

**Toronto Police Service**  
**Response to Questions on the 2019 Operating Budget**  
**Updated: February 2019**

**Introduction:** At various meetings to present and deliberate the 2019 Toronto Police Service (T.P.S.) Operating, Capital and Parking Enforcements budget requests, a number of questions were asked by either Toronto Police Services Board (Board) members, City of Toronto Councilors or members of the community. This document outlines some of those questions, along with responses to those questions.

**Q: The T.P.S. is asking for approximately a 5% increase (inferred/estimated to include COLA) and there is no justification for the increase.**

A: The increase requested, and approved by the Board, represented a 3% increase over the 2018 Council-approved budget. This excludes the cost of any salary settlement, as the current Collective Agreements between the Board and the bargaining groups expired on December 31, 2018 and new agreements have yet to be negotiated. At the Board meeting, there were 53 pages of budget information available on the website ([www.torontopolice.on.ca/budget](http://www.torontopolice.on.ca/budget)), as well as a presentation that was made that day. Additional information, including a line by line budget and other information has been posted to the website since the Board meeting.

**Q: Increased violence from youth is not addressed in the way the T.P.S. wants to spend money. Best way to deal with violence is with social programs recommended in the 2018 report, “The Roots of Violence” and other studies. The T.P.S. should be setting aside significant sums, \$20M/year, to address this aspect of crime prevention. This is not in the expenditures being asked for.**

A: Programs for young people and programs dedicated to preventing crime are included in the City’s budget. These programs partner up with multiple community agencies. This year, the City’s budget includes \$15M (which represents a \$2.5M increase over 2018) for various programs for youth and programs to combat crime. Some of this funding is provided by the Federal Government. Regardless of which budget this funding is allocated to (Police vs. other City Division), it still comes from the same municipal funding source.

**Q: Neighborhood Officer Program (N.O.P.) is not being expanded into more/other neighborhoods through this budget?**

A: No, the program is not being expanded through this budget. In 2013, the Service T.P.S. implemented the Neighbourhood Officer Program (N.O.P.) in order to reduce crime, increase public safety and improve trust in the police. With increasing gun and gang violence, the N.O.P. has become a critical resource of the T.P.S. and an important vehicle for disrupting gang activity and bettering the lives of community members who are involved in gang activity or vulnerable to gang inclusion. Currently, there are 96 Neighbourhood Officers (N.O.s.) deployed in 33 neighbourhoods across the City. To assist in reducing the gun and gang violence associated to youth in Toronto, an expansion of the N.O.P. is required. This will require an expansion of N.O. coverage from 33 current priority neighbourhoods to 60 total priority neighbourhoods. To staff 60 priority neighbourhoods with N.O.s., an additional 108

**Toronto Police Service**  
**Response to Questions on the 2019 Operating Budget**  
**Updated: February 2019**

Neighbourhood Officer – Constables and 12 Neighbourhood Officer Supervisors – Sergeants will be required in addition to other program costs such as uniforms, smartphones and bicycles. Additional annual funding of approximately \$16.4M would be required for the expansion of this program. As requested by Council, the T.P.S. has made requests for funding for this initiative to both the Provincial and Federal governments; however, no funding has been approved to date.

**Q: The budget contains no funds in regards to dealing with police culture. Is the Board willing to implement Mr. Tulloch’s challenge to adopt programs that address police culture?**

A: The budget includes funds to develop a culture strategy that addresses the gaps identified in a cultural assessment that has already been conducted.

**Q: Human Rights commission recently pointed out the Toronto Police Service has a serious problem of racial discrimination. No funds allocated in the budget to address this issue.**

A: While the budget request did not highlight the budget allocation to this level of detail, in total, the Toronto Police College has delivered, or continues to deliver, twenty-three separate courses that have one or more lessons explicitly addressing discrimination or bias. Racial bias is the most prominent and discussed form of bias taught during these courses. In fact, instruction on bias, and racial bias, has been delivered since 2010. The Toronto Police College employs a scaffolding approach, where current instruction builds upon information taught in previous years. Many courses are, or were, mandatory for personnel in specific roles such as police recruits, court officers, or sworn police officers. These courses are/were taught both online and face-to-face. Examples of these courses include investigative courses, leadership courses, and Fair and Impartial Policing, to name a few. The 2019 In-house Training program includes a specific module on Anti-Black Racism, the Toronto Action Plan to Confront Anti-Black Racism, and intersectionality.

**Q: Separations of members and the new hires of officers proposed for next year, including the 134 (December 2018) will bring us back to the level of where we have been, a number that is significantly reduced from a number of years ago.**

A: This is incorrect. Separations have exceeded the number of hires for uniform officers and the average number of deployed officers has been declining every year since 2015. After anticipated separations and hires in 2019, the projected average number of deployed officers is 4,730. This is 67 less officers than in 2018 (4,797 average deployed) and 557 less officers than in 2015 (5,287 average deployed).

**Q: You are changing the shift schedules so more officers are available when they are needed and you’ve got them already on staff so why are you hiring more?**

**Toronto Police Service**  
**Response to Questions on the 2019 Operating Budget**  
**Updated: February 2019**

A: With 294 separations of officers in 2018 and 250 separations projected for 2019, hiring is necessary to replace officers that leave. These hires do not represent additional officers. Also, note that shift schedules are being negotiated division by division and not all divisions have been settled/negotiated and they will produce benefits only after new shift schedules are implemented.

**Q: Show me the savings that are being made because of the shift schedule changes.**

A: Until they are fully implemented, we will not be able to show the benefits for the full city. It may be possible next year to show the savings.

**Q: We've seen a 9% increase on 911 calls, so what are we looking at in the future?**

A: To make more efficient and effective use of police resources, the T.P.S. and the City have collaborated to redirect some non-policing calls to other city departments and service providers. A review of non-emergency calls found that thousands of these calls can be diverted to 311 for follow-up with various city departments. As a result, the T.P.S. and City rolled out a public education campaign to ensure the public is aware that the 311 service, not 911, is the place to call for non-emergency issues, such as a broken water main. Other changes include the ability to submit parking complaints online instead of handled by 911 call takers. All these changes will free up priority response policing resources and increase frontline capacity.

**Q: What steps have been taken and reflected in the budget to relieve front-line pressures?**

A: As part of its modernization efforts, the T.P.S. has taken many steps to make more efficient use of police resources, such as:

- Planning to staff some positions using more cost-effective approaches such as civilianizing uniform positions. This means using a civilian employee (typically at a lower cost) to perform police-related activities, that are currently performed by an officer, that do not require the authority and extensive training of a police officer. Deploying civilian staff with the appropriate training, education and experience to perform the job, frees up frontline officers from core policing duties. One such civilianization initiative is the use of Special Constables. These members will be working directly to relieve front line pressures.
- Our Priority Response group and Public Safety Response teams are deployed where they are needed most to assist the front line
- Community investigative support units in certain districts have reduced some of those calls that would otherwise go to front line by 20%.
- Shift scheduling changes based on analytics to ensure we have the right people in the right place at the right time.
- Moving to on-line call taking for parking complaints. On average, we now have 167,000 calls; it doesn't reduce the front line pressures, but it reduces the call takers pressures, because they have to take all of those calls while looking after the 911 calls as well as all the other calls.

**Toronto Police Service**  
**Response to Questions on the 2019 Operating Budget**  
**Updated: February 2019**

- A review of non-emergency calls found that thousands of these calls can be diverted to 311 for follow-up with various city departments. As a result, the T.P.S. and City rolled out a public education campaign to ensure the public is aware that the 311 service, not 911, is the place to call for non-emergency issues, such as a broken water main.
- Administration of the Toronto's School Crossing Guards program is being transferred to the City by July 2019, freeing up some capacity for frontline services.
- A part-time retiree program is built into the budget request. These resources will supplement front line and help to address non-emergency calls.
- Other programs, such as non-attendance at unverified alarm calls, theft of gas and shoplifting projects will help to take pressures off as well.

**Q: Has there been talks with the provincial government to fund the Neighborhood Officer Program (N.O.P.)? What would the cost of that be? Has the pilot N.O.P. expired?**

A: We have identified the need for funding to both Provincial and Federal governments to expand the N.O.P. . However, at this point, no additional funding has been provided by the either governments. The annual cost of expanding the program from the existing 33 neighborhoods to 60 is approximately \$16.4M. The pilot program is still ongoing with a couple of months left. We are working with Humber College to evaluate the program and to identify ways to improve it.

**Q: How much is in the budget for the legalization of cannabis? How is that going to work?**

A: Although it is anticipated that implementation of this legislation will result in impacts to the T.P.S., the extent of these impacts are not fully known at this time. The T.P.S. is building on work already done by other Canadian police services and agencies, in developing a comprehensive measurement framework to track the impacts of the legislation.

Various units within the T.P.S. have identified the following preliminary impacts e, which will be explored further during the development of the measurement framework:

- The development of training to educate members on the new legislation, as well as the time required for members to complete the training. This training is mandatory for all officers and for all Communications Services personnel.
- The purchase of the oral fluid screening devices and other equipment necessary for enforcement.
- Training additional Drug Recognition Evaluators and increasing the number of officers trained in Standardized Field Sobriety Testing.
- Enforcement of illegal dispensaries and of drug impaired driving.
- Since legalization, Health Canada may no longer cover the cost to physically destroy seized cannabis. Should this prove to be true, the T.P.S. will incur this additional cost.
- Increased enforcement of illegal dispensaries may also result in increased storage requirements.
- The development and ongoing adaptation of T.P.S. governance to address the legalization of cannabis as it applies to members.

**Toronto Police Service**  
**Response to Questions on the 2019 Operating Budget**  
**Updated: February 2019**

While some data on cannabis-related occurrences and charges are available, the relatively short period of time since the October 17, 2018 implementation of the legislation makes it difficult to determine any trends or estimate increased requirements as a result of the legalization. Only \$0.4M has been included in the 2019 Operating Budget Request related to drug recognition and field sobriety training and equipment, as well as specialty pay for drug recognition experts.

**Q: When we hire special constables, part time retirees, etc., how does this help front-line policing?**

A: Part time retirees will have no “use of force” options but they will be experienced police officers. They will be working in police stations to facilitate investigations and calls for service that can be dealt with by way of walk-ins or call in a complaint or on-line reporting. They demands are all up significantly this year, for example walk-ins are up by 100% this year. Special Constables do have “use of force” options and wear uniforms. They will be on the road performing lower level calls for service. For example at a break and enter, the person is waiting at their house for a report to be taken, a Special Constable can attend and take the report, guard crime scenes etc. Emergency calls will be front line police officers.

**Q: Is there a role the Board can play to secure additional funds for the Neighborhood Officer Program?**

A: Yes. The Chief has been taking opportunities to speak with different levels of government to see whether or not there are possibilities for funding. Assistance from the Board in helping us to make that happen would be welcome.

**Q: Is there a plan for the expansion of the M.C.I.T. program for future years?**

A: This is an ongoing discussion. Calls that increase year after year are calls for people that live with mental health issues and those can also be flash points between the community and the police at times depending on the outcomes. We have training for those types of calls but also having specialists to provide critical or another lenses/ layers to assist us with that is beneficial. The T.P.S. has the opportunity of knowing where to place resources and people but the health industry also has shortages. When the appetite is there for the increase, the T.P.S. will be looking at that expansion.

**Q: Does the 2019 Budget include COLA?**

A: No.

**Q: How much is 1% on salaries and benefits for uniform officers?**

A: Approximately \$7M.

**Toronto Police Service**  
**Response to Questions on the 2019 Operating Budget**  
**Updated: February 2019**

**Q: Would this amount required for COLA be in addition to the \$30M increase you are proposing?**

A: Yes.

**Q: Do you have an agreement with the Province on the cost of court security and prisoner transportation? What is the net cost for this program?**

A: The agreement with the Province expired on December 31, 2018. No update on the new agreement yet. The total funding of court security and prisoner transportation across the province is \$125M and T.P.S. receives about \$40M of that funding. Full cost of the court services program for T.P.S. is about \$63M with \$40M covered by provincial funding.

**Q: State of Good Repair on Capital Budget – is it correct that the 10 Year Capital Plan eliminates the state of good repair backlog for TPS?**

A: The backlog is limited only to the vehicle and equipment replacements and will decrease from 9.5% to 0% over ten years. The state of good repair backlog for buildings is reflected in the City's Facilities Management Budget.

**Q: Are your Interdepartmental Recoveries reducing by \$3M and is that offset by the Crossing Guard program transfer?**

A: Yes.

**Q: Can you please explain the Special Constables?**

A: In the effort to put the right resources in the right place at the right time, we are hiring Special Constables to relieve frontline pressures. The Special Constables will go to the Districts to assist front line officers. They are uniformed but do not have a gun. These constables will be responsible for crime scene protection and attending non-emergency calls. Pilot project for Special Constables was very successful as a result we are expanding the program.

**Q: Sick Pay Gratuity and Health Care spending pressure. Does this put us at risk?**

A: We have added an additional \$1.4M in contributions to the Sick Pay Gratuity and Health care spending reserves to maintain a healthy reserve balance to meet funding requirements.

**Q: Will aggressive civilian gapping impact the public/public facing service? What service level changes will be experienced due to this?**

**Toronto Police Service**  
**Response to Questions on the 2019 Operating Budget**  
**Updated: February 2019**

A: None of the public facing services (e.g. 911, court services, etc.) will be impacted by the civilian gapping but the supports to the officers will be. We will be minimizing this impact by prioritizing critical hires.

**Q: What is Premium Pay?**

A: There are three categories of Premium Pay:

1. officer on call and has to stay a bit longer to complete the call (overtime);
2. attending court on a day off; and
3. call backs for special events/circumstances (paid at 1.5 time).

**Q: Was this an extraordinary year for call backs? Is this why the Premium Pay was so high this year?**

A: Yes, that is correct. 2018 was not a normal year. Our uniform numbers are declining and that is why there was a pressure on premium pay this year, but there were also some one-time costs this year that impacted premium pay such as the Yonge-Finch incident, the Danforth shooting, the McCarthur case, G7 and the Summer Safety Program.

**Q: Are you tracking areas where premium pay is lower than needed?**

A: Yes. We are modernizing and looking at doing things differently. These factors will help to close the gap and provide adequate policing.

**Q: Your actual positions are about 1,000 lower than approved establishment. Was a review conducted to see if any of those 1,000 positions can be deleted or replaced with civilian staff?**

A: Now that the hiring moratorium is lifted, this year we will be reviewing all vacant positions and determine which are still necessary; as well as, the impacts of deleting these positions.

**Q: How does the Safe Summer Plan help us address the gun violence in the City?**

A: Summer Safety Plan is just one of the multiple plans. The gun violence reduction plan is an ongoing, year round, daily plan with full time resources allocated to it (from Intelligence and Guns & Gangs units). We look at the trends and anticipate some increased summer activities and plan accordingly. The Summer Safety plan is not built into the 2019 budget.

**Q: How will the Neighbourhood Policing Model help address the gun violence?**

**Toronto Police Service**  
**Response to Questions on the 2019 Operating Budget**  
**Updated: February 2019**

A: Different areas of the city have different issues with some areas having historically higher levels of gun violence. Having neighbourhood officers in those areas builds partnerships and collaborations as well as provides intelligence and research that helps us to prevent gun violence in some cases. As those relationships strengthen, the information collected improves. We are currently looking at various tracking and measuring methodologies.

**Q: How do you strengthen the relationships between the public and Neighbourhood Officers?**

A: There are multitude of avenues that are used to strengthen the relationship. The Police Liaison committee meets on a monthly basis in all districts. Consultative committees also meet on a monthly basis. We have community response units that make a contribution to strengthening this relationship. All of these help improve and grow the program in order to deliver the best results to the public.

**Q: Why is the Neighborhood Officer Program (N.O.P.) just a pilot?**

A: It is just a pilot at this stage and will eventually become a permanent program. We are currently working with the academics to determine how do we define and measure the outcomes properly. The pilot gives us an opportunity to work out any issues so that when the full program is rolled out, we get it right. Currently, we are concentrating on addressing the gun violence and once we have the appropriate resources for that, we will start implementing the full roll out of the N.O.P..

**Q: Is the program called a pilot because you haven't implemented it across the City?**

A: Correct. We currently have no funding to expand the program city wide.

**Q: What funding sources are you considering for this expansion?**

A: All levels of government have been participants and have been approached for additional funding. The City has tremendous input on how we can maximize this program.

**Q: Is there an annual police auction? And how much revenue does it generate?**

A: Yes, there is a police auction. The total revenue from it is small.

**Q: What happens to the guns that are seized by the T.P.S.? Is there a resale on the guns the T.P.S. confiscates?**

A: The guns go through the protocol and are then destroyed. No guns are resold.

**Toronto Police Service**  
**Response to Questions on the 2019 Operating Budget**  
**Updated: February 2019**

**Q: Will funding for the C.P.L.C.s continue?**

A: Yes, it's a necessary component for us and we've seen increased productivity from it.

**Q: Is Division 12 getting new lockers and furniture?**

A: The line that you are referring to in the capital budget does not relate to 12 Division; the funds represent the lifecycle replacement of lockers and furniture where those items have reached the end of their useful life.

**Q: What's the plan to move parking enforcement officers closer to where they enforce?**

A: Right now the officers are located in the East part of the city as well as the North West part. Analysis is showing that majority of tickets are issued in the City core. We've started a pilot to move these officers closer to where they enforce so they can be more effective. The pilot has been successful.

**Q: Do parking enforcement officers respond to every call?**

A: Of the 2 million calls we get through 911, approximately 150,000 are for parking violations. These complaints can now be reported online.