TORONTO

**STAFF REPORT**
**ACTION REQUIRED**

# Toronto Police Service: 2018 Capital Budget Variance Report – Period Ending March 31, 2018

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| **Date:** | May 17, 2018 |
| **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 Toronto Police Service's 2018 capital budget variance report for the period ending March 31, 2018

## RECOMMENDATION

It is recommended that the Budget Committee approve the following recommendations:

1. Approve a 2018 cash flow transfer of $1.34 Million to the Enterprise Business Intelligence (E.B.I.) project to offset the 2016 unspent carry forward of $1.34 Million (M) that is required in 2018 to complete the E.B.I project, from the following 2018 cash flow sources:

- $750,000 from the Conducted Energy Weapon project;
- $94,000 from the Radio Replacement project; and
- $500,000 from the Parking Handheld Administrative Penalty System project;

2. Approve the advancement of $3.49M in 2019 cash flow to 2018 for the Peer to Peer site project, funded by the deferral of the following 2018 cash flows:

- $2.6 Million from Debt and $797,000 from Development Charges from the 54/55 Amalgamation project, and
- $100,000 from the State of Good Repair project; and

3. approve the advancement of 2020 cash flow to 2018 in the amount of $200,000 for 32 Division project (part of facility realignment) funded by the deferral of the 2018 cash flow for the same amount from 54/55 Amalgamation project.

## Financial Impact

Toronto City Council, at its meeting of February 12, 2018, approved the Toronto Police Service's (Service) 2018-2027 capital program at a net amount of $20.9M for 2018, and a net total of $220.4M for 2018-2027. The net available funding in 2018 is $33.6M, which includes the 2017 carry forward of $12.7M.

As at March 31, 2018, the Service is projecting total net expenditures of $33.4M compared to $33.6M in available funding (a spending rate of 99.2%).

## ISSUE BACKGROUND

At its meeting on May 17, 2013, the Toronto Police Services Board (the Board) was in receipt of a report dated May 3, 2017 from Mark Saunders, Chief of Police, with regard to the Service's 2018 capital budget variance report for the period ending March 31, 2018.

## COMMENTS

The Board approved the Chief's report and agreed to forward a copy of this report to the City's Chief Financial Officer for consideration of Recommendations 1, 2 and 3, as part of the City's overall Capital Variance Report to the City's Budget Committee for three months ending March 31, 2018 and to the City's Budget Committee.

## CONCLUSION

A copy of Board Minute No. P100/18, in the form attached as Appendix "A", regarding this matter is provided for information.

## CONTACT

Chief of Police Mark Saunders
Toronto Police Service
Telephone No. 416-808-8000
Fax No. 416-808-8002

## SIGNATURE

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Andy Pringle
Chair

## ATTACHMENT

Appendix A – Board Minute No. P100/18

cc. Mr. Joe Farag, Chief Financial Manager, City of Toronto

**APPENDIX "A"**

**This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on May 17, 2018**

**P100.** 2018 Capital Budget Variance Report for the Toronto Police Service, Period Ending March 31, 2018

The Board was in receipt of a report dated May 3, 2018 from Mark Saunders, Chief of Police, with regard to this matter.

Recommendation(s):

It is recommended that the Board:

1. Approve a 2018 cash flow transfer of $1.34 Million to the Enterprise Business Intelligence (E.B.I.) project to offset the 2016 unspent carry forward of $1.34 Million (M) that is required in 2018 to complete the E.B.I project, from the following 2018 cash flow sources:
   - $750,000 from the Conducted Energy Weapon project;
   - $94,000 from the Radio Replacement project; and
   - $500,000 from the Parking Handheld Administrative Penalty System project;
2. Approve the advancement of $3.49M in 2019 cash flow to 2018 for the Peer to Peer site project, funded by the deferral of the following 2018 cash flows:
   - $2.6 Million from Debt and $797,000 from Development Charges from the 54/55 Amalgamation project, and
   - $100,000 from the State of Good Repair project;
3. Approve the advancement of 2020 cash flow to 2018 in the amount of $200,000 for 32 Division project (part of facility realignment) funded by the deferral of the 2018 cash flow for the same amount from 54/55 Amalgamation project; and
4. Forward a copy of this report to the City's Chief Financial Officer for consideration of Recommendations 1, 2 and 3, as part of the City's overall Capital Variance Report to the City's Budget Committee for three months ending March 31, 2018.

**The Board approved the foregoing report with the following amendment to recommendation no. 4:**

> **Forward a copy of this report to the City's Chief Financial Officer for consideration of Recommendations 1, 2 and 3, as part of the City's overall Capital Variance Report to the City's Budget Committee for three months ending March 31, 2018 and to the City's Budget Committee.**

Moved by: J. Hart

Seconded by: M. Moliner

# Toronto Police Services Board Report

May 3, 2018

To: Chair and Members
Toronto Police Services Board

From: Mark Saunders
Chief of Police

## Subject: 2018 Capital Budget Variance Report for the Toronto Police Service, Period Ending March 31, 2018

**Recommendation(s):**

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

(1) approve a 2018 cash flow transfer of $1.34 Million to the Enterprise Business Intelligence (E.B.I.) project to offset the 2016 unspent carry forward of $1.34 Million (M) that is required in 2018 to complete the E.B.I project, from the following 2018 cash flow sources:

- $750,000 from the Conducted Energy Weapon project;
- $94,000 from the Radio Replacement project; and
- $500,000 from the Parking Handheld Administrative Penalty System project;

(2) approve the advancement of $3.49M in 2019 cash flow to 2018 for the Peer to Peer site project, funded by the deferral of the following 2018 cash flows:

- $2.6 Million from Debt and $797,000 from Development Charges from the 54/55 Amalgamation project; and
- $100,000 from the State of Good Repair project;

(3) approve the advancement of 2020 cash flow to 2018 in the amount of $200,000 for 32 Division project (part of facility realignment) funded by the deferral of the 2018 cash flow for the same amount from 54/55 Amalgamation project; and

(4) forward a copy of this report to the City's Chief Financial Officer for consideration of Recommendations 1, 2 and 3, as part of the City's overall Capital Variance Report to the City's Budget Committee for three months ending March 31, 2018.

**Financial Implications:**

Toronto City Council, at its meeting of February 12, 2018, approved the Toronto Police Service's (Service) 2018-2027 capital program at a net amount of $20.9M for 2018, and a net total of $220.4M for 2018-2027. The net available funding in 2018 is $33.6M, which includes the 2017 carry forward of $12.7M.

As at March 31, 2018, the Service is projecting total net expenditures of $33.4M compared to $33.6M in available funding (a spending rate of 99.2%).

**Background / Purpose:**

The purpose of this report is to provide the Board with the status of the Service's capital projects as at March 31, 2018.

**Discussion:**

Attachment A provides the Service's approved 2018-2027 capital program.

**Status of Capital Projects:**

Attachment B provides a status summary of the ongoing projects from 2017 as well as projects that started in 2018. Any significant issues or concerns have been highlighted below in the "Key Highlights/Issues" section of this report.

***Key Highlights / Issues:***

As part of its project management framework, the Service uses a colour code system (i.e. green, yellow or red) to reflect the status of capital projects. The overall health of each capital project is based on budget, schedule and scope considerations. The colour codes are defined as follows:

- Green – on target to meet project goals (scope/functionalities), and on budget and schedule, no corrective action required;
- Yellow – at risk of not meeting certain goals, some scope, budget and/or schedule issues, and minimal corrective action required; and
- Red – high risk of not meeting goals, significant scope, budget and/or schedule issues, and extensive corrective action required.

The subsequent section summarizes key 2018 – 2027 capital project updates. Summary information includes status updates as at the time of writing this report.

The impact of the adjustments recommended in this report are shown in those projects impacted.

**54/55 Divisions Amalgamation**

| Project Name | Carry Forward from 2017 | 2018 Cash Flow | | | YE Variance (Over)/ Under | Carry Forward to 2019 | Total Project Cost | | Status | Overall Project Health |
|---|---|---|---|---|---|---|---|---|---|---|
| | | Budget | Available to Spend | Year End Projection | | | Budget | Life to Date | | |
| 54/55 Divisions Amalgamation - Excludes budget change request | 7,000.0 | 2,800.0 | 9,800.0 | 500.0 | 9,300.0 | 9,300.0 | 39,873.0 | 451.1 | Delayed | **Red** |
| 54/55 Divisions Amalgamation - Includes budget change request | 6,203.0 | 0.0 | 6,203.0 | 500.0 | 5,703.0 | 5,703.0 | 39,873.0 | 451.1 | Delayed | **Red** |

*Project Description:*

The amalgamation of 54 and 55 Divisions is the first step in the phased facilities realignment strategy recommended by the Transformational Task Force in its action plan*: The Way Forward Report*. The amalgamation of these divisions into one district facility will reduce the long-term costs of operating and maintaining two structures, and will support the recommendations for a modernized, economical and more efficient public safety delivery model. The current plan is to return the 54 and 55 division properties to the City once the new consolidated facility is built.

*Work to date:*

Following many months of consultations with various stakeholders, the recommended site (current Toronto Transit Commission's Danforth Garage located at 1627 Danforth Avenue), for the consolidated district facility was presented to the Board for approval at its January 2018 meeting (Min. No. P12/18 refers).

Subsequent to Board approval, the City's Executive Committee and City Council approved the recommended site on January 24, 2018 and January 31, 2018, respectively.

Since a master planning exercise still has to be initiated, the majority of the funding for this project is not required in 2018. Accordingly, from the $9.8M in available funding, it is requested that the Board approve a transfer of $2.6M of debt funding and $797,000 from Development Charges funding (D.C.) to the Peer to Peer Site project, as well as a transfer of $200,000 to the 32 Division renovation project (part of Facility realignment project).

From the remaining $6.2M, it is projected that $500,000 will be utilized for architectural consulting services and a master planning exercise, and the rest will be carried forward to 2019.

*Future Planned Activities:*

A master planning exercise will be initiated and led by the City of Toronto Planning Division. It will include community consultants, technical studies, the exploration of other potential partners and Toronto Transit Commission (T.T.C.) use of the site and other conceptual site plans. The Service's Facilities Management unit will commence the procurement process to acquire a consultant to finalize the building program and eventual design of the building and will continue to liaise with representatives from the City and the T.T.C.

The status of project will remain Red until project timelines are determined following the completion and results of the master planning process.

### *TPS Archiving*

| Project Name | Carry Forward from 2017 | 2018 Cash Flow | | | YE Variance (Over)/ Under | Carry Forward to 2019 | Total Project Cost | | Status | Overall Project Health |
|---|---|---|---|---|---|---|---|---|---|---|
| | | Budget | Available to Spend | Year End Projection | | | Budget | Life to Date | | |
| TPS Archiving | 0.0 | 650.0 | 650.0 | 650.0 | 0.0 | 0.0 | 650.0 | 0.0 | On Time | Green |

*Project Description:*

This project provides funding for the establishment of an archiving function at the Service's property and evidence site because of increasing storage requirements. 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 and financial records must be retained for seven years. The relatively new requirement for video storage is also increasing.

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.

*Work to Date:*

Following a competitive procurement process that was advertised on MERX, RediRack Montreal was awarded the design, supply and installation of racking for the project.

*Future Planned Activities:*

Racking installation is expected to commence by the end of the second quarter 2018, with an anticipated completion in the third quarter of 2018.

### *41 Division*

| Project Name | Carry Forward from 2017 | 2018 Cash Flow | | | YE Variance (Over)/ Under | Carry Forward to 2019 | Total Project Cost | | Status | Overall Project Health |
|---|---|---|---|---|---|---|---|---|---|---|
| | | Budget | Available to Spend | Year End Projection | | | Budget | Life to Date | | |
| 41 Division | 0.0 | 395.0 | 395.0 | 395.0 | 0.0 | 0.0 | 38,928.0 | 0.0 | On Time | Green |

*Project Description:*

The planned construction of a new two story building on the existing 41 Division site will provide the Service with a district facility at the corner of Birchmount and Eglinton Avenues, an optimal site that is easily accessible with ample area for future expansion.

*Work to Date:*

A feasibility study was completed in January 2018 outlining options for a phased demolition and construction of the new building.

*Future Planned Activities:*

During the construction, personnel will continue to occupy a portion of the existing building and portable offices, when required, to allow for uninterrupted business continuity.

The Service's Facilities Management unit is proceeding to retain the services of an architectural consulting firm to prepare the building design documentation.

### *32/33 Divisions Amalgamation*

| Project Name | Carry Forward from 2017 | 2018 Cash Flow | | | YE Variance (Over)/ Under | Carry Forward to 2019 | Total Project Cost | | Status | Overall Project Health |
|---|---|---|---|---|---|---|---|---|---|---|
| | | Budget | Available to Spend | Year End Projection | | | Budget | Life to Date | | |
| 32 Division - Excludes budget change request | 0.0 | 0.0 | 0.0 | 200.0 | -200.0 | 0.0 | 11,940.0 | 0.0 | On Time | Yellow |
| 32 Divsion - Includes budget change request | 0.0 | 200.0 | 200.0 | 200.0 | 0.0 | 0.0 | 11,940.0 | 0.0 | On Time | Yellow |

*Project Description:*

The Transformational Task Force *Action Plan: The Way Forward Report* outlines a phased realignment of divisional boundaries and facilities, including the consolidation of the existing 17 Divisions into 10 Districts, providing enhanced flexibility to move officers to where they are most needed.

Part of the phased redesign of the Service's divisional structure includes the amalgamation of 32 and 33 Divisions into a District Headquarters facility. The existing 32 Division will be designated as the District Headquarters and will be renovated to support the neighbourhood policing focus of both 32 and 33 Divisions, and will more closely meet the needs of the Service for a suitable police facility in the central north district.

The renovation of 32 Division will address a number of A.O.D.A. issues, including the installation of an elevator, universal washroom, increased circulation spaces, door widening and door operators, while improving overall building functionality. The interior redesign of 32 Division will optimize the use of available space, while improving the overall efficiency of the building and the movement of both personnel and persons in custody. It will also include the consolidation of Criminal Investigations Bureau (C.I.B.) that includes full prisoner management that cannot be accommodated with the current cell capacity.

It is important to note that once the renovations are completed at 32 Division, the facility will be capable of accommodating staff from both 32 and 33 Division at which time the 33 Division building can be re-purposed to meet other Service needs or returned to the City.

*Work to Date:*

The Service's Purchasing Services Unit issued a Request for Quotation (R.F.Q.) to the current vendors of record to secure an interior design consultant for 32 Division. The bid responses are under review by Facilities Management and Purchasing Services' staff to determine the successful bidder and put forward an award recommendation.

This project is part of facility realignment with an estimated project cost of $11.9M. It is requested that the Board approve the advancement of $200,000 of funding in order to initiate work in 2018. Future year cash flow requirements will be adjusted as part of the 2019-2028 Capital program.

*Future Planned Activities:*

The project team will work with the successful vendor to identify building program requirements and to develop the schematic interior design for the new 32 District Headquarters. The consultants will also conduct an assessment and provide a report regarding the potential for installation of a parking structure. It is anticipated that construction will commence Q1 2019.

Project status is Yellow until Service receives City Council approval to adjust for the advancement of funding. The Board will be kept apprised of the status of this project through the capital variance reporting process.

**Peer-to-Peer Site (Disaster Recovery Site)**

| Project Name | Carry Forward from 2017 | 2018 Cash Flow | | | YE Variance (Over)/ Under | Carry Forward to 2019 | Total Project Cost | | Status | Overall Project Health |
|---|---|---|---|---|---|---|---|---|---|---|
| | | Budget | Available to Spend | Year End Projection | | | Budget | Life to Date | | |
| Peer to Peer Site - Excludes budget change request | 2,527.4 | 7,759.0 | 10,286.4 | 13,786.4 | -3,500.0 | 0.0 | 19,924.3 | 6,836.8 | On Time | **Yellow** |
| Peer to Peer Site - Includes budget change request | 3,324.4 | 10,462.0 | 13,786.4 | 13,786.4 | 0.0 | 0.0 | 19,924.3 | 6,836.8 | On Time | **Yellow** |

*Project Description:*

This project provides funding for a new Peer-to-Peer 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 affect both the City and the Service. 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.

*Work to Date:*

2016 – 2017 activities included completing the real estate transaction, execution of the site plan agreement, tendering process for the major construction work, completion of foundation and masonry bock installation and start of the structural steel and roof decking work.

From an overall project perspective, the project is ahead of schedule, and therefore, the cash flow budget of $3.5M in 2019 will be required in 2018 to complete the construction. The advancement of this funding from 2019 to 2018 will be achieved by utilizing the capital funding from the projects that are behind schedule (54/55 Amalgamation) or where funding is not required. It should be noted that the total project budget for Peer-to-Peer facility project would remain the same.

The Service is therefore requesting a transfer of $2.6M from debt funding and $797,000 from D.C. funding from the 54/55 Amalgamation project and $100,000 from S.O.G.R., to the Peer-to-Peer project to enable substantial completion of this project in 2018.

*Future Planned Activities:*

Construction is expected to be substantially complete in the 4th quarter of 2018 with equipment fit up and occupancy in the 2nd quarter of 2019.

Project status is changed from Green to Yellow until the Service receives City Council approval for funding advancement.

***Transforming Corporate Support***

| Project Name | Carry Forward from 2017 | 2018 Cash Flow | | | YE Variance (Over)/ Under | Carry Forward to 2019 | Total Project Cost | | Status | Overall Project Health |
|---|---|---|---|---|---|---|---|---|---|---|
| | | Budget | Available to Spend | Year End Projection | | | Budget | Life to Date | | |
| Transforming Corporate Support | 1,509.0 | 1,300.0 | 2,809.0 | 2,809.0 | 0.0 | 0.0 | 8,742.5 | 3,636.6 | Delayed | **Yellow** |

*Project Description:*

Closely aligned with the ongoing restructuring of the Service's human resource function, this project involves upgrading and enhancing the Service's Human Resource Management System (H.R.M.S.) and its capabilities to better support the Service's needs. It will also provide the Service with the tools to execute several of the modernization initiatives recommended by the Transformational Task Force, as well as other continuous improvement and service enhancements.

*Work to Date:*

Additional functionality implemented as part of Phase I of the project, concluded in March 2017 and was related to the H.R.M.S upgrade. Phase II implementation is currently underway.

At the conclusion of 2017, the project accomplished the following Phase II activities:

Operational enhancements and production support: Streamlining and modernization of critical biweekly payroll processes, consolidation of administrative pay groups, updates to benefit carrier interfaces, integration of 6000+ retirees benefit information into the H.R.M.S. for ongoing benefits administration and the generation of automated employee performance review notices.

Talent Management Tools: Enhancement of Member and Manager H.R.M.S. services. Since its launch in 2017, over 1700+ training sessions were administered on-line using these new H.R.M.S. tools resulting in over 20,000 on-line training registrations for internal Toronto Police College/Service courses that otherwise would have been administered centrally and/or processed manually. In addition, other improvements have continued to enhance the Service's ability to collect much-needed data and analytics while simultaneously increasing resource capacity in highly administrative Service departments/areas.

A new on-line H.R.M.S. dashboard was developed and introduced to supervisory and management personnel to deliver key analytics in support of workforce planning as well as front-line management and deployment decisions.

*Future Planned Activities:*

As the project progresses into 2018 and beyond, resources will continue to focus on the conclusion of phase II which includes:

- the redesign of the core foundational system to support workforce analytics and reporting;
- the phasing in of the centralization of job data entry into Employee Records to ensure the long-term maintenance of H.R.M.S. data; and
- the delivery of an H.R.M.S. data mart to support robust reporting and analytics.

In addition, 2018 will be heavily focused on the planning phase of Phase III: the Time and Labour implementation project which involves replacing the Service's Time Reporting Management System (T.R.M.S.) with new H.R.M.S. functionality, and moving from current two systems to one "cradle to grave" system.

The status of this project remains Yellow due to some delays and resource constraints which have had no direct impact on budget at this point but continue to impact planned timelines.

As Phase II initiatives wrap-up and the project planning phase begins for the Phase III, more precise budget requirements and implications for 2018 will be defined.

### *Enterprise Business Intelligence (E.B.I.)*

| Project Name | Carry Forward from 2017 | 2018 Cash Flow | | | YE Variance (Over)/ Under | Carry Forward to 2019 | Total Project Cost | | Status | Overall Project Health |
|---|---|---|---|---|---|---|---|---|---|---|
| | | Budget | Available to Spend | Year End Projection | | | Budget | Life to Date | | |
| Enterprise Business Intelligence - Excludes budget change request | 2,811.0 | 1,000.0 | 3,811.0 | 5,154.4 | -1,343.4 | -1,343.4 | 10,216.0 | 5,212.6 | On Time | **Yellow** |
| Enterprise Business Intelligence - Includes budget change request | 4,154.4 | 1,000.0 | 5,154.4 | 5,154.4 | 0.0 | 0.0 | 10,216.0 | 5,212.6 | On Time | **Yellow** |

*Project Description:*

The E.B.I. system solution represents a set of methodologies, processes, architectures, and technologies that transform raw data into consistent, reliable and useful information used to enable effective strategic, tactical, and operational insights and analysis, as well as decision-support information.

*Work to Date:*

The contract for this initiative was awarded to I.B.M. and the project was formally started in December 2016. After a challenging project start, a change request was signed on January 31, 2018 to reflect updated scope items including the number of data models and data sources involved and new delivery dates.

The Service received Micro Design documents for three data sources: Enterprise Case and Occurrence Processing System (e.C.O.P.S.), Criminal Information Processing System (C.I.P.S.), and Versadex.

Because of the initial challenges, the project timeline was delayed, and a total of $1.34M, which was unspent, had to be returned to the City in accordance with the City's one-year carry forward rule. However, as this project still requires this funding to complete the project scope in 2018, a transfer of funds from other projects to the E.B.I. project can be accommodated as follows:

- The Service ordered 400 C.E.W.s following the Board approval at its meeting of February 22, 2018 (Min. No. P19/18 refers). Since funding was available and approved by the Ministry of Community Safety and Correctional Service's Police Effectiveness and Modernization (P.E.M.) grant, capital funds for the C.E.W.s were no longer required and the reallocation of these funds is requested;
- The Service reduced the cost of the Parking Handheld Administrative Penalty System (A.P.S.) by $500,000 due to effective negotiation with the vendor, and the reallocation of these funds is requested; and
- To accommodate the remaining project-funding shortfall, a transfer $94,000 from the Radio Replacement project is requested.

The project's health from scope and timing perspective is now trending to Green however the project status is Yellow until the Service receives City Council approval to adjust for the 2016 unspent carry forward of $1.34M that is required to complete this project.

*Future Planned Activities:*

The Service will be reviewing the Micro Design documents and work is expected to continue on the design and development aspects of the project. The Board will continue to be kept apprised of the status of this project through the variance reporting process.

### *Radio Replacement Project*

| Project Name | Carry Forward from 2017 | 2018 Cash Flow | | | YE Variance (Over)/ Under | Carry Forward to 2019 | Total Project Cost | | Status | Overall Project Health |
|---|---|---|---|---|---|---|---|---|---|---|
| | | Budget | Available to Spend | Year End Projection | | | Budget | Life to Date | | |
| Radio Replacement - Excludes budget change request | 0.0 | 4,779.0 | 4,779.0 | 4,685.0 | 94.0 | 94.0 | 39,440.7 | 14,201.4 | On Time | Green |
| Radio Replacement - Includes budget change request | 0.0 | 4,685.0 | 4,685.0 | 4,685.0 | 0.0 | 0.0 | 39,346.7 | 14,201.4 | On Time | Green |

*Project Description:*

This project is for the replacement and acquisition of mobile and portable radios. Currently, the Service's Telecommunications Services Unit (T.S.U.) maintains approximately 5,000 mobile/portable radio units.

Although the lifecycle for these radios is ideally seven years, the Service has extended the replacement lifecycle to ten years, in order to reduce capital costs. While the extension of this lifecycle to ten years has resulted in some incremental operating (repair and maintenance) costs, there is still an overall cost benefit to the Service.

*Work to date:*

Following a competitive procurement process, the Board approved the contract award to Motorola Inc. at its October 26, 2017 meeting (Min. No. P232/17 refers).

The initial purchase of radios was completed in December 2017 and those radios are currently being deployed.

*Future Planned Activities:*

The number of radios required within the Service will be adjusted, as necessary, during the term of the project in response to changing operational requirements, the decline in uniform members and the impact of T.T.F. related initiatives, as appropriate.

An additional order of radios will be issued later in 2018, in accordance with the radio replacement lifecycle.

In order to accommodate the funding short fall in the E.B.I. project, it is requested to transfer $94,000 from the Radio Repalcement project.

### *Connected/Mobile Officer Initial Phase*

| Project Name | Carry Forward from 2017 | 2018 Cash Flow | | | YE Variance (Over)/ Under | Carry Forward to 2019 | Total Project Cost | | Status | Overall Project Health |
|---|---|---|---|---|---|---|---|---|---|---|
| | | Budget | Available to Spend | Year End Projection | | | Budget | Life to Date | | |
| Connected Officer | 1,717.3 | 0.0 | 1,717.3 | 1,717.3 | 0.0 | 0.0 | 24,200.0 | 1,417.3 | On Time | Green |

*Project Description:*

The Way Forward report recommended that the Service make investments to enable officers to work with smart devices. 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.

As we move forward and modernize, the Service will be strategically placing officers throughout neighbourhoods to serve the growing demands of the city. The mobile technology will allow us to move beyond the facility footprint of past models. Technologically connected officers will have new mobile devices, which can access the information they require from anywhere. With functions that will ultimately allow officers to file reports, make calls, correspond via email, and access databases, there will be a reduced reliance on the use of workstations at police stations and in vehicles, and increased time spent in communities.

*Work to date:*

The initial phase of the project estimated to cost $2.6M, included a proof of concept (P.O.C.) and the acquisition of 700 devices. Funding for this phase was provided by a grant from the Ministry of Community Safety and Correctional Service's Police Effectiveness and Modernization (P.E.M.) grant. The 2017-2026 gross and net capital program was adjusted with no impact on debt funding to account for this cost.

*Future Planned Activities:*

The total capital project cost is estimated at $24.2M. At this point, there is no funding identified within the 2018-2027 capital program. However, $500,000 was identified from 2018/2019 P.E.M. II to continue with the project. Activities in 2018 include continuing to deploy the acquired devices and further evolving and maturing the mobile Officer model and its associated processes and applications.

This is an important modernization initiative, and the Service is reviewing how it can be accommodated in the 2019-2028 capital program request, so that a full and sustained rollout to officers can be achieved.

### *Body Worn Cameras (B.W.C.) Initial Phase*

| Project Name | Carry Forward from 2017 | 2018 Cash Flow | | | YE Variance (Over)/ Under | Carry Forward to 2019 | Total Project Cost | | Status | Overall Project Health |
|---|---|---|---|---|---|---|---|---|---|---|
| | | Budget | Available to Spend | Year End Projection | | | Budget | Life to Date | | |
| Body Worn Camera - Initial Phase | 487.4 | 0.0 | 487.4 | 487.4 | 0.0 | 0.0 | 500.0 | 22.8 | Delayed | Yellow |

*Project Description:*

This project involved exploring the benefits, challenges, and issues surrounding the use of body worn cameras. In keeping with Service's commitment to maintain public trust and provide professional and unbiased policing, a pilot project was conducted to test, evaluate and report on equipping front line officers with B.W.C.s.

*Work to Date:*

In February 2015, the Service started a 12-month pilot project that was conducted between February 2015 and March 2016, to explore the benefits, challenges, and issues surrounding the use of body worn cameras. A report and presentation was received at the Board's September 2016 meeting, concluding that that B.W.C.s was strongly supported by the community as well as our officers. However, the costs to implement and operate a B.W.C. program were significant. The estimated cost of operating the system, using on premise storage (as cloud technology was not available in Canada at that time), would vary depending on the number of officers that will be deployed with the cameras. If the Service were to equip all frontline uniform officers, the cost at that time was estimated at approximately $85M over ten years (Min. No. P228/16 refers).

*Future Activities:*

Implementing a body worn camera program within the Service will involve significant one-time (capital) and on-going (camera and infrastructure replacement, transcription image storage management, including retrieval, administration, etc.) operating costs. The Service is therefore moving forward very carefully with a potential body worn camera system, including consideration of cloud storage as part of a potential solution. As this is a large and complex procurement, it is important that a well-crafted procurement strategy is in place that ensures the Service's and the Board's interests are protected, both short and long-term. The procurement strategy is comprised of a three-step process that includes the issuance of a Request for Information (R.F.I.) with an anticipated release date of May 2018, followed by a Request for Qualification (R.F.Q.) and finally a non-binding Request for Proposal (R.F.P.).

Each document issued will be reviewed by the fairness commissioner engaged to provide guidance and advice on the procurement process. The Board will be kept apprised of this project through the capital variance report process.

**State of Good Repair (S.O.G.R.)**

| Project Name | Carry Forward from 2017 | 2018 Cash Flow | | | YE Variance (Over)/ Under | Carry Forward to 2019 | Total Project Cost | | Status | Overall Project Health |
|---|---|---|---|---|---|---|---|---|---|---|
| | | Budget | Available to Spend | Year End Projection | | | Budget | Life to Date | | |
| State-of-Good-Repair - Excludes budget change request | 2,227.4 | 4,400.0 | 6,627.4 | 6,527.4 | 100.0 | 0.0 | on-going | on-going | On Time | Green |
| State-of-Good-Repair - Includes budget change request | 2,227.4 | 4,300.0 | 6,527.4 | 6,527.4 | 0.0 | 0.0 | on-going | on-going | On Time | Green |

*Project Description:*

S.O.G.R. funding is utilized to maintain the safety, condition and of existing buildings as well as technology upgrade. The Service has developed a work-plan to use these funds to optimize service delivery and enhance efficiencies for both buildings and technology improvements.

*Work to date:*

Some of the major projects that are in progress in 2018 include:

- Renovations to enable the Realignment of Facilities
- Relocation of Barn Swallows
- Lighting Retrofit Initiative
- Flooring Replacement at various locations
- Interior Painting at various locations
- Millwork/Kitchenette replacement at various locations

*Future Planned Activities:*

The 2018 work plan will be submitted to Command for approval in April 2018. The Board will be kept apprised of this project through the capital variance report process.

### *Expansion of Conducted Energy Weapon (C.E.W)*

| Project Name | Carry Forward from 2017 | 2018 Cash Flow | | | YE Variance (Over)/ Under | Carry Forward to 2019 | Total Project Cost | | Status | Overall Project Health |
|---|---|---|---|---|---|---|---|---|---|---|
| | | Budget | Available to Spend | Year End Projection | | | Budget | Life to Date | | |
| Conducted Energy Weapon (C.E.W.) - Excludes budget change request | 750.0 | 0.0 | 750.0 | 0.0 | 750.0 | 0.0 | 750.0 | 0.0 | Complete | Green |
| Conducted Energy Weapon (C.E.W.) - Includes budget change request | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | Complete | Green |

*Project Description:*

C.E.W.s 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.

*Work to Date:*

The 2017 capital program included the acquisition and deployment of additional C.E.W.s to selected uniform frontline police constables and constables from designated specialized units.

After a community consultation, the acquisition of additional C.E.W.s was approved by the Board at its of February 22, 2018 meeting (Min. No. P19/18 refers).

The Service ordered 400 C.E.W.s following Board approval and these were received by March 31, 2018. P.E.M. funding was available and approved by the Ministry of Community Safety and Correctional Services to cover the cost of these devices. As the capital funds for the C.EW.s is no longer required, a reallocation of these funds to the E.B.I. project is being recommended to the Board for approval through this variance report.

*Future Planned Activities:*

The balance of the year will be spent on training officers that will be issued a C.E.W. with the first training session to be held on May 15, 2018.

***Parking Handheld – Administrative Penalty System (A.P.S) Project ($5.5M total project cost = $2.5M from Debt + $2.97M Lifecycle replacement from Reserve)***

| Project Name | Carry Forward from 2017 | 2018 Cash Flow | | | YE Variance (Over)/ Under | Carry Forward to 2019 | Total Project Cost | | Status | Overall Project Health |
|---|---|---|---|---|---|---|---|---|---|---|
| | | Budget | Available to Spend | Year End Projection | | | Budget | Life to Date | | |
| Parking Handheld A.P.S. (debt portion only) - Excludes budget change request | 2,348.4 | 0.0 | 2,348.4 | 1,792.4 | 556.0 | 0.0 | 2,550.0 | 492.2 | On Time | Green |
| Parking Handheld A.P.S. (debt Portion only) - Includes budget change request | 1,848.4 | 0.0 | 1,848.4 | 1,792.4 | 56.0 | 0.0 | 2,050.0 | 492.2 | On Time | Green |

*Project Description:*

Based on City Council's decision at its July 2016 meeting, the City changed the governance and administrative requirements to establish an A.P.S. for parking violations (i.e. parking tickets) which will include an Administrative Penalty Tribunal. This change was effective August 28, 2017.

By implementing an administrative penalty system for parking by-law violations, the City of Toronto, as well as the Province of Ontario, will ensure that parking bylaw matters are resolved through a streamlined process administered by the City without the requirement of utilizing a court process under the *Provincial Offences Act*.

*Work to Date:*

Phase one of this project, completed in 2017, included changing the existing system, tag design and business processes to accommodate A.P.S. requirements. The R.F.P. process completed in 2017 for phase two, includes the implementation of the new system to accommodate A.P.S. requirements that includes photo evidence.

The Board approved the award of the contract at its August 2017 meeting (Min. No. P189/17refers).

*Future Planned Activities:*

This new system is being implemented as an enhancement to the planned handheld lifecycle replacement project.

The target implementation date is estimated for the second quarter of 2018.

Because of effective negotiations with the vendor, approximately $500,000 in savings has been achieved. A reallocation of these funds to the E.B.I. project is being recommended to the Board for approval through this variance report.

### *Vehicle and Equipment Lifecycle Replacements*

| Project Name | Carry Forward from | 2017 Cash Flow | | | YE Variance (Over)/ Under | Carry Forward to 2018 | Total Project Cost | | Status | Overall Project |
|---|---|---|---|---|---|---|---|---|---|---|
| | | Budget | Available to | Year End | | | Budget | Life to Date | | |
| Vehicle Replacement | 1,300.6 | 6,129.0 | 7,429.6 | 7,429.6 | 0.0 | 0.0 | On-going | On-going | On-going | Green |
| IT- Related Replacements | 4,373.5 | 12,569.0 | 16,942.5 | 16,873.6 | 68.9 | 68.9 | On-going | On-going | On-going | Green |
| Other Equipment | 4,999.0 | 2,362.0 | 7,361.0 | 5,419.5 | 1,941.6 | 1,941.6 | On-going | On-going | On-going | Green |
| **Total Lifecycle Projects** | **10,673.1** | **21,060.0** | **31,733.1** | **29,722.6** | **2,010.5** | **2,010.5** | | | | |

*Project Description:*

Projects listed in this category are funded from the Vehicle and Equipment Reserve (Reserve), which is in turn funded through annual contributions from the Service and Parking Enforcement operating budgets. The Reserve has no impact on the Capital Program and at this time, does not require debt funding. Items funded through this reserve include the regular replacement of vehicles and information technology equipment, based on the deemed lifecycle for the various vehicles and equipment.

It is important to note that new systems (e.g. In-Car Camera program) that have been implemented over the years and continually increasing and different (e.g. video) storage requirements have put significant pressure on this Reserve, as the amount of equipment that is required continues to increase year over year.

*Work to Date:*

The projected under-expenditure for 2018 is $2M, all of which will be carried forward to 2019 as these funds are still required to complete lifecycle projects.

Significant variances are:

- $1M – Electronic Surveillance - Plans are dependent on our partner agencies. Discussions are underway.
- $.5M – Livescan Machines - Delayed lifecycle purchase of livescan machines as they must be R.C.M.P. compliant and compatible with our new Automated Fingerprint System which will be purchased in 2019.
- $.4M – Locker Replacement – There is currently no Vendor of Record for lockers.

*Future Planned Activities:*

Various lifecycle projects such as vehicles, workstations, furniture and locker, mobile workstation replacement projects will continue their regular lifecylce in 2019 and

beyond. While the Service has taken steps to create efficiencies, the amount of equipment that must be replaced continues to increase. Consequently, even with increased planned contributions, current planned spending would leave the Vehicle and Equipment Reserve in an overdrawn position in 2019. Service staff will continue to review all projects' planned expenditures to address the future pressures, including additional contributions that may be required.

**Conclusion:**

As at March 31, 2018, the Service is projecting total net expenditures of $33.4M compared to $33.6M in available funding (a spending rate of 99.2%).

As a result of the delays in the E.B.I. project, unspent funding was lost due to the City's one-year carried forward rule. This has necessitated a request to the Board for the transfer of funds from other projects in the Service's approved capital program to the E.B.I. project, so the project can be completed in 2018.

In addition, the fact the Peer to Peer site project is ahead of schedule, funds had to be advanced to 2018 for this project from projects where funding could be deferred or no longer required.

In both of the aforementioned cases, the project budget remained the same.

Projects will continue to be monitored on an ongoing basis and the Board will be kept apprised of any major issues as projects progress.

Mr. Tony Veneziano, Chief Administrative Officer, will be in attendance to answer any questions the Board may have regarding this report.

Respectfully submitted,

Mark Saunders, O.O.M.
Chief of Police

: mg

Filename: 2018_Q1_capital_variance.docx

## 2018-2027 Capital Program Request ($000s) - Council Approved Feb. 12, 2018

**Attachment A**

| Project Name | Plan to end of 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | Total 2018-2022 Request | 2023 | 2024 | 2025 | 2026 | 2027 | Total 2023-2027 Forecast | Total 2018-2027 Program | Total Project Cost |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Projects In Progress** | | | | | | | | | | | | | | | |
| State-of-Good-Repair - Police | | 4,400 | 4,400 | 4,530 | 3,925 | 4,400 | 21,655 | 4,400 | 4,400 | 4,400 | 4,400 | 4,400 | 22,000 | 43,655 | 43,655 |
| Transforming Corporate Support | 4,435 | 1,300 | 1,700 | 1,000 | | | 4,000 | | | 0 | 0 | 0 | 0 | 4,000 | 8,435 |
| Peer to Peer Site (Disaster Recovery Site) | 8,665 | 7,759 | 3,500 | 0 | 0 | 0 | 11,259 | 0 | 0 | 0 | 0 | 0 | 0 | 11,259 | 19,924 |
| 54/55 Amalgamation | 7,448 | 2,800 | 18,000 | 11,625 | | | 32,425 | | | | | | | 32,425 | 39,873 |
| Conducted Energy Weapon (CEW) | 750 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 750 |
| Body Worn Camera - Initial phase | 500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 500 |
| Parking Handheld Administrative Penalty System (A.P.S.) | 2,550 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2,550 |
| Enterprise Business Intelligence | 9,216 | 1,000 | 0 | 0 | 0 | 0 | 1,000 | 0 | 0 | 0 | 0 | 0 | 0 | 1,000 | 10,216 |
| TPS Archiving | 50 | 650 | 0 | 0 | 0 | 0 | 650 | 0 | 0 | 0 | 0 | 0 | 0 | 650 | 700 |
| Radio Replacement | 14,141 | 4,779 | 3,664 | 4,949 | 6,074 | 4,544 | 24,010 | 42 | 1,026 | 226 | 0 | 14,141 | 15,435 | 39,445 | 53,586 |
| **Total, Projects In Progress** | **47,755** | **22,688** | **31,264** | **22,104** | **9,999** | **8,944** | **94,999** | **4,442** | **5,426** | **4,626** | **4,400** | **18,541** | **37,435** | **132,434** | **180,189** |
| **Upcoming Projects** | | | | | | | | | | | | | | | |
| 41 Division | | 395 | 9,561 | 16,622 | 9,850 | 2,500 | 38,928 | | | | | | | 38,928 | 38,928 |
| Automated Fingerprint Identification System (A.F.I.S.) Replacement | 0 | 0 | 3,053 | 0 | 0 | 0 | 3,053 | 0 | 0 | 0 | 0 | 0 | 0 | 3,053 | 3,053 |
| Facility Realignment | 0 | 0 | 0 | 7,000 | 11,211 | 14,528 | 32,739 | 15,240 | 10,617 | 12,459 | 12,906 | 0 | 51,222 | 83,961 | 83,961 |
| Property & Evidence Warehouse Racking | 0 | 0 | 0 | 40 | 0 | 0 | 40 | 1,000 | 0 | 0 | 0 | 0 | 1,000 | 1,040 | 1,040 |
| **Total, Upcoming Capital Projects:** | **0** | **395** | **12,614** | **23,662** | **21,061** | **17,028** | **74,760** | **16,240** | **10,617** | **12,459** | **12,906** | **0** | **52,222** | **126,982** | **126,982** |
| **Total Gross Debt Funded Capital Projects:** | **47,755** | **23,083** | **43,878** | **45,766** | **31,060** | **25,972** | **169,759** | **20,682** | **16,043** | **17,085** | **17,306** | **18,541** | **89,657** | **259,416** | **307,171** |
| **Other than debt expenditure (Draw from Reserve) for Life Cycle Replacement** | | | | | | | | | | | | | | | |
| **Total Reserve Projects:** | **233,529** | **21,060** | **31,508** | **27,387** | **20,106** | **26,425** | **126,486** | **24,656** | **38,133** | **25,397** | **23,097** | **26,098** | **137,381** | **263,867** | **497,395** |
| **Total Gross Projects** | **281,284** | **44,143** | **75,386** | **73,153** | **51,166** | **52,397** | **296,245** | **45,338** | **54,176** | **42,482** | **40,403** | **44,639** | **227,038** | **523,283** | **804,566** |
| **Funding Sources:** | | | | | | | | | | | | | | | |
| Vehicle and Equipment Reserve | (233,529) | (21,060) | (31,508) | (27,387) | (20,106) | (26,425) | (126,486) | (24,656) | (38,133) | (25,397) | (23,097) | (26,098) | (137,381) | (263,867) | (497,396) |
| Funding from Development Charges | (28,476) | (2,134) | (3,741) | (12,641) | (2,320) | (5,204) | (26,040) | (10,542) | (1,814) | (578) | 0 | 0 | (12,934) | (38,974) | (67,450) |
| **Total Funding Sources:** | **(524,010)** | **(23,194)** | **(35,249)** | **(40,028)** | **(22,426)** | **(31,629)** | **(152,526)** | **(35,198)** | **(39,947)** | **(25,975)** | **(23,097)** | **(26,098)** | **(150,315)** | **(302,840)** | **(564,845)** |
| **Total Net Debt-Funding Request:** | **(485,453)** | **20,949** | **40,137** | **33,125** | **28,740** | **20,768** | **143,719** | **10,140** | **14,229** | **16,507** | **17,306** | **18,541** | **76,723** | **220,443** | **239,720** |
| **5-year Average:** | | | | | | | **28,744** | | | | | | **15,345** | **22,044** | |
| **City Target:** | | **20,949** | **40,137** | **33,125** | **28,740** | **20,768** | **143,719** | **13,314** | **19,492** | **13,560** | **16,658** | **13,700** | **76,724** | **220,443** | |
| **City Target - 5-year Average:** | | | | | | | **28,744** | | | | | | **15,345** | **22,044** | |
| **Variance to Target:** | | **(0)** | **0** | **0** | **0** | **0** | **(0)** | **3,174** | **5,263** | **(2,947)** | **(648)** | **(4,841)** | **1** | **0** | |
| **Cumulative Variance to Target** | | | **(0)** | **(0)** | **(0)** | **(0)** | | **3,173** | **8,436** | **5,489** | **4,841** | **0** | | | |
| **Variance to Target - 5-year Average:** | | | | | | | **(0)** | | | | | | **0** | **0** | |

*** 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.**

Attachment B

2018 Capital Budget Variance Report as at December 31, 2018 ($000s)

| Project Name | Carry Forward from 2017 | 2018 Cash Flow | | | YE Variance (Over)/ Under | Lost Funding | Carry Forward to 2019 | Total Project Cost | | Overall Project Health | Comments |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Budget | Available to Spend | Year End Projection | | | | Budget | Life to Date | | |
| Debt - Funded Projects | | | | | | | | | | | |
| ***Facility Projects:*** | | | | | | | | | | | |
| 54/55 Divisions Amalgamation | 7,000.0 | 2,800.0 | 9,800.0 | 500.0 | 9,300.0 | 0.0 | 9,300.0 | 39,873.0 | 451.1 | Red | Carry forward is due to delay in acquiring the appropriate site. A site was located and recommendation was made and endorsed to the Council on January 31, 2018. A master planning exercise will take place in 2018.<br><br>Funds from this project were used in 2016 to acquire services and data sets from Environics Analytics (E.A.) to inform the development of workload modelling, neighbourhood and divisional demographic profiles and territorial optimization tools to support the work and recommendations of the Transformational Task Force (T.T.F.) |
| TPS Archiving | 0.0 | 650.0 | 650.0 | 650.0 | 0.0 | 0.0 | 0.0 | 650.0 | 0.0 | Green | Vendor of Record secured. Relocation of storage boxes and memo books from City Archives to Property Unit to be completed in 2018. |
| 41 Division | 0.0 | 395.0 | 395.0 | 395.0 | 0.0 | 0.0 | 0.0 | 38,928.0 | 0.0 | Green | A feasiblity study was completed outlining options for a phased demolition and construction of the new building. |
| ***Information Technology Projects:*** | | | | | | | | | | | |
| Peer to Peer Site | 2,527.4 | 7,759.0 | 10,286.4 | 13,786.4 | -3,500.0 | 0.0 | -3,500.0 | 19,924.3 | 6,836.8 | Yellow | Tendering process for major construction trades has concluded and construction is underway.<br>The construction is expected to be substantially complete in the 4th quarter of 2018 with equipment fit up and occupancy in the 2nd quarter of 2019. |
| Transforming Corporate Support | 1,509.0 | 1,300.0 | 2,809.0 | 2,809.0 | 0.0 | 0.0 | 0.0 | 8,742.5 | 3,636.6 | Yellow | Phase I concluded - H.R.M.S. was completely upgraded ; a four-year blueprint for future technology enhancements was approved for Phase II.<br>Phase II- In 2018 and beyond, resources will continue to focus on the redesign of the core foundational system and heavy focus on the planning phase of Phase III: the Time and Labour implementation project which involves replacing the Service's Time Reporting Management System (T.R.M.S.) with new H.R.M.S. functionality.<br>Delay was due to resource constraints which will continue to impact planned timelines |
| Enterprise Business Intelligence | 2,811.0 | 1,000.0 | 3,811.0 | 5,154.4 | -1,343.4 | 0.0 | -1,343.4 | 10,216.0 | 5,212.6 | Yellow | In 2017,$1.3M was returned to the City due to one year carry forward rule; however, funds are still required in 2018 to complete the project scope. The Project Change Request was signed and the project shedule was updated. |
| Radio Replacement | 0.0 | 4,779.0 | 4,779.0 | 4,685.0 | 94.0 | 0.0 | 94.0 | 39,440.7 | 14,201.4 | Green | The Board approved the contract award to Motorola Inc. at its October 26, 2017 meeting. The initial purchase of radios was completed in December 2017 and the radios are currently being deployed. An additional order of radios will be executed later in 2018. |
| Connected Officer | 1,717.3 | 0.0 | 1,717.3 | 1,717.3 | 0.0 | 0.0 | 0.0 | 24,200.0 | 1,417.3 | Green | Proof of Concept and the acquisition of 700 devices was completed by March 31, 2018 from P.E.M. grant funding. |
| Body Worn Camera - Initial Phase | 487.4 | 0.0 | 487.4 | 487.4 | 0.0 | 0.0 | 0.0 | 500.0 | 22.8 | Yellow | Complete scope of this project is being reviewed. Acquiring the external expertise required to effectively oversee, manage and analyse the B.W.C. non-binding R.F.P. process is in progress. |
| ***Replacements/ Maintenance/ Equipment Projects:*** | | | | | | | | | | | |
| State-of-Good-Repair | 2,227.4 | 4,400.0 | 6,627.4 | 6,527.4 | 100.0 | 0.0 | 100.0 | on-going | on-going | Green | Some of the projects within S.O.G.R. are on hold until decisions from transformational task force around facility realignment is made |
| Conducted Energy Weapon (C.E.W.) | 750.0 | 0.0 | 750.0 | 0.0 | 750.0 | 0.0 | 0.0 | 750.0 | 0.0 | Green | C.E.W.'s were purchased from the Policing Effectiveness and Modernization grant. |
| Parking Handheld A.P.S. | 2,348.4 | 0.0 | 2,348.4 | 1,792.4 | 556.0 | 556.0 | 0.0 | 2,550.0 | 492.2 | Green | Phase II includes implementation of new system to accommodate A.P.S. requirements for photo evidence. Vendor has moved ahead with customizations, Toronto Parking Authority mobile payment check development is in progress. The target implementation date is 2nd quarter of 2018. |
| **Total Debt - Funded Projects** | **21,378** | **23,083** | **44,461** | **38,504** | **5,957** | **556** | **4,651** | **185,774** | **32,271** | | |
| Lifecycle Projects (Vehicle & Equipment Reserve) | | | | | | | | | | | |
| Vehicle Replacement | 1,300.6 | 6,129.0 | 7,429.6 | 7,429.6 | 0.0 | 0.0 | 0.0 | On-going | On-going | | |
| IT- Related Replacements | 4,373.5 | 12,569.0 | 16,942.5 | 16,873.6 | 68.9 | 0.0 | 68.9 | On-going | On-going | | |
| Other Equipment | 4,999.0 | 2,362.0 | 7,361.0 | 5,419.5 | 1,941.6 | 0.0 | 1,941.6 | On-going | On-going | | |
| **Total Lifecycle Projects** | **10,673.1** | **21,060.0** | **31,733.1** | **29,722.6** | **2,010.5** | **0.0** | **2,010.5** | | | | |
| **Total Gross Expenditures** | **32,051.0** | **44,143.0** | **76,194.0** | **68,227.0** | **7,967.1** | **556.0** | **6,661.1** | | | | |
| **Less other-than-debt Funding** | | | | | | | | | | | |
| Funding from Developmental Charges | (7,000.0) | (2,134.0) | (9,134.0) | (3,431.0) | (5,703.0) | 0.0 | (5,703.0) | | | | |
| Funding from PEM Grant - Connected Officer | (1,717.3) | 0.0 | (1,717.3) | (1,717.3) | 0.0 | 0.0 | 0.0 | | | | |
| Vehicle & Equipment Reserve | (10,673.1) | (21,060.0) | (31,733.1) | (29,722.6) | (2,010.5) | 0.0 | (2,010.5) | | | | |
| **Total Other-than-debt Funding** | **(19,390.5)** | **(23,194.0)** | **(42,584.5)** | **(34,870.9)** | **(7,713.5)** | **0.0** | **(7,713.5)** | | | | |
| **Total Net Expenditures** | **12,660.6** | **20,949.0** | **33,609.6** | **33,356.0** | **253.6** | **556.0** | **(1,052.4)** | | | | |