



STAFF REPORT ACTION REQUIRED

Toronto Police Service – 2012 Revised Operating Budget Request

Date:	October 25, 2011
To:	Budget Committee, City of Toronto
From:	Alok Mukherjee, Chair, Toronto Police Services Board

SUMMARY

The purpose of this report is to provide the Budget Committee with the 2012 revised Operating Budget request for the Toronto Police Service.

RECOMMENDATIONS

It is recommended that:

- (1) the Budget Committee approve the Toronto Police Service's 2012 net operating budget request of \$936.3 Million (M), which achieves \$43.1M of the \$93M (or 4.6 of the 10%) City reduction target; and
- (2) the Budget Committee approve the deferral of the increased contribution to the City's Sick Pay Gratuity Reserve, on the condition that any Service surpluses in 2011 (up to \$6.5M) be allocated to the City Sick Pay Reserve.

FINANCIAL IMPACT

The Toronto Police Service's 2012 operating budget request is a net amount of \$936.3M (\$1,011.9M gross). This request includes the 2012 estimated impact of all labour contract settlements, although not all contract negotiations have been concluded. The 2012 starting budget was \$979.4M. This budget request achieves \$43.1M, or 46%, of the \$93M reduction target identified by City Finance.

The operating budget request presented to the Board at its October 5, 2011 meeting included a reduction of \$34.7M. This request includes a further reduction of \$8.4M, achieved primarily as a result of updated information from City Finance:

- The City Caretaking chargeback has been reduced by \$0.5M as a result of information received from City Facilities on October 13, 2011, indicating that

- implementation of outsourcing of custodial services at some Service facilities will begin part-way through 2012;
- City Finance staff have confirmed (e-mail dated October 17, 2011) that the cost-per-litre assumed for gasoline for budget development can be reduced from \$1.35 to \$1.20, resulting in a budget reduction of \$0.7M;
- As a result of further discussions with the City Manager and the City Chief Financial Officer, the increased contribution to the Sick Pay Gratuity Reserve has been deferred for one additional year, resulting in a budget reduction of \$6.5M, on the understanding that any 2011 Service surplus will be allocated to this Reserve, to a maximum allocation of \$6.5M.

In addition, the Service has reviewed its Vehicle and Equipment Reserve status, and based on more up-to-date information, has determined that contributions can be maintained at the 2011 level, resulting in a reduction of \$0.75M.

Table 1 summarizes the total reductions of \$43.1M achieved to date during the 2012 operating budget development process.

Table 1. Reductions Achieved to Date

2012 Starting Budget	979,416,900
<u>Changes:</u>	
- Adjustments to hiring strategy	(6,235,700)
- Premium pay (flatlined to 2011 levels)	(1,900,000)
- Benefits (new provider, changes in estimates)	(2,190,300)
- Reserves (pressures avoided)	(2,340,000)
- Sick pay Gratuity - full funding added	6,500,000
- Deferral in operating impact from capital	(3,619,400)
- Net other changes (various accounts)	<u>102,300</u>
Sub-total of net reductions	(9,683,100)
Preliminary request, May 30, 2011	969,733,800
<u>Changes to preliminary request:</u>	
- Reduction in Senior Management (due to VEIP)	(2,828,800)
- Defer uniform hiring in 2012	(8,400,000)
- OMERS rate change	(3,000,000)
- Reduce non-fixed non-salary accounts	(4,400,000)
- Reduce premium pay 10%	(3,900,000)
- Other various changes (includes Deputy Chief position reduction)	<u>(2,457,700)</u>
Sub-total of net reductions	(24,986,500)
2012 Request presented on October 5, 2011	944,747,300
<u>Changes to October 5, 2011 request:</u>	
- Reduction in City Caretaking chargeback (from outsourcing)	(500,000)
- Reduction in contribution to Vehicle & Equipment Reserve	(750,000)
- Reduction due to revised City rate for gasoline	(669,400)
- Adjustment to Sick Pay Gratuity	(6,500,000)
Sub-total of net reductions	(8,419,400)
2012 Request presented on October 13, 2011	936,327,900
Total net reductions achieved to date	(43,089,000)

ISSUE BACKGROUND

At a meeting held on October 20, 2011, the Board was in receipt of a report dated October 18, 2011 from William Blair, Chief of Police, with regard to the 2012 revised operating budget request for the Toronto Police Service.

COMMENTS

Mr. Tony Veneziano, Chief Administrative Officer, was in attendance and responded to questions about the revised 2012 operating budget request.

Chief Blair reiterated that the Service will continue to work with the Board to identify any further options for achieving the remaining budget reduction.

The Board approved the Chief's report and the following Motion:

THAT the Board establish a working group comprised of three members of the Board, with a quorum of two members, to start preparations for the 2013 budget process immediately; such preparations to include a comprehensive review of literature on alternative models of policing, consultation with appropriate stakeholders and experts from different policing and non-policing jurisdictions, and development of a framework for consideration of the 2013 operating and capital budget requests from the Toronto Police Service and the Parking Enforcement Unit.

The Board noted that it had previously considered the Service's 2012 operating budget request at a special in-camera meeting that was held on October 19, 2011.

The Board also agreed to forward a copy of the revised 2012 operating budget request to the City's Deputy City Manager and Chief Financial Officer for information.

CONCLUSION

A copy of Board Minute No. P257/11, in the form attached as Appendix "A", regarding this matter is provided for information.

CONTACT

Chief of Police William Blair
Toronto Police Service
Telephone No. 416-808-8000
Fax No. 416-808-8002

SIGNATURE

Alok Mukherjee
Chair

ATTACHMENT

Appendix A – Board Minute No. P257/11

cc. Mr. Cam Weldon, Deputy City Manager and Chief Financial Officer

A: TPS revised 2012 operating budget.doc

APPENDIX “A”

THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 20, 2011

#P257. TORONTO POLICE SERVICE – REVISED 2012 OPERATING BUDGET REQUEST

The Board was in receipt of the following report October 18, 2011 from William Blair, Chief of Police:

Subject: TORONTO POLICE SERVICE – REVISED 2012 OPERATING BUDGET REQUEST

Recommendations:

It is recommended that:

- (1) the Board approve the Toronto Police Service’s 2012 net operating budget request of \$936.3 Million (M), which achieves \$43.1M of the \$93M (or 4.6 of the 10%) City reduction target;
- (2) the Board defer the increased contribution to the City’s Sick Pay Gratuity Reserve, on the condition that any Service surpluses in 2011 (up to \$6.5M) be allocated to the City Sick Pay Reserve;
- (3) the Chief of Police, in consultation with the Board, develop terms of reference and a selection process to engage an external consultant to conduct an assessment of the Toronto Police Service to help identify opportunities for additional budget reductions that could be achieved in 2013, in order to meet the remaining 2012 budget reduction target;
- (4) the Board forward a copy of this report to the City’s Deputy City Manager and Chief Financial Officer for information; and
- (5) the Board forward a copy of this report to the City Budget Committee for approval.

Financial Implications:

The Toronto Police Service’s (Service) 2012 operating budget request is a net amount of \$936.3M (\$1,011.9M gross). This request includes the 2012 estimated impact of all labour contract settlements, although not all contract negotiations have been concluded. The 2012 starting budget was \$979.4M. This budget request achieves \$43.1M, or 46%, of the \$93M reduction target identified by City Finance.

The operating budget request presented to the Board at its’ October 5, 2011 meeting included a reduction of \$34.7M. This request includes a further reduction of \$8.4M, achieved primarily as a result of updated information from City Finance:

- The City Caretaking chargeback has been reduced by \$0.5M as a result of information received from City Facilities on October 13, 2011, indicating that implementation of outsourcing of custodial services at some Service facilities will begin part-way through 2012;
- City Finance staff have confirmed (e-mail dated October 17, 2011) that the cost-per-litre assumed for gasoline for budget development can be reduced from \$1.35 to \$1.20, resulting in a budget reduction of \$0.7M;
- As a result of further discussions with the City Manager and the City Chief Financial Officer, the increased contribution to the Sick Pay Gratuity Reserve has been deferred for one additional year, resulting in a budget reduction of \$6.5M, on the understanding that any 2011 Service surplus will be allocated to this Reserve, to a maximum allocation of \$6.5M.

In addition, the Service has reviewed its Vehicle and Equipment Reserve status, and based on more up-to-date information, has determined that contributions can be maintained at the 2011 level, resulting in a reduction of \$0.75M.

Table 1 summarizes the total reductions of \$43.1M achieved to date during the 2012 operating budget development process.

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2012 Request presented on October 13, 2011	936,327,900
Total net reductions achieved to date	(43,089,000)

Background/Purpose:

The Service's 2012 net operating budget request was presented to the Board at its special meeting on October 5, 2011. The Board received the Chief's report on the 2012 operating budget request and approved the following motions:

- (2) The Board approve a target of reducing the TPS Operating Budget by 10%, equating to a 2012 budget of \$886.4M;
- (3) In adopting motion #2, the Board recognizes the constraints in achieving this target, and the Board requests the Chief to provide options for achieving this target over two years, for the Board's consideration; and
- (4) The Chief submit a revised 2012 Operating Budget and any options to the Board for approval no later than Thursday, October 13, 2011.

An in-camera Board meeting was held on October 14, 2011 to discuss various options related to the Service's 2012 operating budget request.

This report provides a revised 2012 budget request for the Board's consideration.

Discussion:

City-Identified Target:

City Finance's 2012 budget guidelines include a specific target reduction for each Agency, Board, Commission and Department (ABCD). Table 1 summarizes the Service's 2012 operating budget target calculation. City Finance has reviewed and concurs with the information provided in Table 1.

Table 2. 2012 Target

2011 Approved Budget		906,201,900
2011 Salary Settlement		24,204,500
2011 Adjusted Budget / 2012 Starting Point		930,406,400
2012 Pressures Identified During 2011	Plus:	25,836,600
2012 Salary Settlement Impact	Plus:	23,173,900
2012 Starting Budget		979,416,900
Less Reduction - 10% of 2011 Adjusted Budget		(93,040,600)
2012 Target Net Budget		886,376,300

2012 Operating Budget Request:

The Service has now achieved a net reduction of \$43.1M (or 46%) of the \$93M required to meet the City's 2012 target. This leaves the Service approximately \$50M short of achieving the City target. At this point, the 2012 operating budget includes:

- estimated uniform attrition of 200 staff;
- no uniform hiring for a second year;
- a 10% reduction of senior management positions;
- increased civilian gapping and filling only critical positions (estimated net civilian attrition of 40);
- additional premium pay reduction of 10%;
- reduction as a result of the City outsourcing caretaking at some Service facilities
- flat lining of contributions to the Vehicle and Equipment Reserve;
- deferral of the increased contribution to the City's Sick Pay Reserve;
- further non-salary / non-fixed accounts reduction of 16%;
- maximized cost recoveries; and
- an estimated \$5.5M increase in revenue from expected uploading of court security costs.

Achieving City Target in 2012:

The Service's ability to reduce the 2012 request any further, without incurring significant operational implications and risk, is limited. The budget is comprised of four main categories of expenditures:

- Salary and benefit budgets (\$860.1M): These budgets are directly related to the number of staff on payroll and reflect an increase of \$23.2M related to the funding requirement to meet collective agreement increases in 2012. Based on attrition assumptions, and assuming no uniform hiring in 2012, it is estimated that there will be 5,368 officers on strength as at year-end 2012 (236 below the Board-approved target deployment level).

Based on attrition assumptions, and taking into consideration the requirement to replace court officers, communication operators, and other critical civilian functions, it is estimated that there will be 1,945 civilian members on strength as at year-end 2012 (117 below the Board-approved establishment).

Salaries are determined by the collective agreements. Benefits are determined by collective agreement and statutory requirements. All accounts that can be affected by policy (e.g., level of acting pay or stand-by pay) have been reviewed and minimized. No further reductions in these accounts are possible unless there is a reduction in staffing levels through a Board-approved initiative. There is no mechanism or authority by which the Chief of Police can reduce staffing levels beyond temporary gapping, as the Service operates within a legislative framework governed by the *Police Services Act*. Essentially any reduction to the size of the Service would require review by the Ontario Civilian Police Commission (OCPC). This review process could take significant time to complete and is unprecedented, particularly considering the reduction that would be required to the size of the Service to achieve the City's 10% target. Attachment A provides an outline of the process to be followed.

- Premium pay budgets (\$39.8M): The 2011 premium pay budget was reduced by \$1.9M. The 2012 premium pay budget has been reduced by a further \$3.9M. The combined impact of reductions in 2011 and 2012 represents a decrease of approximately 13% from 2010 (after adjusting for salary settlements, and excluding the impact of off-duty court attendance).

More than 50% of premium pay is incurred as a result of required court attendance. Officers are required to attend court, and if officers are off-duty when court is scheduled, the collective agreement requires that they be paid at time-and-a-half.

As a result, the 2012 reduction of \$3.9M will primarily affect overtime and callback. This reduction will impact the operational effectiveness of officers, as there will be fewer available hours to complete investigative work. In addition, the Service's ability to absorb the impact of major unplanned events (e.g. demonstrations, emergency events, high profile homicide/missing person cases) will be significantly reduced. Significant unplanned events could result in a budget shortfall in premium pay and place a pressure on the Service's overall 2012 budget. Any further reductions in this category would significantly increase the risk exposure of the Service.

- Non-salary budgets (\$112.1M): The majority of the non-salary budgets are based on contractual requirements. 29% (\$32.6M) is required for reserve contributions, to ensure current and future commitments can be met.

Other fixed accounts (\$57M) include caretaking and maintenance (\$20.5M), gasoline (\$10.6M), computer maintenance contracts (\$11.9M), and other contractual requirements such as clothing reimbursement, cleaning vouchers, and other costs (total of \$14M). These budgets are determined based on known factors. All budgets have been set as low as possible taking into account operational and contractual obligations that must be met. The caretaking and maintenance budget is based on projected costs provided by City Facilities.

Other non-fixed accounts (\$22.4M) include office supplies, training, rental of photocopiers, etc. These budgets have been reduced by \$4.2M in 2012.

- Revenue budgets (\$75.6M revenue): Revenues are derived from grant funding (contractually determined), fees and recoveries (levels determined based on historical information and known changes). A review of fees has been conducted by the Service and new fees approved by the Board, to ensure that the Service is recovering all of its costs. Changes to fees have been incorporated in the 2012 budget request.

Achieving City Target Reduction by 2013:

\$50M of service reductions or efficiencies would have to be identified in 2013 to address the Board's recommendation that the target budget of \$886.4M be achieved over two years. At this time, City Finance is unable to confirm a target for 2013. Attachment B provides information regarding the 2013 and 2014 outlook, taking into account pressures known at this time, excluding any budget reductions that may be identified through the 2013 process.

External Assessment of the Toronto Police Service:

The Service has been undertaking continuous improvement initiatives to identify efficiencies and reduce expenditures. We have participated in various City-led reviews including the KPMG Core Service Review and the Ernst & Young (E&Y) Service Efficiency Review (looking at staffing levels, shift schedules, emergency management, call taking and dispatch, towing and pounds management, and school crossing guard program), as well as various function-specific reviews. In an effort to find additional savings to meet the City's 10% budget reduction target in 2013, the Service will engage an external consultant to examine administrative and business processes to identify any potential efficiencies which could be achieved without impacting service levels. Information and conclusions from the KPMG, E&Y and other external consultant reviews will be considered by the external review, to ensure there is no duplication of efforts. Results from this study will be provided to the Board. Funding has been included in the 2012 request for this review.

Conclusion:

This report provides the Board with a revised operating budget request of \$936.3M, which achieves \$43.1M (or 46%) of the City's 10% target reduction. The Service will continue to refine the budget request if more up to date information becomes available.

The Service will continue to work with the Board immediately after the 2012 process, to identify any further options for achieving the remaining \$50M budget reduction for the 2013 net operating budget request. An external consultant will also be engaged by the Service to conduct an independent assessment to identify any further action that can be taken to reduce the budget in 2013. It is important to note that the Service, like other police services in Ontario, works within a legal framework that stipulates the authorities and process for reducing the size of the Service. Consequently, any reductions to the size of the Service must comply with these legislative requirements.

Mr. Tony Veneziano, Chief Administrative Officer, Administrative Command will be in attendance to answer any questions from the Board.

Mr. Tony Veneziano, Chief Administrative Officer, was in attendance and responded to questions about the foregoing report.

Chief Blair reiterated that the Service will continue to work with the Board to identify any further options for achieving the remaining budget reduction.

The Board approved the foregoing report and the following Motion:

THAT the Board establish a working group comprised of three members of the Board, with a quorum of two members, to start preparations for the 2013 budget process immediately; such preparations to include a comprehensive review of literature on alternative models of policing, consultation with appropriate stakeholders and experts from different policing and non-policing jurisdictions, and development of a framework for consideration of the 2013 operating and capital budget requests from the Toronto Police Service and the Parking Enforcement Unit.

Councillor Frances Nunziata recommended that Chair Mukherjee, Vice-Chair Thompson and Mr. Pringle participate on the abovenoted working group.

The Board also noted that it had previously considered the foregoing 2012 operating budget request at a special in-camera meeting that was held on October 19, 2011 (Min. No. C305/11 refers).

Staffing Reductions – Considerations

If a Board felt it would be appropriate to reduce officer strength, consideration of the following would be required:

- Section 40 of the *Police Services Act (PSA)* – this governs how the Board may reduce the size of the Service;
- Application to Ontario Civilian Police Commission (OCPC) – Section 40 also requires the Commission to review the termination of a member of a police service where the termination occurs for the purpose of reducing the size of the service
- *Employment Standards Act (ESA)* – various provisions of the ESA apply in cases of termination and layoff of civilian employees
- Collective agreement requirements

Section 40 of the PSA:

Section 40 of the *PSA* states that “a board may terminate the employment of a member of the police force for the purpose of abolishing the police force or reducing its size if the Commission consents and if the abolition or reduction does not contravene this Act.”

OCPC will only consent to termination of employment if there is an agreement between the board and the member dealing with severance pay, or agreement to submit to arbitration, or OCPC has imposed arbitration.

Application to OCPC:

The OCPC addresses two primary issues:

- Does the proposed reduction impair the ability of the Service to provide adequate and effective police services that meet the needs of the community? If, in the view of the Commission, it does, the reduction will not be approved.
- Will the terminated members of the police service be dealt with on a fair and reasonable basis? If the members have not either reached a settlement on severance terms, or agreed to submit the matter to arbitration, the Commission has the authority to order arbitration.

There is an extensive process to be followed for obtaining OCPC approval. The OCPC considers at a minimum:

- Historical levels of policing
- Comparative levels of policing in similar communities of similar size
- Anticipated growth or other changes that warrant an increased investment in policing
- Other means available to the Board to provide a similar level of service at a lower cost

The process for obtaining approval is:

1. Forward to the Commission a copy of the resolution or other document passed or enacted by the Police Services Board indicating the desire to reduce the size of the Police Service. Attach 3 copies of the relevant materials, including:

- a. A copy of the proposed reduction to the Police Service and a description of how it is to be achieved.
 - b. An outline of the process followed by the local authorities to obtain public input on the proposal.
 - c. Other materials that may be relevant or useful to the Commission in determining the issues outlined above.
2. The Commission will convene a public meeting in the community. Two or three members of the Commission will preside. The meeting will be advertised in the local news media. At this meeting, the Commission invites the following to make presentations or respond to questions.
- a. Representatives for the Municipality and the Police Services Board - to describe the proposal, its anticipated impact on the community, the public consultation process employed to help develop the initiative; and their acceptance of the agreement.
 - b. Representatives of the Ontario Provincial Police, if OPP contract policing is proposed - to describe the new policing arrangements.
 - c. Representative of the Police Services Board - to describe what arrangements, if any, are in place to deal with members whose employment may be terminated.
 - d. Representative of the Police Association - to confirm what employment or severance arrangements have been made for their members.
 - e. Chief of Police - to respond to any questions from the Commission on the adequacy of the proposed services and to confirm the status of his or her proposed termination or employment.
 - f. Zone Police Services Advisor, Policing Services Division, Ministry of Public Safety and Security - to discuss the adequacy of the proposed police service.
 - g. Members of the public - to address issues related to the adequacy of the proposed service.

In addition to the parties listed above, the Commission informs other groups of its plan to hold the public meeting, such as the Police Association of Ontario, the Ontario Senior Officers Police Association, the Ontario Association of Police Services Boards, the Ontario Association of Chiefs of Police and the Ministry of Public Safety and Security and welcomes any relevant submission from those organizations at the meeting.

3. Upon receiving the above information, the Commission will issue a written decision. Decisions are typically issued in due course after the Commission receives all the pertinent information.

ESA:

The *ESA* does not apply to police officers in the event of layoff or termination, but does apply to civilian members of the service who are entitled to various protections set out in that Act. The *ESA* requires notice of termination to each employee, or pay in lieu thereof, and also provides for severance pay. Various notice provisions apply.

Collective Agreement Requirements

The Service's Collective Agreements with the various bargaining units for uniform and civilian employees reference layoff, seniority, service, recall and job security in greater or lesser detail. Where the Collective Agreement is silent, the *ESA* provisions govern.

2012 OPERATING BUDGET REQUEST - TORONTO POLICE SERVICE								
2012 Request, 2013 and 2014 Outlook								
	# unif.	# civ.	2012 Request	% chg	2013 Outlook	% chg	2014 Outlook	% chg
2011 Approved Budget (March 2011 Approval), after in-year insurance adj.	5,617	2,068	906,201.9					
Estimated impact of salary settlement (for discussion purposes only)			<u>24,204.5</u>					
			930,406.4					
				2012 Req:	936,327.9	2013 Out:	981,741.3	
Salary Requirements								
U1 Annualized impact of 2011 separations (projected at 180; was budgeted @ 220)			(6,837.3)	2012 sepn:	(10,486.6)	2013 sepn:	(10,000.0)	
U2 Annualized impact of 2011 replacements (projected and budgeted @ 0)			0.0	2012 rept:	0.0	2013 rept:	0.0	
U3 Savings from 2012 Separations (200)			(10,180.8)	2013 sepn:	(10,180.8)	2014 sepn:	(10,000.0)	
U4 Cost of 2012 Hires (previously planned at 366)			0.0	2013 rept:	10,102.9	2014 rept:	10,000.0	
U5 Annualized impact of 2011 reclassification costs			3,498.5		2,418.4		2,500.0	
U6 Part-year 2012 reclassification costs			5,121.4		5,141.7		5,200.0	
U7 Leap year			1,600.0		(1,600.0)		0.0	
C1 Year-over-year change in estimate for increments			180.5		0.0		0.0	
U9 Voluntary Exit Incentive Program (VEIP) savings	-13	-6	(2,262.8)		0.0		0.0	
U8 Net Other Changes (e.g., in-year job reclassifications, chg in leaves, etc.)			(473.9)		0.0		0.0	
			(9,354.4)	-1.01%	(4,604.4)	-0.49%	(2,300.0)	-0.23%
Premium Pay								
P1 Net Other			(3,865.2)		0.0		0.0	
			(3,865.2)	-0.42%	0.0	0.00%	0.0	0.00%
Fringe Benefits								
F1 Medical / dental / admin changes			(365.5)		1,370.7		1,476.4	
F2 EHT, EI, CPP, OMERS - estimated rates for budgeted salaries			773.6		500.0		500.0	
F4 OMERS - rate increase continuing in 2012 and 2013			2,751.4		6,600.0		0.0	
F5 Retiree - medical / dental			(23.1)		23.8		129.3	
F6 Group life insurance			(551.4)		67.2		78.5	
F7 WSIB Medical, Pension, Admin			528.4		725.7		801.0	
VEIP Savings (benefits portion)			(566.0)		0.0		0.0	
F9 Net Other			342.7		(81.2)		15.8	
			2,890.1	0.31%	9,206.2	0.98%	3,001.0	0.31%
Contributions to Reserve								
R1 Contribution to Sick Pay Gratuity Reserve (to be discussed with City staff)			0.0		6,500.0		0.0	
R2 Change to Central Sick Bank contribution			1,230.0		500.0		0.0	
R3 Health Care Reserve Contribution			(300.0)		1,000.0		100.0	
R4 Contribution to Reserve - Vehicle & Equipment			0.0		750.0		750.0	
R5 Contribution to Legal Reserve			580.0		0.0		0.0	
			1,510.0	0.16%	8,750.0	0.93%	850.0	0.09%
Other Expenditures								
O1 Caretaking / maintenance / utilities (facilities)			160.2		1,260.9		1,336.7	
O2 Gasoline (assumes average increase)			1,186.2		263.0		359.3	
O3 Gasoline (EMS) (offset by revenue)			1,220.6		0.0		0.0	
O3 Uniforms			(843.0)		864.0		(27.3)	
O4 Other equipment			(409.3)		0.0		0.0	
O5 Cleaning Contract (uniform)			(685.6)		(25.1)		52.2	
O6 Computer hardware / software			(199.8)		618.7		649.6	
O7 Computer maintenance			(176.6)		0.0		0.0	
O8 Telephone			(156.3)		311.0		326.6	
O9 Consulting (various)			(163.6)		0.0		0.0	
O10 Courses, seminars, training			(695.0)		14.0		(38.3)	
O11 Conferences, business travel			(187.1)		0.0		0.0	
O12 Vehicles (Prep, parts, tires, rental)			(344.2)		0.0		25.0	
O15 Fixed, other			(954.8)		0.0		0.0	
Operating Impact from Capital (other than salaries)			(296.4)		260.0		1,514.7	
Non-fixed, other			(668.8)		0.0		0.0	
			(3,213.5)	-0.35%	3,566.5	0.38%	4,198.5	0.43%

2012 OPERATING BUDGET REQUEST - TORONTO POLICE SERVICE									
2012 Request, 2013 and 2014 Outlook									
		# unif.	# civ.	2012 Request	% chg	2013 Outlook	% chg	2014 Outlook	% chg
Revenues									
Rv1	Court Services' uploading			(5,515.0)		(3,676.7)		(2,451.1)	
Rv2	Gasoline recovery (EMS) (offset)			(945.9)		0.0		0.0	
	Loss of PORF			0.0		2,800.0		0.0	
	Grants (reduction due to non-hiring)			1,335.9		3,683.8		0.0	
	Changes in fees for records checks			(141.0)		0.0		0.0	
Rv3	Miscellaneous Revenue			46.6		0.0		0.0	
				(5,219.4)	-0.56%	2,807.1	0.30%	(2,451.1)	-0.25%
BUDGET INCREASE, prior to Salary Settlement Impact		(13)	(6)	(17,252.4)	-1.85%	19,725.4	2.11%	3,298.4	0.34%
TOTAL BUDGET REQUEST, prior to Salary Settlement impact		5,604	2,062	913,154.0		956,053.3		985,039.7	
	Estimated salary settlement impact			23,173.9	2.49%	25,688.0	2.74%	27,595.7	2.81%
TOTAL BUDGET REQUEST, including all approved items		5,604	2,062	936,327.9	0.64%	981,741.3	4.85%	1,012,635.4	3.15%