

# 2023 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 as set out in the *Police Services Act*, and in partnership with our communities, to keep Toronto the best and safest place to be. The *Police Services Act* dictates that adequate and effective police services must include, at a minimum, all of the following: crime prevention, law enforcement, assistance to victims of crime, public order maintenance and emergency response.

The public expects the police to serve and protect the community and maintain law and order. This includes responding to emergencies, investigating crimes, and enforcing the law. The police are also expected to uphold the rights of individuals, treat all members of the community with respect, and be accountable for their actions. Additionally, the public expects the police to work to prevent crime and promote public safety through various strategies, such as community policing and partnerships with other organizations.

In a community survey of Toronto residents conducted in fall of 2022 by a third-party organization, 90% of respondents expressed concern with call answering times by the call takers and call response times by the officers responding to calls for service. 86% of respondents also said it was important to have a Neighbourhood Community Officer assigned to their community. When looking at the various services provided by police, the majority of respondents indicated they would like the levels to increase or to remain the same.

The survey results demonstrate the public's desire to have effective policing that addresses the needs and demands of a diverse city.

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

## What Service We Provide

**Who We Serve:** Children, youth, adults & older adults, Incident victims, Community groups, Social Services, Local businesses, Visitor/Tourists, City & Agency staff

### **What We Deliver:**

#### **911 Response & Patrol**

A broad service that encompasses three distinct areas: call taking, response to calls for service and proactive patrol. The Service operates the 9-1-1 Public Safety Answering Point (PSAP) for the City of Toronto and all emergency (9-1-1) and non-emergency (416-808-2222) calls are answered by the Service's communications operator. The operator triages all incoming calls and ensures an appropriate response. If an immediate police response is required, police officers are dispatched by Communications Operators. As part of proactive patrol function, police officers in cars are assigned to patrol areas in their respective divisions. Over the years the police have become the de facto service providers for many people calling for help, where others may be better equipped to provide help. We are working to realign service in these areas, as recommended by the Auditor General, and will continue to do so. In the meantime we will continue to do all we can to assist those in need.

**How Much Resources (gross 2023 operating budget): \$523.650 Million**

#### **Investigations & Victim Support**

Investigations conducted by highly qualified investigators and immediate support provided to victims to ensure incidents of criminality and victimization are addressed and reduced and the impact mitigated. Investigations range from less serious crimes to intense criminal investigations, such as organized crime, financial, drug and sex crimes; homicides; robberies and gun/gang related crimes. When a member of the public or their family is impacted by one of these crimes, victim support is provided by liaising with victims and their families throughout the entire investigative process.

**How Much Resources (gross 2023 operating budget): \$452.344 Million**

#### **Crime Prevention**

Crime prevention initiatives and activities that reduce crime, strengthen community relationships, and increase community resiliency and capacity to maintain their own safety. Examples of the programs and initiatives under this service include the Neighbourhood Officer Program (NCO), Auxiliary Program, Mobile Crisis Intervention Teams (MCIT), Toronto Crime Stoppers, Hate Crime Unit, Bail Compliance, Aboriginal Peacekeeping Unit and Furthering Our Communities Uniting Services – Toronto (FOCUS). The Service also supports the City's efforts to implement the SafeTO Plan.

**How Much Resources (gross 2023 operating budget): \$132.652 Million**

#### **Events & Protests**

Services to ensure safety of citizens, property and infrastructure through effective planning, preparation, action and follow-up during planned and unplanned events and protests in the City of Toronto.

**How Much Resources (gross 2023 operating budget): \$32.566 Million**

#### **Traffic & Parking Enforcement**

Effective enforcement, visibility, public awareness and education programs that minimize traffic-related fatalities and serious injuries on Toronto's streets, as well as supporting the City's Vision Zero Road Safety Plan. Even though Parking Enforcement is a service delivered by the Toronto Police Service, its budget is presented separately under the Parking Enforcement Unit's budget notes.

**How Much Resources (gross 2023 operating budget): \$71.985 Million**

#### **Courts & Prisoner Management**

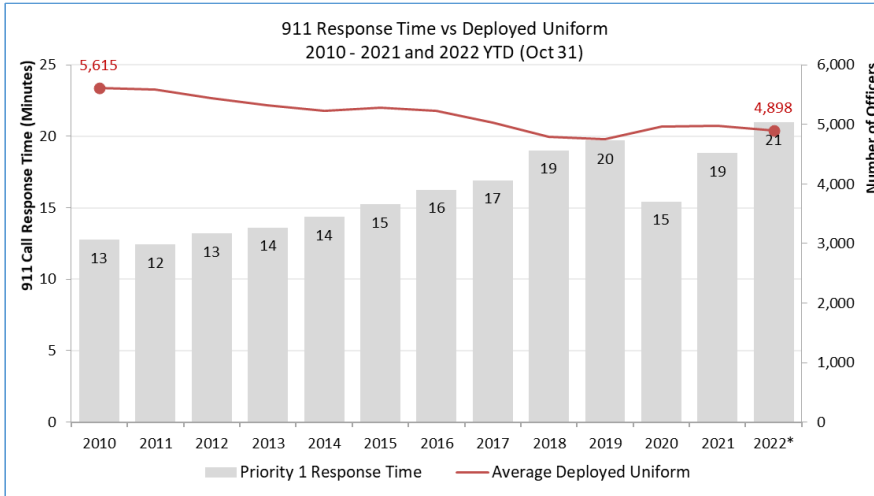
Security in Toronto court locations across Toronto and prisoner management (taking into custody, securing, transporting) to ensure the public, judiciary and all justice participants have access to safe and secure locations under our care.

**How Much Resources (gross 2023 operating budget): \$117.428 Million**

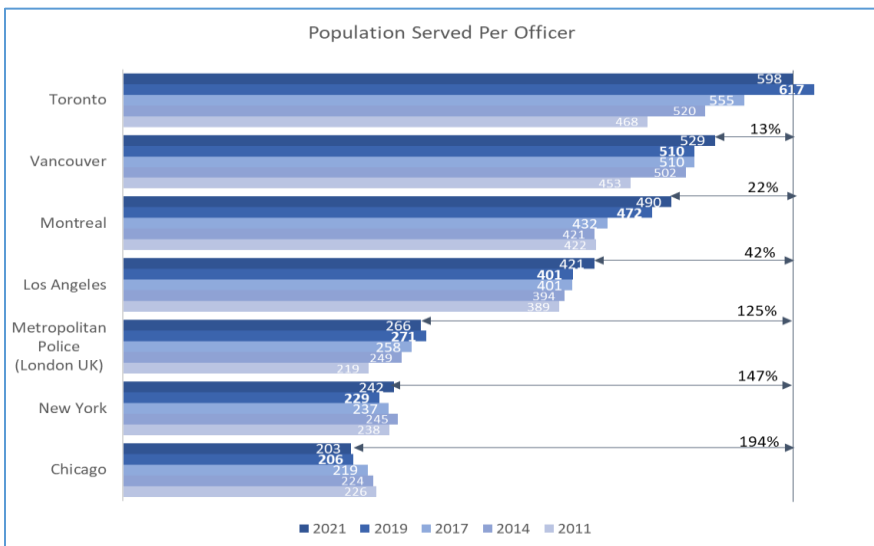
## Budget at a Glance

2023 OPERATING BUDGET				2023 - 2032 10-YEAR CAPITAL PLAN			
<u>\$Million</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>\$Million</u>	<u>2023</u>	<u>2024-2032</u>	<u>Total</u>
Revenues	\$164.1	\$153.7	\$153.7	Gross Expenditures	\$90.2	\$635.8	\$726.0
Gross Expenditures	\$1,330.6	\$1,376.2	\$1,402.4	Debt	\$43.9	\$205.0	\$248.9
Net Expenditures	\$1,166.5	\$1,222.5	\$1,248.7	Note: Includes 2022 carry forward funding			
Approved Positions	7,690	7,892	7,892				

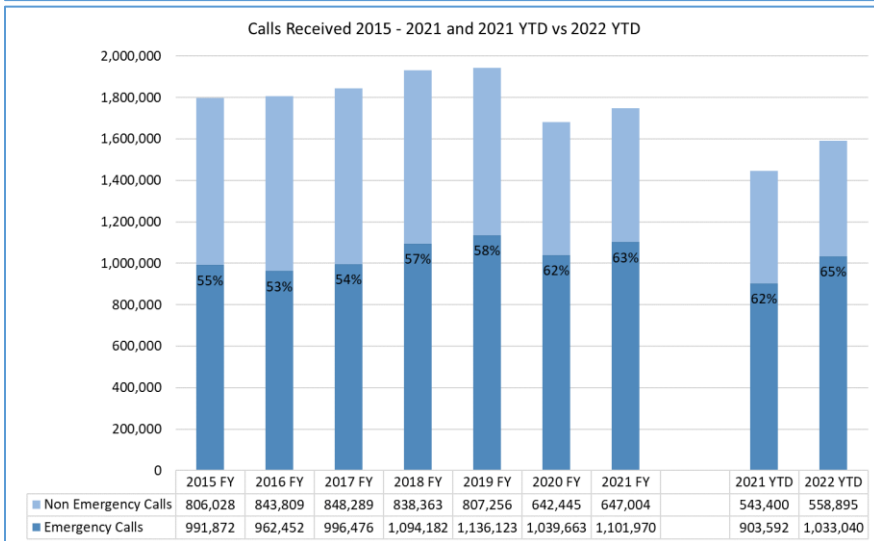
## How Well We Are Doing – Behind the Numbers



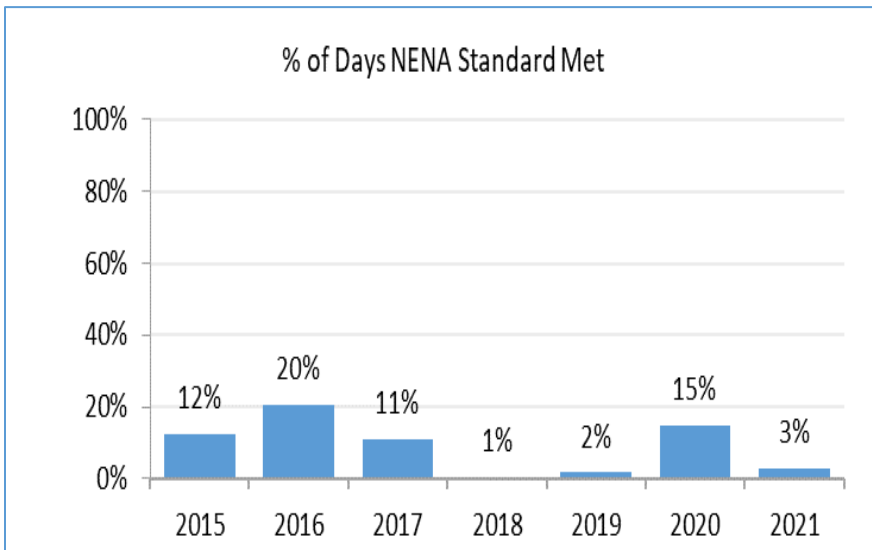
- Overall, the 911 Response Time has been steadily increasing since 2010, while the number of officers has been decreasing.
- The chart indicates a decrease in response time in 2020 and 2021 due to COVID-19, as there was less traffic on the road, more people staying at home and less calls for service.
- Priority 1 calls are the most urgent situations where a dispatcher may assign the event to any unit from anywhere in the City. For example: person with a gun, child apprehension, serious car accident.



- As the chart shows, in 2021, Toronto had a ratio of 1 uniform officer serving 598 people, compared to a ratio of 1 to 529 in Vancouver, 1 to 266 in London, UK, and 1 to 203 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).
- This number of residents served does not include serving members of the public that come to the City daily to work and visit.



- Overall, calls for service increased by 8.1% from 2015 to 2019, with emergency calls for service increasing by 15% and non-emergency calls staying the same.
- Over the same time period, the population of the City of Toronto increased by almost 177,000 or 6.3%.
- Between 2021 YTD (October 31, 2022) and 2022 YTD, non-emergency calls increased by 2.9%. However, emergency calls for service increased by 14.3%.
- Despite a reduction in the number of emergency calls in 2020 and 2021 due to COVID-19, 2022 YTD emergency calls have increased by 9.2% over the 2019 YTD emergency calls.

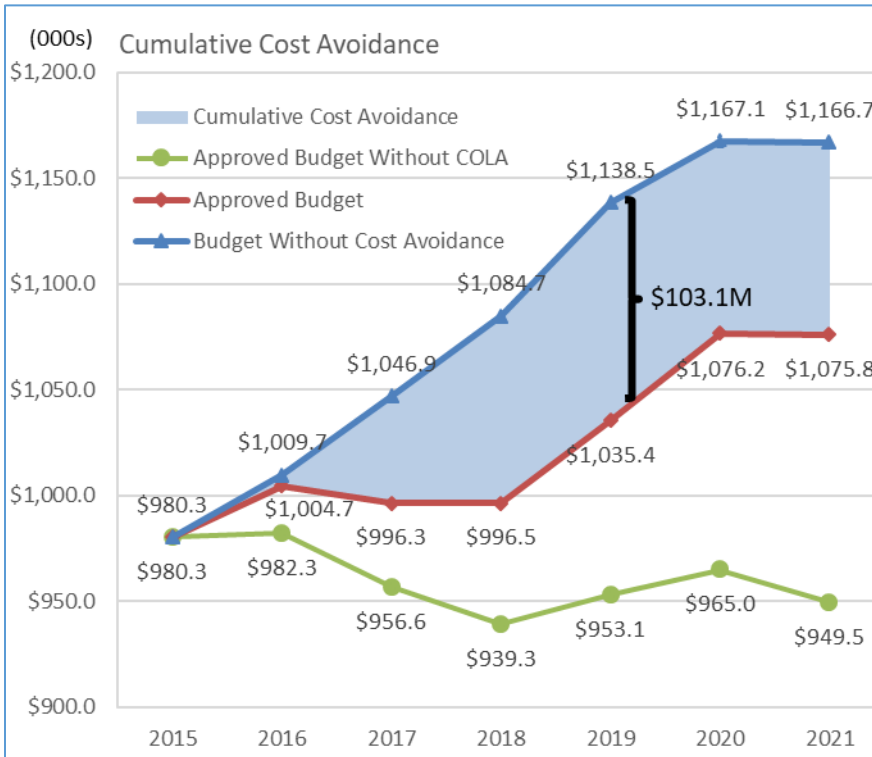


- The current National Emergency Number Association (NENA) standard for answering 9-1-1 calls is that 90% of all calls shall be answered within 15 seconds and 95% answered within 20 seconds. The NENA standard measures this benchmark by number of days where the benchmark is achieved.
- Prior to 2018, TPS met this standard only 11%-20% of days. However, since 2018, TPS has only successfully met the NENA standard 1% to 3% of days, with the exception of 2020 due to COVID-19 where compliance was higher.
- New 9-1-1 technology to be rolled out in 2024 is expected to increase call taker time.

	2015 FY	2019 FY	% Chg over 2015	2020 FY*	2021 FY*	% Chg over 2020	2021 YTD	2022 YTD	% Chg over 2021YTD
Assault	18,083	21,083	16.6%	18,309	19,371	5.8%	16,074	17,487	9%
Auto Theft	3,282	5,355	63.2%	5,769	6,572	13.9%	5,306	7,517	42%
Break and Enter	6,941	8,550	23.2%	6,985	5,749	-17.7%	4,785	4,974	4%
Homicide	59	79	33.9%	71	85	19.7%	75	59	-21%
Robbery	3,544	3,721	5.0%	2,856	2,286	-20.0%	1,812	2,396	32%
Theft Over	1,047	1,398	33.5%	1,227	1,080	-12.0%	889	1,194	34%

\* indicates COVID years

- 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 2015 to 2019 all major crimes increased, with the most notable increase seen in auto theft.
- In 2022 YTD (October 31, 2022), all of the major crimes have increased, with the exception of homicide, when compared to the same time last year. The biggest increase is in auto thefts, up by 42% over 2021.



- The Service embarked on years of cost containment, reform and modernization, alternative service delivery, and being more community centric.
- This led to savings/cost avoidance for annual budgets (\$100M) and also over the years since 2016 (over \$400M), as represented by the shaded area.
- The Service improved sustainability and generated capacity through implementation of such technology as Body Worn Camera, Digital Officer Program, and Evidence.com.
- The Service expanded such community centric initiatives as MCIT and Neighbourhood Officer Program and support for City's SafeTO and Vision Zero Road Safety Plan.
- In addition, the Service implemented various training, workforce diversity strategy and member wellness initiatives to improve internal culture.

## COVID 19 IMPACT AND RECOVERY

### 2023 Impact and Recovery

#### Operating Budget Impact

- The 2023 budget assumes the COVID-19 pandemic will continue to influence the Service's operating environment as some proactive measures to protect the health of members and the public continue to be in place.
- The following COVID-19 related pressures of \$17.615 million are included in the 2023 Operating Budget for Toronto Police Service:
  - COVID-19 specific supplies, equipment, wellness support (e.g. personal protective equipment, decontamination, cleaning aids, contract nurses) (\$2.2 million);
  - Estimated additional cost of W.S.I.B. as it relates to COVID-19 (\$8.7 million);
  - Premium pay pressures, member wellness, redeployed resources (\$5.4 million);
  - Information Technology expenditures related to working remotely and video calls (\$0.5 million); and
  - Revenue losses in some service fees such as criminal reference checks and paid duties due to lower demands (\$0.8million).
- As the Service and City return to normal operations, some COVID-19 impacts are expected to remain (e.g. costs associated to new ways of working) and future budget requests may need to incorporate these pressures into its baseline.

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#### Service Level Changes

- Reduced vulnerable sector and other checks and reduced paid duty and special events.
  - Remote court attendance.
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## EXPERIENCES, CHALLENGES AND PRIORITIES

### Our Experience and Success

- **911 Response:** The Service continues to make emergency response a top priority to ensure Torontonians receive a police response that is as timely as possible. The Service is utilizing all available options to improve response times, including increasing staff, changing deployment (i.e., shift schedules and deployment models), alternative service delivery and continuing call diversion efforts. The desired effect of decreasing priority response times cannot be achieved in the short or mid-term through other measures. Accordingly, in order to meet the expectations of our communities and effectively respond to the Auditor General's recommendations we must increase staffing.
- **Protests & Demonstrations:** Ensured public safety and minimal disruption to the city and its residents during the Convoy for Freedom protests in Toronto.
- **Auditor General Report:** The Toronto Auditor General conducted a review and outlined recommendations for change in three key areas: call for service response, leveraging data and technology, and integration and information sharing. The Service is dedicated to implementing these recommendations.
- **Body Worn Cameras (BWC) and Evidence.com:** Completed the roll out to front-line officers across various divisions. This will ensure officer accountability by providing an objective and integral narrative of police interactions with public. Over 2,800 officers have been trained with all 2,350 cameras being deployed and actively used. Additional officers are being trained periodically as they move in and out of units and roles. The Service creates over 1 million BWC videos per year totalling 380TB. The Service also implemented Evidence.com which is a new cloud-based digital evidence management platform which handles evidence creating, collection, security, retention and disclosure. Electronic disclosure through this new process has been provided in over 32,000 criminal cases in 2022.
- **Race Based Data Collection Strategy:** The Service released findings from the first phase of its Race-Based Data Collection (RBDC) Strategy, aimed at understanding and assessing racial disparities in strip searches and reportable use of force incidents in 2020 in a sector leading analytical process. An initial plan with 38 action items has been identified in order to address the results to eliminate disparities and move the Service forward in the ultimate goal of providing fair and equitable policing for all. The plan will help us adjust our policies and practices to eliminate systemic bias. The Service will continue to work with communities, our members, and our partners to further the progress in this area and to identify additional areas where we can do better.
- **Service Based Budgeting:** The Service is moving towards service and outcomes based budgeting which will help the Service to enhance transparency by articulating budget costs associated with each delivered service, outlining metrics such as performance measures and outcomes tied to delivered services, and to providing important budget information to support decision making during the budget process.
- **Public engagement, education and awareness:** The Service will continue with a public education campaign 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. The Service also conducted public consultations, including a survey of Toronto residents conducted by a third-party organization, in order to obtain meaningful and measureable feedback to inform priorities and the 2023 budget process. The survey demonstrated the public desire to have effective policing that addresses the needs and demands of a diverse city.

### Key Challenges and Risks

- **Greater demands for service:**
  - **Rising urban population:** A key challenge continues to be service demands, driven by population growth. Toronto is growing at an exceptional pace. According to Statistics Canada, by 2023, Toronto's population will be close to 3.1 million people or about 316,000 more than in 2015, which is equivalent to adding a whole city of Windsor over an eight year period. This excludes those who come to Toronto to work and visit. A rising population drives workload demands including greater calls for service, increased traffic, more crime potential and more city events.
  - **Increasing calls for service:** Calls for service went up overall by 8.1% from 2015 to 2019. Emergency calls for service have increased by 14.5% from 2015 to 2019, but decreased by 3.0% from 2019 to 2021 due to the COVID-19 pandemic (the number of emergency calls increased by 6.0% from 2020 to 2021). An 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. In 2022, the year to date (October 31, 2022) emergency calls are 9.2% higher than 2019 year to date, and 23.6% higher than 2015 year to date.

- **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 2015 to 2021, all major crimes increased, except for break and enter and robbery, with the most notable increases seen in auto theft (100.2%). In 2022, increases in major crime continued to trend up in auto theft (up 42% year to date October 31, 2022), robbery and theft over \$5,000. The increase in crime rates over the last few years has driven workload demands through increased calls for service.
- **Special events and demonstrations:** The number of special events has been slowly returning to pre-COVID-19 levels. The number of protests has also been increasing. In 2022, the Service managed 2,337 events with most notable being the Freedom Convoy, multiple MLSE Leafs and Raptors games, Rolling Loud concert and the Caribbean Carnival. The Service's ability to deal with and absorb the impact of major planned and unplanned events relies, in part, on the utilization of off-duty officers which results in higher premium pay costs. In addition, constant reliance on the same officers to provide more and more hours of service has resulted in fatigue and burnout for members. The Service constantly re-evaluates workforce deployment to effectively deal with demonstrations and other special events while maintaining service levels across the City.
- **Legislative impacts:** The *Police Services Act* is the legislative framework that the Service operates within. In addition, costs and resource pressures associated with other legislation and common law continue to impact the Service. This includes *Workplace Safety and Insurance Act*, Chronic Mental Stress Policy, Cannabis Legalization, Next Generation 9-1-1 and the R v. Jordan Decision requiring a trial within a prescribed period of time.
- **Premium pay:** Premium pay requirements have historically exceeded budgeted funding, resulting in an ongoing pressure that the Service must manage (usually accommodated by vacancy management which is an unsustainable strategy in the long term). The Service will be challenged to absorb large premium pay pressures, and at the same time meet the Service's public safety responsibilities, including priority call response and the impact of major unplanned events (e.g. demonstrations, emergency events, and homicide/missing persons).
- **Hiring and Retention:** As a result of hiring in mass classes and sector-wide shortage of applicants, the Service has faced a high degree of retirements and separations. Moreover, a significant portion of the current front-line police officers have less than five years of service. As a result, emphasis is placed on supervision, oversight, retaining senior members as well as active recruiting efforts to maintain and increase the current complement. Resource shortages are compensated with addition premium pay which results in budget pressures.

## Priority Actions

- **Focusing on core service delivery capacity:** Maintaining and improving response times to ensure people in Toronto in need of emergency services receive a timely and appropriate response that provides required assistance and reduces criminal activity and severity, is a key priority. With changing priorities and resource constraints, the Service continually revisits how resources are utilized and prioritized to ensure allocations are value added and most effectively contribute to public safety.
- **Commitment to alternative service delivery and ongoing modernization efforts:** The Service will continue the crisis call diversion pilot with the Gerstein Crisis Centre (GCC) into 2023 and continue to collaborate with the City in the Toronto Community Crisis Service pilot program in its commitment to providing the right mental health response. The Service will also explore other ways to divert calls, expand online reporting, civilianize uniform positions and improve processes with a goal of continuing to provide an affordable and value-added public safety service.
- **Continuing implementation of recommendations from Auditor General and Epstein Report:** The Service (at the direction of the Board) is dedicated to implementing the recommendations outlined in the Auditor General report including those calling for ensuring that adequate resources are in place to address priority areas, alternative responses and improved 9-1-1 call answering times. Implementation of Judge Epstein's 151 recommendations for missing person cases will continue in 2023 (another Board direction), focusing on establishing a fully functional Major Case Management Unit. Efforts will also continue in the implementation of the Board's 81 directions for police reform.
- **Driving sustainability through technology investments (BWC, RMS, Evidence.com, etc.):** The Service continues its modernization efforts with respect to technology and data enablement in order to



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increase officer mobility (Digital Officer Program); advance analytics for improved decision making and accountability, investigative efficiencies and crime prevention; and achieve greater automation and digitization of work to increase efficiencies. This is an area where investments have been minimal to date and going forward more investment is required in order to realize and invest the savings.

- **Ongoing Community – centric priorities:** The Service continues to support such ongoing priorities as Mental Crisis Intervention Teams and Neighbourhood Officer Program, Next Generation 9-1-1, traffic enforcement response, addressing gun and gang violence, transitioning to the New Toronto Courthouse and member wellness initiatives, as well as City's initiatives such as SafeTO: A Community Safety & Well-Being Plan and Vision Zero Road Safety Plan.
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## RECOMMENDATIONS

City Council adopted the following recommendations:

1. The 2023 Operating Budget for Toronto Police Service of \$1,330.6 million gross, \$164.1 million revenue and \$1,166.5 million net for the following services:

**Service:**

	<b>Gross Expenditures (\$000s)</b>	<b>Revenue (\$000s)</b>	<b>Net Expenditures (\$000s)</b>
Toronto Police Service	1,330,626	164,100	1,166,526
<b>Total Program Budget</b>	<b>1,330,626</b>	<b>164,100</b>	<b>1,166,526</b>

- The above includes a 2023 budgeted staff complement for Toronto Police Service of 7,690 positions.
2. The 2023 Capital Budget for Toronto Police Service with cash flows and future year commitments totaling \$191.254 million as detailed by project in [Appendix 6a](#).
  3. The 2024-2032 Capital Plan for Toronto Police Service totalling \$534.754 million in project estimates as detailed by project in [Appendix 6b](#).
  4. That all sub-projects with third party financing be approved conditionally, subject to the receipt of such financing in 2023 and if such funding is not forthcoming, their priority and funding be reassessed by City Council relative to other City-financed priorities and needs.

# **2023 OPERATING BUDGET**

## 2023 OPERATING BUDGET OVERVIEW

**Table 1: 2023 Operating Budget by Service**

(In \$000s)	2021 Actual	2022 Budget	2022 Projection*	2023 Base Budget	2023 New / Enhanced	2023 Budget	Change v. 2022 Projection	
By Service	\$	\$	\$	\$	\$	\$	\$	%
<b>Revenues</b>								
911 Response and Patrol	36,351.4	37,392.3	50,131.8	44,782.9		44,782.9	(5,348.9)	(10.7%)
Investigations and Victim Support	40,704.1	38,668.2	43,975.3	45,076.3		45,076.3	1,101.0	2.5%
Crime Prevention	11,931.9	10,506.8	14,428.9	12,579.9		12,579.9	(1,849.0)	(12.8%)
Events and Protest	1,806.6	1,714.5	1,830.3	2,061.4		2,061.4	231.1	12.6%
Traffic and Parking Enforcement	5,502.0	5,793.2	6,182.9	6,935.5		6,935.5	752.5	12.2%
Courts and Prisoner Management	49,612.9	50,134.6	50,650.8	52,663.6		52,663.6	2,012.8	4.0%
<b>Total Revenues</b>	<b>145,908.9</b>	<b>144,209.7</b>	<b>167,200.0</b>	<b>164,099.5</b>		<b>164,099.5</b>	<b>(3,100.5)</b>	<b>(1.9%)</b>
<b>Expenditures</b>								
911 Response and Patrol	473,781.1	482,684.3	495,858.3	523,650.3		523,650.3	27,792.0	5.6%
Investigations and Victim Support	404,323.7	427,136.4	426,649.3	452,343.5		452,343.5	25,694.2	6.0%
Crime Prevention	133,765.4	132,063.0	141,031.2	132,652.3		132,652.3	(8,378.9)	(5.9%)
Events and Protest	34,769.1	31,986.6	31,819.9	32,565.7		32,565.7	745.9	2.3%
Traffic and Parking Enforcement	72,910.4	75,119.2	74,535.6	71,985.3		71,985.3	(2,550.3)	(3.4%)
Courts and Prisoner Management	101,602.1	113,438.6	111,400.9	117,428.4		117,428.4	6,027.6	5.4%
<b>Total Gross Expenditures</b>	<b>1,221,151.7</b>	<b>1,262,428.2</b>	<b>1,281,295.2</b>	<b>1,330,625.7</b>		<b>1,330,625.7</b>	<b>49,330.5</b>	<b>3.9%</b>
<b>Net Expenditures (including COVID-19)</b>	<b>1,075,242.8</b>	<b>1,118,218.5</b>	<b>1,114,095.2</b>	<b>1,166,526.2</b>		<b>1,166,526.2</b>	<b>52,431.0</b>	<b>4.7%</b>
<b>Required COVID-19 Support</b>	<b>8,539.7</b>	<b>17,615.0</b>	<b>11,772.3</b>	<b>17,615.0</b>		<b>17,615.0</b>	<b>5,842.7</b>	<b>49.6%</b>
<b>Net Budget (excluding COVID-19 supports)</b>	<b>1,066,703.1</b>	<b>1,100,603.5</b>	<b>1,102,322.9</b>	<b>1,148,911.2</b>		<b>1,148,911.2</b>	<b>46,588.3</b>	<b>4.2%</b>
<b>Approved Positions**</b>	<b>7,524.0</b>	<b>7,604.0</b>	<b>7,354.0</b>	<b>7,690.0</b>		<b>7,690.0</b>	<b>336.0</b>	<b>4.4%</b>

\* 2022 Projection based on 9 Month Variance

\*\*YoY comparison based on approved positions

The 2023 Budget of \$1,166.5 million in net expenditures reflect \$52.431 million or 4.7% increase from the 2022 projections comprised of:

- \$5.843 million or 49.6% net increase in COVID-19 impacts expected in 2023 compared to 2022 projections; and
- \$46.588 million or 4.2% net increase in the 2023 Net Budget (excluding COVID-19) compared to 2022 projections.

### KEY COST DRIVERS – FUNDING PRIORITIES

**Total 2023 Budget** expenditures of \$1,330.6 million gross reflecting an increase of \$49.331 million in spending above 2022 projected year-end actuals, predominantly arising from:

- Impact of collective agreement settlement, increased costs of group benefits and W.S.I.B;
- Funding for 336 hires in order to add staffing and backfill vacancies to prevent further degradation of service levels in 911 Response and Patrol and to work toward achieving organizational priorities.
  - This will add 200 uniform officers as follows: 162 for Priority Response, 22 for Major Case Management, and 16 to Neighbourhood Officer Program; as well as 136 civilian resources which includes 90 Special Constables to support the front line service delivery and 20 9-1-1 Communication Operators to improve compliance with the NENA standards;
- Additional premium pay funding to lessen the gap between budget with historical spending trends;
- Increased gasoline prices and costs to outfit new recruits (uniforms, accessories, etc.); and
- Inflationary adjustments to various contracted services and computer maintenance costs.

### EQUITY IMPACTS OF BUDGET CHANGES

**Equity impacts:** The increase in uniform staffing will support Priority Response function, Neighbourhood Officer Program and implementation of the Major Case Management. The increase in civilian will support the front line, as well as ensure compliance with the NENA standards.

A general increase in staffing for Communications Operators impacts all within Toronto, and therefore there is no direct equity impact identified.

Allocating dedicated resources to the Priority Response function has a **neutral-positive** impact for all within Toronto. However, the Service acknowledges that, in light of the Race Based Data Collection Strategy findings, additional Priority Response officers may have a neutral-negative impact for some equity deserving groups, in particular Black, Indigenous and Racialized People who were found to be over-represented in both use-of-force incidents as well as strip searches. An initial action plan has been identified in order to address the results to eliminate disparities and move the Service forward in the ultimate goal of providing fair and equitable policing for all. The Service will continue to work with communities, our members, and our partners to further the progress in this area.

The dedicated presence of 25 officers to the downtown core will have an overall equity impact that is **high positive**. The added presence to support downtown community safety should benefit communities that reside there such as Indigenous People, 2S.L.G.B.T.Q.+, Refugees and Undocumented individuals, women, Vulnerable Seniors and Youth, Black, racialized groups and persons with low income. The additional officers will be dedicated to the downtown core, adding needed presence around shelters and T.T.C. during the day, as well as providing strategic presence in the Entertainment District during the night.

The increase in staffing to build a functional Major Case Management team will have an overall equity impact that is **medium positive**. 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)*. 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 underserved communities and equity-deserving groups.

The increase in staffing for Neighbourhood Community Officers (NCOs) will have 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. The NCO program deploys officers into neighbourhoods, based on an evaluation framework, within Toronto that overlap with the City of Toronto Neighbourhood Improvement Areas in the Toronto Strong Neighbourhoods Strategy. NCOs are integral in supporting their neighbourhoods, including discussing community concerns, providing resources, developing youth programs, and fostering trust between the communities and police.

**2023 OPERATING BUDGET KEY DRIVERS**

The 2023 Operating Budget for Toronto Police Service of \$1,330.6 million in gross expenditures is \$49.331 million or 3.9% higher than the 2022 Projected Actuals. Table 2 below summarizes the key cost drivers for the 2023 Budget.

**Table 2: 2023 Operating Budget by Revenue / Expenditure Category**

Category (In \$000s)	2020 Actual	2021 Actual	2022 Budget	2022 Projection*	2023 Budget	2023 Change from 2022 Projection	
	\$	\$	\$	\$	\$	\$	%
Provincial Subsidies	60,604.8	64,151.0	50,028.2	66,726.5	50,028.2	(16,698.3)	(25.0%)
Federal Subsidies							
User Fees & Donations	8,446.4	9,617.7	8,990.5	10,936.0	10,760.0	(176.0)	(1.6%)
Transfers From Capital							
Contribution From Reserves/Reserve Funds	11,005.6	13,505.8	33,066.0	33,066.0	36,944.4	3,878.4	11.7%
Sundry and Other Revenues	37,626.1	44,932.2	44,531.9	48,716.0	56,706.2	7,990.2	16.4%
Inter-Divisional Recoveries	12,608.6	13,702.2	7,593.1	7,755.5	9,660.7	1,905.2	24.6%
<b>Total Revenues</b>	<b>130,291.5</b>	<b>145,908.9</b>	<b>144,209.7</b>	<b>167,200.0</b>	<b>164,099.5</b>	<b>(3,100.5)</b>	<b>(1.9%)</b>
Salaries and Benefits	1,068,201.9	1,097,687.5	1,135,269.1	1,137,139.8	1,192,916.5	55,776.7	4.9%
Materials & Supplies	21,621.4	21,696.0	21,002.0	25,696.1	26,964.6	1,268.5	4.9%
Equipment	13,899.3	13,479.7	5,463.9	11,414.5	5,763.2	(5,651.3)	(49.5%)
Service and Rent	49,646.1	51,406.3	64,697.9	70,080.4	68,892.4	(1,188.0)	(1.7%)
Contribution To Capital	22,266.0	20,766.0	20,766.0	20,766.0	20,766.0		
Contribution To Reserves/Reserve Funds	28,244.2	15,229.3	15,229.3	15,229.3	15,229.3		
Inter-Divisional Charges		886.9		969.1	93.7	(875.4)	(90.3%)
<b>Total Gross Expenditures</b>	<b>1,203,878.9</b>	<b>1,221,151.7</b>	<b>1,262,428.2</b>	<b>1,281,295.2</b>	<b>1,330,625.7</b>	<b>49,330.5</b>	<b>3.9%</b>
<b>Net Expenditures</b>	<b>1,073,587.4</b>	<b>1,075,242.8</b>	<b>1,118,218.5</b>	<b>1,114,095.2</b>	<b>1,166,526.2</b>	<b>52,431.0</b>	<b>4.7%</b>

\*Projection based on 9 Month Variance

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

- Financial impact of \$18.5 million for the Collective Agreement settlements, which is the single largest component of the budget increase.
- Additional funding of \$15.0 million for 336 positions in order to backfill vacancies and add staffing to critical areas. This would result in adding 200 uniform officers (December 2022 to December 2023) and 136 civilian resources as outlined below. This hiring plan above supports a multi-year plan to build capacity to effectively respond to emergency calls for service.
  - 162 uniform officers for Priority Response to help to meet increased demands and stem further degradation of response times (currently 21 minutes), including 25 for the downtown core as a strategic presence to address spontaneous and unpredictable demands;
  - 22 uniform officers for Major Case Management to implement Judge Epstein's recommendations for a functional major case management team/unit;
  - 16 Neighbourhood Officers to continue to expand the program to new neighbourhoods;
  - 90 Special Constable vacant positions will be filled which is a Civilian resource adding support front line service delivery; and
  - 20 9-1-1 Communication Operators will be added to support the front line to improve compliance with the NENA standards, which sets standards for call answer times.
- An increase of \$11.9 million for group benefit costs including additional cost of W.S.I.B.
- Additional funding of \$11.6 million included for premium pay in order to right size the budget based on historical trends and 2022 projection.

**Materials and Supplies:**

- Increase due to the higher gasoline prices, as well as additional costs associated with outfitting new recruits (eg. uniforms and equipment).

**Equipment:**

- Changes compared to 2022 projection are mainly a result of significant expenditures being funded by in-year grant revenues in 2022. Formal approval for many grants was received from the Province in mid-2022 and projects acquired most of required equipment and technology by year-end. The anticipated grant expenditures have been reflected in the 2023 budget and future year outlooks.

**Services and Rents:**

- Changes compared to 2022 projection are mainly a result of 2022 one-time events such as the Freedom Convoy demonstrations, joint policing projects and search of a landfill site for ongoing homicide investigation.
- Additional funding required in 2023 is mostly due to increases in computer maintenance costs and inflationary adjustments to various contracted services contract.

**Revenues:**

- Additional revenue of \$19.9 million includes funding from the Province, confirmed during 2022, for projects approved as part of such grants as Community Safety & Policing (CSP), Guns and Gangs (G&G), Children at Risk of Exploitation (CARE), Criminal Reference checks and increased reserve draws.

**Offsets and Efficiencies:**

Achieving a fiscally responsible and community safety responsive budget requires the Service to manage its funding and staffing resources effectively and efficiently. This was accomplished over the years by reallocating and reprioritizing existing resources, implementing various cost saving and cost avoidance measures, with some notable examples including the following:

- Implementation of the recommendations outlined in The Way Forward report that led to the achievement of annual cost avoidance and savings of \$100 million since 2016.
- Civilianization of roles previously filled by police officers (e.g., district special constables, crime analysts, prisoner bookers) for estimated annual savings of \$6.7 million.
- Establishment of the COVID-19 Pandemic Support Hotline which implemented risk mitigation strategies in light of evolving public health and occupational health context, and introduced new or amended precautions which resulted in estimated cost avoidance of \$25 million.
- Redeployment of existing resources to meet current priorities and demands like Major Case Management, centralized shooting team, carjacking investigative team, neighbourhood community officers.
- Deployment 2,350 Body Worn Cameras and implementation of Evidence.com, a new cloud-based digital evidence management platform, which handles evidence creating, collection, security, retention and disclosure.

The annual impact of the above offsets and efficiency efforts have resulted in a 2023 budget that is significantly less than it would have been if these efforts not been carried out.

**2024 & 2025 OUTLOOKS****Table 3: 2024 and 2025 Outlooks**

(\$000s)	2023 Budget	2024 Incremental Outlook	2025 Incremental Outlook
<b>Revenues</b>			
Revenue Changes		(2,294.4)	
<b>Total Revenues</b>	<b>164,099.5</b>	<b>(2,294.4)</b>	
<b>Gross Expenditures</b>			
Salaries and Benefits		38,704.0	17,288.1
Inflationary Impacts		2,897.0	2,410.0
Contributions to Reserves		7,000.0	6,500.0
<b>Total Gross Expenditures</b>	<b>1,330,625.7</b>	<b>48,601.0</b>	<b>26,198.1</b>
<b>Net Expenditures</b>	<b>1,166,526.2</b>	<b>50,895.4</b>	<b>26,198.1</b>
<b>Approved Positions</b>	<b>7,690.0</b>	<b>202.0</b>	<b>0.0</b>

## Key drivers

The 2024 Outlook with total gross expenditures of \$1,379.2 million reflects an anticipated \$48.601 million or 3.7% increase in gross expenditures above the 2023 Operating Budget. The 2025 Outlooks expects a further increase of \$26.198 million or 1.9% above 2024 gross expenditures.

These changes arise from the following:

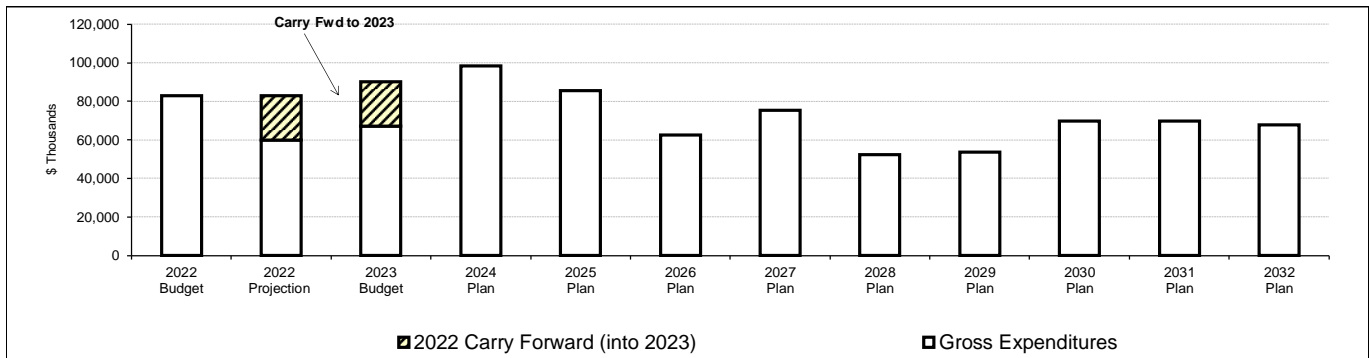
- Impacts from prior year uniform hiring strategy. Once recruits are hired, they undergo six months of training before being deployed. Recruits that are part of the August and December training classes will not be deployed until the next year.
- Inflationary increases for materials and supplies and various contracted services contracts.
- Increased contributions to reserves and reserve funds to ensure healthy balances in the future to fund projected expenditures.
- Reversal of reserve fund draws used to fund one-time expenditures.
- The current collective agreements with the Toronto Police Association and the Toronto Police Senior Officers' Organization expire on December 31, 2023 and new collective agreements will have to be negotiated. No funding is included in the 2024 and 2025 Outlooks for the impacts of the next collective agreements and the City will make an estimated provision in its corporate accounts until a settlement is reached.



# **2023 – 2032 CAPITAL BUDGET AND PLAN**

**2023 2032 CAPITAL BUDGET & PLAN OVERVIEW**

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



In \$000's	2023 Capital Budget and 2024 - 2032 Capital Plan													Total 10 Year Plan
	2022		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032		
	Budget	Projected Actual												
<b>Gross Expenditures by Project Category:</b>														
Health & Safety & Legislated	7,240	6,168	3,279	2,300									5,579	
SOGR	49,718	29,098	50,885	46,953	41,183	39,623	56,888	39,590	41,940	57,427	42,276	40,715	457,480	
Service Improvement & Growth	25,974	8,363	36,014	49,274	44,494	22,978	18,580	12,861	11,731	12,463	27,443	27,111	262,949	
<b>Total by Project Category</b>	<b>82,932</b>	<b>43,629</b>	<b>90,178</b>	<b>98,527</b>	<b>85,677</b>	<b>62,601</b>	<b>75,468</b>	<b>52,451</b>	<b>53,671</b>	<b>69,890</b>	<b>69,719</b>	<b>67,826</b>	<b>726,008</b>	
<b>Financing:</b>														
<b>Debt</b>	<b>42,482</b>	<b>19,307</b>	<b>43,933</b>	<b>40,713</b>	<b>28,683</b>	<b>12,146</b>	<b>20,584</b>	<b>17,203</b>	<b>18,569</b>	<b>13,926</b>	<b>30,804</b>	<b>22,385</b>	<b>248,946</b>	
Reserves/Reserve Funds	36,549	22,203	39,894	40,230	36,077	34,855	37,468	29,586	33,863	50,208	34,667	37,923	374,771	
Development Charges	3,900	2,119	6,172	17,584	20,917	15,600	17,416	5,662	1,239	5,756	4,248	7,518	102,112	
Provincial														
Federal														
Debt Recoverable														
Other Revenue			179										179	
<b>Total Financing</b>	<b>82,931</b>	<b>43,629</b>	<b>90,178</b>	<b>98,527</b>	<b>85,677</b>	<b>62,601</b>	<b>75,468</b>	<b>52,451</b>	<b>53,671</b>	<b>69,890</b>	<b>69,719</b>	<b>67,826</b>	<b>726,008</b>	

**Changes to Existing Projects**  
(\$7.8 Million)

- *Vehicle and Equipment Replacement* – increased by \$9.1 million for vehicle replacement due to conversion to hybrid model vehicles
- *41 Division* – increased by \$23.8 million due to higher construction cost, supply chain issues and Net Zero Emission impact
- *22 Division* – reduced by \$50.5 million as it was moved to capital needs constraints
- *51 Division* – increased by \$13.6 million due to higher construction cost
- *13 and 53 Divisions* – reduced by \$9.1 million as portion of cost is moved beyond the 10-year program
- *Furniture Lifecycle Replacement* – increased by \$9 million as in many cases repairs are not an alternative and replacement is required
- *In Car Camera* – reduced by \$9.2 million as funding was provided by the Province through the Automated License Plate Recognition (A.L.P.R.) grant
- *Other changes such as Small Equipment Audio and Visual* – increased by \$3 million; *Automated Fingerprint Identification System (A.F.I.S.)* – increased by \$2 million; *N.G.911* – increased by \$0.6 million

**New Projects**  
(\$27.6 Million)

- *New Records Management System (R.M.S.)* – \$20.6 million for replacement of the existing R.M.S.
- *New Wellness* – \$2 million to redistribute and realign wellness services from headquarters to east and west locations for improved member experience, access and program effectiveness.
- *Information Technology Storage Growth* – \$5 million for anticipated information storage growth. Although data retention policies are being reviewed, data continues to grow exponentially for police operational needs including evidence gathering, disclosure, analytics, transparency, accountability, and for legislative requirements.

**Capital Needs Constraints**  
(\$129 Million)






- *Communications Centre* – new facility for additional space and system requirements as part of Phase II Next Generation 911
- *22 Division* – requires consultation with CreateTO to address the aging infrastructure identified in the Long Term Facility Renovation Program.

**Note:**

For additional information, please refer to [Appendix 6](#) for a more detailed listing of the 2023 and 2024-2032 Capital Budget & Plan by project; [Appendix 7](#) for Reporting on Major Capital Projects – Status Update; [Appendix 8](#) for Capacity to Spend Review; and [Appendix 9](#) for Capital Needs Constraints, respectively

**2023 – 2032 CAPITAL BUDGET AND PLAN**

**\$726.0 10-Year Gross Capital Program**

				
<b>Facilities</b>	<b>Information Technology</b>	<b>Vehicles</b>	<b>Communication</b>	<b>Equipment</b>
\$250.2M - 34%	\$105.8M - 15%	\$100M - 14%	\$38.7M - 5%	\$231.3M - 32%
54 & 55 Divisions	N.G.911**	Vehicle Replacement	Radio Replacement	IT Infrastructure Lifecycle
41 Division <input checked="" type="checkbox"/>	A.N.C.O.E.***			A.F.I.S.****
13 & 53 Divisions <input checked="" type="checkbox"/>	Workstations			Property Racking
S.O.G.R.*	IT Infrastructure			Furniture/Locker
Wellness	New RMS System			Wireless Parking System
	IT Storage Growth			

\*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

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

\*Information above includes full project / sub-project 2023-2032 Capital Budget and Plan cash flows. Does not break out the climate component costs separately.

Capital Program challenges include the following:

- COVID-19 Impact - There have been significant delays and cost increases in various projects due to COVID-19 impacts and other challenges, such as supply chain issues, global chip shortage, and inflationary costs for projects such as *N.G.911, Automated Fingerprint Identification System, Mobile Command Centre, Servers, and Network Equipment*.
- Net Zero Emission requirement – In keeping with the new requirement for net zero emissions, *41 Division's* schedule has been adjusted by approximately one year. This adjustment resulted in a significant cost escalation (\$23 million of which \$9 million is for Net Zero Emission).
- *54 and 55 Divisions* – Project is on hold due to significant cost increase in construction and re-evaluation of the project to consider operational requirements.
- *22 Division* and new *Communication Centre* are not included in the 10-Year Capital Plan for Toronto Police Service to better reflect readiness and capacity to deliver.

**How the Capital Program is Funded**

<b>City of Toronto</b>		<b>Provincial Funding</b>	<b>Federal Funding</b>
<b>\$726M</b>		<b>\$0 M</b>	<b>\$0 M</b>
<b>100%</b>		<b>0%</b>	<b>0%</b>
Debt	\$ 248.9 M		
Reserve / Reserve Fund	\$ 374.8 M		
Development Charges*	\$ 102.1 M		
Other (CFC)	\$ 0.2 M		

\*Bill 23 impacts City's ability to recover the costs associated with growth-related infrastructure projects and to support complete higher density communities across Toronto. Adjustments to Development Charges revenue forecast resulting in negative reserve balances are reflected in [Appendix 10](#).

**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 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 the 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 are 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 debt funding requirements and extreme cost fluctuations year to year. However, this funding strategy results in increased impacts on the Service's Operating Budget, as annual contributions to replenish the reserve are required. Those asset groups account for approximately \$389 million of the total asset value as of 2021.

The SOGR projects account for \$457.5 million or 63% of the total 10-Year Capital Budget & Plan.

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 (\$46.4 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 (\$100.6 million)
  - Workstations, printers and laptops (\$38.9 million)
  - Information Technology Infrastructure (\$127.2 million)
  - Network Equipment (\$38.9 million)
  - Mobile Workstations (\$23.8 million)
  - Body Worn Camera replacement (\$15.3 million)
  - Wireless Parking system replacement (\$10.1 million)
  - Radio Replacement (\$38.7 million)
- Adjustments to the 10-Year Plan for the SOGR program reflects significant equipment cost escalations.

**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.

Approval of the 10-Year Capital Program will decrease future year operating budgets by \$0.143 million net over the 2023-2032 period. This is a combination of additional funding for 2 positions starting in 2024 for *A.N.C.O.E. and Global Search* project, as well as anticipated reduction in maintenance of the N.G.9-1-1 legacy systems. There is no incremental operating impact in 2023 as shown in Table 4 below.

**Table 4: Net Operating Impact Summary**

Projects	2023 Budget		2024 Plan		2025 Plan		2026 Plan		2027 Plan		2023-2027		2028-2032		2023-2032	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
<b>Previously Approved</b>																
Next Generation (N.G.911)					4.0		4.0		5.0		13.0		(156.0)		(143.0)	
Analytics Centre of Excellence (A.N.C.O.E.)/Global Search				2.0								2.0				2.0
<b>Total: Previously Approved</b>				<b>2.0</b>	<b>4.0</b>		<b>4.0</b>		<b>5.0</b>		<b>13.0</b>	<b>3.0</b>	<b>(156.0)</b>		<b>(143.0)</b>	<b>2.0</b>

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

COVID-19 Impacts	In \$ Thousands				
	2022		2023		
	Budget	Projection*	Revenues	Gross	Net
<b>Revenue Loss</b>					
Vulnerable sector screening, paid duty	3,400.0	1,401.7	(750.0)		750.0
<b>Sub-Total</b>	<b>3,400.0</b>	<b>1,401.7</b>	<b>(750.0)</b>		<b>750.0</b>
<b>Expenditure Increase</b>					
Personal Protective Equipment	545.6	227.5		232.1	232.1
Nurses and Medical Advisors	1,059.4	879.7		316.9	316.9
Premium Pay (incl. enforcement)	1,580.0	168.1		84.1	84.1
Computer H/Ware, S/Ware, Maintenance	440.7	265.9		481.7	481.7
Other COVID-19 Operating Expenses	34.0	24.6		5.3	5.3
Redeployed Staff to COVID team/ Wellness	3,100.0	1,779.8		1,598.4	1,598.4
Shelter Impact	300.0	76.9		0.0	0.0
WSIB Increase	7,155.1	6,948.1		8,824.8	8,824.8
Premium Pay, Member Wellness, Redeployed resources				5,321.5	5,321.5
<b>Total COVID-19 Impact</b>	<b>17,614.8</b>	<b>11,772.3</b>	<b>(750.0)</b>	<b>16,864.8</b>	<b>17,614.8</b>

\* 2022 Projection based on 9-month variance.

\*\*\* Excludes \$7M impact due to Freedom Convoy Protests

## **Appendix 2**

### **2023 Affordability Measures**

**N/A**

## **Appendix 3**

### **Summary of 2023 Service Changes**

**N/A**

## **Appendix 4**

### **Summary of 2023 New / Enhanced Service Priorities Included in Budget**

**N/A**

## **Appendix 5**

### **Summary of 2023 New / Enhanced Service Priorities Not Included in Budget**

**N/A**



### Appendix 6

#### 2023 Capital Budget; 2024 - 2032 Capital Plan Including Carry Forward Funding

Project Name	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2023-2032	Health & Safety & Legislated	SOGR	Growth & Improved Service
State-of-Good-Repair - Police	5,843	5,400	4,400	4,400	4,400	4,400	4,400	4,400	4,400	4,400	46,443		46,443	
Transforming Corporate Support (HRMS, TRMS)	1,484	0	0	0	0	0	0	0	0	0	1,484			1,484
Long Term Facility Plan - 54 and 55 Division	300	10,047	16,625	19,029	3,783	0	0	0	0	0	49,784			49,784
Long Term Facility Plan - 41 Division; New Build	20,000	24,959	23,333	0	0	0	0	0	0	0	68,292			68,292
Long Term Facility Plan - Facility and Process Improvement	733	0	0	0	0	0	0	0	0	0	733			733
Long Term Facility Plan - Consulting	528	0	0	0	0	0	0	0	0	0	528			528
ANCOE (Enterprise Business Intelligence, Global Search)	389	0	0	0	0	0	0	0	0	0	389			389
Radio Replacement	1,850	0	0	0	14,734	4,733	6,429	4,867	6,116	0	38,729		38,729	
Automated Fingerprint Identification System (A.F.I.S.) Replacement	870	0	0	0	3,589	0	0	0	0	0	4,459		4,459	
Next Generation (N.G.) 9-1-1	1,579	2,000	0	0	0	0	0	0	0	0	3,579	3,579		
Communication Centre - New Facility Assessment	80	0	0	0	0	0	0	0	0	0	80			80
Uninterrupted Power Supply (U.P.S.) Lifecycle Replacement	450	450	450	450	450	450	450	450	450	450	4,500		4,500	
Mobile Command Centre	769	0	0	270	50	0	0	0	270	0	1,359		1,359	
Information Technology Storage Growth	500	500	500	500	500	500	500	500	500	500	5,000			5,000
New Records Management System (RMS)	10,000	10,600	0	0	0	0	0	0	0	0	20,600			20,600
Wellness	1,700	300	0	0	0	0	0	0	0	0	2,000	2,000		
Long Term Facility Plan - 13,53 Division	0	0	0	0	0	0	300	8,661	23,303	24,553	56,817			56,817
Long Term Facility Plan - 51 Division; Major Expansion	0	0	0	0	8,761	9,120	7,729	0	0	0	25,610			25,610
Property & Evidence Warehouse Racking	0	50	950	0	0	0	0	0	0	0	1,000			1,000

**Appendix 6 (continued)**

Project Name	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2023-2032	Health & Safety & Legislated	SOGR	Growth & Improved Service
Vehicle and Equipment	9,631	9,956	10,013	9,991	10,028	9,975	10,077	10,102	10,128	10,128	100,029		100,029	
Remote Operated Vehicle (ROV) Marine Unit	0	295	0	0	0	0	0	0	295	0	590		590	
Workstation, Laptop, Printer- Lifecycle plan	2,653	4,147	4,243	3,286	3,947	3,478	3,713	4,656	3,265	5,543	38,931		38,931	
Infrastructure Lifecycle	17,206	17,409	5,269	14,816	13,476	11,180	11,435	11,547	10,000	14,816	127,154		127,154	
Mobile Workstations	(0)	346	10,425	1,139	0	0	346	10,425	1,139	0	23,820		23,820	
Locker Replacement	763	540	540	540	540	540	540	540	540	540	5,623		5,623	
Furniture & small furniture Lifecycle Replacement	2,926	2,600	2,100	1,550	1,450	750	1,050	1,050	500	500	14,476		14,476	
Automatic Vehicle Locator (A.V.L.)	0	0	0	0	0	2,400	0	0	0	0	2,400		2,400	
In - Car Camera	1,222	0	0	0	0	0	625	0	0	0	1,847		1,847	
Electronic Surveillance	0	244	0	0	0	0	153	92	105	0	594		594	
Digital Photography	0	0	532	361	0	0	0	534	362	0	1,789		1,789	
Divisional CCTV Management (D.V.A.M. I & II)	991	590	272	410	615	330	790	590	272	410	5,270		5,270	
Property & Evidence Scanners	4	0	0	0	43	0	0	0	0	0	47		47	
Small Equipment (e.g. telephone handset)	341	224	224	524	71	0	445	0	0	200	2,029		2,029	
Small Equipment - test analyzers	1,160	0	0	0	0	0	667	667	0	0	2,494		2,494	
Small Equipment - Intelligence	50	100	0	100	100	0	100	0	100	0	550		550	
Small Equipment - Video Recording Equipment	79	40	72	82	70	58	60	70	70	72	673		673	
Small Equipment - Video Recording Property & Video Evidence Management	15	0	38	0	17	30	17	0	30	0	147		147	
Small Equipment - Auditorium Audio and Visual Equipment	1,042	400	400	1,008	707	522	0	1,137	400	400	6,016		6,016	

**Appendix 6 (continued)**

Project Name	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2023-2032	Health & Safety & Legislated	SOGR	Growth & Improved Service
Radar Unit Replacement	200	86	190	53	237	101	0	90	35	13	1,005		1,005	
Livescan Machines	0	0	0	0	771	0	0	0	0	0	771		771	
Wireless Parking System	61	3,567	1,456	0	0	0	0	3,567	1,456	0	10,107		10,107	
Closed Circuit Television (C.C.T.V.)	0	0	0	0	2,360	0	0	0	0	0	2,360			2,360
Automated External Defibrillator (A.E.D.s.)	5	0	18	0	0	0	18	0	128	0	169			169
Conducted Energy Weapon (CEW)	559	559	559	643	643	643	643	643	643	643	6,178		6,178	
Marine Vessel Electronics	0	0	0	0	850	0	0	0	0	1,100	1,950		1,950	
Connected/Mobile Officer life cycle replacement - reserve	469	1,592	1,542	1,653	1,600	1,715	1,658	1,776	1,716	2,058	15,779			15,779
Body Worn Camera - Replacement Plan	1,526	1,526	1,526	1,526	1,526	1,526	1,526	1,526	1,526	0	13,734			13,734
AV Equipment for Command Vehicle	0	0	0	270	50	0	0	0	270	0	590			590
Hydrogen Fuel Cells	2,200	0	0	0	100	0	0	2,000	1,700	1,500	7,500		7,500	
<b>Total Expenditures (including carry forward from 2022)</b>	<b>90,178</b>	<b>98,527</b>	<b>85,677</b>	<b>62,601</b>	<b>75,468</b>	<b>52,451</b>	<b>53,671</b>	<b>69,890</b>	<b>69,719</b>	<b>67,826</b>	<b>726,008</b>	<b>5,579</b>	<b>457,481</b>	<b>262,948</b>

### Appendix 6a

#### 2023 Cash Flow and Future Year Commitments Including Carry Forward Funding

Project Name	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2023-2032	Previously Approved	Change in Scope	New w/Future Year
State-of-Good-Repair - Police	5,843	1,000									6,843	4,495		4,400
Transforming Corporate Support (HRMS, TRMS)	1,484										1,484	1,484		
Long Term Facility Plan - 54 and 55 Division	300	10,047	16,625	19,029	3,783						49,784	1,522		48,262
Long Term Facility Plan - 41 Division; New Build	20,000	24,959	23,333								68,292	44,500	23,792	
Long Term Facility Plan - Facility and Process Improvement	733										733	683	50	
Long Term Facility Plan - Consulting	528										528	528		
ANCOE (Enterprise Business Intelligence, Global Search)	389										389	187		202
Radio Replacement	1,850										1,850	1,850		
Automated Fingerprint Identification System (A.F.I.S.) Replacement	870										870	870		
Next Generation (N.G.) 9-1-1	1,579	2,000									3,579	2,765	600	214
Communication Centre - New Facility Assessment	80										80	80		
Uninterrupted Power Supply (U.P.S.) Lifecycle Replacement	450										450			450
Mobile Command Centre	769										769	769		
Information Technology Storage Growth	500										500			500
New Records Management System (RMS)	10,000										10,000			10,000
Wellness	1,700	300									2,000			2,000
Vehicle and Equipment	9,631										9,631	100		9,531
Workstation, Laptop, Printer- Lifecycle plan	2,653										2,653	500		2,153
Infrastructure Lifecycle	17,206										17,206	9,428		7,778
Locker Replacement	763										763	423		340
Furniture & small furniture Lifecycle Replacement	2,926										2,926	476		2,450
In - Car Camera	1,222										1,222	222		1,000

**Appendix 6a (continued)**

Project Name	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2023-2032	Previously Approved	Change in Scope	New w/Future Year
Divisional CCTV Management (D.V.A.M. I & II)	991										991	441		550
Property & Evidence Scanners	4										4	4		
Small Equipment (e.g. telephone handset)	341										341	117		224
Small Equipment - test analyzers	1,160										1,160	580		580
Small Equipment - Intelligence	50										50	50		
Small Equipment - Video Recording Equipment	79										79			79
Small Equipment - Video Recording Property & Video Evidence Management	15										15	6		9
Small Equipment - Auditorium Audio and Visual Equipment	1,042										1,042			1,042
Radar Unit Replacement	200										200			200
Wireless Parking System	61										61	61		
Automated External Defibrillator (A.E.D.s.)	5										5	5		
Conducted Energy Weapon (CEW)	559										559			559
Connected/Mobile Officer life cycle replacement - reserve	469										469	180		289
Body Worn Camera - Replacement Plan	1,526										1,526			1,526
2022 Budget Reduction- SOGR													(2,052)	
Hydrogen Fuel Cells	2,200										2,200	500		1,700
<b>Total Expenditures</b>	<b>90,178</b>	<b>38,306</b>	<b>39,958</b>	<b>19,029</b>	<b>3,783</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>191,254</b>	<b>72,827</b>	<b>22,390</b>	<b>96,037</b>

**Appendix 6b**

**2024 - 2032 Capital Plan**

Project Name	2024	2025	2026	2027	2028	2029	2030	2031	2032	2024-2032	Health & Safety & Legislated	SOGR	Growth & Improved Service
State-of-Good-Repair - Police	4,400	4,400	4,400	4,400	4,400	4,400	4,400	4,400	4,400	39,600		39,600	
Transforming Corporate Support (HRMS, TRMS)	0	0	0	0	0	0	0	0	0	0			0
Long Term Facility Plan - 54 and 55 Division					0	0	0	0	0	0			0
Long Term Facility Plan - 41 Division; New Build			0	0	0	0	0	0	0	0			0
Long Term Facility Plan - Facility and Process Improvement	0	0	0	0	0	0	0	0	0	0			0
Long Term Facility Plan - Consulting	0	0	0	0	0	0	0	0	0	0			0
ANCOE (Enterprise Business Intelligence, Global Search)	0	0	0	0	0	0	0	0	0	0			0
Radio Replacement	0	0	0	14,734	4,733	6,429	4,867	6,116	0	36,879		36,879	
Automated Fingerprint Identification System (A.F.I.S.) Replacement	0	0	0	3,589	0	0	0	0	0	3,589		3,589	
Next Generation (N.G.) 9-1-1		0	0	0	0	0	0	0	0	0	0		
Communication Centre - New Facility Assessment	0	0	0	0	0	0	0	0	0	0			0
Uninterrupted Power Supply (U.P.S.) Lifecycle Replacement	450	450	450	450	450	450	450	450	450	4,050		4,050	
Mobile Command Centre	0	0	270	50	0	0	0	270	0	590		590	
Information Technology Storage Growth	500	500	500	500	500	500	500	500	500	4,500			4,500
New Records Management System (RMS)	10,600	0	0	0	0	0	0	0	0	10,600			10,600
Wellness		0	0	0	0	0	0	0	0	0	0		
Long Term Facility Plan - 13,53 Division	0	0	0	0	0	300	8,661	23,303	24,553	56,817			56,817
Long Term Facility Plan - 51 Division; Major Expansion	0	0	0	8,761	9,120	7,729	0	0	0	25,610			25,610
Property & Evidence Warehouse Racking	50	950	0	0	0	0	0	0	0	1,000			1,000
Vehicle and Equipment	9,956	10,013	9,991	10,028	9,975	10,077	10,102	10,128	10,128	90,398		90,398	
Remote Operated Vehicle (ROV) Marine Unit	295	0	0	0	0	0	0	295	0	590		590	

**Appendix 6b (continued)**

Project Name	2024	2025	2026	2027	2028	2029	2030	2031	2032	2024-2032	Health & Safety & Legislated	SOGR	Growth & Improved Service
Workstation, Laptop, Printer- Lifecycle plan	4,147	4,243	3,286	3,947	3,478	3,713	4,656	3,265	5,543	36,278		36,278	
Infrastructure Lifecycle	17,409	5,269	14,816	13,476	11,180	11,435	11,547	10,000	14,816	109,948		109,948	
Mobile Workstations	346	10,425	1,139	0	0	346	10,425	1,139	0	23,820		23,820	
Locker Replacement	540	540	540	540	540	540	540	540	540	4,860		4,860	
Furniture & small furniture Lifecycle Replacement	2,600	2,100	1,550	1,450	750	1,050	1,050	500	500	11,550		11,550	
Automatic Vehicle Locator (A.V.L.)	0	0	0	0	2,400	0	0	0	0	2,400		2,400	
In - Car Camera	0	0	0	0	0	625	0	0	0	625		625	
Electronic Surveillance	244	0	0	0	0	153	92	105	0	594		594	
Digital Photography	0	532	361	0	0	0	534	362	0	1,789		1,789	
Divisional CCTV Management (D.V.A.M. I & II)	590	272	410	615	330	790	590	272	410	4,279		4,279	
Property & Evidence Scanners	0	0	0	43	0	0	0	0	0	43		43	
Small Equipment (e.g. telephone handset)	224	224	524	71	0	445	0	0	200	1,688		1,688	
Small Equipment - test analyzers	0	0	0	0	0	667	667	0	0	1,334		1,334	
Small Equipment - Intelligence	100	0	100	100	0	100	0	100	0	500		500	
Small Equipment - Video Recording Equipment	40	72	82	70	58	60	70	70	72	594		594	
Small Equipment - Video Recording Property & Video Evidence Management	0	38	0	17	30	17	0	30	0	132		132	
Small Equipment - Auditorium Audio and Visual Equipment	400	400	1,008	707	522	0	1,137	400	400	4,974		4,974	
Radar Unit Replacement	86	190	53	237	101	0	90	35	13	805		805	
Livescan Machines	0	0	0	771	0	0	0	0	0	771		771	
Wireless Parking System	3,567	1,456	0	0	0	0	3,567	1,456	0	10,046		10,046	
Closed Circuit Television (C.C.T.V.)	0	0	0	2,360	0	0	0	0	0	2,360			2,360
Automated External Defibrillator (A.E.D.s.)	0	18	0	0	0	18	0	128	0	164			164

**Appendix 6b (continued)**

Project Name	2024	2025	2026	2027	2028	2029	2030	2031	2032	2024-2032	Health & Safety & Legislated	SOGR	Growth & Improved Service
Conducted Energy Weapon (CEW)	559	559	643	643	643	643	643	643	643	5,619		5,619	
Marine Vessel Electronics	0	0	0	850	0	0	0	0	1,100	1,950		1,950	
Connected/Mobile Officer life cycle replacement - reserve	1,592	1,542	1,653	1,600	1,715	1,658	1,776	1,716	2,058	15,310			15,310
Body Worn Camera - Replacement Plan	1,526	1,526	1,526	1,526	1,526	1,526	1,526	1,526	0	12,208			12,208
AV Equipment for Command Vehicle	0	0	270	50	0	0	0	270	0	590			590
Hydrogen Fuel Cells	0	0	0	100	0	0	2,000	1,700	1,500	5,300		5,300	
<b>Total Expenditures (including carry forward from 2022)</b>	<b>60,221</b>	<b>45,719</b>	<b>43,572</b>	<b>71,685</b>	<b>52,451</b>	<b>53,671</b>	<b>69,890</b>	<b>69,719</b>	<b>67,826</b>	<b>534,754</b>	<b>0</b>	<b>405,595</b>	<b>129,159</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>Toronto Police Service</b>											
<b>Long Term Facility Plan - 54/55 Amalgamation; New Build</b>	1,054	103	300	50,500	519	On hold	Jan-17	Dec-24	TBD	Ⓜ	Ⓜ
Comments:	The cost consultant has identified that the cost of construction has increased considerably due to the increased costs of labour and materials from the ongoing pandemic as well as other factors such as the high cost of constructing a very deep, waterproof underground parking structure in a location with a high water table. The Project is put on hold while staff evaluate options for moving forward, given the significant cost pressures facing the Service. The Service is also changing direction in order to meet it's operational requirements. A business case with proper evaluation of any alternative options is being prepared.										
Explanation for Delay:	This project is on hold as staff evaluate options for moving forward due to considerable increased costs.										
<b>Transforming Corporate Support (HRMS, TRMS)</b>	1,722	156	238	8,435	6,869	Delayed	Jan-14	Dec-20	Dec-23	Ⓜ	Ⓜ
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. system implementation portion of this project is complete. The technical upgrade of T.R.M.S is also complete. Additional T.R.M.S. reports were created in T.R.M.S. for Budgeting and Court Attendance. Enhanced functionality was added to the Court Kiosk function (including mobile capabilities), automation of carry-over vacation rules and implementation of secure communication protocols. Some major enhancements include the integration piece between T.R.M.S. and H.R.M.S. as well as automation of shift schedule adjustments. These enhancements are on track to be delivered by the end of the year. The majority of work was done by utilizing existing Information Technology (I.T.) staffing. The I.T. consultant will continue working on the T.R.M.S. reports along with functionality enhancements. The process to secure additional external resources will begin prior to 2022 year end. Both a technical and functional assessment will be done to identify potential system enhancements as well as improvements to current business processes.										
Explanation for Delay:	The impact of the COVID-19 pandemic and resource constraints have hampered the planning for this project.										
<b>Radio Replacement</b>	2,729	162	879	38,051	35,484	Delayed	Jan-16	on-going	on-going	Ⓜ	Ⓜ
Comments:	The Service's Telecommunications Services Unit (T.S.U.) maintains 4,913 mobile, portable and desktop radio units. The replacement lifecycle of the radios was extended from seven years to ten years a number of years ago, in order to reduce the replacement cost of these important and expensive assets. There have been supply chain issues that have impacted the spend rate of this project.										
Explanation for Delay:	supply chain issues										
<b>Body Worn Camera - Phase II</b>	921	57	921	5,887	4,991	On Time	Jan-17	Dec-20	Dec-22	Ⓜ	Ⓜ
Comments:	The contract award to Axon Canada was approved by the Board at its August 2020 meeting (Min. No. P129/20 refers). To date, the Service has issued all 2,350 body cameras, and has trained 2,800 frontline officers (accounting for the rotation of officers assigned to frontline roles). Digital disclosure of body-worn camera, along with most other digital media, evidence (photos, videos, audio) has been successfully piloted at 23 Division to the M.A.G. Toronto West Court location. An Evidence.com disclosure training course has been developed for all the active Case Managers/Investigators. In June 2022, a new training course for Case Managers and Investigators focussing on Evidence Management and Disclosure was created. This course encapsulates all of the body-worn camera training, and leverages our Evidence.com cloud-based platform as a digital evidence management system with the purpose of creating efficiencies and streamlining disclosure workflows to court. To date, all Case Managers / Investigators from Divisions 12, 22, and 23 as well as Hold Up Squad and the Homicide Unit have been Disclosure trained. Disclosure training is estimated to be 20% complete, with the remainder of the Service being trained by the end of the year.										
Explanation for Delay:	On Schedule										

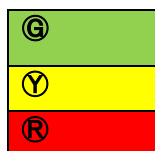
### Appendix 7 (continued)

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>Toronto Police Service</b>											
<b>Next Generation (N.G.) 9-1-1</b>	7,000	687	6,008	10,256	1,956	On Time	Jan-19	Dec-23	Dec-24	Ⓞ	Ⓞ
Comments:	Current 9-1-1 systems are voice-centric and were originally designed for landlines. Per the Canadian Radio-television and Telecommunications (C.R.T.C.) mandate, Canadian telecommunications service providers will be upgrading their infrastructure for N.G. 9 1 1 to an Internet Protocol (I.P.) - based platform technology capable of carrying voice, text and other data components. This project also includes the renovation of the training room, training room furniture, and the expansion to three other floors at the current Communications Centre building (Primary Site). The renovations of three other floors of the Primary Site is for future expansion for additional call taking positions as well as much-needed rest areas, meeting space, consolidated management, administration and support areas. It will also include some minor renovation in the Back-up Site (Secondary Site). • Real Time Text (R.T.T.) is expected to be rolled out at some point in 2024. While the impact of R.T.T. is unknown at this time, it is widely anticipated to require increased staff levels to accommodate longer processing time of R.T.T. calls										
Explanation for Delay:	The original go live date has been pushed out due to construction delays from supply chain issues.										
<b>Long Term Facility Plan - 41 Division; New</b>	19,925	1,928	5,950	52,864	4,342	Delayed	Jan-18	Dec-22	Dec-25	Ⓡ	Ⓡ
Comments:	This new divisional building is being constructed in phases on the existing 41 Division site. Operations will continue on the site while construction is ongoing. There has been a significant cost escalation due to inflationary factors. At the request of the City's Environment and Energy Department, the project team has spent the past several months modifying and value engineering the building's design in order to achieve Net Zero Emissions.										
Explanation for Delay:	Delays due to permitting the Site Plan Approval process and the redesign requirements to achieve Net Zero Emissions.										
<b>Automated Fingerprint Identification System</b>	1,107	0	237	3,162	474	Delayed	Jan-19	Dec-20	Dec-22	Ⓡ	Ⓨ
Comments:	The current A.F.I.S. is a 2011 model that was first deployed in January 2013, and has reached end of life as of December 31, 2020. The A.F.I.S. system is based on a biometric identification (I.D.) methodology that uses digital imaging technology to obtain, store, and analyze fingerprint data. The contract award to IDEMIA was approved in April 2020 and contract negotiations were completed in December 2020. The Planning phase was completed and the project plan was delivered in August 2021. Throughout the design phase the vendor has been experiencing limited resources, primarily due to COVID-19 which impacted the timelines and the remaining milestones were moved. All efforts are continuing with the planning of migration and integration of the system. Unpredictable COVID-19 impacts including materials, shipping and human-resource constraints continue to be evaluated. The vendor provided a timeline that completes the Design phase in 2022 and moves the completion of remaining events into 2023. The Service is expecting the system to be fully operational by the end of April 2023.										
Explanation for Delay:	Continue to experience delay due to limited resources and supply chain issues.										
<b>Mobile Command Centre</b>	1,735	0	966	2,325	0	Delayed	Feb-21	Apr-22	Jun-23	Ⓨ	Ⓨ
Comments:	The Service will be acquiring a new Mobile Command Vehicle to support the challenges of providing public safety services in a large urban city. The vehicle will play an essential role in fulfilling the need to readily support any and all operations and occurrences within the City. The design of this vehicle will allow for the flexibility to cover emergencies and non-emergency events such as extreme event response, major sporting events, searches, and joint operations. The vehicle will be designed to operate with other emergency services, as well as municipal, provincial and federal agencies. The technology will focus on both the current and future technological needs required to work within the C3 (Command, Control, Communications) environment, further ensuring efficient and effective management of public safety responses. The R.F.Q. for the Mobile Command Vehicle was completed in 2021 and P.K. Van Welding and Fabrication was the successful bidder. After initial consultation with the successful bidder, it was identified that the project would have several delays due to the ongoing world-wide vehicle chip shortage. Delivery of the chassis is expected by the end of the year and the Service will move into the build phase immediately. The Service is working with P.K. Van Welding and Fabrication as well as internal staff to finalize plans and drawings in preparation for the build. The Mobile Command Vehicle will be fully functional to respond to and support operational requirements by the second quarter of 2023.										
Explanation for Delay:	This project has experienced delays due to ongoing world wide vehicle chip shortage.										

On/Ahead of Schedule

Minor Delay < 6 months

Significant Delay > 6 months



>70% of Approved Project Cost

Between 50% and 70%

< 50% or > 100% of Approved Project Cost

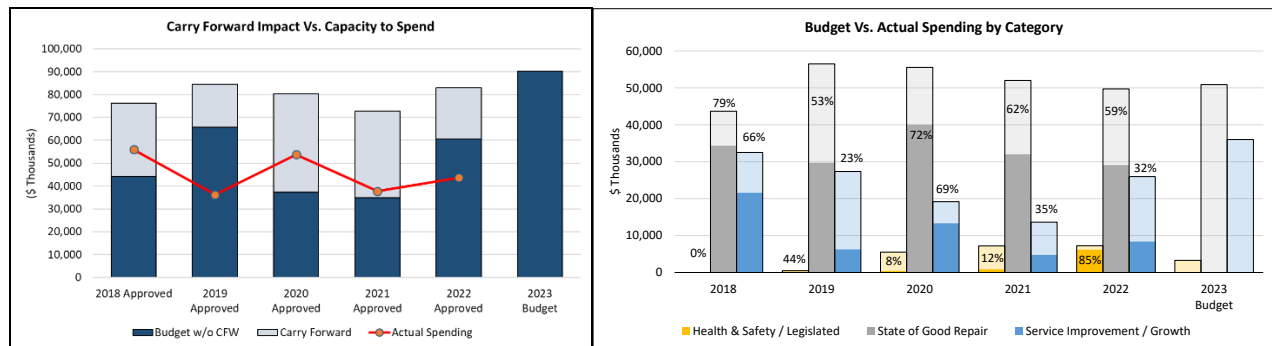
## Appendix 8

### Capacity to Spend Review

The 10-Year Capital Plan has been developed with consideration of historical demonstrated ability to spend within any given year of the ten year capital plan. A review was undertaken to ensure budgets align with Service’s ability to spend and the markets capacity to deliver.

Continued civilian staffing vacancies, have put significant pressure on the ability of staff to work on capital projects while continuing to perform other duties. This is being addressed by adding additional staffing in Facilities Management and Purchasing unit to support capital project’s progress. A key component in determining an appropriate level of annual cash flows includes historical capacity to spend reviews by project categories (Chart 3 below) as well as the level of projected 2022 underspending that will be carried forward into 2023 to complete capital work.

**Chart 3 – Capacity to Spend**



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

Toronto Police reviewed its historical capital spending trends and capacity to deliver projects. Based on the review of historical capital spending constraints and a capacity to spend review, \$43.5 million is being carried forward from 2021 and 2022 to 2023 for projects such as *State of Good Repair*, *Transforming Corporate Support*, *41 Division*, *Next Generation 911*, *Information Technology Infrastructures*, etc. The 2022 gross projected spending rate is \$43.629 million or 52.6% at year-end.

The 2023 cash flow funding is higher than the historic 5-year average spending as reflected in Chart 3 above as there have been significant cost increases in various projects due to COVID-19 impacts. Other challenges such as supply chain issues and global chip shortage delayed some projects; however, it is anticipated that these equipment will be received in 2023. New projects and associated funding requirements as well as costing adjustments have been added to the 10-Year Capital Plan as noted below:

- *41 Division* - increased by \$23.8 million. The construction cost increases continue to affect the project budget and schedule. The market is still experiencing unprecedented cost escalation, supply chain issues, and labour shortages. Furthermore, at the request of the City’s Environment and Energy Department, the project team has spent the past several months modifying and value engineering the building’s design in order to achieve Net Zero Emissions requirement (additional cost of \$8.9 million). This has delayed the project and as a result there is an estimated \$18.6 million carry forward (\$14 million from 2022 and \$4.6 million from 2021).
- *New Records Management System (R.M.S.)* – additional funding of \$20.6 million. This project is for replacement of the existing R.M.S. system, a core operating system of the Service. A review of the existing system showed that the current system is lagging technologically, as usability and functional gaps/weaknesses continue to create operational challenges as well as progress to a digital environment. This misalignment with the Service’s strategy for digital reform, limits its ability to improve the flow of information through the organization from front-line to investigative and analytical/intelligence functions. The new system will improve the ability to make connections between related pieces of information and increase the interaction and openness to the public of our information and our processes.

- *51 Division* – increased by \$13.6 million based on construction cost increase.
- *Vehicle Replacement* - increased by \$9.1 million based on transitioning to hybrid model vehicles.
- *Furniture Lifecycle Replacement* – increased by \$9.0 million as in many cases repairs are not a viable option and replacement is required, and some areas such as *Communication Services* need full furniture replacement.
- N. G. 911 - increased by \$0.6 million due to higher cost of construction for training room and other floors that are being renovated.
- *Information Technology (I.T.) Storage Growth* – additional funding of \$0.5 million/year. The I.T. Infrastructure Data Storage Growth project is a dedicated program to outline and measure the historical and ongoing increase in Service's data. Data is being added faster than can be purged through current retention policies. Although the policies are being reviewed, data continues to grow exponentially for police operational needs including evidence gathering, disclosure, analytics, transparency, accountability, and for legislative requirements. With a dedicated project, any storage increases will have improved tracking, costing and projections. The type and location of the storage i.e. cloud, cold, on premise or alternative devices will be procured and tracked within this project for better accountability and modernization.
- *Wellness Unit* – additional funding of \$2.0 million. The Wellness Unit has adopted a decentralized service delivery model and will relocate much of its staff from Toronto Police Headquarters to different locations across Toronto to ensure services are located strategically to better serve members.
- *In Car Camera* – reduced by \$9.2 million as this project will be consolidated with the Automated License Plate Recognition (A.L.P.R.) and funded through a Provincial grant.

## Appendix 9

### Summary of Capital Needs Constraints

Project Description	Total Project Cost	Non-Debt Funding	Debt Required	Cash Flow (In \$ Thousands)										
				2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	
<b>NOT INCLUDED</b>														
Communication Centre New Facility 2023-2032	78,233		78,233		6,500	25,000	28,433	18,300						
22 Division New Build	50,500	27,712	22,788			600	4,717	19,082	18,590	7,511				
<b>Total Needs Constraints (Not Included)</b>	<b>128,733</b>	<b>27,712</b>	<b>101,021</b>		<b>6,500</b>	<b>25,600</b>	<b>33,150</b>	<b>37,382</b>	<b>18,590</b>	<b>7,511</b>				

In addition to the 10-Year Capital Plan of \$726 million, staff have also identified two projects under capital needs constraints for the Toronto Police Service as reflected in the table above. Please note the costing estimates are not reflecting the significant cost increases in construction. The capital needs constraints are substantial in scope and require significant funding. These projects will be considered for funding in the budget process of future years.

- *New Communication Centre (9-1-1)* additional space and system requirements:
  - The primary and alternate locations for Communications 9-1-1 services have reached the maximum capacity for personnel, workspace and technology.
  - These existing facilities will not be able to accommodate growth, expansion or the requirement of N.G.9-1-1.
  - Although critical, this project has been placed in the unfunded category as the requirements and estimated costs need further review.
  - This project and its funding should also be jointly coordinated with other City Emergency Services (Fire and Paramedic services). It should be noted that this cost is a very preliminary estimate and further assessment will be required.
  - The Service is in the process of conducting a feasibility study to review requirements and recommend a suitable approach.
- *22 Division:*
  - Due to its aging infrastructure, 22 Division was identified as part of the Long Term Facility Renovation Program a number of years ago. The area of the City where the division is located continues to go through significant change and development. The Service will work with the CreateTO to determine the needs. This project is moved below to capital needs constraints until more information becomes available and a source of funding is identified.

## Appendix 10

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

#### 2023 Operating Budget

#### Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2023	2024	2025
		\$	\$	\$
<b>Beginning Balance</b>		<b>7,636.8</b>	<b>4,527.8</b>	<b>2,676.4</b>
<i>Police Health Care Spending Account</i>	XR1720			
<i>Withdrawals (-)</i>		(3,332.7)	(4,046.7)	(4,046.7)
<i>Contributions (+)</i>		100.0	2,100.0	3,600.0
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>4,404.1</b>	<b>2,581.1</b>	<b>2,229.7</b>
<b>Interest Income</b>		<b>123.7</b>	<b>95.3</b>	<b>100.4</b>
<b>Balance at Year-End</b>		<b>4,527.8</b>	<b>2,676.4</b>	<b>2,330.1</b>

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2023	2024	2025
		\$	\$	\$
<b>Beginning Balance</b>		<b>11,493.7</b>	<b>5,648.4</b>	<b>(242.8)</b>
<i>Police Central Sick Bank</i>	XR1701			
<i>Withdrawals /TPS (-)</i>		(7,811.0)	(7,811.0)	(7,811.0)
<i>Withdrawals /Parking (-)</i>		(333.8)	(333.8)	(333.8)
<i>Contributions/ 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>5,445.7</b>	<b>(399.6)</b>	<b>(6,290.8)</b>
<b>Interest Income</b>		<b>202.7</b>	<b>156.8</b>	<b>103.1</b>
<b>Balance at Year-End</b>		<b>5,648.4</b>	<b>(242.8)</b>	<b>(6,187.6)</b>

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2023	2024	2025
		\$	\$	\$
<b>Beginning Balance</b>		<b>8,607.0</b>	<b>5,615.8</b>	<b>3,624.6</b>
<i>Police Legal Liabilities Reserve</i>	XQ1901			
<i>Withdrawals / TPS (-)</i>		(3,270.3)	(3,270.3)	(3,270.3)
<i>Withdrawals / Board (-)</i>		(1,075.7)	(1,075.7)	(1,075.7)
<i>Contributions / TPS (+)</i>		930.0	1,930.0	2,930.0
<i>Contributions / Board (+)</i>		424.8	424.8	424.8
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>5,615.8</b>	<b>3,624.6</b>	<b>2,633.4</b>
<b>Balance at Year-End</b>		<b>5,615.8</b>	<b>3,624.6</b>	<b>2,633.4</b>

## Appendix 10 (continued)

### 2023 Operating Budget

#### Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2023	2024	2025
		\$	\$	\$
<b>Beginning Balance</b>		<b>8,506.5</b>	<b>3,506.5</b>	<b>3,506.5</b>
<i>Police Modernization Reserve</i>	XQ1903			
<i>Withdrawals (-)</i>		(5,000.0)	TBD	TBD
<i>Contributions (+)</i>		-		
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>3,506.5</b>	<b>3,506.5</b>	<b>3,506.5</b>
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>				
<b>Balance at Year-End</b>		<b>3,506.5</b>	<b>3,506.5</b>	<b>3,506.5</b>

#### Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2023	2024	2025
		\$	\$	\$
<b>Beginning Balance</b>		<b>38,184.6</b>	<b>36,887.6</b>	<b>35,565.3</b>
<i>Sick Leave</i>	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>33,436.9</b>	<b>32,139.9</b>	<b>30,817.6</b>
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>		<b>2,725.8</b>	<b>2,725.8</b>	<b>2,725.8</b>
<b>Interest Income</b>		<b>724.9</b>	<b>699.6</b>	<b>673.8</b>
<b>Balance at Year-End</b>		<b>36,887.6</b>	<b>35,565.3</b>	<b>34,217.2</b>

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2023	2024	2025
		\$	\$	\$
<b>Beginning Balance</b>		<b>2,107.8</b>	<b>136.8</b>	<b>139.5</b>
<i>Ontario Cannabis Legalization</i>	XR3038			
<i>Withdrawals / TPS (-)</i>		(500.0)	-	-
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>1,607.8</b>	<b>136.8</b>	<b>139.5</b>
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>		<b>(1,492.6)</b>	<b>-</b>	<b>-</b>
<b>Interest Income</b>		<b>21.7</b>	<b>2.7</b>	<b>2.7</b>
<b>Balance at Year-End</b>		<b>136.8</b>	<b>139.5</b>	<b>142.2</b>

The 2023 Operating Budget includes a one-time draw of \$2.633 million (for one-time costs) from funds available and set aside in the Tax Stabilization Reserve (XQ0703).

## Appendix 10 (continued)

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

#### 2023 – 2032 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)										Total
		2023 Budget	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	
XQ1701	Beginning Balance	39,514	22,379	8,909	3,592	3,497	3,789	11,963	15,860	3,412	6,505	
Vehicle and Equipment Reserve	Withdrawals (-)	(39,895)	(40,230)	(36,077)	(34,855)	(37,468)	(29,586)	(33,863)	(50,208)	(34,667)	(37,923)	(374,772)
	<b>Total Withdrawals</b>	<b>(39,895)</b>	<b>(40,230)</b>	<b>(36,077)</b>	<b>(34,855)</b>	<b>(37,468)</b>	<b>(29,586)</b>	<b>(33,863)</b>	<b>(50,208)</b>	<b>(34,667)</b>	<b>(37,923)</b>	<b>(374,772)</b>
	Contributions - Service (+)	20,766	24,766	28,766	32,766	35,766	35,766	35,766	35,766	35,766	35,766	321,660
	Contributions - Parking (+)	1,994	1,994	1,994	1,994	1,994	1,994	1,994	1,994	1,994	1,994	19,940
	<b>Total Contributions</b>	<b>22,760</b>	<b>26,760</b>	<b>30,760</b>	<b>34,760</b>	<b>37,760</b>	<b>37,760</b>	<b>37,760</b>	<b>37,760</b>	<b>37,760</b>	<b>37,760</b>	<b>341,600</b>
<b>Balance at Year-End</b>		<b>22,379</b>	<b>8,909</b>	<b>3,592</b>	<b>3,497</b>	<b>3,789</b>	<b>11,963</b>	<b>15,860</b>	<b>3,412</b>	<b>6,505</b>	<b>6,342</b>	<b>(33,172)</b>

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)										Total
		2023 Budget	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	
XR2117	Beginning Balance	52,213	51,187	38,302	21,997	10,870	(2,229)	(3,646)	(820)	(2,900)	(3,427)	
Development Charges	Withdrawals (-)	(6,172)	(17,584)	(20,917)	(15,600)	(17,416)	(5,662)	(1,239)	(5,756)	(4,248)	(7,518)	(102,112)
	<b>Total Withdrawals</b>	<b>(6,172)</b>	<b>(17,584)</b>	<b>(20,917)</b>	<b>(15,600)</b>	<b>(17,416)</b>	<b>(5,662)</b>	<b>(1,239)</b>	<b>(5,756)</b>	<b>(4,248)</b>	<b>(7,518)</b>	<b>(102,112)</b>
	Contributions (+)	3,976	3,663	3,858	3,984	4,062	4,129	3,936	3,540	3,611	3,394	38,154
	Interest Income	1,170	1,036	754	489	255	115	129	136	111	66	4,261
	<b>Total Contributions</b>	<b>5,146</b>	<b>4,699</b>	<b>4,612</b>	<b>4,473</b>	<b>4,317</b>	<b>4,244</b>	<b>4,065</b>	<b>3,676</b>	<b>3,722</b>	<b>3,461</b>	<b>42,415</b>
<b>Balance at Year-End</b>		<b>51,187</b>	<b>38,302</b>	<b>21,997</b>	<b>10,870</b>	<b>(2,229)</b>	<b>(3,646)</b>	<b>(820)</b>	<b>(2,900)</b>	<b>(3,427)</b>	<b>(7,484)</b>	<b>(59,697)</b>



## 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 Service Priorities:** 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).