



Toronto Police Service

I: 2014 – 2023 CAPITAL BUDGET AND PLAN OVERVIEW

2014 – 2023 Capital Budget and Plan Highlights

The Toronto Police Service has an asset inventory valued at over \$1.125 billion based on 2013 replacement costs. Facility assets such as Police facilities, Division (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 \$303.091 million.

The 2014–2023 Recommended Capital Budget and Plan focuses on improving and updating the Service's aging facility infrastructure, and ensuring information and technology needs are appropriately addressed.

The 10-Year Recommended Capital Plan also reflects strategies to maximize the use of existing facilities by consolidating or relocating units in leased locations and to reduce the level of computer equipment assets across the Service in order to reduce replacement and on-going maintenance costs.

Contents

I: Overview	1
II: Recommendations	4
III: 10-Year Capital Plan	5
IV: 2014 Recommended Capital Budget	18
V: Issues for Discussion	21
Appendices:	
1) 2013 Service Performance	24
2) 10-Year Recommended Capital Plan Summary	26
3) 2014 Recommended Capital Budget; 2015 - 2023 Capital Plan	27
4) 2014 Recommended Cash Flow & Future Year Commitments	28
5) 2014 Recommended Capital Projects with Financing Detail	29
6) 2014 Reserve / Reserve Fund Review	30

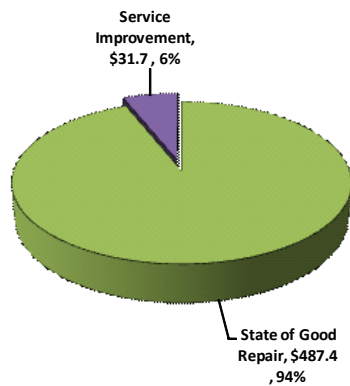
Contacts

Judy Skinner
Manager, Financial Planning
Tel: (416) 397-4219
Email: jskinne1@toronto.ca

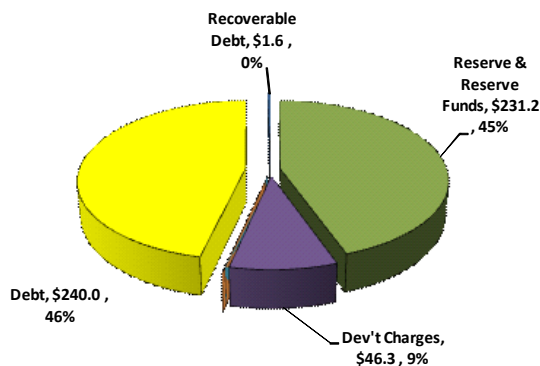
Anna Chablinskaia
Senior Financial Planning Analyst
Tel: (416) 397-4532

Capital Spending and Financing

2014-2023 Capital Budget and Plan Expenditures
\$519.122 Million
(\$Million)



2014-2023 Capital Budget and Plan by Funding Source
\$519.122 Million
(\$Million)



Where does the money go?

The 2014–2023 Recommended Capital Budget and Plan totals \$519.122 million, excluding carry forward funding.

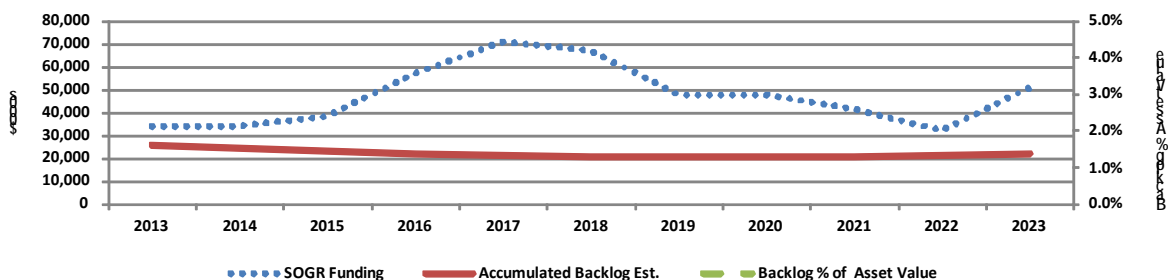
- State of Good Repair projects account for \$487.401 million or 93.9% of the 10-Year Recommended Capital Plan and include such projects as the *41 Division*, *54 Division*, *13 Division* and *Peer to Peer Site* facility projects.
- Service Improvement projects total \$31.721 million or 6.1% of the 10-Year Recommended Capital Plan and include IT projects such as the *IRIS*, *Business Intelligence*, and *Electronic Document Management* project.

Where does the money come from?

The 10-Year Recommended Capital Plan requires new debt funding of \$240.029 million, which is below the debt affordability guideline by \$21.972 million over the 10-year planning period.

- Debt funding of \$240.029 million comprises 46.2% of the Toronto Police Service's 10-year capital funding.
- Other sources of funding include Reserve funding (\$231.234 million or 44.5%), Development Charges (\$46.261 million or 8.9%) and Recoverable Debt funding (\$1.598 million or 0.3%).

State of Good Repair Backlog



The 10-Year Recommended Capital Plan's spending on State of Good Repair is \$487.401 million which will reduce the backlog from 8.5% as a percentage of asset value in 2013 to 7.3% by 2023.

Key Challenges and Priority Actions

- **Peer to Peer Site** – The current disaster recovery Data Centre is at its maximum capacity and is too close to the main site, therefore it does not meet the recommended industry standards. Toronto Police Service is currently exploring options for a new site, including sharing the site with the City, other police services or municipalities which will potentially result in reduced capital costs.
- **Maximizing the Use of Existing Facilities** – Toronto Police Service will be relocating units in leased locations and consolidating units to the newly acquired Progress Avenue site in order to maximize the use of existing facilities. Parking East and Headquarters and TPS Archiving will be located at Progress Avenue, with the potential of additional future use.

2014 Recommended Capital Budget

The 2014 Recommended Capital Budget for Toronto Police Service of \$46.903 million will:

- Complete implementation of the Integrated Records Information System (IRIS) project (\$5.473 million).
- Complete moving the Parking East and Headquarters operations out of its current leased premises and into a City-owned facility (\$5.800 million).
- Continue to address state of good repair backlog with equipment, vehicle, radio and IT infrastructure replacement projects (\$6.094 million).
- Begin renovations of 52 Division to address the repairs currently required at this facility (\$2.948 million).
- Begin a feasibility study and review options with respect to a Peer to Peer site which would house computer operations for the Service that would provide backup systems in the event the primary systems are no longer available (\$0.250 million).



II: RECOMMENDATIONS

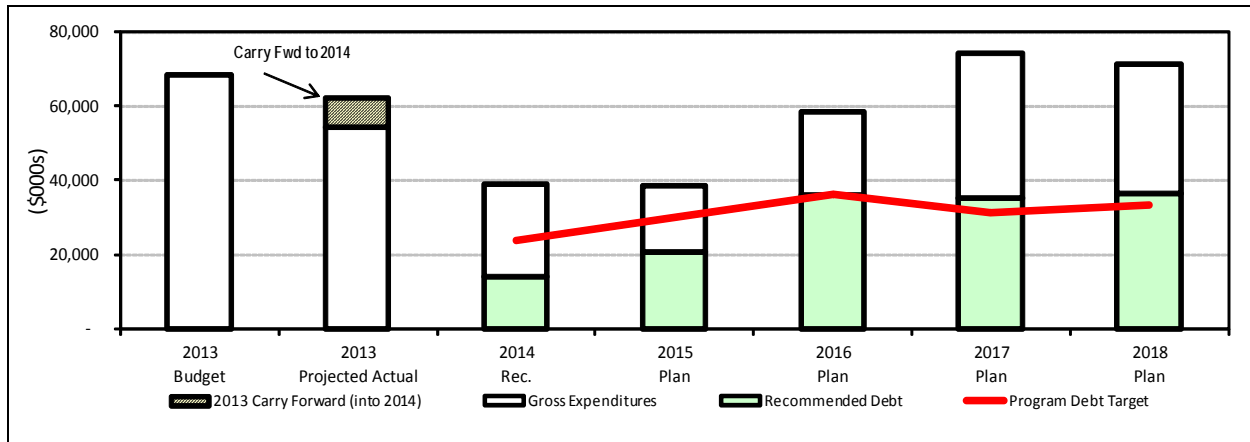
Recommendations

The City Manager and Chief Financial Officer recommend that:

1. City Council approve the 2014 Recommended Capital Budget for Toronto Police Service with a total project cost of \$35.622 million, and 2014 cash flow of \$46.903 million and future year commitments of \$6.133 million comprised of the following:
 - a) New Cash Flow Funding for:
 - i) 20 new / change in scope sub-projects with a 2014 total project cost of \$35.622 million that requires cash flow of \$29.509 million in 2014 and a future year cash flow commitment of \$6.113 million in 2015; and
 - ii) 2 previously approved sub-projects with a 2014 cash flow of \$9.508 million;
 - b) 2013 approved cash flow for 13 previously approved sub-projects with carry forward funding from 2013 into 2014 totaling \$7.886 million.
2. City Council approve new debt service costs of \$0.251 million in 2014 and incremental debt costs of \$1.837 million in 2015 resulting from the approval of the 2014 Recommended Capital Budget, to be included in the 2014 and future year operating budgets.
3. City Council approve the 2015-2023 Recommended Capital Plan for Toronto Police Service totaling \$480.105 million in project estimates, comprised of \$32.561 million in 2015; \$58.486 million in 2016; \$74.255 million in 2017; \$71.572 million in 2018; \$48.927 million in 2019; \$52.705 million in 2020; \$48.140 million in 2021; \$32.660 million in 2022; and \$54.686 million in 2023.
4. City Council consider operating costs of \$0.966 million net in 2014 emanating from the approval of the 2014 Recommended Capital Budget for inclusion in the 2014 and future year operating budgets.
5. City Council request the Toronto Police Service to continue to work with City staff to explore various options for a new Peer to Peer Data Centre site and report back on any changes to the project cost to the Deputy City Manager and Chief Financial Officer prior to submitting the Service's 2015-2024 Capital Budget and Plan.
6. Toronto Police Service staff continue discussions with the City to identify any potential shared services opportunities and report back on the outcomes prior to submitting the Service's 2015-2023 Capital Budget and Plan.

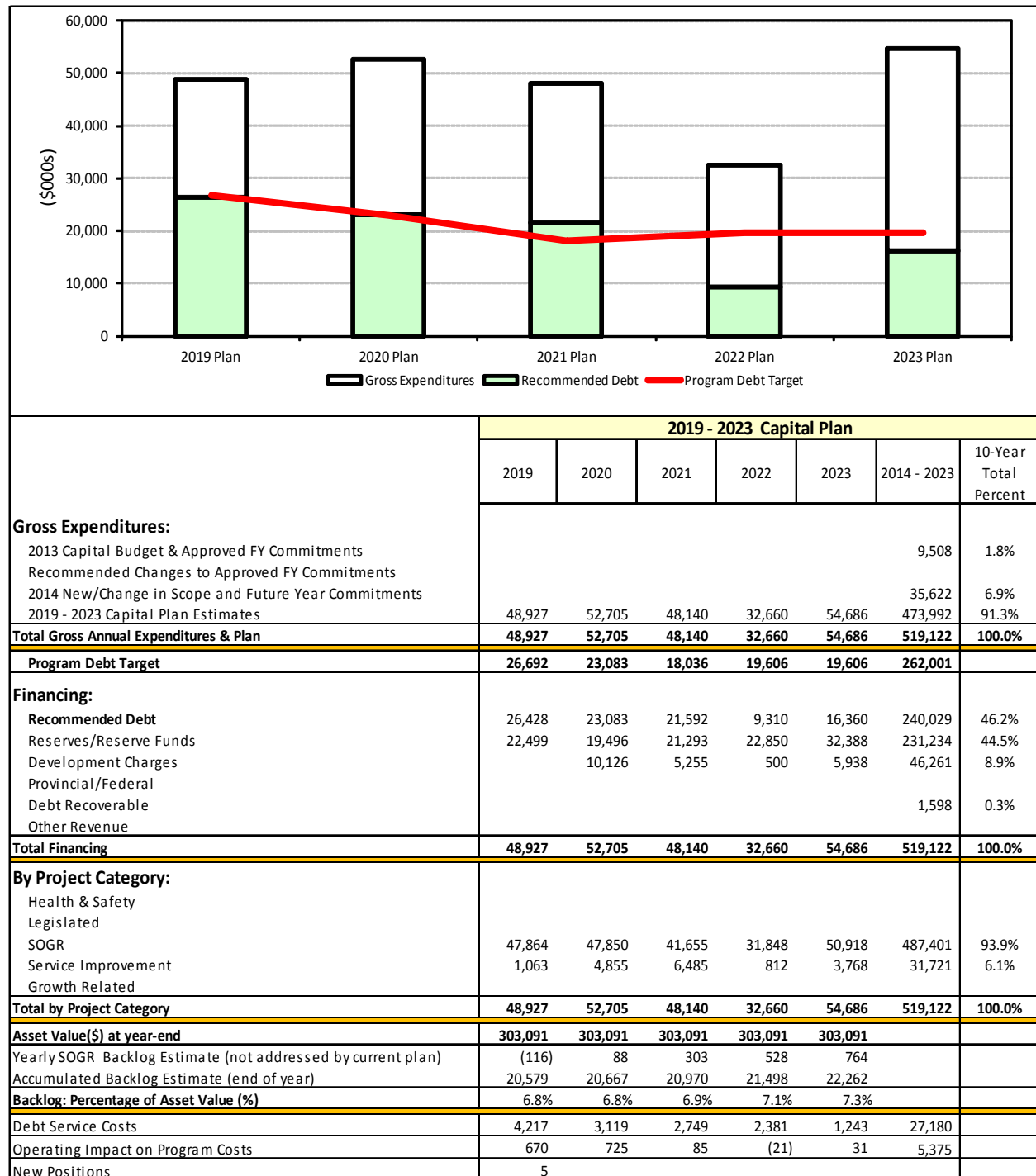
III: 10-YEAR CAPITAL PLAN

10 - Year Capital Plan 2014 Recommended Budget, 2015 – 2018 Recommended Plan (In \$000s)



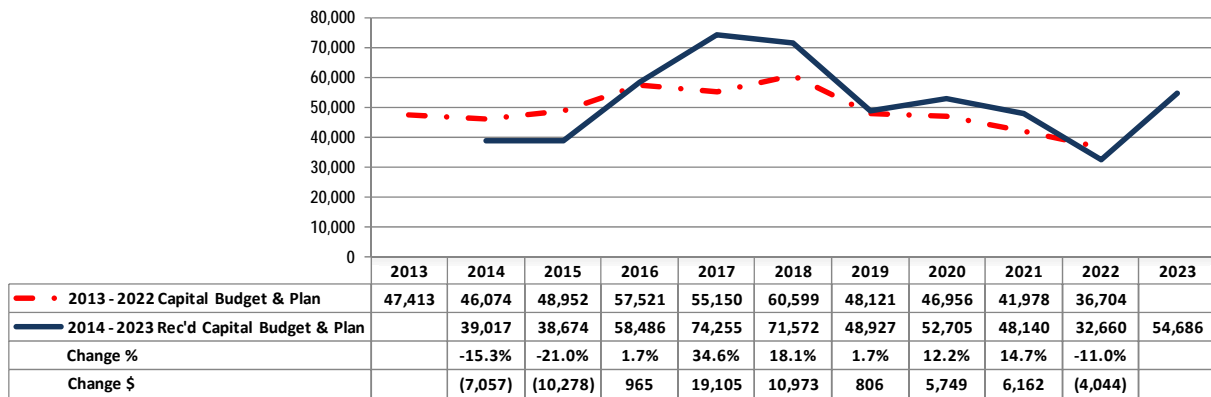
		2014 Budget and 2015 - 2018 Plan							5-Year Total
		2014	2015	2016	2017	2018	2014 - 2018		
		Budget	Projected Actual						
Gross Expenditures:									
2013 Capital Budget & Approved FY Commitment	68,546	54,514	9,508				9,508	3.4%	
Recommended Changes to Approved FY Commitments									
2014 New/Change in Scope and Future Year Commitments			29,509	6,113	58,486	74,255	71,572	35,622	12.6%
2015- 2018 Capital Plan Estimates				32,561				236,874	84.0%
2-Year Carry Forward for Reapproval									
1-Year Carry Forward to 2014		7,886							
Total Gross Annual Expenditures & Plan	68,546	62,400	39,017	38,674	58,486	74,255	71,572	282,004	100.0%
Program Debt Target			23,922	30,105	36,321	31,143	33,487	154,978	
Financing:									
Recommended Debt			14,337	20,829	36,320	35,231	36,539	143,256	50.8%
Reserves/Reserve Funds			21,357	17,845	18,594	24,899	30,013	112,708	40.0%
Development Charges			1,725		3,572	14,125	5,020	24,442	8.7%
Provincial/Federal									
Debt Recoverable			1,598					1,598	0.6%
Other Revenue									
Total Financing			39,017	38,674	58,486	74,255	71,572	282,004	100.0%
By Project Category:									
Health & Safety									
Legislated									
SOGR			34,081	38,288	57,254	70,694	66,949	267,266	94.8%
Service Improvement			4,936	386	1,232	3,561	4,623	14,738	5.2%
Growth Related									
Total by Project Category			39,017	38,674	58,486	74,255	71,572	282,004	100.0%
Asset Value (\$) at year-end	303,091	303,091	303,091	303,091	303,091	303,091	303,091		
Yearly SOGR Backlog Estimate (not addressed by current plan)			(1,413)	(1,234)	(941)	(897)	(710)		
Accumulated Backlog Estimate (end of year)	25,890	24,477	23,243	22,302	21,405	20,695			
Backlog: Percentage of Asset Value (%)	8.5%	8.1%	7.7%	7.4%	7.1%	6.8%			
Debt Service Costs			251	1,837	2,776	4,348	4,259	13,471	
Operating Impact on Program Costs			966	2,339	372	(89)	297	3,885	
New Positions									

**10 - Year Capital Plan
2019 - 2023 Recommended Plan
(In \$000s)**



Key Changes to the 2013 - 2022 Approved Capital Plan

Changes to the 2013 -2022 Approved Capital Plan
(In \$000s)



The 2014 Recommended Capital Budget and the 2015 - 2023 Recommended Capital Plan reflects an increase of \$22.381 million from the 2013 to 2022 Approved Capital Plan.

Changes to the 2013 – 2022 Approved Capital Plan mainly arise from the reprioritization of Toronto Police Service's capital projects, based on updated schedules for infrastructure maintenance and upgrades, as well as updated operational requirements over the next 10-year period, as outlined below:

- *54 Division:* Project cost remains unchanged while cash flow requirements have been revised to reflect land acquisition and construction timing.
- *32 Division:* Project cost remains unchanged while cash flow requirements have been accelerated from 2018-2019 to 2017-2018 based on the current state of the facility.
- *Public Safety Unit Facility:* The timing of cash flow requirements have been deferred to begin the project in 2023 instead of 2021.
- *52 Division Renovation:* Cash flow requirements have been accelerated from 2022 to 2014 due to many repairs currently required at this facility.
- *Peer to Peer Site:* There are no changes to the project cost, however, cash flow requirements have been revised to reflect the introduction of consulting costs in 2014.
- *TPS Archiving:* Project cost has been reduced from \$2.7 million to \$0.750 million, primarily based on the decision to house archives at the new Progress Avenue site. The original estimate assumed construction costs; now, funding is only required for shelving and a sprinkler system.
- *Electronic Document Management and Business Intelligence:* These two new projects with project costs of \$0.500 million and \$8.200 million, respectively, are fully funded by debt and have been added to the 10-Year Recommended Capital Plan. The primary goal of the Electronic Document Management system is to store, control, monitor and report on a repository of electronic document files. The *Business Intelligence* project includes

developing a strategy and architecture for building and maintaining a data warehouse environment, and provide appropriate query tools, interfaces and data mining tools.

- The Toronto Police Services staff are working with the City IT and Financial Planning staff to explore opportunities to leverage current City investments in these technologies.
- *Radar Unit Replacement and Security System:* These two new projects with project costs of \$1.279 million and \$4.930 million, respectively, are fully funded from the Vehicle & Equipment Reserve.
- *Other Projects (Vehicle & Equipment Reserve):* Cash flow funding has been revised for a number of projects funded from the Vehicle & Equipment Reserve to reflect the timing and requirement of lifecycle replacement projects.

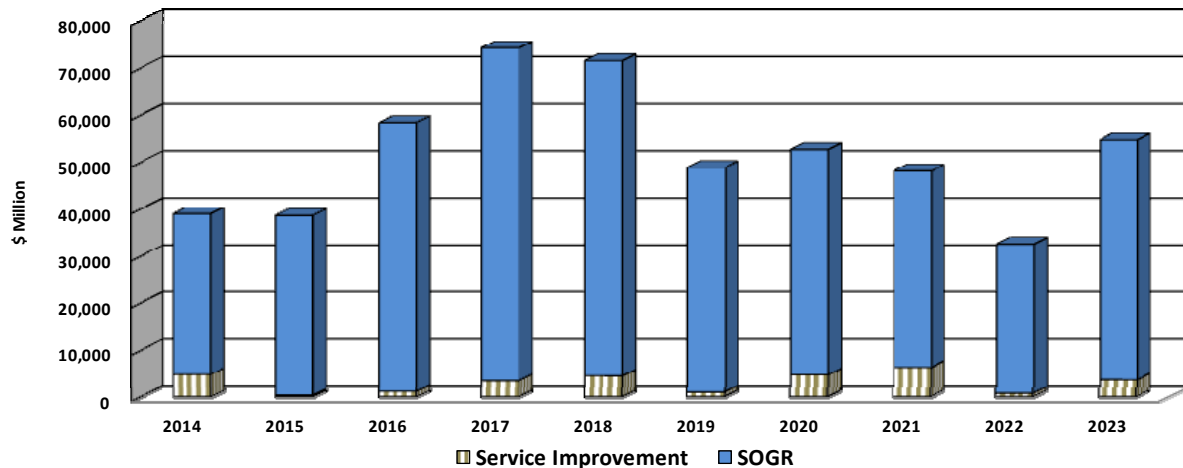
The following chart details the key project cash flow changes to the 2014 – 2023 Approved Capital Plan.

Summary of Project Changes
(In \$000s)

	2014		2015		2016		2017		2018		2014 - 2018		2014 - 2022	
	Gross	Debt	Gross	Debt	Gross	Debt	Gross	Debt	Gross	Debt	Gross	Debt	Gross	Debt
Previously Approved														
IRIS		(1,725)										(1,725)		(1,725)
AED's					(195)						(195)			
Total Previously Approved		(1,725)			(195)						(195)	(1,725)		(1,725)
New														
41 Division									(877)		(877)			(877)
54 Division	(9,060)	(7,212)	(14,549)	(12,664)	2,163	512	17,825	6,420	3,622	2,849	1	(10,095)	1	(10,095)
32 Division							4,990	4,990	(2,993)	(2,993)	1,997	1,997		
13 Division														(5,698)
Vehicle & Equipment Reserve														1,000
Workstations, Printers & Laptops	1,277		(712)		(886)		(925)		377		(869)			(1,665)
Servers 2013-2023	457		1,517		(76)		(729)		2,286		3,455			5,047
IT Business Resumption	432		(241)		(237)		(337)		(59)		(442)			(687)
Mobile Workstation						50		1,190		1,240				1,290
Network Equipment	6							1,674		1,680				4,462
AVLS Replacement	22									22				22
In-Car Camera Replacement	(530)		(689)		1,132		1,767		(793)		887			2,149
Voice Logging Equipment Replacement									(900)		(900)			(900)
Electronic Surveillance System					(1,069)		1,069							
Digital Photography Lifecycle Replacement			9		3						12			12
Voicemail Call Centre	169										169			169
Small Equipment Replacement							640		213		853			1,706
HRMS Upgrade	(40)	(40)	71	71							31	31	1,208	1,208
TRMS Upgrade	(2,806)	(2,806)	(960)	(960)	3,522	3,522					(244)	(244)	386	386
Fibre Optics			(881)	(881)	(4,785)	(4,785)	(6,385)	(6,385)			(12,051)	(12,051)		
Wireless Parking System							(1,000)				(1,000)			(1,000)
Livescan Replacement							(423)		540		117			(314)
Public Safety Unit Facility														(7,400)
AED's					100						100			(385)
52 Division Renovation	2,948	2,948	5,352	5,352							8,300	8,300	5,352	5,352
Peer to Peer Site	(750)	(750)	(580)	(580)	(200)	(200)	980	(1,740)	550	(550)		(3,820)		
TPS Archiving							(1,938)	(1,938)			(1,938)	(1,938)	(1,938)	(1,938)
Relocation of FIS													(578)	(578)
Electronic Document Management			50	50	450	450					500	500	500	500
Business Intelligence			336	336	500	500	2,741	2,741	4,623	4,623	8,200	8,200	8,200	8,200
Radar Unit Replacement	353		364		43		305		193		1,258		1,279	
Security System	465		635		500		475		450		2,525		4,465	
Total New	(7,057)	(7,860)	(10,278)	(9,276)	1,160	(1)	19,105	4,088	10,973	3,052	13,903	(9,997)	22,381	(10,940)
Total Changes	(7,057)	(9,585)	(10,278)	(9,276)	965	(1)	19,105	4,088	10,973	3,052	13,708	(11,722)	22,381	(12,665)

2014 – 2023 Recommended Capital Plan

2014 – 2023 Capital Plan by Project Category
(In \$000s)



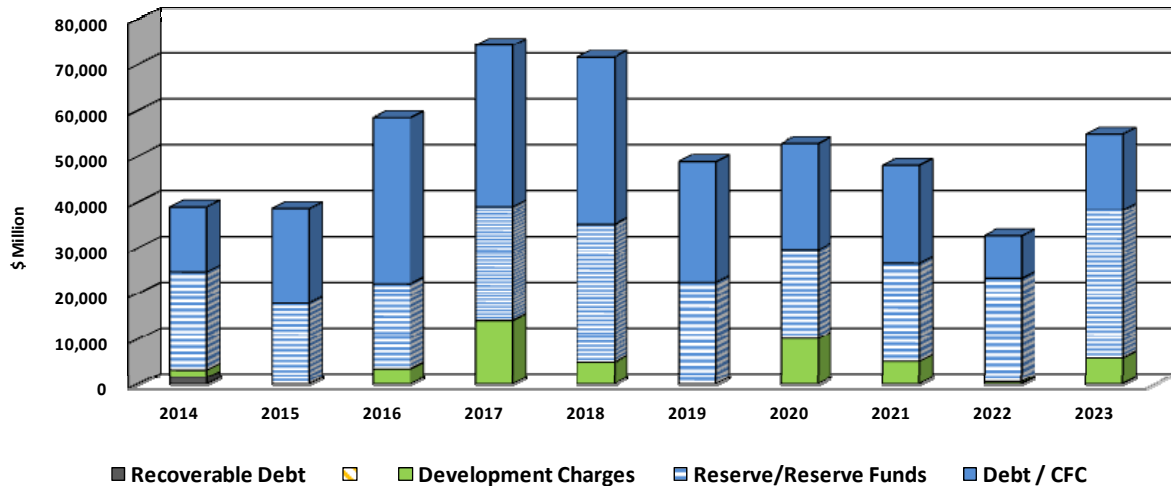
The 10-Year Recommended Capital Plan for Toronto Police Service includes projects that fall into one of the two categories: State of Good Repair (SOGR) and Service Improvements.

- State of Good Repair projects make up the largest category of projects in the Toronto Police Service's 10-Year Recommended Capital Plan with expenditures totaling \$487.401 million or 93.9% of the total planned cash flow of \$519.122 million.
- State of Good Repair projects primarily focus on continued improvement and upgrading of the Service's aging facilities as well as information technology upgrades:
 - \$188.673 million or 38.7% of all SOGR project expenditures is allocated to facility rehabilitation and replacement projects that include such major projects as 41, 54 and 13 Division construction and renovation of 52, 55, 22 and 32 Divisions;
 - Information Technology projects account for \$148.139 million or 30.4% of the 2014-2023 SOGR project costs; and
 - Other SOGR projects account for 30.9% or \$150.589 million and include such major projects as the *State of Good Repair* project (\$43.464 million), *Furniture Lifecycle Replacement* project (\$8.757 million), *Vehicle & Equipment Lifecycle* project (\$53.302 million), and *Small Equipment Replacement* project (\$4.126 million).
- \$267.266 million or 54.8% of the total planned cash flow of SOGR projects will be spent during the first 5 years. Another \$220.135 million or 45.2% of the total cash flow is dedicated to SOGR projects during the second 5 years.
- Service Improvement projects total \$31.721 million or 6.1% of the total planned expenditures in the 10-Year Recommended Capital Plan.
 - Key Service Improvement projects include the *Integrated Records Information System (IRIS)* at \$4.866 million; establishment of a *TPS Archiving* facility at Progress Avenue site

at \$0.750 million; and development of a strategy and architecture for building and maintaining a data warehouse environment (*Business Intelligence*) at \$8.200 million.

- \$14.738 million or 46.5% of the total planned cash flow for Service Improvement projects will be spent during the first 5 years with the remaining \$16.983 million or 53.5% of the total cash flow spent during the second 5 years.

**2014–2023 Capital Plan by Funding Source
(In \$000s)**



The 10-Year Recommended Capital Plan of \$519.122 million will be funded by \$240.029 million of debt, \$231.234 from Reserves, \$46.261 million from Development Charges, and \$1.598 million from Recoverable Debt.

- Debt accounts for \$143.256 million or 50.8% of the funding for the 2014 Budget and 2015 – 2018 Capital Plan and amounts to \$240.029 million or 46.2% of the 10-Year Recommended Capital Plan's funding sources.
 - The recommended debt funding is below the 10-year debt affordability guideline of \$262.001 million allocated to this Program by \$21.972 million. This was primarily achieved by maximizing the use of eligible Development Charge funding for some projects that were previously funded by debt. The Development Charge revenue projections for 2013-2023 were also revised, reflecting higher revenues due to anticipated increases in development activities.
- Reserve funding constitutes \$112.708 million or 40% of required funding in the first 5 years and \$231.234 million of 44.5% over 10 years. The Vehicle & Equipment Reserve continues to fund lifecycle replacement projects which allow the Service to replace equipment through their Capital Budget without requiring debt financing. Fluctuations in Reserve funding reflect the timing and requirement of lifecycle replacement projects.
- Development charges represent 8.7% or \$24.442 million of required funding in the first 5 years and \$46.261 million or 8.9% over 10 years.

-
- Development Charge funded projects included in the 10-Year Recommended Capital Plan have been confirmed as eligible for Development Charge financing and have been included in the Approved Development Charges By-law.
 - Development Charge funding was maximized which allowed debt funding for the 10-Year Recommended Capital Plan to be reduced and remain below the Service's debt affordability guideline for the 10 year planning horizon.
 - Development Charge funding supports the following major projects: *54 Division, 41 Division, 13 Division, Public Safety Unit Facility, Peer to Peer Site, Fiber Optics and Integrated Records Information System (IRIS)*.
 - Recoverable Debt funding constitutes \$1.598 million or 0.3% of the total funding for the 10-Year Recommended Capital Plan. This financing source is utilized for the *Parking East* capital project in 2014. The recoverable debt will be repaid in approximately 7.5 years through operating budget savings to be realized by moving Parking East operations out of its current leased premises.

Major Capital Initiatives by Category

Summary of Major Capital Initiatives by Category
(In \$000s)

	2014 Budget	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2014 - 2023 Total
Total Expenditures by Category											
Health & Safety											
Sub-Total											
Legislated											
Sub-Total											
State of Good Repair											
State of Good Repair	4,594	4,469	4,601	4,600	4,200	4,200	4,200	4,200	4,200	4,200	43,464
41 Division			372	9,282	19,050	10,224					38,928
54 Division		6,966	7,884	17,825	3,622						36,297
32 Division				4,990	1,997						6,987
Furniture Lifecycle Replacement	713	713	1,455	727	727	727	1,484	742	742	727	8,757
13 Division					372	8,645	19,753	10,159			38,929
Vehicle & Equipment Reserve	4,422	5,320	5,320	5,320	5,320	6,320	5,320	5,320	5,320	5,320	53,302
Workstations, Printers & Laptops	5,000	2,400	2,300	2,600	4,100	2,500	2,400	2,700	5,150	2,550	31,700
Servers	4,515	4,515	3,045	2,499	4,203	4,741	4,741	3,197	2,624	4,807	38,887
IT Business Resumption	1,701	1,281	1,407	1,365	1,235	1,786	1,345	1,477	1,433	1,775	14,805
Mobile Workstations	1,000			300	8,920	1,000			300	9,420	20,940
Network Equipment	1,110	998	1,200	2,900	2,800	2,400	1,500	2,400	2,900	3,000	21,208
AVLS Replacement Lifecycle	22			1,500				1,500			3,022
In-Car Camera Replacement			2,104	2,113				2,104	2,113		8,434
Voice Logging Lifecycle Replacement					300					300	600
Electronic Surveillance System				1,069					1,091		2,160
Digital Photography Lifecycle Replacement		128	129				122	128			507
Voicemail Call Centre	169			500						500	1,169
DVAMS - II Lifecycle Replacement	1,203					1,263					2,466
Asset & Management System Replacement	72				72				72		216
Property & Evidence Scanners			117					119			236
DPLN Replacement					700					700	1,400
Small Equipment Replacement	92	92	92	732	305	842	842	732	305	92	4,126
DVAMS - I Lifecycle Replacement		949					949				1,898
Human Resources Mgmt System	360	761					378	799			2,298
Time Resource Mgmt System		600	3,522								4,122
Wireless Parking System				1,974						1,974	3,948
Livescan Replacement					540					540	1,080
AFIS Replacement					3,053						3,053
Radio Replacement			13,913	2,713	3,542	2,478	4,093	5,304	4,480		36,523
Public Safety Unit Facility									500	7,400	7,900
Fleet Equipment	100	100	100	100	100	100	100	100	100	100	1,000
52 Division Renovation	2,948	5,352									8,300
55 Division Renovation										3,000	3,000
22 Division Renovation										3,000	3,000
Peer to Peer Site	250	2,295	8,650	6,455	1,100						18,750
Locker Replacement	350	350	500	350	48	198	48	198	48	48	2,138
Parking East	4,642										4,642
Relocation of FIS										1,000	1,000
Radar Unit Replacement	353	364	43	305	193		5	11	5		1,279
Security System	465	635	500	475	450	440	570	465	465	465	4,930
Sub-Total	34,081	38,288	57,254	70,694	66,949	47,864	47,850	41,655	31,848	50,918	487,401
Service Improvements											
IRIS	4,866										4,866
Time Resource Mgmt System									630	3,698	4,328
Fibre Optics						881	4,785	6,385			12,051
CCTV	70		182	70		182	70		182	70	826
AED's			100					100			200
TPS Archiving				750							750
Electronic Document Management		50	450								500
Business Intelligence		336	500	2,741	4,623						8,200
Sub-Total	4,936	386	1,232	3,561	4,623	1,063	4,855	6,485	812	3,768	31,721
Growth Related											
Sub-Total											
Total Expenditures by Category	39,017	38,674	58,486	74,255	71,572	48,927	52,705	48,140	32,660	54,686	519,122

Major Capital Initiatives

The 10-Year Recommended Capital Plan supports Toronto Police Service's objectives of ensuring that facilities are in a reasonable state of good repair, ensuring that fleet and equipment are replaced on a timely basis, contributing to environmental protection and energy efficiency, as well as enabling operational effectiveness and efficiency.

State of Good Repair (SOGR) Projects

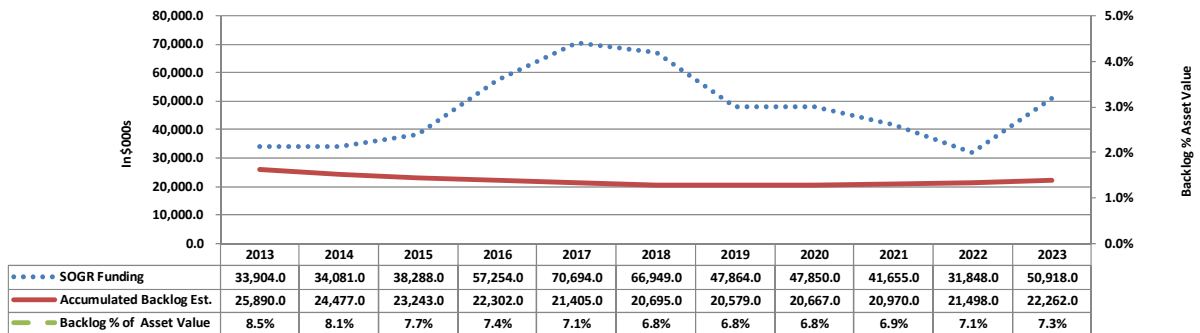
- The 10-Year Recommended Capital Plan is primarily allocated to State of Good Repair projects totaling \$487.401 million, as the Service continues to focus on improving and updating its aging facility infrastructure. This includes the completion of Parking East Facility at a cost of \$5.800 million in 2014 as well as commencement of 54 Division at a project cost of \$36.297 million in 2015, 41 Division at a project cost of \$38.928 million in 2016 and 13 Division at a project cost of \$38.929 million in 2018. Renovations will also be undertaken commencing in 2014 for 52 Division at a project cost of \$8.300 million and in 2017 for 32 Division at a project cost of \$6.987 million.
- The Service's *Radio Replacement* project requires funding of \$36.523 million during the 2016-2022 period. This project supports the next life-cycle replacement of communication radios as well as continuing to ensure operability of the new shared EMS, Toronto Fire and Toronto Police Service platform.
- The lifecycle replacement of vehicles, equipment and servers is fully funded from the Vehicle & Equipment Reserve, which funds 44.5% of the 10-Year Recommended Capital Plan. Increased annual contributions to this Reserve are made through the Toronto Police Service's Operating Budget and fund such SOGR projects as *Servers Lifecycle Replacement* at a cost of \$38.887 million, *Mobile Workstations* at a cost of \$21.734 million and *Network Equipment* at a cost of \$21.208 million.

Service Improvement Projects

- The 10-Year Recommended Capital Plan dedicates funding of \$31.721 million for service improvement projects such as the replacement of the current Records Management System (Integrated Records and Information System Project) at a cost of \$5.473 million. Since its implementation in 2003, several deficiencies with the current system (eCOPS) were identified. The replacement of eCOPS system with a commercial off-the-shelf solution (*IRIS*) will be completed in 2014.
- Other Service Improvement projects include a dedicated archive facility at a cost of \$0.750 million which will alleviate space pressure from the City's archiving locations, upgrades to the Time Resource Management System at a cost of \$8.450 million, as well as development of a strategy and architecture for building and maintaining a data warehouse environment (Business Intelligence) at a cost of \$8.200 million.

State of Good Repair (SOGR) Backlog

SOGR Funding & Backlog
(In \$000s)



Toronto Police Service's infrastructure assets consist of police facilities (Divisions) and storage facilities, as well as equipment, vehicles, radio infrastructure and security systems. They are valued at \$1.125 billion, based on asset replacement costs.

- 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 Recommended Capital Plan for Facilities Management Division.
- The Toronto Police Service is responsible for addressing state of good repair issues inside its facilities. This work includes but is not limited to 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 \$303.091 million of the total asset inventory value. In addition, the 10-Year Recommended Capital Plan includes SOGR projects for replacement and renovation of existing TPS facilities.
- By year-end 2013, a backlog of state of good repair work for the maintenance of Toronto Police Service's equipment, vehicles, radio infrastructure and security systems is estimated to be \$25.890 million, representing 8.5% of the total asset value.
- The 10-Year Recommended Capital Plan dedicates \$487.401 million (\$267.266 million during the first five years, \$220.135 million during the second five years), or \$48.740 million on average annually to address state of good repair.
- By the end of 2018, the current SOGR backlog of \$25.890 million will decrease to \$20.695 million or 6.8% of the asset value, however it will increase over the second five years to \$22.262 million or 7.3% of the asset replacement value as the state of good repair funding starts to slowly decrease starting in 2018.

- The required work and infrastructure replacement that actually make up the backlog are continually changing based on the timing that equipment, vehicles, radio infrastructure and security systems reach its useful life span.

10-Year Capital Plan: Impact on the Operating Budget

Operating Impact Summary (In \$000s)

Program Costs, Revenues and Net (\$000s)	2014 Rec'd Budget	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2014 - 2023 Total
2014 Recommended Capital Budget											
Program Gross Expenditure	966.0										966.0
Program Revenue											
Program Costs (Net)	966.0										966.0
Approved Positions											
2015 - 2023 Capital Plan											
Program Gross Expenditure		2,339.0	372.0	(89.0)	297.0	670.0	725.0	85.0	(21.0)	31.1	4,409.1
Program Revenue											
Program Costs (Net)		2,339.0	372.0	(89.0)	297.0	670.0	725.0	85.0	(21.0)	31.1	4,409.1
Approved Positions						5.0					
Total											
Program Gross Expenditure	966.0	2,339.0	372.0	(89.0)	297.0	670.0	725.0	85.0	(21.0)	31.1	5,375.1
Program Revenue											
Program Costs (Net)	966.0	2,339.0	372.0	(89.0)	297.0	670.0	725.0	85.0	(21.0)	31.1	5,375.1
Approved Positions						5.0					5.0

Completion of projects in the 10-Year Recommended Capital Plan will result in increases to future year Operating Budgets by a total of \$5.375 million net over the 2014 – 2023 period. This is comprised of funding for the following major projects:

- The *Radio Communication Infrastructure Replacement* project will require incremental operating costs of \$0.231 million in 2014 and \$0.700 million in 2015 to reflect TPS's share of maintenance costs for the new system.
- An incremental operating impact of \$0.246 million in 2014 has been identified for maintenance costs for the Property & Evidence Management facility which was completed in 2013.
- The *eTicketing Solution* for Provincial Offences Notices project will result in incremental increases in operating costs of \$0.218 million in 2014. Operating costs for overall maintenance and planned equipment replacement costs will be offset with savings contained in the Court Services' future operating budgets once these savings retire debt costs arising from the project.
- The *Integrated Records and Information System (IRIS)* project will require incremental operating costs of \$0.175 million in 2014 and \$1.432 million in 2015 for increased maintenance costs and lifecycle contributions.
- The *Business Intelligence* capital project will require incremental operating costs of \$0.528 million in both 2019 and 2020 as well as 5 new positions for system maintenance.

**Net Operating Impact by Project
(In \$000s)**

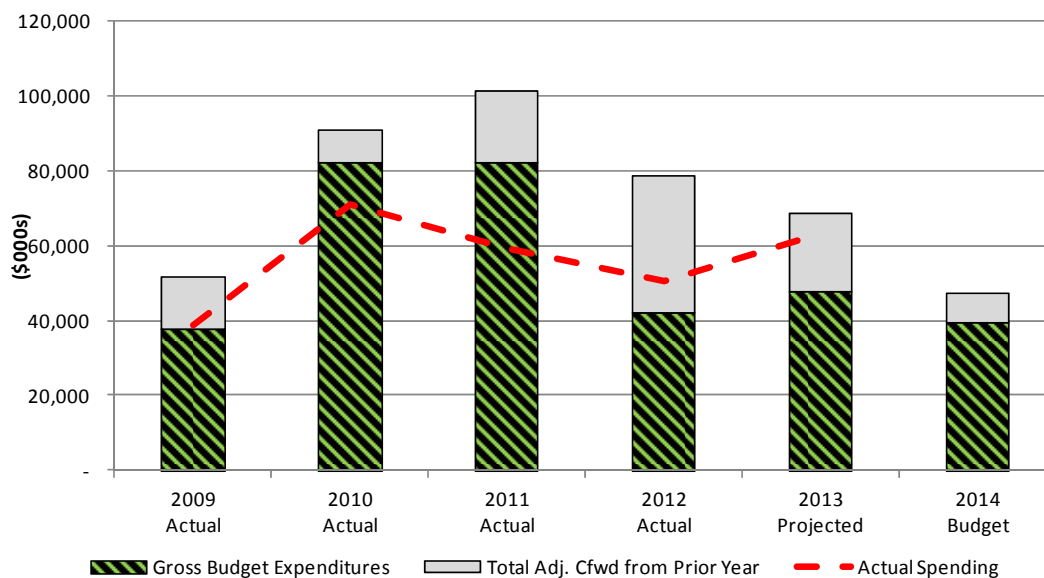
Projects	2014 Rec'd Budget		2015 Plan		2016 Plan		2017 Plan		2018 Plan		2014 - 2018 Budget & Plan		2019 - 2023 Capital Plan	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
Previously Approved projects														
Radio Infrastructure	231.0		700.0		9.0		9.0		9.0		958.0		45.0	
Property & Evidence Facility	246.0		8.0		9.0		9.0		9.0		281.0		47.0	
14 Division	8.0		5.0		6.0		6.0		6.0		31.0		30.0	
eTicketing Solution	218.0										218.0			
IRIS	175.0		1,432.0								1,607.0			
Radio Replacement	88.0		194.0		326.0		(410.0)		26.0		224.0		(63.0)	
New Projects -2014														
Peer to Peer Site							175.0		175.0		350.0			
New Projects - Future Year														
54 Division									72.0		72.0		84.1	
HRMS Upgrade					22.0						22.0			
TRMS Upgrade							22.0				22.0			
41 Division													144.0	
13 Division													147.0	
Business Intelligence													1,056.0	5.0
Electronic Document Management							100.0				100.0			
Total Recommended (Net)	966.0		2,339.0		372.0		(89.0)		297.0		3,885.0		1,490.1	5.0

Capital Project Delivery: Temporary Positions

There are no temporary capital project delivery positions required for the delivery of the Toronto Police Service 2013-2022 Capital Program. Information technology projects are delivered by existing staff or contracted services.

Capacity to Spend

**Capacity to Spend – Budget vs. Actual
(In \$000s)**

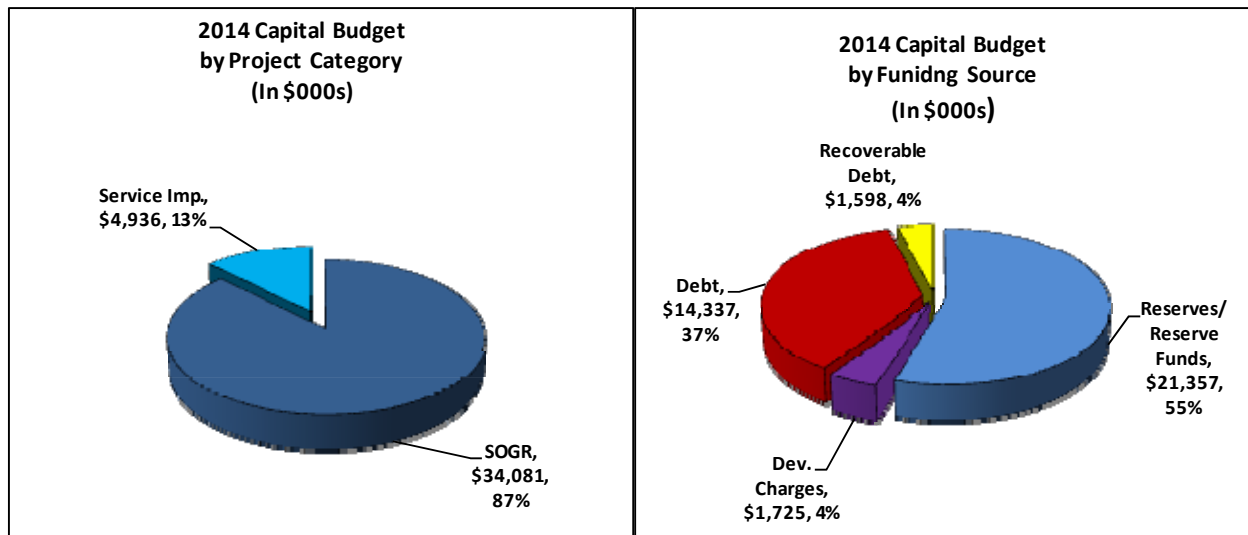


- The spending rate for the Toronto Police Service's capital program was 76% in 2009 and 79% in 2010.

- In 2011 and 2012, the spending rate reduced to 59% and 65%, respectively, mostly as a result of deferring a number of projects due to uncertainty of the impact of new Record Management System (*IRIS*) on the need for various servers and applications.
- The *IRIS* capital project will be completed in 2014 and it is anticipated that 2013 and future year completion rates will be significantly higher.
- As a result of the review of capacity to spend and readiness to proceed, *54 Division* capital project has been deferred by a year to provide time for sufficient consultations and review by the Toronto Police Services Board. In addition, *Peer to Peer Site* capital project includes \$0.250 million in 2014 to explore options for a new site, including sharing the site with other police services or municipalities which will potentially result in reduced capital costs.
- Also, there are no new projects in the 10-Year Recommended Capital Plan that require land acquisition which often causes delays.

IV: 2014 RECOMMENDED CAPITAL BUDGET

2014 Capital Budget by Project Category and Funding Source



Note: Excludes carry forward funding

The 2014 Recommended Capital Budget, excluding funding carried forward from 2013 to 2014, requires new 2014 cash flow funding of \$39.017 million.

- State of Good Repair projects account for \$34.081 million or 87.3% of the 2014 Recommended Capital Budget's project costs. SOGR projects focus on improving and upgrading the Service's aging facility infrastructure and ensuring information and technology needs are appropriately addressed.
- Service Improvement projects account for the remaining \$4.936 million or 12.7% of the 2014 Recommended Capital Budget's project expenditures and include funding for the *Integrated Records Information System (IRIS)* project.
- The 2014 Recommended Capital Budget for Toronto Police Service is partially funded from debt, which accounts for 36.8% or \$14.337 million of recommended financing. This is below the debt affordability guideline of \$23.922 million set for this Program in 2014 by \$9.585 million.
- Funding from Reserves account for \$21.357 million or 54.7% of recommended funding. This funding source will be utilized to fund lifecycle replacement projects and will allow the Service to replace equipment through their Capital Budget without requiring debt financing.
- Development Charges fund \$1.725 million or 4.4% of the 2014 Recommended Capital Budget expenditures, while Recoverable Debt accounts for \$1.598 million or 4.1% of the recommended funding.

**2014 Recommended Cash Flow & Future Year Commitments
(In \$000s)**

	2012 & Prior Year Carry Forward	2013 Previously Approved Cash Flow Commitments	2014 New Cash Flow Rec'd	2014 Total Cash Flow Rec'd	2013 Carry Forwards	Total 2014 Cash Flow (Incl 2013 C/Fwd)	2015	2016	2017	2018	2019	2020	2021	2022	2023	Total Cost
Expenditures																
Previously Approved		9,508		9,508	7,886	17,394										17,394
Change in Scope																
New			3,558	3,558		3,558	6,113									9,671
New w/Future Year			25,951	25,951		25,951										25,951
Total Expenditure		9,508	29,509	39,017	7,886	46,903	6,113									53,016
Financing																
Debt		6,185	8,152	14,337	4,680	19,017	6,113									25,130
Recoverable Debt		1,598		1,598		1,598										1,598
Reserves/Res Funds			21,357	21,357	3,206	24,563										24,563
Development Charges Provincial/Federal		1,725		1,725		1,725										1,725
Total Financing (including carry forward funding)		9,508	29,509	39,017	7,886	46,903	6,113									53,016

Toronto Police Service's 2014 Recommended Capital budget is \$46.903 million, including carry forward funding of \$7.886 million, provides \$9.508 million for previously approved projects already underway and \$29.509 million for new projects.

- Previously approved projects include funding of \$4.866 million to complete implementation of the *Integrated Records Information System (IRIS)* and \$4.642 million to complete moving the Parking East operations out of its current leased premises and into a City-owned facility.
- New project funding is recommended for the following projects: *Peer to Peer Site planning*, *52 Division Renovation* and the *Human Resource Management System Upgrade*.
- The 2013 carry forward funding of \$7.886 million is mainly comprised of \$1.500 million for the *State of Good Repair* project, \$1.415 million to complete the *Property and Evidence Management facility* project and \$1.158 million for *Parking East* capital project.
- The 2014 Recommended Capital Budget, including 2013 funding carried forward into 2014, will be financed by debt of \$19.017 million, reserve funds of \$24.563 million, development charge funding of \$1.725 million and recoverable debt of \$1.598 million.
- Approval of the 2014 Recommended Capital Budget will result in future year commitment of \$6.113 million in 2015.

2014 Recommended Capital Project Highlights

2014 Recommended Capital Project Highlights
(In \$000s)

Project	Total Project Cost	2014	2015	2016	2017	2018	2014 - 2018	2019	2020	2021	2022	2023	2014 - 2023 Total
State of Good Repair	43,464	6,094					6,094						6,094
Furniture Lifecycle Replacement	13,146	1,093					1,093						1,093
Vehicle & Equipment Reserve	105,934	4,422					4,422						4,422
Workstation, Printers & Laptops	62,042	5,000					5,000						5,000
Servers	60,281	4,515					4,515						4,515
IT Business Resumption	28,195	1,701					1,701						1,701
Property & Evidence Management	37,069	1,415					1,415						1,415
Mobile Workstation	36,624	1,794					1,794						1,794
Network Equipment	28,456	1,110					1,110						1,110
IRIS	23,359	5,473					5,473						5,473
AVLS Replacement Lifecycle	4,520	22					22						22
In-Car Camera Replacement	8,878	444					444						444
Voice Logging Lifecycle Replacement	1,727	327					327						327
Voicemail/Call Centre	1,484	169					169						169
DVAMS -II Lifecycle Replacement	2,466	1,203					1,203						1,203
Asset & Inventory Management System Replacement	339	72					72						72
DPLN Replacement	1,900	500					500						500
Small Equipment Replacement	4,507	473					473						473
Human Resources Management System (HRMS)	2,298	360	761				1,121						1,121
CCTV	1,008	70					70						70
AED's	395	195					195						195
Fleet Equipment	1,200	200					200						200
52 Division Renovation	8,300	2,948	5,352				8,300						8,300
Peer to Peer Site	18,750	250					250						250
Locker Replacement	5,105	435					435						435
Parking East	9,000	5,800					5,800						5,800
Radar Unit Replacement	1,279	353					353						353
Security System	4,930	465					465						465
Total (including carry forward funding)	516,656	46,903	6,113				53,016						53,016

The 2014 Recommended Capital Budget provides funding of \$46.903 million to:

- Complete implementation of the Integrated Records Information System (IRIS). The *IRIS* project provides funding for a commercial off-the-shelf integrated records and information system.
- Complete moving Parking East operations out of its current leased premises and into a City-owned facility which will maximize the use of the recently purchase facility on Progress Avenue, eliminate any risk around Parking East's ability to stay in its current leased location, as well as eliminate the risk of increased leased costs.
- Continue to address state of good repair backlog with equipment, vehicles, radio and IT infrastructure replacement projects.
- Begin renovations of 52 Division. The timing of renovations has been accelerated into 2014 due to the repairs currently required at this facility.
- Begin consultations on the Peer to Peer site that will house back up computer operations to be used in the event the primary systems are no longer available.

V: ISSUES FOR DISCUSSION

Key Program Issues

Peer to Peer Data Centre Site

- The 10-Year Recommended Capital Plan for Toronto Police Service includes funding of \$18.750 million, starting in 2014, for a Peer to Peer Data Centre Site that will house computer systems that will have the same capability as the Service's current site, but with the ability to provide back up computer operations to be used in the event the primary systems are no longer available.
- The current Disaster Recovery Data Centre is located in a 3,000 square foot facility which is leased from the City of Toronto and is at its maximum capacity. In addition, industry standards recommend that a disaster recovery site is located at least 40 kilometres away from the main data centre. According to Toronto Police Service, the current disaster recovery site is too close to the main site, so it does not meet the recommended standard.
- Toronto Police Service is currently exploring options for the best solution to address the provision of a peer-to-peer site. Considerations include sharing the site with other police services or municipalities which will potentially result in reduced capital costs.
- The City's primary data centre has also been at capacity for years, due to the steady growth in the number of software applications and amount of data stored by City divisions, as well as the amount of uninterruptable power supply.
- The potential for IT Shared Services between the City and its ABCs is yet to be determined and the Service and City staff will continue to work together on this subject. At this time, the planned and budgeted construction of the City's consolidated data centre has been suspended until the detailed study of the feasibility and scope of Shared Services for IT Infrastructure, including data centre options for the City and its ABCs.
- Therefore, it is recommended that Toronto Police Service staff continue to work with City staff to explore various options for a new disaster recovery site and report back on the outcomes and financial impacts to the Deputy City Manager and Chief Financial Officer prior to submitting the Service's 2015-2024 Capital Budget and Plan.

Maximizing the Use of Existing Facilities

- In order to maximize the use of existing facilities, the Toronto Police Service will be relocating units in leased locations or consolidating units to the newly acquired Progress Avenue site.
- Funding of \$15.450 million is included in the 10-Year Recommended Capital Plan for maximizing the use of existing facilities, including the following:
 - *Parking East:* *Parking East* capital project was added to the 10-Year Capital Plan in 2013 to fund the renovation of the existing building at Progress Avenue to accommodate parking enforcement space requirements. Moving *Parking East* operations out of its

current leased premises and into a City-owned facility will maximize the use of the recently purchased facility on Progress Avenue, eliminate any risk around Parking East's ability to stay in its current leased location, as well as eliminate the risk of increased lease costs. The total project cost for Parking East is \$9.000 million with the remaining cash flow of \$5.800 million in 2014. The project is funded by \$4.6 million of debt and \$4.4 million of recoverable debt. The recoverable debt will be repaid in approximately 7.5 years through lease savings.

- *Toronto Police Service Archiving:* The 10-Year Recommended Capital Plan includes planned cash flow funding of \$0.750 million in 2017 to establish a dedicated TPS archive facility. Legislation requires the Service to store 'cold case' files for 25 years and memo books are also stored for a lengthy period of time. In addition, the relatively new requirement for video storage is also increasing and as a result, the Service is faced with increasing storage requirements. There is sufficient space at 330 Progress Avenue site to retrofit part of the existing building into an archiving facility. By creating this new facility, TPS would avoid archiving services costs and alleviate space pressure from the City of Toronto Archives.
- *Forensic Identification Services (FIS):* The 10-Year Recommended Capital Plan includes \$1.000 million in 2023 to begin the relocation of the Forensic Identification Services Unit, and consideration is being given to the Progress Avenue site as a suitable location. The total project cost for the FIS is estimated at \$60.525 million. The Forensic Identification Services provides 24-hour support to all divisions and investigative units of the Toronto Police Service. The current facility at 2050 Jane Street is a City owned location approaching the end of its operational life. The facility has been renovated several times to accommodate the changing requirements of the Service's FIS unit, however future renovations and retrofits are becoming less practical and will not address space limitations.
- *Public Safety Unit (PSU):* The 10-Year Recommended Capital Plan includes \$0.500 million in 2022 and \$7.400 million in 2023 for the relocation of the Public Safety Unit, and consideration is being given to the Progress Avenue site as a suitable location. The total project cost for PSU is estimated at \$13.048 million. The current facility does not meet the operational needs of the Service. The building is too small, lacks adequate training (classroom) facilities and a field (outdoor) exercise area. Specialized equipment storage facilities are lacking and specialized vehicle storage facilities are required. As part of this capital project a purpose-built building will be constructed. The existing facility will be returned to the City once the project is completed.

Shared Services Opportunities

- The City Manager identified eight corporate support services to review as part of a Shared Services Study and retained third party consulting expertise, KPMG LLP, to undertake this assignment. The corporate support services reviewed were: information technology, internal audit, insurance and risk management, legal services, human resources/labour relations, procurement and materials management, real estate and records management.

- The study focused on the City's six largest agencies with a view to expand any resulting opportunities to additional City agencies as appropriate. The agencies included were: Exhibition Place, Toronto Parking Authority, Toronto Police Service, Toronto Public Health, Toronto Public Library and Toronto Transit Commission.
- The Shared Services Study confirmed that the City and its agencies are already sharing many corporate support services across a range of functions.
- Toronto Police Service continues to work with the City to explore opportunities to use City contracts for procurement of equipment in order to benefit from better prices. There are also on-going discussions to determine whether there are opportunities to collaborate with the City for the *Electronic Document Management* and *Business Intelligence* capital projects to meet the needs of the Service.
- It is recommended that Toronto Police Service staff continue discussions with the City to identify any potential shared services opportunities and report back on the outcomes prior to submitting the Service's 2015-2023 Capital Budget and Plan.

Appendix 1

2013 Performance

2013 Key Accomplishments

In 2013, Toronto Police Service accomplished the following:

- ✓ Completed the renovation of the Service's new Property and Evidence Management facility with a move-in date of September 2013, at a total project cost of \$40.286 million.
- ✓ Completed work for the eTicketing solution which is scheduled to go live in November 2013, at a total project cost of \$1.719 million.
- ✓ Completed construction of 14 Division on budget, at a total project cost of \$35.515 million.
- ✓ Completed the upgrade to Microsoft 7 under budget by \$0.783 million.
- ✓ Continued implementation of the Integrated Records and Information System (IRIS) with an anticipated 2014 completion date and total project cost of \$24.420 million.

2013 Capital Variance Review

2013 Budget to Actual Comparison (In \$000s)

2013 Approved	Actuals as of Sept. 30, 2013 (3rd Quarter Variance)		Projected Actuals at Year End		Unspent Balance	
	\$	% Spent	\$	% Spent	\$ Unspent	% Unspent
68,546	24,463	35.7%	54,514	79.5%	14,032	20.5%

Capital expenditures for the 9 months ending September 30, 2013 totaled \$24.463 million or 35.7% of the 2013 Approved Capital Budget of \$68.546 million. The Program is projecting that \$54.514 million or 79.5% of the 2013 Approved Capital Budget will be spent by year-end.

The projected year-end under-spending is largely attributable to the following projects:

- There are a number of projects such as the *Small Equipment Replacement and Workstation, Laptop and Printer Lifecycle Replacement* projects that fall under the Vehicle & Equipment Lifecycle Replacement category. Total expenditures for these projects are \$14.287 million representing 20.8% of the 2013 approved cash flow of \$35.409 million during the nine months ended September 30, 2013.
 - The projected year-end spending of \$27.126 million or 76.6% for these projects is lower than planned due to the deferral of expenditures from 2013 to 2014 in order to address the \$5 million reduction to reserve contributions made by the Board when approving the Service's 2013 Operating Budget. Where possible, expenditure deferrals have been identified for the workstations, laptops, printers and small equipment replacement projects.

- The 2013 carry forward funding of \$7.886 million is mainly comprised of \$1.500 million for the *State of Good Repair* project, \$1.415 million to complete the *Property and Evidence Management Facility* project and \$1.158 million for *Parking East* capital project.

Appendix 2

10-Year Recommended Capital Plan Project Summary
(In \$000s)

Project	2014 Budget	Plan									2014 - 2023
		2015	2016	2017	2018	2019	2020	2021	2022	2023	
State of Good Repair	6,094	4,469	4,601	4,600	4,200	4,200	4,200	4,200	4,200	4,200	44,964
41 Division			372	9,282	19,050	10,224					38,928
54 Division		6,966	7,884	17,825	3,622						36,297
32 Division				4,990	1,997						6,987
Furniture Lifecycle Replacement	1,093	713	1,455	727	727	727	1,484	742	742	727	9,137
13 Division					372	8,645	19,753	10,159			38,929
Vehicle & Equipment Reserve	4,422	5,320	5,320	5,320	5,320	6,320	5,320	5,320	5,320	5,320	53,302
Workstation, Printers & Laptops	5,000	2,400	2,300	2,600	4,100	2,500	2,400	2,700	5,150	2,550	31,700
Servers	4,515	4,515	3,045	2,499	4,203	4,741	4,741	3,197	2,624	4,807	38,887
IT Business Resumption	1,701	1,281	1,407	1,365	1,235	1,786	1,345	1,477	1,433	1,775	14,805
Property & Evidence Management	1,415										1,415
Mobile Workstation	1,794			300	8,920	1,000			300	9,420	21,734
Network Equipment	1,110	998	1,200	2,900	2,800	2,400	1,500	2,400	2,900	3,000	21,208
IRIS	5,473										5,473
AVLS Replacement Lifecycle	22			1,500				1,500			3,022
In-Car Camera Replacement	444		2,104	2,113				2,104	2,113		8,878
Voice Logging Lifecycle Replacement	327				300					300	927
Electronic Surveillance System Lifecycle Replacement				1,069					1,091		2,160
Digital Photography Lifecycle Replacement		128	129				122	128			507
Voicemail/Call Centre	169			500						500	1,169
DVAMS - II Lifecycle Replacement	1,203					1,263					2,466
Asset & Inventory Management System Replacement	72				72				72		216
Property & Evidence Scanners Lifecycle			117					119			236
DPLN Replacement	500				700					700	1,900
Small Equipment Replacement	473	92	92	732	305	842	842	732	305	92	4,507
DVAMS - I Lifecycle Replacement		949					949				1,898
Human Resources Management System (HRMS)	360	761					378	799			2,298
Time Resource Management System (TRMS)		600	3,522						630	3,698	8,450
Fibre Optics						881	4,785	6,385			12,051
Wireless Parking System				1,974						1,974	3,948
Livescan Replacement					540					540	1,080
AFIS Replacement					3,053						3,053
Radio Replacement (2016-2020)			13,913	2,713	3,542	2,478	4,093	5,304	4,480		36,523
Public Safety Unit Facility									500	7,400	7,900
CCTV	70		182	70		182	70		182	70	826
AED's	195		100					100			395
Fleet Equipment	200	100	100	100	100	100	100	100	100	100	1,100
52 Division Renovation	2,948	5,352									8,300
55 Division Renovation										3,000	3,000
22 Division Renovation										3,000	3,000
Peer to Peer Site	250	2,295	8,650	6,455	1,100						18,750
Locker Replacement	435	350	500	350	48	198	48	198	48	48	2,223
Parking East	5,800										5,800
TPS Archiving				750							750
Relocation of FIS										1,000	1,000
Electronic Document Management		50	450								500
Business Intelligence		336	500	2,741	4,623						8,200
Radar Unit Replacement	353	364	43	305	193		5	11	5		1,279
Security System	465	635	500	475	450	440	570	465	465	465	4,930
Total (Including carry forward funding)	46,903.0	38,674.0	58,486.0	74,255.0	71,572.0	48,927.0	52,705.0	48,140.0	32,660.0	54,686.0	527,008.0

Appendix 3

2014 Recommended Capital Budget; 2015 to 2023 Capital Plan

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 3: 2014 Recommended Capital Budget; 2015 to 2023 Capital Plan

Toronto Police Service

Current and Future Year Cash Flow																		
Sub- Priority	Project No. SubProj No.	Project Name Sub-project Name	Ward	Stat.	Cat.	2014	2015	2016	2017	2018	Total 2014-2018	2019	2020	2021	2022	2023	Total 2019-2023	Total 2014-2023
<u>POL000050 State-of Good Repair</u>																		
0	18	2014-2023 program	CW	S5	03	4,594	4,469	4,601	4,600	4,200	22,464	4,200	4,200	4,200	4,200	4,200	21,000	43,464
0	20	2013-2014 approved (S2)	CW	S2	03	1,500	0	0	0	0	1,500	0	0	0	0	0	0	1,500
Sub-total						6,094	4,469	4,601	4,600	4,200	23,964	4,200	4,200	4,200	4,200	4,200	21,000	44,964
<u>POL000441 41 Division</u>																		
0	1	41 Division S6	CW	S6	03	0	0	372	9,282	19,050	28,704	10,224	0	0	0	0	10,224	38,928
Sub-total						0	0	372	9,282	19,050	28,704	10,224	0	0	0	0	10,224	38,928
<u>POL906123 54 Division</u>																		
0	1	54 Division - new facility	CW	S6	03	0	6,966	7,884	17,825	3,622	36,297	0	0	0	0	0	0	36,297
Sub-total						0	6,966	7,884	17,825	3,622	36,297	0	0	0	0	0	0	36,297
<u>POL906124 32 Division</u>																		
0	2	32 Division (2018-2019)	CW	S6	03	0	0	0	4,990	1,997	6,987	0	0	0	0	0	0	6,987
Sub-total						0	0	0	4,990	1,997	6,987	0	0	0	0	0	0	6,987
<u>POL906259 Furniture Lifecycle Replacement- Reserve</u>																		
1	5	Furniture Lifecycle 2014-2023 S5	CW	S5	03	713	713	1,455	727	727	4,335	727	1,484	742	742	727	4,422	8,757
0	6	(S2)	CW	S2	03	380	0	0	0	0	380	0	0	0	0	0	0	380
Sub-total						1,093	713	1,455	727	727	4,715	727	1,484	742	742	727	4,422	9,137
<u>POL906539 13 Division</u>																		
0	2	new 13 Facility	CW	S6	03	0	0	0	0	372	372	8,645	19,753	10,159	0	0	38,557	38,929
Sub-total						0	0	0	0	372	372	8,645	19,753	10,159	0	0	38,557	38,929
<u>POL906576 Vehicle & Equipment Reserve - TPS.</u>																		
0	6	Vehicle and Equipment Reserve 2014-2023 (S5)	CW	S5	03	4,422	5,320	5,320	5,320	5,320	25,702	6,320	5,320	5,320	5,320	5,320	27,600	53,302
Sub-total						4,422	5,320	5,320	5,320	5,320	25,702	6,320	5,320	5,320	5,320	5,320	27,600	53,302
<u>POL906582 workstation, printers and laptops</u>																		
0	6	2014-2023 Requirements (S5)	CW	S5	03	5,000	2,400	2,300	2,600	4,100	16,400	2,500	2,400	2,700	5,150	2,550	15,300	31,700
Sub-total						5,000	2,400	2,300	2,600	4,100	16,400	2,500	2,400	2,700	5,150	2,550	15,300	31,700
<u>POL906583 Servers</u>																		

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 3: 2014 Recommended Capital Budget; 2015 to 2023 Capital Plan

Toronto Police Service

Current and Future Year Cash Flow																	
Sub-Project No.	Project Name	Ward	Stat.	Cat.	2014	2015	2016	2017	2018	Total 2014-2018	2019	2020	2021	2022	2023	Total 2019-2023	Total 2014-2023
<u>POL906583 Servers</u>																	
0 3	Servers 2014-2023 program (S5)	CW	S5	03	4,515	4,515	3,045	2,499	4,203	18,777	4,741	4,741	3,197	2,624	4,807	20,110	38,887
	Sub-total				4,515	4,515	3,045	2,499	4,203	18,777	4,741	4,741	3,197	2,624	4,807	20,110	38,887
<u>POL906584 IT business resumption</u>																	
0 5	IT business resumption (S5)	CW	S5	03	1,701	1,281	1,407	1,365	1,235	6,989	1,786	1,345	1,477	1,433	1,775	7,816	14,805
	Sub-total				1,701	1,281	1,407	1,365	1,235	6,989	1,786	1,345	1,477	1,433	1,775	7,816	14,805
<u>POL906835 Property and Evidence Management</u>																	
2 1	Property and Evidence Management	CW	S2	03	1,415	0	0	0	0	1,415	0	0	0	0	0	0	1,415
	Sub-total				1,415	0	0	0	0	1,415	0	0	0	0	0	0	1,415
<u>POL907175 Mobile workstation</u>																	
0 1	Mobile Workstation (S5)	CW	S5	03	1,000	0	0	300	8,920	10,220	1,000	0	0	300	9,420	10,720	20,940
0 2	previously approved (S2)	CW	S2	03	794	0	0	0	0	794	0	0	0	0	0	0	794
	Sub-total				1,794	0	0	300	8,920	11,014	1,000	0	0	300	9,420	10,720	21,734
<u>POL907186 Network equipment</u>																	
0 2	network equipment 2014-2023 program	CW	S5	03	1,110	998	1,200	2,900	2,800	9,008	2,400	1,500	2,400	2,900	3,000	12,200	21,208
	Sub-total				1,110	998	1,200	2,900	2,800	9,008	2,400	1,500	2,400	2,900	3,000	12,200	21,208
<u>POL907509 IRIS</u>																	
0 2	IRIS	CW	S2	04	5,473	0	0	0	0	5,473	0	0	0	0	0	0	5,473
	Sub-total				5,473	0	0	0	0	5,473	0	0	0	0	0	0	5,473
<u>POL907511 AVLS Replacement Lifecycle</u>																	
0 1	Replacement of Automated Vehicle Locating S6	CW	S5	03	22	0	0	1,500	0	1,522	0	0	1,500	0	0	1,500	3,022
	Sub-total				22	0	0	1,500	0	1,522	0	0	1,500	0	0	1,500	3,022
<u>POL907512 In-Car Camera Replacement</u>																	
0 1	In-Car Camera Replacement	CW	S6	03	0	0	2,104	2,113	0	4,217	0	0	2,104	2,113	0	4,217	8,434
0 2	S2	CW	S2	03	444	0	0	0	0	444	0	0	0	0	0	0	444
	Sub-total				444	0	2,104	2,113	0	4,661	0	0	2,104	2,113	0	4,217	8,878
<u>POL907513 Voice Logging Lifecycle Replacement</u>																	

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 3: 2014 Recommended Capital Budget; 2015 to 2023 Capital Plan

Toronto Police Service

																	Current and Future Year Cash Flow																
																						Total						Total	Total				
Sub-Project No.	Project Name	Ward	Stat.	Cat.	2014	2015	2016	2017	2018	Total 2014-2018	2019	2020	2021	2022	2023	Total 2019-2023	Total 2014-2023																
<u>POL907513 Voice Logging Lifecycle Replacement</u>																																	
0 1	Replacement of the Voice Logging Equipment (S6)	CW	S6	03	0	0	0	0	300	300	0	0	0	0	300	300	600																
0 2	Replacement of the Voice Logging Equipment (S2)	CW	S2	03	327	0	0	0	0	327	0	0	0	0	0	0	327																
Sub-total					327	0	0	0	300	627	0	0	0	0	300	300	927																
<u>POL907516 Electronic Surveillance System Lifecycle Replace</u>																																	
0 1	Replacement of the Electronic Surveillance (S6)	CW	S6	03	0	0	0	1,069	0	1,069	0	0	0	1,091	0	1,091	2,160																
Sub-total					0	0	0	1,069	0	1,069	0	0	0	1,091	0	1,091	2,160																
<u>POL907517 Digital Photography Lifecycle Replacement</u>																																	
0 2	Digital Photography Lifecycle Replacement (S6)	CW	S6	03	0	128	129	0	0	257	0	122	128	0	0	250	507																
Sub-total					0	128	129	0	0	257	0	122	128	0	0	250	507																
<u>POL907520 Voicemail/Call Centre</u>																																	
0 2	Voicemail/Call Centre (S6)	CW	S5	03	169	0	0	500	0	669	0	0	0	0	500	500	1,169																
Sub-total					169	0	0	500	0	669	0	0	0	0	500	500	1,169																
<u>POL907521 DVAMS -11 Lifecycle Replacement</u>																																	
0 1	Digital Video Asset Mgmt System II Replacement(S5)	CW	S5	03	1,203	0	0	0	0	1,203	1,263	0	0	0	0	1,263	2,466																
Sub-total					1,203	0	0	0	0	1,203	1,263	0	0	0	0	1,263	2,466																
<u>POL907522 Asset and Inventory Management System Replac</u>																																	
0 2	Asset and Inventory Management Replacement S5	CW	S5	03	72	0	0	0	72	144	0	0	0	72	0	72	216																
Sub-total					72	0	0	0	72	144	0	0	0	72	0	72	216																
<u>POL907523 Property and Evidence Scanners Lifecycle</u>																																	
0 2	Replacement of the Scanners at the Property S6	CW	S6	03	0	0	117	0	0	117	0	0	119	0	0	119	236																
Sub-total					0	0	117	0	0	117	0	0	119	0	0	119	236																
<u>POL907524 DPLN Replacement</u>																																	
0 1	Divisional Parking Lot Networks Replacement S6	CW	S6	03	0	0	0	0	700	700	0	0	0	0	700	700	1,400																
0 2	dpln s2	CW	S2	03	500	0	0	0	0	500	0	0	0	0	0	0	500																
Sub-total					500	0	0	0	700	1,200	0	0	0	0	700	700	1,900																
<u>POL907525 Small Equipment Replacement</u>																																	

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 3: 2014 Recommended Capital Budget; 2015 to 2023 Capital Plan

Toronto Police Service

																	Current and Future Year Cash Flow																
																						Total						Total	Total				
Sub-Project No.	Project Name	Priority	SubProj No.	Sub-project Name	Ward	Stat.	Cat.	2014	2015	2016	2017	2018	Total 2014-2018	2019	2020	2021	2022	2023	Total 2019-2023	Total 2014-2023													
<u>POL907525 Small Equipment Replacement</u>																																	
0	1			Telephone Handset Replacement (S2)	CW	S2	03	381	0	0	0	0	381	0	0	0	0	0	0	0	381												
0	3			video equipment (S5)	CW	S5	03	92	92	92	92	92	460	92	92	92	92	92	460	920													
0	5			Telephone Handset Replacement (S6)	CW	S6	03	0	0	0	0	0	0	750	750	0	0	0	1,500	1,500													
0	7			Test Analyzers S6	CW	S6	03	0	0	0	640	213	853	0	0	640	213	0	853	1,706													
Sub-total								473	92	92	732	305	1,694	842	842	732	305	92	2,813	4,507													
<u>POL907526 DVAMS 1 Lifecycle Replacement</u>																																	
0	2			Replacement of the DVAMS 1 Equipment (S6)	CW	S6	03	0	949	0	0	0	949	0	949	0	0	0	949	1,898													
Sub-total								0	949	0	0	0	949	0	949	0	0	0	949	1,898													
<u>POL907532 Human Resources Management System (HRMS)</u>																																	
0	1			Human Resources Management System (HRMS) Upgrade	CW	S4	03	360	761	0	0	0	1,121	0	0	0	0	0	0	1,121													
0	2			HRMS Replacment	CW	S6	03	0	0	0	0	0	0	0	378	799	0	0	1,177	1,177													
Sub-total								360	761	0	0	0	1,121	0	378	799	0	0	1,177	2,298													
<u>POL907533 Time Resource Management System (TRMS) Up</u>																																	
0	1			Time Resource Management System (TRMS) Upgrade	CW	S6	03	0	600	3,522	0	0	4,122	0	0	0	0	0	0	4,122													
0	2			TRMS Replacement	CW	S6	04	0	0	0	0	0	0	0	0	0	630	3,698	4,328	4,328													
Sub-total								0	600	3,522	0	0	4,122	0	0	0	630	3,698	4,328	8,450													
<u>POL907534 Fibre Optics</u>																																	
0	1			Fibre Optics	CW	S6	04	0	0	0	0	0	0	881	4,785	6,385	0	0	12,051	12,051													
Sub-total								0	0	0	0	0	0	881	4,785	6,385	0	0	12,051	12,051													
<u>POL907549 Wireless Parking System</u>																																	
0	2			Wireless Parking System (S6)	CW	S6	03	0	0	0	1,974	0	1,974	0	0	0	0	1,974	1,974	3,948													
Sub-total								0	0	0	1,974	0	1,974	0	0	0	0	1,974	1,974	3,948													
<u>POL907612 Livescan replacement</u>																																	
0	2			Livescan (S6)	CW	S6	03	0	0	0	0	540	540	0	0	0	0	540	540	1,080													
Sub-total								0	0	0	0	540	540	0	0	0	0	540	540	1,080													
<u>POL907613 AFIS replacement</u>																																	

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 3: 2014 Recommended Capital Budget; 2015 to 2023 Capital Plan

Toronto Police Service

																	Current and Future Year Cash Flow																
																						Total						Total	Total				
Sub-Project No.	Project Name	Priority	SubProj No.	Sub-project Name	Ward	Stat.	Cat.	2014	2015	2016	2017	2018	Total 2014-2018	2019	2020	2021	2022	2023	Total 2019-2023	Total 2014-2023													
<u>POL907613 AFIS replacement</u>																																	
0	2			AFIS - 2018 - S6	CW	S6	03	0	0	0	0	3,053	3,053	0	0	0	0	0	0	0	3,053												
Sub-total								0	0	0	0	3,053	3,053	0	0	0	0	0	0	0	0	3,053											
<u>POL907734 Radio Replacement (2016-2020)</u>																																	
0	1			Radio Replacement (2016-2020)	CW	S6	03	0	0	13,913	2,713	3,542	20,168	2,478	4,093	5,304	4,480	0	16,355	36,523													
Sub-total								0	0	13,913	2,713	3,542	20,168	2,478	4,093	5,304	4,480	0	16,355	36,523													
<u>POL907738 Public Safety Unit Facility</u>																																	
0	1			Public Safety Unit Facility	CW	S6	03	0	0	0	0	0	0	0	0	0	500	7,400	7,900	7,900													
Sub-total								0	0	0	0	0	0	0	0	0	0	500	7,400	7,900	7,900												
<u>POL907785 CCTV</u>																																	
0	2			S5	CW	S5	04	70	0	182	70	0	322	182	70	0	182	70	504	826													
Sub-total								70	0	182	70	0	322	182	70	0	182	70	504	826													
<u>POL907786 AED's</u>																																	
0	1			AED's (S2)	CW	S2	04	195	0	0	0	0	195	0	0	0	0	0	0	195													
0	2			AED's (S5)	CW	S5	04	0	0	100	0	0	100	0	0	100	0	0	100	200													
Sub-total								195	0	100	0	0	295	0	0	100	0	0	100	395													
<u>POL907788 Fleet Equipment</u>																																	
0	1			Fleet Equipment (S2)	CW	S2	03	100	0	0	0	0	100	0	0	0	0	0	0	100													
0	2			Fleet Equipment (S5)	CW	S5	03	100	100	100	100	100	500	100	100	100	100	100	500	1,000													
Sub-total								200	100	100	100	100	600	100	100	100	100	100	500	1,100													
<u>POL907803 52 Division Renovation</u>																																	
0	1			52 Division Renovation	CW	S4	03	2,948	5,352	0	0	0	8,300	0	0	0	0	0	0	8,300													
Sub-total								2,948	5,352	0	0	0	8,300	0	0	0	0	0	0	0	8,300												
<u>POL907804 55 Division Renovation</u>																																	
0	1			55 Division Renovation	CW	S6	03	0	0	0	0	0	0	0	0	0	0	3,000	3,000	3,000													
Sub-total								0	0	0	0	0	0	0	0	0	0	0	3,000	3,000	3,000												
<u>POL907805 22 Division Renovation</u>																																	

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 3: 2014 Recommended Capital Budget; 2015 to 2023 Capital Plan

Toronto Police Service

																	Current and Future Year Cash Flow														
																						Total									
<u>Sub- Project No.</u>	<u>Project Name</u>				2014	2015	2016	2017	2018	Total	2019	2020	2021	2022	2023	Total	Total														
PrioritySubProj No.	Sub-project Name	Ward	Stat.	Cat.					2014-2018						2019-2023	2014-2023															
<u>POL907805 22 Division Renovation</u>																															
0	1	22 Division Renovation	CW	S6	03	0	0	0	0	0	0	0	0	3,000	3,000	3,000															
Sub-total					0	0	0	0	0	0	0	0	0	3,000	3,000	3,000															
<u>POL907860 Peer to Peer Site</u>																															
0	1	Peer to Peer Site	CW	S4	03	250	0	0	0	250	0	0	0	0	0	250															
0	2	Peer to Peer Site Future Year Estimates	CW	S6	03	0	2,295	8,650	6,455	1,100	18,500	0	0	0	0	18,500															
Sub-total					250	2,295	8,650	6,455	1,100	18,750	0	0	0	0	0	18,750															
<u>POL907862 Locker Replacement</u>																															
0	1	S2	CW	S2	03	85	0	0	0	85	0	0	0	0	0	85															
0	2	locker replacment S5	CW	S5	03	350	350	500	350	48	1,598	198	48	198	48	2,138															
Sub-total					435	350	500	350	48	1,683	198	48	198	48	540	2,223															
<u>POL907898 Parking East</u>																															
0	1	Parking east 2013-2022 program	CW	S2	03	5,800	0	0	0	5,800	0	0	0	0	0	5,800															
Sub-total					5,800	0	0	0	0	5,800	0	0	0	0	0	5,800															
<u>POL907900 TPS Archiving</u>																															
0	1	TPS Archiving	CW	S6	04	0	0	0	750	750	0	0	0	0	0	750															
Sub-total					0	0	0	750	0	750	0	0	0	0	0	750															
<u>POL907901 Relocation of FIS</u>																															
0	1	Relocation of FIS	CW	S6	03	0	0	0	0	0	0	0	0	1,000	1,000	1,000															
Sub-total					0	0	0	0	0	0	0	0	0	1,000	1,000	1,000															
<u>POL908008 Electronic Document Management</u>																															
0	1	Electronic Document Management	CW	S6	04	0	50	450	0	500	0	0	0	0	0	500															
Sub-total					0	50	450	0	0	500	0	0	0	0	0	500															
<u>POL908009 Business Intelligence</u>																															
0	1	Business Intelligence	CW	S6	04	0	336	500	2,741	4,623	8,200	0	0	0	0	8,200															
Sub-total					0	336	500	2,741	4,623	8,200	0	0	0	0	0	8,200															
<u>POL908010 Radar unit Repalcemernt</u>																															

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 3: 2014 Recommended Capital Budget; 2015 to 2023 Capital Plan

Toronto Police Service

															Current and Future Year Cash Flow						
<u>Sub- Project No.</u>	<u>Project Name</u>									Total						Total	Total				
Priority	SubProj No.	Sub-project Name			Ward	Stat.	Cat.	2014	2015	2016	2017	2018	2014-2018	2019	2020	2021	2022	2023	2019-2023	2014-2023	
<u>POL908010 Radar unit Repalcemernt</u>																					
0	1	Radar Unit Repalcement			CW	S5	03	353	364	43	305	193	1,258	0	5	11	5	0	21	1,279	
Sub-total							353	364	43	305	193	1,258	0	5	11	5	0	21	1,279		
<u>POL908012 Security System</u>																					
0	1	security system			CW	S5	03	465	635	500	475	450	2,525	440	570	465	465	465	2,405	4,930	
Sub-total							465	635	500	475	450	2,525	440	570	465	465	465	2,405	4,930		
Total Program Expenditure							46,903	38,674	58,486	74,255	71,572	289,890	48,927	52,705	48,140	32,660	54,686	237,118	527,008		

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 3: 2014 Recommended Capital Budget; 2015 to 2023 Capital Plan

Toronto Police Service

		Current and Future Year Cash Flow																
<u>Sub-Project No.</u>	<u>Project Name</u>								Total						Total	Total		
Priority	SubProj No.	Sub-project Name	Ward	Stat.	Cat.	2014	2015	2016	2017	2018	2014-2018	2019	2020	2021	2022	2023	2019-2023	2014-2023
Financed By:																		
		Development Charges				1,725	0	3,572	14,125	5,020	24,442	0	10,126	5,255	500	5,938	21,819	46,261
		Reserves (Ind. "XQ" Ref.)				24,563	17,845	18,594	24,899	30,013	115,914	22,499	19,496	21,293	22,850	32,388	118,526	234,440
		Debt				19,017	20,829	36,320	35,231	36,539	147,936	26,428	23,083	21,592	9,310	16,360	96,773	244,709
		Debt - Recoverable				1,598	0	0	0	0	1,598	0	0	0	0	0	0	1,598
Total Program Financing						46,903	38,674	58,486	74,255	71,572	289,890	48,927	52,705	48,140	32,660	54,686	237,118	527,008

Status Code	Description
S2	S2 Prior Year (With 2014 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2014 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 2015 & 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
2014 Recommended Cash Flow and
Future Year Commitments

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 4: 2014 Recommended Cash Flow and Future Year Commitments

Toronto Police Service

						Current and Future Year Cash Flow													
<u>Sub-Project No.</u>	<u>Project Name</u>					2014	2015	2016	2017	2018	Total 2014-2018	2019	2020	2021	2022	2023	Total 2019-2023	Total 2014-2023	
Priority	SubProj No.	Sub-project Name	Ward	Stat.	Cat.														
Financed By:																			
		Development Charges				1,725	0	0	0	0	1,725	0	0	0	0	0	0	0	1,725
		Reserves (Ind. "XQ" Ref.)				24,563	0	0	0	0	24,563	0	0	0	0	0	0	0	24,563
		Debt				19,017	6,113	0	0	0	25,130	0	0	0	0	0	0	0	25,130
		Debt - Recoverable				1,598	0	0	0	0	1,598	0	0	0	0	0	0	0	1,598
Total Program Financing						46,903	6,113	0	0	0	53,016	0	0	0	0	0	0	0	53,016

Status Code	Description
S2	S2 Prior Year (With 2014 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2014 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
05	Growth Related C05
06	Reserved Category 1 C06
07	Reserved Category 2 C07

Appendix 5

2014 Recommended Capital Projects with Financing Details

(Phase 2) 19-Toronto Police Service

Sub-Project Category: 01,02,03,04,05,06,07

Type: B Sub-Project Status: S2

Type: C Sub-Project Status: S2,S3,S4,S5



CITY OF TORONTO

Appendix 5: 2014 Recommended Capital Projects with Financing Details

Toronto Police Service
Sub-Project Summary

Project/Financing Priority Project	Project Name	Start Date	Completion Date	2014	Financing										
				Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable	
0	<u>POL906259 Furniture Lifecycle Replacement- Reserve</u>														
0	6 (S2)	4/1/2018	12/6/2008	380	0	0	0	380	0	0	0	0	0	0	0
1	5 Furniture Lifecycle 2014-2023 S5	1/1/2008	8/14/2013	713	0	0	0	713	0	0	0	0	0	0	0
	Project Sub-total:			1,093	0	0	0	1,093	0	0	0	0	0	0	0
0	<u>POL906576 Vehicle & Equipment Reserve - TPS.</u>														
0	6 Vehicle and Equipment Reserve 2014-2023 (S5)	4/4/2009	12/31/2020	4,422	0	0	0	4,422	0	0	0	0	0	0	0
	Project Sub-total:			4,422	0	0	0	4,422	0	0	0	0	0	0	0
0	<u>POL906582 workstation, printers and laptops</u>														
0	6 2014-2023 Requirements (S5)	9/9/2008	12/31/2020	5,000	0	0	0	5,000	0	0	0	0	0	0	0
	Project Sub-total:			5,000	0	0	0	5,000	0	0	0	0	0	0	0
0	<u>POL906583 Servers</u>														
0	3 Servers 2014-2023 program (S5)	10/20/2007	12/31/2020	4,515	0	0	0	4,515	0	0	0	0	0	0	0
	Project Sub-total:			4,515	0	0	0	4,515	0	0	0	0	0	0	0
0	<u>POL906584 IT business resumption</u>														
0	5 IT business resumption (S5)	8/24/2006	12/31/2020	1,701	0	0	0	1,701	0	0	0	0	0	0	0
	Project Sub-total:			1,701	0	0	0	1,701	0	0	0	0	0	0	0
0	<u>POL906835 Property and Evidence Management</u>														
2	1 Property and Evidence Management	1/1/2012	12/31/2015	1,415	0	0	0	0	0	0	0	0	0	1,415	0
	Project Sub-total:			1,415	0	0	0	0	0	0	0	0	0	1,415	0
0	<u>POL907175 Mobile workstation</u>														
0	1 Mobile Workstation (S5)	4/1/2009	12/31/2016	1,000	0	0	0	1,000	0	0	0	0	0	0	0
0	2 previously approved (S2)	9/10/2010	9/10/2010	794	0	0	0	794	0	0	0	0	0	0	0
	Project Sub-total:			1,794	0	0	0	1,794	0	0	0	0	0	0	0
0	<u>POL907186 Network equipment</u>														
0	2 network equipment 2014-2023 program	8/4/2010	12/31/2020	1,110	0	0	0	1,110	0	0	0	0	0	0	0
	Project Sub-total:			1,110	0	0	0	1,110	0	0	0	0	0	0	0
0	<u>POL907509 IRIS</u>														
0	2 IRIS	1/1/2009	12/31/2012	5,473	0	0	1,725	0	0	0	0	0	0	3,748	0
	Project Sub-total:			5,473	0	0	1,725	0	0	0	0	0	0	3,748	0
0	<u>POL907511 AVLS Replacement Lifecycle</u>														
0	1 Replacement of Automated Vehicle Locating S6	9/10/2010	9/10/2018	22	0	0	0	22	0	0	0	0	0	0	0
	Project Sub-total:			22	0	0	0	22	0	0	0	0	0	0	0



CITY OF TORONTO

Appendix 5: 2014 Recommended Capital Projects with Financing Details

Toronto Police Service

Sub-Project Summary

Project/Financing Priority Project	Project Name	Start Date	Completion Date	2014	Financing										
				Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable	
<u>0</u>	<u>POL907512</u> <u>In-Car Camera Replacement</u>														
0	2 S2	4/25/2013	4/25/2013	444	0	0	0	444	0	0	0	0	0	0	0
	Project Sub-total:			444	0	0	0	444	0	0	0	0	0	0	0
<u>0</u>	<u>POL907513</u> <u>Voice Logging Lifecycle Replacement</u>														
0	2 Replacement of the Voice Logging Equipment (S2)	4/1/2010	12/31/2018	327	0	0	0	327	0	0	0	0	0	0	0
	Project Sub-total:			327	0	0	0	327	0	0	0	0	0	0	0
<u>0</u>	<u>POL907520</u> <u>Voicemail/Call Centre</u>														
0	2 Voicemail/Call Centre (S6)	9/11/2010	12/31/2015	169	0	0	0	169	0	0	0	0	0	0	0
	Project Sub-total:			169	0	0	0	169	0	0	0	0	0	0	0
<u>0</u>	<u>POL907521</u> <u>DVAMS -11 Lifecycle Replacement</u>														
0	1 Digital Video Asset Mgmt System II Replacement(S5)	4/11/2014	3/12/2014	1,203	0	0	0	1,203	0	0	0	0	0	0	0
	Project Sub-total:			1,203	0	0	0	1,203	0	0	0	0	0	0	0
<u>0</u>	<u>POL907522</u> <u>Asset and Inventory Management System Replacement</u>														
0	2 Asset and Inventory Management Replacement S5	4/10/2011	12/31/2011	72	0	0	0	72	0	0	0	0	0	0	0
	Project Sub-total:			72	0	0	0	72	0	0	0	0	0	0	0
<u>0</u>	<u>POL907524</u> <u>DPLN Replacement</u>														
0	2 dpln s2	5/30/2013	5/30/2013	500	0	0	0	500	0	0	0	0	0	0	0
	Project Sub-total:			500	0	0	0	500	0	0	0	0	0	0	0
<u>0</u>	<u>POL907525</u> <u>Small Equipment Replacement</u>														
0	1 Telephone Handset Replacement (S2)	1/10/2012	12/31/2018	381	0	0	0	381	0	0	0	0	0	0	0
0	3 video equipment (S5)	9/3/2010	9/3/2010	92	0	0	0	92	0	0	0	0	0	0	0
	Project Sub-total:			473	0	0	0	473	0	0	0	0	0	0	0
<u>0</u>	<u>POL907532</u> <u>Human Resources Management System (HRMS) Upgrade</u>														
0	1 Human Resources Management System (HRMS) Upgrade	4/1/2014	12/31/2015	360	0	0	0	0	0	0	0	0	360	0	0
	Project Sub-total:			360	0	0	0	0	0	0	0	0	360	0	0
<u>0</u>	<u>POL907785</u> <u>CCTV</u>														
0	2 S5	4/25/2013	4/25/2013	70	0	0	0	70	0	0	0	0	0	0	0
	Project Sub-total:			70	0	0	0	70	0	0	0	0	0	0	0
<u>0</u>	<u>POL907786</u> <u>AED's</u>														
0	1 AED's (S2)	1/1/2013	12/31/2021	195	0	0	0	195	0	0	0	0	0	0	0
	Project Sub-total:			195	0	0	0	195	0	0	0	0	0	0	0

(Phase 2) 19-Toronto Police Service

Sub-Project Category: 01,02,03,04,05,06,07

Type: B Sub-Project Status: S2

Type: C Sub-Project Status: S2,S3,S4,S5



CITY OF TORONTO

Appendix 5: 2014 Recommended Capital Projects with Financing Details

Toronto Police Service

Sub-Project Summary

Project/Financing Priority Project	Project Name	Start Date	Completion Date	2014	Financing													
				Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable				
<u>0</u>	<u>POL907788</u>	<u>Fleet Equipment</u>																
0	1 Fleet Equipment (S2)	1/1/2012	12/31/2021	100	0	0	0	100	0	0	0	0	0	0	0	0	0	0
0	2 Fleet Equipment (S5)	1/1/2012	12/31/2021	100	0	0	0	100	0	0	0	0	0	0	0	0	0	0
	Project Sub-total:			200	0	0	0	200	0	0	0	0	0	0	0	0	0	0
<u>0</u>	<u>POL907803</u>	<u>52 Division Renovation</u>																
0	1 52 Division Renovation	1/1/2012	12/31/2021	2,948	0	0	0	0	0	0	0	0	0	0	2,948	0	0	0
	Project Sub-total:			2,948	0	0	0	0	0	0	0	0	0	0	2,948	0	0	0
<u>0</u>	<u>POL907860</u>	<u>Peer to Peer Site</u>																
0	1 Peer to Peer Site	5/15/2014	5/15/2017	250	0	0	0	0	0	0	0	0	0	0	250	0	0	0
	Project Sub-total:			250	0	0	0	0	0	0	0	0	0	0	250	0	0	0
<u>0</u>	<u>POL907862</u>	<u>Locker Replacement</u>																
0	1 S2	5/17/2012	5/17/2012	85	0	0	0	85	0	0	0	0	0	0	0	0	0	0
0	2 locker replacment S5	5/17/2012	5/17/2012	350	0	0	0	350	0	0	0	0	0	0	0	0	0	0
	Project Sub-total:			435	0	0	0	435	0	0	0	0	0	0	0	0	0	0
<u>0</u>	<u>POL907898</u>	<u>Parking East</u>																
0	1 Parking east 2013-2022 program	9/17/2012	9/17/2012	5,800	0	0	0	0	0	0	0	0	0	0	4,202	1,598	0	0
	Project Sub-total:			5,800	0	0	0	0	0	0	0	0	0	0	4,202	1,598	0	0
<u>0</u>	<u>POL908010</u>	<u>Radar unit Repalcemernt</u>																
0	1 Radar Unit Repalcement	9/3/2013	9/3/2013	353	0	0	0	353	0	0	0	0	0	0	0	0	0	0
	Project Sub-total:			353	0	0	0	353	0	0	0	0	0	0	0	0	0	0
<u>0</u>	<u>POL908012</u>	<u>Security System</u>																
0	1 security system	9/4/2013	9/4/2013	465	0	0	0	465	0	0	0	0	0	0	0	0	0	0
	Project Sub-total:			465	0	0	0	465	0	0	0	0	0	0	0	0	0	0
<u>1</u>	<u>POL000050</u>	<u>State-of Good Repair</u>																
0	18 2014-2023 program	10/5/2005	10/5/2016	4,594	0	0	0	0	0	0	0	0	0	0	4,594	0	0	0
0	20 2013-2014 approved (S2)	9/10/2010	9/10/2010	1,500	0	0	0	0	0	0	0	0	0	0	1,500	0	0	0
	Project Sub-total:			6,094	0	0	0	0	0	0	0	0	0	0	6,094	0	0	0
	Program Total:			46,903	0	0	1,725	24,563	0	0	0	0	0	0	19,017	1,598	0	0

Status Code	Description
S2	S2 Prior Year (With 2014 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2014 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
05	Growth Related C05
06	Reserved Category 1 C06
07	Reserved Category 2 C07

Appendix 6

2014 Reserve / Reserve Fund Review (In \$000s)

Reserve/Reserve Fund Review - Program Specific

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2013 *	Contributions / (Withdrawals)										2014 - 2023 Total Contributions / (Withdrawals)	
			2014 Rec'd Budget	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan		
XR2117 Development Charge Reserve	Beginning Balance as of Jan. 1, 2013	2,483	2,483	4,031	8,056	9,187				5,087	82		4,704	
	Contributions / (Withdrawals)													
	54 Division			(3,572)	(11,405)		(773)							(15,750)
	41 Division						(2,775)							(2,775)
	13 Division						(372)		(8,985)	(4,655)				(14,012)
	Public Safety Unit										(500)	(5,938)		(6,438)
	IRIS		(1,725)											(1,725)
	Peer to Peer					(2,720)	(1,100)							(3,820)
	Fibre Optics								(1,141)	(600)				(1,741)
	Total Withdrawals		(1,725)		(3,572)	(14,125)	(5,020)		(10,126)	(5,255)	(500)	(5,938)		(46,261)
Contributions / Interest		3,273	4,025	4,703	4,938	5,020	5,087	5,121	5,173	5,204	5,308		47,852	
Total Reserve Fund Balance at Year-End		2,483	4,031	8,056	9,187	-	-	5,087	82	-	4,704	4,074		

* Based on the 3rd Quarter Variance Report

Reserve/Reserve Fund Review – Program Specific

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2013 *	Contributions / (Withdrawals)										2014 - 2023 Total Contributions / (Withdrawals)
			2014 Rec'd Budget	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	
XQ1701 Vehicle and Equipment Reserve - Police	Beginning Balance as of Jan. 1, 2013	6,049	6,049	4,133	6,728	9,575	7,116	544	1,485	5,430	7,577	8,168	
	Contributions / (Withdrawals)												
	Vehicle & Equipment (LR)		(4,422)	(5,320)	(5,320)	(5,320)	(5,320)	(6,320)	(5,320)	(5,320)	(5,320)	(5,320)	(53,302)
	Workstations, Laptops & Printers		(5,000)	(2,400)	(2,300)	(2,600)	(4,100)	(2,500)	(2,400)	(2,700)	(5,150)	(2,550)	(31,700)
	Servers (LR)		(4,515)	(4,515)	(3,045)	(2,499)	(4,203)	(4,741)	(4,741)	(3,197)	(2,624)	(4,807)	(38,887)
	IT Business Resumption (LR)		(1,701)	(1,281)	(1,407)	(1,365)	(1,235)	(1,786)	(1,345)	(1,477)	(1,433)	(1,775)	(14,805)
	Mobile Workstations (LR)		(1,000)			(300)	(8,920)	(1,000)			(300)	(9,420)	(20,940)
	Network Equipment (LR)		(1,110)	(998)	(1,200)	(2,900)	(2,800)	(2,400)	(1,500)	(2,400)	(2,900)	(3,000)	(21,208)
	Locker Replacement (LR)		(350)	(350)	(500)	(350)	(48)	(198)	(48)	(198)	(48)	(48)	(2,138)
	Furniture Replacement (LR)		(713)	(713)	(1,455)	(727)	(727)	(727)	(1,484)	(742)	(742)	(727)	(8,757)
	AVLS (LR)		(22)			(1,500)					(1,500)		(3,022)
	In-Car Camera (LR)				(2,104)	(2,113)					(2,104)	(2,113)	(8,434)
	Voice Logging (LR)						(300)					(300)	(600)
	Electronic Surveillance (LR)					(1,069)					(1,091)		(2,160)
	Digital Photography (LR)			(128)	(129)				(122)	(128)			(507)
	DVAM I (LR)			(949)					(949)				(1,898)
	Voicemail/Call Centre (LR)		(169)			(500)						(500)	(1,169)
	DVAM II (LR)		(1,203)					(1,263)					(2,466)
	Asset & Inventory Mgmt System (LR)		(72)				(72)				(72)		(216)
	Propoerty & Evidence Scanners (LR)				(117)						(119)		(236)
	DPLN (LR)						(700)					(700)	(1,400)
	Small Equipment (LR)					(640)	(213)	(750)	(750)	(640)	(213)		(3,206)
	Radar Unit Replacement		(353)	(364)	(43)	(305)	(193)		(5)	(11)	(5)		(1,279)
	Video Recording Equipment (LR)		(92)	(92)	(92)	(92)	(92)	(92)	(92)	(92)	(92)	(92)	(920)
	Livescan Machines (LR)						(540)					(540)	(1,080)
	Wireless Parking System (LR)					(1,974)						(1,974)	(3,948)
	CCTV		(70)		(182)	(70)		(182)	(70)		(182)	(70)	(826)
	AEDs				(100)					(100)			(200)
	Fleet Equipment (LR)		(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(1,000)
	Security Systems (LR)		(465)	(635)	(500)	(475)	(450)	(440)	(570)	(465)	(465)	(465)	(4,930)
	Total Withdrawals		(21,357)	(17,845)	(18,594)	(24,899)	(30,013)	(22,499)	(19,496)	(21,293)	(22,850)	(32,388)	(231,234)
	Contributions / Interest		19,441	20,441	21,441	22,441	23,441	23,441	23,441	23,441	23,441	23,441	224,405
	Total Program Contributions / (Withdrawals)		(1,917)	2,596	2,847	(2,459)	(6,573)	942	3,945	2,148	591	(8,948)	(6,829)
Total Reserve Fund Balance at Year-End		4,133	6,728	9,575	7,116	544	1,485	5,430	7,577	8,168	(780)	(6,829)	

* Based on the 3rd Quarter Variance Report