



STAFF REPORT ACTION REQUIRED

Toronto Police Service: 2017 – 2026 Capital Program Request

Date:	November 9, 2016
To:	Budget Committee, City of Toronto
From:	Andy Pringle, Chair, Toronto Police Services Board

SUMMARY

The purpose of this report is to provide the Budget Committee with the 2017-2026 capital program request for the Toronto Police Service (the “Service”).

RECOMMENDATION

It is recommended that the Budget Committee approve the Service’s 2017-2026 Capital Program with a 2017 net request of \$19 Million (excluding cash flow carry forwards from 2016), and a net total of \$232.5 Million for 2017-2026, as detailed in Attachment A; contained within Appendix A.

Financial Impact

Capital projects are funded either from the issuance of debt by the City of Toronto (City) or through draws from Reserves established for specific purposes (e.g. the Service’s Vehicle and Equipment Reserve).

The Service is continuing its strategy to properly fund the replacement of vehicles, technology and other equipment through contributions to the Vehicle and Equipment Reserve. The Reserves are funded from contributions from the Service’s operating budget. The use of Reserves, along with the allocation of City development charges for qualifying Service projects, reduces the Service’s reliance on debt funding.

The implementation of capital projects can have an impact on the Service’s on-going operating budget requirements. Capital projects and investments usually require maintenance and operational support beyond the initial one-time project cost. Where additional infrastructure and equipment are required, operating budget increases are required to replace the assets in accordance with their life cycle. It is therefore important to determine the ongoing impact of capital investments on the operating budget. As a

result, capital spending decisions are not made independently of the operating cost impact; the total cost of ownership must be considered.

Table 1 below provides a summary of the Toronto Police Service’s (Service) 2017-2026 Capital Program request compared to the City of Toronto’s ten-year debt target.

The Service’s 2017-2026 Capital Program meets the City’s ten-year debt-affordability target on average over the ten years. Additional details on debt-funded and reserve-funded projects can be found in Attachments A and B respectively.

Table 1. Summary of 2017-2026 Capital Program Request (\$Ms)

Description	2017	2018	2019	2020	2021	5-Year Total	2022-2026 Total	2017-2026 Total
Total On-Going and New projects	24.0	24.0	53.0	46.4	30.5	177.8	101.7	279.5
Reserve-funded projects	22.3	20.9	33.1	24.3	21.6	122.2	129.5	251.6
Total Gross projects:	46.3	44.9	86.0	70.7	52.1	300.0	231.2	531.2
Funding from Reserves	-22.3	-20.9	-33.1	-24.3	-21.6	-122.2	-129.5	-251.6
Funding from Developmental charges	-5.0	-3.2	-13.5	-5.1	-9.1	-36.0	-11.1	-47.1
NET DEBT FUNDING:	19.0	20.8	39.4	41.3	21.3	141.9	90.6	232.5
CITY DEBT TARGET:	21.4	24.3	39.4	31.8	24.9	141.8	90.6	232.5
Variance to target “(over)/under”	2.4	3.5	(0.1)	(9.5)	3.6	0	0	0

ISSUE BACKGROUND

At its meeting on October 20, 2016, the Toronto Police Services Board (the “Board”) considered a report dated October 17, 2016 from Chief of Police Mark Saunders containing the Service’s 2017 – 2026 Capital Program Request.

COMMENTS

Ms. Sandra Califaretti, Director, Finance & Business Management, delivered a presentation to the Board with regard to the 2017-2026 Capital Program Request. A copy of the presentation slides is on file in the Board Office.

Mr. Kris Langenfeld was in attendance and delivered a deputation to the Board. A written copy of the deputation is on file in the Board Office.

The Board approved the following Motions:

1. THAT the Board receive the deputation;
2. THAT the Board conduct community consultations, which will include the Board Mental Health Sub-Committee, and report back prior to the procurement of any additional Conducted Energy Weapons proposed to be deployed to selected front-line officers; and
3. THAT the Board approve the foregoing report.

The Board also agreed to forward a copy of this report to the City's Deputy City Manager and Chief Financial Officer for information.

CONCLUSION

A copy of Board Minute No. P244/16 regarding this matter is attached as Appendix "A".

CONTACT

Chief of Police Mark Saunders
Toronto Police Service
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SIGNATURE

Andy Pringle
Chair

ATTACHMENT

Board Minute No. P244/16

c. Mr. Rob Rossini, Deputy City Manager and Chief Financial Officer

a: 2017 – 2026 capital program request.doc

APPENDIX "A"

THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 20, 2016

#P244 TORONTO POLICE SERVICE 2017-2026 CAPITAL PROGRAM REQUEST

The Board was in receipt of the following report October 17, 2016 from Mark Saunders, Chief of Police:

Subject: Toronto Police Service 2017-2026 Capital Program Request

Recommendation(s):

It is recommended that:

- (1) the Board approve the Toronto Police Service's 2017-2026 Capital Program with a 2017 net request of \$19 Million (excluding cash flow carry forwards from 2016), and a net total of \$232.5 Million for 2017-2026, as detailed in Attachment A; and
- (2) the Board forward a copy of this report to the City Budget Committee for approval and to the City's Deputy City Manager and Chief Financial Officer for information.

Financial Implications:

Capital projects are funded either from the issuance of debt by the City of Toronto (City) or through draws from Reserves established for specific purposes (e.g. the Service's Vehicle and Equipment Reserve).

The Service is continuing its strategy to properly fund the replacement of vehicles, technology and other equipment through contributions to the Vehicle and Equipment Reserve. The Reserves are funded from contributions from the Service's operating budget. The use of Reserves, along with the allocation of City development charges for qualifying Service projects, reduces the Service's reliance on debt funding.

The implementation of capital projects can have an impact on the Service's on-going operating budget requirements. Capital projects and investments usually require maintenance and operational support beyond the initial one-time project cost. Where additional infrastructure and equipment are required, operating budget increases are required to replace the assets in accordance with their life cycle. It is therefore important to determine the ongoing impact of capital investments on the operating budget. As a result, capital spending decisions are not made independently of the operating cost impact; the total cost of ownership must be considered.

Table 1 below provides a summary of the Toronto Police Service’s (Service) 2017-2026 Capital Program request compared to the City of Toronto’s ten-year debt target.

The Service’s 2017-2026 Capital Program meets the City’s ten-year debt-affordability target on average over the ten years. Additional details on debt-funded and reserve-funded projects can be found in Attachments A and B respectively.

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Description	2017	2018	2019	2020	2021	5-Year Total	2022-2026 Total	2017-2026 Total
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NET DEBT FUNDING:	19.0	20.8	39.4	41.3	21.3	141.9	90.6	232.5
CITY DEBT TARGET:	21.4	24.3	39.4	31.8	24.9	141.8	90.6	232.5
Variance to target “(over)/under”	2.4	3.5	(0.1)	(9.5)	3.6	0	0	0

Background / Purpose:

The purpose of this report is to provide the Toronto Police Services Board (Board) with details of the Service’s 2017-2026 Capital Program request. The request has been reviewed with the Board Budget Subcommittee, and was presented for public deputations at a public meeting of the Board Budget Sub-Committee on October 11, 2016.

Attachment A to this report provides a detailed project listing of debt-funded projects, and Attachment B provides a detailed listing of projects funded from the Vehicle and Equipment Reserve. Attachment C provides a summary of the 2017–2026 program estimated operating impact from capital, excluding reserve-funded projects.

Discussion:

Capital projects, by their nature, require significant initial financial investments. However, they also provide longer-term organizational benefits and impacts. An organization’s capital program should therefore be consistent with, and enable, the achievement of the organization’s strategic objectives.

Strategic Direction – Making capital investments that modernize the Toronto Police Service

The Service's 2017 – 2026 capital program is transitional. Historically, projects have addressed and improved the Service's aging facility infrastructure, updated technology and maintained existing equipment. The need to maintain existing facilities and equipment continues to exist. However, the need to change and modernize how the Service delivers public safety and internal support services is apparent, and is the overall strategic objective of the Board and the Service. The interim recommendations from the Transformational Task Force (T.T.F.) confirmed the need for more and better information to Service members, realignment of facilities and tools for greater transparency and accountability. As a result, the 2017 – 2026 capital program contains projects that fund continuing needs, but move towards technology and information related initiatives and a realignment and optimization of the facilities infrastructure.

The projects in the capital program will:

- Optimize service delivery, both internally and externally;
- Optimize/reduce our overall facility footprint;
- Achieve additional efficiencies and value-added services in our operations;
- Maintain a working inventory of assets that meet operational requirements and ensure the continued health and safety of our members and the public; and
- Improve the quality, reliability of, as well as access to, information for operational and decision making purposes.

As the T.T.F. interim report indicates, the current Divisional framework is outdated and does not meet the needs of a new service delivery model and a complex, changing city. New divisional boundaries that take into account the needs of Toronto's 140 neighbourhoods are required. The deployment of our members based on where public needs are of highest priority, and city-wide priority response capacity, will permit officers to respond quickly. As a result, the modernized police service will be better engaged and provide public safety services through fewer and differently configured facilities. This will result in lower facility operating and replacement costs. It will also allow the Service to return redundant real estate assets to the City of Toronto that the City can use as it sees fit. For example, it could sell the assets for development purposes, increasing the tax assessment base, and therefore revenue to the City.

Understanding the effects of technological change is a critical issue in contemporary policing. In recent decades, there have been many important developments with respect to information technologies (I.T.), analytic systems, video surveillance systems, Body Worn Cameras, and other technologies that have far reaching implications for policing. Technology acquisition and deployment decisions are high-priority topics for police, as law enforcement agencies at all levels of government consider investments in technology, with the goals of creating greater operational efficiencies and effectiveness.

In addition, there is a technology evolution that changes how the public should be able, and often prefers to access and engage the Service. The T.T.F. recognizes that new options for the public to connect with and access police services and information on a timely basis, can reduce visits to a police station.

The placement of facilities and the choice of technologies to support modern public safety services require significant planning and effort. The Facilities Realignment project in the Service's capital program requests funding for new and modern structures, the placement and quantity as yet to be determined, that meet the needs of a large, evolving and complex city. The selection of sustainable, value-added technology is essential and must involve careful consideration of the specific ways in which new and existing technologies can be deployed and used at all levels of the organization to improve efficiency and effectiveness, as well as public and officer safety. However, the benefits of these initiatives and other opportunities will have to be balanced against the cost, both one-time and on-going. Three technology projects, Enterprise Business Intelligence, Transforming Corporate Support and the Body Worn Camera Initial Phase, will provide increased accountability, promote culture change and enhance member information needs.

In summary, the capital program is evolving into a more technology and information systems focused plan with an emphasis on producing and managing information as well as enabling effective analysis to support public safety operations and services. The program transitions the Service from a facilities-based organization to an information and technology-based service provider.

Development of Cost Estimates and Project Management:

Due to the large cost and complexity of capital projects, the Service has developed and has been following a formal project management framework since 2006. This framework requires the submission of a project charter for each approved project request, and the establishment of a steering committee to oversee the project during its lifecycle.

The cost estimate for each project in the recommended Capital Program has been reviewed to ensure the estimate and annual cash flows are still valid, taking into consideration key project milestones, procurement requirements, any third-party actions/approvals required, as well as other applicable assumptions and information. It is important to note that the Service takes all known factors related to the project cost into account in order to develop accurate cost estimates. However, assumptions can change throughout the project as more information becomes available, and after going through a formal procurement process for the various requirements. Despite due diligence efforts taken in advance of the actual start of the project, issues could come to light as the work progresses, resulting in revised cost estimates.

The Board and City are kept apprised of any changes to cost estimates as soon as they become known. Any required transfers from other projects in the program are fully justified and reported to the Board and City Budget Committee for approval. The Service strives to deliver projects on or below budget, and has been very successful in achieving this objective in the last 10 years. However, even with the best planning and management, there are times when additional funds are required for certain projects, due to required scope changes, unanticipated events or higher than anticipated market prices. The Service is also mindful of operating budget impacts and so,

some projects not yet started are being revisited to ensure they are still viable from an overall budget and service delivery perspective.

In 2016, the Service completed a number of initiatives that impact capital spending:

- 4th floor Headquarters modernization
- Renovation of 52 Division
- Fleet reduction of 104 vehicles
- Body Worn Camera pilot project
- Upgrade of the Service’s human resource and payroll system and development of the Transforming Corporate Support blueprint

City Debt Affordability Targets:

Corporate targets for Agencies, Boards, Commissions and Departments (A.B.C.D.s) are allocated by the City’s Deputy City Manager and Chief Financial Officer (City C.F.O). The Service’s 2017- 2026 Capital Program meets the City’s overall debt target, on average, over the ten-year program. However, the program does not achieve the City’s annual debt target for each year. Given the strategic objectives of the Service’s capital program, the Service is proceeding with a full facility reassessment which could result in timing as well as cost and cash flow estimate changes in the facility realignment project.

2017-2026 Capital Program Request:

The 2017-2026 Capital Program is segregated into five categories for presentation purposes:

- A. On-Going Projects
- B. Projects beginning in 2017-2021
- C. Projects beginning in 2022-2026
- D. Projects funded through Reserves
- E. Other projects – below the line

A. On-Going Projects

There are seven projects in progress in the 2017-2026 Capital Program:

State of Good Repair (S.O.G.R.) - ongoing, \$4.9M in 2017

This project includes on-going funding for the S.O.G.R. requirements that are the responsibility of the Service. By definition, S.O.G.R. funds are used to maintain the safety, condition and requirements of existing bricks and mortar buildings. However, beginning in 2016, these funds have been utilized to enhance existing technological assets in order to optimize service delivery and increase efficiencies. In light of the future plans for Service facilities, planned use of these funds will be aligned with the Facilities Realignment, with priority being given to backlogged projects that must continue and will not be impacted by the altered facility footprint.

Transforming Corporate Support - \$9M

The original scope of this project included funding for two separate systems; upgrade of the current Human Resource Management System (H.R.M.S.) and upgrade of the time and attendance system, known as the Time and Resource Management System (T.R.M.S.).

As a result of a business process review and analysis of options, it was evident that a co-ordinated human resource information system was required within the Service. The objective was to develop a new overall solution, with enhanced and value added processes that could be efficiently and effectively enabled by a single cradle-to-grave time and people management system. This in turn would result in lower administration costs and an environment that promotes continuous improvement and provides information to enhance accountability. As a result, scheduling, deployment, time-tracking, human resource information and payroll will be combined into one system that will provide both a tool and information to members and Managers across the Service.

The project strategies are a vision for the delivery of service from Human Resources and Finance and Business Management and the development of a four year blueprint.

The goals for this project are:

- Enhancement of business processes by modernizing and standardizing current processes, based on best practices, in order to foster increased accountability and improve data integrity;
- Optimization of the system through enhanced use of existing modules and the creation of dashboards that provide management information; and
- Development of key competencies to get the right people in the right positions.

This project will result in improved customer service and improved member understanding and satisfaction with administrative services. The overall cost of administration will be decreased as duplicate efforts, manual processing and errors are reduced. This is an investment in one system and one source of the truth for member information that aligns internal services provided by these two pillars with the needs of a modernized police service.

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

The need to ensure that Service members have information available at all times is critical to ongoing operations. This project provides funding for a new peer to peer data centre facility. The Service's current peer to peer data centre is co-located with the City's main data centre in a City-owned and managed facility. The current location has significant space and power requirement issues which impact both the City and the Service. As a result, this mission-critical operation is at risk because the Service is subject to limitations in the existing facility which impair current operations and future growth requirements. In addition, the current line-of-sight distance from the primary site is seven kilometers, which is significantly less than the industry

minimum standard of 25 kilometers for disaster recovery sites. This project commenced over a year ago, after an in-depth analysis of various options to meet this business continuity need.

Since approval of this project by the Board, the Service has been working with the City to find a suitable site. A site has now been selected that meets all requirements based on the set criteria, with the exception of required network fiber. The cost of implementing required network fiber will be absorbed within the project without impacting the current budget and/or schedule. City Real Estate is in the process of negotiations with the land owner to acquire the property. The real estate transaction is anticipated to close in October 2016, upon completion of the City's due diligence process.

Enterprise Business Intelligence - \$10.2M

Enterprise Business Intelligence (E.B.I.) technologies represent a set of methodologies, processes, architectures, and technologies that transform raw data into meaningful and useful information used to enable more effective strategic, tactical, and operational insights and decision-making. Police services such as Edmonton, Vancouver, New York and Chicago all have E.B.I. solutions. The Service has identified the need for this system solution for a number of years, but until 2014, the required capital investment was continually deferred due to other priorities and to stay within the City's debt target.

The Service currently runs dozens of application systems, with each database individually structured, and therefore requiring heavy data manipulation and manual data processes. This information environment is inadequate to cost-effectively support the Service's goals of public safety, community policing and fiscal responsibility. The Service requires an integrated analytical and business intelligence platform to support efficient police officer deployment and performance management, program and policy evaluation, crime analysis and prevention, and justification of expenditures.

This project will transform the Service's raw data from all its key databases into useful, consistent and reliable information stored in a corporate data warehouse, and will build an integrated business intelligence and analytical platform. Consolidated information will be made widely available across the Service, allowing all members to make better information-based decisions. The use of E.B.I. is a critical strategic component to intelligence led public safety and support activities, which will enable more cost-effective and value added policing and public safety services.

This project will continue in future to include additional data sources for investigative work and business analytics reports. Additional funding may therefore be required in future years to enable the continuation of this project. A full justification for any additional investments in this solution will be included in future capital project requests.

TPS Archiving - \$0.7M

This project provides funding for the establishment of an archiving function at the Service's property and evidence site. Legislation requires the Service to store certain documentation for

periods beyond the current year. For example, “cold case” files must be retained for a minimum of 25 years; financial records must be retained for seven years; memo books are also stored for a lengthy period of time. The relatively new requirement for video storage is also increasing. Service staff is endeavouring to reduce current holdings, but based on retention periods, the Service is faced with increasing storage requirements.

The Service currently stores its archival records and files at City Archives. However, the City is also experiencing space pressures within its storage facility. Assuming a ten percent growth annually, storage requirements within five years would be substantial. Therefore, using an existing Service facility for the archiving of records is a prudent solution, particularly if the City were to limit space or expand on a cost recovery basis.

There is no on-going operating impact currently assumed as a result of this project. Future analysis will be required to determine if any additional resources will be required, and an update will be provided in future capital programs.

Radio Replacement Project - \$39.4M

The Service’s current communication radios were replaced over the period of 2006 to 2012. The lifecycle for these radios is ideally seven years. However, in order to reduce capital costs, the Service has extended the replacement period for these radios to every ten years. . While the extension of this lifecycle to ten years has resulted in some incremental operating costs, there is still an overall cost benefit to the Service.

As a result of reduction of vehicles, the number of radios required within the Service was also reduced, resulting in a project cost reduction of \$0.6M. .

B. Projects beginning in 2017-2021

Expansion of Conducted Energy Weapons (C.E.W) - \$0.75M

Conducted Energy Weapons (C.E.W.) are handheld less-lethal weapons which have proven to be a less injurious force option that has helped to safely resolve violent and potentially violent incidents. The Service currently has 545 C.E.W.s issued to uniform front line supervisors, and selected members of specialized units.

The Service intends to deploy 250 additional C.E.W.s to selected uniform frontline police constables and constables from designated specialized units. This is in response to the continued need for less lethal force options to help safely resolve high risk encounters with community members.

A detailed assessment of the deployment model of C.E.W.s, training and on-going operating requirements are being completed to support the extended roll-out.

A detailed report on the proposed expansion of the CEW program is scheduled to be on the agenda for the October 20, 2016 board meeting.

Body Worn Cameras (B.W.C.) Initial Phase - \$0.5M

The Service recognizes that the decision to implement B.W.C.s will require a significant investment (both one-time and on-going). The decision must therefore be made carefully and take into account the benefits the cameras can provide to enhance accountability and public trust, as well as privacy, disclosure and other important considerations.

Accordingly, in February 2015, the Service started a 12-month pilot project (at a total cost of \$0.432M) to explore the benefits, challenges, and issues surrounding the use of B.W.C. s.

The pilot finished in March 2016, and a report was provided and a presentation made to the Board's September 2016 meeting. The report concluded that B.W.C.s were strongly supported by the community as well as our officers. However, there are significant issues of cost and how the administrative processes (uploading, classification and tagging of videos) impact an officer's public safety responsibilities and productivity. In addition, there were issues around the reliability of the two camera systems piloted. The Service therefore decided not to go forward with either vendor. It is also important to note that when the pilot project started there was no cloud presence in Canada. Consequently, only an on-premise storage solution could be evaluated. That has now changed and cloud based solutions could be proposed and evaluated.

Based on the foregoing, the Service is proposing moving forward very carefully with a potential body worn camera solution, through the issuance of a non-binding Request for Proposals (R.F.P.). This will be a large and complex procurement, as well as a significant long-term investment, and will therefore require a well-crafted R.F.P. that results in the best overall solution, at the best value and that ensures the Service's and the Board's interests are protected, both short and long-term.

The initial cost of \$0.5M is to cover the cost of a fairness commissioner and other external expertise required to effectively oversee, manage and analyse the B.W.C. non-binding Request for Proposals (R.F.P.) process, including the evaluation of proposals reviewed. As technology has evolved significantly since the Service's pilot project started and since cloud solutions are now available, it would be inappropriate and of no value to include a full cost estimate to implement and maintain a B.W.C. program. It will therefore be incorporated into a future capital program request once full information is known.

Facility Realignment – \$181.3M

The 2015 – 2026 capital program request identified funds to replace the 54 Division structure, a building in disrepair that no longer meets the needs of the Service and community and requires considerable operating dollars to repair and maintain. The Board deferred the new construction in anticipation of the KPMG-commissioned review of the Chief’s Internal Organizational Review. As a result, \$7M of funding was carried forward to 2016.

In addition, the 2016 – 2025 capital program request contained funding for a number of facility replacement and renovation projects to existing divisions, such as Divisions 41, 32 and 13, Parking Enforcement West and the Public Safety Unit.

The 2016 – 2025 capital request changed the scope of the original 54 Division construction to a Facilities Realignment project, with the goal being the completion of a service-wide review of all facilities. Given the strategic direction of the capital program, the Facilities Review deliverables consisted of:

- A capital renovation and replacement plan for the 2017 to 2026 program, which maximizes service delivery and public value;
- A short and long implementation plan and associated costs; and
- A plan to maximize the use of existing Service facilities and reduce the Service’s facility footprint

The T.T.F. recommendations confirm the need for a more strategic review of facilities and the need to reduce the number of facilities in the Service, change how both the Service and public access policing services and expand the use of technology rather than bricks and mortar in a modern service delivery model.

For this reason, the 2017 – 2026 capital program amalgamates previous funding requests into one program, Facilities Realignment. As indicated earlier, the requested funding allows the Service to transition to a new service delivery model and equip itself with facilities and technology required to optimize the delivery of policing services.

At the present time, the Service has engaged an external consultant to perform a demand and workload modelling analysis that will form the basis for a City-wide Divisional boundary restructuring and populate the facilities project. Approximately \$0.5M of the \$7M approved in 2016 was utilized for this purpose.

The current plan contemplates the consolidation of the 54 and 55 divisional facilities into one effectively configured facility that is strategically located. The consolidation of these two facilities will be confirmed once the results of the external consultant’s work become known.

The details of the new configuration will require time to obtain input from the City, Service members and the public. Accordingly, the overall facilities optimization plan will be incorporated into the 2018 – 2027 capital program and T.T.F. recommendations implementation plan.

Automated Fingerprint Identification System (A.F.I.S.) – \$3M

The current AFIS system was purchased and implemented in late 2012. Replacement is scheduled to be implemented in early 2019. Replacement maintains vendor support, incorporates all updates and provides more efficient functionality.

C. Projects beginning in 2022-2026

There is one project beginning during the 2022-2026 period.

- Property and Evidence Warehouse Racking for 10 year expansion

D. Projects funded through Reserves

Vehicle and Equipment Lifecycle Replacements

All projects listed in this category are funded from the Service's Vehicle and Equipment Reserve and have no impact on debt financing. Using the Reserve for the lifecycle replacement of vehicles and equipment avoids having to debt-finance these purchases. This approach has and continues to be supported by City Finance. It should be noted, however, that this strategy of funding equipment replacements from the Reserve results in an impact on the operating budget, as it is necessary to make regular annual contributions to replenish the Reserve balance so that future requirements are sustainable.

Based on 2016 utilization and contribution strategies, the reserve balance projected a deficit from year 2018. In the 2017-2026 capital program, the following strategies were employed to extend the life of the reserve:

- reducing the number of vehicles by 104 for reduced contribution of \$600k per year
- reducing/ extending the life of regular furniture replacement
- funding furniture/ locker replacement for new and renovated facilities from projects, not reserve
- funding some projects such as security system replacement from S.O.G.R.
- reducing cash flow requirements for I.T. related projects such as I.T. business resumption and server replacement
- absorb fleet small equipment replacement costs within operating budget

Asset custodians continue to maximize the use of current assets and prolong lifecycle replacements to ensure viability of the Reserve on a long-term basis. However, the Vehicle and

Equipment Reserve will be at risk of depletion if contributions are not increased to a level sufficient enough to cover the required equipment replacements.

Table 2 below provides a summary of anticipated Reserve activity for 2017-2026.

Table 2 - 2017-2026 Reserve Activity (\$Ms)

	2017	2018	2019	2020	2021	2026
Opening Balance	\$8.6	\$4.0	\$3.8	-\$5.6	-\$3.3		\$2.1
Contribution	\$17.7	\$20.7	\$23.7	\$26.7	\$26.7		\$26.7
Draws	\$22.3	\$20.9	\$33.1	\$24.3	\$21.6		\$22.9
Year-end Balance	\$4.0	\$3.8	-\$5.6	-\$3.3	\$1.9		\$5.9
Incremental Operating Impact	\$0.6	\$3.0	\$3.0	\$3.0	\$0.0		0.0

E. Other Projects – Below the Line

The Connected Officer

The T.T.F. recommended an investment in potential transitioning from Mobile Workstations in vehicles to smart devices carried by all officers. This includes a full application suite and e-notebook, as well as updating existing applications to a mobile environment which allows officers to be connected at all times to the most current operational information.

Research and analysis of best practices, assessing network opportunities, confirming functionalities, developing and costing different options, will be completed. A final design decision, along with the roll-out plan and procurement decision is planned for 2019 with implementation commencing thereafter.

Beyond the current lifecycle funding for Mobile workstations, no new funding is being requested at this point, as the level of funding that would be required is not yet known.

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

Based on a Council decision at its July 2016 meeting, the City is changing the governance and administrative requirements to establish an Administrative Penalty System (A.P.S.) for parking violations (i.e. parking tickets) which will include an Administrative Penalty Tribunal, effective May 15, 2017. This will divert non-complex matters from the provincial courts, freeing up limited court time for more serious matters, which will save the City \$2.8M per year plus seven positions beginning in 2018. An increase in revenue to the City of \$6.3M per year is also expected, starting in 2018.

The total cost of the enhanced handhelds required to support this initiative is \$5.5M. Funding of \$2.97M is currently included in the handheld lifecycle replacement project for the replacement of the existing parking ticket enforcement and management application. However, moving to an A.P.S. program for parking violations will require one-time start-up costs of approximately

\$2.2M for incorporating the use of digital photography, plus \$350K for new parking tag books. City Finance requested that this amount be included below the line in the Service's capital budget while the funding source is reviewed for the additional requirement. It should be noted that as a result of this enhancement, the impact on the contribution to reserve for Parking Enforcement will be an additional \$440K per year starting from 2017.

Conclusion:

A detailed review of all projects in the Service's 2017-2026 capital program request has been conducted, to ensure the capital program reflects the priorities of the Service, is consistent with the Service's strategic objectives, and is in line with City provided debt targets. The 2017 - 2026 Capital Program has a 2017 net request of \$19M (excluding cash flow carry forwards from 2016), and a net total of \$232.5M for the ten-year period.

Given the strategic objectives of the Service's capital program, and the modernization initiatives to be included in the T.T.F's January 2017 final report, the Service is proceeding with a full facility reassessment, allowing the business plan and service delivery model to drive the need for facilities, what is in those facilities and the size of the facilities. It should be noted that once that work is complete, the cost estimate for the facility realignment project will very likely change.

The Service's 2017-2026 Capital Program request is for the most part in a transitional state, as the Service awaits information that will allow more informed decision making regarding our facilities and technological requirements. It is anticipated that the 2018-2027 request will be much more detailed with respect to the projects the Service needs to move forward on and implement, to help it modernize and enhance the way public safety services are provided to the City of Toronto.

Mr. Tony Veneziano, Chief Administrative Officer, Corporate Services Command will be in attendance to answer any questions from the Board.

Ms. Sandra Califaretti, Director, Finance & Business Management, delivered a presentation to the Board with regard to the 2017-2026 Capital Program Request. A copy of the presentation slides is on file in the Board Office.

Mr. Kris Langenfeld was in attendance and delivered a deputation to the Board. A written copy of the deputation is on file in the Board Office.

The Board approved the following Motions:

- 3. THAT the Board receive the deputation;**
- 4. THAT the Board conduct community consultations, which will include the Board Mental Health Sub-Committee, and report back prior to the procurement of any**

additional Conducted Energy Weapons proposed to be deployed to selected front-line officers; and

3. THAT the Board approve the foregoing report.

Moved by: S. Carroll
Seconded by: C. Lee

2017-2026 Capital Program Request (\$000s)

Project Name	Plan to end of 2016	2017	2018	2019	2020	2021	Total 2017-2021 Request	2022	2023	2024	2025	2026	Total 2022-2026 Forecast	Total 2017-2026 Program	Total Project Cost
Projects In Progress															
State-of-Good-Repair - Police		4,875	4,875	4,875	5,005	4,400	24,030	4,875	4,875	4,875	4,875	4,875	24,375	48,405	48,405
Transforming Corporate Support (TRMS & HRMS) *	2,535	2,500	2,100	1,500	400		6,500				0	0	0	6,500	9,035
Peer to Peer Site (Disaster Recovery Site) *	4,665	4,000	7,759	3,500	0	0	15,259	0	0	0	0	0	0	15,259	19,924
Facility Realignment *	7,000	5,000	5,195	37,572	36,042	20,012	103,821	23,900	19,059	7,200	0	20,288	70,447	174,268	174,268
Enterprise Business Intelligence	6,405	3,811	0	0	0	0	3,811	0	0	0	0	0	0	3,811	10,216
TPS Archiving	50		650	0	0	0	650	0	0	0	0	0	0	650	700
Radio Replacement	14,141	2,531	3,460	2,452	4,949	6,074	19,466	4,544	42	1,026	226		5,838	25,304	39,445
Total, Projects In Progress	34,796	22,717	24,039	49,899	46,396	30,486	173,537	33,319	23,976	13,101	5,101	25,163	100,660	274,197	301,993
Upcoming Projects															
Conducted Energy Weapon (CEW)	0	750	0	0	0	0	750	0	0	0	0	0	0	750	750
BodyWorn Camera - Initial phase	0	500	0	0	0	0	500	0	0	0	0	0	0	500	500
AFIS (next replacement)	0	0	0	3,053	0	0	3,053	0	0	0	0	0	0	3,053	3,053
Property & Evidence Warehouse Racking	0	0	0	0	0	0	0	0	1,040	0	0	0	1,040	1,040	1,040
Total, Upcoming Capital Projects:	0	1,250	0	3,053	0	0	4,303	0	1,040	0	0	0	1,040	5,343	5,343
Total Gross Debt Funded Capital Projects:	34,796	23,967	24,039	52,952	46,396	30,486	177,840	33,319	25,016	13,101	5,101	25,163	101,700	279,540	307,336
Total Reserve Projects:	212,902	22,300	20,884	33,062	24,335	21,575	122,156	24,145	20,598	37,234	24,646	22,870	129,493	251,648	464,551
Total Gross Projects	247,698	46,267	44,923	86,014	70,731	52,061	299,996	57,464	45,614	50,335	29,747	48,033	231,193	531,188	771,886
Funding Sources:															
Vehicle and Equipment Reserve	(212,902)	(22,300)	(20,884)	(33,062)	(24,335)	(21,575)	(122,156)	(24,145)	(20,598)	(37,234)	(24,646)	(22,870)	(129,493)	(251,648)	(464,551)
Funding from Development Charges	(21,476)	(5,000)	(3,194)	(13,512)	(5,140)	(9,145)	(35,991)	(5,204)	(5,308)	0	0	(578)	(11,090)	(47,081)	(68,557)
Total Funding Sources:	(234,378)	(27,300)	(24,078)	(46,574)	(29,475)	(30,720)	(158,147)	(29,349)	(25,906)	(37,234)	(24,646)	(23,448)	(140,583)	(298,729)	(533,108)
Total Net Debt-Funding Request:	13,320	18,967	20,845	39,440	41,256	21,341	141,849	28,115	19,708	13,101	5,101	24,585	90,610	232,459	238,779
5-year Average:							28,370						18,122	23,246	
City Target:		21,411	24,345	39,402	31,800	24,891	141,849	23,386	18,956	19,967	16,301	12,000	90,610	232,459	
City Target - 5-year Average:							28,370						18,122	23,246	
Variance to Target:			2,444	3,500	(38)	(9,456)	3,550	0	(4,729)	(752)	6,866	11,200	(12,585)	0	0
Cumulative Variance to Target			5,944	5,906	(3,550)	0	0	0	(4,729)	(5,481)	1,385	12,585	0	0	0
Variance to Target - 5-year Average:							0						0	0	0
Other Projects - Below the line															
Total Other projects - Below the line	0	2,550	0	0	0	0	2,550	0	0	0	0	0	0	2,550	2,550
City Target	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Variance from Target	0	(2,550)	0	0	0	0	(2,550)	0	0	0	0	0	0	(2,550)	(2,550)

* These projects have returned funding to the City due to one year carry forward rule. These amounts are not reflected in the total project cost.

2017-2026 Vehicle and Equipment Reserve (\$000s)															
Project/Initiative	Plan						Total						Total	Total	Total
	to end of 2016	2017	2018	2019	2020	2021	2017-2021 Request	2022	2023	2024	2025	2026	2022-2026 Forecast	2017-2026 Program	Project Cost
Other than debt expenditure (Draw from Reserve)															
Vehicle and Equipment (LR)	69,425	5,693	5,354	6,254	5,370	5,370	28,041	5,370	5,372	5,372	5,372	5,373	26,859	54,900	124,325
Workstation, Laptop, Printer (LR)	38,815	3,216	3,782	4,084	4,462	3,414	18,958	3,619	2,372	5,662	5,082	3,826	20,561	39,519	78,334
Servers (LR)	31,716	2,200	3,903	4,241	4,441	3,634	18,419	2,325	4,113	6,512	4,678	3,825	21,453	39,872	71,587
IT Business Resumption (LR)	16,373	624	2,482	1,955	787	2,297	8,145	660	2,716	2,163	831	2,824	9,194	17,339	33,712
Mobile Workstations (LR)/connected officer	15,252		300	9,144	1,000	0	10,444	0	300	9,144	1,000	0	10,444	20,888	36,140
Network Equipment (LR)	10,956	2,900	2,800	2,400	2,900	1,750	12,750	2,250	3,750	3,750	2,900	1,750	14,400	27,150	38,106
Locker Replacement (LR)	3,417	48	48	48			144						0	144	3,561
Furniture Replacement (LR)	7,430	0	0	500	500	500	1,500	500	500	500	500	500	2,500	4,000	11,430
AVL (LR)	1,498	0	0	0	1,551	0	1,551	0	0	0	1,551	0	1,551	3,102	4,600
In - Car Camera (LR)	2,202	2,061	0	0	0	2,202	4,263	2,061	0	0	0	2,202	4,263	8,526	10,728
Voice Logging (LR)	1,127	0	0	350	0	0	350	0	0	350	0	0	350	700	1,827
Electronic Surveillance (LR)	805	900	200	0	0	0	1,100	500	0	0	0	0	500	1,600	2,405
Digital Photography (LR)	758	0	0	0	228	258	486	0	0	0	228	258	486	972	1,730
eTicketing	125	0			0	0	0			0	0	0	0	0	125
Voicemail / Call Centre (LR)	353	500	0	0	0	0	500	600	0	0	0	0	600	1,100	1,453
DVAMI, II (LR)	2,368	362	362	1,613	263	262	2,862	244	244	1,507	275	362	2,632	5,494	7,862
Asset and Inventory Mgmt System (LR)	23	0	0	0	0	0	0	0	0	0	0	0	0	0	23
Property & Evidence Scanners (LR)	23	0	0	40	0	0	40	0	0	40	0	0	40	80	103
DPLN (LR)	499	0	0	1,500	0	0	1,500	0	0	1,600	0	0	1,600	3,100	3,599
Small Equipment (e.g. telephone handset) (LR)	1,220	0	0	0	750	750	1,500	0	0	0	0	750	750	2,250	3,470
Small Equipment - Test analyzers (LR)	870	0	580	580	0	0	1,660	0	0	0	0	0	0	1,660	2,030
Small Equipment - ICC Microphones (LR)	135	0	261	261	261	0	783	0	261	261	261	0	783	1,566	1,701
Small Equipment - Video Recording Equipment (LR)	632	92	78	92	73	92	427	72	86	87	92	92	429	856	1,488
Radar Unit Replacement	614	246	182	0	12	21	461	15	344	256	226	96	937	1,398	2,012
Livescan Machines (LR)	257	0	540	0	0	0	540	0	540	0	0	0	540	1,080	1,337
Wireless Parking System (LR)	1,825	2,973	0	0	0	0	2,973	5,432	0	0	0	0	5,432	8,405	10,230
CC TV	752	0	0	0	275	275	550	0	0	0	300	250	550	1,100	1,852
AEDs	12	0	12	0	112	0	124	12	0	30	0	12	54	178	190
Fleet Equipment	500						0						0	0	500
Security System (LR)	1,600						0						0	0	1,600
Conducted Energy Weapon (CEW) Replacement	1,320	0	0	0	1,350	750	2,100	0	0	0	1,350	750	2,100	4,200	5,520
Marine Vessel Electronics Replacement	0	485	0	0	0	0	485	485	0	0	0	0	485	970	970
Total Reserve Projects:	212,902	22,300	20,884	33,062	24,335	21,575	122,156	24,145	20,598	37,234	24,646	22,870	129,493	251,648	464,551

Staff report for action on the TPS 2017 – 2026 Capital Program Request

2017-2026 CAPITAL PROGRAM BUDGET BY YEAR (\$000s)
 PROJECT INFORMATION, CAPITAL IMPACT AND RESERVE CAPITAL

Attachment C

Project Name	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Comments
Facility Realignment	0.0	0.0	0.0	72.0	73.4	73.4	78.0	153.7	5.3	5.5	Building Operations, Services Contracts and Utilities; starting fiscal year 2020. Included estimated increase of 2% per year
Manufacturing Companies Support	22.0	69.0	-227.0	75.0	0.0	0.0	0.0	0.0	0.0	0.0	Incremental maintenance cost of \$22K per year from 2017
Research Center Studies	0.0	175.0	175.0	4.0	4.0	4.0	4.0	4.0	3.7	3.7	Building Operations, Services Contracts and Utilities; starting fiscal 2018
Business Intelligence Technology	0.0	500.0	538.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	\$0.5M for salaries for 6 people; \$0.5M for maintenance
Total Projects- Incremental Operating Impact	22.0	744.0	486.0	151.0	77.4	77.4	82.0	157.7	8.9	9.2	
Total Reserve Operating Impact											Based on current assumptions
Total Operating Impact from Capital	22.0	744.0	486.0	151.0	77.4	77.4	82.0	157.7	8.9	9.2	