

# 2020 Budget Notes

## Toronto Police Services Parking Enforcement Unit

*While we aim to provide fully accessible content, there is no text alternative available for some of the content within these pages. If you require alternate formats or need assistance understanding our charts, graphs, or any other content, please contact us at 416-3928393 or Marie.Barcellos@toronto.ca.*

### What we do

Toronto Police Services Parking Enforcement Unit (PEU) responds to public and private parking concerns of the community and enforces the Parking Bylaws through the issuance of parking tags to illegally parked vehicles.

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### Why we do it

To contribute to safe and efficient free flow of traffic and local neighbourhood parking concerns, 7 days a week, 24 hours a day.

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### Who we serve

- Vehicle Drivers
- Private Properties
- Municipal Properties

#### **Beneficiaries**

- Residents
  - Staff – City Divisions, Agencies & Boards
  - City-owned and operated facilities
  - Commuters
  - Pedestrians
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## Budget at a glance

### STAFF RECOMMENDED OPERATING BUDGET

\$Million	2020	2021	2022
Revenues	\$1.5	\$1.5	\$1.5
Gross Expenditures	\$50.8	\$51.7	\$52.7
Net Expenditures	\$49.2	\$50.2	\$51.2
Approved Positions	394.0	394.0	394.0

### STAFF RECOMMENDED 10-YEAR CAPITAL PLAN

\$Million	2020	2021	2022
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Toronto Police Services Parking Enforcement Unit does not have a Capital Budget.

## Key service outcomes

Outcomes	Description
<b>Improve traffic flow and pedestrian safety</b>	By enforcing by-laws on rush hour routes, traffic will be able to move more freely with fewer obstructions. By enforcing parking by-laws near schools and residential areas, pedestrians will be more visible to vehicles.
<b>Improve public safety</b>	By enforcing rules around fire hydrants, emergency routes, no stopping zones, etc., The Toronto Police Services Parking Enforcement Unit (PEU) will help the unobstructed operation of emergency vehicles
<b>Improve community satisfaction</b>	By responding to public complaints about neighbourhood parking issues, residents will be able to better enjoy their properties.
<b>Enhance City revenues</b>	By enforcing pay and display and other parking infractions, the PEU contributes to the overall funding of City services.

## Goals and metrics

Planned Activities to Achieve Outcomes		2018 Actual	2019 Proj. Actual	2020 Target	Status
	Issue Parking Tags	2,045,000	2,200,000	2,200,000	●
	Respond to Calls for Service	159,300	180,000	180,000	●
	Tow Improperly Parked Vehicles	27,800	25,000	25,000	●

## Our experience and success

- A number of staff members have now been depoloyed to 9 Hanna Avenue. This move was made to reduce unproductive travel time by bringing the officer closer to where they enforce in the downtown core.
- Introduction of photo evidence, which will assist in the resolution of parking violation disputes.
- Queen Street Pilot Project – tested rush hour relocation concept (focus on the needs of a complex city).

## Key challenges and risks

- The PEU experienced significantly higher employee turnover than in past years. The PEU has been hiring at an accelerated pace, but separations continue to be a challenge.
- Ensuring compliance with the City's parking by-laws is key to maintaining a safe and efficient flow of traffic. Maintaining sufficient parking enforcement resources requires dedicated hiring and training programs of enforcement officers.

## Priority actions

- Rush Hour Route Enforcement Campaign
- Heavy Truck Enforcement Campaign
- Initiated electronic tow card
- Hiring additional enforcement officers in 2020 will ensure effective enforcement levels to maintain compliance
- Service levels will be reviewed in 2020 to ensure resources and processes are adequate to meet customer demand and service levels

## Our key service levels



Tag issuance of 2.2 million per year



Sufficient staffing for community special events



Respond to community-initiated parking complaints within 90 minutes on average

## Key service deliverables

The Parking Enforcement Unit contributes to the overall safety and security of the people of Toronto by focusing on the Toronto Police Service traffic safety priorities. This is achieved through various strategies including enforcement, visibility, public awareness and education programs. Specifically, the Unit is charged with:

- Responding to public and private parking concerns of the community.
- Regulating parking through the equitable and discretionary application of by-laws.
- Providing operational support to the Toronto Police Service; language interpretation, stolen vehicle recovery, corporate and local community-policing initiatives, emergency support and crime management
- Assisting at special events, ensuring the safe and unobstructed movement of vehicular and pedestrian traffic.
- Fostering crime prevention by providing a radio equipped, highly visible, uniformed presence in our communities.

## RECOMMENDATIONS

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

1. City Council approve the 2020 Staff Recommended Operating Budget for Toronto Police Services Parking Enforcement Unit of \$50.8 million gross, \$49.2 million net for the following services:

<b>Service:</b>	<b>Gross (\$000s)</b>	<b>Revenue (\$000s)</b>	<b>Net (\$000s)</b>
Toronto Police Services Parking Enforcement Unit	50,768.5	1,539.7	49,228.8
<b>Total Program Budget</b>	<b>50,768.5</b>	<b>1,539.7</b>	<b>49,228.8</b>

2. City Council approve the 2020 staff complement for Toronto Police Services Parking Enforcement Unit of 394.0 positions, comprising entirely of operating positions.

### Toronto Police Services Parking Enforcement Unit:

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# **2020 STAFF RECOMMENDED OPERATING BUDGET**

## 2020 OPERATING BUDGET OVERVIEW

**Table 1: 2020 Staff Recommended Operating Budget by Service**

(\$000s)	2018 Actual	2019 Projected Actual*	2020 Base Budget	2020 New / Enhanced	2020 Staff Rec'd Budget	Change v. 2019 Projected Actual	
						\$	%
<b>By Service</b>	\$	\$	\$	\$	\$	\$	%
<b>Revenues</b>							
Parking Tags Enforcement	1,085.1	1,659.6	1,539.7	0.0	1,539.7	(119.9)	(7.2%)
<b>Total Revenues</b>	1,085.1	1,659.6	1,539.7	0.0	1,539.7	(119.9)	(7.2%)
<b>Expenditures</b>							
Parking Tags Enforcement	43,534.4	47,809.5	50,768.5		50,768.5	2,959.0	6.2%
<b>Total Gross Expenditures</b>	43,534.4	47,809.5	50,768.5	0.0	50,768.5	2,959.0	6.2%
<b>Net Expenditures</b>	42,449.3	46,149.9	49,228.8	0.0	49,228.8	3,078.9	6.7%
<b>Approved Positions</b>	394.0	394.0	394.0	394.0	394.0	0.0	

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

### COSTS TO MAINTAIN EXISTING SERVICES

**Total 2020 Base Budget** expenditures of \$49.2 million gross reflecting an increase of \$3.1 million in spending above 2019 projected year-end actuals (prior to enhancements), predominantly arising from:

- The 2020 impact of the collective agreement (2019 - 2023) with the Toronto Police Association (\$1.0 million)
- Reducing vacancies to zero (\$1.6 million)
- Temporarily overstaffing by 10 Parking Enforcement Officers (PEOs) to help mitigate reductions in enforcement activities due to higher than average loss of PEOs to other positions within the Service (\$0.6 million)

### EQUITY IMPACTS OF BUDGET CHANGES

**No significant equity impacts:** The changes in the PEU 2020 Operating Budget do not have any significant equity impacts

**2020 STAFF RECOMMENDED OPERATING BUDGET KEY DRIVERS**

The 2020 Staff Recommended Operating Budget for the Toronto Police Services Parking Enforcement Unit (PEU) is \$50.8 million gross or 6.2% higher than the 2019 Projected Actuals.

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

Key Cost Drivers (\$000)	2018 Actual	2019 Proj. Actual	2020 Staff Rec'd Base Budget	Year over Year Changes	
				\$	%
<b>Expenditures</b>					
1 Salaries and Benefits	37,083.7	40,653.5	43,405.5	2,752.0	4.3%
2 Materials & Supplies	1,246.0	1,456.1	1,657.6	201.5	13.8%
3 Equipment	3.0	17.8	13.9	(3.9)	(21.9%)
4 Service and Rent	2,388.2	2,868.7	2,878.1	9.4	0.3%
5 Contribution To Capital	1,994.0	1,994.0	1,994.0		
6 Contribution To Reserves	819.4	819.4	819.4		
7 Other Expenditures					
<b>Total Expenditures</b>	<b>43,534.4</b>	<b>47,809.5</b>	<b>50,768.5</b>	<b>2,959.0</b>	<b>6.2%</b>
<b>Revenues</b>					
1 Provincial Subsidies					
2 Federal Subsidies					
3 User Fees & Donations	1,085.1	934.9	815.0	(119.9)	(12.8%)
4 Contribution from Reserve		724.7	724.7		
5 Other Revenues					
<b>Total Revenues</b>	<b>1,085.1</b>	<b>1,659.6</b>	<b>1,539.7</b>	<b>(119.9)</b>	<b>(7.2%)</b>
<b>Net Expenditures</b>	<b>42,449.3</b>	<b>46,149.9</b>	<b>49,228.8</b>	<b>3,078.9</b>	<b>6.7%</b>

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

**Salaries & Benefits:**

- Impact of the Collective Agreement settlements is \$1.0 million.
- The PEU has experienced high turnover in 2019. There are more PEOs to backfill vacancies and address staff promotions in other areas of the Service, mainly Special Constables and Cadets-in-Training, which resulted in salary and benefits under expenditure in 2019. Separations during 2019 (currently forecasted to be 90) were significantly higher than in past years, which were typically around 30. The 2020 hiring strategy is accelerated in order to mitigate reductions in enforcement activities resulting from the unusual high turnover. The PEU is expected to be slightly over-staffed throughout 2020, or until separations decrease to historical levels.

**Materials & Supplies:**

Transitioning PEOs to load-bearing tactical vests and higher gasoline prices.

**Other Revenue Changes:**

Lower 2020 Revenue is due to lower recoveries from Toronto Transit Commission (TTC) for premium costs associated with the enforcement of TTC right of ways.

**2021 & 2022 OUTLOOKS****Table 3: 2021 and 2022 Outlooks**

<b>(\$000s)</b>	<b>2019 Projected Actual*</b>	<b>2020 Staff Rec'd Budget</b>	<b>2021 Outlook</b>	<b>2022 Outlook</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
Revenues	1,659.6	1,539.7	1,539.7	1,539.7
Gross Expenditures	47,809.5	50,768.5	51,692.8	52,700.7
<b>Net Expenditures</b>	<b>46,149.9</b>	<b>49,228.8</b>	<b>50,153.1</b>	<b>51,161.0</b>
<b>Approved Positions</b>	<b>394.0</b>	<b>394.0</b>	<b>394.0</b>	<b>394.0</b>

\*2019 Q3 Projected Actual adjusted retroactively to remove interdepartmental charges and recoveries

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### Key 2021 drivers

- 2021 portion of the collective agreement with the Toronto Police Association
- Inflation on Materials and Supplies.

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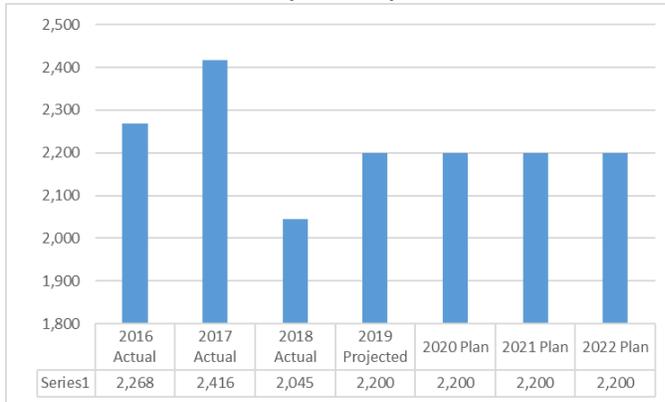
### Key 2022 drivers

- 2022 portion of the collective agreement with the Toronto Police Association
  - Outlooks include inflation impact on Material and Supplies accounts
-

## How well we are doing

### Performance measures

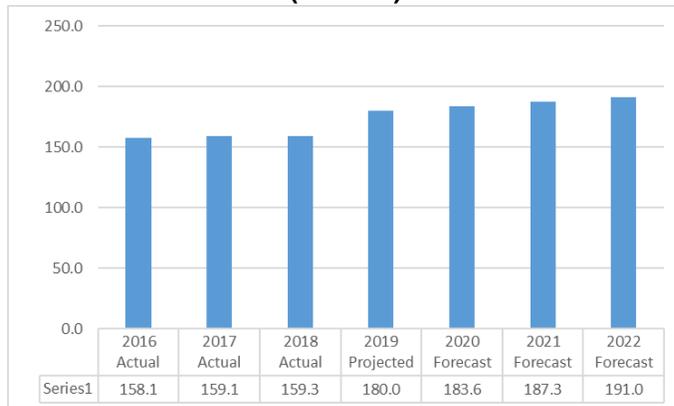
**Number of Parking Tags Issued (in '000s)**



### Behind the numbers

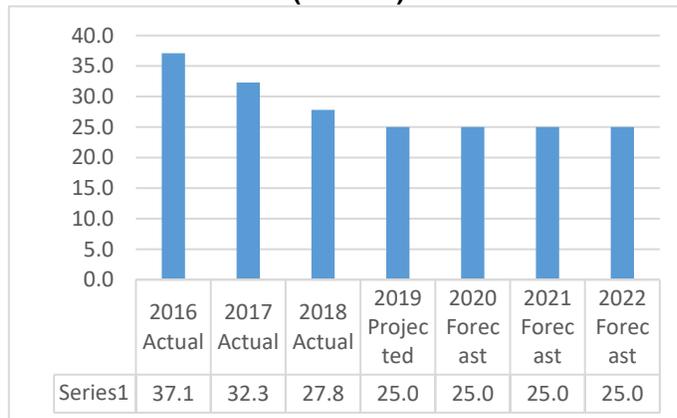
- The number of parking tags issued declined in 2018 mainly due to Parking Enforcement Officer vacancies.
- The projected tag issuance for 2019 is expected to increase as the Parking Enforcement Unit will be at full complement.

**Number of Calls Parking Responded To (in '000s)**



- Parking Unit responded to 159,255 calls for parking related service from members of the public. This trend is expected to increase in 2020 and 2021.

**Number of Vehicles Towed (in '000s)**



- The number of vehicles towed has been declining since 2016
- While difficult to estimate, this trend is likely to continue as programs are being implemented to achieve greater compliance

# APPENDICES

## Appendix 1

## 2020 Staff Recommended Operating Budget by Expenditure Category

Category (\$000s)	2017	2018	2019	2019	2020	2020 Change from 2019	
	Actual*	Actual*	Budget*	Projected Actual**	Total Staff Recommended Budget	Projected	Actual
	\$	\$	\$	\$	\$	\$	%
Provincial Subsidies						0.0	
Federal Subsidies						0.0	
Other Subsidies						0.0	
User Fees & Donations	1,257.9	1,085.1	815.0	934.9	815.0	(119.9)	(12.8%)
Licences & Permits Revenue						0.0	
Transfers From Capital						0.0	
Contribution From Reserves/Reserve Funds	533.7		724.7	724.7	724.7	0.0	
Sundry and Other Revenues						0.0	
Inter-Divisional Recoveries						0.0	
<b>Total Revenues</b>	<b>1,791.6</b>	<b>1,085.1</b>	<b>1,539.7</b>	<b>1,659.6</b>	<b>1,539.7</b>	<b>(119.9)</b>	<b>(7.2%)</b>
Salaries and Benefits	38,128.7	37,083.7	41,671.9	40,653.5	43,405.5	2,752.0	6.8%
Materials & Supplies	986.2	1,246.0	1,456.4	1,456.1	1,657.6	201.5	13.8%
Equipment	6.3	3.0	17.8	17.8	13.9	(3.9)	(21.9%)
Service and Rent	2,350.6	2,388.2	2,878.1	2,868.7	2,878.1	9.4	0.3%
Contribution To Capital	1,994.0	1,994.0	1,994.0	1,994.0	1,994.0	0.0	
Contribution To Reserves/Reserve Funds	794.0	819.4	819.4	819.4	819.4	0.0	
Other Expenditures						0.0	
Inter-Divisional Charges						0.0	
<b>Total Gross Expenditures</b>	<b>44,259.9</b>	<b>43,534.4</b>	<b>48,837.6</b>	<b>47,809.5</b>	<b>50,768.5</b>	<b>2,959.0</b>	<b>6.2%</b>
<b>Net Expenditures</b>	<b>42,468.3</b>	<b>42,449.3</b>	<b>47,297.9</b>	<b>46,149.9</b>	<b>49,228.8</b>	<b>3,078.9</b>	<b>6.7%</b>
<b>Approved Positions</b>	<b>394.0</b>	<b>394.0</b>	<b>394.0</b>	<b>394.0</b>	<b>394.0</b>		

\* Actuals and 2019 Budget adjusted retroactively to remove interdepartmental charges and recoveries

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

## **Appendix 2**

### **Summary of 2020 Service Changes**

N/A

## **Appendix 3**

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

N/A

## **Appendix 4**

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

N/A

## **Appendix 5**

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

N/A

## **Appendix 6**

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

N/A

## **Appendix 7**

### **Summary of Capital Needs constraints**

N/A

## **Appendix 8**

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

N/A

## Appendix 9

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

#### Program Specific Reserve / Reserve Funds

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

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

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

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

## Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2019 *	Withdrawals (-) / Contributions (+)		
			2020	2021	2022
		\$	\$	\$	\$
<b>Beginning Balance</b>		<b>34,554.0</b>	<b>29,462.5</b>	<b>26,435.5</b>	<b>23,283.0</b>
Insurance Reserve Fund	XR1010				
<i>Withdrawals (-) TPS</i>		-	-	-	-
<i>Withdrawals (-) Parking</i>		-	-	-	-
<i>Contributions (+) TPS</i>		10,160.1	10,193.4	10,193.4	10,193.4
<i>Contributions (+) Parking</i>		94.7	94.7	94.7	94.7
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>44,808.8</b>	<b>39,750.6</b>	<b>36,723.6</b>	<b>33,571.1</b>
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>		(15,346.3)	(13,315.1)	(13,440.6)	(13,436.0)
<b>Balance at Year-End</b>		<b>29,462.5</b>	<b>26,435.5</b>	<b>23,283.0</b>	<b>20,135.1</b>

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

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

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

## Appendix 10

### Glossary of Terms

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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