



# TORONTO POLICE SERVICE

## BOARD BUDGET COMMITTEE

MEETING #3

NOVEMBER 27<sup>th</sup>, 2024



# AGENDA



**Recap of Committee Meetings 1 & 2**



**2025 Budget Timeline**



**Hiring Plan**



**Staffing Models** (Third Party Workload Analysis)



**Budget Survey Insights**



**2025 Priorities**



**Budget Development Update**



**Capital Program – 54/55 Division Update**





# RECAP OF BUDGET COMMITTEE MEETINGS 1 & 2



# Recap of Budget Committees

## Staffing Scenarios

- **Option 1:** Replacement Hires Only - No new positions, focusing on replacing separations.
- **Option 2:** Maintain Cop-to-Pop - Adding positions to maintain the current ratio of officers to population.
- **Option 3:** Meet Provincial Training Allocation - 4 x 90
- **Hybrid Scenario:** A combination of the above options to balance operational needs and financial constraints.

## Strategic Direction

- Community Safety and Policing Act – Adequate and Effective Policing.
- Community safety and wellbeing through process change, partnerships, service design, and systems change.
- Continuation of 2024 operational priorities and direction.

## Budget Considerations

- Multi-year approach to budgeting to manage risks related to people, workload, process, technology and reputation.
- Importance of adequate resourcing to meet legislative requirements, strategic priorities, continue modernization, address operational context, optimize resourcing and improve service delivery.

## Operational Metrics

- Impact of staffing on response times, workload, and service delivery.
- Historical data showing the correlation between staffing levels and priority 1 response times.
- Response time improvements despite increasing demands for service (more priority calls for service, more arrests, more tickets, rising crime)

### Staffing Scenarios

**OPTION 1 - REPLACEMENT HIRES ONLY**

Scenario	2023	2024	2025	2026	2027	2028	2029
Uniform New Positions	0	0	0	0	0	0	0
Contract New Positions	0	0	0	0	0	0	0
Uniform Incremental Impact (\$)	\$7.6	\$8.7	\$9.7	\$10.8	\$11.9	\$13.0	\$14.1
Contract Incremental Impact (\$)	\$7.6	\$8.7	\$9.7	\$10.8	\$11.9	\$13.0	\$14.1
Non-Salary Incremental Impact (\$)	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
<b>Budget Incremental Impact</b>	<b>\$15.2</b>	<b>\$17.4</b>	<b>\$19.4</b>	<b>\$21.6</b>	<b>\$23.8</b>	<b>\$26.0</b>	<b>\$28.1</b>

**OPTION 2 - MAINTAIN COP TO POP**

Scenario	2023	2024	2025	2026	2027	2028	2029
Uniform New Positions	119	94	70	45	21	0	0
Contract New Positions	47	31	20	10	0	0	0
Uniform Incremental Impact (\$)	\$19.0	\$16.0	\$13.0	\$10.0	\$7.0	\$4.0	\$1.0
Contract Incremental Impact (\$)	\$8.8	\$6.2	\$4.0	\$2.4	\$1.2	\$0.2	\$0.2
Non-Salary Incremental Impact (\$)	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
<b>Budget Incremental Impact</b>	<b>\$27.8</b>	<b>\$22.2</b>	<b>\$17.0</b>	<b>\$12.4</b>	<b>\$8.2</b>	<b>\$4.2</b>	<b>\$1.2</b>

**OPTION 3 - MEET PROVINCIAL TRAINING ALLOCATION (Also Provincial Achievable Scenario)**

Scenario	2023	2024	2025	2026	2027	2028	2029
Uniform New Positions	167	163	160	156	152	148	144
Contract New Positions	66	54	43	32	21	10	0
Uniform Incremental Impact (\$)	\$19.0	\$20.8	\$24.0	\$27.0	\$30.0	\$33.0	\$36.0
Contract Incremental Impact (\$)	\$9.0	\$8.0	\$7.0	\$6.0	\$5.0	\$4.0	\$3.0
Non-Salary Incremental Impact (\$)	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
<b>Budget Incremental Impact</b>	<b>\$28.0</b>	<b>\$28.8</b>	<b>\$31.0</b>	<b>\$33.0</b>	<b>\$35.0</b>	<b>\$37.0</b>	<b>\$39.0</b>

### Strategic Direction - Community Safety and Wellbeing

#### Process Reform

Improve consistency, measurability and control

- Align Org Structure to Service Lines
- Develop new metrics - measure for outcome
- Provide more feedback to members, leaders
- Align Strategy, Change, IM, IT, and Equity

#### Service Design

Rethinking policing service delivery for stakeholders

- Align Org Structure to Service Lines
- Strike Service Line Advisory Groups
- Develop education materials for each Service
- Align Strategy, Change, IM, IT, and Equity

#### Partnership

Delivering service with community & by agencies

- Return Consultant Frameworks
- Build Partner Management Capability
- Develop Community Integration Program
- Develop partner management dashboards

Public crime professionals  
Stop crime and disorder

Act with compassion  
Break cycles of harm

Design safety into the city  
Co-Design, Co-Develop and Co-Deliver

Develop trust and partnerships

#### System Change

Addressing structural and systemic barriers to CSWB

- Identify true systemic roadblocks
- Build conditions of partners around solutions
- Advocate for funding and legislative change

### Importance of a Multi-Year Approach to Budgeting

Toronto Police Service is a 24/7, emergency service, first responder organization. Current service levels do not represent adequate and effective policing. Long-term funding commitments are needed.

**PEOPLE RISKS (90% of budget)**

- Retirements and separations are increasing.
- Backfills for WSIB and LTD leaves have not historically been budgeted for.
- Constrained resources have reduced supervision.
- Competitive labour conditions on attracting and retaining members.
- Long uniform hiring and training process requires 9 to 12 months of lead time.

**WORKLOAD RISKS**

- Call volume and caseload are increasing faster than resourcing.
- Service levels are currently degraded, and this could worsen if demand outpaces population growth and staffing levels.
- Evidence collection and legislatively required disclosure requirements are placing pressure on the backlog of investigative work and there is a growing risk of not meeting judicial timelines.

**PROCESS AND TECHNOLOGY RISKS**

- TPS continues to be reliant on people rather than process and technology. Adequate staffing must at minimum serve as a stop gap until some technology capacity creating benefits can be achieved.

**REPUTATIONAL RISKS AND AN INTENSE INTERNATIONAL MEDIA ENVIRONMENT**

- Staffing constraints, increasing workload, and high people reliance increase the risks of service delivery failures and erosion of trust.
- The public safety dynamics of our city radiate nationally.

### Response Times vs Staffing

Priority response service degradation is correlated with staffing reductions

In 2010, the Service had 5,556 officers and a response time of 12.8 Minutes.

If the Service had been maintained at the same cop-to-pop ratio as in 2010, there would be 6,721 deployed police officers in 2024. That is 1,288 more officers than the approved complement for 2024 (5,433).

The availability of resources, including the number of officers-on-duty, significantly impacts priority 1 response times. When there are fewer officers available, it can lead to delays in dispatching them to calls, which can affect the overall efficiency and effectiveness of emergency response.



# Recap of Budget Committees

## Modernization Efforts

- Initiatives to create capacity and absorb growth, such as call diversion, centralizing cases, disbanding units and updating shift schedules.
- Moving towards a community safety wellbeing mindset through partnerships, referrals and technology investments.

## Key Cost Drivers

- Contributions to reserves, premium pay, salary requirements, and fringe benefits.
- Legislative and contractual increases, including collective agreement impacts and statutory entitlements.

## Capital Program

- The 10-year program consist of 5 categories: Facilities, Equipment, Technology, Vehicles, and Communication.
- The 2025 Capital Program is projected at \$126.7 million, with funding sources:
  - 77% Debt
  - 16% Vehicle & Equipment Reserve
  - 7% Development Charges
- The planned 10-year capital program is projected at \$1,113.5 million with funding sources:
  - 79% from Debt
  - 12% Vehicle & Equipment Reserve
  - 9% Development Charges

## 2025 Key Priorities

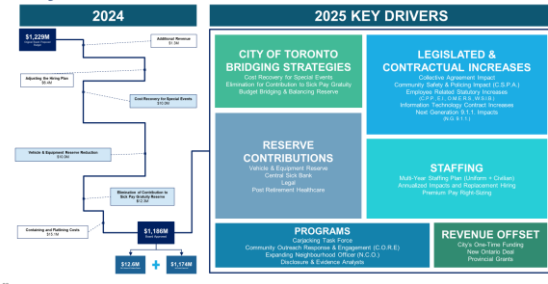
- Focus on priority response, investigative capacity, event management, and community programs.
- Importance of civilian roles to support policing and deliver modernization and reform initiatives.

### Modernizing Core Service Delivery

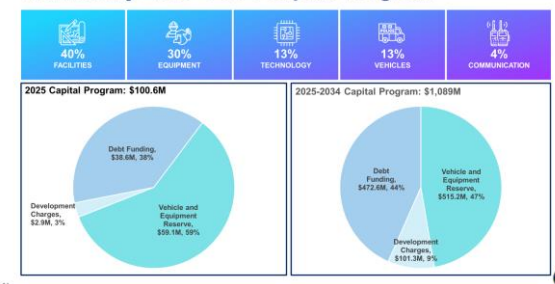
\$400M+ in cumulative cost avoidance since 2015

- Redeployment of existing resources
- Civilianization and introduction of General Special Constables: estimated \$8M annually
- Call Diversion Initiatives: redirecting calls to 211, the Toronto Community Crisis Services and Gerstein Crisis Centre
- Disbanding selected units: estimated at \$25M annually
- Hiring freeze: resulting in cumulative annual savings. Between 2015 and 2019, the Service reduced approximately 400 to 500 members. Comparing the cop-to-pop ratio from 2010 to 2024, there is an estimated gap of 1,500 officers
- Enhanced investigative efficiency: achieved through centralization of resources
- Increased civilian gapping: by intentionally slowing hiring processes - \$8M
- Digital enablement
- IT Rationalization: Including decommissioning certain systems
- Joint procurement efforts
- Optimization of Shift Schedules
- Non-salary reduction: \$5M annually
- Sustainability initiatives: Including the adoption of VOP systems, converting to LED lighting and reduction of vehicles - \$2M annually

### Key Drivers and Considerations



### Preliminary 2025 - 2034 Capital Program



### Operational Priorities

Core Service Delivery, Trust, & Modernization

<p>Frontline support to prevent further degradation of response times</p>	<p>Create more investigative capacity for timely case closure</p>	<p>Keep Toronto traffic moving</p>	<p>Improved evidence management and court disclosure compliance</p>	<p>Augment supervision for increased accountability, minimize operational risk</p>
<p>Supporting safer communities through alternative service delivery, call diversion and partnerships</p>	<p>Continue police reform</p>	<p>Workforce resilience in the face of high retirement eligibility and 20% with less than 5 years experience</p>	<p>Create capacity and strengthen community trust through technology and digital enablement</p>	<p>Long-term sustainable funding that supports growth, improves service levels, supports community safety</p>



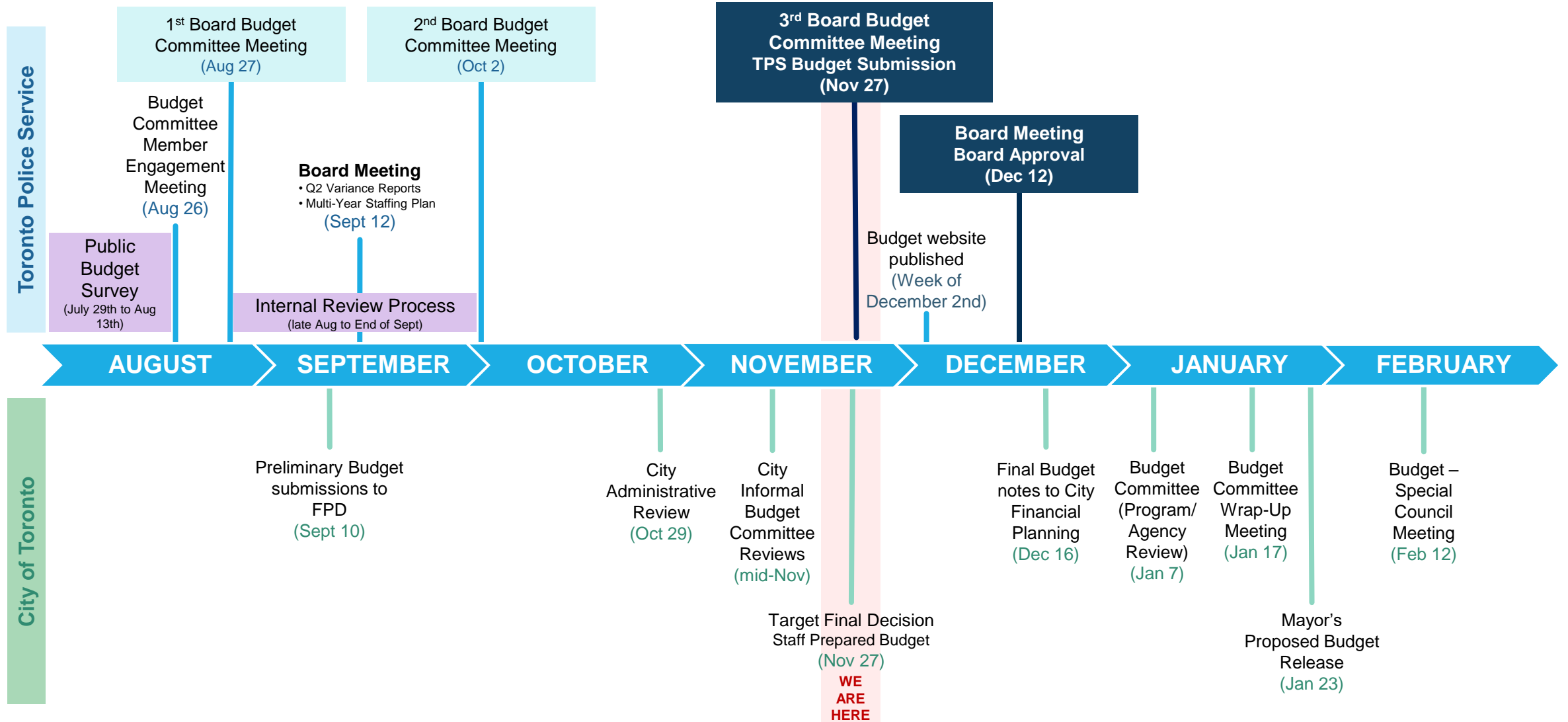
# The Board Motion

(November 12, 2024 Meeting: Item 4 – Multi-Year Hiring Plan - Update)

- 1. Adopt the following approach for the Multi-Year Hiring Plan and direct the Chief to use this approach as the basis for the 2025 Budget brought forward to the Board’s Budget Committee Meeting on November 27th, 2024:**
  - a) Maximize current Provincial training allocation for the years 2025 and 2026;**
  - b) Maintain Cop-to-Pop Plus for the years 2027-2029 in principle and as baseline, in consideration of available funding through intergovernmental negotiations with both the Provincial and Federal governments.**
- 2. Direct the Chief of Police to include consideration for new civilian positions as part of the annual Budget process.**
- 3. Authorize the Chief of Police to participate in staff level intergovernmental discussions, in partnership with the City of Toronto, to achieve dedicated funding from the Provincial and Federal governments in order to improve Cop-to-Pop Plus.**



# 2025 Budget Timeline





# THE HIRING PLAN

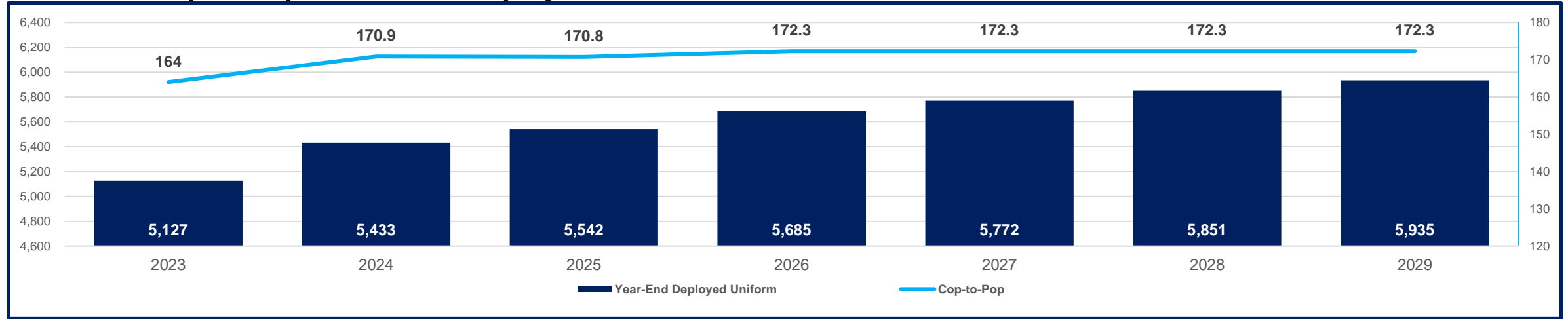
## MULTI-YEAR APPROACH





# The Multi-Year Hiring Plan

## Multi-Year Cop-to-Pop & Year-End Deployment Estimates



RECRUITS	2024	2025	2026	2027	2028	2029
March Class	91	90	90	60	75	80
June Class	90	90	90	60	75	80
September Class	90	90	90	70	75	75
December Class	90	90	90	70	75	75
Laterals Hires	27	0	0	7	4	8
<b>TOTAL NEW HIRES</b>	<b>388</b>	<b>360</b>	<b>360</b>	<b>267</b>	<b>304</b>	<b>318</b>
<b>SEPARATIONS</b>	<b>(190)</b>	<b>(210)</b>	<b>(217)</b>	<b>(220)</b>	<b>(215)</b>	<b>(234)</b>
<b>YEAR-END PLANNED DEPLOYED</b>	<b>5,433</b>	<b>5,542</b>	<b>5,685</b>	<b>5,772</b>	<b>5,851</b>	<b>5,935</b>

NEW POSITIONS & IMPACTS (\$M)	2025	2026	2027	2028*	2029
Uniform New Positions	109	143	87	79	84
Civilian New Positions	0	0	0	0	0
Uniform Incremental Impact	\$20.2	\$19.1	\$17.4	\$15.3	\$15.2
Civilian Incremental Impact	\$7.3	\$0.0	\$0.0	\$0.0	\$0.0
Non-Salary Incremental Impact	\$0.9	\$2.8	\$1.7	\$1.5	\$1.6
<b>Budget Incremental Impact</b>	<b>\$28.5</b>	<b>\$21.9</b>	<b>\$19.1</b>	<b>\$16.8</b>	<b>\$16.8</b>

1) Above figures excludes C.O.L.A.

2) \* Does not include leap year impact in 2028.

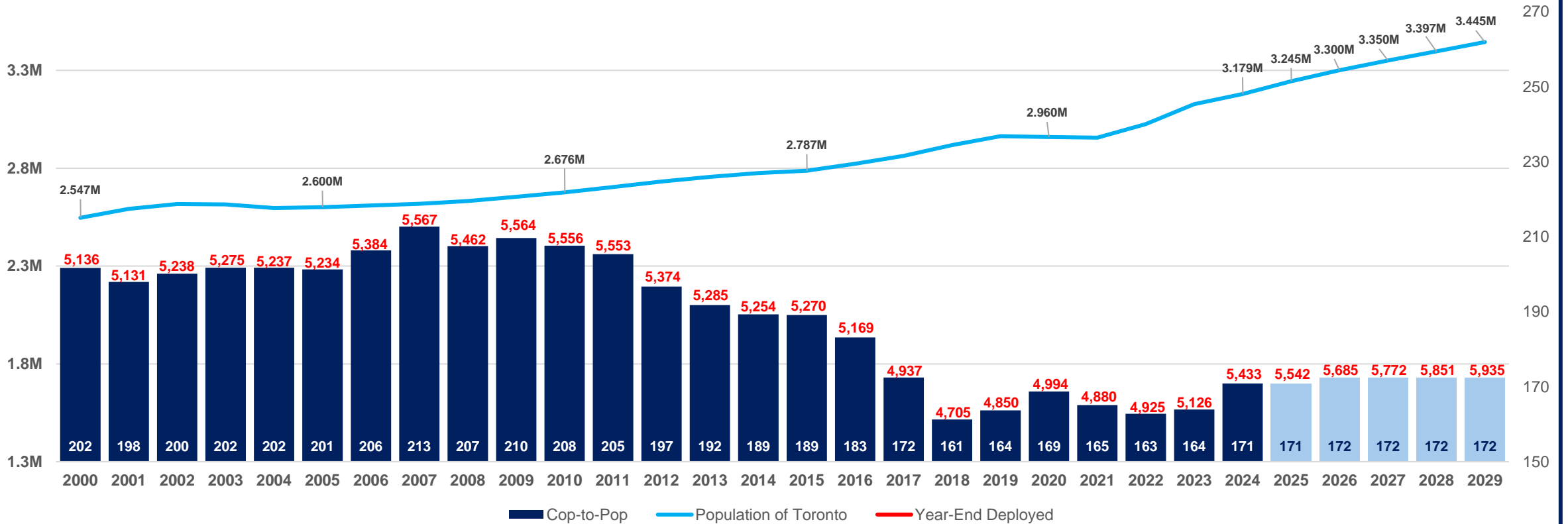
3) Population data sourced from Environics Analytics – DemoStats 2024

2025 Uniform and Civilian incremental impact includes \$3.4M of FIFA cost



# The Multi-Year Hiring Plan (cont'd)

Population Growth vs Cop-to-Pop vs Year-End Deployed (2000-2029)



By the end of **2025**, the number of **officers deployed** will be approximately **5,542**, marking a level of staffing not seen since **2011**.

Although the number of year-end deployed officers will continue to increase through 2029, the **cop-to-pop ratio** will remain at **172**, consistent with **2017** levels.

Sources:

1. 2000-2022 population sourced from Statistics Canada. Table 35100077.
2. 2020 population data is not available from Statistics Canada – average of years 2019 and 2021 was used for 2020 data.
3. 2023-2024 population sourced from Environics Analytics – DemoStats 2024



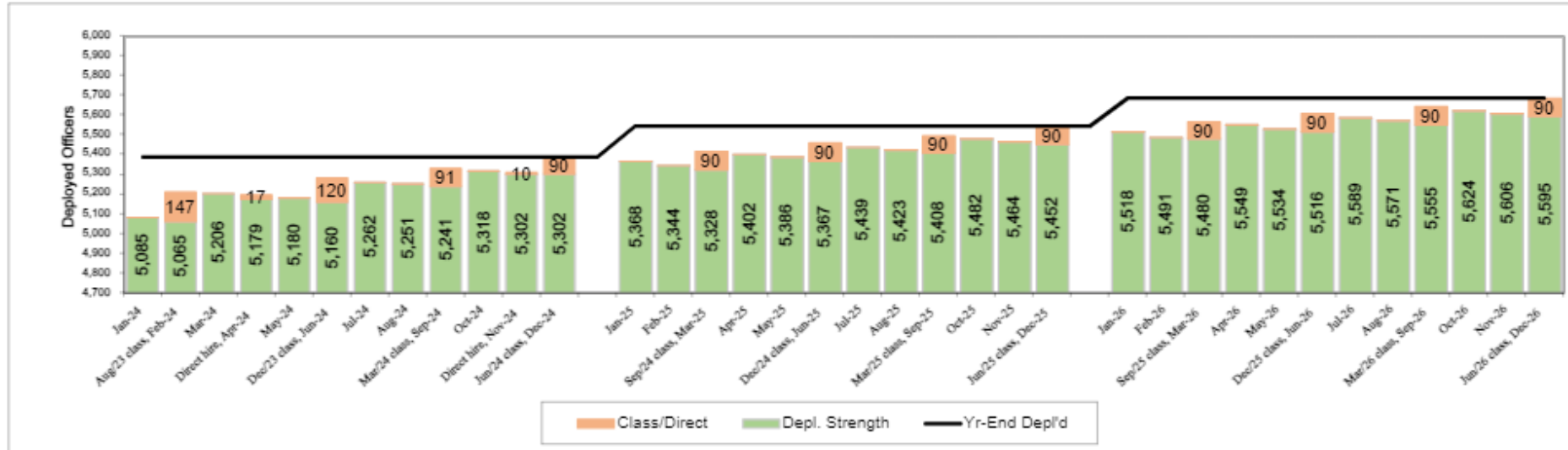
# Uniform Hiring Strategy

Deployed Strength Projections - 2024 - 2026  
Scenario 9: New Oct 15 Strategy

2024  
Average Deployed = 5,252  
Year-End Deployed = 5,392

2025  
Average Deployed = 5,435  
Year-End Deployed = 5,542

2026  
Average Deployed = 5,582  
Year-End Deployed = 5,685



Separations, 2024	-190
<u>Hires:</u>	
Feb/24 lateral hires	0
Mar/24 recruits	91
May/24 lateral hires	0
June/24 recruits	90
Sept/24 recruits	90
Nov/24 lateral hires	10
Dec/24 recruits	90
<b>Total</b>	<b>371</b>

Separations, 2025	-210
<u>Hires:</u>	
Feb/25 lateral hires	0
Mar/25 recruits	90
May/25 lateral hires	0
June/25 recruits	90
Sept/25 recruits	90
Nov/25 lateral hires	0
Dec/25 recruits	90
<b>Total</b>	<b>360</b>

Separations, 2026	-217
<u>Hires:</u>	
Feb/26 lateral hires	0
Mar/26 recruits	90
May/26 lateral hires	0
June/26 recruits	90
Sept/26 recruits	90
Nov/26 lateral hires	0
Dec/26 recruits	90
<b>Total</b>	<b>360</b>

It should be noted that it takes several months between the hiring of a cadet to their deployment to the frontline.

For example, cadets in our **September** classes will be deployed in the **first quarter of the following year**. Cadets in our **December** class will be deployed in the **summer of the following year**.



# Civilian Composition & Hiring Plan

JOB TITLE	2024 APPROVED POSITIONS	2025 REQUEST	2025 TOTAL POSITIONS	2025 % OF TOTAL
Court Officers	571	-	566	
Bookers	73	-	89	
Station Duty Operators	84	-	77	
Communications Operators	325	-	325	
Special Constables	136	-	120	
Crime Analysts	32	-	36	
CISU	12	-	11	
<b>Direct Support</b>	<b>1,233</b>	<b>-</b>	<b>1,224</b>	<b>46%</b>
Divisions, Detective, Operational Units Support Staff	510	-	538	
Property and Video Evidence Management	78	-	77	
Fleet Mechanics and Support staff	105	-	105	
Information Technology Services	227	-	227	
Strategic Management and Governance	9	-	13	
Records Management	206	-	205	
<b>Total Indirect Support</b>	<b>1,135</b>	<b>-</b>	<b>1,165</b>	<b>44%</b>
<b>Other - Fin., H.R., Prof. Standards, etc.</b>	<b>297</b>	<b>-</b>	<b>276</b>	<b>10%</b>
<b>TOTAL</b>	<b>2,665</b>	<b>-</b>	<b>2,665</b>	<b>100%</b>

It is anticipated that the following mass class hiring will take place to address current vacancies and upcoming separations.

Hire Month	Comm. Operators	Special Constables	Parking Enforcement
JAN			
FEB	30		
MAR			40
APR			
MAY		25	
JUN			
JUL	30		
AUG			
SEP		20	20
OCT	30		
NOV			
DEC			
<b>TOTAL</b>	<b>90</b>	<b>45</b>	<b>60</b>

Any new 2025 civilian needs will be addressed through internal reallocations of vacancies.





# STAFFING MODELS

THIRD-PARTY WORKLOAD ANALYSIS

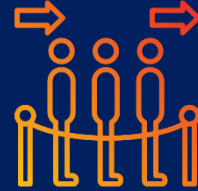


# Two Staffing Models



## WORKLOAD PERFORMANCE-BASED MODEL

- Determining the appropriate number of officer staffing levels to meet demand service levels.
- Determining the need for additional resources based on population growth and other factors.
- Will also consider proactive policing time.



## QUEUING MODEL

- Branch of operational research used when making business decisions about resources needed to provide a service
- Establishing a link between pending time, and response time, along with required officer resources to meet time targets

# Workload Performance Model

## OVERVIEW

Model applies a series of linear calculations to estimate the number of officers required (supply) to meet call volume (demand), both Service-wide and at the divisional level.

## THIS MODEL WILL BE USED TO:

- Validate call response in terms of measuring on-duty PRU response & callbacks required to respond to calls
- Assess percentage of staffing increase required to meet increases in call demand
- Assist with budget preparation and staff planning by reconfirming current state of call demand

## OUTCOMES

With this model, TPS will be able to estimate and understand how changes in volume of work (e.g. volume of calls) or operational changes (e.g. shift patterns) impact staffing levels



# Workload Performance Model

**CURRENT STATUS: DELIVERED & VALIDATED**

Model Validation: The projected 1582 PRU officers based on past 12 months data (2023 Nov – 2024 Oct) is only different from the actual average (1589) by 7 (0.4%).

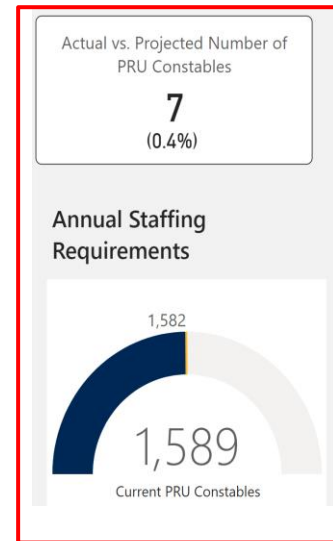
The interface displays various adjustable parameters for the staffing model. Key sections include:

- Shift Length:** 11.5 hours
- Annual Cycles per Constable:** 13.04
- Detractor Hours per Constable:** 509 hours
- Total Calls for Service:** 312,711
- Proportion of Calls with Backup Units:** 65.2%
- Proportion of Units with 2 Constables:** 63.6%
- Average Time on Call:** 89 minutes
- % of Reactive Work:** 52.2%
- Officer Hour Projections:**

Units	Day	Night	Total
Total Hours on CFS	659,640	587,274	1,246,914
Total Working Hours Required	1,263,679	1,125,045	2,388,724
Projected Number of PRU Constables	795	708	1,503

NOTE: Values are based on 2023 annual PRU call volume

Adjustable Parameters



Output – Projected Primary Response Unit Required





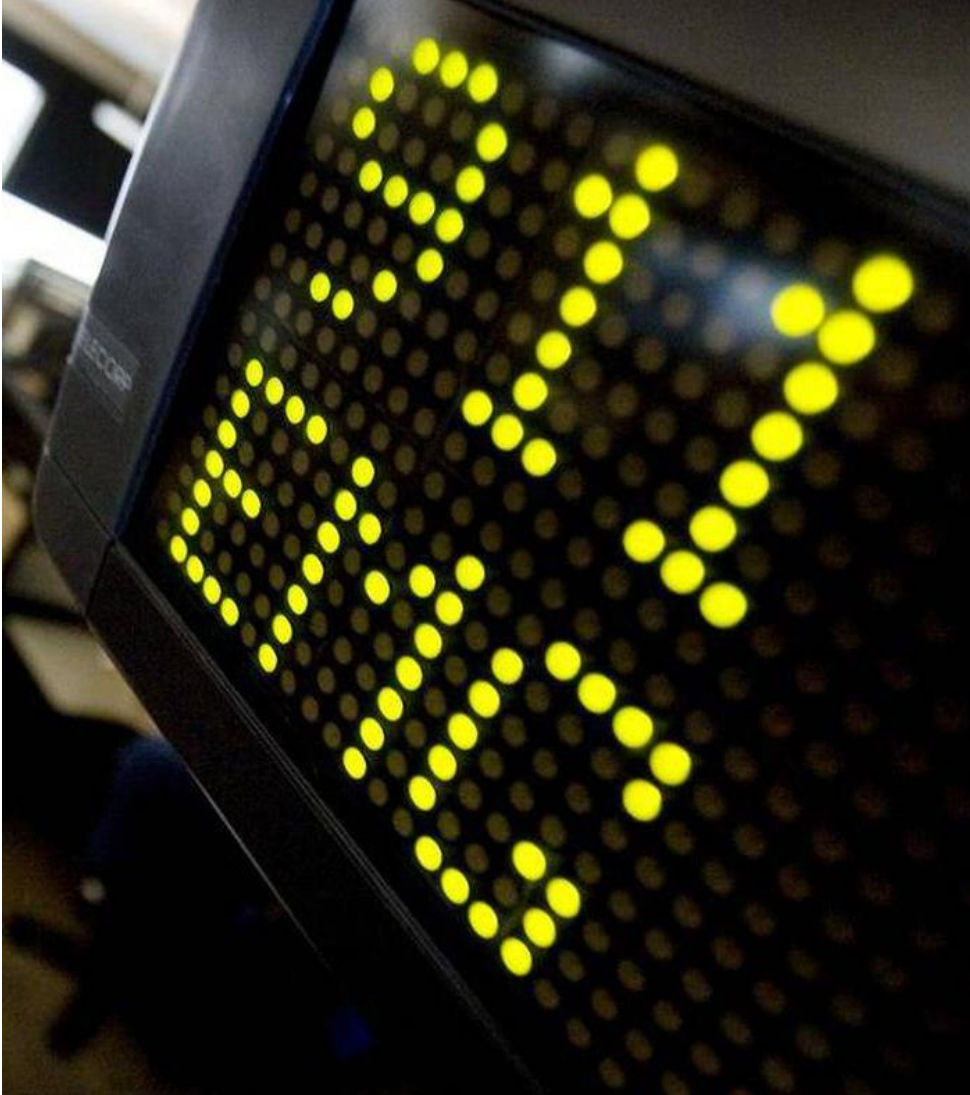
# Workload Performance Model – Use Case Example

How many additional pru officers are needed to maintain the same level of service in response to a growing population?

- **High priority 911 calls** (P1-2) attended by TPS have risen by 3.1% from 2023 to 2024, continuing a trend of over 3% growth for the second consecutive year (2023 increase is 3.5%).
- This growth aligns with the population growth in Toronto (~2% in recent years).
- **Model Projection:** If high-priority calls increase by 3.1% in 2025, an additional 49 PRU officers will be required to maintain the current service levels.
- **Conclusion:** Approximately 50 additional (net increase) primary response officers are needed annually to keep pace with growing demand.



# Queuing Model



## OVERVIEW

Model applies queuing theory to TPS data to determine staffing levels required to meet customer service performance criteria, specifically response times.

## THIS MODEL WILL BE USED TO:

- Run “what if” scenarios to assist with strategic planning.
- Help with evaluating root causes of increasing response times.
- Assist with decision-making around setting reasonable time target goals, as recommended by the AG.

## OUTCOMES

This model will help TPS to analyze how changes in volume of work impact performance metrics, such as pending time and probability all units are busy.

## NEXT STEPS

Q1 2025 – model execution (populated with 2024 data) and insights gathering.

# Staffing Models – Program Integration



- Model outputs => Workforce Planning & Budget Development inputs.
- Supports other analytics products & decision- making frameworks.



- Provides tools to complete AG Recommendations #6 & #8 (Calls for Service).
- Supports better decision making re: time targets



- Partnership with Toronto Police Association.
- Supports alignment between both organizations on data sets.



# 2025 PUBLIC ENGAGEMENT



# 2025 Public Engagement



## Early & Meaningful Feedback

Obtaining meaningful & measurable feedback, to determine priorities and inform the 2025 Budget process



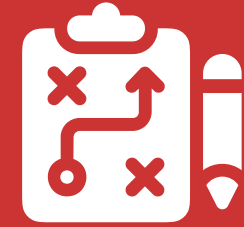
## Legitimate Process

Building a consultation process that is statistically significant and properly represents the demographic diversity of the City



## Greater Interest

Fostering public interest in and support for our new budget methodology



## Future Framework

Building up framework for future consultation processes that is iterative & responsive to change

# 2025 Public Engagement Opportunities

- City Engagement Process (survey and engagement sessions)
- Board Budget Committee Meetings
- Community Budget Survey (3rd Party)
- Toronto Police Service Budget Website
- Public Consultations at Board, City Standing Committees & Council

For 2025 budget related questions or comments, please use the following email: [yourtpsbudget@torontopolice.on.ca](mailto:yourtpsbudget@torontopolice.on.ca)



# 2025 Community Budget Survey

Prepared by Forum Research

AUGUST 2024



## 9 out of 10

Respondents expressed concern with a 18-minute response time for officers to attend a high priority call, 49% being very or extremely concerned which is a 5 percentage point decrease from 2023 (which was at 22-minutes at the time of survey).



## 92%

Of respondents showed some level of concern that 90% of 911 calls are not answered within 15 seconds. 57% being very or extremely concerned.



## 85%

Of respondents indicated that it is important to have a Neighbourhood Community Officer assigned to their community. 51% of which said it was very or extremely important.



## 89%

Of respondents indicated that it was important for them to be able to report some low priority crimes online while police also continue to respond to calls such as remove unwanted guest (83%), disputes (78%) and check wellbeing (72%).

Respondents have indicated that they would like to see an **INCREASE** in:

- 911 Response and Patrol (66%)
- Investigations and Victim Support (59%)
- Crime Prevention (56%)

And **MAINTAIN**:

- Courts and Prisoner Management (67%)
- Events and Protests (51%)
- Traffic and Parking Enforcement (44%)



# Operational Priorities

## Core Service Delivery, Trust, & Modernization



Frontline support to prevent further degradation of response times



Create more **investigative capacity** for timely case closure



Keep Toronto traffic moving



Improved **evidence management** and court disclosure compliance



Augment **supervision** for increased **accountability**, minimize operational risk



Supporting safer communities through alternative service delivery, call diversion and partnerships



Continue **police reform**



Workforce resilience in the face of high **retirement eligibility** and 25% with less than 5 years experience



Create capacity and strengthen community trust through **technology and digital enablement**



Long-term sustainable funding that supports **growth**, improves **service levels**, supports community safety



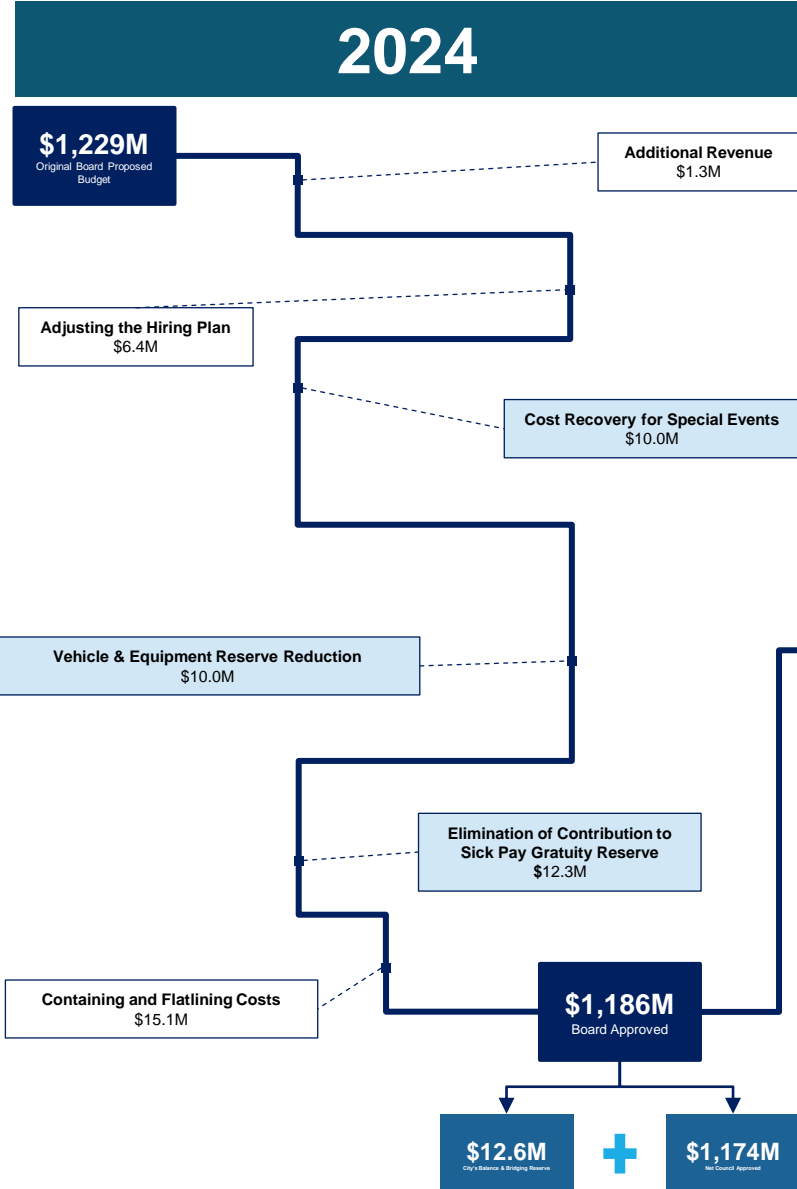




# 2025 BUDGET DEVELOPMENT UPDATE



# 2025 Budget – Opening Pressures



# 2025 Budget – Cost Drivers & Actions

## CITY OF TORONTO BRIDGING STRATEGIES

- Collaborative discussions with City Finance staff on retaining some bridging strategies.

## RESERVE CONTRIBUTIONS

- Have mostly 'flatlined' contributions. Some reserve risk remains (V&E) and will be addressed in-year.

## PROGRAMS

- Modest funding remains in place for key programs like the Missing and Missed Implementation.
- Minimal expansion of the Neighbourhood Officer program possible.

## LEGISLATED & CONTRACTUAL INCREASES

- A modest increase has been incorporated for employee/statutory related entitlements and costs.
- Technology infrastructure licensing and maintenance costs
- Collective bargaining impacts held centrally at the City
- Funding strategies put in place to handle new mandatory compliance with Community Safety and Police Act (C.S.P.A.)

## STAFFING

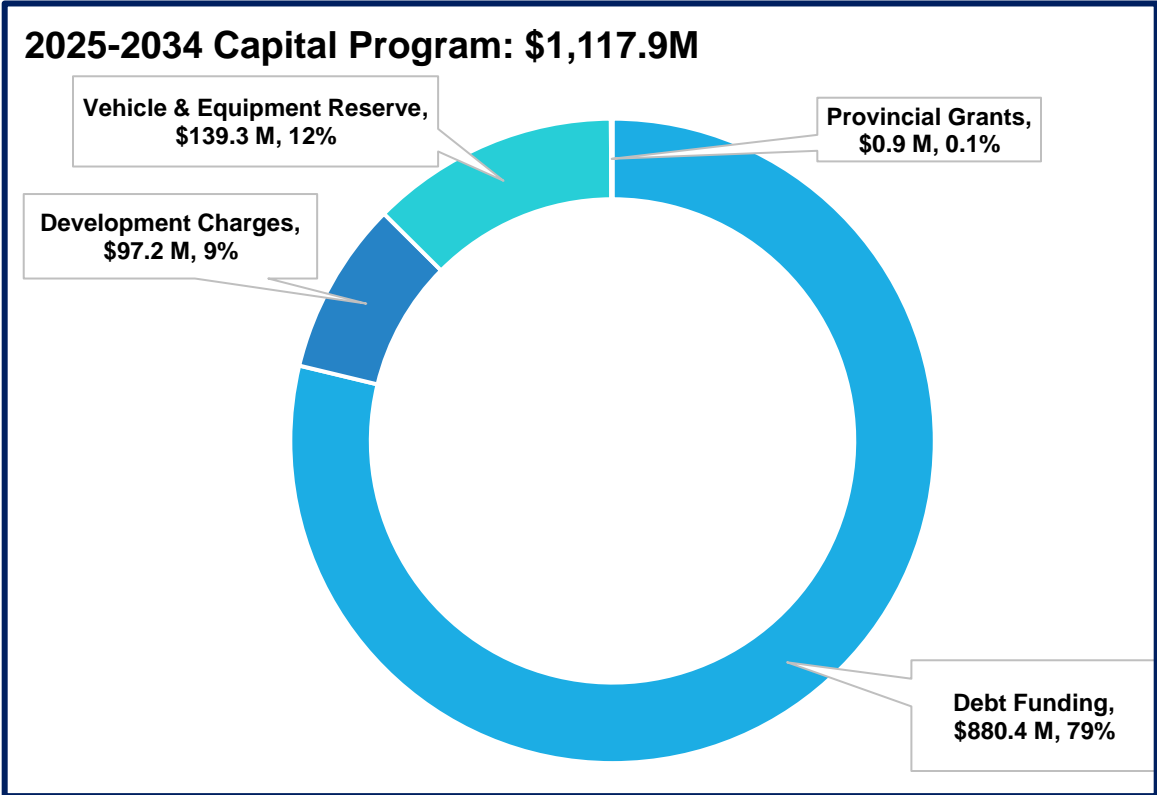
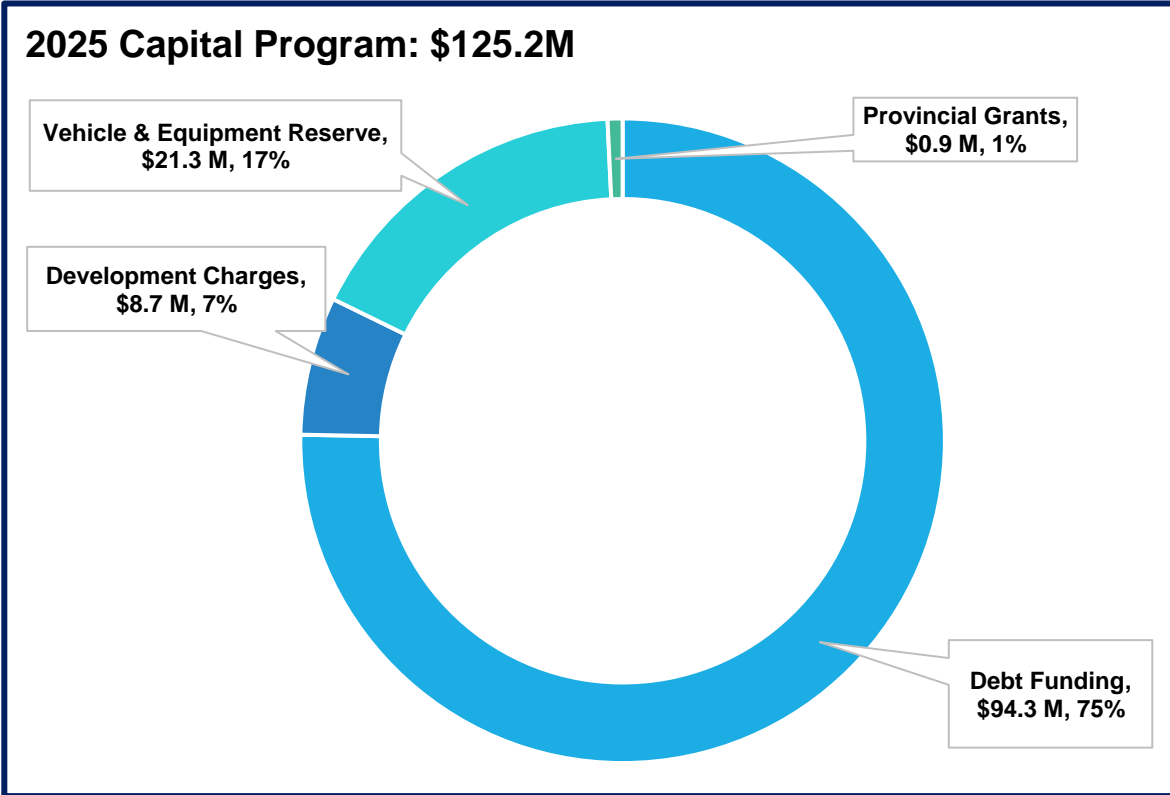
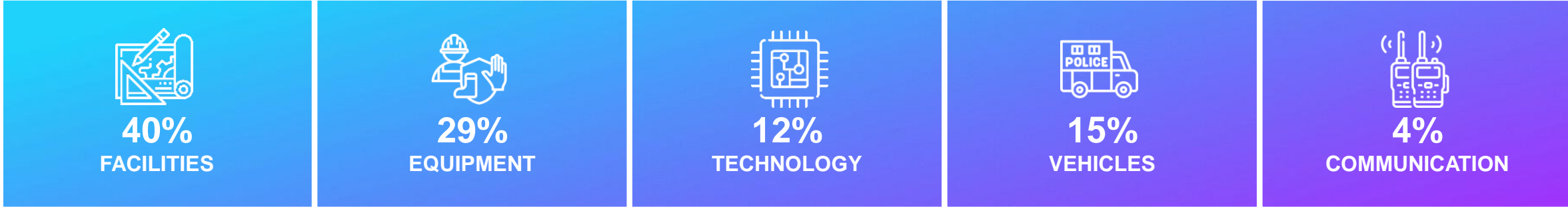
- The multi-year hiring plan for uniform officers has been incorporated into the budget request.
- Civilian hiring will continue to reach approved complement (e.g. communication operators, PEOs, Special Constables).
- Premium pay has been flatlined and remains a risk.

## REVENUE OFFSET

- Court Security remains underfunded with future revenues projected to be lower in 2025.
- Assumption that grant funding will remain at or near current levels.



# Preliminary 2025 - 2034 Capital Program



Includes \$20.6M of carry-forward from 2024.



# Preliminary 2025 - 2034 Capital Program Summary

PROJECTS IN PROGRESS	UPCOMING PROJECTS	PRIORITY NEEDS FUNDING SOURCES T.B.D.
Long Term Facility Plan - 54 Division (pending for Board approval on 54/55 Division de-amalgamation)	Long Term Facility Plan - 13 Division	New 9-1-1 Communications Centre
Automated Fingerprint Identification System (A.F.I.S.) Replacement	Long Term Facility Plan - 55 Division	Police Dog Services Building Expansion
State-of-Good-Repair – Police	Gun Range Remediation Upgrades	Mounted Unit Renovations and Expansion
Long Term Facility Plan - 41 Division	Platform & Transformation	F.I.S. Facility Replacement
Radio Replacement	Real Time Operating Centre	Emergency Task Force - New Facility
Next Generation (N.G.) 9-1-1	Communication Center 9th Floor Renovation	Long Term Facility Plan - 22 Division
Uninterrupted Power Supply (U.P.S.) Lifecycle Replacement	Automated License Plate Recognition (A.L.P.R.) Technology for Parking Enforcement	
Information Technology Storage Growth	Forensic Identification Services (F.I.S.) Facility Replacement - Feasibility Study	
New Records Management System (R.M.S.)	F.I.S. building Heating, Ventilation, and Air Conditioning lifecycle	
Transforming Corporate Support (H.R.M.S., T.R.M.S.)		
Property & Evidence Warehouse Racking		
Vehicle and Operational Equipment – Net New		



# 2025 Budget Risks

RISK SEVERITY	RISK AREA	RISK IMPACTS
High	Premium Pay	The 2025 budget remains at \$59.0M. In 2023, overspending was \$30.4M with overspending projected in 2024 by \$40.1M. While additional measures will be put in place to contain premium pay spending, unplanned events including Project Resolute, high workload in frontline and investigative areas will continue to rely on some degree of premium pay.
High	One-Time Funding from the City	There will be continued reliance on one-time and in-year funding from the City to maintain reserve health, support some project implementation. Longer-term sustainability mechanisms will need to be determined.
High	Benefits	The service is facing increased costs in medical, dental, and W.S.I.B. related costs. Expenditures for 2024 are trending above budget, and this trend is expected to continue into 2025. This will be monitored and reported on through the variance reports.
High	Community Safety & Policing Act (C.S.P.A.)	Funding is required in 2025 in order to meet compliance with new Provincial legislation. Efforts have been made to move costs into our capital program as well as seek one-time funding for key equipment.
Moderate	Hiring Pace and Vacancy Rate	Historically, higher vacancy rates have resulted in savings and cost offsets for premium pay. Currently, the actual vacancy rate is 0.8% for uniformed positions and 2.5% for civilian roles, with a budgeted vacancy rate of 4% for civilians. Strategic, prioritize pace of hiring based on the urgency and criticality of roles will help manage this risk as well as continuously monitoring premium pay, separations, and non-salary expenses.



# Potential Accomplishments & Outcomes of the 2025 Budget



## 9-1-1 Response and Patrol

- Focus on response time reductions
- Continue call diversion efforts – 911 to 211, TCCS, online etc.
- Continued efforts to optimize shift schedules
- Continue implementation of Digital Officer project, AG Recommendations, NG911
- Continue building 41 Division and finalizing direction for 54/55



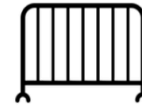
## Investigations and Victim Support

- Focus on case closure rates
- Retain capacity to investigate hate crime and carjackings/thefts
- Pursue investigative standardization for greater effectiveness and efficiency
- Retain Bail Enforcement capacity
- Continue implementing Missing and Missed Recs.



## Crime Prevention

- Explore Neighbourhood Community Officer expansion
- Continue evolving TPS mental health response
- Retain capacity to actively participate in proactive and community programs:
  - FOCUS tables
  - community consultative and advisory committee
  - Gang Exit Referrals
  - SafeTO
- Pursue further online/digital engagement



## Events and Protest

- Prepare for FIFA – planning, training, logistics
- Continue evolving TPS special event response
- Retain capacity for public order needs for hundreds of unplanned events



## Traffic and Parking Enforcement

- Retain Vision Zero Enforcement Team
- Retain Drug Recognition Enforcement
- Continue Traffic Warden Support
- Pursue further online diversion and automation of parking and traffic issues



## Courts and Prisoner Management

- Focus on timely disclosure of evidence
- Explore expanded mandates for Special Constable program



# Potential Accomplishments & Outcomes of the 2025 Budget



## PEOPLE

- Continue maturing HR practices and implementing Respectful Workplace Action Plan
- Pursue complaint/investigation reform
- Augment early intervention capabilities
- Continue providing training that exceeds provincial standards including Active Bystander, coach officer program, community integration programs
- Continue developing leaders through programming and training
- Continue pursuing workforce diversity and succession planning
- Retain current wellness prevention, intervention and promotion programming and pursue augmented peer support programs
- Continue to meet occupational health and safety obligations through workspace, facilities and equipment maintenance



## TECHNOLOGY

- Augment internal and community facing digital capabilities
  - Complete Call Diversion Faster
  - Video Response to Address Response Times
  - Digital Community Engagement
  - Intranet for Member Support
  - Forms and Automation
  - Increase front-line tools
- Implement the new RMS to achieve greater effectiveness in core service delivery
- Enhance capacity to make data-informed and evidence-led decisions
- Address disclosure and redaction volume and evidence backlog
- Streamline and automation of administrative processes
- Improve cybersecurity positioning and collaboration with partners



## ORGANIZATION

- Continue pursuing police reform including OHRC recommendations and the equity strategy commitments
- Continue current levels of transparency and engagement with the public, media, City Council, Board, OHRC
- Pursue implementation of the CSPA
- Participate in discussions with other levels of government re: long-term financial sustainability
- Continue risk mitigation and prevent/minimize service delivery failures







# CAPITAL PROGRAM

## 54/55 DIVISION UPDATE



# INTRODUCTION

## SITUATION

**1994:** 54D and 55D identified as **priorities for replacement** (undersized, inefficient floorplans)

**2017:** TPS Board adopts the *Action Plan: A Way Forward* as the Service's business Plan: **recommended 54D & 55D for amalgamation**

**2018:** City Council **approved Danforth Garage site** for 54D/55D amalgamated station

**2020:** **\$39.2M budget** approved

**2021:** Design started

## COMPLICATION

The Service **paused the project** (Spring 2022) because:

- 1. preliminary cost estimate greatly exceeded budget**
- 2. small Danforth Garage site** (in a larger redevelopment) presented extra challenges & extra costs (**CreateTO had no suitable alternate site**)
- 3. maintaining 2 geographically separate stations may improve service & better serve future growth (ie. de-amalgamate)**



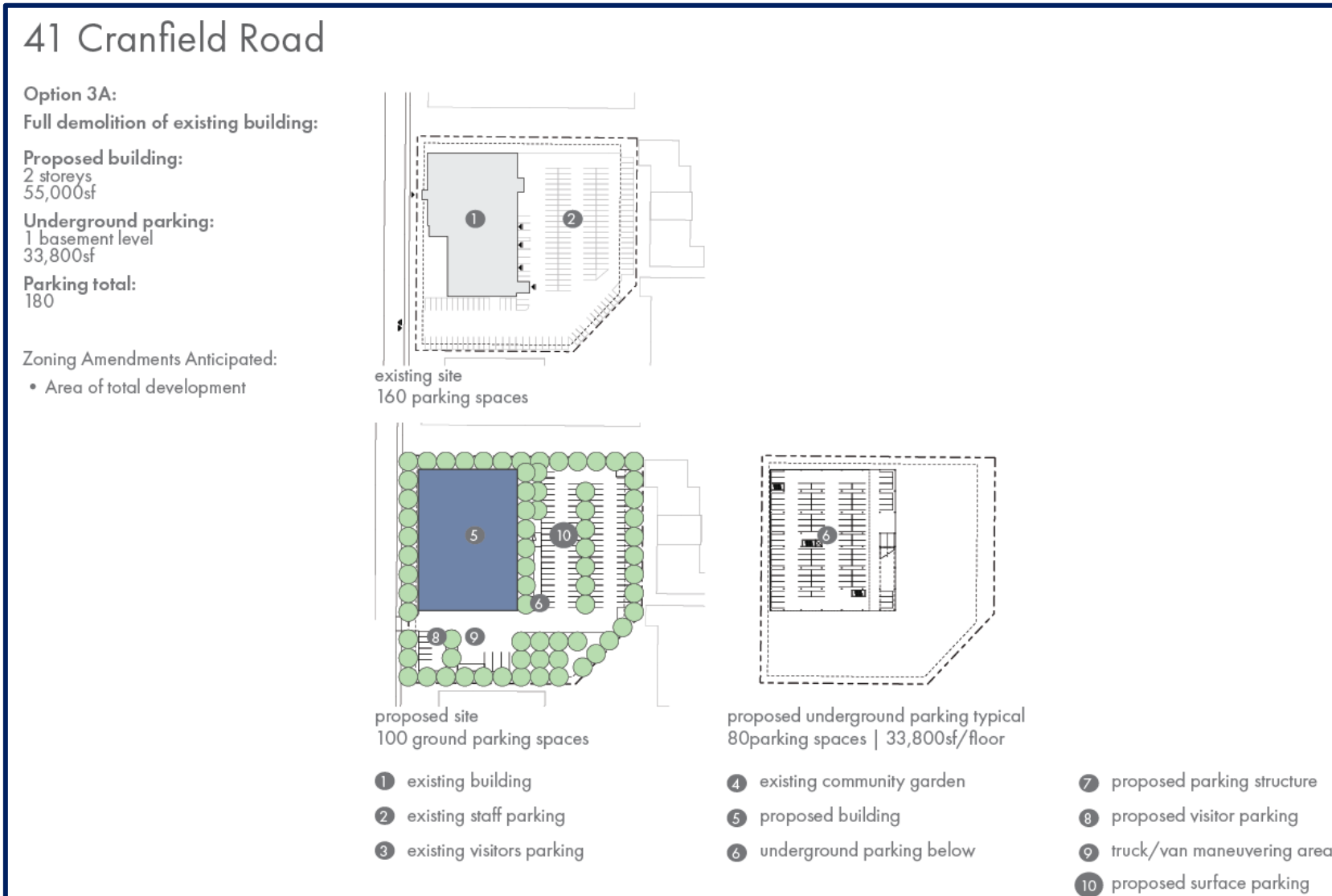
# RECOMMENDATION

## THAT THE SERVICE:

1. **Functionally de-amalgamate the current amalgamated 55 Division, once separate stations are available.**
2. **First, proceed with design & construction of the first new station at 41 Cranfield Rd. (54D) (following due diligence).**
3. **Second, proceed with design & construction of the second new station at 101 Coxwell Ave. (55D) (once funded).**
4. **Deliver 2 new stations of  $\pm 55,000$  sq. ft. &  $\pm 180$  parking spaces ea. (subject to Design Working Group & Steering Committee approval).**



# New 54 Division – Site Plan (Test Fit)



# New 55 Division – Site Plan (Test Fit)

## 101 Coxwell Avenue

Option 3A:  
Full demolition of existing building:

Proposed building:  
2 storeys  
55,000sf

Underground parking:  
1 basement level  
45,400sf

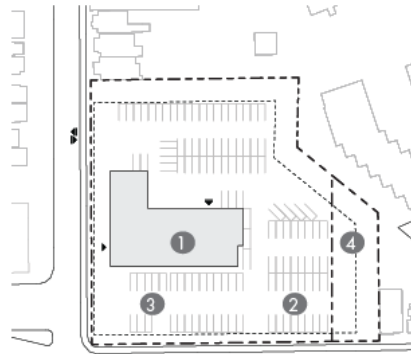
Parking total:  
190

Zoning Amendments Anticipated:

- Setback for underground parking
- Floor area for building
- Area for ancillary structures

Alternatives that can be pursued:

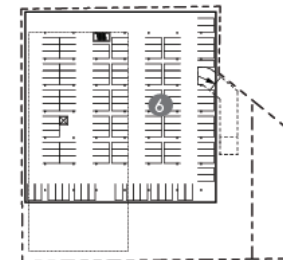
- PV carports in place of interior trees.



existing site  
120 parking spaces



proposed site  
70 ground parking spaces



proposed underground parking level 1  
120 parking spaces | 45,400sf/floor

- |                             |                             |                              |
|-----------------------------|-----------------------------|------------------------------|
| ① existing building         | ④ existing community garden | ⑦ proposed parking structure |
| ② existing staff parking    | ⑤ proposed building         | ⑧ proposed visitor parking   |
| ③ existing visitors parking | ⑥ underground parking below | ⑨ truck/van maneuvering area |
|                             |                             | ⑩ proposed surface parking   |

# SELECTING A SITE(S) TO BUILD ON – MAINTAINING WORKSPACES FOR MEMBERS

## RECOMMENDATION

**A. BUILD ON 41 CRANFIELD RD. (54D) SITE FIRST & USE IT AS A TEMPORARY SWING SPACE FOR 55D.**

- requires temp. workplaces for 128 41 Cranfield (54D) members & cars
- **THEN BUILD A NEW 55D STATION AT 101 COXWELL AVE. (PERMANENT 55D STATION).**

## OTHER OPTIONS CONSIDERED

**B. BUILD ON 2 EXISTING SITES:**

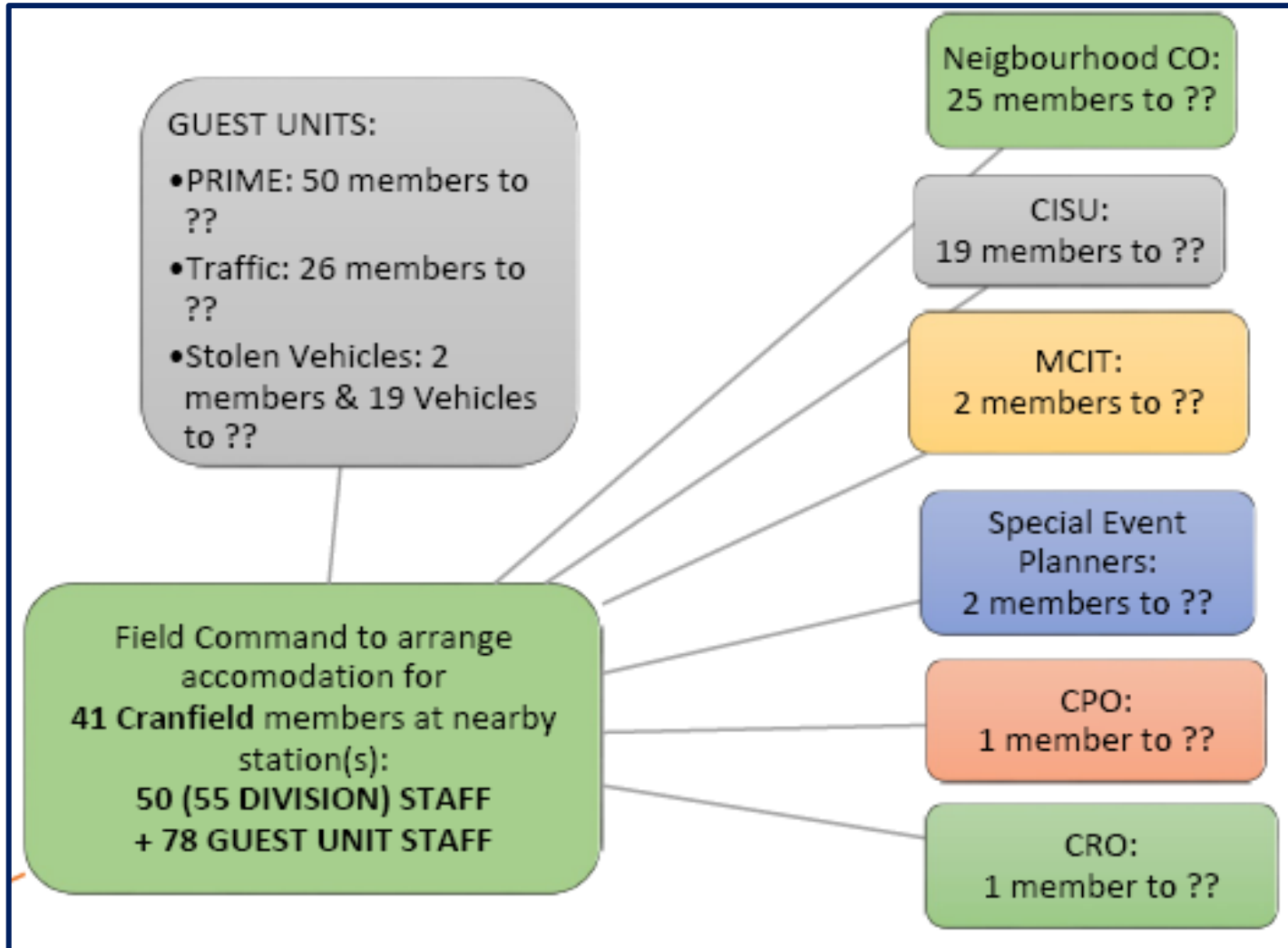
- requires temp. workplaces for 390 members & cars

**C. BUILD ON A NEW 3<sup>RD</sup> SITE:**

- no suitable City-owned site available
- a privately-owned site is expensive to buy and/or difficult to find/acquire.



# WHERE WOULD 41 CRANFIELD'S (54D) STAFF (+ VEHICLES) RELOCATE TO....?



Building on Existing Site Requires Temp. Workplaces for **128 Members & Cars**



# WHERE WOULD 41 CRANFIELD'S (54D) STAFF (+ VEHICLES) RELOCATE TO....?

## OPTIONS (2027)

- a. **New 41 Division** (2222 Eglinton Ave E.)?
- b. **42 Division** (242 Milner Ave.)?
- c. **43 Division** (4331 Lawrence Ave E.)?

## OPTIONS FOR FIS (Vehicles Involved in Crime)

- a. **3 Dohme Ave.?** (city owned)
- b. **3301 Markham Rd.** site?

## REQUIREMENTS

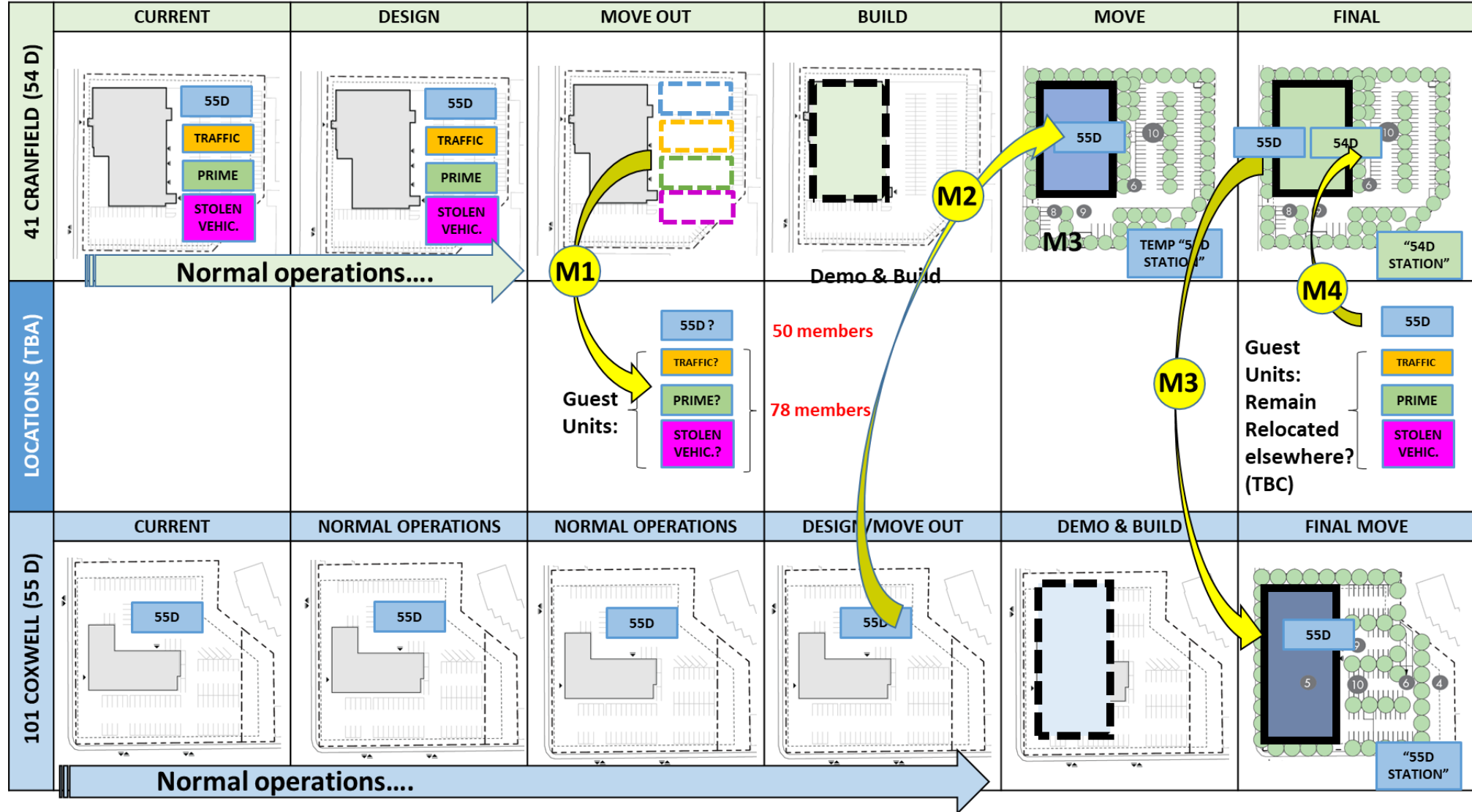
- a. Office space & lockers for 140 members (max. of 89 per shift)
- b. Parking for 91 private vehicles
- c. Parking for 72 fleet vehicles
- d. 6-car Garage (FIS)



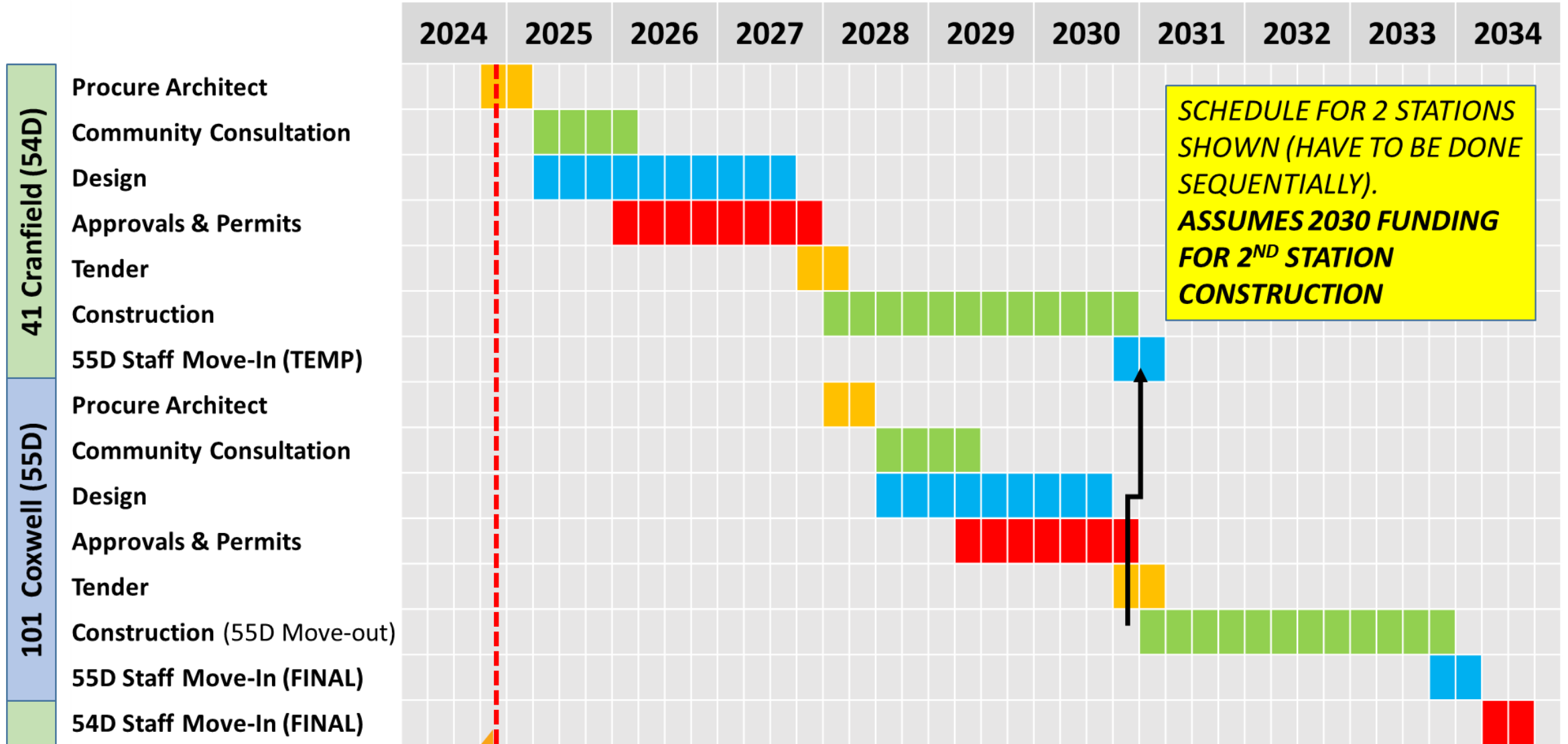


# 54/55 DIVISION UPDATE

## A: BUILD ON 41 CRANFIELD SITE (FIRST): REQUIRES TEMP. WORKPLACES FOR MEMBERS & CARS...



# BUILD ON 41 CRANFIELD (54D) SITE (FIRST), & USE IT AS A SWING SPACE:



**SCHEDULE FOR 2 STATIONS SHOWN (HAVE TO BE DONE SEQUENTIALLY). ASSUMES 2030 FUNDING FOR 2<sup>ND</sup> STATION CONSTRUCTION**



# BUILDING 2 STATIONS IS MODERATELY MORE EXPENSIVE

STATION TYPE:			TWO SEPARATE (DE-AMALGAMATED) STATIONS		SINGLE, COMBINED (AMALGAMATED) 54D/55D STATION	
DEVELOPMENT LOCATION:			41 Cranfield Road (54D)	101 Coxwell Ave. (55D)	Danforth Garage	East York Civic Centre
SITE AREA:			2.20 acres	1.80 acres	.83 acres	1.18 acres
SCOPE:			NEW BUILDING; U/G PARKING + SURFACE PARKING	NEW BUILDING; U/G PARKING + SURFACE PARKING	NEW BUILDING; U/G PARKING	NEW BUILDING; 1.3 LEVELS OF U/G PARKING
STAFF***:			162 members	191 members	312 members	312 members
BUILDING DATA	Gross Floor Area (GFA) <i>- above grade</i>		55,000 sq. ft.	55,000 sq. ft.	68,000 sq. ft.	65,000 sq. ft.
	Underground Parking		80 spaces	120 spaces	260 spaces	260 spaces
	Surface Parking		100 spaces	70 spaces	0 spaces	0 spaces
	TOTAL Parking Proposed		180 spaces	190 spaces	260 spaces	260 spaces
	TOTAL Parking Required***		102 spaces	120 spaces	260 spaces	260 spaces
2022 \$	TOTAL PROJECT COST ** <i>(incl. 1.76% non-reimb. HST)</i>		\$67.3 M	\$71.3 M	\$129.7 M	\$96.1 M
2027 \$ ****	3.5%	<i>includes assumed annual inflation noted</i>	<b>\$80.0 M</b>	<b>\$84.7 M</b>	<b>\$154.0 M</b>	<b>\$114.2 M</b>
Proposed 2025 Capital Budget / 2026-2034 Plan			\$102.0 M	\$122.0 M		

Comparator

Building 2 stations for **\$164.7M** (2027\$) is **7% more costly** than a single amalgamated station at Danforth Garage.

Notes:

\*\* Based on a Class "D" (Concept Design) Construction Estimate -- should be correct within a range of ±20 to 25%

\*\*\* Officer Count & Parking Requirements Based on 2023 STM analysis of De-Amalgamation Costs

\*\*\*\* Earliest Tender Date



# NEXT STEPS

## RECOMMENDED NEXT STEPS

1. Command approval.
2. Board approval.
3. advise local Councillors of TPS's intentions re: 2 sites (Brad Bradford & Paula Fletcher)
4. FCM does further site due diligence.
5. FCM issues new RFP for architectural design of new station(s).
6. FCM develops a plan to relocate 41 Cranfield (54D) members (starting 2028) to provide temporary workplace(s) for members ( $\pm$  7 years).
7. Evaluate 2034 operating budget impact (e.g. additional staff, de-amalgamation costs).
8. Plan & execute de-amalgamation changes for 2034.



# QUESTIONS?





# TORONTO POLICE SERVICES 2025 BUDGET RESEARCH

**PREPARED BY FORUM RESEARCH**

A field of white daisies with a dark blue rectangular overlay in the center. The text "INTRODUCTION" is written in white, bold, uppercase letters within the blue rectangle.

# INTRODUCTION

# METHODOLOGY



## Method

Computer Assisted Telephone Interviewing (CATI) with optional recruit to Computer Assisted Web Interviewing (CAWI)

## Criteria for Participation

- City of Toronto residents
- 18+ years of age
- Not a member of the Toronto Police Service or another police service

## Sample Size

Overall: N=1,502 / CATI: n=1,499 / CAWI: n=3

## Average Length

CATI: n=16.3 minutes / CAWI: n=10.9 minutes

## Margin of Error

± 2.53%

## Fieldwork Dates

July 29<sup>th</sup> – August 13<sup>th</sup>, 2024

## Additional Notes

- CATI sample was drawn using random digit dialing (RDD) among City of Toronto residents.
- Respondents who began the survey via CATI were provided an option to complete the survey online (CAWI). Respondents had the option to complete the CAWI in the following languages: English, French, Simplified and Traditional Chinese, and Punjabi.
- Results from this study have been statistically weighted by age and gender to ensure the sample reflects the target population according to 2021 census data for the Toronto population.



# INTERPRETING THIS REPORT



## **TOP2 and TOP4**

Top2 (TOP2) reference the collected TOP2 responses, where applicable. For example, a TOP2 grouping referred to as “very or extremely important” is the combined result of “extremely important” and “very important”. Similarly, Top4 (TOP4) reference the collected TOP4 responses, where applicable. For example, a TOP4 grouping referred to as “important” is the combined result of “slightly”, “moderately”, “very”, and “extremely” important.

## **Rounding**

Due to rounding, numbers presented throughout this report may not add up to the totals provided. For example, in some cases, the sum of all question values may add up to 101% instead of 100%.

## **Significance Testing**

Significance testing (at the 95% confidence level) has been applied to show differences between subgroups. Significant differences across sub-groups are noted where they exist.



A field of white daisies with a dark blue rectangular overlay in the center. The text "KEY INSIGHTS" is written in white, bold, uppercase letters within the blue rectangle.

# KEY INSIGHTS

# Key Insights



## **Respondents expressed different levels of concern with call answering times and response times, although most thought the TPS should continue to respond to the majority of low priority calls.**

- The vast majority of respondents showed some level of concern about the TPS's higher average response time to arrive on scene for urgent priority calls when compared to the recognized international standard, and that 90% of emergency calls were not answered within the international standard of 15 seconds (net concerned scores/TOP4: 86% and 92%, respectively). (slide 8, 11)
- Almost half of respondents (TOP2: 49%) were very or extremely concerned about current response times to arrive at the scene for urgent priority calls not meeting the international standard, and more than half (TOP2: 57%) were extremely or very concerned about the current length of time it takes for an emergency call to be answered. (slide 8, 11)
- Despite their concerns, the majority of respondents thought that the TPS should continue to respond to all types of low priority calls (53% - 83%), with the exception of animal complaints (40%). (slide 9)

## **Respondents consider it important to have the ability to report low priority calls online and to have a Neighbourhood Community Officer assigned to their community.**

- Nearly 9 in 10 respondents (TOP4: 89%) said it was important for them to be able to report lower priority crimes online rather than calling the TPS, with almost half (TOP2: 48%) saying this function was very or extremely important to them. (slide 13)
- The vast majority of respondents (TOP4: 85%) also said it was important to have a Neighbourhood Community Officer assigned to their community, with 1 in 2 (TOP2: 51%) saying it was very or extremely important to them. (slide 14)

## **The vast majority of respondents want service levels to remain the same or increase across all TPS services.**

- Nearly half of respondents (45%) thought the TPS should keep their current service level for traffic-related enforcement and activities, while 2 in 5 (40%) thought it should be increased. (slide 15)
- The majority of respondents thought the service level for 911 response and patrol (66%), investigations & victim support (59%), and crime prevention (56%) should be increased, while the service level for courts & prisoner management (67%), events and protests (51%), and traffic & parking enforcement (44%) should be kept the same. (slide 16)

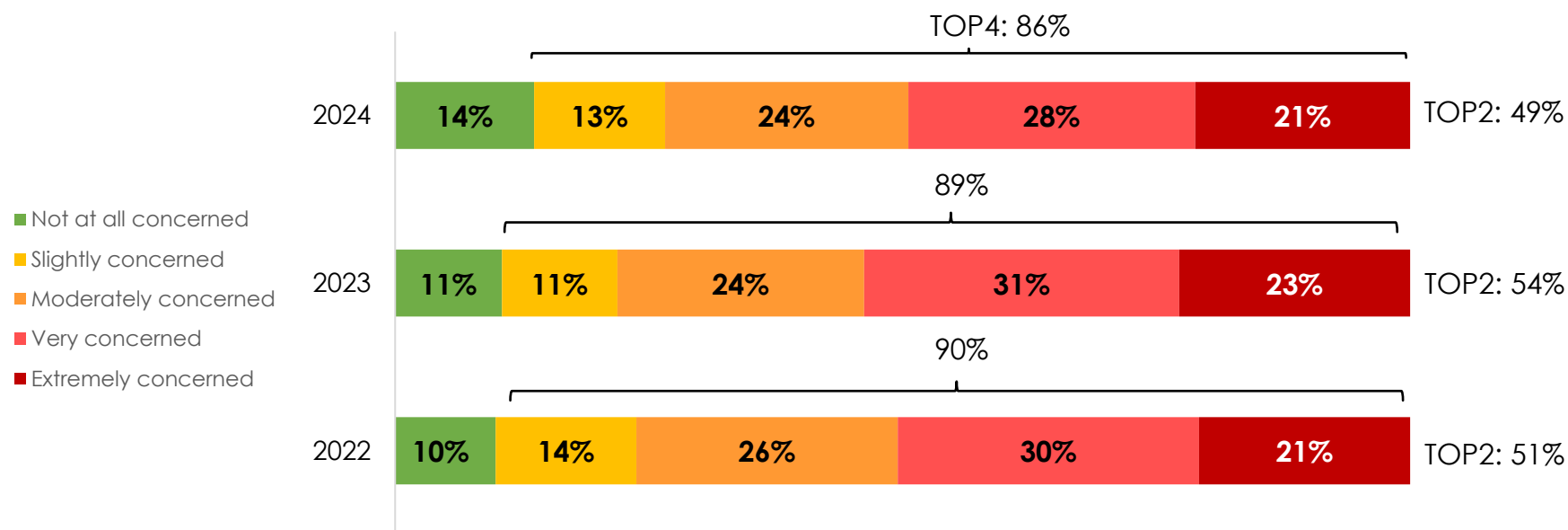


# **DETAILED FINDINGS**

# Concerns on Current Response Time to Calls For Service



**Almost half of respondents (TOP2: 49%) are concerned that the current response time to urgent priority calls for service is higher than the recognized standard\*.**



Almost 9 in 10 respondents (TOP4: 86%) showed some level of concern about the higher average response time (18 mins) than the recognized standard (6 mins), and nearly half of the respondents (TOP2: 49%) were very or extremely concerned. This is a 5-percentage point decrease in the TOP2 score from 2023.

1 in 7 (14%) said they were not at all concerned, a 4-percentage point increase from 2022.

Female respondents (TOP2: 54%) were more likely to be concerned about the response time compared to male respondents (TOP2: 44%).

Respondents aged 35-54 (TOP2: 59%) and 55+ (TOP2: 58%) were more concerned about it than their younger counterparts aged 18-34 (TOP2: 30%).

\*Each year, the TPS response times and recognized standard in this question are updated to reflect current figures. Although the question varies year over year, TPS response times from 2022-2024 are

**P1a.** Over time, the Toronto Police Service's response time to calls of service have changed. Response time changes have occurred because of many factors, including a 16% decrease in the ratio of police officers to Torontonians over the past decade, and an increase in public safety needs as a result of an increased population. As of the end of May 2024, the average response time is 17.9 (18) minutes (2022: 19 minutes / 2023: 22 minutes) to arrive at the scene for urgent priority calls, which is much higher than the recognized standard of 6 minutes (2022/2023: 5 minutes) for police response times. How concerned are you regarding the current response time?

**Framework:** All respondents

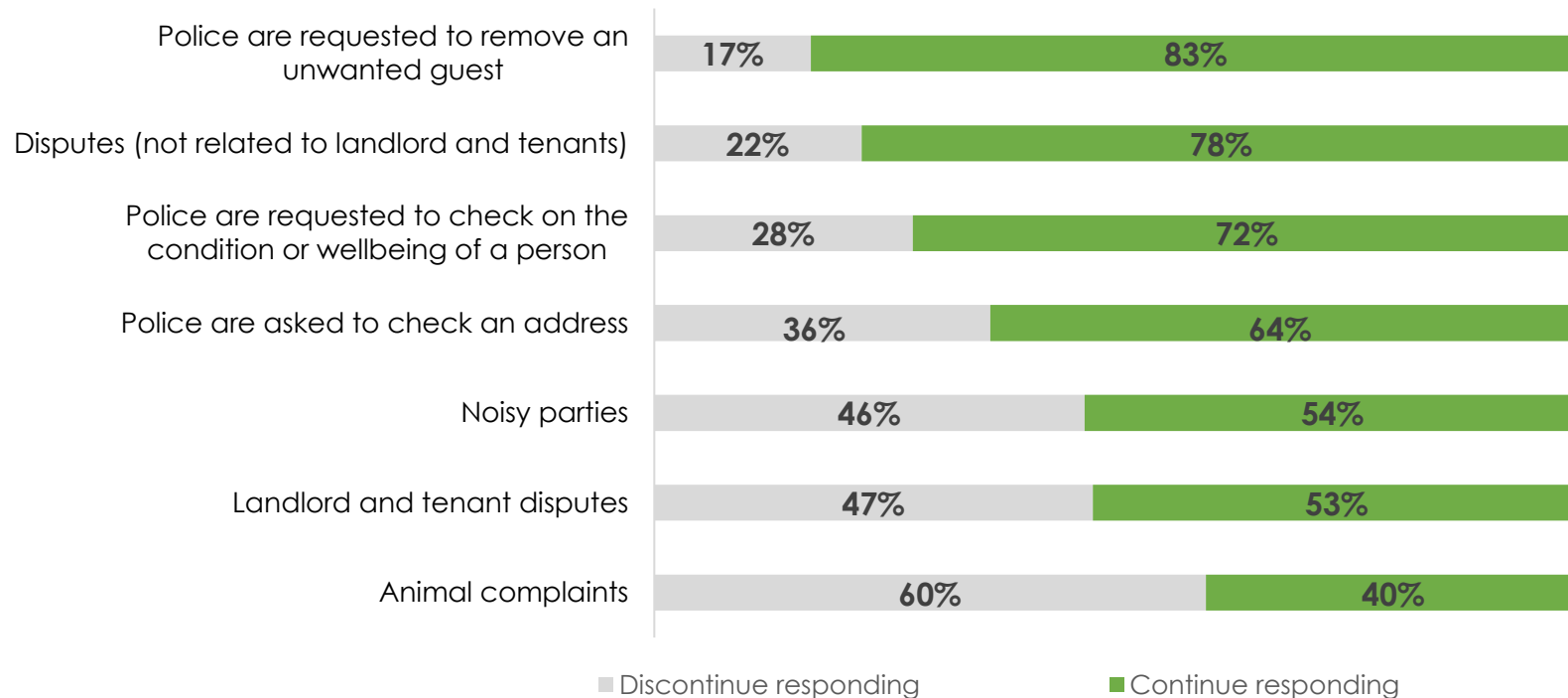
**Sample size:** n = 1,502



# Whether TPS Should Continue to Respond to Low Priority Calls



The majority of respondents think TPS should continue to respond to all “low priority” calls, other than for animal complaints (40%).



More than half of respondents, other than for animal complaints, think that TPS should continue to respond to the listed low priority calls, particularly for the following:

- Requests to remove an unwanted guest - 83%
- Disputes (not related to landlord and tenants) - 78%
- Requests to check on the condition or wellbeing of a person - 72%
- Respondents who were more likely to want police to continue responding to requests to remove an unwanted guest were:
  - Those with household incomes of \$40k to less than \$80k (89%) compared to those with household incomes of \$80k or greater (\$80k- <\$125k: 77%; \$125k+: 80%)
  - Visible minorities (88%) compared to non-visible minorities (80%)
- Respondents who were more likely to want police to continue responding to animal complaints were:
  - Visible minorities (45%) compared to non-visible minorities (27%)

**P1B.** One of the ways the TPS is looking at reducing response times is by exploring alternative options for service delivery for low priority calls. This would allow the TPS to focus efforts on responding to high priority calls quicker. The following types of calls are considered “low priority” that the TPS currently responds to. For each, please tell me whether or not you think the TPS should continue to respond to these types of calls or not.

**Framework:** All respondents

**Sample size:** n = 1,502



# Whether TPS Should Continue to Respond to Low Priority Calls - Trending



	2022		2023		2024		Difference from 2023	
	Discontinue responding	Continue responding	Discontinue responding	Continue responding	Discontinue responding	Continue responding	Discontinue responding	Continue responding
Police are requested to remove an unwanted guest	15%	85%	16%	84%	17%	83%	+1 percentage point	-1 percentage point
Disputes ( <u>not</u> related to landlord and tenants)	20%	80%	23%	77%	22%	78%	-1 percentage points	+1 percentage points
Police are requested to check on the condition or wellbeing of a person	26%	74%	24%	76%	28%	72%	+4 percentage points	-4 percentage points
Police are asked to check an address	35%	65%	36%	64%	36%	64%	-	-
Noisy parties	43%	57%	46%	54%	46%	54%	-	-
Landlord and tenant disputes	47%	53%	47%	53%	47%	53%	-	-
Animal complaints	-	-	-	-	60%	40%	-	-

**P1B.** One of the ways the TPS is looking at reducing response times is by exploring alternative low priority calls. This would allow the TPS to focus efforts on responding to high priority calls quicker. The following types of calls are considered “low priority” that the TPS currently responds to. For each, please tell me whether or not you think the TPS should continue to respond to these types of calls or not.

**Framework:** All respondents

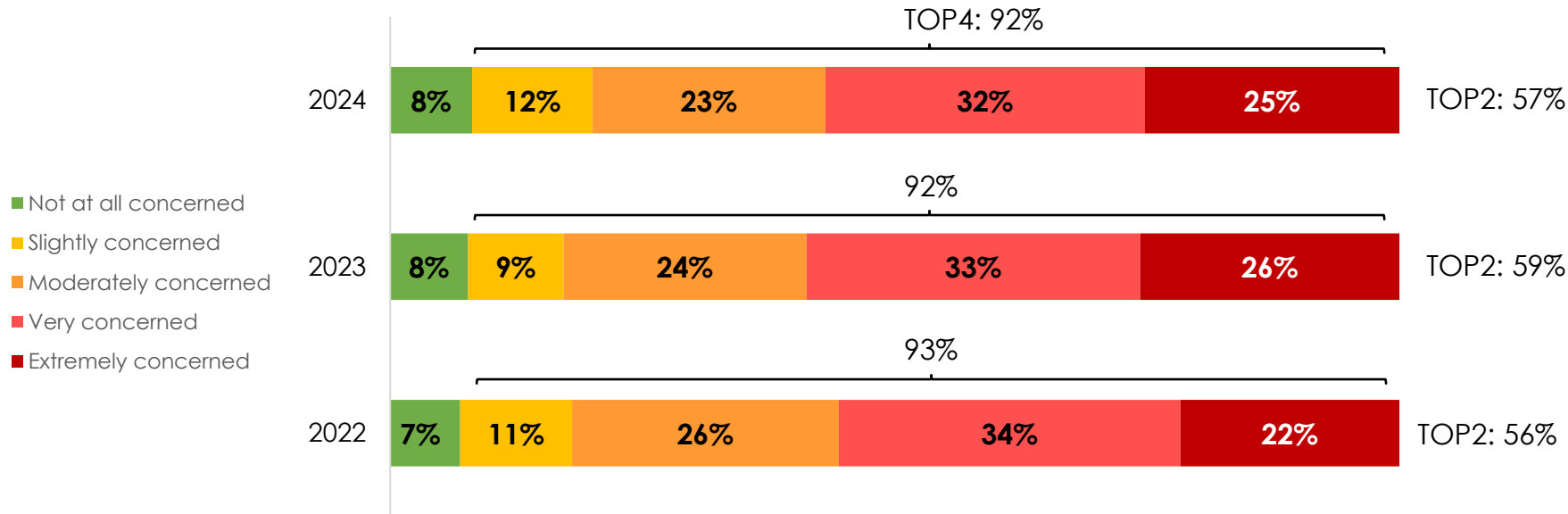
**Sample size:** n = 1,502



# Concerns on Amount of Time to Answer a Call



Nearly 3 in 5 respondents (TOP2: 57%) are concerned that the time taken to answer calls are not meeting the international standard\*.



Majority of respondents (TOP4: 92%) showed some level of concern that 90% of the calls are not answered within 15 seconds, i.e., not meeting the international standard.

Nearly 3 in 5 respondents (TOP2: 57%) said they were very or extremely concerned, while 8% said they were not concerned at all.

Female respondents (TOP2: 61%) were more concerned than male respondents (TOP2: 52%).

Respondents aged 35 to 54 (TOP2: 62%) and 55+ (TOP2: 61%) were more concerned than respondents aged 18 to 34 (TOP2: 47%).

\*International standard has not changed between 2022-2024.

**P1c.** When you call 911, the TPS tracks the amount of time it takes to answer your call. There is an international standard time to answer these calls. As call volumes have increased over time, the TPS is currently not meeting the international standard of answering 90% of all calls within 15 seconds. How concerned are you regarding the TPS not meeting the standard?

**Framework:** All respondents

**Sample size:** n = 1,502

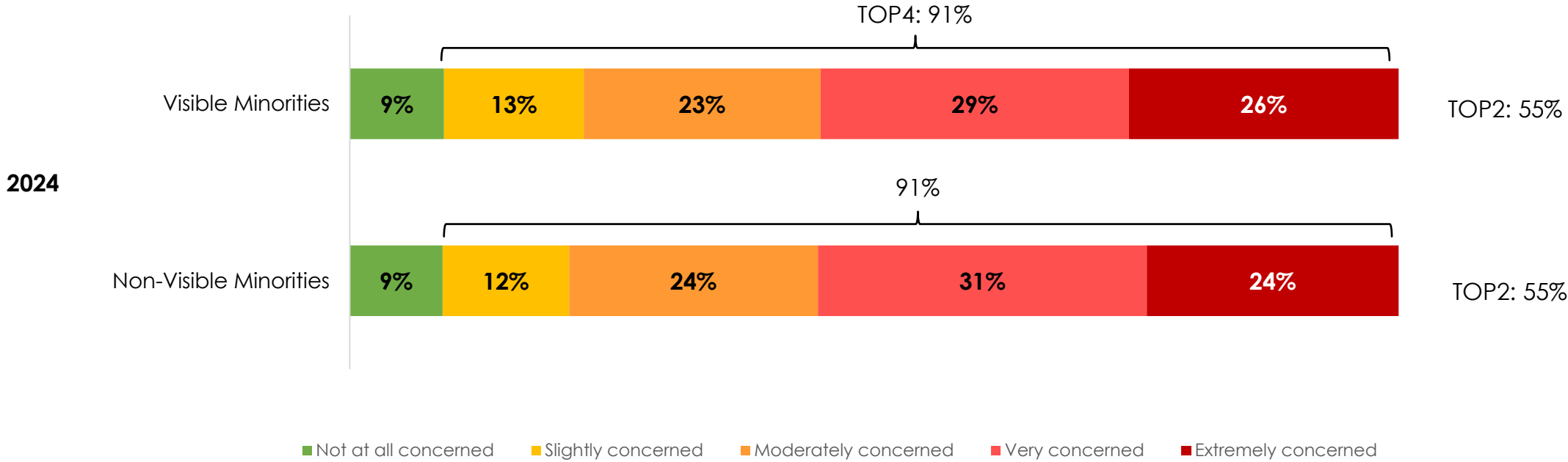




# Concerns on Amount of Time to Answer a Call - Visible Minorities vs. Non-Visible Minorities



Responses between visible minorities and non-visible minorities do not significantly differ.



**P1c.** When you call 911, the TPS tracks the amount of time it takes to answer your call. There is an international standard time to answer these calls. As call volumes have increased over time, the TPS is currently not meeting the international standard of answering 90% of all calls within 15 seconds. How concerned are you regarding the TPS not meeting the standard?

**Framework:** Respondents who identified as white exclusively "non-visible minority", and all other ethnicities/races "visible minorities"

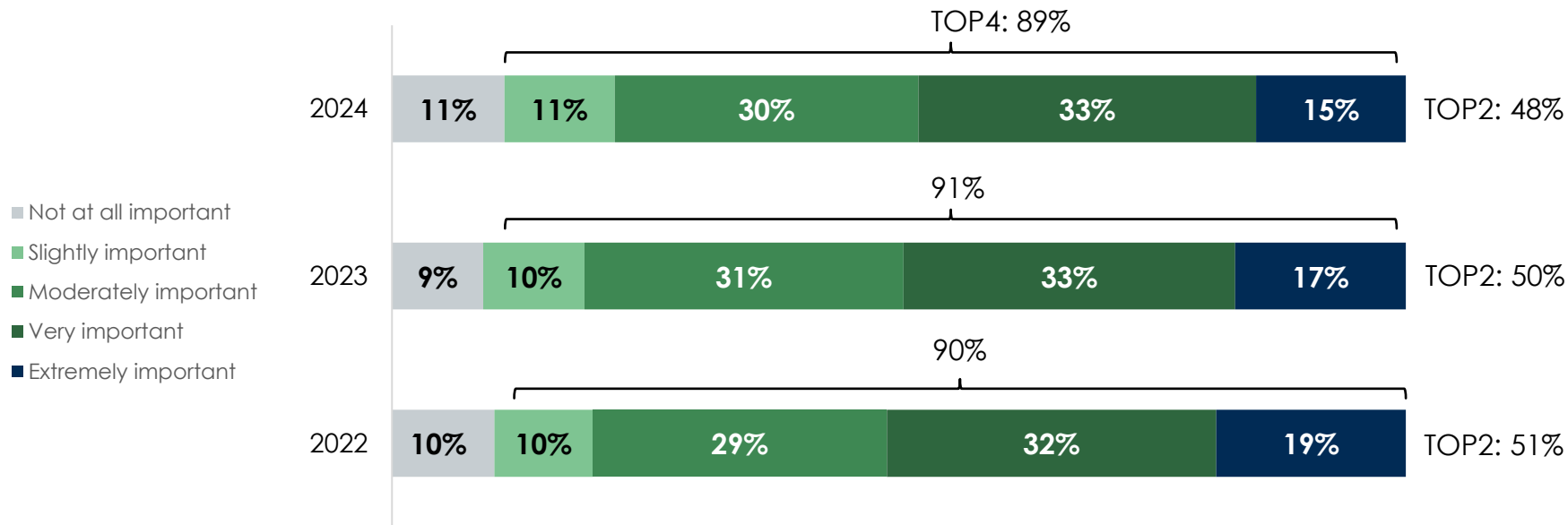
**Sample size:** n = 1,353



# Reporting Lower Priority Crimes Online



Almost half of respondents (TOP2: 48%) say it is important to be able to report lower priority crimes online.



Majority of respondents (TOP4: 89%) said it was important for them to be able to report some lower priority crimes online.

Almost half (TOP2: 48%) said it was very or extremely important for them to be able to report lower priority crimes online. This is a 2-percentage point decrease from 2023.

Respondents aged 35-54 (TOP2: 54%) were more likely to think it's very or extremely important to be able to report some lower priority crimes online, compared to their older counterparts aged 55+ (TOP2: 43%).

Respondents with children in the household (TOP2: 56%) were more likely to say it was very or extremely important, compared to those with no children in the household (TOP2: 46%).

**P1d.** The TPS currently uses online reporting as a way to allow the public to report some lower priority crimes. The TPS can improve online reporting capabilities by expanding the types of crimes you can report online. Improving the online reporting tool may free up some time for officers to get to higher priority calls sooner, and help the TPS better meet standards to answer 911 calls quickly. How important is it for you to be able to report lower priority crimes online rather than calling the TPS?

**Framework:** All respondents

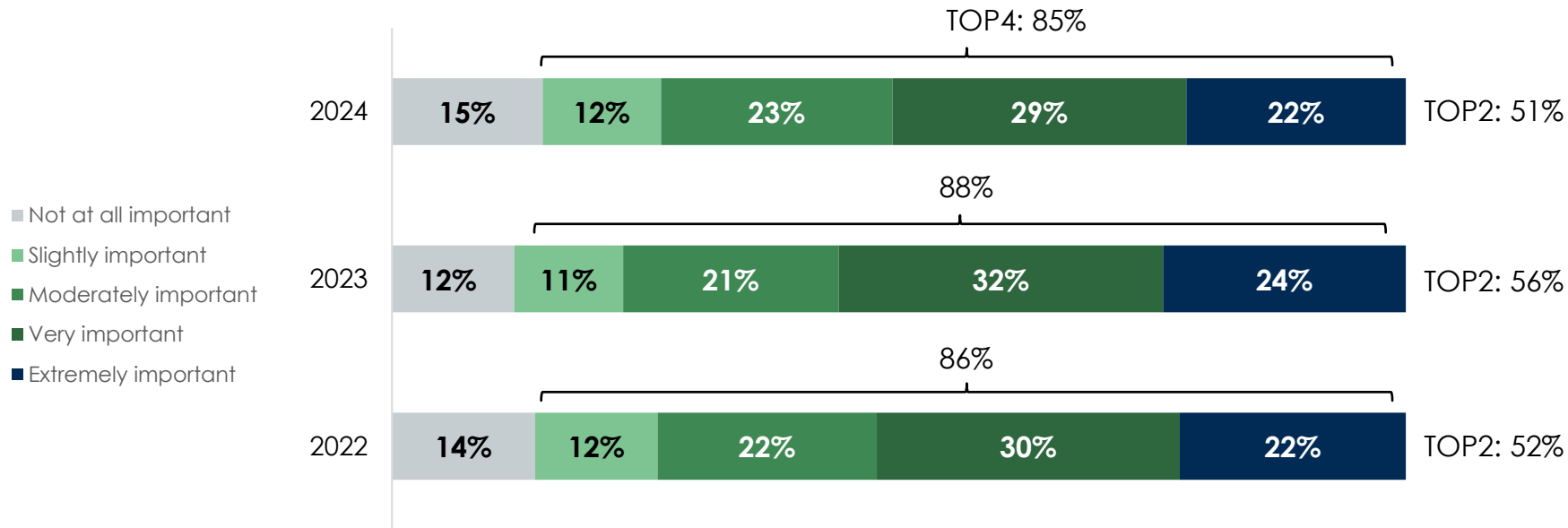
**Sample size:** n = 1,502



# Having a Neighbourhood Community Officer



**1 in 2 respondents (TOP2: 51%) say it is important to have a Neighbourhood Community Officer assigned to their community.**



Nearly 9 in 10 respondents (TOP4: 85%) said it is important to have a Neighbourhood Community Officer assigned to their community, with 51% saying it is very or extremely important. This is a 5-percentage point decrease from 2023.

Older respondents, aged 35 to 54 (TOP2: 54%) and 55+ (TOP2: 57%) were more likely to say it is important than younger respondents aged 18 to 34 (TOP2: 40%).

Respondents with children in the household (TOP2: 59%) were more likely to think it is important to have a Neighbourhood Community Officer assigned to their Neighbourhood, compared to respondents without children in

**P2.** The TPS has a Neighbourhood Community Officer program where an officer is assigned to a neighbourhood to have a greater presence and work proactively with the community to resolve issues. Currently, out of 158 Neighbourhoods in Toronto, 56 of those have assigned Neighbourhood Community Officers (2022/2023: 52 neighbourhoods) . How important is it to you to have a Neighbourhood Community Officer assigned to your community?

**Framework:** All respondents

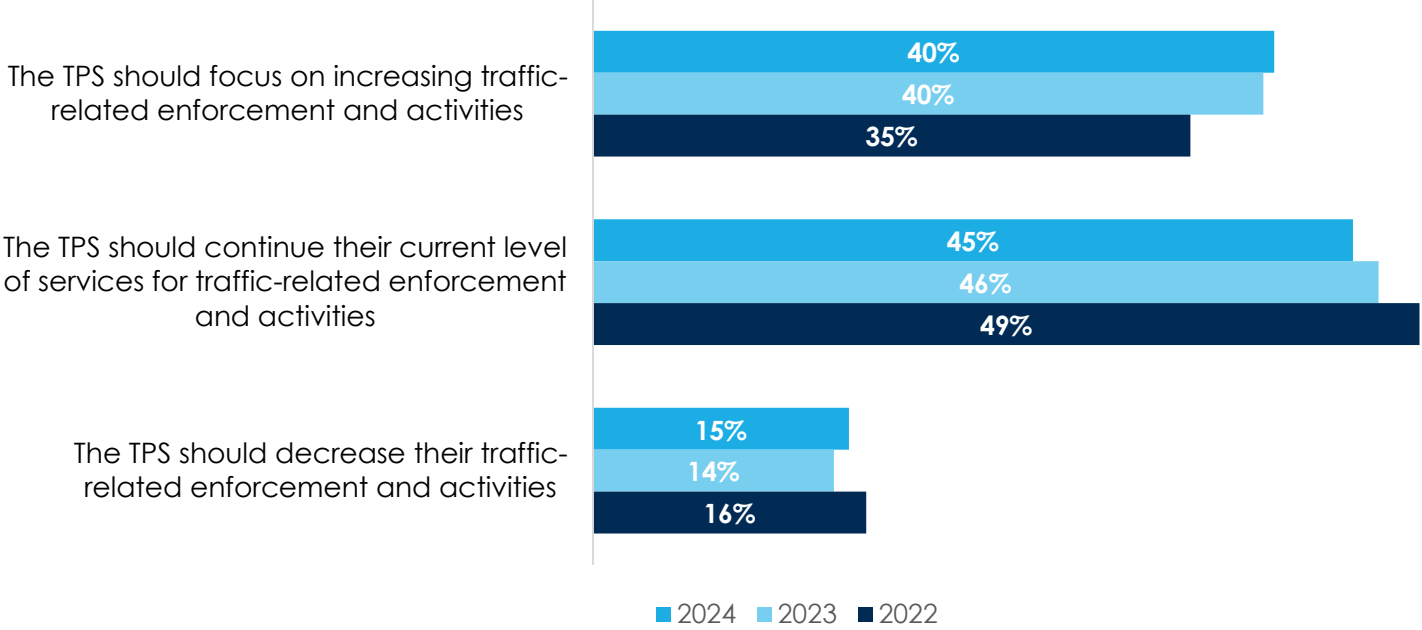
**Sample size:** n = 1,502



# Opinions on Services for Traffic-related Enforcement and Activities



Nearly half of respondents (45%) think TPS should continue their current level of traffic-related enforcement and activities, while 2 in 5 respondents (40%) think TPS should focus on increasing their current level of services.



Compared to 2023 results:

- Increase level of service – 40%, no change from 2023
- Continue current level of service – 45%, a 1-percentage point decrease
- Decrease level of service – 15%, a 1-percentage point increase

Female respondents (49%) were more likely to say **continue their current level of services** compared to male respondents (41%).

Older respondents aged 35 to 54 (44%) and 55+ (45%) were more likely to say **increase the service level** compared to younger respondents aged 18 to 34 (31%).

Young respondents aged 18-34 (22%) and 35 to 54 (16%) were more likely to say **decreased the service level** than older respondents (55+) (9%).



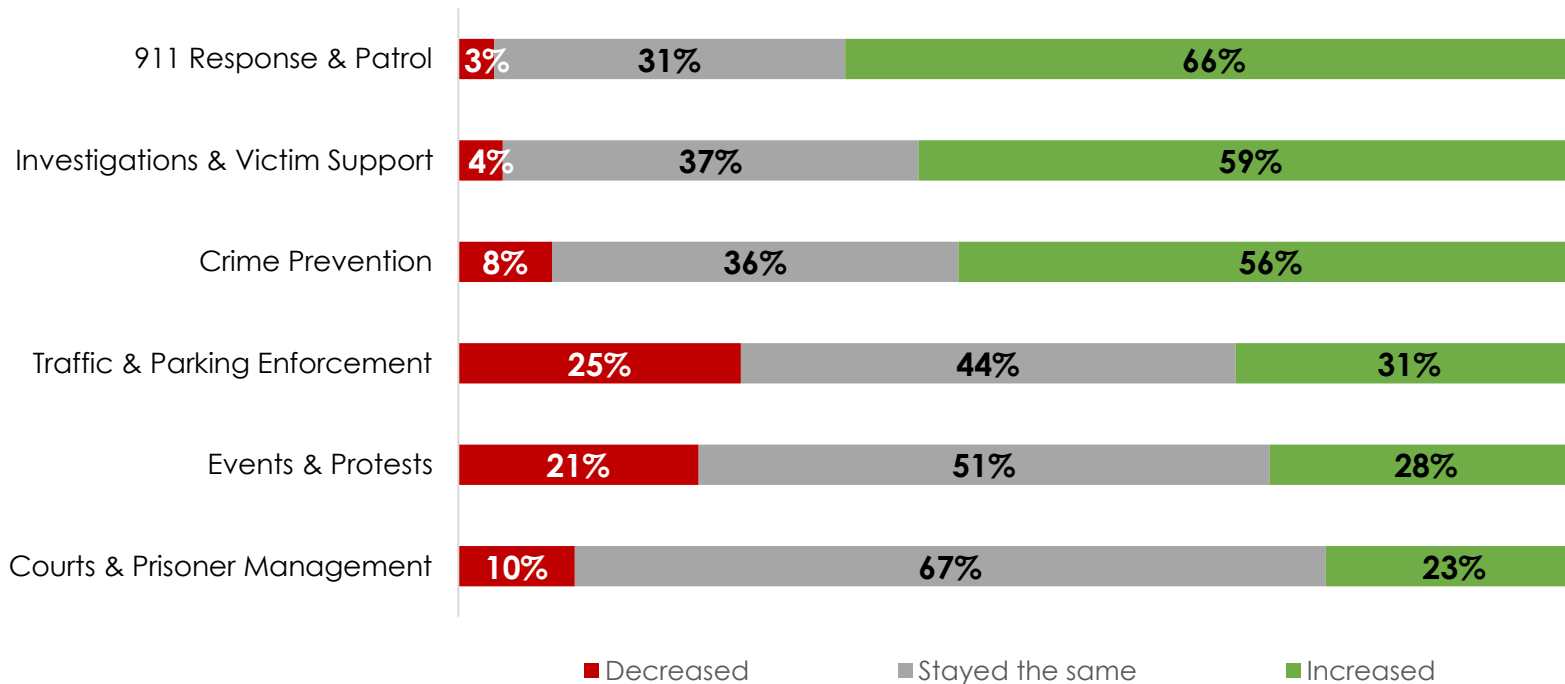
**P3.** The TPS's goal is to minimize traffic-related fatalities and serious injuries on Toronto's streets. Some activities to achieve this include proactive patrols, evidence-based enforcement at specific locations, and focused enforcement on speeding, distracted, aggressive/stunt and impaired driving. Which of the following statements best aligns with your views?  
**Framework:** All respondents  
**Sample size:** n = 1,502



# Opinions on Service Levels in Different Areas



The vast majority of respondents want service levels to remain the same or increase across all TPS services.



Respondents thought service levels should be **increased** for the following services:

- 911 response and patrol – 66%
- Investigations and victim support – 59%
- Crime prevention – 56%

Respondents thought service levels should **stay the same** for the following services:

- Courts and prisoner management – 67%
- Events and protests – 51%
- Traffic and parking enforcement – 44%

Respondents aged 35 to 54 (71%) were more likely to want an increase in the service level for **911 response & patrol** compared to respondents aged 18 to 34 (61%) and 55+ (65%).

Respondents aged 18-34 (31%) and 35-54 (29%) were more likely to want a decrease in **traffic & parking enforcement** compared to respondents aged 55+ (17%).

**B1-B6.** The Toronto Police Service is looking to set priorities for next year in 6 different areas. To help you make an informed decision, I will provide a brief description of each area, then ask if you think the service level for that area should be increased, decreased, or should stay the same. Please keep in mind that budgetary increases may be required to accommodate increases in service levels.

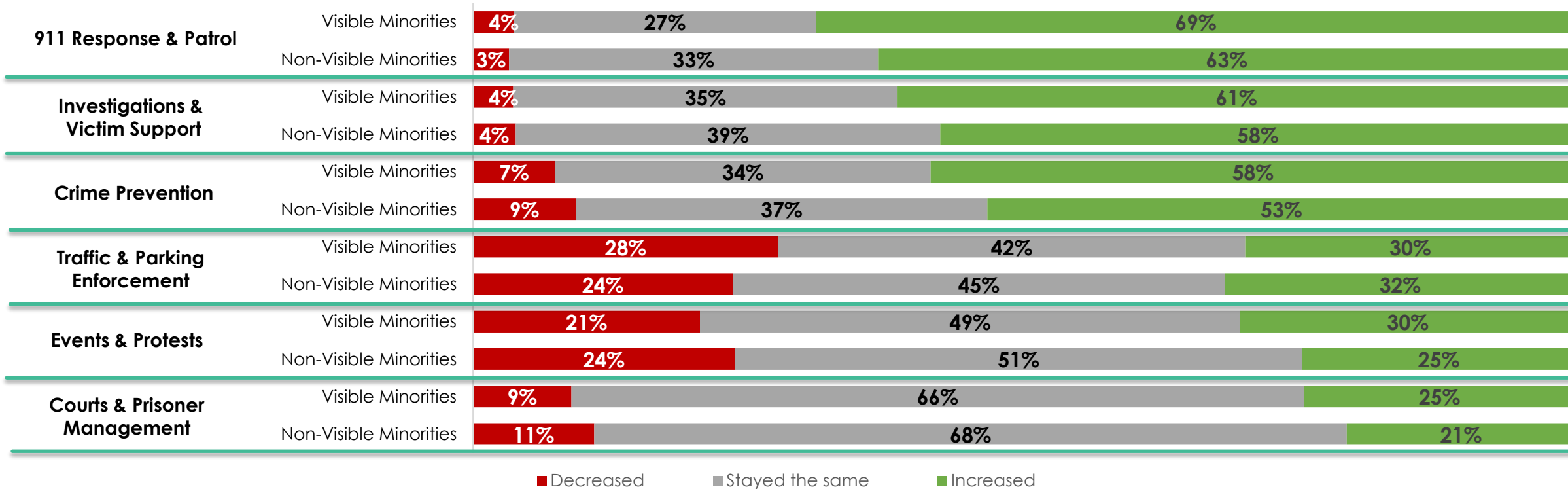
**Framework:** All respondents  
**Sample size:** n = 1,502



# Opinions on Service Levels in Different Areas - Visible Minorities vs. Non-Visible Minorities



Responses between visible minorities and non-visible minorities do not significantly differ.



**B1-B6.** The Toronto Police Service is looking to set priorities for next year in 6 different areas. To help you make an informed decision, I will provide a brief description of each area, then ask if you think the service level for that area should be increased, decreased, or should stay the same. Please keep in mind that budgetary increases may be required to accommodate increases in service levels.

**Framework:** Respondents who identified as white exclusively "non-visible minority", and all other ethnicities/races "visible minorities"

**Sample size:** n = 1,353



# Opinions on Service Levels in Different Areas - Trending



	2022			2023			2024			Difference from 2023		
	Decreased	Stayed the same	Increased	Decreased	Stayed the same	Increased	Decreased	Stayed the same	Increased	Decreased	Stayed the same	Increased
911 Response & Patrol	3%	31%	66%	3%	27%	70%	3%	31%	66%	-	+4 percentage points	-4 percentage points
Crime Prevention	6%	32%	62%	2%	35%	63%	8%	36%	56%	+6 percentage points	+1 percentage points	-7 percentage points
Investigations & Victim Support	3%	38%	58%	6%	36%	58%	4%	37%	59%	-2 percentage points	+1 percentage points	+1 percentage points
Traffic & Parking Enforcement	30%	47%	23%	23%	49%	28%	25%	44%	31%	+2 percentage points	-5 percentage points	+3 percentage points
Courts & Prisoner Management	11%	67%	22%	9%	65%	26%	10%	67%	23%	+1 percentage points	+2 percentage points	-3 percentage points
Events & Protests	19%	60%	20%	19%	58%	23%	21%	51%	28%	+2 percentage points	-7 percentage points	+5 percentage points

**B1-B6.** The Toronto Police Service is looking to set priorities for next year in 6 different areas. To help you make an informed decision, I will provide a brief description of each area, then ask if you think the service level for that area should be increased, decreased, or should stay the same. Please keep in mind that budgetary increases may be required to accommodate increases in service levels.

**Framework:** All respondents

**Sample size:** n = 1,502





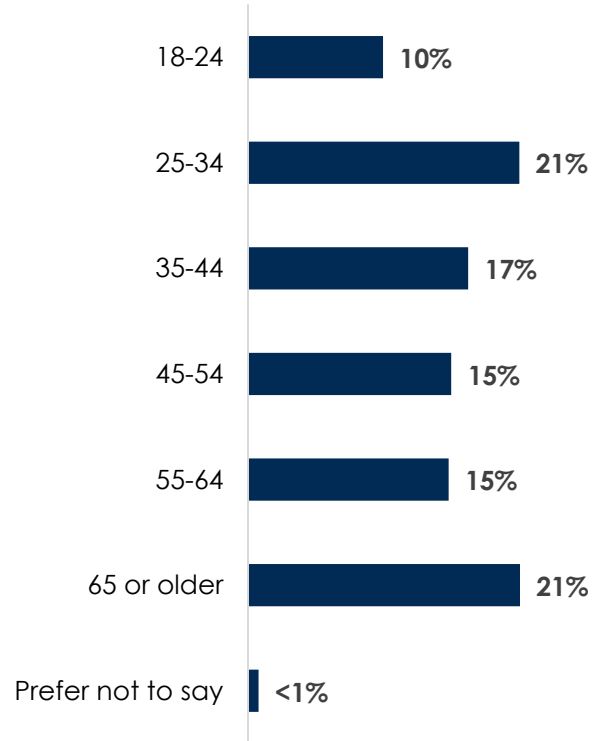
# **RESPONDENT PROFILE**



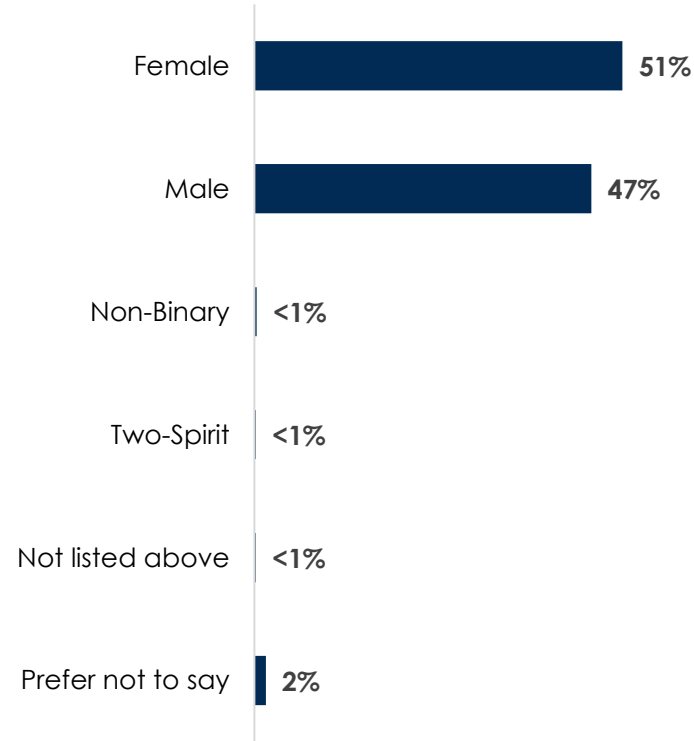
# RESPONDENT PROFILE



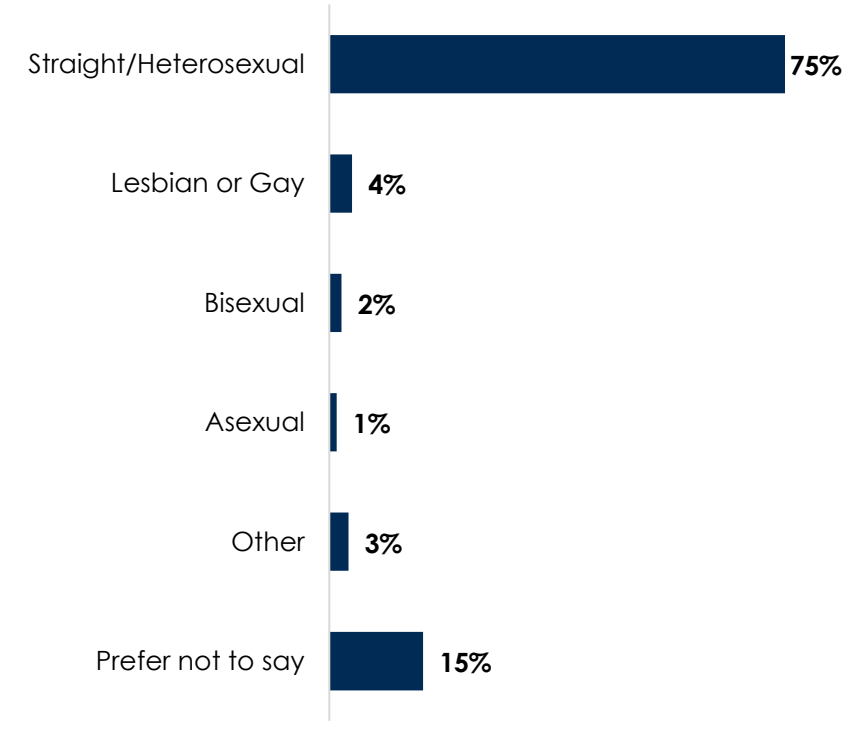
## Age



## Gender



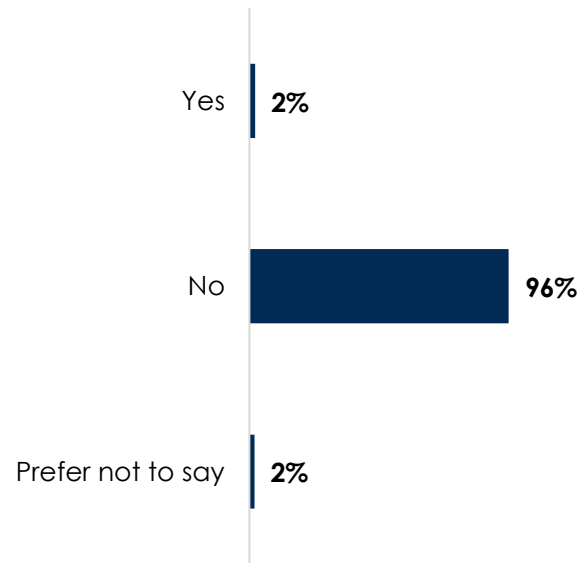
## Sexual Orientation



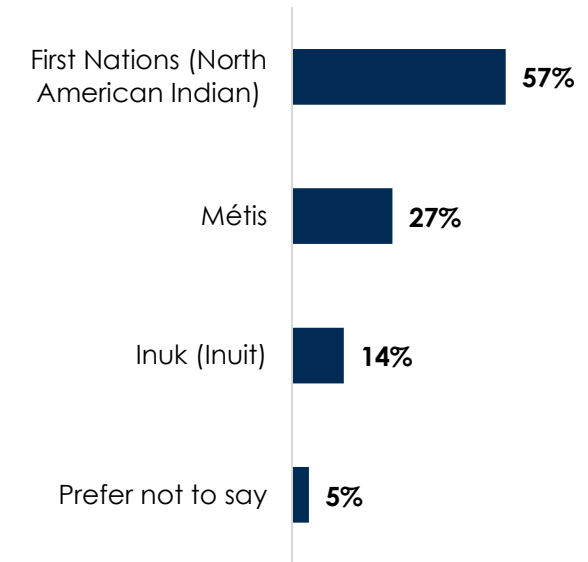
# RESPONDENT PROFILE



## Indigenous Identification



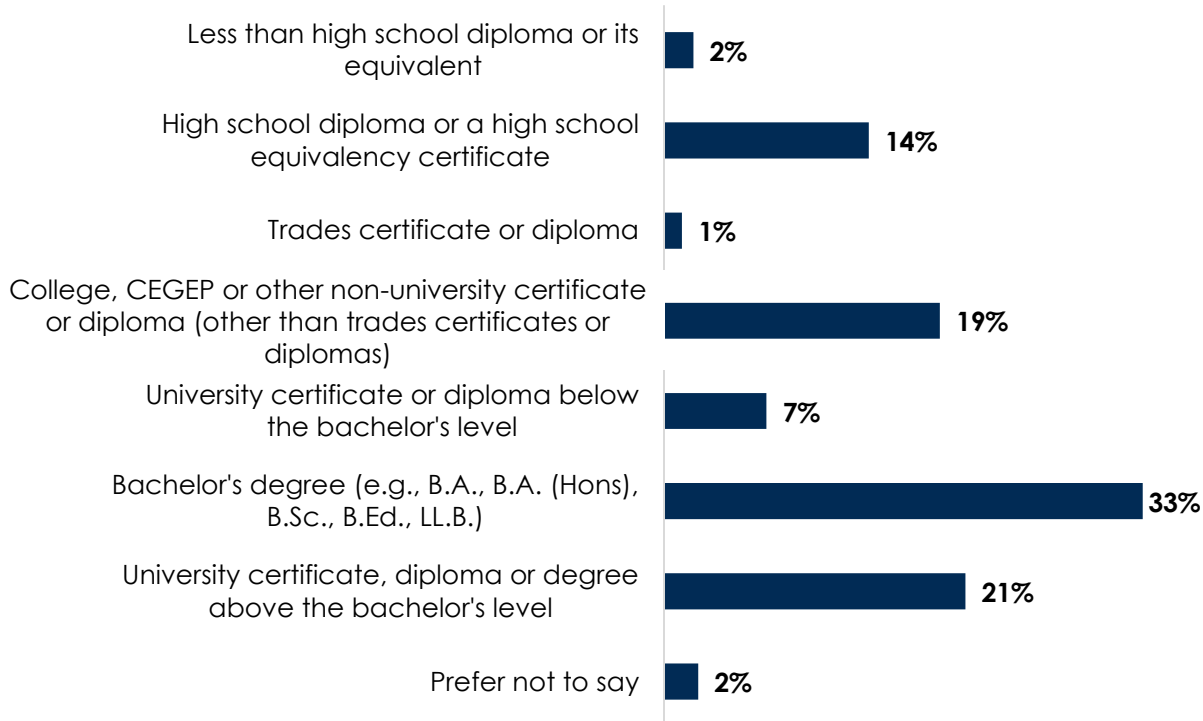
## Indigenous Origin



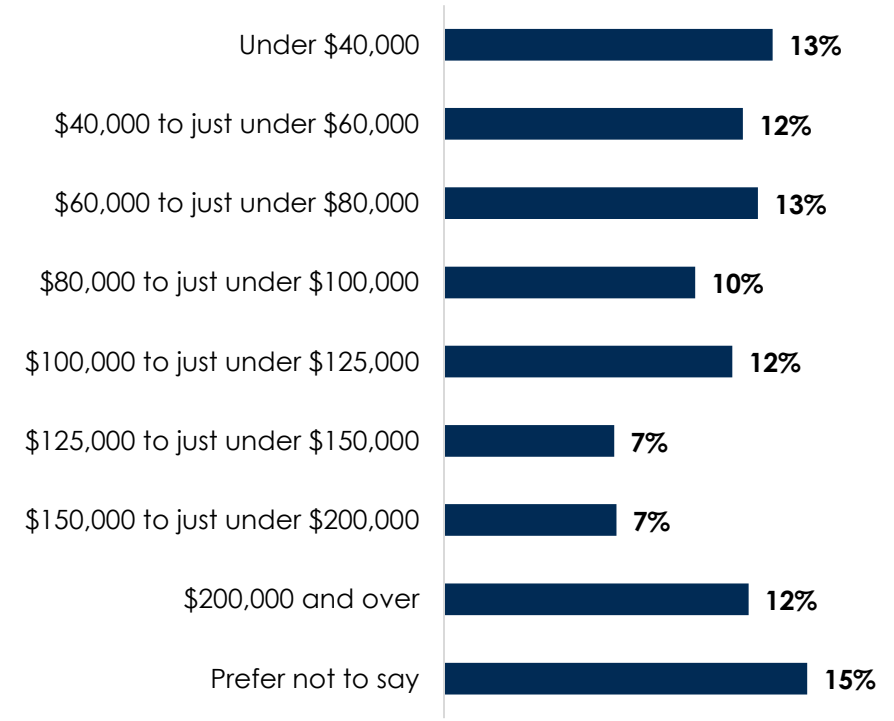
# RESPONDENT PROFILE



## Education Level



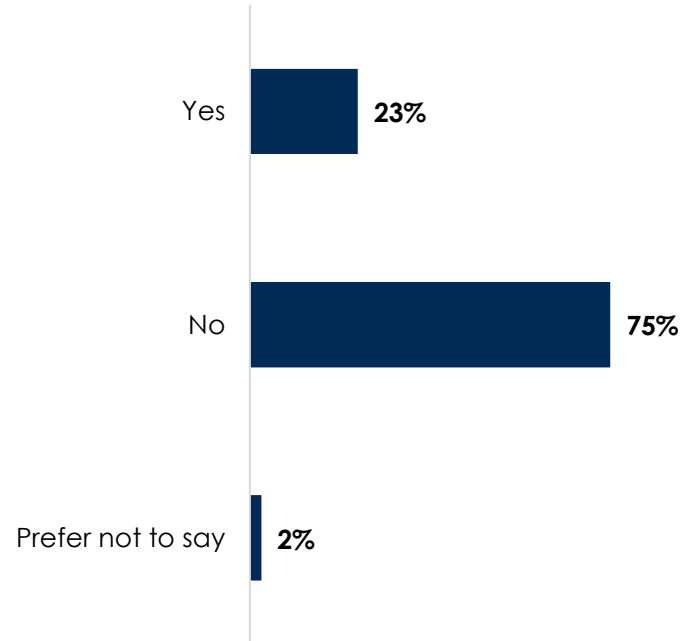
## Household Income (2023)



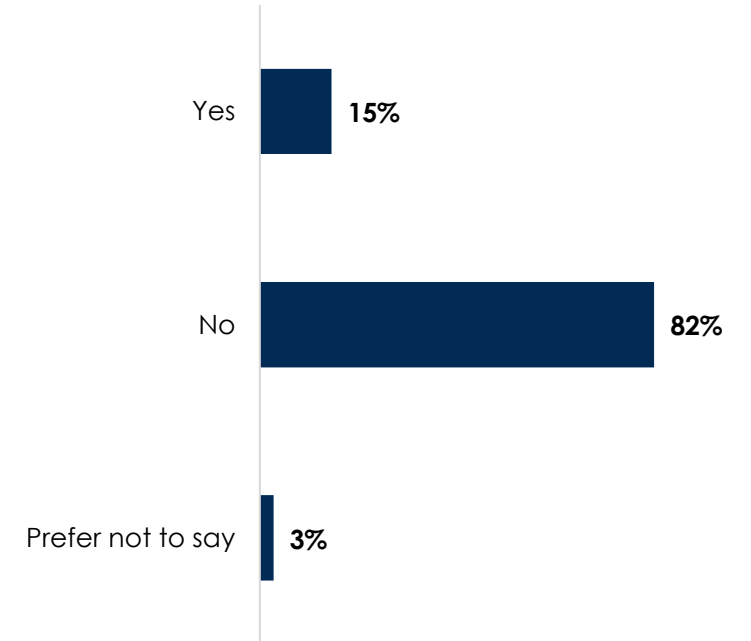
# RESPONDENT PROFILE



## Children in Household



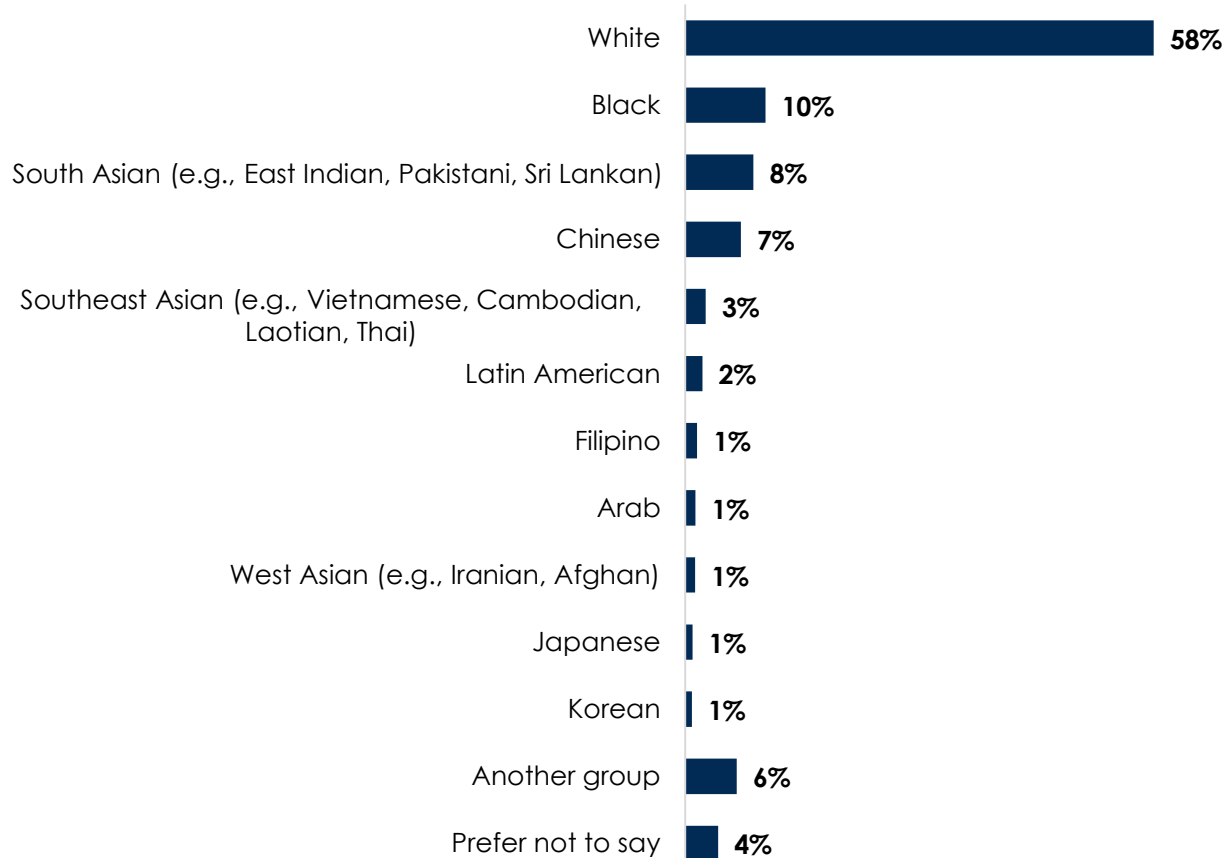
## Identified as Living with a Disability



# RESPONDENT PROFILE



## Race / Racial Background



## Language Spoken Most Often at Home

