



## Toronto Police Service

### 2017 – 2026 CAPITAL BUDGET AND PLAN OVERVIEW

The Toronto Police Service has an asset inventory valued at over \$1.153 billion based on 2015 replacement costs. Facility assets such as Police Facilities, Divisions (Stations) and Storage Facilities comprise approximately \$821.948 million of the Service's total asset inventory value, while equipment, vehicles, radio infrastructure and security systems account for the remaining \$297.86 million.

The 2017-2026 Preliminary Capital Plan of \$522.984 million focuses on optimizing the facility footprint, improving quality, reliability and access to information as well as connecting officers with modern technologies as part of the modernization of the Toronto Police Service.

The 10-Year Capital Plan is transitional and also reflects a placeholder value for strategies to maximize the use of existing land or facilities by consolidating or relocating units where operationally feasible and to maximize technological advances pending the Transformational Task Force final report which will modernize the Toronto Police Service.

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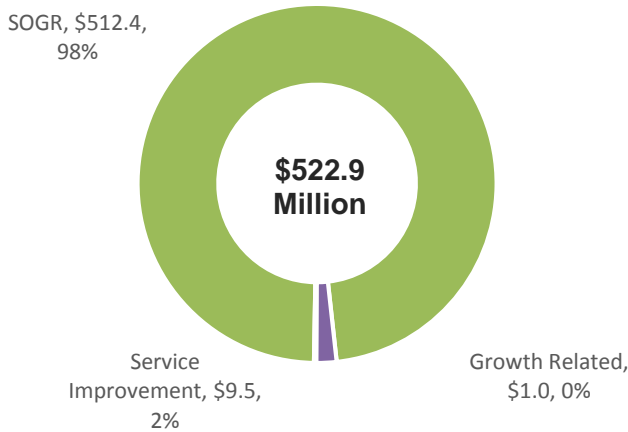
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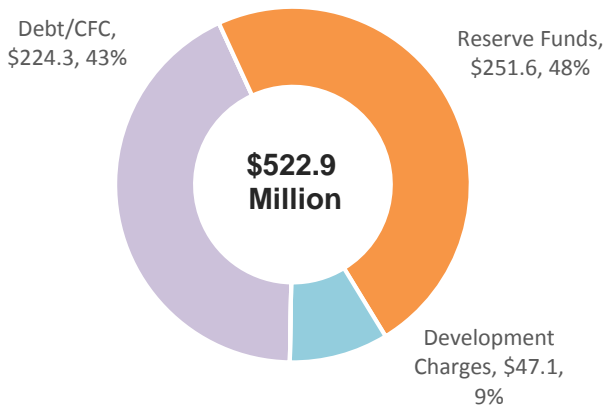
**Capital Spending and Financing**

**2017-2026 Capital Budget and Plan**

**By Project Category**



**By Funding Source**



**Where the money goes:**

The 2017–2026 Preliminary Capital Budget and Plan totalling \$522.984 million provides funding for:

- Optimizing service delivery both internally and externally
- Optimizing the overall facility footprint
- Achieving additional efficiencies and value added services in TPS operations
- Maintaining the SOGR of assets to ensure operational requirements are achieved
- Improved quality and reliability and access to information for operational purposes

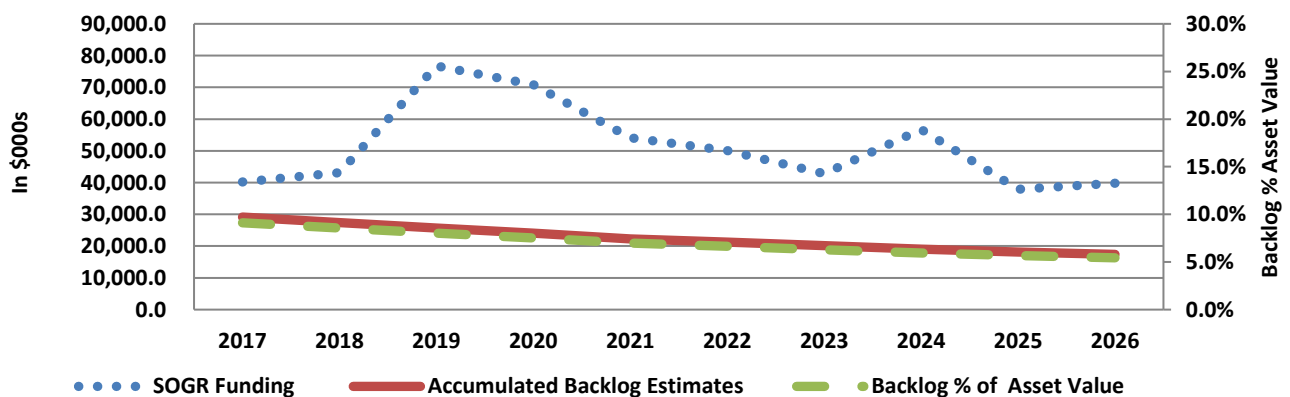
**Where the money comes from:**

The Preliminary 10-Year Capital Plan requires:

- Debt funding of \$224.254 million (42.88%), reflecting a decrease in debt funding of \$8.205 million below the 10 year debt target.
- Reserve/Reserve Funding of \$251.649 million (48.1%) primarily fund TPS fleet and equipment inventory.
- Development Charges \$47.081 million or 9.0% of the total funds for projects that address population growth and service demands.

**State of Good Repair Backlog**

The Preliminary 10-Year Capital Plan includes cash flow funding of \$512.405 million for State of Good Repair to address the backlog. The SOGR backlog as a % of asset replacement value will decrease from 9.1% in 2017 to 5.4% in 2026.



**Our Key Issues & Priority Actions**

- **Implementing the Transformational Task Force (T.T.F.) final report** to transform facilities to support the new model of policing.
  - ✓ Facilities Realignment project - \$168.268 million includes Amalgamation of 54/55 Division, 41 Division Design and Construction and future placeholders in anticipation of the Task Force Recommendations.
  
- **Expanded Deployment of the Conducted Energy Weapons program** to selected uniform and front line police constables for safer resolution of violent or potentially violent encounters.
  - ✓ 2017 includes \$0.750 million for the inventory increases.
  
- **The Connected Officer by researching best practices for transitioning** to most current operational information through latest technological smart devices such as full application suite and e-notebooks.
  - ✓ 2017-2026 Preliminary Capital Plan includes \$20.888 million for the replacement of Mobile Workstations



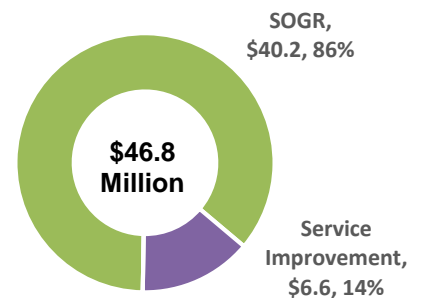
**2017 Capital Budget Highlights**

The 2017 Preliminary Capital Budget for Toronto Police Service of \$522.984 million, excluding carry forward funding, will:

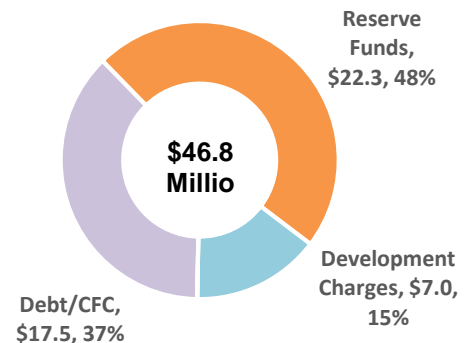
- Focus on the implementation of the final Transformational Task Force Recommendations to be presented to the Board in January 2017 in reducing the Facility footprint.
- Expansion of Conducted Energy Weapon Program to select uniform and front line police constables.
- Proceed with the issuance of a non-binding Request for Proposal ( R.F.P) for Body Worn Camera's.
- Continue with SOGR to address critical backlog issues maintain safety and condition requirements of bricks and mortar.
- Continue with construction of the Peer to Peer Site to ensure Service members have information available at all times for ongoing operations
- Continue Transforming Corporate Support Project work for a comprehensive HR and Workforce Planning system.
- Continue with the Enterprise Business Intelligence project for \$3.811 million to develop TPS's integrated business intelligence and analytical platform

**2017 Capital Budget**

**By Project Category**



**By Funding Source**



## Actions for Consideration

Approval of the 2017 Preliminary Capital Budget as presented in these notes requires that:

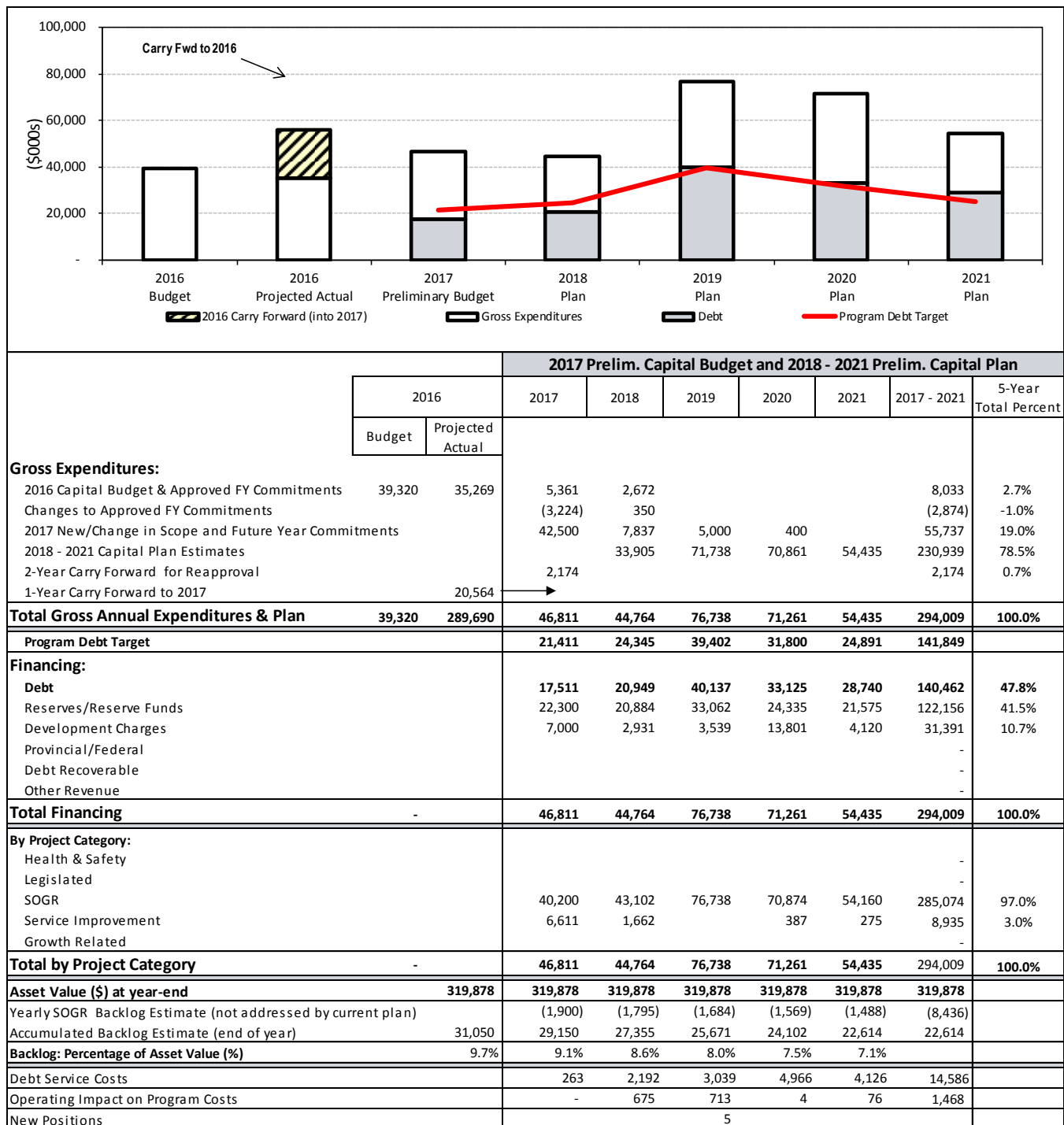
1. City Council approve the 2017 Preliminary Capital Budget for Toronto Police Service with a total project cost of \$55.737 million, and 2017 cash flow of \$67.375 million and future year commitments of \$16.259 million comprised of the following:
  - a) New Cash Flow Funds for:
    - i. 36 new / change in scope sub-projects with a 2017 total project cost of \$55.737 million that requires cash flow of \$42.500 million in 2017 and future year cash flow commitments of \$7.837 million for 2018; \$5.0 million for 2019; and \$0.400 million in 2020
    - ii. 13 previously approved sub-projects with a 2017 cash flow of \$2.137 million; and future year cash flow commitments of \$3.022 million for 2018;
    - iii. 1 previously approved sub-projects with carry forward funding from 2015 and prior years requiring 2017 cash flow of \$2.174 million that requires Council to reaffirm its commitment; and
  - b) 2016 approved cash flow for 12 previously approved sub-projects with carry forward funding from 2016 into 2017 totalling \$20.564 million.
2. City Council approve the 2018 - 2026 Preliminary Capital Plan for Toronto Police Service totalling \$459.914 million in project estimates, comprised of \$33.905 million for 2018; \$71.738 million for 2019; \$70.861 million for 2020; \$54.435 million for 2021; \$50.117 million for 2022; \$43.820 million for 2023; \$56.726 million for 2024; \$38.206 million for 2025 and \$40.106 million in 2026.
3. City Council consider the operating costs of \$0.675 million net in 2018; \$0.713 million net in 2019; \$0.004 million net in 2020; and \$0.077 million net in 2021 resulting from the approval of the 2017 Preliminary Capital Budget for inclusion in the 2017 and future year operating budgets.
4. Toronto Police Service to provide an in-year report to Budget Committee on final Transformation Task Force Recommendations regarding City Wide Divisional Boundary and Facilities Realignment in the repurposing of existing facilities and locations as it develops of the updated facility footprint.



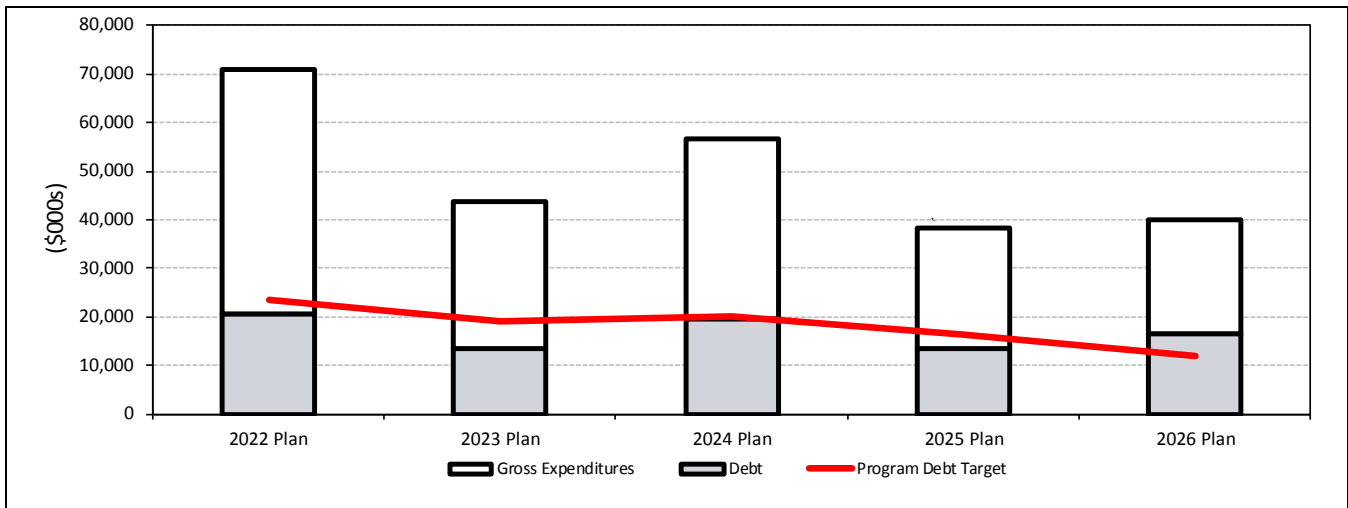
# Part 1:

## Preliminary 10-Year Capital Plan

**Figure 1a  
10-Year Capital Plan  
2017 Preliminary Capital Budget and 2018 - 2021 Preliminary Capital Plan**



**Table 1b**  
**10-Year Capital Plan**  
**2022 - 2026 Preliminary Capital Plan**



	2022 - 2026 Preliminary Capital Plan						10-Year Total Percent
	2022	2023	2024	2025	2026	2017 - 2026	
<b>Gross Expenditures:</b>							
2016 Capital Budget & Approved FY Commitments						8,033	1.5%
Changes to Approved FY Commitments						(2,874)	-0.5%
2017 New/Change in Scope and Future Year Commitments						55,737	10.7%
2022 - 2026 Capital Plan Estimates	50,117	43,820	56,726	38,206	40,106	459,914	87.9%
2-Year Carry Forward for Reapproval						2,174	0.4%
<b>Total Gross Annual Expenditures &amp; Plan</b>	<b>50,117</b>	<b>43,820</b>	<b>56,726</b>	<b>38,206</b>	<b>40,106</b>	<b>522,984</b>	<b>99.6%</b>
<b>Program Debt Target</b>	<b>23,386</b>	<b>18,956</b>	<b>19,967</b>	<b>16,301</b>	<b>12,000</b>	<b>232,459</b>	
<b>Financing:</b>							
<b>Debt</b>	<b>20,768</b>	<b>13,314</b>	<b>19,492</b>	<b>13,560</b>	<b>16,658</b>	<b>224,254</b>	42.9%
Reserves/Reserve Funds	24,145	20,598	37,234	24,646	22,870	251,649	48.1%
Development Charges	5,204	9,908			578	47,081	9.0%
Provincial/Federal						-	
Debt Recoverable						-	
Other Revenue						-	
<b>Total Financing</b>	<b>50,117</b>	<b>43,820</b>	<b>56,726</b>	<b>38,206</b>	<b>40,106</b>	<b>522,984</b>	<b>100.0%</b>
<b>By Project Category:</b>							
Health & Safety						-	
Legislated						-	
SOGR	50,105	42,780	56,696	37,906	39,844	512,405	98.0%
Service Improvement	12		30	300	262	9,539	1.8%
Growth Related		1,040				1,040	0.2%
<b>Total by Project Category</b>	<b>50,117</b>	<b>43,820</b>	<b>56,726</b>	<b>38,206</b>	<b>40,106</b>	<b>522,984</b>	<b>100.0%</b>
<b>Asset Value(\$)</b> at year-end	<b>319,878</b>	<b>319,878</b>	<b>319,878</b>	<b>319,878</b>	<b>319,878</b>	<b>319,878</b>	
Yearly SOGR Backlog Estimate (not addressed by current plan)	(1,320)	(1,185)	(1,045)	(898)	(772)	(13,656)	
Accumulated Backlog Estimate (end of year)	21,294	20,109	19,064	18,166	17,394	17,394	
<b>Backlog: Percentage of Asset Value (%)</b>	<b>6.7%</b>	<b>6.3%</b>	<b>6.0%</b>	<b>5.7%</b>	<b>5.4%</b>		
Debt Service Costs	3,497	2,493	1,817	2,361	1,787	26,540	
Operating Impact on Program Costs	76	81	156	8	8	1,797	
New Positions							

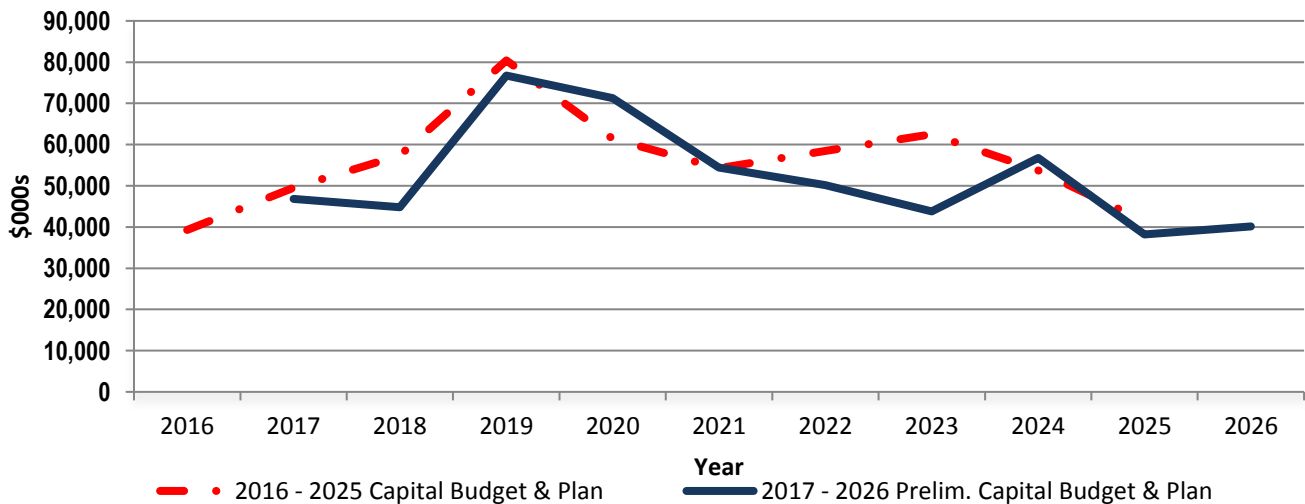


### Key Changes to the 2016 - 2025 Approved Capital Plan

The 2017 Preliminary Capital Budget and the 2018 – 2026 Preliminary Capital Plan reflects a decrease of \$35.477 million in capital funding from the 2016 - 2025 Approved Capital Plan.

The chart and table below provide a breakdown of the \$35.477 million or 6.4% decrease in the Capital Program on an annual basis from 2016 to 2026.

**Chart 1**  
**Changes to the 2016 - 2025 Approved Capital Plan (In \$000s)**



(\$000s)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	10-Year Total
2016 - 2025	39,320	49,560	57,401	80,414	61,445	54,235	58,492	62,511	53,699	41,384		558,461
2017 - 2026		46,811	44,764	76,738	71,261	54,435	50,117	43,820	56,726	38,206	40,106	522,984
Change %		(5.5%)	(22.0%)	(4.6%)	16.0%	0.4%	(14.3%)	(29.9%)	5.6%	(7.7%)		(6.4%)
Change \$		(2,749)	(12,637)	(3,676)	9,816	200	(8,375)	(18,691)	3,027	(3,178)		(35,477)

As made evident in the chart above, the \$35.477 million decrease in the Capital Program reflects best estimates in the Service's readiness to proceed as well as operational requirements pending the recommendations of the final Transformational Task Force report.

As reflected in Table 2 on the following page, changes to the 2016 – 2025 Approved Capital Plan, specifically the \$36.263 million decrease in capital funding over the nine common years of the Capital Plans (2017 – 2025) arise from the reprioritization of Toronto Police Service's capital projects based on the following factors:

- Updated schedules for infrastructure maintenance and software upgrades;
- Updated leasing expiration dates;
- Revised operational requirements and timing of lifecycle replacement projects, (such as radios, servers, etc.) over the next 10- year period; and
- Revised land acquisition and construction timing and cost estimates for major facility projects pending the Transformational Task Force Final Report.



A summary of project changes for the years 2017 to 2025 totalling \$36.263 million are provided in Table 2 below:

**Table 2  
Summary of Project Changes (In \$000s)**

\$000s	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2017 - 2025 Total
2016 - 2025 Capital Budget & Plan	39,320	49,560	57,401	80,414	61,445	54,235	58,492	62,511	53,699	41,384		469,581
2017 - 2026 Prelim. Capital Budget & Plan		46,811	44,764	76,738	71,261	54,435	50,117	43,820	56,726	38,206	40,106	482,878
<b>Capital Budget &amp; Plan Changes (2017 - 2025)</b>		(2,749)	(12,637)	(3,676)	9,816	200	(8,375)	(18,691)	3,027	(3,178)		(36,263)

	Total Project Cost	2017	2018	2019	2020	2021	2022	2023	2024	2025	2017 - 2025	2026	Revised Total Project Cost
<b>Previously Approved</b>													
Time Resource Management System		(1,500)	(2,022)				(630)	(1,500)	(2,022)		(7,674)		(7,674)
HMRS					(380)	(1,105)					(1,485)		(1,485)
<b>Total Previously Approved</b>	10,200	(2,500)	(1,022)	-	(380)	(1,105)	(630)	(1,500)	(2,022)	-	(9,159)	-	(9,159)
<b>New</b>													
APS - Digital Photography for Parking Enforcement		2,550									2,550		2,550
Conducted Energy Weapon Replacement					1,350	750					2,100	750	2,850
Wireless Parking System							2,459				2,459		2,459
AVLS Replacement Lifecycle	3,102			(99)						(99)	(198)		2,904
Body Worn Camera - Initial Phase		500									500		500
Conducted Energy Weapons - CEW		750									750		750
Digital Photography Lifecycle Replacement	972									228	228	258	1,458
Electronic Surveillance System Lifecycle Replacement	1,600	(423)	200				(863)				(1,086)		514
Facilities Realignment		200	(5,390)	(11,611)	9,166	3,649	(6,872)	(1,819)	2,117	(3,719)	(14,279)	12,836	(1,443)
Fibre Optics							(881)	(4,785)	(6,385)		(12,051)		(12,051)
Fleet		(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(900)		(900)
Furniture Lifecycle Replacement- Reserve	4,000	(757)	(757)	(980)	(272)	(1,857)	(272)	(840)	(1,440)	(280)	(7,455)	500	(2,955)
In-Car Camera Replacement	8,526	(148)					(148)				(296)	2,202	10,432
IT business resumption	17,339	(741)	490	(588)	(558)	820	(773)	941	610	(737)	(536)	2,824	19,627
Locker Replacement	144	(302)		(150)	(48)	(540)	(540)	(540)	(540)	(540)	(3,200)		(3,056)
Mobile workstation	20,888	(300)	(9,120)	8,144	1,000		(300)	(9,120)	8,144	1,000	(552)		20,336
Radar unit Replacement	1,398	(61)	(7)					(96)		76	(4)	96	1,402
Radio Replacement (2016-2025)	25,299	(3,050)	1,316	1,210							(524)		24,775
Security System		(475)	(450)	(440)	(570)	(465)	(465)	(465)	(465)	(465)	(4,260)		(4,260)
Servers	39,972	(299)	(300)	(500)	(300)	437	(299)	(694)	2,354	1,284	1,683	3,825	45,480
Small Equipment Replacement	5,832	-	(14)	-	(19)	-	(20)	(6)	(5)	-	(64)	842	6,610
SOCR	43,655	400	400	400	530	(75)	400	400	400	400	3,255	4,400	51,310
TPS Archiving	650	(50)	-	-	-	-	-	-	-	-	(50)		600
Transforming Corporate Support	2,978	2,500	2,100	1,500	400	-	-	-	-	-	6,500		9,478
Vehicle & Equipment Lifecycle replacement	54,900	(361)	(636)	(736)	(734)	(434)	(434)	(432)	(432)	(432)	(4,631)	(431)	49,838
Voicemail/Call Centre workstation, printers and laptops	1,100	-	-	-	-	-	100	-	-	-	100		1,200
		(82)	653	175	450	1	382	365	715	286	2,945	3,826	6,771
<b>Total New</b>	56,000	(249)	(11,615)	(3,676)	10,196	1,305	(7,745)	(17,191)	5,049	(3,178)	(27,104)	34,302	57,809
<b>Total Changes</b>	66,200	(2,749)	(12,637)	(3,676)	9,816	200	(8,375)	(18,691)	3,027	(3,178)	(36,263)	34,302	48,650

**Significant Capital Project Changes in Toronto Police Service:**

Cash flow funding for the following previously approved capital projects has been adjusted based on historical spending rates, capacity and expected progress and completion of the projects, as outlined below:

**Project Cost Decreases:**

- Facilities Realignment – \$14.279 million decrease

The Facilities realignment project includes the original cost estimates for 41 Division, 54 Division, 32 Division, 13 Division, Public Safety Unit Facility, 22 Division Upgrade, Relocation of FIS, and Parking West. Further details regarding these projects and cost adjustments can be found in the Issues section of these notes.

**Cancelled Previously Approved Projects:**

- Time Resource Management System – \$7.674 million decrease
- Human Resource Management System - \$1.485 million decrease
- The 2 projects above have been cancelled to create a new project *Transforming Corporate Support* -with \$6.5 million cash flows in 2017-2026.

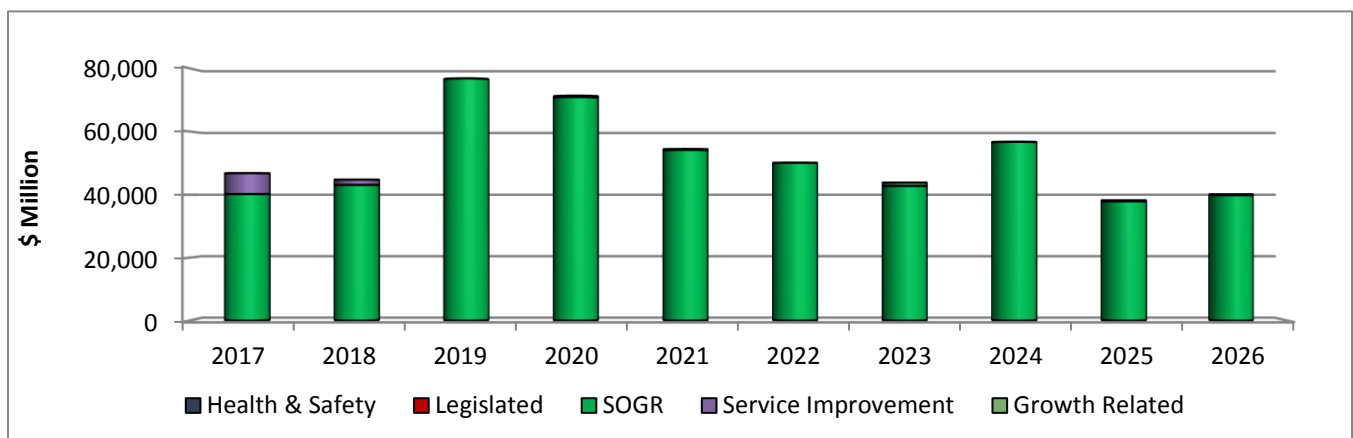
- This new project will create a new overall solution that would enhance and create a combined staffing/resource management system. Additional information regarding this project can be found in the Issues Section of these notes see page 21.
- *Fibre Optics - \$12.81 million decrease* – This project was approved as part of the 2016 – 2025 Capital Budget. Funding for this project is no longer required as part of the Preliminary 2017-2026 Capital Plan.

New Projects:

- *Conducted Energy Weapons*– \$0.750 million required for the expansion of the current inventory.
- *Body Worn Camera's Phase 1*– \$0.500 million for the issuance of a non-binding RFP.
- *APS Digital Photography for Parking Enforcement* – \$2.550 million for acquisition of enhanced parking handheld devices for the implementation of a new Council approved Administrative Penalty System.

### 2017 – 2026 Preliminary Capital Plan

**Chart 2**  
**2017 – 2026 Preliminary Capital Plan by Project Category (In \$000s)**



As illustrated in the chart above, the Preliminary 10-Year Capital Plan for Toronto Police Service of \$522.984 million provides 98.0% funding for State of Good Repair (SOGR) projects as priorities and 1.8% for Service Improvement projects. Growth Related projects represent the remaining 0.2% over the 10-year period.

- Almost the entire 10 year Capital Plan's expenditures are allocated to State of Good Repair projects. State of Good Repair projects primarily focus on continued improvement and upgrading of the Service's aging facilities as well as information technology upgrades and make up the largest category of projects with expenditures totaling \$512.405 million or 98.0%.
- Service Improvement projects account for \$9.539 million or 1.8% which include the acquisition of new equipment and technology such as the Enterprise Business Intelligence project \$3.811 million, APS Digital Photography for Parking Enforcement \$2.550 million.
- The Property and Evidence Racking project is the only Growth Related projects and accounts for \$1.040 million or 0.2% in project costs.

The following table provides details by project category the Capital projects included in the 2017 – 2026 Preliminary Capital Budget and Plan for the Toronto Police Service:

**Table 3  
2017 - 2026 Capital Plan by Project Category (In \$000s)**

	Total App'd Cash Flows to Date*	2017 Budget	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2017 - 2026 Total	Total Project Cost
<b>Total Expenditures by Category</b>													
<b>State of Good Repair</b>													
Conducted Energy Weapon Replacement		-	-	-	1,350	750	-	-	-	1,350	750	4,200	4,200
DPLN Replacement		-	-	1,500	-	-	-	-	1,600	-	-	3,100	3,100
Voice Logging Lifecycle Replacement		-	-	350	-	-	-	-	350	-	-	700	700
Wireless Parking System		2,973	-	-	-	-	5,432	-	-	-	-	8,405	8,405
52 Division Renovation	526	-	-	-	-	-	-	-	-	-	-	-	-
AFIS replacement		-	-	3,053	-	-	-	-	-	-	-	3,053	3,053
AVLS Replacement Lifecycle	108	-	-	-	1,551	-	-	-	-	1,551	-	3,102	3,102
Digital Photography Lifecycle Replacement		-	-	-	228	258	-	-	-	228	258	972	972
DVAMS I, II Lifecycle Replacement		362	362	1,613	263	262	244	244	1,507	275	362	5,494	5,494
Electronic Surveillance System Lifecycle Replacement		900	200	-	-	-	500	-	-	-	-	1,600	1,600
Facilities Realignment		7,000	3,195	27,561	37,047	22,861	17,028	17,740	14,066	8,934	12,836	168,267	168,267
Furniture Lifecycle Replacement- Reserve	587	-	-	500	500	500	500	500	500	500	500	4,000	4,000
In-Car Camera Replacement	320	2,061	-	-	-	2,202	2,061	-	-	-	2,202	8,526	8,526
IT business resumption	1,014	624	2,482	1,955	787	2,297	660	2,716	2,163	831	2,824	17,339	17,339
Livescan replacement		-	540	-	-	-	-	540	-	-	-	1,080	1,080
Locker Replacement	322	48	48	48	-	-	-	-	-	-	-	144	144
Marine Vessel Electronics		485	-	-	-	-	485	-	-	-	-	970	970
Mobile workstation		-	300	9,144	1,000	-	-	300	9,144	1,000	-	20,888	20,888
Network equipment		2,900	2,800	2,400	2,900	1,750	2,250	3,750	3,750	2,900	1,750	27,150	27,150
Peer to Peer Site	1,000	4,000	7,759	3,500	-	-	-	-	-	-	-	15,259	15,259
Property and Evidence Scanners Lifecycle		-	-	40	-	-	-	-	40	-	-	80	80
Radar unit Replacement		246	182	-	12	21	15	344	256	226	96	1,398	1,398
Radio Replacement (2016-2025)	14,041	-	4,776	3,662	4,949	6,074	4,544	42	1,026	226	-	25,299	25,299
Servers	526	2,200	3,903	4,241	4,441	3,634	2,325	4,113	6,512	4,678	3,825	39,872	39,872
Small Equipment Replacement	27	92	919	933	1,084	842	72	347	348	353	842	5,832	5,832
SOGR		4,400	4,400	4,400	4,530	3,925	4,400	4,400	4,400	4,400	4,400	43,655	43,655
Transforming Corporate Support		2,500	2,100	1,500	400	-	-	-	-	-	-	6,500	2,978
Vehicle & Equipment lifecycle replacement		5,693	5,354	6,254	5,370	5,370	5,370	5,372	5,372	5,372	5,373	54,900	54,900
Voicemail/Call Centre		500	-	-	-	-	600	-	-	-	-	1,100	1,100
workstation, printers and laptops		3,216	3,782	4,084	4,462	3,414	3,619	2,372	5,662	5,082	3,826	39,519	39,519
<b>Sub-Total</b>	<b>18,471</b>	<b>40,200</b>	<b>43,102</b>	<b>76,738</b>	<b>70,874</b>	<b>54,160</b>	<b>50,105</b>	<b>42,780</b>	<b>56,696</b>	<b>37,906</b>	<b>39,844</b>	<b>512,405</b>	<b>508,882</b>
<b>Service Improvements</b>													
APS - Digital Photography for Parking Enforcement		2,550	-	-	-	-	-	-	-	-	-	2,550	2,550
AED's		-	12	-	112	-	12	-	30	-	12	178	178
Body Worn Camera - Initial Phase		500	-	-	-	-	-	-	-	-	-	500	500
Enterprise Business Intelligence	2,093	2,811	1,000	-	-	-	-	-	-	-	-	3,811	3,811
CCTV		-	-	-	275	275	-	-	-	300	250	1,100	1,100
Conducted Energy Weapons - CEW		750	-	-	-	-	-	-	-	-	-	750	750
TPS Archiving		-	650	-	-	-	-	-	-	-	-	650	650
<b>Sub-Total</b>	<b>2,093</b>	<b>6,611</b>	<b>1,662</b>	<b>-</b>	<b>387</b>	<b>275</b>	<b>12</b>	<b>-</b>	<b>30</b>	<b>300</b>	<b>262</b>	<b>9,539</b>	<b>5,728</b>
<b>Growth Related</b>													
Property and Evidence Racking		-	-	-	-	-	-	1,040	-	-	-	1,040	1,040
<b>Sub-Total</b>								<b>1,040</b>				<b>1,040</b>	<b>1,040</b>
<b>Total Expenditures by Category (excluding carry forward)</b>	<b>20,564</b>	<b>46,811</b>	<b>44,764</b>	<b>76,738</b>	<b>71,261</b>	<b>54,435</b>	<b>50,117</b>	<b>43,820</b>	<b>56,726</b>	<b>38,206</b>	<b>40,106</b>	<b>522,984</b>	<b>515,650</b>

### 2017 – 2026 Capital Projects

The Preliminary 10-Year Capital Plan supports Toronto Police Service's objectives to optimize service delivery, while reduce overall facility footprint, maintain assets through the SOGR program that ensures the health and safety of members and the public and to improve the quality, reliability and access to information.

#### State of Good Repair (SOGR)

- SOGR projects account for \$512.405 million or 98.0% of the total Preliminary 10-Year Capital Plan.
- The Preliminary 10-Year Capital Plan incorporates a new investment of \$512.405 million dedicated for the following new SOGR capital projects:

- *Facilities Realignment (\$168.268 million)* - The 2017 – 2026 Preliminary Capital contemplates the consolidation of the 54 and 55 divisional facilities into one effectively configured facility that is strategically located. The consolidation of these two facilities will be confirmed once the results of the external consultant's work become known. Additional facilities are included as placeholders until the recommendations of the Transformational Task Force Report are presented in January 2017.
- *Peer to Peer Site (\$15.259 million)* - This project was approved as part of the 2015 Capital Plan. This project has commenced, after an in-depth analysis of various options to meet this business continuity need. City Real Estate is in the process of negotiations with the land owner to acquire the property. The real estate transaction is anticipated to close in October 2016, upon completion of the City's due diligence process.
- *SOGR (\$43.655 million)* – The SOGR program addresses priority needs required inside the TPS facilities including renovations and repairs to address urgent facility requirements to ensure the safety of it's members and the public.

#### *Service Improvements*

- Service Improvement projects account for \$9.539 million or 1.8% of the total Preliminary 10-Year Capital Plan.
  - *APS-Digital Photography for Parking Enforcement (\$2.550 million)* – for acquisition of enhanced parking handheld devices for the implementation of a new Council approved Administrative Penalty System.
  - *Body Worn Camera's – Initial Phase (\$0.500 million)* to ensure oversight in the issuance of a non-binding RPF process
  - *Conducted Energy Weapons (\$0.750 million)* – for the deployment of 250 additional units to select uniform and specialized constables.
  - *Enterprise Business Intelligence (\$2.811million in 2017 and \$1.0 million in 2018)* - for the development of an integrated business intelligence and analytical platform.

#### *Growth Related*

- Major Growth Related projects include cash flow funding of \$1.040 or 0.2% of the total Preliminary 10-Year Capital Plan.
  - *Property and Evidence Racking (\$1.040 million)* – for the replacement of storage equipment in facilities

## **2017 Preliminary Capital Budget and Future Year Commitments**

Included as a sub-set of the 10-Year Capital Plan is the 2017 Preliminary Capital Budget and Future Year Commitments, that consists of 2017 and future year cash flow for projects previously approved by Council; adjustments (Scope Change) to those previously approved projects; as well as new projects that collectively require Council approval to begin, continue or complete capital work.

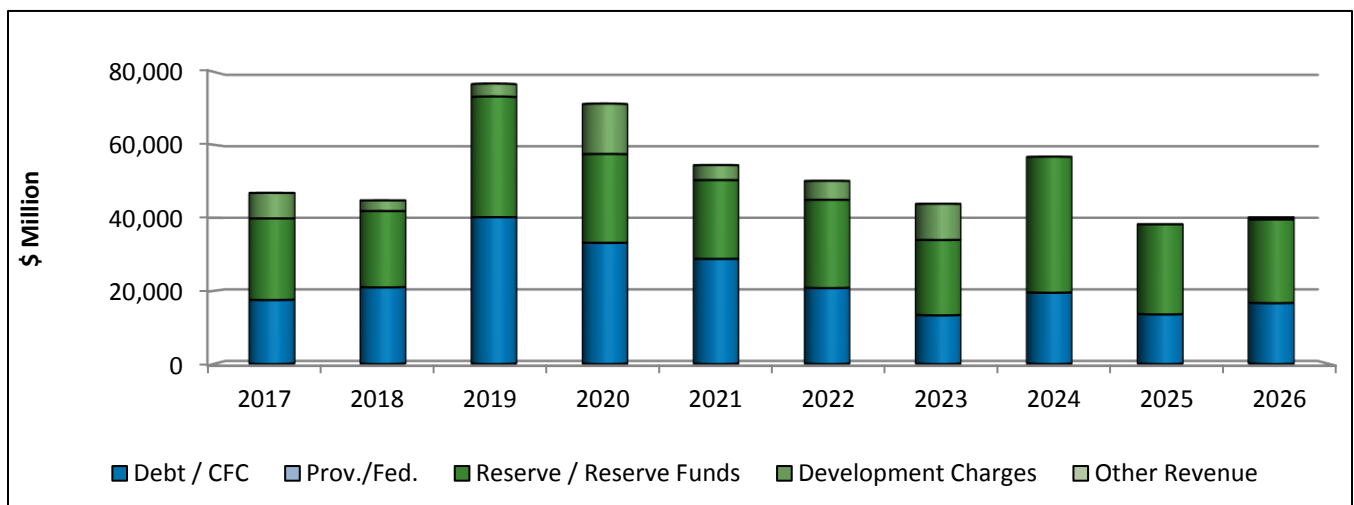
- Table 3a below lists the 2017 Preliminary Capital Budget and Future Year Commitments for Toronto Police Service:

**Table 3a**  
**2017 Cash Flow & Future Year Commitments (In \$000s)**

	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total 2017 Cash Flow & FY Commits
<b>Expenditures:</b>											
New w/Future Year											
APS - Digital Photography for Parking Enforcement	2,550										2,550
Wireless Parking System	2,973										2,973
Body Worn Camera - Initial Phase	500										500
CEW	750										750
DVAMS I, II Lifecycle Replacement	362										362
Electronic Surveillance System Lifecycle Replaceme	900										900
Facilities Realignment	7,000										7,000
In-Car Camera Replacement	2,061										2,061
IT business resumption	624										624
Locker Replacement	48										48
Marine Vessel Electronics	485										485
Network equipment	2,900										2,900
Peer to Peer Site	4,000	7,759	3,500								15,259
Radar unit Repalcemert	246										246
Servers	2,200										2,200
Small Equipment Replacement	92										92
SOGR	4,400										4,400
Transforming Corporate Support	2,500	2,100	1,500	400							6,500
Vehicle & Equipment lifecycle replacement	5,693										5,693
Voicemail/Call Centre workstation, printers and laptops	500										500
	3,216										3,216
<b>Subtotal</b>	<b>44,000</b>	<b>9,859</b>	<b>5,000</b>	<b>400</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>59,259</b>
<b>Total Expenditure</b>	<b>44,000</b>	<b>9,859</b>	<b>5,000</b>	<b>400</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>59,259</b>
<b>Financing:</b>											
Debt/CFC	13,200	4,906	5,000	400							23,506
Reserves/Res Funds	22,300										22,300
Development Charges	7,000	2,931									9,931
<b>Total Financing</b>	<b>42,500</b>	<b>7,837</b>	<b>5,000</b>	<b>400</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>55,737</b>

- Approval of the 2017 Preliminary Capital Budget of \$42.500 million will result in the future year funding commitments of \$7.837 million in 2018, \$5.000 million in 2019 and \$0.400 million in 2020 for a total of \$55.737 million.

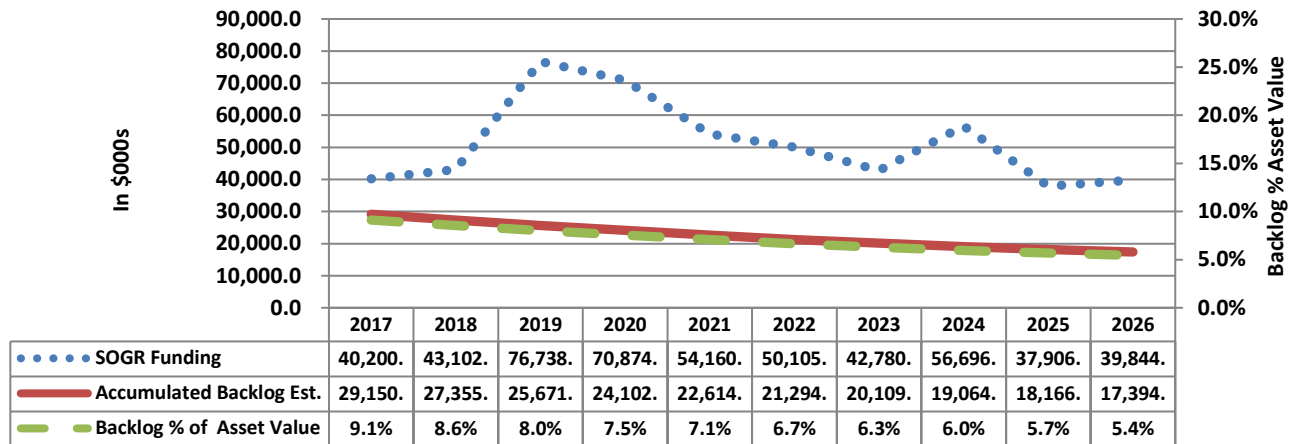
**Chart 3**  
**2017 – 2026 Preliminary Capital Plan by Funding Source (In \$000s)**



- Debt accounts for \$224.254 million or 42.9% of the financing over the 10-year period of the following major projects:
  - Radio Replacement \$25.299 million, SOGR \$43.655 million and Facility Realignment \$168.268 million
  - The debt funding is below the 10-year debt affordability guidelines of \$232.459 million allocated to this Program by \$8.205 million.
- Reserve and Reserve Funds constitute \$251.649 million or 48.1% of required funding over 10 years for the following major projects:
  - IT Business Resumption \$17.339 million, Servers \$39.872 million, Mobile Workstation \$20.888 million Network Equipment \$27.155 million.
- Development Charges, which represent \$47.081 million or 9.0% of the Preliminary 10-Year Capital Budget and Plan's funding source.
  - Development Charges contribute to the funding of eligible facility rehabilitation and replacement projects that include such major projects as Facilities Realignment project \$44.150 million and the Peer to Peer Project \$2.931 million.

### State of Good Repair (SOGR) Backlog

**Chart 4**  
**SOGR Funding & Backlog (In \$000s)**



- Police facilities (Divisions) and storage facilities account for \$821.948 million of the total TPS asset value. The City of Toronto's Facilities Management Division carries out the state of good repair work required at Police facilities and storage facilities and is responsible for addressing mechanical, electrical, re-roofing and structural issues. As a result, the value of these assets, associated state of good repair backlog and funding required to address these issues are reflected in the 10-Year Capital Plan for Facilities Management.
- The Toronto Police Service is responsible for addressing state of good repair issues inside its facilities. This work includes but is not limited to renovation/repairs, firing range retrofits, upgrades to locker rooms and washrooms, and front desk replacements.
- The 10-Year Capital Plan for Toronto Police Service reflects asset values, state of good repair backlog and funding for TPS equipment, vehicles, radio infrastructure and security systems. This asset group accounts for \$319.878 million of the total asset value. In addition, the 10-Year Capital Plan includes SOGR projects for replacement and renovation of existing TPS facilities.
- At the end of 2016, Toronto Police Service is budgeting a SOGR backlog of \$31.050 million, representing 9.7% of the asset replacement value, declining to \$ 17.394 million or 5.4% by 2026. This SOGR is for equipment, vehicles, radio infrastructure and security systems assets and does not include facility assets such as Police Facilities, Divisions (Stations) and Storage Facilities.
- TPS does not have a listing of SOGR by Asset type. The SOGR backlog includes facility related repairs only.
- Other equipment/systems are replaced under lifecycle programs (reserve-funded) or included as replacements in the Service's capital program.



## 10-Year Capital Plan: Net Operating Budget Impact

**Table 5**  
**Net Operating Impact Summary (In \$000s)**

Projects	2017 Budget		2018 Plan		2019 Plan		2020 Plan		2021 Plan		2017 - 2021		2017 - 2026	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
<b>Previously Approved</b>														
<i>Enterprise Business Intelligence</i>			500.0		538.0	5.0					1,038.0	5.0	1,038.0	5.0
<b>New Projects - 2017</b>														
<i>Peer to Peer Site</i>			175.0		175.0		4.0		4.0		358.0	-	378.0	
<b>New Projects - Future Years</b>														
<i>Facilities Realignment</i>									72.0		72.0	-	381.0	
<b>Total (Net)</b>	-	-	<b>675.0</b>	-	<b>713.0</b>	<b>5.0</b>	<b>4.0</b>	-	<b>76.0</b>	-	<b>1,468.0</b>	<b>5.0</b>	<b>1,797.0</b>	<b>5.0</b>

The Preliminary 10-Year Capital Plan will increase future year Operating Budgets by a total of \$1.797 million net over the 2017 – 2026 period, as shown in the table above.

This is comprised of funding to sustain the following capital projects:

- *Enterprise Business Intelligence* – additional funding represents operating impacts as a result of anticipated maintenance fees an additional 5 positions in 2019.
- *Peer to Peer Site* – increased operating costs are forecast for the new Peer to Peer facility which is expected to be operational in 2018.
- *Facilities Realignment* – additional funding represents increased facility operating costs for the new 54/55 Division once complete in 2021.



# Part 2:

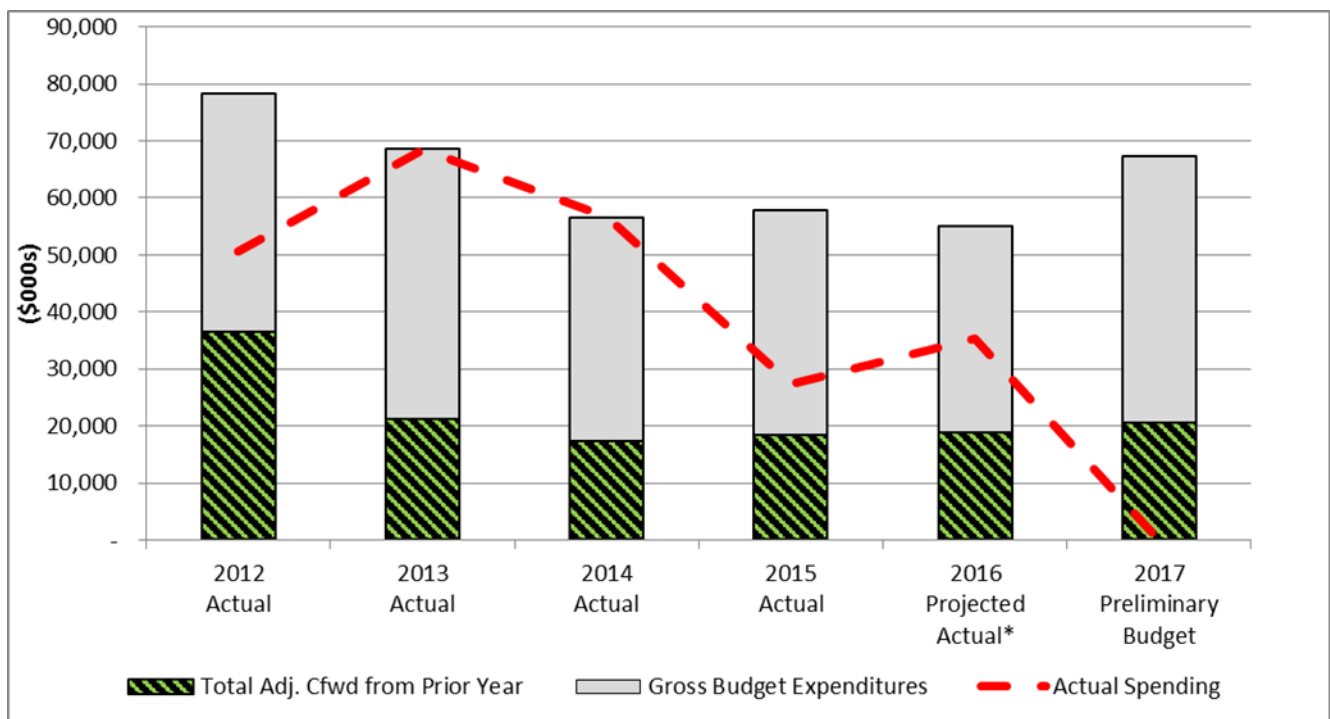
## Issues for Discussion

## Issues Impacting the 2017 Capital Budget

### Review of Capital Projects and Spending

- City Council, at its meeting of July 12, 2016 considered the report entitled "2017 Budget Process – Budget Directions and Schedule EX16.37" and directed staff to:
  - Submit their 2017 – 2026 Capital Budget and Plans requiring that annual cash flow funding estimates be examined to more realistically match cash flow spending to project activities and timing, especially in the first 5 years of the Capital Plan's timeframe.
- A detailed review of all projects in the Service's 2017-2026 capital program has been conducted, to ensure the capital program reflects the priorities of the Service, is consistent with the Service's strategic objectives, and is in line with City provided debt targets.

**Capacity to Spend - Budget vs Actual**



- The following tables outline the TPS's Capacity to Spend over the previous 5 year period.

	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Projected Actual*	2017 Preliminary Budget
Gross Budget Expenditures	25,777	31,211	26,925	22,195	24,148	25,919
Total Adj. Cfwd from Prior Year	3,880	7,987	4,975	2,568	2,568	-
Actual Spending	21,670	34,223	29,848	19,627	25,723	-

Note - Projection based on the 2016 Q3 Capital Variance Report

- Cash flow funding adjustments were made through the deferral of cash flow funding to better represent the needs and capacity to spend.
- TPS staff reviewed the projects with carry-forward funding and made the following cash flow adjustments:
  - Enterprise Business Intelligence: original cash flow of \$3.811 million in 2017 was adjusted to \$2.811 in 2017 and \$1.0 million in 2018
  - Radio Lifecycle – Original cash flow of \$2.425 million was deferred over 2 years \$1.21 million to 2018 and \$1.21 million to 2019 respectively.
  - Parking West project cash flows were reduced by \$6.00 million from \$9.600 million to \$3.60 million based no longer requiring land costs.
  - SOGR project was reduced by \$0.475 million annually between 2017-2026.
- *Transformation Task Force Recommendations and Final Report*
  - The Transformational Task Force was created to address the expectations that City of Toronto has of its police service related to accountability, collaboration and inclusiveness, greater openness, transparency of information and decision-making, as well as sustainability and affordability.
  - The Transformational Task Force was created by the Chief of Police and the Chair of the Police Services Board to modernize policing in our City. The Task Force's Interim Report, released on June 16, 2016, incorporates the views and experiences of a number of community members.
  - In February 2016, the Task Force began work on a plan to modernize the Service to ensure it can keep pace with changing public expectations. An interim report was issued in June 2016 with 24 interim recommendations for change.
  - The new service model includes a redesign of the current map of 17 Divisions to better meet the needs of a large complex city. This will include fewer Divisions, with boundaries that better align with Toronto's 140 neighbourhoods as well as planning and service boundaries of City divisions, community-based organizations, and agencies.
  - It is expected the final report will expand on the initial recommendation and propose more recommendations which will provide the TPS a roadmap to change. The final report is expected to complete at the end of December 2016, for presentation to the Toronto Police Services Board ("the Board") in January 2017.
- *Facilities Realignment*
  - The 2017 -2026 Capital Plan includes \$168.268 million as a placeholder estimate for the Facility Realignment Project based on a new service model of the Toronto Police Service. It is expected that this project will change once the final Task Force Recommendations are known. The Service is proceeding with a full facility reassessment, allowing the business plan and service delivery model to drive the need for facilities.

- The Facilities Review deliverables consist of:
  - A capital renovation and replacement plan for the 2017 to 2026 program, which maximizes service delivery and public value;
  - Short and long implementation plan and associated costs; and
  - Plans to maximize the use of existing Service facilities and reduce the Service’s facility footprint
- The 2016 – 2025 Approved Capital Plan request included funding for a number of facility replacement and renovation projects to existing divisions, such as Divisions 41, 32 and 13, Parking Enforcement West and the Public Safety Unit.
- The Preliminary 2017-2026 Capital Plan revised plan contemplates the consolidation of the 54 and 55 divisional facilities into one effectively configured facility that is strategically located. The consolidation of these two facilities will be confirmed once the results of the external consultant’s work becomes known. The chart below outlines changes in 10 year cash flows of the Facilities Projects from the approved 2016-2025 Capital Plan to the current Preliminary 2017-2026 Capital Plan:

**10 Year Capital Plan Facilities Realignment**

Facility	2016 - 2025 Total	2017 - 2026 Total	Adjusted Cash Flows 2016 vs 2017
<i>41 Division</i>	39,928	<b>38,928</b>	(1,000)
<i>54 Division*</i>	31,625	<b>39,425</b>	7,800
<i>32 Division</i>	11,980		(11,980)
<i>13 Division</i>	38,928		(38,928)
<i>Public Safety Unit Facility</i>	13,048		(13,048)
<i>22 Divison Upgrade</i>	8,300		(8,300)
<i>Relocation of FIS</i>	17,302		(17,302)
<i>Parking West</i>	9,600		(9,600)
<i>Facilities Realignment</i>	-	<b>89,915</b>	89,915
<b>Total Projects Related to Facilities Realignment</b>	<b>170,711</b>	<b>168,268</b>	<b>(1,443)</b>

- At the present time, the Service has engaged an external consultant to perform a demand and workload modelling analysis that will form the basis for a City-wide Divisional boundary restructuring and populate the facilities project. Following the presentation of this analysis to the Police Services Board with the results of its previous review, future Capital Budget details will be developed.

## **Major Capital Projects: Status Update**

### *Enterprise Business Intelligence - \$10.2 million*

- The Enterprise Business Intelligence (E.B.I.) project will transform the Service's raw data from all its key databases into useful, consistent and reliable information stored in a corporate data warehouse, and will build an integrated business intelligence and analytical platform.
- The use of E.B.I. is a critical strategic component to intelligence led public safety and support activities. This project will continue in future to include additional data sources for investigative work and business analytics reports.
- Additional funding may therefore be required in future years to enable the continuation of this project.

### *Peer to Peer Site (Disaster Recovery Site) - \$19.9M*

- This project was approved as part of the 2015 Budget process. This project has commenced, after an in-depth analysis of various options to meet this business continuity need.
- Since approval of this project by the Board, the Service has been working with the City to find a suitable site. A site has now been selected that meets all requirements based on the set criteria, with the exception of required network fiber.
- City Real Estate is in the process of negotiations with the land owner to acquire the property and complete the City's due diligence process.

### *Transforming Corporate Support - \$9M (Previously Time Resource Management System TMRS) and Human Resource Management System HMRS)*

- The original scope of this project included funding for two separate systems: an upgrade of the current Human Resource Management System (\$2.35 million) and an upgrade of the time and attendance system, known as the Time and Resource Management System (\$7.674 million).
- As a result of a business process review and analysis of options, it was evident that a co-ordinated human resource information system was required within the Service.
- The objective is to develop a new overall solution, with enhanced and value added processes

## **Issues Impacting the 10-Year Capital Plan**

### **Body Worn Camera - Non-Binding Request for Proposal \$0.500 million**

- The Board approved the inclusion of a body worn camera system (BWC) project in the Toronto Police Service's 2017-2026 Capital Plan, in the amount of \$0.500 million, to cover the cost of a fairness commissioner and other external expertise required to effectively oversee, manage and analyse the body worn camera non-binding Request for Proposals process, including the evaluation of proposals.
- While the most significant cost is the storage of videos, it is important to note that the cost of the cameras (one-time and replacement) and servers represent a significant expenditure. At this time these costs are unknown.

- There are costs also associated with a number of administrative and support positions necessary to manage, administer, and support the BWC program. Support will require a range of staffing to address technical support, investigations and administrative functions

**Vehicle and Equipment Lifecycle Reserve**

- The Service’s Vehicle and Equipment Reserve funds the lifecycle replacement of vehicles and equipment following the City Policy. This strategy of funding requires adequate annual contributions to replenish the Reserve balance so that future requirements are sustainable.
- Based on the current 2017-2026 Preliminary Capital Plan contributions estimated over the 10 year period, the reserve balance is projected be fully depleted by the end of 2019 as identified in the table below:

**Vehicle & Equipment Reserve 2017-2026 Total Contributions/Withdrawals**

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2016 *	Contributions / (Withdrawals)										2017 - 2026 Total Contributions / (Withdrawals)
			2017 Budget	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	
Toronto Police Service Vehicle & Equipment Reserve (XQ1701) Name	Beginning Balance	14,166	14,166	9,626	9,502	200	2,625	7,810	10,425	16,587	6,113	8,227	
	Withdrawals (-)		(22,300)	(20,884)	(33,062)	(24,335)	(21,575)	(24,145)	(20,598)	(37,234)	(24,646)	(22,870)	(251,649)
	Total Withdrawals		(22,300)	(20,884)	(33,062)	(24,335)	(21,575)	(24,145)	(20,598)	(37,234)	(24,646)	(22,870)	(251,649)
	Contributions (+) TPS		15,766	18,766	21,766	24,766	24,766	24,766	24,766	24,766	24,766	24,766	229,660
	Contributions (+) Parking		1,994	1,994	1,994	1,994	1,994	1,994	1,994	1,994	1,994	1,994	19,940
	Total Contributions		17,760	20,760	23,760	26,760	26,760	26,760	26,760	26,760	26,760	26,760	249,600
Other Program/Agency Net Withdrawals (-) and Contributions (+)													
<b>Total Reserve Fund Balance at Year-End</b>		<b>14,166</b>	<b>9,626</b>	<b>9,502</b>	<b>200</b>	<b>2,625</b>	<b>7,810</b>	<b>10,425</b>	<b>16,587</b>	<b>6,113</b>	<b>8,227</b>	<b>12,117</b>	<b>(2,049)</b>

- To address this, TPS has requested the City to contribute \$2.5 million from the City 2016 Year End Operating Budget surplus to the Vehicle & Equipment Reserve to provide funding for projects included in the 2017-2026 Preliminary Capital Plan.
- Also, in developing the 2017-2026 capital program, the following strategies were employed to extend the life of the reserve:
  - reducing the number of vehicles by 104 for reduced contribution of \$0.600 million per year
  - reducing/ extending the life of regular furniture replacement
  - funding furniture/ locker replacement for new and renovated facilities from projects, not reserve
  - funding some projects, such as security system replacement, from S.O.G.R.
  - reducing cash flow requirements for I.T. related projects such as I.T. business resumption and server replacement
  - absorb fleet small equipment replacement costs within operating budget
- TPS staff continue to monitor the use of current assets and prolong lifecycle replacements as required. However the Vehicle and Equipment Reserve will be at risk of depletion if future contributions are not increased to a level sufficient to cover the required equipment replacements.



### ***The Connected Officer***

- Recommendation from the Transformational Task Force will require an investment for the transition of Mobile Workstations smart devices carried by all officers. This will enable officers to be connected at all times to the most current operational information.
- Research and analysis of best practices, assessing network opportunities, confirming functionalities, developing and costing different options, are required. A final design decision, along with the roll-out plan and procurement decision is planned for 2019.
- Funding in the Preliminary 2017-2026 Capital Plan includes lifecycle funding for current Mobile workstations as the level of funding required for this new investment is not yet known.

## **Issues Referred to the 2017 Budget Process**

### ***Request for Full Divisional Reassessment***

During the 2016 Budget Process, Council approved Recommendation 90 of EX 12.2 as follows:

*"City Council request Toronto Police Service to report the outcome of the Police service's Board Full Divisional Facility Reassessment and its impact to the 10 year 2017-2026 Capital Plan with its 2017 Capital Budget Submission"*

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.EX12.2>

The Service's 2017-2026 Capital Plan is in a transitional state, as the Service awaits information that will allow more informed decision making regarding TPS facilities and technological requirements. It is anticipated that the 2018-2027 Capital Plan will reflect more detailed strategies and associated capital requirements to implement modernization changes to public safety services. (See Facilities Realignment p. 19 of these Notes)

### ***Parking Handheld and Administrative Penalty System (A.P.S.) – \$2.55M***

- Based on a Council's decision at its July 2016 meeting, the City is changing the governance and administrative requirements to establish an Administrative Penalty System (A.P.S.) for parking violations (i.e. parking tickets) which will include an Administrative Penalty Tribunal, effective May 15, 2017. This will divert non-complex matters from the provincial courts, freeing up court time.
- Moving to an A.P.S. program for parking violations will require one-time start-up costs of approximately \$2.2M for incorporating the use of digital photography, plus \$0.350 million for new parking tag books. As a result of this enhancement, the impact on the contribution to reserve for Parking Enforcement will require additional \$0.440 million per year starting in 2017. This additional cost is included in the Toronto Parking Enforcement 2017 Preliminary Operating Budget.



# Appendices

# Appendix 1

## 2016 Performance

### 2016 Key Accomplishments

In 2016, Toronto Police Service made significant progress and/or accomplished the following:

- ✓ Implementing recommendations from the Transformational Task Force Interim Report such as the commencement of a City-Wide Divisional Boundary and facilities realignment
- ✓ 4th floor Headquarters modernization
- ✓ Renovation of 52 Division to address SOGR needs
- ✓ Body Worn Camera pilot project – Pilot Project concluded the BWC are strongly supported by community and officers; a non-binding Request for Proposal is included in the 2017 Capital Plan
- ✓ Reassessing the Service's human resource and payroll system – a needs assessment was performed to determine human resource information system needs was required within the Service to gain efficiencies

### 2016 Financial Performance

#### 2016 Budget Variance Analysis (in \$000's)

2016 Budget	As of Sept. 30, 2016		Projected Actuals at Year-End		Unspent Balance	
	\$	% Spent	\$	% Spent	\$ Unspent	% Unspent
71,715	18,815	26.2%	35,269	49.2%	36,446	50.8%

\* Based on 2016 Third Quarter Capital Variance Report

TPS is projecting that the 2016 Capital Budget will be 49.2% spent at the end of 2016 as indicated in the above table. In anticipation of the Transformation Task Force final recommendations, project spending has been delayed as the plan is subject to change pending the recommendations.

For additional information regarding the 2016 Q3 capital variances and year-end projections for Toronto Police Service, please refer to the attached link for the report entitled "*Capital Variance Report for the Nine-Month Period Ended September 30, 2016*" considered by City Council at its meeting on December 13, 2016.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.BU26.4>

### Impact of the 2016 Capital Variance on the 2017 Preliminary Capital Budget

- In anticipation of the proposed changes from the Transformational Task Force Final Report involving the TPS Facilities footprint, the 2017 Capital Budget only addresses preliminary key priority needs with projects that are facility related such as SOGR and 54 Division.
- As a result of delays in capital projects, as described in the 2016 Q3 Capital Variance Report, funding \$20.564 million is being carried forward to the completion of capital work.
- A detailed review of the 2017 – 2026 Preliminary Capital Budget and Plan has been conducted and the necessary adjustments has been made to the timing of cash flow funding for unique and major capital projects such as the Enterprise Business Intelligence project and the Radio Replacement project which are the major contributors to annual under expenditures. By deferring the cash flow funding to future years, the 2017 Preliminary Capital Budget reflects readiness to proceed and will lead to a higher rate of spending.

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## Appendix 2

### 2017 Preliminary Capital Budget; 2018 to 2026 Preliminary Capital Plan (\$000s)

Project	Total Project Cost	Prior Year Carry Forward	2017	2018	2019	2020	2021	2017 - 2021	2022	2023	2024	2025	2026	2017 - 2026 Total
<b>State of Good Repair:</b>														
CEW Replacement	4,200		-	-	-	1,350	750	2,100	-	-	-	1,350	750	4,200
DPLN Replacement	3,100		-	-	1,500	-	-	1,500	-	-	1,600	-	-	3,100
Voice Logging Lifecycle Replacement	700		-	-	350	-	-	350	-	-	350	-	-	700
Wireless Parking System	8,405		2,973	-	-	-	-	2,973	5,432	-	-	-	-	8,405
52 Division Renovation		526	-	-	-	-	-	526	-	-	-	-	-	526
AFIS replacement	3,053		-	-	3,053	-	-	3,053	-	-	-	-	-	3,053
AVLS Replacement Lifecycle	3,102	108	-	-	-	1,551	-	1,659	-	-	-	1,551	-	3,210
Digital Photography Lifecycle Replacement	972		-	-	-	228	258	486	-	-	-	228	258	972
DVAMS I, II Lifecycle Replacement	5,494		362	362	1,613	263	262	2,862	244	244	1,507	275	362	5,494
Electronic Surveillance System Lifecycle Replaceme	1,600		900	200	-	-	-	1,100	500	-	-	-	-	1,600
Facilities Realignment	168,268		7,000	3,195	27,561	37,047	22,861	97,664	17,028	17,740	14,066	8,934	12,836	168,268
Furniture Lifecycle Replacement- Reserve	4,000	587	-	-	500	500	500	2,087	500	500	500	500	500	4,587
In-Car Camera Replacement	8,526	320	2,061	-	-	-	2,202	4,583	2,061	-	-	-	2,202	8,846
IT business resumption	17,339	1,014	624	2,482	1,955	787	2,297	9,159	660	2,716	2,163	831	2,824	18,353
Livescan replacement	1,080		-	540	-	-	-	540	-	540	-	-	-	1,080
Locker Replacement	144	322	48	48	48	-	-	466	-	-	-	-	-	466
Marine Vessel Electronics	970		485	-	-	-	-	485	485	-	-	-	-	970
Mobile workstation	20,888		-	300	9,144	1,000	-	10,444	-	300	9,144	1,000	-	20,888
Network equipment	27,150		2,900	2,800	2,400	2,900	1,750	12,750	2,250	3,750	3,750	2,900	1,750	27,150
Peer to Peer Site	15,259	1,000	4,000	7,759	3,500	-	-	16,259	-	-	-	-	-	16,259
Property and Evidence Scanners Lifecycle	80		-	-	40	-	-	40	-	-	40	-	-	80
Radar unit Replacemnt	1,398		246	182	-	12	21	461	15	344	256	226	96	1,398
Radio Replacement (2016-2025)	25,299	14,041	-	4,776	3,662	4,949	6,074	33,502	4,544	42	1,026	226	-	39,340
Servers	39,872	526	2,200	3,903	4,241	4,441	3,634	18,945	2,325	4,113	6,512	4,678	3,825	40,398
Small Equipment Replacement	5,832	27	92	919	933	1,084	842	3,897	72	347	348	353	842	5,859
SOGR	43,655		4,400	4,400	4,400	4,530	3,925	21,655	4,400	4,400	4,400	4,400	4,400	43,655
Transforming Corporate Support	2,978		2,500	2,100	1,500	400	-	6,500	-	-	-	-	-	6,500
Vehicle & Equipment lifecycle replacement	54,900		5,693	5,354	6,254	5,370	5,370	28,041	5,370	5,372	5,372	5,372	5,373	54,900
Voicemail/Call Centre	1,100		500	-	-	-	-	500	600	-	-	-	-	1,100
workstation, printers and laptops	39,519		3,216	3,782	4,084	4,462	3,414	18,958	3,619	2,372	5,662	5,082	3,826	39,519
<b>Sub-Total</b>	<b>508,883</b>	<b>18,470</b>	<b>40,200</b>	<b>43,102</b>	<b>76,738</b>	<b>70,874</b>	<b>54,160</b>	<b>303,545</b>	<b>50,105</b>	<b>42,780</b>	<b>56,696</b>	<b>37,906</b>	<b>39,844</b>	<b>530,876</b>
<b>Service Improvements:</b>														
APS - Digital Photography for Parking Enforcement	2,550		2,550	-	-	-	-	2,550	-	-	-	-	-	2,550
AED's	178		-	12	-	112	-	124	12	-	30	-	12	178
Body Worm Camera - Initial Phase	500		500	-	-	-	-	500	-	-	-	-	-	500
Enterprise Business Intelligence		2,093	2,811	1,000	-	-	-	5,904	-	-	-	-	-	5,904
CCTV	1,100		-	-	-	275	275	550	-	-	-	300	250	1,100
CEW	750		750	-	-	-	-	750	-	-	-	-	-	750
TPS Archiving	650		-	650	-	-	-	650	-	-	-	-	-	650
<b>Sub-Total</b>	<b>5,728</b>	<b>2,093</b>	<b>6,611</b>	<b>1,662</b>	<b>-</b>	<b>387</b>	<b>275</b>	<b>11,028</b>	<b>12</b>	<b>-</b>	<b>30</b>	<b>300</b>	<b>262</b>	<b>11,632</b>
<b>Growth Related:</b>														
Property and Evidence Racking	1,040		-	-	-	-	-	-	-	1,040	-	-	-	1,040
<b>Sub-Total</b>	<b>1,040</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,040</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,040</b>
<b>Total</b>	<b>515,651</b>	<b>20,563</b>	<b>46,811</b>	<b>44,764</b>	<b>76,738</b>	<b>71,261</b>	<b>54,435</b>	<b>314,573</b>	<b>50,117</b>	<b>43,820</b>	<b>56,726</b>	<b>38,206</b>	<b>40,106</b>	<b>543,548</b>

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## Appendix 3

### 2017 Preliminary Capital Budget; 2018 to 2026 Preliminary Capital Plan





**CITY OF TORONTO**

Gross Expenditures (\$000's)

**Appendix 3: 2017 Preliminary Capital Budget; 2018 to 2026 Preliminary Capital Plan**

Toronto Police Service						Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By										
Sub-Project No.	Project Name	Ward	Stat.	Cat.						Total	Total	Total	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable	Total Financing	
Priority	SubProj No.	Sub-project Name				2017	2018	2019	2020	2021	2017-2021	2022-2026	2017-2026										
<b>POL907175 Mobile workstation</b>																							
0	1	Mobile Workstation (S5)	CW	S5	03	0	300	9,144	1,000	0	10,444	10,444	20,888	0	0	0	20,888	0	0	0	0	0	20,888
Sub-total						0	300	9,144	1,000	0	10,444	10,444	20,888	0	0	0	20,888	0	0	0	0	0	20,888
<b>POL907186 Network equipment</b>																							
0	2	network lifecycle replacement S5	CW	S5	03	2,900	2,800	2,400	2,900	1,750	12,750	14,400	27,150	0	0	0	27,150	0	0	0	0	0	27,150
Sub-total						2,900	2,800	2,400	2,900	1,750	12,750	14,400	27,150	0	0	0	27,150	0	0	0	0	0	27,150
<b>POL907511 AVLS Replacement Lifecycle</b>																							
0	1	Replacement of Automated Vehicle Locating S6	CW	S6	03	0	0	0	1,551	0	1,551	1,551	3,102	0	0	0	3,102	0	0	0	0	0	3,102
0	3	2016 CF S2 AVLS	CW	S2	03	108	0	0	0	0	108	0	108	0	0	0	108	0	0	0	0	0	108
Sub-total						108	0	0	1,551	0	1,659	1,551	3,210	0	0	0	3,210	0	0	0	0	0	3,210
<b>POL907512 In-Car Camera Replacement</b>																							
0	1	In-Car Camera Replacement s5	CW	S5	03	2,061	0	0	0	2,202	4,263	4,263	8,526	0	0	0	8,526	0	0	0	0	0	8,526
0	2	in car camera S2 2016 CF	CW	S2	03	320	0	0	0	0	320	0	320	0	0	0	320	0	0	0	0	0	320
Sub-total						2,381	0	0	0	2,202	4,583	4,263	8,846	0	0	0	8,846	0	0	0	0	0	8,846
<b>POL907513 Voice Logging Lifecycle Replacement</b>																							
0	1	Replacement of the Voice Logging Equipment (S6)	CW	S6	03	0	0	350	0	0	350	350	700	0	0	0	700	0	0	0	0	0	700
Sub-total						0	0	350	0	0	350	350	700	0	0	0	700	0	0	0	0	0	700
<b>POL907516 Electronic Surveillance System Lifecycle Replace</b>																							
0	1	Replacement of the Electronic Surveillance (S5)	CW	S5	03	900	200	0	0	0	1,100	500	1,600	0	0	0	1,600	0	0	0	0	0	1,600
Sub-total						900	200	0	0	0	1,100	500	1,600	0	0	0	1,600	0	0	0	0	0	1,600
<b>POL907517 Digital Photography Lifecycle Replacement</b>																							
0	2	Digital Photography Lifecycle Replacement (S6)	CW	S6	03	0	0	0	228	258	486	486	972	0	0	0	972	0	0	0	0	0	972
Sub-total						0	0	0	228	258	486	486	972	0	0	0	972	0	0	0	0	0	972
<b>POL907520 Voicemail/Call Centre</b>																							
0	2	Voicemail/Call Centre (S5)	CW	S5	03	500	0	0	0	0	500	600	1,100	0	0	0	1,100	0	0	0	0	0	1,100
Sub-total						500	0	0	0	0	500	600	1,100	0	0	0	1,100	0	0	0	0	0	1,100
<b>POL907521 DVAMS I, II Lifecycle Replacement</b>																							







## CITY OF TORONTO

Gross Expenditures (\$000's)

## Appendix 3: 2017 Preliminary Capital Budget; 2018 to 2026 Preliminary Capital Plan

## Toronto Police Service

Sub- Project No. Project Name PrioritySubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments						Current and Future Year Cash Flow Commitments Financed By												
						2017	2018	2019	2020	2021	Total 2017-2021	Total 2022-2026	Total 2017-2026	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
POL908421 Body Worn Camera - Initial Phase																								
0	1	Body Worn Camera's	CW	S4	04	500	0	0	0	0	500	0	500	0	0	0	0	0	0	0	500	0	500	
Sub-total						500	0	0	0	0	500	0	500	0	0	0	0	0	0	0	500	0	500	
<b>Total Program Expenditure</b>						67,375	44,764	76,738	71,261	54,435	314,573	228,975	543,548	0	0	48,081	254,553	0	0	0	0	240,914	0	543,548

Report Phase 3 - Program 19 Toronto Police Service Program Phase 3 Sub-Project Category 01,02,03,04,05 Part B Sub-Project Status S2,S5,S6 Part C Sub-Project Status S2,S3,S4

**CITY OF TORONTO**

Gross Expenditures (\$000's)

**Appendix 3: 2017 Preliminary Capital Budget; 2018 to 2026 Preliminary Capital Plan****Toronto Police Service**

Sub- Project No. Project Name Priority SubProj No. Sub-project Name		Ward Stat. Cat.		Current and Future Year Cash Flow Commitments and Estimates									Current and Future Year Cash Flow Commitments and Estimates Financed By						
				2017	2018	2019	2020	2021	Total 2017-2021	Total 2022-2026	Total 2017-2026	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2
Financed By:																			
Development Charges		8,000	2,931	3,539	13,801	4,120	32,391	15,690	48,081	0	0	48,081	0	0	0	0	0	0	48,081
Reserves (Ind. "XQ" Ref.)		25,204	20,884	33,062	24,335	21,575	125,060	129,493	254,553	0	0	0	254,553	0	0	0	0	0	254,553
Debt		34,171	20,949	40,137	33,125	28,740	157,122	83,792	240,914	0	0	0	0	0	0	0	0	240,914	240,914
<b>Total Program Financing</b>		<b>67,375</b>	<b>44,764</b>	<b>76,738</b>	<b>71,261</b>	<b>54,435</b>	<b>314,573</b>	<b>228,975</b>	<b>543,548</b>	<b>0</b>	<b>0</b>	<b>48,081</b>	<b>254,553</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>240,914</b>	<b>543,548</b>

Status Code	Description
S2	S2 Prior Year (With 2017 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2017 and/or Future Year Cost(Cashflow)
S4	S4 New - Stand-Alone Project (Current Year Only)
S5	S5 New (On-going or Phased Projects)
S6	S6 New - Future Year (Commencing in 2018 & Beyond)

Category Code	Description
01	Health and Safety C01
02	Legislated C02
03	State of Good Repair C03
04	Service Improvement and Enhancement C04
05	Growth Related C05
06	Reserved Category 1 C06
07	Reserved Category 2 C07

## Appendix 4

### 2017 Cash Flow and Future Year Commitments





## CITY OF TORONTO

Gross Expenditures (\$000's)  
2017 Cash Flow and Future Year Commitments

## Toronto Police Service

						Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By												
Sub-Project No.	Project Name	Ward	Stat.	Cat.		2017	2018	2019	2020	2021	Total 2017-2021	Total 2022-2026	Total 2017-2026	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
<u>POL907512 In-Car Camera Replacement</u>																									
0 1	In-Car Camera Replacement s5	CW	S5	03		2,061	0	0	0	0	2,061	0	2,061	0	0	0	2,061	0	0	0	0	0	0	2,061	
0 2	in car camera S2 2016 CF	CW	S2	03		320	0	0	0	0	320	0	320	0	0	0	320	0	0	0	0	0	0	320	
	Sub-total					2,381	0	0	0	0	2,381	0	2,381	0	0	0	2,381	0	0	0	0	0	0	2,381	
<u>POL907516 Electronic Surveillance System Lifecycle Replace</u>																									
0 1	Replacement of the Electronic Surveillance (S5)	CW	S5	03		900	0	0	0	0	900	0	900	0	0	0	900	0	0	0	0	0	0	900	
	Sub-total					900	0	0	0	0	900	0	900	0	0	0	900	0	0	0	0	0	0	900	
<u>POL907520 Voicemail/Call Centre</u>																									
0 2	Voicemail/Call Centre (S5)	CW	S5	03		500	0	0	0	0	500	0	500	0	0	0	500	0	0	0	0	0	0	500	
	Sub-total					500	0	0	0	0	500	0	500	0	0	0	500	0	0	0	0	0	0	500	
<u>POL907521 DVAMS I, II Lifecycle Replacement</u>																									
0 2	Digital Video Asset Mgmt System I, II LR - S5	CW	S5	03		362	0	0	0	0	362	0	362	0	0	0	362	0	0	0	0	0	0	362	
	Sub-total					362	0	0	0	0	362	0	362	0	0	0	362	0	0	0	0	0	0	362	
<u>POL907525 Small Equipment Replacement</u>																									
0 3	video equipment (S5)	CW	S5	03		92	0	0	0	0	92	0	92	0	0	0	92	0	0	0	0	0	0	92	
0 9	video recording 2016 CF S2	CW	S2	03		27	0	0	0	0	27	0	27	0	0	0	27	0	0	0	0	0	0	27	
	Sub-total					119	0	0	0	0	119	0	119	0	0	0	119	0	0	0	0	0	0	119	
<u>POL907533 Transforming Corporate Support</u>																									
0 1	Transforming Corporate Support (S2)	CW	S2	03		1,500	2,022	0	0	0	3,522	0	3,522	0	0	0	0	0	0	0	0	3,522	0	3,522	
0 2	Transforming Corporate Support (S4)	CW	S4	03		1,000	78	1,500	400	0	2,978	0	2,978	0	0	0	0	0	0	0	0	2,978	0	2,978	
	Sub-total					2,500	2,100	1,500	400	0	6,500	0	6,500	0	0	0	0	0	0	0	0	6,500	0	6,500	
<u>POL907549 Wireless Parking System</u>																									
0 2	Wireless Parking System (S5)	CW	S5	03		2,973	0	0	0	0	2,973	0	2,973	0	0	0	2,973	0	0	0	0	0	0	2,973	
	Sub-total					2,973	0	0	0	0	2,973	0	2,973	0	0	0	2,973	0	0	0	0	0	0	2,973	
<u>POL907803 52 Division Renovation</u>																									
0 3	52 Division Renovation 2016 CF S2	CW	S2	03		526	0	0	0	0	526	0	526	0	0	0	0	0	0	0	0	526	0	526	
	Sub-total					526	0	0	0	0	526	0	526	0	0	0	0	0	0	0	0	526	0	526	

## CITY OF TORONTO

Gross Expenditures (\$000's)  
2017 Cash Flow and Future Year Commitments

## Toronto Police Service

						Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By										
Sub-Project No.	Project Name	Ward	Stat.	Cat.	2017	2018	2019	2020	2021	Total 2017-2021	Total 2022-2026	Total 2017-2026	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
<b>POL907860 Peer to Peer Site</b>																							
0 3	Peer to peer - additional cost S2	CW	S2	03	1,000	0	0	0	0	1,000	0	1,000	0	0	1,000	0	0	0	0	0	0	0	1,000
0 4	Peer to Peer S4 2017-2026 program	CW	S4	03	4,000	7,759	3,500	0	0	15,259	0	15,259	0	0	2,931	0	0	0	0	0	12,328	0	15,259
	Sub-total				5,000	7,759	3,500	0	0	16,259	0	16,259	0	0	3,931	0	0	0	0	0	12,328	0	16,259
<b>POL907862 Locker Replacement</b>																							
0 2	locker replacment S5	CW	S5	03	48	0	0	0	0	48	0	48	0	0	0	48	0	0	0	0	0	0	48
0 3	2016 CF S2 locker replacement	CW	S2	03	322	0	0	0	0	322	0	322	0	0	0	322	0	0	0	0	0	0	322
	Sub-total				370	0	0	0	0	370	0	370	0	0	0	370	0	0	0	0	0	0	370
<b>POL908009 Business Intelligence</b>																							
0 1	Business Intelligence S2	CW	S2	04	3,506	1,000	0	0	0	4,506	0	4,506	0	0	0	0	0	0	0	0	4,506	0	4,506
0 2	Business intelligence 2016 additional fund S2	CW	S2	04	1,398	0	0	0	0	1,398	0	1,398	0	0	0	0	0	0	0	0	1,398	0	1,398
	Sub-total				4,904	1,000	0	0	0	5,904	0	5,904	0	0	0	0	0	0	0	0	5,904	0	5,904
<b>POL908010 Radar unit Repalcemernt</b>																							
0 1	Radar Unit Repalcemernt S5	CW	S5	03	246	0	0	0	0	246	0	246	0	0	0	246	0	0	0	0	0	0	246
	Sub-total				246	0	0	0	0	246	0	246	0	0	0	246	0	0	0	0	0	0	246
<b>POL908085 Marine Vessel Electronics</b>																							
0 1	Marine Vessel Electronic Replacement S5	CW	S5	03	485	0	0	0	0	485	0	485	0	0	0	485	0	0	0	0	0	0	485
	Sub-total				485	0	0	0	0	485	0	485	0	0	0	485	0	0	0	0	0	0	485
<b>POL908179 Radio Replacement (2016-2025)</b>																							
0 2	Radio replacement 2016 CF S2	CW	S2	03	14,041	0	0	0	0	14,041	0	14,041	0	0	0	0	0	0	0	0	14,041	0	14,041
	Sub-total				14,041	0	0	0	0	14,041	0	14,041	0	0	0	0	0	0	0	0	14,041	0	14,041
<b>POL908188 SOGR</b>																							
0 1	SOGR (S5)	CW	S5	03	4,400	0	0	0	0	4,400	0	4,400	0	0	0	0	0	0	0	0	4,400	0	4,400
	Sub-total				4,400	0	0	0	0	4,400	0	4,400	0	0	0	0	0	0	0	0	4,400	0	4,400
<b>POL908189 CEW</b>																							
0 1	CEW (S4)	CW	S4	04	750	0	0	0	0	750	0	750	0	0	0	0	0	0	0	0	750	0	750
	Sub-total				750	0	0	0	0	750	0	750	0	0	0	0	0	0	0	0	750	0	750

## CITY OF TORONTO

Gross Expenditures (\$000's)

## 2017 Cash Flow and Future Year Commitments

## Toronto Police Service

Sub- Project No. Project Name PrioritySubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments						Current and Future Year Cash Flow Commitments Financed By											
						2017	2018	2019	2020	2021	Total 2017-2021	Total 2022-2026	Total 2017-2026	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing
<u>POL908419 APS - Digital Photography for Parking Enforcement</u>																							
0	1	APS - Digital Photography - S4	CW	S4	04	2,550	0	0	0	0	2,550	0	2,550	0	0	0	0	0	0	2,550	0	2,550	
Sub-total						2,550	0	0	0	0	2,550	0	2,550	0	0	0	0	0	0	2,550	0	2,550	
<u>POL908421 Body Worn Camera - Initial Phase</u>																							
0	1	Body Worn Camera's	CW	S4	04	500	0	0	0	0	500	0	500	0	0	0	0	0	0	500	0	500	
Sub-total						500	0	0	0	0	500	0	500	0	0	0	0	0	0	500	0	500	
<b>Total Program Expenditure</b>						67,375	10,859	5,000	400	0	83,634	0	83,634	0	0	10,931	25,204	0	0	0	47,499	0	83,634

**CITY OF TORONTO**

**Gross Expenditures (\$000's)**

**2017 Cash Flow and Future Year Commitments**

<b>Toronto Police Service</b>						Current and Future Year Cash Flow Commitments and Estimates						Current and Future Year Cash Flow Commitments and Estimates Financed By						
<u>Sub-Project No.</u>	<u>Project Name</u>	Ward	Stat.	Cat.		Total	Total	Total	Provincial	Federal	Development	Reserve	Capital	Debt -		Total		
Priority	SubProj No.	Sub-project Name				2017-2021	2022-2026	2017-2026	Grants and Subsidies	Subsidy	Charges	Funds	from Current	Other 1	Other2	Debt	Financing	
Financed By:																		
		Development Charges				8,000		10,931	0	0	10,931	0	0	0	0	0	0	10,931
		Reserves (Ind. "XQ" Ref.)				25,204		25,204	0	0	0	25,204	0	0	0	0	0	25,204
		Debt				34,171		47,499	0	0	0	0	0	0	0	47,499	0	47,499
<b>Total Program Financing</b>						67,375		83,634	0	0	10,931	25,204	0	0	0	47,499	0	83,634

<b>Status Code</b>	<b>Description</b>
S2	S2 Prior Year (With 2017 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2017 and/or Future Year Cost(Cashflow)
S4	S4 New - Stand-Alone Project (Current Year Only)
S5	S5 New (On-going or Phased Projects)

<b>Category Code</b>	<b>Description</b>
01	Health and Safety C01
02	Legislated C02
03	State of Good Repair C03
04	Service Improvement and Enhancement C04
05	Growth Related C05
06	Reserved Category 1 C06
07	Reserved Category 2 C07

## Appendix 5

### 2017 Preliminary Capital Budget with Financing Detail



(Phase 3) 19-Toronto Police Service Sub-Project Category: 01,02,03,04 Type: B Sub-Project Status: S2 Type: C Sub-Project Status: S2,S3,S4,S5



**CITY OF TORONTO**  
**2017 Preliminary Capital Budget with Financing Detail**  
**Toronto Police Service**  
**Sub-Project Summary**

Project/Financing Priority Project	Project Name	Start Date	Completion Date	2017 Cash Flow	Financing											
					Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable		
<u>0</u>	<u>POL907516</u>	<u>Electronic Surveillance System Lifecycle Replaceme</u>														
0	1 Replacement of the Electronic Surveillance (S5)	09/10/2016	12/31/2016	900	0	0	0	900	0	0	0	0	0	0	0	0
	<b>Project Sub-total:</b>			900	0	0	0	900	0	0	0	0	0	0	0	0
<u>0</u>	<u>POL907520</u>	<u>Voicemail/Call Centre</u>														
0	2 Voicemail/Call Centre (S5)	09/11/2010	12/31/2015	500	0	0	0	500	0	0	0	0	0	0	0	0
	<b>Project Sub-total:</b>			500	0	0	0	500	0	0	0	0	0	0	0	0
<u>0</u>	<u>POL907521</u>	<u>DVAMS I. II Lifecycle Replacement</u>														
0	2 Digital Video Asset Mgmt System I, II LR - S5	04/11/2014	03/12/2014	362	0	0	0	362	0	0	0	0	0	0	0	0
	<b>Project Sub-total:</b>			362	0	0	0	362	0	0	0	0	0	0	0	0
<u>0</u>	<u>POL907525</u>	<u>Small Equipment Replacement</u>														
0	3 video equipment (S5)	09/03/2010	09/03/2010	92	0	0	0	92	0	0	0	0	0	0	0	0
0	9 video recording 2016 CF S2	06/06/2016	06/06/2016	27	0	0	0	27	0	0	0	0	0	0	0	0
	<b>Project Sub-total:</b>			119	0	0	0	119	0	0	0	0	0	0	0	0
<u>0</u>	<u>POL907533</u>	<u>Transforming Corporate Support</u>														
0	1 Transforming Corpportate Support (S2)	04/01/2014	12/31/2015	1,500	0	0	0	0	0	0	0	0	0	1,500	0	0
0	2 Transforming Corporate Support (S4)	05/22/2013	05/22/2013	1,000	0	0	0	0	0	0	0	0	0	1,000	0	0
	<b>Project Sub-total:</b>			2,500	0	0	0	0	0	0	0	0	0	2,500	0	0
<u>0</u>	<u>POL907803</u>	<u>52 Division Renovation</u>														
0	3 52 Division Renovation 2016 CF S2	06/10/2016	06/10/2016	526	0	0	0	0	0	0	0	0	0	526	0	0
	<b>Project Sub-total:</b>			526	0	0	0	0	0	0	0	0	0	526	0	0
<u>0</u>	<u>POL907860</u>	<u>Peer to Peer Site</u>														
0	3 Peer to peer - additional cost S2	06/12/2014	06/12/2014	1,000	0	0	1,000	0	0	0	0	0	0	0	0	0
0	4 Peer to Peer S4 2017-2026 program	06/20/2016	06/20/2016	4,000	0	0	0	0	0	0	0	0	0	4,000	0	0
	<b>Project Sub-total:</b>			5,000	0	0	1,000	0	0	0	0	0	0	4,000	0	0
<u>0</u>	<u>POL907862</u>	<u>Locker Replacement</u>														
0	2 locker replacment S5	05/17/2012	05/17/2012	48	0	0	0	48	0	0	0	0	0	0	0	0
0	3 2016 CF S2 locker replacement	06/03/2016	06/03/2016	322	0	0	0	322	0	0	0	0	0	0	0	0
	<b>Project Sub-total:</b>			370	0	0	0	370	0	0	0	0	0	0	0	0
<u>0</u>	<u>POL908009</u>	<u>Business Intelligence</u>														
0	1 Business Intelligence S2	09/03/2013	09/03/2013	3,506	0	0	0	0	0	0	0	0	0	3,506	0	0
0	2 Business intelligence 2016 additional fund S2	06/11/2015	06/11/2015	1,398	0	0	0	0	0	0	0	0	0	1,398	0	0
	<b>Project Sub-total:</b>			4,904	0	0	0	0	0	0	0	0	0	4,904	0	0



(Phase 3) 19-Toronto Police Service Sub-Project Category: 01,02,03,04 Type: B Sub-Project Status: S2 Type: C Sub-Project Status: S2,S3,S4,S5



**CITY OF TORONTO**  
**2017 Preliminary Capital Budget with Financing Detail**  
**Toronto Police Service**  
**Sub-Project Summary**

Project/Financing Priority Project	Project Name	Start Date	Completion Date	2017 Cash Flow	Financing										
					Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable	
<u>0</u>	<u>POL908010 Radar unit Repalcemernt</u>														
0	1 Radar Unit Replacement S5	09/03/2013	09/03/2013	246	0	0	0	246	0	0	0	0	0	0	0
	<b>Project Sub-total:</b>			246	0	0	0	246	0	0	0	0	0	0	0
<u>0</u>	<u>POL908085 Marine Vessel Electronics</u>														
0	1 Marine Vessel Electronic Replacement S5	06/18/2014	06/18/2014	485	0	0	0	485	0	0	0	0	0	0	0
	<b>Project Sub-total:</b>			485	0	0	0	485	0	0	0	0	0	0	0
<u>0</u>	<u>POL908179 Radio Replacement (2016-2025)</u>														
0	2 Radio replacement 2016 CF S2	06/10/2016	06/10/2016	14,041	0	0	0	0	0	0	0	0	14,041	0	
	<b>Project Sub-total:</b>			14,041	0	0	0	0	0	0	0	0	14,041	0	
<u>0</u>	<u>POL908188 SOGR</u>														
0	1 SOGR (S5)	06/11/2015	06/11/2015	4,400	0	0	0	0	0	0	0	0	4,400	0	
	<b>Project Sub-total:</b>			4,400	0	0	0	0	0	0	0	0	4,400	0	
<u>0</u>	<u>POL908189 CEW</u>														
0	1 CEW (S4)	10/25/2016	10/25/2016	750	0	0	0	0	0	0	0	0	750	0	
	<b>Project Sub-total:</b>			750	0	0	0	0	0	0	0	0	750	0	
<u>0</u>	<u>POL908419 APS - Digital Photography for Parking Enforcement</u>														
0	1 APS - Digital Photography - S4	03/01/2017	12/31/2017	2,550	0	0	0	0	0	0	0	0	2,550	0	
	<b>Project Sub-total:</b>			2,550	0	0	0	0	0	0	0	0	2,550	0	
<u>0</u>	<u>POL908421 Body Worm Camera - Initial Phase</u>														
0	1 Body Worm Camera's	04/01/2017	12/31/2017	500	0	0	0	0	0	0	0	0	500	0	
	<b>Project Sub-total:</b>			500	0	0	0	0	0	0	0	0	500	0	
<u>1</u>	<u>POL907549 Wireless Parking System</u>														
0	2 Wireless Parking System (S5)	10/22/2011	10/22/2012	2,973	0	0	0	2,973	0	0	0	0	0	0	
	<b>Project Sub-total:</b>			2,973	0	0	0	2,973	0	0	0	0	0	0	
	<b>Program Total:</b>			67,375	0	0	8,000	25,204	0	0	0	0	34,171	0	

Status Code	Description
S2	S2 Prior Year (With 2017 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2017 and/or Future Year Cost/Cashflow)
S4	S4 New - Stand-Alone Project (Current Year Only)
S5	S5 New (On-going or Phased Projects)

Category Code	Description
01	Health and Safety C01
02	Legislated C02
03	State of Good Repair C03
04	Service Improvement and Enhancement C04

## Appendix 6

### Reserve / Reserve Fund Review

#### Reserve / Reserve Fund – Program Specific (\$000s)

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2016 *	Contributions / (Withdrawals)										2017 - 2026 Total Contributions / (Withdrawals)
			2017 Budget	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	
Development Charge Reserve (XR2117) Name	Beginning Balance	19,176	19,176	17,114	19,203	20,751	12,071	13,124	13,124	8,524	13,939	19,354	
	Withdrawals (-)												
			(7,000)	(2,931)	(3,539)	(13,801)	(4,120)	(5,204)	(9,908)			(578)	(47,081)
	<b>Total Withdrawals</b>		<b>(7,000)</b>	<b>(2,931)</b>	<b>(3,539)</b>	<b>(13,801)</b>	<b>(4,120)</b>	<b>(5,204)</b>	<b>(9,908)</b>	-	-	(578)	(47,081)
	Contributions (+)												
			4,938	5,020	5,087	5,121	5,173	5,204	5,308	5,415	5,415	5,633	52,314
<b>Total Contributions</b>			<b>4,938</b>	<b>5,020</b>	<b>5,087</b>	<b>5,121</b>	<b>5,173</b>	<b>5,204</b>	<b>5,308</b>	<b>5,415</b>	<b>5,415</b>	<b>5,633</b>	<b>52,314</b>
<b>Total Reserve Fund Balance at Year-End</b>		<b>19,176</b>	<b>17,114</b>	<b>19,203</b>	<b>20,751</b>	<b>12,071</b>	<b>13,124</b>	<b>13,124</b>	<b>8,524</b>	<b>13,939</b>	<b>19,354</b>	<b>24,409</b>	<b>5,233</b>

\* Based on the 2016 Q3 Variance Report

#### Reserve / Reserve Fund Review - Corporate (\$000s)

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2016 *	Contributions / (Withdrawals)										2017 - 2026 Total Contributions / (Withdrawals)
			2017 Budget	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	
Toronto Police Service Vehicle & Equipment Reserve (XQ1701)	Beginning Balance	14,166	14,166	9,626	9,502	200	2,625	7,810	10,425	16,587	6,113	8,227	
	Withdrawals (-)												
			(22,300)	(20,884)	(33,062)	(24,335)	(21,575)	(24,145)	(20,598)	(37,234)	(24,646)	(22,870)	(251,649)
	<b>Total Withdrawals</b>		<b>(22,300)</b>	<b>(20,884)</b>	<b>(33,062)</b>	<b>(24,335)</b>	<b>(21,575)</b>	<b>(24,145)</b>	<b>(20,598)</b>	<b>(37,234)</b>	<b>(24,646)</b>	<b>(22,870)</b>	<b>(251,649)</b>
	Contributions (+) TPS		15,766	18,766	21,766	24,766	24,766	24,766	24,766	24,766	24,766	24,766	24,766
Contributions (+) Parking		1,994	1,994	1,994	1,994	1,994	1,994	1,994	1,994	1,994	1,994	1,994	19,940
													-
<b>Total Contributions</b>		<b>-</b>	<b>17,760</b>	<b>20,760</b>	<b>23,760</b>	<b>26,760</b>	<b>26,760</b>	<b>26,760</b>	<b>26,760</b>	<b>26,760</b>	<b>26,760</b>	<b>26,760</b>	<b>249,600</b>
Other Program/Agency Net Withdrawals (-) and Contributions (+)													-
<b>Total Reserve Fund Balance at Year-End</b>		<b>14,166</b>	<b>9,626</b>	<b>9,502</b>	<b>200</b>	<b>2,625</b>	<b>7,810</b>	<b>10,425</b>	<b>16,587</b>	<b>6,113</b>	<b>8,227</b>	<b>12,117</b>	<b>(2,049)</b>

\* Based on the 2016 Q3 Variance Report