



Toronto Police Service Budget

2021 Operating, Capital & Parking Budget Requests

Presentation to the Toronto Police Services Board

January 13, 2021

Budget By The Numbers



Operating Budget



\$1,076.2M
Net 2021
operating budget

Year over Year 0%



\$46M
Pressures
absorbed

↓ **100M+**
2016 - 2019



2,400
2021 civilian
positions

↓ **90**



4,988
2021 average uniform
deployed strength

↓ **50**

Capital Budget



\$44.3M
Gross 2021
Capital Budget



\$614.7M
Gross 2021-2030
Capital Budget



\$9.4M
2020 returned
funding to the City

Parking Enforcement Operating Budget



\$49.2M
Net 2021 Parking Enforcement
operating budget

Year over Year 0%



\$0.9M
Pressures
absorbed



394
2021 Parking
Enforcement positions

Doing More Without Asking For More

Significant enhancements made to community safety and priorities that are important to the City by **reallocating and reprioritizing existing resources** within the budget



Enhancing Services



MCIT* expansion and alternative crisis call response model



Neighbourhood Community Officers (N.C.O.) expansion



More preventative and investigative capacity for hate crimes and shootings



Greater road safety and Vision Zero focus



Gun and Gang Prevention

Being responsive to our members and communities



70/30 reactive/proactive priority response model



Further Equity, Inclusion and Human Rights objectives



Greater member health, wellness measures

Reform and transformation



Reforms to improve community trust



Modernization to deliver public safety services effectively and efficiently



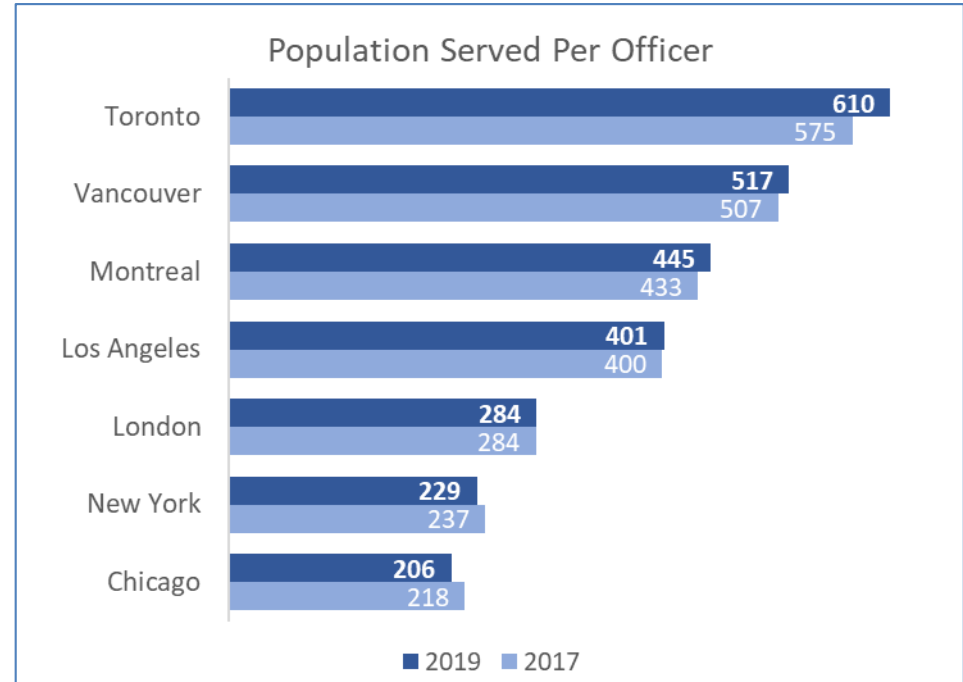
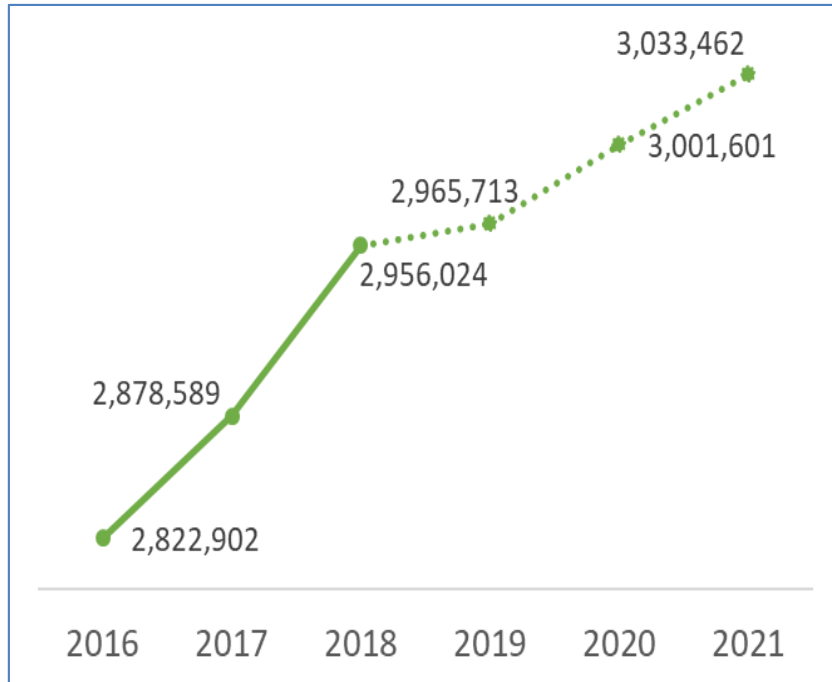
Implementation of Body Worn Camera

*MCIT – Mobile Crisis Intervention Team

A Growing World-class City means more Demand for Public Safety Services

The Service continues to respond to the increasing public safety demands... with less

- Population increased from by over **140,000** from 2016 to 2019
- Millions of daily commuters and visitors
- Consistently over the years, Toronto has the highest number of residents served per uniform officer among major NA cities



Source: Statistics Canada. Table 35-10-0077-01 Police personnel and selected crime statistics, municipal police services. (Number of police officers as of May 2018)







Source: Statistics Canada. Table 35-10-0077-01 Police personnel and selected crime statistics, municipal police services. (Number of police officers as of May 2018), Toronto Police Service 2019 Annual report, Vancouver Police Department 2019 Annual Report, SPVM 2019 and 2019 Annual Report, US Department of Justice – FBI – Criminal Justice Information Services Division – Table 78, Officer strength from Metropolitan Police Management Information Study Workforce Data Report - Data for end of December 2019

Keeping the City Safe with Rising Crime

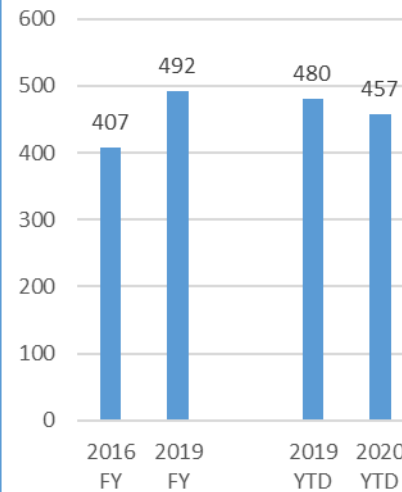


Crime trends over the last several years have increased the effort required to provide adequate and effective policing

Major Crime Indicators

	2016 – 2019	2019 – 2020 YTD*
 Homicides	↑ 5.4%	↓ 10.1%
 Robbery	↓ 4.8%	↓ 20.9%
 Break and Enter	↑ 31.5%	↓ 18.6%
 Auto Theft	↑ 59.6%	↑ 6.9%
 Assault	↑ 10.8%	↓ 13.6%
 Theft over \$5,000	↑ 32.7%	↓ 11.8%

Shooting Incidents



Shooting Incidents have increased by 20.9% from 2016 to 2019; in 2020 shootings are down slightly but a significant concern

Persons in crisis calls continue to increase

2016 – 2019 2019 – 2020 YTD*

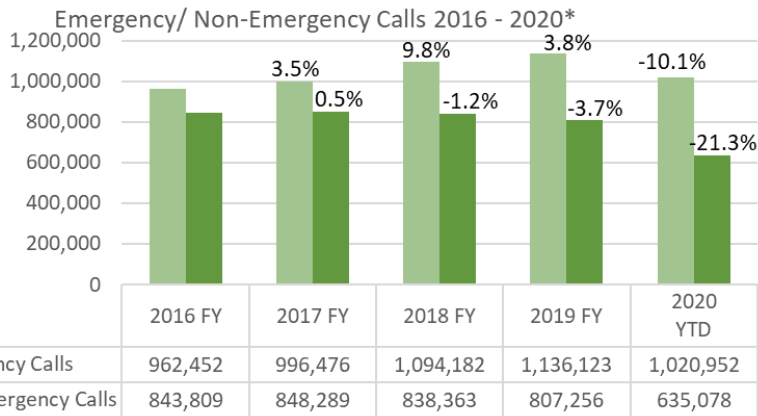
Persons in Crisis
 ↑ 7.9% ↑ 14.9%

Overdose
 ↑ 66.4% ↑ 17.4%

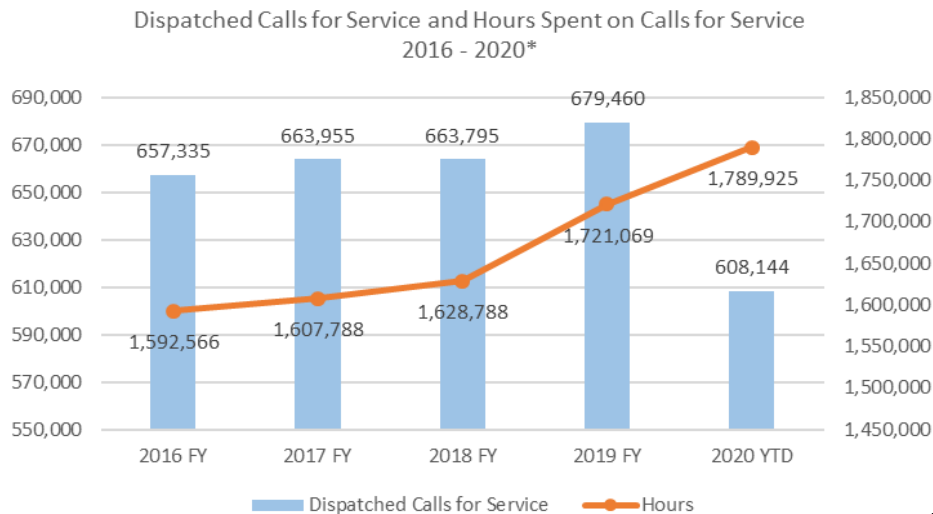
Threaten Suicide
 ↑ 33.4% ↓ 6.2%

*2020 results are as of December 24, 2020 and are considered isolated due to COVID-19 pandemic impacts on crime.

A Diverse and Growing City Means More Calls to 911 and Complex Needs that Take Time to Resolve



The number of Emergency calls increased 18% from 2016 - 2019. Even when factoring lower call volume in 2020, calls have still increased between 2016 and 2020.



From 2016 – 2019, total calls attended have increased by 3.4%, while uniform staffing levels decreased by 6% (5,169 to 4,850) over that period.

From 2016 – 2019, hours spent per call increased by 8%. Time spent continued to increase by another 4% in 2020.

*As of December 24, 2020

New Legislation and the Pandemic will Continue to Impact the Service



Legislative Impacts

- Cannabis
- R. v. Jordan and disclosure requirements
- Bill 163, Supporting Ontario's First Responders Act regarding Post Traumatic Stress Disorder (P.T.S.D) and Chronic mental stress
- Next Generation 911

COVID-19 Pandemic Impacts

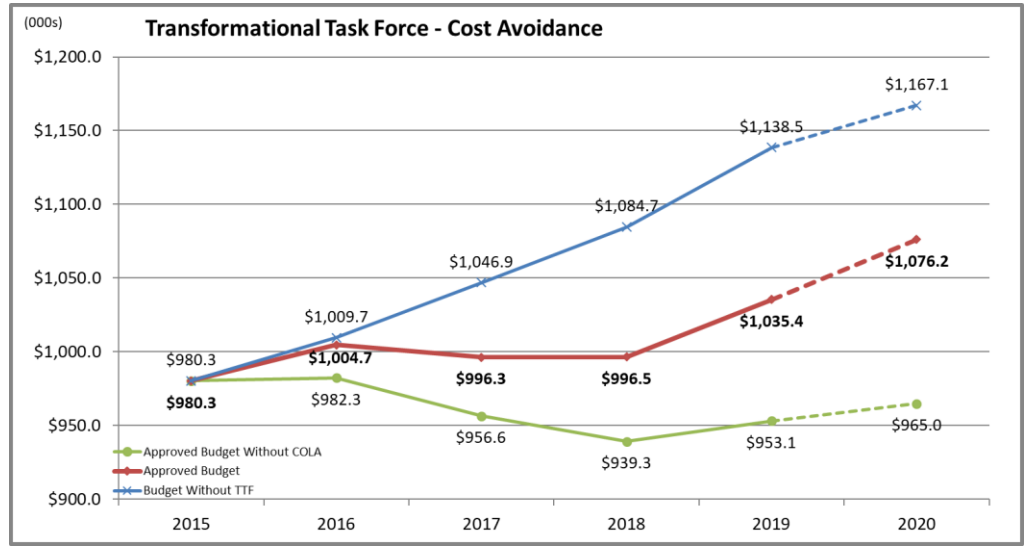
- Reduced staffing due to sick and self-isolation measures
- Enforcement efforts with new and evolving legislation and by-laws
- Costs associated with P.P.E., cleaning and facilities adjustments
- Reduced cost recoveries related to paid duties, towing and other user fees
- Improved management of underfunded premium pay

0% for the Third Time in Five Years, Building on Past Savings and Efficiencies



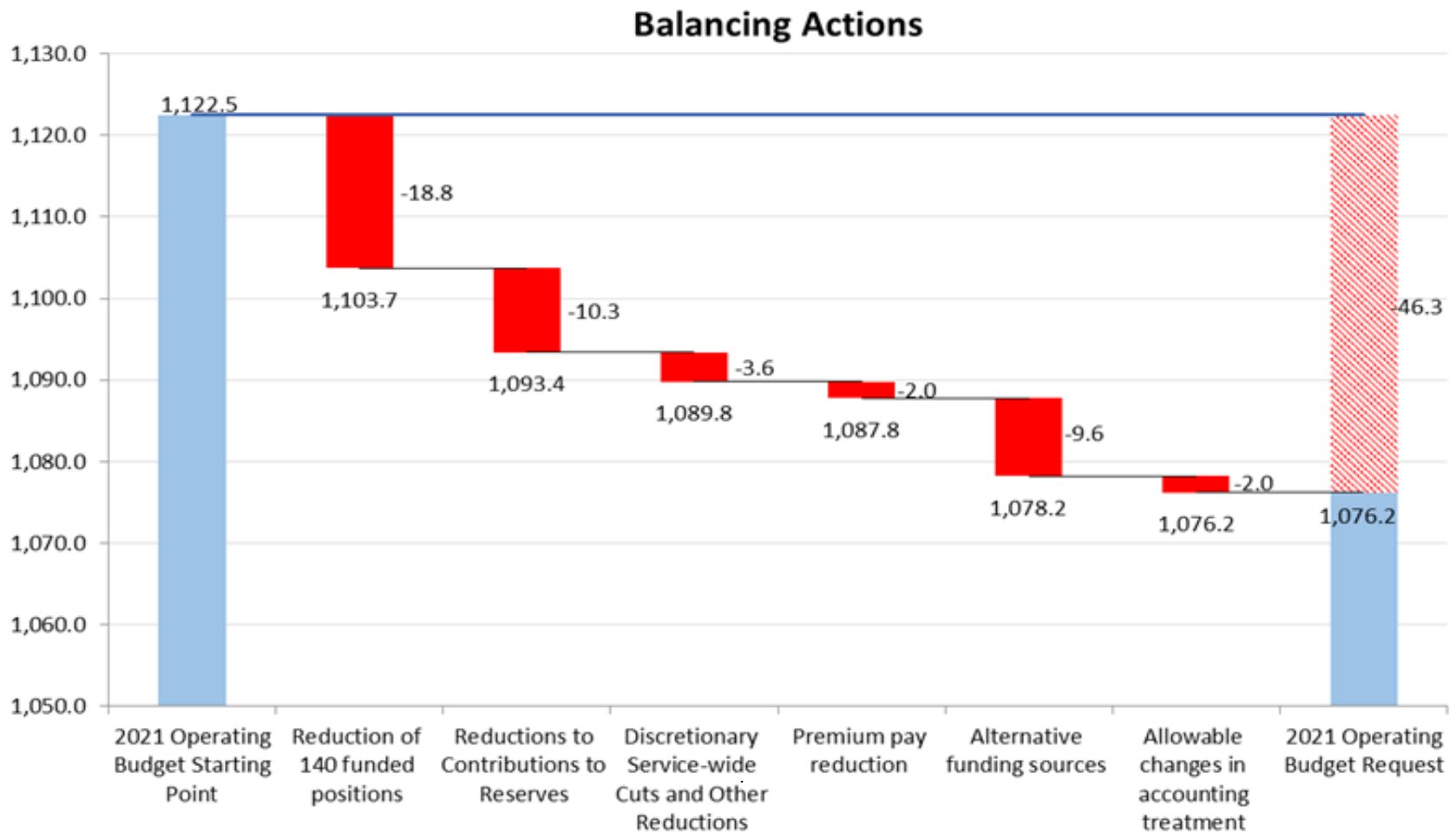
Achieved almost \$100M of sustainable annual savings since 2015 & 0% increase for the third time in five years

- With a budget that is over 89% people-related costs, the Service has made significant staff reductions and has innovated to increase capacity and optimize its workforce for the best possible public safety service delivery
- Cumulatively, the Service budget increase is below the rate of inflation since 2010
- Ongoing budget reductions annually to accommodate collective agreement impacts
- A starting pressure of approx. \$46M of were absorbed, while augmenting services
- This builds on changes resulting in \$100M in savings/cost avoidance since 2015 and 400 fewer positions since 2010



Achieving a 0% budget, Enhancing Services and Accommodating Growing Demands Was Not Easy

From a starting pressure of 3.8%, approx. \$46M of budget pressures were absorbed while augmenting services



The Service is Committed to Continuing its Transformation Journey



Continued modernization and reform efforts to improve the effectiveness and efficiency of public safety service delivery

- Community Relationships and Collaboration
 - Greater community consultations, including PACER 2.0
 - Neighbourhood Community Officer
- Alternative Service Delivery and Enhancements
 - Crisis call diversion POC
 - Video Bail
 - MCIT Expansion
 - 311 call diversion
 - Online Reporting
 - Shift schedules and 70/30 proactive/reactive model
 - Transfer of life guard and crossing guard programs
- Information and Technology Enablement
 - Public Safety Data Portal
 - Connected Officer
 - NG911
 - Parking handheld upgrade
- People
 - Enhanced training
 - Civilianization
 - Promotional process
- Greater accountability, collaboration and trust
 - Budget modernization
 - Complete implementation of Body Worn Camera
 - Audit plan and comprehensive workforce review
 - Procedural changes
 - Significantly reduced strip searches
 - Race based data collection strategy
 - Service protocol with respect to SIU for greater accountability

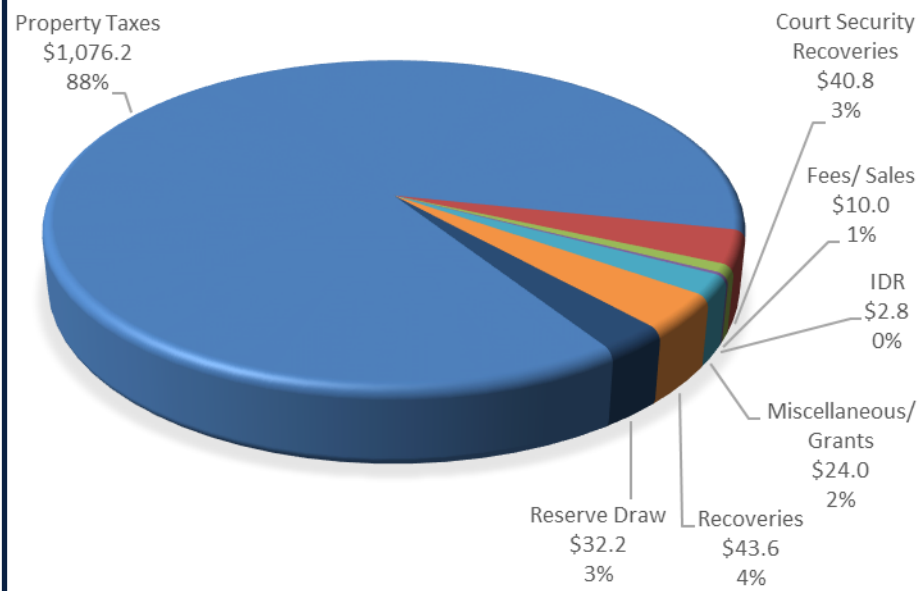
2021 Operating Budget Summary



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

Where the Money Comes From

Total Gross Budget - \$1,229.5M

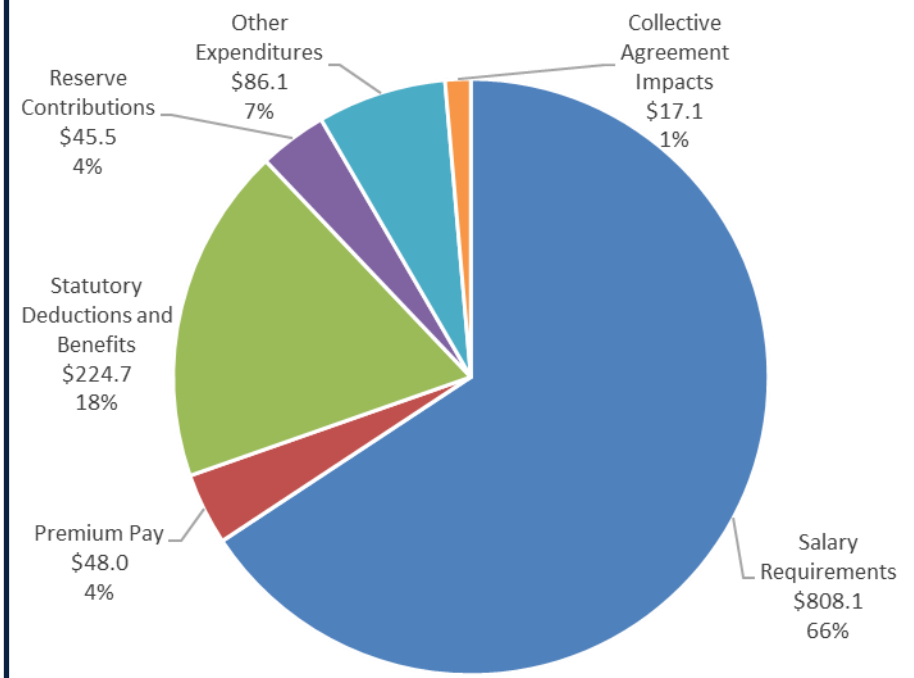


The TPS budget is primarily funded through the City's property tax.

Note: Interdepartmental Revenues (IDRs) refer to revenues from other City of Toronto's departments

Where the Money Goes

Total Gross Budget - \$1,229.5M



- 89% of the TPS budget is related to salaries, salary settlement, benefits and premium pay

2021 Operating Budget Summary



Summary of 2021 Budget Request Changes by Category

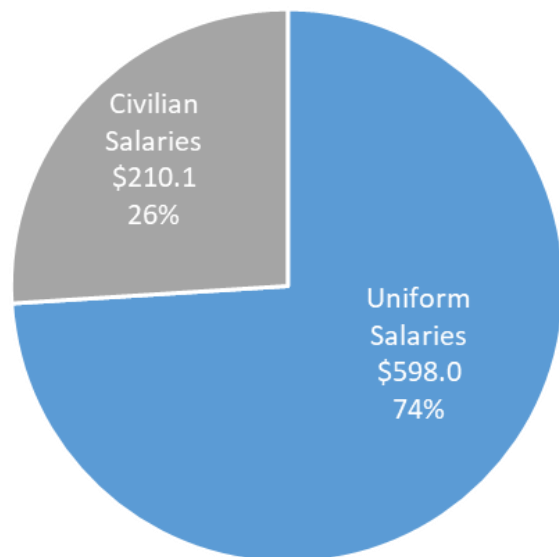
Budget	2020 Budget \$Ms	2021 Request \$Ms	\$ Change over 2020 Budget	% Change over 2020 Budget
Salary Requirements	\$816.3	\$808.1	(\$8.2)	(0.8%)
Premium Pay	\$49.6	\$48.0	(\$1.6)	(0.1%)
Statutory Deductions and Benefits	\$219.7	\$224.7	\$5.0	0.5%
Reserve Contributions	\$50.5	\$45.5	(\$5.0)	(0.5%)
Other Expenditures	\$85.1	\$86.1	\$1.0	0.1%
Revenues	(\$145.0)	(\$153.3)	(\$8.3)	(0.8%)
Net Budget Request (excluding Salary Settlement)	\$1,076.2	\$1,059.1	(\$17.1)	(1.6%)
Collective Agreement Impacts		\$17.1	\$17.1	1.6%
Net Budget Request	\$1,076.2	\$1,076.2	\$0.0	0.0%

Salary Requirements



(\$M)	2020 Budget	2021 Budget	\$ Change over 2020	% Change over 2020 Total Budget
Salary Requirements	816.3	808.1	(8.2)	(0.8%)

Ratio of Uniform Salary to Civilian Salary



- Budget maintains strength of uniform officers at 4,988 and 2,400 civilian positions
 - Uniform staffing - Reduced budgeted average deployment of 50 officers in 2021 (-\$4.5M)
 - 225 separations
 - 230 hires – only 30 deploy in 2021
 - Civilian staffing – Reduction of 90 Civilian positions that were funded in 2020 budget (-\$3.7M)
 - Civilians in the Service are public facing/frontline (courts, communications), direct operational support as well as indirect support and administrative resources
 - 10% represented by corporate functions such as Finance, HR, Legal etc.

Policing is About People



- 89% of the budget is for people
- The Service has optimized its workforce and made reductions that have saved \$40-\$50M

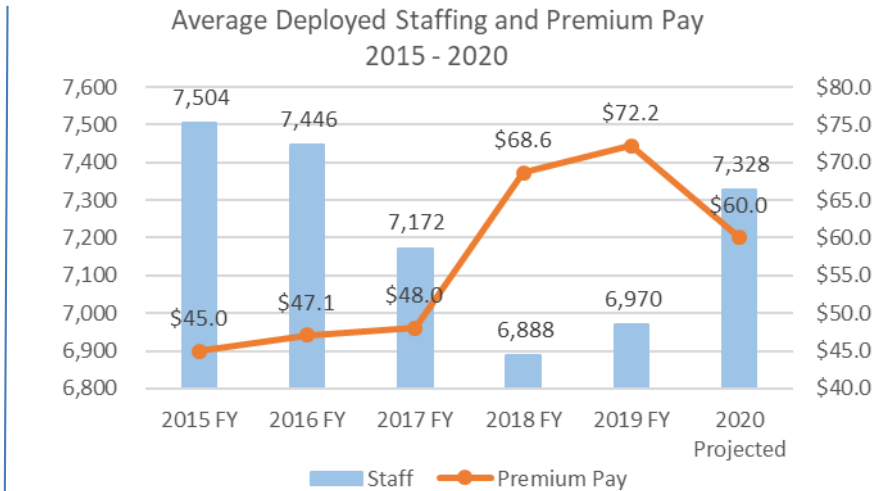
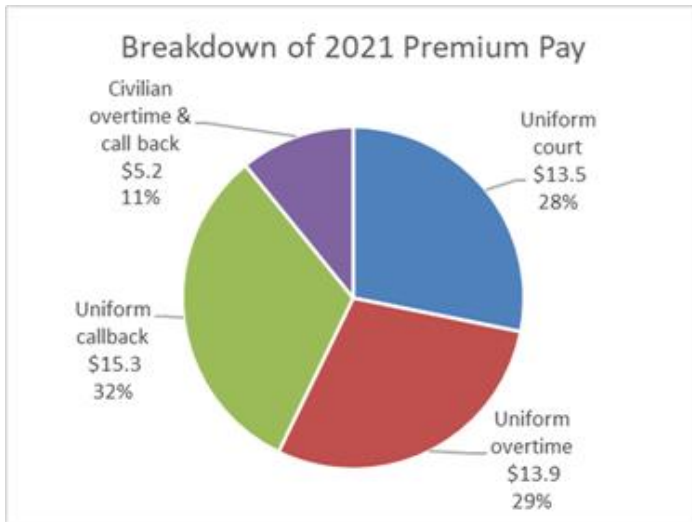
	2010	2021	Change
Uniform	5,556	4,988	-568
Civilian	2,240	2,400	160
Total	7,796	7,388	-408

- Increases in Civilian staff primarily related to civilianization efforts that had offsetting reductions to uniform staff - \$6.5M (e.g. special constables, crime analysts, bookers)
- Other direct front line support also increased like communications operators to meet response standards
- The budget includes a sustained reduction of over 400 positions since 2010

Premium Pay

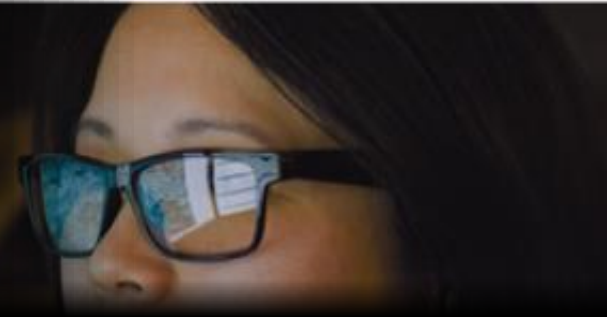


(\$M)	2020 Budget	2021 Budget	\$ Change over 2020	% Change over 2020 Total Budget
Premium Pay	49.6	48.0	(1.6)	(0.1%)



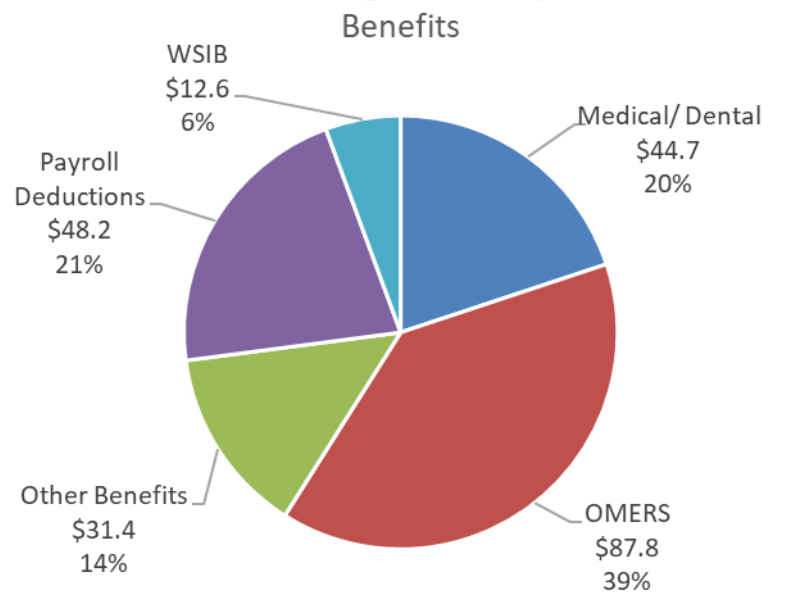
- Premium pay costs have historically been underfunded, resulting in a starting estimated pressure of \$15M – due to policing exigencies (call backs, court etc.) and civilian vacancies
- 2021 proposed reduction due to 2020 experience in managing premium pay

Statutory Deductions



(\$M)	2020 Budget	2021 Budget	\$ Change over 2020	% Change over 2020 Total Budget
Statutory Deductions & Benefits	219.7	224.7	5.0	0.5%

Breakdown of 2021 Budget Statutory Deductions and Benefits



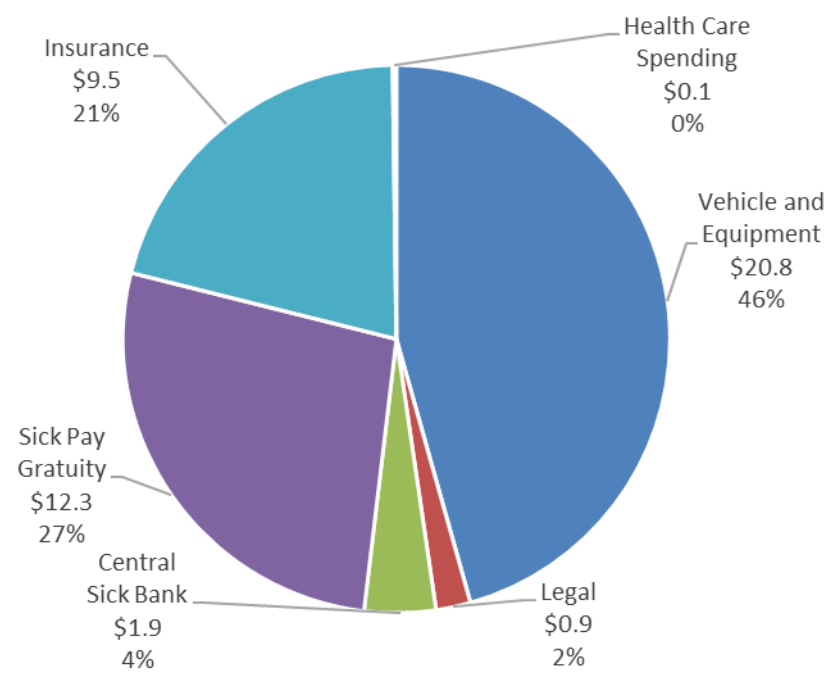
- Medical/Dental (\$0.3M increase) – anticipated percentage increase based on experience which is below industry wide percentage increase
- Workplace Safety & Insurance Board (W.S.I.B.) (\$2.1M increase) – influenced by Bill 163, Supporting Ontario’s First Responders Act regarding Post Traumatic Stress Disorder (P.T.S.D) and Chronic mental stress
- Payroll deductions (\$1.6M increase) – Canada Pension Plan rates (C.P.P.) rate are increasing
- Other benefits (\$0.9M increase) – include group life insurance, retiree medical/dental/paid up life, central sick, etc.

Reserves



(\$M)	2020 Budget	2021 Budget	\$ Change over 2020	% Change over 2020 Total Budget
Contributions to Reserves	50.5	45.5	(5.0)	(0.5%)

Breakdown of 2021 Contribution to Reserves



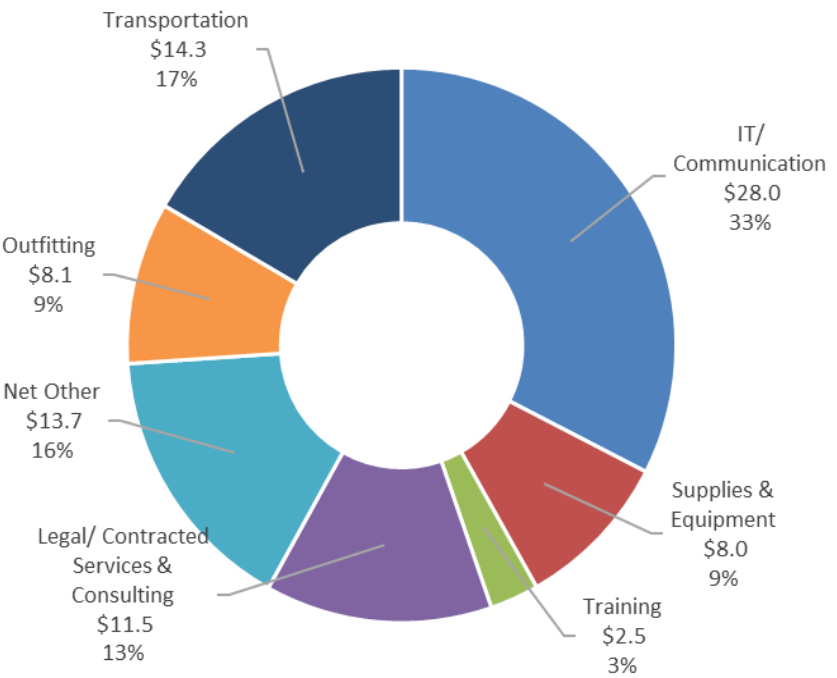
- Total of \$10.3M reduction in contributions from the original request
 - Outlook included \$5.3M in increased contributions to reserves; this was eliminated to reduce overall budget request
 - Reduced the budget by an additional \$5M as part of balancing actions
- Assumes contribution from any possible 2020 surplus to replenish the reserves

Other Expenditures



(\$M)	2020 Budget	2021 Budget	\$ Change over 2020	% Change over 2020 Total Budget
Other Expenditures	85.1	86.1	1.0	0.1%

Breakdown of 2021 Other Expenditures



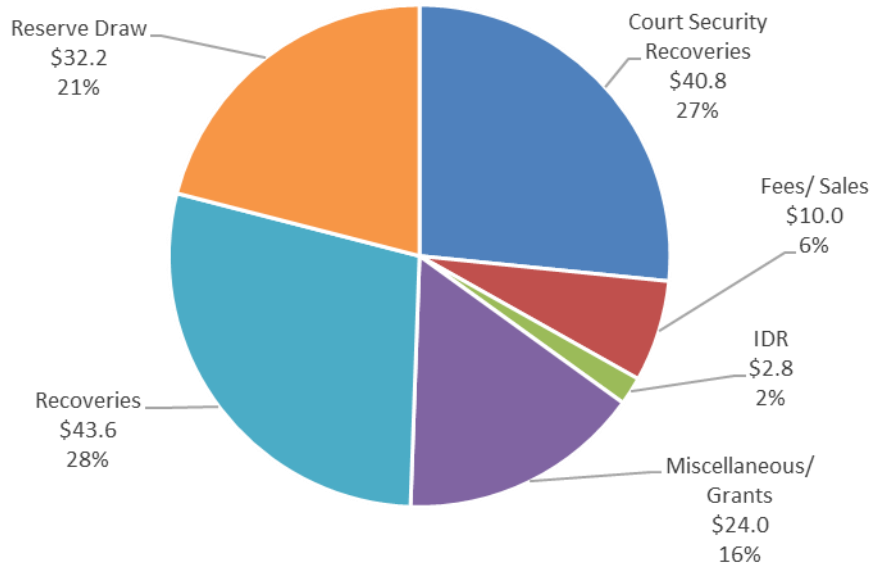
- COVID related expenses – assumed for six months \$1.9M
- Computer maintenance (Increase of \$1.6M) – greater technology footprint, as well as contractual cost increases
- Capital project operating budget impacts – increase of \$1.6M
 - Analytics Centre of Excellence (A.N.C.O.E.) and Body Worn Camera (B.W.C.)
- Various other - reductions of \$2.6M in ammunition, computer hardware/software, contracted services and across the board cut to office supplies and courses and conferences, etc.

Revenues/Other Sources Of Funding



(\$M)	2019 Budget	2020 Budget	\$ Change over 2019	% Change over 2019 Total Budget
Revenues	(145.0)	(153.3)	(8.3)	(0.8%)

Breakdown of 2021 Revenues



- COVID cost recovery – \$3.9M increase
 - Supplies, equipment
 - Premium pay for enforcement activities
 - Revenue losses from various services
- Recovery for the Vision Zero Road Safety Team - \$2.5M increase
 - 18 full time dedicated officers in total
- Draw from City's Ontario Cannabis Legislation Reserve - \$0.4M increased draw to offset base budget costs of cannabis enforcement
- Revenue opportunities - \$2.5M increase of possible funding opportunities from various level of government that are announced in-year

2022 and 2023 Preliminary Outlook



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

Opportunities from upcoming transformation and reform initiatives are not reflected.

Description	2022 (M's)	2023 (M's)
Starting Request - Net	\$1,076.2	\$1,133.7
Salaries, Benefits, Premium Pay	\$15.2	\$9.6
Reserve Contributions	\$4.6	\$4.0
Non Salary – inflationary and contract increases	\$4.5	\$4.2
Revenues	\$9.7	\$1.8
Collective Agreement	\$23.4	\$17.9
Outlook	\$1,133.7	\$1,171.2
Net Change	\$57.5	\$37.5
Percentage change	5.3%	3.3%



Toronto Police Service

2021 - 2030 Capital Budget

Request

Capital Budget

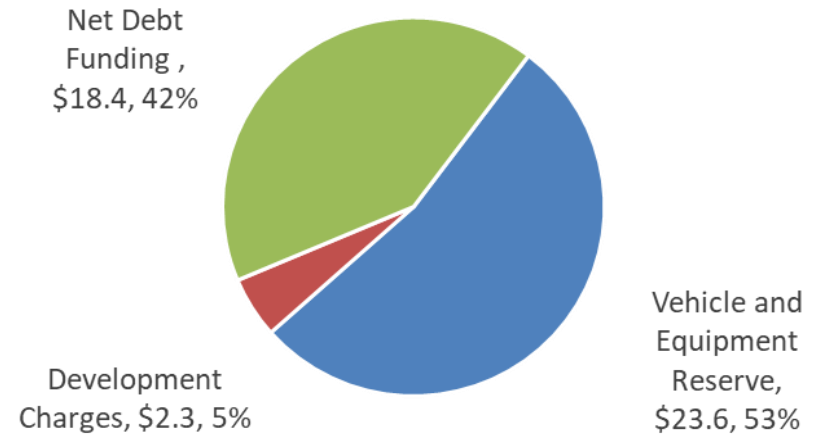
Toronto Police Service's capital budget is allocated to expenses such as vehicles, equipment, land and facilities

2021 Capital Program Overview

Objectives

- Optimize internal and public-facing service delivery
- Achieve efficient and intelligence led operations
- Maintain a working inventory of assets that meet operational requirements
- Ensure the continued health and safety of our members and the public
- Maintain adequate physical presence in the City






Where the money comes from \$44.3M (without Carry forward) Gross 2021 Capital (\$M)



2021-2030 Capital Program Summary



2021-2030 Capital Program (M's)			
	2021	2022-2030	Total
Gross Expenditures	\$44.3	\$570.4	\$614.7
Net Debt Expenditures	\$18.4	\$194.0	\$212.5

					
	Aging Infrastructure	Information Technology	Vehicles	Communication	Equipment
2021	\$8.2 M	\$15.2 M	\$8.1 M	\$5.1 M	\$7.7 M
2021-2030	\$236.1 M	\$205.5 M	\$84.4 M	\$37.4 M	\$54.3 M
	54/55 Division 41 Division 13/53 Division S.O.G.R.*	N.G.9-1-1** A.N.C.O.E.*** Workstations Servers Network	Vehicle Replacement	Radio Replacement	Body Worn Camera A.F.I.S.**** C.E.W.***** Property Racking Furniture/Locker

*S.O.G.R. - State Of Good Repair **N.G.911 – Next Generation 911 ***A.N.C.O.E. – Analytics Center of Excellence ****A.F.I.S. - Automated Fingerprint Identification System *****C.E.W. – Conducted Energy Weapon

Excludes Carry Forward estimated at \$24.5M

2020 Reduction Strategies & 2021-2030 Changes



2020 - \$9.4M returned to the City as a permanent reduction to the capital program

- 32 Division – cancelled project
- State Of Good Repair - deferred projects
- Facility and Process Improvements – scope reduction
- Reductions in various other projects – completed projects under budget, removed projects from capital program (A.F.I.S., 12 Division, archiving and racking, peer to peer site, etc.)

2020-2029 program changes:

Variance	2021	2022	2023	2024	2025	2021-2025	2026-2029	Total
Variance on Gross level	(\$26,146)	(\$991)	\$4,598	\$8,770	\$20,300	\$6,530	\$18,570	\$25,100
Variance on Debt level	(\$9,163)	\$7,333	(\$5,212)	\$7,463	\$12,402	\$12,823	\$9,169	\$21,992

Significant changes:

- Impacts of 2020 program reductions - \$7.5M (32 division and Facilities and Process Improvements)
- Revised construction estimates for facilities projects - \$29M
- 54/55 Amalgamation, 41 Division new build, 13/53 new build, 22 Division, 51 Division:
- Body Worn Camera: capitalization of additional costs (originally in operating) \$1.5M
- Vehicle and equipment projects: \$4.4M - increased cost/requirements
- NG911: \$2M - cost reduction based on results of the R.F.P.
- New Mobile Incident Command Vehicle: \$1.8M – Required for major events/emergencies

Future Program Considerations



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

- 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 N.G.911
- Requirements and estimates subject to outcome of feasibility study occurring in 2021
- Potential of other funding sources in collaboration with other levels of government and coordination with other City Emergency Services

2. Facility Footprint Optimization

- A long-term facility plan is being developed with the objective of: enhancing operational flexibility, improving aging facility infrastructure, optimizing resources, and where possible, reducing the Service's facilities cost and footprint.
- Some of the processes such as the use of remote video equipment for bail hearings are also being reviewed to create efficiencies
- Defining facility optimization program in collaboration with the City and CreateTO to minimize the Service's physical and financial footprint



Toronto Police Service

2021 Parking Enforcement

Budget Request

Parking Enforcement Summary



City Parking Tag Operations Program

- TPS enforces Parking By-laws through issuance of parking infraction tags.
- The City is responsible for: collections, Administrative Penalty Tribunal and administering the dispute review process

In 2020:



Approximately 10,000 vehicles towed



Over 140,000 calls for parking responded to



Approximately 1.4 million parking tags issued

Toronto Police Parking Budget Request



\$49.2M

Net 2021 Parking Enforcement operating budget



0.0%

Increase in operating budget over 2020



84%

Operating Budget allocated towards people



394

2021 Parking Enforcement positions

Parking Enforcement Budget Summary

Summary of 2021 Budget Request Changes (\$M's)

Budget	2020 Budget \$Ms	2021 Request \$Ms	\$ Increase / (Decrease) Over 2020 Budget	% Increase / (Decrease) Over 2020 Total Budget
Salary Requirements	33.0	32.5	(\$0.5)	(1.0%)
Premium Pay	2.4	1.2	(\$1.2)	(2.4%)
Statutory Deductions & Benefits	8.0	8.1	\$0.1	0.2%
Contributions to Reserves	2.8	2.8	\$0.0	0%
Other Expenditures	4.5	5.2	\$0.7	1.4%
Revenues	(1.5)	(1.3)	\$0.2	0.4%
Net Base Budget Request (excluding Salary Settlement)	\$49.2	\$48.5	(\$0.7)	(1.4%)
Salary Settlement		0.7	0.7	1.4%
Net Budget Request	\$49.2	\$49.2	\$0.0	0.0%

- Decrease in salaries is based on projected staffing levels. Increase in benefits is due to rate increases.
- Premium pay reduction is due to decrease in special events and directed enforcement initiatives as a result of COVID-19.
- Additional funding of \$1.0 million is required to replace the Vehicle Impound Program (V.I.P.) application which is used by the Service to manage towed vehicles. This cost is partially offset by reductions in other materials and equipment.
- Revenues consist of recoveries from tow companies for costs associated with pounds operations and are expected to be lower due to continuing impact of COVID-19 pandemic.

Conclusion



- 2021 budget request reflects community safety priorities and considers the financial challenges resulting from the COVID-19 pandemic
- Builds on an ongoing transformation journey, vital police reform initiatives, commitment to a fiscally responsible budget, and balancing the Service's mandate of adequate and effective policing services
- Achieves service enhancements through reallocation and reprioritization of resources
- 0% for the third time in five years required absorbing \$46M cost pressures in 2021, including \$17M of collective agreement impacts
- Includes ongoing savings of \$40-50M annually, from a reduction of 400 positions since 2010
- Flat-lined budget was challenging – requires deferral of some costs to future years and premium pay risks remain
- 2021 focus areas:
 - Effective and value add public safety services to a vibrant and growing city
 - Building community relationships and trust
 - 70/30 reactive/proactive response model
 - Continue modernizing
 - Actively exploring additional opportunities to continue delivering fiscally responsible budgets as well as effective and efficient public safety services
- Budget request developed in consultation with City and Board representatives and with the objective of greater transparency and stakeholder engagement



Thank you.