



**Budget Committee Public Meeting**

**Monday, November 27, 2023  
at 10:00AM**



## BOARD'S BUDGET COMMITTEE MEETING MINUTES

Monday, November 27, 2023, at 10:00AM  
Livestreamed at: <https://youtube.com/live/YN7qBldvhHc>

---

The following *draft* Minutes of the hybrid Board's Budget Committee meeting of the Toronto Police Services Board that was held on November 27, 2023 are subject to approval at its next regularly scheduled meeting.

### Attendance:

The following Members were present:

Ann Morgan, Chair  
Lisa Kostakis, Vice-Chair  
Nadine Spencer, Member  
Nick Migliore, Member

The following individuals were also present:

Myron Demkiw, Chief of Police, Toronto Police Service  
Dubi Kanengisser, Executive Director, Toronto Police Services Board  
Diana Achim, Board Administrator, Toronto Police Services Board  
Jane Burton, Solicitor, City of Toronto – Legal Services Division

### Declarations:

There were no declarations of interest under the *Municipal Conflict of Interest Act*.

**This is an Extract from the Minutes of the Budget Committee Meeting of the  
Toronto Police Services Board that was held on November 27, 2023**

**P2023-1127-1.0. Board Budget Committee Meeting**

Chief Demkiw and Chief Administrative Officer Svina Dhaliwal introduced this item and made opening remarks. The Board was in receipt of a [presentation](#) provided by Cindy Grant, Director, Finance and Business Management, Inspector Susan Gomes, Inspector Paul Rinkoff, Inspector Dave Eckland, and Superintendent Jaqueline Baus.

Deputations: Jaime Kirzner-Roberts (in person)  
*Center for Israel and Jewish Affairs*

Maxime Robert (in person)  
*UJA Federation of Greater Toronto*

[Miguel Avila](#) (in person)

Sandra Zisckind (in person)

Kris Langenfeld (virtual)

Tom Mihalik (in person)

Sam Goldstein (in person)

Carly Kalish (in person)  
*Victim Services Toronto*

Norman Gardner (in person)  
*Yonge Street Corridor Association*

Derek Moran ([written deputation included](#)) (in person)

Brandon Marek (in person)  
*Harlo Entertainment*

Dan Panneton (in person)  
*Friends of Simon Wiesenthal Center*

Anna Willats ([written deputation included](#)) (virtual)  
*Toronto Police Accountability Coalition*

Howard Morton ([written deputation included](#)) (virtual)  
*Law Union of Ontario*

Rabbi Samuel Kaye (in person)

Sean Meagher (in person)  
*The Change Lab*

After the deputations, Board Members asked a number of questions. Vice Chair Lisa Kostakis raised the issue of replacing individuals who had left positions vacant, to sustain and improve services. CAO Dhaliwal said that in the Service's 2023 submission to the Board, "we estimated that we would be at "plus 200"; we are on track for this." She noted that in 2024, the Service is moving towards a four recruit class model, with 120 recruits per class, with the increase in membership going as much as possible to the front-line, in order to improve the response rate. CAO Dhaliwal said that this would also address the issue of supervision. She noted that there are also many vacancies in special operations and the investigative units, and these also need to be backfilled. Finally, she said there is also a focus on backfilling roles in the civilian side, such as crime analysts and disclosure clerks, as the Service needs to build up capacity in these areas.

Chief Demkiw added that "core service delivery is our focus" and that "every second counts." He said that "we need to be available when people need us." He reinforced the support the Service has for alternative service delivery but emphasized that for Priority 1 and 2 calls, a police response is required.

Chair Morgan posed a question about the impacts if the recommendations from the five pillars are not implemented. Chief Demkiw replied that a number of specialized functions would suffer, and that this would "play out in the city in ways that are difficult to combat," noting that shootings are now trending upwards. Chief Demkiw continued to comment that if the Service moves resources from traffic services, there will be a reduction in the number of tickets written, and if resources are moved from the College, less training will be conducted. Chief Demkiw stated that it is his responsibility to provide adequate and effective policing as per the *Police Services Act*.

Board Member Nadine Spencer posed a question regarding the "top heavy" retirement trend, asking how will the Service ensure that cohorts are "up to speed." CAO Dhaliwal said that adequacy of training is extremely important and the Service needs to continue to "have a strong pipeline," pointing to the Service's foundational leadership program which builds leaders, and proactively "looks at what development people need to have to ensure that we are ready." She detailed the Service's partnership with Schulich, as well as the nine-month coach officer requirement, noting that "our training exceeds the minimum standards for the province." CAO Dhaliwal also noted that there are budget allocations for all aspects of the training and leadership program.

Board Member Spencer also asked about recent successes within the Service. Chief Demkiw noted that both the Fraud and Financial Crimes Unit have recently been re-envisioned to streamline the Service's approach on where investigations should be focused, given the depletion of this unit in the recent past. Chief Demkiw also referenced recent improvements in the Service's response to carjackings, saying that this has been at the expense of other specialized work. CIO Colin Stairs spoke to the issue of the Service's technology needs, saying that the Service needs a number of people to address Information Management and Information Technology, especially the latter. He said the Service is working to make it easier to collect evidence by streamlining the disclosure process. He also

said the Service is looking to build in modern digital capacity; and noted the need to build the foundation and grow.

Board Member Spencer also raised the issue of wellness. CAO Dhaliwal said that the Service has embraced a “global wellness strategy” focused on injury prevention and coordinated support. She said that the Service wants to be recognized as a healthy workplace leader, and they are starting to see some results, such as the average number of time-off days, which is down 15 days. CAO Dhaliwal also said that the Service is also seeing mental health claims start to level off.

Chief Demkiw noted that in 2018, a large number of deaths by suicide occurred among serving and retired police officers in the province of Ontario, leading to the report of the expert panel on police officer deaths by suicide (“Staying visible, staying connected, for life”). He said that burnout is a main factor that contributes to officer suicide and that the Service needs to address that. Chief Demkiw said that he speaks to recruits and tells them to consider a commitment to their own self care.

Chair Morgan thanked members of the community for attending the meeting, noting that there was a lot of good discussion generated. She thanked Service Members for their excellent presentations.

For a detailed account of the discussion, see the YouTube recording starting at Minute 3:24:56 here:

<https://www.youtube.com/live/YN7qBldvhHc?si=-7Ft4g045MAx1vbl&t=12279>

**The Board received the deputations and the presentation.**

Moved by: L. Kostakis  
Seconded by: N. Spencer

---

A Motion to adjourn the meeting was moved by Board Member Nadine Spencer, and seconded by Vice Chair Lisa Kostakis.

**Next Board Meeting**

**Regular Public Meeting**

**Date: Tuesday, December 19, 2023**

**Location: 40 College Street, Auditorium**

Minutes Approved by:

*-original signed-*

---

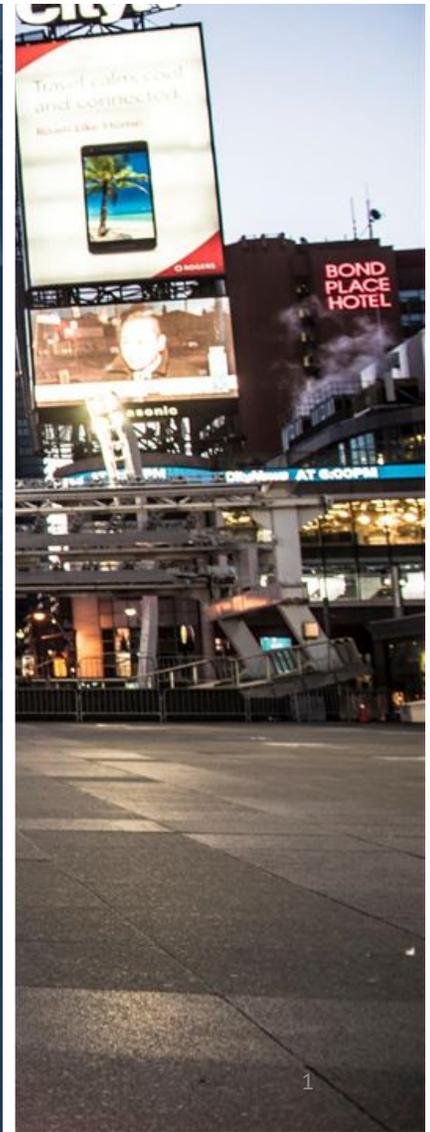
Ann Morgan  
Chair

---

**Members of the Toronto Police Services Board's Budget Committee**

Ann Morgan, Chair  
Nadine Spencer, Board Member

Lisa Kostakis, Vice-Chair  
Lily Cheng, Board Member & Councillor



November 27th, 2023

# Agenda

- Overview & Recap of 1st Budget Subcommittee
- Budget Timelines
- Toronto's Public Safety Landscape
- Service Based Budget
- 2024 Budget Engagement
- Resource Requirements to Address Priorities

## Overview

TPS is committed to **delivering essential police services** which are sensitive to the **needs of the community**, involving **collaborative partnerships** and teamwork to overcome challenges.

Meeting service objectives under the **Adequacy Standards of the Police Services Act:**

- Law Enforcement
- Community-based crime prevention
- Assistance to victims of crime
- Emergency response
- Public order maintenance

Public safety is a major factor in terms of where people choose to live, work, visit and invest in.

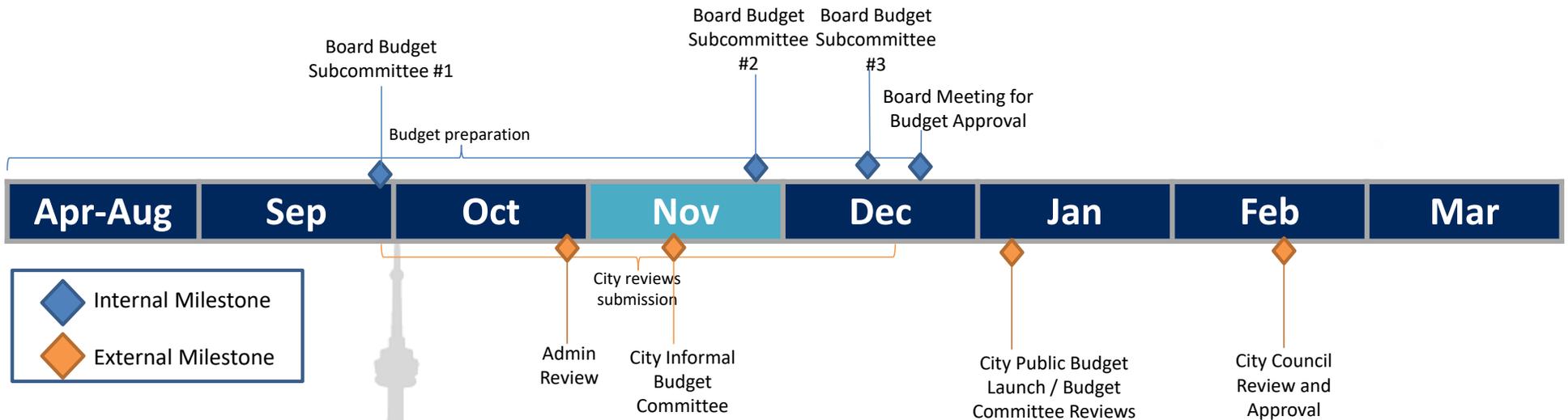
To build trusted relationships with Toronto communities in order to keep the City the best and safest place to be.

TPS Board is responsible for the provision of **adequate and effective** police services in the municipality, as defined by Ontario Regulation 3/99 under the PSA.

## Recap of the 1<sup>st</sup> Budget Subcommittee –

- 5 out of the last 10 years, TPS increases were at or around 0% (2013, 2017, 2018, 2021 and 2015)
- Budget reductions over the last 10 years has translated to over \$260M in cost avoidance
- In 2023, policing services cost \$372 per person per year, compared to the Canadian median of \$409
- On both a gross and net basis, the TPS portion of the City budget has decreased by 11% since 2010
- The population of Toronto has increased by 17.2% (or 460K) from 2010-2023 while the deployed number of officers decreased by 7.7% in the same period.
- The City is expected to grow as much in two years (2022 – 2024) as it did in the last seven years (2015 – 2022).
- With a growing City, the number of calls for service has been increasing as well as the number of events within the City; year to date emergency calls for service are up 18.6%
- From 2010 – 2023 Response times for priority 1 calls has been increasing - from 13 minutes to over 22 minutes
- 2023 hiring commitments are on track

# 2024 Budget preparation involves many reviews and approvals



- 2024 budgets still under review pending final Command approvals
- Operating: City direction - maintenance of services and service levels, no new and enhanced initiatives

# The Fourth Largest City in North America and a Provincial Capital – Toronto is Unique



## World Ranking

Fourth largest city in North America, ranked 23 out of 270 on the 2024 World's Best Cities



## Events/ Tourist Hub

3.6K+ events/ protests to date. Home of the only Canadian MLB and NBA teams. 27.5M visitors with 9.5M overnight and 18M day visitors annually\*



## Consulates

87 out of 108 consular offices in Ontario are located in Toronto



## Land and Sea

In addition to the 630 sq. km of land, TPS is also responsible for 1,190 sq. km of open water on Lake Ontario.



## Human Trafficking

Between 2011 and 2021, Toronto accounted for 22% of all reported incidents in Canada



## Gun and Gang Crime

Being a large urban city and a major hub on the 401 corridor, gang activity continues to be an issue in the City of Toronto.



## Police Reform

Implementing and accelerating reform by addressing recommendations from independent reviews, assessments, police reform directions and government mandates.



## Diseconomies of Scale

Dense cities face longer emergency response times and more difficulty in locating and capturing criminals.

\* 2019 data



## Reframing the budgeting conversation into Services delivered and measured

### Clear public communication

public understands the value of services provided for their taxes

### Performance focused organization

collaboration on integrated service delivery (services across the organization) and greater accountability

Strategic /  
Accountable

### Strategic conversations

equipped with information on service value and so can make decisions based on service levels, value and priorities. Able to illustrate the impact of budget cuts to service levels. Provides context for an informed discussion.

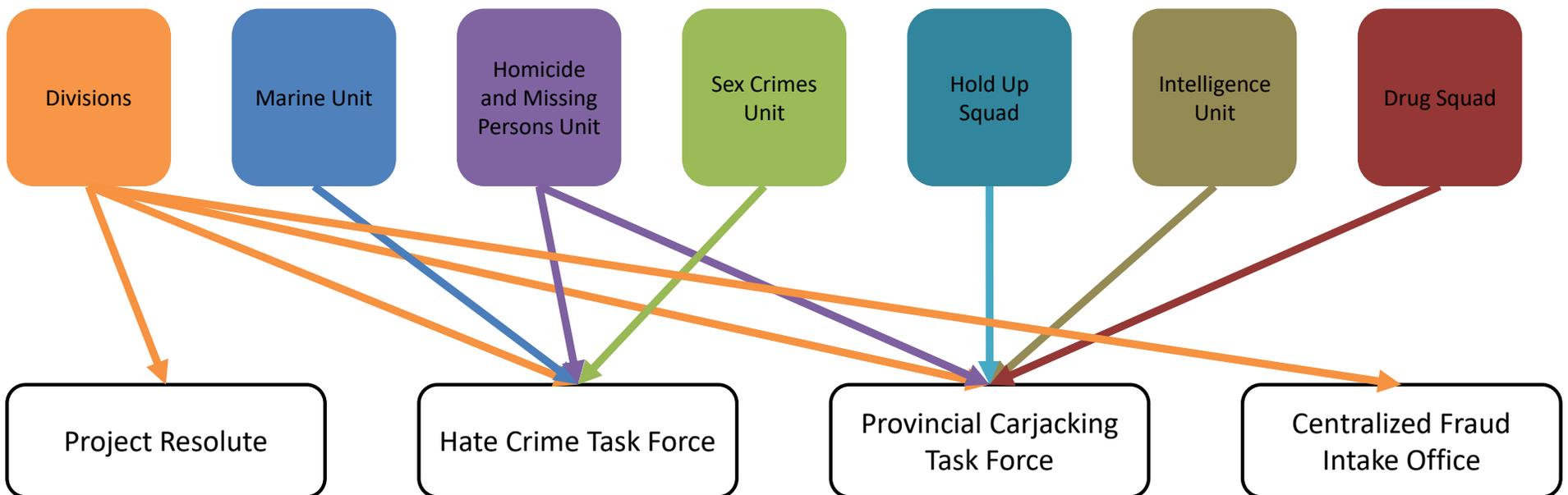
### Overall increased public trust and confidence

we are clearly identifying what is being provided for tax dollars

# 2023 Overview

	911 Response & Patrol 	Investigations & Victim Support 	Crime Prevention 	Events and Protest 	Traffic and Parking Enforcement* 	Courts and Prisoner Management 
Percentage of Gross Budget	39%	34%	12%	2%	5%	9%
Allocation of Gross Budget (\$M)	\$524	\$452	\$133	\$33	\$72	\$117
Allocation of Net Budget (\$M)	\$479	\$407	\$120	\$31	\$65	\$65
Percentage of Total Staff	41%	30%	10%	2%	5%	11%
Allocation of Uniform Staff	2,348	1,720	602	107	320	31
Allocation of Civilian Staff	821	612	170	39	86	835
<small>*Parking Enforcement Staffing and Budget are excluded. Figures may not add due to rounding.</small>						
Sponsor	Deputy Pogue	Deputy Johnson	Deputy Pogue	Deputy Johnson	Deputy Pogue	Deputy Johnson
Leads:	Supt. VanderHeyden, Supt. Singh, Supt. MacIntyre	Insp. Gomes, Insp. Leahy	Supt. Watts, Insp. Matys, Insp. Rinkoff	Supt. Narine, Insp. Ecklund	Supt. Baus, Insp. Moyer	Manager Hyde, S/Sgt. Wilson
Analytics & Innovation:	Andrew Thompson	Michael Cali	Debbie Verduga	Debbie Verduga	Daphne Choi	Daphne Choi
Budget & Financial Analysis:	Elizabeth Hewner, Denisa Seepersad, Marissa Martindale, Sharon Cairns					

# SERVICE-BASED BUDGETING REDEPLOYMENTS TO SUPPORT NEW PRIORITIES



# 911 RESPONSE AND PATROL

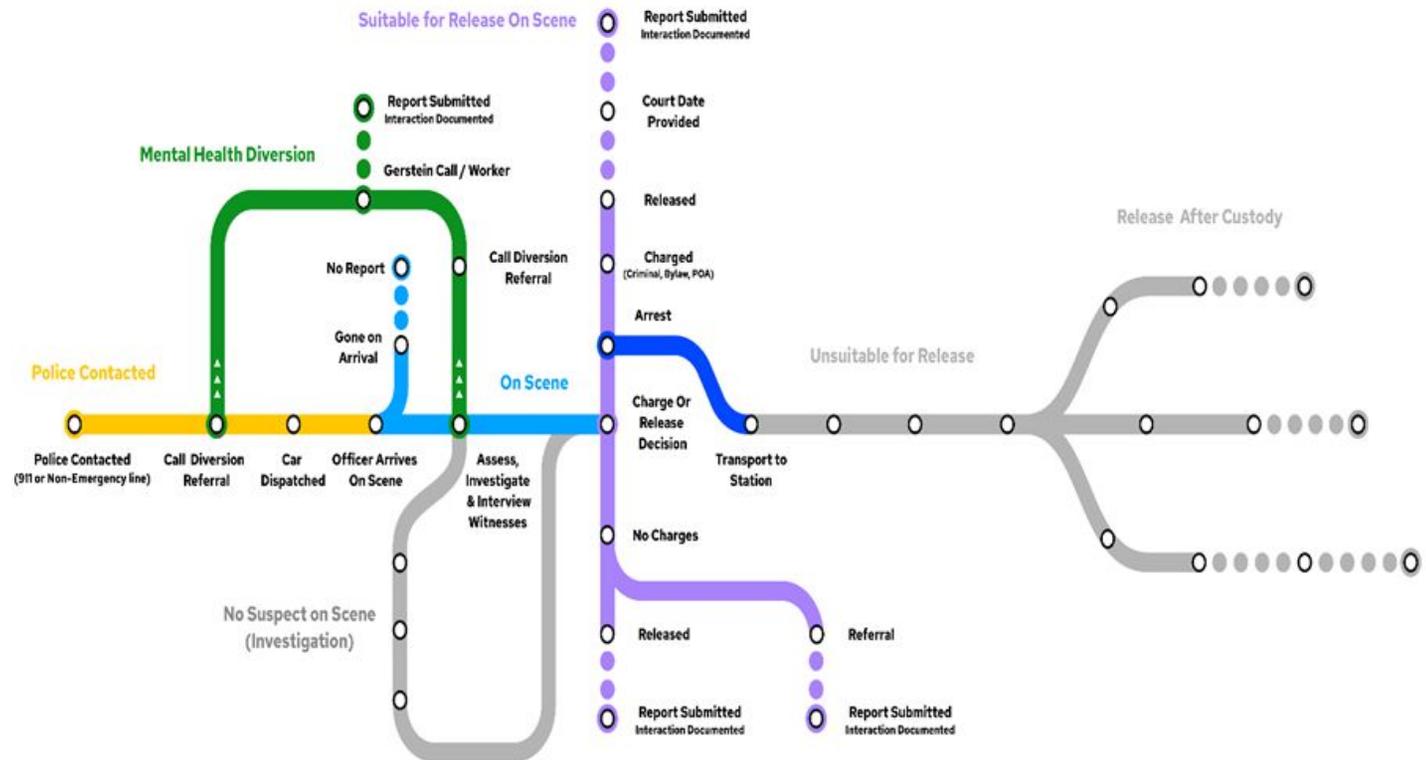
Desired Outcome: People in Toronto in need of emergency services receive a timely and appropriate response that provides required assistance, ensuring Toronto residents, businesses and visitors feel their needs in an emergency are addressed effectively.



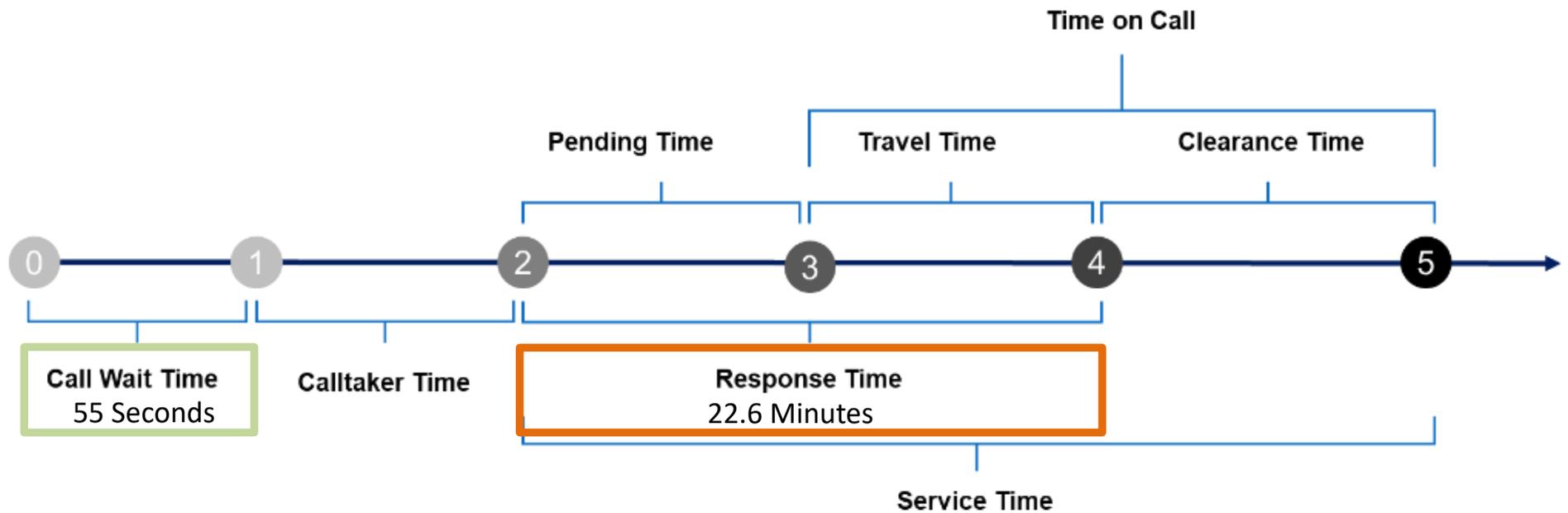
9-1-1 Response & Patrol ensures **calls for service** are responded to and addressed in **an efficient and effective manner**, from the point of intake to successful resolution.

Encompasses three distinct areas:

- Call Taking and Dispatch
- Response
- Patrol



# 911 RESPONSE AND PATROL - 5 STEP LIFECYCLE OF AN EMERGENCY CALL FOR SERVICE

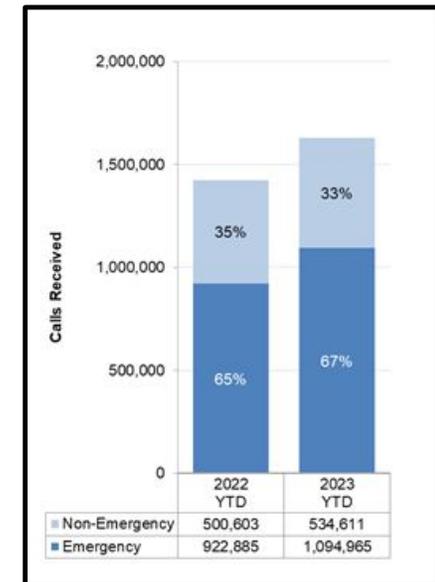
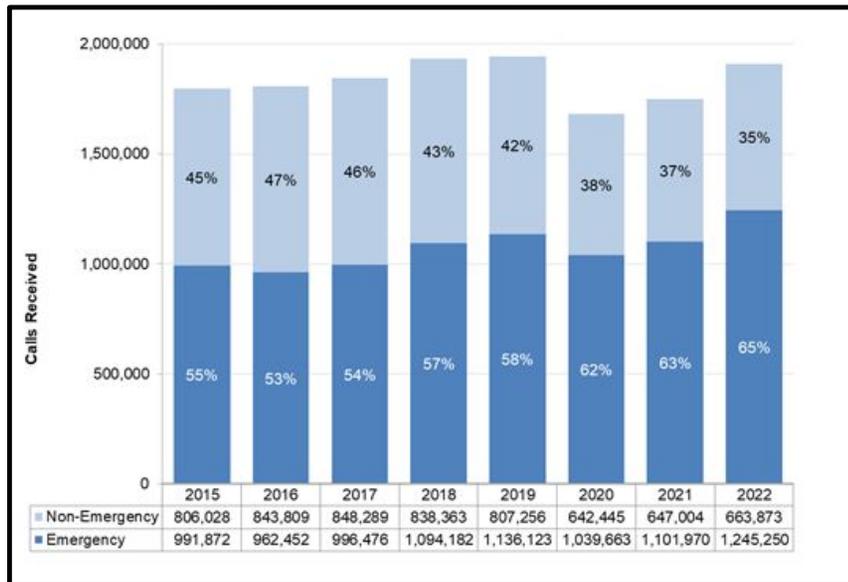


# 911 RESPONSE AND PATROL - CALLS RECEIVED CONTINUE TO GROW



With an increase in population, the Service has also received an increased number of calls. The total number of calls received average 65K per 100,000 consistently since 2015 (excluding COVID years). From 2015 to 2022 emergency calls for service grew by 26%.

Between 2022 YTD (Sep) and 2023 YTD, Non-emergency calls increased by 6.8% and Emergency calls for service increased by 18.6%.

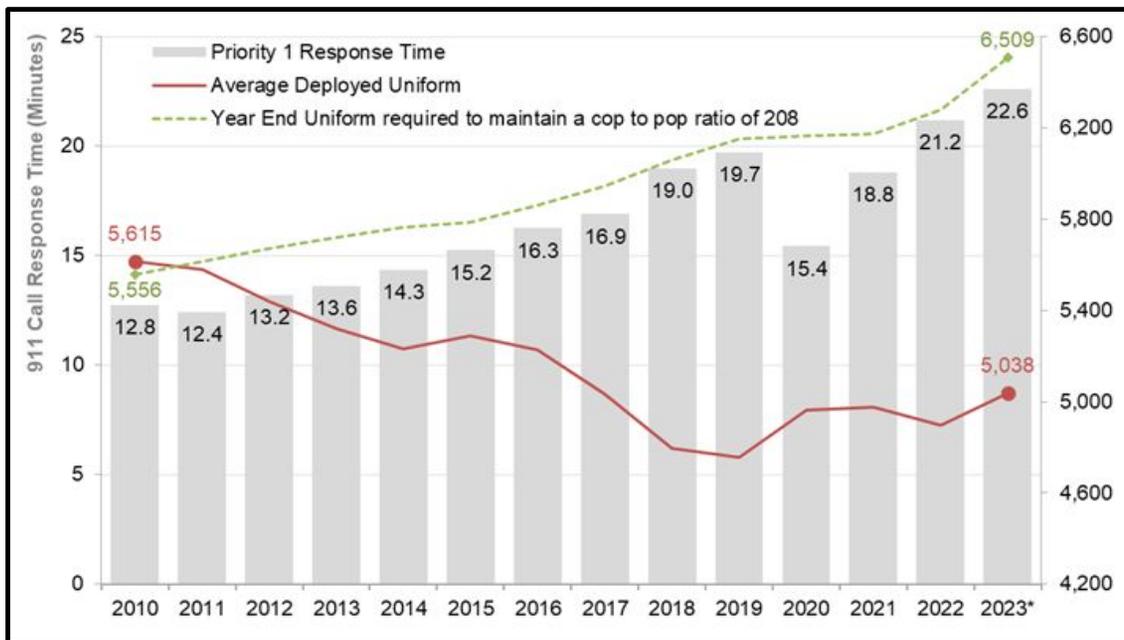


\* YTD as of September 30

# 911 RESPONSE AND PATROL - RESPONSE TIMES CONTINUE TO GROW



This chart compares the total uniform deployment to the Priority 1 Response Time.



The number of officers decreased by almost 600 since 2010. During that time, the population increased by 460K.

Response times for priority 1 calls has been increasing - from **13 minutes to over 22 minutes**. Further, **60% of the time there are no units available** to be dispatched to a call which directly impacts response times.

To maintain the same ratio of officers per 100,000 as in 2010 approx. **6,700 officers** would be required by year end 2024. This estimate does not necessarily account for the growth or complexity of today's demand and public safety landscape.

\*2023 represents the YTD value for the Priority 1 Average Minimum Response Times and Year End Projected Average

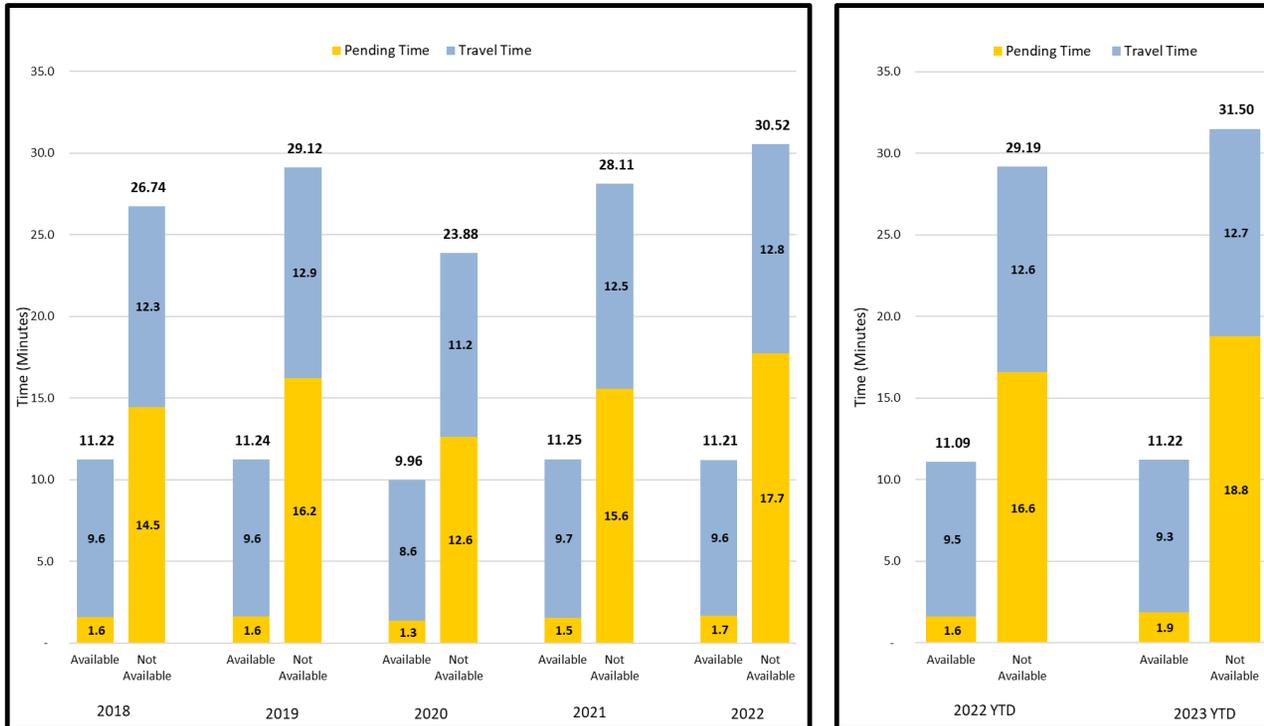
\*Deployed Uniform YTD refers to Sep 30, 2023.

\*Priority 1 responses are for calls to 911 in the most urgent situations such as person with a gun, shooting, child apprehension, break and enter in progress.

# 911 RESPONSE AND PATROL - UNIT AVAILABILITY CONTRIBUTES TO GROWING RESPONSE TIME



Comparison of Service Delivery with/without Unit Availability for P1 Calls



Pending times (and consequently response times) are directly impacted by unit availability. On average, response times are roughly 16 minutes faster when units are available.

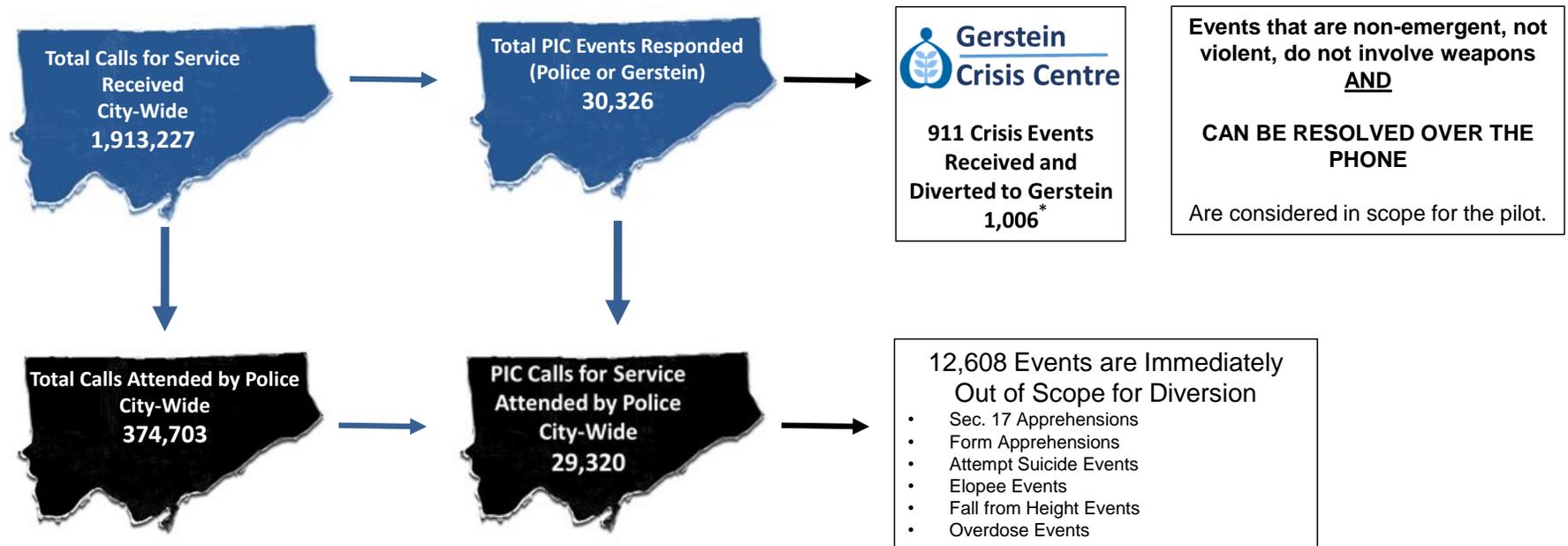
60% of the time No Units are immediately Available for dispatch.

Where Units are available, response times have remained stable since 2018.

\* YTD as of September 30

# Update on Call Diversion - Gerstein Crisis Centre

TPS Crisis Call Diversion Pilot - Events potentially in scope (subject to diversion criteria)  
 Term 2 (Oct 4, 2022 - Sep 9, 2023) - Approx. 11 months of data



\* Excludes co-response

# Update on Call Diversion - Gerstein Crisis Centre

Total TPS Events Attended: 375K

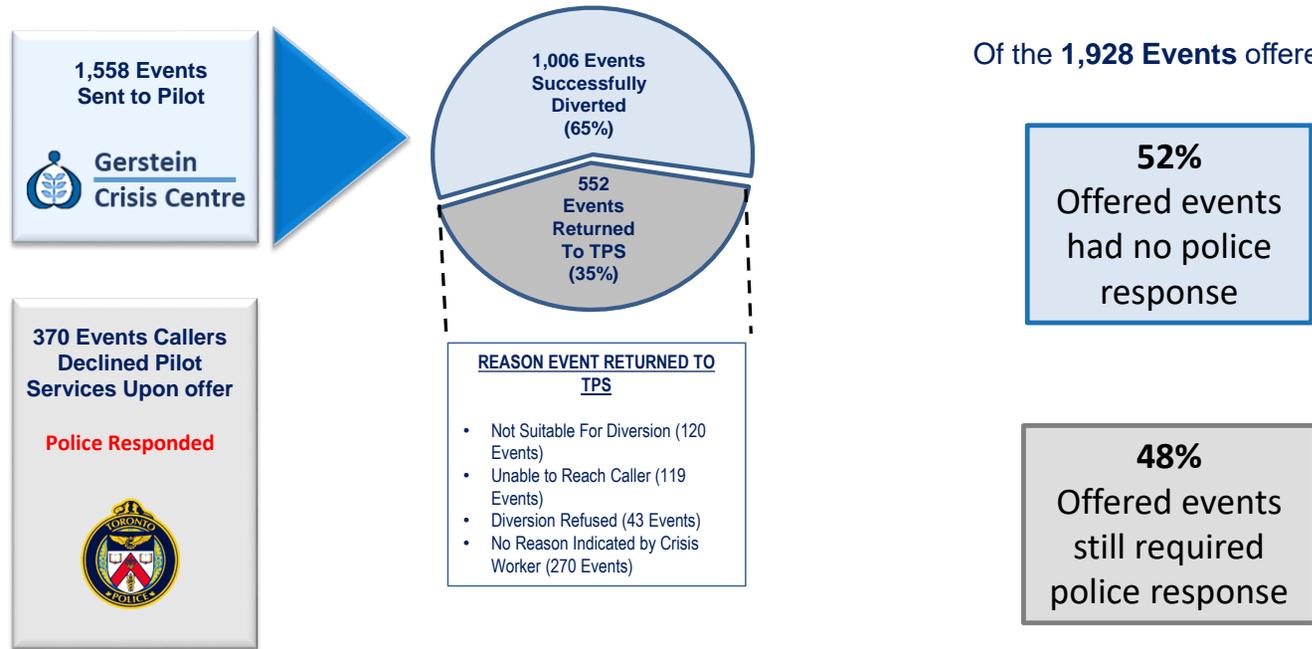
PIC Events: 30K



**1,928 Events**  
TPS Call Takers Offered 9-1-1 callers the services of the Crisis Call Diversion Pilot

**392 Additional Events**  
Co-Responded by TPS & Gerstein

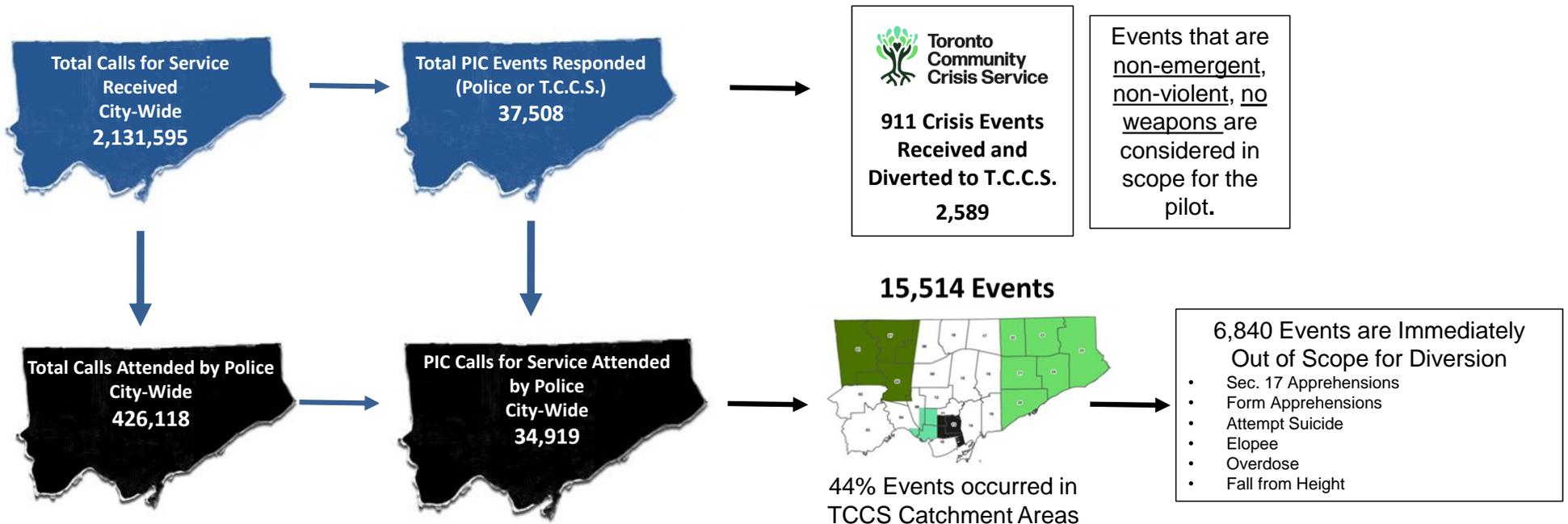
## TPS Crisis Call Diversion Pilot - Results Term 2 (Oct 4, 2022 - Sep 9, 2023) - Approx. 11 months of data



Note: Diversion rates increased for year 2 with the expansion of the catchment areas citywide and extending operations 24/7.

# Update on Call Diversion - Toronto Community Crisis Service

T.C.C.S. Data - Events potentially in scope (subject to diversion criteria)  
 Term 1 (Mar 31, 2022 - Apr 30, 2023) - Approx. 13 months of data



# Update on Call Diversion - Toronto Community Crisis Service

Total TPS Events Attended: 426K  
PIC Events: 38K



**5,860 Events**  
TPS Call Takers Offered 9-1-1 Callers TCCS Response

## T.C.C.S. Data - Results

Term 1 (Mar 31, 2022 - Apr 30, 2023) – Approx. 13 months of data

**3,596 Events**  
Callers **ACCEPTED** the Offer of TCCS Services and were **TRANSFERRED** to  
 **Toronto Community Crisis Service**

**2,264 Events**  
Callers **DECLINED** the offer of TCCS Services & **REQUESTED POLICE**  




Of the 5,860 Events offered...

**44%**  
Offered events had no police response

**56%**  
Offered events still required police response

(\*Note: PRU showing “buy-in” of TCCS pilot and requested pilot crisis worker attendance in additional 406 events)

# 911 RESPONSE AND PATROL - ANY CAPACITY CREATED SHOULD BE REINVESTED TO ADDRESS RESPONSE TIMES



## 26 recommendations in 5 key areas:

1. Answering calls
2. Assigning call event types and priority levels
3. Dispatch and response times to emergency events
4. New technology, 9-1-1 levies, and other opportunities
5. Community education and awareness

## Next Steps:

- Increase staffing of Communications Operators to meet minimum staffing requirements
- Optimal shift schedules
- Alternative response initiatives
- Improved data and investments in technology
- Workload analysis and model development

# 911 RESPONSE AND PATROL - 2024 BUDGET IMPLICATIONS



## Investments would be required to:

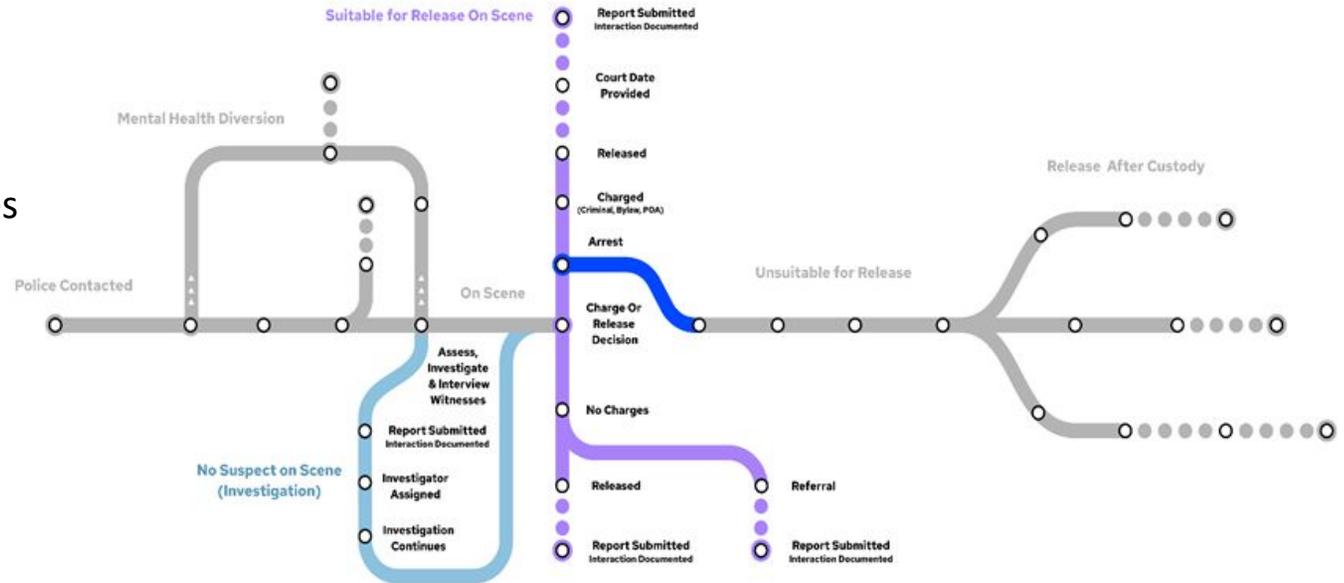
- Continue build and strengthen our call diversion program and partnership with Gerstein Crisis and Toronto Community Crisis Service
- Continue to support City programs such as SafeTO
- Ensure there is adequate staffing in the Communications Centre as per the Auditor General recommendation
- Ensure our commitment to implement all 51 Auditor General recommendations
- Increase staffing to the Priority Response Units in an effort to reduce the response time to calls
- Increase supervision so that our members can be properly trained and held accountable for providing adequate and effective police service
- Improve member wellness and reduce burnout
- Support new initiatives such as NG911 and improved Records Management System capabilities

# INVESTIGATIONS AND VICTIM SUPPORT

Desired Outcome: Investigations are conducted by highly qualified investigators, and victims are provided with immediate support, to ensure incidents of criminality and victimization are addressed and reduced.

Encompasses these areas:

- Investigating Crimes
- Investigation-Related Activities
- Case Management
- Victim Support



# INVESTIGATIONS AND VICTIM SUPPORT - SUCCESS STORIES

Published Wednesday, April 5, 2023 11:10AM EDT  
Last Updated Wednesday, April 5, 2023 11:51AM EDT

Toronto police have charged six people and recovered nearly \$1 million in stolen property following an investigation into a series of carjackings and armed robberies that date back to last summer.

GTA

## Toronto doctor among 12 arrested in GTHA 'extended' drug network bust

Project Odeon led to the crackdown of two clandestine laboratories and the seizure of more than 60 kilograms

GTA

## Toronto police arrest 10, including 6 teenagers, after series of armed pharmacy robberies

Police say six of those arrested are under 18 years of age and have laid 60 charges as part of "Project Mayhem" investigation.

GTA

## Toronto police seize guns disguised as holiday gifts destined for Canada in major cross border bust

The year-long investigation dubbed "Project Money Penny" involved law enforcement in the U.S. and Ontario. Most of the arrested are under 30.

TORONTO | News

## Toronto police use genetic genealogy to ID man whose body was found in 2019



1,000-plus cars recovered, over 200 arrested in stolen vehicle investigation across Toronto



Toronto police released the results of Project Stallion, which led to the recovery of thousands of vehicles and over 200 people charged. Photo: Toronto police.

# INVESTIGATIONS AND VICTIM SUPPORT - OVERALL MAJOR CRIME IS UP

Overall major crimes increased by **18.4%** from 2015-2022

Comparing 2022 YTD (Sep) to 2023 YTD, there is an overall increase of **20.6%**

Violent crime severity index for Toronto increased by 15.1% in 2022, which is **three** times more the rate of increase seen nationally and **twice** the rate of increase seen provincially

## Major Crime Indicators

Crime	2015 FY	2019 FY	2020 FY*	2021 FY*	2022 FY*	Trend 2015 - 2022	% Chg 2022 over 2015
Assault	18,079	21,095	18,321	19,380	21,402		18.4%
Auto Theft	3,285	5,361	5,781	6,635	9,774		197.5%
Break and Enter	6,940	8,548	6,985	5,743	6,096		-12.2%
Homicide	59	79	71	85	71		20.3%
Robbery	3,533	3,721	2,858	2,292	2,912		-17.6%
Theft Over	1,047	1,398	1,228	1,079	1,481		41.5%
<b>Total</b>	<b>32,943</b>	<b>40,202</b>	<b>35,244</b>	<b>35,214</b>	<b>41,736</b>		<b>18.4%</b>

2022 YTD (Sep)	2023 YTD (Sep)	% Chg 2023 over 2022
15,859	18,569	17.1%
6,829	9,092	33.1%
4,498	5,389	19.8%
54	54	0.0%
2,150	2,314	7.6%
1,079	1,334	23.6%
<b>30,469</b>	<b>36,752</b>	<b>20.6%</b>

\* YTD as September 30

\*COVID years

# INVESTIGATIONS AND VICTIM SUPPORT - OTHER CRIME IMPACTS

↑ **130%**

Increase in carjackings from 2019-2022

↑ **32%**

Increase in shooting incidents from 2015-2022

**87%**

Reported human trafficking cases occur in large urban center

Toronto accounted for **22%** of all reported human trafficking incidents in Canada 2011-2021

**382 days**

Is the median length of time to close a human trafficking case in Canada

↑ **37%**

Increase in stabbing incidents from 2015-2022

In the last 6 months, TPS has investigated over **\$152.5M** in reported fraud losses from 8,418 cases

↑ **43%**

Increase in hate crime incidents reported from 2022 YTD vs 2023 YTD (Nov. 18)

# INVESTIGATIONS AND VICTIM SUPPORT - CASE CLOSURE RATES



## Case Closure Rates

From 2015-2022					
MCI	Total Cases	Cleared	Not Cleared	% Cleared	% Not Cleared
Assault	154,039	101,415	52,624	65.8%	34.2%
Auto Theft	42,667	4,217	38,450	9.9%	90.1%
Break and Enter	55,365	13,565	41,800	24.5%	75.5%
Robbery	26,479	11,983	14,496	45.3%	54.7%
Theft Over	9,747	1,694	8,053	17.4%	82.6%
Homicide	603	382	221	63.3%	36.7%

	2015	2016	2017	2018	2019	2020	2021	2022
Assault	71%	69%	68%	64%	65%	64%	62%	64%
Auto Theft	11%	13%	14%	15%	11%	8%	6%	8%
Break and Enter	26%	24%	24%	22%	21%	26%	27%	28%
Robbery	45%	44%	44%	44%	42%	46%	51%	51%
Theft Over	20%	22%	19%	21%	17%	15%	12%	14%
Homicide	64%	55%	46%	65%	58%	69%	64%	85%

TPS started 2023 with **155K** not cleared cases related to the major crime indicators (2015-2022)

Requests for disclosure have remained consistent with an average **30K** requests per year 2015-2022 (excluding 2020 and 2021 COVID years)

## Other notable case closure rates

<b>40%</b>	<b>14%</b>	<b>56%</b>
Carjackings 2023 YTD	Frauds 2023 YTD	Violent Crimes 2023 YTD

\* Data as of September 30

# INVESTIGATIONS AND VICTIM SUPPORT - 2024 BUDGET IMPLICATIONS

## Investments required to increase investigative capacity

### Video Evidence

Every hour of the day TPS creates and collects **100 hours** of video evidence.

It took us over a decade to hit a petabyte of storage from 2010 to 2020 and only 3 years from 2020 to 2023 to hit **our second petabyte** of data in cloud storage.

As of 2023 TPS has focused on centralizing all digital media evidence in a single repository for use by all members for all purposes.

### Disclosure Delays

 Judge tosses gun case over Toronto police delays 'bordering on negligent'

 Toronto Star  
Judge tosses attempted murder charge in latest of four gun cases to collapse over Toronto police conduct

Video and other digital media evidence are becoming required in all TPS investigations and prosecutions.

Body worn camera especially has become crucial evidence for all levels of disclosure - from tickets to provincial and federal criminal court.

### Missing and Missed

 Independent review finds 'serious flaws' in how Toronto police handle missing person reports

#### Toronto Police Missing And Missed Report

Toronto police mark progress with Missing and Missed report recommendations

#### Missing and Missed Status Report

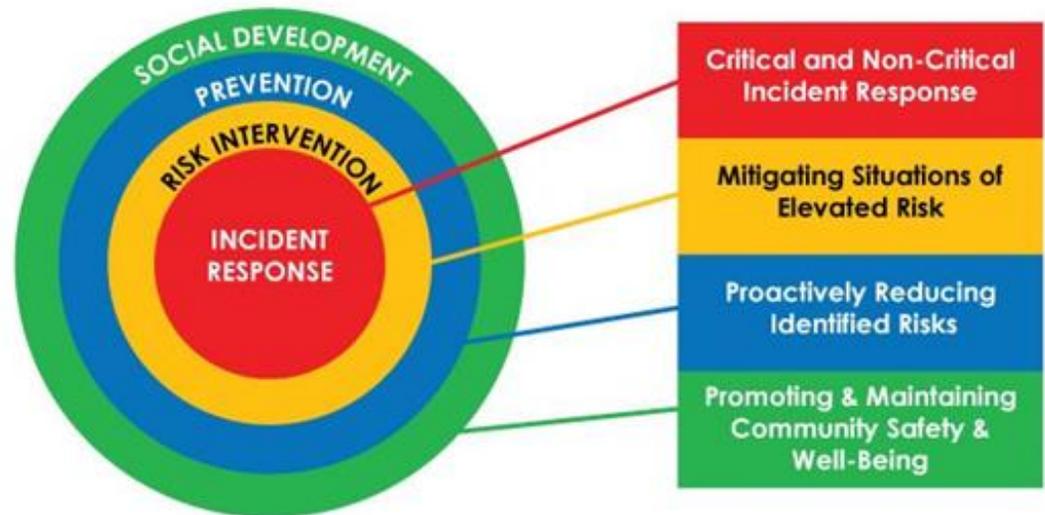
- ✓ 3 main outcomes identified
- ✓ 151 recommendations
  - ✓ 27 implemented
  - ✓ 118 in progress
  - ✓ 6 not yet started

# CRIME PREVENTION

Desired Outcome: The Crime Prevention service delivers crime prevention initiatives and activities that reduce crime, strengthen community relationships, and increase community resiliency and capacity to maintain their own safety.



Delivery of crime prevention initiatives and activities that reduce crime, strengthen community relationships and increase resiliency and capacity to support safer communities together.



## How are we doing – select highlights



### Youth Pre-Charge Diversions

**129**

Youths Diverted

Success Rate

\*Disclaimer: Due to length/potential extension for completion the success rate for youth diversion is not available year to date



### F.O.C.U.S. Toronto

**917**

Acute Elevated Risk Submissions

**896**

Interventions



### Crime Stoppers

**5398**

Tips

**69**

Cleared Cases

**62**

Arrests



### N.C.O. Referrals\*

**351**

Clients Referred

**387.8**

Total Hours

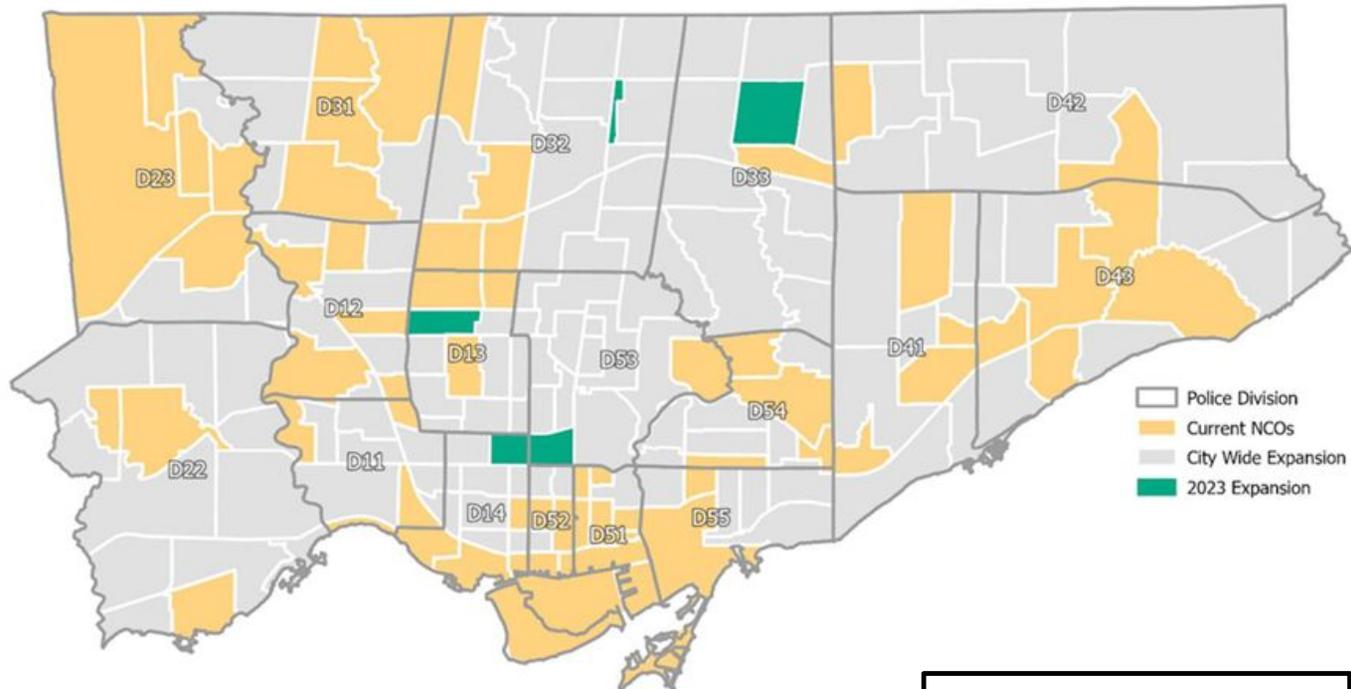
**7.3%**

Events off Duty

Data as of September 30<sup>th</sup>, 2023

\*Limited data set on new rollout of N.C.O. Community Referral App – not City-wide

## Neighbourhood Community Officers (NCOs) by Neighbourhood



Current NCO positions:  
 216 PCs  
 30 Sgts  
 52 out of 158  
 Neighbourhoods

2023 Expansion:  
 232 PCs  
 Additional 16 PCs required  
 56 out of 158  
 Neighbourhoods

**Resources that would be required for City-wide expansion into all 158 neighbourhoods:**  
 Additional 408 PCs  
 Additional 50 Sgts

# NCOP Community Referrals\*

As of September 29th,  
NCOs have made



Total Referrals **288** Clients Referred **351**

Total Time (Hr)



**387.8**

Average  
Per  
Referral

**1.4HR**



Off Duty  
**21**  
**7.3%**

On Duty  
**267**  
**92.7%**

■ Reactive ■ Proactive

**32%**

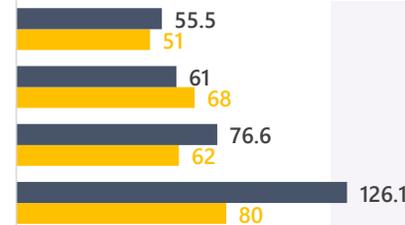


**68%**



Top Situational  
Factors

Drug Use  
Mental Health  
Addiction  
Housing



■ Hrs ■ Referrals

■ Accepted ■ Declined

**217**  
**75%**



**71**  
**25%**



Top Call Sources

**25%**

General/Community Patrol

**25%**

Follow-up

**19%**

Community Request



Individuals

**220**

**63%**



Family

**75**

**21%**

Majority of Referrals  
are made to  
**Adults**

**197**  
**65%**



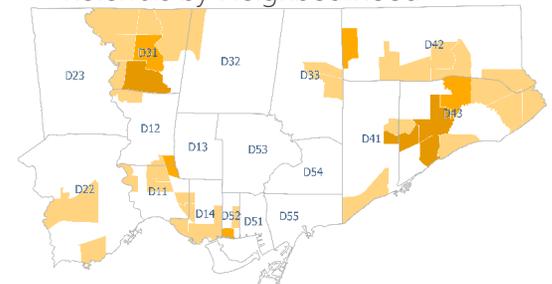
Top Agencies

FOCUS

Streets to  
Homes

Victim  
Services

Referrals by Neighbourhood



# EVENTS AND PROTESTS

Desired Outcome: Complex situations and elevated threats are managed with a timely, coordinated, specialized, and robust response so people in Toronto can enjoy a safe city.

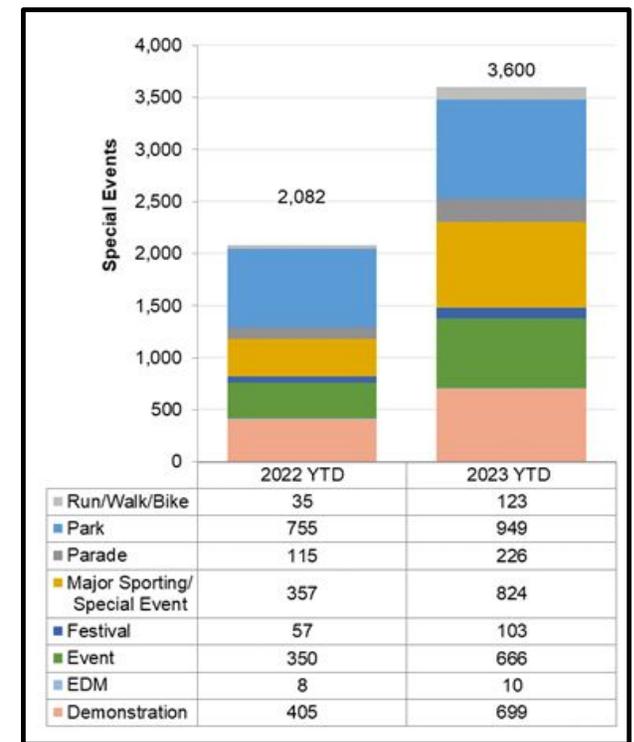
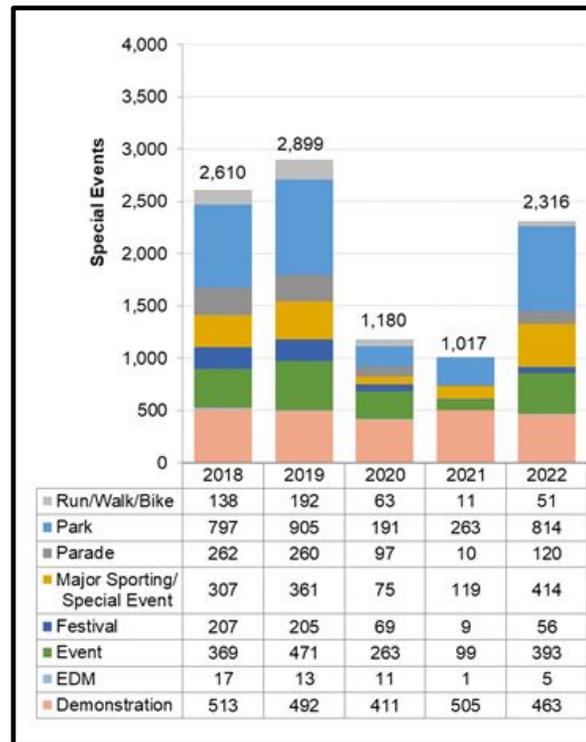


**3,600** events & protests managed in 2023 to date including:

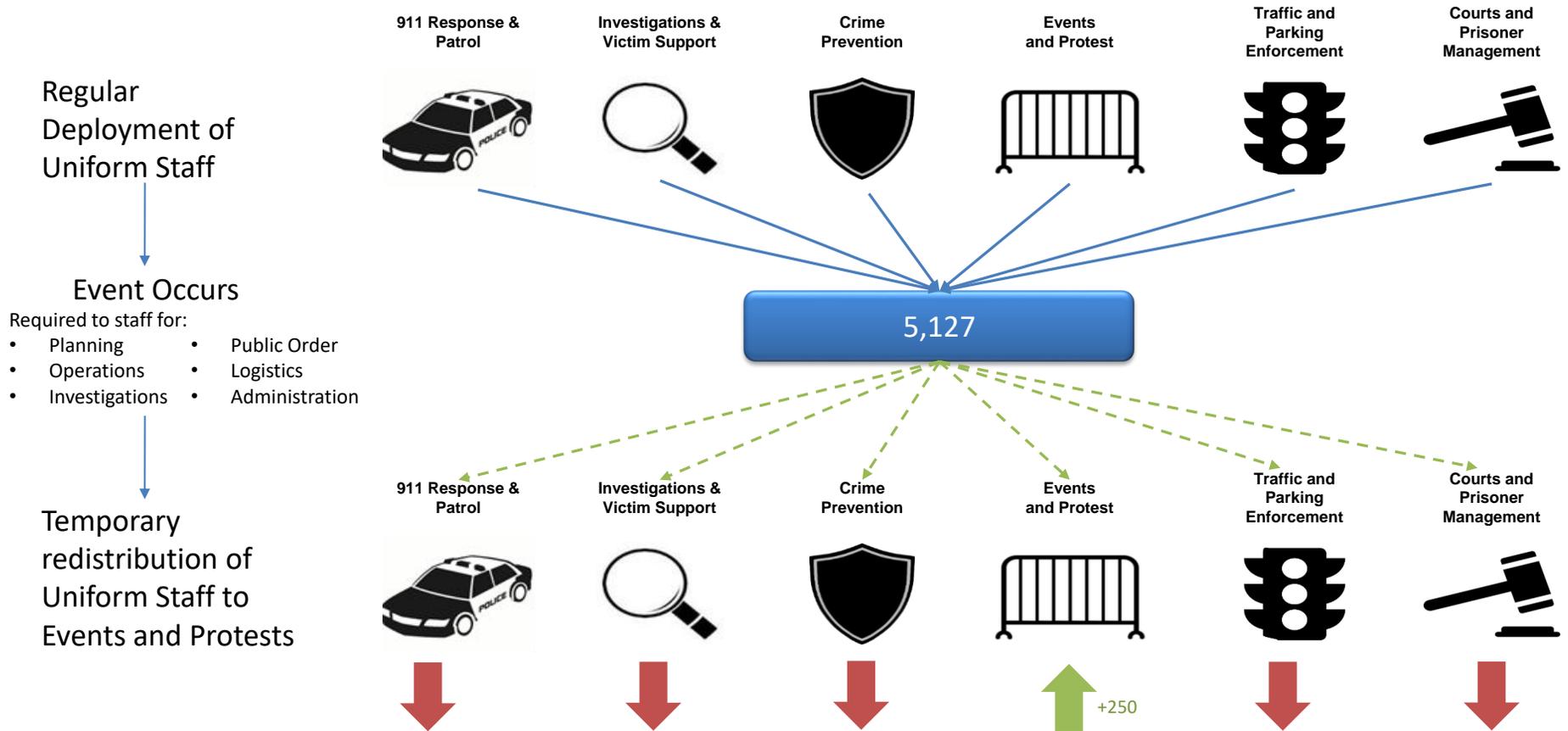
- Sporting events
- Middle East Conflict
- Annual festivities
- Consular impacts

**8** City Divisions can issue permits for events

TPS also pivots to the dynamic needs of the City as necessary, such as the added presence on the T.T.C. early 2023.



# An illustration of what happens during a major event



# EVENTS AND PROTESTS

## - SELECT EVENTS ATTENDED



### Major Annual Events:

- Victoria Day
- Pride
- Canada Day
- Caribbean Carnival
- CNE
- Nuit Blanche
- Santa Claus Parade
- New Year's

### Other Major Projects:

- 2026
  - FIFA World Cup
- 2023
  - TTC Security Initiative
  - Leaf's Playoffs
  - Middle East Protests
  - President Zelenskyy Visit
- 2022
  - Freedom Convoy
  - Rolling Loud Concert
  - Leaf and Raptors games
- 2020-2022
  - COVID-Related Activities
- 2019
  - Raptors Parade

### Assisting Other Police Services:

- Assisted Ottawa Police with:
  - 2023
    - President Biden visit
    - 1 Million March for Children Protest
  - 2022
    - Freedom Convoy
- Assisted Kingston Police with:
  - 2022
    - Homecoming

# EVENTS AND PROTESTS - COST INCREASES FOR EVENTS



## Change 2023 over 2019

↑ **516%**  
Victoria  
Day

↑ **223%**  
Pride

↑ **140%**  
Canada  
Day

↑ **78%**  
Caribbean  
Carnival

↑ **70%**  
CNE

↑ **37%**  
Nuit  
Blanche

## Cost Increases Due To:

- Increased footprint of festivals
- Longer celebrations
- Multiple locations
- Elevated risks
- Larger crowds/ attendance

# EVENTS AND PROTESTS - LOCAL IMPACTS RELATED TO THE MIDDLE-EAST



Project Resolute utilizes 40-50 officers daily for community outreach, hate crime deterrence, and to provide safety and security to different communities

We have also engaged Public Order Units from Toronto, as well as, OPP, Peel, Durham, York and RCMP to assist at larger demonstrations

Uniform members facilitate lawful protest, while not tolerating acts of violence, intimidation, or hate

Multiple events occur daily with attendee count <150

Larger events on weekends with crowds growing from 10K to 20K per event

## Statistics from Oct 7 – Nov 15

**\$3.5M**

Salaries and  
Premium Pay

**7,840**

Community  
Policing  
Initiatives  
logged

**4.7K**

Hours spent  
on  
Community  
Policing  
Initiatives

**7,223**

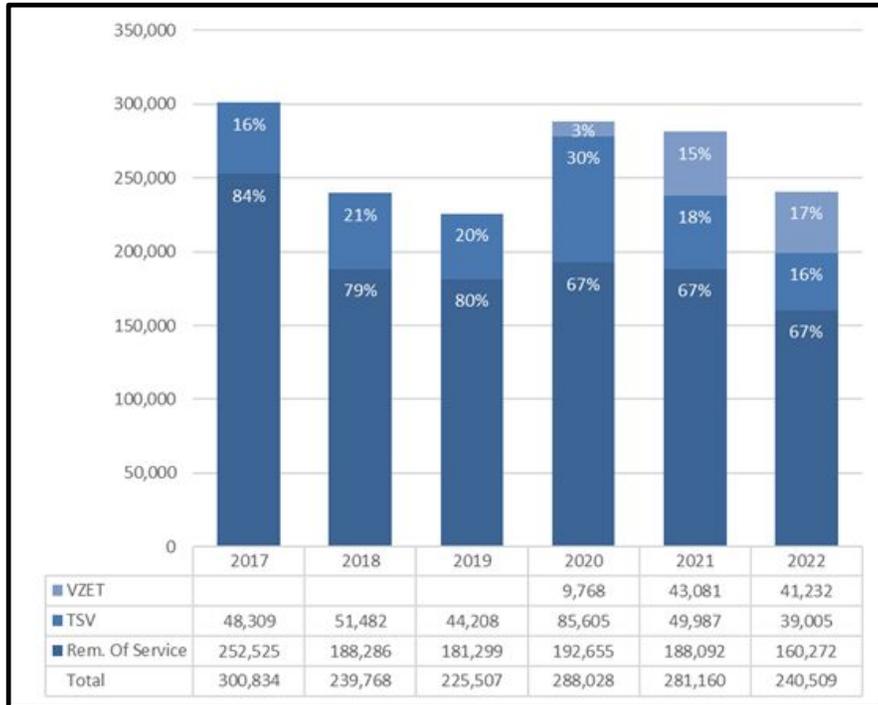
Premise  
checks  
conducted

# TRAFFIC AND PARKING ENFORCEMENT

Outcome: Traffic-related fatalities and serious injuries on Toronto's streets are reduced, and parking regulations are enforced, so pedestrians, cyclists and motor vehicles can safely and efficiently move through the City.

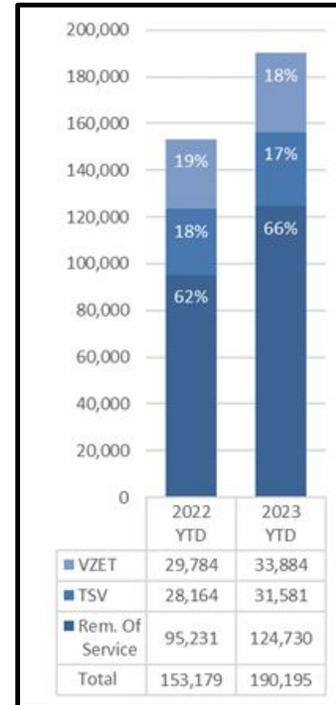


Tickets Issued



Annual Statistics (pre-pandemic)

**73K** Collisions  
**83K** Highway Traffic Act charges  
**25K** Traffic-Related calls for service



Vehicles stopped as a result of R.I.D.E. Grant Program Jan-Mar 2023

**3.8K** Vehicles Stopped  
**3.5K** Roadside check stops resulting in ASD <sup>36</sup>

\* YTD as of September 30

# 2024 Public Engagement



## Early & Meaningful Feedback

Obtaining meaningful & measurable feedback, to determine priorities and inform the 2024 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

## 2024 Public Engagement Opportunities

- City engagement process (survey and engagement sessions)
- Board Budget Sub-Committee Meetings
- Community Budget Survey
- Toronto Police Service Budget Website
- Public Consultations at Board, City Standing Committees & Council



# 2024 Public Survey Results



## 9 out of 10

Respondents expressed concern with a 22-minute response time for officers to attend a high priority call, 54% being very or extremely concerned which is a 3 percentage point increase from 2022



## 92%

Of respondents showed some level of concern that 90% of 911 calls are not answered within 15 seconds. 59% being very or extremely concerned, which is a 3 percentage point increase from 2022



## 88%

Of respondents indicated that it is important to have an Neighbourhood Community Officer assigned to their community. 56% of which said it was very or extremely important. This is a 4 percentage point increase from 2022



## 91%

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 (84%), disputes (77%) and check wellbeing (76%)

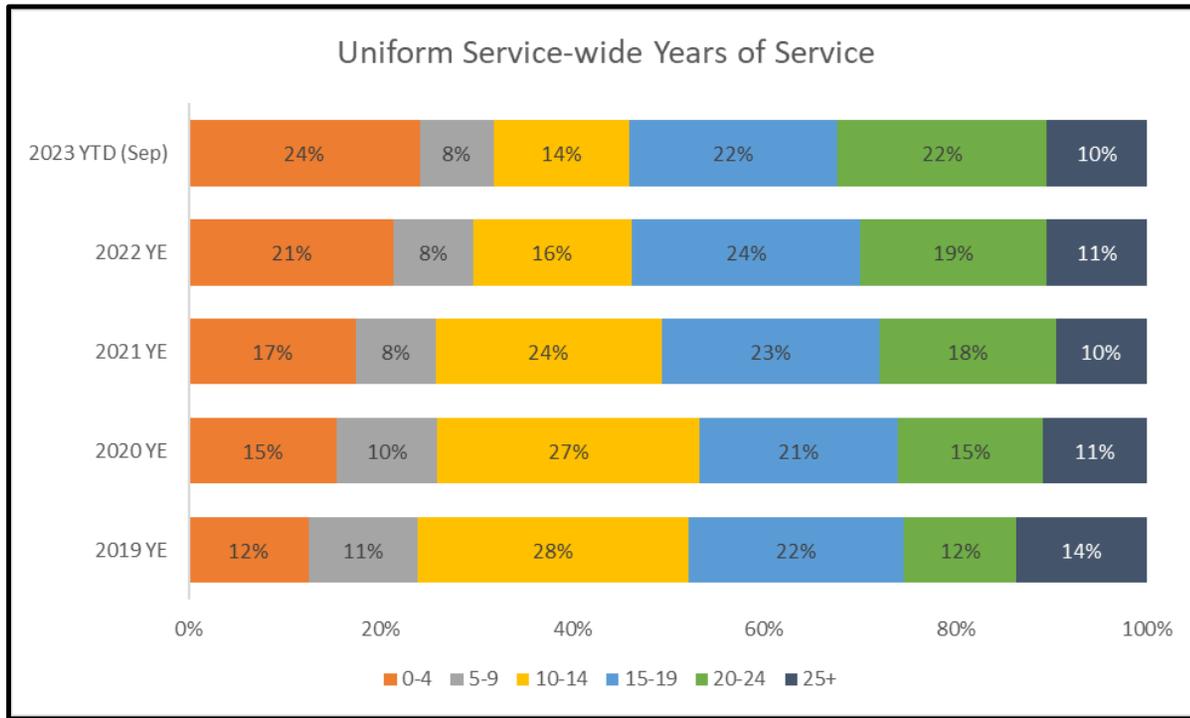
Respondents have indicated that they would like to see an **INCREASE** in:

- 911 Response and Patrol (70%)
- Crime Prevention (63%)
- Investigations and Victim Support (58%)

And **MAINTAIN**:

- Courts and Prisoner Management (65%)
- Events and Protests (58%)
- Traffic and Parking Enforcement (49%)

# Changing Uniform Demographics



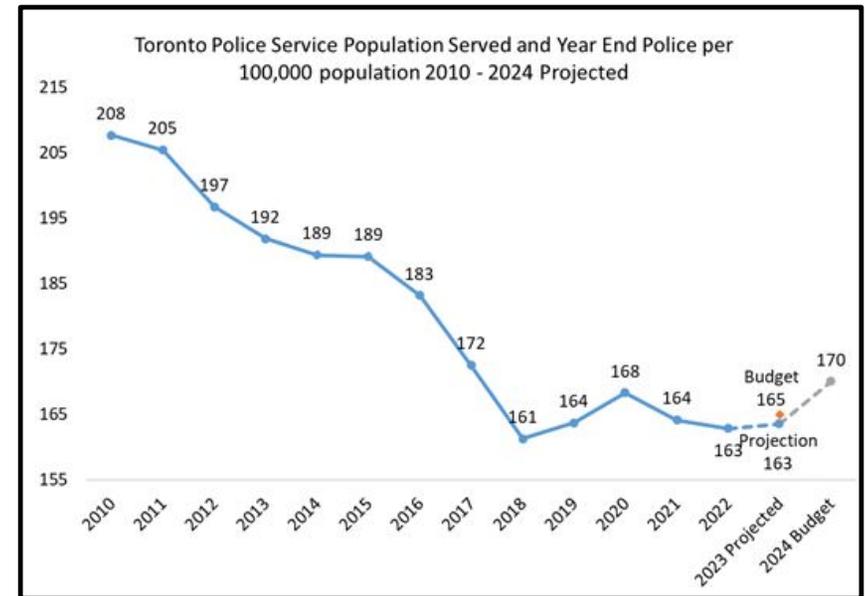
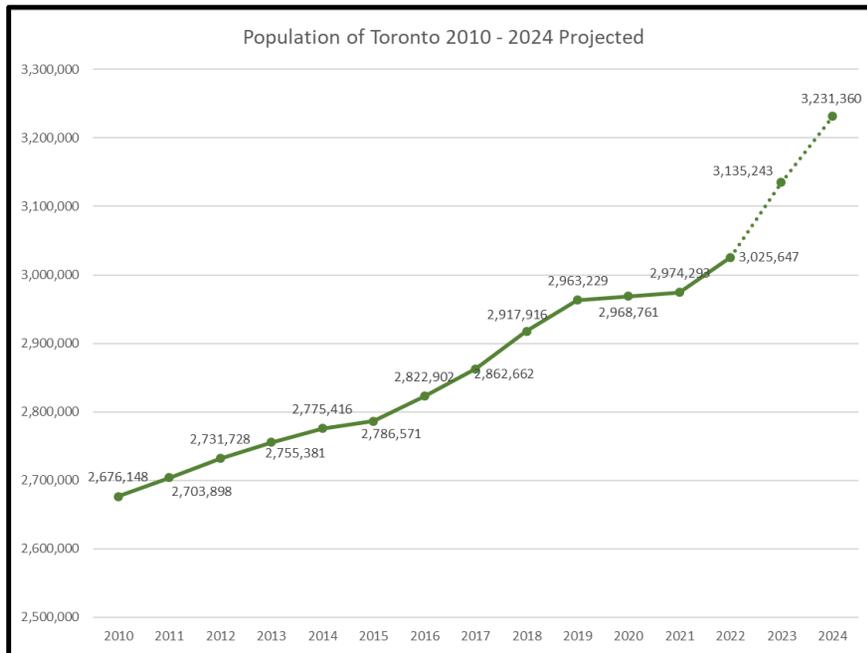
**25%** of the Uniform members have less than five years of experience and this is expected to grow

At any given time, at least **25%** of the workforce can retire

Investment in supervision is critical

# Reminder: The City of Toronto is continuing to grow while the number of officers have decreased

From 2010 to 2022, the population increased by **13.1%** while the number of police officers decreased by **11.4%**. The City is expected to grow as much in two years (2022 – 2024) as it did in the last seven years (2015 – 2022).

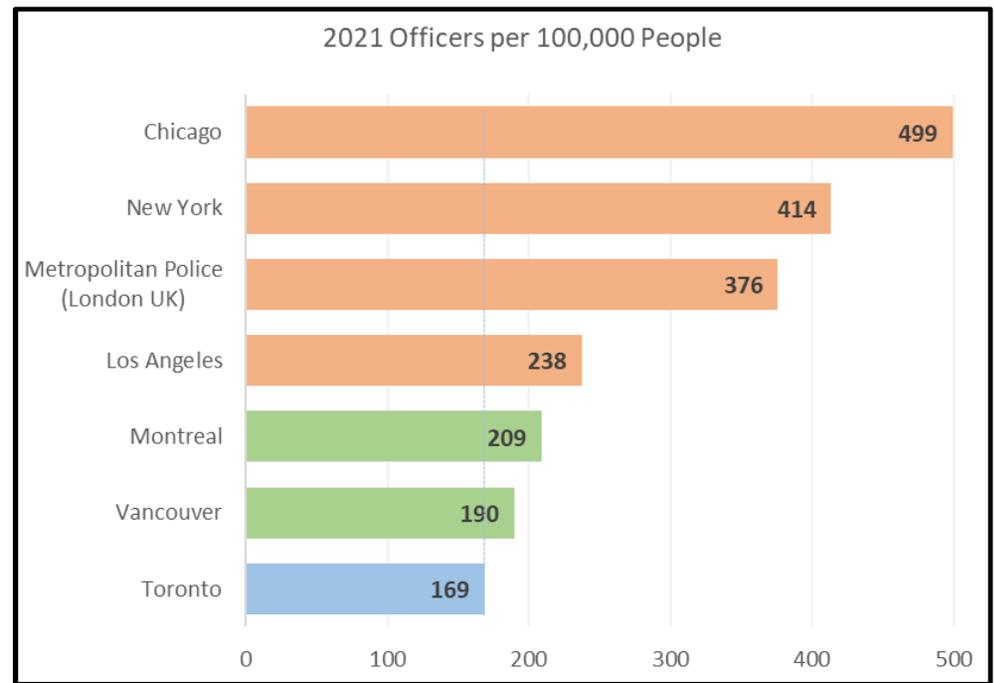
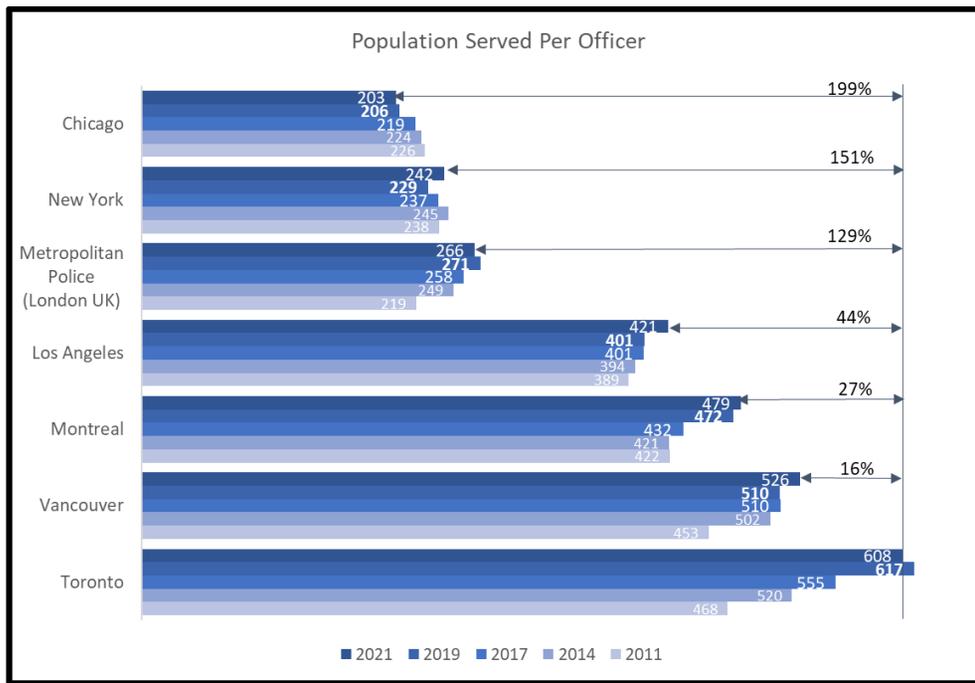


	2022	2023 Budget	2023 Proj.	2024 Budget
Population	3,025,647	3,102,280	3,135,243	3,231,360
Year End Uniform Strength	4,925	5,127	5,126	5,493
Police per 100,000 population	163	165	163	170

\* 2023 Projection as of September 30

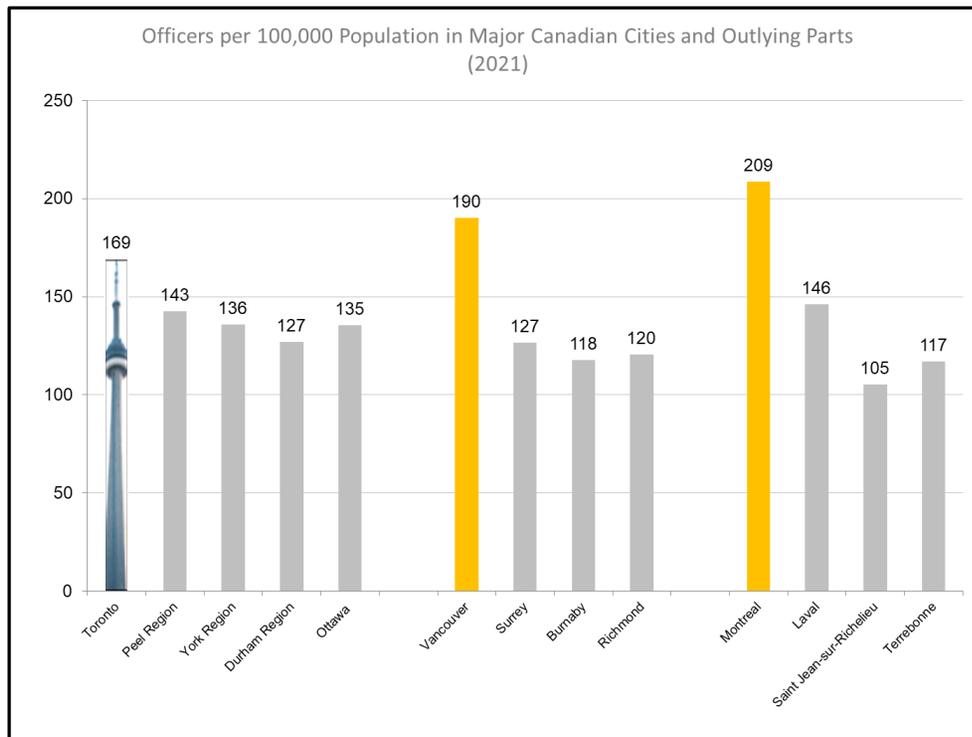
## Reminder: TPS is a relatively lean police service

Toronto had a significantly higher rate of population served per uniform officer, as compared to other large, urban police services.



Data Sources:  
 Canada: Police personnel and selected crime statistics, municipal police services, Table 35-10-0077-01  
 United States: Federal Bureau of Investigations Crime Data Explorer, Law Enforcement Employees Data 1960-2022  
 United Kingdom: Metropolitan Police: Home Office, Police Workforce: England and Wales: 31 December 2021 (Police Officers taken total sworn officers, Population and household estimates, England and Wales: Census 2021; Office for National Statistics (ONS))

## TPS is closer in comparison to its surrounding suburban police services than the other major Canadian urban cities



Surrounding suburban areas typically have lower ratios of officers per capita due to 'diseconomies of scale' and different policing requirements unique to urban areas

Of the 3 major urban cities in Canada, Toronto had the fewest officers per 100,000 population in 2021 (169), while Vancouver had 12% (21) and Montreal had 23% (39) *more* officers per 100,000

# Summary of resource requirements to address service levels and supervision gaps

## Uniform 2024 Resource Requirements:

- Required to prevent further degradation of service levels amid growth in demands and to address supervision gaps
- Hiring to fill Ontario Police College allocation of four classes, 120 per class
- Hiring plan for 2023 and 2024 results in 366 net new deployed officers by end of 2024
  - PRU, investigative backfills and supervision
- Assuming Uniform separations of 160 for 2024 and 2025 due to hiring freeze in 1992-1993
- Results in a cop to pop ratio of 170 in 2024

## 80-100 civilian functional gaps:

- Technology Roles
- Crime Scene Technicians
- Property and Evidence Management
- Training and Equity
- Conduct and Accountability
- AG Recommendations and Reform

CIVILIAN COMPOSITION	2023 Approved Positions	
	Staff	% of total
■ Court Officers	574	
■ Bookers	73	
■ Station Duty Operators	84	
■ Communications Operators	325	
■ Special Constables	136	
■ Crime Analysts	32	
■ CISU	11	
<b>Direct Support</b>	<b>1,235</b>	<b>48%</b>
■ Divisions, Detective, Operational units - support staff	463	
■ Property and Video Evidence Management	61	
■ Fleet Mechanics and Support staff	105	
■ Information Technology Services	210	
■ Strategic Management and Governance	8	
■ Records Management	206	
<b>Total Indirect Support</b>	<b>1,053</b>	<b>41%</b>
■ Other - Finance, H.R., Prof. Standards, etc.	275	11%
■ Additional Staffing Request		
<b>TOTAL</b>	<b>2,563</b>	



**Thank You**

**Toronto Police Services Board  
Budget Committee Meeting  
November 27, 2023**

---

**\*\* Speakers' List \*\***

**1. Board Budget Committee Meeting**

Deputations: Jaime Kirzner-Roberts (in person)  
*Center for Israel and Jewish Affairs*

Maxime Robert (in person)  
*UJA Federation of Greater Toronto*

Miguel Avila (in person)

Sandra Zisckind (in person)

Kris Langenfeld (virtual)

Tom Mihalik (in person)

Sam Goldstein (in person)

Carly Kalish (in person)  
*Victim Services Toronto*

Norman Gardner (in person)  
*Yonge Street Corridor Association*

Derek Moran (written deputation included) (in person)

Brandon Marek (in person)  
*Harlo Entertainment*

Dan Panneton (in person)  
*Friends of Simon Wiesenthal Center*

Anna Willats (written deputation included) (virtual)  
*Toronto Police Accountability Coalition*

Howard Morton (written deputation included) (virtual)  
*Law Union of Ontario*

Rabbi Samuel Kaye (in person)

Sean Meagher (in person)  
*The Change Lab*

## Budget Committee

Last September I came and spoke on the paid duty performed by TPS officers while on day off..to watch on Construction sites.. Chair Morgan somehow or miraculously agree that it should be done by "TRAFFIC WARDENS" to replace the expensive use of Toronto Police Officers..

During this meeting I stated the following:

Number one myth: Officers that wear their uniforms are paid for their time as is in the collective agreement if you have any doubts look at the PRIDE MARCH.. it is noticed that those officers MARCHING on UNIFORM on their day off still get paid for the simple purpose of wearing their uniform...

FACT: The officers get PAID through the Company that contract out their services and that generates revenue for whom? The TPS? Or the OFFICER on Uniform?

- A new deal for Toronto .. the report is set to be deliver this week perhaps you will be noticed that the PROVINCE has requested the FEDERAL partners to join in the discussions for the "NEW DEAL" to build housing with support for Torontonians.. it is my understanding that the participants will be providing a framework to developed the plan "down the road" meaning 4 years in to the new provincial elections.. same language I heard from the Minister of Finance on the Fall ECONOMIC STATEMENT.. housing for our homeless yes maybe 4 years down the road...

I attended the BUDGET CONSULTATIONS meetings and I left this card to Olivia Chow

IF no new deal is secure with the Province and the Federal Government there is

PLAN B:

How did we do?

BUDGET TC	YES	NO	SORT OF
I'm glad I came.	✓		
It was easy to participate.	✓		
I learned something.	✓		
I'd participate again.	✓		
Comments?	<p>PLAN "B"</p> <p>OLIVIA o Defund the Police by 50%</p> <p>HOW o IF we don't get a new deal w/</p> <p>the PROVINCE AND FEDERAL GOVERNMENTS</p>		

On November 8 2023 two important item that may have an effect to the Police Budget were considered..

EX9.10

The City approved the expansion plan of the Toronto Community Crisis Service. I was one of the speakers. Toronto's fourth emergency service

City Council request the Province of Ontario to fund the expansion of the Toronto Community Crisis Service, in alignment with the 75/25 cost-sharing funding model, for public health services and to increase investments to close the service gaps in mental health services and addiction recovery programs, including detox beds and broad options for affordable and supportive housing.

8. City Council forward this Item to the Toronto Police Services Board for information.

**IE7.4 - Updates on Vision Zero Road Safety Initiatives - New Traffic**

**Calming Policy, Community Safety Zone Criteria, Zebra Marking Policy,  
Approach to Area-Based Speed Limit Reductions and Related Council  
Requests**

**More emphasis in required to use Traffic Wardens vs Toronto Police  
Officers ..**

# We Project a Capital Budget Underspend

**Table 1: Capital Variance Summary**

Table 1 Corporate Capital Variance Summary for the Period Ended June 30, 2023					
	2023 Approved Budget*	2023 Q2 Actual Expenditures		2023 Projected YE Expenditures	
	\$M	\$M	%	\$M	%
City Operations	2,651.6	658.1	24.8%	1,963.6	74.1%
Agencies	1,735.3	541.2	31.2%	1,554.7	89.6%
<b>Tax Supported:</b>	<b>4,386.9</b>	<b>1,199.3</b>	<b>27.3%</b>	<b>3,518.3</b>	<b>80.2%</b>
<b>Rate Supported:</b>	<b>1,562.3</b>	<b>378.7</b>	<b>24.2%</b>	<b>1,318.0</b>	<b>84.4%</b>
<b>TOTAL</b>	<b>5,949.2</b>	<b>1,578.1</b>	<b>26.5%</b>	<b>4,836.3</b>	<b>81.3%</b>

\*Note: Includes 2022 carry forward funding

## Which We Do Every Year

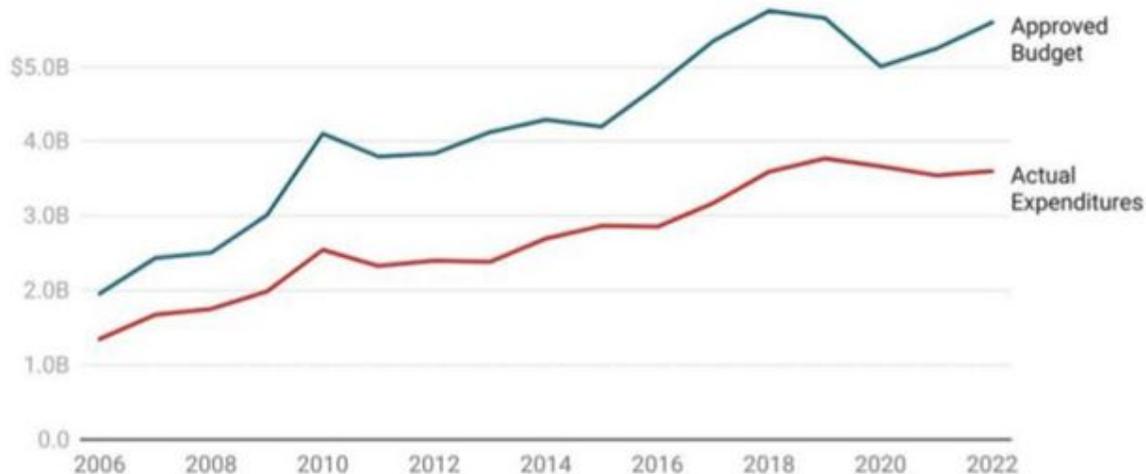


Chart: Damien Moule & Matt Elliott for City Hall Watcher • Source: Toronto Capital Variance Reports (TMMIS) • Created with Datawrapper

Damien Moule here at Executive Committee in a very nice way explains the Budgeting Fraud that has been going on at the City of Toronto ever since the Mayor Miller years, in which they UNDER-SPEND their budget, and every year only spend 2/3rd's of which they budgeted for... so how are we in a \$1.5 Billion hole? ...sounds like nothing more than a Shell-Game they are playing at Toronto City Hall

[https://www.youtube.com/live/t1NdH78\\_mEc?si=renFZA5Xa9LA6s7Q&t=666](https://www.youtube.com/live/t1NdH78_mEc?si=renFZA5Xa9LA6s7Q&t=666)

# The Unspent Money Stays in Reserves

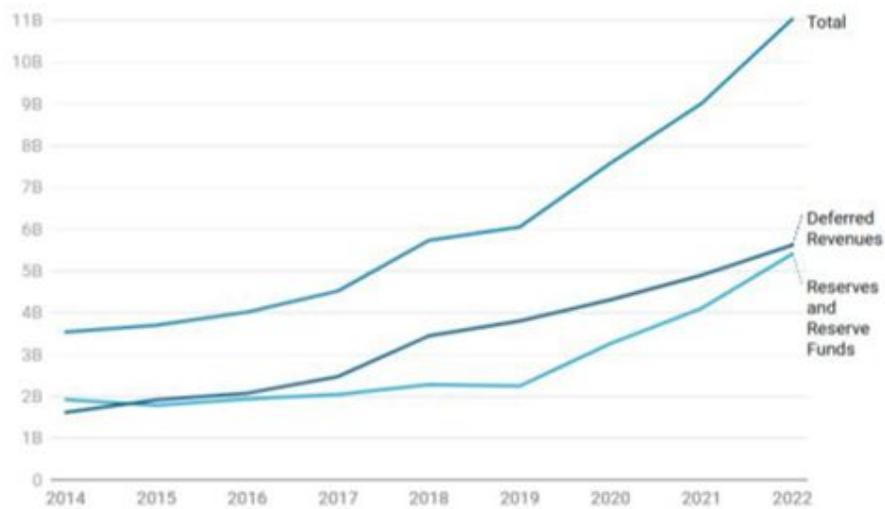


Chart: Damien Moule - Source: Toronto Reserves, Reserve Funds, and Deferred Revenue Reports (TMMIS) - Created with Datawrapper

## Which Leads to Some Strangeness

- In 2022:

Capital Budget Underspend <sup>EX6.3</sup>	\$2B
Transfer to Reserves from Operating Budget <sup>EX6.8</sup>	\$1.3B
Capital from Current <sup>EX6.4</sup>	\$340M
Debt Issued <sup>DB15.1, DB16.1, DB17.1, DB1.1</sup>	\$1.2B

Overestimating the Capital Budget makes sure projects are fully funded well in advance.

This is **cautious**, but it is not **free**.

Graphic Matt Elliott: On an item about the capital budget, Councillor Lily Cheng asks if it's true the city is projected to underspend on projects by \$1.6 billion at year-end. Staff say yes. 12:19 PM · Oct 12, 2023  
<https://twitter.com/GraphicMatt/status/1712503279404400710>

Deputy Mayor McKelvie asks: "Are we over-budgeting...?"

Then interim CFO Stephen Conforti starts off with - "the way we budget our Capital program...", then, he resets and switches it up to, "but we wouldn't issue debt until the project actually incurred expenses"

[https://www.youtube.com/live/t1NdH78\\_mEc?si=HdfrfvcC8HX-CKYM&t=1209](https://www.youtube.com/live/t1NdH78_mEc?si=HdfrfvcC8HX-CKYM&t=1209)

Toronto Police Accountability Coalition

[www.tpac.ca](http://www.tpac.ca) info@tpac.ca

To Toronto Police Service Board

November 24, 2023.

Subject: 2024 Operating budget meeting, November 27

The submission by the police service argues that because of numerous trends which increase the need for police services, the service must hire a net of 366 new officers – as well as replacing the 120 expected to retire or leave the force – by the end of 2024. This recommendation is consistent with what the Toronto police service, and indeed most other police services across the country, recommends almost every year: it should expand and expand.

But as many have argued, this is not a smart strategy for cities to agree to. A recent article by Ted Rutland in [‘The Conversation’](#) notes: “The continued over-investment in policing is a limited and contradictory approach to safety. For one thing, police forces don’t address the root causes of violence and other harms. Research has shown the “deterrence effect” of policing to be weak, while aggressive policing often impairs the social relations and institutions that normally keep violence and conflict in check.

“Too often, however, city leaders equate safety with policing, and throw public money at an institution that actually creates unsafety for many people while failing to prevent violence and other harms.”

The article concludes, “The broad imperative is to significantly reduce police budgets for 2024, while reallocating funding to some of the many services and programs that give people more safety and police less work to do.”

See <https://theconversation.com/canadian-cities-continue-to-over-invest-in-policing-217344>

Any consideration of the police service requests to expand must be reviewed in light of this analysis.

**The general direction of TPAC proposals over the last 15 years is to get police out of trying to do everything related to how society and communities function, and instead to focus on addressing violent threats and crime. This is a necessary change which the Police Board must make.**

The police service report tries to argue that the Violent Crime Index is a serious problem for Toronto, but it does not provide an appropriate context. Statscan produces the Crime Severity

Index, which looks at criminal charges that result in imprisonment, basing the index on the number of such crimes per 100,000 people.

The Violent Crime Severity Index shows a small increase from 2018 to 2022: 83, 90, 88, 93, 97. But it is not evenly distributed across the country. In Ontario, for instance, the severe violent crime index is 60, 61, 55, 56, 58 – substantially lower than the rest of the country, and lower in 2022 in Ontario than in 2018 and 2019.

The Ontario picture is mirrored in Toronto where Violent Crime Severity Index is 79, 78, 66, 65, 75, showing a large increase from 2021 to 2022, but down from 2018 and 2019. Kingston, on the other hand, shows a higher violent crime index: 73, 67, 74, 77, 84. Toronto has the lowest Violent Crime Index of any city in Canada, except for Quebec City. And this is the case even though Toronto has fewer officers per capita than most other cities. And, as many commentators have noted – although the Toronto police service does not – the rate of crime and the number of officers have little relationship to each other.

\*\*

Here are issues derived from the police service presentation to this meeting which the Police Board must address:

a) Mental crisis calls.

Finally, a system has been created to divert some of these calls to the Toronto Community Crisis Centre primarily run by the Gerstein Centre. However, in the initial roll out of this system, only 1000 calls were diverted, and 12,000 were handled by police. Many more calls must be diverted so that they can be effectively dealt with by community agencies which can respond better at much lower cost. There is a growing body of evidence from jurisdictions in the United States that community agencies can deal with almost all such calls, and that police do not need to attend to those that they consider violent – community agencies know how to de-escalate and resolve most of these situations without involving police.

If we assume that half of such calls are referred to TCCS during 2024, there will be a significant savings in the number of officers needed for these tasks. By 2025, some 90 per cent of these calls should be handled by community agencies rather than by police. The public will be better served, at less public expense, and the police force can shrink.

**There are two implications of such a change: funds should be shifted from the police service to community agencies – perhaps \$20 million in 2024? – and the number of police officers required will shrink.**

**The Police Board should make both these changes in the 2024 budget.**

b) Youth and neighbourhood policing

The police service states that there were 129 instances of youth pre-charge diversions in one year, or one every third day for all 5000 officers. This is an astonishingly low number. Clearly youth diversion is not a priority for the police service.

Keeping youth out of the criminal justice system should be a priority: evidence shows clearly that once a youth is caught in the criminal justice system, life choices deteriorate significantly, at great cost to society and to the individual. The best way to ensure pre-charge diversion is to increase support for community youth services and get police out of this activity.

The ineffectiveness of current police practise can be seen in the Neighbourhood Policing data. Some 246 uniformed officers are assigned to neighbourhood policing, and they made a total of 288 referrals during the first nine months of 2023 – just over one per officer during a period of 300 days. This is hardly an efficient use of resources. The police presentation states that many people like neighbourhood policing, but it clearly is more of a public relations exercise than a service which addresses violent crime or makes anyone safer.

**Continuing to place so much emphasis on neighborhood policing is not a good use of limited public money. The Police Board should scale back community policing and take some of the funds in the police budget devoted to this purpose - \$20 million represents about half the cost in 2024 – and ensure it is used for youth and community services, while reducing the number of officers by about 125.**

c) Homelessness and drug overdoses

The police service presentation does not address the number of officers and the time spent on these kinds of calls. One suspects both are significant. Again, these calls are much better handled by non-police personnel, and the public funds invested in community supports than to the police.

**The Police Board should address this issue by securing more information from the police service, then make the appropriate adjustments in reducing the number of officers and relinquishing the funds involved, perhaps some \$30 million a year, to agencies best qualified to address these issues.**

d) Public events – parades, demonstrations, etc.

The police service states it dealt with about 3600 such events in 2023. These events clearly need to be staffed, but it is a significant waste of resources to require armed police officers in great numbers to all these events. Surely most staff at these events could be those who are not uniformed officers, at significantly less cost. Some events may require more officers than other staff, but most will require only a few officers to manage other trained non-professional staff.

**The Police Board should immediately put in place a system of securing non-professional staff to be assigned to assist at these public events, thus reducing the number of uniformed officers required, and saving significant amount of money – perhaps \$10 million in 2023.**

**\*\***

### **Other comments on police spending**

The following issues are not addressed in the police service presentation, but the Board should deal with them, since they can result in considerable reductions in police spending.

#### 1) Suspensions without pay

The current practise of suspending officers facing criminal charges or disciplinary offenses only if they are fully paid must be ended. Instead, the chief should be authorized to suspend officers without pay, as now occurs in Alberta. The Association of Chiefs of Police in Ontario has made this demand for several years, but the provincial government has always refused to make this change. The Board and the service should press for this change, at least for Toronto.

The police service probably has a firm figure of what suspension with pay cost in 2023. The annual savings in Toronto would probably be in the order of \$12 million. As well, suspension without pay will help to curtail the drawn-out process of resolving suspension disputes, now often involving years of delays and appeals since the officer is being fully paid during this process. This should add at least another \$1 million to the savings.

#### (2) Dispense with two officers in a car after dark

In 2019, agreement was reached with the Police Association to loosen the rule requiring two officers in a car after dark. The agreement stated 'Where the parties agree that officer and public safety will not be compromised, they may mutually agree to modify or waive the application of the two officer two officer patrol car requirement in order to improve the capacity of the Service to more flexibly meet operational demands.' Nevertheless, the general practice remains that there will be two officers in a car after dark.

Some 97 per cent of calls for police service do not involve violence, and for those calls the police response should not involve two officers in a car. Using this approach, some 200 officers could be freed up with only one officer in a car during nighttime shifts for these calls. The savings in 2024 if implemented immediately would be considerable since 200 fewer officers would be needed on the force – in the order of \$35 million a year.

#### (3) Disband the mounted unit

The mounted unit is a service which is not necessary in today's police service. It serves mostly a public relations role, and any policing functions it provides such as searching rough terrain can be provided in other ways, such as by drones.

The annual cost of the mounted unit is \$6 million. **The unit should be disbanded.**

#### 4) Premium pay

Since the police force expanded by 200 officers in 2023, the amount budgeted for premium pay – close to \$60 million in 2023 - should be reduced by \$20 million.

#### 4) Body cameras

The police service reports that 100 hours of video is produced by Toronto police every hour of every day. Astounding. One can hardly believe that this is a useful way to spend public money, often just to show that the officer has not done something which is contrary to regulations or the law.

No cost is given for the time and other expenses associated with taping, storage, or analysis. The Board should secure a cost figure for this and then determine how it can be reduced.

#### 5) Ticketing

Do we really need armed officers to be ticketing parked cars (as shown in the photo accompanying the police service presentation)? The number of officers assigned to this, and the time spent, is not shown, but there is no need for the police to be doing this – Toronto parking officers can do it just as effectively for much less money. The Board should indicate that it will stop providing this service.

It also makes sense for the police to generally withdraw from traffic stops and traffic management such as when traffic lights fail, and be replaced by unarmed trained staff, who can provide this service for less cost and probably more effectively. Again, the police should concentrate on violent crime, not on traffic management. The Board should begin a process to get police out of these activities and reduce spending accordingly.

#### 6) Police patrol

Some two thirds of police time is spent on random patrol, driving around the city to see what is going on. It is a great waste of time, money, and police resources. Fire departments stopped doing random patrols more than a century ago.

The Board should indicate it wishes to stop random patrols, with significant savings in staff and public money. Studies indicate that patrols do not make members of the public feel any safer, and patrols do not decrease or increase crime rates or uncover random crime. Instead, police should be available for priority responses, which the police service shows currently average an unacceptable wait time of 22 minutes.

7) Begin a program to disarm rank and file officers.

As reported to the Board in September 2021, in the first four months of 2021, Toronto police received 300,000 calls for service. Of those, 10,000 were 'calls involving violence'. The overwhelming number of calls, 97 per cent, did not involve violence. But each officer who attended a call for service had a gun, a conducted energy weapon and body armour.

An effective response to these 97 per cent of calls is an officer with a cell phone and a paper and pen, or indeed a community response that does not involve police. Calls involving violence can be handled by the Emergency Response Team.

The police service should begin de-escalating its response by getting rid of this expensive hardware for most of the calls most of the time. Only a limited number of officers need this equipment. Police relations with community members will improve, officers' de-escalation and communication skills will improve, and there will be significant cost savings in armour, guns, ammunition, and tasers. The amount in the 2023 budget for guns and ammunition is almost \$2 million.

\*\*

This budget cycle gives the Police Board the opportunity to look closely at what police currently do and make changes to have police begin to concentrate on violent threats and crime, leaving other activities to other agencies and services which can provide better community security and safety for much less money and much better results.

We challenge the Police Board to begin making these necessary changes, particularly in these times of financial restraint.

Yours very truly,



Anna Willats, John Sewell  
for Toronto Police Accountability Coalition

# LAW UNION OF ONTARIO

---

25 CECIL STREET  
TORONTO, ONTARIO M5T 1N1  
TEL. (416) 964-7406 EXT.153  
FAX. (416) 960-5456

November 27, 2023

Chair Ann Morgan  
Budget Committee  
Toronto Police Services Board  
40 College St.  
Toronto, ON M5G 2J3

Dear Chair Morgan:

We are asking the Budget Committee and the Board to require the Chief to publicly post the TPS expenditures for the years 2022 and 2023 and the proposed budget figures for 2024 in accordance with the Board's Budget Transparency Policy. The Policy requires the Chief to:

1. Post an annual line-by-line breakdown of the Toronto Police Service's operating and capital budget requests to the Board on the Service's website **at the outset of every annual budget process;**

The Board is in the midst of the annual budget process yet neither the full 2023 actuals to Q3 nor the 2024 budget figures have been posted. This failure makes any meaningful public input into the budget process impossible.

We also ask the Committee to require the Chief to provide a breakdown of expenditures by program, function and services as required by the Board's Budget Transparency Policy which states:

... the Chief of Police will:

3. **Organize all line-by-line breakdowns by individual program area, function and service delivered**, subject to the need to protect investigative techniques and operations, and in such a way as to provide maximum transparency to the public, including providing the breakdowns in a machine-readable, open dataset format, with a view to facilitating accessibility and meaningful analysis of this information;

Again, this information is needed to have meaningful public input into the budget process and for the Board to properly its duty to determine the police budget for submission to City Council.

We have raised this failure of the Chief to comply with this Board policy in the past, only to be met by the police maintaining that their virtually meaningless breakdown of expenditures that makes no reference to specific programs, functions and services complies with the Policy (it obviously doesn't) and by inaction by the Board to enforce its own policy.

It is clear the very detailed TPS presentations to this Committee on September 25, 2023, and November 27, 2023 that the figures are available. The November 27 presentation lists the many police and civilian staff members involved in a functional analysis of the budget. These include:

- Four analysts for "Analytics & Innovation"
- Four analysts for "Budget & Financial Analysis"
- Thirteen senior officers and one senior manager
- Two Deputy Chiefs.

The presentations focus on carefully selected program areas to make the police case for an increased budget. There is a detailed analysis of the 911 Call Centre, the Call Diversion program and the Toronto Community Crisis Service, but without any reference to expenditures to date or estimates for the coming year. These are references to specific programs without any budget estimates provided:

- Project Resolute
- Hate Crime Task Force
- Provincial Carjacking Task Force
- Centralized Fraud Intake Office
- Youth Pre-Charge Diversions
- F.O.C.U.S. Toronto
- Crime Stoppers
- Neighbourhood Community Officers Referrals
- R.I.D.E. Program

The budget and expenditure figures are obviously available for these and other programs and should be released.

Finally, we repeat our request that the TPS and/or the Board release the expenditures and estimates for the following departments and their units:

Intelligence Services

Organized Crime Enforcement

Integrated Gun & Gang Task Force

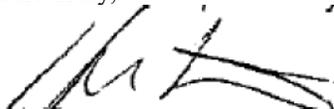
Drug Squad

Financial Crimes

Prov. ROPE, Bail & Parole, Fugitive Squad

The TPS's current practice is to lump the actuals and budgets for these departments and units under one unhelpful category called "Detective Ops Confidential" and not provide a breakdown of these figures.

Yours Truly,



Howard Morton

For the Police Committee of the Law Union of Ontario