



Toronto **2015** BUDGET

CAPITAL ANALYST NOTES



Toronto Police Service

2015 – 2024 CAPITAL BUDGET AND PLAN OVERVIEW

The Toronto Police Service has an asset inventory valued at over \$1.153 billion based on 2014 replacement costs. Facility assets such as Police Facilities, Divisions (Stations) and Storage Facilities comprise approximately \$821.948 million of the Service's total asset inventory value, while equipment, vehicles, radio infrastructure and security systems account for the remaining \$331.470 million.

The 10-Year Recommended Capital Plan of \$543.057 million 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 land or facilities by consolidating or relocating units where operationally feasible and to maximize technological advances to enhance officer and public safety.

Highlights

Overview & Recommendations

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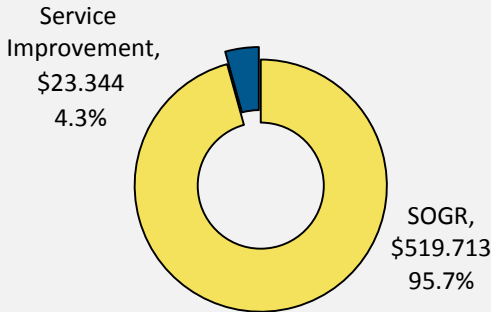
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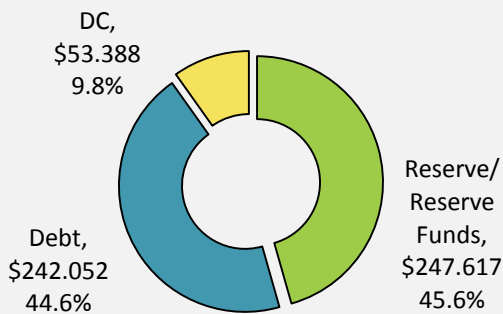
Capital Spending and Financing

2015-2024 Capital Budget and Plan by Expenditures Category



\$543.057 Million

2015-2024 Capital Budget and Plan by Funding Source



\$543.057 Million

Where does the money go?

The 2015–2024 Recommended Capital Budget and Plan totals \$543.057 million, excluding carry forward funding, and provides funding for the following:

- ✓ Improving and updating facility infrastructure;
- ✓ Lifecycle replacement programs for vehicles, equipment and servers; and
- ✓ Maximizing the use of existing and new technology.

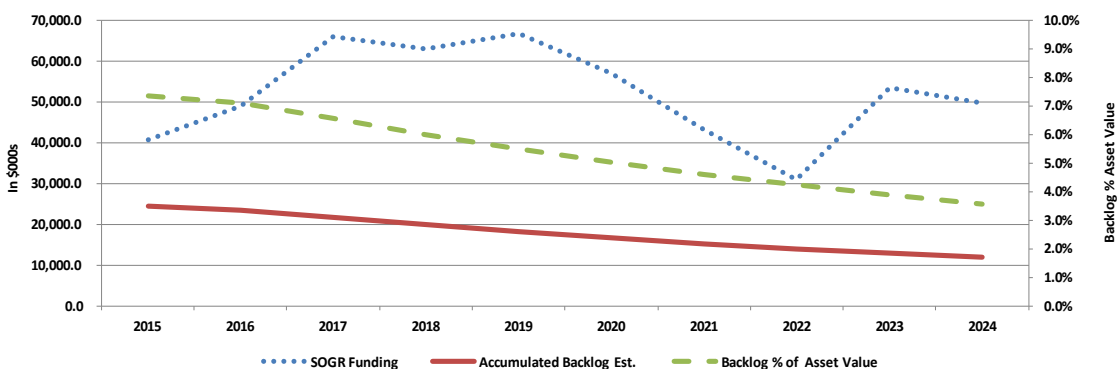
Where does the money come from?

The 10-Year Recommended Capital Plan is funded by 3 major sources: debt, reserve funding and development charges:

- New debt funding of \$242.052 million comprises 44.6% of the Toronto Police Service's 10-year capital funding which is in line with the debt affordability guideline over the 10-year planning period.
- Reserve funding of \$247.617 million accounts for 45.6% of the total capital funding.
- Additional capital financing of \$53.388 million or 9.8% will be provided from Development Charges based on the portion of projects that support growth in the City.

State of Good Repair Backlog

The 10-Year Recommended Capital Plan's spending on State of Good Repair is \$519.713 million which will reduce the backlog from 7.4% as a percentage of asset value in 2015 to 3.6% in 2024.



Key Challenges & Priority Actions

Requirement for a New Disaster Recovery Data Centre - The current disaster recovery Data Centre is at its maximum capacity and is too close to the main site, as such it does not meet the recommended industry standards.

- ✓ The 10-Year Recommended Capital Plan provides funding of \$18.888 million to enable the Toronto Police Service to work with the City's Real Estate to find an appropriate location to construct a building or to find a building that can be renovated to meet best practice disaster recovery provisions.

Facilities & Space Limitations - A number of Toronto Police Service's facilities are running out of storage space, are approaching the end of their operational life or no longer meet the operational needs of the Service.

- ✓ The 10-Year Recommended Capital Plan for Toronto Police Service includes funding of \$18.447 million to relocate or consolidate units to the Progress Avenue site acquired in 2010 in order to maximize the use of existing facilities.

2015 Capital Budget Highlights

The 2015 Recommended Capital Budget for Toronto Police Service of \$53.099 million, including carry forward funding, will:

- ✓ Complete renovations at 52 Division to address the repairs currently required at this facility (\$8.250 million).
- ✓ Provide funding to acquire land for the 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 (\$3.629 million).
- ✓ Begin the *Business Intelligence* project that will develop architecture for building and maintaining data warehouse environment and providing associated interfaces, appropriate query and data-mining tools required for crime and trend analysis (\$2.336 million).



Recommendations

The City Manager and Chief Financial Officer recommend that:

1. City Council approve the 2015 Recommended Capital Budget for Toronto Police Service with a total project cost of \$47.648 million, and 2015 cash flow of \$53.099 million and future year commitments of \$10.454 million comprised of the following:
 - a) New Cash Flow Funds for:
 - i. 21 new / change in scope sub-projects with a 2015 total project cost of \$47.648 million that requires cash flow of \$37.194 million in 2015 and future year cash flow commitments of \$4.768 million in 2016 and \$5.686 million for 2017; and
 - ii. 2 previously approved sub-projects with a 2015 cash flow of \$6.113 million; and
 - b) 2014 approved cash flow for 12 previously approved sub-projects with carry forward funding from 2014 into 2015 totalling \$9.792 million.
2. City Council approve the new debt service costs of \$0.175 million in 2015 and incremental debt costs of \$1.181 million in 2016, \$0.652 million for 2017 and \$0.623 million for 2018 resulting from the approval of the 2015 Recommended Capital Budget, to be included in the 2015 and future year operating budgets.
3. City Council consider the operating costs of \$2.755 million net in the 2015, \$0.051 million net in 2016; \$0.509 million net in 2017; \$0.925 million net in 2018; (\$0.033) million in 2019; \$0.017 million in 2020; \$0.017 million in 2021; \$0.017 million in 2022; \$0.017 million in 2023; and \$0.017 million in 2024 resulting from the approval of the 2015 Recommended Capital Budget for inclusion in the 2015 and future year operating budgets.
4. City Council approve the 2016-2024 Recommended Capital Plan for Toronto Police Service totalling \$499.750 million in project estimates, comprised of \$52.403 million in 2016; \$70.425 million for 2017; \$62.917 million for 2018; \$66.851 million for 2019; \$57.386 million for 2020; \$44.399 million for 2021; \$30.932 million for 2022; \$58.351 million for 2023; and \$56.086 million in 2024.
5. 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 2016-2025 Capital Budget and Plan request.
6. Toronto Police Service report on the project location and construction plans, including any changes to the project cost, for the *Peer to Peer Site* project to the Deputy City Manager and Chief Financial Officer once the location is finalized and prior to submitting the Service's 2016-2025 Capital Budget and Plan request.
7. Toronto Police Service report back on the results of the Service's review of the required SOGR work, SOGR backlog and plan to address it prior to submitting the Service's 2016-2025 Capital Budget and Plan request.

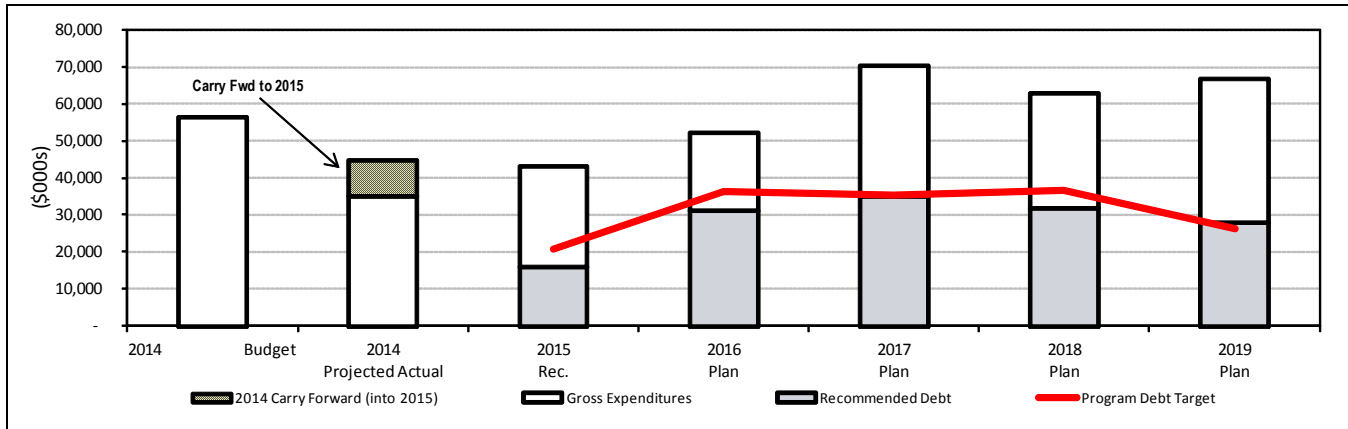


Part I:

10-Year Capital Plan

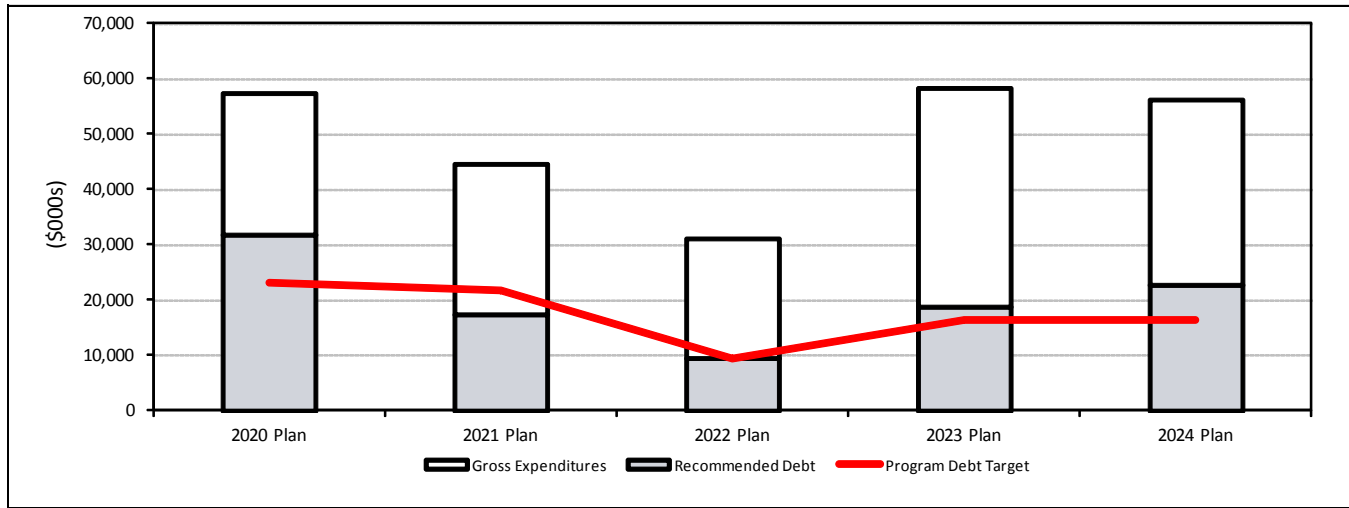
10 Year Capital Plan

Table 1a
2015 Recommended Budget, 2016-2019 Recommended Capital Plan



	2015 Rec'd Capital Budget and 2016 - 2019 Rec'd Capital Plan								5-Year Total Percent
	2014		2015	2016	2017	2018	2019	2015 - 2019	
	Budget	Projected Actual							
Gross Expenditures:									
2014 Capital Budget & Approved FY Commitments	56,590	35,048	6,113					6,113	2.1%
Recommended Changes to Approved FY Commitments									
2015 New/Change in Scope and Future Year Commitments			37,194	4,768	5,686			47,648	16.1%
2016- 2019 Capital Plan Estimates				47,635	64,739	62,917	66,851	242,142	81.8%
2-Year Carry Forward for Reapproval									
1-Year Carry Forward to 2015		9,792							
Total Gross Annual Expenditures & Plan	56,590	44,840	43,307	52,403	70,425	62,917	66,851	295,903	100.0%
Program Debt Target			20,829	36,320	35,231	36,539	26,428	155,347	
Financing:									
Recommended Debt			15,892	31,366	35,231	31,991	27,978	142,458	48.1%
Reserves/Reserve Funds			21,415	19,752	26,732	30,926	27,453	126,278	42.7%
Development Charges			6,000	1,285	8,462		11,420	27,167	9.2%
Provincial/Federal									
Debt Recoverable									
Other Revenue									
Total Financing			43,307	52,403	70,425	62,917	66,851	295,903	100.0%
By Project Category:									
Health & Safety									
Legislated									
SOGR			40,671	48,873	66,011	62,905	66,851	285,311	96.4%
Service Improvement			2,636	3,530	4,414	12		10,592	3.6%
Growth Related									
Total by Project Category			43,307	52,403	70,425	62,917	66,851	295,903	100.0%
Asset Value (\$) at year-end	331,470		331,470	331,470	331,470	331,470	331,470		
Yearly SOGR Backlog Estimate (not addressed by current plan)			200	(900)	(1,795)	(1,785)	(1,669)	(5,949)	
Accumulated Backlog Estimate (end of year)	24,213		24,413	23,513	21,718	19,933	18,264	18,264	
Backlog: Percentage of Asset Value (%)	7.3%		7.4%	7.1%	6.6%	6.0%	5.5%		
Debt Service Costs			264	2,324	4,239	4,643	4,190	15,660	
Operating Impact on Program Costs			2,755	51	509	997	39	4,351	
New Positions					5			5	

Table 1b
2020 - 2024 Recommended Capital Plan



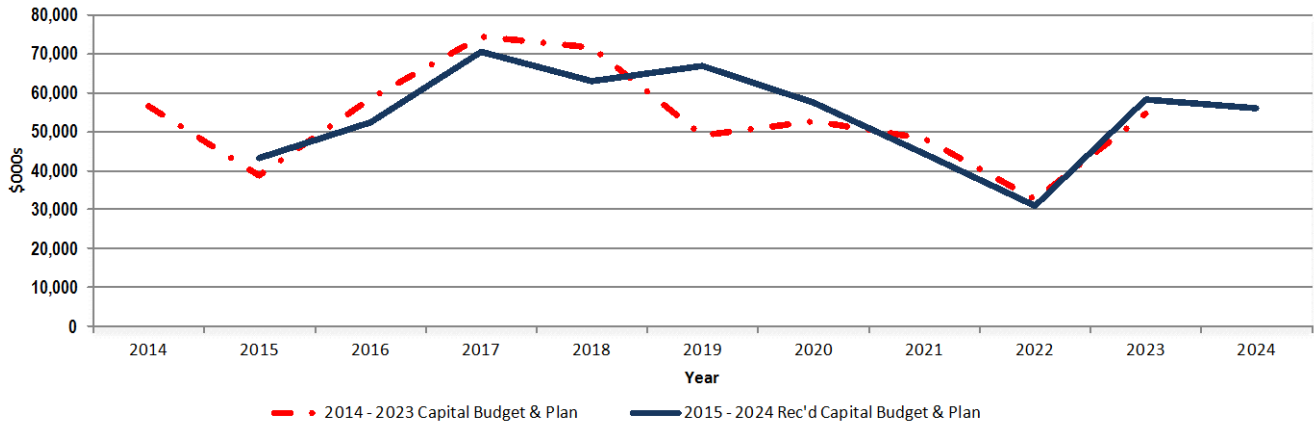
	2020 - 2024 Rec'd Capital Plan						
	2020	2021	2022	2023	2024	2015 - 2024	10-Year Total Percent
Gross Expenditures:							
2014 Capital Budget & Approved FY Commitments						6,113	1.1%
Recommended Changes to Approved FY Commitments							
2015 New/Change in Scope and Future Year Commitments						47,648	8.8%
2020 - 2024 Capital Plan Estimates	57,386	44,399	30,932	58,351	56,086	489,296	90.1%
Total Gross Annual Expenditures & Plan	57,386	44,399	30,932	58,351	56,086	543,057	100.0%
Program Debt Target	23,083	21,592	9,310	16,360	16,360	242,052	
Financing:							
Recommended Debt	31,800	17,322	9,310	18,581	22,581	242,052	44.6%
Reserves/Reserve Funds	20,465	21,904	21,222	34,566	23,182	247,617	45.6%
Development Charges	5,121	5,173	400	5,204	10,323	53,388	9.8%
Provincial/Federal							
Debt Recoverable							
Other Revenue							
Total Financing	57,386	44,399	30,932	58,351	56,086	543,057	100.0%
By Project Category:							
Health & Safety							
Legislated							
SOGR	56,999	43,243	30,905	53,566	49,689	519,713	95.7%
Service Improvement	387	1,156	27	4,785	6,397	23,344	4.3%
Growth Related							
Total by Project Category	57,386	44,399	30,932	58,351	56,086	543,057	100.0%
Asset Value(\$) at year-end	331,470	331,470	331,470	331,470	331,470		
Yearly SOGR Backlog Estimate (not addressed by current plan)	(1,547)	(1,420)	(1,286)	(1,145)	(997)	(12,344)	
Accumulated Backlog Estimate (end of year)	16,717	15,297	14,011	12,866	11,869	11,869	
Backlog: Percentage of Asset Value (%)	5.0%	4.6%	4.2%	3.9%	3.6%		
Debt Service Costs	3,843	3,909	2,126	1,474	2,588	29,602	
Operating Impact on Program Costs	90	165	94	22	21	4,743	
New Positions						5	

Key Changes to the 2014 - 2023 Approved Capital Plan

The 2015 Recommended Capital Budget and the 2016 - 2024 Recommended Capital Plan reflects an increase of \$6.362 million in capital funding from the 2014 to 2023 Approved Capital Plan.

The table and chart below provide a breakdown of the \$6.362 million or 1.2% increase in the Capital Program on an annual basis from 2014 to 2024.

Chart 1
Changes to the 2014 - 2023 Approved Capital Plan (In \$000s)



(\$000s)	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	10-Year Total
2014 - 2023 Capital Budget & Plan	56,590	38,674	58,486	74,255	71,572	48,927	52,705	48,140	32,660	54,686		536,695
2015 - 2024 Rec'd Capital Budget & Plan		43,307	52,403	70,425	62,917	66,851	57,386	44,399	30,932	58,351	56,086	543,057
Change %		12.0%	-10.4%	-5.2%	-12.1%	36.6%	8.9%	-7.8%	-5.3%	6.7%		1.2%
Change \$		4,633	-6,083	-3,830	-8,655	17,924	4,681	-3,741	-1,728	3,665		6,362

As made evident in the charge above, the \$6.362 million increase in the Capital Program results from slight changes to funding levels for Toronto Police Service capital projects in each year to better reflect the required upgrades and operational requirements.

As reflected in Table 2 on the following page, changes to the 2014 – 2023 Approved Capital Plan, specifically the recommended \$6.866 million in increased capital funding in the nine common years of the Capital Plans (2015 – 2023) arise from the reprioritization of Toronto Police Service's capital projects, based on the following factors:

- Updated schedules for infrastructure maintenance and upgrades;
- Updated operational requirements and timing of lifecycle replacement projects over the next 10-year period; and
- Revised land acquisition and construction timing and cost estimates.

A summary of project changes for the years 2015 to 2023 totalling \$6.866 million are provided in Table 2 below:

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

\$000s	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2015 - 2023 Total
2014 - 2023 Capital Budget & Plan	56,590	38,674	58,486	74,255	71,572	48,927	52,705	48,140	32,660	54,686		480,105
2015 - 2024 Rec'd Capital Budget & Plan		43,307	52,403	70,425	62,917	66,851	57,386	44,399	30,932	58,351	56,086	486,971
Capital Budget & Plan Changes (2015 - 2023)		4,633	(6,083)	(3,830)	(8,655)	17,924	4,681	(3,741)	(1,728)	3,665		6,866

	Total Project Cost	2015	2016	2017	2018	2019	2020	2021	2022	2023	2015 - 2023	2024	Revised Total Project Cost
<i>Previously Approved</i>													
Total Previously Approved		-	-	-	-	-	-	-	-	-	-		
New													
<i>State of Good Repair</i>	N/A	(2,669)	(1,601)	(600)	(100)	(100)	(100)	(100)	(100)	(100)	(5,470)	4,100	N/A
<i>41 Division</i>	38,928		(372)	(8,887)	(9,489)	8,898	9,850				-		38,928
<i>54 Division</i>	36,297	34	(5,384)	675	5,674						999		37,296
<i>32 Division</i>	6,987				2,993	2,000					4,993		11,980
<i>Furniture Lifecycle Replacement</i>	N/A	772	(712)	30	758	758	(712)	772	30	30	1,726	757	N/A
<i>13 Division</i>	38,928						(1,253)	1,252			(1)		38,927
<i>Vehicle & Equipment Replacement</i>	N/A	1,030	701	734	670	670	784	484	484	484	6,041	5,804	N/A
<i>Workstations, Printers & Laptops</i>	N/A	300	700	1,550	(1,300)	300	650	1,600	(2,250)	350	1,900	3,150	N/A
<i>Mobile Workstations</i>	N/A				500						500	1,000	N/A
<i>Network Equipment</i>	N/A						250	(650)	(650)	750	(300)	1,750	N/A
<i>AVLS Replacement Lifecycle</i>	N/A			(1,500)		1,500		(1,500)			(1,500)	1,500	N/A
<i>In-Car Camera Replacement</i>	N/A		98	82				98	82		360		N/A
<i>Digital Photography Lifecycle</i>	N/A	105	143				106	130			484		N/A
<i>Property & Evidence Scanners Lifecycle</i>	N/A		(117)			40		(119)			(196)	40	N/A
<i>DPLN Replacement</i>	N/A				(700)	750				(700)	(650)	750	N/A
<i>Small Equipment Replacement</i>	N/A	237		(640)	618	759	251	(640)	(213)	251	623	343	N/A
<i>DVAMS I Lifecycle Replacement</i>	N/A	(292)	362	362	362	350	(686)	262	244	244	1,208	244	N/A
<i>Human Resources Mgmt System (HRMS)</i>	N/A	364									364		N/A
<i>Time Resources Mgmt System (TRMS)</i>	N/A		(2,022)	2,022						(2,198)	(2,198)	2,022	N/A
<i>Fibre Optics</i>	N/A					(881)	(4,785)	(5,504)		4,785	(6,385)	6,385	N/A
<i>Wireless Parking System</i>	N/A			999						999	1,998		N/A
<i>CCTV</i>	N/A	250	68	(70)		(182)	205	275	(182)	(70)	294		N/A
<i>AED's</i>	N/A		(88)	(70)	12		112	(100)	27		(37)	12	N/A
<i>Peer to Peer Site</i>	18,750	1,334	(180)	204	(970)						388		19,138
<i>Relocation of FIS</i>	60,525									(1,000)	(1,000)	1,000	60,525
<i>Business Intelligence</i>	8,200	2,000	2,318	923	(4,623)						618		8,818
<i>Radar Unit Replacement</i>	1,279	(152)	3	(14)	(7)	9	9	(1)		340	187	245	1,711
<i>Marine Vessel Electronics</i>	-			300					300		600		600
<i>CEW Replacement</i>	-	1,320									1,320		1,320
Total New		4,633	(6,083)	(3,830)	(5,602)	14,871	4,681	(3,741)	(2,228)	4,165	6,866	29,102	
Total Changes		4,633	(6,083)	(3,830)	(5,602)	14,871	4,681	(3,741)	(2,228)	4,165	6,866	29,102	

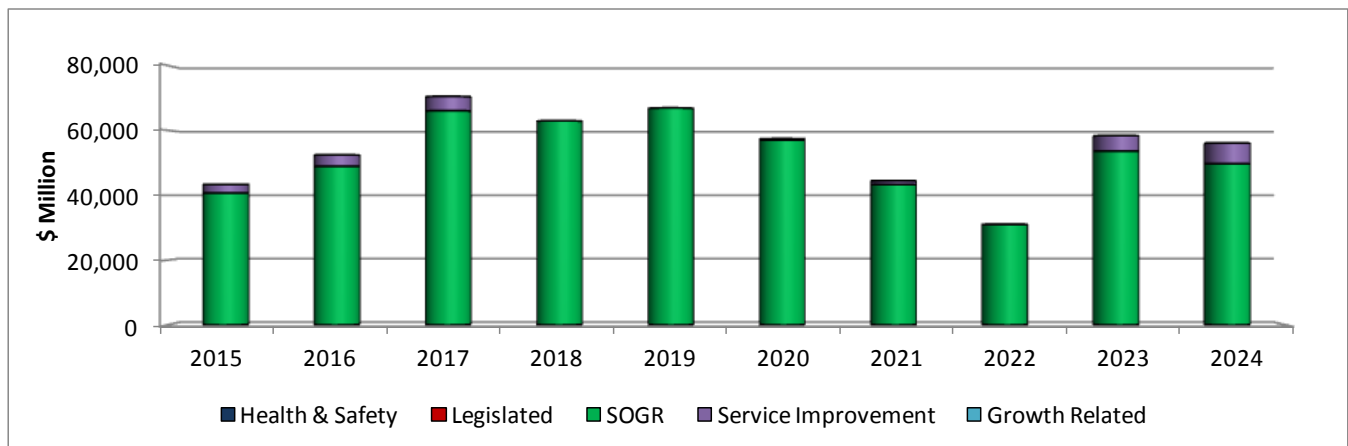
Significant Capital Project Changes in Toronto Police Service:

The 10-Year Recommended Capital Plan for Toronto Police Service reflects the following changes to the 2014 - 2023 Approved Capital Plan:

- Funding allocated to the *State of Good Repair* project have been reduced by \$5.470 million based on available staffing resources and past spending trends.
- The project cost for the *41 Division* project remains unchanged while cash flow requirements have been revised to reflect the deferral of the project by one year to 2017.
- The project cost and cash flow for the *54 Division* project have been increased by \$0.999 million to \$37.296 million in order to incorporate the consulting fees and reflect an increase in the projected cost of land.
- The project cost for the *32 Division* project has been increased by \$4.993 million to \$11.980 million in order to include structural modifications to the garage area, provide additional space, and modernize the elevators.
- The *Fibre Optics* project's cash flow and timing have been revised to allow for a review of requirements and best approaches and options.

- The project cost for the *Peer to Peer Site* project has been increased by \$0.388 million to \$19.138 million as a result of increased cost estimates for land acquisition.
- The *Relocation of FIS* project is delayed by one year and will start in 2024 instead of 2023.
- The new *Marine Vessel Electronics Replacement* project is fully funded from the Vehicle & Equipment Reserve and will provide funding of \$0.600 million to upgrade and standardize the existing navigation and communication equipment on ten Marine Unit vessels.
- The new *Conductive Energy Weapons (CEW) Replacement* project is fully funded from the Vehicle & Equipment Reserve and will provide funding of \$1.320 million for lifecycle replacement of conductive energy weapons.
- Cash flows for a number of other projects funded from the Vehicle & Equipment Reserve have been revised to reflect the timing and requirement of lifecycle replacement programs.

Chart 2
2015 – 2024 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 with expenditures totalling \$519.713 million or 95.7% of the total planned cash flow of \$543.057 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:
 - \$185.669 million or 35.7% 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 \$177.655 million or 34.2% of the SOGR projects and include such projects as *Workstations, Printers and Laptops, Servers, Network Equipment and Security Systems*.
 - Other SOGR projects account for 30.1% or \$156.389 million and include such major projects as the *State of Good Repair, Vehicle & Equipment Lifecycle Replacement and Small Equipment Replacement*.

- SOGR funding decreases in 2021 and 2022 as the construction for 41, 54, 32 and 13 Divisions is completed and increases again in 2023 as the Service begins renovations of 55 and 22 Divisions.
- Service Improvement Projects total \$23.334 million or 4.3% of the total planned expenditures in the 10-Year Recommended Capital Plan and focus on expansion of fibre optics network and building and maintaining a data warehouse environment (Business Intelligence).

Table 3
Summary of Capital Projects by Category (In \$000s)

	Total App'd Cash Flows to Date*	2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2015 - 2024 Total	Rec'd Total Project Cost
Total Expenditures by Category													
State of Good Repair													
State of Good Repair		1,800	3,000	4,000	4,100	4,100	4,100	4,100	4,100	4,100	4,100	37,500	
41 Division				395	9,561	19,122	9,850					38,928	38,928
54 Division		7,000	2,500	18,500	9,296							37,296	37,296
32 Division				4,990	4,990	2,000						11,980	11,980
Furniture Lifecycle Replacement		1,485	743	757	1,485	1,485	772	1,514	772	757	757	10,527	
13 Division					372	8,645	18,500	11,411				38,928	38,927
Vehicle & Equipment Replacement		6,350	6,021	6,054	5,990	6,990	6,104	5,804	5,804	5,804	5,804	60,725	
Workstations, Printers, Laptops		2,700	3,000	4,150	2,800	2,800	3,050	4,300	2,900	2,900	3,150	31,750	
Servers		4,515	3,045	2,499	4,203	4,741	4,741	3,197	2,624	4,807	4,158	38,530	
IT Business Resumption		1,281	1,407	1,365	1,235	1,786	1,345	1,477	1,433	1,775	1,553	14,657	
Mobile Workstations				300	9,420	1,000			300	9,420	1,000	21,440	
Network Equipment		998	1,200	2,900	2,800	2,400	1,750	1,750	2,250	3,750	1,750	21,548	
AVLS Replacement Lifecycle						1,500					1,500	3,000	
In-Car Camera Replacement			2,202	2,195				2,202	2,195			8,794	
Voice Logging Lifecycle Replacement					300					300		600	
Electronic Surveillance System				1,069					1,091			2,160	
Digital Photography Lifecycle		233	272				228	258				991	
Voicemail/Call Centre				500					500			1,000	
DVAMS - II Lifecycle Replacement						1,263					1,263	2,526	
Asset & Inventory Mgmt System					72				72			144	
Property & Evidence Scanners						40					40	80	
DPLN Replacement						750					750	1,500	
Small Equipment Replacement		329	92	92	923	1,601	1,093	92	92	343	343	5,000	
DVAMS - I Lifecycle Replacement		657	362	362	362	350	263	262	244	244	244	3,350	
HRMS Upgrade		1,125					378	799				2,302	
TRMS Upgrade		600	1,500	2,022					630	1,500	2,022	8,274	
Wireless Parking System				2,973						2,973		5,946	
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	5,148	13,048	
Fleet Equipment		100	100	100	100	100	100	100	100	100	100	1,000	
52 Division Renovations	2,948	5,352										5,352	8,300
55 Division Renovations										3,000	5,300	8,300	8,300
22 Division Renovations										3,000	5,300	8,300	8,300
Peer to Peer Site	250	3,629	8,470	6,659	130							18,888	19,138
Locker Replacement		350	500	350	48	198	48	198	48	48	48	1,836	
Relocation of FIS											4,649	4,649	60,525
Radar Unit Replacement		212	46	291	186	9	14	10	5	340	245	1,358	
Security System		635	500	475	450	440	570	465	465	465	465	4,930	
Marine Vessel Electronics				300					300			600	600
CEW Replacement		1,320										1,320	1,320
Sub-Total	3,198	40,671	48,873	66,011	62,905	66,851	56,999	43,243	30,905	53,566	49,689	519,713	127,131
Service Improvements													
Fibre Optics								881		4,785	6,385	12,051	
CCTV		250	250				275	275				1,050	
AED's			12		12		112				12	175	
TPS Archiving				750								750	750
Electronic Document Management		50	450									500	500
Business Intelligence		2,336	2,818	3,664								8,818	8,818
Sub-Total	-	2,636	3,530	4,414	12	-	387	1,156	27	4,785	6,397	23,344	10,068
Total Expenditures by Category	3,198	43,307	52,403	70,425	62,917	66,851	57,386	44,399	30,932	58,351	56,086	543,057	137,199

*Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2015, excluding ongoing capital projects.

2015 – 2024 Recommended Capital Plan

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.

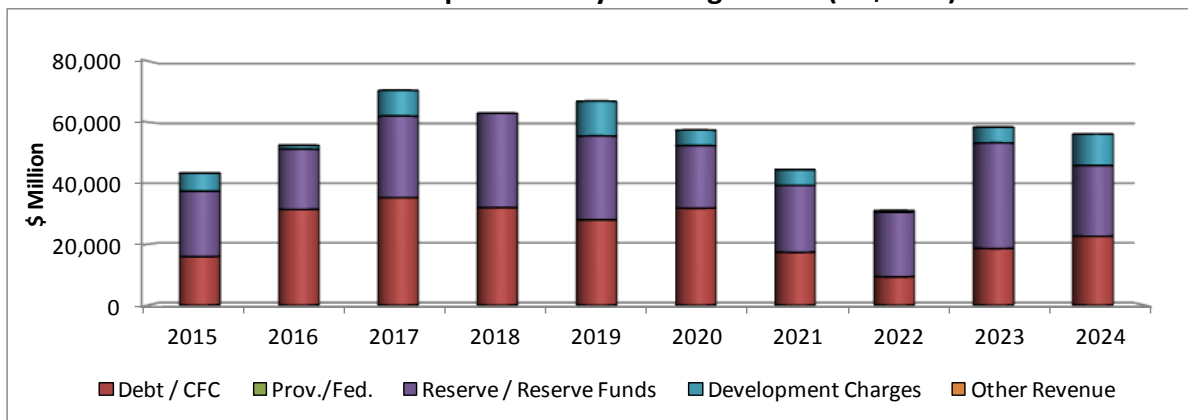
State of Good Repair (SOGR)

- The 10-Year Recommended Capital Plan is primarily allocated to State of Good Repair projects as Service continues to focus on improving and updating its aging facility infrastructure.
 - Funding of \$38.928 million is included in the 10-Year Recommended Capital Plan for land acquisition and construction of a new *41 Division* facility to address space and operational issues faced by the current facility.
 - The 10-Year Recommended Capital Plan includes funding of \$37.296 million for land acquisition and construction of a new *54 Division* to replace the current facility which was built in 1951 as a light industrial building and subsequently retrofitted for police use and occupied by the Service in 1973. The existing 54 Division is facing a number of physical and operational issues.
 - Such lifecycle replacement projects as *Servers Lifecycle Replacement, Vehicle & Equipment Replacement, Mobile Workstations* and *Network Equipment* are fully funded from the Vehicle & Equipment Reserve and require capital funding of \$142.243 million over the 10 year capital planning period for the replacement of vehicles, equipment and servers.
 - The Service's *Radio Replacement* project with the recommended cash flow of \$36.523 million over the 10 year planning period will support the next lifecycle replacement of communication radios as well as continue to ensure operability of the new shared EMS, Toronto Fire and Toronto Police Service platform.
 - Funding of \$13.048 million is included in the 10-Year Recommended Capital Plan for the relocation of *Public Safety Unit (PSU)* to the Progress Avenue Site as the current facility does not meet the operational needs of the Service and the building is too small, lacks adequate training facilities and an outdoor exercise area.
 - Funding of \$5.352 million is included in the 10-Year Recommended Capital plan to complete the *renovation of 52 Division* in order to address the repairs currently required at this facility.
 - The 10-Year Recommended Capital Plan provides funding of \$18.888 million to acquire land and construct the *Peer to Peer Site* which would house computer operations for the Service that would replace the existing secondary site space and provide backup systems in the event the primary systems are no longer available.
 - The 10-Year Recommended Capital Plan also includes funding of \$4.649 million to begin the relocation of the *Forensic Identification Services (FIS)* unit (consideration is being given to the Progress Avenue site as a suitable location) since the current facility is approaching the end of its operational life.

Service Improvements

- The 10-Year Recommended Capital Plan includes funding of \$12.051 million for the integration of the current fibre-optic assets into a Service-wide, Service-owned and operated *fibre-optic network* with connections to all critical police locations.
- Funding of \$0.750 million is included in the 10-Year Recommended Capital Plan for a dedicated *TPS archive facility* which will alleviate space pressure from the City's archiving locations and allow the Toronto Police Service to avoid archiving services costs.
- The 10-Year Recommended Capital Plan includes \$0.500 million for the *electronic document management system* that will store, control, monitor and report on a repository of electronic document files.
- The 10-Year Recommended Capital Plan also includes funding of \$8.818 million for the *Business Intelligence* project that will build and maintain data warehouse environment and provide associated interfaces, appropriate query and data-mining tools required for crime and trend analysis.

Chart 3
2015 – 2024 Capital Plan by Funding Source (In \$000s)



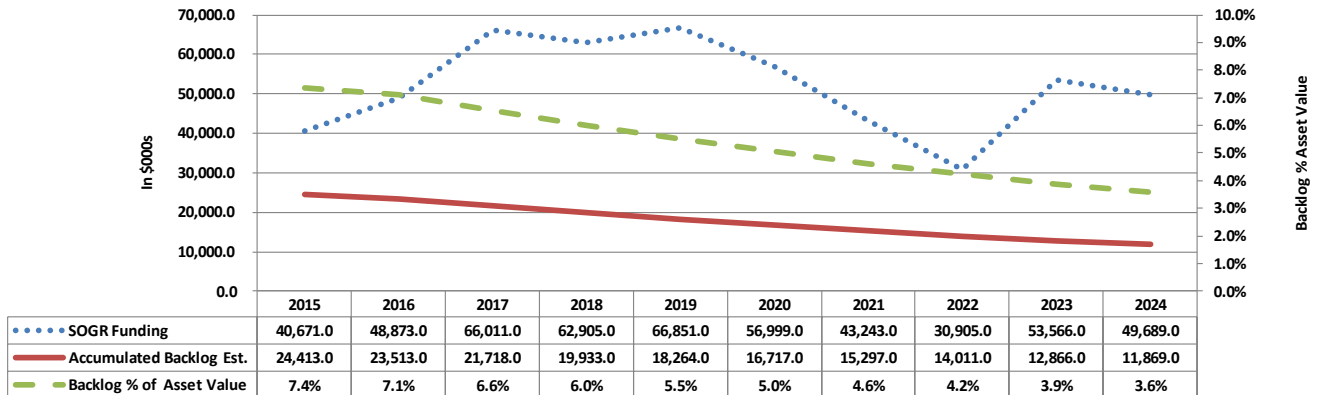
The 10-Year Recommended Capital Plan of \$543.057 million will be financed by the following sources:

- Debt, which accounts for \$242.052 million or 44.6% of the financing over the 10-year period.
 - The recommended debt funding is in line with the 10-year debt affordability guideline of \$242.052 million allocated to Toronto Police Service.
- Reserve funding constitutes \$247.617 million or 45.6% of required funding over the 10 year period. 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 \$53.388 million or 9.8% of required funding over the 10 year period.
 - Development Charge funded projects in the 10-Year Recommended Capital Plan have been confirmed as eligible for Development Charge financing as they were included in the Council Approved Development Charges By-law.

- Development Charge funding was maximized which allowed debt funding for the 10-Year Recommended Capital Plan to remain below the Service's debt affordability guideline for the 10 year planning horizon.
- Development Charge funding contributes to the financing of the following major projects: 54 Division, 41 Division, 13 Division, Public Safety Unit Facility, Peer to Peer Site, and Fiber Optics.

State of Good Repair (SOGR) Backlog

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



The 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 \$1.153 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.
- The Toronto Police Service is responsible for addressing state of good repair issues inside its facilities. This work includes but is not limited to renovation/repairs, firing range retrofits, upgrades to locker rooms and washrooms, and front desk replacements.
- The 10-Year Capital Plan for Toronto Police Service reflects asset values, state of good repair backlog and funding for TPS equipment, vehicles, radio infrastructure and security systems. This asset group accounts for \$331.470 million of the total asset value. In addition, the 10-Year Recommended Capital Plan includes SOGR projects for replacement and renovation of existing TPS facilities.
- The required work and infrastructure replacement that make up the backlog are continually changing based on the timing that equipment, vehicles, radio infrastructure and security systems reach its useful life span.
- At the end 2014, Toronto Police Service will have a backlog of a state of good repair work at its facilities estimated at \$24.213 million, representing 7.3% of the asset replacement value.

- Significant investments in infrastructure renewal projects will reduce the backlog of SOGR work to \$11.869 million by year-end 2024, representing 3.6% of the asset replacement value.
 - It is recommended that Toronto Police Service report back on the results of the Service's review of the required SOGR work, SOGR backlog and plan to address it prior to submitting the Service's 2016-2015 Capital Budget and Plan request.

10-Year Capital Plan: Net Operating Budget Impact

**Table 4
Net Operating Impact Summary (In \$000s)**

Projects	2015 Rec'd Budget		2016 Plan		2017 Plan		2018 Plan		2019 Plan		2015 - 2019		2015 - 2024	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
Previously Approved														
Radio Infrastructure	893.9		17.0								910.9		910.9	
Property & Evidence Mgmt Facility	126.6		7.0		7.0		7.0		8.0		155.6		195.6	
14 Division	29.0		5.0		5.0		5.0		5.0		49.0		74.0	
IRIS	1,846.4								(50.0)		1,796.4		1,796.4	
eTicketing	(140.9)										(140.9)		(140.9)	
New Projects - 2015														
Peer to Peer Site					175.0		175.0		4.0		354.0		374.0	
HRMS Upgrade			22.0								22.0		22.0	
TRMS Upgrade					22.0						22.0		22.0	
Business Intelligence					300.0	5.0	738.0				1,038.0		1,038.0	5.0
New Projects - Future Years														
54 Division							72.0		72.0		144.0		149.5	
41 Division											-		147.0	
13 Division											-		154.0	
Total Recommended (Net)	2,755.0	-	51.0	-	509.0	5.0	997.0	-	39.0	-	4,351.0	-	4,742.5	5.0

The 10-Year Recommended Capital Plan will increase future year Operating Budgets by a total of \$4.743 million net over the 2015 – 2024 period, as shown in the table above. Approved permanent positions will increase by 5 over the 10-year time frame.

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

- The *Radio Communication Infrastructure Replacement* project will require incremental costs of \$0.894 million in 2015 and \$0.017 million in 2016 to reflect TPS's share of maintenance costs for the new system.
- An incremental operating impact of \$0.127 million in 2015 and \$0.007 million in 2016 has been recommended for maintenance costs of the Property & Evidence Management Facility which was completed in 2013.
- The Integrated Records and Information System (IRIS) project will require incremental operating costs \$1.846 million in 2015 for increased maintenance costs and lifecycle contributions.
- The eTicketing Solution for Provincial Offences Notices project will result in incremental operating savings of \$0.141 million in 2015. The future year 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 repayment costs arising from the project in approximately 10 years.
- The Business Intelligence capital project has projected the need for incremental operating costs of \$0.300 million in 2017 and \$0.738 million in 2018, as well as 5 new positions for system maintenance.

- The net operating impacts required in 2015 have been included in the 2015 Recommended Operating Budget for Toronto Police Service. Future year operating impacts will be reviewed as part of the future budget processes.

Capital Project Delivery: Temporary Positions

There are no temporary capital project delivery positions required for the delivery of the Toronto Police Service's 2015 – 2024 Recommended Capital Program. Information technology projects are delivered by existing staff or contracted services.

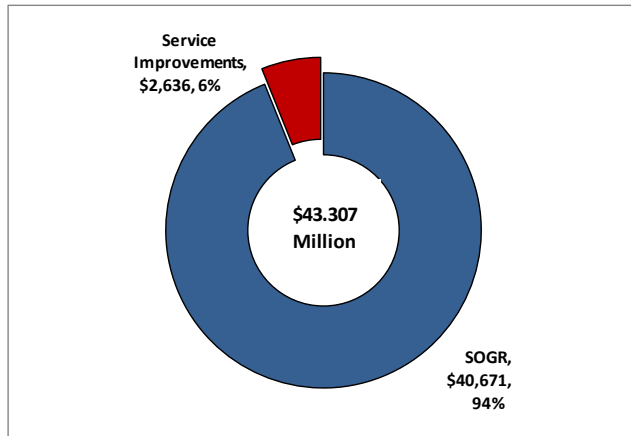


Part II: 2015 Capital Budget

2015 Recommended Capital Budget

2015 Capital Budget by Project Category and Funding Source

2015 Capital Budget by Project Category
(in \$000s)

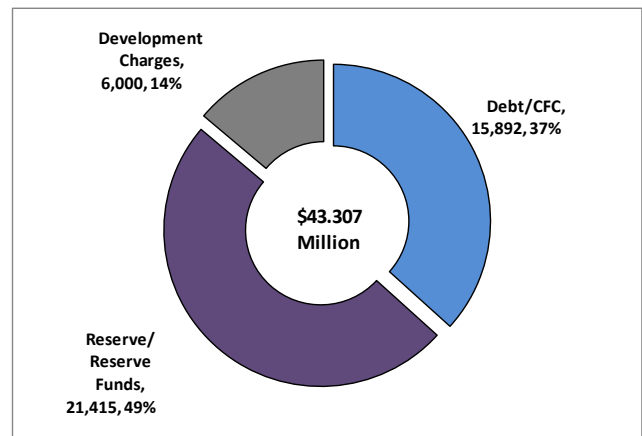


The 2015 Recommended Capital Budget, excluding funding carried forward from 2014 to 2015, requires cash flow funding of \$43.307 million.

The 2015 Capital Budget expenditures are allocated into the following categories:

- *State of Good Repair (SOGR) (\$40.671 million, 93.9%)*
 - In 2015, SOGR projects continue to drive the Toronto Police Service's Capital Budget.
 - \$40.671 million in funding will support the construction of 54 Division, 52 Division renovations, enable land acquisition for the Peer to Peer Site and replacement of various fleet and equipment.
- *Service Improvements (\$2.636 million, 6.1%)*
 - \$2.636 million in funding will support the start of the *Business Intelligence* and *Electronic Document Management* capital projects.

2015 Capital Budget by Funding Source
(in \$000s)



The 2015 Recommended Capital Budget is financed primarily by:

- *Debt (\$15.892 million, 36.7%)*
 - \$15.892 million of debt financing is \$4.937 million below the debt guideline of \$20.829 million set for 2015 primarily due to maximizing the use of eligible Development Charge funding.
- *Reserve and Reserve Funds (\$21.415 million, 49.5%)*
 - Reserve funding allows the Service to replace equipment through the Capital Budget without requiring debt financing.
- *Development Charges (\$6 million, 13.8%)*
 - Development Charges funding has been maximized in 2015 based on the eligible growth component of capital projects and the availability of funds within the current rates and development activity.
 - Development charge funding is allocated to the *Peer to Peer Site* and *54 Division* projects.

Table 5
2015 Recommended Cash Flow & Future Year Commitments (In \$000s)

	2013 and Prior Year Carry Forwards	2014 Carry Forwards	2015 Rec'd Cash Flow	Total 2015 Cash Flow (Incl 2014 C/Fwd)	2016	2017	2018	2019	2020	2021	2022	2023	2024	Total 2015 Rec'd Cash Flow & FY Commits
Expenditures														
Previously Approved		9,792	6,113	15,905										15,905
Change in Scope			752	752										752
New			33,456	33,456										33,456
New w/Future Year			2,986	2,986	4,768	5,686								13,440
Total Expenditure	-	9,792	43,307	53,099	4,768	5,686	-	-	-	-	-	-	-	63,553
Financing														
Debt		6,858	15,892	22,750	4,768	5,686								33,204
Other														
Reserves/Res Funds		2,934	21,415	24,349										24,349
Development Charges Provincial/Federal			6,000	6,000										6,000
Total Financing (including carry forward funding)	-	9,792	43,307	53,099	4,768	5,686	-	-	-	-	-	-	-	63,553

The 2015 Recommended Capital Budget is \$53.099 million and will result in the following:

- \$9.792 million in 2014 funding that will be carried forward into 2015 to complete the required state of good repair work, to complete the *Integrated Records and Information System (IRIS)* project and for the renovation of 52 Division.
- Funding of \$6.113 million for previously approved projects to complete the renovation of 52 Division and upgrade of the Human Resources Management System.
- Funding of \$0.752 million for change of scope projects to reflect increased cost estimate for land acquisition for the Peer to Peer Site and additional funding required to support the upgrades of the Human Resource Management System (HRMS).
- New project funding of \$33.456 million in 2015 for *54 Division* and *Peer to Peer Site* projects, and the Vehicle & Equipment Lifecycle Replacement Program which is fully funded from the Vehicle & Equipment Reserve.
- Recommended multi-year funding of \$2.986 million in 2015 for the *Time Resource Management System (TRMS)* and design and development of Business Intelligence and Electronic Document Management systems that require future year cash flow of \$4.768 million in 2016 and \$5.686 million in 2017.

2015 Recommended Capital Project Highlights

Table 6
2015 Recommended Capital Project Highlights (in \$000s)

Project	Total Project Cost	2015	2016	2017	2018	2019	2015 - 2019	2020	2021	2022	2023	2024	2015 - 2024 Total
State of Good Repair	N/A	4,352					4,352						4,352
54 Division	37,296	7,000					7,000						7,000
Furniture Lifecycle Replacement	N/A	1,485					1,485						1,485
Vehicle & Equipment Replacement	N/A	6,350					6,350						6,350
Workstations, Printers & Laptops	N/A	2,700					2,700						2,700
Servers	N/A	5,346					5,346						5,346
IT Business Resumption	N/A	1,676					1,676						1,676
Mobile Workstations	N/A	226					226						226
Network Equipment	N/A	998					998						998
IRIS	23,359	1,408					1,408						1,408
In-Car Camera Replacement	N/A	444					444						444
Digital Photography Lifecycle Replacement	N/A	233					233						233
Voicemail/Call Centre	N/A	2					2						2
DVAMS II - Lifecycle Replacement	N/A	703					703						703
Small Equipment Replacement	N/A	333					333						333
DVAMS I - Lifecycle Replacement	N/A	657					657						657
Human Resources Management System	N/A	1,125					1,125						1,125
Time Resources Management System	N/A	600	1,500	2,022			4,122						4,122
CCTV	N/A	320					320						320
Fleet Equipment	N/A	100					100						100
52 Division Renovation	8,300	8,250					8,250						8,250
Peer to Peer Site	19,138	3,629					3,629						3,629
Locker Replacement	N/A	609					609						609
Electronic Document Management	500	50	450				500						500
Business Intelligence	8,818	2,336	2,818	3,664			8,818						8,818
Radar Unit Replacement	1,711	212					212						212
Security System	N/A	635					635						635
CEW Replacement	1,320	1,320					1,320						1,320
Total (including carry forward funding)	100,442	53,099	4,768	5,686	-	-	63,553	-	-	-	-	-	63,553

The 2015 Recommended Capital Budget, including funding carried forward from 2014 into 2015, provides funding of \$53.099 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 renovations of 52 Division to address repairs currently required at this facility.
- Continue to address state of good repair backlog with equipment, vehicles, radio and IT infrastructure replacement projects.
- Acquire land for the Peer to Peer Site structure that will house back up computer operations to be used in the event the primary systems are no longer available.
- Begin the *Business Intelligence* project that will build and maintain data warehouse environment and provide associated interfaces, appropriate query and data-mining tools required for crime and trend analysis.



Part III:

Issues for Discussion

Issues for Discussion

Issues Impacting the 10-Year Capital Plan

Peer to Peer Site

- The 10-Year Capital Plan for Toronto Police Service includes funding of \$18.888 million for a Peer to Peer Site that will house computer systems that will have the same capability as the Service's current site, but with the ability to provide backup 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 leased from the City of Toronto and is currently shared with the City's main data centre. There are a number of significant issues with the current Data Centre site, including the following:
 - Space is shared with the City and has reached maximum capacity;
 - Electrical capacity has been exhausted, impacting power redundancy;
 - The security needs of the Service differ from those of the City and what is currently available;
 - Industry in the vicinity of the existing site is not conducive/ideal for a data operation and poses a risk to that operation; and
 - Industry best practice related to distance between the primary and secondary sites (between 25 and 40 kilometers) is not being followed, as the current distance between the two Service sites is 7 kilometers.
- Toronto Police Service has identified a number of options available for a Peer to Peer Data Site:
 - Remediation/retro-fit current location;
 - Co-locate at a new site with the City of Toronto or other Police agencies;
 - Co-locate with another organization at a multi-tenant facility;
 - Utilize a modular data centre;
 - Outsource to a peer to peer data centre service provider; and
 - Design, build and operating a separate TPS data centre.
- The Service's Information Technology Services (ITS) unit has initiated discussions with possible partners identified with each option, such as the City of Toronto and other police agencies, to determine the feasibility of joining together. It became evident through the discussions that none of the possible partners could commit to the same time period required by the Service and/or financial resources in order to execute a joint strategy at this time.
- ITS surveyed nine police agencies and five financial institutions. Four out of the nine police services responded to the survey and indicated that they operate their own Data Recovery centres in State or City-owned facilities. Only one financial institution responded to the survey, indicating that it also operated its own facility for information that was considered highly sensitive in nature.
- ITS also engaged the services of a consultant to perform a high level analysis of the costs associated with each option. The cost estimates provided by the consultants included broad assumptions and were based on their best experiences with Peer to Peer data sites.
- The consolidated work of the consultant and ITS concluded that the best option for the Service, given the immediate operational need, the security and location risks and the unique business

requirements, is to design, build and operate its own facility, in a structure that would ultimately be owned by the City of Toronto.

- The 2015 Recommended Capital Budget includes funding of \$3.629 million for acquiring land and \$15.259 million is included in the 2016-2024 Recommended Capital Plan for constructing a building to meet the Service's requirements and best practice disaster recovery provisions. The search by City's Real Estate Division is not limited to identifying suitable land for constructing a new building and may identify a suitable building that would be renovated to meet Service's requirements.
- It is recommended that Toronto Police Service report on the project location and construction plans, including changes to the current project cost of \$19.138 million, for the *Peer to Peer Site* project to the Deputy City Manager and Chief Financial Officer once the location is finalized and prior to submitting the Service's 2016-2025 Capital Budget and Plan.
- The 2015 Recommended Capital Budget only includes funding for land acquisition and a detailed design for the selected site must be the basis for the 2016 submission for this project and future year approvals.

Maximizing the Use of Existing Facilities

- In order to maximize the use of existing land, the Toronto Police Service will be relocating or consolidating units to the Progress Avenue site. Funding of \$18.447 million is included in the 10-Year Recommended Capital Plan for the following locations:
- 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 the 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 \$4.649 million in 2024 to begin the planned 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 \$13.048 million starting in 2022 for the relocation of the Public Safety Unit, and consideration is being given to the Progress Avenue site as a suitable location.
 - 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 retained a third party consulting expertise, KPMG LLP, to review eight corporate support services as part of a Shared Services Study. The reviewed shared services opportunities included: 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, however, areas for better collaboration of shared support services exist.
 - Opportunities exist to use City contracts for procurement of equipment in order to benefit from better prices and to collaborate with the City on a number of IT 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 2016-2025 Capital Budget and Plan.

Unfunded Future Year Priority Projects

- Toronto Police Service has identified a number of future year priority projects that are not included in the 10-Year Recommended Capital Plan but are becoming increasingly critical.
- Next Generation 911 (NG911):
 - The current system for 911 calls works on an analog platform and can only receive voice calls.
 - The implementation of Next Generation 911 will upgrade existing systems to accept digital Internet Protocol (IP) information instead of analog information which will enable Public Safety Answering Points to accept text and other digital mediums.

- In 2014, the Service performed the analog to digital upgrade that was legislated. However, the ability to accept multi-media formats is an emerging issue that staff continues to investigate, together with other police services in Ontario and across North America.
- The Service is also engaging City staff on this initiative as NG911 is, to a certain extent, an issue for Toronto Fire and Toronto Paramedic Services. Due to many unknowns related to this project, no funding estimate is available at this time.
- Integrated Strategic Threat Analysis and Response System (iSTAR):
 - iSTAR will allow for a centralized and focused management of incidents or events, both planned and spontaneous, as well as escalations that require advanced coordination and response.
 - iSTAR will ensure effective, efficient operational readiness and response, refine the formal Emergency Planning and Preparedness processes and define areas to leverage existing technology assets more effectively. This would increase the Service's effectiveness, thereby helping to enhance customer service. Since the project is currently in the planning stage, a detailed plan, functionality design and budget estimates are not yet available.

Expanded Use of Conductive Energy Weapons (CEWs)

- On August 27, 2013, the Ministry of Community Safety and Correctional Services announced a change to the Ontario government's rules regarding the use of CEWs. Effective immediately and as of that date, the Province is allowing police services to put CEWs in the hands of frontline officers if the police services chose to increase the deployment of these units.
- A number of coroner's inquests have made reference to CEWs and the July 2014 report entitled *Police Encounters with People in Crisis* by the former Justice Iacobucci recommended that the Service consider conducting a pilot project to assess the potential for expanding CEW access within the Service, with consideration of supervision, use of cameras with CEWs and reporting.
- As a result of the Iacobucci report, the Service has assembled an implementation team to review the recommendations with the goal of implementing them, where practical and feasible, including a review of the CEW pilot project.
- There would be both capital and operating impacts if the Service were to begin equipping frontline officers with CEWs. The cost per unit, including ancillary equipment such as holsters, cartridges, etc. is estimated at \$2,000 per unit (or approximately \$2.4 million per 1,000 officers). There would also be related training costs for officers that are equipped with CEW, as well as replacement costs.
- A detailed assessment would be required to determine exactly which and how many officers would be equipped and what the training and operating requirements would be. The additional costs will be reviewed against the benefits of expanding the use of CEWs .

Body Worn Cameras

- The *Police Encounters with People in Crisis* report by the former Justice Iacobucci also recommended body worn cameras as means to enhance officer safety and accountability, provide valuable evidence for the courts, and reduce use-of-force incidents and complains.
- In 2014, 100 body wearable cameras and accompanying infrastructure were purchased. Once the cameras are obtained, a pilot project will be conducted for approximately 12 months in four units of the Service to determine the usability and functionality of the devices, technological issues, as well as to assist with any required clarification and strengthening of the "rules of engagement" associated with a full-Service roll-out of this technology.
- The pilot project will be governed by a working group, established to develop the guiding principles that include consideration of human rights, privacy and existing legislation, determination of evaluation criteria and the establishment performance indicators.
- The Toronto Police Service will be reporting out on the results of this pilot project, including any technological and financial implications related to data retention, once they become available.



Appendices:

Appendix 1 2014 Performance

2014 Key Accomplishments

In 2014, Toronto Police Service accomplished the following:

- ✓ Completed the renovation and move of the Service's new Property and Evidence Management facility.
- ✓ Completed the renovation and move of the new Parking Enforcement unit facility to the Progress Avenue site to accommodate parking enforcement space requirements.
- ✓ Continued to stabilize and provide production support efforts, including staffing considerations, for Versadex and eJust, following the November 2013 go-live of the Integrated Records and Information System (IRIS).

2014 Financial Performance

**Table 7
2014 Budget Variance Analysis (In \$000's)**

2014 Approved	As of Sept. 30, 2014		Projected Actuals at Year End		Unspent Balance	
	\$	% Spent	\$	% Spent	\$ Unspent	% Unspent
56,590	15,318	27.1%	35,048	61.9%	21,542	38.1%

2014 Experience

- Toronto Police Service spent \$15.318 million or 27% of its 2014 Approved Capital Budget of \$56.590 million (including \$17.6 million in 2013 carry forward funding) for the period ending September 30, 2014; and spending is projected to be \$35.048 million or 61.9% by year-end.
- The projected year-end under-spending is largely attributable to the following projects:
 - The *State of Good Repair* capital project is anticipated to be under budget by \$4.100 million at year-end due to staffing shortages and the need to provide considerable support to the IRIS project. The projected year-end under-spending will be carried forward to 2015.
 - The *Property and Evidence Management Facility* capital project is expected to have year-end under-spending of \$0.639 million due to lower-than-anticipated construction costs. The unspent funding will be returned to the City.
 - The *52 Division Renovations* capital project had no expenditures during the nine months ended September 30, 2014 due to a staffing shortage in the Service's FCM Unit. The project start date has been delayed with the consultant selection anticipated to take place in the first quarter of 2015.
 - The Vehicle & Equipment Lifecycle Replacement Program that includes such projects as *Small Equipment Replacement* and *Property & Evidence Scanners Lifecycle Replacement* is anticipated to have year-end under-spending of \$8.386 million due to lower than anticipated

expenditures for server and locker replacement and information technology business resumption. This funding will be carried forward to 2015.

Impact of the 2014 Capital Variance on the 2015 Recommended Capital Budget

- \$9.792 million in 2014 funding will be carried forward into 2015 to complete the required state of good repair work, to complete the *Integrated Records and Information System (IRIS)* project and for the renovation of 52 Division.
- The capital spending rate for Toronto Police Service in 2012 and 2013 reduced to 65% mostly as a result of deferring a number of projects due to implementation efforts with respect to the new Records Management System (IRIS), and its impact on the need for various servers and applications.
- The *IRIS* project will be completed in 2015 and it is anticipated that 2015 and future year completion rates will be significantly higher.
- Funding included in the 10-Year Recommended Capital Plan for the *State of Good Repair* capital project has been reduced based on available staffing resources and past spending trends.

Appendix 2

Table 8
2015 Rec'd Capital Budget; 2016 to 2024 Rec'd Capital Plan (\$000s)

Project	Total Project Cost	2015	2016	2017	2018	2019	2015 - 2019	2020	2021	2022	2023	2024	2015 - 2024 Total
State of Good Repair		4,352	3,000	4,000	4,100	4,100	19,552	4,100	4,100	4,100	4,100	4,100	40,052
41 Division	38,928			395	9,561	19,122	29,078	9,850					38,928
54 Division	37,296	7,000	2,500	18,500	9,296		37,296						37,296
32 Division	11,980			4,990	4,990	2,000	11,980						11,980
Furniture Lifecycle Replacement		1,485	743	757		1,485	5,955	772	1,514	772	757	757	10,527
13 Division	38,927				372	8,645	9,017	18,500	11,411				38,928
Vehicle & Equipment Replacement		6,350	6,021	6,054	5,990	6,990	31,405	6,104	5,804	5,804	5,804	5,804	60,725
Workstations, Printers & Laptops		2,700	3,000	4,150	2,800	2,800	15,450	3,050	4,300	2,900	2,900	3,150	31,750
Servers Lifecycle Replacement		5,346	3,045	2,499	4,203	4,741	19,834	4,741	3,197	2,624	4,807	4,158	39,361
IT Business Resumption		1,676	1,407	1,365	1,235	1,786	7,469	1,345	1,477	1,433	1,775	1,553	15,052
Mobile Work Stations		226		300	9,420	1,000	10,946			300	9,420	1,000	21,666
Network Equipment		998	1,200	2,900	2,800	2,400	10,298	1,750	1,750	2,250	3,750	1,750	21,548
IRIS	23,359	1,408					1,408						1,408
AVLS Replacement Lifecycle						1,500	1,500					1,500	3,000
In-Car Camera Replacement		444	2,202	2,195			4,841		2,202	2,195			9,238
Voice Logging Lifecycle Replacement					300		300				300		600
Electronic Surveillance System				1,069			1,069			1,091			2,160
Digital Photography Lifecycle Replacement		233	272				505	228	258				991
Voicemail/ Call Centre		2		500			502			500			1,002
DVAMS - II Lifecycle Replacement		703				1,263	1,966					1,263	3,229
Asset & Inventory Management System					72		72			72			144
Property & Evidence Scanners						40	40					40	80
DPLN Replacement						750	750					750	1,500
Small Equipment Replacement		333	92	92	923	1,601	3,041	1,093	92	92	343	343	5,004
DVAMS - I Lifecycle Replacement		657	362	362	362	350	2,093	263	262	244	244	244	3,350
Human Resources Management Systems		1,125					1,125	378	799				2,302
Time Resources Management System		600	1,500	2,022			4,122			630	1,500	2,022	8,274
Fibre Optics							-		881		4,785	6,385	12,051
Wireless Parking Systems				2,973			2,973				2,973		5,946
Livescan Replacement					540		540				540		1,080
AFIS Replacement						3,053	3,053						3,053
Radio Replacement			13,913	2,713	3,542	2,478	22,646	4,093	5,304	4,480			36,523
Public Safety Unit Facility	13,048						-			500	7,400	5,148	13,048
CCTV		320	250				570	275	275				1,120
AED's			12		12		24	112		27		12	175
Fleet Equipment		100	100	100	100	100	500	100	100	100	100	100	1,000
52 Division Renovation	8,300	8,250					8,250						8,250
55 Division Renovation	8,300						-				3,000	5,300	8,300
22 Division Renovation	8,300						-				3,000	5,300	8,300
Peer to Peer Site	19,138	3,629	8,470	6,659	130		18,888						18,888
Locker Replacement		609	500	350	48	198	1,705	48	198	48	48	48	2,095
TPS Archiving		750		750			750						750
Relocation of FIS	60,525						-					4,649	4,649
Electronic Document Management		500	450				500						500
Business Intelligence		8,818	2,336	2,818	3,664		8,818						8,818
Radar Unit Replacement		1,711	212	46	291	186	744	14	10	5	340	245	1,358
Security System		635	500	475	450	440	2,500	570	465	465	465	465	4,930
Marine Vessel Electronics		600		300			300			300			600
CEW Replacement		1,320	1,320				1,320						1,320
Total (including carry forward funding)	281,800	53,099	52,403	70,425	62,917	66,851	305,695	57,386	44,399	30,932	58,351	56,086	552,849

Appendix 3

2015 Rec'd Capital Budget; 2016 to 2024 Rec'd Capital Plan

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 3: 2015 Recommended Budget; 2016 to 2024 Recommended Capital Plan

Toronto Police Service

Sub- Project No. Project Name PrioritySubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments						Current and Future Year Cash Flow Commitments Financed By													
						2015	2016	2017	2018	2019	Total 2015-2019	Total 2020-2024	Total 2015-2024	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
<u>POL907516 Electronic Surveillance System Lifecycle Replace</u>																									
0	1	Replacement of the Electronic Surveillance (S6)	CW	S6	03	0	0	1,069	0	0	1,069	1,091	2,160	0	0	0	2,160	0	0	0	0	0	0	2,160	
Sub-total						0	0	1,069	0	0	1,069	1,091	2,160	0	0	0	2,160	0	0	0	0	0	0	2,160	
<u>POL907517 Digital Photography Lifecycle Replacement</u>																									
0	2	Digital Photography Lifecycle Replacement (S5)	CW	S5	03	233	272	0	0	0	505	486	991	0	0	0	991	0	0	0	0	0	0	991	
Sub-total						233	272	0	0	0	505	486	991	0	0	0	991	0	0	0	0	0	0	991	
<u>POL907520 Voicemail/Call Centre</u>																									
0	1	Replacement of Call Centre Application (S2)	CW	S2	03	2	0	0	0	0	2	0	2	0	0	0	2	0	0	0	0	0	0	2	
0	2	Voicemail/Call Centre (S6)	CW	S6	03	0	0	500	0	0	500	500	1,000	0	0	0	1,000	0	0	0	0	0	0	1,000	
Sub-total						2	0	500	0	0	502	500	1,002	0	0	0	1,002	0	0	0	0	0	0	1,002	
<u>POL907521 DVAMS -11 Lifecycle Replacement</u>																									
0	1	Digital Video Asset Mgmt System II Replacement(S2)	CW	S2	03	703	0	0	0	0	703	0	703	0	0	0	703	0	0	0	0	0	0	703	
0	2	Digital Video Asset Mgmt System II Replacement(S6)	CW	S6	03	0	0	0	0	1,263	1,263	1,263	2,526	0	0	0	2,526	0	0	0	0	0	0	2,526	
Sub-total						703	0	0	0	1,263	1,966	1,263	3,229	0	0	0	3,229	0	0	0	0	0	0	0	3,229
<u>POL907522 Asset and Inventory Management System Replac</u>																									
0	2	Asset and Inventory Management Replacement S5	CW	S5	03	0	0	0	72	0	72	72	144	0	0	0	144	0	0	0	0	0	0	144	
Sub-total						0	0	0	72	0	72	72	144	0	0	0	144	0	0	0	0	0	0	0	144
<u>POL907523 Property and Evidence Scanners Lifecycle</u>																									
0	2	Replacement of the Scanners at the Property S6	CW	S6	03	0	0	0	0	40	40	40	80	0	0	0	80	0	0	0	0	0	0	80	
Sub-total						0	0	0	0	40	40	40	80	0	0	0	80	0	0	0	0	0	0	0	80
<u>POL907524 DPLN Replacement</u>																									
0	1	Divisional Parking Lot Networks Replacement S6	CW	S6	03	0	0	0	0	750	750	750	1,500	0	0	0	1,500	0	0	0	0	0	0	1,500	
Sub-total						0	0	0	0	750	750	750	1,500	0	0	0	1,500	0	0	0	0	0	0	0	1,500
<u>POL907525 Small Equipment Replacement</u>																									
0	3	video equipment (S5)	CW	S5	03	92	92	92	92	92	460	460	920	0	0	0	920	0	0	0	0	0	0	920	
0	5	Telephone Handset Replacement (S6)	CW	S5	03	100	0	0	0	750	850	750	1,600	0	0	0	1,600	0	0	0	0	0	0	1,600	
0	6	test analyzer S2	CW	S2	04	4	0	0	0	0	4	0	4	0	0	0	4	0	0	0	0	0	0	4	

CITY OF TORONTO

**Gross Expenditures (\$000's)
Appendix 3: 2015 Recommended Budget; 2016 to 2024 Recommended Capital Plan**

Toronto Police Service

						Current and Future Year Cash Flow Commitments						Current and Future Year Cash Flow Commitments Financed By													
Sub- Priority	Project No. SubProj No.	Project Name Sub-project Name	Ward	Stat.	Cat.	2015	2016	2017	2018	2019	Total 2015-2019	Total 2020-2024	Total 2015-2024	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
<u>POL907805 22 Division Renovation</u>																									
0	1	22 Division Renovation	CW	S6	03	0	0	0	0	0	0	8,300	8,300	0	0	0	0	0	0	0	0	8,300	0	8,300	
Sub-total						0	0	0	0	0	0	8,300	8,300	0	0	0	0	0	0	0	0	0	8,300	0	8,300
<u>POL907860 Peer to Peer Site</u>																									
0	2	Peer to Peer Site- Construction	CW	S5	03	3,241	8,470	6,659	130	0	18,500	0	18,500	0	0	4,195	0	0	0	0	0	14,305	0	18,500	
0	3	Peer to peer - additional cost	CW	S3	03	388	0	0	0	0	388	0	388	0	0	0	0	0	0	0	0	388	0	388	
Sub-total						3,629	8,470	6,659	130	0	18,888	0	18,888	0	0	4,195	0	0	0	0	0	0	14,693	0	18,888
<u>POL907862 Locker Replacement</u>																									
0	1	S2	CW	S2	03	259	0	0	0	0	259	0	259	0	0	0	259	0	0	0	0	0	0	259	
0	2	locker replacment S5	CW	S5	03	350	500	350	48	198	1,446	390	1,836	0	0	0	1,836	0	0	0	0	0	0	1,836	
Sub-total						609	500	350	48	198	1,705	390	2,095	0	0	0	2,095	0	0	0	0	0	0	0	2,095
<u>POL907900 TPS Archiving</u>																									
0	1	TPS Archiving	CW	S6	04	0	0	750	0	0	750	0	750	0	0	0	0	0	0	0	0	750	0	750	
Sub-total						0	0	750	0	0	750	0	750	0	0	0	0	0	0	0	0	0	750	0	750
<u>POL907901 Relocation of FIS</u>																									
0	1	Relocation of FIS	CW	S6	03	0	0	0	0	0	0	4,649	4,649	0	0	578	0	0	0	0	0	4,071	0	4,649	
Sub-total						0	0	0	0	0	0	4,649	4,649	0	0	578	0	0	0	0	0	0	4,071	0	4,649
<u>POL908008 Electronic Document Management</u>																									
0	1	Electronic Document Management	CW	S4	04	50	450	0	0	0	500	0	500	0	0	0	0	0	0	0	0	500	0	500	
Sub-total						50	450	0	0	0	500	0	500	0	0	0	0	0	0	0	0	0	500	0	500
<u>POL908009 Business Intelligence</u>																									
0	1	Business Intelligence	CW	S4	04	2,336	2,818	3,664	0	0	8,818	0	8,818	0	0	0	0	0	0	0	0	8,818	0	8,818	
Sub-total						2,336	2,818	3,664	0	0	8,818	0	8,818	0	0	0	0	0	0	0	0	0	8,818	0	8,818
<u>POL908010 Radar unit Repalcemernt</u>																									
0	1	Radar Unit Repalcemernt S5	CW	S5	03	212	46	291	186	9	744	614	1,358	0	0	0	1,358	0	0	0	0	0	0	1,358	
Sub-total						212	46	291	186	9	744	614	1,358	0	0	0	1,358	0	0	0	0	0	0	1,358	
<u>POL908012 Security System</u>																									

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 3: 2015 Recommended Budget; 2016 to 2024 Recommended Capital Plan

Toronto Police Service						Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By											
<u>Sub-Project No.</u>	<u>Project Name</u>	<u>Ward</u>	<u>Stat.</u>	<u>Cat.</u>						<u>Total</u>	<u>Total</u>	<u>Total</u>	<u>Provincial Grants and Subsidies</u>	<u>Federal Subsidy</u>	<u>Development Charges</u>	<u>Reserves</u>	<u>Reserve Funds</u>	<u>Capital from Current</u>	<u>Other 1</u>	<u>Other2</u>	<u>Debt - Recoverable Debt</u>	<u>Total Financing</u>		
Priority	SubProj No.	Sub-project Name			2015	2016	2017	2018	2019	2015-2019	2020-2024	2015-2024												
POL908012 Security System																								
0	1	security system	CW	S5	03	635	500	475	450	440	2,500	2,430	4,930	0	0	0	4,930	0	0	0	0	0	4,930	
		Sub-total				635	500	475	450	440	2,500	2,430	4,930	0	0	0	4,930	0	0	0	0	0	4,930	
POL908085 Marine Vessel Electronics																								
0	1	Marine Vessel Electronic Replacement	CW	S6	03	0	0	300	0	0	300	300	600	0	0	0	600	0	0	0	0	0	600	
		Sub-total				0	0	300	0	0	300	300	600	0	0	0	600	0	0	0	0	0	600	
POL908133 CEW Replacement																								
0	1	CEW Replacement	CW	S5	03	1,320	0	0	0	0	1,320	0	1,320	0	0	0	1,320	0	0	0	0	0	1,320	
		Sub-total				1,320	0	0	0	0	1,320	0	1,320	0	0	0	1,320	0	0	0	0	0	1,320	
Total Program Expenditure						53,099	52,403	70,425	62,917	66,851	305,695	247,154	552,849	0	0	53,388	250,551	0	0	0	0	248,910	0	552,849

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 3: 2015 Recommended Budget; 2016 to 2024 Recommended Capital Plan

Toronto Police Service					Current and Future Year Cash Flow Commitments and Estimates							Current and Future Year Cash Flow Commitments and Estimates Financed By											
<u>Sub-Project No.</u>	<u>Project Name</u>	<u>Ward</u>	<u>Stat.</u>	<u>Cat.</u>	2015	2016	2017	2018	2019	Total 2015-2019	Total 2020-2024	Total 2015-2024	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
Financed By:																							
Development Charges					6,000	1,285	8,462	0	11,420	27,167	26,221	53,388	0	0	53,388	0	0	0	0	0	0	0	53,388
Reserves (Ind. "XQ" Ref.)					24,349	19,752	26,732	30,926	27,453	129,212	121,339	250,551	0	0	0	250,551	0	0	0	0	0	0	250,551
Debt					22,750	31,366	35,231	31,991	27,978	149,316	99,594	248,910	0	0	0	0	0	0	0	0	248,910	0	248,910
Total Program Financing					53,099	52,403	70,425	62,917	66,851	305,695	247,154	552,849	0	0	53,388	250,551	0	0	0	0	248,910	0	552,849

Status Code	Description
S2	S2 Prior Year (With 2015 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2015 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 2016 & 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

2015 Recommended Cash Flow and Future Year Commitments

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 4: 2015 Recommended Cash Flow and Future Year Commitments

Toronto Police Service

						Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By												
Sub-Project No.	Project Name	Ward	Stat.	Cat.		2015	2016	2017	2018	2019	Total 2015-2019	Total 2020-2024	Total 2015-2024	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
<u>POL000050 State-of Good Repair</u>																									
0 18	2015-2024 program	CW	S5	03		1,800	0	0	0	0	1,800	0	1,800	0	0	0	0	0	0	0	0	1,800	0	1,800	
0 20	2013-2014 approved (S2)	CW	S2	03		2,552	0	0	0	0	2,552	0	2,552	0	0	0	0	0	0	0	0	2,552	0	2,552	
	Sub-total					4,352	0	0	0	0	4,352	0	4,352	0	0	0	0	0	0	0	0	4,352	0	4,352	
<u>POL906123 54 Division</u>																									
0 1	54 Division - new facility	CW	S5	03		7,000	0	0	0	0	7,000	0	7,000	0	0	5,000	0	0	0	0	0	2,000	0	7,000	
	Sub-total					7,000	0	0	0	0	7,000	0	7,000	0	0	5,000	0	0	0	0	0	2,000	0	7,000	
<u>POL906259 Furniture Lifecycle Replacement- Reserve</u>																									
1 5	Furniture Lifecycle 2015-2024 S5	CW	S5	03		1,485	0	0	0	0	1,485	0	1,485	0	0	0	1,485	0	0	0	0	0	0	1,485	
	Sub-total					1,485	0	0	0	0	1,485	0	1,485	0	0	0	1,485	0	0	0	0	0	0	1,485	
<u>POL906576 Vehicle & Equipment lifecycle replacement</u>																									
0 6	Vehicle and Equipment lifecycle repl2015-2024 (S5)	CW	S5	03		6,350	0	0	0	0	6,350	0	6,350	0	0	0	6,350	0	0	0	0	0	0	6,350	
	Sub-total					6,350	0	0	0	0	6,350	0	6,350	0	0	0	6,350	0	0	0	0	0	0	6,350	
<u>POL906582 workstation, printers and laptops</u>																									
0 6	2015-2024 Requirements (S5)	CW	S5	03		2,700	0	0	0	0	2,700	0	2,700	0	0	0	2,700	0	0	0	0	0	0	2,700	
	Sub-total					2,700	0	0	0	0	2,700	0	2,700	0	0	0	2,700	0	0	0	0	0	0	2,700	
<u>POL906583 Servers</u>																									
0 3	Servers lifecycle Replacement (S5)	CW	S5	03		4,515	0	0	0	0	4,515	0	4,515	0	0	0	4,515	0	0	0	0	0	0	4,515	
0 4	previously approved prtion (S2)	CW	S2	03		831	0	0	0	0	831	0	831	0	0	0	831	0	0	0	0	0	0	831	
	Sub-total					5,346	0	0	0	0	5,346	0	5,346	0	0	0	5,346	0	0	0	0	0	0	5,346	
<u>POL906584 IT business resumption</u>																									
0 5	IT business resumption (S5)	CW	S5	03		1,281	0	0	0	0	1,281	0	1,281	0	0	0	1,281	0	0	0	0	0	0	1,281	
0 6	previously approved plan (S2)	CW	S2	03		395	0	0	0	0	395	0	395	0	0	0	395	0	0	0	0	0	0	395	
	Sub-total					1,676	0	0	0	0	1,676	0	1,676	0	0	0	1,676	0	0	0	0	0	0	1,676	
<u>POL907175 Mobile workstation</u>																									
0 2	previously approved (S2)	CW	S2	03		226	0	0	0	0	226	0	226	0	0	0	226	0	0	0	0	0	0	226	
	Sub-total					226	0	0	0	0	226	0	226	0	0	0	226	0	0	0	0	0	0	226	

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 4: 2015 Recommended Cash Flow and Future Year Commitments

Toronto Police Service

Sub- Project No. Project Name PrioritySubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments						Current and Future Year Cash Flow Commitments Financed By												
						2015	2016	2017	2018	2019	Total 2015-2019	Total 2020-2024	Total 2015-2024	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
<u>POL907186 Network equipment</u>																								
0	2	network lifecycle replacement S5	CW	S5	03	998	0	0	0	0	998	0	998	0	0	0	998	0	0	0	0	0	0	998
		Sub-total				998	0	0	0	0	998	0	998	0	0	0	998	0	0	0	0	0	0	998
<u>POL907509 IRIS</u>																								
0	2	IRIS	CW	S2	04	1,408	0	0	0	0	1,408	0	1,408	0	0	0	0	0	0	0	1,408	0	1,408	
		Sub-total				1,408	0	0	0	0	1,408	0	1,408	0	0	0	0	0	0	0	1,408	0	1,408	
<u>POL907512 In-Car Camera Replacement</u>																								
0	2	in car camera S2	CW	S2	03	444	0	0	0	0	444	0	444	0	0	0	444	0	0	0	0	0	444	
		Sub-total				444	0	0	0	0	444	0	444	0	0	0	444	0	0	0	0	0	444	
<u>POL907517 Digital Photography Lifecycle Replacement</u>																								
0	2	Digital Photography Lifecycle Replacement (S5)	CW	S5	03	233	0	0	0	0	233	0	233	0	0	0	233	0	0	0	0	0	233	
		Sub-total				233	0	0	0	0	233	0	233	0	0	0	233	0	0	0	0	0	233	
<u>POL907520 Voicemail/Call Centre</u>																								
0	1	Replacement of Call Centre Application (S2)	CW	S2	03	2	0	0	0	0	2	0	2	0	0	0	2	0	0	0	0	0	2	
		Sub-total				2	0	0	0	0	2	0	2	0	0	0	2	0	0	0	0	0	2	
<u>POL907521 DVAMS -11 Lifecycle Replacement</u>																								
0	1	Digital Video Asset Mgmt System II Replacement(S2)	CW	S2	03	703	0	0	0	0	703	0	703	0	0	0	703	0	0	0	0	0	703	
		Sub-total				703	0	0	0	0	703	0	703	0	0	0	703	0	0	0	0	0	703	
<u>POL907525 Small Equipment Replacement</u>																								
0	3	video equipment (S5)	CW	S5	03	92	0	0	0	0	92	0	92	0	0	0	92	0	0	0	0	0	92	
0	5	Telephone Handset Replacement (S6)	CW	S5	03	100	0	0	0	0	100	0	100	0	0	0	100	0	0	0	0	0	100	
0	6	test analyzer S2	CW	S2	04	4	0	0	0	0	4	0	4	0	0	0	4	0	0	0	0	0	4	
0	8	ICC microphones	CW	S5	03	137	0	0	0	0	137	0	137	0	0	0	137	0	0	0	0	0	137	
		Sub-total				333	0	0	0	0	333	0	333	0	0	0	333	0	0	0	0	0	333	
<u>POL907526 DVAMS 1 Lifecycle Replacement</u>																								
0	2	Replacement of the DVAMS 1 Equipment (S5)	CW	S5	03	657	0	0	0	0	657	0	657	0	0	0	657	0	0	0	0	0	657	
		Sub-total				657	0	0	0	0	657	0	657	0	0	0	657	0	0	0	0	0	657	

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 4: 2015 Recommended Cash Flow and Future Year Commitments

Toronto Police Service

						Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By											
Sub-Project No.	Project Name	Ward	Stat.	Cat.	2015	2016	2017	2018	2019	Total 2015-2019	Total 2020-2024	Total 2015-2024	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable	Total Financing		
POL907532 Human Resources Management System (HRMS)																								
0 1	HRMS Upgrade-2015-2016	CW	S4	03	761	0	0	0	0	761	0	761	0	0	0	0	0	0	0	0	761	0	761	
0 3	HRMS - additional cost -2015	CW	S3	03	364	0	0	0	0	364	0	364	0	0	0	0	0	0	0	0	364	0	364	
Sub-total					1,125	0	0	0	0	1,125	0	1,125	0	0	0	0	0	0	0	0	1,125	0	1,125	
POL907533 Time Resource Management System (TRMS) Upg																								
0 1	Time Resource Management System (TRMS) Upgrade	CW	S4	03	600	1,500	2,022	0	0	4,122	0	4,122	0	0	0	0	0	0	0	0	4,122	0	4,122	
Sub-total					600	1,500	2,022	0	0	4,122	0	4,122	0	0	0	0	0	0	0	0	4,122	0	4,122	
POL907785 CCTV																								
0 2	S5	CW	S5	04	250	0	0	0	0	250	0	250	0	0	0	250	0	0	0	0	0	0	250	
0 3	S2 CCTV	CW	S2	04	70	0	0	0	0	70	0	70	0	0	0	70	0	0	0	0	0	0	70	
Sub-total					320	0	0	0	0	320	0	320	0	0	0	320	0	0	0	0	0	0	320	
POL907788 Fleet Equipment																								
0 2	Fleet Equipment (S5)	CW	S5	03	100	0	0	0	0	100	0	100	0	0	0	100	0	0	0	0	0	0	100	
Sub-total					100	0	0	0	0	100	0	100	0	0	0	100	0	0	0	0	0	0	100	
POL907803 52 Division Renovation																								
0 1	52 Division Renovation	CW	S2	03	8,250	0	0	0	0	8,250	0	8,250	0	0	0	0	0	0	0	0	8,250	0	8,250	
Sub-total					8,250	0	0	0	0	8,250	0	8,250	0	0	0	0	0	0	0	0	0	8,250	0	8,250
POL907860 Peer to Peer Site																								
0 2	Peer to Peer Site- Construction	CW	S5	03	3,241	0	0	0	0	3,241	0	3,241	0	0	1,000	0	0	0	0	0	2,241	0	3,241	
0 3	Peer to peer - additional cost	CW	S3	03	388	0	0	0	0	388	0	388	0	0	0	0	0	0	0	0	388	0	388	
Sub-total					3,629	0	0	0	0	3,629	0	3,629	0	0	1,000	0	0	0	0	0	0	2,629	0	3,629
POL907862 Locker Replacement																								
0 1	S2	CW	S2	03	259	0	0	0	0	259	0	259	0	0	0	259	0	0	0	0	0	0	259	
0 2	locker replacment S5	CW	S5	03	350	0	0	0	0	350	0	350	0	0	0	350	0	0	0	0	0	0	350	
Sub-total					609	0	0	0	0	609	0	609	0	0	0	609	0	0	0	0	0	0	609	
POL908008 Electronic Document Management																								

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 4: 2015 Recommended Cash Flow and Future Year Commitments

Toronto Police Service

Sub- Project No. Project Name Priority SubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments						Current and Future Year Cash Flow Commitments Financed By															
						2015	2016	2017	2018	2019	Total 2015-2019	Total 2020-2024	Total 2015-2024	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing				
<u>POL908008 Electronic Document Management</u>																											
0	1	Electronic Document Management	CW	S4	04	50	450	0	0	0	500	0	500	0	0	0	0	0	0	0	0	0	0	500	0	500	
Sub-total						50	450	0	0	0	500	0	500	0	0	0	0	0	0	0	0	0	0	500	0	500	
<u>POL908009 Business Intelligence</u>																											
0	1	Business Intelligence	CW	S4	04	2,336	2,818	3,664	0	0	8,818	0	8,818	0	0	0	0	0	0	0	0	0	0	8,818	0	8,818	
Sub-total						2,336	2,818	3,664	0	0	8,818	0	8,818	0	0	0	0	0	0	0	0	0	0	8,818	0	8,818	
<u>POL908010 Radar unit Replacemernt</u>																											
0	1	Radar Unit Replacemernt S5	CW	S5	03	212	0	0	0	0	212	0	212	0	0	0	212	0	0	0	0	0	0	0	0	212	
Sub-total						212	0	0	0	0	212	0	212	0	0	0	212	0	0	0	0	0	0	0	0	212	
<u>POL908012 Security System</u>																											
0	1	security system	CW	S5	03	635	0	0	0	0	635	0	635	0	0	0	635	0	0	0	0	0	0	0	0	635	
Sub-total						635	0	0	0	0	635	0	635	0	0	0	635	0	0	0	0	0	0	0	0	635	
<u>POL908133 CEW Replacement</u>																											
0	1	CEW Replacement	CW	S5	03	1,320	0	0	0	0	1,320	0	1,320	0	0	0	1,320	0	0	0	0	0	0	0	0	1,320	
Sub-total						1,320	0	0	0	0	1,320	0	1,320	0	0	0	1,320	0	0	0	0	0	0	0	0	1,320	
Total Program Expenditure						53,099	4,768	5,686	0	0	63,553	0	63,553	0	0	6,000	24,349	0	0	0	0	0	0	0	33,204	0	63,553

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 4: 2015 Recommended Cash Flow and Future Year Commitments

Toronto Police Service					Current and Future Year Cash Flow Commitments and Estimates							Current and Future Year Cash Flow Commitments and Estimates Financed By										
Sub-Project No.	Project Name	Ward	Stat.	Cat.	2015	2016	2017	2018	2019	Total 2015-2019	Total 2020-2024	Total 2015-2024	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing
Financed By:																						
Development Charges					6,000	0	0	0	0	6,000	0	6,000	0	0	6,000	0	0	0	0	0	0	6,000
Reserves (Ind. "XQ" Ref.)					24,349	0	0	0	0	24,349	0	24,349	0	0	0	24,349	0	0	0	0	0	24,349
Debt					22,750	4,768	5,686	0	0	33,204	0	33,204	0	0	0	0	0	0	0	0	33,204	33,204
Total Program Financing					53,099	4,768	5,686	0	0	63,553	0	63,553	0	0	6,000	24,349	0	0	0	0	33,204	63,553

Status Code	Description
S2	S2 Prior Year (With 2015 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2015 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
2015 Recommended Capital Budget with Financing Detail

(Phase 2) 19-Toronto Police Service Sub-Project Category: 01,02,03,04,05 Type: B Sub-Project Status: S2 Type: C Sub-Project Status: S2,S3,S4,S5



CITY OF TORONTO
Appendix 5: 2015 Recommended Capital Budget with Financing Details
Toronto Police Service
Sub-Project Summary

Project/Financing Priority Project	Project Name	Start Date	Completion Date	2015	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>POL906123</u> <u>54 Division</u>																
0	1 54 Division - new facility	04/04/2013	12/31/2016	7,000	0	0	5,000	0	0	0	0	0	0	2,000	0		
	Project Sub-total:			7,000	0	0	5,000	0	0	0	0	0	0	2,000	0		
<u>0</u>	<u>POL906259</u> <u>Furniture Lifecycle Replacement- Reserve</u>																
1	5 Furniture Lifecycle 2015-2024 S5	01/01/2008	08/14/2013	1,485	0	0	0	1,485	0	0	0	0	0	0	0		
	Project Sub-total:			1,485	0	0	0	1,485	0	0	0	0	0	0	0		
<u>0</u>	<u>POL906576</u> <u>Vehicle & Equipment lifecycle replacement</u>																
0	6 Vehicle and Equipment lifecycle repl2015-2024 (S5)	04/04/2009	12/31/2020	6,350	0	0	0	6,350	0	0	0	0	0	0	0		
	Project Sub-total:			6,350	0	0	0	6,350	0	0	0	0	0	0	0		
<u>0</u>	<u>POL906582</u> <u>workstation, printers and laptops</u>																
0	6 2015-2024 Requirements (S5)	09/09/2008	12/31/2020	2,700	0	0	0	2,700	0	0	0	0	0	0	0		
	Project Sub-total:			2,700	0	0	0	2,700	0	0	0	0	0	0	0		
<u>0</u>	<u>POL906583</u> <u>Servers</u>																
0	3 Servers lifecycle Replacement (S5)	10/20/2007	12/31/2020	4,515	0	0	0	4,515	0	0	0	0	0	0	0		
0	4 previously approved protion (S2)	09/23/2009	09/23/2009	831	0	0	0	831	0	0	0	0	0	0	0		
	Project Sub-total:			5,346	0	0	0	5,346	0	0	0	0	0	0	0		
<u>0</u>	<u>POL906584</u> <u>IT business resumption</u>																
0	5 IT business resumption (S5)	08/24/2006	12/31/2020	1,281	0	0	0	1,281	0	0	0	0	0	0	0		
0	6 previoulsy approved plan (S2)	09/09/2010	09/09/2010	395	0	0	0	395	0	0	0	0	0	0	0		
	Project Sub-total:			1,676	0	0	0	1,676	0	0	0	0	0	0	0		
<u>0</u>	<u>POL907175</u> <u>Mobile workstation</u>																
0	2 previously approved (S2)	09/10/2010	09/10/2010	226	0	0	0	226	0	0	0	0	0	0	0		
	Project Sub-total:			226	0	0	0	226	0	0	0	0	0	0	0		
<u>0</u>	<u>POL907186</u> <u>Network equipment</u>																
0	2 network lifecycle replacement S5	08/04/2010	12/31/2020	998	0	0	0	998	0	0	0	0	0	0	0		
	Project Sub-total:			998	0	0	0	998	0	0	0	0	0	0	0		
<u>0</u>	<u>POL907509</u> <u>IRIS</u>																
0	2 IRIS	01/01/2009	12/31/2012	1,408	0	0	0	0	0	0	0	0	0	1,408	0		
	Project Sub-total:			1,408	0	0	0	0	0	0	0	0	0	1,408	0		



CITY OF TORONTO

Appendix 5: 2015 Recommended Capital Budget with Financing Details

Toronto Police Service

Sub-Project Summary

Project/Financing Priority Project	Project Name	Start Date	Completion Date	2015 Cash Flow	Financing										
					Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable	
0	<u>POL907512 In-Car Camera Replacement</u>														
0	2 in car camera S2	04/25/2013	04/25/2013	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
0	<u>POL907517 Digital Photography Lifecycle Replacement</u>														
0	2 Digital Photography Lifecycle Replacement (S5)	04/04/2010	10/10/2016	233	0	0	0	233	0	0	0	0	0	0	0
	Project Sub-total:			233	0	0	0	233	0	0	0	0	0	0	0
0	<u>POL907520 Voicemail/Call Centre</u>														
0	1 Replacement of Call Centre Application (S2)	09/11/2010	12/31/2015	2	0	0	0	2	0	0	0	0	0	0	0
	Project Sub-total:			2	0	0	0	2	0	0	0	0	0	0	0
0	<u>POL907521 DVAMS -11 Lifecycle Replacement</u>														
0	1 Digital Video Asset Mgmt System II Replacement(S2)	04/11/2014	03/12/2014	703	0	0	0	703	0	0	0	0	0	0	0
	Project Sub-total:			703	0	0	0	703	0	0	0	0	0	0	0
0	<u>POL907525 Small Equipment Replacement</u>														
0	3 video equipment (S5)	09/03/2010	09/03/2010	92	0	0	0	92	0	0	0	0	0	0	0
0	5 Telephone Handset Replacement (S6)	01/10/2012	12/31/2018	100	0	0	0	100	0	0	0	0	0	0	0
0	6 test analyzer S2	04/25/2013	04/25/2013	4	0	0	0	4	0	0	0	0	0	0	0
0	8 ICC microphones	08/13/2014	08/13/2014	137	0	0	0	137	0	0	0	0	0	0	0
	Project Sub-total:			333	0	0	0	333	0	0	0	0	0	0	0
0	<u>POL907526 DVAMS 1 Lifecycle Replacement</u>														
0	2 Replacement of the DVAMS 1 Equipment (S5)	04/01/2010	12/31/2015	657	0	0	0	657	0	0	0	0	0	0	0
	Project Sub-total:			657	0	0	0	657	0	0	0	0	0	0	0
0	<u>POL907532 Human Resources Management System (HRMS) Upgrade</u>														
0	1 HRMS Upgrade-2015-2016	04/01/2014	12/31/2015	761	0	0	0	0	0	0	0	0	761	0	0
0	3 HRMS - additional cost -2015	01/01/2015	12/12/2015	364	0	0	0	0	0	0	0	0	364	0	0
	Project Sub-total:			1,125	0	0	0	0	0	0	0	0	1,125	0	0
0	<u>POL907533 Time Resource Management System (TRMS) Upgrade</u>														
0	1 Time Resource Management System (TRMS) Upgrade	04/01/2014	12/31/2015	600	0	0	0	0	0	0	0	0	600	0	0
	Project Sub-total:			600	0	0	0	0	0	0	0	0	600	0	0
0	<u>POL907785 CCTV</u>														
0	2 S5	04/25/2013	04/25/2013	250	0	0	0	250	0	0	0	0	0	0	0
0	3 S2 CCTV	06/16/2014	06/16/2014	70	0	0	0	70	0	0	0	0	0	0	0
	Project Sub-total:			320	0	0	0	320	0	0	0	0	0	0	0



CITY OF TORONTO

Appendix 5: 2015 Recommended Capital Budget with Financing Details

Toronto Police Service

Sub-Project Summary

Project/Financing Priority Project	Project Name	Start Date	Completion Date	2015 Cash Flow	Financing										
					Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable	
<u>0</u>	<u>POL907788</u> <u>Fleet Equipment</u>														
0	2 Fleet Equipment (S5)	01/01/2012	12/31/2021	100	0	0	0	100	0	0	0	0	0	0	0
	Project Sub-total:			100	0	0	0	100	0	0	0	0	0	0	0
<u>0</u>	<u>POL907803</u> <u>52 Division Renovation</u>														
0	1 52 Division Renovation	01/01/2012	12/31/2021	8,250	0	0	0	0	0	0	0	0	0	8,250	0
	Project Sub-total:			8,250	0	0	0	0	0	0	0	0	0	8,250	0
<u>0</u>	<u>POL907860</u> <u>Peer to Peer Site</u>														
0	2 Peer to Peer Site- Construction	11/19/2013	11/19/2013	3,241	0	0	1,000	0	0	0	0	0	0	2,241	0
0	3 Peer to peer - additional cost	06/12/2014	06/12/2014	388	0	0	0	0	0	0	0	0	0	388	0
	Project Sub-total:			3,629	0	0	1,000	0	0	0	0	0	0	2,629	0
<u>0</u>	<u>POL907862</u> <u>Locker Replacement</u>														
0	1 S2	05/17/2012	05/17/2012	259	0	0	0	259	0	0	0	0	0	0	0
0	2 locker replacment S5	05/17/2012	05/17/2012	350	0	0	0	350	0	0	0	0	0	0	0
	Project Sub-total:			609	0	0	0	609	0	0	0	0	0	0	0
<u>0</u>	<u>POL908008</u> <u>Electronic Document Management</u>														
0	1 Electronic Document Management	09/03/2013	09/03/2013	50	0	0	0	0	0	0	0	0	0	50	0
	Project Sub-total:			50	0	0	0	0	0	0	0	0	0	50	0
<u>0</u>	<u>POL908009</u> <u>Business Intelligence</u>														
0	1 Business Intelligence	09/03/2013	09/03/2013	2,336	0	0	0	0	0	0	0	0	0	2,336	0
	Project Sub-total:			2,336	0	0	0	0	0	0	0	0	0	2,336	0
<u>0</u>	<u>POL908010</u> <u>Radar unit Replacemernt</u>														
0	1 Radar Unit Replacment S5	09/03/2013	09/03/2013	212	0	0	0	212	0	0	0	0	0	0	0
	Project Sub-total:			212	0	0	0	212	0	0	0	0	0	0	0
<u>0</u>	<u>POL908012</u> <u>Security System</u>														
0	1 security system	09/04/2013	09/04/2013	635	0	0	0	635	0	0	0	0	0	0	0
	Project Sub-total:			635	0	0	0	635	0	0	0	0	0	0	0
<u>0</u>	<u>POL908133</u> <u>CEW Replacement</u>														
0	1 CEW Replacement	10/22/2014	10/22/2014	1,320	0	0	0	1,320	0	0	0	0	0	0	0
	Project Sub-total:			1,320	0	0	0	1,320	0	0	0	0	0	0	0
<u>1</u>	<u>POL000050</u> <u>State-of Good Repair</u>														
0	18 2015-2024 program	10/05/2005	10/05/2016	1,800	0	0	0	0	0	0	0	0	0	1,800	0

(Phase 2) 19-Toronto Police Service Sub-Project Category: 01,02,03,04,05 Type: B Sub-Project Status: S2 Type: C Sub-Project Status: S2,S3,S4,S5



CITY OF TORONTO
Appendix 5: 2015 Recommended Capital Budget with Financing Details
Toronto Police Service
Sub-Project Summary

Project/Financing Priority Project	Project Name	Start Date	Completion Date	2015	Financing										
				Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable	
1	<u>POL000050 State-of Good Repair</u>														
0	20 2013-2014 approved (S2)	09/10/2010	09/10/2010	2,552	0	0	0	0	0	0	0	0	0	2,552	0
	Project Sub-total:			4,352	0	0	0	0	0	0	0	0	0	4,352	0
Program Total:				53,099	0	0	6,000	24,349	0	0	0	0	0	22,750	0

Status Code	Description
S2	S2 Prior Year (With 2015 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2015 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

Appendix 6 Reserve / Reserve Fund Review

**Table 9: Reserve / Reserve Fund – Specific
(\$000s)**

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2014 *	Contributions / (Withdrawals)										2015 - 2024 Total Contributions / (Withdrawals)
			2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	
XR2117 Development Charge Reserve	Beginning Balance	11,996	11,996	9,384	12,802	9,278	14,298	7,965	7,965	7,965	12,769	12,873	7,965
	(Withdrawals)												
	54 Division		(5,000)	(1,285)	(5,267)								(11,552)
	41 Division					(2,775)							(2,775)
	13 Division					(8,645)	(5,121)	(5,173)					(18,939)
	Public Safety Unit								(400)	(500)	(4,908)		(5,808)
	Peer to Peer Site		(1,000)		(3,195)								(4,195)
	FIS											(578)	(578)
	Fibre Optics										(4,704)	(4,837)	(9,541)
	Total Withdrawals		-	(6,000)	(1,285)	(8,462)	-	(11,420)	(5,121)	(5,173)	(400)	(5,204)	(10,323)
Contributions/ Interest		3,388	4,703	4,938	5,020	5,087	5,121	5,173	5,204	5,308	5,415	49,357	
Total Contributions		-	3,388	4,703	4,938	5,020	5,087	5,121	5,173	5,204	5,308	5,415	49,357
Total Reserve Fund Balance at Year-End		11,996	9,384	12,802	9,278	14,298	7,965	7,965	7,965	12,769	12,873	7,965	3,934

* Based on the 9 Month Variance Report

**Table 10: Reserve / Reserve Fund Review - Corporate
(\$000s)**

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2014 *	Contributions / (Withdrawals)										2015 - 2024 Total Contributions / (Withdrawals)	
			2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan		
XQ1701 Vehicle and Equipment Reserve - Police	Beginning Balance	22,186	22,186	20,211	20,900	15,608	7,123	2,110	4,086	4,622	5,841	(6,285)		
	(Withdrawals)													
	Vehicle & Equipment (LR)		(6,350)	(6,021)	(6,054)	(5,990)	(6,990)	(6,104)	(5,804)	(5,804)	(5,804)	(5,804)	(60,725)	
	Workstations, Laptops & Printers		(2,700)	(3,000)	(4,150)	(2,800)	(2,800)	(3,050)	(4,300)	(2,900)	(2,900)	(3,150)	(31,750)	
	Servers (LR)		(4,515)	(3,045)	(2,499)	(4,203)	(4,741)	(4,741)	(3,197)	(2,624)	(4,807)	(4,158)	(38,530)	
	IT Business Resumption (LR)		(1,281)	(1,407)	(1,365)	(1,235)	(1,786)	(1,345)	(1,477)	(1,433)	(1,775)	(1,553)	(14,657)	
	Mobile Workstations (LR)				(300)	(9,420)	(1,000)			(300)	(9,420)	(1,000)	(21,440)	
	Network Equipment (LR)		(998)	(1,200)	(2,900)	(2,800)	(2,400)	(1,750)	(1,750)	(2,250)	(3,750)	(1,750)	(21,548)	
	Locker Replacement (LR)		(350)	(500)	(350)	(48)	(198)	(48)	(198)	(48)	(48)	(48)	(1,836)	
	Furniture Replacement (LR)		(1,485)	(743)	(757)	(1,485)	(1,485)	(772)	(1,514)	(772)	(757)	(757)	(10,527)	
	AVLS (LR)						(1,500)						(1,500)	(3,000)
	In-Car Camera (LR)				(2,202)	(2,195)				(2,202)	(2,195)			(8,794)
	Voice Logging (LR)						(300)					(300)		(600)
	Electronic Surveillance (LR)					(1,069)					(1,091)			(2,160)
	Digital Photography (LR)		(233)	(272)					(228)	(258)				(991)
	DVAM I (LR)		(657)	(362)	(362)	(362)	(350)	(263)	(262)		(244)	(244)		(3,350)
	Voicemail/Call Centre (LR)				(500)						(500)			(1,000)
	DVAM II (LR)							(1,263)					(1,263)	(2,526)
	Asset & Inventory Mgmt System (LR)					(72)					(72)			(144)
	Property & Evidence Scanners (LR)							(40)					(40)	(80)
	DPLN (LR)							(750)					(750)	(1,500)
	Small Equipment (LR)		(329)	(92)	(92)	(923)	(1,601)	(1,093)	(92)	(92)	(343)	(343)		(5,000)
	Radar Unit Replacement		(212)	(46)	(291)	(186)	(9)	(14)	(10)	(5)	(340)	(245)		(1,358)
	Livescan Machines (LR)					(540)						(540)		(1,080)
	Wireless Parking System (LR)				(2,973)							(2,973)		(5,946)
	CCTV		(250)	(250)					(275)	(275)				(1,050)
	AEDs			(12)		(12)			(112)		(27)		(12)	(175)
	Fleet Equipment (LR)		(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)		(1,000)
	Security Systems (LR)		(635)	(500)	(475)	(450)	(440)	(570)	(465)	(465)	(465)	(465)		(4,930)
	Marine Vessel Electronics				(300)						(300)			(600)
	CEW Replacement		(1,320)											(1,320)
	Total Withdrawals			(21,415)	(19,752)	(26,732)	(30,926)	(27,453)	(20,465)	(21,904)	(21,222)	(34,566)	(23,182)	(247,617)
Projected Contributions			19,441	20,441	21,441	22,441	22,441	22,441	22,441	22,441	22,441	22,441	218,405	
Other Program / Agency Net (Withdrawals) and Contributions														
Total Reserve Fund Balance at Year-End		22,186	20,211	20,900	15,608	7,123	2,110	4,086	4,622	5,841	(6,285)	(7,027)		

* Based on the 9 Month Variance Report