

2021 Program Summary

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

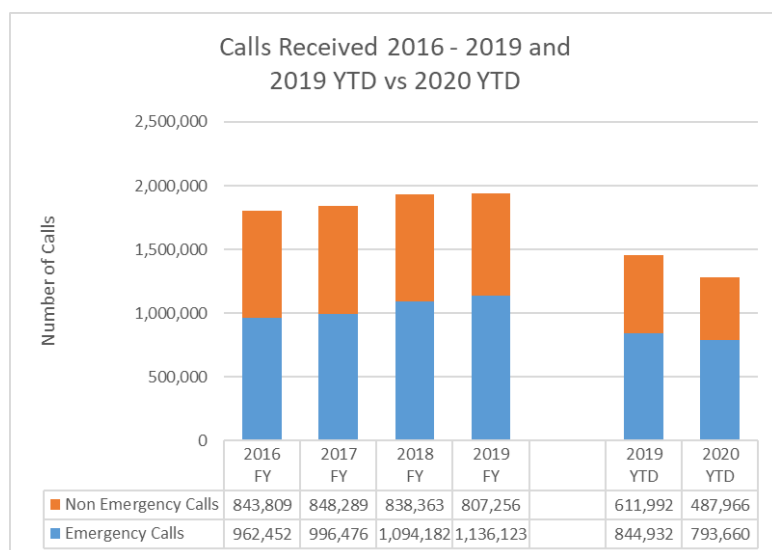
\$Million	2021	2022-2030	Total
Gross Expenditures	\$68.8	\$570.4	\$639.2
Debt	\$30.9	\$194.0	\$225.0

Note: Includes 2020 carry forward funding to 2021

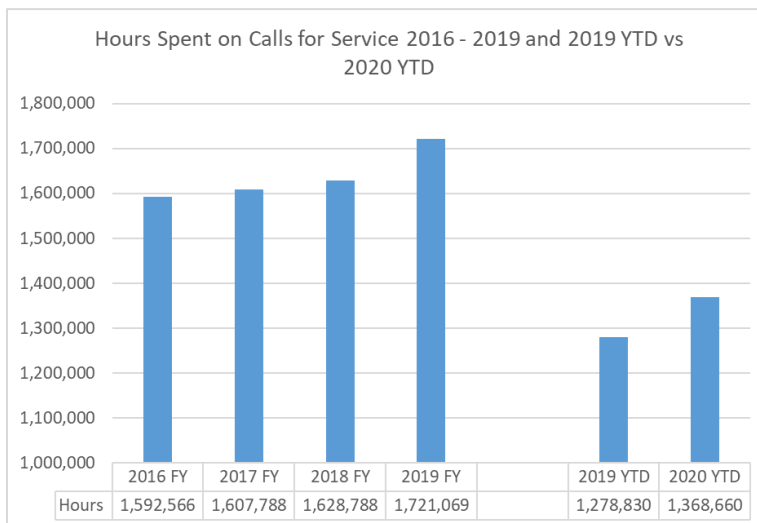
How Well We Are Doing – Behind the Numbers

	2016 FY	2019 FY	% Change 2019 over 2016	2019 YTD	2020 YTD	% Change 2020 YTD over 2019 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%

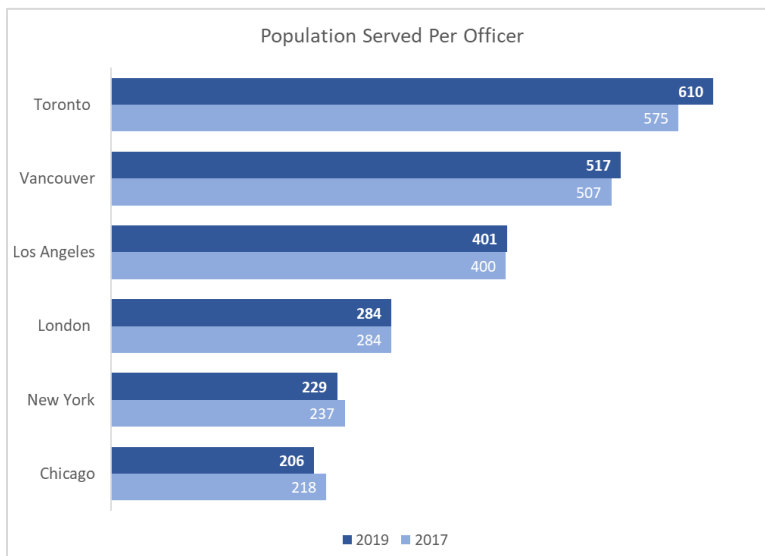
- The Service uses major crime indicators as a measure of how safe the city is.
- From 2016 to 2019 all major crimes increased, except robbery, with the most notable increases seen in auto theft, break and enter and theft over \$5,000.
- In 2020 YTD (October 25, 2020), increases in major crime continue 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
Financial Impact (Operating) <ul style="list-style-type: none"> 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. Revenue losses from services such as vulnerable sector screening and paid duties administration fees (\$8.2M). Additional costs to purchase personal protective equipment for TPS personnel including masks, gloves, sanitizers, cleaning supplies and decontamination equipment (\$2.1M). Additional salaries for nurses and medical advisors and premium pay (\$2.4M). Other expenditures such as equipment to enable remote work and gasoline (\$1.2M) Savings resulting from delays in hiring (\$3.1M). Savings from cost avoidance of premium pay for court and special events (\$10.4M) and savings in medical/dental benefits and other expenditures (\$9M). 	Financial Impact (Operating) <ul style="list-style-type: none"> 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. Potential revenue losses from services such as vulnerable sector screening and paid duty administrative fees (\$2.1M). COVID-19 specific supplies, equipment, wellness support (e.g. PPE, decontamination, sanitizer, cleaning aids, nurses etc.) (\$2.2M). 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). Savings in other expenditures (\$0.8M).
Financial Impact (Capital) <ul style="list-style-type: none"> \$9.4 million in capital projects cancelled / delayed as part of the City's capital slowdown to enable potential offsets to COVID-19 impacts. Delays in some construction projects due to closing non-essential businesses including construction projects for a period of time. Impact on critical supply chain disruption and cost increase, delays in obtaining permits. Accelerated purchase of laptops to support working remotely (increased access to VPN and obtaining additional virtual communication tools like WebEx). 	Financial Impact (Capital) <ul style="list-style-type: none"> 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. Continued provision of current technologies for staff productivity, communication and collaboration.
Service Level Changes <ul style="list-style-type: none"> Reduced vulnerable sector and other checks; reduced paid duty and special events Public visitation limitations at police facilities Remote court attendance COVID-19 related enforcement 	Service Level Changes <ul style="list-style-type: none"> Potentially reduced vulnerable sector and other checks; reduced paid duty and special events The Toronto Police Service will continue to review its Service Levels to reflect changes as required to meet ongoing community needs.

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.

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.
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RECOMMENDATIONS

City Council approved the following recommendations:

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:

	Gross Expenditures (\$000s)	Revenue (\$000s)	Net Expenditures (\$000s)
Toronto Police Service	1,229,506.6	149,413.3	1,080,093.3
Total Program Budget	1,229,506.6	149,413.3	1,080,093.3

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.
7. City Council direct the City Manager, in addition to the requested review of the feasibility of transferring 911 operations, to also consider the following:
 - a. crisis response and intervention for all non-violent calls, beyond those calls included in the crisis response pilot project, related to mental health response, homelessness, gendered violence and youth crime;
 - b. traffic management; and
 - c. parking enforcement.
8. City Council direct the City Manager, as part of the forthcoming report in the fourth quarter of 2021, to identify the time and resources required to scale up capacity of City Divisions, other agencies, or institutions to take on the responsibilities identified in Recommendation 7 above, along with a detailed plan and financing strategy that would facilitate the transition to these new models.
9. City Council direct the City Manager to identify how any additional savings realized by the transfer of services could be allocated to provide community support through increased programming and services as identified, in consultation with the City's Confronting Anti-Black Racism unit.

10. City Council request the City Manager as part of the previously requested report on community crisis response to consult with appropriate City Divisions and Agencies on the establishment of first-response services to support the following:
 - a. street-involved individuals;
 - b. gender-based violence and domestic disputes;
 - c. racialized youth; and
 - d. substance abuse.
11. City Council request the City Manager to report to the Executive Committee in the fourth quarter of 2021 on the Toronto Police Service involvement with incidents involving the individuals and situations listed in Parts a through d above, including the total time allocated, the number of calls responded to, and the total dollar amount allocated in the Toronto Police Service's staff time and resources.
12. City Council request the Toronto Police Services Board, in consultation with the Toronto Police Chief, to report as soon as possible to the Executive Committee on the work plan status and implementation of budget efficiencies as identified by the Transformational Task Force in The Way Forward Action Plan - Modernizing Community Safety in Toronto.
13. City Council direct the City Solicitor, in consultation with appropriate City Divisions and the Toronto Police Services Board, to report to the April 29, 2021 meeting of the Executive Committee or to the March 10, 2021 meeting of City Council, if possible, on the feasibility and budget resources needed to effectively regulate and enforce a municipal handgun ban.

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	\$	\$	\$	\$	\$	\$	\$	%
Revenues								
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%)
Total Revenues	151,867.0	145,021.0	157,389.4	146,913.3	2,500.0	149,413.3	(7,976.1)	(5.1%)
Expenditures								
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%)
Total Gross Expenditures	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%)
Net Expenditures	1,024,576.0	1,076,194.7	1,074,013.1	1,080,093.3	0.0	1,080,093.3	6,080.2	0.6%
Approved Positions**	7,881.0	7,881.0	7,881.0	7,524.0	0.0	7,524.0	(357.0)	(4.5%)

*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 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 service priorities.

Table 2a: 2021 Key Drivers – Base Budget

Key Cost Drivers		2019 Actuals	2020 Budget	2020 Projection	2021 Base Budget	Change Vs. 2020 Projection	
						\$	%
Expenditures							
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%
Total Expenditures		1,176,443.0	1,221,215.7	1,231,402.5	1,227,006.6	(4,395.9)	-0.4%
Revenues							
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%
Total Revenues		151,867.0	145,021.0	157,389.4	146,913.3	(10,476.1)	-6.7%
Net Expenditures		1,024,576.0	1,076,194.7	1,074,013.1	1,080,093.3	6,080.2	0.6%
Approved Positions		7,881.0	7,881.0	7,881.0	7,524.0	(357.0)	-4.5%

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	
Total Balancing Actions		3,246.0	(36,698.9)	(39,944.9)	(140.0)	21,695.9	21,695.9	68.0

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			
In \$ Thousands							
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
Total New / Enhanced	2,500.0	2,500.0	0.0	0.0	0.0		

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
Net Expenditures	1,074,013.1	1,080,093.3	1,133,645.0	1,171,165.2
Approved Positions	7,881.0	7,524.0	7,524.0	7,524.0

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:

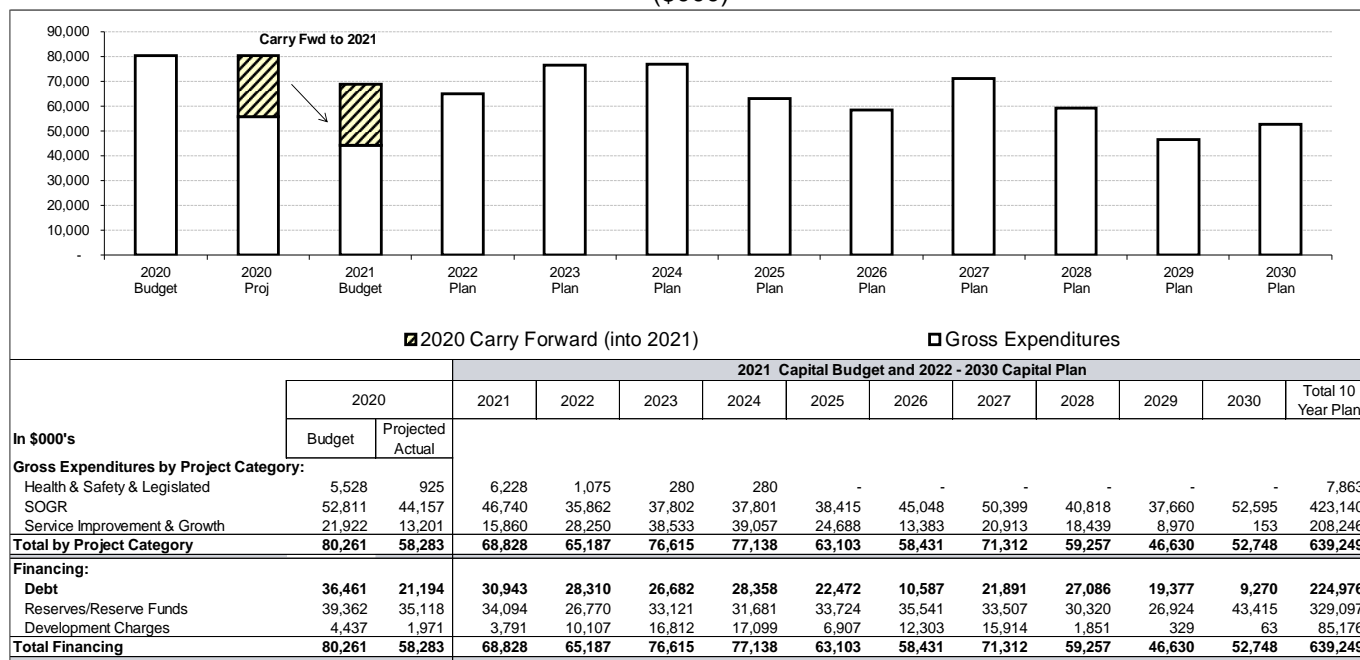
- Impacts of the Collective Agreements with the Toronto Police Association and the Toronto Police Senior Officers' Organization for each of 2022 and 2023
- Annualizations from prior year uniform hiring strategy that strive to offset retirements and separations in order to ensure certain staffing levels
- 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)



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**

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

City of Toronto		Provincial Funding	Federal Funding
\$639.2 M 100%		\$0M 0%	\$0 M 0%
Debt	\$ 225 M		
Reserve Draws	\$ 329.1 M		
Development Charges	\$ 85.2 M		

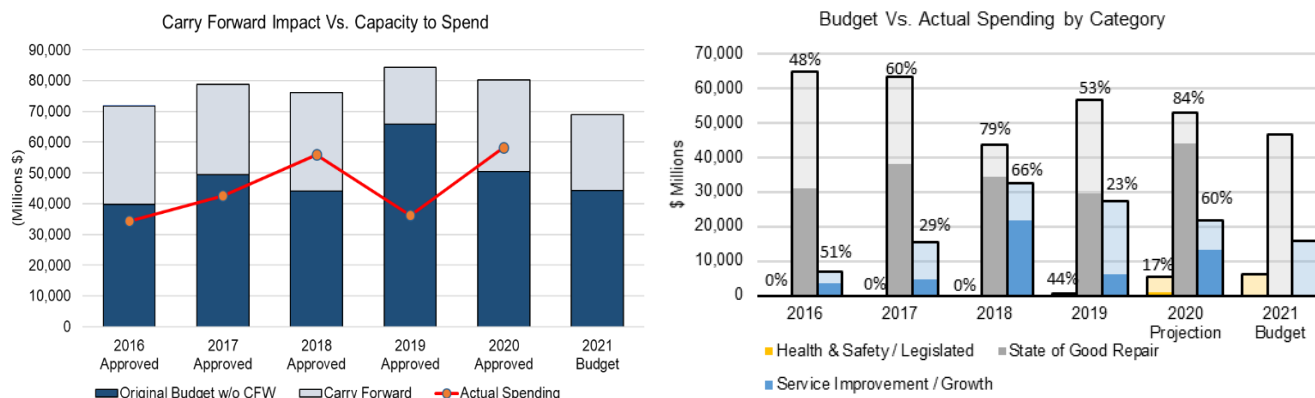
CAPACITY TO SPEND REVIEW

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 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
Previously Approved														
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	
Sub-Total: Previously Approved	1,575		2,561	2	1,220			1			5,356	3	5,356	3
New Projects - 2021														
Sub-Total: New Projects - 2021														
New Projects - Future Years														
Sub-Total: New Projects - Future Years														
Total (Net)	1,575		2,561	2	1,220			1			5,356	3	5,356	3

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
Revenue Loss						
Vulnerable sector screening, paid duty...	(8,200.0)		8,200.0	(2,142.5)		2,142.5
Sub-Total	(8,200.0)		8,200.0	(2,142.5)		2,142.5
Expenditure Increase						
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
Sub-Total		5,669.9	5,669.9		2,633.3	2,633.3
Savings due to Underspending						
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)			
Sub-Total		(19,369.9)	(19,369.9)		(877.2)	(877.2)
Savings due to Management Actions						
Delayed hiring		(3,100.0)	(3,100.0)			
Sub-Total		(3,100.0)	(3,100.0)			
Total COVID-19 Impact	(8,200.0)	(16,800.0)	(8,600.0)	(2,142.5)	1,756.1	3,898.6

Appendix 2

2021 Operating Budget by Revenue / Expenditure Category

Category (In \$000s)	2018 Actual**	2019 Actual**	2020 Budget	2020 Projection*	2021 Budget	2021 Change from 2020 Projection	
	\$	\$	\$	\$	\$	\$	%
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%
Total Revenues	142,697.5	151,867.0	145,021.0	157,389.4	149,413.3	(7,976.1)	(5.1%)
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%)
Total Gross Expenditures	1,128,650.5	1,176,443.0	1,221,215.7	1,231,402.5	1,229,506.6	(1,895.8)	(0.2%)
Net Expenditures	985,953.0	1,024,576.0	1,076,194.7	1,074,013.1	1,080,093.3	6,080.2	0.6%
Approved Positions	7,881.0	7,881.0	7,881.0	7,881.0	7,524.0	(357.0)	(4.5%)

* 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 Program - Toronto Police Service	Adjustments				2022 Plan Net Change	2023 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
23619		Vision Zero (Police)						
74	NA	Description:						

Service Level Impact:

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

Equity Statement:

All Torontonians are impacted by this initiative in the same way, thus the proposal has no impact on equity seeking groups.

Service: Toronto Police Service

Total Approved Changes:	2,500.0	2,500.0	0.0	0.00	0.0	0.0
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Council Approved New/Enhanced Services:	2,500.0	2,500.0	0.0	0.00	0.0	0.0
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Summary:

Council Approved New / Enhanced Services:	2,500.0	2,500.0	0.0	0.00	0.0	0.0
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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)	1,376	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	Body Worn 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	
	Total Gross Projects	68,828	65,187	76,615	77,138	63,103	58,431	71,312	59,257	46,630	52,748	639,249	7,863	385,758	245,628

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-Procs 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
	Total	68,827	28,520	13,280	11,208	0	0	0	0	0	0	121,835	35,962	1,594	84,279

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
POL906123-6	54/55 Amalgamation - Construction - 2021-2030	0	18,800	11,280	10,026	2,500	0	0	0	0	42,606
POL906123-9	22 Division New Build	0	0	0	600	6,516	15,596	13,196	5,492	0	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
POL906123-16	51 Division Major Expansion	0	0	0	0	0	3,300	5,240	3,460	0	12,000
POL906259-8	Furniture Lifecycle S5 2021-2030	500	500	500	500	500	475	500	500	500	4,475
POL906576-7	Remote Operated Vehicle (ROV) 2021-2030	0	0	0	110	0	0	0	0	0	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
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
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
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
POL907175-5	Mobile Workstation (S5) 2021-2030	0	0	343	10,452	1,143	0	0	343	10,452	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
POL907511-3	Replacement of Automated Vehicle Locating 2021	0	0	0	2,000	0	0	0	0	2,000	4,000
POL907512-1	In Car Camera Replacement S6	500	2,750	3,025	0	0	0	0	0	0	6,275
POL907513-3	Replacement Voice Logging Equipment 2021 - 2030	0	0	500	0	0	0	0	500	0	1,000
POL907516-4	Electronic Surveillance 2021-2030	0	0	1,090	0	105	0	205	0	0	1,400
POL907517-3	Digital Photography Lifecycle Replacement (S5)	0	0	0	314	316	0	0	0	314	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
POL907523-3	Replacement Property Scanners 2021 - 2030	0	0	0	0	0	38	0	0	0	38
POL907524-3	Divisional Parking Lot Networks Replacement S6	0	0	0	0	1,800	0	0	0	0	1,800
POL907525-7	Test Analyzers 2021 - 2030	580	580	0	0	0	0	0	0	620	1,780
POL907525-11	Video Recording PVEMU 2021 - 2030	30	17	0	47	30	17	30	17	0	188
POL907525-12	Auditorium Audio and Visual Equipment 2021-2030	575	0	300	125	750	250	0	575	0	2,575
POL907525-16	Telephone Handset Replacement 2021 - 2030	0	0	0	0	750	750	0	0	0	1,500
POL907525-18	video recording equipment 2021 - 2030	64	78	40	72	82	70	58	60	70	594
POL907549-2	Wireless Parking System (S6) 2021-2030	1,256	3,767	0	0	0	1,256	3,767	0	0	10,046
POL907612-2	Livescan (S6) 2021-2030	0	0	0	0	540	0	0	0	0	540
POL907613-3	AFIS - 2021-2030	0	0	0	0	3,053	0	0	0	0	3,053
POL907785-5	S5 CCTV 2021-2030	0	0	0	0	0	2,000	0	0	0	2,000
POL907786-5	AED's (S5) 2021-2030	3	15	3	16	3	17	3	18	153	231
POL907862-4	locker replacement S5 2021-2030	540	540	540	540	540	540	540	540	540	4,860
POL908009-6	ANCOE/Global Search 2021 - 2030	202	202	0	0	0	0	0	0	0	404
POL908010-4	Radar Unit Replacement S5 2021-2030	13	200	86	190	53	237	100	0	29	908
POL9080185-2	Marine Vessel Electronics Rplcmnt S6 2021-2030	785	0	0	0	0	850	0	0	0	1,635
POL908133-3	CEW Replacement 2021-2030	0	1,579	0	707	1,267	0	1,579	0	707	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
POL908181-2	Property and Evidence Racking 2021-2030	0	0	50	950	0	0	0	0	0	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
POL908468-2	Connected Officer Lifecycle 2021-2030	1,403	296	1,723	307	1,787	318	1,851	329	1,915	9,929
POL908811-1	Armoured ETF Police Vehicle 2021-2030	0	0	0	0	0	400	0	0	0	400
POL908812-1	Mobile Command Center 2021-2030	0	0	0	0	270	50	0	0	270	590
Total		36,667	63,335	65,930	63,103	58,431	71,312	59,257	46,630	52,748	517,413

Health & Safety & Legislated	SOGR	Growth & Improved Service
		42,606
		41,400
		41,372
		12,000
	4,475	
	110	
	76,321	
	35,036	
	44,583	
	18,834	
	22,733	
	34,850	
	4,000	
	6,275	
	1,000	
	1,400	
	944	
	7,656	
	38	
	1,800	
	1,780	
	188	
	2,575	
	1,500	
	594	
	10,046	
	540	
	3,053	
		2,000
		231
	4,860	
		404
	908	
		1,635
		5,839
	32,308	
		1,000
	39,600	
	9,929	
	400	
	590	
0	376,400	141,013

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	Ⓡ	Ⓡ
Comments:	<ul style="list-style-type: none"> The process of rezoning and an environmental assessment of site and soil conditions are complete. The Request for Proposal (R.F.P.) for construction management services is proceeding. The architectural firm is proceeding to prepare the building design documentation. A Request for Proposal (R.F.P.) is being finalized to secure construction management services. Construction scheduled to start in 2022. 										
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	Ⓡ	Ⓡ
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	Ⓢ	Ⓢ
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	Ⓢ	Ⓢ
Comments:	This project is for the replacement and acquisition of mobile and portable radios. Currently, the Service's Telecommunications Services unit (T.S.U.) maintains 4,697 mobile/portable radio units.										
Explanation for Delay:											
Connected Officer	288	125	288	2,981	2,817	On Time	Jan-17	Dec-20	Dec-20	Ⓢ	Ⓢ
Comments:	Connected Officer team will stabilize the program, enhance functionalities, develop a mobility sustainability plan and evaluate the current device deployment.										
Explanation for Delay:											
Body Worn Camera - Phase II	2,250	612	1,627	4,782	1,244	Delayed	Jan-17	Dec-20	Dec-21	Ⓢ	Ⓢ
Comments:	<ul style="list-style-type: none"> 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. 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; The contract award for this project was approved by the Board at its August meeting and implementation of the solution commenced immediately thereafter. 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. 										
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	Ⓢ	Ⓢ
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 decommission 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"> 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) 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 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 										
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					
Total Needs Constraints (Not Included)	0		0	0	0	0	0	0					

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 (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2020 *	Withdrawals (-) / Contributions (+)		
			2021	2022	2023
		\$	\$	\$	\$
Beginning Balance		6,394.0	6,394.0	4,177.3	1,974.6
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	-
Total Reserve / Reserve Fund Draws / Contributions		6,394.0	(2,216.7)	(2,202.7)	(2,337.2)
Balance at Year-End		6,394.0	4,177.3	1,974.6	(362.6)

* Based on 9-month 2020 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2020 *	Withdrawals (-) / Contributions (+)		
			2021	2022	2023
		\$	\$	\$	\$
Beginning Balance		8,619.5	8,619.5	6,394.8	4,166.5
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
Total Reserve / Reserve Fund Draws / Contributions		8,619.5	(2,224.7)	(2,228.3)	(1,829.7)
Balance at Year-End		8,619.5	6,394.8	4,166.5	2,336.9

* Based on 9-month 2020 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2020 *	Withdrawals (-) / Contributions (+)		
			2021	2022	2023
		\$	\$	\$	\$
Beginning Balance		5,100.0	5,100.0	2,802.5	1,505.0
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
Total Reserve / Reserve Fund Draws / Contributions		5,100.0	(2,297.5)	(1,297.5)	(1,297.5)
Balance at Year-End		5,100.0	2,802.5	1,505.0	207.5

* Based on 9-month 2020 Reserve Fund Variance Report

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

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

* Based on 9-month 2020 Reserve Fund Variance Report

Corporate Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2020 *	Withdrawals (-) / Contributions (+)		
			2021	2022	2023
		\$	\$	\$	\$
Beginning Balance		23,947.6	23,947.6	21,978.9	20,010.2
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
Total Reserve / Reserve Fund Draws / Contributions		23,947.6	19,199.9	17,231.2	15,262.5
Other Program / Agency Net Withdrawals & Contributions			2,779.0	2,779.0	3,129.0
Balance at Year-End		23,947.6	21,978.9	20,010.2	18,391.5

* Based on 9-month 2020 Reserve Fund Variance Report

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

* Based on 9-month 2020 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2020 *	Withdrawals (-) / Contributions (+)		
			2021	2022	2023
		\$	\$	\$	\$
Beginning Balance		30,142.3	30,142.3	14,678.2	17.9
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
Total Reserve / Reserve Fund Draws / Contributions		30,142.3	39,742.4	24,278.3	9,618.0
Other Program / Agency Net Withdrawals & Contributions			(25,064.2)	(24,260.4)	(7,045.2)
Balance at Year-End		30,142.3	14,678.2	17.9	2,572.8

* 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)
													-
	Total Withdrawals		(3,791)	(10,107)	(16,812)	(17,099)	(6,907)	(12,303)	(15,914)	(1,851)	(329)	(63)	(85,176)
	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
	Total Contributions		4,843	5,195	6,882	6,776	6,790	6,367	6,430	6,558	6,689	6,823	63,352
Balance at Year-End		41,268	42,320	37,407	27,477	17,154	17,037	11,101	1,617	6,324	12,684	19,444	192,566

* 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)
	Total Withdrawals		(34,094)	(26,770)	(33,121)	(31,681)	(33,724)	(35,541)	(33,507)	(30,320)	(26,924)	(43,415)	(329,097)
	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
	Total Contributions		22,760	25,760	28,760	31,760	34,760	34,760	34,760	34,760	34,760	34,760	317,600
Balance at Year-End		14,919	3,585	2,575	(1,786)	(1,707)	(671)	(1,452)	(199)	4,241	12,077	3,422	20,086

* 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

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.