



Budget Committee Meeting

December 5, 2019

**Auditorium – Police Headquarters
9:00 AM**

<https://www.ontario.ca/laws/statute/90m50>



BUDGET COMMITTEE MEETING

Minutes

Thursday, December 5, 2019 at 9:00 AM

**Auditorium, 40 College Street, 2nd Floor
Toronto, Ontario**

www.tpsb.ca

The following *draft* Minutes of the meeting of the Toronto Police Services Board Budget Committee that was held on December 5, 2019 are subject to adoption at the next regularly scheduled Board meeting.

Attendance:

The following members were present:

Jim Hart, Chair
Marie Moliner, Vice-Chair

The following were also present:

Ryan Teschner, Executive Director, Toronto Police Services Board
Diana Achim, Board Administrator, Toronto Police Services Board
Jane Burton, Solicitor, City of Toronto - Legal Services Division

Declarations:

Declarations of Interest under the *Municipal Conflict of Interest Act* - none

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on December 5, 2019

P234 The Budget Committee met to discuss the following reports:

1. November 29, 2019 from Mark Saunders, Chief of Police
Re: [Toronto Police Service 2020 - Operating Budget Request](#)

2. November 29, 2019 from Mark Saunders, Chief of Police
Re: [Toronto Police Service 2020-2029 Capital Program Request](#)
3. November 29, 2019 from Mark Saunders, Chief of Police
Re: [Toronto Police Service Parking Enforcement Unit - 2020 Operating Budget Request](#)
4. November 26, 2019 from Jim Hart, Chair
Re: [Toronto Police Services Board 2020 Operating Budget Request](#)

Mr. Tony Veneziano, CAO and Ms. Cindy Grant, Manager, Budget and Financial Analysis, provided a detailed presentation regarding the Toronto Police Service operating and capital budgets and the Parking Enforcement budget and responded to questions from the Budget Committee Members. A copy of the [power point presentation](#) is attached to this Minute.

The following were in attendance and delivered deputations:

- Mr. Miguel Avila
- Mr. John Sewell, *Toronto Police Accountability Coalition*

The Board was also in receipt of a [written submission](#) from Mr. John Sewell, a copy is attached to this minute.

The Budget Committee received the presentations and the deputations. The Budget Committee approved the reports.

Moved by: M. Moliner
Seconded by: J. Hart

Minutes Approved by:

Original signed

Jim Hart
Chair



Toronto Police Service

2020 Operating Budget

Request

Presentation to the Toronto Police Services Board

Budget Committee

December 5, 2019

STRATEGIC PLAN

GOAL * PLAN * SUCCESS

At the Toronto Police Service, our mission is Community Safety - to keep Toronto the safest place to be.

Goals guided by The Way Forward



Be where the public needs the Service the most



Embrace partnerships to create safe communities



Focus on the complex needs of a large city



Budget priorities



Maintain sufficient staffing levels and deploy resources effectively to keep a growing city safe



Enhance capabilities to continue modernization journey



Fiscal discipline and accountability to achieve value, transparency and sustainability

Our Vision

Intelligence Led Policing – Balance of proactive and reactive policing

Technologically Advanced

Properly resourced by officers and Civilians

THE SERVICE CONTINUES WITH MODERNIZATION

Achieved over \$100M savings from 2016 to 2018 & 0% increase in 2017 and 2018

Enhancing Service Delivery

- Online parking complaints
- Transfer of Crossing Guards
- Disbanded Transit Patrol Unit
- Public Safety Data Portal
- Civilianization Initiatives
- Public Safety Response Team (P.S.R.T)
- Priority Response Group (P.R.G.)
- Redirecting non-emergency calls for service
- NG911
- New Shift Schedule
- District Model
- Data Analytics (A.N.C.O.E.)
- Robotic Process Automation (RPA)

Mobile and community-focused

- 700 mobile devices deployed – Connected Officer
- Enhanced Neighbourhood Community Officer Pilot
- Connected Officer Expansion 2,100 devices (Grant funded)
- Expanding Neighbourhood Community Officer program
- District Policing Model

Completed

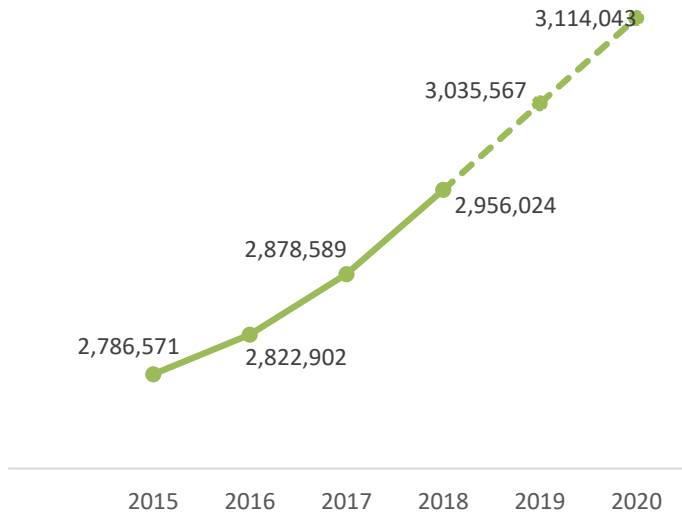
In Progress

WORKLOAD DEMANDS & CHALLENGES

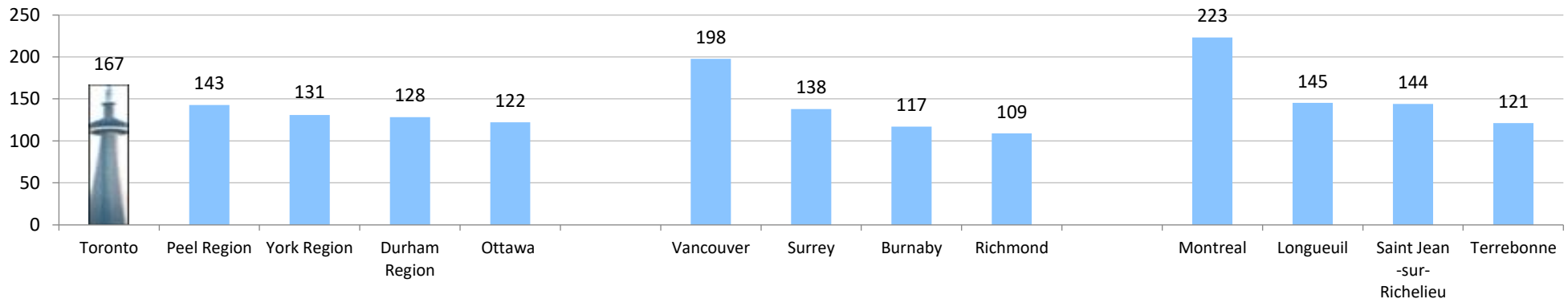
The City of Toronto is growing at an exceptional pace

Toronto's population has grown by **169,000** from 2015 to 2018 and continues to grow significantly. In 2018, Toronto had 44.5M visitors.

500K Projected increase in population from 2015 to 2023 This is roughly the size of Hamilton



2018 Officers per 100,000 population in Major Canadian Cities and Outlying Regions



Note: Number of officers per 100,000 will decrease to 157 in 2019 and 158 in 2020

WORKLOAD DEMANDS & CHALLENGES

Major Crimes are up

Major Crime Indicators 2015-2018



↑ 62.7%
Homicides



↑ 9.4%
Break and Enter



↑ 8.8%
Assault



↑ 1.8%
Robbery



↑ 45.7%
Auto Theft



↑ 19.3%
Theft over \$5,000

October	2018	2019	% Change
Assault	16,297	17,194	5.5%
Auto Theft	3,760	4,287	14.0%
Break and Enter	6,184	7,024	13.6%
Robbery	2,922	2,820	-3.5%
Theft Over	1,002	1,153	15.1%
Homicides	88	60	-31.8%

WORKLOAD DEMANDS & CHALLENGES

And other demand factors are a challenge



Persons in Crisis	% Change 2018 over 2015	% Change YTD - 2019 over 2018
Persons in Crisis	27.6%	-1.4%
Overdose	61.4%	28.4%
Threaten Suicide	35.8%	6.9%

Shootings	% Change 2018 over 2015	% Change YTD - 2019 over 2018
Gun Calls	28.1%	6.7%
Shooting Incidents	15.9%	16.4%
Shooting Victims	29.6%	22.7%

Legislative Impacts

Cannabis

R. v. Jordan
and disclosure
911 tapes

Presumptive
PTSD &
Chronic Mental
Stress

Next
Generation 911

WORKLOAD DEMANDS & CHALLENGES

Calls for service are up with a decreased and optimized workforce

Calls for Service

2015-2018

2018 – 2019 YTD*

Overall increase in calls

↑ 7.5%

↑ 2.1%

Emergency Calls

↑ 10.3%

↑ 3.1%

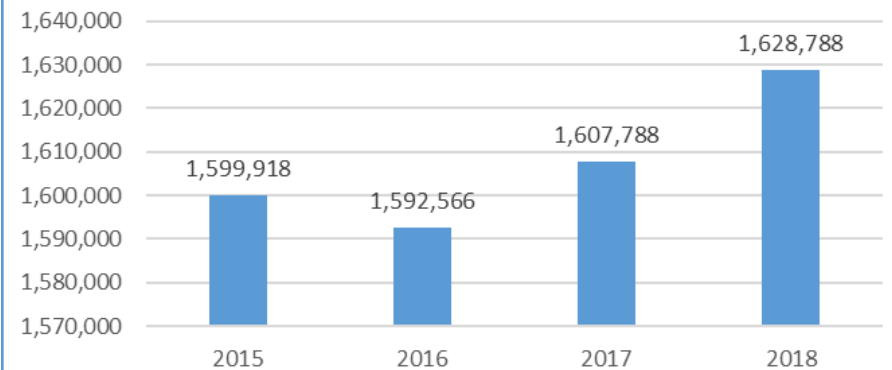
Non Emergency Calls

↑ 4%

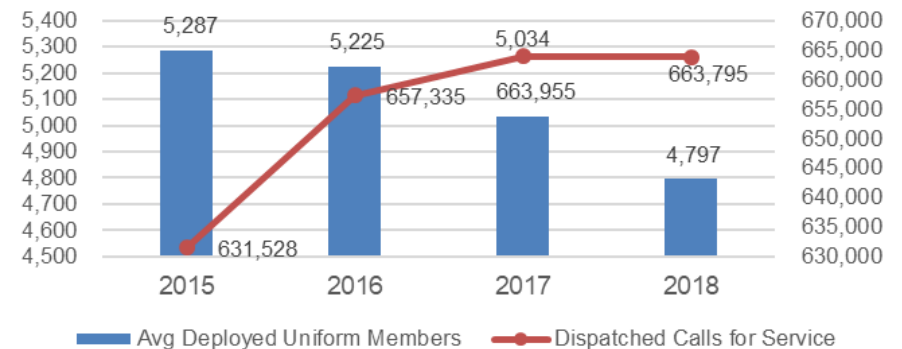
↓ 3.9%

* As of October 31

Hours Spent on Calls for Service



Average Deployed Uniform Staffing vs Dispatched Calls for Service (2015-2018)



BUDGET BY THE NUMBERS

At the Toronto Police Service, our mission is Community Safety - to keep Toronto the safest place to be.



\$1,076.2M

Net 2020 operating budget



3.9%

Increase in operating budget over 2019



89%

Operating budget allocated towards people



2,490

2020 Civilian positions



4,930

2020 Average uniform deployed strength

This request includes new investments:



140 Priority Response Officers to answer calls and be proactive in the community



40 more Neighbourhood Community Officers



8 traffic officers in support of the Vision Zero Road Safety Plan



Body Worn Cameras



5 new Equity, Inclusion and Human Rights positions

2020 TOTAL OPERATING BUDGET SUMMARY



Summary of 2020 Budget Request (\$M's)

2020 Budget Request	2019 Budget \$Ms	2020 Request \$Ms	\$ Increase / (Decrease) over 2019	% Increase / (Decrease) over 2019
Base Budget Request	\$1,035.4	\$1,065.1	\$29.7	2.9%
New Investment Request	\$0.0	\$11.1	\$11.1	1.0%
Total 2020 Budget Request	\$1,035.4	\$1,076.2	\$40.8	3.9%

2020 BASE OPERATING BUDGET SUMMARY



Summary of 2020 Base Budget Request Changes (\$M's)

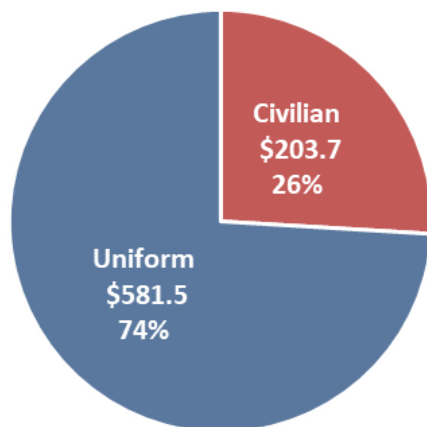
Base Budget	2019 Budget \$Ms	2020 Request \$Ms	\$ Increase / (Decrease) over 2019 Budget	% Increase / (Decrease) over 2019 Total Budget
Salary Requirements	777.8	785.2	7.4	0.7%
Premium Pay	53.9	47.9	(6.0)	(0.6%)
Statutory Deductions and Benefits	212.8	216.0	3.3	0.3%
Reserve Contributions	50.5	50.5	0.0	0.0%
Other Expenditures	81.6	80.6	(1.0)	(0.1%)
Revenues	(141.1)	(144.0)	(2.9)	(0.3%)
Net Base Budget Request (excluding Salary Settlement)	\$1,035.4	\$1,036.2	\$0.8	0.1%
Salary Settlement		28.9	28.9	2.8%
Net Base Budget Request	\$1,035.4	\$1,065.06	\$29.68	2.9%

BASE OPERATING BUDGET SALARY



(\$M)	2019 Budget	2020 Budget	\$ Change over 2019	% Change over 2019 Total Budget
Salary Requirements	777.8	785.2	\$7.4	0.7%

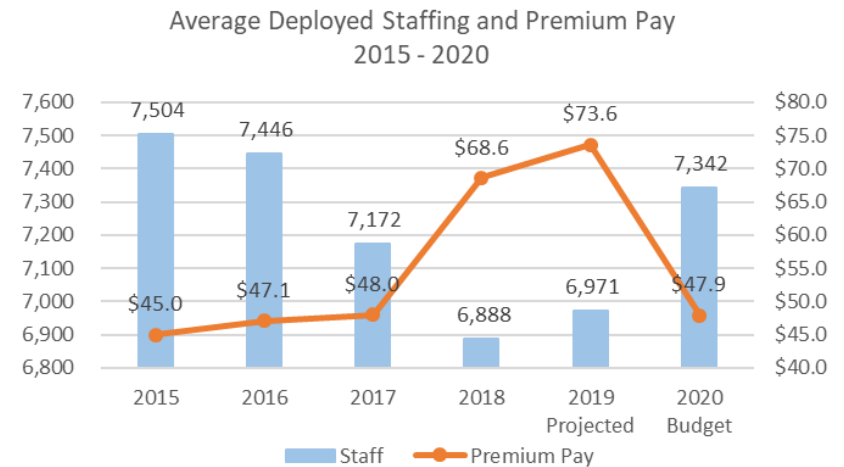
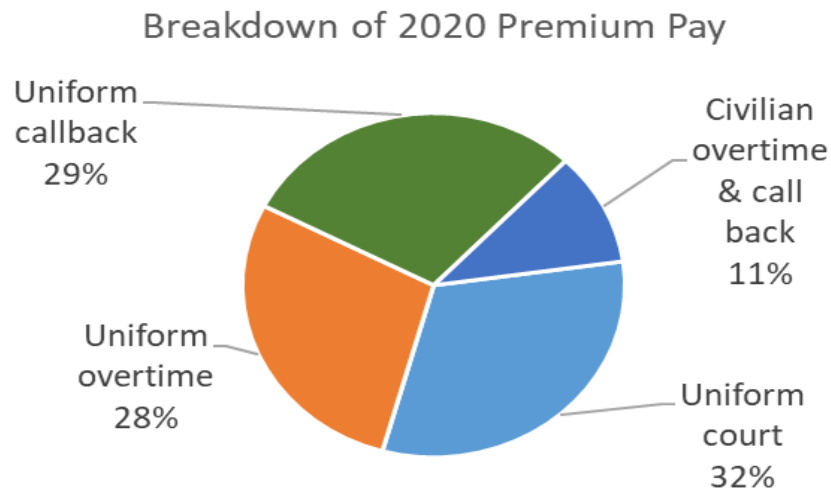
Ratio of Uniform Salary to Civilian Salary



- Base budget maintains current strength of uniform officers at 4,850 and 2,490 civilian positions
 - Approx. 150 critical civilian vacancies to be filled through this budget (communications operators, technology, etc.)
- Prior year impacts - annualization of civilianization initiatives (e.g. District Special Constables)
- Leap year impact

BASE OPERATING BUDGET PREMIUM PAY

(\$M)	2019 Budget	2020 Budget	\$ Change over 2019	% Change over 2019 Total Budget
Premium Pay	53.9	47.9	(\$6.0)	(0.6%)



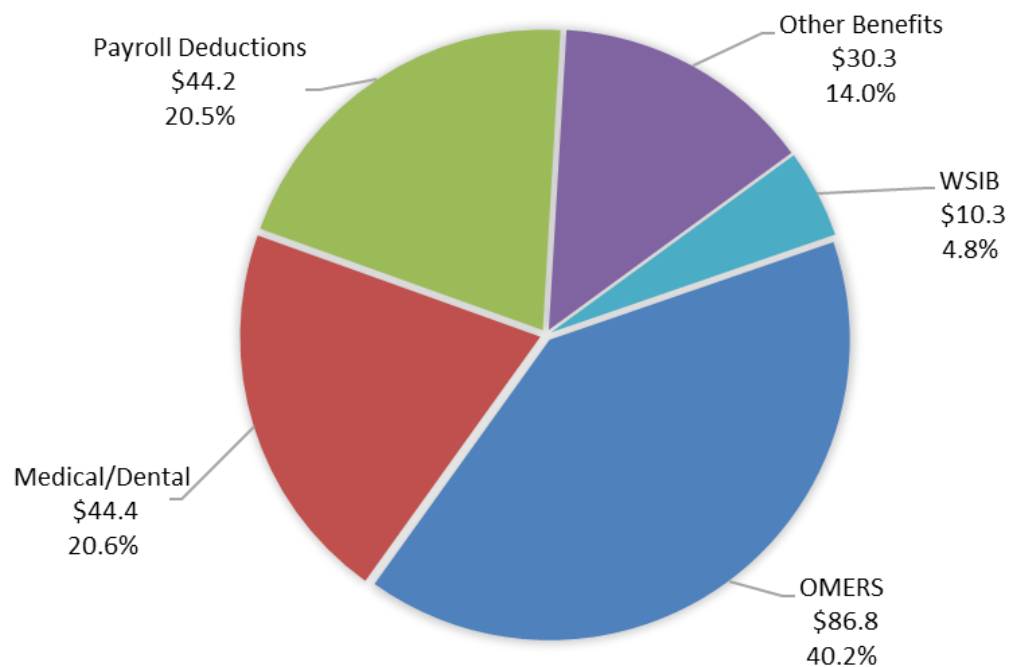
2019 premium pay budget expected to be exceeded by \$18M+; This amount was offset by savings from civilian salary
 \$6M reduction was made based on increasing staffing levels, moving to new shift schedules and filling more vacancies

BASE OPERATING BUDGET STATUTORY DEDUCTIONS and BENEFITS



(\$M)	2019 Budget	2020 Budget	\$ Change over 2019	% Change over 2019 Total Budget
Statutory Deductions & Benefits	212.8	216.0	3.3	0.3%

Breakdown of 2020 Budget Statutory Deductions and Benefits



- Medical/Dental coverage (\$0.7M increase) – actuals have been increasing in 2019
- Workplace Safety & Insurance Board (W.S.I.B.) (\$1.4M increase) – actuals continue to increase due to Bill 163, Supporting Ontario’s First Responders Act regarding Post Traumatic Stress Disorder (P.T.S.D)
- Various expenditures (\$1.2M) for retiree medical/dental, group life insurance, Payroll deductions, etc.

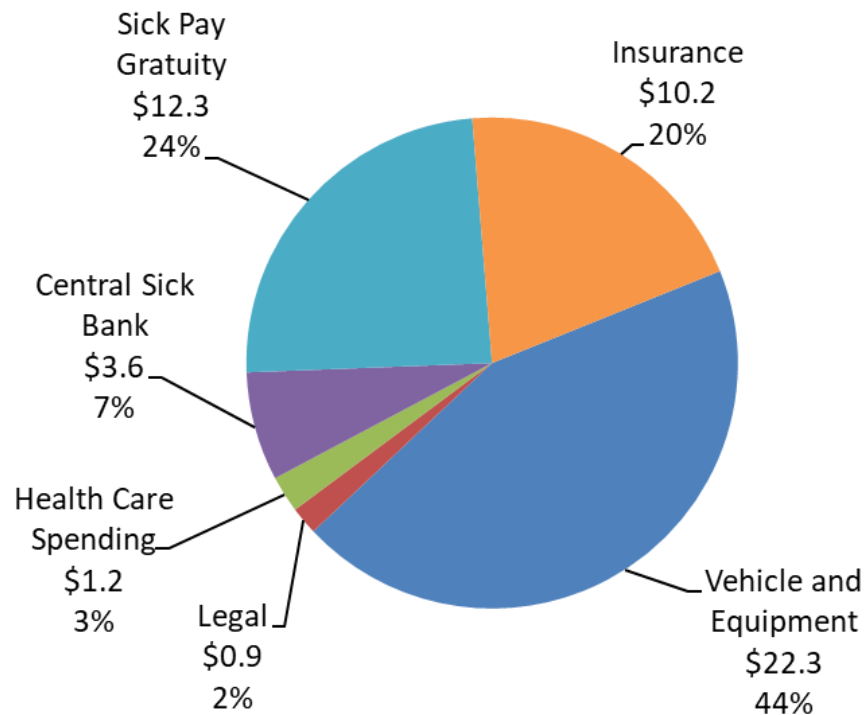
Other benefits include Group life insurance, retiree medical/dental/paid up life, central sick, etc.

BASE OPERATING BUDGET RESERVES



(\$M)	2019 Budget	2020 Budget	\$ Change over 2019	% Change over 2019 Total Budget
Contributions to Reserves	50.5	50.5	0.0	0.0%

Breakdown of 2020 Contributions to Reserves



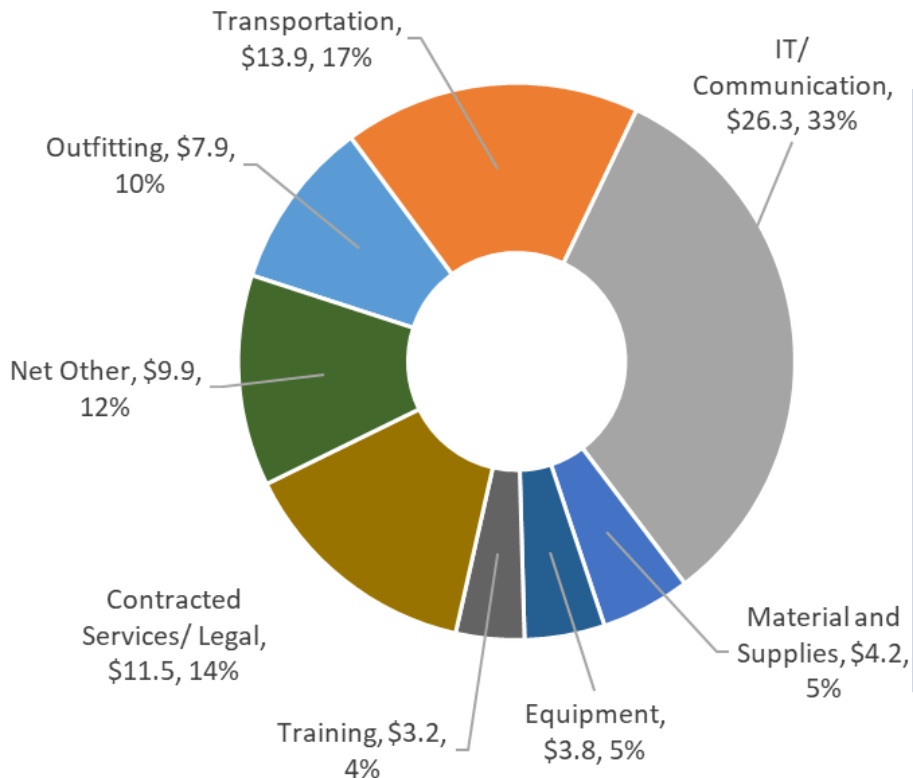
- Identified requirements of \$3.8M was eliminated to reduce overall budget request
- Assumes contribution from 2019 surplus

BASE OPERATING BUDGET OTHER EXPENDITURES



(\$M)	2019 Budget	2020 Budget	\$ Change over 2019	% Change over 2019 Total Budget
Other Expenditures	81.6	80.6	(1.0)	(0.1%)

Breakdown of 2020 Other Expenditures



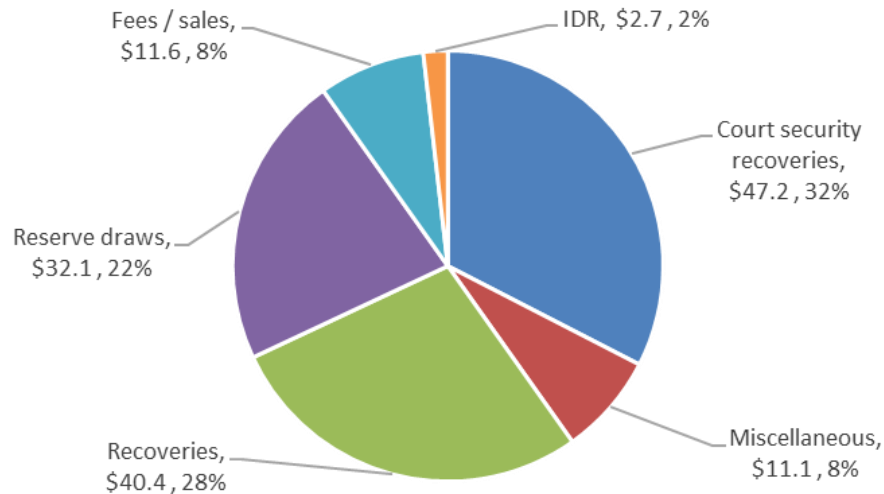
- Contracted Services – Reduced by \$1.6M (e.g. VoIP)
- Computer maintenance – Increase of \$1.1M
- Capital project operating budget impacts – Increase of \$0.9M e.g. Connected Officer, Peer to Peer site, Analytics Centre of Excellence (A.N.C.O.E.)
- Gasoline 8 cent increase – Increase of \$0.4M
- Various other reductions such as ammunition, computer hardware, services and rent, etc.

BASE OPERATING BUDGET REVENUES



(\$M)	2019 Budget	2020 Budget	\$ Change over 2019	% Change over 2019 Total Budget
Revenues	(141.1)	(144.0)	(2.9)	(0.3%)

Breakdown of 2020 Revenues



- Paid Duty Rental – \$0.5M increase
- Criminal Reference checks - \$0.9M increase
- City's Ontario Cannabis Legislation Reserve - \$1.1M draw from reserve to offset base budget costs of cannabis enforcement

2020 NEW INVESTMENTS OPERATING BUDGET SUMMARY



Summary of 2020 New Investments Budget Request (\$M's)

New Investments	2019 Budget \$Ms	2020 Request \$Ms	\$ Increase / (Decrease) over 2019 Budget	% Increase / (Decrease) over 2019 Total Budget
Adding Officers- Priority Response Unit (+140 officers); Neighbourhood Officers (+40 officers); Vision Zero (+8 officers and call back)	0.0	8.8	8.8	0.9%
Adding Civilians- (+5) Equity, Incl & Human Rights	0.0	0.4	0.4	0.0%
Vision Zero; City Revenue	0.0	(1.0)	(1.0)	(0.1%)
Body Worn Camera	0.0	2.5	2.5	0.2%
Other - Leadership training (\$187K); reinstitute tuition reimbursement (\$250K)	0.0	0.4	0.4	0.0%
Net New Investment Budget Request	\$0.0	\$11.1	\$11.1	1.0%

NEW INVESTMENTS BUDGET

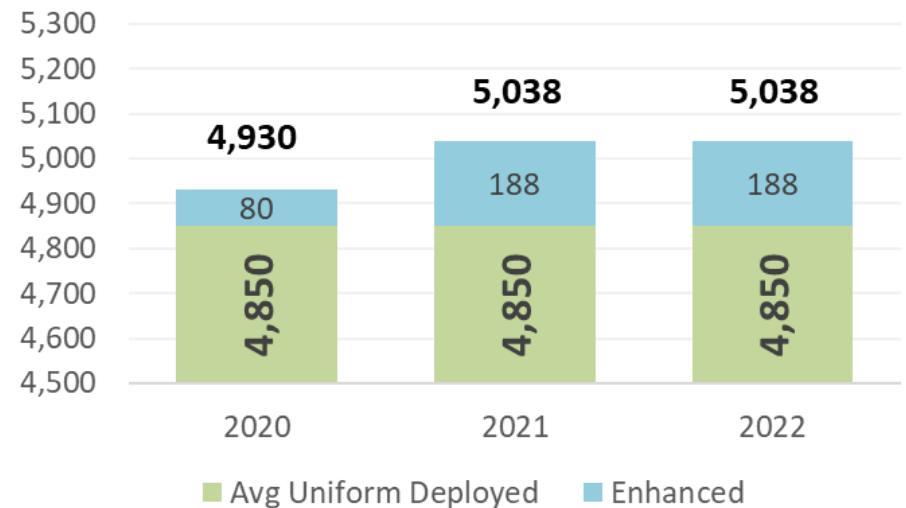
Uniform Staffing



- Additional Priority Response Unit Officer; 140 Officers
- Additional Neighbourhood Community Officers; 40 Officers
- Vision Zero Traffic Enforcement; 8 Officers (recovered from the City)

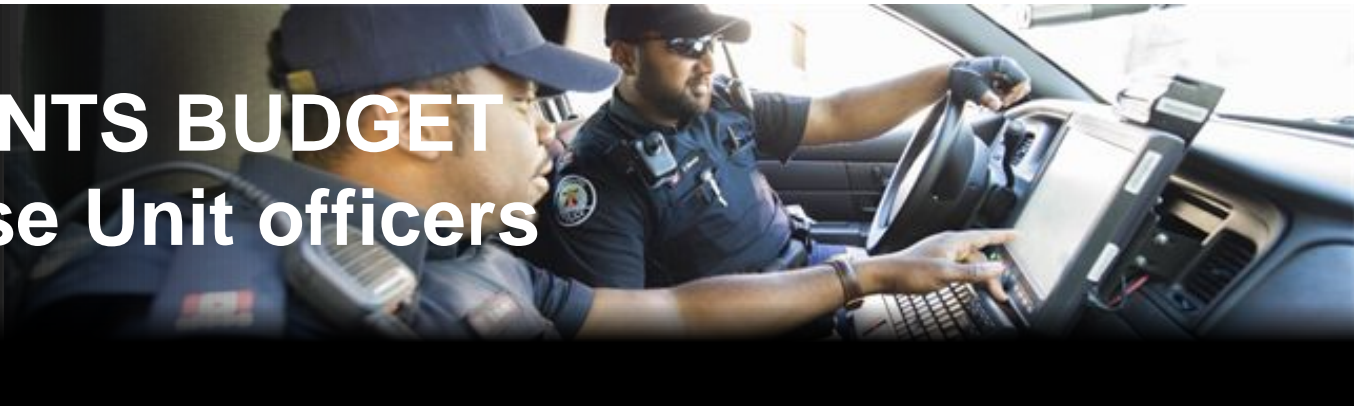
By February 2021, the full 188 officers would be deployed

Uniform Establishment and Deployment



NEW INVESTMENTS BUDGET

Priority Response Unit officers



140 Priority Response Unit Officers

- External firm engaged to arrive at evidence-based number of officers to meet current PRU demands
- Considerations in model development
 - Improved response time (I.A.C.P. standard)
 - 70/30 reactive/proactive (I.A.C.P. standard)
 - Time detractors (vacation, training, court, sick time, etc.)
- New shift schedule and Priority Response Group significant contributor to achieving model
- Collaborative effort between Board, TPA and Service for new shift schedules

Outcomes

- Better response time
- Greater coverage in peak times
- More time for PRU officers for proactive enforcement (e.g. traffic) and community engagement and public trust
- Reduced crime and victimization
- Less reliance on callback
- Address Officer preference and wellness with the new shift schedule

NEW INVESTMENTS BUDGET

Neighbourhood Community officers



40 Neighbourhood Community Officers (N.C.O)

- Currently 140 city of Toronto neighbourhoods
- 33 neighbourhoods already part of this program
 - Additional officers will expand this program by 10 more neighbourhoods
 - 4 year commitment to community with dedicated Neighbourhood Community Officers

Outcomes

- Better engagement with the community
- Reduce crime and victimization
- Increase public safety
- Improve trust in the police

NEW INVESTMENTS BUDGET

Vision Zero Road Safety Plan

8 Vision Zero Traffic Officers

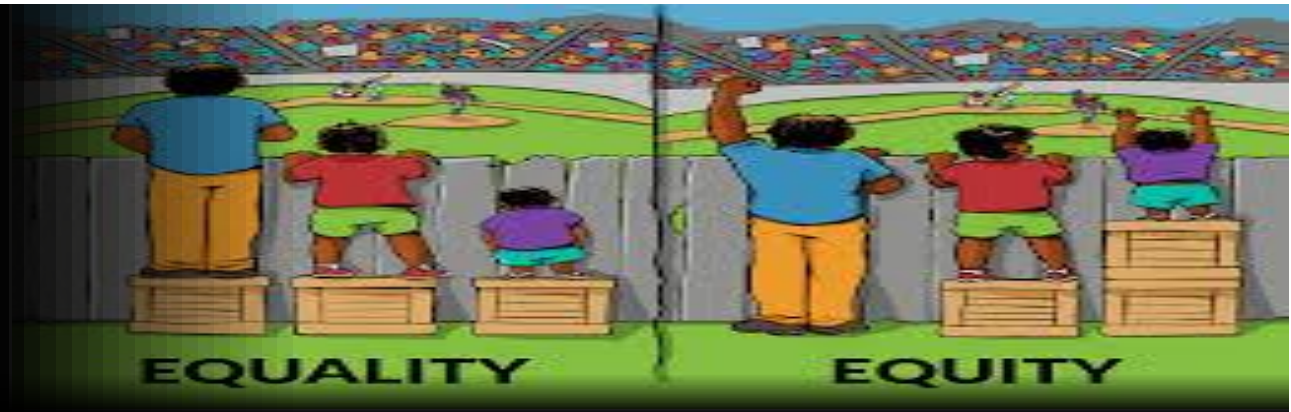
- Traffic Services currently staffed with 127 officers for collision investigations and front line traffic enforcement activities
- City Vision Zero Road Safety Plan
 - Focused on reducing traffic related fatalities and serious injury
- \$1M allocated from the City's Road Safety Plan to enhance Service traffic enforcement

Outcomes

- Fully dedicated , intelligence-led team for traffic enforcement activities
- Improved traffic and pedestrian safety

NEW INVESTMENTS

Equity, Inclusion & Human Rights



5 Positions

- Final implementation of the Equity, Inclusion & Human Rights Unit, as approved by the Board in 2019

Outcomes

- Implementation of the Service's Race Based Data Collection Strategy
- Centre of Excellence focusing on
 - supporting bias-neutral practices
 - Removing system barriers for members & public
- Promotion of a healthy work environment, free of harassment and discrimination
- Promotion of inclusion and human rights for greater transparency, collaboration, community partnerships and accountability
- Development of coaching and capacity building tools and techniques for leaders in area of diversity and inclusive leadership

NEW INVESTMENTS

Other Expenditures



Body Worn Camera (Operating Impact from Capital)

- \$4.8M is included in the 2020-2029 capital program for infrastructure and device requirements
- \$2.5M in operating budget for cloud-based solution – July 2020

Benefits

- Maintain and enhance public trust and accountability
- Part of Service's commitment to deliver professional and unbiased policing
- Protect reputation of the Service
- Provides robust digital evidence management system for courts
- Increased transparency
- Cost savings in time and resources for investigation of complaints

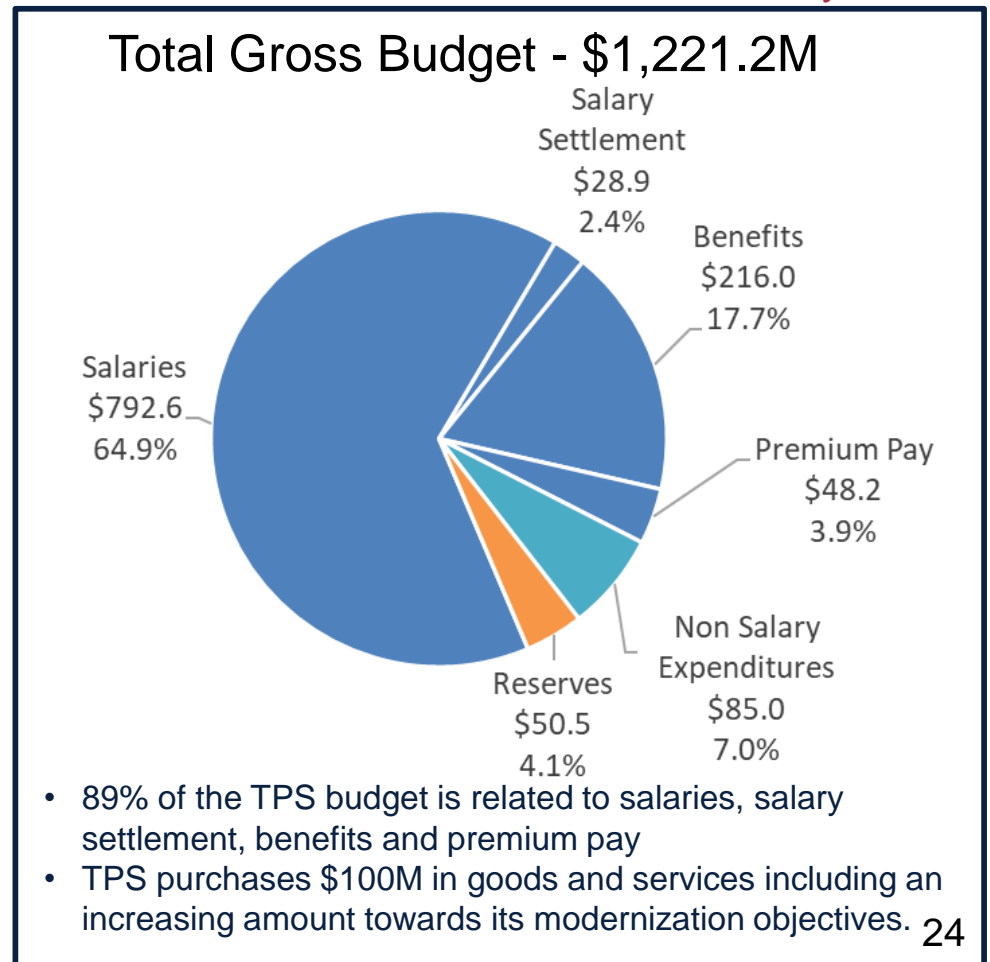
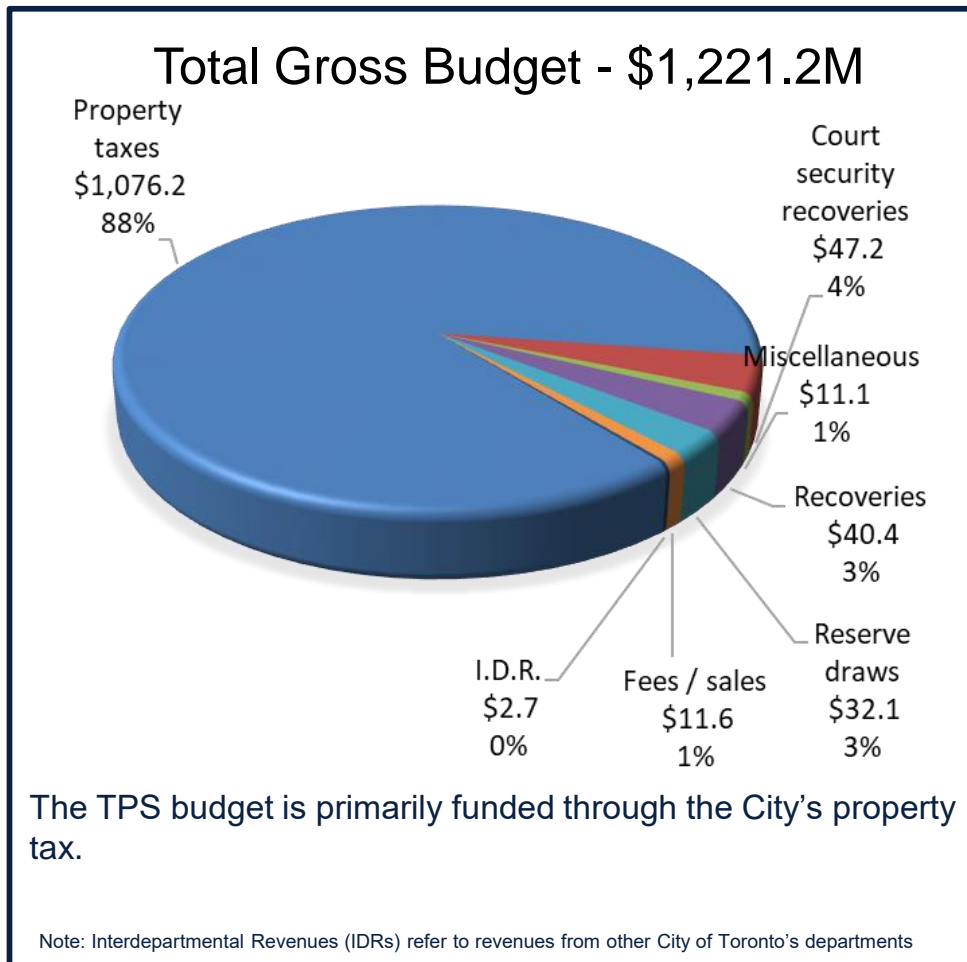
2020 OPERATING BUDGET SUMMARY



The budget is primarily funded by property taxes and reflects our net budget request of \$1,076.2M.

Where the Money Comes From

Where the Money Goes



2021 and 2022 PRELIMINARY OUTLOOK



	2021	2022
Starting Request	\$1,076.2	\$1,115.3
Salary requirements	\$9.0	\$3.2
Benefit cost increases	\$3.0	\$2.5
Reserve contributions	\$5.3	\$3.7
Non Salary – inflationary and contract increases	\$5.1	\$5.9
Revenues	(\$0.4)	\$7.0
Total change before salary settlement	\$22.0	\$22.3
Salary settlement	\$17.1	\$23.4
Net Change	\$39.1	\$45.7
Outlook	\$1,115.3	\$1,161.0
Percentage change over prior year	3.6%	4.1%

Outlook is based on estimated staffing levels (hires and separations), continued grant funding levels, economic indicators and contractual and legislative obligations known at this time.

CONCLUSION



- The Service's net budget request is \$1,076.2M, a 3.9% increase over 2019 and will enable:
 - Hiring of 341 officers to replace officers who retire and to invest in priority areas
 - Hiring of 150 critical civilian positions
 - Improved response time and more proactive policing with new shift schedules and net new Priority Response Unit officers
 - Enhanced traffic and pedestrian safety
 - Greater community engagement and partnerships
 - Improved public trust and accountability
 - Increased wellness of members



Toronto Police Service

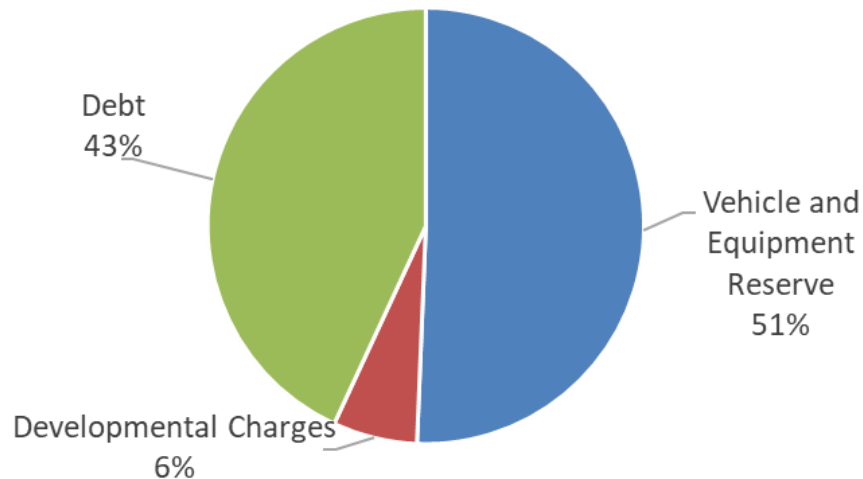
2020 - 2029 Capital Budget

Request

CAPITAL BUDGET AT A GLANCE

Toronto Police Service's capital budget is allocated to expenses such as vehicles, equipment, land, and facilities.

Where the money comes from (\$M)
\$50M
Gross 2020 Capital Projects



2020-2029 Capital Program

\$587.2M Gross
\$202.9M Net

Going from Gross to Net






**Net Debt Funding:
Primary Capital Program
Measure**

Category	2020	2020 – 2029
Gross Projects	\$50M	\$587M
Vehicle & Equipment Reserve	\$26M	\$302M
Development Charges	\$ 3M	\$ 82M
Net Debt Funding	\$22M	\$203M

CAPITAL PROGRAM SUMMARY



\$587.2M 10 YEAR GROSS CAPITAL PROGRAM

				
Facilities	Information technology	Vehicles	Communication	Equipment
\$214.9M 37%	\$208.1M 35%	\$82.2M 14%	\$37.3M 6%	\$44.8M 8%
District Policing Model 54/55 Division 32/33 Division 41 Division S.O.G.R.***	NG911 E.B.I./A.N.C.O.E.* Workstations Servers Network	Vehicle Replacement	Radio Replacement	Body Worn Camera A.F.I.S.** C.E.W.*** Property Racking Live Scan

*EBI/ANCOE – Enterprise Business Intelligence; Analytics Center of Excellence

**AFIS - Automated Fingerprint Identification System

***CEW – Conducted Energy Weapon

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

MAJOR PROJECTS



Major Projects	Outcomes
Body Worn Camera	Increased transparency; maintain and enhance public trust and accountability
District policing model <ul style="list-style-type: none">54/55 amalgamation, 32 Division, 41 Division, 13/53 amalgamation, 22 Division, 51 Division)	Enhanced operational flexibility, improvements to aging facility infrastructure, better optimized resources and efficiencies in prisoner management
Analytics Centre of Excellence (ANCOE)	Better, more efficient access to data for analysis and decision making
Next Generation 911 (1 st phase) <ul style="list-style-type: none">Request for Proposal to be issued	Modern, more reliable and accessible 911 system. Includes real time texting
Vehicle and Equipment lifecycle replacement (e.g. vehicles, workstations, servers, network equipment, mobile workstation)	Necessary equipment and vehicles to support operations



Phase II – Next Generation 911

New 9-1-1 Communications Centre – Additional space and system requirements

- Requirements and estimated costs need further review
 - The primary and alternate locations for Communications Services have reached the maximum capacity for personnel, workspace and technology
 - Will not be able to accommodate growth, expansion or the requirement of NG911
- In 2020, conducting a feasibility study (included in the Program) to review requirements and recommend approach
- Funding should also be jointly coordinated with other City Emergency Services



Toronto Police Service

2020 Parking Enforcement

Budget Request

PARKING ENFORCEMENT SUMMARY

City Parking Tag Operations Program



**TPS - Enforce
Parking By-laws
through issuance
of parking
infraction tags**



Collect fines for all
parking violations
issued in the City
of Toronto



Managing/
administering the
dispute review
process at the
Screening Offices



Schedule and
support the
Administrative
Penalty Tribunal

PARKING ENFORCEMENT BUDGET



Parking at a Glance



\$49.2M
Net 2020 Parking
Enforcement
operating budget



4.1%
Increase in
operating budget
over 2019



86%
Operating Budget
allocated towards
people



404
2020 Parking
Enforcement
positions

PARKING PROGRAM SUMMARY



2019 Successes

- Rush Hour Route Enforcement Campaign
- Heavy Truck Enforcement Campaign
- Queen Street Pilot Project
- Initiated Electronic Tow Card
- Approximately 2 million Parking Tags issued
- Approximately 30,000 vehicles towed
- Over 150,000 calls for parking responded to

2020 Considerations

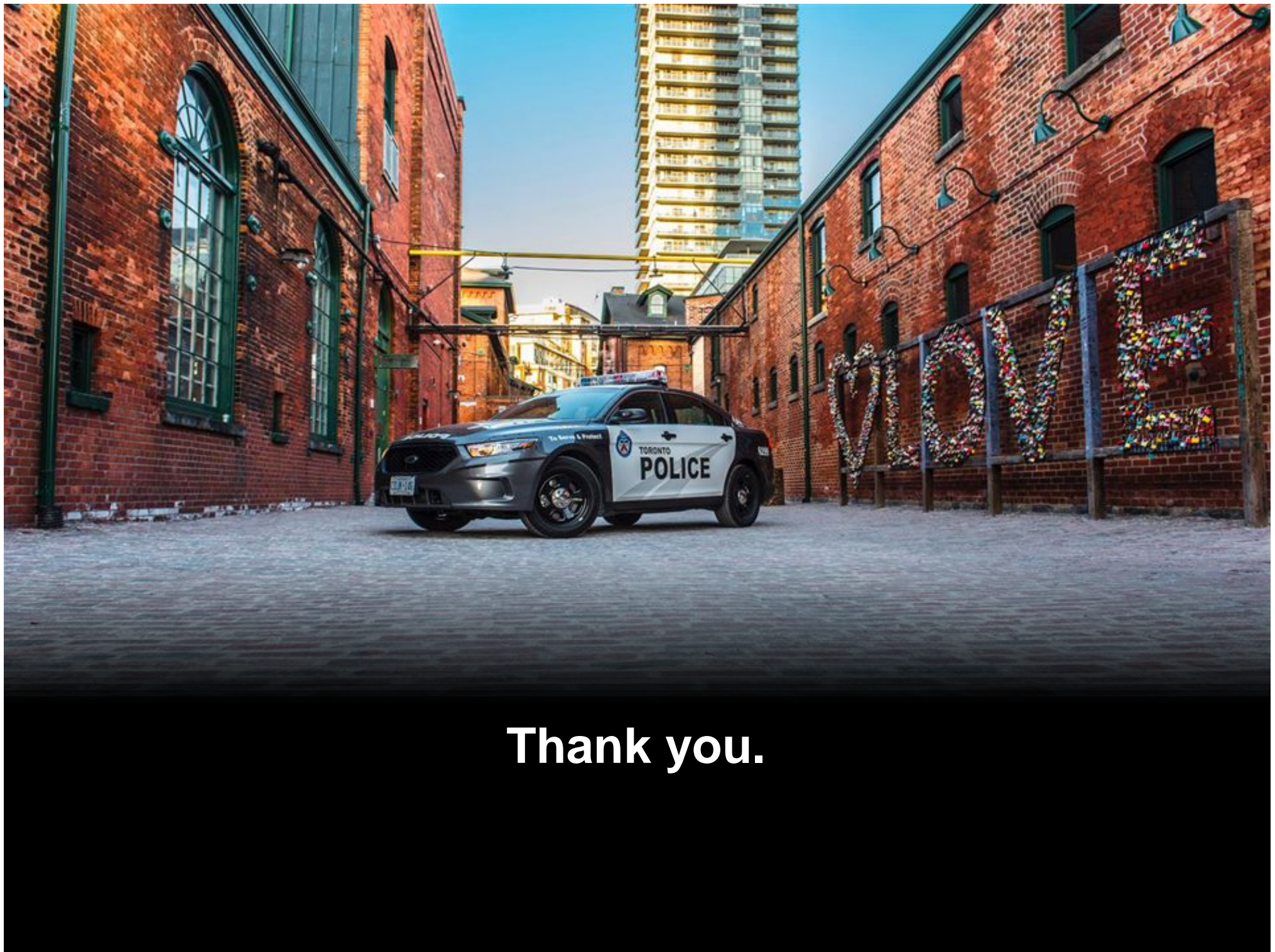
- P.E.U. staffing to backfill vacancies and address staff promotions to other positions in the Service (District Special Constables, Police Officers, and others)
- Staffing to move officers closer to where they enforce
- Budget pressures due to collective agreement impact

PARKING ENFORCEMENT UNIT BUDGET SUMMARY

Summary of 2020 Budget Request Changes (\$M's)

Budget	2019 Budget \$Ms	2020 Request \$Ms	\$ Increase / (Decrease) Over 2019 Budget	% Increase / (Decrease) Over 2019 Total Budget
Salary Requirements	31.5	32.2	\$0.7	1.5%
Premium Pay	2.4	2.3	(\$0.1)	(0.2%)
Statutory Deductions & Benefits	7.8	7.9	\$0.1	0.2%
Contributions to Reserves	2.8	2.8	\$0.0	0%
Other Expenditures	4.3	4.5	\$0.2	0.4%
Revenues	(1.5)	(1.5)	(\$0.0)	(0%)
Net Base Budget Request (excluding Salary Settlement)	\$47.3	\$48.2	\$0.9	2.0%
Salary Settlement		1.0	1.0	2.1%
Net Budget Request	\$47.3	\$49.2	\$1.9	4.1%

- Increase in salary and benefits is due to P.E.U. staffing to backfill vacancies and address P.E.O. promotions to other positions in the Service (District Special Constables, Police Officers, and others). In order to avoid reductions in enforcement activities, the P.E.U. will be temporarily 10 over strength for P.E.O.s on average during 2020.
- Premium pay reduction is in addition to \$0.2M reduced in 2018
- Increase in Other Expenditures due mainly to transitioning PEOs to load bearing tactical vests plus an increase in gasoline prices



Thank you.



Toronto Police Services Board Report

November 29, 2019

To: Budget Committee
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Toronto Police Service – 2020 Operating Budget Request

Recommendations:

It is recommended that the Toronto Police Services Board (Board) Budget Committee:

- (1) approve the Toronto Police Service's 2020 net operating budget request of \$1,076.2 Million (M), a 3.9% increase over the 2019 approved, restated budget; and
- (2) forward a copy of this report to the Board for consideration and recommendation for approval.

Financial Implications:

The Toronto Police Service (Service) 2020 operating budget request is \$1,076.2M (\$1,221.2M gross), which is \$40.8M or 3.9% above the 2019 approved budget. A full 2.8% (\$28.9M) of the 3.9% is related entirely to the impact of applying the collective agreements with the Toronto Police Association and Senior Officers' Organization. An additional 0.1% (\$0.8M) is for other base budget pressures. The remaining 1% (\$11.1M) will fund new and enhanced initiatives that align with the need to respond to critical community safety priorities, modernize the Service to deliver policing services in the most efficient and effective manner, and invest in initiatives that will improve public trust and accountability.

This request includes funds for new and enhanced initiatives, including:

- the hiring of 341 uniform officers to enable the addition of 140 net new uniform officers to be deployed to Priority Response Units across the city, eight net new traffic officers to focus on Vision Zero enforcement priorities, 40 net new Neighbourhood Community Officers to be deployed to up to 10 additional city neighbourhoods, and officers to backfill those that retire or separate from the Service.

- Five net new positions in the Service's Equity, Inclusion and Human Rights Unit
- Implementation of a Body Worn Camera Program.

Table 1 and Table 2 below provides a breakdown of the request between the base budget and new and enhanced.

Table 1- Summary of 2020 Base Budget Request by Category

Base Budget	2019 Budget \$Ms	2020 Request \$Ms	\$ Increase / (Decrease) over 2019 Budget	% Increase / (Decrease) over 2019 Total Budget
2019 Net Budget - \$1,035.4M				
(a) Salary Settlement		28.9	28.9	2.8%
(b) Salary Requirements	777.8	785.2	7.4	0.7%
(c) Premium Pay	53.9	47.9	(6.0)	(0.6%)
(d) Statutory Deductions and Benefits	212.8	216.0	3.3	0.3%
(e) Reserve Contributions	50.5	50.5	0.0	0.0%
(f) Other Expenditures	81.6	80.6	(1.0)	(0.1%)
(g) Revenues	(141.1)	(144.0)	(2.9)	(0.3%)
Net Base Budget Request	\$1,035.4	\$1,065.1	\$29.7	2.9%

Table 2- Summary of 2020 New and Enhanced Budget Request by Category

New and Enhanced	2019 Budget \$Ms	2020 Request \$Ms	\$ Increase / (Decrease) over 2019 Budget	% Increase / (Decrease) over 2019 Total Budget
Salary Requirements	0.0	7.4	7.4	0.7%
Premium Pay	0.0	0.4	0.4	0.0%
Other Expenditures	0.0	4.4	4.4	0.4%
Revenues	0.0	(1.0)	(1.0)	-0.1%
Net New and Enhanced Budget Request	\$0.0	\$11.1	\$11.1	1.0%

2020 Total Budget Request	2019 Budget \$Ms	2020 Request \$Ms	\$ Increase / (Decrease) over 2019 Budget	% Increase / (Decrease) over 2019 Total Budget
Total Budget Request including New and Enhanced	\$1,035.4	\$1,076.2	\$40.8	3.9%

Note: As a part of the City's plan to modernize the budget process, a policy change has been made that requires the removal of interdepartmental charges and recoveries from

the 2020 operating budget request and the restatement of the 2019 approved budget. An interdepartmental charge or recovery is a payment made from one Agency or Department in the City to another for the delivery of goods or services. This change is intended to simplify the process by removing the payments from one City area to another, which ultimately is paid for by the same taxpayer. As a result of this policy change, the Service's 2019 approved budget is restated from \$1,051.5M to \$1,035.4M. Hereafter, any reference to the 2019 operating budget will be made using the 2019 restated figure.

Background / Purpose:

The purpose of this report is to seek approval from the Toronto Police Services Board Budget Committee (Budget Committee) for the level of funding required by the Service in 2020 to enable and support our commitment to community safety and modernization.

Discussion:

Fiscally Responsible Budgets

The Service has a track record of fiscally responsible budgets. In 2017 and 2018, the Service held its operating budget at a 0% increase. In 2019, the approved budget increase was 3%, not including the collective agreement impact, to enable key investments for modernization. The 2020 operating budget request is a responsible accumulation of expenditures that will see an average deployment increase to 5,038 uniform members by 2021 from 4,754 in 2019, along with the essential infrastructure and direct and administrative support, that ensures public safety, as mandated in the P.S.A., is maintained. This responsible approach was possible through the achievement of several key efficiencies.

Key Priorities in the Budget Request

Investments are required in order to meet the needs of a growing and complex city. It is not sustainable to continue to offset exceptional growth with efficiencies and staffing reductions and also continue to deliver service levels that keep the city safe. Further, the nature of crime and policing is evolving and continues to become more complex.

This budget includes funds to address base budget requirements and investments to serve Toronto better. It supports services that will make a difference in the lives of Toronto's communities, residents and visitors.

The budget request includes:

- **Priority Response officers:** the hiring of 140 officers for Priority Response Units (P.R.U.) across the City, as part of a new shift schedule, to address increases in calls for service and response times. The goal is to also increase time for more proactive policing including enforcement (e.g. traffic) and the amount of time our P.R.U. officers can spend connecting with the community. Analysis conducted by the Board, Service

and Toronto Police Association concluded that 140 net new officers in the Priority Response Units were needed to properly implement the new shift schedules.

- **Traffic Enforcement Officers:** The hiring of eight net new officers that will be deployed as a dedicated team in support of the Vision Zero Road Safety Program.
- **Neighbourhood Community Officers:** the hiring of 40 net new officers to expand the delivery of the Neighbourhood Community Officer Program to 10 additional neighbourhoods from the existing 33, once the additional P.R.U. officers are in place.
- **Equity, Inclusion and Human Rights Positions:** five net new Equity, Inclusion and Human Rights positions to help further the objectives of leveraging equity and inclusion practices to build a strong workplace culture and community partnerships in a globally diverse city.
- **Body Worn Camera Program:** funds to equip officers with body worn cameras that will further the Service's efforts to enhance public trust and accountability.

The Service's priority is to achieve a 70/30 reactive/proactive service model. Once that is achieved, we can expect to see a greater enforcement of traffic in the P.R.U. and a freeing up of service capacity that will allow us to devote more officer effort on gang violence.

This report contains the following sections:

Context of Budget Development

- Alignment with Our Strategic Plan
- History of Staff Changes
- Service Efficiencies and Cost Avoidance
- Increasing Demands for Services in a Growing and Complex City
- Challenges in Meeting Service Levels and Demands
- Health and Wellbeing of Our Members

2020 Budget Details

- Budget Direction, Development and Approval
- 2020 Budget Cost Drivers

2021 and 2022 Outlooks

Context of Budget Development

Alignment with Our Strategic Plan: The Way Forward

Toronto deserves and requires a modern police service that is there when people need us the most; that embraces partnerships that help create safe communities; that is focused on the needs of a complex city; and that delivers value-added policing services as cost-effectively as possible.

Our vision, informed by data, research and experience, is to be an intelligence-led Service that aims to achieve a balance of proactive and reactive policing; is technologically advanced; and is properly resourced by a team of dedicated officers and civilians - the kind of progressive policing that Toronto needs.

The multi-year modernization plan has helped the Service position itself to deliver policing better – putting the right people, in the right places and at the right times to deliver policing in a responsive and accountable manner. The plan's objective was to focus first on achieving significant efficiencies/cost savings and fostering innovation. These efficiencies (amounting to savings in excess of \$100M and an alteration of many of the Service's processes), as described later in this report, have been delivered. The next step in the strategic plan is to carefully invest in transformation by identifying strategic priorities and being fiscally responsible in recommending what investments should be made in those priorities.

Investments are required to ensure that the Service is sufficiently resourced with people, technology, analytics and professional capabilities to enable our modernization while still delivering effective day-to-day policing and important support services for a complex, growing city.

As outlined in the strategic plan, the Service will be where the public needs us the most by focusing on core policing services; partnering with other City services and key stakeholders to address community needs; and referring other service requirements to a more appropriate resource, where applicable. While the Service has delivered on initiatives that do these things, there is a need to responsibly increase front-line uniform capacity and hire key civilian roles to support the day to day needs of the Service, to respond adequately to calls for service from across the City, and to invest in community engagement. All of these priorities must receive the appropriate investments in a context of population growth and increasingly complex service demands.

The Way Forward strategic plan also envisioned a police service that would place a greater emphasis on crime prevention and reducing victimization by enhancing police presence in the community as part of a neighbourhood-focused strategy

This budget request supports the strategic plan, by adding officers, in a measured way, to address increased calls for service, improved response time and greater engagement with the community. It also allows the filling of key

civilian vacancies required to enable the effective delivery of day-to-day public safety services.

History of Staff Changes

Due to the hiring moratorium and increased number of retirements, average deployed uniform staffing levels have declined by 685 members from 2010 to 2020 (see Figure 1) and average deployed civilian staffing levels have increased by 172 (see Figure 2) for the same time period for a total reduction of 513 members (-6.5%). The increase in number of civilian positions is primarily due to the civilianization (e.g. District Special Constables) which had an offset reduction in the uniform average deployed strength. It also includes an increase to the complement of Communications Operators to improve call processing times in order to move closer to international response standards.

As the number of deployed officers decreased, the Service has had to rely heavily on premium pay to help ensure public safety was not compromised. This overreliance on premium pay is not fiscally sustainable and the additional hours worked leads to employee fatigue and burn out.

Figure 1 – Uniform Staffing History

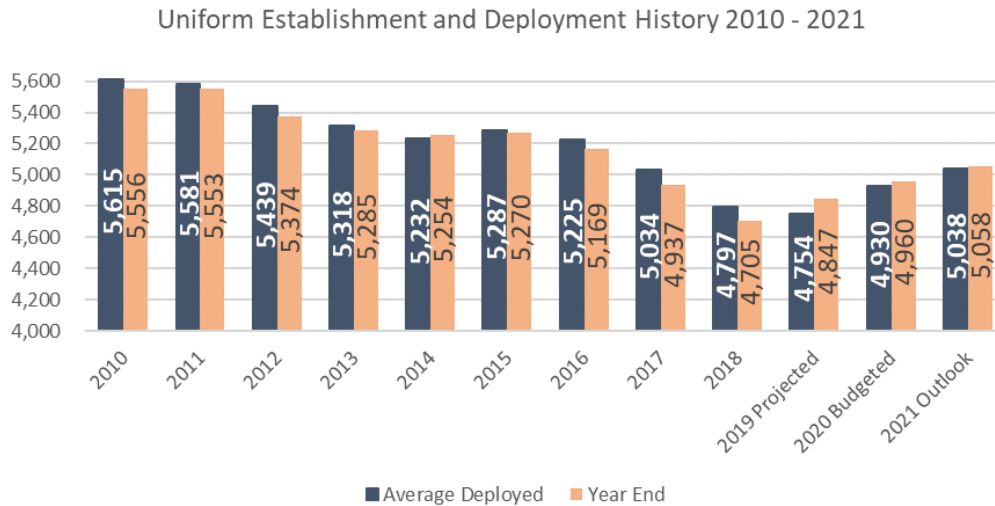
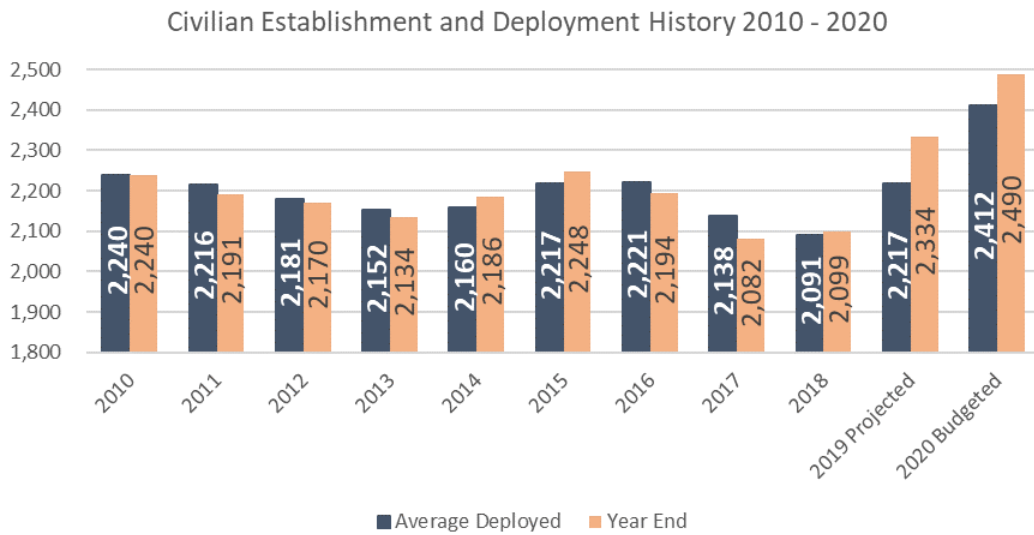


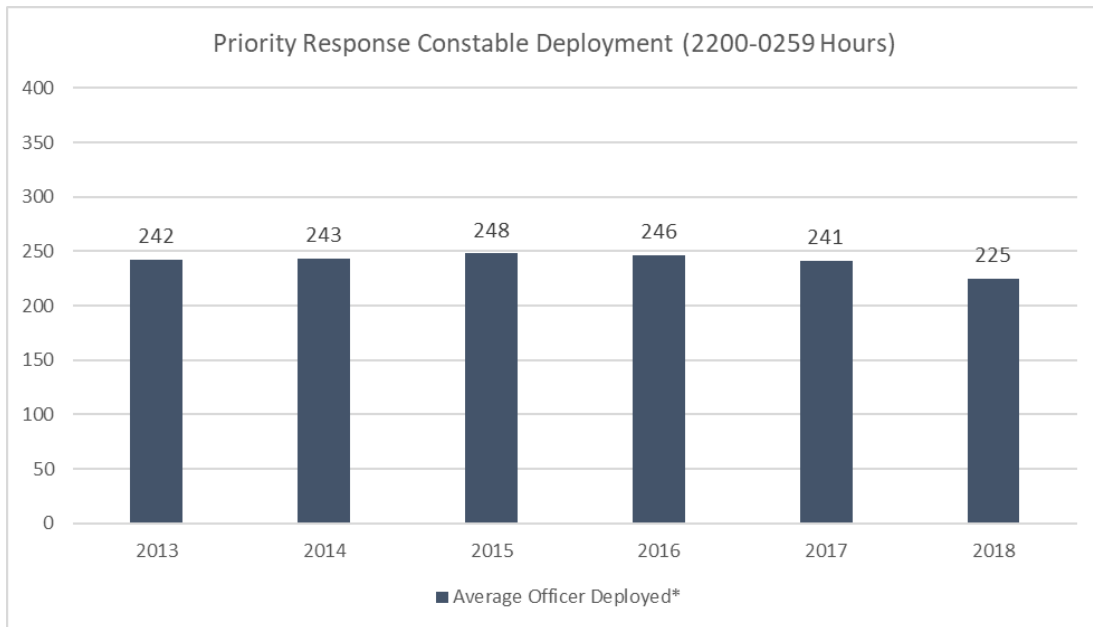
Figure 2 – Civilian Staffing History



Although the number of officers declined significantly from 2013 to 2018, during the busiest time of the day (2300-0259 hours), the number of Priority Response officers deployed decreased only slightly between 2013 and 2017 through strategic deployment (see Figure 3). In 2018, however, there was a notable decrease in the number of officers deployed during this time period due to continued resource constraints.

It is difficult to manage increasing demands for priority calls for service with existing resources. The net new PRU officers included in this budget request will help address this issue.

Figure 3: Priority Response Constable Deployment



Service Efficiencies and Cost Avoidance

2020 represents year four of implementing The Way Forward Report. Modernization priorities for 2020 include the following, for which funding is included in the Service's 2020 operating and/or capital budget requests:

- **Connected Officer:** improving officers' mobility and engagement with the community
- **District Model:** moving to a district model of policing to better align with city neighbourhoods; and
- **Data Analytics:** increasing the use and transparency of data and analytics.

The Service and the City will continue to benefit from savings and efficiencies gained since 2015. The 2020 Budget Request reflects a number of actions taken in previous years to improve the affordability of services delivered, including a hiring freeze and various management actions that resulted in the reduction of over 600 positions and \$100M in savings from 2016 to 2018. These management actions included initiatives such as conversion to LED lighting, switching to Voice Over Internet Protocol, changes to the facility maintenance service delivery model, reductions to the number of radio licences and tighter controls over medical and dental expenditures.

The Service also returned two facilities, used by the Community Partnerships and Engagement Unit and the Public Safety Unit, to the City of Toronto with a value of \$4.5M.

In addition to the employment cost savings, as agreed to in The Way Forward plan, the Service has developed and executed a number of key efficiencies to help provide more effective service. Through the 311 diversion program, expansion of online reporting, improved processes, civilianization of some roles and the improvement of officer distribution, cost savings and avoidance have been achieved, with the goal of creating an affordable and sustainable service.

These efficiencies, capacity building and cost saving initiatives include:

- **Shift schedules** - The Service is currently implementing alternative work schedules to help be there when the public needs us the most. This involves realigning staffing hours to better reflect peak demand times. The objective is to help reduce response times and to increase proactive community safety and engagement activities by PRU officers. In 2018, the Service piloted alternative shift schedules in a couple of Divisions. The remaining Divisions that voted for a shift change will begin a one-year pilot in January 2020. The number of additional officers (140) required for the Priority Response Unit (P.R.U.) under the new schedules was determined based on moving towards a 70/30 reactive/proactive model; a prescribed service response standard; and taking into account factors that affect officer time availability such as mandatory training, annual leave, sick time, etc.
- **Priority Response Group (PRG)** - For police to be where the public needs us the most, the Service created a demand-based Unit, deployed to areas across the city experiencing a high call volume to supplement the existing Priority Response Unit contingent. Deployed by the Toronto Police Operations Centre (T.P.O.C.), the three teams in the PRG provide city-wide coverage. This dispersion across the city allows for all Divisions to benefit from a surge capacity unit. In 2018, PRG officers attended over 18,400 events representing about 46,400 officer hours, which assists in building capacity to deliver services more efficiently and cost effectively.
- **Public Safety Response Team (PSRT)** - PSRT is an intelligence-led, flexible, multi-functional support to front-line policing and community engagement initiatives. PSRT has the ability to provide extreme event response, public order management, search management, and critical infrastructure protection, enhancing public safety and security. The unit provides support to alleviate resource pressures, including trained and equipped extreme event capabilities, public order unit support, and a host of other services specifically tailored to meet the complex needs of the city.

- **District Special Constables (DSC)** - The District Special Constable program was created to alleviate pressures on the frontline by using trained resources in situations that would not require full use of force options and policing powers of authority. Today, 103 DSCs are supporting frontline operations. Since July 2018, DSCs have attended 2,748 calls for service and provided backfill for Divisional booking officers and station duty personnel. Staffing the DSC program will continue into 2020, with the goal of achieving 136 DSCs by year end. If the Service had not implemented the D.S.C. program, additional uniform officers would have been required at a higher per officer cost, creating a higher pressure on the budget.
- **Robotic Process Automation (RPA)** - RPA is under development with Communications Services. The Ontario Court of Appeal Decision R v. MGT requires police to provide all recorded 911 information with initial disclosure. Meeting this obligation under traditional approaches would have required the Service to hire 46 additional personnel. Instead, in emphasizing modernization, the Service plans to procure a robotic solution to fulfill a significant part of the new legal requirement.
- **Alternative service delivery models** - Some capacity to deliver policing services has been achieved through alternate service delivery models such as alarm verification and 311 call diversion. As of September 2018, the Service requires alarm companies to verify an alarm issue before a police response is provided. This has resulted in a 46% decrease in alarm calls, creating a savings of time that allows officers to answer other calls for service. Over the past three years, the Service has also worked closely with the City to transition the response for eight event types (such as noise complaints) to 311 or other more appropriate resources in City departments.
- **Civilianization of Police Officer Roles** - The Service has undertaken to civilianize some roles historically performed by police officers. This allows for the strategic redeployment of uniform officers currently performing these roles to core public safety duties. For example, the civilianization of the crime analyst role and bookers for prisoner management has enabled the Service to perform these roles at a lower cost and return the uniform officers to core policing duties.

Increasing Demands for Services in a Growing and Complex City

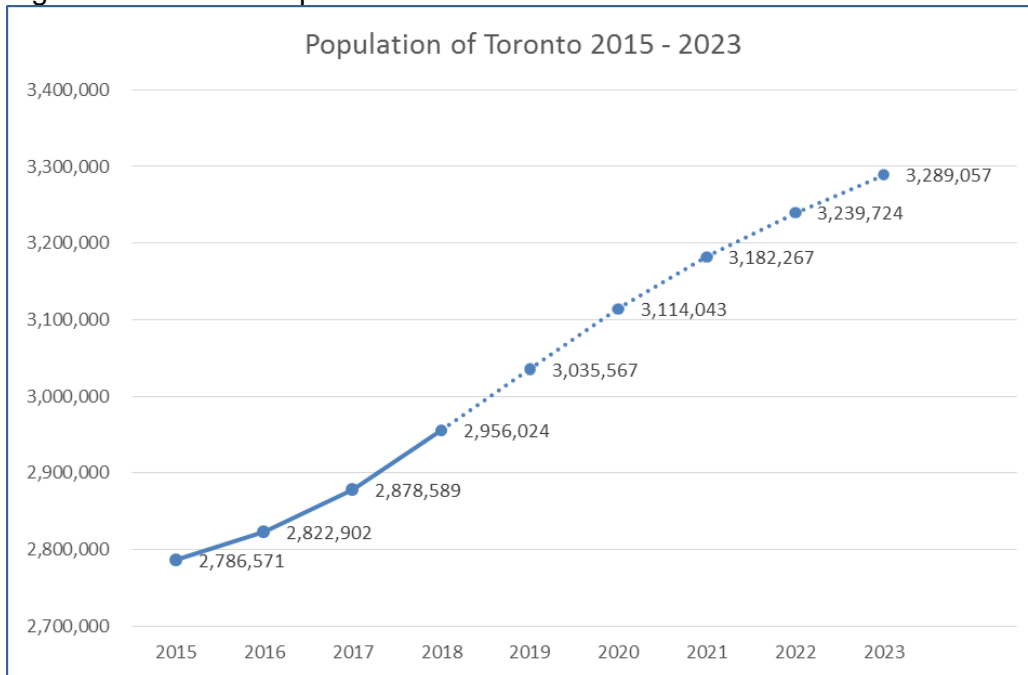
Despite budget containment and capacity building efforts over the past several years, there are aspects in the Service's operating environment that continue to influence demands for policing services and workloads and drive the need for more resources. The major factors influencing that environment are described below, including:

- Rising urban population
- Major crime is up
- More shooting incidents
- Time spent on calls and investigations is up
- Crisis calls are up (opioids and mental health)
- Legislative impacts

Rising Urban Population:

The City of Toronto is growing at an exceptional pace. By 2023, it is expected that Toronto's population will be close to 3.3 million people or about 500,000 more than 2015 – an increase that equates to almost the population of the City of Hamilton (Source: Statistics Canada estimates, 2018, and Ontario Ministry of Finance Projections). See Figure 4 below for Toronto population growth:

Figure 4 – Toronto Population Growth



While population growth is not the only reason for increases in crime and calls for service, there is a direct relationship between the growing number of residents and an increase in demands for city services, including policing.

Furthermore, there is an additional demand on most city services due to the number of people who come into the city on a daily basis (e.g. commuters, tourists). Toronto is the leading tourism destination in Canada with more than 44.5 million visitors in 2018 (Source: Tourism Toronto Annual report 2018). As population and number of visitors increase, so too do the total number of calls for service which have increased approximately 7.5% from 2015-2018, while emergency calls for service were 10.3% higher for the same time period. Emergency calls for service continue to trend higher this year, with these calls increasing over the same time last year by over 3.0%.

There are also increased public safety requirements that occur as a result of large, unplanned events in the city, such as the Toronto Raptors extended playoff run and championship celebrations which cost the Service about \$1.5M in premium pay.

Population growth and urban densification has also had an impact on traffic throughout the region, with implications for police services. Congestion has an impact on travel time in responding to calls for service and there has been an increase of 24.9% in traffic collisions from 2015 to 2018. Comparing 2018 October to 2019 October, collisions continue to trend higher with an increase of 6.5% year to date.

Major Crime Up

The Service is dedicated to delivering policing services in partnership with communities, to help ensure Toronto is one of the best and safest cities in the world, and uses seven major crime indicators as a measure how safe the city is. How safe a city is, in turn, impacts quality of life, entertainment, economic development, business investment and tourism. Consequently, it is important that the police service is properly funded to enable the provision of adequate and effective public safety services.

Major crime indicators increased from 2015 to 2018. In 2019, increases continue to be seen in auto theft, break and enter, theft over \$5,000 and assault. All of these increases are driving workload demands through increased calls for service. Table 3 below highlights the increases seen in each of the major crime indicators:

Table 3 – Major Crime Indicators

Major Crime Indicators						
	2015	2018	% Change 2018 over 2015	2018 YTD	2019 YTD	% Change 2019 over 2018 YTD
Homicide	59	96	62.7%	88	60	-31.8%
Assault	17,762	19,327	8.8%	16,297	17,194	5.5%
Robbery	3,465	3,527	1.8%	2,922	2,820	-3.5%
Break and Enter	6,900	7,551	9.4%	6,184	7,024	13.6%
Auto Theft	3,209	4,674	45.7%	3,760	4,287	14.0%
Theft Over	1,026	1,224	19.3%	1,002	1,153	15.1%

Note: Data is based on December 2018 data and may change based on investigations and reported dates.

More Shooting Incidents

Shooting Incidents

In addition to major crime increasing, there has also been an increase in shooting incidents in the city, causing concerns for the Service and the community. In 2018, there were 426 incidents of firearms discharged in Toronto, resulting in 236 victims (fatalities and injuries). Year to date 2019, is tracking to exceed last years' number of shootings and victims of shootings. By the end of October, there were 402 shooting incidents and 238 victims, which represent increases of 16% and 23% respectively over the same time last year.

Not only are these calls a concern for public safety, but they cause pressures on our resources, front line and investigative, including the ability to promptly and properly address other calls for service.

Gun and Gang Violence

Community safety has been impacted by the rise of gun and gang activity in the city. Based on a four year commitment from the Province, the Service is receiving \$4.9M this year to fund gun and gang suppression initiatives.

The Service is enhancing its plans for a sustainable approach to gun and gang violence building on the work of the Gun and Gang Unit. The approach is informed by Project Community Space, which was funded by the three levels of government.

The plan assumes that, once the additional P.R.U. officers are in place, there will be a greater capacity to devote more time to targeted enforcement aimed at reducing street gang violence.

The Service will work with the Board to engage other orders of government to discuss strategic investments in this area.

Time Spent on Calls and Investigations is Up

Complexity of calls for service, including those for persons in crisis, are driving the time spent on calls up. The Service is spending 2.5% more time on calls, on average, in 2018 than in 2015.

Investigations have also become more complex and time-consuming, as a result of time consuming applications for assistance orders, search warrants and other forms of judicial authorization, as well detailed review of cellphone transcripts and closed circuit television (CCTV).

All of these time pressures are occurring in an environment where, since 2016, the Supreme Court of Canada has required that matters proceed more expeditiously through the court, which necessitates an enhanced focus on quick and complete pre-trial preparation. This increases resource requirements on calls for service and the completion of investigations.

Crisis Calls Up (Opioids and Mental Health)

The nature of calls for service has also been dramatically changing. For example, the calls for service involving a person in crisis have increased by 27.6% from 2015 to 2018, and the calls for service involving an overdose have increased by 61.4% during the same time period. Calls in regard to a person threatening suicide increased by 35.8% and by 27.9% for a person attempting suicide. Person in crisis calls require more time on the call, given their complex nature and de-escalation/negotiations required. The average time on call for overdose, for example, has increased by 24.3% in 2019 over the same time period in 2018. These calls also require highly coordinated partnerships with Community stakeholders. As an example, the Mobile Crisis Intervention Team is a collaborative partnership between hospitals and the Service. This program

partners a mental health nurse and a specially trained police officer to respond to situations involving individuals experiencing a mental health crisis.

Legislative Impacts

A number of laws will continue to impact the Service in 2020. These include presumptive Post Traumatic Stress Disorder (P.T.S.D.) legislation, Next Generation 911, the 2016 R. v. Jordan decision on pre-trial delay and disclosure of “911 tapes” decision (R.v.M.G.T, 2017). Each of these legal requirements represents additional cost and/or resource pressures to the Service.

After the enactment of cannabis legislation in October 2018, the Service developed a framework for measuring and tracking the impact of cannabis legalization on the Service that includes, but is not limited to the following:

- targeting illegal dispensaries;
- training;
- impact on front-line demands; and
- processing and destruction of seized cannabis.

These activities are driving cannabis enforcement related costs. This year, to September 30th, approximately \$1.1M has been spent on cannabis related enforcement, closure of illegal dispensaries, training and destruction of seized cannabis. Of that total, approximately \$209,000 has been recovered through the R.I.D.E. and Cannabis Dispensary Closure Grant.

The Ministry of Finance has provided funds to the City from the Ontario Cannabis Legislation Implementation Fund (O.C.L.I.F.), which the City has placed in reserve. Based on projected cannabis-related costs for 2020 (net of any R.I.D.E. grant recoveries), the City has advised that the Service can draw approximately \$1.1M from the City’s Ontario Cannabis Legalization Reserve Fund. This draw is reflected in the budget request.

Challenges in Meeting Service Levels and Demands

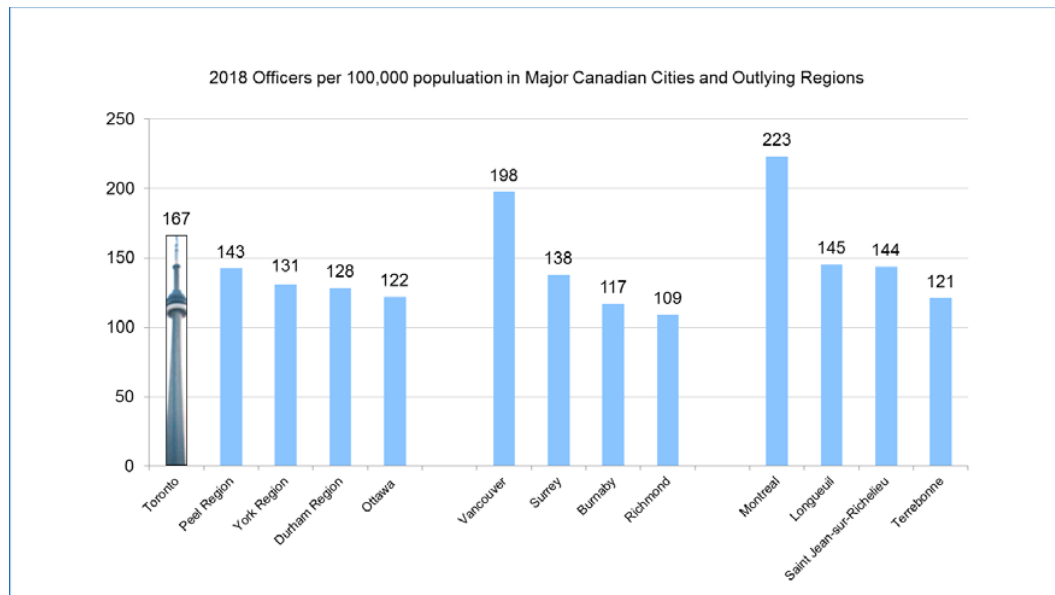
With a budget that is over 89% salary-related costs, policing is about people and the effective and efficient deployment of those people. The Service has made significant staff reductions and has innovated to increase capacity and optimize its remaining workforce for the best possible service delivery. However, it is not sustainable to continue to address the growth in calls for service only through efficiencies and reductions. Current policing demands and expectations, combined with budget constraints are creating issues with respect to service delivery by uniform and civilian personnel, as well as impacting the health and well-being of our people.

With the decline in officers and the growth in demands, each officer is handling 20% more calls for service in October 2019 than they did in October 2015.

When comparing Toronto to other major urban cities, Toronto, at 167 officers per 100,000 population in 2018, has much fewer numbers of officers per capita. (Source: Statistics Canada. Table 35-10-0077-01 Police personnel and selected crime statistics, municipal police services).

With the projected growth of Toronto's population in 2019, the average deployed number of officers per 100,000 is expected to decrease to 157. In 2020, with the increase in officers and increase in population, this number will remain relatively equal to 2019 at 158 officers per 100,000 population. Officers to population comparison is illustrated in Figure 5 below for 2018:

Figure 5 – 2018 Officers Per Capita Comparison



Note: Toronto officers per population reduces to 157 in 2019 and 158 in 2020.

While the Service aims to deliver the best service possible, the ability to dedicate resources to proactive, community-based crime prevention efforts is undermined when most of the resources need to be dedicated to reactive policing. Without increasing resources, the Service will be unable to improve response times and increase proactive policing.

One of the indicators of how the Service is doing is the percentage of people who feel safe in their neighbourhoods, as measured by the annual survey of the public. In 2018, 87% of people indicated that they feel safe, down from 93% in 2016. The number of people who felt the police are responding promptly also went down from 51% in 2016 to 42% in 2018. The number of people who think police are doing a good job being visible in their neighbourhoods also declined, with only 41% thinking we are doing a good job with that visibility, compared to 45% in 2016 (Source: The Way Forward Scorecard). These results, along with rising major crime and response times demonstrate the Service's challenges in meeting increasing demands for service with a reduced workforce.

Health and Wellbeing of Our Members

As a result of current vacancies, work is being completed by having members work overtime, which is causing member burnout, and delays in implementing projects and new initiatives. This is simply not a sustainable approach.

Reduced staffing levels, increasing calls for service and an active modernization agenda are putting unsustainable strain on operations and staff in many areas. Efforts are being made to fill critical civilian vacancies, transition to a new service delivery model, and pilot new shift schedules that will assist in meeting frontline demands.

The Service recently announced its Strategy on Mental Health and Addictions. A key aspect of that strategy is to endeavor to ensure that we have a resilient and supported workforce. Strategic initiatives, including investments in staffing of both sworn and civilian roles will contribute to improved health and well-being of Service members.

2020 Budget Details

This budget makes strategic investments in priority areas to better serve Toronto communities and residents.

Budget Direction, Development and Approval

This year, the City of Toronto developed a plan for a revamped budget process that is intended to empower City Programs and Agencies with more accountability for decisions and to make the budget easier to understand by all. The end goal is a multi-year, service-based budget that will evolve over a 4-year period.

- Year 1 - now: The focus is on simplifying the budgeting processes, clarify plans, build momentum, prioritizing staff wellbeing
- Year 2: Foundations for Multi-Year Budgeting
- Year 3: Foundations for Service-Based Budgeting
- Year 4: Transition to Service-Based Budgeting (communicates value of services to public for their tax dollars, easier to understand and engage)

In April of each year, the Service's Budget & Financial Analysis Unit begins to develop the capital and operating budgets for the next year. The development of the budget is guided by the Service's strategic goals and priorities, as well as the City's directions and guidelines.

For the preparation of the operating budget request, the Budget & Financial Analysis Unit collaborates with each unit within the Service to determine service levels and challenges and risks to be addressed to determine the upcoming year's financial requirements. The unit also explores the most cost effective way to complete unit specific goals in line with the Service's strategic direction. As

part of this process, changes to any relevant legislation, processes and technologies are also identified and reviewed.

Using the approved 2019 budget as the starting point, a number of actions were undertaken in order to develop the 2020 budget request. These included:

- Reviewing service objectives, staffing requirements and related trends (uniform and civilian);
- Reviewing historical spending trends and reducing funds historically underspent;
- Flat-lining certain discretionary spending and using a zero-based budgeting approach to certain non-fixed requirements;
- Consolidating equipment and contracted services funds for central management based on Service priorities and goals; and
- Planning for the funding of expected contractual cost increases from within existing budgets by decreasing the budget in other accounts where possible.

The preliminary budget request has been reviewed with the Command, as well as with Board and City representatives. These reviews resulted in adjustments to the budget as new information became known, and as requirements and cost savings opportunities were identified.

The next steps in the budget process are shown below:



2020 Budget Cost Drivers

The 2020 base budget request plus the new and enhanced request brings the total Toronto Police Service (Service) 2020 operating budget request to \$1,076.2M (\$1,221.2M gross), which is \$40.8M or 3.9% above the 2019 approved budget.

Changes in the base budget and new and enhanced requests are explained below.

Table 4 – Summary of Base Budget Request by Category

Base Budget	2019 Budget \$Ms	2020 Request \$Ms	\$ Increase / (Decrease) over 2019 Budget	% Increase / (Decrease) over 2019 Total Budget
2019 Net Budget - \$1,035.4M				
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(f) Other Expenditures	81.6	80.6	(1.0)	(0.1%)
(g) Revenues	(141.1)	(144.0)	(2.9)	(0.3%)
Net Base Budget Request	\$1,035.4	\$1,065.1	\$29.7	2.9%

a) Impact from Collective Agreements Salary Settlement (\$28.9M)

The uniform and civilian Collective Agreements between the Board, the Toronto Police Association and the Senior Officers' Organization, were ratified agreements for a five year term, from January 1, 2019 to December 31, 2023.

The Agreements include a wage increase of 11.06% over five-year term (average of 2.21% per year) as well as a Priority Response Unit (P.R.U.) Patrol Allowance of 3% of basic salary for all hours worked by Uniform members with more than five years of service in P.R.U.

The 2020 budget impact of the Collective Agreement settlements on the operating budget is \$28.9M and is the single largest component (70%) of the budget increase.

b) Salary Requirements (\$785.2M)

The total salary requirements for 2020 (exclusive of the impact of salary settlements) are \$785.2M, up \$7.4M from the previous budget. The budget for salaries reflects both the savings from efficiencies to be gained through the continued civilianization of positions, as well as the funds to fill several critical vacant civilian positions gapped in previous budgets as a result of the hiring freeze.

The \$7.4M increase in base salaries are driven by the following items:

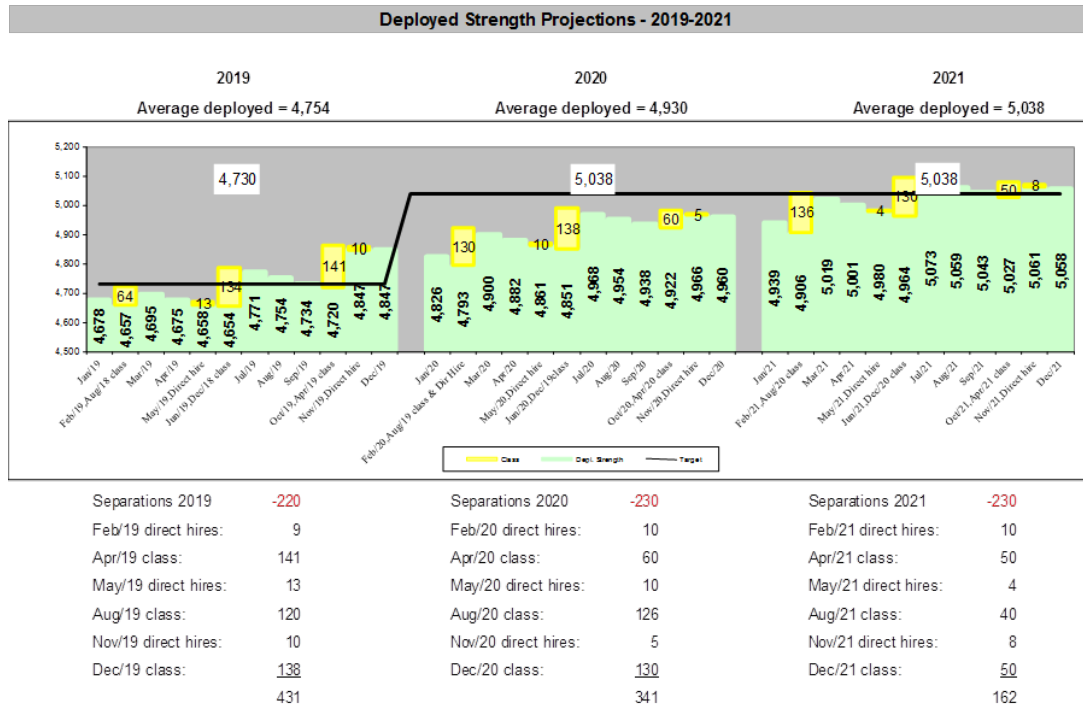
- **Annualization and maintenance of Uniform Hiring Strategy (\$4.2M)** – Costs include the annualization of prior year's hires and separations, savings from current year's separations, costs of current year's replacement hires and the impact of constable reclassifications, as they progress from 4th class to 1st class. The uniform hiring strategy, which

outlines separations, hires and numbers of deployed officers is reflected in Figure 6.

Hiring Plan (341)		
	2019	2020
Lateral entries	32	25
April Class	141	60
August Class	120	126
December Class*	138	130
	431	341

*December 2019 class size increased from an original planned size of 40 to 138 to reflect increase in average deployed complement of 5,038 by 2021.

Figure 6 – Uniform Hiring Strategy



- **Annualization of civilianization initiatives (\$3.6M)** – The Service’s delivery model includes both uniform positions, as well as civilian positions to deliver some of the services that were previously performed by officers, creating greater capacity for priority work. These positions include Crime Analysts, Bookers, Senior Court personnel and District Special Constables. The 2019 budget included funding to ramp up staffing levels during 2019, and would ultimately result in the civilianization of uniform positions, some of which were vacant and others that were filled and could

be redeployed to core policing duties. The use of part-time retired officers was also pursued in 2019 as a stop-gap/temporary measure due to anticipated staff shortages in 2019 and 2020, and until staffing levels increase to more sustainable levels. The logistics of the program took longer than anticipated, and only 24 part-time retired officers were hired, as compared to the 186 originally planned. However, the Service will continue with the program at the reduced level, and will evaluate and reassess the program during 2020. The use of civilians instead of uniform staff is projected to save approximately \$6.2M in 2020.

- Backfilling Vacant Positions That Were Previously Gapped (\$0.5M) – The Service is projecting a civilian vacancy rate of 14.0% at the start of 2020 and is seeking to reduce the vacancy rate to 8.2% by the end of 2020. Vacancies over the last few years have put a significant strain on remaining staff that have been required to take on additional critical responsibilities and workload due to unfilled vacant positions. During 2020 the Service will continue to fill vacancies that were previously gapped, as well as those that are required to modernize, achieve strategic priorities, comply with legislative requirements, and provide the necessary internal and external direct and support services. While the Service has been aggressively hiring to fill positions during 2019, many of the positions have been filled through internal promotions thereby creating other vacancies. The 2020 operating budget request takes into account positions that have been filled during 2019 and assumes that vacancies will be filled in a staggered approach during 2020.
- Other Net Salary Changes (-\$0.9M) – The transfer of the School Crossing Guard Program was completed on July 1st 2019, resulting in savings of \$3.6M in the 2020 operating budget, in addition to the \$3.8M realized during 2019. These savings are partially offset in costs associated with the Leap year. Leap year has a budget impact every four years on the Service budget, as salaries are budgeted based on the number of days in the year. As 2020 is a leap year, there is a one-time impact of \$1.9M for the additional day of salaries.

During 2019, the Board approved a new Chief Information Officer position, a Strategic Advisor position and three Equity, Inclusion and Human Rights positions, resulting in a 2020 operating budget pressure of \$0.8M.

Staffing Requirements for Additional Courtrooms

The Judiciary, the Province and the Toronto Police Service have separate control over the different elements essential to the delivery of court security and prisoner transportation services. The work of Court Services is largely driven by the demands of the court and the judicial system.

Any increase in courtrooms, court security requirements, and security screening stations increases staffing demands upon the Unit. The Ministry of Attorney General has added four additional floors of courtrooms and installing four new x-ray security screening stations. Resources for these additional screening stations are not available in Court Services' current staffing model.

In order to fulfill the new security requirements resulting from the added court rooms, the Service would require the addition of 20 court officers. This requirement is not included in the 2020 budget request. We are currently meeting these resource demands through premium pay, while we develop a long term and more sustainable plan.

c) Premium Pay (\$47.9M)

The total premium pay request for 2020 is \$47.9M, down \$6.0M from the previous budget.

Premium pay is incurred when staff are required to work beyond their normal assigned hours for extended tours of duty (e.g., when officers are involved in an arrest at the time their shift ends), court attendance scheduled for when the officer is off duty, or callbacks (e.g. when an officer is required to work additional shifts to ensure appropriate staffing levels are maintained or for specific initiatives). The Service's ability to deal with and absorb the impact of major unplanned events (e.g. demonstrations, emergency events, and homicide / missing persons) relies, in part, on the utilization of off-duty officers which results in premium pay costs.

Since the staffing levels have been decreasing over the years, there has been a significant pressure on premium pay to accommodate critical workload issues. Premium pay is subject to the exigencies of policing and the aforementioned staffing pressures, as well as required police presence at planned and ad hoc events. The Service incurred an unfavourable variance of \$20.8M in 2018 for uniform premium pay, but requested just an \$8.5M increase to the 2019 premium pay budget, taking into consideration anticipated staffing levels as well as extraordinary events that took place in 2018. While the budget increase should have been greater, the Service kept the increase to a minimum in order to keep the 2019 budget increase as low as possible.

The number of average deployed uniform officers decreased further in the first half of 2019, primarily due to a large number of retirements. As a result, increased premium spending was incurred to help meet policing service demands on the frontline, support and investigative units of the Service. With the deployment of additional officers in the second half of 2019, premium pay spending has slowed, but the Service is still currently projecting an unfavourable variance of \$13.2M for uniform officers.

Additional premium pay is also incurred as units address critical workload issues resulting from a significant number of civilian staff vacancies across the Service,

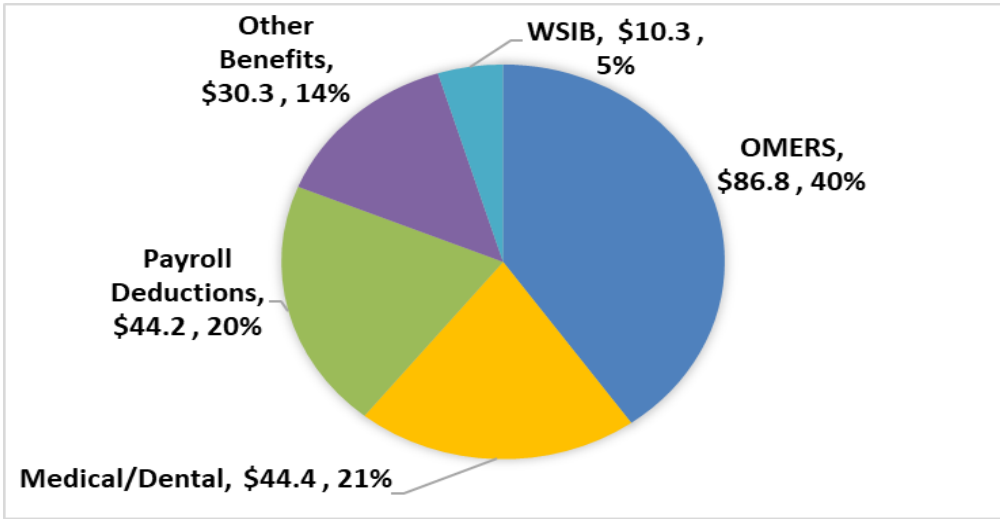
with the unfavourable variance projected at \$4.9M as at September 30, 2019. The staffing of civilian vacancies has taken longer than anticipated as most of the vacancies are being filled through internal promotions, creating vacancies elsewhere within the Service. In addition, Talent Acquisition did not have sufficient resources to address the significant backlog of civilian vacancies. Unless the Service can make inroads in reducing overall vacancies, civilian premium pay pressures are expected to continue. This budget incorporates strategies to address our ability to fill positions more expeditiously.

The Service’s budget submission includes a \$6M decrease to the premium pay budget for 2020. It is anticipated that moving to new shift schedules and filling more vacancies, may reduce the requirement for premium pay.

The current level of premium pay expenditures is not sustainable from a financial, operational and member well-being perspective. However, it must be noted that there is a risk that the reduced premium pay budget is premised on certain assumptions, including assumptions related to when new hires will be in place and what the anticipated levels of service demand will be, including unanticipated events. If these assumptions change, there may be a need to rely on premium pay more than anticipated. The Service will monitor and take steps to control premium pay and will report against budget through the quarterly variance reporting process to the Board.

d) Statutory Deductions and Benefits (\$216)

Figure 7 – Benefits

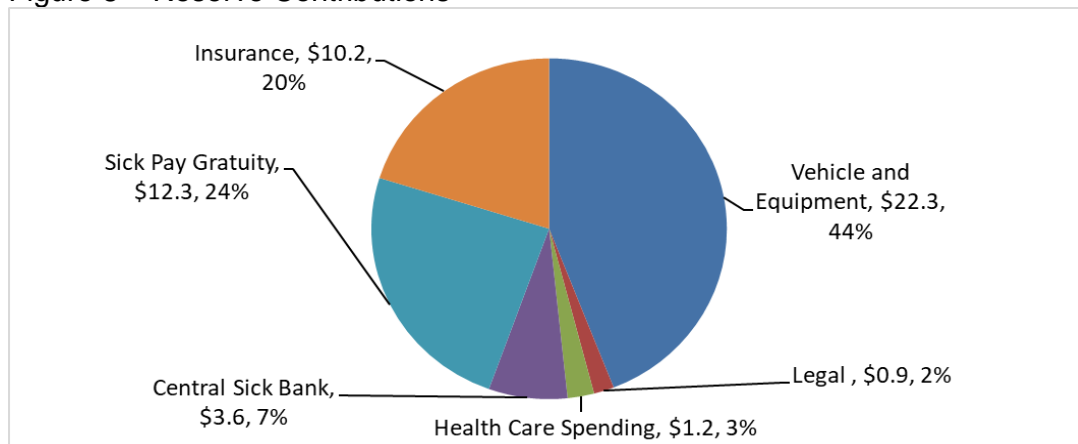


Statutory payroll deductions and employee benefits expenditures of \$216M are \$3.3M or 1.5% higher than the previous year budget and are a major component (20%) of the Service’s total 2020 Budget request. The biggest variances are attributed to the following items:

- Medical/Dental Coverage (\$0.7M or 2% increase): The budget for the Board’s benefit plan is based on the cost of drugs and services, dental fee schedule, utilization rates and administration fees. In previous years, this category of expenditure has come in under budget, but the actuals have been increasing in 2019. This account has been brought in line with 2019 actuals and an anticipated percentage increase.
- Workplace Safety & Insurance Board (W.S.I.B.) costs (\$1.4M or 16% increase): The increase is primarily due to impacts of Bill 163, Supporting Ontario’s First Responders Act regarding Post Traumatic Stress Disorder (P.T.S.D.). The actuals have been increasing since 2016 and the budget request is in line with historical actuals.
- Net other changes to benefits (\$1.1M or 0.7% increase): Includes various other expenditures such as retiree medical/dental, group life insurance, payroll deductions, etc.

e) Reserve Contributions (\$50.5M)

Figure 8 – Reserve Contributions



The Service contributes to a number of reserves through provisions in the operating budget. All reserves are established by the City of Toronto. The City manages the Sick Pay Gratuity (S.P.G.) and Insurance reserves, while the Service manages the Vehicle & Equipment, Legal, Central Sick Bank, Health Care Spending and Modernization reserves.

The total reserve contribution for 2020 is \$50.5M with no increase from 2019. The original budget request included \$3.8M of additional contributions of which \$3M was for the Vehicle and Equipment reserve. In order to reduce the Service’s 2020 budget request, this amount was eliminated, but assumes that the Service will be able to utilize any surplus realized in 2019 to make one time contributions to the Vehicle and Equipment reserve and Health Care Spending Account. The required incremental contributions to these and other reserves must at some point be included in the Service’s base budget, to ensure the

health of the reserves and ensure obligations can be met in the short and long-term.

Surplus allocations will be made by the City according to the City's Surplus Management Policy and there is a risk to the health of the reserves if the contributions from the Service's surplus are not approved.

f) Other Expenditures (\$80.6M)

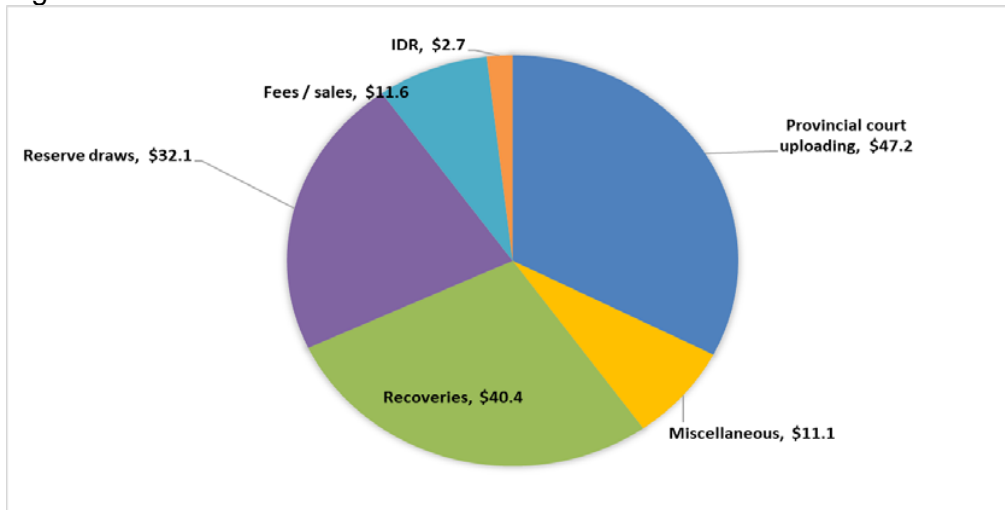
Other expenditures represent 8% of total expenditures and include items such as ammunition, vehicle parts, computer equipment and maintenance, gasoline, operating impact of completed capital projects and contracted services. These expenditures were reduced by \$1M with the biggest adjustments attributed to the following items:

- Contracted Services was reduced by \$1.6M as a result of savings from the full transition to Voice Over Internet Protocol (VoIP).
- Computer maintenance will require additional funding of \$1.1M for various software licenses. The cost of computer maintenance is impacted by current contract costs, as determined through a competitive procurement process. Technological advances and the addition of new systems provide enhanced communication, improved information and efficiencies. However, as the number of systems and storage requirements increase, the cost of maintenance and support also increases.
- Additional funding of \$0.4M will be required due to an 8-cent increase in gasoline prices (based to City estimates).
- The operating budget impact of completed capital projects will require additional funding of \$0.9M. As capital projects are implemented, they often have operating budget impacts such as computer maintenance, additional staffing requirements, facility maintenance, etc. For 2020, operating impacts are comprised of:
 - Maintenance cost for Analytics Centre of Excellence (A.N.C.O.E) which includes Enterprise Business Intelligence (E.B.I) and Global Search system maintenance; battery management program for Radios.
 - Connected Officer data plans, licenses and maintenance for 700 mobile devices
 - Peer to Peer (Disaster recovery) Site networking cost
- Reduction in various other expenditures such as ammunition (-\$0.4M), computer hardware (-\$0.2M) and services and rent general (\$-0.4M)

g) Revenues (\$144M)

Approximately 88% of Total Expenditures are funded by City of Toronto property taxes. The remaining 12% are shown on Figure 10.

Figure 9 – Revenue Sources



The 2020 total Revenue budget for items, other than what is funded from property taxes, is \$144M which represents an increase of \$2.9M or 2% compared the Service's total budget in 2019 with the biggest variances attributed to the following items:

- Paid duty equipment rental - \$0.5M increase to bring the budget in line with previous year's actual
- Criminal Reference checks - \$0.9M increase to bring the budget in line with previous year's actual.
- City's Ontario Cannabis Legislation Reserve - \$1.1M increase for a draw from the reserve to fund training, impact on frontline demands, processing and destruction of seized cannabis

New and Enhanced (\$11.1M)

The 2020 operating budget submission also includes new and enhanced requests totalling \$11.1M net and gross, or 1.0% as described below.

Table 5 -Summary of New and Enhanced Budget Request

New and Enhanced	2019 Budget \$Ms	2020 Request \$Ms	\$ Increase / (Decrease) over 2019 Budget	% Increase / (Decrease) over 2019 Total Budget
Adding Officers- Priority Response Unit (+140 officers); Neighbourhood Officers (+40 officers); Vision Zero (+8 officers and call back)	0.0	8.8	8.8	0.9%
Adding Civilians- (+5) Equity, Incl & Human Rights	0.0	0.4	0.4	0.0%
Vision Zero; City Revenue	0.0	(1.0)	(1.0)	-0.1%
Body Worn Camera	0.0	2.5	2.5	0.2%
Other - Leadership training (\$187K); reinstitute tuition reimbursement (\$250K)	0.0	0.4	0.4	0.0%
Net New and Enhanced Budget Request	\$0.0	\$11.1	\$11.1	1.0%

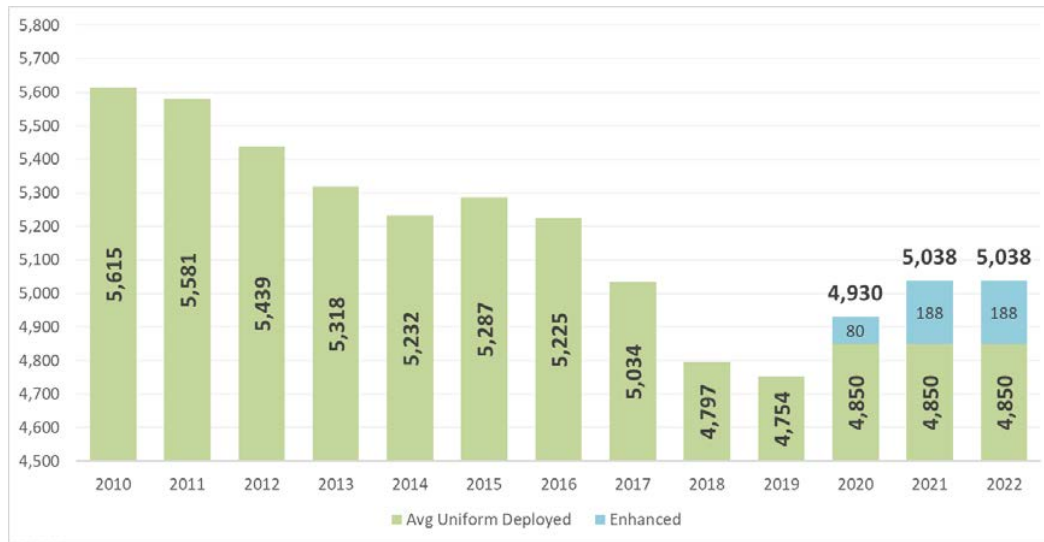
The 2020 budget request includes the addition of 188 net new uniform officers which will result in an increase in deployment from the current number of officers of 4,850 to 4,960 by the end of 2020 and an average deployment of 5,038 in 2021.

Enhancements to current staffing levels are planned in the following program areas:

Program Area	Number of Officers
Priority Response Unit Officers	140
Neighbourhood Officers	40
Vision Zero Traffic Enforcement	8
Total Net New Positions	188

These program enhancements are reflected in the uniform staffing chart in Figure 10 and are also explained below.

Figure 10 – Average Deployed Uniform Staffing Levels



Priority Response Unit Officers

The 2020 Operating Budget Request includes funding to hire 140 net new officers for Priority Response units across the city.

A firm specializing in schedule design for law enforcement agencies was engaged to determine the appropriate number of officers needed to meet response time standards for calls for service and to ensure an appropriate balance of both reactive and proactive policing. A staffing model was created to help address the Service’s current needs. The model included an analysis of calls for service, response time, reactive/proactive (70/30) objectives and time detractors (training, court, annual leave, sick time, etc.).

The Service has initiated two major programs to allow for greater coverage in peak times: new shift schedules and the Priority Response Group, a demand-based unit to deal with high call volumes.

The new shift schedules will allow the Service greater flexibility to be where the public needs us the most. The collaborative work that has occurred between the Toronto Police Association (T.P.A.), the Board and the Service has allowed a joint development of shift patterns that provide a better service to the public, while also addressing officer preference and wellness.

The Service had completed an analysis of each division with consideration to all of the above standards as well as improving response time in accordance with the standard guideline adopted by the International Association of Chiefs of Police (I.A.C.P.). It was determined that after the introduction of new shift schedules, 140 net new officers are required in the P.R.U. across the city.

Neighbourhood Community Officers

In 2013, the Service implemented the Neighbourhood Community Officer Program (N.C.O.P.), in order to better engage with the community, reduce crime, increase public safety and improve trust in the police. Currently there are 135 Neighbourhood Community Officers (NCO) in 33 Toronto neighbourhoods.

A Council decision, made during 2019, references requirements for the Board to consider the expansion of the program as follows:

- *Rec. 18: City Council request the Toronto Police Services Board to request the Chief of Police to:*
 - *accelerate the implementation of a sustainable Neighbourhood Policing Model City-wide recommended through the Toronto Police Service modernization plan and to report to the Budget Committee through the 2020 budget process to address if any additional funding is required.*

There are a total of 140 neighbourhoods in the city of Toronto. This budget includes the expansion of the program to include 40 net new N.C.O.'s to be deployed in 10 additional neighbourhoods for a total of 43 neighbourhoods, once additional PRU officers are in place.

Expansion beyond the 43 neighbourhoods would come at a significant cost that would not be sustainable given fiscal constraints currently faced by the Service and City of Toronto.

Vision Zero Traffic Enforcement

Traffic Services officers investigate collisions and enforce traffic laws on a daily basis. Approximately 120 officers are currently dedicated to traffic. Frontline officers of the Service also do traffic enforcement when not responding to calls for service. Time available for enforcement will be enhanced with the addition of the P.R.U. officers noted above.

Additionally, a total of \$1M is included in this budget request for traffic enforcement funded by the City of Toronto's Vision Zero Road Safety Program. These funds will cover premium pay for the first half of the year for traffic enforcement activities, along with eight officers that will deploy in the second half of the year as a dedicated team in support of the Vision Zero Road Safety Program.

The requirements for this permanent program will be revisited during 2020 and any enhancement will be included in the 2021 budget process.

Equity, Inclusion & Human Rights

As approved by the Board, this budget also includes funding of \$0.4M for five Equity, Inclusion and Human Rights positions (Min. No. P106/19 refers). As an

international leader in a globally diverse city, the Service must continually improve its understanding of communities and residents. The Service must be a trusted partner that leverages equity and inclusion practices to build strong partnerships. This unit is also responsible for implementing the Service's Race Based Data Collection Program, which is a new legislative requirement.

The funding required for these positions assumes they would be hired on a staggered basis during 2020.

Body Worn Camera (B.W.C.)

The cost (\$4.8M) of the capital portion of the B.W.C. program is included in the 2020-2029 capital program to meet infrastructure and device requirements. The 2020 operating impact of capital is estimated at \$2.5M and is included in the Service's operating budget request, and reflects a cloud-based solution for implementation of B.W.C. program commencing in July 2020.

This initiative is aligned with and will enable the Service's commitment to maintain and enhance public trust and accountability, as part of its commitment to deliver professional and unbiased policing.

The Service is in the process of completing the evaluation of proposed solutions for the B.W.C. Program and will be moving forward to the Board for contract award approval in the first quarter of 2020.

Other New/Enhanced– Leadership Training and Tuition Reimbursement

The 2020 budget request also includes costs for new and enhanced items totaling \$0.4M, including the TPS Foundations of Leadership Development program and the reinstatement of the Service's tuition reimbursement program that was halted during the last three years to meet target reductions in the budget.

The TPS Foundations of Leadership Development is a mandatory 4-day leadership development program for future frontline leaders (Police Constable – Sergeant; Sergeant – Staff Sergeant) who are interested in advancing to the next rank through the promotional process. It will also be offered to existing civilian and uniform leaders (Supervisors and above) who are interested in developing their leadership skills.

The program is designed around our 4 competency clusters – Our Development, Our Mindset, Our Impact and Our Connections and will allow the Service to drive sustained success by:

- Building new leaders' ability to lead their teams, manage performance and provide feedback;
- Retaining talent, thus increasing employee engagement and the Service's ability to modernize the promotional process;

- Driving strategic initiatives outlined in the People Plan 2.0 that will support a culture of personal and professional development for uniform and civilian members; and
- Building members' capability to navigate and lead organizational change and respond rapidly to the changing needs of our city.

The Service's tuition reimbursement program was reinstated to allow for the reimbursement of a portion of post-secondary costs to members. The cost of the program is \$250,000.

2021 and 2022 Outlooks

The outlooks in Table 4, below, demonstrate that the Service anticipates a 3.6% pressure in 2021 and a 4.1% pressure in 2022, based on expected staffing levels, continued grant funding levels, economic indicators and contractual and legislative obligations known at this time. Service staffing levels are expected to increase during 2020 resulting in annualized impacts in 2021.

These pressures include the best estimates available for the operating impact of the implementation of the Connected Officer program and the Body Worn Camera initiative. The collective agreement settlements impact in 2021 is less than 2020 and 2022 as a result of the timing of the changes in hourly rates.

The Service is assuming that it will continue to receive \$10.0M in Community Safety and Policing (C.S.P.) grant funding from the Ministry of the Solicitor General in 2022 to cover the cost of the Public Safety Response Team salaries. However, this grant term ends on April 1st 2022. Should the grant not continue, this will create a \$7.5M pressure in 2022, annualizing to \$10.0M in 2023.

Table 6 -2021 & 2022 Outlooks (\$M)

	2021	2022
Starting Request	\$1,076.2	\$1,115.3
Salary requirements	\$9.0	\$3.2
Benefit cost increases	\$3.0	\$2.5
Reserve contributions	\$5.3	\$3.7
Non Salary – inflationary and contract increases	\$5.1	\$5.9
Revenues	(\$0.4)	\$7.0
Total change before salary settlement	\$22.0	\$22.3
Salary settlement	\$17.1	\$23.4
Net Change	\$39.1	\$45.7
Outlook	\$1,115.3	\$1,161.0
Percentage change over prior year	3.6%	4.1%

Conclusion:

The Service's 2020 net operating budget request of \$1,076.2.0M (\$1,221.2M gross) is \$40.8M or 3.9% above the 2019 budget.

Guided by The Way Forward Plan, the Service has been evolving the way it operates – through service delivery improvements as well as investments in people, communities, intelligence and technology.

Since 2017, the Service has delivered over \$100M in efficiencies while also modernizing service delivery for a safer Toronto.

This budget aims to achieve the following outcomes:

- Improved community safety through additional P.R.U. officers, improved response times and more proactive policing, enabled by the shift schedules;
- Increased pedestrian and traffic safety with the permanent addition of a dedicated traffic enforcement team.
- Enhanced community engagement with the addition of new Neighbourhood Community Officers; and
- Improved public trust and accountability, with the implementation of the B.W.C. program.

The Service's priority is to achieve 70/30 reactive/proactive P.R.U. service delivery model. Once that is achieved, we can expect to see a greater enforcement of traffic and a freeing up of service capacity that will allow us to devote more officer effort on gang violence.

It must be noted that this budget is not without risks and dependencies that are not within the Service's control. Growth in population and calls for service continue to put pressures on resources, impacting on the delivery of those services. The decrease (\$6M) in the 2020 premium pay budget over 2019 and against current spending levels correlates with staffing levels and level of crime and therefore it is subject to police exigencies and cannot be fully predicted. These risk areas will be monitored and reported to the Board on a regular basis.

The 2020 operating budget request has been prepared with the objective of keeping the City safe, balancing this goal with the need to fund current public safety activities and deal with the changing nature of crime, while transitioning to a modernized service delivery model that embraces partnerships and puts communities at its core.

Mr. Tony Veneziano, Chief Administrative Officer, will be in attendance to answer any questions the Board may have regarding this report.

Respectfully submitted,

Mark Saunders, O.O.M.
Chief of Police

*original copy with signature on file in Board office



Toronto Police Services Board Report

November 29, 2019

To: Board Budget Committee
Toronto Police Services Board

From: Mark Saunders
Chief of Police

Subject: Toronto Police Service 2020-2029 Capital Program Request

Recommendation(s):

It is recommended that the Toronto Police Services Board (Board) Budget Committee:

- (1) approve the Toronto Police Service's (Service) 2020-2029 Capital Program with a 2020 net request of \$21.7 Million (M) and gross amount of \$50.3M (excluding cash flow carry forwards from 2019), and a net total of \$202.9M net and \$587.2M gross for the ten year program, and as detailed in Attachment A; and
- (2) forward a copy of this report to the Board for consideration and for approval.

Financial Implications:

Capital program requirements are funded from various sources, specifically:

- debt issued by the City of Toronto (City);
- the Vehicle and Equipment Reserve, which is funded from the Service's operating budget;
- Development Charges (D.C.) which are fees charged to developers to help pay for the cost of infrastructure required to provide municipal services in growing areas to qualifying Service projects – using D.C.s reduces the Service's reliance on debt funding; and
- other source of funding such as Provincial grants.

Unlike previous years, the City did not issue a debt targets for the 2020 – 2029 capital program. Instead, consideration and approval of projects in the capital program will be based on need and value provided, project readiness and previous year's spending rate.

Table 1 below provides a summary of the Service's 2020-2029 Capital Program request. Additional details can be found in Attachment A.

Table 1: Summary of the 2020-2029 Capital Program Request (000's)

Projects	2020	2021	2022	2023	2024	Total 2025-2029	Total 2020-2029
Work in Progress	17,556	43,392	29,192	26,630	14,775	54,312	185,857
Upcoming Projects	7,290	400	6,316	17,596	12,896	50,564	95,062
Life Cycle Replacement Projects (Funded from Reserve)	25,501	26,670	30,670	27,791	40,698	154,987	306,317
Total Gross Projects	50,347	70,462	66,178	72,017	68,369	259,863	587,236
Vehicle & Equipment Reserve Funding *	(25,501)	(26,670)	(30,670)	(27,791)	(40,698)	(151,156)	(302,486)
Development Charges	(3,149)	(16,185)	(14,531)	(12,332)	(6,776)	(28,865)	(81,838)
Total Net Debt-Funding Request	21,697	27,607	20,977	31,894	20,895	79,842	202,912

*Development charges applied to Vehicle and Equipment Reserve reduced the required funding in that category

Background / Purpose:

The purpose of this report is to provide the Board Budget Committee with details of the Service's 2020-2029 Capital Program request for its consideration and recommendation to the Board for approval.

Attachment A to this report provides a detailed project listing of debt-funded projects, and Attachment B provides a detailed listing of projects funded from the Vehicle and Equipment Reserve. Attachment C provides a summary of the 2020-2029 program estimated operating impact from capital, excluding reserve-funded projects.

Discussion:

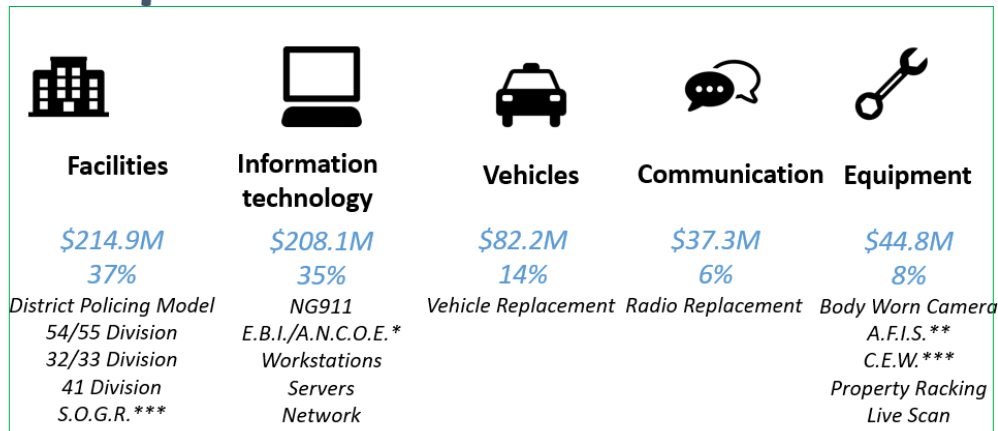
This capital program will address improvements to the Service's aging facility infrastructure, updating or replacing core systems and maintaining existing equipment. The need to maintain facilities and equipment continues to exist. However, the need to improve and modernize how the Service delivers public safety and internal support services as part of the overall strategic objective of the Service and the Board is also considered.

Capital projects, by their nature, require significant initial and one-time financial investments, and also provide longer-term organizational benefits and impacts. The Service's strategic direction is outlined in the Transformational Task Force's (T.T.F.) final report, *Action Plan: The Way Forward – Modernizing Community Safety* in Toronto

(The Way Forward report). This report includes initiatives that will require capital investments to enable the modernization of the Service.

The 2020-2029 capital plan will enable the Service’s modernization efforts through the funding of the following types of projects:

\$587.2M 10 YEAR GROSS CAPITAL PROGRAM



*E.B.I. /A.N.C.O.E. – Enterprise Business Intelligence; Analytics Centre of Excellence

**A.F.I.S. – Automated Fingerprint Identification System

*** C.E.W. – Conducted Energy Weapons

****S.O.G.R. State of Good Repair

Facilities (\$214.9M):

The Way Forward report outlined a phased realignment of divisional boundaries and facilities and the transition to a District Policing model. The location and number of facilities are being carefully examined with the objective of enhancing operational flexibility, improving aging facility infrastructure, optimizing resources, and where possible, reducing the Service’s facilities footprint. Processes are also being reviewed as part of the District Policing Program to ensure that the renovation and or replacement of facilities enable improved processes and take into account changes made by external partners (e.g. consolidation of courts by the Province).

Information Technology (\$208.1M):

In the last decade, there have been many important developments with respect to information technologies (I.T.) that the Service has embraced and implemented. Specifically, mobile technologies, analytical information systems such as Analytics Centre of Excellence (A.N.C.O.E.), Public Safety Portal and the establishment of parking complaints reporting on-line have far-reaching implications for policing. These systems are designed to improve workflow efficiencies through advanced technology by the elimination of costly and manual processes. These systems also have the benefit of improving information which supports the Service’s overall goal of providing reliable and value-added public safety services.

Vehicles (\$82.2M):

The Service maintains a fleet of 1,717 vehicles, comprised of marked, unmarked, and special purpose vehicles and boats. There are also 376 bicycles. The replacement of these vehicles are funded from Service's Vehicle and Equipment Reserve in accordance with the lifecycle replacement policy.

Communication (\$37.3M):

The radio lifecycle replacement project provides the replacement of 4,697 radios, based on a 10-year replacement program.

Equipment (\$44.8M):

This category addresses specialized equipment projects such as furniture, lockers, Body Worn Camera, Conducted Energy Weapon (C.E.W.), wireless parking system, automated fingerprint identification and other equipment. Funding these needs will come from a combination of debt and the Vehicle and Equipment reserve.

Development of cost estimates, timing of projects and spending rate:

While no debt targets have been issued by the City for the 2020–2029 capital program, the City requested that all Programs and Agencies review their original submission to ensure the cost estimate for each project for 2020 is valid; taking into consideration key project milestones, procurement requirements, any third-party actions/approvals required, the “project gating” approach and other applicable assumptions, factors and information.

The Service takes all known factors related to the project cost into account in order to develop accurate cost estimates. However, even with the best planning and management, assumptions can change throughout the project as more information becomes available.

During the past few years, the Service's capital spending rate has been lower than anticipated. Despite due diligence efforts taken in advance of the actual start of the project, issues become known as the work progresses, resulting in revised cost, schedule or scope estimates. Also, civilian staffing shortages in recent years, as a result of hiring moratorium, have put significant pressure on the ability of staff to work on capital projects while continuing to perform their day to day duties. This issue has contributed to project schedule delays which in turn have impacted the spending rate. As part of the 2020-2029 capital program process, all projects timelines were reviewed carefully and they will continue to be monitored on an ongoing basis and known issues will be actively addressed.

Major Projects completed in 2019

Major project accomplishments in 2019 include:

- New Peer-to-Peer Site (Disaster Recovery/Business Continuity) – completed in 2019
- 54/55 Division – Site selection and master planning completed

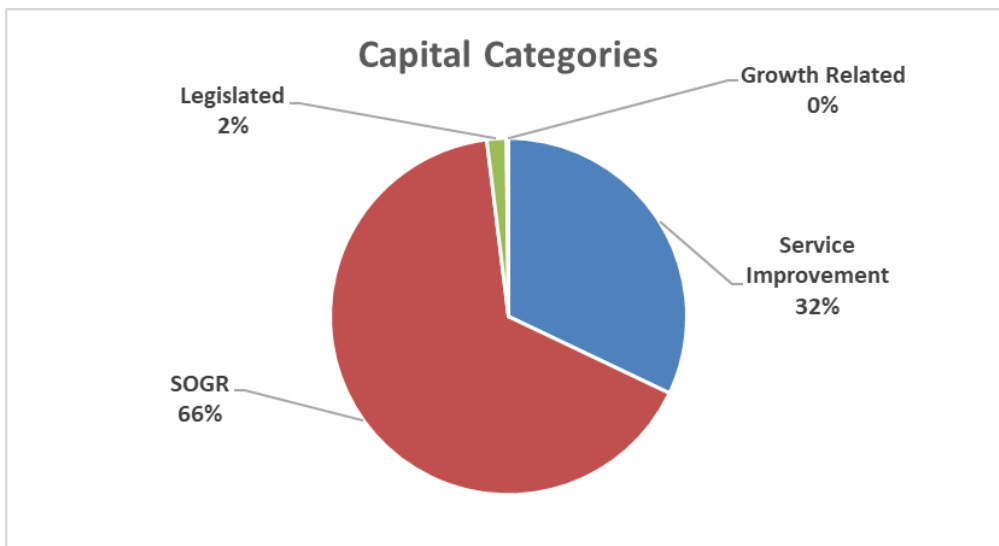
- Radio Replacement – continue to lifecycle mobile and portable radios
- Various S.O.G.R. projects
- Various Reserve funded projects such as vehicle replacement, servers, I.T. business resumption hardware, computer/laptop/printer, network equipment, Furniture, Digital Video Asset Management (D.V.A.M.), etc.
- Body Worn Camera – initial phase, non binding Request for Proposal (R.F.P.)

2020-2029 Capital Program Request:

The 2020-2029 Capital Program is segregated into five categories for presentation purposes:

- A. Work in Progress
- B. Up-coming Projects 2020-2029
- C. Projects funded through Reserves
- D. Operating Impact from Capital
- E. Potential Projects outside of the proposed capital program

Projects are shown based on S.O.G.R., Service improvement, growth and legislated classifications. The majority of the Service’s projects in the 2020-2029 program are S.O.G.R. due to the need for replacing aging infrastructure.



A. Work in Progress

There are twelve projects in this category, not including projects with carry forward funding only. More information about these projects can be found in the 2019 Capital variance reports posted on the Board’s website.

It should be noted that at the time of budget creation for all facility related projects, the Service took all known factors and future cost estimates related to the project cost into consideration. However, once the procurement process is complete and a construction services contract awarded, the Service will review current estimates and revise them as necessary.

Table 2: Work in Progress (\$000's)

Projects	Plan To end of 2019	2020	2021	2022	2023	2024	Total 2025 - 2029	Total Project Cost
Work in Progress	60,577	17,556	43,392	29,192	26,630	14,775	54,312	246,433

State Of Good Repair (S.O.G.R.)

Category:	Facilities	Funding Source:	Debt
Project Type:	Ongoing	Estimated Start:	Ongoing
Classification:	S.O.G.R.	Estimated End:	Ongoing

Project Description:

This project includes on-going funding for the S.O.G.R. requirements that are the responsibility of the Service. Beginning in 2016, some of these funds have also been utilized to enhance existing technological assets.

Project Objective:

By definition, S.O.G.R. funds are used to maintain the safety, condition and requirements of existing Service buildings. Also, funding is used for technology upgrades in order to optimize service delivery and increase efficiencies. In light of the future plans for Service facilities, planned use of these funds will be aligned with the Facilities Realignment/District Policing Model initiative, with priority being given to projects in the backlog that must continue and that will not be impacted by the transformation of the Service's facility footprint.

Project Funding Breakdown:

S.O.G.R. (\$000s)	Prior Years	2020	2021	2022	2023	2024	Total 2025-2029	Total Project Cost
Projected Capital Expenditures	Ongoing	2,500	4,400	4,400	4,400	4,400	22,000	42,100
Additional Positions (F.T.E.s)*	0	0	0	0	0	0	0	0
Impact on Operating Budget	0	0	0	0	0	0	0	0

*Full Time Employees (F.T.E.)

54/55 Divisions Amalgamation (Part of District Policing Program)

Category:	Facilities	Funding Source:	Debt , D.C. funding
Project Type:	Ongoing	Estimated Start:	2017
Classification:	Service Improvement	Estimated End:	2025

Project Description:

The amalgamation of 54 and 55 Divisions into one district facility.

Project Objective:

The amalgamation of the two divisions will reduce the long-term costs of operating and maintaining two structures, and will support the Service’s recommendations for a modernized, economical and more efficient public safety delivery model. The current plan is to return the 54 and 55 Division properties to the City once the new consolidated facility is built. However, the Service continues to review its operational requirements as part of its modernization initiatives, which may result in the 54 and or 55 divisional sites being retained.

Project Funding Breakdown:

54/55 Divisions Amalgamation (\$000s)	Prior Years	2020	2021	2022	2023	2024	Total 2025-2029	Total Project Cost
Projected Capital Expenditures	1,184	0	5,019	6,508	11,296	10,375	4,843	39,225
Additional Positions (F.T.E.s)	0	0	0	0	0	0	0	0
Impact on Operating Budget	0	0	0	0	0	0	0	0

32 Division Renovation (Part of District Policing Program)

Category:	Facilities	Funding Source:	Debt, D.C. funding
Project Type:	Ongoing	Estimated Start:	2019
Classification:	Service Improvement	Estimated End:	2021

Project Description:

The Service’s long-term facilities plan included the required renovation of the 32 Division facility for required building improvements. Also, as a result of recommendations in The Way Forward report, the Service amalgamated 32 and 33 divisional operations into a new 32/33 District operating from two separate facilities.

Project Objective:

The renovation of the 32 Division facility will enable new technologies and required building improvements, such that the facility is more operationally effective and compliant with the Accessibility for Ontarians with Disabilities Act. It will also optimize the use of available space and will improve the movement of both personnel and persons in custody.

Project Funding Breakdown:

32 Division Renovation (\$000s)	Prior Years	2020	2021	2022	2023	2024	Total 2025-2029	Total Project Cost
Projected Capital Expenditures	4,990	1,000	4,950	0	0	0	0	10,940
Additional Positions (F.T.E.s)	0	0	0	0	0	0	0	0
Impact on Operating Budget	0	0	0	0	0	0	0	0

41 Division (Part of District Policing Program)

Category:	Facilities	Funding Source:	Debt, D.C. funding
Project Type:	Ongoing	Estimated Start:	2018
Classification:	Service Improvement	Estimated End:	2023

Project Description:

Due to its aging infrastructure, 41 Division was identified as a priority for the Long Term Facility Replacement Program a number of years ago. Assessments performed have confirmed that it is not economically feasible to address the ongoing building deficiencies or to retrofit the existing 41 Division to accommodate the current needs of the Service.

Project Objective:

The phased construction and demolition approach for a new building on existing lands will provide the Service with a new district facility at the corner of Birchmount and Eglinton Avenues, an optimal, easily accessible site with ample area for future expansion. During the construction, personnel will continue to occupy a portion of the existing building and portable offices, when required, to allow for uninterrupted business continuity.

Project Funding Breakdown:

41 Division (\$000s)	Prior Years	2020	2021	2022	2023	2024	Total 2025-2029	Total Project Cost
Projected Capital Expenditures	2,956	0	12,723	12,800	10,449	0	0	38,928
Additional Positions (F.T.E.s)	0	0	0	0	0	0	0	0
Impact on Operating Budget	0	0	0	0	0	0	0	0

District Policing Process Improvement - (Part of District Policing Program)

Category:	Facilities	Funding Source:	Debt, D.C. funding
Project Type:	Ongoing	Estimated Start:	2018
Classification:	Service Improvement	Estimated End:	2022

Project Description:

The Service's plan is to design the new District Boundaries to align with Toronto's neighbourhoods. This project provides funding for planning, process analysis and transformation design work required to effectively move from a 17 Division to a ten District operational model.

Project Objective:

This project includes a facility review to align with modernization needs and redesign of core business processes to effectively operate as districts. This will involve alignment of all systems, processes and organizational structure, preparation of the Communication Services and Telecommunication infrastructure and processes, as well as updating all I.T. applications and systems to enable future processes.

The implementation of this project will occur in a phased approach by consolidating divisions and/or functions within the existing boundaries first, and then, once Information and Communications Centre systems are ready, the district boundaries will be adjusted. It is also foreseen that the realignment of the facilities and further process improvements will happen in parallel and will continue after the boundaries have been adjusted.

This request his request also includes a complete review of the prisoner management process to create efficiencies and to prepare for the impact of requirements resulting from the new Toronto Courthouse and Toronto Bail Centre. New processes and requirements will enable, for example, video remote appearance by prisoners, thereby avoiding the physical transportation of prisoners to court or the regional bail centre.

Project Funding Breakdown:

District Policing Program (\$000s):	Prior Years	2020	2021	2022	2023	2024	Total 2025-2029	Total Project Cost
Projected Capital Expenditures	2,900	1,322	3,041	1,707	0	0	0	8,970
Additional Positions (F.T.E.s)	0	0	0	0	0	0	0	0
Impact on Operating Budget	0	0	0	0	0	0	0	0

A.N.C.O.E. (Analytics Centre of Excellence)

Category:	Information Technology	Funding Source:	Debt, D.C. funding
Project Type:	Ongoing	Estimated Start:	2015
Classification:	Service Improvement	Estimated End:	2023

Project Description:

A.N.C.O.E. is a business-led, analytics and innovation program, which will oversee and drive analytics and information management activities for the Service. This project includes Enterprise Business Intelligence (E.B.I.) and Global Search.

Project Objective:

This project will create efficiencies in accessing data that will improve analysis and customer service and enable more effective business decisions. It will streamline Service processes in order to make data and analytics products available to front-line members, management and the public. It will also include the development of an enhanced reporting database and data marts for existing Service requirements from Human Resources (H.R.), Records Management Services (R.M.S.) and operational data sources.

The A.N.C.O.E. program will also deliver Global Search with a pilot commencing in 2019 and full implementation across the Service by 2023. Global Search is an enterprise search application for members to access information through a single search, enabling enhanced capacity to search across previously disparate systems and retrieve critical operational information. Two additional staff are required from the year 2024 to maintain Global Search system.

Project Funding Breakdown:

A.N.C.O.E. (\$000s)	Prior Years	2020	2021	2022	2023	2024	Total 2025-2029	Total Project Cost
Projected Capital Expenditures	10,842	585	485	485	485	0	0	12,882
Additional Positions (F.T.E.s)	0	0	0	0	0	2	2	2
Impact on Operating Budget*	0	547	810	810	810	1,010	5,050	9,037

*E.B.I. Included cost of five additional staff in 2019. These costs are already part of the staffing cost in the 2019 Operating budget and are not shown above

Radio Replacement

Category:	Communication	Funding Source:	Debt
Project Type:	Ongoing	Estimated Start:	2016
Classification:	S.O.G.R.	Estimated End:	Ongoing

Project Description:

The Service’s Telecommunications Services Unit (T.S.U.) maintains 4,697 mobile and portable 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 assets.

Project Objective:

The objective of this project is to maintain the radios and keep them operational. In response to the proposed district boundary changes, a reconfiguration of the radio tower infrastructure systems to accommodate the combination of radio channels that are currently handled in different radio systems will be required. A radio traffic study is being conducted to determine whether the capacity of the existing systems can cope with the anticipated changes.

Project Funding Breakdown:

Radio Replacement (\$000s)	Prior Years	2020	2021	2022	2023	2024	Total 2025-2029	Total Project Cost
Projected Capital Expenditures	25,176	4,509	5,074	3,292	0	0	24,416	62,467
Additional Positions (F.T.E.s)	0	0	0	0	0	0	0	0
Impact on Operating Budget	150	175	175	175	175	175	875	1,750

Automated Fingerprint Identification System (A.F.I.S.) Replacement

Category:	Equipment	Funding Source:	Debt
Project Type:	Ongoing	Estimated Start:	2019
Classification:	S.O.G.R.	Estimated End:	2020

Project Description:

The A.F.I.S. system is a biometric identification (I.D.) methodology that uses digital imaging technology to obtain, store, and analyze fingerprint data.

Project Objective:

The A.F.I.S. system allows the Service to be compatible with external systems in other agencies such as the Royal Canadian Mounted Police (R.C.M.P.), and communicate electronically for fingerprint submissions, searches and criminal record updates. This system is integrated with IntelliBook, a prisoner booking system that provides real-time confirmation of prisoner identity to Booking Officers.

Project Funding Breakdown:

A.F.I.S. (\$000s)	Prior Years	2020	2021	2022	2023	2024	Total 2025-2029	Total Project Cost
Projected Capital Expenditures	3,053	0	0	0	0	0	3,053	6,106
Additional Positions (F.T.E.s)	0	0	0	0	0	0	0	0
Impact on Operating Budget	0	0	0	0	0	0	0	0

Next Generation (N.G.) 9-1-1

Category:	Information Technology	Funding Source:	Debt
Project Type:	Ongoing	Estimated Start:	2019
Classification:	Legislated	Estimated End:	2021

Project Description:

Current 9-1-1 systems are voice-centric and were originally designed for landlines. As per the Canadian Radio-television and Telecommunications (C.R.T.C.) mandate, Canadian telecommunications service providers will be upgrading their infrastructure to N.G.9-1-1 to Voice Capable Networks.

Project Objective:

The N.G.9-1-1 project will enhance emergency number services for the Service creating a Public Safety Answering Point (P.S.A.P.) that is modern and resilient. It will allow voice and real time text messages to flow seamlessly from the public, through the new Canada wide N.G.9-1-1 network, directly to first responders. By 2020, P.S.A.P. must ensure compatibility with ESInet systems and networks and have mechanisms in place to push text data to responders.

A Request for Information (R.F.I.) was released in June 2019 and based on the results from that process, a Request for Proposal (R.F.P.) is being finalized for the N.G.9-1-1 implementation and will be issued by year-end. Once the results of the R.F.P. is known, the Service will have more information to determine the costing and additional requirements. As an initiative such as this has not been done before, the cost to achieve the first phase of N.G. 9-1-1, is difficult to estimate at this point and are being carefully reviewed. The original estimate in 2019 was \$5M (excluding any renovation and additional furniture requirement) and is revised to \$9.1M for technology and \$1.8M for renovation and furniture for a total of \$10.9M. The reason for the increase for the

technology component is the availability of information from N.G. market leaders. Also these estimates (communication operator cost per seat) are now based on the cost provided by Emergency Services Working Group (E.S.W.G.) and C.R.T.C.

It is also anticipated that due to N.G. 9-1-1 and texting capabilities, additional staffing will be required. However, those staffing costs are unknown at this time and therefore not included. As a result, \$1.8M has been assigned for renovation work and additional workstations, which is included in the revised cost.

As more information becomes available, the Board will be kept apprised as necessary. It should be noted that the legacy network must be decommissioned by December 31, 2023. P.S.A.P.s that have not made the necessary adjustments will no longer be equipped to manage 9-1-1 calls.

Project Funding Breakdown:

N.G. 9-1-1 (\$000s)	Prior Years	2020	2021	2022	2023	2024	Total 2025-2029	Total Project Cost
Projected Capital Expenditures	500	4,700	5,700	0	0	0	0	10,900
Additional Positions (F.T.E.s)	0	0	0	0	0	0	0	0
Impact on Operating Budget	0	0	0	0	0	0	0	0

Transforming Corporate Support (H.R.M.S., T.R.M.S.)

Category:	Information Technology	Funding Source:	Debt
Project Type:	Ongoing	Estimated Start:	2014
Classification:	Service Improvement	Estimated End:	2021

Project Description:

Closely aligned with the ongoing restructuring of the Service’s human resource function, this project involves upgrading and enhancing the Service’s Human Resource Management System (H.R.M.S.). This project also provides for an investment that will consolidate the current H.R.M.S. and Time Resource Management System (T.R.M.S.).

Project Objective:

This project has the objective of developing a new overall solution, with enhanced and value added processes that will be cost-effective and include greater time management, analysis and reporting capabilities of the Service’s single greatest asset, its people. This project will also result in improved customer service to our members and improved member understanding and satisfaction with human resources, payroll and benefit services. The estimated cost for phase three of this project, which is to replace the Service’s current time and labour system, is being reviewed and any additional requirements will be reported to the Board, as necessary.

Project Funding Breakdown

Transforming Corporate support (\$000s)	Prior Years	2020	2021	2022	2023	2024	Total 2025-2029	Total Project Cost
Projected Capital Expenditures	7,435	500	500				0	8,435
Additional Positions (F.T.E.s)	0	0	0	0	0	0	0	0
Impact on Operating Budget	236	130	130	130	130	130	650	1,536

Body Worn Camera (B.W.C.) – Full Implementation

Category:	Information Technology	Funding Source:	Debt, D.C.
Project Type:	Ongoing	Estimated Start:	2019
Classification:	Service Improvement	Estimated End:	2021

Project Description:

This project is to equip frontline officers with B.W.C.s, based on a non-binding R.F.P. that has been issued for a system.

Project Objective:

This initiative is aligned with and will enable the Service’s commitment to maintain and enhance public trust and accountability, as part of its commitment to becoming a leader in public safety services and the delivery of professional and unbiased policing

In February 2014, the B.W.C. pilot project was initiated to test, evaluate and report on equipping frontline officers with B.W.C. The community support was very strong, as it was believed that the B.W.C. would help to make the police more accountable to the public, improve public trust in police and help to ensure professional service. The officers who participated in the pilot also largely supported the B.W.C. and felt that the B.W.C. would help respond to public complaints against them and protect them from false accusations of misconduct. At that time, due to the nature of technology for this purpose, no appropriate vendor was identified at an affordable cost.

In 2017, this project was relaunched beginning with a process to identify and select a suitable vendor to equip frontline officers. One notable difference from the pilot phase was inclusion of an external cloud-based storage solution service provider.

A Request for Information (R.F.I.) was released on June 6, 2018, with vendor presentations completed at the end of September 2018. Based on the result of the R.F.I. and approved user requirements, a non-binding R.F.P. was issued in April 2019 and the evaluation of the proposals is now nearing completion.

As part of the selection process, a field evaluation with three shortlisted companies was performed. During the pilot project and the field evaluation, the Service received 23 total complaints against officers. In every one of these instances, the officer was cleared of wrongdoing based on reviewing the video. There were various complaints

such as allegations of excessive use of force and sexual assault. As a Service, we employ officers to investigate wrongdoing by other officers, from Unit Complaints Coordinators, to Professional Standards Investigative Unit (P.R.S.) investigators. These officers spend many hours gathering evidence, interviewing witnesses and compiling as much information as they can to determine the facts of a case as accurately as possible.

Further, the City of Toronto annually pays out to complainants against the Service. Although the City holds insurance policies to alleviate these costs, there cannot be transparency of the actual facts without the videos. The cost saving in time and resources alone by having the transparency of B.W.C. will alleviate many questions of misconduct, reducing the number of complaints, while aiding in the rebuilding of public trust.

The Ontario Human Rights Commission in June of 2019 published a document, Eliminating Racial Profiling in Policing, where in four of their recommendations they spoke to the need for B.W.C. to help alleviate racial profiling in policing.

Further, in 2019 the Solicitor General's office continues to look for a robust digital evidence management system for Justice and Public Safety stakeholders struggling with increasing operational inefficiency, to overcome decisions within the courts such as R vs. Jordan, where timely disclosure is paramount.

The implementation of a B.W.C. program for the Service will include hardware, cloud storage, transcription software, redaction software and evidence management. It will help improve transparency, protect the reputation of the Service, provide best evidence to the courts and alleviate disclosure.

In addition to the funds included in the Service's capital program for the infrastructure and other potential requirements, \$2.5M is included in the Service's operating budget request to cover the on-going cost of the program from July 2019. A contract award report will be submitted to the Board, once the funding required for this initiative is approved.

Project Funding Breakdown:

B.W.C. (\$000s)	Prior Years	2020	2021	2022	2023	2024	Total 2025-2029	Total Project Cost
Projected Capital Expenditures	1,032	2,250	1,500	0	0	0	0	4,782
Additional Positions (F.T.E.s)	0	2	2	2	2	2	2	2
Impact on Operating Budget	0	2,500	5,000	5,000	5,000	5,000	25,000	47,500

Toronto Police Service (T.P.S.) Archiving

Category:	Equipment	Funding Source:	Debt, D.C. funding
Project Type:	Ongoing	Estimated Start:	Ongoing
Classification:	Growth	Estimated End:	Ongoing

Project Description:

This project provides funding for the establishment of an archiving function at the Service's property and evidence site.

Project Objective:

Legislation requires the Service to store certain documentation for periods beyond the current year. This storage facility will provide sufficient and safe space for files that need to be retained and help relieve the pressure on the City's storage site, where the Service's documents and records were previously stored.

Project Funding Breakdown:

T.P.S. Archiving (\$000s)	Prior Years	2020	2021	2022	2023	2024	Total 2025-2029	Total Project Cost
Projected Capital Expenditures	510	140	0	0	0	0	0	650
Additional Positions (F.T.E.s)	0	0	0	0	0	0	0	0
Impact on Operating Budget	0		0	0	0	0	0	0

B. Up-Coming Projects 2020-2029

There are six projects in this category:

Table 3: Up-coming Projects (000's)

Projects	Plan To end of 2019	2020	2021	2022	2023	2024	Total 2025 - 2029	Gross Cost
Up-Coming Projects	0	7,290	400	6,316	17,596	12,896	50,564	95,062

13/53 Amalgamation New Build - (Part of District Policing Program)

Category:	Facilities	Funding Source:	Debt, D.C. funding
Project Type:	Upcoming	Estimated Start:	2021
Classification:	Service Improvement	Estimated End:	2025

Project Description:

The amalgamation of 13 and 53 Divisions into one district facility.

Project Objective:

The amalgamation will reduce the long-term costs of operating and maintaining two structures, and will support the Service's recommendations for a modernized, economical and more efficient public safety delivery model. The City has been engaged to conduct a search for a site that would meet the requirements of the Service. The current plan is to return the 13 and 53 Division properties, which are located at the Allen Expressway and Eglinton and Yonge and Eglinton, respectively, to the City once the new consolidated facility is built.

Project Funding Breakdown:

13/53 Amalgamation (\$000s)	Prior Years	2020	2021	2022	2023	2024	Total 2025-2029	Total Project Cost
Projected Capital Expenditures	0	0	400	6,316	16,596	12,896	4,164	40,372
Additional Positions (F.T.E.s)	0	0	0	0	0	0	0	0
Impact on Operating Budget	0	0	0	0	0	0	0	0

22 Division New Build - (Part of District Policing Program)

Category:	Facilities	Funding Source:	Debt, D.C. funding
Project Type:	Upcoming	Estimated Start:	2025
Classification:	Service Improvement	Estimated End:	2029

Project Description:

This project provides funding for the building of a new 22 Division to be the headquarters for the South West District.

Project Objective:

Due to its aging infrastructure, 22 Division was identified on the Long Term Facility renovation Program a number of years ago. As this facility is strategically located within the South West District, studies are underway to determine the optimal usage of this facility within the District Policing program. This approach is in line with the Service's recommendations for a modernized, economical and more efficient public safety delivery model. This area is and will continue to go through significant change, so the Service will work with the City to find a site that meets the needs of the Service as well as other stakeholders.

Project Funding Breakdown:

22 Division new build (\$000s)	Prior Years	2020	2021	2022	2023	2024	Total 2025-2029	Total Project Cost
Projected Capital Expenditures	0	0	0	0	0	0	40,400	40,400
Additional Positions (F.T.E.s)	0	0	0	0	0	0	0	0
Impact on Operating Budget	0	0	0	0	0	0	0	0

51 Division Renovation- (Part of District Policing Program)

Category:	Facilities	Funding Source:	Debt, D.C. funding
Project Type:	Upcoming	Estimated Start:	2026
Classification:	Service Improvement	Estimated End:	2028

Project Description:

This project provides for major renovation of 51 Division.

Project Objective:

The renovation of the 51 Division facility will enable new technologies and required building improvements in order for the facility to be more operationally effective.

Project Funding Breakdown:

51 Division Renovation (\$000s)	Prior Years	2020	2021	2022	2023	2024	Total 2025-2029	Total Project Cost
Projected Capital Expenditures	0	0	0	0	0	0	6,000	6,000
Additional Positions (F.T.E.s)	0	0	0	0	0	0	0	0
Impact on Operating Budget	0	0	0	0	0	0	0	0

Additional Vehicles

Category:	Equipment	Funding Source:	Debt
Project Type:	Upcoming	Estimated Start:	2020
Classification:	Service Improvement	Estimated End:	2020

Project Description:

This project provides for 90 additional cars for the revised shift schedule as well as to meet the needs of district special constables. The cost includes the vehicle cost as well as the cost of various operational systems, such as in-car cameras, automated vehicle location system, mobile workstations, etc. The Service will increase its contribution to the Vehicle and Equipment Reserve to cover the lifecycle replacement cost of these additional vehicles.

Project Objective:

The operations of Priority Response Unit (P.R.U.) across all divisions must align with temporal distribution of demand for better alignment of on duty officers and hours of demand. The shift schedule change in most of the divisions in P.R.U. will result in a redistribution of personnel in staggered start times, thus creating a need for additional capacity in the number of marked vehicles.

In addition, as District Special Constables (D.S.C.) continue to be deployed in 2019 and 2020, to benefit the frontline operations, D.S.C.s will require additional marked vehicles.

Project Funding Breakdown:

Additional Vehicles (\$000s)	Prior Years	2020	2021	2022	2023	2024	Total 2025-2029	Total Project Cost
Projected Capital Expenditures	0	6,750	0	0	0	0	0	6,750
Additional Positions (F.T.E.s)	0	0	0	0	0	0	0	0
Impact on Operating Budget	0	0	0	0	0	0	0	0

Communication Centre – New Facility Assessment

Category:	Facilities	Funding Source:	Debt
Project Type:	Upcoming	Estimated Start:	2020
Classification:	Service Improvement	Estimated End:	2020

Project Description:

This project provides funding to acquire external expertise to assist the Service with a comprehensive review of all the requirements for a new Communication Centre, taking into account the impact of N.G.9-1-1 and other key considerations.

Project Objective:

The existing location for Communications Services (C.O.M.) has reached the maximum capacity for personnel, workspace and technology. The current facility cannot accommodate the anticipated expansion that would be required for the N.G. 9-1-1 project.

The estimated cost for a new Communication Centre facility is not included in the Service's 2020-2029 capital program, as the Service felt it is prudent to engage external expertise as an important first step to moving this project forward. The external expert would conduct a comprehensive analysis of the impact of technological changes from N.G.9-1-1, population growth, shifts in calling behaviour (text vs. voice, videos), staffing requirements, location, size, backup site, etc. The \$500K included in the capital program is to cover the estimated cost of engaging outside expertise for this project.

This project and its funding should also be jointly coordinated with Toronto Fire and Toronto Paramedic Services, as all three emergency services will be affected by

N.G. 9-1-1 and the resulting impacts on the critical Communications (9-1-1) operation.

Project Funding Breakdown:

Communication Centre – New Facility Assessment, (\$000s)	Prior Years	2020	2021	2022	2023	2024	Total 2025-2029	Total Project Cost
Projected Capital Expenditures	0	500	0	0	0	0	0	500
Additional Positions (F.T.E.s)	0	0	0	0	0	0	0	0
Impact on Operating Budget	0	0	0	0	0	0	0	0

Property and Evidence Warehouse Racking

Category:	Facilities	Funding Source:	Debt
Project Type:	Upcoming	Estimated Start:	2020
Classification:	Service Improvement	Estimated End:	2020

Project Description:

This project provides for high density and pushback racking.

Project Objective:

The relocation of files previously held in the City Archives (T.P.S. Archiving project) to the Service's 330 Progress location has reduced the original 25-year lifespan of the facility. As a result, higher density and pushback racking will need to be purchased.

The funding requirement of \$40,000 in 2020 is for a feasibility study to determine what is required for the long term racking. Funding of \$1.0M in 2023 will be utilized for the actual cost of racking.

Project Funding Breakdown:

Property and Evidence Racking. (\$000s)	Prior Years	2020	2021	2022	2023	2024	Total 2025-2029	Total Project Cost
Projected Capital Expenditures	0	40	0	0	1,000	0	0	1,040
Additional Positions (F.T.E.s)	0	0	0	0	0	0	0	0
Impact on Operating Budget	0	0	0	0	0	0	0	0

C. Vehicle and Equipment Lifecycle Replacements

There are thirty-one projects in this category:

Table 4: Vehicle and Equipment Reserve (000's)

Projects	Prior Years	2020	2021	2022	2023	2024	Total 2025-2029	Total Project Cost
Equipment	27,846	1,933	3,479	8,033	2,526	2,827	18,024	64,668
Information Technology	158,497	16,124	15,707	15,184	17,965	30,520	98,568	352,565
Vehicles	70,786	7,444	7,484	7,453	7,300	7,351	38,395	146,213
Total Vehicle and Equipment Reserve Projects	257,129	25,501	26,670	30,670	27,791	40,698	154,987	563,446*

*Development charges applied to Vehicle and Equipment Reserve reduced the required funding in that category by \$3.8M

Project Description:

All projects in this category are funded from the Service's Vehicle and Equipment Reserve and have no impact on debt financing. However, the strategy of funding vehicle and equipment replacements from the Reserve results in an impact on the operating budget, as it is necessary to make regular annual contributions to replenish the Reserve balance so that future requirements are sustainable.

Project Objective:

Using the Reserve for the lifecycle replacement of vehicles and equipment avoids having to debt-finance these purchases as well as large swings in annual funding requirements. It is important to note that as new systems are implemented or existing systems are being enhanced, the inventory of computer equipment grows. Over time, this increases the level of funding required for the replacement of the equipment.

Asset custodians continue to maximize the use of current assets and prolong lifecycle replacements as much as possible, to ensure the long-term viability of the Reserve. However, the increase in I.T. equipment as well as the number and cost of vehicles have created significant pressure on this Reserve. It is therefore important that annual incremental contributions are made to ensure the requirement for replacements is sustainable.

The \$3.0M incremental contribution to this reserve in the Service’s 2020 operating budget request has been removed in order to keep the Service’s funding increase as low as possible. The deletion is premised on the Service being able to use any surplus from the 2019-operating budget to make a one-time contribution to the Reserve, for immediate requirements.

Please refer to Attachment B for a list of projects in this category.

D. Operating Impact from Capital (\$3.4M)

The implementation of capital projects can have an impact on the Service’s on-going operating budget requirements. Capital projects and investments usually require maintenance and operational support beyond the initial one-time project cost. Where additional infrastructure and equipment are required, operating budget increases are required to replace the assets in accordance with their life cycle. It is therefore important to determine the ongoing impact of capital investments on the operating budget. As a result, capital-spending decisions are not made independently of the operating cost and should be considered from a total cost of ownership perspective.

Total incremental 2020 operating impact from capital is \$3.4M. This amount includes the impact of B.W.C. of \$2.5M in 2020.

Please refer to Attachment C for more details.

E. Potential Projects outside of the proposed capital program

Due to funding constraints and a stage-gating approach towards evaluating capital projects as they progress, the following future project requirements remain partially or totally unfunded in the current capital program submission.

Some of these projects are new and others have been partially funded in the current Capital Program or from grants from other levels of government.

Table 2: Unfunded project requirements (000’s)

Projects	Prior Years	2020	2021	2022	2023	2024	Total 2020-2024	Total 2025-2029	Total 2019-2028
Below the line-unfunded	0	0	6,500	25,000	28,433	18,300	78,233	0	78,233
Total Unfunded Projects	0	0	6,500	25,000	28,433	18,300	78,233	0	78,233

New 9-1-1 Communications Centre

Project Description:

This project is for the new communication center (9-1-1) additional space and system requirements.

Although critical, this project has been placed in the unfunded category as the requirements and estimated costs need further review. This project and its funding should also be jointly coordinated with other City Emergency Services. It should be noted that this cost is an estimate only and further assessment will be required. The Service will be hiring a consultant in 2020 to review all the requirements.

Project Objective:

- Costs to support the 2023 milestone to decommission the legacy network;
- Requirement for hardware and software and storage for content such as videos and photos;
- Requirement for additional space. The primary and alternate locations for Communications Services (C.O.M.) have reached the maximum capacity for personnel, workspace and technology. These facilities will have difficulty accommodating growth, expansion or the requirements of N.G.9-1-1.

Estimated Funding Requirements:

Communication Centre – New facility (\$000s)	Prior Years	2020	2021	2022	2023	2024	Total 2025-2029	Total Project Cost
Projected Capital Expenditures	0	0	6,500	25,000	28,433	18,300	78,233	78,233
Additional Positions (F.T.E.s)	0	0	0	0	0	0	0	0
Impact on Operating Budget	0	0	0	0	0	0	0	0

Conclusion:

A detailed review of all projects in the Service’s 2020-2029 Capital Program request has been conducted to ensure the Capital Program reflects the priorities of the Service and is consistent with the Service’s strategic objectives. The 2020-2029 Capital Program has a 2020 net request of \$21.7M and gross amount of \$50.3M (excluding cash flow carry forwards from 2019), and a net total of \$202.9M net and \$587.2M gross for the ten-year period.

The Service’s 2020-2029 Capital Program request continues to be in a transitional state, as the Service awaits information that will allow more informed decision making regarding our facilities and technological requirements.

Mr. Tony Veneziano, Chief Administrative Officer, will be in attendance to answer any questions the Board may have regarding this report.

Respectfully submitted,

Mark Saunders, O.O.M.
Chief of Police

*original copy with signature on file in Board office

2020-2029 Capital Program Request (\$000s)

Project Name	Plan to end of 2019	2020	2021	2022	2023	2024	Total 2020-2024 Request	2025	2026	2027	2028	2029	Total 2025-2029 Forecast	Total 2020-2029 Program	Total Project Cost
Work in Progress															
State-of-Good-Repair - Police		2,500	4,400	4,400	4,400	4,400	20,100	4,400	4,400	4,400	4,400	4,400	22,000	42,100	42,100
Transforming Corporate Support (HRMS, TRMS)	7,435	500	500				1,000		0	0	0	0	0	1,000	8,435
District Policing Program - 54/55 Amalgamation	1,184	0	5,019	6,508	11,296	10,375	33,198	4,843	0	0	0	0	4,843	38,041	39,225
District Policing Program - 32 Renovation	4,990	1,000	4,950	0	0	0	5,950	0	0	0	0	0	0	5,950	10,940
District Policing Program - 41 Division	2,956	0	12,723	12,800	10,449	0	35,972	0	0	0	0	0	0	35,972	38,928
District Policing Process Improvement	2,900	1,322	3,041	1,707	0	0	6,070	0	0	0	0	0	0	6,070	8,970
ANCOE (Enterprise Business Intelligence, Global Search)	10,842	585	485	485	485	0	2,040	0	0	0	0	0	0	2,040	12,882
Radio Replacement	25,176	4,509	5,074	3,292	0	0	12,875	0	0	14,141	4,250	6,025	24,416	37,291	62,467
Automated Fingerprint Identification System (A.F.I.S.) Replacement	3,053	0	0	0	0	0	0	3,053	0	0	0	0	3,053	3,053	6,106
Next Generation (N.G.) 9-1-1	500	4,750	5,700	0	0	0	10,450	0	0	0	0	0	0	10,450	10,950
Body Worn Camera - Phase II	1,032	2,250	1,500	0	0	0	3,750	0	0	0	0	0	0	3,750	4,782
TPS Archiving	510	140					140	0	0	0	0	0	0	140	650
Total, Work in Progress	60,577	17,556	43,392	29,192	26,630	14,775	131,545	12,296	4,400	18,541	8,650	10,425	54,312	185,857	246,433
Upcoming Projects															
District Policing Program - 13/53 Amalgamation New Build		0	400	6,316	16,596	12,896	36,208	4,164	0	0	0	0	4,164	40,372	40,372
District Policing Program - 22 Division New Build		0	0	0	0	0	0	400	6,316	15,396	12,996	5,292	40,400	40,400	40,400
District Policing Program - 51 Division Major Expansion		0	0	0	0	0	0	0	1,300	3,240	1,460	0	6,000	6,000	6,000
Additional Vehicles		6,750	0	0	0	0	6,750	0	0	0	0	0	0	6,750	6,750
Communication Centre - New Facility Assessment	0	500	0	0	0	0	500	0	0	0	0	0	0	500	500
Property & Evidence Warehouse Racking	0	40	0	0	1,000	0	1,040	0	0	0	0	0	0	1,040	1,040
Total, Upcoming Capital Projects:	0	7,290	400	6,316	17,596	12,896	44,498	4,564	7,616	18,636	14,456	5,292	50,564	95,062	95,062
Total Reserve Projects:	257,129	25,501	26,670	30,670	27,791	40,698	151,330	25,943	35,218	34,264	25,310	34,252	154,987	306,317	563,446
Total Gross Projects	317,706	50,347	70,462	66,178	72,017	68,369	327,373	42,803	47,234	71,441	48,416	49,969	259,863	587,236	904,941
Funding Sources:															
Vehicle and Equipment Reserve	(257,129)	(25,501)	(26,670)	(30,670)	(27,791)	(40,698)	(151,330)	(25,943)	(35,218)	(34,264)	(25,310)	(34,252)	(154,987)	(306,317)	(563,446)
DC and Grant funding applicable to Connected officer	(2,632)						0		1,029	75	1,491	1,236	3,831	3,831	1,199
Development charges Funding for debt funded Projects	(30,610)	(3,149)	(16,185)	(14,531)	(12,332)	(6,776)	(52,973)	(6,790)	(6,368)	(6,430)	(6,558)	(2,719)	(28,865)	(81,838)	(112,448)
Total Funding Sources:	(290,371)	(28,650)	(42,855)	(45,201)	(40,124)	(47,474)	(204,303)	(32,733)	(40,557)	(40,619)	(30,377)	(35,735)	(180,021)	(384,324)	(674,695)
Total Reserve Projects:	(257,129)	(25,501)	(26,670)	(30,670)	(27,791)	(40,698)	(151,330)	(25,943)	(34,189)	(34,189)	(23,819)	(33,016)	(151,156)	(302,486)	(559,615)
Total Net Debt-Funding Request:		21,697	27,607	20,977	31,894	20,895	123,070	10,070	6,677	30,822	18,039	14,234	79,842	202,912	230,247
5-year Average:							24,614						15,968	20,291	

VEHICLE AND EQUIPMENT RESERVE
Preliminary 2020-2029 Capital Program Request (\$000s)

Project Name	Plan						Total						Total	Total	Total
	to end of 2019	2020	2021	2022	2023	2024	2020-2024 Request	2025	2026	2027	2028	2029	2025-2029 Forecast	2020-2029 Program	Project Cost
Vehicle and Equipment	70,786	7,444	7,484	7,453	7,300	7,351	37,032	7,047	10,537	6,937	6,937	6,937	38,395	75,427	146,213
Remote Operated Vehicle (ROV) Marine unit	109	0	0	0	0	0	0	110	0	0	0	0	110	110	219
Workstation, Laptop, Printer	38,815	3,800	3,287	4,233	1,970	5,496	18,786	5,095	4,493	2,770	3,674	6,183	22,215	41,001	79,816
Servers	43,749	2,941	4,384	3,075	4,113	6,512	21,025	4,678	3,825	3,825	3,825	3,825	19,978	41,003	84,752
IT Business Resumption	20,846	787	2,297	660	2,716	2,163	8,623	831	2,824	2,824	2,824	2,824	12,127	20,750	41,596
Mobile Workstations	24,696	500	500	0	300	10,044	11,344	1,000	0	0	300	9,144	10,444	21,788	46,484
Network Equipment	19,056	2,900	1,750	2,250	3,750	4,350	15,000	0	5,750	8,300	2,350	2,350	18,750	33,750	52,806
Locker Replacement	3,561	0	540	540	540	540	2,160	540	540	540	540	540	2,700	4,860	8,421
Furniture Replacement	9,660	0	500	500	500	500	2,000	500	500	475	500	500	2,475	4,475	14,135
Automatic Vehicle Locator (A.V.L.)	1,422	1,750	0	0	0	0	1,750	1,750	0	0	0	0	1,750	3,500	4,922
In - Car Camera	4,263	0	500	2,750	3,025	0	6,275	0	0	0	0	0	0	6,275	10,538
Voice Logging	1,461	0	0	0	0	500	500	0	0	0	0	0	0	500	1,961
Electronic Surveillance	2,255	0	0	0	0	1,090	1,090	0	105	0	205	0	310	1,400	3,655
Digital Photography	758	314	316	0	0	0	630	314	316	0	0	0	630	1,260	2,018
Digital Video Asset Management (D.V.A.M. I & II)	4,137	1,060	1,890	665	855	385	4,855	326	1,825	650	650	650	4,101	8,956	13,093
Property & Evidence Scanners	63	0	0	0	0	0	0	43	0	0	0	0	43	43	106
Divisional Parking Lot Network (D.P.L.N.)	499	1,500	0	0	0	0	1,500	0	1,700	0	0	0	1,700	3,200	3,699
Small Equipment (e.g. telephone handset)	1,220	750	750	0	0	0	1,500	0	750	750	0	0	1,500	3,000	4,220
Small Equipment - test analyzers	866	0	580	580	0	0	1,160	0	0	0	0	0	1,160	2,026	
Small Equipment - In Car Camera (I.C.C.) Microphones	314	150					150						0	150	464
Small Equipment - Video Recording Equipment	866	20	70	64	78	40	272	72	82	70	58	60	342	614	1,480
Small Equipment - Video Recording Property & Video Evidence Management	6	47	30	17	0	47	141	30	17	30	17		94	235	241
Small Equipment - Auditorium Audio and Visual Equipment	0	0	0	500	0	0	500	0	0	0	500	0	500	1,000	1,000
Radar Unit Replacement	936	9	15	12	195	79	310	178	52	231	99	0	560	870	1,806
Livescan Machines	540	0	0	0	0	0	0	540	0	0	0	0	540	540	1,080
Wireless Parking System	3,738	0	0	5,023	0	0	5,023	0	0	5,023	0	0	5,023	10,046	13,784
Closed Circuit Television (C.C.T.V.)	701	275	275	0	0	0	550	300	300	0	0	0	600	1,150	1,851
Automated External Defibrillator (A.E.D.s.)	23	118	3	12	3	31	167	3	14	3	14	3	37	204	227
Conducted Energy Weapon (CEW)	1,302	675	675	0	1,210	0	2,560	1,350	0	0	1,210	0	2,560	5,120	6,422
Marine Vessel Electronics	481	0	0	785	0	0	785	0	0	600	0	0	600	1,385	1,866
Connected/Mobile Officer	0	461	824	1,551	1,236	1,570	5,642	1,236	1,588	1,236	1,607	1,236	6,903	12,545	12,545
Total Reserve Projects:	257,129	25,501	26,670	30,670	27,791	40,698	151,330	25,943	35,218	34,264	25,310	34,252	154,987	306,317	563,446

Development charges applied to Vehicle and Equipment Reserve reduced the required funding in this category by \$3.8M

2020-2029 Preliminary Operating Impact From Capital

Projects	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total 2025-2029	Total 2020-2029
Transforming Corporate Support	129.5	129.5	129.5	129.5	129.5	129.5	129.5	129.5	129.5	129.5	647.5	1,295.1
Connected Officer	927.2	927.2	3,013.6	3,708.9	3,708.9	3,708.9	3,708.9	3,708.9	3,708.9	3,708.9	18,544.6	30,830.4
Radio Replacement	175.0	175.0	175.0	175.0	175.0	175.0	175.0	175.0	175.0	175.0	875.0	1,750.0
Body Worn Camera	2,500.0	5,000.0	5,000.0	5,000.0	5,000.0	5,000.0	5,000.0	5,000.0	5,000.0	5,000.0	25,000.0	47,500.0
Peer to Peer Site	141.0	141.0	141.0	141.0	141.0	141.0	141.0	141.0	141.0	141.0	141.0	1,410.0
ANCOE (Enterprise Business Intelligence, Global Search)	547.0	810.0	810.0	810.0	1,010.0	1,010.0	1,010.0	1,010.0	1,010.0	1,010.0	5,050.0	9,037.0
Total Projects Operating Impact	4,419.7	7,182.7	9,269.1	9,964.4	10,164.4	10,164.4	10,164.4	10,164.4	10,164.4	10,164.4	50,258.2	91,822.5
Incremental Operating Impact	3,406.2	2,763.0	2,086.4	695.4	200.0	0.0	0.0	0.0	0.0	0.0		9,150.9



Toronto Police Services Board Report

November 29, 2019

To: Budget Committee
Toronto Police Services Board

From: Mark Saunders
Chief of Police

**Subject: Toronto Police Service Parking Enforcement Unit – 2020
Operating Budget Request**

Recommendation(s):

It is recommended that the Toronto Police Services Board (Board) Budget Committee:

- (1) approve the Toronto Police Service Parking Enforcement Unit's 2020 net Operating Budget request of \$49.2 Million (M) (\$50.8M gross), a \$1.9M (4.1%) increase over the 2019 net budget; and
- (2) forward a copy of this report to the Board for consideration and approval.

Financial Implications:

The P.E.U. 2020 net operating budget request is \$49.2M net (\$50.8M gross) which is a \$1.9M or 4.1% increase over 2019 net operating budget.

As a part of the City of Toronto's (City) plan to modernize the budget process, a policy change has been made that requires the removal of interdepartmental charges and recoveries from the 2020 operating budget request and the restatement of the 2019 approved budget. An interdepartmental charge or recovery is a payment made from one Agency or Department in the City to another for the delivery of goods or services. This change is intended to simplify the process by removing the payments from one City area to another, which ultimately is paid for by the same taxpayer. As a result of this policy change, the Toronto Police Service Parking Enforcement Unit's (P.E.U.) 2019 approved budget is restated from \$47.6M to \$47.3M. Hereafter, any reference to the 2019-operating budget will be made using the 2019 restated figure.

Background / Purpose:

The purpose of this report is to provide the Board Budget Committee with the P.E.U.'s recommended 2020 operating budget request for its consideration and recommendation to the Board. The report includes information on the level of funding required in 2020 to

provide parking enforcement services to the City, based on the current service delivery model.

Discussion:

The P.E.U. assists with the safe and orderly flow of traffic by responding to parking concerns and enforcing applicable municipal by-laws. The unit also provides operational support to the Toronto Police Service (Service). The P.E.U. operating budget is separate from the Service's operating budget, and is included in the City's consolidated Parking Tag Enforcement Operations budget, which is comprised of the following:

1. Police P.E.U. – responsible for the enforcement program, based on municipal by-laws, community based parking programs and Municipal Law Enforcement Officer (M.L.E.O.) training and oversight;
2. Revenue Processing – responsible for processing and collecting fines for all parking tickets issued in the City;
3. City Court Services, Judicial Processing – responsible for supporting and administering the Administrative Penalty Tribunal. Council appointed Hearing Officers have final authority in the review of Screening Officer decisions; and
4. City Legal Services – responsible for administering the dispute review process at screening offices.

Parking Enforcement Unit Responsibilities:

The P.E.U. is staffed specifically to help achieve the safe and orderly flow of traffic, meet enforcement objectives, respond to calls for service from the community and provide a visible presence to promote compliance. Parking Enforcement Officers (P.E.O.s) are deployed to zones throughout the City to patrol for the aforementioned reasons and support effective service delivery. Any shortfall in staffing levels creates shortages, which places pressure on the enforcement (tag issuance) of non-compliance with applicable by-laws and calls for service, both of which can impact traffic flow. The unit takes all possible action, including the use of available premium pay, to mitigate the overall impact on enforcement activities.

It should also be noted that, in order to improve the effectiveness and efficiency of enforcement activities, 23 parking enforcement officers were moved from 330 Progress to the Service's facility at 9 Hanna. This move was made to reduce unproductive travel time by bringing officers closer to where they enforce in the downtown core. While this move has been considered a success, further redeployments are subject to overall Service-wide facility/staff realignments.

Parking Tag Revenues:

Although the P.E.U. is responsible for enforcement activities, actual revenues from tag issuance accrue directly to the City and are collected by the City Treasurer through the

Revenue Services division. Revenues collected are impacted by City Council initiatives, by-law changes, as well as changes to fines and programs. All of these factors have an impact on enforcement operations, the number of tags issued, public behaviour and the overall amount of revenues collected.

2020 Budget Considerations:

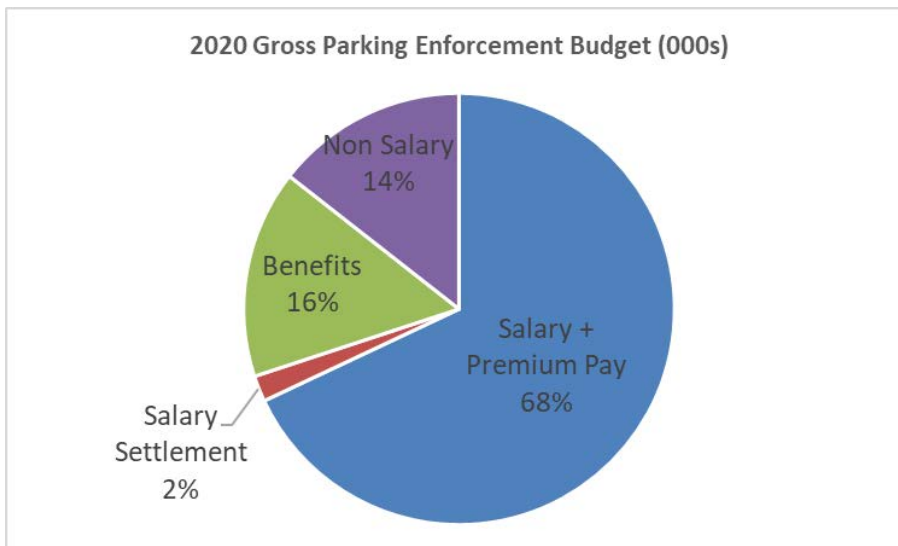
In preparing the 2020-operating budget for the P.E.U., the following factors / objectives were taken into account:

- filling positions left vacant during the hiring freeze;
- temporarily overstaff P.E.O.s due to high attrition;
- where possible, absorb required budget increases; and
- consideration of historical spending, where appropriate.

2020 Operating Budget Request:

On a gross basis, 85% of P.E.U.'s budget is for salaries, premium pay and benefits. The remaining 15% is required to support P.E.O.s in terms of the vehicles, equipment and technology they use, facilities they work in, and training they require.

The 2020 net operating budget request of \$49.2M (\$50.8M gross) includes the funding required to maintain an average deployed strength of 367 P.E.O.s (10 over the approved deployment target), as well as services and equipment required to effectively support operations.



The following summarizes the key cost pressures included in the 2020 Operating Budget Request.

Summary of 2020 Budget Request Changes by Category

	Request \$000s	\$ Increase / (Decrease) over 2019	% Increase / (Decrease) over 2019
2019 Net Budget - \$47,287,200			
(a) Impact of 2020 Salary Settlement	\$991.1	\$991.1	2.1%
(b) Salary Requirements	\$32,159.5	\$701.5	1.4%
(c) Premium Pay	\$2,372.3	-\$51.8	-0.1%
(d) Statutory Deductions and Employee Benefits	\$7,882.6	\$92.8	0.2%
(e) Reserve Contributions	\$2,813.4	\$0.0	0.0%
(f) Other Expenditures	\$4,549.6	\$208.0	0.4%
2020 Gross Budget Request	\$50,768.5	\$1,941.6	4.1%
(g) Revenues	-\$1,539.7	\$0.0	0.0%
2020 Net Budget Request	\$49,228.8	\$1,941.6	4.1%

(a) Impact of 2020 Collective Agreement (\$1.0M)

The 2020 impact of the 2019 to 2023 salary settlement with the Toronto Police Association (T.P.A.) is approximately \$1.0M, or 2.1%.

(b) Salary Requirements (\$32.2M)

The 2019 operating budget submission took into account savings from the hiring moratorium. The 2020-requested budget assumes the backfill of civilian support staff and staffing to ten P.E.O.s over the established strength of 357 P.E.O.s at a cost of approximately \$0.6M.

To attain and maintain the P.E.O. staffing levels, the P.E.O. staffing budget assumes classes of 30 P.E.O.s in December 2019, 30 in April of 2020, 30 in July of 2020 and 10 in December of 2020. This hiring strategy is required due to P.E.O.s increasingly filling vacancies in other areas of the Service, mainly Special Constables as well as Cadets in Training. Due to the foregoing, the P.E.U. has had significantly higher separations during 2019 (currently forecasted to be 90) than in past years, which were typically around 30. The 2020 operating budget assumes there will be 52 P.E.O. separations, as the hiring for Special Constables and Cadets in Training is expected to decrease during 2020. The P.E.U. is expected to be slightly over staffed throughout 2020, or until separations decrease to historical levels. The hiring strategy will also help mitigate reduced enforcement activities.

(c) Premium Pay (\$2.4M)

Nearly all premium pay at the P.E.U. is utilized to staff enforcement activities at special events and directed enforcement initiatives instituted to address specific problems. The opportunity to redeploy on-duty staff for special events is minimal, as this will result in decreased enforcement in the areas from which they are being deployed. All premium pay expenditures are approved by supervisory staff and carefully controlled.

The total premium pay budget request for 2020 is \$2.4M. This budget represents a \$0.05M or 0.1% decrease over P.E.U.'s total 2019 budget, which is in addition to the \$0.2M reduction in 2018.

(d) Statutory Payroll Deductions and Employee Benefits (\$7.9M)

This category of expenditure represents an increase of \$92,800 or 0.2% over P.E.U.'s total 2019 budget. Employee benefits are comprised of statutory payroll deductions and requirements as per the collective agreements. Benefits have increased due to increased staffing levels and due to increased costs associated with medical/dental benefits.

(e) Reserve Contributions (\$2.8M):

The P.E.U. contributes to reserves and reserve funds through provisions from its operating budget. All reserves and reserve funds are established by the City. The City manages the Sick Pay Gratuity and Insurance reserves, while the Service manages the Vehicle and Equipment and Central Sick Bank reserve. The total 2020 budget for contributions to the reserves is \$2.8M. This amount is the same as 2019.

(f) Other Expenditures (\$4.5M)

Other expenditure categories include the materials, equipment and services required for day-to-day operations. Wherever possible, accounts within this category have been flat-lined or reduced from the 2019 level. Changes have only been included where considered mandatory, and one-time reductions have been taken into account where applicable. The total increase for these expenditures is \$0.2M or 0.4% over the 2019 budget, and is mainly due the transitioning P.E.O.s to load bearing tactical vests. This is a health and safety issue as the load bearing vests allows a number of items normally carried on the waist at the beltline to be carried across the chest on the vest, more evenly distributing the weight.

(g) Revenues (\$1.5M)

Revenue is comprised of draws from reserves and towing/pound administrative recoveries. This budget is the same as P.E.U.'s 2019 budget.

2020 and 2021 Outlooks:

City Finance has requested that budget outlooks for 2021 and 2022 be provided for each budget. Based on known pressures and inflationary increases, the current

estimate for 2021 is \$50.2M (a \$0.9M or 1.9% increase over 2020) and for 2022 is \$51.2M (a \$1.0M or 2.0% increase over 2021). The majority of the increase relates to the collective agreement impacts.

Conclusion:

The P.E.U.'s 2020 net operating budget request is \$49.2M (50.8M gross), which is a \$1.9M or 4.1% increase over the 2019 approved budget.

The 2020 budget request includes the funding required to meet the P.E.U. 2020 collective agreement obligations. It also includes funds to enable the P.E.U. to temporarily go above its approved establishment, to help ensure that enforcement activities are not compromised. This budget request will allow the P.E.U. to provide enforcement services to promote compliance and improve the traffic flow within the City.

Mr. Tony Veneziano, Chief Administrative Officer and Deputy Chief, Peter Yuen, will be in attendance to answer any questions the Board may have regarding this report.

Respectfully submitted,

Mark Saunders, O.O.M.
Chief of Police

*original copy with signature on file in Board office



Toronto Police Services Board Report

November 26, 2019

To: Budget Committee
Toronto Police Services Board

From: Jim Hart
Chair

Subject: Toronto Police Services Board 2020 Operating Budget Request

Recommendation(s):

1. THAT the Budget Committee approve a proposed 2020 net operating budget of \$1,930,400 which is an increase of 1.4% over a 2019 adjusted budget of \$1,903,700; and,
2. THAT the Budget Committee forward this report to the Board for approval.

Financial Implications:

The proposed 2020 net operating budget of \$1,930,400, recommended in this report, represents an increase of 1.4% over a 2019 adjusted budget of \$1,903,700.

The proposed increase of 1.4% is related entirely to the application to Excluded Board Staff of the settlement reached between the Board and the Senior Officers' Organization.

In order to absorb the annualized costs of the two new positions approved by the Board in 2019, the 2020 proposed budget includes a decrease to the Legal Reserve contribution of \$104,200. Based on the pattern in spending for independent legal advice, this decrease is likely sustainable.

As a part of the City's plan to modernize the budget process, a policy change has been made that requires the removal of interdepartmental costs and revenues from the 2020 operating budget request and the restatement of the 2019 approved budget. An interdepartmental cost or revenue is a payment made from one Agency or Department in the City to another for the delivery of goods or services. This change is intended to simplify the process by removing the payments from one City area to another, which

ultimately is paid for by the same taxpayer. As a result of this policy change, the Board's 2019 approved budget is restated from \$2,484,400 to \$1,903,700. Hereafter, any reference to the 2019 operating budget will be made using the 2019 restated figure.

A summary of the 2020 changes in the net operating budget request from 2019 is shown as follows:

(\$000s)	2019 Budget	2020 Request	Change	2021 Outlook	Change
Salaries & Benefits	1,199.4	1,330.3	130.9	1,349.3	19.0
Net Non-Salary Expenditures	704.3	600.1	(104.2)	600.1	0.0
Total Net Request	1,903.7	1,930.4	26.7	1,949.4	19.0

Background / Purpose:

The purpose of this report is to provide the Board with information and obtain approval for the level of funding required in 2020 to support the Board mandate.

Discussion:

The Board's legislative responsibilities

Among its core legislative responsibilities under the *Police Services Act*, the Board must:

- ensure the provision of adequate and effective policing within the City of Toronto;
- generally determine the objectives and priorities for police services in the City, after consultation with the chief of police;
- approve a budget for submissions to the City;
- negotiate the collective agreements with the associations that represent the employees of the police service;
- establish policies for the effective management of the police service;
- appoint the members of the police service; and
- recruit the chief of police, deputy chiefs of police and monitor the performance of the chief of police.

Robust and independent governance

The need for robust and independent civilian police governance is core to the legislative system in the *Police Services Act*. As the *Independent Civilian Review into Matters Relating to the G20 Summit* described:

The responsibility of police boards is considerable. Through their policy-making and resource allocation powers, police boards shape the way in which policing is done. Therefore, effective fulfillment of the governance role that police boards play ensures that decisions made and actions taken by police are reflective of the community's values. (Hon. John W. Morden, *Independent Civilian Review into Matters Relating to the G20 Summit* (June 2012) at p. 6).

Salary and Benefit Accounts

The Board Office's approved staffing complement is 7.5 staff, which comprises: an Executive Director; Senior Advisor, Policy and Communication; Senior Advisor, Strategic Analysis; Advisor, Strategic Policy & Stakeholder Relations; Board Administrator; Executive Assistant to the Chair; Executive Assistant to the Executive Director; and Part Time Administrative Assistant. Together, these staff members provide all of the governance, policy, research, communications, government relations and administrative support the Board requires to fulfil its legislative civilian oversight function. The work performed by the staff is essential to the Board's ability to provide adequate and effective police services to the community.

The budget request in the Board's salary and benefit accounts, totalling \$1,330,300, includes salary/benefits for its approved staff complement, including the annualized annualized impact of \$104,200 for the two staff positions approved during 2019, and for the Council-established Board Member remuneration.

In August 2019, the Board negotiated a new collective agreement with the Senior Officers' Organization (S.O.O.), and, at its meeting of October 22, 2019, approved a recommendation to ratify it and extend the same monetary settlement to Excluded staff, which includes the members of the Board Office staff (Min. No P205/19 refers). As a result, the 2020 impact of the settlement, amounting to \$26,700 have been added to the budget request.

Non-salary Expenditures

The requested budget does not include any new initiatives or programs.

A portion of the non-salary accounts has been allotted to training and development for the Board Office. The Board Office staff are critical to delivering professional, best-in-class services to support the Board's various functions. The Board Office must be able to function as a fully independent policy, quality assurance, audit, communications, stakeholder engagement and government relations entity. Staff are better equipped to

perform these key functions through accessing specific and topical professional development, training programs and learning opportunities to keep their skills relevant.

The majority of the non-salary costs are for arbitrations/grievances. The Toronto Police Services Board cannot predict or control the number of grievances filed or referred to arbitration as filings are at the discretion of bargaining units. In order to deal with this uncertainty, the 2020 budget includes a \$424,800 contribution to a Legal Reserve for costs of independent legal advice, which is a \$104,200 decrease from 2019. After a review of the previous five years spending history, it was determined that this reduction would likely be sustainable. Fluctuations in legal spending will be dealt with by increasing or decreasing the budgeted reserve contribution in future years' operating budgets so that the Board has funds available in the Reserve for these variable expenditures.

Specific funds will not be available in the event that the Board requires legal advice other than that which is available from the City of Toronto Legal department or from the Board's contracted labour relations law firm. Similarly, no funds will be available should the Board require any additional external consulting advice or professional services.

Expenditures within the proposed legal services accounts are difficult to predict as they are often incurred in response to an action or event. Recent settlement statistics related to labour disputes and grievances do indicate that fewer matters proceed to a hearing; the matters that do proceed to hearings are increasingly complex.

The remaining portion of the proposed non-salary budget is for the running of the day to day operations of the Board and includes funding for limited professional development and learning opportunities for Board members and staff by providing sufficient funds for their attendance at the Ontario Association of Police Services Boards' (OAPSB) conference and the Canadian Association of Police Governance's (CAPG) conference.

Possible Legislative Changes and Financial Impact and 2021 Outlook

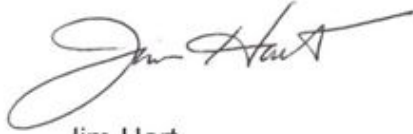
In March of this year, the *Comprehensive Ontario Police Services Act, 2019* which replaces the *Police Services Act, 2018* and repeals multiple pieces of legislation introduced by the previous provincial government, received Royal Assent. At this time, the specific timeline as to when this legislation will come into force is not confirmed and the content of key regulations has not been determined. Therefore, it is not possible to anticipate the potential budget impact these changes might have. The Board will assess the impact of any changes made by the provincial government and the Board's 2021 budget request will address any financial pressures that may arise from these changes.

Conclusion:

In an effort to further improve effectiveness and in light of the work involved in implementing *The Way Forward* and new policing legislation in Ontario, the Board will continue to assess its governance role and the resources required to support its role. The budget proposed in this report is founded on the Board's commitment to meeting its

legislative mandate in a manner that is effective, meaningful and accords with the public expectations of the appropriate role of a police governance body. The proposed increase has been limited to the nominal 2020 impact of the salary settlement.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Jim Hart". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Jim Hart
Chair

**Toronto Police Services Board
BUDGET COMMITTEE MEETING
Thursday, December 5, 2019 at 9:00 AM
Auditorium, 40 College Street, 2nd Floor
Toronto, Ontario**

**** Speakers' List ****

Opening of the Meeting

Call to Order

Indigenous Land Acknowledgement

Declarations of Interest under the [Municipal Conflict of Interest Act](#).

1. November 29, 2019 from Mark Saunders, Chief of Police
Re: Toronto Police Service 2020 - Operating Budget Request

Deputations: John Sewel (*[written submission included](#))
Toronto Police Accotunability Coalition

Miguel avila-velarde

2. November 29, 2019 from Mark Saunders, Chief of Police
Re: Toronto Police Service 2020-2029 Capital Program Request

3. November 29, 2019 from Mark Saunders, Chief of Police
Re: Toronto Police Service Parking Enforcement Unit - 2020 Operating Budget Request

4. November 26, 2019 from Jim Hart, Chair
Re: Toronto Police Services Board 2020 Operating Budget Request

Toronto Police Accountability Coalition
tpac.ca , info@tpac.ca

December 2, 2019.

Toronto Police Service Board

Subject: Police Operating budget, 2020

Please list this as a deputation on December 5.

The staff of the police service is expanding quite considerably. Adding Figures 1 (uniform staff) and Figure 2 (civilian staff) from the chief's report, one finds the following staffing levels:

2018: $4705 + 2099 = 6804$

2019: $4837 + 2334 = 7181$

2020: $4960 + 2490 = 7450$

That shows a 10 per cent increase in staff in a three year period. No justification has been made for such a large change.

We believe every city department has an obligation to pursue efficiencies, both to ensure that staff do useful work, and to ensure public money is well spent. There are three areas where the efficient use of public resources in the police department can be questioned.

The 2020 budget proposes to hire 140 new uniform staff. We support staff for these new positions (community officers, traffic enforcement and Priority Response Units) but believe they can easily be found from within the service. Finding these staff from within will mean no extra cost of approximately \$11 million in 2020, and no extra cost to replace most of the

200 officers who will be retiring for an extra \$20 million. This means that the budget request for 2020 can be kept to an increase of about 1 per cent more than the 2019 budget.

The areas where efficiencies and staff can be found are as follows:

1. Shift schedule.

As we pointed out to the Board two years ago, the shift schedule has as many officers working at 4 am (when they are not needed) as at 7 pm (when they are needed.) Further the shift schedule has officers working 28 hours in every 24 hour period, an overlap that is clearly not efficient.

We learned late last year that Division 41 was undertaking a review of the shift schedule to better use officers, and we met with the officer in charge to get the details of this change. We were impressed, and we left with the impression this change would quickly spread throughout the service.

It is very disappointing to learn from the chief's report that the shift schedule was changed in only a 'couple of divisions' in 2019 (page 9) and that the remaining divisions will begin test pilots in 2020. Clearly, this important change is not being driven with the attention required. And the chief makes no assessment as to how many officers will be freed up for re-assignment or what they will be reassigned to do. It is reasonable to think that a substantial number of officers will be available to fill the new Priority Response Unit positions and the place of those retiring.

2. Two officers in a car after dark.

The policy of requiring two officers in a car after dark has been a considerable waste of resources. Some calls might require two officers, but most do not, as we pointed out in our report to the Board two years ago. The negotiations on the collective agreement a year ago permits the chief to

have discretion in respect to this policy, but no hint of this is given in the 2020 budget report.

A good number of staff can be reassigned from two in a car to serve other functions rather than hiring new staff.

3. Pre-charge screening

As we proposed to the Board two years ago, pre-charge screening, where officers work with the crown to determine the charges which should be laid in many cases, saves considerable resources at the staff level as the number of cases thrown out by the courts is substantially reduced (as shown in the data from Quebec, where this procedure is in place.)

A pilot project was undertaken by the provincial government in 52 Division, as well as in Ottawa, but since the leadership in the provincial government has changed, we have never learned the results of this pilot project. The use of pre-screening in the three provinces leads to more efficiencies.

We ask the Board to instruct the chief to find the needed staff in this way rather than new hires.

Body worn cameras

We oppose proceeding with implementing a program of body worn cameras. No decision has yet been made as to when cameras will be turned on and off by officers. Privacy issues have yet to be clarified. It is unclear if cameras will produce evidence which can be submitted to courts and whether courts will accept such evidence. No decision has been made about how to cover the cost of officers editing the daily takes, a cost expected to be very high in terms of officers' time.

These issues were all outlined and raised in the reports before the Board in the fall of 2016. At that time we noted:

The report on the pilot project states `a relatively small number of officers' wore the cameras during the pilot, and `there was no significant incident or situation that arose that would have provided an opportunity for the body-worn cameras and associated video to demonstrate value, or lack thereof, for police accountability and public trust.'" (page 3, full report)

Yet accountability and trust were what the public wants from camera.

Because of the small number of officers involved in the pilot, the report concludes `the quantitative results were not compelling.' (page 4, full report) No cases with body-worn camera evidence went to court, so it is impossible to assess the use of the cameras in court. (page 4, full report)

Nor did the pilot come to any conclusion about when the cameras should be turned on. The public wants them on all the time, while police think the cameras limit their ability to use discretion, so they don't want them on all the time. The Office of the Privacy Commissioner of Canada thinks it is difficult to justify continuous recording. But if there is no agreement about when cameras will be on or off, what do we do? Leave it up to the officer involved? Few think that makes any sense. (page 69, full report)

The report also says that `video corruption was a major technical issue' and recovery was not always successful. (page 3, full report) It hardly gives one confidence.

So there are significant concerns arising from the pilot project: it does not make a strong case for police using body-worn cameras. One could conclude from the pilot project report that it is not worth proceeding.

Then there is the cost problem. The cost of buying cameras for all frontline officers would be \$85 million over ten years. The cost of storing the videos would be \$20 million for year one, and about \$50 million over five years. Unlike the \$85 million purchase price of the cameras which is a one-time cost, storage costs are ongoing, incurred annually. (page 3, full report)

The extra administrative and support costs were not estimated in the report, although they are referred to. The report says that each officer needs about two hours during every shift to upload, classify and redact the videos made that day, time that can't be spent doing other police work. The report estimates that cost at up to \$20,000 per officer per year. (page 2, report to Board) That would be a cost of tens of million dollars a year.

As far as we aware aware, none of these issues have been resolved. It makes no sense to spend almost \$3 million this year proceeding with body cameras at this time.

Yours very truly,

John Sewell for
Toronto Police Accountability Coalition.