -               | -               | -               | -               | -               | -               | (620)           | (1,780)          |
|   | Small Equipment - In Car Camera (I.C.C.) Microphones                   |  | (150)                         | -               | -               | -               | -               | -               | -               | -               | -               | -               | (150)            |
|   | Small Equipment - Video Recording Equipment                            |  | (70)                          | (64)            | (78)            | (40)            | (72)            | (82)            | (70)            | (58)            | (60)            | (70)            | (664)            |
|   | Small Equipment - Video Recording Property & Video Evidence Management |  | (34)                          | (30)            | (17)            | -               | (47)            | (30)            | (17)            | (30)            | (17)            | -               | (222)            |
|   | Small Equipment - Auditorium Audio and Visual Equipment                |  | -                             | (575)           | -               | (300)           | (125)           | (750)           | (250)           | -               | (575)           | -               | (2,575)          |
|   | Radar Unit Replacement   |  | (16)                          | (13)            | (200)           | (86)            | (190)           | (53)            | (237)           | (100)           | -               | (29)            | (924)            |
|   | Livescan Machines  |  | -                             | -               | -               | -               | -               | (540)           | -               | -               | -               | -               | (540)            |
|   | Wireless Parking System  |  | (171)                         | (1,256)         | (3,767)         | -               | -               | -               | (1,256)         | (3,767)         | -               | -               | (10,217)         |
|   | Closed Circuit Television (C.C.T.V.)                                   |  | (326)                         | -               | -               | -               | -               | -               | (2,000)         | -               | -               | -               | (2,326)          |
|   | Automated External Defibrillator (A.E.D.s.)                            |  | (14)                          | (3)             | (15)            | (3)             | (16)            | (3)             | (17)            | (3)             | (18)            | (153)           | (245)            |
|   | Conducted Energy Weapon (CEW)  |  | (1,267)                       | -               | (1,579)         | -               | (707)           | (1,267)         | -               | (1,579)         | -               | (707)           | (7,106)          |
|   | Connected/Mobile Officer   |  | -                             | -               | -               | -               | -               | -               | -               | -               | -               | (1,852)         | (1,852)          |
|   | Armoured Emergency Task Force Police Vehicle                           |  | -                             | -               | -               | -               | -               | -               | (400)           | -               | -               | -               | (400)            |
|   | Marine Vessel Electronics  |  | -                             | (785)           | -               | -               | -               | -               | (850)           | -               | -               | -               | (1,635)          |
| <b>Total Withdrawals</b>                |  |  | <b>(34,094)</b>               | <b>(26,770)</b> | <b>(33,121)</b> | <b>(31,681)</b> | <b>(33,724)</b> | <b>(35,541)</b> | <b>(33,507)</b> | <b>(30,320)</b> | <b>(26,924)</b> | <b>(43,415)</b> | <b>(329,097)</b> |
| Contribution - Service                  |  |  | 20,766                        | 23,766          | 26,766          | 29,766          | 32,766          | 32,766          | 32,766          | 32,766          | 32,766          | 32,766          | 297,660          |
| Contribution - Parking                  |  |  | 1,994                         | 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>22,760</b>                 | <b>25,760</b>   | <b>28,760</b>   | <b>31,760</b>   | <b>34,760</b>   | <b>34,760</b>   | <b>34,760</b>   | <b>34,760</b>   | <b>34,760</b>   | <b>34,760</b>   | <b>317,600</b>   |
| <b>Balance at Year-End</b>              |  | <b>14,919</b>                          | <b>3,585</b>                  | <b>2,575</b>    | <b>(1,786)</b>  | <b>(1,707)</b>  | <b>(671)</b>    | <b>(1,452)</b>  | <b>(199)</b>    | <b>4,241</b>    | <b>12,077</b>   | <b>3,422</b>    | <b>20,086</b>    |

\* Based on 9-month 2020 Reserve Fund Variance Report

## Appendix 11

### Glossary

**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.

**Voluntary Separation Program** – On July 28th, 2020, City Council approved the implementation of a Voluntary Separation Program for staff who are eligible to retire with an unreduced pension providing a lump sum payment of up to three months' salary to eligible employees, subject to the terms of the program guidelines, funded through savings generated from a combination of permanently eliminating vacated positions and/or holding the positions vacant for a minimum of six months.

## Appendix 12

### Board Approved Vs. City Staff Recommended Budget

#### 2021 Operating Budget – Board Approved Vs. City Staff Recommended Budget

| \$ Millions        | Board    | City Staff  | Difference |       |
|--------------------|----------|-------------|------------|-------|
|                    | Approved | Recommended | \$         | %     |
| Revenues           | 153.3    | 149.4       | 3.9        | 2.6%  |
| Gross Expenditures | 1,229.5  | 1,229.5     | 0.0        | -     |
| Net Expenditures   | 1,076.2  | 1,080.1     | (3.9)      | -0.4% |
| Approved Positions | 7,524.0  | 7,524.0     | 0.0        | -     |

- At its meeting on January 13, 2021, Toronto Police Services Board approved a 2021 Operating Budget Submission of \$1,229.5 million gross and \$1,076.2 million net for Toronto Police Service.
- As shown in the table above, the Board Recommended 2021 Operating Budget for Toronto Police Service is \$3.9 million net lower than the 2021 City Staff Recommended Operating Budget of \$1,080.1 million net.
- This \$3.9 million net difference reflects a technical adjustment related to Federal/Provincial COVID-19 funding support and has no net impact on the City's overall consolidated budget.
- City staff are recommending that all COVID-19 support funding from the Provincial/Federal governments across all City divisions and agencies be budgeted and tracked within the City's Non Program Revenue budget.