

This is an Extract from the draft Minutes of the Virtual Special Public Meeting of the Toronto Police Services Board that was held on January 13, 2021

P2021-0113-3.2 Toronto Police Service 2021-2030 Capital Program Request

The Board was in receipt of a report dated December 29, 2020 from James Ramer, Chief of Police.

Recommendations:

It is recommended that the Toronto Police Services Board (Board):

- (1) Approve the Toronto Police Service's (Service) 2021-2030 Capital Program with a 2021 net request of \$18.4 Million (M) and gross amount of \$44.3M (excluding cash flow carry forwards from 2020), and a total of \$212.5M net and \$614.7M gross for the 10 year program, and as detailed in Attachment A; and
- (2) Forward this report to the City's Budget Committee for consideration and to the City's Chief Financial Officer and Treasurer for information.

The Board approved the report and its recommendations. This item was moved by Vice-Chair Nunziata and seconded by Board Member Kostakis.



Toronto Police Services Board Report

December 29, 2020

To: Toronto Police Services Board

From: James Ramer, M.O.M.
Chief of Police

Subject: Toronto Police Service 2021-2030 Capital Program Request

Recommendation(s):

It is recommended that the Toronto Police Services Board (Board):

- (1) approve the Toronto Police Service's (Service) 2021-2030 Capital Program with a 2021 net request of \$18.4 Million (M) and gross amount of \$44.3M (excluding cash flow carry forwards from 2020), and a total of \$212.5M net and \$614.7M gross for the 10 year program, and as detailed in Attachment A; and
- (2) forward this report to the City's Budget Committee for consideration and to the City's Chief Financial Officer and Treasurer for information.

Financial Implications:

Capital program requirements are funded from various sources, specifically:

- debt issued by the City;
- the Vehicle and Equipment Reserve, which is funded from the Service's operating budget; and
- development charges (D.C.) which are fees charged to developers to help pay for the cost of infrastructure required to provide municipal services in growing areas to qualifying Service projects – using D.C.s reduces the Service's reliance on debt funding.

Similar to 2020, the City did not issue debt targets for the 2021–2030 capital program. Instead, consideration and approval of projects in the capital program will be based on

need and value/benefits provided, project readiness and previous years' spending rates and affordability. Funding allocations will be prioritized against critical capital infrastructure spending and investments that support transformation and COVID-19 recovery efforts.

Table 1 below provides a summary of the Service's 2021-2030 Capital Program request. Additional details can be found in Attachment A.

Table 1: Summary of the 2021-2030 Capital Program Request (000's)

Projects	2021	2022	2023	2024	2025	Total 2026-2030	Total 2021-2030
Projects in Progress	19,025	36,414	36,682	26,888	14,426	56,569	190,004
Upcoming Projects	1,735	600	6,516	16,846	14,646	57,754	98,097
Life cycle Replacement Projects (Funded from Reserves)	23,556	28,173	33,417	33,404	34,031	174,055	326,636
Total Gross Projects	44,316	65,187	76,615	77,138	63,103	288,378	614,737
Vehicle and Equipment Reserve Funding*	(23,556)	(26,770)	(33,121)	(31,681)	(33,724)	(169,707)	(318,559)
Development Charges	(2,316)	(10,107)	(16,812)	(17,099)	(6,907)	(30,460)	(83,701)
Total Net Debt Funding Request	18,444	28,310	26,682	28,358	22,472	88,211	212,477

*Development charges applied to Vehicle and Equipment Reserve reduced the required funding in that category

Background / Purpose:






The purpose of this report is to provide the Board with the Service's 2021-2030 Capital Program request for consideration and approval.

Attachment A to this report provides a detailed project listing of debt-funded projects. Attachment B provides a detailed listing of projects funded from the Vehicle and Equipment Reserve. Attachment C provides a summary of the 2021-2030 program estimated operating impact from capital, excluding reserve-funded projects.

Discussion

Capital projects, by their nature, require significant initial and one-time financial investments. However, they also provide longer-term organizational benefits and impacts. The Service's 2021-2030 capital program request will address improvements to the Service's aging facility infrastructure, update or replace core information systems, and lifecycle existing vehicles and equipment. The need to maintain facilities and equipment continues to exist. However, the need to effectively modernize how the Service delivers public safety and internal support services, has also been considered in developing the capital plan.

The 2021-2030 capital plan will enable the Service’s modernization efforts and operational requirements through the funding of the following types of projects:

\$614.7M Gross - \$212.5M Net				
				
Facilities	Information technology	Vehicles	Communication	Equipment
\$236.1 M	\$205.5 M	\$84.4 M	\$37.4 M	\$51.4 M
<i>54/55 Divisions Amalgamation 41 Division 13/53 Division S.O.G.R.*</i>	<i>N.G.911** A.N.C.O.E.*** Workstations Servers Network</i>	<i>Vehicle Replacement</i>	<i>Radio Replacement</i>	<i>Body Worn Camera A.F.I.S.**** C.E.W.***** Property Racking Furniture/Locker</i>

*S.O.G.R – State Of Good Repair **N.G.911 – Next Generation 911 ***A.N.C.O.E. – Analytics Centre of Excellence
****A.F.I.S. – Automated Fingerprint Identification System *****C.E.W. – Conducted Energy Weapons

Facilities (\$236.1M):

A long-term facility plan is being developed with the objective of enhancing operational flexibility, improving aging facility infrastructure, optimizing resources, and where possible, reducing the Service’s facilities footprint. Some of the processes such as the use of remote video equipment for bail hearings are also being reviewed to create efficiencies taking into account changes made by external partners (e.g. consolidation of courts by the Province).

Information Technology (\$205.5M):

In the last decade, there have been many important developments with respect to information technologies (I.T.) that the Service has embraced and implemented. Specifically, mobile technologies, analytical information systems such as Analytics Centre of Excellence (A.N.C.O.E.), Public Safety Portal and parking complaints reporting have far-reaching implications for policing. These systems are designed to improve efficiencies through advanced technology that eliminates costly and manual processes. These systems also have the benefit of improving information that supports the Service’s overall goal of providing reliable and value-added public safety services.

Vehicles (\$84.4M):

The Service maintains a fleet of 1,755 vehicles, comprised of marked, unmarked, and special purpose vehicles, boats, plus an inventory of 420 bicycles. The vehicles are funded from the Service’s Vehicle and Equipment Reserve in accordance with the lifecycle replacement framework.

Communication (\$37.4M):

The radio lifecycle replacement project provides a 10-year replacement program on the Service's inventory of 4,697 radios.

Equipment (\$51.4M):

This category addresses specialized equipment projects such as furniture, lockers, Body Worn Cameras, Conducted Energy Weapons (C.E.W.), wireless parking system, automated fingerprint identification and other equipment. Funding these needs will come from a combination of debt and the Vehicle and Equipment reserve.

Development of cost estimates, timing of projects and spending rate:

There were no debt targets issued by the City for the 2021-2030 capital program. However, the City requested that all Programs and Agencies ensure the cost estimate for each project for 2021 is valid, taking into consideration key project milestones, procurement requirements, third-party actions/approvals required, project readiness, a "project stage-gating" approach, and other applicable assumptions and information.

The Service takes all known factors related to the project cost into account in order to develop accurate and complete cost estimates. However, in some instances, project cost estimates are developed years before actual work on the project commences (e.g. facility construction projects) due to scope changes, project delays and other factors. This then requires the project cost to be updated once the expertise and services of an architect and construction manager are engaged for the project, so that design and engineering work can be completed. However, even with the best planning and management, assumptions can change throughout the project as more information becomes available.

During the past few years, the Service's capital spending rate has been lower than anticipated. As previously indicated, despite due diligence efforts taken in advance of the actual start of the project, some issues only become known as the work progresses, resulting in revised scope, schedule and estimates. Also, civilian staffing shortages in recent years, as a result of the hiring moratorium and inability to fill positions due budget containment, have put significant pressure on the ability of existing facilities staff to work on capital projects and at the same time address other facility related priorities and perform their day to day duties. Furthermore in 2020, due to COVID-19 there have been delays in planned construction schedules, including labour and critical supply chain disruptions, delays in obtaining required permits as well as possible funding shortfalls. These factors have played a significant role in the progress of the Service's facility related projects and have impacted project schedules, causing delays, which in turn have affected the spending rate. As part of the 2021-2030 capital program process, all projects timelines were reviewed carefully and the cost estimates updated. The estimates will continue to be monitored on an ongoing basis and issues will be actively addressed as they arise. The Board will be kept apprised through the quarterly capital variance reporting process.

Major Projects completed in 2020

Major project accomplishments in 2020 include:

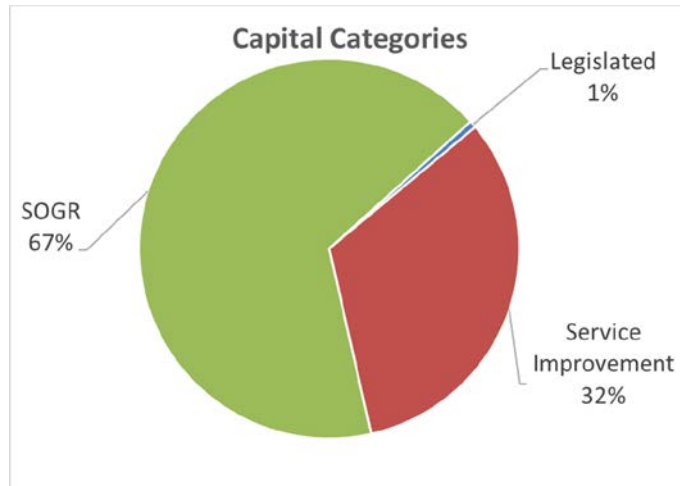
- Radio Replacement – continued to lifecycle mobile and portable radios
- Various projects in State of Good Repair (S.O.G.R.)
- Various Reserve funded projects such as vehicle replacement, servers, I.T. business resumption hardware, computer/laptop/printer, network equipment, furniture, Digital Video Asset Management (D.V.A.M.)
- Body Worn Cameras Rollout – frontline police officers in 11 Division, 22 Division, 23 Division, 31 Division, Public Safety Response Team (P.S.R.T.) and those assigned to the Community Response Unit (C.R.U.) at 52 Division have started to use body-worn camera technology during interactions with the public
- T.P.S. Archiving – the high-density mobile storage unit for Property and Evidence Management has been installed
- Additional Front-line Vehicles – 90 additional cars have been purchased and outfitted for district special constables and to accommodate the revised shift schedules. These vehicles are now operational.

2021-2030 Capital Program Request:

The 2021-2030 Capital Program is segregated into five categories for presentation purposes:

- A. Projects in Progress
- B. Up-coming Projects 2021-2030
- C. Projects funded through Reserves
- D. Operating Impact from Capital
- E. Potential Projects outside of the proposed capital program

Projects are shown based on S.O.G.R., service improvement, growth and legislated classifications. The majority of the Service's projects in the 2021-2030 program are S.O.G.R. due to the need to replace or renovate the Service's aging infrastructure.



A. Projects in Progress

There are ten projects in this category, not including projects with carry forward funding only. More information about these projects can be found in the 2020 Capital variance reports posted on the Board’s website.

Table 2: Projects in Progress (\$000’s)

Projects	Plan To end of 2020	2021	2022	2023	2024	2025	Total 2026 - 2030	Total Project Cost
Projects in Progress	76,427	19,025	36,414	36,682	26,888	14,426	56,569	266,430

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

Category:	Facilities	Funding Source:	Debt
Project Type:	Ongoing	Estimated Start:	Ongoing
Classification:	S.O.G.R.	Estimated End:	Ongoing

Project Description:

This project includes on-going funding for S.O.G.R. requirements that are the responsibility of the Service including both facility-related repairs, as well as the enhancement of existing technological assets.

Project Objective:

By definition, S.O.G.R. funds are used to maintain the safety, condition and requirements of existing Service buildings. This funding source is also used by the Service for technology upgrades in order to optimize service delivery and increase efficiencies. In light of the future plans for Service facilities, planned use of these funds will be aligned with the Long-Term Facility Plan, with priority being given to projects in the backlog that must continue and that will not be impacted by the transformation of the Service’s facility footprint.

Some examples of S.O.G.R. work in 2021 are security/access control maintenance in various locations, light emitting diode (L.E.D.) retrofits, realignment of headquarter (H.Q.) units, Marine Unit dock replacement, Mounted Unit horse stall repairs, Police Dog Services canopy, etc..

Project Funding Breakdown:

S.O.G.R. (\$000s)	Prior Years	2021	2022	2023	2024	2025	Total 2026-2030	Total Project Cost
Projected Capital Expenditures	Ongoing	4,600	4,400	4,400	4,400	4,400	22,000	44,200
Additional Positions (F.T.E.s)	0	0	0	0	0	0	0	0
Impact on Operating Budget	0	0	0	0	0	0	0	0

41 Division Facility

Category:	Facilities	Funding Source:	Debt, D.C. funding
Project Type:	Ongoing	Estimated Start:	2018
Classification:	Service Improvement	Estimated End:	2024

Project Description:

The 41 Division facility is almost 60 years old. Due to its aging infrastructure and poor operational configuration, this facility was identified as a priority in the Long Term Facility Replacement Program a number of years ago. Assessments performed have confirmed that it is not economically feasible to address the ongoing building deficiencies through renovations or to retrofit the existing 41 Division to accommodate the current needs of the Service.

Project Objective:

The phased construction and demolition approach for a new building on the existing 41 Division site, will provide the Service with a new facility at the corner of Birchmount and Eglinton Avenues, an optimal, easily accessible site with ample area for future expansion. During the construction, personnel will continue to occupy a portion of the

existing building as well as portable offices, as required, to allow for uninterrupted business continuity.

Based on current budget estimates developed with the benefit of the architectural consultant and construction manager now on board to design, manage and oversee the construction, the total estimated construction cost of \$50.5M for this facility is \$11.6M higher than previously estimated. This is due to a more detailed and firmer scope/program for the facility and significantly higher construction costs from when the original estimate was prepared. In addition, the complexity of the phased construction that requires the demolition of a significant portion of the existing 41 Division facility and constructing a new building while continuing to operate as a fully functional division is also a significant factor in the increased cost of the project.

Project Funding Breakdown:

41 Division (\$000s)	Prior Years	2021	2022	2023	2024	2025	Total 2026-2030	Total Project Cost
Projected Capital Expenditures	4,956	2,116	19,500	13,000	10,928	0	0	50,500
Additional Positions (F.T.E.s)	0	0	0	0	0	0	0	0
Impact on Operating Budget	0	0	0	0	0	0	0	0

54/55 Consolidated Divisional Facility Amalgamation

Category:	Facilities	Funding Source:	Debt , D.C. funding
Project Type:	Ongoing	Estimated Start:	2017
Classification:	Service Improvement	Estimated End:	2026

Project Description:

This project provides for the amalgamation of 54 and 55 Divisions (built in 1951 and 1972 respectively) into one consolidated facility at the Toronto Transit Commission’s (T.T.C.) Danforth garage site located at 1627 Danforth Avenue.

The consultant team is working with CreateT.O. who are currently finalizing environmental assessments and geological reports for the site. These assessments and reports will help inform the design of the new facility.

Project Objective:

The amalgamation of the two divisions will reduce the long-term costs of operating and maintaining two structures, and will support the Service’s objective of a modernized, economical and more efficient public safety delivery model.

Similar to the 41 Division project, preliminary estimates for the 54/55 amalgamated divisional facility have been revised based on information that is more current. Now

informed by the revised costing for the new 41 Division project, which was developed with the benefit of an architectural consultant and construction manager, the estimated cost for the 54/55 amalgamated divisional facility is approximately \$50.5M, which is approximately \$11.3M higher than the original very preliminary estimate. With a more accurately defined scope, the 54/55 facility project cost now includes the need for environmental soil remediation and basement level dewatering on the site, and also takes into account the higher construction costs since the project estimated was first developed, similar to the new 41 Division facility project. The current plan is to return the 54 and 55 divisional properties back to the City, once the building is constructed and operational.

Project Funding Breakdown:

54/55 Divisions Amalgamation (\$000s)	Prior Years	2021	2022	2023	2024	2025	Total 2026-2030	Total Project Cost
Projected Capital Expenditures	1,184	0	6,710	18,800	11,280	10,026	2,500	50,500
Additional Positions (F.T.E.s)	0	0	0	0	0	0	0	0
Impact on Operating Budget	0	0	0	0	0	0	0	0

Facility and Process Improvement

Category:	Facilities	Funding Source:	Debt, D.C. funding
Project Type:	Ongoing	Estimated Start:	2018
Classification:	Service Improvement	Estimated End:	2022

Project Description:

This project provides funding for planning, process analysis, transformation design, technology and renovations required to transition the Service from a divisional to district model. The original plan was to design new district boundaries to align with Toronto's neighbourhoods in order to achieve investigative, management and other policing efficiencies. However, with the benefit of experience, a centralized district operational model has not met the conceptual expectations/objectives as originally planned. For example, the original model did not take into account impacts from the recently implemented shift schedule changes. Further, a full district approach does not lend itself to the level of oversight that is required in larger divisions.

Aligned with both The Way Forward report and the police reform recommendations approved by the Board August 2020, the review of operational processes continues, focusing on opportunities to improve the efficiency and effectiveness of service delivery, including consolidation of divisional operations where it makes sense.

Project Objective:

The funding for this project has been reduced by \$3.7M to reflect a reduced project scope.

The main focus is currently on the review of operational processes to improve the effectiveness and efficiency of service delivery. Examples of these improvements include:

- Installation of required technology to enable greater use of remote video appearance for bail hearings
- process adjustments and renovations to meet the requirements resulting from the new Toronto Courthouse and Toronto Bail Centre,
- shift schedule adjustments to achieve the 70/30 proactive/reactive priority response model,
- streamlining the investigative review and charge processing processes, among others

Further, it should be noted that where appropriate, the Service is still proceeding to consolidate divisional operations. For example, the 54/55 Consolidated Facility Amalgamation project is currently underway and the 13/53 Consolidated Divisional Facility project is included in the latter years of our 10-year capital program.

Project Funding Breakdown:

Facility and Process Improvement (\$000s):	Prior Years	2021	2022	2023	2024	2025	Total 2026-2030	Total Project Cost
Projected Capital Expenditures	3,022	1,485	735	0	0	0	0	5,242
Additional Positions (F.T.E.s)	0	0	0	0	0	0	0	0
Impact on Operating Budget	0	0	0	0	0	0	0	0

A.N.C.O.E./Global Search (Analytics Centre of Excellence)

Category:	Information Technology	Funding Source:	Debt, D.C. funding
Project Type:	Ongoing	Estimated Start:	2015
Classification:	Service Improvement	Estimated End:	2023

Project Description:

A.N.C.O.E is a business-led, analytics and innovation program, which will oversee and drive analytics and information management activities for the Service, and includes the Global Search initiative.

Project Objective:

The A.N.C.O.E. program will deliver Global Search, which is an enterprise search application for members to access information through a single search, enabling enhanced capacity to search across previously disparate systems and retrieve critical operational information more efficiently. The project will deliver ongoing enhancements to the search platform based on member feedback and user experience best practices.

One additional full-time position is required from the year 2024 to maintain the Global Search system.

Project Funding Breakdown:

A.N.C.O.E. (\$000s)	Prior Years	2021	2022	2023	2024	2025	Total 2026-2030	Total Project Cost
Projected Capital Expenditures	11,427	677	202	202	0	0	0	12,507
Additional Positions (F.T.E.s)	0	0	0	0	1	1	1	1
Impact on Operating Budget	0	275	750	750	750	750	3,748	7,021

Radio Replacement

Category:	Communication	Funding Source:	Debt
Project Type:	Ongoing	Estimated Start:	2016
Classification:	S.O.G.R.	Estimated End:	Ongoing

Project Description:

The Service's Telecommunications Services Unit (T.S.U.) maintains 4,697 mobile and portable radio units. The replacement lifecycle of the radios was extended from seven years to ten years, a number of years ago, in order to reduce the replacement cost of these important assets.

Project Objective:

The objective of this project is to replace and maintain the radios and keep them operational.

Project Funding Breakdown:

Radio Replacement (\$000s)	Prior Years	2021	2022	2023	2024	2025	Total 2026-2030	Total Project Cost
Projected Capital Expenditures	29,685	5,074	3,292	0	0	0	29,016	67,067
Additional Positions (F.T.E.s)	0	0	0	0	0	0	0	0
Impact on Operating Budget	0	0	0	0	0	0	0	0

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

Category:	Equipment	Funding Source:	Debt
Project Type:	Ongoing	Estimated Start:	2019
Classification:	S.O.G.R.	Estimated End:	2021

Project Description:

The A.F.I.S. system is a biometric identification (I.D.) methodology that uses digital imaging technology to obtain, store, and analyze fingerprint data. This system is being life cycled in 2021 with the next lifecycle in 2026.

Project Objective:

The A.F.I.S. system allows the Service to be compatible with external systems in other agencies such as the Royal Canadian Mounted Police (R.C.M.P.), and communicate electronically for fingerprint submissions, searches and criminal record updates. This system is integrated with IntelliBook, a prisoner booking system that provides real-time confirmation of prisoner identity to Booking Officers.

Project Funding Breakdown:

A.F.I.S. (\$000s)	Prior Years	2021	2022	2023	2024	2025	Total 2026-2030	Total Project Cost
Projected Capital Expenditures	1,581	0	0	0	0	0	3,053	4,634
Additional Positions (F.T.E.s)	0	0	0	0	0	0	0	0
Impact on Operating Budget	0	0	0	0	0	0	0	0

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

Category:	Information Technology	Funding Source:	Debt
Project Type:	Ongoing	Estimated Start:	2019
Classification:	Legislated	Estimated End:	2024

Project Description:

Current 9-1-1 systems are voice-centric and were originally designed for landlines. As per the Canadian Radio-television and Telecommunications (C.R.T.C.) mandate, Canadian telecommunications service providers are required to upgrade their infrastructure for N.G.9-1-1 to I.P.-based platform technology capable of carrying voice, text and other data components.

The project is well underway and a vendor for the N.G.9.1.1. solution was approved by the Board at its September 2020 meeting (Min. No. refers P133/2020).

Project Objective:

The N.G.9-1-1 project will enhance emergency number services for the Service creating a Public Safety Answering Point (P.S.A.P.) that is modern and resilient. It will allow voice and real time text messages to flow seamlessly from the public directly to first responders, through the new Canada wide N.G.9-1-1 network. The plan was that by 2020, P.S.A.P.s must have ensured compatibility with ESInet systems and networks, and have had mechanisms in place to push text data to responders. However, due to the COVID-19 pandemic and the resulting measures taken to contain the spread, the maintenance of current networks, including current 9-1-1 networks, is being prioritized over work related to the deployment of N.G. 9-1-1 networks. The deadline to upgrade infrastructures to N.G. 9-1-1 has been extended to March 2022, and the legacy network must now be decommissioned by March 31, 2024.

Project Funding Breakdown:

N.G. 9-1-1 (\$000s)	Prior Years	2021	2022	2023	2024	2025	Total 2026-2030	Total Project Cost
Projected Capital Expenditures	5,250	2,100	1,075	280	280	0	0	8,985
Additional Positions (F.T.E.s)	0	0	0	0	0	0	0	0
Impact on Operating Budget	0	0	0	0	0	0	0	0

Transforming Corporate Support - Human Resource Management System

(H.R.M.S.), Time Resource Management System (T.R.M.S.)

Category:	Information Technology	Funding Source:	Debt
Project Type:	Ongoing	Estimated Start:	2014
Classification:	Service Improvement	Estimated End:	2022

Project Description:

Closely aligned with the ongoing transformation of the Service's human resource function, this project involves upgrading and enhancing the Service's H.R.M.S. and its capabilities to better support the Service's needs. The last remaining phase of the project is an upgrade to the Service's time and labour application.

Project Objective:

The project focus is to develop more cost-effective, modern and automated processes to administer and report on the Service's people and human resources related activities, including employee record management, payroll, benefits administration, and time and

labour recording. The last phase of this project, included in the 2021 capital plan, is the upgrade to the Service's time and labour system. This phase is currently in the planning and scoping stage of the project.

Project Funding Breakdown

Transforming Corporate Support (\$000s)	Prior Years	2021	2022	2023	2024	2025	Total 2026-2030	Total Project Cost
Projected Capital Expenditures	7,935	0	500				0	8,435
Additional Positions (F.T.E.s)	0	0	0	0	0	0	0	0
Impact on Operating Budget	0	0	0	0	0	0	0	0

Body Worn Camera (B.W.C.) – Full Implementation

Category:	Information Technology	Funding Source:	Debt, D.C. funding
Project Type:	Ongoing	Estimated Start:	2019
Classification:	Service Improvement	Estimated End:	2021

Project Description:

This project will equip frontline officers with B.W.C.s. The contract award for this project was approved by the Board at its August 2020 meeting (Min. No. P129/20 refers) and implementation of the solution commenced immediately thereafter.

Since the start of the rollout on August 26, 2020, B.W.C. technology has been deployed to 23 Division, 11 Division, 22 Division, 31 Division, P.S.R.T. and those officers assigned to the C.R.U. at 52 Division.

Project Objective:

This initiative is aligned with and will enable the Service's commitment to maintain and enhance public trust and accountability, as part of its commitment to the delivery of professional, transparent, unbiased and accountable policing.

The implementation of the B.W.C. program for the Service includes hardware, cloud storage, transcription software, redaction software as well as evidence and disclosure management. It will help improve transparency, protect the reputation of the Service, provide best evidence to the courts and alleviate disclosure issues. The replacement cost of cameras will be setup in future years under the vehicle and equipment reserve.

Project Funding Breakdown:

B.W.C. (\$000s)	Prior Years	2021	2022	2023	2024	2025	Total 2026-2030	Total Project Cost
Projected Capital Expenditures	3,282	2,973	0	0	0	0	0	6,255
Additional Positions (F.T.E.s)	2	2	2	2	2	2	2	2
Impact on Operating Budget	0	3,800	3,800	3,800	3,800	3,800	19,000	38,000

B. Up-Coming Projects 2021-2030

There are five projects in this category:

Table 3: Up-coming Projects (000's)

Projects	Plan To end of 2020	2021	2022	2023	2024	2025	Total 2026 - 2030	Gross Cost
Up-Coming Projects	30	1,735	600	6,516	16,846	14,646	57,754	98,127

Property and Evidence Warehouse Racking

Category:	Equipment	Funding Source:	Debt
Project Type:	Upcoming	Estimated Start:	2024
Classification:	Service Improvement	Estimated End:	2025

Project Description:

This project provides for high density and pushback racking.

Project Objective:

The relocation of files previously held in the City Archives (T.P.S. Archiving project) to the Service's property and evidence facility has helped reduce some space pressure from the City Archives building. As a result, higher density and pushback racking will need to be installed at the Service's property and evidence facility, to enable sufficient longer-term storage capacity.

The funding requirement of \$50,000 in 2024 is for a feasibility study by a logistics expert to determine what is required for the long term racking. Funding of \$950,000 in 2025 will be utilized for the actual cost of racking.

Project Funding Breakdown:

Property and Evidence Racking. (\$000s)	Prior Years	2021	2022	2023	2024	2025	Total 2026- 2030	Total Project Cost
Projected Capital Expenditures	30	0	0	0	50	950	0	1,030
Additional Positions (F.T.E.s)	0	0	0	0	0	0	0	0
Impact on Operating Budget	0	0	0	0	0	0	0	0

Mobile Command Centre

Category:	Equipment	Funding Source:	Debt
Project Type:	Upcoming	Estimated Start:	2021
Classification:	S.O.G.R.	Estimated End:	2021

Project Description:

This project provides for a Mobile Command Centre. The cost includes the vehicle cost as well as the cost of various operational systems, such as network equipment, workstations, audio video equipment and closed-circuit television (C.C.T.V.) technology.

Project Objective:

A Mobile Command Centre (M.C.C.) is a necessity in a large metropolitan centre like Toronto for the management of planned and unplanned large-scale and major events/emergencies. It will improve public and officer safety, and increase command and control efficiency and effectiveness.

The current mobile command vehicle was purchased in 2004, and in its current state has limited operational functionality to support large-scale responses. It lacks the necessary tools and functional capabilities to support tactical and operational level responses required for a large city. The present systems, limited space and overall functionality of the current command vehicle has resulted in the vehicle being abandoned as a mobile command site, and instead larger static facilities outside the operational zone are utilized. This led to a dispersion of command and support staff to separate locations/sites while gathering critical information during heightened security periods in support of the operation. This could create confusion and broken workflows potentially resulting in poor situational awareness and less than optimal coordination within and with other public safety agencies, placing the operational response at risk.

In order to address the inevitable large and complex occurrences in Toronto, it is essential that the proper tools, technology and resources be readily available to properly manage and mitigate rapid and protracted events. This cannot be done with the current mobile command centre vehicle, and a replacement with a new and modern vehicle that meets the new and challenging demands moving forward, is required.

The M.C.C. would be equipped with industry-standard technology to be the main centre of operation on the road. In an emergency situation, it will decrease the response time, allow full engagement in operations, protect all the technology and equipment that might be required in a situation, and provide police presence at the scene when required.

The vehicle will ensure the largest municipal service in Canada has the necessary equipment, technology and tools to manage and support routine and major events for the next 15 – 20 years.

Project Funding Breakdown:

Mobile Command Center (\$000s)	Prior Years	2021	2022	2023	2024	2025	Total 2026-2030	Total Project Cost
Projected Capital Expenditures	0	1,735	0	0	0	0	590	2,325
Additional Positions (F.T.E.s)	0	0	0	0	0	0	0	0
Impact on Operating Budget	0	0	0	0	0	0	0	0

13/53 Amalgamation New Build - (Part of Long-Term Facility Plan)

Category:	Facilities	Funding Source:	Debt, D.C. funding
Project Type:	Upcoming	Estimated Start:	2022
Classification:	Service Improvement	Estimated End:	2026

Project Description:

The amalgamation of 13 and 53 Divisions (built in 1973 and 1985 respectively) into one consolidated facility.

Project Objective:

The Service’s facilities strategy is to let business requirements and potential efficiencies/enhancements that are in line with the Board’s and Service’s business plan, drive facility requirements, through the replacement, renovation or elimination over the ten year capital program period, with particular emphasis, from a funding perspective, on the first five years of the program.

There will be a review of facility requirements that will consider community-specific changes and required service levels, changing customer expectations, expanding the use of technology and evolving policing delivery models required to enhance public safety.

The amalgamation will reduce the long-term costs of operating and maintaining two structures, and will support the Service’s recommendations for a modernized, economical and more efficient public safety delivery model. The City (CreateT.O.) has been engaged to conduct a search for a site in a catchment area that would meet the requirements of the Service. Once the new consolidated facility is built, the current plan is to return, to the City, the 13 and 53 Division properties, which are located at the Allen Expressway and Eglinton and Yonge and Eglinton, respectively.

It is important to note that the Service takes all known factors related to the project cost into account in order to develop accurate cost estimates. However, assumptions can change throughout the project as more information becomes available, and after going through a formal procurement process for the various requirements. Based on a review of facility requirements, better and more up to date estimates for the land, construction cost and timing for the project will be developed, and the Service’s capital program updated accordingly.

Project Funding Breakdown:

13/53 Amalgamation (\$000s)	Prior Years	2021	2022	2023	2024	2025	Total 2026-2030	Total Project Cost
Projected Capital Expenditures	0	0	600	6,516	16,796	13,096	4,364	41,372
Additional Positions (F.T.E.s)	0	0	0	0	0	0	0	0
Impact on Operating Budget	0	0	0	0	0	0	0	0

22 Division New Build - (Part of Long-Term Facility Plan)

Category:	Facilities	Funding Source:	Debt, D.C. funding
Project Type:	Upcoming	Estimated Start:	2025
Classification:	Service Improvement	Estimated End:	2029

Project Description

This project provides funding for the building of a new 22 Divisional facility, which was built in 1975.

Project Objective

Due to its aging infrastructure, 22 Division was identified on the Long Term Facility renovation Program a number of years ago. Studies are underway to determine the

optimal location for the new facility. This approach is in line with the Service’s recommendations for a modernized, economical and more efficient public safety delivery model. This area of the City is and will continue to go through significant change and development, so the Service will work with the City to find a site that meets the needs of the Service, the City and any other stakeholders.

Based on a review of facility requirements, better and more up to date estimates for the land, construction cost and timing for the project will be developed, and the Service’s capital program updated accordingly.

Project Funding Breakdown:

22 Division new build (\$000s)	Prior Years	2021	2022	2023	2024	2025	Total 2026-2030	Total Project Cost
Projected Capital Expenditures	0	0	0	0	0	600	40,800	41,400
Additional Positions (F.T.E.s)	0	0	0	0	0	0	0	0
Impact on Operating Budget	0	0	0	0	0	0	0	0

51 Division Renovation - (Part of Long-Term Facility Plan)

Category:	Facilities	Funding Source:	Debt, D.C. funding
Project Type:	Upcoming	Estimated Start:	2027
Classification:	Service Improvement	Estimated End:	2029

Project Description:

This project provides for a renovation of the 51 Division facility.

Project Objective:

The renovation of the 51 Division facility will enable new technologies and required building improvements to increase the operational effectiveness of the division. The renovation is scheduled to commence in 2027 to bring the 25-year-old facility up to industry standards, and will be completed by 2029. The project scope and estimated cost will be reviewed and updated as we get closer to the start date for the renovation and the capital program updated accordingly.

Project Funding Breakdown:

51 Division Renovation (\$000s)	Prior Years	2021	2022	2023	2024	2025	Total 2026-2030	Total Project Cost
Projected Capital Expenditures	0	0	0	0	0	0	12,000	12,000
Additional Positions (F.T.E.s)	0	0	0	0	0	0	0	0
Impact on Operating Budget	0	0	0	0	0	0	0	0

C. Vehicle and Equipment Lifecycle Replacements

There are thirty-two projects in this category:

Table 4: Vehicle and Equipment Reserve (000's)

Projects	Prior Years	2021	2022	2023	2024	2025	Total 2026-2030	Total Project Cost
Equipment	29,903	2,981	4,346	7,276	3,059	2,621	21,761	71,947
Information Technology	174,510	12,453	15,646	18,113	21,792	22,796	109,349	374,659
Vehicles	78,548	8,122	8,181	8,028	8,553	8,614	42,945	162,991
Total Vehicle and Equipment Reserve Projects	282,961	23,556	28,173	33,417	33,404	34,031	174,055	609,597*

*Development charges applied to Vehicle and Equipment Reserve reduced the required funding in that category by \$8.9M

Project Description:

All projects in this category are funded from the Service's Vehicle and Equipment Reserve and have no impact on debt financing. However, the strategy of funding vehicle and equipment replacements from the Reserve results in an impact on the operating budget, as it is necessary to make regular annual contributions to replenish the Reserve balance so that the reserve has sufficient funds to meet current and future requirements.

Project Objective:

Using the Reserve for the lifecycle replacement of vehicles and equipment avoids having to debt-finance these purchases as well as large swings in annual funding requirements. It is important to note that as new systems are implemented or existing systems are being enhanced, the inventory of computer equipment usually grows. Over time, this increases the level of funding required for the replacement of the equipment.

Asset custodians continue to maximize the use of current assets and prolong lifecycle replacements as much as possible, to ensure the long-term viability of the Reserve. However, the increase in I.T. equipment as well as the number and cost of vehicles have created significant pressure on this Reserve. It is therefore important that annual incremental contributions, which have been deferred in the last several years to meet

budget reduction targets, are made to ensure the requirement for replacements is sustainable.

It is important to note, that reductions in the contribution to this reserve have been made in the Service’s 2021 operating budget request to help balance the budget to the 2020 funding level. The decrease is premised on the Service being able to use any surplus from the 2020-operating budget to make a one-time contribution to the Reserve, to at least provide funding to meet more immediate requirements.

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

D. Operating Impact from Capital (\$1.6M)

The implementation of capital projects can have an impact on the Service’s on-going 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 life cycle. 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.

Total incremental 2021 operating impact from capital is \$1.6M. This amount includes the impact of B.W.C of \$1.3M and \$275K for A.N.C.O.E. in 2021.

Please refer to Attachment C for more details.

E. Unfunded Project Requirements

Due to funding constraints and a stage-gating approach towards evaluating capital projects as they progress, the following future project requirements remain partially or totally unfunded in the current capital program submission.

Table 2: Unfunded project requirements (000’s)

Projects	Prior Years	2021	2022	2023	2024	2025	Total 2021-2025	Total 2026-2030	Total 2021-2030
Below the line-unfunded	0	0	6,500	25,000	28,433	18,300	78,233	0	78,233
Total Unfunded Projects	0	0	6,500	25,000	28,433	18,300	78,233	0	78,233

New 9-1-1 Communications Centre

Project Description:

This project is for a new (9-1-1) communication center to provide additional space and system requirements.

Although critical, this project has been placed in the unfunded category as the requirements and estimated costs need further review. This project and its funding should also be jointly coordinated with other City Emergency Services. The current very preliminary cost estimate for this project is approximately \$78M. However, it cannot be overstated that this cost is a high-level estimate only and further assessment will be required. The Service is hiring a consultant in 2020/2021 to review all the requirements so that a more complete estimate can be developed.

Project Objective:

The objective of this project is to build a new 911 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.

A business case will be developed that provides the scope, risks, benefits and costs for this project.

Estimated Funding Requirements:

Communication Centre – New facility (\$000s)	Prior Years	2021	2022	2023	2024	2025	Total 2026-2030	Total Project Cost
Projected Capital Expenditures	0	0	6,500	25,000	28,433	18,300	78,233	78,233
Additional Positions (F.T.E.s)	0	0	0	0	0	0	0	0
Impact on Operating Budget	0	0	0	0	0	0	0	0

Conclusion:

A review of all projects in the Service's 2021-2030 Capital Program request has been conducted to ensure the Capital Program reflects the priorities of the Service and is consistent with the Service's strategic objectives. The 2021-2030 Capital Program has a 2021 net request of \$18.4M and gross amount of \$44.3M (excluding cash flow carry forwards from 2020), and a total of \$212.5M net and \$614.7M gross for the ten-year period.

The capital program request will continue to be evaluated and the plan updated as necessary, based on new and or more up-to-date information. The Board will be kept apprised through the capital budget variance reporting process and future capital program requests.

Mr. Tony Veneziano, Chief Administrative Officer and Ms. Svina Dhaliwal, Director, Finance and Business Management, will be in attendance to answer any questions the Board may have regarding this report.

Respectfully submitted,

James Ramer, M.O.M.
Chief of Police

Attachments

Preliminary 2021 – 2030 Capital Program Request (\$000s)

Attachment A

	Prior to 2021	2021	2022	2023	2024	2025	2021-2025	2026	2027	2028	2029	2030	2026-2030	2021-2030	Total Project
Projects in Progress															
01. State-of-Good-Repair - Police	0	4,600	4,400	4,400	4,400	4,400	22,200	4,400	4,400	4,400	4,400	4,400	22,000	44,200	44,200
02. Transforming Corporate Support (HRMS, TRMS)	7,935	0	500	0	0	0	500	0	0	0	0	0	0	500	8,435
03. Long Term Facility Plan - 54/55 Amalgamation; New Build	1,184	0	6,710	18,800	11,280	10,026	46,816	2,500	0	0	0	0	2,500	49,316	50,500
04. Long Term Facility Plan - 32 Division Renovation	373	0	0	0	0	0	0	0	0	0	0	0	0	0	373
05. Long Term Facility Plan - 41 Division; New Build	4,956	2,116	19,500	13,000	10,928	0	45,544	0	0	0	0	0	0	45,544	50,500
06. Long Term Facility Plan - Facility and Process Improvement	3,022	1,485	735	0	0	0	2,220	0	0	0	0	0	0	2,220	5,242
07. ANCOE (Enterprise Business Intelligence, Global Search)	11,427	677	202	202	0	0	1,081	0	0	0	0	0	0	1,081	12,507
08. Radio Replacement	29,685	5,074	3,292	0	0	0	8,366	0	14,141	4,250	6,025	4,600	29,016	37,382	67,067
09. Automated Fingerprint Identification System (A.F.I.S.) Replacement	1,581	0	0	0	0	0	0	3,053	0	0	0	0	3,053	3,053	4,634
10. Next Generation (N.G.) 9-1-1	5,250	2,100	1,075	280	280	0	3,735	0	0	0	0	0	0	3,735	8,985
11. Body Worn Camera - Phase II	3,282	2,973	0	0	0	0	2,973	0	0	0	0	0	0	2,973	6,255
12. TPS Archiving	613	0	0	0	0	0	0	0	0	0	0	0	0	0	613
13. Additional Vehicles	6,621	0	0	0	0	0	0	0	0	0	0	0	0	0	6,621
14. Communication Centre - New Facility Assessment	500	0	0	0	0	0	0	0	0	0	0	0	0	0	500
Projects in Progress Total	76,427	19,025	36,414	36,682	26,888	14,426	133,435	9,953	18,541	8,650	10,425	9,000	56,569	190,004	266,430
Upcoming Projects															
15. Property & Evidence Warehouse Racking	30	0	0	0	50	950	1,000	0	0	0	0	0	0	1,000	1,030
16. Mobile Command Centre	0	1,735	0	0	0	0	1,735	270	50	0	0	270	590	2,325	2,325
17. Long Term Facility Plan - 13/53 Division; New Build	0	0	600	6,516	16,796	13,096	37,008	4,364	0	0	0	0	4,364	41,372	41,372
18. Long Term Facility Plan - 22 Division; New Build	0	0	0	0	0	600	600	6,516	15,596	13,196	5,492	0	40,800	41,400	41,400
19. Long Term Facility Plan - 51 Division; Major Expansion	0	0	0	0	0	0	0	0	3,300	5,240	3,460	0	12,000	12,000	12,000
Upcoming Projects Total	30	1,735	600	6,516	16,846	14,646	40,343	11,150	18,946	18,436	8,952	270	57,754	98,097	98,127
Vehicle and Equipment Reserve Total	282,961	23,556	28,173	33,417	33,404	34,031	152,581	37,328	33,825	32,171	27,253	43,478	174,055	326,636	609,597
Gross Total	359,418	44,316	65,187	76,615	77,138	63,103	326,359	58,431	71,312	59,257	46,630	52,748	288,378	614,737	974,154
Revenue															
100. DC and Grant funding applicable to Connected officer	(2,632)	0	1,403	296	1,723	307	3,729	1,787	318	1,851	329	63	4,348	8,077	5,445
101. Development charges Funding	(33,759)	(2,316)	(10,107)	(16,812)	(17,099)	(6,907)	(53,241)	(12,303)	(15,914)	(1,851)	(329)	(63)	(30,460)	(83,701)	(117,460)
102. Total Reserve Projects	(282,961)	(23,556)	(26,770)	(33,121)	(31,681)	(33,724)	(148,852)	(35,541)	(33,507)	(30,320)	(26,924)	(43,415)	(169,707)	(318,559)	(601,520)
103. Total Debt Projects	42,698	18,444	28,310	26,682	28,358	22,472	124,266	10,587	21,891	27,086	19,377	9,270	88,211	212,477	255,174

Vehicle and Equipment Reserve

Preliminary 2021 – 2030 Capital Program Request (\$000s)

Attachment B

Description	Prior to 2021	2021	2022	2023	2024	2025	2021-2025	2026	2027	2028	2029	2030	2026-2030	2021-2030	Total Project
Vehicle and Equipment Reserve															
20. Vehicle and Equipment	78,548	8,122	8,181	8,028	8,553	8,614	41,498	8,589	8,589	8,589	8,589	8,589	42,945	84,443	162,991
21. Remote Operated Vehicle (ROV) Marine Unit	109	0	0	0	0	110	110	0	0	0	0	0	0	110	219
22. Workstation, Laptop, Printer- Lifecycle plan	43,093	2,953	4,121	2,434	3,707	4,442	17,657	4,232	3,892	3,119	3,697	5,392	20,332	37,989	81,082
23. Servers - Lifecycle Plan	46,690	3,966	4,178	5,494	6,200	3,281	23,119	4,912	4,045	6,043	6,820	3,610	25,430	48,549	95,239
24. IT Business Resumption	21,633	1,621	1,529	2,534	2,059	1,988	9,731	2,354	1,131	2,787	2,265	2,187	10,724	20,455	42,088
25. Mobile Workstations	25,196	500	0	0	343	10,452	11,295	1,143	0	0	343	10,452	11,938	23,233	48,429
26. Network Equipment	21,956	1,750	2,250	3,750	4,350	0	12,100	5,750	8,300	2,350	2,350	5,750	24,500	36,600	58,556
27. Locker Replacement	3,561	240	540	540	540	540	2,400	540	540	540	540	540	2,700	5,100	8,661
28. Furniture Replacement	9,660	305	500	500	500	500	2,305	500	475	500	500	500	2,475	4,780	14,440
29. Automatic Vehicle Locator (A.V.L.)	2,824	348	0	0	0	2,000	2,348	0	0	0	0	2,000	2,000	4,348	7,172
30. In - Car Camera	4,216	0	500	2,750	3,025	0	6,275	0	0	0	0	0	0	6,275	10,491
31. Voice Logging	1,460	0	0	0	500	0	500	0	0	0	500	0	500	1,000	2,460
32. Electronic Surveillance	2,255	0	0	0	1,090	0	1,090	105	0	205	0	0	310	1,400	3,655
33. Digital Photography	1,072	316	0	0	0	314	630	316	0	0	0	314	630	1,260	2,332
34. Divisional CCTV Management (D.V.A.M. I & II)	5,198	890	1,665	855	385	326	4,121	1,825	650	650	650	650	4,425	8,546	13,744
35. Property & Evidence Scanners	63	3	0	0	0	0	3	0	38	0	0	0	38	41	104
36. Divisional Parking Lot Network (D.P.L.N.)	1,999	0	0	0	0	0	0	1,800	0	0	0	0	1,800	1,800	3,799
37. Small Equipment (e.g. telephone handset)	1,970	750	0	0	0	0	750	750	750	0	0	0	1,500	2,250	4,220
38. Small Equipment - test analyzers	866	0	580	580	0	0	1,160	0	0	0	0	620	620	1,780	2,646
39. Small Equipment - In Car Camera (I.C.C.) Microphones	464	150	0	0	0	0	150	0	0	0	0	0	0	150	614
40. Small Equipment - Video Recording Equipment	886	70	64	78	40	72	324	82	70	58	60	70	340	664	1,550
41. Small Equipment - Video Recording Property & Video Evidence Management	53	0	30	17	0	47	94	30	17	30	17	0	94	188	241
42. Small Equipment - Auditorium Audio and Visual Equipment	0	0	575	0	300	125	1,000	750	250	0	575	0	1,575	2,575	2,575
43. Radar Unit Replacement	945	16	13	200	86	190	505	53	237	100	0	29	419	924	1,869
44. Livescan Machines	665	0	0	0	0	0	0	540	0	0	0	0	540	540	1,205
45. Wireless Parking System	3,738	0	1,256	3,767	0	0	5,023	0	1,256	3,767	0	0	5,023	10,046	13,784
46. Closed Circuit Television (C.C.T.V.)	976	275	0	0	0	0	275	0	2,000	0	0	0	2,000	2,275	3,251
47. Automated External Defibrillator (A.E.D.s.)	141	14	3	15	3	16	51	3	17	3	18	153	194	245	386
48. Conducted Energy Weapon (CEW)	1,977	1,267	0	1,579	0	707	3,553	1,267	0	1,579	0	707	3,553	7,106	9,083
49. Marine Vessel Electronics	481	0	785	0	0	0	785	0	850	0	0	0	850	1,635	2,116
50. Connected/Mobile Officer	265	0	1,403	296	1,723	307	3,729	1,787	318	1,851	329	1,915	6,200	9,929	10,194
51. Armoured Emergency Task Force Police Vehicle	0	0	0	0	0	0	0	0	400	0	0	0	400	400	400
Vehicle and Equipment Reserve Total	282,961	23,556	28,173	33,417	33,404	34,031	152,581	37,328	33,825	32,171	27,253	43,478	174,055	326,636	609,597

Preliminary 2021 – 2030 Operating Impact from Capital (\$000s)

Attachment C

Project Name	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2026 - 2030 Program	2021 - 2030 Program
Body Worn Camera - Phase II	3,800	3,800	3,800	3,800	3,800	3,800	3,800	3,800	3,800	3,800	19,000	38,000
ANCOE (Enterprise Business Intelligence, Global Search)	275	750	750	750	750	750	750	750	750	750	3,748	7,021
Connected/Mobile Officer	927	3,014	3,709	3,709	3,709	3,709	3,709	3,709	3,709	3,709	18,545	33,612
Next Generation (N.G.) 9-1-1			525	525	525	525	525	525	525	525	2,625	4,200
Total Operating Impact	5,002	7,563	8,783	8,783	8,783	8,783	8,783	8,783	8,783	8,783	43,917	82,833
Total Incremental Operating Impact	1,575	2,561	1,220	-	-	-	-	-	-	-	-	5,356