

# 2022 Program Summary

## Toronto Police Service

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### Description

The Toronto Police Service (Service) is committed to delivering essential public safety services that are intelligence-led and sensitive to the needs of the community. These services are provided in an ever-growing city and involve 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. 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 Services 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): \$1.262 Billion**

## Budget at a Glance

### 2022 OPERATING BUDGET

\$Million	2022	2023	2024
Revenues	\$144.2	\$148.3	\$149.1
Gross Expenditures	\$1,262.4	\$1,327.9	\$1,358.7
Net Expenditures	\$1,118.2	\$1,179.6	\$1,209.6
Approved Positions	7,604	7,654	7,740

### 2022 - 2031 10-YEAR CAPITAL PLAN

\$Million	2022	2023-2031	Total
Gross Expenditures	\$85.1	\$586.3	\$671.4
Debt	\$46.1	\$188.9	\$235.0

Note: Includes 2021 carry forward funding

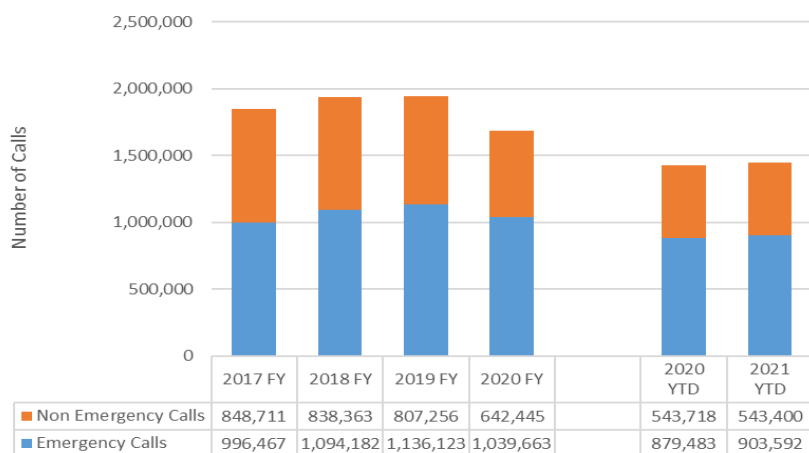
## How Well We Are Doing – Behind the Numbers

### Major Crime Indicators

	2017 FY	2020 FY	% Change 2020 over 2017	2020 YTD	2021 YTD	% Change 2021 YTD over 2020 YTD
Assault	19,292	18,169	-5.8%	16,524	17,290	4.6%
Auto Theft	3,585	5,666	58.0%	5,210	5,660	8.6%
Break and Enter	6,933	6,963	0.4%	6,257	5,157	-17.6%
Homicide	65	71	9.2%	64	77	20.3%
Robbery	4,098	2,840	-30.7%	2,627	1,992	-24.2%
Theft Over	1,191	1,229	3.2%	1,095	973	-11.1%

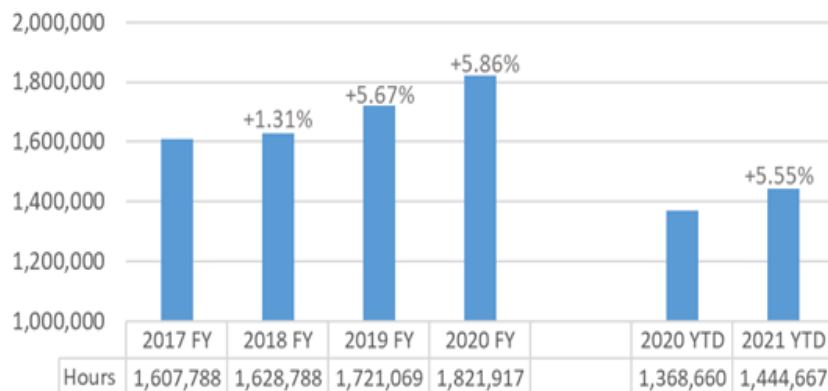
- The Service uses major crime indicators as a measure of how safe the city is. Crime trends have increased the effort required to provide adequate and effective policing.
- From 2017 to 2020 all major crimes increased, except assault and robbery, with the most notable increase seen in auto theft.
- In 2021 YTD (November 21, 2021), half of the major crimes have increased to date when compared to the same time last year. The biggest increase is in homicides, up by 13 or 20% over 2020.

Calls Received 2017 - 2020 and  
2020 YTD vs 2021 YTD



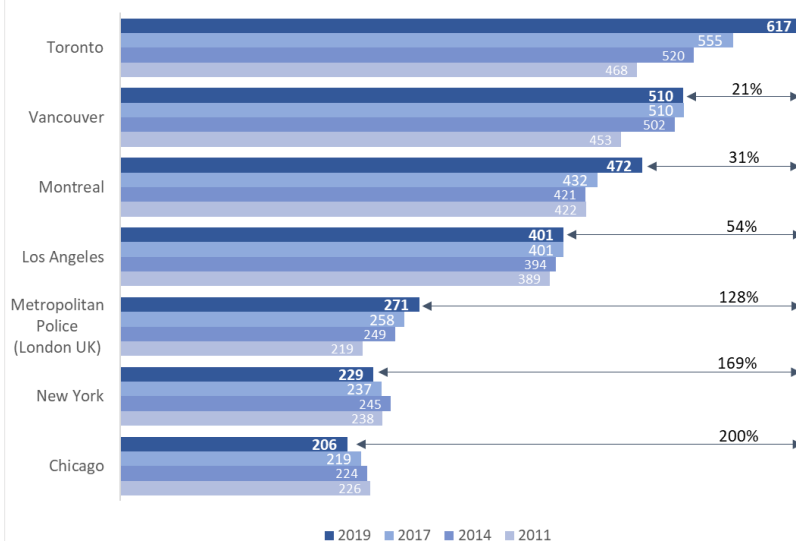
- Overall, calls for service increased by 5.3% from 2017 to 2019, with emergency calls for service increasing by 14% and non-emergency calls decreasing by 4.9%.
- Between 2020 and 2021 YTD, non-emergency calls were essentially flat. However, emergency calls for service increased by 2.7%. These are anomaly years due to the impact of the COVID-19 pandemic.
- Despite a reduction in the number of emergency calls in 2020, the time spent on calls increased as shown in the chart on the below.

Hours Spent on Calls for Service 2017-2020 and  
2020 YTD and 2021 YTD



- Time on call is the total officer hours spent on calls attended, from the time a unit is dispatched to the time the event is cleared.
- The total hours spent on calls for service increased by 13.3% from 2017 to 2020.
- Between 2020 and 2021YTD, the total hours spent on calls for service increased by 5.6%
- This increase is attributable to:
  - Changes in legislation
  - Changes in nature of work
  - Increase in technology and evidence collection

Population Served Per Officer



- As the chart shows, in 2019, Toronto had a ratio of 1 uniform officer serving 617 people, compared to a ratio of 1 to 510 in Vancouver, 1 to 271 in London, UK, and 1 to 206 in Chicago.
- The chart indicates that the biggest increase in number of residents served per uniform officer from 2017 to 2019 was experienced in Toronto (an increase of 62 people per officer).
- The City of Toronto continues to grow while the number of police officers has decreased.

Data Sources:

Canada: Full-Time Equivalent (FTE) from Government of Canada Statistics, Table 35-10-0077-011; Toronto numbers taken from Internal Sources for Average Deployed Strength  
United States: Federal Bureau of Investigation, Police Employee Table 77 (State & Population) and Table 78 (City)

**COVID-19 IMPACT AND RECOVERY****2022 Impact and Recovery****Operating Budget Impact**

- Since mid-March of 2020, the COVID-19 pandemic has impacted how the Service conducts its operations and has altered demands for service. Internal operational adjustments as well as an altered demand for service have had both positive and negative impacts on the Service's budget. The 2022 budget assumes the COVID-19 pandemic will continue to influence the Service's operating environment.
- Although difficult to predict, the Service anticipates similar operational and financial impacts that were experienced in 2020 and 2021, will continue in 2022. The following COVID19 related pressures of \$17.615 million are included in the 2022 Operating Budget for Toronto Police Service:
  - COVID-19 specific supplies, equipment, wellness support (e.g. personal protective equipment, decontamination, cleaning aids, contract nurses) (\$4.7M);
  - Estimated additional cost of W.S.I.B. as it relates to COVID-19 (\$7.2M);
  - Premium pay pressures for enforcement activities (\$1.6M);
  - Enforcement cost of protests and demonstrations and temporary relocation of encampments into leased hotels and emergency shelters (\$0.3M);
  - Information Technology expenditures related to working remotely and video calls (\$0.4M); and
  - Revenue losses in some service fees such as criminal reference checks and paid duties due to lower demands (\$3.4M).

**Service Level Changes**

- 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

United Kingdom: Home Office, Police Workforce: England and Wales: 31 March 2021 (Police Officers taken as Designated Officers, Police Community Support Officers and Police Officers) , Mid-year population estimates 2019; Office for National Statistics (ONS)

Note: 2019 was the latest year for which the data is available for all cities

## EXPERIENCES, CHALLENGES AND PRIORITIES

### Our Experience and Success

- **Budget request maintains current staffing levels:** This budget request adds no new staff to the Service (save for the request that will allow the Service to comply with the regulatory requirements related to Major Case Management (MCM)). By maintaining our current staffing levels the Service will be able to continue to shift existing resources to address issues with our priority response and emerging priorities identified by the Service and our communities. It is only through continuous, agile redeployment that the Service has been able to contain its budget request this year. Providing adequate and effective policing with our current staffing levels is becoming more challenging and is not sustainable.
- **Fiscally responsible budgets:** Since 2017, the Service has achieved a 0% increase three times. In two of the last five years, increases were required mainly to cover the financial impacts of collective agreements and to make key investments for modernization. Actions to improve affordability of policing services over the last ten years has resulted in an average budget increase over that time that is below the rate of the Consumer Price Index (C.P.I.).
- **\$400M in efficiencies and savings:** The 2022 budget reflects \$30M in cost avoidance, from the original budget pressure of 6.73%, and builds on over \$400 million in cumulative savings and cost avoidance achieved from 2016 to 2021. This was achieved through various management actions to contain and reduce the budget, as well as the reduction of over 400 positions since 2010. In addition, two facilities, used by the Community Partnerships and Engagement Unit and the Public Safety Unit, were returned to the City of Toronto with a value of \$4.5 million.
- **A lean police service:** In comparison to other large, urban police services, the Service serves a significantly higher rate of population per officer (see chart above on Population Served per Officer).
- **911 Response:** While police officer numbers have declined in Toronto, the Service continues to make emergency response a top priority to ensure Torontonians receive a police response that is as timely as possible; to provide required assistance, reduce victimization, disrupt criminal activity and severity, all towards achieving safer communities.
- **Traffic Services:** The Service has and continues to invest in traffic enforcement so that motor vehicles, cyclists and pedestrians can safely move through the City and to ensure traffic-related fatalities and serious injuries are minimized.
- **Shift schedules:** The Service has adopted new shift schedule pilots for most divisions and continues to review these schedules to help us to be where the public needs us the most, by realigning staffing hours to better reflect peak demand times. These changes were made with the goal of moving closer to a 70/30 reactive/proactive model for priority response officers. While staffing demands are challenging the Service's ability to achieve this international standard, it continues to be the standard that the Service is committed to achieving.
- **Connected/Digital Officer:** Contributed to a more mobile and community-focused service delivery with the deployment of 2,100 mobile devices for the Connected Officer Program.
- **Body Worn Camera (B.W.C.):** Ongoing implementation of this initiative will ensure officer accountability by providing a truthful and integral narrative of police interactions with the public. B.W.C.s continue to be rolled out to front-line officers. To date, of the 2,350 front-line police officers that will be outfitted with B.W.C., approximately 1,750 officers across the Service have been trained and issued a body-worn camera. Notwithstanding pandemic-related training challenges, full rollout is anticipated by the second quarter of 2022.
- **Alternative service delivery models:** In order to make better use of resources and to create capacity, and in line with our commitment to police reform, the Service is implementing and testing alternative service delivery approaches to refocus on core service delivery by diverting calls where a police response may not be required. This includes diverting calls to 311 in partnership with City departments, expansion of online reporting, improved processes, civilianization of some roles, and more efficient deployment of officers. The Service is now employing civilian District Special Constables (at a lower salary) to perform certain functions traditionally done by police officers, where the authorities of a sworn police officer are not required. In addition, the Service is working with the City on alternative responses to persons in crisis and has commenced the Crisis Call Diversion pilot with Gerstein Crisis Centre.
- **Training:** Delivered specialized training in areas of Race-Based Data Collection and Workplace Harassment in addition to regular ongoing training. The Service has also developed a human rights strategy that will be followed by an overall equity strategy in early 2022.

- **Public engagement, education and awareness:** Budget transparency and education are key components of building successful engagement on the Service's budget with Toronto residents, businesses and stakeholders. Building on previous years' efforts to share more information on the budget, the Service is continuing with a public education campaign for the 2022 budget that includes fulsome website content, including line-by-line budgets, infographics, budget notes and links to more information on our Public Safety Data Portal, along with media releases and engagement through social media.

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## Key Challenges and Risks

- **Rising urban population:** A key challenge continues to be service demands, driven by growth without increases to staffing to meet the demand. Toronto is growing at an exceptional pace. By 2022, it is expected that Toronto's population will be close to 3.1 million people or about 183,000 more than in 2017 (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 17.9% from 2017 to 2020. As a result, the number of persons injured due to shootings increased by 16% 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 2017 to 2020, all major crimes increased except for robbery and assault with the most notable increases seen in auto theft (58.0%). In 2021, increases in major crime continued to trend up in homicides (up 20% year to date), auto theft and assaults. The increase in crime rates over the last few years has driven workload demands through increased calls for service.
- **Time spent on calls has increased as investigations have become more complex:** Complexity of calls for service are driving the time spent on calls up with a 13.3% increase in time spent on calls on average in 2020 compared to 2017. Investigations are also more complex and time consuming.
- **Increasing calls for service:** Calls for service went up overall by 5.3% from 2017 to 2019. Emergency calls for service have been steadily increasing from 2017, but decreased slightly in 2020 (the number of emergency calls increased by 14% from 2017 to 2019). Increasing number of calls without increases in resources presents challenges in meeting response time standards and in ensuring a better balance of reactive and proactive policing. Calls for service are expected to continue increasing as the population grows and as the City emerges from the pandemic.
- **Crisis calls are up (opioids and mental health):** Significant increases are seen from 2017 to 2020 in calls involving persons in crisis (20.3%), overdose (54.1%) and threaten suicide (11%) with a continued increase into 2021 for both overdose and threaten suicide. 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. This includes WSIB changes, Chronic Mental Stress Policy, Cannabis Legalization, Next Generation 9-1-1 and the R v. Jordan Decision.
- **Resource challenges:** The Service remains committed to ensuring there are sufficient resources, including people, technology, and professional capabilities, in order to deliver on the police reform and modernization journey, and to keep our growing city safe. The non-discretionary aspects of the budget as well as staffing levels have declined over a ten-year period, and the Service was able to absorb the impact of collective agreement increases in many years over that period. Some measures (e.g. reducing required reserve contributions) to achieve the 2022 budget are temporary in nature and only push the funding required to the future. Of particular note, premium pay continues to exceed budgeted funding, reducing the Service flexibility to deal with increased service pressures and unanticipated events. These challenges are impacting the Service's ability to deliver services, are not sustainable and will cause pressures on future year budgets.
- **COVID-19 Pandemic Impacts:** Since mid-March of 2020, the COVID-19 pandemic has impacted how the Service conducts its operations and has altered demands for service. Most crime rates were lower in 2020 and 2021 which is likely due to the City's pandemic response leading to fewer commuters, minimal tourism and tighter mobility and economic-related restrictions. There are also financial impacts due to higher expenditures for COVID-19 supplies and wellness supports, along with enforcement costs and lower revenues.
- **Premium pay:** Premium pay requirements have historically exceeded budgeted funding, resulting in an ongoing pressure that the Service must manage. The Service will be challenged to absorb large premium pay pressures,



and at the same time meet the Service's public safety responsibilities, including the impact of major unplanned events (e.g. demonstrations, emergency events, and homicide/missing persons).

## Priority Actions

- **Maintaining service levels with continued growth in workload:** Maintaining response times to ensure people in Toronto in need of emergency services receive timely and appropriate response that provides required assistance and reduces criminal activity and severity, is a key priority. With changing priorities and requirements and resource constraints, the Service will do its best to continue to be nimble and responsive to those changing priorities, while preserving/prioritizing the services that are most important.
- **Neighbourhood Community Officer (NCO) program:** There are currently 178 NCOs in 38 Neighbourhoods in the City of Toronto out of 158 defined city neighbourhoods. The Service is committed to expanding this program, through resource reallocation, subject to available funding after taking into account other priorities such as responding to calls for service and conducting investigations.
- **Improved road safety through Vision Zero:** The Service continues to provide a dedicated team of 18 officers to the Vision Zero Road Safety Program. This team works closely with all divisions in addressing local community driving complaints, enforcing traffic offences, supporting local road safety initiatives, as well as conducting town hall meetings to discuss matters of traffic safety.
- **Preventing hate crimes:** The Service continues to dedicate officers to its Hate Crime Unit, with the objectives to prevent and to thoroughly investigate hate motivated offences and pro-actively educate others to enable them to recognize and report hate crimes. Recognizing that hate crimes are complex, often requiring extensive resources and officers with specialized skills, the Service intends to further expand our capacity to investigate, prosecute and prevent these crimes.
- **Combatting Gun & Gang Violence:** The City of Toronto has seen a dramatic increase in the amount of gang related violence over the last several years. Dedicated officers work to reduce gang membership and violence through education, prevention, intervention and suppression activities, in partnership with impacted communities. The Service is determined to positively engage and empower victims and community members by providing consistent support, educational opportunities, and positive presence through the development of community empowered and led solutions based on individual neighbourhood needs. The Service is also actively engaged as a key partner in the development and implementation of SafeTO.
- **Implementation of recommendations for Missing and Missed persons:** The Honorable Gloria Epstein's report includes 151 Recommendations to improve how missing person cases are responded to and it calls for an investment in strategies to improve relationships with Toronto's marginalized and vulnerable communities. The report also proposes a new approach to missing person cases that sees social service, public health, community agencies and not-for-profit agencies working in partnership with the police. One of the key recommendations in the report is for the Service to be in compliance with Major Case Management standards required by the Province, which will require an increase in the Service's complement of civilian and uniform resources. This will contribute to conducting more effective and timely investigations that impact underserved communities and equity-deserving groups. The 2022 operating budget includes funding to allow the Service to commence its efforts to implement the Major Case Management to support recommendations contained in Justice Epstein's report. This will allow the Service to comply with requirements to utilize the provincially-mandated software that ensures the integrity of case management investigative data and provides the ability to link information across jurisdictions. This is the only request in this budget that will increase the staffing levels at the Service. The process of establishing a fully functional MCM Unit is expected to extend into 2023.
- **Strengthening relationships with the community through Police Reforms and ongoing modernization efforts:** Implementation of the Board's 81 recommendations for police reform will continue, focussing on addressing anti-Black and Indigenous racism, systemic racism and mental health, which greatly impact marginalized communities and groups. These reforms, which include a review of practices and procedures, new innovative program and service delivery models, and enhanced training, will help enable greater collaboration, transparency and accountability of the public safety services the Service delivers. The Service will work to improve interactions and engagement, to reduce disparities and build accountability and trust with the community, all of which are critical to enhancing public safety and reducing victimization.
- **Alternative Service Delivery:** The Service continues to support alternative service delivery and will continue the crisis call diversion pilot with the Gerstein Crisis Centre (GCC) partner into 2022. The pilot, which commenced in October 2021, has been successful in the first eight weeks in diverting 42 events that would otherwise have been responded to by police, to our GCC partner. It should be noted that a total of 1,228 calls

received for persons in crisis and threaten suicide, during this period. The Service will continue to explore this and other ways to divert calls, expand online reporting, improve processes and civilianize uniform positions with a goal of continuing to create an affordable and value-added public safety service and deliver services to communities in the ways that they are needed.

- **Member wellness, development and training:**

- **Training:** Continuing to provide human rights, anti-black racism, workplace harassment, anti-bias and other human rights related training to all service members, informed by recommendations for police reform.
- **COVID-19:** 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.
- **Wellness:** A Wellness Strategy has been developed for our Members and implementation has commenced. This Strategy strives to build and maintain optimal human resources strength and enables the sustained performance and improved wellness of Members. The Strategy recognizes that our Members have unique health and well-being needs that change and evolve depending on individual circumstances, including but not limited to, identity, role, rank, race, ethnicity, socio-economic status and other social determinants of health.



## RECOMMENDATIONS

City Council approved the following recommendations:

1. City Council approve the 2022 Operating Budget for the Toronto Police Service of \$1,262.4 million gross, \$144.2 million revenue and \$1,118.2 million net for the following services:

<b>Service:</b>	<b>Gross Expenditures (\$000s)</b>	<b>Revenue (\$000s)</b>	<b>Net Expenditures (\$000s)</b>
Toronto Police Service	1,262,428	144,210	1,118,219
<b>Total Program Budget</b>	<b>1,262,428</b>	<b>144,210</b>	<b>1,118,219</b>

2. City Council approve the 2022 staff complement for the Toronto Police Service of 7,604 positions.
3. City Council approve the 2022-2031 Capital Budget for Toronto Police Service with cash flows and future year commitments totaling \$116.876 million as detailed by project in [Appendix 6a](#).
4. City Council approve the 2023-2031 Capital Plan for Capital Program totalling \$554.542 million in project estimates as detailed by project in [Appendix 6b](#).
5. City Council request that all sub-projects with third party financing be approved conditionally, subject to the receipt of such financing in 2022 and if such funding is not forthcoming, their priority and funding be reassessed by City Council relative to other City-financed priorities and needs.
6. City Council request the Province of Ontario to amend the legislation to end the current practice of fully paying officers suspended while facing criminal charges and disciplinary offenses to secure an estimated annual saving of up to \$12 million.

# **2022 OPERATING BUDGET**

## 2022 OPERATING BUDGET OVERVIEW

Table 1: 2022 Operating Budget by Service

(In \$000s)	2020 Actual	2021 Budget	2021 Projection*	2022 Base Budget	2022 New / Enhanced	2022 Budget	Change v. 2021 Projection	
By Service	\$	\$	\$	\$	\$	\$	\$	%
<b>Revenues</b>								
Toronto Police Service	130,291.6	144,209.1	156,457.5	144,209.7		144,209.7	(12,247.8)	(7.8%)
<b>Total Revenues</b>	<b>130,291.6</b>	<b>144,209.1</b>	<b>156,457.5</b>	<b>144,209.7</b>		<b>144,209.7</b>	<b>(12,247.8)</b>	<b>(7.8%)</b>
<b>Expenditures</b>								
Toronto Police Service	1,203,878.9	1,220,001.2	1,233,517.5	1,260,153.2	2,275.0	1,262,428.2	28,910.7	2.3%
<b>Total Gross Expenditures</b>	<b>1,203,878.9</b>	<b>1,220,001.2</b>	<b>1,233,517.5</b>	<b>1,260,153.2</b>	<b>2,275.0</b>	<b>1,262,428.2</b>	<b>28,910.7</b>	<b>2.3%</b>
<b>Net Expenditures</b>	<b>1,073,587.3</b>	<b>1,075,792.1</b>	<b>1,077,060.0</b>	<b>1,115,943.5</b>	<b>2,275.0</b>	<b>1,118,218.5</b>	<b>41,158.5</b>	<b>3.8%</b>
<b>Approved Positions**</b>	<b>7,881.0</b>	<b>7,524.0</b>	<b>N/A</b>	<b>7,524.0</b>	<b>80.0</b>	<b>7,604.0</b>	<b>N/A</b>	<b>N/A</b>

\*2021 Projection based on Q3 Variance Report

\*\*YoY comparison based on approved positions – 2022 base complement is 7,524 including 4,988 uniform staff and 2,536 civilian staff, consistent with 2021 budget. Of the 2,536 civilian staff, 2,400 are currently funded as the Service manages 136 civilian vacancies on a rotating basis. Actual funded number of base positions is 7,388.

### COSTS TO MAINTAIN EXISTING SERVICES

**Total 2022 Base Budget** expenditures of \$1,260.2 million gross reflecting an increase of \$26.6 million in spending above the 2021 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 \$23.4 million.
- Increase in statutory Deductions and benefits for increased cost of medical & dental coverage, Workplace Safety & Insurance Board (W.S.I.B.) as well as other payroll deductions and O.M.E.R.S. increase for a total of \$10.4 million.
- Other expenditure increase of \$5.1million for increased computer maintenance cost, operating impact from capital and various other increases such as ammunitions, vehicle preparation, parts and tires, etc.
- These costs have been partially offset by discretionary expenditure reductions based on line-by-line reviews and analysis.

Given the financial impacts of COVID-19 on 2021 actuals, a further comparison of the 2022 Budget (excluding 2022 COVID-19 impacts) to the 2021 Council approved Budget is provided below:

- **2022 Budget of \$1,100.6 million in net expenditures reflects a \$24.8 million (2.3%) net increase from the 2021 Council approved Budget, when excluding \$17.6 million in estimated COVID-19 financial impacts in 2022.**

### COSTS TO ENHANCE SERVICES

**New and Enhanced Service** expenditures of \$2.275 million gross and net, enabling:

- The Major Case Management Unit utilizes PowerCase, which is the Provincially-mandated software to help ensure the integrity of case management investigative data and provide the ability to link information across jurisdictions. The 2022 Operating Budget includes funding for 40 uniform and 40 civilian staff to be hired in the second half of 2022. This a preliminary number that will continue to be evaluated as more information becomes available and will be adjusted if necessary. The effective use of PowerCase software can assist the police to link information, solve crimes, and better serve equity seeking groups.

**EQUITY IMPACTS OF BUDGET CHANGES****Implementation of recommendations in Missing and Missed report, including enhanced initiative in support of Major Case Management:**

Included in the budget is funding for a new and enhanced initiative in support of Major Case Management (Missing and Missed report).

The increase of resources to the Major Case Management Unit has a high positive equity impact. Indigenous People, Immigrants, Refugees & Undocumented individuals, women, 2SLGBTQ+, Persons with Disabilities, Racialized Groups, Black, Vulnerable Youth, and Vulnerable Seniors will be positively impacted.

Several reviews have identified deficiencies and systemic issues in major investigations that victimize Indigenous, 2SLGBTQ+, and racialized communities, including the National Inquiry into Missing and Murdered Indigenous Women and Girls (Reclaiming Power and Place, 2019) and the Independent Civilian Review into Missing Person Investigations (Missing and Missed, 2021).

**2022 OPERATING BUDGET KEY DRIVERS**

The 2022 Operating Budget for Toronto Police Service is \$28.911 million gross or 2.3% higher than the 2021 Projected Actuals. Table 2a below summarizes the changes by revenue and expenditure category for the 2022 Operating Budget including New and Enhanced, while Table 2b summarizes New and Enhanced requests.

**Table 2a: 2022 Operating Budget by Revenue / Expenditure Category**

Category (In \$000s)	2019 Actual	2020 Actual	2021 Budget	2021 Projection*	2022 Budget	2022 Change from 2021 Projection	
	\$	\$	\$	\$	\$	\$	%
Provincial Subsidies	61,500.5	60,604.8	49,258.0	65,582.6	50,028.2	(15,554.4)	(23.7%)
User Fees & Donations	48,668.2	8,446.4	10,018.6	9,153.5	8,990.5	(163.0)	(1.8%)
Contribution From Reserves/Reserve Funds	15,899.3	11,005.6	32,167.5	31,167.5	33,066.0	1,898.5	6.1%
Sundry and Other Revenues	12,052.1	37,626.1	46,504.3	44,476.8	44,531.9	55.1	0.1%
Inter-Divisional Recoveries	13,746.8	12,608.6	6,260.7	6,077.1	7,593.1	1,516.0	24.9%
<b>Total Revenues</b>	<b>193,565.2</b>	<b>130,291.5</b>	<b>144,209.1</b>	<b>156,457.5</b>	<b>144,209.7</b>	<b>(12,247.8)</b>	<b>(7.8%)</b>
Salaries and Benefits	1,045,570.1	1,068,201.9	1,097,923.3	1,098,137.9	1,135,269.1	37,131.2	3.4%
Materials & Supplies	19,192.4	21,621.4	21,360.1	22,778.3	21,002.0	(1,776.3)	(7.8%)
Equipment	13,685.6	13,899.3	4,330.6	14,016.5	5,463.9	(8,552.6)	(61.0%)
Service and Rent	47,498.9	49,646.1	60,391.9	62,589.5	64,697.9	2,108.4	3.4%
Contribution To Capital	22,266.0	22,266.0	20,766.0	20,766.0	20,766.0	0.0	0.0%
Contribution To Reserves/Reserve Funds	28,229.9	28,244.2	15,229.3	15,229.3	15,229.3	0.0	0.0%
<b>Total Gross Expenditures</b>	<b>1,176,442.9</b>	<b>1,203,878.9</b>	<b>1,220,001.2</b>	<b>1,233,517.5</b>	<b>1,262,428.2</b>	<b>28,910.7</b>	<b>2.3%</b>
<b>Net Expenditures</b>	<b>982,877.7</b>	<b>1,073,587.4</b>	<b>1,075,792.1</b>	<b>1,077,060.0</b>	<b>1,118,218.5</b>	<b>41,158.5</b>	<b>3.8%</b>

\*2021 Projection based on Q3 Variance Report

**Key Base Drivers:****Salaries & Benefits:**

- Financial impact of the Collective Agreement settlements, which is the single largest component of the budget increase at \$23.4 million in salaries as well as increases in group benefit costs including additional cost of W.S.I.B. resulting from COVID-19. These increases were partially offset by further reductions in premium pay.

**Materials and Supplies:**

- Changes compared to 2021 projection, related to one-time COVID-19 related costs incurred in 2021 such as personal protective equipment and items funded through grant funding.

**Equipment:**

- Changes compared to 2021 projection, are mainly a result of significant expenditures being funded by in-year grant revenues. While the Service expects to receive similar grant revenues in 2022, the application process as to where the funds are going to be allocated is ongoing and approval is not expected to be received from the Province until after the budget is approved by City Council.

**Services and Rents:**

- Increases compared to 2021 projection, are mainly a result of operating impacts from completed capital projects such as additional funding relating to data plan for licenses, data plans and device maintenance associated with *Connected Officer* program and increases in computer maintenance costs for *Analytics Centre of Excellence (A.N.C.O.E.) / Global Search* and *Next Generation 911*.

**Revenues:**

- The budget for provincial subsidies is lower than 2021 projection due to the Service having to reapply for in year grant funding. The applications are not expected to be approved until later after Council budget approval.

**Offsets and Efficiencies:**

The 2022 Operating Budget includes \$19.8 million in gross expenditure and \$30.0 million in net expenditure reductions attributed to the following:

- The updated Staffing Strategy maintains staffing to 2,400 out of 2,536 civilians, considers longer hiring timelines, and reflects more uniform separations (215 vs 200 projected in June) than estimated in preliminary outlooks resulting in savings of \$4.9 million when compared to the 2021 budget.
- Reduction in Premium Pay request of \$14.8 million compared to original estimated requirements as part of cost mitigation strategies.
- The Province recently announced the extension of the Community Safety and Policing (C.S.P.) grant for the next three years, resulting in revenue funding of \$8.3 million that is anticipated to continue to support the Public Safety Response Team (P.S.R.T.). This funding is subject to approval by the Province based on the application, review and approval process, which will conclude early in 2022.

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

New / Enhanced Request	2022				2023 Annualized Gross	Equity Impact	Support Climate Initiatives	Supports Key Outcome / Priority Actions
	Revenue	Gross	Net	Positions				
In \$ Thousands								
1 Major Case Management		2,275.0	2,275.0	80.0	9,100.0	Medium - Positive	No	As mandated per the Missing persons review
Total New / Enhanced		2,275.0	2,275.0	80.0	9,100.0			

The 2022 Operating Budget includes \$2.275 million gross and net in investments to support priority actions as detailed in the table above.

Major Case Management (Missing and Missed report by Justice Epstein) is a key initiative which allows the Service to comply with requirements to utilize the Provincially-mandated software that ensures the integrity of case management investigative data and provides the ability to link information across jurisdictions.

The Epstein report noted deficiencies in how the Toronto Police Service conducts missing persons investigations, and indicated that while overt or intentional bias or discrimination does not explain the deficiencies, systemic differential treatment contributed to them. Justice Epstein further identified that the Toronto Police Service has not met the provincial adequacy standards of indexing major investigations into PowerCase, a software used by the Major Case Management Unit and that non-compliance represents a longstanding systemic issue within the Service. PowerCase ensures major case investigations are focused, methodically controlled, and audited throughout the investigative life cycle. It indexes investigative information, searches the database for similar records to connect commonalities, and shares this information among police services across jurisdictional boundaries (Public Safety Canada, 2020). Several recommendations within the Epstein report pertain to indexing major cases into PowerCase. Increasing staffing within this area will allow for the Service to adopt these recommendations which will contribute to conducting effective and timely investigations that impact underserved communities and equity-deserving groups.

#### **Note:**

1. For additional information on 2022 key cost drivers refer to [Appendix 2](#) for a summary of balancing actions, [Appendix 3](#) for a more detailed listing and descriptions of the 2022 Service Changes and [Appendix 4](#) for the 2022 New and Enhanced Service Priorities, respectively.

**2023 & 2024 OUTLOOKS****Table 3: 2023 and 2024 Outlooks**

(\$000s)	2021 Projection	2022 Budget	2023 Outlook	2024 Outlook
Revenues	156,457.5	144,209.7	148,280.6	149,119.2
Gross Expenditures	1,233,517.5	1,262,428.2	1,327,875.4	1,358,709.1
<b>Net Expenditures</b>	<b>1,077,060.0</b>	<b>1,118,218.5</b>	<b>1,179,594.8</b>	<b>1,209,589.9</b>
<b>Approved Positions</b>	<b>N/A</b>	<b>7,604.0</b>	<b>7,654.0</b>	<b>7,740.0</b>

**Key drivers**

The 2023 Outlook with total gross expenditures of \$1,327.9 million reflects an anticipated \$65.4 million or 5.2% per cent increase in gross expenditures above the 2022 Operating Budget. The 2024 Outlook expects a further increase of \$30.8 million or 2.3% per cent above 2023 gross expenditures. However, this does not include the impact of collective agreement increases, as the current Agreement ends on December 31, 2023, as such, the full impact in 2024 is not known.

These changes arise from the following:

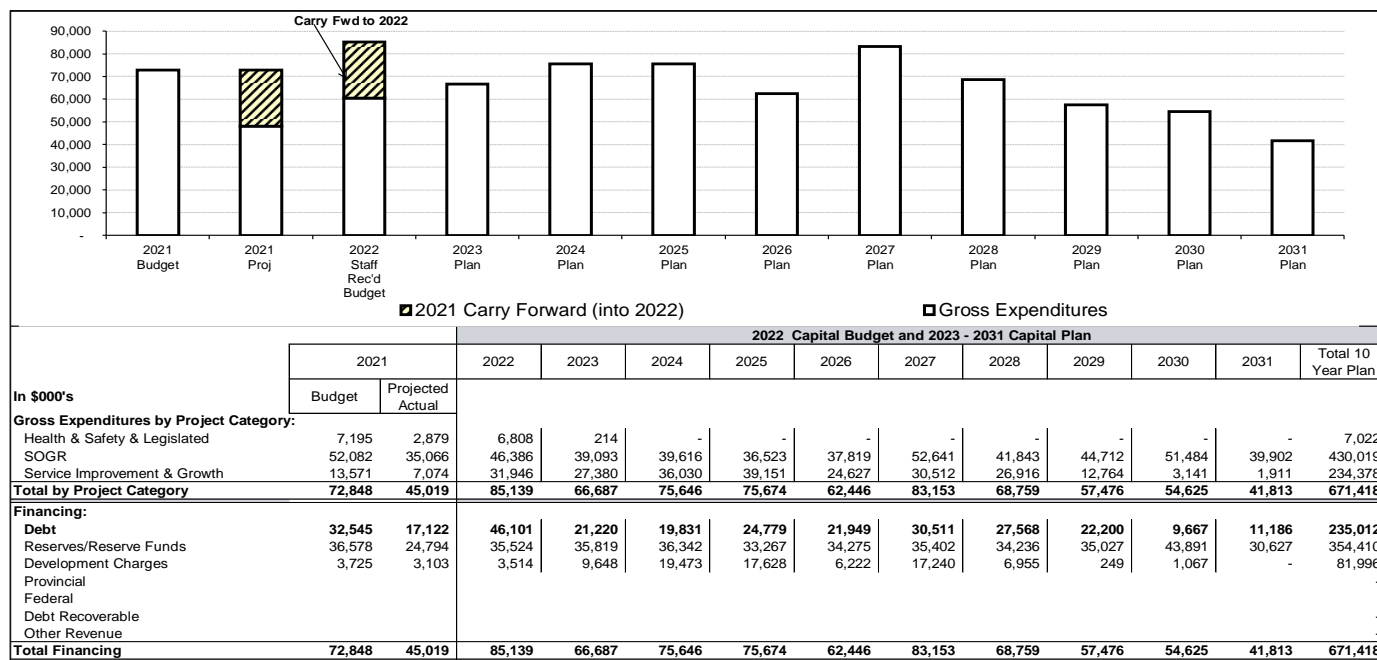
- Impacts of the Collective Agreements with the Toronto Police Association and the Toronto Police Senior Officers' Organization for year 2023. Year 2024 does not include the collective agreement impact.
- Annualizations from prior year uniform hiring strategy that strive to offset retirements and separations in order to ensure certain staffing levels
- In order to maintain adequate and effective service levels with a growing population and increased demand for services, the number of officers has to be increased. Target to maintain 162.9 officers per 100,000 requires an increase of 50 officers in 2023 and 86 in 2024.
- Filling of critical civilian vacancies above the 2,400 currently funded in the budget where the need is fully justified. This would occur over a period of two years.
- Increased contributions to reserves and reserve funds to ensure healthy balances in the future to fund projected expenditures.
- Annualized increase of Major Case Management initiative of \$6.8M in 2023
- Reduced COVID pressure.



# **2022 – 2031 CAPITAL BUDGET AND PLAN**

**Chart 1: 10-Year Capital Plan Overview**

(\$000)



### Changes to Existing Projects (\$12.2 Million)

- *Vehicle and Equipment Replacement* - increased by \$3.6 million for vehicle replacement based on increased cost of vehicles and lifecycle of additional 90 vehicles
- *41 & 22 Divisions* - increased by a total of \$11.5 million due to higher construction cost and supply chain issues as a result of the pandemic
- *Next Generation 911* - increased by \$1.3 million due to higher construction cost and scope change
- *Automated Fingerprint Identification System* – reduced by \$1.5 million based on the actual replacement in 2021
- *Automatic Vehicle Locator* - decreased by \$2.0 million to reflect better project costing and extending useful life from 5 to 6 years

### New Projects (\$31.4 Million)






- *Body Worn Camera Lifecycle Replacement* - \$15.3 million for the new lifecycle replacement of cameras and other equipment on an annual basis
- *Hydrogen Fuel Cells* – \$6.5 million for life cycle replacement of Hydrogen Fuel cells for critical radio tower sites which provides backup power to the radio system in the event of an electrical failure
- *In-Car Camera* - \$5.0 million for life cycle replacement scheduled for 2029
- *Uninterrupted Power Supply (U.P.S)* - \$3.2 million for the new lifecycle replacement of the U.P.S. system to maintain telephone operations using VoIP platform

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

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

For additional information, refer to [Appendix 6](#) for a more detailed listing of the 2022 and 2023-2031 Capital Budget & Plan by project; [Appendix 7](#) for Reporting on Major Capital Projects – Status Update; and [Appendix 8](#) for Capital Needs Constraints, respectively.

**2022 – 2031 CAPITAL BUDGET AND PLAN****10-Year Gross Capital Program**

<b>\$671.4M Gross</b>				
				
<b>Facilities</b>	<b>Information Technology</b>	<b>Vehicles</b>	<b>Communication</b>	<b>Equipment</b>
\$251.5	\$210.3	\$89.2	\$39.2	\$81.3
37%	31%	13%	6%	12%
54/55 Div. Amalgamation	N.G.911**	Vehicle Replacement	Radio Replacement	Body Worn Camera
41 Division	A.N.C.O.E. ***			A.F.I.S. ****
13/53 Div. Amalgamation	Workstations			C.E.W. *****
S.O.G.R.*	Servers			Property Racking
	Network			Furniture/Locker

\*S.O.G.R. - State Of Good Repair

\*\*N.G.911 – Next Generation 911

\*\*\*A.N.C.O.E. – Analytics Center of Excellence

\*\*\*\*A.F.I.S. - Automated Fingerprint Identification System

\*\*\*\*\*C.E.W. – Conducted Energy Weapon

☒ - Project supports Climate Resiliency and / or Greenhouse Gas (GHG) Reduction\*

☒ - Project includes workforce development requirements as outlined in the City's Social Procurement Program

\*Information above includes full project / sub-project 2022-2031 Capital Budget and Plan cash flows. Does not break out the climate component costs separately

**How the Capital Program is Funded**

<b>City of Toronto</b>		<b>Provincial Funding</b>	<b>Federal Funding</b>
<b>\$671.4 M</b> <b>100%</b>		<b>\$0M</b> <b>0%</b>	<b>\$0 M</b> <b>0%</b>
Debt	\$ 235.0 M		
Reserve Draws	\$ 354.4 M		
Development Charges	\$ 82.0 M		

## CAPACITY TO SPEND REVIEW

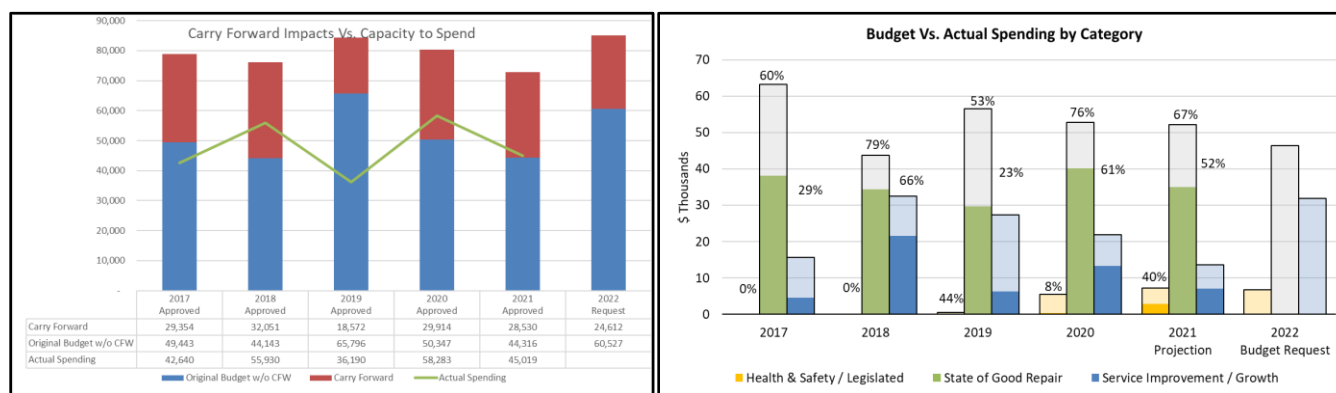
The 2022-2031 Capital Budget and Plan is \$671.4 million. The 2022 Capital Budget is \$85.1 million (including \$24.6 million carry forward funding). The 10-Year Capital Plan has been developed with consideration of historical demonstrated ability to spend within any given year of the ten year capital plan. One of the major increases for the 2022 Capital Budget is driven by facility projects within the Service's current building portfolio including the construction of 22 and 41 Division facilities, which increases the cash flow request considerably.

A review was undertaken to ensure budgets align with the Service'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.

Due to COVID-19, there have been further delays in planned construction schedules, including labour and critical supply chain disruptions as well as delays in obtaining required permits. As part of the 2022 Budget process, all projects timelines and costs were reviewed and 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 2021 underspending that will be carried forward into 2022 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, \$24.6 million in capital spending originally cash flowed in 2021 Capital Budget has been carried forward to 2022 for projects such as *State of Good Repair*, *Transforming Corporate Support*, *54/55 Divisions Amalgamation*, *41 Division*, *Next Generation 911*, etc. The 2021 projected spending rate is 62% at year-end.

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

- *Vehicle Replacement* - increased by \$3.6 million based on increased cost of vehicles and lifecycle of additional 90 vehicles which have been purchased and outfitted for district special constables and to accommodate the revised shift schedules. These vehicles are now operational.

- Provides funding for increased cost in *41 Division and 22 Division*. Based on current budget estimates and COVID-19 impacts of construction cost increase, the total construction cost is higher than previously estimated.
  - For 41 Division, the pandemic continues to affect the project budget and schedule. The market is still experiencing unprecedented cost escalation, supply chain issues, and labour shortages / productivity restrictions. 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 project cost will be increased by \$2.4 million to \$52.9 million.
  - For 22 Division, based on facility requirements, increased cost of land acquisition and construction, the Service's 10-Year Capital Plan has been updated to reflect a higher project cost. Studies are underway to determine the optimal location for the Division to best meet and serve the needs of the community. The Service is working with the City to find a suitable site for a new 22 Divisional facility. The project cost has increased by \$9.1 million to \$50.5 million. However, until a location is secured and the cost known, the cost estimate will be subject to change.
- Provides for *Body Worn Camera Lifecycle Replacement* – The *Body Worn Camera* initiative was completed to 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. Ongoing annual funding for the 10-Year program of \$15.3 million is required to for new replacement lifecycle of cameras and other equipment on an annual basis.
- *Hydrogen Fuel Cells* – To fund the replacement of Hydrogen Fuel Cells located at critical radio tower sites. These systems provide backup power to the radio system for Police, Fire and the Emergency Management System (E.M.S.) in event of an electrical failure and local generator failures. The Hydrogen fuel cells are utilized instead of batteries due to the weight restrictions on the roof tops and the need for extended operating times. The current systems are at the end of useful life and require a total funding of \$6.5 million to ensure operations are not impacted.
- *Uninterrupted Power Supply (U.P.S.) Lifecycle Replacement* - All Service locations have multiple U.P.S. systems within the facilities. The need to maintain telephone operations using a Voice over Internet Protocol (VoIP) platform has increased the need for extended U.P.S. run times where no generators are available or when the generator fails to operate. The operating expenditures incurred to support and replace these U.P.S.'s have grown significantly in recent years, so a service-wide lifecycle plan has been developed to consolidate all smaller U.P.S. systems across the service to a single U.P.S. per facility. This plan is to reflect the lowest total cost of ownership (T.C.O.) for each location while improving Information Technology system operations at the facility. This new project requires a total funding of \$3.2 million for the lifecycle replacement of the U.P.S. system to maintain telephone operations using VoIP platform on an annual basis.

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

The City of Toronto's Corporate Real Estate Management (C.R.E.M.) carries out the state of good repair work required at Police facilities and is responsible for addressing and correcting mechanical, electrical, re-roofing, Heating, Ventilation and Air conditioning (H.V.A.C.) 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 C.R.E.M.

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, painting, firing range retrofits, upgrades to locker rooms and washrooms, and front desk replacements.

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

Other equipment/systems are replaced according to the Service's lifecycle programs (reserve-funded) and included as replacements in the Service's capital program. There is no accumulated backlog for these assets, as the SOGR is funded in the 10-Year Capital Plan for the Service. Using the reserve funding for the lifecycle replacement of

vehicles and equipment allows the Service to reduce the debt funding requirements and extreme cost fluctuation year to year. However, this funding strategy results in increased impacts on the Service Operating Budget, as additional annual contributions to replenish the reserve are required. Those asset groups account for approximately \$379 million of the total asset value as of December 31, 2020.

The SOGR projects account for \$430 million or 64% of the total 10-Year Capital Budget & Plan of which \$336.2 million or 78% is funded from the Services' Vehicle and Equipment reserve. The remainder \$93.8 million or 22% is funded by debt.

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

- SOGR (\$44 million) – The SOGR program addresses priority needs required inside the Service facilities including renovations and repairs to ensure the safety of its members and the public
- Major lifecycle replacement projects include:
  - Vehicle and vehicle outfitting (\$89.1 million)
  - Workstations, printers and laptops (\$37.6 million)
  - Servers (\$44.3 million)
  - Network Equipment (\$38.9 million)
  - Mobile Workstations (\$23.8 million)
  - Body Worn Camera replacement (\$15.3 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 staffing, 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 \$3.8 million net over the 2022-2031 period. The incremental operating impact in 2022 is \$2.75 million net as shown in Table 4 below.

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

Projects	2022 Budget		2023 Plan		2024 Plan		2025 Plan		2026 Plan		2022-2026		2022-2031	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
<b>Previously Approved</b>														
ANCOE/Global Search	475					1					475	1	475	1
Connected/Mobile Officer	2,086		695								2,782	-	2,782	-
Next Generation (N.G.) 9-1-1	143		364		4		5		5		521		360	
Marine Vessel Electronics	50										50	-	50	
Long Term Facility Plan - Facility and Process Improvement			113								113	-	113	
<b>Sub-Total: Previously Approved</b>	<b>2,754</b>		<b>1,173</b>		<b>4</b>	<b>1</b>	<b>5</b>		<b>5</b>		<b>3,940</b>	<b>1</b>	<b>3,779</b>	<b>1</b>

### Previously Approved projects

- *Analytics Centre Of Excellence (A.N.C.O.E.) /Global Search* – Additional funding of \$0.475 million in 2022 will be required to fund ongoing system maintenance and licenses. One additional staff is required to maintain Global Search system.
- *Connected Officer Lifecycle Replacement* – Additional funding of \$2.086 million is estimated relating to data plan for licenses, data plans and device maintenance.
- *Next Generation 911* – Additional funding of \$0.143 million is estimated for on going system maintenance
- *Marine Vessel Electronics* – Operating cost of \$0.050 million for mapping updates and additional repairs for spare parts

These operating costs, as mentioned above, have been included in the 2022 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 Impact and Recovery

In \$ Thousands				
COVID-19 Impacts	2021 Net	2022		
		Revenues	Gross	Net
<b>Revenue Loss</b>				
Vulnerable sector screening, paid duty...	2,142.5	(3,400.0)		3,400.0
<b>Sub-Total</b>	<b>2,142.5</b>	<b>(3,400.0)</b>		<b>3,400.0</b>
<b>Expenditure Increase</b>				
Personal Protective Equipment	915.0		545.6	545.6
Nurses and Medical Advisors	455.8		1,059.4	1,059.4
Gasoline	423.8		0.0	0.0
Premium Pay (incl. enforcement)	390.0		1,580.0	1,580.0
Computer H/Ware, S/Ware, Maintenance	336.2		440.7	440.7
Other COVID-19 Operating Expenses	112.5		34.0	34.0
Redeployed Staff to COVID team/ Wellness			3,100.0	3,100.0
Shelter Impact			300.0	300.0
WSIB Increase			7,155.1	7,155.1
<b>Sub-Total</b>	<b>2,633.3</b>		<b>14,214.8</b>	<b>14,214.8</b>
<b>Total COVID-19 Impact</b>	<b>4,775.8</b>	<b>(3,400.0)</b>	<b>14,214.8</b>	<b>17,614.8</b>

Note<sup>1</sup>: 2021 Net number represents the 2021 COVID-19 budget for the Toronto Police Service. The Toronto Police Service 2021 COVID-19 budget assumed that COVID-19 would end June 30, 2021.

Note<sup>2</sup>: 2021 Net number excludes \$877.2K of budgeted savings for a 2021 Net COVID-19 impact of \$3,898.6K

## Appendix 2

### 2022 Balancing Actions

(\$000s)									
Recommendation	Savings Type	Equity Impact	2022				2023 (Incremental)		
			Revenue	Gross	Net	Positions	Gross	Net	Positions
Updated Staffing Strategy	Service Level Change	None		(4,971.1)	(4,971.1)				
Premium Pay	Service Level Change	None		(14,796.7)	(14,796.7)				
Provincial Uploading of Courts	Revenue Increase (Other)	None	1,973.8		(1,973.8)				
Grant Assumptions - PSRT	Revenue Increase (Other)	None	8,250.0		(8,250.0)				
<b>Total Balancing Actions</b>			<b>10,223.8</b>	<b>(19,767.8)</b>	<b>(29,991.6)</b>	<b>-</b>			<b>-</b>

## Appendix 3

### Summary of 2022 Service Changes

N/A

## Appendix 4

### Summary of 2022 New / Enhanced Service Priorities Included in Budget

Form ID		Agencies - Cluster	Adjustments				2023 Plan Net Change	2024 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
25984		Major Case Management						
74	Positive	<b>Description:</b>						

The 2022 operating budget includes funding to allow the Service to commence its efforts to implement the Major Case Management to support recommendations contained in Justice Epstein's report. This will allow the Service to comply with requirements to utilize the provincially-mandated software that ensures the integrity of case management investigative data and provides the ability to link information across jurisdictions. This is the only request in this budget that will increase the staffing levels at the Service. The process of establishing a fully functional MCM Unit is expected to extend into 2023.

**Service Level Impact:**

The 2022 Operating Budget includes funding for 40 uniform and 40 civilian staff to be hired in the second half of 2022. The effective use of PowerCase software can assist the police to link information, solve crimes, and better serve equity seeking groups.

**Equity Statement:**

The Major Case Management Unit budget proposal's overall equity impact is low/medium positive. The proposal will have a positive impact on the safety and security of various equity deserving groups, including Indigenous People, women, 2SLGBTQ+, and racialized communities. Several reviews have identified deficiencies and systemic issues in major investigations that victimize Indigenous, 2SLGBTQ+, and racialized communities, including the National Inquiry into Missing and Murdered Indigenous Women and Girls (Reclaiming Power and Place, 2019) and the Independent Civilian Review into Missing Person Investigations (Missing and Missed, 2021). In Missing and Missed, Justice Gloria Epstein identified that the Toronto Police Service has not met the provincial adequacy standards of indexing major investigations into PowerCase, a software used by the Major Case Management Unit and that non-compliance represents a longstanding systemic issue within the Service. PowerCase ensures major case investigations are focused, methodically controlled, and audited throughout the investigative life cycle. It indexes investigative information, searches the database for similar records to connect commonalities, and shares this information among police services across jurisdictional boundaries. Increasing staffing within this area will allow for the Service to adopt these recommendations which will contribute to conducting effective and timely investigations that impact under served communities and equity-deserving groups.

**Service:** Toronto Police Service

Total Council Approved Changes:	2,275.0	0.0	2,275.0	80.00	6,825.0	0.0
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<b>Council Approved New/Enhanced Services:</b>	<b>2,275.0</b>	<b>0.0</b>	<b>2,275.0</b>	<b>80.00</b>	<b>6,825.0</b>	<b>0.0</b>
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## Appendix 5

### Summary of 2022 New / Enhanced Service Priorities Not Included in Budget

N/A

## Appendix 6

## 2022 Capital Budget;

## 2023 - 2031 Capital Plan Including Carry Forward Funding

Project Code	(In \$000s)	2022 Budget	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2022 - 2031 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
POL908584-3	Next Generation (NG911) 2020 & future S2	5,751										5,751	5,751		
POL908584-5	Next Generation (NG911) 2020 & future S3 Change in	1,057	214									1,271	1,271		
POL906259-6	Furniture Replacement 2020 & 2021	330										330		330	
POL906259-9	Furniture Lifecycle S5 2022-2031	500	500	500	500	500	475	500	500	500	500	4,975		4,975	
POL906575-5	Vehicle and Equipment lifecycle 2020 & 2021 (S2)	52										52		52	
POL906575-7	Remote Operated Vehicle (ROV) 2022-2031				180							180		180	
POL906575-10	Vehicle & Equipment lifecycle repl 2022-2031 (S5)	8,410	8,285	8,957	9,025	9,001	9,040	9,064	9,089	9,114	9,140	89,125		89,125	
POL906582-5	Workstation, Printers and Laptops 2020 & 2021	500										500		500	
POL906582-9	Workstation, Printers and Laptops 2022-2031	3,538	2,389	4,016	4,315	3,643	4,071	3,757	3,531	4,796	3,585	37,641		37,641	
POL906583-3	Servers Lifecycle Replacement 2020 & 2021	2,716										2,716		2,716	
POL906583-8	Servers Lifecycle Replacement (S6) 2022-2031		5,694	6,400	3,281	4,912	4,045	6,043	6,820	3,610	3,500	44,305		44,305	
POL906584-6	IT Business Resumption 2020-2021	7,487										7,487		7,487	
POL906584-11	IT Business Resumption (S6) 2022-2031		2,734	2,259	1,988	2,354	1,131	2,787	2,265	2,187	2,500	20,205		20,205	
POL907175-2	Mobile Workstation 2020 & 2021	1,453										1,453		1,453	
POL907175-6	Mobile Workstation (S5) 2022-2031			346	10,425	1,139			346	10,425	1,139	23,820		23,820	
POL907186-1	Network Lifecycle Replacement 2020 & 2021	150										150		150	
POL907186-5	Network lifecycle replacement S5 2022-2031	2,250	3,750	4,350		5,750	8,300	2,350	2,350	5,750	4,000	38,850		38,850	
POL907511-1	Replacement of AVLS Lifecycle 2020 & 2021	348										348		348	
POL907511-4	Replacement Automated Vehicle Locating 2022-2031							2,000				2,000		2,000	
POL907512	In-Car Camera Replacement S5 2022-2031	500	2,750	3,025					5,000			11,275		11,275	
POL907513	Replacement Voice Logging Equipment 2022-2031			500					500			1,000		1,000	
POL907516	Electronic Surveillance 2022-2031			1,090		105		205			105	1,505		1,505	
POL907517	Digital Photography Lifecycle Replacement (S6) 2022-2031				314	316				314	316	1,260		1,260	
POL907521-2	DVAMS Video Asset Mgmt System I, II 2020 & 2021	630	400	650	300	415	615	900	400	650	300	5,260		5,260	
POL907521-6	DVAMS Video Asset Mgmt System I, LR 2022-2031	900										900		900	
POL907523	Replacement Property Scanners 2022-2031						43					43		43	
POL907524	Divisional Parking Lot Networks LR S6 2022-2031					1,800						1,800		1,800	
POL907525-5	Telephone Handset Replacement 2020 & 2021	519										519		519	
POL907525-7	Test Analyzers 2022-2031	580	580							667	667	2,494		2,494	
POL907525-9	video recording equipment 2020 & 2021	1										1		1	
POL907525-10	ICC Microphones 2020 & 2021	113			47	30	17	30	17		30	284		284	
POL907525-11	Video Recording PVEMU 2022-2031	30	17									47		47	
POL907525-12	Auditorium Audio and Visual Equipment 2022-2031		550			750	575	250		550		2,675		2,675	
POL907525-19	Telephone Handset Replacement 2022-2031					750	750					1,500		1,500	
POL907525-20	video recording equipment 2022-2031	64	78	40	72	82	70	58	60	70	70	664		664	
POL907525-21	Small Equipment - Intelligence 2022-2031	50		50		50	50		50		50	300		300	
POL907525-2	Wireless Parking System (S6) 2022-2031		3,567	1,456				3,567	1,456			10,046		10,046	
POL907525-3	Wireless Parking System 2020 & 2021	61										61		61	
POL907612	Livescan (S6) 2022-2031						409					409		409	
POL907613-2	AFIS 2020 & 2021	870										870		870	
POL907613-3	AFIS - 2022-2031						1,581					1,581		1,581	
POL907862-2	Locker Replacement 2020 & 2021	314										314		314	
POL907862-6	Locker Replacement S5 2022-2031	340	540	540	540	540	540	540	540	540	540	5,200		5,200	
POL908010-3	Radar Unit Replacement 2021 & 2021	2										2		2	
POL908010-5	Radar Unit Replacement S5 2022-2031	12	200	78	177	53	236	100		85	15	956		956	
POL908085	Marine Vessel Electronics Rplcmnt S5 2022-2031	589					850					1,439		1,439	
POL908133	CEW Replacement 2022-2031	559	559	559	559	559	559	559	559	559	559	5,590		5,590	
POL908179	Radio Replacement S5 2022-2031	2,356					14,734	4,733	6,429	4,867	6,116	39,235		39,235	
POL908188-4	SOGR 2020 & 2021	2,627										2,627		2,627	
POL908188-8	SOGR 2022-2031	4,400	4,400	4,400	4,400	4,400	4,400	4,400	4,400	4,400	4,400	44,000		44,000	
POL908812-1	Mobile Command Centre 2020 & 2021	1,735										1,735		1,735	
POL908812-2	Mobile Command Centre 2022-2031					270	50				270	590		590	
POL908835	UPS Lifecycle S5 2022-2031	400	400	400	400	400			400	400	400	3,200		3,200	
POL908924	Hydrogen Fuel Cells LR 2022-2031 S5	1,000	1,700				100			2,000	1,700	6,500		6,500	
POL906123-4	54/55 Amalgamation S2 2020 & 2021	1,475	5,656									7,131			7,131
POL906123-6	54/55 Amalgamation - Construction 2023-2031		3,169	16,625	19,029	3,783						42,606		42,606	
POL906123-8	41 Division - 2020 & 2021	3,626										3,626		3,626	
POL906123-9	22 Division New Build				600	4,717	19,082	18,590	7,511			50,500		50,500	
POL906123-14	Long Term Fac-Fac & Process Imp 2020 & onwards	999										999		999	
POL906123-15	13/53 Division New Build 2022-2031		600	6,516	16,796	13,096	4,364					41,372		41,372	
POL906123-16	51 Division Major Expansion						3,300	5,240	3,460			12,000		12,000	
POL906123-24	41 Division 2022-2031	19,925	16,004	7,499								43,428		43,428	
POL906123-25	41 Division 2022-2031 S3 Change of Scope			2,364								2,364		2,364	
POL906123-31	Long Term Facility Plan - Consulting 2021	675										675		675	
POL906123-32	Long Term Facility Plan - Consulting 2022	128										128		128	
POL907533	Transforming Corp Support (HRMS, TRMS) 2020 & fwd	1,676										1,676		1,676	
POL907785	S6 CCTV 2022-2031						2,000					2,000		2,000	
POL907786	AED's (S6) 2022-2031				18				18		128	164		164	
POL908009-3	Business Intelligence 2020 & 2021	133										133		133	
POL908009-6	Business Intelligence - ANCOE/Global Search 2022-2031	202	202									404		404	
POL908181	Property and Evidence Racking 2022-2031			50	950							1,000		1,000	
POL908468	Connected Officer Lifecycle 2022-2031	1,180	223	1,450	232	1,505	240	1,560	249	1,615	257	8,511		8,511	
POL908586	Body Worn Camera 2020 & 2021 S2	200										200		200	
POL908749	Communication Centre - Consulting 2020 & 2021	200										200		200	
POL908918	Body-worn Camera Lifecycle 2022-2031	1,526	1,526	1,526	1,526	1,526	1,526	1,526	1,526	1,526	1,526	15,260		15,260	
Total Expenditures (including carry forward from 2021)		85,139	66,687	75,646	75,674	62,446	83,153	68,759	57,476	54,625	41,813	671,418	7,022	430,019	234,377



## Appendix 6a

## 2022 Cash Flow &amp; Future Year Commitments Including Carry Forward Funding

(In \$000s)	2022 Budget	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	Total 2022 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
Network lifecycle replacement S5 2022-2031	2,250										2,250			2,250
Servers Lifecycle Replacement 2020 & 2021	2,716										2,716	2,716		
IT Business Resumption 2020 & 2021	7,487										7,487	1,380		6,107
Vehicle & Equipment lifecycle repl 2022-2031 (S5)	8,410										8,410			8,410
Workstation, Printers and Laptops 2020 & 2021	500										500	500		
CEW Replacement 2022-2031	559										559			559
Furniture Replacement 2020 & 2021	330										330	330		
Video Recording PVEMU 2022 - 2031	30										30			30
UPS Lifecycle S5 2022-2031	400										400			400
Mobile Workstation 2020 & 2021	1,453										1,453	1,453		
Replacement of AVL S 2020 & 2021	348										348	348		
Digital Video Asset Mgmt System I, II LR 2022-2031	900										900			900
Radar Unit Replacement S5 2022-2031	12										12			12
In-Car Camera Replacement S5 2022-2031	500										500			500
Marine Vessel Electronics Rplcmnt S5 2022-2031	589										589			589
locker replacement 2020 & 2021	314										314	314		
locker replacement S5 2022-2031	340										340			340
Network Lifecycle Replacement 2020 & 2021	150										150	150		
Vehicle and Equipment lifecycle 2020 & 2021 (S2)	52										52	52		
video recording equipment 2022 - 2031	64										64			64
Connected Officer Lifecycle 2022-2031	1,180										1,180			1,180
Digital Video Asset Mgmt System I, II 2020 & 2021	630										630	630		
Furniture Lifecycle S5 2022-2031	500										500			500
Radio Replacement S5 2022-2031	2,356										2,356			2,356
Telephone Handset Replacement 2020 & 2021	519										519	519		
Test Analyzers 2022 - 2031	580										580			580
Transforming Corp Support (HRMS, TRMS) 2020 & fwd	1,676										1,676	1,676		
Next Generation (NG911) 2020 & future S2	5,751										5,751	5,751		
54/55 Amalgamation S2 2020 & 2021	1,475	5,656									7,131	7,131		
41 Division 2022 - 2031	19,925	16,004	7,499								43,428	43,428		
Next Generation (NG911) 2020 & future S3 Change in	1,057	214									1,271		1,271	
Mobile Command Center 2020 & 2021	1,735										1,735	1,735		
SOG 2020 & 2021	2,627										2,627	2,627		
SOG 2022-2031	4,400										4,400			4,400
41 Division - 2020 & 2021	3,626										3,626	3,626		
Business Intelligence 2020 & 2021	133										133	133		
AFIS 2020 & 2021	870										870	870		
Communication Centre - Consulting 2020 & 2021	200										200	200		
41 Division 2022 - 2031 S3 Change of Scope			2,364								2,364		2,364	
Long Term Fac-Fac & Process Imp 2020 & onwards	999										999	999		
Body Worn Camera 2020 & 2021 S2	200										200	200		
Long Term Facility Plan - Consulting 2021	675										675	675		
Body-worn Camera Lifecycle 2022-2031	1,526										1,526			1,526
Workstation, Printers and Laptops 2022 - 2031	3,538										3,538			3,538
ANCOE/Global Search 2022 - 2031	202										202			202
Long Term Facility Plan - Consulting 2022	128										128		128	
Wireless Parking System 2020 & 2021	61										61	61		
video recording equipment 2020 & 2021	1										1	1		
ICC Microphones 2020 & 2021	113										113	113		
Hydrogen Fuel Cells LR 2022-2031 S5	1,000										1,000			1,000
Radar unit Replacement 2020 & 2021	2										2	2		
Small Equipment - Intelligence 2022-2031	50										50			50
<b>Total Expenditures (including carry forward from 2021)</b>	<b>85,139</b>	<b>21,874</b>	<b>9,863</b>								<b>116,876</b>	<b>77,620</b>	<b>3,763</b>	<b>35,493</b>

## Appendix 6b

## 2023-2031 Capital Plan Including Carry Forward Funding

(In \$000s)	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2022 - 2031 Total	Health & Safety & Legislated	SOG	Growth & Improved Service
22 Division New Build			600	4,717	19,082	18,590	7,511			50,500			50,500
51 Division Major Expansion					3,300	5,240	3,460			12,000			12,000
Network lifecycle replacement S5 2022-2031	3,750	4,350		5,750	8,300	2,350	2,350	5,750	4,000	36,600		36,600	
Vehicle & Equipment lifecycle repl 2022-2031 (S5)	8,285	8,957	9,025	9,001	9,040	9,064	9,089	9,114	9,140	80,715		80,715	
Remote Operated Vehicle (ROV) 2022-2031			180							180			
CEW Replacement 2022-2031	559	559	559	559	559	559	559	559	559	5,031		5,031	
AED's (S6) 2022-2031			18				18		128	164			164
Video Recording PVEMU 2022 - 2031	17		47	30	17	30	17		30	188		188	
UPS Lifecycle S5 2022-2031	400	400	400	400			400	400	400	2,800		2,800	
Auditorium Audio and Visual Equipment 2022-2031	550			750	575	250		550		2,675		2,675	
Livescan (S6) 2022-2031					409					409			
Digital Video Asset Mgmt System I, II LR 2022-2031	400	650	300	415	615	900	400	650	300	4,630		4,630	
Telephone Handset Replacement 2022 - 2031				750	750					1,500		1,500	
Electronic Surveillance 2022-2031		1,090		105		205			105	1,505		1,505	
Radar Unit Replacement S5 2022-2031	200	78	177	53	236	100		85	15	944		944	
In-Car Camera Replacement S5 2022-2031	2,750	3,025					5,000			10,775		10,775	
Divisional Parking Lot Networks LR S6 2022-2031				1,800						1,800		1,800	
Wireless Parking System (S6) 2022-2031	3,567	1,456				3,567	1,456			10,046		10,046	
Replacement Property Scanners 2022 - 2031					43					43			
Marine Vessel Electronics Rplcemnt S5 2022-2031					850					850			
locker replacement S5 2022-2031	540	540	540	540	540	540	540	540	540	4,860		4,860	
video recording equipment 2022 - 2031	78	40	72	82	70	58	60	70	70	600		600	
Mobile Workstation (S5) 2022-2031		346	10,425	1,139			346	10,425	1,139	23,820		23,820	
Replacement Automated Vehicle Locating 2022-2031						2,000				2,000		2,000	
S6 CCTV 2022-2031					2,000					2,000			2,000
Connected Officer Lifecycle 2022-2031	223	1,450	232	1,505	240	1,560	249	1,615	257	7,331			7,331
Furniture Lifecycle S5 2022-2031	500	500	500	500	475	500	500	500	500	4,475		4,475	
Radio Replacement S5 2022-2031					14,734	4,733	6,429	4,867	6,116	36,879		36,879	
Digital Photography LR (S6) 2022-2031			314	316				314	316	1,260		1,260	
Replacement Voice Logging Equipment 2022 - 2031		500					500			1,000		1,000	
Test Analyzers 2022 - 2031	580							667	667	1,914		1,914	
Mobile Command Center 2022-2031				270	50				270	590		590	
54/55 Amalgamation - Construction - 2023-2031	3,169	16,625	19,029	3,783						42,606			42,606
Racking 2022 - 2031		50	950							1,000			1,000
SOG 2022-2031	4,400	4,400	4,400	4,400	4,400	4,400	4,400	4,400	4,400	39,600		39,600	
AFIS - 2022-2031					1,581					1,581		1,581	
Body-worn Camera Lifecycle 2022-2031	1,526	1,526	1,526	1,526	1,526	1,526	1,526	1,526	1,526	13,734			13,734
Workstation, Printers and Laptops 2022 - 2031	2,389	4,016	4,315	3,643	4,071	3,757	3,531	4,796	3,585	34,103		34,103	
ANCOE/Global Search 2022 - 2031	202									202			202
13/ 53 Division New Build 2022-2031	600	6,516	16,796	13,096	4,364					41,372			41,372
Hydrogen Fuel Cells LR 2022-2031 S5	1,700				100			2,000	1,700	5,500		5,500	
IT Business resumption (S6) 2022-2031	2,734	2,259	1,988	2,354	1,131	2,787	2,265	2,187	2,500	20,205		20,205	
Small Equipment - Intelligence 2022-2031		50		50	50		50		50	250			250
Servers lifecycle Replacement (S6) 2022-2031	5,694	6,400	3,281	4,912	4,045	6,043	6,820	3,610	3,500	44,305		44,305	
<b>Total Expenditures (including carry forward from 2021)</b>	<b>44,813</b>	<b>65,783</b>	<b>75,674</b>	<b>62,446</b>	<b>83,153</b>	<b>68,759</b>	<b>57,476</b>	<b>54,625</b>	<b>41,813</b>	<b>554,542</b>		<b>383,633</b>	<b>170,909</b>

## Appendix 7

## Reporting on Major Capital Projects: Status Update

Division/Project name	2021 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		
<b>Long Term Facility Plan - 54/55 Amalgamation; New Build</b>	908	29	487	50,500	305	Delayed	Jan-17	Dec-24	Dec-26	Ⓚ	Ⓚ
Comments:	The process of rezoning and an environmental assessment of site and soil conditions are complete. The architectural firm has prepared a demonstration 'test fit' design for the site to include with the Construction Management Request for Proposal (R.F.P.) that will be tendered in the fourth quarter of 2021. Facilities Management will report to the 54/55 Project Steering Committee (P.S.C.) throughout the investigative/schematic design phase. The design team is currently meeting with the individual operating units that will be housed in the new station to understand spatial and adjacency requirements prior to starting the concept design phase. The construction is estimated by begin late 2022; subject to timely approvals by authorities having jurisdiction. However, once the updated schedule from the architectural firm is received, timelines will be revisited The health status of this project is Yellow due to the estimated spending rate of 54%, schedule delay and the potentially higher cost of construction.										
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, the Construction Management R.F.P. will not be awarded this year. Construction will start in 2022.										
<b>Transforming Corporate Support (HRMS, TRMS)</b>	1,376	77	200	9,242	6,635	Delayed	Jan-14	Dec-20	Dec-22	Ⓚ	Ⓚ
Comments:	The project focus is to develop more cost-effective, modern and automated processes to administer and report on the Service's people and human resources related activities, including employee record management, payroll, benefits administration and time and labour recording. The H.R.M.S. portion of this project is complete. The technical upgrade of T.R.M.S. is currently underway, and is expected to be completed by the fourth quarter of 2021. The objective of the last phase of this project is to upgrade the functionality of the Service's time and labour system (T.R.M.S.). Continuous improvements to the T.R.M.S. system along with new functionality, automation of current T.R.M.S. processes and analytical reports are still being scoped. Additional reports integrating H.R.M.S. and T.R.M.S. are also planned in 2022. The health status of this project is Red. COVID and resource constraints have hampered the planning for this project. As a result, as it is anticipated that from the available \$1.4M, \$200K will be utilized in 2021 and the rest will be carried forward to 2022 to implement new and or improved functionalities as well as enhanced reporting and workforce analytics.										
Explanation for Delay:	The impact of the COVID-19 pandemic and resource constraints.										
<b>Radio Replacement</b>	6,130	2,986	6,130	38,051	32,552	On Time	Jan-16	on-going	on-going	Ⓚ	Ⓚ
Comments:	The project is progressing well and is on schedule and within budget. Apart from lifecycling of radio hardware, the project has also implemented changes to the radio asset management application by developing and deploying the application on Cherwell. In addition, a "Purchasing module" to generate and track purchase requisitions for radio assets is being implemented. The Prototype trials have been completed. The system has been deployed in TPS development environment in October 2021.										
Explanation for Delay:											
<b>Body Worn Camera - Phase II</b>	2,800	1,557	2,600	5,855	4,612	On Time	Jan-17	Dec-20	Dec-21	Ⓚ	Ⓚ
Comments:	The contract award for this project was approved by the Board at its August 2020 meeting (Min. No. P129/20 refers). To date, of the 2,350 front-line police officers that will be outfitted with B.W.C., 1,750 officers across the Service have been trained and issued body-worn cameras. Body-worn cameras continue to be rolled out to front-line officers with a blend of officers from various divisions. Electronic disclosure of body-worn camera videos to court has commenced at the Ministry of Attorney General (M.A.G.) and Toronto West Court and will be expanding across all other locations over the rest of 2021.										
Explanation for Delay:											

Division/Project name	2021 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		
<b>State-of-Good-Repair - Police</b>	6,059	1,792	3,431	on-going	on-going	On Time	on-going	on-going	on-going	Y	Y
Comments:	S.O.G.R. funding is utilized to maintain the safety, condition and customer requirements of existing buildings as well as technology upgrade. The Service has developed a work-plan to use these funds to optimize service delivery and enhance efficiencies for both buildings and technology improvements.										
Explanation for Delay:	The overall health status of this project is Yellow due to anticipated delays from COVID-19.										
<b>Next Generation (N.G.) 9-1-1</b>	6,695	706	2,579	8,985	1,362	On Time	Jan-19	Dec-23	Dec-24	R	G
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, 2022 and Text Capable Networks by March 31, 2022. The existing, soon to be legacy, 9-1-1 network is slated to be decommissioned by March 31, 2025. A vendor for the NG911 solution was approved by the Board at its September 2020 meeting (Min. No. P133/2020 refers). Pending any further COVID-19 related delays or unplanned interruptions such as the recent global computer chip shortage, it is still anticipated that the solution will be fully implemented in the first quarter of 2022 and will Go Live in the second quarter of 2022. The overall health status of this project is changed to Yellow due to the estimated spending rate of 39%. Delivery of furniture and equipment are expected in January 2022. As a result, as it is anticipated that from the available \$6.7M, \$2.6K will be utilized in 2021 and the rest will be carried forward to 2022.										
Explanation for Delay:	Delivery of furniture and equipment are expected in January 2022. Vendors for equipment and workstations indicated that there is a shortage of materials (computer chips) as a result of Covid and as such delivery has been delayed 3 to 4 months.										
<b>Long Term Facility Plan - Facility and Process</b>	700	278	436	4,492	2,301	On Time	Jan-18	Dec-23	Dec-22	Y	G
Comments:	The installation and implementation of remote appearance video bail was completed at 23, 14, 51 and 43 Divisions, in collaboration with the Ministry of the Attorney General (M.A.G.) and other external agencies. The video technology was also implemented in May 2021 for bail hearings over weekends and public holidays from the abovementioned locations. The installation of video bail equipment at 32 Division is underway. This initiative is receiving overall positive feedback from key stakeholders. The review of operational processes continues to focus on opportunities to improve service delivery: o A service-wide review has been undertaken in order to identify potential efficiencies and enhance service delivery in the area of criminal investigative processes. o Phase 2 is in progress for the review of Community Investigative Support Unit (C.I.S.U.) and standardizing functions across the divisions. o Phase 3 is in progress for the review of non-emergencies events throughout the Service to create an electronic process that can most accurately capture statistics and workloads.										
Explanation for Delay:	There is a delay in the implementation of video bail at 32 and 55 divisions while senior leaders are considering other impacts on the divisions.										
<b>Long Term Facility Plan - 41 Division; New</b>	6,016	1,063	2,390	50,500	2,118	Delayed	Jan-18	Dec-22	Dec-24	R	Y
Comments:	This new divisional build is being constructed on the existing 41 Division site, and operations will continue while the construction is occurring. The project is now in the Working Drawing stage having recently completed the 100% Detailed Design phase. The pandemic continues to affect the project budget and schedule. The market is still experiencing unprecedented escalation, supply chain issues, and labour shortages / productivity restrictions. The Project Team continues to hold Value Engineering sessions (cost saving efforts) in an effort to mitigate cost and schedule impacts by staying in touch with the latest information available in the construction industry. Design Assist Tender packages for major divisions of work have been prepared and issued with the intent of reducing the construction budget by obtaining direct trade involvement in the Value Engineering process. Design Assist Tender is to close mid October 2021. Timeline and construction cost is adjusted for 2021. However, due to COVID-19 restrictions the overall status of this project is Yellow at this point.										
Explanation for Delay:	Delayed start due to lack of resources, competing priorities and effects of COVID-19.										
<b>ANCOE (Global Search)</b>	872	739	739	1,811	1,231	On Time	Jan-19	Dec-23	Dec-23	G	G
Comments:	With the production implementation of the Global Search platform, members of the Service will be able to conduct searches of internal systems more quickly and comprehensively and retrieve critical operational information. Planned deliverables for 2021 include the upgrade of the Global Search environment to address future demands and improvements in solution robustness, the inclusion of traffic related data, and ongoing enhancements based on member feedback and use experience best practices. Recent developments include Versadex data search refinements, the finalization of the new environment design and development transition to TPS members.										
Explanation for Delay:											

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

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

## Appendix 8

### Summary of Capital Needs Constraints

(In \$ Millions)

Project Description	Total Project Cost	Non- Debt	Debt Required	Cash Flow (In \$ Millions)									
				2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Communication Centre - New Facility	78		78		7	25	28	18					
<b>Total Needs Constraints (Not Included)</b>	<b>78</b>		<b>78</b>		<b>7</b>	<b>25</b>	<b>28</b>	<b>18</b>					

In addition to the 10-Year Capital Plan of \$671.4 million, staff have also identified a project under capital needs constraints for the Toronto Police Service as reflected in the table above that will be considered for funding in the budget process of future years.

- *New Communication Center (9-1-1)* additional space and system requirements (\$78 million):
  - 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 (Fire and Paramedic services). It should be noted that this cost is a very preliminary estimate and further assessment will be required.
  - In 2022, the Service will be conducting a feasibility study (included in the program) to review requirements and recommend an approach/plan.

## Appendix 9

### 2022 User Fee Changes

(Excludes User Fees Adjusted for Inflation)

N/A

## Appendix 10

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

#### 2022 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.

The 2022 Operating Budget includes a one-time draw of \$1.517 million (for one-time costs) from funds available and set aside in the Tax Stabilization Reserve.

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2022	2023	2024
		\$	\$	\$
<b>Beginning Balance</b>		<b>8,194.1</b>	<b>5,610.7</b>	<b>3,356.4</b>
Police Health Care Spending Account	XR1720			
<i>Withdrawals (-)</i>		(2,683.4)	(3,354.3)	(4,192.8)
<i>Contributions (+)</i>		100.0	1,100.0	2,100.0
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>5,610.7</b>	<b>3,356.4</b>	<b>1,263.6</b>
<b>Balance at Year-End</b>		<b>5,610.7</b>	<b>3,356.4</b>	<b>1,263.6</b>

\* Based on 9-month 2021 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2022	2023	2024
		\$	\$	\$
<b>Beginning Balance</b>		<b>10,891.3</b>	<b>7,108.0</b>	<b>3,324.7</b>
Police Central Sick Bank	XR1701			
<i>Withdrawals (-) TPS</i>		(5,700.0)	(5,700.0)	(5,700.0)
<i>Withdrawals (-) Parking</i>		(180.1)	(180.1)	(180.1)
<i>Contributions (+) Service - TPS</i>		1,916.7	1,916.7	1,916.7
<i>Contributions (+) Parking</i>		180.1	180.1	180.1
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>7,108.0</b>	<b>3,324.7</b>	<b>(458.6)</b>
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>				
<b>Balance at Year-End</b>		<b>7,108.0</b>	<b>3,324.7</b>	<b>(458.6)</b>

\* Based on 9-month 2021 Reserve Fund Variance Report



Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2022	2023	2024
		\$	\$	\$
<b>Beginning Balance</b>		<b>4,793.5</b>	<b>1,920.3</b>	<b>(452.9)</b>
Police Legal Liabilities Reserve	XQ1901			
<i>Withdrawals (-) TPS</i>		(3,152.3)	(3,152.3)	(3,152.3)
<i>Withdrawals (-) Board</i>		(1,075.7)	(1,075.7)	(1,075.7)
<i>Contributions (+) TPS</i>		930.0	1,430.0	2,430.0
<i>Contributions (+) Board</i>		424.8	424.8	424.8
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>1,920.3</b>	<b>(452.9)</b>	<b>(1,826.1)</b>
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>				
<b>Balance at Year-End</b>		<b>1,920.3</b>	<b>(452.9)</b>	<b>(1,826.1)</b>

\* Based on 9-month 2021 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2022	2023	2024
		\$	\$	\$
<b>Beginning Balance</b>		<b>8,506.5</b>	<b>4,506.5</b>	<b>4,506.5</b>
Police Modernization Reserve	XQ1903			
<i>Withdrawals (-)</i>		(4,000.0)		
<i>Contributions (+)</i>				
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>4,506.5</b>	<b>4,506.5</b>	<b>4,506.5</b>
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>				
<b>Balance at Year-End</b>		<b>4,506.5</b>	<b>4,506.5</b>	<b>4,506.5</b>

\* Based on 9-month 2021 Reserve Fund Variance Report

### Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2022	2023	2024
		\$	\$	\$
<b>Beginning Balance</b>		<b>31,376.0</b>	<b>29,372.3</b>	<b>27,564.6</b>
Sick Pay Gratuity Reserve	XR1007			
<i>Withdrawals (-) TPS</i>		(17,030.3)	(17,030.3)	(17,030.3)
<i>Withdrawals (-) Parking</i>		(544.6)	(544.6)	(544.6)
<i>Contributions (+) TPS</i>		12,282.6	12,282.6	12,282.6
<i>Contributions (+) Parking</i>		544.6	544.6	544.6
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>26,628.3</b>	<b>24,624.6</b>	<b>22,816.9</b>
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>		<b>2,744.0</b>	<b>2,940.0</b>	<b>2,950.0</b>
<b>Balance at Year-End</b>		<b>29,372.3</b>	<b>27,564.6</b>	<b>25,766.9</b>

\* Based on 9-month 2021 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2022	2023	2024
		\$	\$	\$
<b>Beginning Balance</b>		<b>3,016.6</b>	<b>1,076.9</b>	<b>505.8</b>
Ontario Cannabis Legalization Reserve Fund	XR3038			
<i>Withdrawals (-)</i>		(500.0)		
<i>Contributions (+)</i>				
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>2,516.6</b>	<b>1,076.9</b>	<b>505.8</b>
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>		<b>(1,439.6)</b>	<b>(571.1)</b>	<b>(322.1)</b>
<b>Balance at Year-End</b>		<b>1,076.9</b>	<b>505.8</b>	<b>183.7</b>

\* Based on 9-month 2021 Reserve Fund Variance Report

## 2022 – 2031 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	Contributions / (Withdrawals)										
		2022 Budget	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	Total
XR2117 Development Charges	Beginning Balance	49,423	51,112	48,339	35,742	25,004	25,249	14,539	14,242	20,782	26,638	284,429
	<i>Withdrawals (-)</i>	(3,515)	(9,648)	(19,473)	(17,628)	(6,222)	(17,240)	(6,955)	(249)	(1,067)	-	(81,997)
												-
	<b>Total Withdrawals</b>	<b>(3,515)</b>	<b>(9,648)</b>	<b>(19,473)</b>	<b>(17,628)</b>	<b>(6,222)</b>	<b>(17,240)</b>	<b>(6,955)</b>	<b>(249)</b>	<b>(1,067)</b>	<b>-</b>	<b>(81,997)</b>
	<i>Contributions (+)</i>	5,103	6,775	6,776	6,790	6,367	6,430	6,558	6,689	6,823	6,959	58,311
	<i>Investment Income</i>	100	100	100	100	100	100	100	100	100	100	900
	<b>Total Contributions</b>	<b>5,203</b>	<b>6,875</b>	<b>6,876</b>	<b>6,890</b>	<b>6,467</b>	<b>6,530</b>	<b>6,658</b>	<b>6,789</b>	<b>6,923</b>	<b>7,059</b>	<b>59,211</b>
<b>Balance at Year-End</b>		<b>51,112</b>	<b>48,339</b>	<b>35,742</b>	<b>25,004</b>	<b>25,249</b>	<b>14,539</b>	<b>14,242</b>	<b>20,782</b>	<b>26,638</b>	<b>33,697</b>	<b>261,644</b>

\* Based on 9-month 2021 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)										
		2022 Budget	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	Total
XQ1701 Vehicle and Equipment Reserve Funds	Beginning Balance	24,972	12,209	3,650	(1,432)	(439)	1,546	2,404	4,428	5,661	(1,970)	51,025
	<i>Withdrawals (-)</i>	(35,524)	(35,819)	(36,342)	(33,267)	(34,275)	(35,402)	(34,236)	(35,027)	(43,891)	(30,627)	(354,410)
	<b>Total Withdrawals</b>	<b>(35,524)</b>	<b>(35,819)</b>	<b>(36,342)</b>	<b>(33,267)</b>	<b>(34,275)</b>	<b>(35,402)</b>	<b>(34,236)</b>	<b>(35,027)</b>	<b>(43,891)</b>	<b>(30,627)</b>	<b>(354,410)</b>
	<i>Contributions (+) - TPS</i>	20,766	25,266	29,266	32,266	34,266	34,266	34,266	34,266	34,266	34,266	313,160
	<i>Contributions (+) - Parking</i>	1,994	1,994	1,994	1,994	1,994	1,994	1,994	1,994	1,994	1,994	19,940
	<b>Total Contributions</b>	<b>22,760</b>	<b>27,260</b>	<b>31,260</b>	<b>34,260</b>	<b>36,260</b>	<b>36,260</b>	<b>36,260</b>	<b>36,260</b>	<b>36,260</b>	<b>36,260</b>	<b>333,100</b>
<b>Balance at Year-End</b>		<b>12,209</b>	<b>3,650</b>	<b>(1,432)</b>	<b>(439)</b>	<b>1,546</b>	<b>2,404</b>	<b>4,428</b>	<b>5,661</b>	<b>(1,970)</b>	<b>3,663</b>	<b>29,715</b>

\* Based on 9-month 2021 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).