BOARD's BUDGET COMMITTEE
MEETING AGENDA
Monday, December 8, 2025 at 6:00PM
Livestreaming at
https://youtube.com/live/H28KgTgZREQ?feature=share

Call to Order

Indigenous Land Acknowledgement

Declaration of Interests under the Code of Conduct for Members of a Police Service Board Regulation and the *Municipal Conflict of Interest Act*.

Items for Consideration

1. **2026 Budget Requests**

   1.1 November 28, 2025 from Myron Demkiw, Chief of Police
   Re: 2026 Toronto Police Service Operating Budget

   1.2 November 27, 2025 from Myron Demkiw, Chief of Police
   Re: Toronto Police Service 2026-2035 Capital Program Request

   1.3 November 27, 2025 from Myron Demkiw, Chief of Police
   Re: Toronto Police Service Parking Enforcement Unit – 2026 Operating Budget Request

   1.4 November 25, 2025 from Sandy Murray, Interim Executive Director
   Re: Toronto Police Service Board 2026 Operating Budget Request

Adjournment

Next Meeting

Regular Board Meeting
December 10, 2025
Hybrid Board Meeting – at Police Headquarters, 40 College Street or virtually via WebEx

Members of the Toronto Police Service Board's Budget Committee

Shelley Carroll, Chair

Chris Brillinger, Vice-Chair
Lisa Kostakis, Member

1. 2026 Budget Requests

1.1. 2026 Toronto Police Service Operating Budget

PUBLIC REPORT

November 28, 2025

To: Budget Committee
Toronto Police Service Board

From: Myron Demkiw
Chief of Police

Subject: 2026 Toronto Police Service Operating Budget

Purpose: ☐Information Purposes Only ☒Seeking Decision

Recommendations:

It is recommended that the Toronto Police Service Board Budget Committee:

1) receive the Toronto Police Service (Service) 2026 net operating budget request of $1,432.9 Million (M), a $93.8M or 7.0% increase over the 2025 approved budget for consideration; and

2) forward a copy of this report to the Toronto Police Service Board (Board) for consideration and recommendation for approval.

Financial Implications:

The Service's 2026 net operating budget request is $1,432.9M ($1,704.3M gross) reflecting an increase of $93.8M or 7.0% over the 2025 approved budget. This request includes the impacts from continuation of the Multi-Year Hiring Plan, increases related to the 2025-2029 Collective Bargaining Agreements (C.B.A.), and legislative requirements under the Community Safety and Policing Act, 2019 (C.S.P.A.). The impacts of the Federation Internationale de Football Association (F.I.F.A.) World Cup 2026 are included, with offsetting revenue, for a net zero impact on the net budget.

Table 1 summarizes the Service's 2026 operating budget request.

Table 1: Summary of 2026 Budget Request

Category	2025 Budget $Ms	2026 Request $Ms	$ Change Over 2025 Budget Category	% Change Over 2025 Total Budget
Salary Requirements	$1,025.7	$1,068.8	$43.0	3.2%
Premium Pay	$69.8	$69.8	$0.0	0.0%
Statutory Deductions and Benefits	$308.5	$316.7	$8.2	0.6%
Reserve Contributions	$13.7	$13.7	$0.0	0.0%
Other Expenditures	$114.3	$128.3	$14.0	1.0%
Revenues	($193.0)	($215.2)	($22.2)	(1.7%)
Net Expenditures	**$1,339.0**	**$1,382.1**	**$43.1**	**3.2%**
Collective Bargaining Agreement (C.B.A.) Impact	$0.0	$50.7	$50.7	3.8%
F.I.F.A. Expenditures	$6.7	$56.3	$49.6	3.7%
F.I.F.A. Revenues	($6.7)	($56.3)	($49.6)	(3.7%)
Gross Expenditures Including C.B.A. and F.I.F.A.	**$1,538.7**	**$1,704.3**	**$165.6**	**12.4%**
Revenues Including C.B.A. and F.I.F.A.	($199.6)	($271.4)	($71.8)	(5.4%)
Net Expenditures Including C.B.A. and F.I.F.A.	**$1,339.0**	**$1,432.9**	**$93.8**	**7.0%**

Note: numbers may not add up precisely due to rounding.

Executive Summary

Investing in Progress

The Service's 2026 Operating Budget request of $1,432.9M net, a $93.8M or 7.0% increase over 2025, is driven primarily by the impact of C.B.A. of $50.7M and net new uniform hires of $20.5M.

This budget is a continuing strategic investment in progress, strengthening operational readiness today while positioning the Service for sustainable success tomorrow. It keeps pace with The City of Toronto's (City) rapid growth, rising complexity in crime, and global events such as the F.I.F.A. World Cup 2026.

The City's population has grown by 21% since 2010, reaching a projected 3.245M in 2025. This demographic shift, combined with increasing diversity and global connectivity, creates unique policing challenges. The city's role as an economic hub and host to major events amplifies demand for agile, technology-enabled policing. Operational pressures include legislative compliance under the C.S.P.A., rising investigative complexity, and workforce renewal amid high retirement eligibility.

By prioritizing modernization, equity, and operational readiness, this budget allows the Service to continue to address these operational pressures and its commitment toward reform and the delivery of adequate and effective policing.

The cornerstone of this budget is year two of the Multi-Year Hiring Plan, approved last year, which continues to build Service capacity to address growing demands for public safety services and the unique challenges of policing in the City. Additional staffing allows the Service to address core service delivery including frontline and investigative capacity.

Progress has been made in reducing Priority 1 call response times by over four minutes from last year (October 2024 to October 2025), down to an average response time of 13.5 minutes so far this year. While a significant accomplishment, there is more work to do.

Improvement to response times continues to be a Service imperative, along with improved case closure rates and case backlogs, requiring ongoing investment in front-line, civilian and supervisory resources as well as technology and modernization projects.

Service Vision and Direction – Community Safety and Wellbeing

The Service is committed to providing stability, safety, and structure for the City by establishing the Community Safety and Wellbeing Operational Roadmap (C.S.W.B. Roadmap). The C.S.W.B. Roadmap goes beyond enforcement, it focuses on building trust, fostering resilience, and co-creating solutions with communities and partners.

C.S.W.B. Roadmap Highlights:

- Co-designing, co-developing, and co-delivering public safety solutions with partners and communities through trusted relationships.

- Recognition as public safety professionals.
- Preventing crime and disorder while acting with compassion.
- Breaking cycles of harm and embedding safety into the city's fabric.

Achieving this C.S.W.B. Roadmap requires immediate action and long-term transformation through:

- Internal process reforms for consistency, measurability, and oversight.
- Systemic changes to remove structural barriers via partnerships and advocacy.
- Modernizing service delivery through alignment and continuous improvement.
- Strengthening collaboration to advance community safety and wellbeing.

The C.S.W.B. Roadmap aligns with the Chief's Priorities:

1. Improving trust in and within the Service.
2. Accelerating police reform through professionalization.
3. Supporting safer communities

The C.S.W.B. Roadmap, described later in this report, translates into actionable strategies under six pillars, ensuring operational adequacy while driving modernization and measurable outcomes. It embeds collaboration, wellness, and data-driven practices into daily operations to deliver safer communities and reinforce public trust.

Key Investments Driving Progress

The 2026 budget funds initiatives that directly impact service delivery and modernization:

• Multi-Year Hiring Plan: 143 net new officers to strengthen frontline capacity, investigative units, and expand the Neighbourhood Community Officer (N.C.O.) Program into four additional neighbourhoods. The five-year plan projects 502 net new officers by 2029, maintaining cop-to-pop ratios and responding to population growth.

• Civilian Hiring: 40 new civilian positions to provide both direct and indirect support to frontline officers.

• Legislative Compliance: $4.8M for mandatory C.S.P.A. training and specialized equipment to meet new provincial standards.

Fiscal Responsibility and Risk Management

The Service has absorbed inflationary pressures, deferred non-critical expenses, and leveraged revenue strategies to align with City affordability goals. Despite these measures, $47.7M in potential risks remain, including structural underfunding of premium pay and the adequacy of reserve contributions. These will be managed through variance reporting and collaborative planning with the City.

Discussion

Service Vision and Direction – the Community Safety and Wellbeing Operational Roadmap

The Service is committed to enhancing the wellbeing of the city's communities by ensuring stability, safety, and structure through the public safety mandate outlined in the C.S.P.A. This commitment enables all residents to live freely, engage in civic life, and feel secure in their daily activities.

The C.S.W.B. Roadmap recognizes that policing is more than enforcement; it is about building trust and fostering resilience. Key aspects of this vision include:

- Co-designing, co-developing, and co-delivering public safety solutions with partners and communities through trusted relationships
- Recognition as public safety professionals
- Preventing and stopping crime and disorder
- Acting with compassion and supporting the breaking of cycles of harm
- Designing safety into the city's fabric

Achieving this vision requires both immediate action and long-term transformation. The Service is pursuing organizational and sector-wide shifts that include:

- Internal process reforms to enhance consistency, measurability, and oversight
- Systemic changes to address structural barriers through partnerships, legislative advocacy, and sector-wide solutions
- Rethinking service delivery through organizational alignment and continuous improvement roadmaps
- Fostering collaboration and partnerships to advance community safety and wellbeing

The C.S.W.B. Roadmap aligns directly with the Chief's three priorities:

- **Improving trust in and within the Service** by acting with compassion, preventing harm, and co-designing solutions with communities.
- **Accelerating police reform and professionalization** through internal process reforms, leadership development, and modernization initiatives.
- **Supporting safer communities** by reducing violence through evidence-based approaches, leveraging technology and analytics, and strengthening partnerships with emergency services and community organizations.

These priorities set a clear direction: to modernize, innovate, and strengthen trust while ensuring that Toronto remains a safe, vibrant, and inclusive city. Achieving the Community Safety and Wellbeing Vision must be concurrently and incrementally worked

towards over multiple years, while also addressing the immediate operational adequacy standards.

Community Safety and Wellbeing Operational Roadmap

The Service's C.S.W.B. Roadmap aims to strengthen trust, modernize policing, and deliver measurable outcomes. It reflects our commitment to work within the C.S.P.A**.** to ensure stability, safety, and structure for all residents and visitors to the city.

This roadmap provides a structured path for modernization and continuous improvement. It ensures that operational adequacy standards are met while laying the foundation for long-term transformation. By embedding collaboration, wellness, and data-driven practices into daily operations, the Service will deliver safer communities and reinforce public trust.

The Operational Roadmap translates this vision into actionable strategies under six pillars:

PARTNER BETTER	HYPER LOCALIZE	USE MORE DATA	PRECISE & FOCUSED	STANDARDIZE INVESTIGATIONS	HEALTHY TPS
▪ Strengthening partnerships ▪ Plan together, work on prevention, address root causes, build real alternatives, and hold each other accountable. ▪ Communities & businesses ▪ Health care, housing, and social services providers	▪ Know the communities we serve. ▪ Strengthening relationships with local residents, businesses, schools, and service providers ▪ Officers gain the insights and trust needed to intervene early, respond more effectively, and co-produce safety.	▪ We must be more deliberate in how we collect, interpret, and act on information. ▪ Strengthens every other pillar: identifying dangerous people, partnering more intelligently, and tailoring our approach to the realities on the ground.	▪ Refocus on individuals doing the most harm by partnering with the community to identify and address the most dangerous people ▪ Discerning new crime trends, dynamically and proactively responding	▪ To be more effective, we must standardize investigations. ▪ Facilitate a whole-of-Service approach to crime and breaking down operational silos. ▪ Allows investigations and investigators to move more smoothly across units and divisions and increases productivity.	▪ Healthy officers & civilian professionals ▪ Healthy organization ▪ Elevating member wellness to both strategic and operational imperatives ▪ Accelerate supports and member experience improvements

Legislative Requirements

Both the C.S.P.A. legislative requirements and the Community Safety and Wellbeing Vision are embedded in the Service's priorities and reflected in its resource allocation and budget requests.

Community Safety and Policing Act and Legislative Requirements

The C.S.P.A sets out the roles and responsibilities of police services in Ontario, delineating specific functions which the police are required to perform. Specifically, O. Reg. 392/23: Adequate and Effective Policing (General) under Community Safety and Policing Act, 2019, S.O. 2019, c. 1, Sched. 1 not only defines adequate and effective policing but further identifies the standards for the following:

- Crime Prevention: crime prevention initiatives, including community-based crime prevention initiatives, consistent with the Board's strategic plan and the policing needs of the community.
- Law Enforcement: general patrol, and directed patrol where considered necessary or appropriate, criminal intelligence, crime analysis and investigative supports (examples: crime scene analysis, forensic identification services, breath analysis, drug recognition expert evaluation, physical surveillance, etc.).
- Maintaining the Public Peace: a public order unit, with specified capacity and the ability to be deployed in a reasonable time.
- Emergency Response: 24-hour emergency response to calls including specific functions such as tactical unit, incident commander, crisis negotiator, etc.
- Assistance to Victims of Crime: Victims shall be offered assistance as soon as practicable; victims shall be provided with appropriate referrals.

The 2026 budget takes into consideration the generally applicable standards identified in the C.S.P.A. regulations for adequate and effective services. This includes:

- Policing needs of the community
- Geographic and socio-demographic characteristics
- Policing provided in similar communities
- The effectiveness of past policing functions
- Best practices for policing

In addition to the C.S.P.A., other legislative requirements impact the Service. Examples include:

- *Supporting Ontario's First Responders Act* (passed in 2016);
- Next Generation (N.G.) 9-1-1;
- the 2016 *R. v. Jordan* decision requiring a trial within a prescribed period;

- the 2017 R. v. M.G.T. decision regarding the disclosure of "9-1-1 tapes;
- the *Cannabis Act* (passed in 2018); and
- Ontario Court of Justice direction setting deadlines for disclosure with the remedy of a stay as the consequence for non-compliance.

Each of these legal requirements represents additional cost and/or resource pressures for the Service. Failure to meet these requirements creates critical risks for the organization and community and bears a cost.

Service Based Budgeting

Introduced in 2021, service-based budgeting represents a modern approach to presenting the Service's budget. Unlike traditional line-by-line expenditure and revenue reporting, this method organizes the budget around the services delivered to the community. It highlights the public safety services provided and the resources required to deliver them.

Under this approach, key service areas are defined from the perspective of residents. Table 2 below outlines the budget and resource allocation for each service area. This structure offers greater transparency, aligns the resources with the specific needs of the community, build stronger community partnerships and helps connect financial decisions to the impact on public safety and community wellbeing. It also assists to demonstrate both the Service's effectiveness and the value provided to the community.

Table 2: Summary of 2026 Budget Request by Service Area

2026 Operating Budget Request	911 Response & Patrol	Investigations & Victim Support	Crime Prevention	Events & Protests	Traffic & Parking Enforcement*	Courts & Prisoner Management
Percentage of Gross Budget	41%	35%	10%	2%	5%	7%
Allocation of Gross Budget ($Ms)	$652.8M	$559.2M	$154.0M	$38.8M	$78.2M	$114.2M
Allocation of Net Budget	$578.7M	$495.9M	$135.5M	$35.8M	$69.5M	$66.7M
Percentage of Total Staff	42%	32%	10%	2%	5%	9%
Allocation of Uniform Staff	2,657	1,917	650	117	324	49
Allocation of Civilian Staff	891	796	160	40	78	739

Parking Enforcement budget and staff are excluded.
Figures may not add due to rounding.
The impact of C.B.A. is not reflected as part of Service Based Budget allocations.

For 2026, the proposed budget and staffing levels have been allocated to the six service areas, as detailed in Table 2. The costs associated with internal support services (such as finance, human resources, legal costs, information technology, etc.) have been distributed to the six service areas using appropriate cost drivers. For example,

information technology costs are allocated based on total salaries, while outfitting costs are allocated based on uniform salaries only.

Outcomes and achievements made in each Service Area have been highlighted in the Operational Context section of this report, as well as in Appendix A – Additional Information on Key Service Areas.

Operational Context

Policing in the City

As Canada's largest and fastest growing city, and a global leader in business, entertainment, and culture, Toronto has unique geographic and socio-demographic characteristics.

Over the last decade, the population of the City has accelerated in growth experiencing a 21% increase from 2010 to 2025 (2.676M to 3.245M projected in 2025), excluding visitors and commuters. During that time, the Service's uniform staffing declined, creating a gap between community needs and available resources. This was compounded by the increasing complexity of policing (e.g. more dynamic emergency calls, more complex investigations, increased time spent on calls, demonstrations/protests etc.).

Toronto is one of the most diverse cities in the world, with 56% of residents identifying as racialized and 53% being first-generation Canadians. Supporting this diverse population are 87 consulates in Toronto, of the 108 consulates located in Ontario.

Toronto also hosts numerous global events, like the upcoming F.I.F.A. World Cup 2026 games, and has unique infrastructure like the C.N. Tower, Scotiabank Arena, and Rogers Centre that attract 27.5M visitors annually.

The rich diversity of the City, and placement as a tourist destination, adds unique impacts to policing, as the City is a hub for protests, demonstrations, political expression and hundreds of special events. Not only are the numbers of events increasing, but also the footprint of those events is becoming larger, more complex, and have extended for longer periods. In 2025, the Service responded to over 1,600 events related to geopolitical issues occurring worldwide.

As an economic hub, the City contributes nearly 20% to Canada's Gross Domestic Product (G.D.P.) and nearly 50% to Ontario's G.D.P., while housing numerous consulates and government sites. All of this contributes to unique public safety demands and pressures.

Amid these growing and differing demands for service, and the importance of the city to Canada's economic and tourism sectors, it is critical to prioritize core service delivery.

Community Safety Indicators

Toronto's status as a world-class city, combined with its location along the Highway 401 corridor, creates increased opportunities for crime and disorder, including human trafficking, gang activity, organized crime, and the movement of illegal goods.

When looking at the City's Community Safety Indicators, the most notable decreases year-to-date (as of October 31) compared to 2024 is seen in shootings (-43%), hate crimes (-39%), homicides (-54%), robberies (-16%) and auto thefts (-31%).

Although traffic fatalities are not considered crimes, they are a crucial indicator of road safety. From January 1st to October 31st, 2025, there has been an 11% decrease in traffic fatalities compared to the same period in 2024.

These decreases in crimes and victimization are in part due to efforts of the 9-1-1 Response & Patrol, Crime Prevention, Investigations & Victim Support, and Court Security and Prisoner Management service areas.

Priority calls for service where police attendance is required, have decreased year-over-year. Year-to-date, the most critical calls for service attended (Priority 1 and 2 calls) are down by 12%. This further illustrates the overall decrease in crime within the City.

While we have seen improvements in these important areas over the last year, the long-term trends for calls for service response and community safety indicators indicate there is more work to do. We continuously plan accordingly and adjust our approach to support community safety and wellbeing in the City.

Service Delivery - Responding to the Demand

Historical staffing reductions, and the redeployment of officers due to austerity measures from 2008 to 2022, led to the degradation of certain service levels and key functions. This reduced operational flexibility, making it harder to handle surge events like protests or demonstrations while ensuring business continuity for all communities.

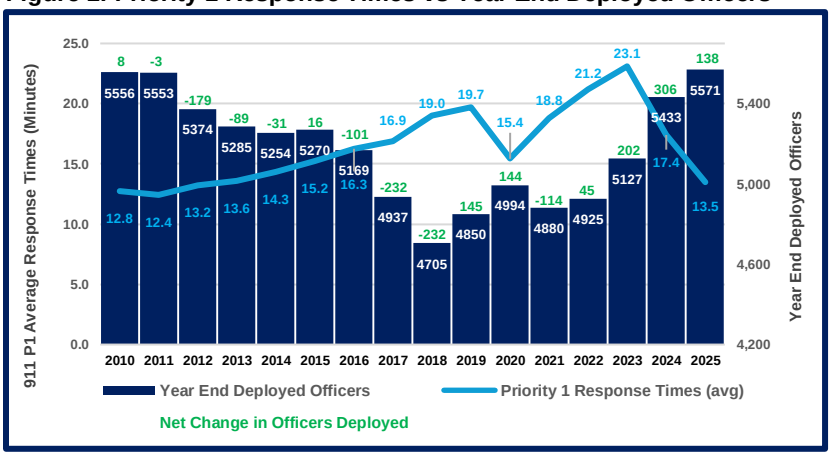
The Service is improving its service delivery capacity, keeping pace with growth in the city's population. Data-driven strategic officer deployments and increasing efforts in crime prevention efforts are also contributing to significant improvements.

Examples of service delivery metrics where more improvement must be expected to support adequate and effective policing are as follows. All figures are stated as of October 31st, 2025 on a year-to-date basis unless otherwise noted.

Response Times

Priority 1 calls to 9-1-1 are the most urgent situations needing police response, such as a person with a gun, a child abduction or a break and enter in progress. Analysis has shown a close statistical correlation between deployable strength and response times.

Figure 1: Priority 1 Response Times vs Year End Deployed Officers



As can be seen in Figure 1, Priority 1 response times averaged 12.8 minutes in 2010, at a time when the Service had over 5,550 officers deployed at year-end. Over that time the City's population has grown by 20%.

From 2010 to 2023, rising workloads and a reduction of 430 officers in year-end deployments caused Priority 1 response times to degrade to over 23 minutes. However, with the addition of greater frontline capacity, enhanced supervision, improved management oversight and crime prevention efforts, the Service has reduced Priority 1 response times to an average of 13.5 minutes, marking a 23% decrease compared to 2024. This budget request includes additional resources and a focus on front-line capacity creating measures to reduce response times further.

Case Closure and Arrests

Case closure rates and investigative backlog continue to be under pressure. This is in part due to ongoing vacancies in investigative functions, supporting civilian functions, as well as rising crime rates and incidences as noted above.

The Service continues to explore ways to drive investigative efficiencies through delivery model changes and technology. For example, centralized investigative teams to focus on shootings, frauds, carjackings, and hate crimes have proven to be effective and efficient. Investments in genealogy experts have led to solving historical news-making cold cases.

Greater digitization through cameras has led to more evidence. However, every hour the Service collects results in 100 hours of video that needs to be reviewed, considered for relevance and potentially redacted, creating immense investigative and disclosure related workload.

Despite these challenges, the Service recorded a 3.0% increase in total arrests. Firearm-related arrests declined by 23% compared to 2024, mirroring the significant reduction in firearm discharges and shootings in 2025.

Road Safety

To support road safety and keep the city moving, the Service remains focused on education and enforcement as a form of deterrence. So far in 2025, the Service has issued over 280,000 tickets; 85% (~238,000) of these tickets issued were Highway Traffic Act related. Compared to the same period in 2024 the volume of total tickets issued has increase by 9%. The Service also issued more than 54,000 warnings this year which is up 16% compared to 2024.

Crime Prevention and Partnerships

The Service cannot address all the mounting pressures for community safety and wellbeing alone. This requires active leadership and commitment from the City, the Service and various stakeholders, with multi-sector collaboration and partnerships.

Existing partnerships include hospitals through the Mobile Crisis Intervention Teams (M.C.I.T.), crisis call diversion with the Toronto Community Crisis Service (T.C.C.S.) and 2-1-1, Toronto Crime Stoppers, Bail Compliance, Furthering Our Community by

Uniting Services (F.O.C.U.S.), and the Youth in Policing Initiative. The Service is an important partner of the City's SafeTO: Community Safety & Well-Being Plan.

As of October 2025, the Service has made 208 SafeTO notifications and brought forward 500 situations to F.O.C.U.S. The Neighbourhood Community Officers have made 309 referrals (23 of which are included as part of the F.O.C.U.S. situations).

Moreover, while it is difficult to determine causation, the Service has experienced an overall decrease in calls for service into 9-1-1, by approximately 9.5% for emergency calls and 14.6% for non-emergency calls, with a reduction of 18.5% in mental health calls in 2025 compared to 2024. Proportionally, the total number of mental health calls to date in 2025 decreased to 7% of total calls for service attended compared to 7.5% of total calls for service attended during the same period in 2024. From May 6th to October 31st, with the enhanced pipeline, the Service has referred 2,280 calls for service to T.C.C.S., an increase of 63% over the same period in 2024.

The Service's social media channels are a critical aspect to public engagement. The @TorontoPolice account on X received 116.56M impressions in 2024, of which approximately 29M impressions were on crime prevention related content. In addition to this reach, the Community Partnerships and Engagement Unit (C.P.E.U) participated in over 3,800 crime prevention related presentations and regularly appears in the mainstream media on a broad range of crime prevention topics.

Budget Development Process

Balancing Affordability and Capacity Creation

The development of the budget is guided by the Service's strategic goals (above) and operational priorities, in alignment with the City's processes and guidance.

Other key principles that have guided the development and evolution of the 2026 budget are:

- Ongoing commitment to adequate and effective policing;
- Sustaining the Multi-Year Hiring Plan;
- Incorporating C.B.A.;
- Incorporating F.I.F.A.;
- Identifying necessary resources to affect desired change;
- Identifying areas of opportunity, and areas of risk to sustainable services (e.g. reserves);
- Continuing to work on previous commitments, recommendations and directions such as police reform, Auditor General recommendations, Missing and Missed recommendations, Equity Strategy and the Ontario Human Rights Commission (O.H.R.C.) report; and

- Considering and reflecting public safety priorities expressed through public consultations.

The budget request was reviewed throughout the development process with the Command, Board Budget Committee, and City representatives.

Understanding the City's current fiscal challenges and our share of that fiscal responsibility, the Service has made every effort to reduce its 2026 operating budget request. Both Service and City finance teams worked together to capitalize on any available cost and revenue budgeting strategies that support and consider the City's long-term financial planning exercise.

Several actions were taken to minimize the proposed 2026 budget, including taking on additional financial risk. These include:

- rigorous cost-control measures and a line-by-line review of expenditures and revenues ensured budgets were right-sized based on actual needs and historical trends;
- absorbing most of the inflationary pressures across almost all spend categories;
- process changes resulting in efficiencies;
- planning for the funding of expected (non-salary) contractual cost increases from within existing budgets by decreasing the budget in other accounts where possible;
- flat lining (no increase) premium pay, a structurally underfunded account;
- keeping many costs to 2025 levels or less based on the projected year-end actuals;
- deferring some expenses to future years;
- accounting for some anticipated revenue and recoveries from other levels of government; and
- bridging strategies that reduced reserve contributions, aligned with the City's long-term financial planning exercise.

The Service will use the variance reporting process to keep the Board informed on how budget risks are being managed. The Service will work with the City to establish long-term sustainable funding levels, including participating in intergovernmental discussions.

Workforce Trends

Another key factor in budget development is the analysis of workforce trends.

The number of officers eligible for retirement is set to rise significantly. Annual separations, which have been around 200, are expected to increase and remain high for several years. This trend stems from hiring freezes in the late 1980s and early 1990s,

leading to large cohorts of officers hired in the mid-1990s who are now approaching retirement age in the late 2020s.

In the short term, the proportion of officers with limited experience will rise, while the number of seasoned officers available to train new recruits will decline. Currently, 37% of uniform members have less than 10 years of experience (up from 20% in 2019) with 23% of uniform members having less than five years of experience (up from 10% in 2019). Proper supervision for frontline officers is crucial, particularly during their first five to ten years, due to the dangerous and unpredictable nature of their work. The Service will undertake a supervisory span of control review in 2026.

Civilian police professionals are also experiencing similar separations and workload pressures as officers. Performing various functions within the Service, about half of these roles are dedicated to frontline policing, such as special constables (e.g., court officers and booking officers) and communications operators (e.g., 9-1-1 call takers and dispatchers). Approximately 40% support police work directly (e.g., records, disclosure clerks, crime and major case analysts), while around 10% are in administrative functions (e.g., finance, human resources, information technology).

Additionally, the new five-year collective agreement extends post-retirement Medi-Pak coverage from age 65 to 75 for members retiring after January 2028. This benefit enhancement is expected to delay retirements in 2025 and 2026, creating a retention spike before a sharper increase in exits in 2027 utilizing pre-retirement leave and in 2028.

The widening gap created by rising separations will have far-reaching implications for the Service. As experienced officers retire and staffing levels fluctuate, it will become increasingly difficult to maintain consistent service delivery and adequate supervision. To bridge these gaps, reliance on overtime may grow, driving unbudgeted premium pay costs upward and more importantly contribute to fatigue and burnout among members. These pressures also strain operational capacity, reducing service levels and increasing risk in frontline duties.

While measures implemented in 2024 and 2025 to manage and review premium pay have shown improvements, premium pay will always have a role in the Service. Continued focus on workforce stabilization and strategies to reduce overtime dependency is critical. This will help restore balance between on-duty and off-duty time, safeguard member wellness, and sustain service quality.

As staffing accounts for approximately 90% of the Service’s budget, addressing these workforce challenges is not optional, it is fundamental to sustaining operational effectiveness, member wellness, and public safety. By not addressing this proactively, premium pay pressures will continue to escalate, service levels will erode, and member wellness will deteriorate, ultimately increasing operational risk. Strategic workforce planning and investment are therefore imperative to stabilize staffing, reduce overtime dependency, and protect the health and readiness of our members while maintaining the quality of service the public expects.

2026 Budget Overview

In 2025, the Board, the Toronto Police Association (T.P.A) and the Senior Officer Organization (S.O.O.) reached a five-year collective agreement. These Agreements, as well as in-year budget adjustments, resulted in a revised 2025 budget totalling $1,339.0M net and $1,538.7M gross. Table 3 summarizes the proposed budget by major category. Year-over-year changes in the budget are explained below.

Table 3: Summary of Net Budget Request by Category

Category	2025 Budget $Ms	2026 Request $Ms	$ Change Over 2025 Budget Category	% Change Over 2025 Budget Category
A. Salary Requirements	$1,025.7	$1,068.8	$43.0	4.2%
B. Premium Pay	$69.8	$69.8	$0.0	0.0%
C. Statutory Deductions and Benefits	$308.5	$316.7	$8.2	2.7%
D. Reserve Contributions	$13.7	$13.7	$0.0	0.0%
E. Other Expenditures	$114.3	$128.3	$14.0	12.3%
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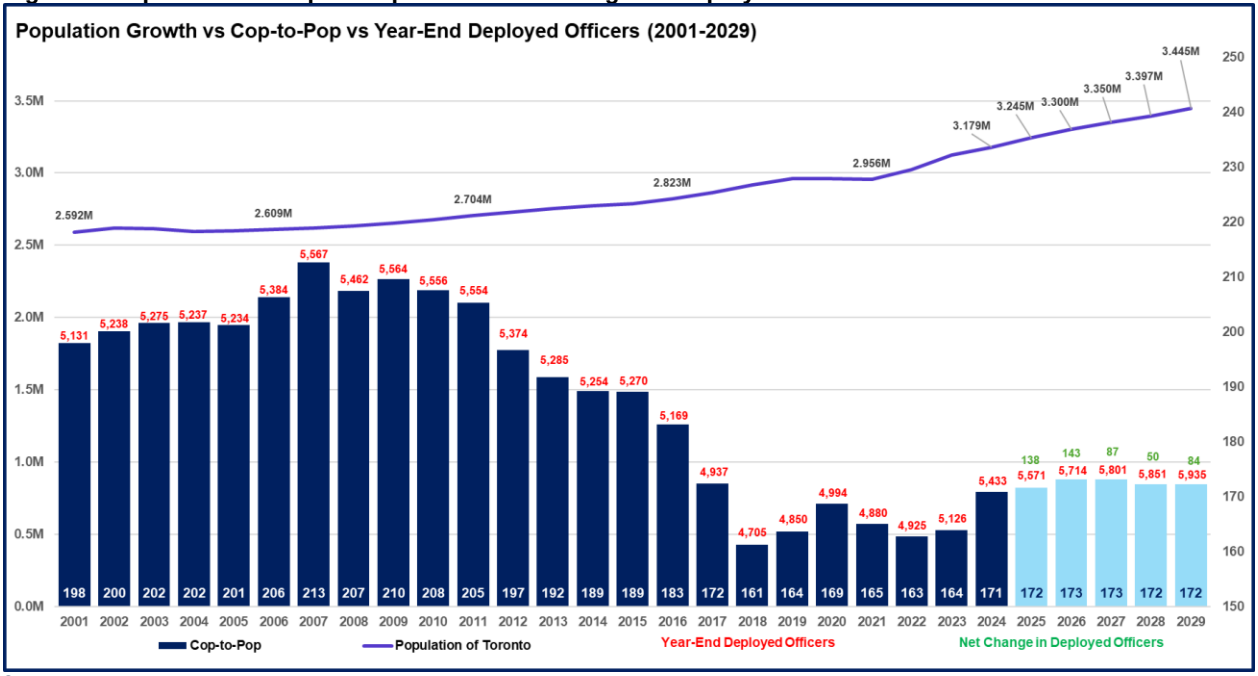
Net Expenditures	**$1,339.0**	**$1,382.1**	**$43.1**	**3.2%**
G. Collective Bargaining Agreement (C.B.A.) Impact	$0.0	$50.7	$50.7	0.0%
H. F.I.F.A. Expenditures	$6.7	$56.3	$49.6	742.6%
I. F.I.F.A. Revenues	($6.7)	($56.3)	($49.6)	742.6%
Gross Expenditures Including C.B.A. and F.I.F.A.	**$1,538.7**	**$1,704.3**	**$165.6**	**10.8%**
J. Revenues Including F.I.F.A.	($199.6)	($271.4)	($71.8)	36.0%
Net Expenditures Including C.B.A. and F.I.F.A.	**$1,339.0**	**$1,432.9**	**$93.8**	**7.0%**

Note: numbers may not add up precisely due to rounding.

The Multi-Year Hiring Plan

The Board adopted a motion for a five-year hiring plan at its meeting of November 12, 2024, that will result in the increase of 143 net new officers deployed in 2026 (Min. No. P2024-1112-4.0 refers). Over the course of five years, a total of 502 net new officers are projected to be hired, increasing the number of officers from 5,433 in 2024 to 5,935 by 2029.

Figure 2: Population vs Cop-to-Pop vs Year-End Budgeted Deployment



Sources:
2000-2022 population sourced from Statistics Canada. Table 35100077.
2020 population data is not available from Statistics Canada – average of years 2019 and 2021 was used for 2020 data.
2023-2029 population sourced from Environics Analytics – DemoStats 2024

The Multi-Year Hiring Plan is the most important strategic imperative for the Service coming out of many years of austerity budgets. Metrics are moving in the right direction – both response times and the impact of preventative measures – however members continue to report insufficient capacity to meet demands, as well as burnout.

The first two years of the plan commit to hiring up to the current provincial training allocation (4 classes of 90 cadets) per year. In the subsequent three years, the Board has agreed, in principle, to continue hiring to maintain the year-end 2026 cop-to-pop ratio (number of police officers per 100,000 residents) as a minimum. Improvements to the cop-to-population ratio beyond 2026 will depend on additional funding through intergovernmental discussions with Provincial and Federal partners.

Figure 2 provides the Multi-Year Hiring Plan with the number of officers by year-end over the next five years.

It should be noted that the approved hiring plan does not include any net new civilian positions, which have been addressed annually as part of each budget process.

While we have focused on 9-1-1 response times, investigative and special units continue to see double-digit growth in volumes and demand. For example, cases assigned today are 20% higher than just a few short years ago, with caseloads similarly

rising and closure rates suggesting opportunity. This points towards the need for additional investigators and expanding divisional and specialized squad uniform resources. Investigative capacity directly corresponds to improving Community Safety Indicators.

Additionally, future plans must include civilian hiring for several critical reasons:

- Operational capacity in support of increased members – examples such as increased fleet requirements lead to the need for more mechanics; more officers generate more arrests, more video evidence requiring review and disclosure, more courts support, more body-worn camera video, forensics analysis, etc., all requiring additional resources to manage.
- Modernization is reliant on projects largely supported by civilian professionals. Many such roles are currently supported by generalists, or police on secondment. There is an acute need for career strategy, human resource, wellness, financial, transformation, partnership, consultation, project management and change management professionals to staff the Service in line with our ambitious transformation goals.
- Capacity to enhance and expand both care and wellness for front-line members.
- Recruitment and training capacity, supporting both hiring plans and additional annual training requirements necessary to support modern policing and community engagement.

A total of 125 net new civilian roles were requested across the Service at an annualized cost of $17M, for which 40 have been included in the budget, scheduled for Quarter 4 hiring, resulting in an in-year cost of just $1.5M and an annualized cost of $5.0M in 2027.

In summary, based on more up-to-date information, projected future officer and civilian requirements will need to be revisited for consideration during 2026 due to:

- Potential 2027 and 2028 separations (Medi-Pak and separations analysis);
- Span of control review (Sergeant, Staff Sergeant, and Senior Officer);
- Investigative and specialized unit requirements;
- Operational capacity to support increasing officers (e.g. forensics, fleet, video review, disclosure, courts); and
- Modernization that is highly reliant on capacity of civilian professionals.

A. Salary Requirements ($1,068.8M)

The total salary requirements for 2026, excluding the impacts of the C.B.A. and the F.I.F.A. World Cup 2026 are $1,068.8M, representing an increase of $43.0M (or 4.2%) compared to the previous year, as outlined in Table 4.

Table 4: Breakdown of 2026 Salary Requirements

Category	Change ($Ms)
Staffing Strategy for Uniform Members	
Net New Uniform Hires (4 Classes of 90 for a net increase of 143 Officers)	$20.5
Annualized Impact of 2025 Uniform Hiring (hiring, reclassifications, and separations)	$4.2
Paid Duty Salaries*	$11.0
2025 F.I.F.A. Salary Reallocation	$3.4
Staffing Strategy for Civilian Police Professionals	
Annualized Impact of 2025 Civilian hires	$2.3
New Civilian Hires (40 Civilians from end of Q3 2026)	$1.5
Net Expenditures	**$43.0M**

Note: numbers may not add precisely due to rounding
** Paid Duty salaries are offset by revenue, resulting in a net zero impact on salaries.*

Staffing Strategy for Uniform Members

The Staffing Strategy for uniform members includes the impact of anticipated separations and planned hires as well as projected annualized costs and reclassifications of 2025 hires.

- **Net New Uniform Hires ($20.5M):** The Service is planning for four cadet intake classes held by the Ontario Police College with 90 recruits per class in March, June, September, and December for a total of 360 cadets.
    - The net increase of 143 officers aims to achieve a uniform position increase from the 2025 year-end projected of 5,571 to 5,714 by December 2026.
    - The 143 new positions will be allocated to the following areas:
        - Priority response; 70 positions, to help meet increased demand and stem further degradation of response times, and to contribute to building adequate supervisory levels on the frontline;
        - Investigative capacity; 40 positions, to improve case closure rates and support judicial processes;
        - Recruitment and training capacity; 17 positions, creating capacity to sustain recruitment, training and onboarding of new officers, and additional annual training requirements necessary to support modern policing and community engagement; and

    - Supporting ongoing N.C.O. expansion; 16 positions, with up to four additional neighbourhoods in 2026.

- **2025 Annualized Impact of Uniform hires and reclassifications and separations ($4.2M increase):** This includes the annualized impact of salaries from the previous year's hires, 2026 projected separations of 217 uniform officers calculated based on actual trends from past years, and reclassification costs. Officers are hired at a recruit salary rate and receive pay increases as they continue to move up through the ranks which is an annual pressure until officers become first-class constables (four-and-a-half-year process from hire date).
- **Paid Duty Salaries ($11.0M increase):** Paid Duty Salaries refers to extra duty assignments where officers are paid by a third party for security or traffic control services outside their regular working hours. The 2026 Budget request includes increased requirements of paid duty with no net financial impact as these costs are fully recovered through corresponding revenues. The increase is driven by two key factors: a substantial rise in paid duty requests and an improved fill rate by the Service. Between 2022 and 2024, paid duty requests grew by 33%, and this upward trend is projected to continue through 2026. Additionally, the Service's ability to fulfil these requests has improved significantly, from 75% in 2022 to 87% in 2024, with 2025 on track to exceed 95%.
- **2025 F.I.F.A. Salary Reallocation ($3.4M increase):** To ensure F.I.F.A. is addressed as a standalone topic, $3.4M of the 2025 F.I.F.A. salary budget has been allocated to the F.I.F.A. section of this report.

Staffing Strategy for Civilian Policing Professionals

The 2026 budget request includes 40 new civilian positions, scheduled to be filled in the final quarter of the year. These roles will provide both direct and indirect support to frontline officers, bringing the total civilian workforce to 2,705. The Service will prioritize allocating the 40 net new civilian positions based on critical needs and operational priorities, while maintaining the 2025 gapping rate. Key hiring efforts will continue for communication operators (60), special constables (90), and parking enforcement officers (20, separate budget) to backfill in-year separations. Any further new positions will be considered strategically, focusing on necessity and urgency, and filled through internal reallocation of existing roles.

- **Annualized Impact of 2025 Civilian hires ($2.3M increase):** This increase reflects the annualized cost of civilian replacement hires in 2025, reclassifications and job evaluations.
- **Net New Civilian Hires ($1.5M increase):** 40 new civilian positions added in the final quarter of 2026 to support frontline growth, bringing the total civilian complement to 2,705.

B. Premium Pay ($69.8M)

Premium pay is incurred when staff are required to work beyond their normal assigned hours for extended tours of duty (e.g., when officers are involved in an arrest at the time their shift ends), court attendance scheduled for when the officer is off duty, or callbacks (e.g., when an officer is required to work additional shifts to allow for appropriate staffing levels or for specific initiatives).

Figure 3: Premium Pay Allocation

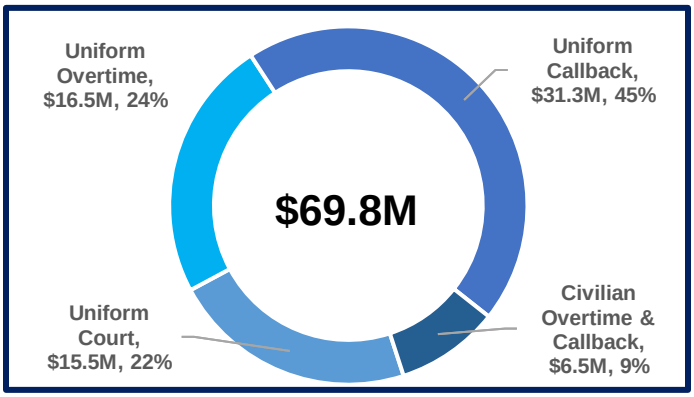


Figure 3 illustrates the 2026 premium pay allocation of $69.8M, which maintains the 2025 funding level despite the account being structurally underfunded.

Premium pay has been historically underfunded with an unfavorable variance of $30.6M in 2023, $39.3M in 2024 and $18.8M projected in 2025. Despite this structural underfunding, the premium pay budget remains unchanged for 2026 based on affordability and the complexity of balancing the City-wide budget.

In 2025, premium pay spending was reduced through optimized utilization of on-duty capacity, enhanced controls for overtime and call-backs, as well as improved scheduling and oversight. For the 2026 budget, while efforts will continue to contain premium pay, there is financial risk as a result of underfunding this budget, which will start the 2026 year in deficit. Upwards of $6M or 1/3 of this funding gap is due to ongoing Project Resolute efforts, which has become the new normal in maintaining safety within our globally connected city.

Managing major planned and unplanned events, such as demonstrations, emergencies, and complex investigations, continues to place significant pressure on staffing resources. While the Service anticipates that increasing permanent staffing will gradually reduce reliance on premium pay, the current lack of surge capacity means overtime remains essential to maintain operational readiness. It is important to note that, in particular, Court and Overtime costs are not only operationally necessary and tied to collective agreements, but they are also not streams of costs that can be managed downward by altering deployments.

Investigative units also face mounting caseloads that require additional hours to meet disclosure and court deadlines, while Primary Response and Traffic Services experience similar pressures due to callbacks needed to sustain frontline coverage.

Civilians play an essential role in sustaining the operational effectiveness of the Service, particularly as frontline policing capacity expands. These professionals provide critical support functions, such as communications, disclosure, records management, and fleet maintenance, that enable officers to remain focused on core policing duties and directly support operations. When civilian vacancies remain unfilled, workload pressures increase across these areas, often requiring existing staff to work extended hours and

incur premium pay costs. Filling these vacancies is challenging because most positions are filled through internal promotions, creating cascading impacts and additional gaps in other units.

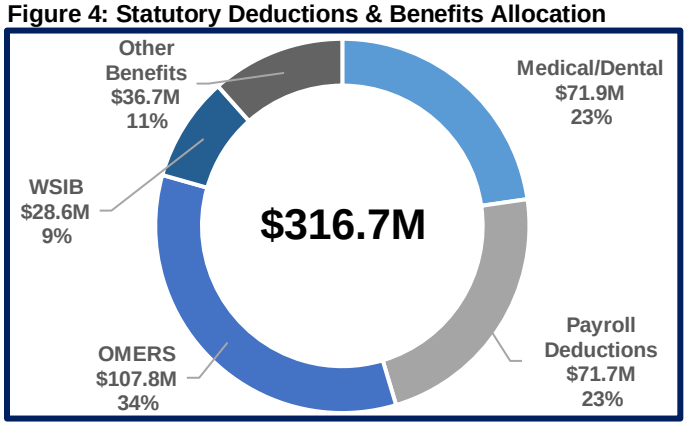
Underfunding of premium pay is an ongoing challenge to the Service, making an overall Service budget deficit almost certain for fiscal 2026. Based on discussions with City staff and understanding the complexity of balancing the city-wide 2026 budget, the Service has proposed a three-year phasing to address this structural funding matter, addressing Court and Overtime in 2027 and Callbacks (where there is potentially more business variability in years ahead) across 2028 and 2029.

C. Statutory Deductions and Benefits ($316.7M)

The 2026 budget for statutory payroll deductions and employee benefits expenditures has increased by net $8.2M or 2.7% over the 2025 budget for this category. Figure 4 provides a breakdown of the 2026 budget for this category.

Changes in this category include:

Figure 4: Statutory Deductions & Benefits Allocation



- **Medical/Dental Coverage ($8.9M increase):** The budget for the Board's benefit plan is based on the cost of drugs and services, dental fee schedules, utilization rates and administration fees. The 2026 budget request considers historical actuals plus an anticipated increase.

- **Payroll deductions and Ontario Municipal Employees Retirement System (O.M.E.R.S.) ($4.8M increase):** All payroll deductions including Employment Insurance (E.I.), Canada Pension Plan (C.P.P.), Employer Health Tax and O.M.E.R.S. (pension) are calculated based on legislated or contractual rates. For 2026, the C.P.P. contribution and E.I. rate shows an increase in maximum pensionable earning which raises the employers' contributions. Additionally, the Enhanced C.P.P. further increases employer costs.

- **Workplace Safety and Insurance Board (W.S.I.B.) costs ($0.4M increase):** This increase is largely influenced by the Supporting Ontario's First Responders Act regarding Post Traumatic Stress Disorder. Actual expenditures in this category have been steadily increasing since 2016. The Service has partnered with a third-party organization to help effectively manage W.S.I.B. claims. While the number of new W.S.I.B. claims have decreased to pre-pandemic levels, 90% of the current cost pressure is attributable to active (ongoing and historical) and complex claims.

- **Other Benefits ($1.1M increase):** This includes various other expenditures such as Sick Pay Gratuity, Central Sick Bank, group life insurance, retiree benefits, etc. The $1.1M increase in this category is based on anticipated expenditures or draws from reserves. Expenditures that are funded by reserves have a net-zero impact on the

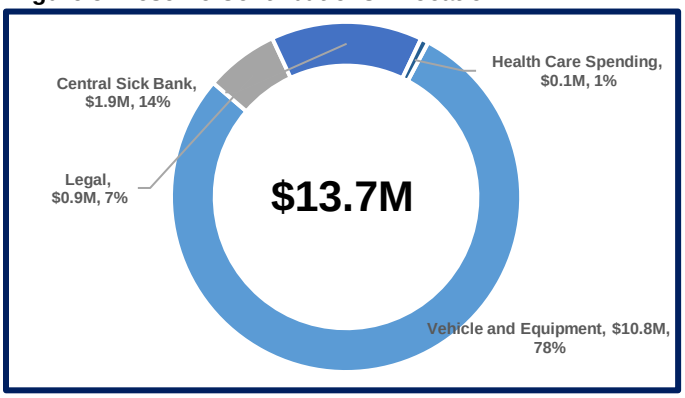
budget. Costs are related to contributions to reserves as discussed in the next section of this report.

- **W.S.I.B. Efficiencies per C.B.A. ($7.0M decrease):** Effective January 1, 2026, changes will be implemented to the W.S.I.B. administration with net pay top-up practices for W.S.I.B. claims, as outlined in the new C.B.A. These adjustments are expected to generate cost savings of salary related benefits (C.P.P., E.I. and E.H.T.) and O.M.E.R.S. contributions for the Service.

D. Reserve Contributions ($13.7M)

The Service contributes to several reserves through provisions in the operating budget. All reserves are established by the City. The City manages the Sick Pay Gratuity Reserve (S.P.G.), while the Service manages the Vehicle & Equipment (V.& E.), Legal, Central Sick Bank, Health Care Spending and Modernization reserves. Figure 5 provides an overview of the 2026 budget for reserve contributions.

Figure 5: Reserve Contributions Allocation



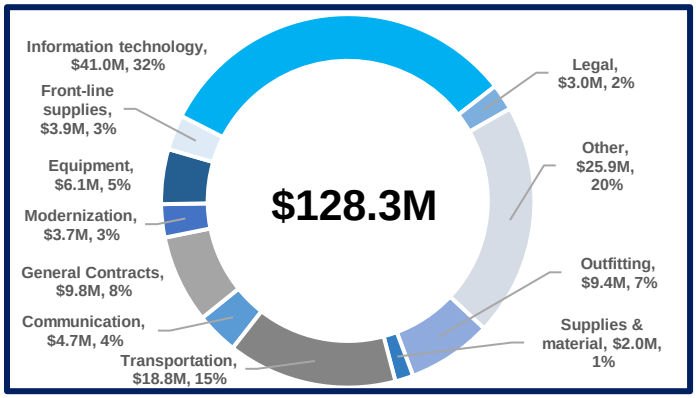
Reserve contributions are assessed and budgeted based on projected future needs to ensure long-term sustainability and are part of affordability measures and long-term financial planning. To limit the Service's 2026 budget request, reserve contributions for 2026 have been maintained at 2025 levels.

In the interest of affordability, there is no change in this budget request. However, the City and the Service have committed to reviewing all reserves together to maintain adequacy of reserve balances and contributions to support future expenditures.

E. Other Expenditures ($128.3M)

The 2026 budget for other expenditures has increased by $14.0M or 12.3% compared to the previous year budget. Included in this category is information technology, ammunition, fleet and transportation costs, legal expenses, uniform outfitting, operational equipment, supplies, and contracted services. Inflationary costs were largely absorbed, and most categories were flat lined or reduced to maintain no

Figure 6: Other Expenditures Allocation



increase in overall unit budgets. Figure 6 provides an overview of these expenditures.

The largest increases in this category can be attributed to the following items:

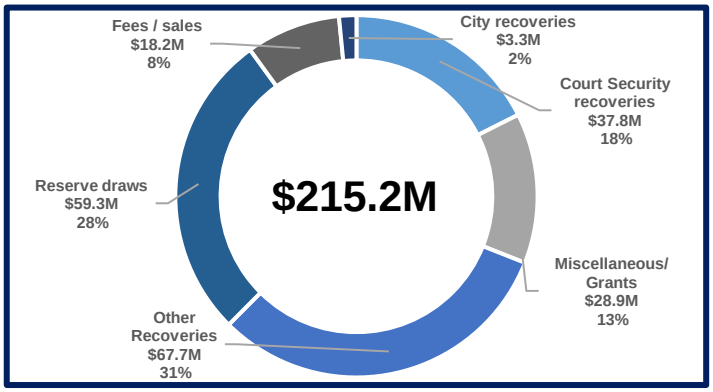
- **Computer maintenance ($5.6M):** Additional funding is required for computer maintenance in 2025. This increase is driven by contract costs established through competitive procurement and a growing reliance on advanced technology. Factors include enhanced software and systems adoption, cybersecurity needs, legacy system support, scalability to accommodate user growth from new staffing, and rising vendor pricing all of which contribute to technology expenses increasing faster than general inflation.
- **C.S.P.A. ($4.8M):** Funding requirement is necessary for training and equipment to comply with Ontario Regulation 393/23, which mandates law enforcement preparedness.
- **Various other changes ($0.3M):** Other expenditures of $4.2M include non-salary hiring related costs, facility related costs and technology infrastructure (e.g., hardware, software, server requirements, etc.) related costs. These costs are offset by the reversal of several one-time expenditures of $3.9M for a net increase of $0.3M.
- **F.I.F.A. ($3.3M):** To discuss F.I.F.A. as a standalone topic, $3.3M of 2025 F.I.F.A. non-salary related budget has been reallocated to the F.I.F.A. section of this report.

F. Revenues ($215.2M)

Approximately 87% of the Service's expenditures are funded by City property taxes. The remaining 13% is funded through other sources, shown in Figure 7.

The 2026 budget for revenues has increased by $22.2M or 11.5% compared to the previous year budget. The primary changes in revenue include the following:

Figure 7: Revenues Allocation



- **Paid Duty- Related Revenues ($11.8M increase):** T.P.A. sets the rates for paid duty officers and these rates increased in 2025. Of the $11.8M in paid duty revenue, $11.0M directly offsets the equivalent salary expenses detailed in the salary section. The remaining increased revenue relates to other paid duty related items such as administration and equipment fees.
- **Provincial Upload for Court Security and Prisoner Transportation (C.S.P.T.) ($0.2M decrease):** The Provincial upload for Court Security and Prisoner

Transportation (C.S.P.T.) has been reduced by $0.2M. The Province uses an expenditure-based funding model to determine annual allocations for each municipality based on its share of the total provincial court security and prisoner transportation costs. The Service's C.S.P.T. expenditures represent approximately 33% of the total costs across the province. The Service's C.S.P.T. funding decreased from $41.4M in 2024 to $37.8M in 2025 reflecting the Province's updated assessment of expenditures. For 2026, funding is expected to remain at the 2025 level, however that is determined by the Province at a later date.

- **Other Recovery and Revenues of $10.6M include:**
    - Corresponding recovery for C.S.P.A. related expenditures and Modernization Reserves directly offset with expenditures.
    - Increase of recoveries on the City's Vision Zero Road Safety Plan, which aims to eliminate traffic-related fatalities and serious injuries on city streets, is supported by the Service through enforcement and education initiatives focused on: aggressive and distracted driving enforcement, speed management especially in high-risk areas like school zones, pedestrian and cyclist safety campaigns.
    - Due to the reclassification of F.I.F.A. for 2026 Budget, $6.7M of F.I.F.A. revenue for 2025 has been addressed in the F.I.F.A. section of this report.

G. Collective Bargaining Agreement Impact (C.B.A.) ($50.7M)

A five-year C.B.A. has been ratified between the Board and both the T.P.A. and the S.O.O. The 2026 budget impact of this agreement is $50.7M, reflecting a salary increase of 2.7% effective January 1, followed by an additional 0.4% increase on July 1.

H. F.I.F.A. ($49.6M)

The 2026 budget allocates $56.3M for F.I.F.A.-related operational costs, representing a $49.6M increase from 2025 as Toronto prepares to host six games during the summer tournament.

Salary & Benefits

As the agency responsible for safety and security of the games and serving as the logistics lead for many aspects of overall operations, the largest share of 2026 incremental expenditures will be salaries and benefits totalling $43.9M. This amount includes $5.2M in C.B.A. related costs, as the original F.I.F.A. budget was based on 2023 staffing costs.

Other Expenditures

An incremental cost of $5.7M includes materials, supplies, equipment, and services to ensure operational readiness and capabilities during the games.

These costs, which are part of the overall approval budget for the F.I.F.A. World Cup 2026, are fully offset by corresponding revenues provided from the City, resulting in no net impact on operating expenses.

Budget Risks

The Service has developed its 2026 budget with a clear focus on advancing the C.S.W.B. Roadmap, while meeting the City's budget target and sustaining core operational priorities. This budget reflects a commitment to adequate and effective policing, building trust within the Service and the community, accelerating reform and professionalization, and supporting safer neighborhoods. It also sustains the Multi-Year Hiring Plan for both uniform and civilian roles and incorporates the impacts of the C.B.A. and rising benefit costs.

The Service has worked diligently to absorb costs and additional pressures while managing funding shortfalls through various bridging strategies. These represent $47.7M of potential risks and pressures that will be managed throughout the year and reported to the Board through quarterly variance reports.

While these measures ensure continuity of service and incremental progress, the budget carries significant residual risks and compromises that must be acknowledged. These risks span financial, operational, and strategic decisions, and they will influence the Service's ability to maintain momentum on modernization and transformation initiatives.

Premium Pay ($19.5M)

Premium pay remains structurally underfunded across three streams: court, overtime and callback. While measures have been implemented to contain spending, the Service will continue to rely on some degree of premium pay primarily for court and overtime. There is currently a plan to phase in premium pay funding requirements over the next three years, as described in the Outlook section of this report.

Reserves ($10.5M)

In the interest of affordability, there are no requests for additional contributions in the operating budget. However, the City and the Service have committed to jointly reviewing all reserves to ensure adequacy of reserve balances and contributions for future expenditures. While no additional contributions are made in this budget, this will create a budget pressure in the 2027 budget.

W.S.I.B. ($7.0M)

Changes to W.S.I.B. payouts are expected to yield **$**7M in savings; however, this amount is an estimate at this point and the in-year results may fall short of annualized targets.

Deferred Civilian Hiring and Increase in Vacancy Rates ($6.0M)

During the 2026 budget planning process, a total of 125 positions were identified as necessary. Of these, 63 were classified as mission critical. To align with fiscal constraints, only 40 positions have been included in the 2026 budget request, scheduled for hiring in the final quarter of the year.

Historically, higher vacancy rates have resulted in savings and cost offsets for premium pay. However, this approach carries significant risks including reduced service delivery,

increased workload redistribution among existing staff leading to burn out and low morale and will lead to delays in modernization initiatives. This request keeps the budgeted gapping rate of 4% for civilians for cost containment purposes. To manage this risk, the Service will strategically prioritize the pace of hiring based on the urgency and criticality of roles, while continuously monitoring premium pay, separations, and non-salary expenses.

Inflation and Benefit Costs ($4.7M)

Several reductions have been implemented for various accounts experiencing inflationary pressures and cost increases. However, these reductions are not permanent or may not be fully realized.

2027 and 2028 Outlooks

The Service has successfully achieved efficiencies and cost avoidance by implementing alternative service delivery models and focusing on core services. However, to continue providing adequate and effective services, the Service must ensure that deployment levels keep pace with the rising service demands, population growth, new legal requirements, and the increased oversight needs of a younger workforce. The Multi-Year Hiring Plan approved by the Board supports these goals and is reflected in the 2027 and 2028 budget outlooks.

Table 5: 2027 and 2028 Outlooks

Description	2027	2028
Starting Request	**$1,432.9M**	**$1,563.9M**
Salary Requirements and Premium Pay	$42.6M	$27.5M
Benefits	$20.5M	$14.6M
Reserve Contributions	$11.5M	$2.0M
Non-Salary (Other Operating Expenses)	$11.4M	$5.1M
Total Change before C.B.A. and F.I.F.A.	**$86.1M**	**$49.2M**
Collective Bargaining Agreement (CBA)	$44.9M	$52.6M
2026 F.I.F.A. Operating Expenditures	($56.3M)	-
2026 F.I.F.A. Recoveries	$56.3M	-
Outlook	**$1,563.9M**	**$1,665.7M**
Incremental Change	**$131.0M**	**$101.8M**
% Change over Prior Year	**9.1%**	**6.5%**

Outlook assumptions for 2027 and 2028:

- **Salary Requirements:** Based on Multi-Year Hiring Plan, which includes:

- 2027: Hiring 87 net new officers, bringing the year-end uniform strength to 5,801.
- 2028: Hiring 50 net new officers to maintain the 2026 cop-to-pop ratio, resulting in a year-end uniform strength of 5,851.

As new information becomes available, the above figures are subject to change, particularly as it relates to separations in 2027 and 2028, driven by the new C.B.A impacts, and increases in retirement eligibility. The Multi-Year Hiring Plan will be revisited based on evolving operational needs, workforce trends, and fiscal considerations.

- **Premium Pay:** To right-size the premium pay requirement, a phased budget increase is planned; $9.8M increase in 2027 and $4.7M increase in 2028. As the Service works to expand its permanent workforce, the dependency on premium pay is anticipated to decrease. However, in the short term, the need to meet increasing operational demands and manage capacity gaps continues to drive the use of premium pay, which poses a challenge in staying within the allocated budget. Factors such as court obligations and overtime from incidents requiring officers to stay beyond their shifts also contribute to premium pay costs. Efforts to manage and contain premium pay continue as the Service continues to hire additional full-time personnel, to enable a more efficient balance between on-duty staffing and off-duty assignments.

- **Benefits:** The pressures from benefits and employee non-discretionary costs, as detailed in the Budget Risk section, will persist through 2027 and 2028. In addition, O.M.E.R.S. has announced changes to its contribution rates, which will take effect on January 1, 2027. This change will impact the Service by additional contributions of approximately $4.0M in 2027.

- **Reserve:** Contributions are assumed to return to levels that maintain healthy reserve balances to meet future requirements and to smooth costs.

- **Inflationary impacts and other items:** The 2027 and 2028 outlooks assume business as usual, reflecting only anticipated inflation or known contractual changes. These projections do not include potential changes, opportunities, or efficiencies that may emerge through ongoing modernization or reform efforts. Additionally, future I.T. related costs that are expected to arise are not included in these estimates. These operating impacts largely stem from the capital program and could be related to digital transformation initiatives, licensing and software costs, new hardware and equipment, cloud and network infrastructure, maintenance and support, as well as training and development.

- **C.B.A. with the T.P.A. and Senior Officers Organization:** Per new ratified Agreements.

- **F.I.F.A.:** The $56.3M decrease in expenditures and revenue is due to F.I.F.A. funding for 2026 and reversal of this in 2027.

The outlook will also be influenced by continuing to pursue opportunities to redirect work, introduce new ways of working through technology, collaborating with partners to reduce the demand for policing services and capitalizing on cost recovery or inter-governmental partnerships.

The Service continually evaluates operational needs and resource requirements for each upcoming year. In preparation for the 2026 budget, the Service is committed to reviewing operational requirements, reviewing service delivery areas to responsibly meet adequacy standards, and attempt to balance the City's affordability and sustainability objectives.

Equity Impacts

Feedback From Residents

Public consultations are an important component of the Service's modernized approach to budget development. The information gathered is critical in helping the Service gauge an understanding of the level of service the public expects. In turn, the allocation of our resources and budget reflects priorities informed through this feedback.

Opportunities to inform the Service's priority and resource allocation are available through several channels:

- Regularly scheduled Board Meetings where the Service's variance reports are discussed quarterly;
- City council and City standing committee meetings
- Toronto Police Service Budget website Budget- Toronto Police Service and email yourtpsbudget@torontopolice.on.ca
- City-led consultation process which was conducted via a survey and community town halls in October 2025
- Annual community survey.

Impact Analysis

The Service is committed to delivering police services which are sensitive to the needs of the communities it serves, involving collaborative partnerships. The C.S.W.B. Roadmap consists of strengthening partnerships and relationships with communities, being deliberate in the data collected and analyzed, precision and focus on individuals involved in crime, standardizing investigations, and building a healthy organization for its members.

The Multi-Year Hiring Plan addresses the growing operational demands and community needs. In 2026, the Service plans to add 143 net new uniform officers, increasing overall deployment to 5,714 officers. These hires will strengthen frontline capacity, enhance investigative units, and support the expansion of the N.C.O. Program into four additional neighbourhoods with 16 new officers.

The City has implemented an Equity Responsive Budgeting framework to support agencies and divisions in assessing how budget initiatives impact equity-deserving groups. This framework incorporates both qualitative and quantitative measures to determine the equity impact level of each initiative. All initiatives presented in this report have been evaluated using this framework to ensure alignment with the City's commitment to equity and inclusion.

Expanding the N.C.O. Program into four additional neighbourhoods is anticipated to have a high positive equity impact and which will impact a wide range of groups including Indigenous peoples, immigrants, refugees and undocumented individuals, women, 2SLGBTQI+, persons with disabilities, Black and racialized groups, and vulnerable youth and seniors. The N.C.O. program deploys officers into neighbourhoods that overlap with the City Neighbourhood Improvement Areas in the Toronto Strong Neighbourhoods Strategy. N.C.O.s are integral in supporting neighbourhoods – this includes addressing community concerns, providing community referrals, developing youth programs, and fostering trust between the communities and police. Enhancing N.C.O.s is part of the Service's investment in Crime Prevention through preventative policing along with community partners and agencies, participation in F.O.C.U.S., community consultative and advisory committees, Gang Exit Referrals and Safe T.O.

On the civilian side, an additional 40 positions are planned, driven by the growth and dependency of the Multi-Year Hiring Plan. The positions will be focused on investigative support to improve case and disclosure timelines and mission-critical positions to support operational priorities. The capacity to investigate is needed as long-term trends of high impact offences remain increasing. The allocation of additional resources to support the increased volume of workload for disclosure with shorter timelines impacts all residents and/or groups the same way, and therefore has a neutral impact.

In 2025, the Service transformed response to 9-1-1 calls to ensure improved efficiency and readiness, through the implementation of N.G. 9-1-1 technologies, call diversion strategies, and the increase of uniform staffing. Since then, the 9-1-1 response time average changed to 13.5 minutes for Priority 1 calls and 38.1 minutes for Priority 2 calls. There was an increase of 79% of call diversion to T.C.C.S. These efforts aim to ensure that people in need of emergency services receive a timely, appropriate, and effective response. Furthermore, through the Service-wide Equity Strategy: *The Road to Creating an Inclusive Workplace and Fairness in Community Safety*, one of the commitments the Service makes is to review and identify non-emergency service calls and interactions, and strengthen alternative service delivery models and programs, such as the T.C.C.S., that do not require police response. This approach is anticipated to have a high positive

equity impact on all residents and visitors of Toronto, reducing disparities in access to emergency assistance, particularly for individuals experiencing mental health crises, 2SLG.B.T.Q.I.+ and Indigenous communities who may have a strained historical relationship with the police.

The Service will continue to drive an evidence and data-based approach to better inform deployment to create consistency in response times from division to division. Phase 2 of the Service's Race-Based Data Collection Strategy findings suggest the addition of more officers tending to emergency response may also have a low negative impact for some equity-deserving groups, particularly Indigenous, Black, and other Racialized people. Specifically, it was found that Indigenous women, Black youth, and older Latino people were over-represented in arrests relative to their presence in enforcement actions.

In 2025, community safety indicators reflect encouraging trends, with notable year-to-date decreases in shootings, hate crimes, and homicides compared to 2024. The Service's approach emphasizes collaboration, prevention, and adaptability to evolving risks, for continual delivery of public safety with ongoing monitoring and forecasting for future challenges, which will have a high positive equity impact on the communities served. The C.S.W.B. Roadmap takes a community-centric approach which has contributed to these outcomes by strengthening partnerships with communities and businesses to work together on prevention, addressing root causes, building real alternatives and holding each other accountable. It also focuses on hyper-localization to get to know the communities served to gain insights to intervene and identify the most dangerous people for precision and focused policing.

The Service aims to strengthen trust both within the organization and with the communities it serves, accelerate efforts toward police reform and professional standards, and contribute to safer communities. Its Equity Strategy draws on expert guidance, research, and recommendations shaped by major events, trends, and studies over the past decade, alongside ongoing initiatives to advance equity, inclusion, and human rights. This Strategy reflects the Service's ongoing commitment to meaningful action, transparency, and accountability in driving systemic change that ensures fair and unbiased policing and fosters an environment that is equitable, supportive, and inclusive for all.

This budget continues to allocate resources to critical equity initiatives, including implementing the Equity Strategy; race-based data collection; advancing gender-diverse and trans inclusion; promoting a healthy and respectful workplace; delivering equity, inclusion, and human rights training; and building a workforce that mirrors and meets the needs of the diversity of the city. It also funds community-focused programs and relationship-building efforts led by the Service's C.P.E.U, such as the N.C.O. Program.

Relevant Board Policies and Compliance

This report complies with the Board's Budget Transparency Policy, approved on July 29, 2021 under Board Minute P2021-0729-3.0.

All budget materials will be available on the Service's Budget Website: Budget- Toronto Police Service.

Conclusion

The Service's 2026 operating budget request of $1,432.9M, a $93.8M or 7.0% increase over the 2025 approved budget, represents more than a financial plan, it is a strategic investment in progress. By prioritizing modernization, technology adoption, and evidence-based approaches, this budget positions the Service to meet the evolving needs of a growing and diverse city. It sustains the Multi-Year Hiring Plan, strengthens frontline and investigative capacity, and supports initiatives that enhance community safety and wellbeing. These investments are not simply expenditures; they are deliberate steps toward building a responsive, innovative, and trusted policing model that reflects the expectations of the City's residents.

Looking ahead, this budget lays the foundation for long-term transformation while addressing immediate operational requirements. It balances fiscal responsibility with the critical need to invest in people, processes, and partnerships that drive progress. This is an investment in the future, one that enables the Service to adapt, innovate, and lead in creating a safer city for all.

Interim Chief Administrative Officer Colin Stairs will be in attendance to answer any questions the Board may have regarding this report.

Respectfully submitted,

Myron Demkiw, M.O.M.

Chief of Police

Appendix A

Additional Information on Key Service Areas

All figures are stated as of October 31st, 2025 on a year-to-date basis unless otherwise noted.

Responding to Growth and Demand

9-1-1 Response

Our members have attended over 37,000 Priority 1 calls this year so far, slightly fewer than in 2024. These are the most urgent calls which often involve life-threatening situations. Our response times to these calls on average in 2025 has been 13.5 minutes, which is 4.1 minutes quicker than in 2024 and continues a multi-year trend of improvements. To achieve this, the Service focused on frontline staffing for constables and sergeants, enhanced management of related processes and shift schedules, diverted calls, and continuously used data to drive decision-making. While progress has been made, more work needs to be done to achieve shorter response times across all priority calls. Continued efforts recognizing call diversion and mental health is health approaches, frontline deployment, and increased supervision will bring more progress in our 9-1-1 response services.

Investigations and Victim Support

The nature of investigations is becoming increasingly complex. With more information than ever before, increased requirements and timeliness of disclosure to courts, and sophisticated offenders, our members manage more elements within each case.

Although there have been improvements in Community Safety Indicators such as Frauds, Shootings, Auto Thefts, Intimate Partner Violence, Home Invasions, and Homicides, the long-term trends continue to increase. This increase brings a higher workload for investigators, more disclosure and records management needs for operational support staff, and victim support in collaboration with our partners.

Centralized shooting, carjacking, and hate crime teams, respectively have considerable progress this year. As the Service progresses, there will be a continuing focus of our efforts on prolific offenders who impact the safety and wellbeing of our communities through bail compliance, and specialized investigations.

Crime Prevention

Our efforts to bring dedicated officers to neighbourhoods across the city continues. In 2025, the Neighbourhood Community Officer (N.C.O.) program expanded to four additional neighbourhoods and extended coverage to Toronto's underground transit network, the Toronto Transit Commission (T.T.C.) subway system. There are four dedicated officers between Union and Wellesley stations, and another four officers between Bloor and Eglinton stations. This will allow for seven-day-a-week, dedicated coverage on the Yonge Line, ensuring transit riders feel safe and secure on their

commute. These enhancements bring the program to 61 of 158 Toronto's neighbourhoods. There will be a further increase of four neighbourhoods in 2026.

Events and Protests

Geopolitical events continue to drive local impacts within Toronto. The Service has had to maintain a flexible deployment model to meet rising and variable demand to address the nearly 4,000 protests and demonstrations since Oct 7, 2023.

Traffic and Parking Enforcement

Road safety remains a priority service with over 55,000 collisions this year so far, with nearly 9,000 involving injuries, and 38 fatalities. The volume of road safety incidents remains elevated and our dedicated road safety efforts have resulted in over 335,000 tickets and warnings being issued, approximately 1.45M parking tags issued, and nearly 16,000 vehicles being towed.

Courts and Prisoner Management

A focus on offenders, requires ensuring prisoner management and transportation. There have been nearly 38,000 in-person court appearances in 2025 so far. Arrests have also been increasing with over 4,000 arrests each month.

1.2. Toronto Police Service 2026-2035 Capital Program Request

PUBLIC REPORT

November 27, 2025

To: Budget Committee
Toronto Police Service Board

From: Myron Demkiw
Chief of Police

Subject: Toronto Police Service 2026-2035 Capital Program Request

Purpose: ☐ Information Purposes Only ☒ Seeking Decision

Recommendations:

It is recommended that the Toronto Police Service Board Budget Committee:

(1) approve the Toronto Police Service's (Service) 2026-2035 Capital Program at a 2026 debt request of $97.2 Million (M) and gross amount of $126.8M (excluding cash flow carry forwards from 2025), and a total of $1,064M debt and $1,272.2M gross for the 10-year program, as detailed in Attachment A; and

(2) forward this report to the Toronto Police Service Board (Board) for consideration and recommendation for approval.

Financial Implications:

The Service's Capital Program requirements are funded from various sources including:

- The Vehicle and Equipment Reserve (Reserve), funded through the Service's operating budget;
- Development Charges (D.C.) revenue, contributed by the developers to help fund the cost of infrastructure related to new developments;
- Provincial grants where available; and
- City-issued debt.

The capital program is developed through a comprehensive process incorporating updated cash flow forecasts, project readiness assessments, historical spending patterns, and affordability analysis to optimize Reserve and D.C. funding, thereby minimizing city borrowing as much as possible and managing annual spending.

This Capital Program Request does not include potential tariff impact for imports from the United States. Further updates to project costs due to tariff policy updates will be addressed in future capital variance reports and future capital program requests.

Table 1 summarizes the 2026-2035 capital program, outlining project status and funding sources. Currently, 74% of projects are in progress including ongoing Vehicle and Equipment Lifecycle Replacement initiatives while 26% are upcoming projects. Debt financing remains the primary source for the 10-year capital program, representing 84% of total capital funding. The remaining requirements are supported by Reserve (12%) and D.C. funding (4%).

Table 1: Summary of the 2026-2035 Capital Program Request ($000's)

Projects	2026	2027	2028	2029	2030	Total 2026-2030	Total 2031-2035	Total 2026-2035	% to total
Projects in Progress	121,051	146,401	130,244	100,657	98,570	596,923	350,855	947,778	74%
Upcoming Projects	5,768	9,988	15,247	26,535	78,054	135,592	188,870	324,462	26%
Total Gross Projects	**126,819**	**156,389**	**145,491**	**127,192**	**176,624**	**732,515**	**539,725**	**1,272,240**	**100%**
Vehicle and Equipment Reserve Funding	14,894	15,977	12,287	13,327	19,701	76,186	75,093	151,279	12%
Development Charges	14,750	14,250	10,450	10,750	3,800	54,000	3,000	57,000	4%
Total Debt Funding Request	**97,175**	**126,162**	**122,754**	**103,115**	**153,123**	**602,329**	**461,632**	**1,063,961**	**84%**

Note: This table excludes carry forwards. Due to rounding, numbers presented may not add up precisely.

The multi-year hiring plan influences capital requirements as the Service scales to support increased staffing. Impacts include additional personally issued equipment, software licenses, vehicles and fit-up equipment, and office renovations to accommodate increased workspace needs, such as desks and locker space. The capital plan must account for this growth alongside maintenance and lifecycle replacement needs.

The 2026–2035 request reflects a $189.3 million increase over previous years, driven predominately by updated construction cost estimates for future years which continue to escalate, expanded technology investments, and the cascading impacts of the multi-year hiring plan. Detailed breakdowns of these increases are provided within each project description.

Summary:

The purpose of this report is to obtain Budget Committee approval of the Service's 2026-2035 Capital Program request prior to Board consideration and approval of the budget.

The Service incorporates all known factors related to project costs to develop accurate estimates, which are reflected in the 2026-2035 Capital Program. While estimates reflect all known cost factors, assumptions may evolve as new information emerges, potentially affecting costs and schedules. The Service remains committed to sound governance and oversight, adapting to changes to ensure successful delivery.

Attachments overview:

- Attachment A: Summary of the total request and a detailed list of ongoing and upcoming projects.
- Attachment B: Detailed listing of Vehicle and Equipment lifecycle replacement projects.
- Attachment C: Summary of the operating impact of projects in the 2026-2035 program.

Discussion:

Relevant Board Policies and Compliance

This report complies with the Board's Budget Transparency Policy, approved on July 29, 2021 under Board Minute P2021-0729-3.0.

Background:

A capital budget is a multi-year financial plan for major investments such as facilities, vehicles, technology, and infrastructure. It focuses on long-term assets that support service delivery, shapes future capacity and growth.

Capital projects inherently demand substantial initial one-time or follow-on replacement financial investments, generating long-term organizational benefits and capacity. As shown in Figure 1, the 2026-2035 capital plan will address improvements or replacements of aging infrastructure, updates to the core operational systems, and lifecycle of vehicle and equipment. It also enables the Service's maintenance and modernization efforts by funding the following types of requirements:

Figure 1 – Types of Requirements (In $M and excludes carry forward)

				
Facilities	**Information Technology**	**Vehicles**	**Communication**	**Equipment**
$551.3 43%	$142.2 11%	$170.0 13%	$48.2 4%	$360.5 28%
54 Division ☑ 55 Division ☑ 41 Division ☑ 13 Division ☑ S.O.G.R*	Workstations, Laptops, Printers New R.M.S.** Mobile Workstations Real Time Operations Centre Information Technology Storage Growth Digital Program (Platform & Transformation)	Vehicle Replacement ☑	Radio Replacement	I.T. Infrastructure Body Worn Camera Connected/Mobile Officer Furniture A.L.P.R.*** Technology for Parking Enforcement Vehicle Impound Program Replacement
☑ - Project supports Climate Resiliency and/or Greenhouse Gas (GHG) Reduction *S.O.G.R. - State of Good Repair, ** New Records Management System, ***Automated License Plate Recognition Note: Due to rounding, numbers presented may not add up precisely.				

Facilities ($551.3M):

While four divisions are included for replacement within the current 10-year plan, there are additional facilities that must be addressed within as many years. The Service will be developing a comprehensive long-term facility plan with the objective of enhancing operational flexibility, addressing aging facility infrastructure, and optimizing resource use. Factors to be considered will include:

- State of Good Repair assessments;
- Joint Health and Safety considerations;
- Strategic locations and/or co-location of units and services;
- Expected growth in the Service's complement and volumes of activity; and
- Expected City of Toronto population growth, including areas of significant development.

Findings and recommendations will be brought to the Board in future report(s).

Information Technology ($142.2M):

The Service is seeing an increased pace in necessary investments in Information Technology (I.T.) and Information Management (I.M.). This builds on foundational activities such as the investment in a new Records Management System (R.M.S.) and the Digital Program, which will generate operational benefits more directly and quickly. The benefits of these investments will have far-reaching impacts for policing and the community. Some examples of benefits include the following:

- Create greater operational capacity and flexibility to accommodate growth and emerging priorities, and eliminate costly and manual processes (New R.M.S. and Digital Program);
- Increase accessibility, accountability, and transparency (New R.M.S. and Digital Program);
- Expand opportunities for enhanced community engagement (Digital Program);

- Improve information and data management; and
- Modernize data storage to manage costs (through cost avoidance) and create value-added capabilities to data storage infrastructure.
- Various modernization initiatives are under review such as:
    - A review of the technology used in vehicles with Mobile Work Stations (M.W.S.) is underway to reduce system complexity and enable smartphone integration to replace the computing portion of the M.W.S. The new In-Car Camera (I.C.C.) and Automated License Plate Recognition (A.L.P.R.) system from Axon has already reduced dependency on some of the legacy systems. Future updates are planned to further integrate smartphone devices for controlling the I.C.C. and A.L.P.R. systems.
    - The next lifecycle of radio equipment will feature key new enhancements, such as the ability to operate over commercial cellular networks, improved range, and increased reliability. Some radios also have computer capabilities, allowing for limited application use. Future models and capabilities that may better align with Service needs are currently being explored, as the existing models are not optimal for current needs.
    - Smartphone and computer applications now allow radio system access without traditional radios, reducing costs per user and extending access to partners like 2-1-1 (connects callers to critical social and community supports). However, the lack of a public safety-grade commercial cellular network limits broader adoption, and the Service continues to lobby for such a network at the federal and provincial levels.

While the Service has taken steps to create efficiencies, the amount of equipment requiring lifecycle replacement continues to increase, putting added pressure on the Service's operating budget and its ability to contribute to the Reserve. The Service continues to review planned expenditures for all projects to address future pressures and explore other options (e.g., utilization of the cloud) for more efficient and potentially less costly data storage.

Vehicles ($170M):

The Service maintains a fleet of 1,975 vehicles, comprised of marked, unmarked, and special-purpose vehicles and boats, as well as 426 bicycles, supporting both Service and Parking Enforcement operations. Vehicles are replaced according to a predetermined schedule based on their estimated useful life. This request also considers additional vehicle requirements aligned with the multi-year hiring plan.

Communication ($48.2M):

The radio lifecycle replacement project provides for the replacement of 5,106 radios as part of the 10-year replacement program. Furthermore, additional radios will be required to support the net new officers aligned with the multi-year hiring plan.

Equipment ($360.5M):

This category addresses specialized equipment projects such as I.T. Infrastructure, Body Worn Cameras (B.W.C.), Connected/Mobile Officer and Furniture.

Climate Change Lens for Capital Projects

The Service has a few projects that support City-wide climate change objectives as follows:

- Hybrid vehicles: Hybrid vehicles offer increased value in terms of operational efficiency, fuel savings, and carbon reduction. For 2026, the Service plans to deploy 203 hybrid vehicles and will maximize its hybrid vehicle orders wherever possible; this shift has been constrained by manufacturers' capacity, which is beginning to improve.
- Light Emitting Diode (L.E.D.) lighting: The Service has installed L.E.D. lighting in various facilities which has resulted in electricity cost savings.
- Net Zero Emission – Net Zero by 2040 initiative: This strategy aims to reduce community-wide greenhouse gas emissions in Toronto to net zero by 2040. To establish the trajectory to reach the target, a significant investment for all the Service's new buildings is required. The Service is currently constructing a new 41 Division building and has value-engineered its design to achieve net zero emissions. All the Service's future new builds will comply with the Toronto Green Standards, which focus on climate change mitigation or adaptation, energy or water efficiency, renewable or alternative energy, air quality, green infrastructure, and other environmental, climate, and energy planning efforts.

Major Project Accomplishments in 2025

Major project accomplishments in 2025 include:

- Next Generation 9-1-1 (N.G.9-1-1): The second phase of the project was completed in May 2025 with the successful installation of the Emergency Services Internet Protocol Network (E.S.I.net) system to ensure the N.G.9-1-1 standards have been met. Particularly, the system is commissioned with an auto text back feature which will enhance the response times for abandoned calls.
- New Records Management System (R.M.S.): The project team has conducted several engagement sessions within the Service to showcase the system's value and potential benefits. The project team has developed build iterations for approximately 70% of process configuration.
- Automated Fingerprint Identification System (A.F.I.S.) Replacement: The current lifecycle upgrade is in the final stage, targeting a December 2025 completion. The project team is actively stabilizing the new system and validating remaining system requirements.

- Various projects in State of Good Repair (S.O.G.R.) such as repairs/replacement of overhead doors and gates were completed which contributed to a reduction in the S.O.G.R. backlog.
- Various lifecycle replacement projects such as vehicles, laptops, furniture and lockers have been completed or are on track for completion in 2025.
- Significant milestones have been achieved on other in-progress projects such as the new 41 Division facility. For more details, please refer to the Projects in Progress section of this report.

Project Detail

The 2026-2035 Capital Program Request is segregated into five categories for presentation purposes:

A. Projects in Progress
B. Upcoming Projects
C. Vehicle and Equipment Lifecycle Replacement Projects
D. Operating Impact from Capital
E. Potential Projects Outside of the Capital Program Request

Projects are classified as:

- S.O.G.R.: Refers to maintaining the general condition, safety, and operational requirements of existing Service assets and facilities. It ensures infrastructure remains functional and compliant with standards.
- Service Improvement: Investments aimed at enhancing operational efficiency, productivity, and modernization beyond basic maintenance.
- Legislated / Health & Safety: Projects mandated by legislation, regulatory compliance, or critical health and safety requirements.

A. Projects in Progress

There are 26 projects in this category, including those with carry forward funding only, that will continue in 2026. Projects with 2025 carry forwards only and no additional funding request in 2026-2035 are excluded from this report. For details on those projects, please refer to the quarterly variance reports.

Please refer to Table 2 below, followed by summaries for the major projects.

Table 2: Projects in Progress ($000's)

Projects	Budget to end of 2025	2026	2027	2028	2029	2030	Total 2026-2030	Total 2031-2035	Total 2026-2035	Total Project Cost
Projects in Progress	238,699	106,157	130,424	117,957	87,330	78,869	520,737	275,762	796,499	1,035,198

Note: This table excludes carry forwards. Due to rounding, numbers presented may not add up precisely.

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

Category:	Facilities	**Funding Source:**	Debt
Classification:	S.O.G.R.		
Start Year:	On-going	**Estimated End:**	On-going

Project Description:

This project includes ongoing funding for the S.O.G.R. facility requirements that are the responsibility of the Service as well as funding to enhance existing technological assets. S.O.G.R. funds are used to maintain the general condition, overall safety and requirements of existing Service building interiors. Funding is also used for technology upgrades to optimize service delivery and increase efficiencies.

Project Summary:

Planned use of these funds will be aligned with the future vision for Service facilities, prioritizing projects in the existing backlog that will remain unaffected by the ongoing planning for the future of the Service's facilities footprint. The key work scheduled for 2026 includes the replacement of overhead doors and gates, Police Headquarters entrance renovation and flooring replacements.

The nine-common year (2026-2034) project budget, compared to the 2025-2034 approved capital program, has increased by $450,000 to account for additional contracted services required for technology upgrades from 2026.

Project Funding Breakdown:

State of Good Repair (S.O.G.R.) ($000s)	Budget to end of 2025	2026	2027	2028	2029	2030	Total 2031-2035	Total Project Cost
Requested Capital Expenditures	**Ongoing**	**4,450**	**4,450**	**4,450**	**4,450**	**4,450**	**22,250**	**44,500**
Impact on Operating Budget		0	0	0	0	0	0	0

54 Division – Long-Term Facility Plan

Category:	Facilities	**Funding Source:**	Debt, D.C.
Classification:	Service Improvement		
Start Year:	2017	**Estimated End:**	2029

Project Description:

In 1994, 54 and 55 Divisions (built in 1951 and 1972 respectively) were identified as priorities for replacement due to the need for more efficient space to accommodate City's growth and improved service operations. This project was originally initiated to amalgamate 54 and 55 Divisions into one consolidated facility. Due to difficulties in locating a suitable location for the new facility and after reviewing its operational requirements, the Service subsequently determined in 2025 that maintaining two geographically separate divisions is the best strategy to meet operational needs.

The existing 54 Division site at 41 Cranfield Road will be developed using a phased construction approach. During the construction period, Service members will be temporarily relocated to either nearby sites or a viable alternative site, which will allow the operations of the division to remain unaffected during the construction period.

Project Summary:

The request for pre-qualification for the architectural consultation of the new 54 Division is in progress. The City is experiencing difficulties in identifying a suitable temporary location for 54 Division members during the construction. The Service will continue to discuss with the City and review viable options.

The nine-common year project budget, compared to the 2025-2034 approved capital program has increased by $32.1M based on the latest study by the Service's consultant and accounted for cost escalation due to changes in market conditions. Any further changes to funding requirements will be addressed in future capital program submissions.

Project Funding Breakdown:

54 Division - Long Term Facility Plan ($000s)	Budget to end of 2025	2026	2027	2028	2029	2030	Total 2031-2035	Total Project Cost
Requested Capital Expenditures	**1,971**	**14,357**	**44,231**	**50,076**	**24,415**	**0**	**0**	**135,050**
Impact on Operating Budget		0	0	0	0	0	0	**0**

41 Division - Long Term Facility Plan

Category:	Facilities	**Funding Source:**	Debt, D.C.
Classification:	Service Improvement		
Start Year:	2018	**Estimated End:**	2027

Project Description:

The Service began the planning and design of the new 41 Division facility in 2018 and the construction began in August 2022. The phased construction and demolition approach will provide the Service with a new facility on the existing 41 Division site at 2222 Eglinton Avenue East. The new facility will provide a modern, efficient workspace designed to serve the Service and the surrounding community for decades to come. The new 41 Division will be the first Net Zero Emission building in the Service's asset base and the first of its kind in Ontario. During construction, personnel continue to occupy a portion of the existing building as well as neighbouring divisions, as required, to allow for uninterrupted business operations.

Project Summary:

For Phase 1 (South Building), the move in was completed in the 1st quarter of 2025. For Phase 2 (North Building), the demolition of existing structures has been

completed. Excavation is currently underway in preparation for superstructure construction (i.e. above ground level components) which is scheduled to begin in January 2026. Interior building construction is anticipated to start in July 2026, with occupancy targeted for mid-2027 (delayed from the original estimated end of 2026 timeline).

The nine-common year project budget, compared to the 2025-2034 approved capital program, has increased by $5M due to cost escalation related to the delay in Phase 2 occupancy from 2026 to 2027. The Service has worked to align with the Construction Manager's (Eastern Construction Company Limited) cash flow projections while responding to the City's request to minimize the debt requirements.

The Service will continue to update the Board on significant project development through its quarterly capital variance reports.

Project Funding Breakdown:

41 Division - Long Term Facility Plan ($000s)	Budget to end of 2025	2026	2027	2028	2029	2030	Total 2031-2035	Total Project Cost
Requested Capital Expenditures	**73,328**	**12,247**	**5,000**	**0**	**0**	**0**	**0**	**90,575**
Impact on Operating Budget		0	0	0	0	0	0	**0**

Radio Replacement

Category:	Communication	**Funding Source:**	Debt, D.C.
Classification:	S.O.G.R.		
Start Year:	2016	**Estimated End:**	On-going

Project Description:

The Service's Telecommunications Services Unit maintains 5,106 mobile, portable and desktop radio units. To ensure sound radio infrastructure optimize resource utilization and minimize financial burden, the Service replaces its radios every ten years. The next lifecycle replacement will commence in 2027.

Project Summary:

In preparation of the next replacement cycle, the Service's consultant reviewed the radio system and provided recommendations on efficiency improvement, technological advancements, and cost-saving measures which will be incorporated into the Service's next lifecycle plan.

The nine-common year project budget, compared to the 2025-2034 approved capital program, has increased by $7.2M, reflecting inflationary increases and updates to radio models. Additionally, the operating budget will be impacted by radio maintenance costs starting from 2027.

Project Funding Breakdown:

Radio Replacement ($000s)	Budget to end of 2025	2026	2027	2028	2029	2030	Total 2031-2035	Total Project Cost
Requested Capital Expenditures	**38,151**	**200**	**11,070**	**9,934**	**9,760**	**9,745**	**7,468**	**86,328**
Impact on Operating Budget		0	245	455	665	875	5,075	**7,315**

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

Category:	Equipment	**Funding Source:**	Debt, D.C.
Classification:	S.O.G.R.		
Start Year:	2019	**Estimated End:**	On-going

Project Description:

A.F.I.S. is based on a biometric identification methodology that uses digital imaging technology to obtain, store and analyse fingerprint data. It allows for compatibility with external systems in other agencies such as the Royal Canadian Mounted Police, communicating electronically for real-time identification, fingerprint submissions, searches and criminal record updates. This system is also integrated with other Service systems to provide real-time confirmation of prisoner identity for Booking Officers, and process requests for background clearance, police reference checks and clearance letter services.

Project Summary:

The current lifecycle upgrade is in the final stage, targeting a December 2025 completion. The project team has actively reviewed the project resources to support and stabilize the new system and validate remaining system requirements.

The next lifecycle is planned to commence in 2029, ensuring the system remains efficient, relevant, and aligned with evolving technological standards and organizational needs. The nine-common year project budget, compared to the 2025-2034 approved capital program, has remained unchanged.

Project Funding Breakdown:

Automated Fingerprint Identification System (A.F.I.S.) Replacement ($000s)	Budget to end of 2025	2026	2027	2028	2029	2030	Total 2031-2035	Total Project Cost
Requested Capital Expenditures	**4,285**	**0**	**0**	**0**	**1,285**	**2,304**	**4,286**	**12,160**
Impact on Operating Budget		0	0	0	0	0	0	0

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

Category:	Information Technology	**Funding Source:**	Debt, D.C., Grant
Classification:	Legislated		
Start Year:	2019	**Estimated End:**	2028

Project Description:

The Canadian Radio-television and Telecommunications Commission (C.R.T.C.) has instructed Canadian telecommunications service providers to upgrade their infrastructure for N.G. 9-1-1 to an Internet Protocol (I.P.) based platform technology by March 31, 2027. The new technology is capable of carrying voice, text and other data components. It improves how people request emergency services and the communications between emergency responders, as well as provides more accurate location information to help emergency responders reach people efficiently.

Project Summary:

The first phase of this project, which included the implementation of the new technology provided by Solacom and the renovation of the training room, was completed in July 2024. The second phase of the project was completed on May 22, 2025 with the successful installation of the E.S.I.net system to ensure the N.G. 9-1-1 standards have been met.

Following the completion of the second phase, the renovation of the 7th and 8th floors of the Communications Centre and the installation of Uninterrupted Power Supply (U.P.S.) system will proceed. The construction is anticipated to begin by late 2025. The U.P.S. installation will commence once the construction is complete. The overall project is expected to be completed in 2028.

The nine-common year project budget, compared to the 2025-2034 approved capital program, has increased by $250,000 reflecting higher costs with peer review for U.P.S. installation. Additionally, starting in 2026, the operating budget is expected to increase due to ongoing expenditures for an additional headcount for ongoing maintenance, as well as costs for cybersecurity and data services.

Project Funding Breakdown:

Next Generation (N.G.) 9-1-1 ($000s)	Budget to end of 2025	2026	2027	2028	2029	2030	Total 2031-2035	Total Project Cost
Requested Capital Expenditures	**14,283**	**250**	**1,150**	**1,150**	**0**	**0**	**0**	**16,833**
Impact on Operating Budget		1,062	1,076	1,109	1,104	1,122	5,894	11,367

Uninterrupted Power Supply (U.P.S.) Lifecycle Replacement

Category:	Equipment	**Funding Source:**	Debt, D.C.
Classification:	S.O.G.R.		
Start Year:	2022	**Estimated End:**	Ongoing

Project Description:

This project provides funding for the lifecycle replacement of U.P.S. systems across all Service locations, each of them housing multiple U.P.S. units. The need to maintain telephone operations using a Voice over Internet Protocol (V.o.I.P.) platform has increased the need for extended U.P.S. runtimes, particularly in locations where generators are not available. This initiative extends beyond cost considerations, with a primary focus on improving the resiliency of critical police facility systems. The program will enable the provision of expanded backup for mission critical police facility systems including Closed-Circuit Television (C.C.T.V.) and V.o.I.P. systems, divisional radio systems and security alarm systems.

Project Summary:

The Service-wide lifecycle initiative aimed to consolidate all existing U.P.S. systems into a single U.P.S. system per facility has been progressing successfully for the past two years. This consolidation is designed to provide the optimized total cost of ownership over a 10-year lifecycle, while improving technological operations.

In 2025, U.P.S. lifecycle replacements have been completed at 23 and 31 Divisions. Planning is underway for two more divisions' U.P.S. lifecycle replacements in 2026, further expanding power reliability across the Service.

The nine-common year project budget, compared to the 2025-2034 approved capital program, has decreased by $2M due to savings from contracted services, i.e., an internal resource has been repurposed for duties previously performed by a contractor, eliminating the need for such contracted service. Additionally, starting from 2026, the operating budget will be impacted by the maintenance costs of the U.P.S. system.

Project Funding Breakdown:

Uninterrupted Power Supply (U.P.S.) Lifecycle Replacement ($000s)	Budget to end of 2025	2026	2027	2028	2029	2030	Total 2031-2035	Total Project Cost
Requested Capital Expenditures	**2,802**	**900**	**900**	**900**	**900**	**1,200**	**4,200**	**11,802**
Impact on Operating Budget		65	65	110	150	190	1,510	2,090

Information Technology Data Storage Growth

Category:	Information Technology	**Funding Source:**	Debt, D.C.
Classification:	Service Improvement		
Start Year:	2023	**Estimated End:**	Ongoing

Project Description:

This project is a dedicated program to outline and measure the historical and ongoing increase in the Service's data storage. Data is being accumulated at a pace that is faster than can be purged through current retention policies (i.e. up to 100 hours of video evidence is collected every hour). Although the policies are being reviewed, data volumes continue to grow exponentially to meet police operational needs such as evidence collection, disclosure, analytics and ensuring transparency and accountability as well as to comply with legislative requirements.

Project Summary:

I.T. Services continues to monitor historical data growth, with a focus on migrating storage to cloud-hosted platforms such as Evidence.com. This transition supports a more sustainable approach in managing the expansion of data, ensuring efficiency and adaptability to evolving requirements. The nine-common year project budget, compared to the 2025-2034 approved capital program, has remained unchanged.

Project Funding Breakdown:

Information Technology (I.T.) Data Storage Growth ($000s)	Budget to end of 2025	2026	2027	2028	2029	2030	Total 2031-2035	Total Project Cost
Requested Capital Expenditures	**3,217**	**750**	**750**	**750**	**750**	**750**	**3,750**	**10,717**
Impact on Operating Budget		0	0	0	0	0	0	0

New Records Management System (R.M.S.)

Category:	Information Technology	**Funding Source:**	Debt, D.C.
Classification:	Service Improvement		
Start Year:	2023	**Estimated End:**	2027

Project Description:

This project is for the replacement of the existing R.M.S., a core business operating system of the Service. A review of the Service's existing system has highlighted technological weaknesses which create operational challenges and hinder the progression to a digital environment. The new system is expected to improve the ability to make connections between related pieces of information and increase the interaction and openness to the public of the Service's information and processes.

Project Summary:

The contract award for the new R.M.S. was approved in April 2023. The project team officially launched in February 2024 and has engaged with over 1,700 members as of the 3rd quarter of 2025 for their input on the configuration and build of the new system. It has developed build iterations for approximately 70% of process configuration. System development is in progress using an incremental build approach and is expected to be completed by the 4th quarter of 2025.

The testing phase is planned for the first half of 2026, while training and rollout activities are expected to begin in the 4th quarter of 2026.

The nine-common year project budget reflects a $5.1M increase over the 2025-2034 approved capital program, primarily due to the addition of training costs based on the training model under development in 2025. Additionally, the operating budget impact is projected at $1.8M in 2027 to cover maintenance and the temporary one-year overlap of the existing and new R.M.S. during parallel rollout phase. Any further updates to project costs will be addressed in future capital variance reports and future capital program requests.

Project Funding Breakdown:

New Records Management System (R.M.S.) ($000s)	Budget to end of 2025	2026	2027	2028	2029	2030	Total 2031-2035	Total Project Cost
Requested Capital Expenditures	**17,700**	**5,900**	**12,098**	**0**	**0**	**0**	**0**	**35,698**
Impact on Operating Budget		0	1,835	820	820	820	4,100	8,395

Vehicle Lifecycle Replacement

Category:	Vehicles	**Funding Source:**	Debt, D.C.
Classification:	S.O.G.R.		
Start Year:	Ongoing	**Estimated End:**	Ongoing

This project was allocated to Reserve prior to 2025.

Project Description:

This project is for the lifecycle replacement of the Service's fleet of vehicles and the associated equipment. This includes marked and unmarked cars, support vehicles, bicycles, motorcycles, as well as telecommunication equipment required to outfit the vehicles. For information on hybrid vehicle procurement, please refer to the Climate Change Lens for Capital Projects section.

Project Summary:

The nine-common year project budget, compared to the 2025-2034 approved capital program, has increased by $8.1M to account for additional marked and unmarked vehicles added to the lifecycle replacement program under the Service's multi-year hiring plan, as well as inflationary adjustments.

Project Funding Breakdown:

Vehicle Lifecycle Replacement ($000s)	Budget to end of 2025	2026	2027	2028	2029	2030	Total 2031-2035	Total Project Cost
Requested Capital Expenditures	**12,768**	**13,639**	**13,674**	**13,709**	**13,744**	**14,275**	**87,007**	**168,816**
Impact on Operating Budget		0	0	0	0	0	0	0

Note: Budget to end of 2025 excluded historical budgets funded by the Reserve.

Workstation, Laptop, Printer- Lifecycle Replacement

Category:	Information Technology	**Funding Source:**	Debt
Classification:	S.O.G.R.		
Start Year:	Ongoing	**Estimated End:**	Ongoing

This project was allocated to Reserve prior to 2025.

Project Description:

This project is for the lifecycle replacement of the Service's workstations, laptops, additional monitors, and printers which are replaced every 4 to 7 years.

Project Summary:

The nine-common year project budget, compared to the 2025-2034 approved capital program, has increased by $3.5M. This increase accounts for the inclusion of workstations and laptops that were previously outside of the lifecycle replacement program. Those workstations and laptops are essential to various units' operations and were initially acquired through other sources of funding which are no longer available. These assets are approaching end-of-life and will now be incorporated into the program, with funding allocated accordingly. Also, the budget includes three new project positions to strengthen customer support and lifecycle replacement.

Project Funding Breakdown:

Workstation, Laptop, Printer- Lifecycle Replacement ($000s)	Budget to end of 2025	2026	2027	2028	2029	2030	Total 2031-2035	Total Project Cost
Requested Capital Expenditures	**3,779**	**5,569**	**6,989**	**2,432**	**2,596**	**6,052**	**26,339**	**53,756**
Impact on Operating Budget		0	0	0	0	0	0	0

Note: Budget to end of 2025 excluded historical budgets funded by the Reserve.

Infrastructure Lifecycle Replacement

Category:	Equipment	**Funding Source:**	Debt, D.C.
Classification:	S.O.G.R.		
Start Year:	2021	**Estimated End:**	Ongoing

This project was allocated to Reserve prior to 2025.

Project Description:

This project is for the lifecycle replacement of the Service's servers, network, and storage which are replaced every 6 years.

Project Summary:

Following the infrastructure analysis conducted in 2024, the Service continued its effort to ensure that all assets across multiple physical sites and access points were captured in the 2026-2035 Capital Program. The nine-common year project budget, compared to the 2025-2034 approved capital program, has increased by $950,000 to account for inflationary requirements. Additionally, the operating budget will be impacted by cyber security costs starting from 2026.

Project Funding Breakdown:

Infrastructure Lifecycle Replacement ($000s)	Budget to end of 2025	2026	2027	2028	2029	2030	Total 2031-2035	Total Project Cost
Requested Capital Expenditures	**13,100**	**17,150**	**8,200**	**14,500**	**20,600**	**26,400**	**81,300**	**181,250**
Impact on Operating Budget		274	274	274	274	274	1,370	2,740

Note: Budget to end of 2025 excluded historical budgets funded by the Reserve.

Mobile Workstations (M.W.S.) Lifecycle Replacement

Category:	Information Technology	**Funding Source:**	Debt, D.C.
Classification:	S.O.G.R.		
Start Year:	Ongoing	**Estimated End:**	Ongoing

This project was allocated to Reserve prior to 2025.

Project Description:

This project is for the lifecycle replacement of the M.W.S. platform including the M.W.S., the wireless modem and associated peripherals such as docking stations, keyboards and thermal portable printers.

Project Summary:

The M.W.S. platform is deployed to all the Service's police cars and motorcycles enabling the officers to connect to the Service's systems through radio signals and use the mobile applications in the field. The nine-common year project budget, compared to the 2025-2034 approved capital program, has decreased by $176,000

to account for savings identified through technology efficiencies. Additionally, the operating budget will be impacted by maintenance costs starting from 2026.

Project Funding Breakdown:

Mobile Workstations (M.W.S.) Lifecycle Replacement ($000s)	Budget to end of 2025	2026	2027	2028	2029	2030	Total 2031-2035	Total Project Cost
Requested Capital Expenditures	**9,520**	**50**	**146**	**180**	**182**	**8,710**	**16,248**	**35,036**
Impact on Operating Budget		78	78	78	78	78	390	780

Note: Budget to end of 2025 excluded historical budgets funded by the Reserve.

Small Equipment (e.g. telephone handset) Lifecycle Replacement

Category:	Equipment	**Funding Source:**	Debt
Classification:	S.O.G.R.		
Start Year:	Ongoing	**Estimated End:**	Ongoing

This project was allocated to Reserve prior to 2025.

Project Description:

Previous pilot programs revealed that Service users preferred using physical phones as they offer better reliability, clearer call quality, ease of use in high-call-volume environments, enhanced comfort and ergonomics, fewer distractions from pop-up notifications, and less reliance on I.T. infrastructure. As a result, the Service decided to conduct lifecycle replacement of physical phones for all users, with softphones serving as supplementary tools for extended features and mobility.

Project Summary:

The nine-common year project budget, compared to the 2025-2034 approved capital program, has increased by $585,000 to account for inflationary adjustments and the addition of Service sites to the lifecycle replacement project.

Project Funding Breakdown:

Small Equipment (e.g. telephone handset) Lifecycle Replacement ($000s)	Budget to end of 2025	2026	2027	2028	2029	2030	Total 2031-2035	Total Project Cost
Requested Capital Expenditures	**1,734**	**1,549**	**1,126**	**970**	**1,526**	**1,483**	**6,164**	**14,552**
Impact on Operating Budget		0	0	0	0	0	0	0

Note: Budget to end of 2025 excluded historical budgets funded by the Reserve.

Furniture & Small Furniture Lifecycle Replacement

Category:	Equipment	**Funding Source:**	Debt
Classification:	S.O.G.R.		
Start Year:	Ongoing	**Estimated End:**	Ongoing

This project was allocated to Reserve prior to 2025.

Project Description:

This Project involves the lifecycle replacement of furniture, such as desks and chairs, across various locations in the Service. Seating used in 24/7 operations has reached end-of-life and requires replacement. To ensure efficiency, the Service actively monitors sites where furniture is approaching or has passed its lifecycle and coordinates furniture replacements at those locations. Ergonomic furniture is prioritized to minimize physical strain and reduce the risk of workplace injuries.

Project Summary:

The nine-common year project budget, compared to the 2025-2034 approved capital program, has increased by $4.8M primarily due to new furniture required for the Headquarters Modernization project to upfit the modernized workspaces with suitable furniture and accommodate the Service's new workspace requirements.

Project Funding Breakdown:

Furniture & Small Furniture Lifecycle Replacement ($000s)	Budget to end of 2025	2026	2027	2028	2029	2030	Total 2031-2035	Total Project Cost
Requested Capital Expenditures	**2,930**	**6,700**	**1,350**	**1,950**	**2,100**	**1,500**	**10,550**	**27,080**
Impact on Operating Budget		0	0	0	0	0	0	0

Note: Budget to end of 2025 excluded historical budgets funded by the Reserve.

Vehicle and Operational Equipment - Net New

Category:	Vehicles	**Funding Source:**	Debt
Classification:	Service Improvement		
Start Year:	2024	**Estimated End:**	Ongoing

Project Description:

This project provides for the procurement of additional vehicles and associated equipment to support the deployment of new hires under the multi-year hiring plan.

Project Summary:

The 2026 requirement includes funding for 39 vehicles and the associated equipment to support the operational needs of additional hires. The nine-common year project budget, compared to the 2025-2034 approved capital program, has increased by $1.3M due to inflationary adjustments and increased costs for upfitting vehicles with the required equipment. Additionally, the operating budget will be impacted by wireless contract costs starting from 2026.

Project Funding Breakdown:

Vehicle and operational equipment - net new ($000s)	Budget to end of 2025	2026	2027	2028	2029	2030	Total 2031-2035	Total Project Cost
Requested Capital Expenditures	**18,536**	**3,310**	**3,582**	**3,787**	**3,322**	**0**	**0**	**32,537**
Impact on Operating Budget		65	128	203	271	271	1,355	2,293

Real Time Operations Centre (R.T.O.C.)

Category:	Information Technology	**Funding Source:**	Debt
Classification:	Service Improvement		
Start Year:	2025	**Estimated End:**	2029

Project Description:

The R.T.O.C. is a centralized, 24/7 facility designed to deliver near real-time, actionable intelligence to front-line officers and investigators, enabling immediate and coordinated community safety and wellbeing interventions. It integrates advanced technologies such as video surveillance, social media and transportation systems to provide comprehensive real-time situational awareness and decision-making support. It represents a transformative step forward in enhancing public safety and operational efficiency for police and emergency response agencies, through the enablement of proactive monitoring of incidents, real-time analysis of trends, and rapid response coordination.

As part of the project, the Service has identified the immediate requirements to set up its Multi-Agency Intelligence Command Centre (M.I.C.C.) in 2025 and 2026 to strengthen secure command and coordination capabilities for various public events.

Project Summary:

The Service launched the R.T.O.C. pilot program in the 4th quarter of 2025 which built on the existing Intelligence Operations Centre (I.O.C.) structure, expanding its mandate to support the Toronto Police Operation Centre and enhance frontline situational awareness across Toronto. The Service is also actively progressing with building the M.I.C.C., targeting completion by the first half of 2026.

The nine-common year project budget, compared to the 2025-2034 approved capital program, has increased by $10.2M to account for the cost requirements of setting up the M.I.C.C, including renovation and procurement of audio and visual equipment required. Additionally, the operating budget will be impacted in 2029 for maintenance and software licenses.

Project Funding Breakdown:

Real Time Operating Centre (R.T.O.C.) ($000s)	Budget to end of 2025	2026	2027	2028	2029	2030	Total 2031-2035	Total Project Cost
Requested Capital Expenditures	**5,200**	**9,313**	**1,700**	**2,000**	**1,700**	**0**	**0**	**19,913**
Impact on Operating Budget		0	0	0	400	740	3,700	4,840

Gun Range Remediation Upgrades

Category:	Facility	**Funding Source:**	Debt
Classification:	S.O.G.R.		
Start Year:	2025	**Estimated End:**	Ongoing

Project Description:

Due to pandemic-related certification delays and increased C8 rifle testing requirements under the Community Safety and Policing Act (C.S.P.A.), the two rifle ranges at 70 Birmingham Street have experienced significant wear. This project will restore both ranges to improve training safety and increase capacity for firearms training and testing.

Project Summary:

The removal of lead from the clogged auger system was completed in the 2nd quarter of 2025. The contract award for preventative maintenance and repairs of the gun ranges was completed, and the maintenance is expected to commence in the 1st quarter of 2026.

The project was initially anticipated to be completed in 2026. However, as the project progressed, it was identified the gun ranges require ongoing maintenance and the updated funding requirements are reflected in the 2026-2035 capital program. The nine-common year project budget, compared to the 2025-2034 approved capital program, has increased by $9.5M to account for ongoing maintenance requirements in 2026-2035.

Project Funding Breakdown:

Gun Range Remediation Upgrades ($000s)	Budget to end of 2025	2026	2027	2028	2029	2030	Total 2031-2035	Total Project Cost
Requested Capital Expenditures	**1,700**	**1,500**	**1,000**	**1,000**	**0**	**2,000**	**6,200**	**13,400**
Impact on Operating Budget		0	0	0	0	0	0	0

Forensic Identification Services (F.I.S.) building Heating, ventilation, and air conditioning (H.V.A.C.) Lifecycle Replacement

Category:	Facility	**Funding Source:**	Debt
Classification:	S.O.G.R.		
Start Year:	2025	**Estimated End:**	2028

Project Description:

Significant parts of the H.V.A.C. components of the F.I.S. building are either at or near the end of their useful life. This project is for the replacement of various mechanical systems such as air handling units and its exhaust fans, specialized lab

exhaust and pressurization equipment and exhaust fans to maintain optimal building performance and ensure the continued functionality of specialized forensic operations and evidence handling.

Project Summary:

The required H.V.A.C. equipment delivery and installation have been delayed to 2026. The Service will continue to collaborate with the City to ensure the H.V.A.C. issues are resolved in the long term. The nine-common year project budget, compared to the 2025-2034 approved capital program, has increased by $1.6M to account for inflationary adjustments and revised estimate on construction management costs.

Project Funding Breakdown:

Forensic Identification Services (F.I.S.) building Heating, ventilation, and air conditioning (H.V.A.C.) Lifecycle Replacement ($000s)	Budget to end of 2025	2026	2027	2028	2029	2030	Total 2031-2035	Total Project Cost
Requested Capital Expenditures	**427**	**723**	**3,252**	**2,760**	**0**	**0**	**0**	**7,162**
Impact on Operating Budget		0	0	0	0	0	0	0

Digital Program

Category:	Information Technology	**Funding Source:**	Debt
Classification:	Service Improvement		
Start Year:	2025	**Estimated End:**	2028

Project Description:

The Digital Program (previously named Platform and Transformation) initially started as smaller projects and pilots, funded through the Service's modernization reserve. Given the project's current pace and maturity, it transitioned into a capital program starting in 2025.

The program is designed to build the skills, technology, and organizational capabilities needed for rapid development of digital solutions. By integrating platform technologies and agile methodology, the program removes barriers like outdated technology and procurement cycles. This shift enhances the flexibility, reliability and customer focus of the Service's Information Technology and Information Management components, enabling better adaptation and continuous improvement and allowing more dependable end products. Additionally, the program aims to use technology to address challenges to community participation, which include policing service access and crime reporting etc.

Project Summary:

In 2025, this program focused on call diversion as the most significant and immediate way to alleviate operational pressure. The Video Response pilot project was launched in 13 and 31 Divisions in the first half of 2025 to enhance the

Service's call diversion initiatives. Planning is underway on centralizing this capability, enabling alternate police response across Toronto.

As part of community engagement efforts, the parking and theft reporting tool was released to the public in the 2nd quarter of 2025. Moreover, Toronto Shield (an information-sharing partnership between executive-level public and private professionals and the Service to promote awareness for emerging situations in Toronto) was transitioned to a new platform to enhance its capabilities and user experience in the 3rd quarter of 2025.

The program will continue its progress in digital solution development in 2026. The nine-common year project budget, compared to the 2025-2034 approved capital program, has remained unchanged at $7.2M. The operating budget will be impacted in 2029 for software license renewal costs.

Project Funding Breakdown:

Digital Program ($000s)	Budget to end of 2025	2026	2027	2028	2029	2030	Total 2031-2035	Total Project Cost
Requested Capital Expenditures	**1,500**	**2,800**	**2,900**	**1,500**	**0**	**0**	**0**	**8,700**
Impact on Operating Budget		0	0	0	578	578	2,890	4,046

Communication Centre 9th Floor Renovation

Category:	Facilities	**Funding Source:**	Debt
Classification:	S.O.G.R.		
Start Year:	2025	**Estimated End:**	2028

Project Description:

This project involves the design and renovation of the Communications Services' 9th floor workspace including the installation of ergonomic furniture and equipment. The renovation ensures the health, safety and operational efficiency of dispatchers and call takers who frequently work long and high-stress shifts. Particularly, the installation of modern and adjustable workstations capable of supporting multiple monitors and advanced communication tools will enhance user's situational awareness and streamline operations. The upgrades will also expand capacity to support the anticipated demands of N.G.9-1-1.

Project Summary:

The Service's consultant will design the floor layout and conduct the furniture feasibility study in 2026. The U.P.S. feasibility study will follow next in 2026 before the renovation begins.

The nine-common year project budget, when compared to the 2025-2034 approved capital program, has increased by $2M to account for inflationary adjustments and revised construction management cost estimates. Based on the results of ongoing

studies, revised cost estimates will be incorporated into future capital program submissions.

Project Funding Breakdown:

Communication Center 9th Floor Renovation ($000s)	Budget to end of 2025	2026	2027	2028	2029	2030	Total 2031-2035	Total Project Cost
Requested Capital Expenditures	**1,024**	**800**	**6,856**	**5,909**	**0**	**0**	**0**	**14,589**
Impact on Operating Budget		0	0	0	0	0	0	0

Automated License Plate Recognition (A.L.P.R.) Technology for Parking Enforcement

Category:	Equipment	**Funding Source:**	Debt, Reserve
Classification:	Service Improvement		
Start Year:	2025	**Estimated End:**	2026

This project was allocated to Reserve prior to 2026.

Project Description:

The Service is finalizing its product roadmap for Parking Enforcement, which will guide discussions on the investments required to modernize and digitize its operations. Key technical components include the procurement of A.L.P.R. software and hardware to support parking enforcement.

Using specialized cameras to capture images of license plates, the A.L.P.R. software can recognize and read the plates, locate vehicles, and compare them to parking bylaws to identify violations. The software also supports in-car ticket printing, electronic ticketing via city apps or email, or mailing tickets to the registered vehicle address. This system significantly enhances the productivity of Parking Enforcement Officers by allowing them to focus on high-priority situations such as rush-hour lane clearing and lane/driveway blockages. It leads to more frequent coverage, higher revenue, and better compliance. Moreover, with the addition of A.L.P.R. systems in the Service's vehicles, there is an increased opportunity to locate vehicles that are unregistered or flagged as stolen or linked to criminal activity. This capability supports the recovery of stolen vehicles and helps disrupt criminal operations.

Project Summary:

The Service issued a Request for Proposal in 2025 but the result was unsuccessful. Once the Parking Enforcement product roadmap is finalized, the Service will provide updates to the Board. The nine-common year project budget, compared to the 2025-2034 approved capital program, has remained unchanged at $4M. The Service will continue to explore various options and any further changes to funding

requirements will be addressed in future capital program submissions. Please note that, beginning in 2026, the project was shifted to debt funding to alleviate pressure on the Reserve.

Project Funding Breakdown:

Automated License Plate Recognition (A.L.P.R.) Technology for Parking Enforcement ($000s)	Budget to end of 2025	2026	2027	2028	2029	2030	Total 2031-2035	Total Project Cost
Requested Capital Expenditures	**0**	**4,000**	**0**	**0**	**0**	**0**	**0**	**4,000**
Impact on Operating Budget		0	0	0	0	0	0	0

Note: Budget to end of 2025 excluded historical budgets funded by the Reserve.

B. *Upcoming Projects*

There are 5 projects in this category. See Table 3 below followed by project summaries on the major projects.

Table 3: Upcoming Projects ($000's)

Projects	Budget to end of 2025	2026	2027	2028	2029	2030	Total 2026-2030	Total 2031-2035	Total 2026-2035	Total Project Cost
Upcoming Projects	0	5,768	9,988	15,247	26,535	78,054	135,592	188,870	324,462	324,462

Note: This table excludes carry forwards. Due to rounding, numbers presented may not add up precisely.

Headquarters Modernization Phase 1

Category:	Facilities	**Funding Source:**	Debt
Classification:	S.O.G.R.		
Estimated Start:	2026	**Estimated End:**	2028

Project Description:

The current Police Headquarters at 40 College Street is experiencing significant space constraints which affect operational efficiency and staff wellbeing, necessitating ongoing renovations to modernize and reconfigure workspaces and accommodate the Service's growth.

The project involves renovating various floors of the Headquarters using a phased approach. The units affected by the renovation will be temporarily relocated to a nearby swing space to ensure seamless operations. In 2026, allocated funding will support leased space and renovation of the 3rd floor at Headquarters, which is driven by unit realignment, the replacement of outdated and inefficient workspaces, and increased staffing needs.

At the same time, a comprehensive strategic review is underway to assess building conditions, space utilization, and renovation costs. The findings will guide a long-term plan focused on modernizing infrastructure, optimizing space density where appropriate, and enhancing operational flexibility to better meet evolving needs. Future capital program submissions will capture any additional funding requirements.

Project Funding Breakdown:

Headquarters Modernization Phase 1 ($000s)	Budget to end of 2025	2026	2027	2028	2029	2030	Total 2031-2035	Total Project Cost
Requested Capital Expenditures	**0**	**5,246**	**5,273**	**5,299**	**0**	**0**	**0**	**15,818**
Impact on Operating Budget		0	0	0	0	0	0	0

Mounted Unit Remediation

Category:	Facilities	**Funding Source:**	Debt
Classification:	S.O.G.R.		
Estimated Start:	2026	**Estimated End:**	2028

Project Description:

Mounted officers play a critical role in patrolling city streets for crime prevention and enforcement, as well as providing crowd management support. Currently, all the Service's horses and officers are located at the Horse Palace on the grounds of Exhibition Place.

This project is to remediate and reconfigure the Mounted Unit facility at the Horse Palace to accommodate larger horse stalls tailored to its current horse breed, Clydesdale. The reconfigured space will enhance the horses' comfort and movement and improve their health. Moreover, the facility's administrative area such as change rooms and locker rooms will be remediated to fulfil the Mounted Unit's long-term operational requirements.

Project Funding Breakdown:

Mounted Unit Remediation ($000s)	Budget to end of 2025	2026	2027	2028	2029	2030	Total 2031-2035	Total Project Cost
Requested Capital Expenditures	**0**	**318**	**2,755**	**4,398**	**0**	**0**	**0**	**7,471**
Impact on Operating Budget		0	0	0	0	0	0	0

Police Dog Services Building Remediation

Category:	Facilities	**Funding Source:**	Debt
Classification:	S.O.G.R.		
Estimated Start:	2026	**Estimated End:**	2028

Project Description:

The Toronto Police Dog Services has been operating in its facility at 44 Beechwood Drive since the 1990s. It currently consists of 22 handlers and 35 dogs.

This project involves the remediation of its aging facility, such as remediating its existing kennel system to accommodate the dogs' space requirement and improve their comfort and movement. Addressing the deficiencies of the facility's interior spaces will fulfil the Unit's long-term operational needs.

Project Funding Breakdown:

Police Dog Services Building Remediation ($000s)	Budget to end of 2025	2026	2027	2028	2029	2030	Total 2031-2035	Total Project Cost
Requested Capital Expenditures	**0**	**204**	**1,960**	**2,722**	**0**	**0**	**0**	**4,886**
Impact on Operating Budget		0	0	0	0	0	0	0

13 Division - Long-Term Facility Plan

Category:	Facilities	**Funding Source:**	Debt, D.C.
Classification:	Service Improvement		
Estimated Start:	2028	**Estimated End:**	2032

Project Description:

This project originally provided funding for the amalgamation of 13 and 53 Divisions (built in 1973 and 1985 respectively) into a single consolidated facility. After reviewing its operational requirements, the Service determined in 2025 that maintaining two geographically separate divisions would be the optimal strategy to enhance service delivery and accommodate future growth and City density. Following the de-amalgamation of 13 and 53 Divisions, the renovation of the existing 53 Division facility will be conducted beyond 2035.

For 13 Division, the new build project is anticipated to be commenced in 2028 and completed by 2032. Decisions regarding the new build's location are pending:

- While a new site is preferred to ensure uninterrupted operations during the construction period, since 13 Division encompasses high-density areas, it adds challenges in acquiring a new site.
- Recent efforts with Create.T.O. to secure property for the Service's facilities have been unsuccessful.
- The 13 Division site's footprint has already been reduced for a Metrolinx Light Rail Transit entrance, limiting parking capacity.

The nine-common year project budget, compared to the 2025-2034 approved capital program, has increased by $29.5M based on the latest study by the Service's consultant and accounted for cost escalation due to changes in market conditions. Please note the current project cost estimates do not include the cost of land acquisition. Future capital program submissions will capture any additional funding requirements.

Project Funding Breakdown:

13 Division - Long Term Facility Plan ($000s)	Budget to end of 2025	2026	2027	2028	2029	2030	Total 2031-2035	Total Project Cost
Requested Capital Expenditures	**0**	**0**	**0**	**1,700**	**9,730**	**30,900**	**108,000**	**150,330**
Impact on Operating Budget		0	0	0	0	0	0	0

55 Division - Long Term Facility Plan

Category:	Facilities	**Funding Source:**	Debt, D.C.
Classification:	Service Improvement		
Estimated Start:	2028	**Estimated End:**	2032

Project Description:

Please refer to the 54 Division - Long Term Facility Plan Section for the project history. The 55 Division's existing site at 101 Coxwell Avenue, or a suitable site within the Division's boundary will be developed. However, please note recent efforts with Create.T.O. to secure property for the Service's facilities have been unsuccessful. Subject to decisions on the facility's location, the design phase is planned to be commenced in 2028 and the project will be completed in 2032.

The nine-common year project budget, compared to the 2025-2034 approved capital program, has increased by $25.7M reflecting updated consultant estimates and current market conditions. Future capital program submissions will capture any additional funding requirements.

Project Funding Breakdown:

55 Division - Long Term Facility Plan ($000s)	Budget to end of 2025	2026	2027	2028	2029	2030	Total 2031-2035	Total Project Cost
Requested Capital Expenditures	**0**	**0**	**0**	**1,128**	**16,805**	**47,154**	**80,870**	**145,957**
Impact on Operating Budget		0	0	0	0	0	0	0

C. Vehicle and Equipment Lifecycle Replacement Projects

There are 26 projects under this category as outlined in Table 4 below.

Table 4: Vehicle and Equipment Lifecycle Replacement Breakdown ($000's)

Projects	Budget to end of 2025	2026	2027	2028	2029	2030	Total 2031-2035	Total Project Cost
Equipment	216,001	14,324	12,876	8,925	12,684	18,791	66,957	350,558
Information	88,770	570	3,101	3,362	643	910	8,136	105,492
Vehicles	115,513	0	0	0	0	0	0	115,513
Equipment Lifecycle Replacement Projects	**420,284**	**14,894**	**15,977**	**12,287**	**13,327**	**19,701**	**75,093**	**571,563**

Note: Due to rounding, numbers presented may not add up precisely.

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

All these projects are funded from the Service's Vehicle and Equipment Reserve (Reserve). Using the Reserve for the lifecycle replacement of vehicles and equipment mitigates the need for debt-financing these purchases and prevents large swings in annual funding requirements.

As the Service modernizes, new systems for data, analytics initiatives and video evidence have increased the need for on-premise storage. While the Service has taken steps to create efficiencies, the amount of equipment that must be replaced continues to increase, putting pressure on the Service's operating budget for contribution to this reserve.

The overall nine-common year budget under this category, compared to the 2025-2034 approved capital program, has increased by $15.3M. Projects with notable increases include:

- Next Generation (N.G.) 9-1-1 Equipment Replacement: Increase of $10.4M due to inflationary impact and cost escalation related to updated hardware requirements.
- Connected/Mobile Officer Lifecycle Replacement– Increase of $5.2M driven by anticipated requirements for mobile devices and updated service provider contracts.
- Various other projects under this category are anticipated to have a combined decrease of $0.3M due to minor changes in project requirements.

Rationalization efforts are ongoing to minimize longer-term cost increases as technology innovation drives greater sustainability to accommodate growth in demand for public safety services.

D. Operating Impact from Capital

The implementation of capital projects can have an impact on the Service's ongoing operating budget requirements. Capital projects and investments usually require maintenance and operational support beyond the initial one-time project cost. Where additional infrastructure and equipment are required, operating budget increases are required to replace the assets in accordance with their lifecycle. It is therefore important to determine the ongoing impact of capital investments on the operating budget, so that capital project decisions are not made independently, but rather from a total cost of ownership perspective.

The total incremental operating impact from capital in 2026 is $916,000, which has been included in the 2026 operating budget request. This amount mainly includes the impact of the N.G.9-1-1 project for system maintenance and support, as well as the cost for identity security software for the Infrastructure Lifecycle Replacement project. Please refer to Attachment C for details.

E. Potential Projects Outside of the Capital Program Request (Unfunded)

Due to funding constraints and a stage-gating approach towards the monitoring and evaluation of capital projects as they progress, the following future project requirements are unfunded in the current capital program submission. These projects have significant impact on operational efficiency and enhance service delivery and align with long-term strategic objectives.

New 9-1-1 Communications Centre

The objective of this project is to build a new 9-1-1 Communications Centre, with proper backup for critical operational continuity that will meet the increased facility requirements resulting from the implementation of N.G. 9-1-1. Additional space will be required to meet the expected increase in the number of communication operator positions as well as necessary training and infrastructure needs.

Although critical, this project with an estimated cost of $270M has been placed in the unfunded category due to funding constraints. This project and its funding options should also be jointly coordinated with other City Emergency Services.

Forensic Identification Services (F.I.S.) Facility Replacement

The current F.I.S. building was constructed in 1979 and retrofitted in 1999. It has surpassed its useful life and significantly deteriorated over the last several years. Ongoing issues including unreliable temperature regulation and floods, pose significant health and safety risks to staff and create operational risks in evidence handling. The project will provide a new building designed to meet the operational requirements of the F.I.S., with an estimated cost is $255M. It has been placed in the unfunded category due to funding constraints. A feasibility study is planned for 2026, and updated cost estimates will be provided in future capital program submissions.

Emergency Task Force – Facility Expansion

The project involves building the new close-combat training area in the existing vehicle garage area, a new larger vehicle garage deployment addition to the west of the existing building, and underground parking structure for staff and member parking. The project’s estimated cost is $79.3M and it has been placed in the unfunded category due to funding constraints.

Headquarters Modernization Phase 2

Please refer to the Upcoming projects section for this project’s background. Phase 2 (2029-2035) has an estimated cost of $41.8M and it has been placed in the unfunded category due to funding constraints.

Artificial Intelligence (A.I.) Operationalization

The project involves investments in A.I. to support the Service’s evolving operational needs through increasing capacity and capability to manage, enabling real-time incident response and data-driven decision-making, as well as improving productivity across the Service. The project’s estimated cost is $5.4M and it has been placed in the unfunded category due to funding constraints.

Data Analytics Platform

The project aims to modernize the Service's Data Analytics Reporting Platform, facilitating a seamless transition from the current reporting environment to a more

robust, scalable solution that delivers real-time insights to employees and stakeholders. The project's estimated cost is $200,000 and it has been placed in the unfunded category due to funding constraints.

Drone as a First Responder

This project aims to conduct a feasibility study of rooftop-based drone docking stations to assess real-time response to emergencies. Starting with six docks as a Proof of Concept, the project will test feasibility, compliance, and integration, with plans to expand to 24 docks if successful. The project's estimated cost is $3M and it has been placed in the unfunded category due to funding constraints.

Unmanned Aerial System Detection System

This project aims to provide real-time detection, identification, and tracking of unauthorized drones in Toronto to strengthen public safety. The project's estimated cost is $2M and it has been placed in the unfunded category due to funding constraints.

Closed-Circuit Television (C.C.T.V.) Expansion and Integration

This project expands and integrates C.C.T.V. systems into operational workflows including real-time command, disclosure, and post-event analysis to improve operational efficiencies. The project's estimated cost is $1.1M and it has been placed in the unfunded category due to funding constraints.

Explosive Disposal Unit Robotics Lifecycle Replacement

The Service's three existing robots are nearing the end of their 10-year lifecycle and require replacement to ensure seamless explosive disposal operations. The project's estimated cost is $550,000 and it has been placed in the unfunded category due to funding constraints.

Glock Modernization

This project aims to transition the Service from the outdated .40 S&W platform to the more modern 9mm standard, aligning with current policing practices while enhancing officer proficiency, improving public safety, and reducing operational costs. The project's estimated cost is $3M and it has been placed in the unfunded category due to funding constraints, with expectations to request funding within 2027 budget cycle.

Forensic Identification Services (F.I.S.) Equipment Lifecycle Replacement

Several F.I.S. equipment items (e.g., scanners) are at their end of useful life, beyond repairment and require replacement to meet F.I.S.' operational requirements. The project's estimated cost is $701,000 and it has been placed in the unfunded category due to funding constraints.

Conclusion:

The review of all projects within the Service's 2026-2035 Capital Program request ensures alignment with the Service's priorities and is consistent with the Service's strategic objectives.

All projects have been reviewed in terms of project readiness and capacity to deliver, to ensure the appropriate timing of cash flows and avoid a borrowing requirement earlier than necessary. The 2026-2035 Capital Program has a 2026 debt request of $97.2M and gross amount of $126.8M (excluding cash flow carry forwards from 2025), and a total of $1,064M debt and $1,272.2M gross for the ten-year period. Key changes compared to last year reflect updated facility construction cost estimates due to change in market conditions, increases in technology investments, and cascading impacts of the multi-year hiring plan.

The capital program request will continue to be evaluated and updated as necessary, based on new and or more up-to-date information such as the need to increase investments in technology.

The Board will be kept apprised on the status and health of the projects through the capital budget variance reporting process and future capital program requests.

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

Respectfully submitted,

Myron Demkiw, M.O.M.
Chief of Police

Attachments:

2026-2035 Capital Program Request (Attachment A), Vehicle & Equipment Lifecycle Replacement (Attachment B), Incremental Operating Impact from Capital (Attachment C)

2026-2035 Capital Program Request ($000s)

Attachment A

Project Name	Budget to end of 2025	2026	2027	2028	2029	2030	Total 2026-2030	2031	2032	2033	2034	2035	Total 2031-2035	Total 2026-2035	Total Project Cost
Projects in Progress															
State of Good Repair (S.O.G.R.)		4,450	4,450	4,450	4,450	4,450	22,250	4,450	4,450	4,450	4,450	4,450	22,250	44,500	44,500
54 Division - Long Term Facility Plan	1,971	14,357	44,231	50,076	24,415	0	133,079	0	0	0	0	0	0	133,079	135,050
41 Division - Long Term Facility Plan	73,328	12,247	5,000	0	0	0	17,247	0	0	0	0	0	0	17,247	90,575
Radio Replacement	38,151	200	11,070	9,934	9,760	9,745	40,709	7,154	33	33	33	215	7,468	48,177	86,328
Automated Fingerprint Identification System (A.F.I.S.) Replacement	4,285	0	0	0	1,285	2,304	3,589	0	0	0	0	4,286	4,286	7,875	12,160
Next Generation (N.G.) 9-1-1	14,283	250	1,150	1,150	0	0	2,550	0	0	0	0	0	0	2,550	16,833
Uninterrupted Power Supply (U.P.S.) Lifecycle Replacement	2,802	900	900	900	900	1,200	4,800	1,100	0	1,300	900	900	4,200	9,000	11,802
Information Technology (I.T.) Data Storage Growth	3,217	750	750	750	750	750	3,750	750	750	750	750	750	3,750	7,500	10,717
New Records Management System (RMS)	17,700	5,900	12,098	0	0	0	17,998	0	0	0	0	0	0	17,998	35,698
Vehicle Lifecycle Replacement	12,768	13,639	13,674	13,709	13,744	14,275	69,041	17,843	18,104	16,672	17,097	17,291	87,007	156,048	168,816
Workstation, Laptop, Printer- Lifecycle Replacement	3,779	5,569	6,989	2,432	2,596	6,052	23,638	5,222	4,499	4,086	6,030	6,502	26,339	49,977	53,756
Infrastructure Lifecycle Replacement	13,100	17,150	8,200	14,500	20,600	26,400	86,850	15,000	7,700	13,100	19,100	26,400	81,300	168,150	181,250
Mobile Workstations (M.W.S.) Lifecycle Replacement	9,520	50	146	180	182	8,710	9,268	6,700	58	118	202	9,170	16,248	25,516	35,036
Small Equipment (e.g. telephone handset) Lifecycle Replacement	1,734	1,549	1,126	970	1,526	1,483	6,654	1,483	870	903	1,483	1,425	6,164	12,818	14,552
Furniture & small furniture Lifecycle Replacement	2,930	6,700	1,350	1,950	2,100	1,500	13,600	2,150	2,200	1,850	2,150	2,200	10,550	24,150	27,080
Vehicle and operational equipment - net new	18,536	3,310	3,582	3,787	3,322	0	14,001	0	0	0	0	0	0	14,001	32,537
Real Time Operations Centre (R.T.O.C.)	5,200	9,313	1,700	2,000	1,700	0	14,713	0	0	0	0	0	0	14,713	19,913
Gun Range Remediation Upgrades	1,700	1,500	1,000	1,000	0	2,000	5,500	1,000	1,000	0	2,000	2,200	6,200	11,700	13,400
Forensic Identification Services (F.I.S.) building HVAC lifecycle	427	723	3,252	2,760	0	0	6,735	0	0	0	0	0	0	6,735	7,162
Digital Program	1,500	2,800	2,900	1,500	0	0	7,200	0	0	0	0	0	0	7,200	8,700
Communication Center 9th Floor Renovation	1,024	800	6,856	5,909	0	0	13,565	0	0	0	0	0	0	13,565	14,589
Automated License Plate Recognition (A.L.P.R.) Technology for Parking Enforcement	0	4,000	0	0	0	0	4,000	0	0	0	0	0	0	4,000	4,000
Property & Evidence Warehouse Racking	1,030	0	0	0	0	0	0	0	0	0	0	0	0	0	1,030
Forensic Identification Services (F.I.S.) Facility Replacement – Feasibility Study	400	0	0	0	0	0	0	0	0	0	0	0	0	0	400
Transforming Corporate Support (HRMS, TRMS)	8,435	0	0	0	0	0	0	0	0	0	0	0	0	0	8,435
Long Term Facility Plan - Consulting	878	0	0	0	0	0	0	0	0	0	0	0	0	0	878
Total, Projects In Progress	**238,699**	**106,157**	**130,424**	**117,957**	**87,330**	**78,869**	**520,737**	**62,852**	**39,664**	**43,262**	**54,195**	**75,789**	**275,762**	**796,499**	**1,035,198**
Upcoming Projects															
Headquarters Modernization Phase 1	0	5,246	5,273	5,299	0	0	15,818	0	0	0	0	0	0	15,818	15,818
Mounted Unit Remediation	0	318	2,755	4,398	0	0	7,471	0	0	0	0	0	0	7,471	7,471
Police Dog Services Building Remediation	0	204	1,960	2,722	0	0	4,886	0	0	0	0	0	0	4,886	4,886
13 Division - Long-Term Facility Plan	0	0	0	1,700	9,730	30,900	42,330	52,400	55,600	0	0	0	108,000	150,330	150,330
55 Division - Long Term Facility Plan	0	0	0	1,128	16,805	47,154	65,087	57,274	23,596	0	0	0	80,870	145,957	145,957
Total, Upcoming Projects	**0**	**5,768**	**9,988**	**15,247**	**26,535**	**78,054**	**135,592**	**109,674**	**79,196**	**0**	**0**	**0**	**188,870**	**324,462**	**324,462**
Total, Vehicle and Equipment Lifecycle Replacement Projects	**420,284**	**14,894**	**15,977**	**12,287**	**13,327**	**19,701**	**76,186**	**20,315**	**15,559**	**15,816**	**8,900**	**14,503**	**75,093**	**151,279**	**571,563**
Total Capital Request	**658,983**	**126,819**	**156,389**	**145,491**	**127,192**	**176,624**	**732,515**	**192,841**	**134,419**	**59,078**	**63,095**	**90,292**	**539,725**	**1,272,240**	**1,931,222**
Funding Sources:															
Vehicle and Equipment Reserve	(411,632)	(14,894)	(15,977)	(12,287)	(13,327)	(19,701)	(76,186)	(20,315)	(15,559)	(15,816)	(8,900)	(14,503)	(75,093)	(151,279)	(562,911)
Other Source of Funding (Federal and Provincial Grants)	(2,795)	0	0	0	0	0	0	0	0	0	0	0	0	0	(2,795)
Development Charges Funding	(30,200)	(14,750)	(14,250)	(10,450)	(10,750)	(3,800)	(54,000)	(3,000)	0	0	0	0	(3,000)	(57,000)	(87,200)
Net Debt-Funded Projects	**214,355**	**97,175**	**126,162**	**122,754**	**103,115**	**153,123**	**602,329**	**169,526**	**118,860**	**43,262**	**54,195**	**75,789**	**461,632**	**1,063,961**	**1,278,316**

Note: Due to rounding, numbers presented may not add up precisely.

2026-2035 Capital Program Request ($000s)
Vehicle and Equipment Lifecycle Replacement

Attachment B

Project Name	Budget to end of 2025	2026	2027	2028	2029	2030	Total 2026-2030	2031	2032	2033	2034	2035	Total 2031-2035	Total 2026-2035	Total Project Cost
Remote Operated Vehicle (ROV) Marine Unit	449	0	0	0	0	0	0	0	459	0	0	0	459	459	908
Locker Replacement	5,181	540	540	540	540	540	2,700	540	540	540	540	540	2,700	5,400	10,581
Automatic Vehicle Locator (A.V.L.)	2,915	0	0	2,845	0	0	2,845	0	0	2,960	0	0	2,960	5,805	8,720
Electronic Surveillance	2,253	400	197	0	0	0	597	400	197	0	0	0	597	1,194	3,447
Digital Photography	2,101	361	0	0	0	1,092	1,453	550	0	0	0	0	550	2,003	4,104
Divisional CCTV Management (D.V.A.M. I & II)	8,885	570	426	517	643	910	3,066	700	557	248	415	426	2,346	5,412	14,297
Property & Evidence Scanners	66	0	45	0	0	0	45	0	45	0	0	0	45	90	156
Small Equipment - test analyzers	2,026	0	0	0	1,510	0	1,510	0	0	0	0	1,845	1,845	3,355	5,381
Small Equipment - Intelligence	75	100	100	0	100	1,000	1,300	100	0	0	0	0	100	1,400	1,475
Small Equipment - Video Recording Equipment	1,210	82	70	58	60	70	340	70	72	70	70	60	342	682	1,892
Small Equipment - Video RMS	98	32	30	4	2	32	100	6	28	2	36	2	74	174	272
Small Equipment - Audio and Visual Equipment	4,012	1,100	574	592	2,130	2,115	6,511	3,143	1,350	754	487	2,831	8,565	15,076	19,088
Radar Unit Replacement	1,475	54	238	101	0	96	489	38	14	202	94	204	552	1,041	2,516
Livescan Machines	665	0	0	0	771	0	771	0	0	0	0	921	921	1,692	2,357
Wireless Parking System	6,459	2,000	0	0	0	3,567	5,567	1,456	0	0	0	0	1,456	7,023	13,482
Closed Circuit Television (C.C.T.V.)	880	0	2,675	0	0	0	2,675	0	0	2,830	0	0	2,830	5,505	6,385
Automated External Defibrillator (A.E.D.s.)	184	4	4	9	29	4	50	179	9	29	13	0	230	280	464
Conducted Energy Devices (CED)	4,809	914	918	1,162	1,166	1,172	5,332	1,177	1,046	1,046	1,046	1,046	5,361	10,693	15,502
Marine Vessel Electronics	1,070	0	960	0	0	0	960	0	0	1,120	0	0	1,120	2,080	3,150
Connected/Mobile Officer lifecycle replacement	4,725	2,781	2,836	3,071	3,460	3,074	15,222	3,321	3,734	3,324	3,583	4,012	17,974	33,196	37,921
Body Worn Camera - Replacement Plan	7,281	2,284	2,294	3,313	2,916	2,929	13,736	2,940	2,616	2,616	2,616	2,616	13,404	27,140	34,421
Hydrogen Fuel Cells	2,700	0	1,000	0	0	2,300	3,300	2,000	1,200	0	0	0	3,200	6,500	9,200
N.G. 9-1-1 Equipment Replacement	0	2,962	2,960	0	0	0	5,922	3,585	3,582	0	0	0	7,167	13,089	13,089
AV Equipment for Command Vehicle	0	110	110	75	0	0	295	110	110	75	0	0	295	590	590
Vehicle Impound Program (V.I.P.) Replacement	400	600	0	0	0	0	600	0	0	0	0	0	0	600	1,000
Facial Recognition System Replacement	1,500	0	0	0	0	800	800	0	0	0	0	0	0	800	2,300
Vehicle Lifecycle Replacement (Note 1)	115,513	0	0	0	0	0	0	0	0	0	0	0	0	0	115,513
Workstation, Laptop, Printer- Lifecycle Replacement (Note 1)	49,176	0	0	0	0	0	0	0	0	0	0	0	0	0	49,176
Infrastructure Lifecycle Replacement (Note 1)	148,707	0	0	0	0	0	0	0	0	0	0	0	0	0	148,707
Mobile Workstations Lifecycle Replacement (Note 1)	26,914	0	0	0	0	0	0	0	0	0	0	0	0	0	26,914
Small Equipment (e.g. telephone handset) Lifecycle Replacement (Note 1)	3,704	0	0	0	0	0	0	0	0	0	0	0	0	0	3,704
Furniture & small furniture Lifecycle Replacement (Note 1)	13,851	0	0	0	0	0	0	0	0	0	0	0	0	0	13,851
Automated License Plate Recognition (A.L.P.R.) Technology for Parking Enforcement (Note 2)	1,000	0	0	0	0	0	0	0	0	0	0	0	0	0	1,000
Total, Vehicle and Equipment Lifecycle Replacement Projects	**420,284**	**14,894**	**15,977**	**12,287**	**13,327**	**19,701**	**76,186**	**20,315**	**15,559**	**15,816**	**8,900**	**14,503**	**75,093**	**151,279**	**571,563**

Note 1: The project has been shifted from reserve to debt funded since 2025. Please refer to the report for details.
Note 2: The project has been shifted from reserve to debt funded since 2026. Please refer to the report for details.
Note 3: Due to rounding, numbers presented may not add up precisely.

Incremental Operating Impact from Capital

Attachment C

Project Name	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total 2026 - 2035 Program
Radio Replacement	0	245	210	210	210	140	0	0	0	0	1,015
AV equipment for command vehicle	4	0	0	0	0	0	0	0	0	0	4
UPS Lifecycle Replacement	23	0	45	40	40	0	40	120	40	(40)	308
Mobile Workstation	78	0	0	0	0	0	0	0	0	0	78
Infrastructure LR	274	0	0	0	0	0	0	0	0	0	274
Next Generation (N.G.) 9-1-1	472	14	33	(5)	18	18	18	20	20	22	630
New Records Management System (R.M.S.)	0	1,835	(1,015)	0	0	0	0	0	0	0	820
Real Time Operations Centre	0	0	0	400	340	0	0	0	0	0	740
Digital Program	0	0	0	578	0	0	0	0	0	0	578
Vehicle and operational equipment - net new	65	63	75	68	0	0	0	0	0	0	271
Total Incremental Impact	**916**	**2,157**	**(652)**	**1,291**	**608**	**158**	**58**	**140**	**60**	**(18)**	**4,718**

Note: Due to rounding, numbers presented may not add up precisely.

1.3. Toronto Police Service Parking Enforcement Unit – 2026 Operating Budget Request

PUBLIC REPORT

November 27, 2025

To: Budget Committee
Toronto Police Service Board

From: Myron Demkiw
Chief of Police

Subject: Toronto Police Service Parking Enforcement Unit – 2026 Operating Budget Request

Purpose: ☐ **Information Purposes Only** ☒ **Seeking Decision**

Recommendations:

It is recommended that the Toronto Police Service Board Budget Committee:

(1) approve the Toronto Police Service Parking Enforcement Unit's (P.E.U.) 2026 net operating budget request of $63.9 Million (M), a 7.6% increase over the 2025 approved budget; and

(2) forward this report to the Toronto Police Service Board (Board) for consideration and recommendation for approval.

Financial Implications:

The P.E.U.'s 2026 net operating budget request is $63.9M net ($66.2M gross), which is a 7.6% increase over the 2025 approved operating budget.

Table 1 summarizes the 2026 Operating Budget Request.

Table 1: Summary of 2026 Budget Request ($000,s)

Category	2025 Budget ($000s)	2026 Request ($000s)	$ Change over 2025 Budget	% Change over 2025 Total Net Budget
A. Salary Requirements	$36,909.1	$38,167.2	$1,258.1	2.1%
B. Premium Pay	$2,129.8	$2,129.8	$0.0	0.0%
C. Statutory Deductions & Employee Benefits	$12,836.7	$13,413.2	$576.5	1.0%
D. Reserve Contributions	$4,176.3	$4,438.5	$262.2	0.4%
E. Other Expenditures	$5,472.9	$6,594.3	$1,121.4	1.9%
Gross Expenditures	**$61,524.8**	**$64,743.0**	**$3,218.2**	**5.4%**
F. Revenues	($2,145.3)	($2,289.9)	($144.6)	(0.2%)
Net Expenditures	**$59,379.5**	**$62,453.1**	**$3,073.6**	**5.2%**
G. Collective Bargaining Agreement (C.B.A.)	$0.0	$1,456.3	$1,456.3	2.5%
Net Expenditures Including C.B.A.	**$59,379.5**	**$63,909.4**	**$4,529.9**	**7.6%**

Note: numbers may not add precisely due to rounding

Summary:

The purpose of this report is to provide the Budget Committee with the P.E.U.'s recommended 2026 operating budget request for its review and consideration prior to the Board's review and approval. The report includes information on the level of funding required in 2026 to provide parking enforcement services to the City of Toronto (City).

The 2026 budget request for the P.E.U. reflects a strategic response to staffing challenges, modernization needs, and evolving operational demands. It balances the imperative for effective enforcement with fiscal responsibility, transparency, and alignment with City and Board policies. The request is forward-looking, anticipating future pressures and positions the P.E.U. to continue supporting safe and efficient traffic management in Toronto.

Discussion:

Background

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

1. Police P.E.U. – responsible for the enforcement program, based on municipal by-laws, community-based parking programs, and Municipal Law Enforcement Officer (M.L.E.O.) training and oversight;

2. City Office of the Controller; Revenue Services – responsible for processing payments, mailing notices, and overseeing the collection of outstanding penalties, including the plate denial process and managing programs for habitual and out-of-province offenders to improve overall collection success rates;

3. City Court Services; Courts and Tribunal Administration – responsible for scheduling and supporting hearings in respect to disputed parking offences; and

4. City Legal Services – responsible for administering the dispute review process at screening offices.

The P.E.U.'s budget enforcement assumptions are considered in the development of all of the above budgets, and the P.E.U.'s request has been reviewed with the City Financial Planning Division to ensure consistency across the various budgets.

P.E.U. Responsibilities:

The P.E.U.'s main goal is to help achieve the safe, efficient, and orderly flow of traffic. This is accomplished by developing and meeting strategic enforcement objectives, responding to calls for service from the community and providing a visible presence to promote compliance. Parking Enforcement Officers (P.E.O.s) are deployed to zones throughout the city to patrol for the aforementioned reasons and support effective service delivery.

Maintaining adequate staffing levels is crucial to the P.E.U.'s ability to enforce compliance with applicable by-laws (tag issuance) and attend calls for service, both of which can impact traffic flow. The P.E.U. takes all possible action, including the use of available premium pay, to mitigate the overall impact of staffing changes on enforcement activities.

Parking Tag Revenues:

The P.E.U. is responsible for enforcement activities and is separate from actual revenues from tag issuance which are collected and recorded by the City Treasurer through the Revenue Services division. Factors such as City Council initiatives, by-law changes, and changes to fines and programs have an impact on enforcement operations, the number of tags issued, public behaviour and the overall amount of revenues collected.

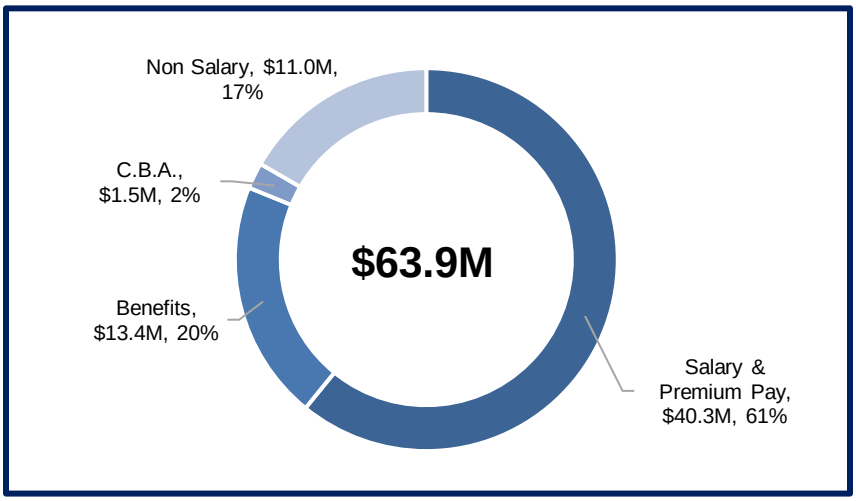
2026 Operating Budget Request:

The 2026 net operating budget request is $63.9M ($66.2M gross). On a gross basis, 81% of P.E.U.'s budget is for salaries, premium pay and benefits (prior to the Collective Bargaining Agreement [C.B.A.] impact). Another 17% funds essential requirements for

P.E.O.s including vehicles, equipment, technology, facilities and training. The remaining 2% reflects salary and benefit increases resulting from the C.B.A.

This funding is required to maintain an average deployed strength of 357 P.E.O.s, a total staffing complement of 394, and to provide the services and equipment necessary for effective operational support.

Figure 1: 2026 Gross Parking Enforcement Budget Including C.B.A. Impact



Effective March 4, 2025, certain goods imported into Canada from the United States are subject to a 25% surtax on the value for duty, as outlined in the United States Surtax Order (2025-1). The United States Surtax Remission Order (2025) was subsequently issued and updated to grant remissions for goods imported before December 16, 2025 by or on behalf of law enforcement agencies to support public safety purposes. This operating budget request does not include the potential tariff impact for imports from the United States completed on or after December 16, 2025. Further updates to operating costs due to tariff policy updates will be addressed in the P.E.U.'s future operating budget variance reports.

Summary of 2026 Budget Request Changes by Category

A. Salary Requirements ($38.2M)

The total salary requirements for 2026 is $38.2M, which is $1.3M or 2.1% over the 2025 total net budget. This amount is to maintain an average deployed staffing level of 357 P.E.O.s, and a total staffing level of 394, which is consistent with 2025. It is important to note that there has been a consistent trend of P.E.O.s transitioning to vacancies within the Service for roles such as special constables or police officers. This shift creates staffing gaps that directly impact the P.E.U.'s. enforcement activities.

Due to higher-than-expected separations in 2025, the P.E.U. conducted additional hiring in 2025 which is anticipated to increase the 2026 starting deployed strength to offset potential attrition in 2026, supporting workforce stabilization. The average deployed

strength for 2026 will remain at 357 and the P.E.U. will continue to monitor and adjust recruitment numbers and class timing as needed to maintain optimal staffing.

Salary pressures arise from two factors:

1- P.E.O.s. salary progression, where new recruits start at the lower pay step when hired and move to the higher pay step after a year of service.

2- An incremental cost of $379 Thousand (K) is estimated for 2026, reflecting the increase in the charges from the Service's Communications Operators cost. This cost is driven by the anticipated increase in dispatched calls for service related to parking violations.

B. Premium Pay ($2.1M)

The total premium pay budget request for 2026 is $2.1M, unchanged from 2025. This funding primarily supports enforcement activities during special events and targeted initiatives. Opportunities to reassign on-duty staff for special events are minimal, as it would lead to reduced enforcement in their assigned areas. All premium pay expenditures require supervisory approval and are carefully monitored to ensure accountability.

C. Statutory Payroll Deductions and Employee Benefits ($13.4M)

This expenditure category represents an increase of $577K, or 1% over the 2025 total net budget. Changes in this category include:

- Employee benefits ($299K increase): This includes medical and dental coverage and other expenditures such as Sick Pay Gratuity, Central Sick bank, group life insurance, retiree benefits, etc. as per the C.B.A., which are trending upwards due to inflationary impacts.

- Payroll deductions and Ontario Municipal Employees Retirement System (O.M.E.R.S.) ($278K increase): All payroll deductions including Employment Insurance (E.I.), Canada Pension Plan (C.P.P.), Employer Health Tax and O.M.E.R.S. (pension) are calculated based on legislated or contractual rates. For 2026, the C.P.P. contribution and E.I. rate shows an increase in maximum pensionable earning which raises the employers' contributions. Additionally, enhanced C.P.P. further increases employer costs.

D. Reserve Contributions ($4.4M)

The P.E.U. contributes to several reserves through provisions in the operating budget. All reserves are established by the City. The City manages the Sick Pay Gratuity reserve, while the Service manages the Vehicle and Equipment (V.&E.) reserve fund, the Central Sick Bank reserve, and the Post Retirement reserve.

Reserve contributions are assessed and budgeted based on projected future needs to ensure long-term sustainability and are part of affordability measures and long-term

financial planning. The 2026 contributions to the reserves is $4.4M, which is an increase of $262K, or 0.4% over the total 2025 net budget. This increase includes:

- An additional $98K to the V.&E. reserve to support the replacement of vehicles and equipment. This increase reflects the ongoing modernization efforts aimed at improving operational efficiencies through technology, including the replacement of the Vehicle Impound Program (V.I.P.) and the use of Automated License Plate Recognition (A.L.P.R.) technology.

- An additional $164K in contribution to the Central Sick Bank reserve and the Post Retirement reserve due to increasing benefit costs related to these reserves.

E. Other Expenditures ($6.6M)

This category of expenditure represents an increase of $1.1M, or 1.9% over the 2025 total net budget. Other expenditure categories include the materials, equipment and services required for day-to-day operational needs. Wherever feasible, accounts within this category have been maintained at the 2025 level or reduced.

The net increase of $1.1M is primarily due to:

- $943K in additional chargebacks from the Service for the P.E.U.'s share of indirect costs incurred in providing corporate and information technology support to the P.E.U. for its modernization projects (e.g., V.I.P. and A.L.P.R.); and

- $142K for the deployment of 100 new Connected Officer devices in 2026 to enhance the P.E.U.'s operational capabilities and service delivery.

F. Revenues ($2.3M)

This category reflects an increase of $145K, or 0.2%, compared to the 2025 total net budget. Revenue is derived from reserve draws and towing/pound administrative recoveries. The 2026 increase is primarily driven by:

- An anticipated $300K increase in towing recoveries and Toronto Transit Commission (T.T.C.) enforcement; and

- $200K decrease due to the City's Traffic Direction Program being transferred from the P.E.U. to the Service.

2027 and 2028 Outlooks:

Based on known pressures and inflationary increases, the current estimated net budget for 2027 is $66.2M (a $2.3M or 3.6% increase over 2026) and $68.7M for 2028 (a $2.5M or 3.8% increase over 2027). The increases are primarily related to C.B.A. impact on salaries and benefits, inflationary impacts for contractual group benefits and increases in statutory benefit costs.

Table 2: 2027 and 2028 Outlooks ($000's)

Description	2027	2028
Starting Request	$63,909.4	$66,179.3
Salary Requirements, Premium Pay and Benefits	$593.8	$611.6
Non-Salary (Other Operating Expenses)	$330.9	$341.0
Reserve Contributions	$0.0	$0.0
Revenues	$0.0	$0.0
Total Change	**$924.7**	**$952.6**
Impact of C.B.A.	$1,345.2	$1,537.6
Total Change Including C.B.A.	**$2,269.9**	**$2,490.2**
Outlook	**$66,179.3**	**$68,669.5**
% Change over Prior Year	**3.6%**	**3.8%**

Note: numbers may not add precisely due to rounding

Traffic Modernization Initiatives, including V.I.P. replacement and the implementation of A.L.P.R. technology are included in the capital budget, however impacts on the operating budget such as maintenance costs for these programs are not yet known.

Relevant Board Policies and Compliance

This report is in compliance with the Board's Budget Transparency Policy, approved on July 29, 2021 under Board Minute P2021-0729-3.0.

Conclusion:

The P.E.U.'s 2026 net operating budget request is $63.9M net (or $66.2M gross), which is a 7.6% increase over the 2025 approved budget. The 2026 budget request includes impacts of the C.B.A. and statutory benefit costs. Moreover, there is an increase in the chargebacks from the Service for the P.E.U.'s portion of indirect costs for corporate and information technology support for its modernization projects, which will allow the P.E.U. to provide strategic enforcement activities to promote compliance and improve the traffic flow within the city. This budget request demonstrates a commitment to accountability, modernization, and service excellence.

Deputy Chief Lauren Pogue, Community Safety Command, and Interim Chief Administrative Officer, Colin Stairs will be in attendance to answer any questions the Board may have regarding this report.

Respectfully submitted,

Myron Demkiw, M.O.M.
Chief of Police

1.4. Toronto Police Service Board 2026 Operating Budget Request

PUBLIC REPORT

November 25, 2025

To: Budget Committee
Toronto Police Service Board

From: Sandy Murray
Interim Executive Director

Subject: Toronto Police Service Board 2026 Operating Budget Request

Purpose: ☐ **Information Purposes Only** ☒ **Seeking Decision**

Recommendation(s):

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

(1) receive the Board's 2026 net operating budget request of $2,642.3 thousand (K), which is a $98.9K or 3.9% increase over the 2025 approved budget for consideration, and

(2) forward this report to the Toronto Police Service Board (Board) recommending approval.

Financial Implications:

This Board's 2026 net operating budget request is $2,642.3K ($3,708K gross), reflecting an increase of $98.9K, or 3.89%, over the 2025 approved budget. This request includes the impacts of the 2025-2029 Collective Bargaining Agreement (C.B.A.) as well as base salary and benefit requirements.

Summary:

This report proposes a 2026 operating budget that will ensure the Board, with the support of the office of the Toronto Police Service Board (the Board Office), is able to discharge its statutory police governance and oversight responsibilities in the context of a significant and evolving police modernization agenda, and the new provincial policing legislation, along with its associated impacts on both police governance and the Board's operations.

Table 1 summarizes the Board's 2026 operating budget request.

Table 1: Summary of 2026 Budget Request

Category	2025 Budget ($000s)	2026 Request ($000s)	$ Change over 2025 Budget	% Change Over 2025 Budget
Salaries and Benefits	$1,916.6	$1,965.0	$48.4	2.5%
Other Expenditures	$1,692.5	$1,681.0	($11.5)	0.7%
Gross Expenditures	**$3,609.1**	**$3,646.0**	**$36.9**	**1.0%**
Revenues	($1,065.7)	($1,065.7)	$0.0	0.0%
Net Expenditures	**$2,543.4**	**$2,580.3**	**$36.9**	**1.5%**
Collective Bargaining Agreement (C.B.A.) Impact	$0.0	$62.0	$62.0	2.4%
Gross Expenditures Including C.B.A.	**$3,609.1**	**$3,708.0**	**$98.9**	**3.9%**
Net Expenditures including C.B.A.	**$2,543.4**	**$2,642.3**	**$98.9**	**3.9%**

Note: numbers may not add up precisely due to rounding.

Recognizing the current fiscal realities impacting the City, the proposed budget increase amounts to $98.9K, which represents a 3.9% increase over the approved 2025 budget. Increased line items include salary and benefit increases relating to salary step progression of existing staff, as well as increases relating to the Collective Bargaining Agreement. While the Board staff are excluded from Collective Bargaining Agreements, their salary and benefit increases are usually in line with those in the C.B.A. for the Toronto Police Service's Senior Officers' Organization (S.O.O.).

Discussion:

Background and the Board's Legislative Responsibilities

The Board is a seven-member, statutory civilian body that governs and oversees the Toronto Police Service (the Service). The Board is dedicated to ensuring that Toronto's police services are delivered in partnership with our communities, to keep the city the best and safest place to be.

Under Ontario's *Community Safety and Policing Act, 2019 (*the *Act)*, the Board is responsible for ensuring the provision of adequate and effective police services in Toronto, including the development of policies for the effective management of the Service.

The *Act* requires the Board, among other things, to

(i) generally determine the objectives and priorities for police services in the municipality;

(ii) set policies for the effective management of the police force;
(iii) recruit and appoint the Chief of Police and other Command Members of the Service (Deputy Chiefs, the Chief Administrative Officer, and the Chief Information Officer);
(iv) direct the Chief of Police and monitor their performance;
(v) negotiate labour relations contracts with the two bargaining agents for the Service's Members; and
(vi) determine the budget for the police service.

Relevant Board Policies and Compliance

This report complies with the Board's Budget Transparency Policy.

Structure of the Board Office

The Board Office is comprised of 10.5 Full-Time Equivalent (F.T.E.) positions. The Board Office provides the Board with administrative assistance, media relations, stakeholder relations, independent analysis and monitoring, and policy development, among other services. Together, the Board Office ensures that the Board has input from voices from diverse communities throughout Toronto, comprehensive research and analysis, and effective support to carry out its various governance and oversight duties.

Collaboration and Consultation as Key Tools for Effective Governance

Ontario's municipal policing model is founded on the concept of independent civilian governance. It is a responsibility taken very seriously by the Board and the professional team that supports it. The Board and Board Office work closely with the Chief of Police to set the strategic vision for the Service, and to provide evidence-based governance through policies and other legally binding direction. Importantly, the Board also creates opportunities for members of the public, government bodies and stakeholder groups to engage and provide their perspectives and input concerning contemporary policing issues.

Throughout 2025, the Board has continued to engage extensively with regulatory bodies, different levels of government, community organizations, academic experts, subject-matter experts within the Service, the Board's own Anti-Racism and Mental Health and Addictions Advisory Panels, and the public as a whole, on a series of issues and initiatives related to policing reform and improved services. These ongoing consultations, meetings, and conversations ensure that we remain current in matters of community safety and well-being, and that we deliver comprehensive civilian governance and oversight.

Key Successes and Ongoing Work

Building on the roadmap for reform established by the Board in 2020, work in the past year has focused on the continued development of new initiatives and approaches that enhance the effective governance of policing in Toronto.

Some key accomplishments in 2025 include:

- Strategic Planning Leadership – Continued development of the Board's four-year Strategic Plan, including phase two consultations with partners, community organizations and the public which informed the *What We Heard* report. This report reflects more than 1,200 voices – community members, advocates, service providers, business leaders, and Toronto Police Service Members – who shared their experiences and expectations for the future of policing in our city. This report will shape the forthcoming Strategic Plan.
- Collaboration with the City - Maintained a strong working relationship with the City of Toronto in implementation of Safe.T.O., the City's community safety and well-being plan.
- Inclusive Engagement - Ongoing work with the Board's Anti-Racism Advisory Panel and Mental Health and Addictions Advisory Panel, and the launch of an overall review of our engagement processes.
- Indigenous Partnership - Strengthened relationships with Indigenous communities in Toronto to enhance their direct engagement with the Board to meaningfully bring Indigenous voices into the decision-making process;
- Leadership - Participating in professional forums to profile the innovative practices developed by Board Office staff, and to contribute to modern civilian police governance approaches in Canada and abroad.
- Governance Alignment - Continuing engagement with policing governance bodies (i.e., the Ontario Association of Police Service Boards (O.A.P.S.B.) and the Canadian Association of Police Governance (C.A.P.G.)) to enhance and align practices of police governance in Ontario and across Canada.
- Regulatory Collaboration - Working closely with the Province on the regulatory development process led by the Ministry of the Solicitor General with the coming into force of the *Act*, including providing commentary on, and proposals concerning new regulations.
- Policing Reform Implementation - Continuing to work with the Service on the implementation of the 81 recommendations on comprehensive policing reform in Toronto – a body of work that other police boards and commissions in Canada have relied on, and used to guide their own work, as well as the recommendations from the *Missing and Missed* report on missing person investigations.
- Human Rights Integration - Working with the Ontario Human Rights Commission (O.H.R.C.) following the publication of the Commission's *From Impact to Action* report, to develop an implementation approach for the Commission's recommendations.
- Governance Modernization - Aligning the Board's governance structure to comply with the new requirements in the *Act*.
- Enhanced Oversight - Enhancing the Board's governance supports through work undertaken pursuant to a Memorandum of Understanding (M.O.U.) with the Auditor General, and with Ombudsman Toronto to diversify information channels and expertise.

Key Challenges and Risks

The Board, with the support of the Board Office must:

- Maintain Strong Community Engagement - Continue its high degree and meaningful engagement with diverse communities on significant policing and police governance and oversight issues.
- Advance Civilian Governance - Continue to evolve civilian governance structures, processes, policies and approaches to maintain its position as a national and international leader, particularly in the midst of the most significant legislative changes to Ontario's policing environment in decades.
- Strengthen Data-Driven Oversight - Continue to improve access to information and analysis on the impact and effectiveness of implementing policing standards, Board Policies and direction to the Chief, and the Service's programs and initiatives. This will ensure a continuous 'feedback loop' that drives improvement and innovation.
- Improve Transparency and Accessibility - Continue to improve public transparency and accessibility to its work and governance processes.
- Manage Competing Priorities - Address the many and wide-ranging priorities, initiatives, including those forecasted for 2026, while maintaining public confidence in police governance in Toronto, while ensuring Board Members and Board Office staff can respond to unanticipated events.

Key Priorities for 2026

There are many priorities, initiatives, and projects that are currently being implemented, or that are forecasted to be addressed in 2026 that will require Board Members and Board Office staff to be nimble, engaging, and accessible to the public.

These include:

- Finalize the Strategic Plan - Completing the development of the Board's Strategic Plan for Policing in Toronto, based on robust consultations with various stakeholders and the public and the insights of the What *We Heard report*.
- Advance Community Safety Initiatives - Continuing work with City partners on the Safe.T.O. Community Safety and Well-Being Plan, the implementation and expansion of the Toronto Community Crisis Service (T.C.C.S.) and other alternative service delivery approaches.
- Strengthen Community Engagement: - Enhancing outreach and engagement of diverse communities, including Black, Indigenous and other racialized communities across Toronto.
- Modernize Governance Enhancing work to streamline, modernize and improve the Board's governance approaches through analysis of the impacts of statutory adequacy standards, Board Policies and directions, and the development of new leading police governance policies in Canada.
- Implement Key Recommendations - Continuing collaboration with the Service in the implementation of the remainder of the Board's 81 recommendations on Police Reform, 151 Recommendations from the *Missing and Missed* report concerning missing persons investigations, the Auditor General's recommendations on 9-1-1 response, and the O.H.R.C.'s recommendations on racial profiling and discrimination of Black persons.

- Improve Transparency and Accountability - Continually enhancing the quality of information and level of analysis on the effectiveness and the impacts of the Service's various initiatives that are made available to the Board and the public.

Throughout 2026, the Board will continue this and other work in a transparent and consultative spirit, in a manner that works to ensure continued effective governance, and fair and accountable policing in Toronto.

Impact of Collective Agreement

At its December 12, 2024, meeting, the Board approved the Service's 2025 budget request of $2,376 K net and $3,441.7K gross (Min. No. P2024-1212-4.5 refers). This amount excluded the 2024 collective agreement impacts on 2025, unknown at the time of budget approval.

In April 2025, the Board ratified the Senior Officers' Organization (S.O.O.) agreement which included a 5% wage increase in 2024, aligned with the Toronto Police Association (T.P.A.) contract. To reflect the annualized impact of the 2024 wage increases in 2025 salaries, the 2025 operating budget was revised by $88.7K, increasing the total to $2,464.7K net and $3,530.4K gross.

Subsequently, the S.O.O. reached a five-year collective agreement from 2025 to 2029, which resulted in a further budget revision of $78.7K, bringing the total 2025 budget to $2,543.4K net and $3,609.1K gross.

Across-the-board wage increases for Board Office staff are usually in line with annual increases specified in the Toronto Police S.O.O. Collective Agreement. The 2026 operating budget request includes a $62.0K increase to reflect the impact of the S.O.O. 2025-2029 agreement on 2026 salaries.

Salary and Benefit Requirements

The Board Office's approved staffing complement for 2026 is 10.5 full time employees, who support the Board and its committees through governance and policy development, stakeholder and media engagement, independent research and analysis, and administrative support. The work performed by the team of professional staff is essential to the Board's ability to ensure adequate and effective police services to the communities we serve.

The budget request for the salary and benefit requirements, totalling $1,965.0K, includes salary/benefits for its approved staff complement, as well as anticipated salary step increases for staff who are not yet at the top step.

Non-Salary Expenditures

Public Consultation and Accessibility

The base budget for non-salary expenditures will allow for the continued implementation related to the evolution of policing and other strategic initiatives, as well as honouraria for community members on the Board's Advisory Panels. This budget has been reduced

by $11.5K to remove funding for one-time costs from 2025 associated with the replacement of Board meeting management software.

Training, Development and Professional Associations

A portion of the non-salary accounts is allocated to training and development for Board Members and Board Office staff, as well as membership dues for two police governance organizations - O.A.P.S.B. and the C.A.P.G. - both of which provide opportunities for training and professional development to both Board Members and Board Office staff.

The Board Office staff are critical to delivering professional, best-in-class services to support the Board's various functions. The Board Office must be able to function as a fully independent policy, quality assurance, evaluation, communications, stakeholder engagement and government relations entity. Both Board Members and Board Office staff are better equipped to perform their key functions and duties through accessing specific and topical professional development training programs and learning opportunities to ensure their skills and knowledge are relevant and constantly updated.

Additionally, members of the Board Office staff frequently contribute to professional development conferences, seminars and other forums hosted by C.A.P.G., O.A.P.S.B., and other organizations focused on police governance, oversight and contemporary policing topics.

Analytics Software

The expansion of the Board Office's Monitoring and Evaluation Team, led by the Senior Advisor, Strategic Analysis and Governance, will increase capacity for independent analysis in support of the Board's decision-making. To facilitate the work planned for the team over 2026, the Board Office will continue to renew licenses for quantitative and qualitative analysis software and data collection tools.

Grievances and Legal Reserve

A significant portion of the non-salary costs is allocated for arbitrations/grievances. It is not possible to predict or control the number of grievances filed or referred to arbitration, as filings are at the discretion of bargaining units. In order to deal with this uncertainty, the 2026 budget includes a $424,800 contribution to a Legal Reserve for the costs of independent legal advice – an amount that is unchanged from the 2025 budget.

Fluctuations in legal spending will be addressed by increasing or decreasing the budgeted reserve contribution in future years' operating budgets so that the Board has funds available in the Reserve for these variable expenditures.

The Legal Reserve ensures that funds are available in the event that the Board requires legal advice other than that made available from City Legal Services. Similarly, funds will be available should the Board require any additional external consulting advice or professional services.

Expenditures within the proposed legal services accounts are difficult to predict as they are often incurred directly in response to an action or event. Recent settlement statistics

related to labour disputes and grievances indicate that fewer matters proceed to a hearing, but that the matters that do proceed to hearings are increasingly complex and often costly.

The remaining portion of the proposed non-salary budget is for the running of the day-to-day operations of the Board Office.

Equity Analysis

Funding provided for in the 2026 budget will enable the Board Office to more effectively engage with diverse communities across the Toronto and bring their voices forward to have an impact on the Board's decision-making process. As a result, the proposed funding increases will have a **positive** equity impact.

Conclusion:

The budget proposed in this report is founded on the Board's continued commitment to meeting its legislative mandate in a manner that inspires public confidence, is meaningful to those we serve, and is fiscally responsible. Through this budget, I believe that the Board and Board Office will deliver modern independent police governance that continues to lead the country.

Respectfully submitted,

Sandy Murray
Interim Executive Director