

# Toronto 2018 BUDGET



## CAPITAL BUDGET NOTES



## Toronto Police Service

### 2018 – 2027 CAPITAL BUDGET AND PLAN OVERVIEW

The Toronto Police Service has an asset inventory valued at over \$1.1 billion. Police Facilities, Divisions (Stations) and Storage Facilities comprise approximately \$822 million of the Service's total asset inventory value and are managed through the Facilities Management Capital Budget. Furniture & fixtures, equipment, vehicles, radio and computer infrastructure and security systems account for the remaining \$291.348 million supported through this Capital Budget and Plan.

The 2018-2027 Capital Plan of \$523.283 million focuses on optimizing the facility footprint, improving quality, reliability and access to information as well as connecting officers with modern technologies as part of the modernization of the Toronto Police Service.

The 10-Year Capital Plan is transitional and also reflects a placeholder value for strategies to maximize the use of existing land or facilities by consolidating or relocating units where operationally feasible and to maximize technological advances pending implementation of the Transformational Task Force's recommendations to modernize the Toronto Police Service's service delivery model.

The 10-Year Capital Plan will increase future year Operating Budgets by a total of \$2.599 million net, to sustain additional operating costs and maintenance fees resulting from the implementation of capital projects.

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## CONTACTS

### Program:

#### Tony Veneziano

Chief Administrative Officer

Tel: (416) 808-8005

Email:

[tony.veneziano@torontopolice.on.ca](mailto:tony.veneziano@torontopolice.on.ca)

### Corporate:

#### Judy Skinner

Manager, Financial Planning

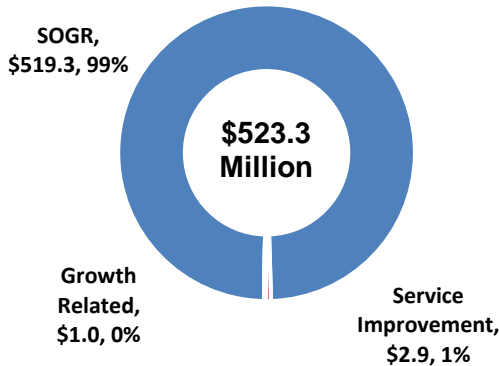
Tel: (416) 397-4219

E-Mail: [Judy.Skinner@toronto.ca](mailto:Judy.Skinner@toronto.ca)

**CAPITAL SPENDING AND FINANCING**

**Where the money goes:**

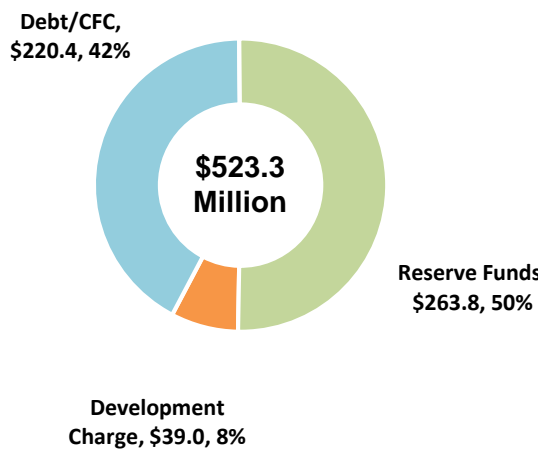
**2018 - 2027 Preliminary Capital Budget and Plan By Project Category**



The 2018–2027 Capital Budget and Plan totalling \$523.283 million provides funding for:

- Optimizing service delivery both internally and externally
- Optimizing the overall facility footprint
- Achieving additional efficiencies and value added services in TPS operations
- Maintaining the SOGR of assets to ensure operational requirements are achieved
- Improved quality and reliability and access to information for operational purposes

**By Funding Source**



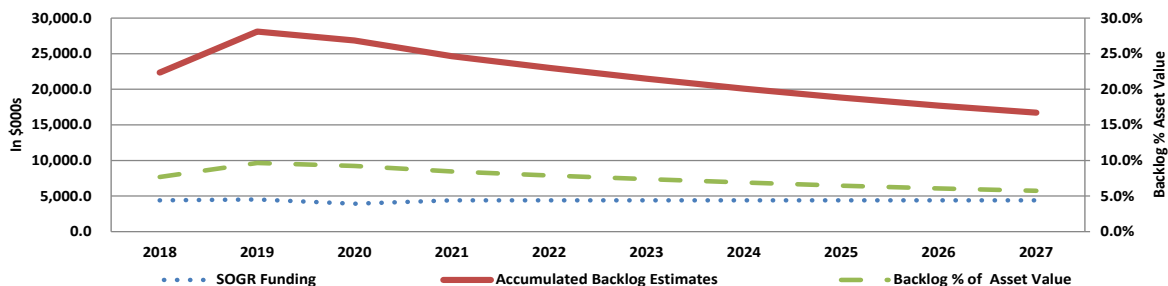
**Where the money comes from:**

The 10-Year Capital Plan requires:

- Debt funding of \$220.442 million (42.1%) and meets the overall 10 year debt target.
- Reserve/Reserve Funding of \$263.867 million (50.4%) primarily fund TPS fleet and equipment inventory.
- Development Charges \$38.974 million or 7.5% of the total funds for projects that address population growth and service demands.

**State of Good Repair Backlog**

The 10-Year Preliminary Capital Plan includes cash flow funding of \$43.655 million for State of Good Repair to address the backlog associated with the TPS fleet and equipment only. The SOGR backlog as a % of asset replacement value will decrease from 8.7% in 2017 to 5.7% in 2027 based on planned investments. SOGR Backlog associated with TPS facilities forms part of the backlog identified with the Facilities Management Program.



**OUR KEY ISSUES & PRIORITY ACTIONS**

- **Implementing the Transformational Task Force (T.T.F.) final report** to transform facilities to support the new model of policing.
  - ✓ The 10-Year Capital Plan includes the *Amalgamation of 54 & 55 Division* and the design and construction of *41 Division*.
  - ✓ The *Facility Realignment* project provides future facility placeholders in preparation for the implementation of Task Force Recommendations.
- The **Connected / Mobile Officer** modernization by transitioning mobile technology with a proof of concept roll out and planning for future full implementation through use of the latest technological smart devices full application suite and e-notebooks.
  - ✓ In 2018, the TPS will proceed complete the proof of concept through the acquisition of 700 devices
- Based on the pilot completed in 2016, the first phase of the **Body Worn Camera** project will move forward and the outcome will be considered with other Service priorities.

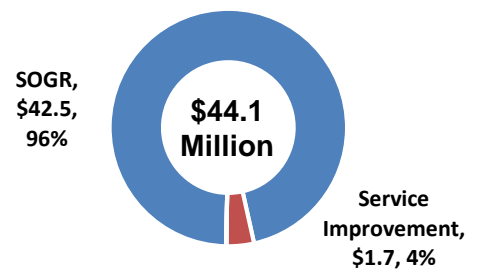


**2018 CAPITAL BUDGET HIGHLIGHTS**

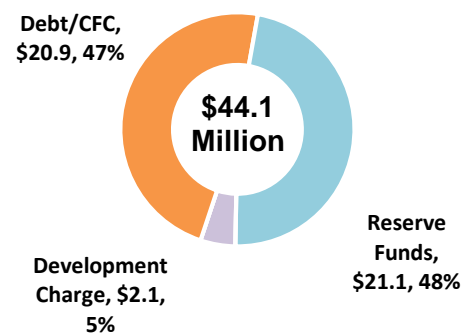
The 2018 Capital Budget for Toronto Police Service of \$44.143 million, excluding carry forward funding, will:

- Focus on the implementation of the final Transformational Task Force Recommendations by acquiring land, commencing design of new/consolidated 54/55 and 41 Division projects as the first steps in the phased facilities realignment (\$3.195 million).
- Continue the current communication radio lifecycle replacements (\$4.779 million).
- Continue with facilities SOGR to address critical backlog issues, maintain safety and condition requirements (\$4.4 million).
- Continue with construction of the Peer to Peer Site to ensure Service members have information available at all times for ongoing operations (\$7.759 million)
- Continue Transforming Corporate Support Project work for a comprehensive HR and Workforce Planning system (\$1.3 million).
- Continue with the Enterprise Business Intelligence project to develop TPS's integrated business analysis capabilities and reporting (\$1.0 million).

**2018 Preliminary Capital Budget By Project Category**



**By Funding Source**



## Actions for Consideration

City Council approved the following recommendations:

1. City Council approve the 2018 Capital Budget for Toronto Police Service with a total project cost of \$34.084 million, and 2018 cash flow of \$56.991 million and future year commitments of \$6.2 million comprised of the following:
  - a) New Cash Flow Funds for:
    - i. 21 new / change in scope sub-projects with a 2018 total project cost of \$34.084 million that requires cash flow of \$34.084 million in 2018.
    - ii. 3 previously approved sub-projects with a 2018 cash flow of \$10.059 million; and future year cash flow commitments of \$5.2 million for 2019 and \$1.0 million in 2020;
  - b) 2017 approved cash flow for 12 previously approved sub-projects with carry forward funding from 2017 into 2018 totalling \$12.848 million.
2. City Council approve the 2019 - 2027 Capital Plan for Toronto Police Service totalling \$472.940 million in project estimates, comprised of \$70.186 million for 2019; \$72.153 million for 2020; \$51.166 million for 2021; \$52.397 million for 2022; \$45.338 million for 2023; \$54.176 million for 2024; \$42.482 million for 2025; \$40.403 million for 2026 and \$44.639 million in 2027.
3. City Council consider the operating costs of \$1.114 million net in 2018; \$0.957 million net in 2019; \$0.091 million net in 2020; \$0.151 million net in 2021; and \$0.082 million net in 2022 resulting from the approval of the 2018 Capital Budget for inclusion in the 2018 and future year operating budgets.
4. City Council direct the Toronto Police Service Board to provide an in-year report to Budget Committee on the financial impact of the final Transformation Task Force Recommendations regarding the city wide divisional boundary and facilities Realignment in the context of repurposing existing facilities and locations as it develops the updated facility footprint.
5. City Council direct the Toronto Police Service Board to report back on the operating benefits and associated savings arising from the consolidation of 54 and 55 Division as part of the 2019 Budget process.
6. City Council direct the Toronto Police Service Board to report back on the results of the proof of concept included in Phase 1 for the *Connected Officer* project, including list of options and associated costs prior to the purchase decision and proceeding with implementation as part of the 2019 Budget process.
7. City Council direct the Toronto Police Service Board, together with the Chief Financial Officer report back on the operating costs and associated benefits arising from the implementation of transformation Information Technology projects, specifically the *Connected Officer* project and the *Body Worn Camera* projects in time for the 2019 Budget process.

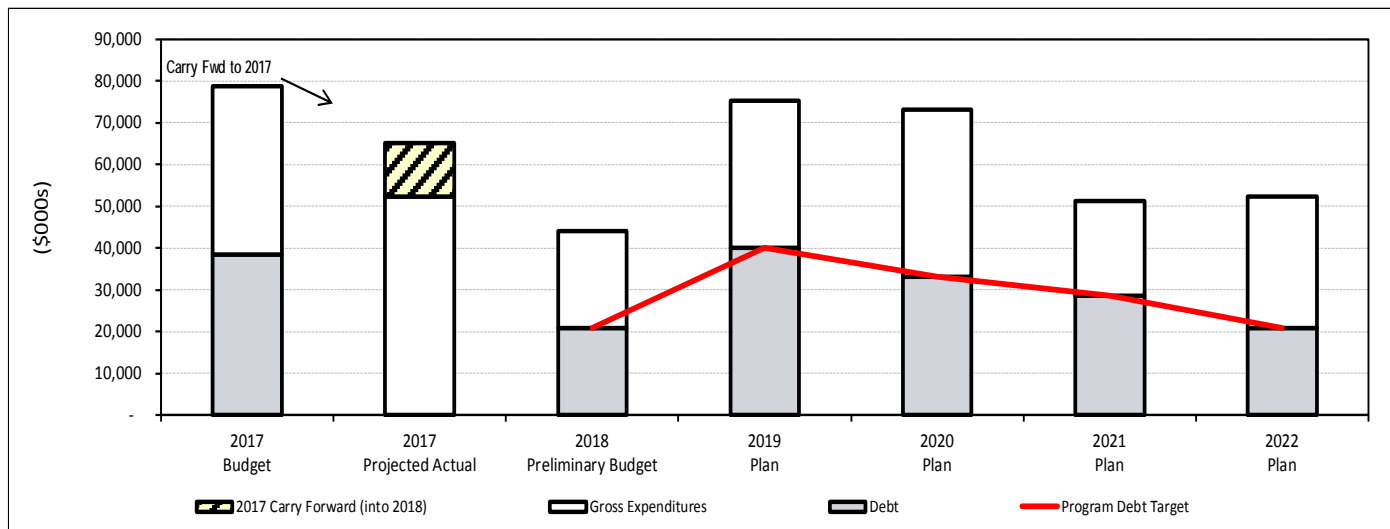


# Part 1

## 10-Year Preliminary Capital Plan

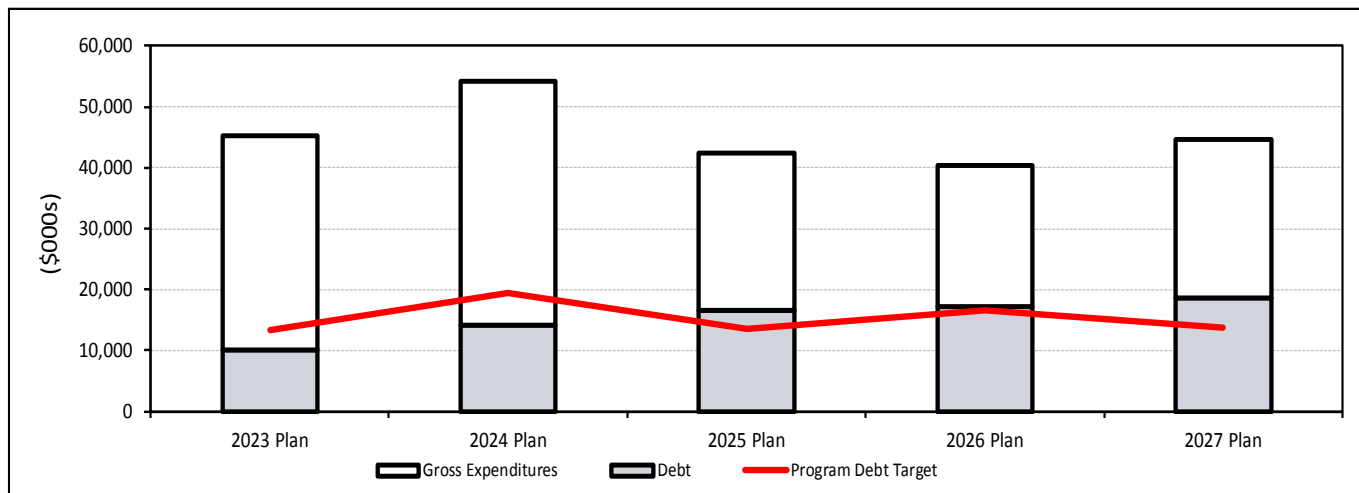


**Table 1a  
10-Year Capital Plan  
2018 Preliminary Capital Budget and 2019 - 2022 Capital Plan**



| 2018 Preliminary Capital Budget and 2019 - 2022 Capital Plan |  |                |                  |                |                |                |                |                |                      |               |
|--|--|----------------|------------------|----------------|----------------|----------------|----------------|----------------|----------------------|---------------|
|  |  | 2017           | 2018             | 2019           | 2020           | 2021           | 2022           | 2018 - 2022    | 5-Year Total Percent |               |
|  |  | Budget         | Projected Actual |                |                |                |                |                |                      |               |
| <b>Gross Expenditures:</b>                                   |  |                |                  |                |                |                |                |                |                      |               |
| 2017 Capital Budget & Approved Future Year (FY) Commitments  |  | 78,797         | 52,234           | 10,781         | 3,500          |                |                | 14,281         | 4.8%                 |               |
| Changes to Approved FY Commitments                           |  |                |                  | (722)          | 1,700          | 1,000          |                | 1,978          | 0.7%                 |               |
| 2018 New/Change in Scope & FY Commitments                    |  |                |                  | 34,084         |                |                |                | 34,084         | 11.5%                |               |
| 2019 - 2022 Capital Plan Estimates                           |  |                |                  |                | 70,186         | 72,153         | 51,166         | 52,397         | 83.0%                |               |
| 2-Year Carry Forward for Reapproval                          |  |                |                  |                |                |                |                |                |                      |               |
| 1-Year Carry Forward to 2017                                 |  |                | 12,848           |                |                |                |                |                |                      |               |
| <b>Total Gross Annual Expenditures &amp; Plan</b>            |  | <b>78,797</b>  | <b>289,690</b>   | <b>44,143</b>  | <b>75,386</b>  | <b>73,153</b>  | <b>51,166</b>  | <b>52,397</b>  | <b>296,245</b>       | <b>100.0%</b> |
| <b>Program Debt Target</b>                                   |  |                |                  | <b>20,949</b>  | <b>40,137</b>  | <b>33,125</b>  | <b>28,740</b>  | <b>20,768</b>  | <b>143,719</b>       |               |
| <b>Financing:</b>  |  |                |                  |                |                |                |                |                |                      |               |
| <b>Debt</b>  |  | <b>38,371</b>  |                  | <b>20,949</b>  | <b>40,137</b>  | <b>33,125</b>  | <b>28,740</b>  | <b>20,768</b>  | <b>143,719</b>       | <b>48.5%</b>  |
| Reserves/Reserve Funds                                       |  | 30,794         |                  | 21,060         | 31,508         | 27,387         | 20,106         | 26,425         | 126,486              | 42.7%         |
| Development Charges  |  | 7,000          |                  | 2,134          | 3,741          | 12,641         | 2,320          | 5,204          | 26,040               | 8.8%          |
| Provincial/Federal   |  | 2,632          |                  |                |                |                |                |                |                      |               |
| Debt Recoverable   |  |                |                  |                |                |                |                |                |                      |               |
| Other Revenue  |  |                |                  |                |                |                |                |                |                      |               |
| <b>Total Financing</b>                                       |  | <b>78,797</b>  |                  | <b>44,143</b>  | <b>75,386</b>  | <b>73,153</b>  | <b>51,166</b>  | <b>52,397</b>  | <b>296,245</b>       | <b>100.0%</b> |
| <b>By Project Category:</b>                                  |  |                |                  |                |                |                |                |                |                      |               |
| Health & Safety  |  |                |                  |                |                |                |                |                |                      |               |
| Legislated   |  |                |                  |                |                |                |                |                |                      |               |
| SOGR   |  | 59,518         |                  | 30,227         | 42,625         | 36,491         | 29,830         | 35,357         | 174,530              | 58.9%         |
| Service Improvement  |  | 12,279         |                  | 13,916         | 32,761         | 36,622         | 21,336         | 17,040         | 121,675              | 41.1%         |
| Growth Related   |  | 7,000          |                  |                |                | 40             |                |                | 40                   | 0.0%          |
| <b>Total by Project Category</b>                             |  | <b>78,797</b>  |                  | <b>44,143</b>  | <b>75,386</b>  | <b>73,153</b>  | <b>51,166</b>  | <b>52,397</b>  | <b>296,245</b>       | <b>100.0%</b> |
| <b>Asset Value (\$) at year-end</b>                          |  | <b>291,348</b> |                  | <b>291,348</b> | <b>291,348</b> | <b>291,348</b> | <b>291,348</b> | <b>291,348</b> | <b>291,348</b>       |               |
| Yearly SOGR Backlog Estimate (not addressed by current plan) |  |                |                  | (2,350)        | 5,800          | (1,800)        | (1,800)        | (1,600)        | (1,750)              |               |
| Accumulated Backlog Estimate (end of year)                   |  | 29,150         |                  | 26,800         | 32,600         | 30,800         | 29,000         | 27,400         | 27,400               |               |
| <b>Backlog: Percentage of Asset Value (%)</b>                |  | <b>10.0%</b>   |                  | <b>9.2%</b>    | <b>11.2%</b>   | <b>10.6%</b>   | <b>10.0%</b>   | <b>9.4%</b>    |                      |               |
| Debt Service Costs   |  |                |                  | 314            | 2,887          | 4,948          | 4,126          | 3,497          | 15,771               |               |
| Operating Impact on Program Costs                            |  |                |                  | 1,114          | 957            | 91             | 151            | 82             | 2,393                |               |
| New Positions  |  |                |                  |                |                |                |                |                |                      |               |

**Table 1b  
10-Year Capital Plan  
2023 - 2027 Preliminary Capital Plan**



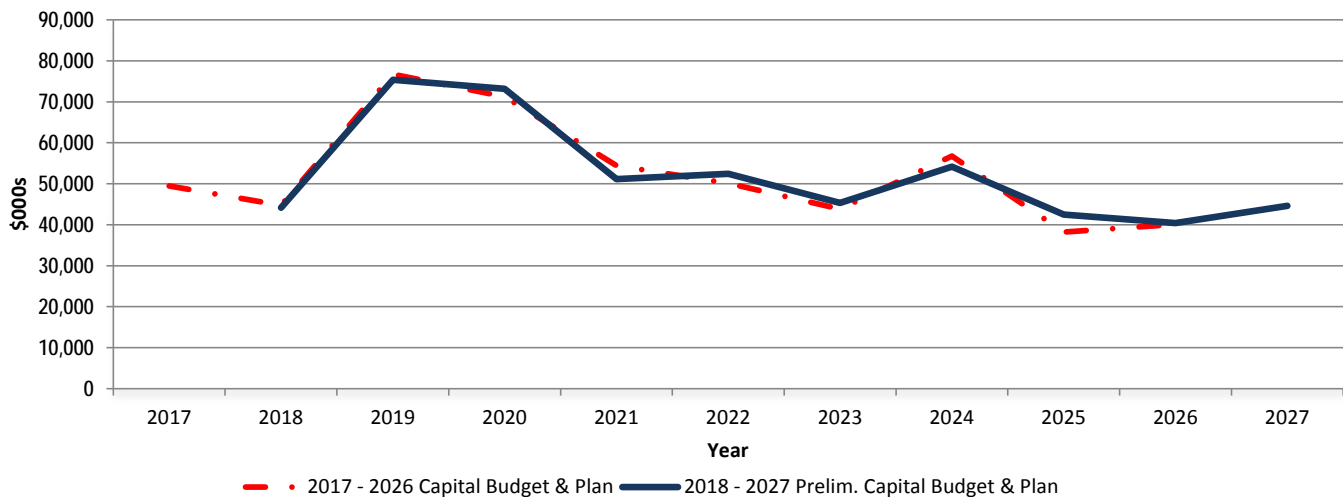
|  | 2023 - 2027 Preliminary Capital Plan |                |                |                |                |                | 10-Year Total Percent |
|--|--------------------------------------|----------------|----------------|----------------|----------------|----------------|-----------------------|
|  | 2023                                 | 2024           | 2025           | 2026           | 2027           | 2018 - 2027    |                       |
| <b>Gross Expenditures:</b>                                   |                                      |                |                |                |                |                |                       |
| 2017 Capital Budget & Approved Future Year (FY) Commitments  |                                      |                |                |                |                | 14,281         | 2.7%                  |
| Changes to Approved FY Commitments                           |                                      |                |                |                |                | 1,978          | 0.4%                  |
| 2018 New/Change in Scope & FY Commitments                    |                                      |                |                |                |                | 34,084         | 6.5%                  |
| 2023 - 2027 Capital Plan Estimates                           | 45,338                               | 54,176         | 42,482         | 40,403         | 44,639         | 472,940        | 90.4%                 |
| 2-Year Carry Forward for Reapproval                          |                                      |                |                |                |                |                |                       |
| <b>Total Gross Annual Expenditures &amp; Plan</b>            | <b>45,338</b>                        | <b>54,176</b>  | <b>42,482</b>  | <b>40,403</b>  | <b>44,639</b>  | <b>523,283</b> | <b>100.0%</b>         |
| <b>Program Debt Target</b>                                   | <b>13,314</b>                        | <b>19,492</b>  | <b>13,560</b>  | <b>16,658</b>  | <b>13,700</b>  | <b>220,443</b> |                       |
| <b>Financing:</b>  |                                      |                |                |                |                |                |                       |
| <b>Debt</b>  | <b>10,140</b>                        | <b>14,229</b>  | <b>16,507</b>  | <b>17,306</b>  | <b>18,541</b>  | <b>220,442</b> | 42.1%                 |
| Reserves/Reserve Funds                                       | 24,656                               | 38,133         | 25,397         | 23,097         | 26,098         | 263,867        | 50.4%                 |
| Development Charges  | 10,542                               | 1,814          | 578            |                |                | 38,974         | 7.4%                  |
| Provincial/Federal   |                                      |                |                |                |                |                |                       |
| Debt Recoverable   |                                      |                |                |                |                |                |                       |
| Other Revenue  |                                      |                |                |                |                |                |                       |
| <b>Total Financing</b>                                       | <b>45,338</b>                        | <b>54,176</b>  | <b>42,482</b>  | <b>40,403</b>  | <b>44,639</b>  | <b>523,283</b> | <b>100.0%</b>         |
| <b>By Project Category:</b>                                  |                                      |                |                |                |                |                |                       |
| Health & Safety  |                                      |                |                |                |                |                |                       |
| Legislated   |                                      |                |                |                |                |                |                       |
| SOGR   | 29,098                               | 43,517         | 29,723         | 27,235         | 44,639         | 348,742        | 66.6%                 |
| Service Improvement  | 15,240                               | 10,659         | 12,759         | 13,168         |                | 173,501        | 33.2%                 |
| Growth Related   | 1,000                                |                |                |                |                | 1,040          | 0.2%                  |
| <b>Total by Project Category</b>                             | <b>45,338</b>                        | <b>54,176</b>  | <b>42,482</b>  | <b>40,403</b>  | <b>44,639</b>  | <b>523,283</b> | <b>100.0%</b>         |
| <b>Asset Value(\$)</b> at year-end                           | <b>291,348</b>                       | <b>291,348</b> | <b>291,348</b> | <b>291,348</b> | <b>291,348</b> | <b>291,348</b> |                       |
| Yearly SOGR Backlog Estimate (not addressed by current plan) | (1,500)                              | (1,400)        | (1,300)        | (1,100)        | (1,000)        | (8,050)        |                       |
| Accumulated Backlog Estimate (end of year)                   | 25,900                               | 24,500         | 23,200         | 22,100         | 21,100         | 21,100         |                       |
| <b>Backlog: Percentage of Asset Value (%)</b>                | <b>8.9%</b>                          | <b>8.4%</b>    | <b>8.0%</b>    | <b>7.6%</b>    | <b>7.2%</b>    |                |                       |
| Debt Service Costs   | 2,429                                | 1,372          | 1,856          | 2,116          | 2,226          | 25,770         |                       |
| Operating Impact on Program Costs                            | -                                    | -              | -              | -              | -              | 2,393          |                       |
| New Positions  |                                      |                |                |                |                |                |                       |

## Key Changes to the 2017 - 2026 Approved Capital Plan

The 2018 Preliminary Capital Budget and the 2019 - 2027 Preliminary Capital Plan reflects a decrease of \$2.333 million in capital funding from the 2017 - 2026 Approved Capital Plan.

The chart and table below provide a breakdown of the \$2.333 million or 0.4% decrease in the Capital Program on an annual basis from 2017 - 2027.

**Chart 1**  
**Changes to the 2017 - 2026 Approved Capital Plan (In \$000s)**



| (\$000s)    | 2017   | 2018   | 2019    | 2020   | 2021    | 2022   | 2023   | 2024    | 2025   | 2026   | 2027   | 10-Year Total |
|-------------|--------|--------|---------|--------|---------|--------|--------|---------|--------|--------|--------|---------------|
| 2017 - 2026 | 49,443 | 44,764 | 76,738  | 71,261 | 54,435  | 50,117 | 43,820 | 56,726  | 38,206 | 40,106 |        | 525,616       |
| 2018 - 2027 |        | 44,143 | 75,386  | 73,153 | 51,166  | 52,397 | 45,338 | 54,176  | 42,482 | 40,403 | 44,639 | 523,283       |
| Change %    |        | (1.4%) | (1.8%)  | 2.7%   | (6.0%)  | 4.5%   | 3.5%   | (4.5%)  | 11.2%  | 0.7%   |        | (0.4%)        |
| Change \$   |        | (621)  | (1,352) | 1,892  | (3,269) | 2,280  | 1,518  | (2,550) | 4,276  | 297    |        | (2,333)       |

As made evident in Chart 1 above, the \$2.333 million decrease in the Capital Plan is entirely attributed to the difference in capital spending approved in 2017 as compared to planned capital investments in the year 2027. Cash flows have been realigned to reflect the actual project's readiness to proceed and timelines.

As reflected in Table 2 on the following page, changes to the 2017 – 2026 Approved Capital Plan, specifically the \$2.448 million increase in capital funding over the nine common years of the Capital Plans (2018 – 2026) arise from the reprioritization of Toronto Police Service's capital projects based on the following factors:

- Updated schedules for infrastructure maintenance and software upgrades;
- Revised operational requirements and timing of lifecycle replacement projects, (such as radios, servers, etc.) over the next 10- year period; and
- Revised land acquisition and construction timing and cost estimates for major facility projects resulting from the Transformational Task Force Final Report recommendations.

A summary of project changes for the years 2018 - 2026 totalling \$2.448 million are provided in Table 2 following:



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

| \$000s   | 2017   | 2018   | 2019    | 2020   | 2021    | 2022   | 2023   | 2024    | 2025   | 2026   | 2027   | 2018 - 2026 Total |
|--|--------|--------|---------|--------|---------|--------|--------|---------|--------|--------|--------|-------------------|
| 2017 - 2026 Capital Budget & Plan                      | 49,443 | 44,764 | 76,738  | 71,261 | 54,435  | 50,117 | 43,820 | 56,726  | 38,206 | 40,106 |        | 476,173           |
| 2018 - 2027 Preliminary Capital Budget & Plan          | -      | 44,143 | 75,386  | 73,153 | 51,166  | 52,397 | 45,338 | 54,176  | 42,482 | 40,403 | 44,639 | 478,644           |
| <b>Capital Budget &amp; Plan Changes (2018 - 2026)</b> |        | (621)  | (1,352) | 1,892  | (3,269) | 2,280  | 1,518  | (2,550) | 4,276  | 297    |        | 2,471             |

|   | Total Project Cost | 2018    | 2019    | 2020    | 2021    | 2022  | 2023    | 2024    | 2025  | 2026    | 2018 - 2026 | 2027 | Revised Total Project Cost |
|---|--------------------|---------|---------|---------|---------|-------|---------|---------|-------|---------|-------------|------|----------------------------|
| <b>Changes to Previously Approved Projects' Future Year Commitments</b> |                    |         |         |         |         |       |         |         |       |         |             |      |                            |
| Transforming Corporate Support  |                    | (800)   | 200     | 600     |         |       |         |         |       |         |             |      |                            |
| <b>Total Changes to Previously Approved Commitments</b>                 |                    | (800)   | 200     | 600     |         |       |         |         |       |         |             |      |                            |
| <b>Changes to Previously Planned Project Estimates</b>                  |                    |         |         |         |         |       |         |         |       |         |             |      |                            |
| Conducted Energy Weapons (CEW) Replacement                              |                    |         |         |         | (750)   |       | 750     |         |       | (750)   | (750)       |      |                            |
| Divisional Parking Lot Network Replacement                              |                    |         | (1,500) | 1,500   |         |       |         | (1,600) |       | 1,600   |             |      |                            |
| Wireless Parking System   |                    |         |         |         |         | 91    |         |         |       |         | 91          |      |                            |
| 911 PBX Replacement   |                    |         |         |         |         |       | 300     | 1,075   |       |         | 1,375       |      |                            |
| AED's   |                    |         |         | (12)    |         |       |         | 12      |       |         |             |      |                            |
| Connected/Mobile Officer - Lifecycle Replacement                        |                    |         |         | 680     |         | 694   |         | 707     |       | 722     | 2,803       |      |                            |
| Digital Photography Lifecycle Replacement                               |                    |         |         | 64      | 58      |       |         |         | 64    | 58      | 244         |      |                            |
| Facilities Realignment  |                    | (3,195) |         | (1,800) | (1,800) |       | (2,500) | (3,449) | 3,525 | 70      | (9,149)     |      |                            |
| Furniture Lifecycle Replacement- Reserve                                |                    | 1,080   |         |         |         |       |         |         |       |         | 1,080       |      |                            |
| In-Car Camera Replacement   |                    |         |         |         | (2,202) | 141   | 2,061   |         |       | (2,202) | (2,202)     |      |                            |
| Locker Replacement  |                    |         |         | 168     | 540     | 540   | 540     | 540     | 540   | 540     | 3,408       |      |                            |
| Marine Vessel Electronics   |                    |         |         |         |         | 100   |         |         |       |         | 100         |      |                            |
| Property and Evidence Racking   |                    |         |         | 40      |         |       | (40)    |         |       |         |             |      |                            |
| Radio Replacement   |                    | 3       | 2       |         |         |       |         |         |       |         | 5           |      |                            |
| Small Equipment Replacement   |                    | (919)   | (933)   | (334)   | 488     | 1,008 | (347)   | (348)   | (353) | (92)    | (1,830)     |      |                            |
| Vehicle & Equipment lifecycle replacement                               |                    | 775     | 921     | 808     | 373     | 432   | 430     | 430     | 430   | 429     | 5,028       |      |                            |
| Voicemail/Call Centre   |                    |         |         |         |         | (600) | 600     |         |       |         |             |      |                            |
| Workstations  |                    | (862)   | (282)   | (35)    | (234)   | (357) | (358)   | (34)    | (23)  | (335)   | (2,520)     |      |                            |
| <b>Total Changes to Previously Approved Plan Estimates</b>              |                    | (3,118) | (1,792) | 1,079   | (3,527) | 2,049 | 1,436   | (2,667) | 4,183 | 40      | (2,317)     |      |                            |
| <b>New to the 10-Year Capital Plan</b>                                  |                    |         |         |         |         |       |         |         |       |         |             |      |                            |
| In-Car Camera microphones   |                    | 21      | 158     | 150     | 158     | 150   |         |         | 21    | 158     | 816         | 150  | 966                        |
| Video equipment   |                    | 64      | 78      | 20      | 70      | 64    | 78      | 40      | 72    | 82      | 568         | 58   | 626                        |
| 41 Division - Design  |                    | 395     |         |         |         |       |         |         |       |         | 395         |      | 395                        |
| 54/55 Amalgamation - Design   |                    | 2,800   |         |         |         |       |         |         |       |         | 2,800       |      | 2,800                      |
| Video Recording PVEMU   |                    | 17      | 4       | 43      | 30      | 17    | 4       | 77      | -     | 17      | 209         | 30   | 239                        |
| <b>Total New</b>  |                    | 3,297   | 240     | 213     | 258     | 231   | 82      | 117     | 93    | 257     | 4,788       | 238  |                            |
| <b>Total Changes</b>  |                    | (621)   | (1,352) | 1,892   | (3,269) | 2,280 | 1,518   | (2,550) | 4,276 | 297     | 2,471       | 238  |                            |

## Significant Capital Project Changes in Toronto Police Service:

Cash flow funding for the following previously approved capital projects have been adjusted based on historical spending rates, capacity and expected progress and completion of the projects, as outlined below:

### Changes to Previously Approved Projects' Future Year Commitments

Deferrals/Accelerations:

- Transforming Corporate Support – \$0.800 million has been deferred to 2019 and 2020, to be consistent with the current timing of Phase II of this project that will modernize the Human Resource Management System.

### Changes to Previously Planned Project Estimates

Cash flow estimates for the following previously approved capital projects has been adjusted based on historical spending rates, capacity and expected progress and completion of the projects, as outlined below:

Project Cost Decreases:

- Facilities Realignment – planned estimates have been reduced by \$9.194, with \$3.195 million allocated to the design of the consolidated/new 54/55 Division and 41 Division facilities (see New to the 10-Year Plan).

- A total of \$83.961 million is included in the 10 Year Capital for this project and is a placeholder amount that will be used to fund special projects as the recommendations from the Transformation Task Force are implemented.
- *In-Car Camera Replacement* – Overall decrease of \$2.202 million mainly attributable to changes in the replacement cycle of assets. Cash flow funding in the same amount of \$2.202 million has also been deferred from 2021 to 2022 and 2023 to align with the timeline of the actual replacements.
- *Small Equipment Replacement* – a \$1.830 million decrease primarily related to the creation of asset specific replacement projects for the *Purchase of In-Car Camera (ICC) microphones, video and recording equipment* totalling \$1.570 million.
- *Conducted Energy Weapon Replacement* - \$0.750 decrease mainly attributable to changes in the replacement cycle of assets. Cash flow funding in the same amount of \$0.750 million has also been deferred from 2021 to 2023 to align with the timeline of the actual replacements.
- *Workstations, Printers and Laptops* – This project was reviewed together with carry-forward funding and the planned replacements and as a result the project cost was decreased by \$2.520 million

#### Project Cost Increases:

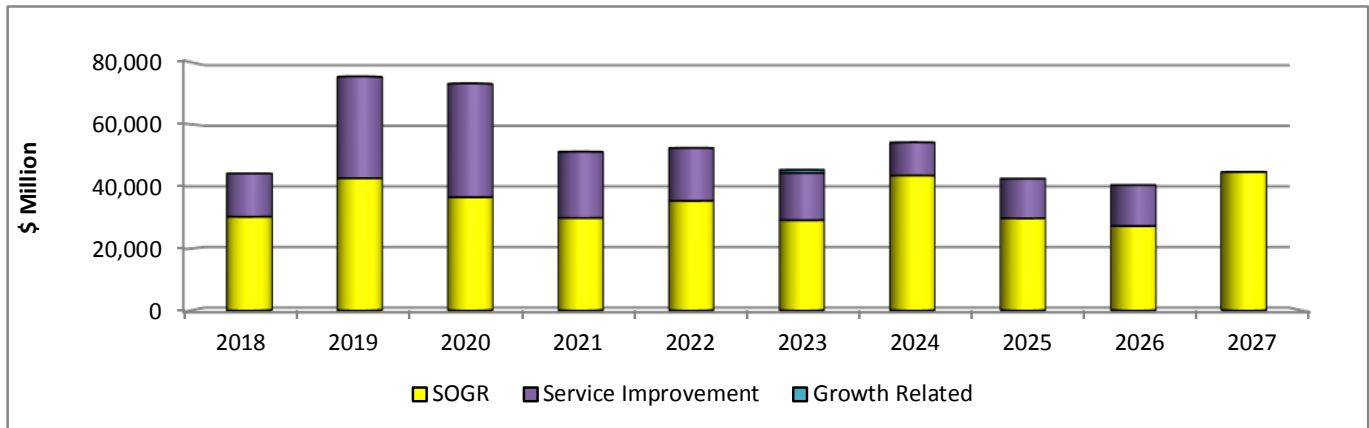
- Increased in the planned estimates for equipment replacement requirements relate to both cost escalations and growth in the asset category. As new systems are implemented or existing systems are being enhanced, the inventory of equipment grows which, over time, increases the level of funding required for the replacement of this equipment.
- The following lifecycle replacement projects require additional cash flow funding:
  - *911 PBX Replacement* - \$1.375 million increase
  - *Connected/Mobile Officer* - \$2.803 million increase
  - *Furniture Lifecycle Replacement* - \$1.080 million increase
  - *Locker Replacement* - \$3.408 million increase
  - *Vehicle & Equipment lifecycle replacement* - \$5.028 million increase
- These increases also result in financial pressures on the TPS Operating Budget as increased reserve contributions are required to sustain this level of funding.

#### New to the 10-Year Capital Plan

- *41 Divisions and 54/55 Division facilities design* - \$3.195 million to begin the design work for both of these division headquarters consistent with the modernized model of service delivery.
- The *Purchase of In-Car Camera (ICC) microphones, video and recording equipment* totalling \$1.570 million were created with funds transferred from the *Small Equipment Replacement* project.

## 2018 – 2027 Preliminary Capital Plan

**Chart 2**  
**2018 – 2027 Preliminary Capital Plan by Project Category (In \$000s)**



As illustrated in Chart 2 above, the 10-Year Preliminary Capital Plan for Toronto Police Service of \$523.283 million provides 66.6% funding for State of Good Repair (SOGR) projects as priorities, 33.2% for Service Improvement projects and 0.2% for Growth Related projects over the 10-year period.

- A majority of the 10-year Capital Plan's expenditures are allocated to State of Good Repair projects. State of Good Repair projects are primarily focused on the replacement of asset and equipment as well as information technology upgrades, and make up the largest category of projects with expenditures totaling \$348.742 million or 66.6%.
- Service Improvement projects account for \$173.501 million or 33.2% and is primarily focus on continued improvement and upgrading of the Service's aging facilities including the *Facilities Realignment* (\$83.961 million) project, the amalgamation of 54 & 55 Division (\$32.425 million), and the design and construction of 41 Division (\$38.928 million) as well as the new equipment and technology projects such as the *Enterprise Business Intelligence* project (\$1.0 million) and TPS Archiving project (\$0.650 million).
- The Property and Evidence Racking project is the only Growth Related projects and accounts for \$1.040 million or 0.2% in project costs.

Table 3 below details all capital projects, by category, included in the 2018 - 2027 Preliminary Capital Budget and Plan for Toronto Police Service:

**Table 3**  
**2018 - 2027 Capital Plan by Project Category (In \$000s)**

|   | 2018<br>Budget | 2019<br>Plan  | 2020<br>Plan  | 2021<br>Plan  | 2022<br>Plan  | 2023<br>Plan  | 2024<br>Plan  | 2025<br>Plan  | 2026<br>Plan  | 2027<br>Plan  | 2018 -<br>2027<br>Total | Total<br>Project<br>Cost |
|---|----------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|-------------------------|--------------------------|
| <b>Total Expenditures by Category</b>                                 |                |               |               |               |               |               |               |               |               |               |                         |                          |
| <b>State of Good Repair</b>   |                |               |               |               |               |               |               |               |               |               |                         |                          |
| <i>Conducted Energy Weapons (CEW) Replacement</i>                     |                |               | 1,350         |               |               | 750           |               | 1,350         |               |               | 3,450                   | 4,200                    |
| <i>Divisional Parking Lot Network Replacement</i>                     |                |               | 1,500         |               |               |               |               |               | 1,600         |               | 3,100                   | 3,100                    |
| <i>Voice Logging Lifecycle Replacement</i>                            |                | 350           |               |               |               |               | 350           |               |               |               | 700                     | 700                      |
| <i>Wireless Parking System</i>  |                |               |               |               | 5,523         |               |               |               |               | 5,523         | 11,046                  | 14,019                   |
| <i>911 PBX Replacement</i>  |                |               |               |               |               | 300           | 1,075         |               |               |               | 1,375                   | 1,375                    |
| <i>Automated Fingerprint Identification System (AFIS) replacement</i> |                | 3,053         |               |               |               |               |               |               |               |               | 3,053                   | 3,053                    |
| <i>Automatic Vehicle Location (AVLS) Replacement Lifecycle</i>        |                |               | 1,551         |               |               |               |               | 1,551         |               |               | 3,102                   | 3,102                    |
| <i>Connected/Mobile Officer - Lifecycle Replacement</i>               |                |               | 680           |               | 694           |               | 707           |               | 722           |               | 2,803                   | 2,803                    |
| <i>Digital Photography Lifecycle Replacement</i>                      |                |               | 292           | 316           |               |               |               | 292           | 316           |               | 1,216                   | 2,311                    |
| <i>Digital Video Asset Management I, II - Lifecycle Replacement</i>   | 362            | 1,613         | 263           | 262           | 244           | 244           | 1,507         | 275           | 362           | 362           | 5,494                   | 5,494                    |
| <i>Electronic Surveillance System Lifecycle Replacement</i>           | 200            |               |               |               | 500           |               |               |               |               | 500           | 1,200                   | 1,550                    |
| <i>Furniture Lifecycle Replacement- Reserve</i>                       | 1,080          | 500           | 500           | 500           | 500           | 500           | 500           | 500           | 500           | 500           | 5,580                   | 11,430                   |
| <i>In-Car Camera Replacement</i>                                      |                |               |               |               | 2,202         | 2,061         | -             | -             | -             | -             | 4,263                   | 8,526                    |
| <i>IT business resumption</i>   | 2,482          | 1,955         | 787           | 2,297         | 660           | 2,716         | 2,163         | 831           | 2,824         | 2,824         | 19,539                  | 33,712                   |
| <i>Live-scan replacement</i>  | 540            |               |               |               | 540           | 540           | 540           | 540           | 540           | 540           | 1,080                   | 1,080                    |
| <i>Locker Replacement</i>   | 48             | 48            | 168           | 540           | 540           | 540           | 540           | 540           | 540           | 540           | 4,044                   | 4,286                    |
| <i>Marine Vessel Electronics</i>                                      |                |               |               |               | 585           |               |               |               |               | 585           | 1,170                   | 1,170                    |
| <i>Mobile workstation</i>   | 300            | 9,144         | 1,000         |               |               | 300           | 9,144         | 1,000         |               |               | 20,888                  | 20,888                   |
| <i>Network equipment</i>  | 2,800          | 2,400         | 2,900         | 1,750         | 2,250         | 3,750         | 3,750         | 2,900         | 1,750         | 2,250         | 26,500                  | 27,150                   |
| <i>Property and Evidence Scanners Lifecycle</i>                       |                |               | 40            |               |               |               | 40            |               |               |               | 80                      | 80                       |
| <i>Radar unit Replacement</i>   | 182            |               | 12            | 21            | 15            | 344           | 256           | 226           | 96            | 246           | 1,398                   | 1,398                    |
| <i>Radio Replacement</i>  | 4,779          | 3,664         | 4,949         | 6,074         | 4,544         | 42            | 1,026         | 226           |               | 14,141        | 39,445                  | 39,445                   |
| <i>Servers</i>  | 3,903          | 4,241         | 4,441         | 3,634         | 2,325         | 4,113         | 6,512         | 4,678         | 3,825         | 3,825         | 41,497                  | 41,497                   |
| <i>Small Equipment Replacement</i>                                    | 102            | 240           | 963           | 1,588         | 1,311         | 82            | 117           | 93            | 1,007         | 988           | 6,491                   | 6,534                    |
| <i>SOGR</i>   | 4,400          | 4,400         | 4,530         | 3,925         | 4,400         | 4,400         | 4,400         | 4,400         | 4,400         | 4,400         | 43,655                  | 44,705                   |
| <i>Vehicle &amp; Equipment lifecycle replacement</i>                  | 6,129          | 7,175         | 6,178         | 5,743         | 5,802         | 5,802         | 5,802         | 5,802         | 5,802         | 5,802         | 60,037                  | 60,037                   |
| <i>Voicemail/Call Centre</i>  |                |               |               |               |               | 600           |               |               |               |               | 600                     | 1,100                    |
| <i>Replacement of workstation, printers and laptops</i>               | 2,920          | 3,802         | 4,427         | 3,180         | 3,262         | 2,014         | 5,628         | 5,059         | 3,491         | 2,153         | 35,936                  | 39,519                   |
| <b>Sub-Total</b>  | <b>30,227</b>  | <b>42,625</b> | <b>36,491</b> | <b>29,830</b> | <b>35,357</b> | <b>29,098</b> | <b>43,517</b> | <b>29,723</b> | <b>27,235</b> | <b>44,639</b> | <b>348,742</b>          | <b>384,264</b>           |
| <b>Service Improvements</b>   |                |               |               |               |               |               |               |               |               |               |                         |                          |
| <i>Business intelligence</i>  | 1,000          |               |               |               |               |               |               |               |               |               | 1,000                   | 10,216                   |
| <i>TPS Archiving 2018</i>   | 650            |               |               |               |               |               |               |               |               |               | 650                     | 700                      |
| <i>Automated External Defibrillators</i>                              | 12             |               | 100           |               | 12            |               | 42            |               | 12            |               | 178                     | 178                      |
| <i>Facilities Realignment</i>   |                |               | 7,000         | 11,211        | 14,528        | 15,240        | 10,617        | 12,459        | 12,906        |               | 83,961                  | 125,595                  |
| <i>41 Division - Design</i>   | 395            |               |               |               |               |               |               |               |               |               | 395                     | 395                      |
| <i>41 Division - Construction</i>                                     |                | 9,561         | 16,622        | 9,850         | 2,500         |               |               |               |               |               | 38,533                  | 38,533                   |
| <i>54/55 Amalgamation - Design</i>                                    | 2,800          |               |               |               |               |               |               |               |               |               | 2,800                   | 2,800                    |
| <i>54/55 Amalgamation - Construction</i>                              |                | 18,000        | 11,625        |               |               |               |               |               |               |               | 29,625                  | 39,873                   |
| <i>Peer to Peer Site</i>  | 7,759          | 3,500         |               |               |               |               |               |               |               |               | 11,259                  | 19,924                   |
| <i>Transforming Corporate Support</i>                                 | 1,300          | 1,700         | 1,000         |               |               |               |               |               |               |               | 4,000                   | 8,742                    |
| <i>CCTV 2018-2027</i>   |                |               | 275           | 275           |               |               |               | 300           | 250           |               | 1,100                   | 1,100                    |
| <b>Sub-Total</b>  | <b>13,916</b>  | <b>32,761</b> | <b>36,622</b> | <b>21,336</b> | <b>17,040</b> | <b>15,240</b> | <b>10,659</b> | <b>12,759</b> | <b>13,168</b> | <b>-</b>      | <b>173,501</b>          | <b>248,056</b>           |
| <b>Growth Related</b>   |                |               |               |               |               |               |               |               |               |               |                         |                          |
| <i>Property and Evidence Racking</i>                                  |                |               | 40            |               |               | 1,000         |               |               |               |               | 1,040                   | 1,040                    |
| <b>Sub-Total</b>  |                |               | <b>40</b>     |               |               | <b>1,000</b>  |               |               |               |               | <b>1,040</b>            | <b>1,040</b>             |
| <b>Total Expenditures by Category (excluding carry forward)</b>       | <b>44,143</b>  | <b>75,386</b> | <b>73,153</b> | <b>51,166</b> | <b>52,397</b> | <b>45,338</b> | <b>54,176</b> | <b>42,482</b> | <b>40,403</b> | <b>44,639</b> | <b>523,283</b>          | <b>633,360</b>           |

\*Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2017, excluding ongoing capital projects (i.e. Civic Improvement projects)

## 2018 – 2027 Capital Projects

The 10-Year Capital Plan supports Toronto Police Service's objectives to optimize service delivery, while reducing its overall facility footprint, maintain assets through the SOGR program that ensures the health and safety of members and the public and to improve the quality, reliability and access to information.

*State of Good Repair (SOGR)*

- SOGR projects account for \$348.742 million or 66.6% of the total Preliminary 10-Year Capital Plan.
- The 10-Year Capital Plan incorporates a new investment of \$348.742 million dedicated for the following SOGR capital projects. 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 funding for the lifecycle replacement of vehicles and equipment allows TPS stay within the debt funding capacity. However this results in increased impacts on the TPS Operating Budget, as annual contributions to replenish the reserve are required.
- Major lifecycle replacement projects include:
  - *SOGR (\$43.655 million)* – The SOGR program addresses priority needs required inside the TPS facilities including renovations and repairs to address urgent facility requirements to ensure the safety of its members and the public.
  - *Vehicle & Equipment Lifecycle Replacement (\$60.037 million)*
  - *Replacement of Workstations, printers and laptops (\$35.936 million)*
  - *Servers (\$41.497 million)*
  - *Radio Replacement (\$39.455 million)* - This project provides funding to replace the communication radios. The Service, in conjunction with Toronto Fire Services, Toronto Paramedic Services and the City of Toronto Departments of Water, Transportation and Solid Waste, have prepared an RFP for the purchase of radios that will be required over the ten year time frame.
    - *At its meeting on October 26, 2017, The Toronto Police Board approved the vendor of record for the supply of mobile and handheld radios, as well as all related parts, hardware, configuration and testing, hardware, software and professional services for a ten-year period, commencing October 31, 2017 and ending November 1, 2027*

*Service Improvements*

- Service Improvement projects account for \$173.501 million or 33.2% of the total 10-Year Capital Plan.
  - *Enterprise Business Intelligence (\$1.0 million in 2018)* - for the development of an integrated business intelligence and analytical platform.
  - *T.P.S. Archiving (\$0.650 million in 2018)* – *for the establishment of an archiving function at the Service's property and evidence site.*
  - *Facilities Realignment (\$83.961 million)* - provides placeholder funding until future facility realignment needs are determined according to strategic directions outlined in the Transformational Task Force's (T.T.F.) final report.
    - The current divisional framework is outdated and does not cost-effectively meet the needs of a growing, changing and complex City.
    - New divisional boundaries that take into account the needs of Toronto's 140 neighbourhoods are required. This will result in lower facility operating and replacement costs.
    - The City will benefit from the return of these surplus real estate properties.
  - *Peer to Peer Site – Disaster Recovery Site (\$11.259 million)* - This project provides funding for a new peer-to-peer data center facility. This project began in 2016 after an in-depth analysis of various options to meet this business continuity need. City Real Estate staff completed its negotiations with the land owner to

acquire the property and the transaction closed in December 2016. A conditional site plan approval has been received and construction is underway.

- *41 Division Design and Construction (\$38.928 million)* A new 41 Divisional Facility replacement program has also been identified and a consultant will be commissioned to develop a detailed phased plan to reconstruct the new district facility on the existing property.
- *54/55 Amalgamation (\$32.425 million)* - the 2018 – 2027 Capital Plan includes the consolidation of the 54 and 55 divisional facilities into one effectively configured facility that is strategically located. Three potential City owned sites have been shortlisted and a working team and steering group have been established to select an appropriate site. Once a suitable site is selected, the Service will go through the regular process to finalize approvals and commence design and construction work.
- *Transforming Corporate Support (\$4.000 million)* - This project provides funding the transformation of the Human Resource Management System (H.R.M.S.) to manage personnel related information and to administer and report payroll and benefits.
  - Phase I of the Transforming Corporate Support project concluded in March 2017. The Project plan for phase II has been developed and discussions with internal subject matter experts have been initiated. The phase II scope will be refined with input from stakeholders at all levels within the organization.
- *CCTV 2018-2027 (\$1.100 million)* - This project provides funding for the lifecycle replacement of CCTV cameras. The TPS locates CCTV cameras where they have the biggest impact on protecting public safety.

#### *Growth Related*

- Major Growth Related projects account for \$1.040 million or 0.2% of the total 10-Year Capital Plan's spending.
  - *Property and Evidence Racking (\$1.040 million)* – This project provides funding for the expansion of storage capacity in facilities, as evidence storage requirements increase. Based on the current retention standards, the Service is faced with increasing storage requirements. Assuming a ten percent growth annually, storage requirements within five years would be substantial.



## 2018 Preliminary Capital Budget and Future Year Commitments

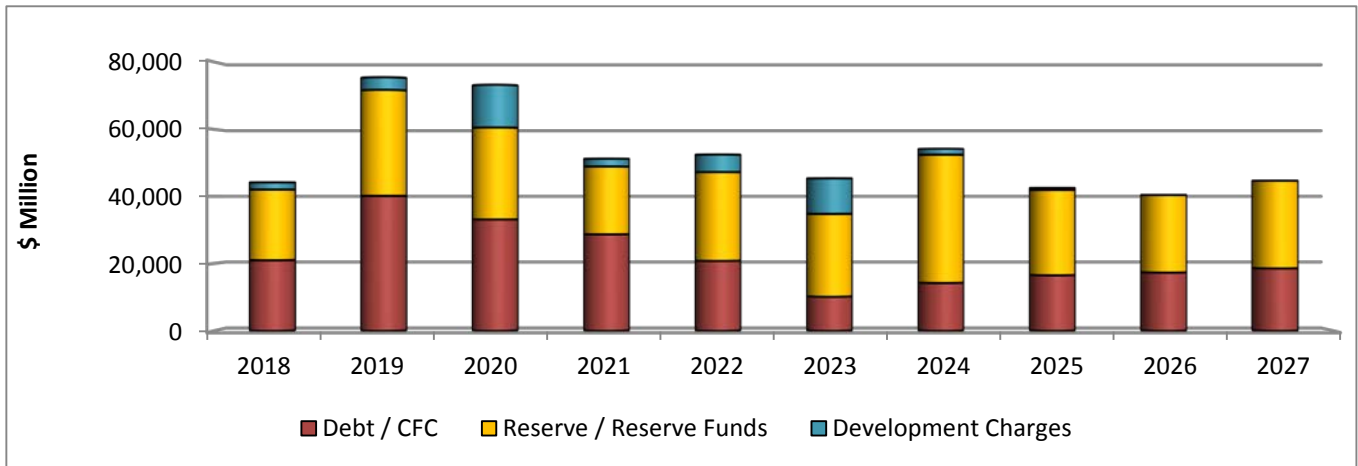
Included as a sub-set of the 10-Year Capital Plan is the 2018 Preliminary Capital Budget and Future Year Commitments which consists of 2018 and future year cash flow funding estimates for projects previously approved by Council; adjustments (Scope Change) to those previously approved projects; as well as new projects which collectively, require Council approval to begin, continue or complete capital work.

Table 3a, following, lists the capital projects to be funded by the 2018 Preliminary Capital Budget and associated Future Year Commitments for Toronto Police Service:

**Table 3a**  
**2018 Cash Flow & Future Year Commitments (In \$000s)**

|  | 2018          | 2019         | 2020         | 2021     | 2022     | 2023     | 2024     | 2025     | 2026     | 2027     | Total 2018<br>Cash Flow<br>& FY<br>Commits |
|--|---------------|--------------|--------------|----------|----------|----------|----------|----------|----------|----------|--|
| <b>Expenditures:</b>                                 |               |              |              |          |          |          |          |          |          |          |  |
| Previously Approved                                  |               |              |              |          |          |          |          |          |          |          | -  |
| <i>Transforming Corporate Support</i>                | 1,300         | 1,700        | 1,000        |          |          |          |          |          |          |          | 4,000                                      |
| <i>Peer to Peer Site</i>                             | 7,759         | 3,500        |              |          |          |          |          |          |          |          | 11,259                                     |
| <i>Business intelligence</i>                         | 1,000         |              |              |          |          |          |          |          |          |          | 1,000                                      |
| Subtotal   | 10,059        | 5,200        | 1,000        | -        | -        | -        | -        | -        | -        | -        | 16,259                                     |
| New w/Future Year                                    |               |              |              |          |          |          |          |          |          |          |  |
| <i>41 Division - Design</i>                          | 395           |              |              |          |          |          |          |          |          |          | 395  |
| <i>54/55 Amalgamation - Design</i>                   | 2,800         |              |              |          |          |          |          |          |          |          | 2,800                                      |
| <i>TPS Archiving 2018</i>                            | 650           |              |              |          |          |          |          |          |          |          | 650  |
| <i>Furniture Lifecycle Replacement- Reserve</i>      | 1,080         |              |              |          |          |          |          |          |          |          | 1,080                                      |
| <i>Vehicle &amp; Equipment lifecycle replacement</i> | 6,129         |              |              |          |          |          |          |          |          |          | 6,129                                      |
| <i>Workstation, printers and laptops</i>             | 2,920         |              |              |          |          |          |          |          |          |          | 2,920                                      |
| <i>Servers</i>                                       | 3,903         |              |              |          |          |          |          |          |          |          | 3,903                                      |
| <i>IT business resumption</i>                        | 2,482         |              |              |          |          |          |          |          |          |          | 2,482                                      |
| <i>Mobile workstation</i>                            | 300           |              |              |          |          |          |          |          |          |          | 300  |
| <i>Network equipment</i>                             | 2,800         |              |              |          |          |          |          |          |          |          | 2,800                                      |
| <i>Electronic Surveillance System Lifecycle Repl</i> | 200           |              |              |          |          |          |          |          |          |          | 200  |
| <i>DVAMS I, II Lifecycle Replacement</i>             | 362           |              |              |          |          |          |          |          |          |          | 362  |
| <i>Small Equipment Replacement</i>                   | 102           |              |              |          |          |          |          |          |          |          | 102  |
| <i>Livescan replacement</i>                          | 540           |              |              |          |          |          |          |          |          |          | 540  |
| <i>Automated External Defibrillators</i>             | 12            |              |              |          |          |          |          |          |          |          | 12   |
| <i>Locker Replacement</i>                            | 48            |              |              |          |          |          |          |          |          |          | 48   |
| <i>Radar unit Replacement</i>                        | 182           |              |              |          |          |          |          |          |          |          | 182  |
| <i>Radio Replacement</i>                             | 4,779         |              |              |          |          |          |          |          |          |          | 4,779                                      |
| <i>SOGR</i>  | 4,400         |              |              |          |          |          |          |          |          |          | 4,400                                      |
| Subtotal   | 34,084        | -            | -            | -        | -        | -        | -        | -        | -        | -        | 34,084                                     |
| <b>Total Expenditure</b>                             | <b>44,143</b> | <b>5,200</b> | <b>1,000</b> | <b>-</b> | <b>-</b> | <b>-</b> | <b>-</b> | <b>-</b> | <b>-</b> | <b>-</b> | <b>50,343</b>                              |
| <b>Financing:</b>                                    |               |              |              |          |          |          |          |          |          |          |  |
| Debt/CFC   | 20,949        | 4,403        | 1,000        |          |          |          |          |          |          |          | 26,352                                     |
| Reserves/Res Funds                                   | 21,060        |              |              |          |          |          |          |          |          |          | 21,060                                     |
| Development Charges                                  | 2,134         | 797          |              |          |          |          |          |          |          |          | 2,931                                      |
| <b>Total Financing</b>                               | <b>44,143</b> | <b>5,200</b> | <b>1,000</b> | <b>-</b> | <b>-</b> | <b>-</b> | <b>-</b> | <b>-</b> | <b>-</b> | <b>-</b> | <b>50,343</b>                              |

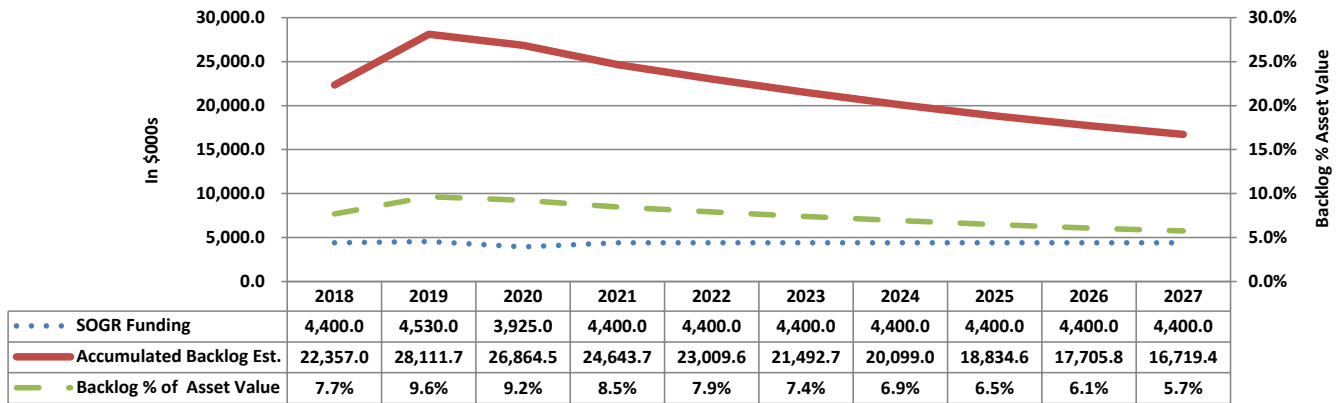
**Chart 3**  
**2018 – 2027 Preliminary Capital Plan by Funding Source (In \$000s)**



- Debt accounts for \$220.443 million or 42.1% of the financing over the 10-year period for the following major projects:
  - The *Radio Replacement* project (\$39.445 million), the *SOGR* project (\$43.655 million) and *Facility Realignment* project (\$119.271 million) for a total of \$202.371 million.
  - The debt funding meets the 10-year debt affordability guidelines of \$220.443 million allocated to this Program.
- Reserve and Reserve Funds constitute \$263.867 million or 50.4% of required funding over 10 years for the following major projects:
  - *IT Business Resumption* (\$19.539 million), *Servers* (\$41.497 million), *Mobile Workstation* (\$20.888 million), and *Network Equipment* at (\$26.5 million), all of which are funded by contributions from the Toronto Police Services Operating Budget to the Police Vehicle and Equipment Reserve.
- Development Charges represent \$38.974 million or 7.4% of the Preliminary 10-Year Capital Budget and Plan's funding.
  - Development Charges contribute to the funding of growth driven facility rehabilitation and replacement projects that include such major projects as the *Facilities Realignment* project (\$36.043 million) and the *Peer to Peer* project (\$2.931 million).

# State of Good Repair (SOGR) Backlog

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



The 10-Year Preliminary Capital Plan dedicates \$43.655 million to SOGR spending over the 10-year period, which on average is \$4.366 million annually.

- The City of Toronto's Facilities Management Division carries out the state of good repair work required at Police facilities and storage facilities and is responsible for addressing mechanical, electrical, re-roofing and structural issues. As a result, the value of these assets, associated state of good repair backlog and funding required to address these issues are reflected in the 10-Year Capital Plan for Facilities Management as part of the 10 Year Capital Plan for Facilities, Real Estate, Energy and Environment (FREEE).
- The Toronto Police Service is responsible for addressing state of good repair issues inside its facilities. This work includes but is not limited to renovation/repairs inside its facilities, firing range retrofits, upgrades to locker rooms and washrooms, and front desk replacements.
- The 10-Year Preliminary Capital Plan for Toronto Police Service provides funding for ongoing work directed at addressing state of good repair backlog and funding for TPS equipment, TPS associated vehicles, radio infrastructure and security systems. This asset group accounts for \$291.348 million of the total asset value. TPS does not have detailed SOGR Backlog by asset type. In addition, the 10-Year Capital Plan provides funding for SOGR projects for major capital projects to replace and renovate existing TPS facilities and construct new ones.
- At the end of 2017, Toronto Police Service has a SOGR backlog of \$25.212 million, representing 8.7% of the asset replacement value, declining to \$17.706 million or 5.7% by 2027. This SOGR Backlog is for equipment, vehicles, radio infrastructure and security systems assets and does not include facility assets such as Police Facilities, Divisions (Stations) and Storage Facilities.
- Other equipment/systems are replaced according to TPS associated lifecycle programs (reserve-funded) and included as replacements in the TPS's capital program.

## 10-Year Capital Plan: Net Operating Budget Impact

**Table 5**  
**Net Operating Impact Summary (In \$000s)**

| Projects                              | 2018 Budget    |          | 2019 Plan    |          | 2020 Plan   |          | 2021 Plan    |          | 2022 Plan   |          | 2018 - 2022    |          | 2018 - 2027    |          |
|---------------------------------------|----------------|----------|--------------|----------|-------------|----------|--------------|----------|-------------|----------|----------------|----------|----------------|----------|
|                                       | \$000s         | Position | \$000s       | Position | \$000s      | Position | \$000s       | Position | \$000s      | Position | \$000s         | Position | \$000s         | Position |
| <b>Previously Approved</b>            |                |          |              |          |             |          |              |          |             |          |                |          |                |          |
| <i>Transforming Corporate Support</i> | 63.0           |          | 2.0          |          | (159.0)     |          | 3.0          |          | 3.0         |          | (88.0)         | -        | (72.5)         | -        |
| <i>Peer to Peer Site</i>              |                |          | 175.0        |          | 179.0       |          | 4.0          |          | 4.0         |          | 362.0          | -        | 382.5          | -        |
| <i>Business Intelligence</i>          | 1,029.0        |          | 780.0        |          |             |          |              |          |             |          | 1,809.0        | -        | 1,809.0        | -        |
| <b>New Projects - Future Years</b>    |                |          |              |          |             |          |              |          |             |          |                |          |                |          |
| <i>Facility Realignment</i>           |                |          |              |          | 72.0        |          | 144.0        |          | 75.0        |          | 291.0          | -        | 480.0          | -        |
| <b>Total (Net)</b>                    | <b>1,092.0</b> | <b>-</b> | <b>957.0</b> | <b>-</b> | <b>92.0</b> | <b>-</b> | <b>151.0</b> | <b>-</b> | <b>82.0</b> | <b>-</b> | <b>2,374.0</b> | <b>-</b> | <b>2,599.0</b> | <b>-</b> |

The 10-Year Capital Plan will increase future year Operating Budgets by a total of \$2.599 million net over the 2018 – 2027 period, as shown in the table above.

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

- *Transforming Corporate Support* – Overall savings of \$0.072 million will be realized in the TPS Operating Budget over the 2018-2027 period is anticipated from an improved customer service and member understanding and satisfaction with human resources, payroll and benefit services resulting from this transformation.
- *Peer to Peer Site* – additional funding of \$0.381 million will be required to cover operating costs forecasted for the new Peer to Peer facility which is expected to be operational in 2019.
- *Enterprise Business Intelligence* – additional funding of \$1.809 million is require to fund sustainment, staffing, maintenance and ongoing licensing fees.
- *Facilities Realignment* – additional funding represents increased facility operating costs for the new 54/55 Division once complete in 2020.
  - Operating savings and associated benefits with the amalgamation of 54/55 Division has not yet been identified and will be reported as part of the 2019 Budget process.
- The TPS is proceeding with two major transformation projects – *Connected Officer* and *Body Worn Cameras* are expected to increase the Operating Budget pressures.
  - *Connected Officer* - the annual operating impact of this project, which include software licenses, data plans, warranty and lifecycle of devices will be significant. Estimates are in the process of being reviewed and refined. Once the Proof of Concept is complete, the benefits and value of the devices, potential issues and the overall capital and operating impact of this project will be reported.
  - *Body Worn Cameras* (B.W.C) – In addition to the significant capital investment, implementing a B.W.C. program, will require on-going costs (camera and infrastructure replacement, image storage management, including retrieval, administration, staffing, etc.) These costs have not been included as the Service will be issuing a non-binding RFP that will consider alternatives and depending on the alternative selected will result in varying operating costs. Until the preferred solution is selected, the operating impacts cannot be estimated.



# Part 2

## Issues for Discussion

## Issues Impacting the 2018 Capital Budget

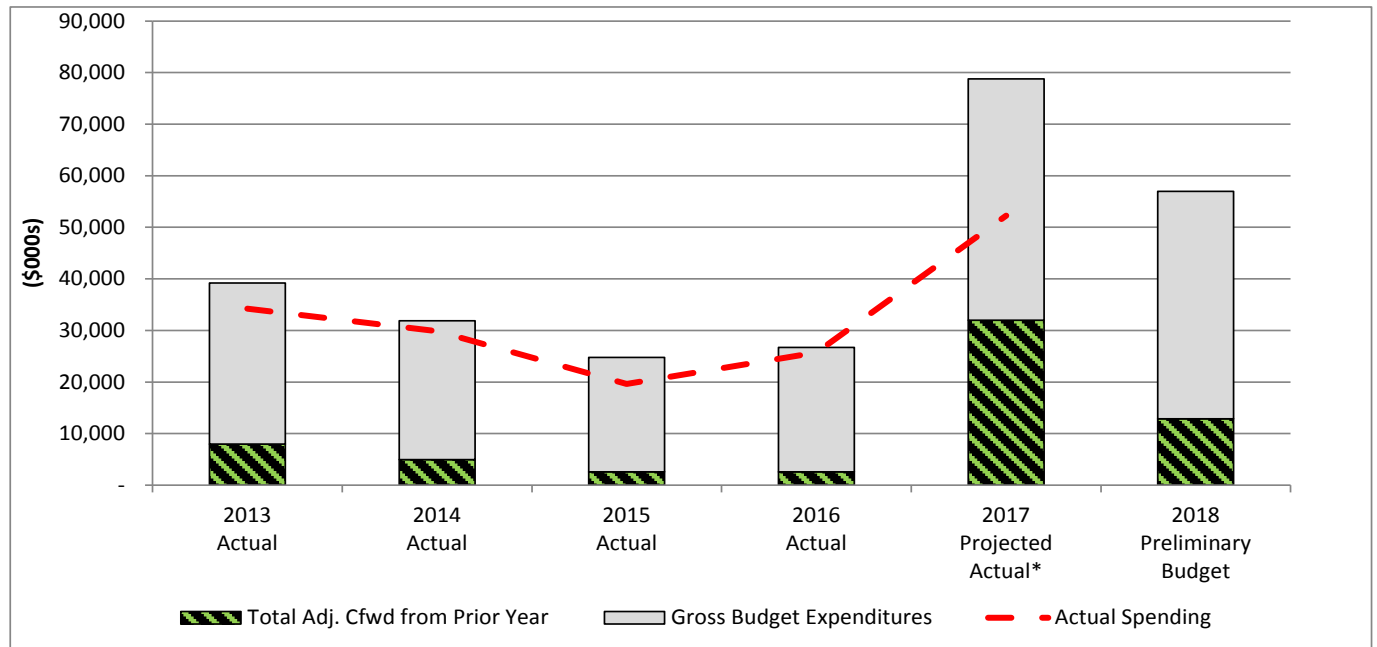
### Review of Capital Projects and Spending

- City Council, at its meeting of May 25, 2017 considered the report entitled "2018 Budget Process – Budget Directions and Schedule EX25.18" and directed that City Programs and Agencies submit their 2018 – 2027 Capital Budget and Plans requiring that:
  - Annual cash flow funding estimates be examined to more realistically match cash flow spending to project activities and timing, especially in the first 5 years of the Capital Plan's timeframe.  
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.EX25.18>
  - A detailed review of all projects in the Service's 2018-2027 Preliminary Capital Budget and Plan 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 following Chart outlines the TPS's Capacity to Spend over the previous 5 year period.

**Chart 5  
Capacity to Spend – Budget vs. Actual  
(In \$000s)**

| Category            | 2012          |               |                 | 2013          |               |                 | 2014          |               |                 | 2015          |               |                 | 2016          |               |                 | Spending Rate 5 Year 2012-2016 Avg. % | 2017          |                    |                 |
|---------------------|---------------|---------------|-----------------|---------------|---------------|-----------------|---------------|---------------|-----------------|---------------|---------------|-----------------|---------------|---------------|-----------------|---------------------------------------|---------------|--------------------|-----------------|
|                     | Budget        | Actual        | Spending Rate % | Budget        | Actual        | Spending Rate % | Budget        | Actual        | Spending Rate % | Budget        | Actual        | Spending Rate % | Budget        | Actual        | Spending Rate % |                                       | Budget        | Projected Actual * | Spending Rate % |
| SOGR                | 78,286        | 50,621        | 64.7%           | 66,749        | 44,152        | 66.1%           | 56,590        | 31,344        | 55.4%           | 58,353        | 26,706        | 45.8%           | 60,294        | 27,084        | 44.9%           | 56.2%                                 | 55,989        | 43,758             | 78.2%           |
| Service Improvement |               |               |                 | 1,707         | 641           | 37.6%           |               |               |                 | 3,422         | 669           | 19.5%           | 11,422        | 7,315         | 64.0%           | 52.1%                                 | 15,809        | 8,426              | 53.3%           |
| Growth Related      |               |               |                 |               |               |                 |               |               |                 |               |               | --              |               |               |                 |                                       | 7,000         | 50                 | 0.7%            |
| <b>Total</b>        | <b>78,286</b> | <b>50,621</b> | <b>64.7%</b>    | <b>68,546</b> | <b>44,793</b> | <b>65.3%</b>    | <b>56,590</b> | <b>31,344</b> | <b>55.4%</b>    | <b>57,828</b> | <b>27,394</b> | <b>47.4%</b>    | <b>55,010</b> | <b>32,269</b> | <b>58.7%</b>    | <b>58.9%</b>                          | <b>78,797</b> | <b>52,234</b>      | <b>66.3%</b>    |

\* 2017 Projection based on the 2017 Q3 Capital Variance Report



- Cash flow funding adjustments were made to better represent the needs and readiness to proceed with planned projects.



- Projects with carry-forward funding were reviewed to determine project status against planning spending and the following cash flow adjustments were made:
  - *Transforming Corporate Support*: It is expected that \$1.462 million of the 2017 cash flow funding of \$3.025 million will be carried forward into 2018, and as a result, the previously approved commitment of \$0.800 million in 2018 was deferred to 2019 and 2020, in the amount of \$0.200 million and \$0.600 million respectively.
  - *Workstation Replacement* – It is expected that \$1.020 million of the 2017 cash flow funding of \$3.216 million will be carried forward into 2018. This overall project cost was reduced by \$2.520 million.
  - The Program's 2018 Preliminary Capital Budget and 2019 - 2027 Preliminary Capital Plan is at the debt target over the 10 years. Based on a review of project readiness and actuals, cash flow funding of \$8.437 million in debt has been accelerated from 2025 to 2027 to 2023 and 2024 in order to support changes in the last 5 years of the 10-Year Capital Plan period as noted below:



| (\$000s)                             | 2018   | 2019   | 2020   | 2021   | 2022   | 2023   | 2024   | 2025    | 2026   | 2027    | Total   |
|--------------------------------------|--------|--------|--------|--------|--------|--------|--------|---------|--------|---------|---------|
| 2018 - 2027 Preliminary Capital Plan | 44,143 | 75,386 | 73,153 | 51,166 | 52,397 | 45,338 | 54,176 | 42,482  | 40,403 | 44,639  | 523,283 |
| Debt Funding Required                | 20,949 | 40,137 | 33,125 | 28,740 | 20,768 | 13,314 | 19,492 | 13,560  | 16,658 | 13,700  | 220,443 |
| Program Debt Target                  | 20,949 | 40,137 | 33,125 | 28,740 | 20,768 | 10,140 | 14,229 | 16,507  | 17,306 | 18,541  | 220,442 |
| <b>Over/(Under) Debt Target</b>      | -      | -      | -      | -      | -      | 3,174  | 5,263  | (2,947) | (648)  | (4,841) | -       |

### Reporting on Existing Major Capital Projects: Status Update

In compliance with the Auditor General's recommendations, additional status reporting on all major capital projects is required in order to strengthen accountability, manage risks, improve controls and ensure successful implementation/completion of major capital projects. The following projects have been reported on a quarterly basis during 2017:

|                              |   |  |
|------------------------------|---|--|
| On/Ahead of Schedule         |  | >70% of Approved Project Cost            |
| Minor Delay < 6 months       |  | Between 50% and 70%                      |
| Significant Delay > 6 months |  | < 50% or > 100% of Approved Project Cost |

### Connected Mobile Officer – Initial Phase

| (\$000s) Total Project Cost |          |  | 2017   |                      | 2018               | 2019 | Projection to End of Project | End Date |         | On Budget   | On Time   |
|-----------------------------|----------|--|--------|----------------------|--------------------|------|------------------------------|----------|---------|---|---|
| Initial Approval Date       | Approved | Life to Date Expenditures as at Dec 31, 2016 | Budget | Year-End Projection* | Preliminary Budget | Plan |                              | Planned  | Revised |   |   |
| Jan. 17                     | 2,632    | -  | 2,632  | 920                  |                    |      | 2,632                        | Mar. 18  | Mar. 18 |  |  |

\* Based on 2017 Q3 Capital Variance Report

#### Project Scope:

- The *Way Forward* report from the Transformational Task Force recommended an investment in the potential transitioning to smart devices to be carried by 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.
- Technologically connected officers will have new mobile devices, which can access the information they require from anywhere. With functions that 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 increased time spent in communities.

#### Project Deliverables and Status:

- The initial phase of this project approved in 2017, will deliver a proof of concept (P.O.C.) and the acquisition of approximately 700 devices and appropriate applications by March 31, 2018 and is on schedule.
- The next steps will include research, analysis of best practices, assessing network opportunities, and developing and costing different options, leading to purchase decisions and implementation in 2018 to 2020.
- Within a few years, neighbourhood officers will have smart mobile devices that give them access to the data, information and software they need, always and anywhere.

#### Project Challenges:

- This project is at its initial stage and extensive research and analysis is required to determine the most suitable solution that defines hardware and software needs, the application that meets business requirements and addresses security issues.
- Implementing the Connected Officer program within the Service will involve significant one-time (capital) and on-going costs (operating) which cannot be absorbed within the Service's budget at this point.

#### Financial Update:

- The total capital cost of this project is estimated at \$24.2 million and is not included in the 2018-2027 Capital Plan. The Ministry of Community Safety and Correctional Services (Ministry) through the 2017/2018 Police Effectiveness and Modernization (P.E.M.) Grant, has approved a grant of \$2.632 million for the initial phase of this project to begin in 2017 and be completed by the end March 31, 2018.
- The Service is requesting further funding through the Ministry's 2018/2019 P.E.M. Grant application process; however, any funding amount is unknown at this point.
- The full cost of implementing this project cannot be accommodated within the existing Police Service debt capacity. The balance of funding needed for this project is included in Unmet Needs for consideration along with other City priorities as part of the 2018 - 2027 Capital process.

#### Anticipated Future Financial Impact:

| Anticipated Future Financial Impact<br>(\$000s) |                             |                   |                          |             |
|---|-----------------------------|-------------------|--------------------------|-------------|
| Ongoing Costs                                   |                             | Benefits          |                          |             |
| State of Good Repair                            | Operating Impact of Capital | Financial Savings | Operational Efficiencies | Value Added |
| / year  | 8000/<br>year               | / year            | / year                   | / year      |

The operating impact is estimated between \$8 to \$9 million a year for software licenses, device lifecycle, and data plan fees

#### Financial savings

- There are no financial savings identified at this time.

#### Potential Benefits

- Officers able to provide better service because of greater access to data, information and software.

- Officers with a better understanding of the neighbourhoods they serve and are more connected and accessible to those neighbourhoods.
- Information available to neighbourhood officers that enables them to act more independently and to make better, timelier decisions.

Operational Efficiencies

- Technology connected officers will have new mobile devices which can access the information they require from anywhere and provide improved ability to access officer notes.
- There will be a reduced reliance on the use of workstations at police stations as functions such as filing reports, making calls, corresponding with email, and accessing databases can be done from a fully integrated mobile environment.
- This allows police officers increased time spent in communities.

**Body Worn Cameras (B.W.C)**

| (\$000s) | Total Project Cost    |          | 2017   |        | 2018                 | 2019               | Projection to End of Project | End Date |         | On Budget | On Time |
|----------|-----------------------|----------|--|--------|----------------------|--------------------|------------------------------|----------|---------|-----------|---------|
|          | Initial Approval Date | Approved | Life to Date Expenditures as at Dec 31, 2016 | Budget | Year-End Projection* | Preliminary Budget |                              | Plan     | Planned |           |         |
| Jan-17   | 500                   |          | 500  | 100    | -                    | -                  | 100                          |          |         | Ⓢ         | Ⓢ       |

\* Based on 2017 Q3 Capital Variance Report

Project Scope:

- In February 2015, the Service started a 12-month pilot project (at a total cost of \$0.430 million) from operating budget to explore the benefits, challenges, and issues surrounding the use of body worn cameras.
- The initial phase of this project provides funding to cover the cost of required external expertise to effectively oversee, manage and analyze the B.W.C. non-binding R.F.P. process, including the evaluation of proposals.

Project Deliverables and Status:

- The pilot was completed in March 2016, a report was provided and a presentation made to the Board's September 2016 meeting. The report concluded that B.W.C. was strongly supported by the community as well as the Service's officers.
- The cost to implement and operate a B.W.C. program would be significant depending on the selected option. The pilot used on-premise storage, as cloud technology was not available in Canada at the time and as a result, the estimated cost was much higher than the current amount.
- Based on the result of the pilot project, the Service is moving forward with the issuance of a non-binding Request for Proposal (R.F.P.) for a potential body worn camera system that considers cloud storage as part of a potential solution.

Project Challenges:

- This project will require a large and complex procurement process, and will 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 public and officers supported body worn cameras during the pilot project; however, the final decision will have to consider the value and benefits these cameras would provide relative to the significant one-time capital and on-going operating costs the Service would have to fund. Given the current fiscal challenges, the implementation of a body worn camera program will also need to be considered against other Service and City needs and priorities. Organizational resources and capacity in view of staffing moratorium and other on-going projects will also be an important consideration.

Financial Update:

- The initial budget was required for the cost of various external expertise required to effectively oversee, manage and analyse the B.W.C. non-binding R.F.P. process, including the evaluation of proposals received.
- In 2017, \$0.100 million of the available funding of \$0.500 million was spent and the remaining funds will be carried forward to 2018.

Anticipated Future Financial Impact:

| Anticipated Future Financial Impact<br>(\$000s) |                             |                   |                          |             |
|---|-----------------------------|-------------------|--------------------------|-------------|
| Ongoing Costs                                   |                             | Benefits          |                          |             |
| State of Good Repair                            | Operating Impact of Capital | Financial Savings | Operational Efficiencies | Value Added |
| / year  | 3,000/<br>year              | / year            | / year                   | / year      |

Financial savings

- There are no financial savings identified as a result of this project.

Operational efficiencies

- During the course of the BWC pilot project the use of BWC in some cases seemed to reduce conflict between the officers and the subject of investigations, thus reducing the time spent on these calls for service making the officers more efficient with their time.

Value added benefits

- The use of the cameras also provides the best evidence for a court of law in those cases where the investigations went to a hearing, adding value to the cases.

**54/55 Divisions Amalgamation**

| Initial Approval Date | Total Project Cost |  | 2017   |                      | 2018               | 2019   | Projection to End of Project | End Date |         | On Budget | On Time |
|-----------------------|--------------------|--|--------|----------------------|--------------------|--------|------------------------------|----------|---------|-----------|---------|
|                       | Approved           | Life to Date Expenditures as at Dec 31, 2016 | Budget | Year-End Projection* | Preliminary Budget | Plan   |                              | Planned  | Revised |           |         |
| Jan.17                | 39,873             | 401  | 7,000  | 50                   | 2,800              | 18,000 | 39,873                       | Jan.17   | Dec.21  | Ⓢ         | Ⓢ       |

\* Based on 2017 Q3 Capital Variance Report

Project Scope:

- The project provides funding for the amalgamation of 54 Division (built in 1951) and 55 Division (built in 1972). Both divisions are in a state of disrepair.
- This 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. The amalgamation of 54 and 55 divisions is the first step in the phased facilities optimization strategy.
- The *Way Forward* report recommends a modernized policing with a leaner facilities footprint, consistent with the prior objectives of the Service.

Project Deliverables and Status:

- The Service has been working with City Real Estate Services and City Planning staff and a working team and steering group have been established to select an appropriate site.

- Some potential sites have been identified, including City-owned properties for the new consolidated division facility, and the feasibility of each option is being analyzed.
- The three short listed sites (all City owned) were presented to two community consultation meetings held on October 10th and October 17<sup>th</sup>, 2017.
- The feedback from these meetings is being reviewed and a decision on a recommended site is expected by year-end 2017.

Project Challenges:

- Locating and acquiring a suitable site on a timely basis, adjusting divisional boundaries and providing adequate information to the community members that will be impacted by the amalgamation.

Financial Update:

- Approximately \$0.050 million will be spent in 2017, mainly for community consultation facilitation services, as well as the cost of public notification of the meetings and the printing of pamphlets. The remaining \$6.95M, allocated to the cost of land and Architectural consultant, will be carried forward to 2018.

Financial savings

- There will be savings for facility maintenance as well administration and management staffing subsequent to full implementation. The existing buildings will be returned back to the City. Savings will be reported as part of the 2019 Budget process.

Operational efficiencies

- Better utilization of staffing based on demand and workload modelling and effective community engagement.

Value added benefits

- Smarter approach to policing with focus on where the public needs service the most and meeting the needs of a complex city.

**Peer to Peer Site**

| Initial Approval Date | (\$000s) Total Project Cost |  | 2017   |                      | 2018               | 2019  | Projection to End of Project | End Date |         | On Budget | On Time |
|-----------------------|-----------------------------|--|--------|----------------------|--------------------|-------|------------------------------|----------|---------|-----------|---------|
|                       | Approved                    | Life to Date Expenditures as at Dec 31, 2016 | Budget | Year-End Projection* | Preliminary Budget | Plan  |                              | Planned  | Revised |           |         |
| Jan. 14               | 19,924                      | 3,825  | 4,840  | 3,910                | 7,759              | 3,500 | 19,924                       | Dec. 19  | Dec. 19 | Ⓢ         | Ⓢ       |

\* Based on 2017 Q3 Capital Variance Report

Project Scope:

- To build a new Peer to Peer facility that meets industry standards. The current site does not provide the current electrical, space and distance requirements.

Project Deliverables and Status:

- The real estate transaction for a suitable site closed on December 5, 2016.
- The tendering process for the major construction trades is complete and recommendations are being brought forward for approval. The consultant applied for site plan approval in December 2016. The fourth set of site plan approval comments were received and drawings were revised and resubmitted in September, 2017.
- The Service received a conditional permit in September and site work has commenced. There will be an impact to the project schedule due to the process of acquiring municipal approvals and permits, delaying the start of construction by 3 months.
- This delay will be monitored and any potential efficiencies will be reviewed to bring the project back on schedule.

## Project Challenges:

Obtaining municipal approval and licenses were challenging and delayed the timelines; however, approvals are obtained and the project will be moving forward.

## Financial Update:

- From the available funding of \$4.840 million in 2017, \$0.930 million will be carried forward to 2018.

## Anticipated Future Financial Impact:

| Anticipated Future Financial Impact<br>(\$000s) |                             |                   |                          |             |
|---|-----------------------------|-------------------|--------------------------|-------------|
| Ongoing Costs                                   |                             | Benefits          |                          |             |
| State of Good Repair                            | Operating Impact of Capital | Financial Savings | Operational Efficiencies | Value Added |
| / year  | 350/ year                   | / year            | / year                   | / year      |

## Financial savings

- There are no financial savings as a result of this project.

## Operational efficiencies

- Reliable source of power and possible partnership with other agencies/policing services.

## Value added benefits

- The current location does not provide the electrical and distance requirements. The new location will provide for current as well as future requirements. This facility is critical to enable business continuity for a public safety entity, during a disaster or other disruptive events.



**Transforming Corporate Support**

| (\$000s) Total Project Cost |          |  | 2017   |                      | 2018               | 2019  | Projection to End of Project | End Date |         | On Budget | On Time |
|-----------------------------|----------|--|--------|----------------------|--------------------|-------|------------------------------|----------|---------|-----------|---------|
| Initial Approval Date       | Approved | Life to Date Expenditures as at Dec 31, 2016 | Budget | Year-End Projection* | Preliminary Budget | Plan  |                              | Planned  | Revised |           |         |
| Jan.14                      | 8,742    | 1,717  | 3,025  | 1,462                | 1,300              | 1,700 | 8,742                        | Dec.20   | Dec.20  | Ⓞ         | Ⓢ       |

\* Based on 2017 Q3 Capital Variance Report

## Project Scope:

- The Service currently utilizes the PeopleSoft Human Resource Management System (H.R.M.S.) to manage personnel data and to administer and report payroll and benefits information.
- The project's objectives include the centralization and optimization of human resource related administrative processes and services, the redesign of policy and governance associated with these processes, the implementation of enhanced functionality to facilitate self-service and performance/talent management, streamlining of payroll, benefits and retiree administration, and the provision of analytics and dashboards to support supervisory and management personnel.
- During Phase I of the Transforming Corporate Support capital project, the H.R.M.S. was completely upgraded to the most current release plus some added functionality which was completed in 2016.
- The scope of Phase II included the following project streams:
  1. Operational Enhancements/Production Support (including application enhancements and centralization of data entry)
  2. Core System Redesign (security administration, position management and organizational charts, Human Resources analytics)
  3. Talent Management Tools (training administration, uniform recruitment, performance management, diversity analytics, recruitment and performance analytics)
  4. Benefits/Pension/Payroll Optimization and Automation
  5. Time and Labour Planning (to replace the existing Time and Resource Management System)

## Project Deliverables and Status:

- Phase I of the project was completed which included the technical upgrade of HRMS along with changes to existing payroll and benefits business processes with enhanced functionality such as eRecruit and self-enrolment for training program at Police College.
- The team is currently configuring benefits plans and programs to facilitate the management of all retirees within the H.R.M.S. Preparation for this component has necessitated a great deal of data correction and technical script development for data conversion. Mapping of general ledger accounts is also underway to support the development of a new interface between PeopleSoft payroll expense accounting and the City's financial reporting system.
- Additional reporting and analytics requirements pertaining to training and talent acquisition have been identified and will be developed by technical experts assigned to the project team.
- The team is preparing for the development of online talent management acquisition and performance monitoring tools using a newly purchased e-Performance module in the H.R.M.S.
- The Service's existing time and attendance keeping system, known as T.R.M.S. (Time and Resource Management System), has been in place since 2003. However, the Service's time-keeping, deployment, scheduling, exception reporting and operational requirements are becoming increasingly complex, demanding that alternative solutions be explored to meet the evolving needs of the organization.
  - Following a thorough needs assessment and cost/benefit analysis, a decision was made to procure the PeopleSoft Time and Labour module that will allow the Service to move towards application integration with the new Human Resource Management System resulting in one cradle to grave payroll/ H.R. system. In addition, centralized, real-time human resources data will support the strategic goals of the Transformational Task Force to manage personnel in a more efficient, cost effective manner.

- The implementation of PeopleSoft Time and Labour, originally scheduled for the third quarter of 2017, has been deferred pending further review.

Project Challenges:

- There has been some technical delays with no direct impact on budget at this point but could impact planned timelines.
- Hiring moratorium and inability to fill positions has delayed the project.
- Adjustment of establishment numbers for staffing in each unit and in total to reflect attrition-based reductions in the organization.
- The timing of the project component will be evaluated early in the fourth quarter, for organizational restructuring initiatives and its impact.

Financial Update:

- It is anticipated that \$1.462 million of the \$3.025 million available funding will be carried forward into 2018

Anticipated Future Financial Impact:

| Anticipated Future Financial Impact<br>(\$000s) |                             |                   |                          |             |
|---|-----------------------------|-------------------|--------------------------|-------------|
| Ongoing Costs                                   |                             | Benefits          |                          |             |
| State of Good Repair                            | Operating Impact of Capital | Financial Savings | Operational Efficiencies | Value Added |
| / year  | -72/ year                   | / year            | / year                   | / year      |

Financial savings

- Due to decommissioning of some of systems, there will be financial savings of \$72,000 per year from 2020.

Operational efficiencies

- The reconfiguration of core H.R.M.S. data will result in up-to-date, consolidated, and standardized terminology and values in many fields that Service personnel rely upon for human resources metrics and reporting.

Value added benefits

- Centralized, real-time human resources data will support the strategic goals of the Toronto Police Service to manage personnel in a more efficient, cost effective manner.

**Enterprise Business Intelligence**

| Initial Approval Date | Total Project Cost<br>Approved | Life to Date Expenditures as at Dec 31, 2016 | 2017   |                      | 2018               | 2019 | Projection to End of Project | End Date |         | On Budget | On Time |
|-----------------------|--------------------------------|--|--------|----------------------|--------------------|------|------------------------------|----------|---------|-----------|---------|
|                       |                                |  | Budget | Year-End Projection* | Preliminary Budget | Plan |                              | Planned  | Revised |           |         |
| Jan.15                | 10,216                         | 3,369  | 5,847  | 4,900                | 1,000              |      | 10,216                       | Dec.18   | Dec.18  | Ⓞ         | Ⓞ       |

\* Based on 2017 Q3 Capital Variance Report

Project Scope:

- The Enterprise Business Intelligence (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.

## Project Deliverables and Status:

- The contract was awarded to I.B.M and the project was formally started in December 2016.
- The project team has completed the project initiation and E.B.I. solution review.
- The team is working with I.B.M. on the hardware configuration and software installation of the development technical environment.
- Team is working on completion of the data profiling activities and the delivery of the micro design

## Project Challenges:

- Choosing the best solution to deliver the best result for decision making.
- Over 400 business requirements and lack of funding to meet those needs.
- Determination of key deliverables and data sources.

## Financial Update:

- At this time, it is anticipated that from the approved cash flow funding of \$5.8 million in 2017 and \$0.950 million will be carried forward to 2018.

## Anticipated Future Financial Impact:

| Anticipated Future Financial Impact<br>(\$000s) |                             |                   |                          |             |
|---|-----------------------------|-------------------|--------------------------|-------------|
| Ongoing Costs                                   |                             | Benefits          |                          |             |
| State of Good Repair                            | Operating Impact of Capital | Financial Savings | Operational Efficiencies | Value Added |
| / year  | 1800/<br>year               | / year            | / year                   | / year      |

- Operating Impact of Capital for system maintenance, staffing and continuous training

## Financial savings

- There are no financial savings

## Operational efficiencies

- 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 support the Service's goals of public safety, community policing and fiscal responsibility.

## Value added benefits

- Provides integrated analytical and business intelligence capabilities to support efficient police officer deployment and performance management, program and policy evaluation, crime analysis and prevention, and justification of expenditures.

## Issues Impacting the 10-Year Capital Plan

### ***Transformational Task Force Recommendations – The Way Forward***

- The Transformational Task Force was created to address the expectations that City of Toronto has of its police service related to accountability, collaboration and inclusiveness, greater openness, transparency of information and decision-making, as well as sustainability and affordability.
- The Transformational Task Force was created by the Chief of Police and the Chair of the Police Services Board to modernize policing in our City. The Task Force's Interim Report, released on June 16, 2016, incorporated the views and experiences of a number of community members and included 24 interim recommendations for change based on implementing a new service model for the Police Service.
- The new service model includes a redesign of the current map of 17 Divisions to better meet the needs of a large complex city. This will include fewer Divisions, with boundaries that better align with Toronto's 140 neighbourhoods as well as planning and service boundaries of City divisions, community-based organizations, and agencies.
- The final Transformational Task Force (T.T.F.) report, approved by the Toronto Police Services Board at its February 2017 meeting (Min. No. P19/17), includes recommendations that will change how policing services are organized and delivered.
- The Task Force Final Report expands on the initial report and has proposed additional recommendations which will provide the TPS a roadmap to change. The final report was presented to the Toronto Police Services Board ("the Board") in January 26th, 2017.
- On a quarterly basis, TPS will provide updates to the Toronto Police Services Board on the progress made on The Way Forward (T.W.F.) and the implementation of the T.T.F. Recommendations.
- Savings to offset on-going budget pressures are anticipated from the new service delivery model. However, investments will also need to be made to enable the transition to and implementation of the modernized Service envisioned by the T.T.F.

### ***Facilities Realignment***

- In 2017, the *Facilities Realignment* project was approved with a total of \$155.314 million as a placeholder project to provide funding for new investments required for capital projects necessary to implement a new service model for TPS that includes both facility and technology based projects. As projects emerge, specific projects will be created.
- The 2017-2026 Capital Budget and Plan included \$7.0 million for the acquisition of land for 54 and 55 Division. A site for the new facility is still being sought. TPS is working with the City Real Estate Services to select an appropriate site.
- The 2018-2027 Capital Plan includes the following projects to carry these realignments forward:
  - The *Amalgamation of 54/55 Division* includes funding of \$32.425 million for the initial site acquisition and design for the consolidation of the 54 and 55 divisional facilities into one effectively configured facility that is strategically located. The consolidation of these two facilities is intended to bring forward the first divisional facility following the modernized approach directed by the Task Force report.
  - The *41 Division Design* project with total funding of \$38.928 million will also follow the new approach, using the current division site.
  - The remaining placeholder funding in the *Facilities Realignment* project is \$83.961 million.
- It is expected that the *Facilities Realignment* project will be further defined once the full facility reassessment is completed, allowing the business plan and service delivery model to drive the need for facilities.

- 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. Following the presentation of this analysis to the Police Services Board with the results of its previous review, future Capital Budget details will be developed.

## Unmet Needs

| Project Description (In \$000s) | Total Project Expenditure | Non-Debt Funding | Debt Required   | 2018           | 2019            | 2020           | 2021         | 2022         | 2023         | 2024         | 2025         | 2026         | 2027         |
|---------------------------------|---------------------------|------------------|-----------------|----------------|-----------------|----------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Body Worn Camera - Acquisition  | 9,335.0                   |                  | 9,335.0         |                | 9,335.0         |                |              |              |              |              |              |              |              |
| Body Worn Camera - Storage      | 5,983.0                   |                  | 5,983.0         |                |                 | 921.0          | 921.0        | 921.0        | 644.0        | 644.0        | 644.0        | 644.0        | 644.0        |
| Connected Officer 2018-2020     | 21,713.0                  |                  | 21,713.0        | 5,271.0        | 10,428.0        | 6,014.0        |              |              |              |              |              |              |              |
| <b>Total</b>                    | <b>37,031.0</b>           | <b>-</b>         | <b>37,031.0</b> | <b>5,271.0</b> | <b>19,763.0</b> | <b>6,935.0</b> | <b>921.0</b> | <b>921.0</b> | <b>644.0</b> | <b>644.0</b> | <b>644.0</b> | <b>644.0</b> | <b>644.0</b> |

### Body Worn Camera – Unmet Needs

- The Board approved the inclusion of a body worn camera system (BWC) project in the Toronto Police Service's 2017-2026 Capital Plan, in the amount of \$0.500 million, to cover the cost of a fairness commissioner and other external expertise required to effectively oversee, manage and analyze the body worn camera non-binding Request for Proposals process, including the evaluation of proposals.
- The value and benefits of the BWC will be evaluated against the significant capital and associated ongoing annual operating costs to sustain the technology.
- There are costs also associated with a number of administrative and support positions necessary to manage, administer, and support the BWC program. Support will require a range of staffing to address technical support, investigations and administrative functions. At this time, the costs are unknown.

### Connected/Mobile Officer – Phase 1

- At present, police stations are one of the most obvious symbols of the relationship between police and residents. The Police Station is used to store equipment; process prisoners, and it is also where officers start and finish their work day. The future model of policing requires leveraging information technology to make the officer more efficient including spending less time performing administrative duties in a police station. The Transformation Task Force (TFF) recommended transitioning from mobile workstations in vehicles to smart devices to be carried by all officers. By upgrading the full suite of applications, including e-notebook, to the mobile environment, officers would be able to access the most current operational information.
- As the Police Service moves forward and modernizes, it will be strategically placing officers throughout neighbourhoods to serve the growing demands of the city. The proposed mobile technology will not require the facility footprint of past models. Technology connected officers will have new mobile devices which can access the information they require from anywhere. There will be a reduced reliance on the use of workstations at police stations as functions such as filing reports, making calls, corresponding with email, and accessing databases can be done from a fully integrated mobile environment.
- The total cost of this project is estimated at \$24.200 million. The Ministry of Community Safety and Correctional Services through the Police Effectiveness and Modernization (P.E.M.) initiative, has approved a grant of \$2.632 million for the initial phase of this project to begin in 2017. The funding will be used for the proof of concept (P.O.C.) and the acquisition of approximately 700 devices.
- The full cost of implementing this project does not fit within the existing Police Service debt capacity. The balance of funding needed for this project is included in Unmet Needs for consideration along with other City priorities as part of the 2018 - 2027 Capital process.
  - Recommendation from the Transformational Task Force will require an investment for the transition of Mobile Workstations smart devices carried by all officers. This will enable 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, are required. A phased approach for the smart phone mobility component along with the roll out plan and procurement decisions is planned for 2018; and continuing with the mobile work station design plan for 2019.
- Funding for the initial cost for the implementation of the Connected Officer Program was provided by the Policing Effectiveness and Modernization (PEM) grant for the proof of concept and 700 mobile devices.

### Vehicle and Equipment Lifecycle Reserve

- The Service's Vehicle and Equipment Reserve funds the lifecycle replacement of vehicles and equipment following the City Policy. This strategy of funding requires adequate annual contributions to replenish the Reserve balance so that future requirements are sustainable.
- The 2018 Preliminary Operating Budget includes an increase of \$3.500 million to the Vehicle and Equipment Reserve from the 2017 Council Approved contribution.
- The 2018-2027 Preliminary Capital Plan requires withdrawals over the 10 year period of \$263.867 million compared to the forecasted contributions from the Operating Budget of \$257.660 million as identified in the table below.
- While the withdrawals exceed the contributions in 2019, 2020 and 2024, the reserve will have a positive balance of \$3.752 million at the end of the 10 Year planning horizon.

#### Vehicle & Equipment Reserve 2018-2027 Total Contributions/Withdrawals

| Reserve / Reserve Fund Name                   | Project / SubProject Name and Number | Projected Balance as at Dec 31, 2017 * | Contributions / (Withdrawals) |           |           |           |           |           |           |           |           |           | 2018 - 2027 Total Contributions / (Withdrawals) |         |
|---|--------------------------------------|--|-------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|---|---------|
|   |                                      |  | 2018 Budget                   | 2019 Plan | 2020 Plan | 2021 Plan | 2022 Plan | 2023 Plan | 2024 Plan | 2025 Plan | 2026 Plan | 2027 Plan |   |         |
| XQ1701 Vehicle and Equipment Reserve - Police | Beginning Balance                    | 9,959                                  | 9,959                         | 8,165     | (1,077)   | (3,198)   | 3,962     | 4,803     | 7,413     | (3,454)   | (1,585)   | 2,584     |   |         |
|   | (Withdrawals)                        |  | (21,060)                      | (31,508)  | (27,387)  | (20,106)  | (26,425)  | (24,656)  | (38,133)  | (25,397)  | (23,097)  | (26,098)  | (263,867)                                       |         |
|   | Total Withdrawals                    | -                                      | (21,060)                      | (31,508)  | (27,387)  | (20,106)  | (26,425)  | (24,656)  | (38,133)  | (25,397)  | (23,097)  | (26,098)  | (263,867)                                       |         |
|   | Contributions/ Interest              |  | 19,266                        | 22,266    | 25,266    | 27,266    | 27,266    | 27,266    | 27,266    | 27,266    | 27,266    | 27,266    | 27,266  | 257,660 |
|   | Total Contributions                  | -                                      | 19,266                        | 22,266    | 25,266    | 27,266    | 27,266    | 27,266    | 27,266    | 27,266    | 27,266    | 27,266    | 27,266  | 257,660 |
| (Withdrawals) and Contributions               |                                      | 9,959                                  | 8,165                         | (1,077)   | (3,198)   | 3,962     | 4,803     | 7,413     | (3,454)   | (1,585)   | 2,584     | 3,752     | (6,207)   |         |

\* Based on the 2017 Q3 Variance Report

- TPS staff continue to monitor the use of current assets and prolong lifecycle replacements as required.
- The Vehicle and Equipment Reserve will require sustained future contributions to provide the required equipment replacements.



# Appendices



## Appendix 1

### 2017 Performance

#### 2017 Key Accomplishments

In 2017, Toronto Police Service made significant progress and/or accomplished the following:

- ✓ Completed 52 Division Renovation which addressed infrastructure issues and better optimized space;
- ✓ Returned two facilities to the City (estimated fair market value of \$4.5M) by consolidating operations into existing TPS facilities
- ✓ Completed Electronic Document Management (EDM) pilot project, which demonstrated the benefits and opportunities of EDM for further consideration corporate-wide;
- ✓ Working with the City, have short-listed three sites for a new consolidated 54 and 55 divisional/district operation;
- ✓ Secured grant funding for the *Connected Officer* project from the Ministry of Community Safety and Correctional Services to proceed with the proof of concept and the acquisition of approximately 700 devices. If successful, the proposed mobile technology will not require the facility footprint of past models and will strategically place officers throughout neighbourhoods for greater lengths of time to serve the growing demands of the City.
- ✓ Completed first phase of the Transforming Corporate Support project. This achieved benefits such as: enhanced functionality within the external eRecruit career website; and streamlined/automated training administrative processes that facilitate self-enrolment and online supervisory approval capabilities for courses offered at the Toronto Police College. Planning is underway for the next phase of the project in order to centralize and optimize the human resource related administration process and services;
- ✓ Completed Request for Proposal (RFP) for Radio Replacement project as a shared services opportunity between the emergency services, and obtained contract award approval, which will enable the replacement of radios across the Toronto Police Service and City divisions;
- ✓ Completing various projects within the State of Good Repair (SOGR) backlog such as:
  - Police Dog Services: Back –up generator Installation
  - 31D Front Counter AODA & Security Renovations
  - Cranfield Garage Paint Booth Replacement (2016-17)
  - HQ LED Lighting Retrofit
  - INTEL New Technical Workshop
  - Interior Way Finding & Signage at various locations
  - Flooring Replacement at various locations
  - Interior Painting at various locations
  - Explosive Containment Chamber

## 2017 Financial Performance

### 2017 Budget Variance Analysis (in \$000's)

| 2017 Budget | As of Sept. 30, 2017 |         | Projected Actuals at Year-End |         | Unspent Balance |           |
|-------------|----------------------|---------|-------------------------------|---------|-----------------|-----------|
|             | \$                   | % Spent | \$                            | % Spent | \$ Unspent      | % Unspent |
| 78,798      | 17,034               | 21.6%   | 52,234                        | 66.3%   | 26,564          | 33.7%     |

\* Based on 2017 Q3 Capital Variance Report

TPS is projecting that the 2017 Capital Budget will be 66.3% spent at the end of 2017 as indicated in the above table.

For additional information regarding the 2017 Q3 capital variances and year-end projections for TTC, please refer to the attached link for the report entitled "*Capital Variance Report for the Nine-Month Period Ended September 30, 2017*" considered by the Budget Committee at its meeting on November 27, 2017.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.BU37.1>

### Impact of the 2016 Capital Variance on the 2017 Capital Budget

- As a result of delays in capital projects, as described in the 2017 Q3 Capital Variance Report, funding \$12.848 million is being carried forward to the completion of capital work.
- A detailed review of the 2018 – 2027 Capital Budget and Plan has been conducted and the necessary adjustments has been made to the timing of cash flow funding for unique and major capital projects such as the 54/55 Divisions Amalgamation/Facilities Realignment, Connected Officer and the Transforming Corporate Support project which are the major contributors to the 2017 under expenditures. By deferring the cash flow funding to future years, the 2018 Capital Budget reflects readiness to proceed and will lead to a higher rate of spending.

## Appendix 2

2018 Preliminary Capital Budget;  
2019 - 2027 Capital Plan Including Carry Forward (\$000s)

|  | Total Project Cost | Prior Year Carry Forward | 2018          | 2019          | 2020          | 2021          | 2022          | 2018 - 2022    | 2023          | 2024          | 2025          | 2026          | 2027          | 2018 - 2027 Total |
|--|--------------------|--------------------------|---------------|---------------|---------------|---------------|---------------|----------------|---------------|---------------|---------------|---------------|---------------|-------------------|
| <b>State of Good Repair:</b>                                   |                    |                          |               |               |               |               |               |                |               |               |               |               |               |                   |
| Conducted Energy Weapons (CEW) Replacement                     |                    | 750                      |               |               | 1,350         |               |               | 2,100          | 750           |               | 1,350         |               |               | 4,200             |
| Divisional Parking Lot Network Replacement                     |                    |                          |               |               | 1,500         |               |               | 1,500          |               |               |               | 1,600         |               | 3,100             |
| Voice Logging Lifecycle Replacement                            |                    |                          |               | 350           |               |               |               | 350            |               | 350           |               |               |               | 700               |
| Wireless Parking System  |                    | 2,973                    |               |               |               |               | 5,523         | 8,496          |               |               |               |               | 5,523         | 14,019            |
| 911 PBX Replacement  |                    |                          |               |               |               |               |               |                | 300           | 1,075         |               |               |               | 1,375             |
| Automated Fingerprint Identification System (AFIS) replacement |                    |                          |               | 3,053         |               |               |               | 3,053          |               |               |               |               |               | 3,053             |
| Automatic Vehicle Location (AVLS) Replacement Lifecycle        |                    |                          |               |               | 1,551         |               |               | 1,551          |               |               | 1,551         |               |               | 3,102             |
| Connected/Mobile Officer - Lifecycle Replacement               |                    |                          |               |               | 680           |               | 694           | 1,374          |               | 707           |               | 722           |               | 2,803             |
| Digital Photography Lifecycle Replacement                      |                    | 1,095                    |               |               | 292           | 316           |               | 1,703          |               |               | 292           | 316           |               | 2,311             |
| Digital Video Asset Management I, II - Lifecycle Replacement   |                    |                          | 362           | 1,613         | 263           | 262           | 244           | 2,744          | 244           | 1,507         | 275           | 362           | 362           | 5,494             |
| Electronic Surveillance System Lifecycle Replacement           |                    | 350                      | 200           |               |               |               | 500           | 1,050          |               |               |               |               | 500           | 1,550             |
| Furniture Lifecycle Replacement- Reserve                       |                    | 1,218                    | 1,080         | 500           | 500           | 500           | 500           | 4,298          | 500           | 500           | 500           | 500           | 500           | 6,798             |
| In-Car Camera Replacement                                      |                    |                          |               |               |               |               | 2,202         | 2,202          | 2,061         |               |               |               |               | 4,263             |
| IT business resumption   |                    | 2,380                    | 2,482         | 1,955         | 787           | 2,297         | 660           | 10,561         | 2,716         | 2,163         | 831           | 2,824         | 2,824         | 21,919            |
| Live-scan replacement  |                    |                          | 540           |               |               |               |               | 540            | 540           |               |               |               |               | 1,080             |
| Locker Replacement   |                    | 242                      | 48            | 48            | 168           | 540           | 540           | 1,586          | 540           | 540           | 540           | 540           | 540           | 4,286             |
| Marine Vessel Electronics                                      |                    |                          |               |               |               |               | 585           | 585            |               |               |               |               | 585           | 1,170             |
| Mobile workstation   |                    |                          | 300           | 9,144         | 1,000         |               |               | 10,444         | 300           | 9,144         | 1,000         |               |               | 20,888            |
| Network equipment  |                    |                          | 2,800         | 2,400         | 2,900         | 1,750         | 2,250         | 12,100         | 3,750         | 3,750         | 2,900         | 1,750         | 2,250         | 26,500            |
| Property and Evidence Scanners Lifecycle                       |                    |                          |               | 40            |               |               |               | 40             |               | 40            |               |               |               | 80                |
| Radar unit Replacement   |                    |                          | 182           |               | 12            | 21            | 15            | 230            | 344           | 256           | 226           | 96            | 246           | 1,398             |
| Radio Replacement  |                    |                          | 4,779         | 3,664         | 4,949         | 6,074         | 4,544         | 24,010         | 42            | 1,026         | 226           |               | 14,141        | 39,445            |
| Servers  |                    |                          | 3,903         | 4,241         | 4,441         | 3,634         | 2,325         | 18,544         | 4,113         | 6,512         | 4,678         | 3,825         | 3,825         | 41,497            |
| Small Equipment Replacement                                    |                    | 43                       | 102           | 240           | 963           | 1,588         | 1,311         | 4,247          | 82            | 117           | 93            | 1,007         | 988           | 6,534             |
| SOGR   |                    | 1,050                    | 4,400         | 4,400         | 4,530         | 3,925         | 4,400         | 22,705         | 4,400         | 4,400         | 4,400         | 4,400         | 4,400         | 44,705            |
| Vehicle & Equipment lifecycle replacement                      |                    |                          | 6,129         | 7,175         | 6,178         | 5,743         | 5,802         | 31,027         | 5,802         | 5,802         | 5,802         | 5,802         | 5,802         | 60,037            |
| Voicemail/Call Centre  |                    |                          |               |               |               |               |               |                | 600           |               |               |               |               | 600               |
| Replacement of workstation, printers and laptops               |                    |                          | 2,920         | 3,802         | 4,427         | 3,180         | 3,262         | 17,591         | 2,014         | 5,628         | 5,059         | 3,491         | 2,153         | 35,936            |
| <b>Sub-Total</b>   | -                  | 10,101                   | 30,227        | 42,625        | 36,491        | 29,830        | 35,357        | 184,631        | 29,098        | 43,517        | 29,723        | 27,235        | 44,639        | 358,843           |
| <b>Service Improvements:</b>                                   |                    |                          |               |               |               |               |               |                |               |               |               |               |               |                   |
| Business intelligence  | 10,216             | 947                      | 1,000         |               |               |               |               | 1,947          |               |               |               |               |               | 1,947             |
| TPS Archiving 2018   | 700                |                          | 650           |               |               |               |               | 650            |               |               |               |               |               | 650               |
| Automated External Defibrillators                              | 178                |                          | 12            |               | 100           |               | 12            | 124            |               | 42            |               | 12            |               | 178               |
| Facilities Realignment   | 125,595            |                          |               |               | 7,000         | 11,211        | 14,528        | 32,739         | 15,240        | 10,617        | 12,459        | 12,906        |               | 83,961            |
| 41 Division - Design   | 395                |                          | 395           |               |               |               |               | 395            |               |               |               |               |               | 395               |
| 41 Division - Construction                                     | 38,533             |                          |               | 9,561         | 16,622        | 9,850         | 2,500         | 38,533         |               |               |               |               |               | 38,533            |
| 54/55 Amalgamation - Design                                    | 2,800              |                          | 2,800         |               |               |               |               | 2,800          |               |               |               |               |               | 2,800             |
| 54/55 Amalgamation - Construction                              | 39,873             |                          |               | 18,000        | 11,625        |               |               | 29,625         |               |               |               |               |               | 29,625            |
| Peer to Peer Site  | 19,924             | 275                      | 7,759         | 3,500         |               |               |               | 11,534         |               |               |               |               |               | 11,534            |
| Transforming Corporate Support                                 | 8,742              | 1,525                    | 1,300         | 1,700         | 1,000         |               |               | 5,525          |               |               |               |               |               | 5,525             |
| CCTV 2018-2027   | 1,100              |                          |               |               | 275           | 275           |               | 550            |               |               | 300           | 250           |               | 1,100             |
| <b>Sub-Total</b>   | 248,056            | 2,747                    | 13,916        | 32,761        | 36,622        | 21,336        | 17,040        | 124,422        | 15,240        | 10,659        | 12,759        | 13,168        | -             | 176,248           |
| <b>Growth Related:</b>   |                    |                          |               |               |               |               |               |                |               |               |               |               |               |                   |
| Property and Evidence Racking                                  | 1,040              |                          |               |               | 40            |               |               | 40             | 1,000         |               |               |               |               | 1,040             |
| <b>Sub-Total</b>   | 1,040              |                          |               |               | 40            |               |               | 40             | 1,000         |               |               |               |               | 1,040             |
| <b>Total</b>   | <b>249,096</b>     | <b>12,848</b>            | <b>44,143</b> | <b>75,386</b> | <b>73,153</b> | <b>51,166</b> | <b>52,397</b> | <b>309,093</b> | <b>45,338</b> | <b>54,176</b> | <b>42,482</b> | <b>40,403</b> | <b>44,639</b> | <b>536,131</b>    |

## **Appendix 3**

### **2018 Preliminary Capital Budget; 2019 - 2027 Capital Plan**









## CITY OF TORONTO

Gross Expenditures (\$000's)

## Appendix 3: 2018 Preliminary Capital Budget; 2019 - 2027 Capital Plan

## Toronto Police Service

| Sub- Project No. Project Name<br>PrioritySubProj No. Sub-project Name Ward Stat. Cat. |   |   |    |    |    | Current and Future Year Cash Flow Commitments |       |       |       |       |                    |                    | Current and Future Year Cash Flow Commitments Financed By |                                       |                    |                        |          |                  |                            |         |        |                               |                    |        |       |
|---|---|---|----|----|----|---|-------|-------|-------|-------|--------------------|--------------------|---|---------------------------------------|--------------------|------------------------|----------|------------------|----------------------------|---------|--------|-------------------------------|--------------------|--------|-------|
|   |   |   |    |    |    | 2018  | 2019  | 2020  | 2021  | 2022  | Total<br>2018-2022 | Total<br>2023-2027 | Total<br>2018-2027  | Provincial<br>Grants and<br>Subsidies | Federal<br>Subsidy | Development<br>Charges | Reserves | Reserve<br>Funds | Capital<br>from<br>Current | Other 1 | Other2 | Debt -<br>Recoverable<br>Debt | Total<br>Financing |        |       |
|   |   |   |    |    |    |   |       |       |       |       |                    |                    |   |                                       |                    |                        |          |                  |                            |         |        |                               |                    |        |       |
| <u>POL907785 CCTV</u>   |   |   |    |    |    |   |       |       |       |       |                    |                    |   |                                       |                    |                        |          |                  |                            |         |        |                               |                    |        |       |
| 0   | 2 | S6 CCTV 2018-2027                                 | CW | S6 | 04 | 0   | 0     | 275   | 275   | 0     | 550                | 550                | 1,100   | 0                                     | 0                  | 0                      | 1,100    | 0                | 0                          | 0       | 0      | 0                             | 0                  | 0      | 1,100 |
| Sub-total   |   |   |    |    |    | 0   | 0     | 275   | 275   | 0     | 550                | 550                | 1,100   | 0                                     | 0                  | 0                      | 1,100    | 0                | 0                          | 0       | 0      | 0                             | 0                  | 0      | 1,100 |
| <u>POL907786 AED's</u>  |   |   |    |    |    |   |       |       |       |       |                    |                    |   |                                       |                    |                        |          |                  |                            |         |        |                               |                    |        |       |
| 0   | 2 | AED's (S5)  | CW | S5 | 04 | 12  | 0     | 100   | 0     | 12    | 124                | 54                 | 178   | 0                                     | 0                  | 0                      | 178      | 0                | 0                          | 0       | 0      | 0                             | 0                  | 0      | 178   |
| Sub-total   |   |   |    |    |    | 12  | 0     | 100   | 0     | 12    | 124                | 54                 | 178   | 0                                     | 0                  | 0                      | 178      | 0                | 0                          | 0       | 0      | 0                             | 0                  | 0      | 178   |
| <u>POL907860 Peer to Peer Site</u>  |   |   |    |    |    |   |       |       |       |       |                    |                    |   |                                       |                    |                        |          |                  |                            |         |        |                               |                    |        |       |
| 0   | 4 | Peer to Peer S2 2017-2026 program                 | CW | S2 | 04 | 8,034   | 3,500 | 0     | 0     | 0     | 11,534             | 0                  | 11,534  | 0                                     | 0                  | 2,931                  | 0        | 0                | 0                          | 0       | 0      | 8,603                         | 0                  | 11,534 |       |
| Sub-total   |   |   |    |    |    | 8,034   | 3,500 | 0     | 0     | 0     | 11,534             | 0                  | 11,534  | 0                                     | 0                  | 2,931                  | 0        | 0                | 0                          | 0       | 0      | 8,603                         | 0                  | 11,534 |       |
| <u>POL907862 Locker Replacement</u>   |   |   |    |    |    |   |       |       |       |       |                    |                    |   |                                       |                    |                        |          |                  |                            |         |        |                               |                    |        |       |
| 0   | 2 | locker replacement S5 2018-2027                   | CW | S5 | 03 | 48  | 48    | 168   | 540   | 540   | 1,344              | 2,700              | 4,044   | 0                                     | 0                  | 0                      | 4,044    | 0                | 0                          | 0       | 0      | 0                             | 0                  | 4,044  |       |
| 0   | 3 | 2017 CF S2 locker replacement                     | CW | S2 | 03 | 242   | 0     | 0     | 0     | 0     | 242                | 0                  | 242   | 0                                     | 0                  | 0                      | 242      | 0                | 0                          | 0       | 0      | 0                             | 0                  | 242    |       |
| Sub-total   |   |   |    |    |    | 290   | 48    | 168   | 540   | 540   | 1,586              | 2,700              | 4,286   | 0                                     | 0                  | 0                      | 4,286    | 0                | 0                          | 0       | 0      | 0                             | 0                  | 4,286  |       |
| <u>POL908009 Business Intelligence</u>  |   |   |    |    |    |   |       |       |       |       |                    |                    |   |                                       |                    |                        |          |                  |                            |         |        |                               |                    |        |       |
| 0   | 2 | Business intelligence S2                          | CW | S2 | 04 | 1,947   | 0     | 0     | 0     | 0     | 1,947              | 0                  | 1,947   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 0      | 1,947                         | 0                  | 1,947  |       |
| Sub-total   |   |   |    |    |    | 1,947   | 0     | 0     | 0     | 0     | 1,947              | 0                  | 1,947   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 0      | 1,947                         | 0                  | 1,947  |       |
| <u>POL908010 Radar unit Replacemernt</u>  |   |   |    |    |    |   |       |       |       |       |                    |                    |   |                                       |                    |                        |          |                  |                            |         |        |                               |                    |        |       |
| 0   | 1 | Radar Unit Replacemernt S5                        | CW | S5 | 03 | 182   | 0     | 12    | 21    | 15    | 230                | 1,168              | 1,398   | 0                                     | 0                  | 0                      | 1,398    | 0                | 0                          | 0       | 0      | 0                             | 0                  | 1,398  |       |
| Sub-total   |   |   |    |    |    | 182   | 0     | 12    | 21    | 15    | 230                | 1,168              | 1,398   | 0                                     | 0                  | 0                      | 1,398    | 0                | 0                          | 0       | 0      | 0                             | 0                  | 1,398  |       |
| <u>POL908085 Marine Vessel Electronics</u>  |   |   |    |    |    |   |       |       |       |       |                    |                    |   |                                       |                    |                        |          |                  |                            |         |        |                               |                    |        |       |
| 0   | 2 | Marine Vessel Electronics Rplcemernt S6 2018-2027 | CW | S6 | 03 | 0   | 0     | 0     | 0     | 585   | 585                | 585                | 1,170   | 0                                     | 0                  | 0                      | 1,170    | 0                | 0                          | 0       | 0      | 0                             | 0                  | 1,170  |       |
| Sub-total   |   |   |    |    |    | 0   | 0     | 0     | 0     | 585   | 585                | 585                | 1,170   | 0                                     | 0                  | 0                      | 1,170    | 0                | 0                          | 0       | 0      | 0                             | 0                  | 1,170  |       |
| <u>POL908133 CEW Replacement</u>  |   |   |    |    |    |   |       |       |       |       |                    |                    |   |                                       |                    |                        |          |                  |                            |         |        |                               |                    |        |       |
| 0   | 2 | CEW Replacement (S6) 2018-2027                    | CW | S6 | 03 | 0   | 0     | 1,350 | 0     | 0     | 1,350              | 2,100              | 3,450   | 0                                     | 0                  | 0                      | 3,450    | 0                | 0                          | 0       | 0      | 0                             | 0                  | 3,450  |       |
| Sub-total   |   |   |    |    |    | 0   | 0     | 1,350 | 0     | 0     | 1,350              | 2,100              | 3,450   | 0                                     | 0                  | 0                      | 3,450    | 0                | 0                          | 0       | 0      | 0                             | 0                  | 3,450  |       |
| <u>POL908179 Radio Replacement</u>  |   |   |    |    |    |   |       |       |       |       |                    |                    |   |                                       |                    |                        |          |                  |                            |         |        |                               |                    |        |       |
| 0   | 1 | Radio Replacement S5 2018-2027                    | CW | S5 | 03 | 4,779   | 3,664 | 4,949 | 6,074 | 4,544 | 24,010             | 15,435             | 39,445  | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 0      | 39,445                        | 0                  | 39,445 |       |
| Sub-total   |   |   |    |    |    | 4,779   | 3,664 | 4,949 | 6,074 | 4,544 | 24,010             | 15,435             | 39,445  | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 0      | 39,445                        | 0                  | 39,445 |       |

## CITY OF TORONTO

Gross Expenditures (\$000's)

## Appendix 3: 2018 Preliminary Capital Budget; 2019 - 2027 Capital Plan

## Toronto Police Service

| Sub- Project No. Project Name<br>PrioritySubProj No. Sub-project Name Ward Stat. Cat. |   |  |    |    |    | Current and Future Year Cash Flow Commitments |        |        |        |        |                    |                    | Current and Future Year Cash Flow Commitments Financed By |                                       |                    |                        |          |                  |                            |         |        |                               |                    |         |  |
|---|---|--|----|----|----|---|--------|--------|--------|--------|--------------------|--------------------|---|---------------------------------------|--------------------|------------------------|----------|------------------|----------------------------|---------|--------|-------------------------------|--------------------|---------|--|
|   |   |  |    |    |    | 2018  | 2019   | 2020   | 2021   | 2022   | Total<br>2018-2022 | Total<br>2023-2027 | Total<br>2018-2027  | Provincial<br>Grants and<br>Subsidies | Federal<br>Subsidy | Development<br>Charges | Reserves | Reserve<br>Funds | Capital<br>from<br>Current | Other 1 | Other2 | Debt -<br>Recoverable<br>Debt | Total<br>Financing |         |  |
| <u>POL908180 TPS Archiving</u>  |   |  |    |    |    |   |        |        |        |        |                    |                    |   |                                       |                    |                        |          |                  |                            |         |        |                               |                    |         |  |
| 0   | 2 | TPS Archiving (S4) 2018                  | CW | S4 | 04 | 650   | 0      | 0      | 0      | 0      | 650                | 0                  | 650   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 0      | 650                           | 0                  | 650     |  |
| Sub-total   |   |  |    |    |    | 650   | 0      | 0      | 0      | 0      | 650                | 0                  | 650   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 0      | 650                           | 0                  | 650     |  |
| <u>POL908181 Property and Evidence Racking</u>  |   |  |    |    |    |   |        |        |        |        |                    |                    |   |                                       |                    |                        |          |                  |                            |         |        |                               |                    |         |  |
| 0   | 1 | Racking S6                               | CW | S6 | 05 | 0   | 0      | 40     | 0      | 0      | 40                 | 1,000              | 1,040   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 1,040  | 0                             | 1,040              |         |  |
| Sub-total   |   |  |    |    |    | 0   | 0      | 40     | 0      | 0      | 40                 | 1,000              | 1,040   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 0      | 1,040                         | 0                  | 1,040   |  |
| <u>POL908188 SOGR</u>   |   |  |    |    |    |   |        |        |        |        |                    |                    |   |                                       |                    |                        |          |                  |                            |         |        |                               |                    |         |  |
| 0   | 1 | SOGR (S5)                                | CW | S5 | 03 | 4,400   | 4,400  | 4,530  | 3,925  | 4,400  | 21,655             | 22,000             | 43,655  | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 43,655 | 0                             | 43,655             |         |  |
| 0   | 4 | 2017 CF S2 SOGR                          | CW | S2 | 03 | 1,050   | 0      | 0      | 0      | 0      | 1,050              | 0                  | 1,050   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 1,050  | 0                             | 1,050              |         |  |
| Sub-total   |   |  |    |    |    | 5,450   | 4,400  | 4,530  | 3,925  | 4,400  | 22,705             | 22,000             | 44,705  | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 0      | 44,705                        | 0                  | 44,705  |  |
| <u>POL908189 CEW</u>  |   |  |    |    |    |   |        |        |        |        |                    |                    |   |                                       |                    |                        |          |                  |                            |         |        |                               |                    |         |  |
| 0   | 1 | CEW (S2) 2017 CF                         | CW | S2 | 04 | 750   | 0      | 0      | 0      | 0      | 750                | 0                  | 750   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 750    | 0                             | 750                |         |  |
| Sub-total   |   |  |    |    |    | 750   | 0      | 0      | 0      | 0      | 750                | 0                  | 750   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 0      | 750                           | 0                  | 750     |  |
| <u>POL908419 APS - Digital Photography for Parking Enforcem</u>                       |   |  |    |    |    |   |        |        |        |        |                    |                    |   |                                       |                    |                        |          |                  |                            |         |        |                               |                    |         |  |
| 0   | 1 | APS - Digital Photography - S2 2017 CF   | CW | S2 | 04 | 1,095   | 0      | 0      | 0      | 0      | 1,095              | 0                  | 1,095   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 1,095  | 0                             | 1,095              |         |  |
| Sub-total   |   |  |    |    |    | 1,095   | 0      | 0      | 0      | 0      | 1,095              | 0                  | 1,095   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 0      | 1,095                         | 0                  | 1,095   |  |
| <u>POL908459 911 PBX Replacement</u>  |   |  |    |    |    |   |        |        |        |        |                    |                    |   |                                       |                    |                        |          |                  |                            |         |        |                               |                    |         |  |
| 0   | 1 | 911 PBX Replacement S6 2018-2027         | CW | S6 | 03 | 0   | 0      | 0      | 0      | 0      | 0                  | 1,375              | 1,375   | 0                                     | 0                  | 0                      | 1,375    | 0                | 0                          | 0       | 0      | 0                             | 1,375              |         |  |
| Sub-total   |   |  |    |    |    | 0   | 0      | 0      | 0      | 0      | 0                  | 1,375              | 1,375   | 0                                     | 0                  | 0                      | 1,375    | 0                | 0                          | 0       | 0      | 0                             | 0                  | 1,375   |  |
| <u>POL908468 Connected/Mobile Officer Lifecycle Replacement</u>                       |   |  |    |    |    |   |        |        |        |        |                    |                    |   |                                       |                    |                        |          |                  |                            |         |        |                               |                    |         |  |
| 0   | 1 | Connected/Mobile Officer LR S6 2018-2027 | CW | S6 | 03 | 0   | 0      | 680    | 0      | 694    | 1,374              | 1,429              | 2,803   | 0                                     | 0                  | 0                      | 2,803    | 0                | 0                          | 0       | 0      | 0                             | 2,803              |         |  |
| Sub-total   |   |  |    |    |    | 0   | 0      | 680    | 0      | 694    | 1,374              | 1,429              | 2,803   | 0                                     | 0                  | 0                      | 2,803    | 0                | 0                          | 0       | 0      | 0                             | 0                  | 2,803   |  |
| <b>Total Program Expenditure</b>  |   |  |    |    |    | 56,991  | 75,386 | 73,153 | 51,166 | 52,397 | 309,093            | 227,038            | 536,131   | 0                                     | 0                  | 38,974                 | 271,072  | 0                | 0                          | 0       | 0      | 226,084                       | 0                  | 536,131 |  |

Report Phase 2 - Program 19 Toronto Police Service Program Phase 3 Part B Sub-Project Status S2,S5,S6 Part C Sub-Project Status S2,S3,S4 Sub-Project Category 01,02,03,04,05,06,07

**CITY OF TORONTO**

Gross Expenditures (\$000's)

**Appendix 3: 2018 Preliminary Capital Budget; 2019 - 2027 Capital Plan****Toronto Police Service**

| Sub- Project No. Project Name<br>Priority SubProj No. Sub-project Name Ward Stat. Cat. |  |  |  |  | Current and Future Year Cash Flow Commitments and Estimates |               |               |               |               |                    | Current and Future Year Cash Flow Commitments and Estimates Financed By |                    |                                       |                    |                        |                     |                  |                            |          |                |                               |
|--|--|--|--|--|---|---------------|---------------|---------------|---------------|--------------------|---|--------------------|---------------------------------------|--------------------|------------------------|---------------------|------------------|----------------------------|----------|----------------|-------------------------------|
|  |  |  |  |  | 2018  | 2019          | 2020          | 2021          | 2022          | Total<br>2018-2022 | Total<br>2023-2027  | Total<br>2018-2027 | Provincial<br>Grants and<br>Subsidies | Federal<br>Subsidy | Development<br>Charges | Reserve<br>Reserves | Reserve<br>Funds | Capital<br>from<br>Current | Other 1  | Other2         | Debt -<br>Recoverable<br>Debt |
| Financed By:   |  |  |  |  |   |               |               |               |               |                    |   |                    |                                       |                    |                        |                     |                  |                            |          |                |                               |
| Development Charges  |  |  |  |  | 2,134   | 3,741         | 12,641        | 2,320         | 5,204         | 26,040             | 12,934  | 38,974             | 0                                     | 0                  | 0                      | 0                   | 0                | 0                          | 0        | 38,974         |                               |
| Reserves (Ind. "XQ" Ref.)  |  |  |  |  | 28,265  | 31,508        | 27,387        | 20,106        | 26,425        | 133,691            | 137,381   | 271,072            | 0                                     | 0                  | 0                      | 0                   | 0                | 0                          | 0        | 271,072        |                               |
| Debt   |  |  |  |  | 26,591  | 40,137        | 33,125        | 28,740        | 20,768        | 149,361            | 76,723  | 226,084            | 0                                     | 0                  | 0                      | 0                   | 0                | 0                          | 226,084  |                |                               |
| <b>Total Program Financing</b>   |  |  |  |  | <b>56,991</b>   | <b>75,386</b> | <b>73,153</b> | <b>51,166</b> | <b>52,397</b> | <b>309,093</b>     | <b>227,038</b>  | <b>536,131</b>     | <b>0</b>                              | <b>0</b>           | <b>38,974</b>          | <b>271,072</b>      | <b>0</b>         | <b>0</b>                   | <b>0</b> | <b>226,084</b> | <b>536,131</b>                |

| Status Code | Description  |
|-------------|--|
| S2          | S2 Prior Year (With 2018 and/or Future Year Cashflow)                  |
| S3          | S3 Prior Year - Change of Scope 2018 and/or Future Year Cost(Cashflow) |
| S4          | S4 New - Stand-Alone Project (Current Year Only)                       |
| S5          | S5 New (On-going or Phased Projects)                                   |
| S6          | S6 New - Future Year (Commencing in 2019 & Beyond)                     |

| Category Code | Description                             |
|---------------|---|
| 01            | Health and Safety C01                   |
| 02            | Legislated C02                          |
| 03            | State of Good Repair C03                |
| 04            | Service Improvement and Enhancement C04 |
| 05            | Growth Related C05                      |
| 06            | Reserved Category 1 C06                 |
| 07            | Reserved Category 2 C07                 |

## **Appendix 4**

### **2018 Cash Flow and Future Year Commitments**









## CITY OF TORONTO

Gross Expenditures (\$000's)

## Appendix 4: 2018 Cash Flow and Future Year Commitments

## Toronto Police Service

| Sub- Project No. Project Name<br>PrioritySubProj No. Sub-project Name Ward Stat. Cat. |   |  |  |  |          | Current and Future Year Cash Flow Commitments |       |       |      |      |                    | Current and Future Year Cash Flow Commitments Financed By |                    |                                       |                    |                        |                     |                                     |         |        |                               |                    |        |
|---|---|--|--|--|----------|---|-------|-------|------|------|--------------------|---|--------------------|---------------------------------------|--------------------|------------------------|---------------------|-------------------------------------|---------|--------|-------------------------------|--------------------|--------|
|   |   |  |  |  |          | 2018  | 2019  | 2020  | 2021 | 2022 | Total<br>2018-2022 | Total<br>2023-2027  | Total<br>2018-2027 | Provincial<br>Grants and<br>Subsidies | Federal<br>Subsidy | Development<br>Charges | Reserve<br>Reserves | Capital<br>from<br>Current<br>Funds | Other 1 | Other2 | Debt -<br>Recoverable<br>Debt | Total<br>Financing |        |
| POL908419 APS - Digital Photography for Parking Enforcem                              |   |  |  |  |          |   |       |       |      |      |                    |   |                    |                                       |                    |                        |                     |                                     |         |        |                               |                    |        |
| 0   | 1 | APS - Digital Photography - S2 2017 CF |  |  | CW S2 04 | 1,095   | 0     | 0     | 0    | 0    | 1,095              | 0   | 1,095              | 0                                     | 0                  | 0                      | 0                   | 0                                   | 0       | 1,095  | 0                             | 1,095              |        |
| Sub-total   |   |  |  |  |          | 1,095   | 0     | 0     | 0    | 0    | 1,095              | 0   | 1,095              | 0                                     | 0                  | 0                      | 0                   | 0                                   | 0       | 1,095  | 0                             | 1,095              |        |
| <b>Total Program Expenditure</b>  |   |  |  |  |          | 56,991  | 5,200 | 1,000 | 0    | 0    | 63,191             | 0   | 63,191             | 0                                     | 0                  | 2,931                  | 28,265              | 0                                   | 0       | 0      | 31,994                        | 0                  | 63,191 |

**CITY OF TORONTO**

**Gross Expenditures (\$000's)**

**Appendix 4: 2018 Cash Flow and Future Year Commitments**

| Toronto Police Service         |              |      |       |      |        | Current and Future Year Cash Flow Commitments and Estimates |       |      |      |                 |                 | Current and Future Year Cash Flow Commitments and Estimates Financed By |                                 |                 |                     |          |               |                      |         |        |                         |                 |
|--------------------------------|--------------|------|-------|------|--------|---|-------|------|------|-----------------|-----------------|---|---------------------------------|-----------------|---------------------|----------|---------------|----------------------|---------|--------|-------------------------|-----------------|
| Sub-Project No.                | Project Name | Ward | Stat. | Cat. | 2018   | 2019  | 2020  | 2021 | 2022 | Total 2018-2022 | Total 2023-2027 | Total 2018-2027   | Provincial Grants and Subsidies | Federal Subsidy | Development Charges | Reserves | Reserve Funds | Capital from Current | Other 1 | Other2 | Debt - Recoverable Debt | Total Financing |
| Financed By:                   |              |      |       |      |        |   |       |      |      |                 |                 |   |                                 |                 |                     |          |               |                      |         |        |                         |                 |
| Development Charges            |              |      |       |      | 2,134  | 797   | 0     | 0    | 0    | 2,931           | 0               | 2,931   | 0                               | 0               | 2,931               | 0        | 0             | 0                    | 0       | 0      | 0                       | 2,931           |
| Reserves (Ind. "XQ" Ref.)      |              |      |       |      | 28,265 | 0   | 0     | 0    | 0    | 28,265          | 0               | 28,265  | 0                               | 0               | 0                   | 28,265   | 0             | 0                    | 0       | 0      | 0                       | 28,265          |
| Debt                           |              |      |       |      | 26,591 | 4,403   | 1,000 | 0    | 0    | 31,994          | 0               | 31,994  | 0                               | 0               | 0                   | 0        | 0             | 0                    | 0       | 0      | 31,994                  | 31,994          |
| <b>Total Program Financing</b> |              |      |       |      | 56,991 | 5,200   | 1,000 | 0    | 0    | 63,191          | 0               | 63,191  | 0                               | 0               | 2,931               | 28,265   | 0             | 0                    | 0       | 0      | 31,994                  | 63,191          |

| Status Code | Description  |
|-------------|--|
| S2          | S2 Prior Year (With 2018 and/or Future Year Cashflow)                  |
| S3          | S3 Prior Year - Change of Scope 2018 and/or Future Year Cost(Cashflow) |
| S4          | S4 New - Stand-Alone Project (Current Year Only)                       |
| S5          | S5 New (On-going or Phased Projects)                                   |

| Category Code | Description                             |
|---------------|---|
| 01            | Health and Safety C01                   |
| 02            | Legislated C02                          |
| 03            | State of Good Repair C03                |
| 04            | Service Improvement and Enhancement C04 |
| 05            | Growth Related C05                      |
| 06            | Reserved Category 1 C06                 |
| 07            | Reserved Category 2 C07                 |

## **Appendix 5**

### **2018 Preliminary Capital Budget with Financing Detail**



(Phase 2) 19-Toronto Police Service Sub-Project Category: 01,02,03,04,05,06,07 Type: B Sub-Project Status: S2 Type: C Sub-Project Status: S2,S3,S4,S5



**CITY OF TORONTO**  
**Appendix 5: 2018 Preliminary Capital Budget with Financing Detail**  
**Toronto Police Service**  
**Sub-Project Summary**

| Project/Financing<br>Priority Project | Project Name                                       | Start Date | Completion Date | 2018      | Financing                   |                 |                   |          |               |                      |         |         |       |                    |   |
|---------------------------------------|--|------------|-----------------|-----------|-----------------------------|-----------------|-------------------|----------|---------------|----------------------|---------|---------|-------|--------------------|---|
|                                       |  |            |                 | Cash Flow | Provincial Grants Subsidies | Federal Subsidy | Developmt Charges | Reserves | Reserve Funds | Capital From Current | Other 1 | Other 2 | Debt  | Debt - Recoverable |   |
| <u>0</u>                              | <u>POL907521 DVAMS I, II Lifecycle Replacement</u> |            |                 |           |                             |                 |                   |          |               |                      |         |         |       |                    |   |
| 0                                     | 2 Digital Video Asset Mgmt System I, II LR - S5    | 04/11/2014 | 03/12/2014      | 362       | 0                           | 0               | 0                 | 362      | 0             | 0                    | 0       | 0       | 0     | 0                  | 0 |
|                                       | <b>Project Sub-total:</b>                          |            |                 | 362       | 0                           | 0               | 0                 | 362      | 0             | 0                    | 0       | 0       | 0     | 0                  | 0 |
| <u>0</u>                              | <u>POL907525 Small Equipment Replacement</u>       |            |                 |           |                             |                 |                   |          |               |                      |         |         |       |                    |   |
| 0                                     | 3 video equipment (S5)                             | 09/03/2010 | 09/03/2010      | 64        | 0                           | 0               | 0                 | 64       | 0             | 0                    | 0       | 0       | 0     | 0                  | 0 |
| 0                                     | 8 ICC microphones (S5)                             | 08/13/2014 | 08/13/2014      | 21        | 0                           | 0               | 0                 | 21       | 0             | 0                    | 0       | 0       | 0     | 0                  | 0 |
| 0                                     | 9 video recording 2017 CF S2                       | 06/06/2016 | 06/06/2016      | 43        | 0                           | 0               | 0                 | 43       | 0             | 0                    | 0       | 0       | 0     | 0                  | 0 |
| 0                                     | 11 Video Recording PVEMU S5                        | 06/01/2017 | 06/01/2017      | 17        | 0                           | 0               | 0                 | 17       | 0             | 0                    | 0       | 0       | 0     | 0                  | 0 |
|                                       | <b>Project Sub-total:</b>                          |            |                 | 145       | 0                           | 0               | 0                 | 145      | 0             | 0                    | 0       | 0       | 0     | 0                  | 0 |
| <u>0</u>                              | <u>POL907533 Transforming Corporate Support</u>    |            |                 |           |                             |                 |                   |          |               |                      |         |         |       |                    |   |
| 0                                     | 2 Transforming Corporate Support (S2) 2017-2026    | 05/22/2013 | 05/22/2013      | 2,825     | 0                           | 0               | 0                 | 0        | 0             | 0                    | 0       | 0       | 2,825 | 0                  | 0 |
|                                       | <b>Project Sub-total:</b>                          |            |                 | 2,825     | 0                           | 0               | 0                 | 0        | 0             | 0                    | 0       | 0       | 2,825 | 0                  | 0 |
| <u>0</u>                              | <u>POL907612 Livescan replacement</u>              |            |                 |           |                             |                 |                   |          |               |                      |         |         |       |                    |   |
| 0                                     | 2 Livescan (S5)                                    | 09/22/2011 | 09/22/2011      | 540       | 0                           | 0               | 0                 | 540      | 0             | 0                    | 0       | 0       | 0     | 0                  | 0 |
|                                       | <b>Project Sub-total:</b>                          |            |                 | 540       | 0                           | 0               | 0                 | 540      | 0             | 0                    | 0       | 0       | 0     | 0                  | 0 |
| <u>0</u>                              | <u>POL907786 AED's</u>                             |            |                 |           |                             |                 |                   |          |               |                      |         |         |       |                    |   |
| 0                                     | 2 AED's (S5)                                       | 01/01/2013 | 12/31/2021      | 12        | 0                           | 0               | 0                 | 12       | 0             | 0                    | 0       | 0       | 0     | 0                  | 0 |
|                                       | <b>Project Sub-total:</b>                          |            |                 | 12        | 0                           | 0               | 0                 | 12       | 0             | 0                    | 0       | 0       | 0     | 0                  | 0 |
| <u>0</u>                              | <u>POL907860 Peer to Peer Site</u>                 |            |                 |           |                             |                 |                   |          |               |                      |         |         |       |                    |   |
| 0                                     | 4 Peer to Peer S2 2017-2026 program                | 06/20/2016 | 06/20/2016      | 8,034     | 0                           | 0               | 2,134             | 0        | 0             | 0                    | 0       | 0       | 5,900 | 0                  | 0 |
|                                       | <b>Project Sub-total:</b>                          |            |                 | 8,034     | 0                           | 0               | 2,134             | 0        | 0             | 0                    | 0       | 0       | 5,900 | 0                  | 0 |
| <u>0</u>                              | <u>POL907862 Locker Replacement</u>                |            |                 |           |                             |                 |                   |          |               |                      |         |         |       |                    |   |
| 0                                     | 2 locker replacement S5 2018-2027                  | 05/17/2012 | 05/17/2012      | 48        | 0                           | 0               | 0                 | 48       | 0             | 0                    | 0       | 0       | 0     | 0                  | 0 |
| 0                                     | 3 2017 CF S2 locker replacement                    | 06/03/2016 | 06/03/2016      | 242       | 0                           | 0               | 0                 | 242      | 0             | 0                    | 0       | 0       | 0     | 0                  | 0 |
|                                       | <b>Project Sub-total:</b>                          |            |                 | 290       | 0                           | 0               | 0                 | 290      | 0             | 0                    | 0       | 0       | 0     | 0                  | 0 |
| <u>0</u>                              | <u>POL908009 Business Intelligence</u>             |            |                 |           |                             |                 |                   |          |               |                      |         |         |       |                    |   |
| 0                                     | 2 Business intelligence S2                         | 06/11/2015 | 06/11/2015      | 1,947     | 0                           | 0               | 0                 | 0        | 0             | 0                    | 0       | 0       | 1,947 | 0                  | 0 |
|                                       | <b>Project Sub-total:</b>                          |            |                 | 1,947     | 0                           | 0               | 0                 | 0        | 0             | 0                    | 0       | 0       | 1,947 | 0                  | 0 |
| <u>0</u>                              | <u>POL908010 Radar unit Repalcemernt</u>           |            |                 |           |                             |                 |                   |          |               |                      |         |         |       |                    |   |
| 0                                     | 1 Radar Unit Repalcemernt S5                       | 09/03/2013 | 09/03/2013      | 182       | 0                           | 0               | 0                 | 182      | 0             | 0                    | 0       | 0       | 0     | 0                  | 0 |
|                                       | <b>Project Sub-total:</b>                          |            |                 | 182       | 0                           | 0               | 0                 | 182      | 0             | 0                    | 0       | 0       | 0     | 0                  | 0 |

(Phase 2) 19-Toronto Police Service

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

Type: B Sub-Project Status: S2

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



## CITY OF TORONTO

## Appendix 5: 2018 Preliminary Capital Budget with Financing Detail

## Toronto Police Service

## Sub-Project Summary

| Project/Financing<br>Priority Project | Project Name                         | Start Date  | Completion Date | 2018       | Financing                   |                 |                   |          |               |                      |         |         |      |                    |        |   |
|---------------------------------------|--------------------------------------|---|-----------------|------------|-----------------------------|-----------------|-------------------|----------|---------------|----------------------|---------|---------|------|--------------------|--------|---|
|                                       |                                      |   |                 | Cash Flow  | Provincial Grants Subsidies | Federal Subsidy | Developmt Charges | Reserves | Reserve Funds | Capital From Current | Other 1 | Other 2 | Debt | Debt - Recoverable |        |   |
| <b>0</b>                              | <b><u>POL908179</u></b>              | <b><u>Radio Replacement</u></b>                                 |                 |            |                             |                 |                   |          |               |                      |         |         |      |                    |        |   |
| 0                                     | 1 Radio Replacement                  | S5 2018-2027  | 06/08/2015      | 06/08/2015 | 4,779                       | 0               | 0                 | 0        | 0             | 0                    | 0       | 0       | 0    | 0                  | 4,779  | 0 |
|                                       | <b>Project Sub-total:</b>            |   |                 |            | 4,779                       | 0               | 0                 | 0        | 0             | 0                    | 0       | 0       | 0    | 0                  | 4,779  | 0 |
| <b>0</b>                              | <b><u>POL908180</u></b>              | <b><u>TPS Archiving</u></b>                                     |                 |            |                             |                 |                   |          |               |                      |         |         |      |                    |        |   |
| 0                                     | 2 TPS Archiving (S4)                 | 2018  | 10/25/2016      | 10/25/2016 | 650                         | 0               | 0                 | 0        | 0             | 0                    | 0       | 0       | 0    | 0                  | 650    | 0 |
|                                       | <b>Project Sub-total:</b>            |   |                 |            | 650                         | 0               | 0                 | 0        | 0             | 0                    | 0       | 0       | 0    | 0                  | 650    | 0 |
| <b>0</b>                              | <b><u>POL908188</u></b>              | <b><u>SOGR</u></b>  |                 |            |                             |                 |                   |          |               |                      |         |         |      |                    |        |   |
| 0                                     | 1 SOGR (S5)                          |   | 06/11/2015      | 06/11/2015 | 4,400                       | 0               | 0                 | 0        | 0             | 0                    | 0       | 0       | 0    | 0                  | 4,400  | 0 |
| 0                                     | 4 2017 CF S2 SOGR                    |   | 06/06/2017      | 06/06/2017 | 1,050                       | 0               | 0                 | 0        | 0             | 0                    | 0       | 0       | 0    | 0                  | 1,050  | 0 |
|                                       | <b>Project Sub-total:</b>            |   |                 |            | 5,450                       | 0               | 0                 | 0        | 0             | 0                    | 0       | 0       | 0    | 0                  | 5,450  | 0 |
| <b>0</b>                              | <b><u>POL908189</u></b>              | <b><u>CEW</u></b>   |                 |            |                             |                 |                   |          |               |                      |         |         |      |                    |        |   |
| 0                                     | 1 CEW (S2)                           | 2017 CF   | 10/25/2016      | 10/25/2016 | 750                         | 0               | 0                 | 0        | 0             | 0                    | 0       | 0       | 0    | 0                  | 750    | 0 |
|                                       | <b>Project Sub-total:</b>            |   |                 |            | 750                         | 0               | 0                 | 0        | 0             | 0                    | 0       | 0       | 0    | 0                  | 750    | 0 |
| <b>0</b>                              | <b><u>POL908419</u></b>              | <b><u>APS - Digital Photography for Parking Enforcement</u></b> |                 |            |                             |                 |                   |          |               |                      |         |         |      |                    |        |   |
| 0                                     | 1 APS - Digital Photography          | - S2 2017 CF  | 03/01/2017      | 12/31/2017 | 1,095                       | 0               | 0                 | 0        | 0             | 0                    | 0       | 0       | 0    | 0                  | 1,095  | 0 |
|                                       | <b>Project Sub-total:</b>            |   |                 |            | 1,095                       | 0               | 0                 | 0        | 0             | 0                    | 0       | 0       | 0    | 0                  | 1,095  | 0 |
| <b>1</b>                              | <b><u>POL907549</u></b>              | <b><u>Wireless Parking System</u></b>                           |                 |            |                             |                 |                   |          |               |                      |         |         |      |                    |        |   |
| 0                                     | 3 2017 CF S2 Wireless Parking System |   | 06/04/2017      | 06/04/2017 | 2,973                       | 0               | 0                 | 0        | 2,973         | 0                    | 0       | 0       | 0    | 0                  | 0      | 0 |
|                                       | <b>Project Sub-total:</b>            |   |                 |            | 2,973                       | 0               | 0                 | 0        | 2,973         | 0                    | 0       | 0       | 0    | 0                  | 0      | 0 |
| <b>Program Total:</b>                 |                                      |   |                 |            | 56,991                      | 0               | 0                 | 2,134    | 28,265        | 0                    | 0       | 0       | 0    | 0                  | 26,591 | 0 |

| Status Code | Description  |
|-------------|--|
| S2          | S2 Prior Year (With 2018 and/or Future Year Cashflow)                  |
| S3          | S3 Prior Year - Change of Scope 2018 and/or Future Year Cost/Cashflow) |
| S4          | S4 New - Stand-Alone Project (Current Year Only)                       |
| S5          | S5 New (On-going or Phased Projects)                                   |

| Category Code | Description                             |
|---------------|---|
| 01            | Health and Safety C01                   |
| 02            | Legislated C02                          |
| 03            | State of Good Repair C03                |
| 04            | Service Improvement and Enhancement C04 |
| 05            | Growth Related C05                      |
| 06            | Reserved Category 1 C06                 |
| 07            | Reserved Category 2 C07                 |

## Appendix 6

### Reserve / Reserve Fund Review

#### Reserve / Reserve Fund – Program Specific (\$000s)

| Reserve / Reserve Fund Name                   | Project / SubProject Name and Number | Projected Balance as at Dec 31, 2017 * | Contributions / (Withdrawals) |                |                 |                |                |                 |                |               |               |               | 2018 - 2027 Total Contributions / (Withdrawals) |
|---|--------------------------------------|--|-------------------------------|----------------|-----------------|----------------|----------------|-----------------|----------------|---------------|---------------|---------------|---|
|   |                                      |  | 2018 Budget                   | 2019 Plan      | 2020 Plan       | 2021 Plan      | 2022 Plan      | 2023 Plan       | 2024 Plan      | 2025 Plan     | 2026 Plan     | 2027 Plan     |   |
| XR2117 Development Charge Reserve             | Beginning Balance                    | 12,364                                 | 12,364                        | 15,250         | 16,596          | 9,076          | 11,929         | 11,929          | 6,695          | 10,296        | 15,241        | 20,874        | 26,620  |
|   | (Withdrawals)                        |  |                               |                |                 |                |                |                 |                |               |               |               |   |
|   | Facility Realignment                 |  |                               |                | (2,320)         | (5,204)        | (10,542)       | (1,814)         | (578)          |               |               |               | (20,458)  |
|   | 41 Division - Construction           |  |                               | (2,775)        |                 |                |                |                 |                |               |               |               | (2,775)   |
|   | Peer to Peer                         | (2,134)                                | (797)                         |                |                 |                |                |                 |                |               |               |               | (2,931)   |
|   | 54/55 Amalgamation - Construction    |  | (2,944)                       | (9,866)        |                 |                |                |                 |                |               |               |               | (12,810)  |
|   | <b>Total Withdrawals</b>             |  | <b>(2,134)</b>                | <b>(3,741)</b> | <b>(12,641)</b> | <b>(2,320)</b> | <b>(5,204)</b> | <b>(10,542)</b> | <b>(1,814)</b> | <b>(578)</b>  |               |               |   |
| Contributions/ Interest                       |                                      | 5,020                                  | 5,087                         | 5,121          | 5,173           | 5,204          | 5,308          | 5,415           | 5,523          | 5,633         | 5,746         | 53,230        |   |
| <b>Total Contributions</b>                    |                                      | <b>5,020</b>                           | <b>5,087</b>                  | <b>5,121</b>   | <b>5,173</b>    | <b>5,204</b>   | <b>5,308</b>   | <b>5,415</b>    | <b>5,523</b>   | <b>5,633</b>  | <b>5,746</b>  | <b>53,230</b> |   |
| <b>Total Reserve Fund Balance at Year-End</b> |                                      | <b>12,364</b>                          | <b>15,250</b>                 | <b>16,596</b>  | <b>9,076</b>    | <b>11,929</b>  | <b>11,929</b>  | <b>6,695</b>    | <b>10,296</b>  | <b>15,241</b> | <b>20,874</b> | <b>26,620</b> | <b>40,876</b>                                   |

\* Based on the 2017 Q3 Variance Report

| Reserve / Reserve Fund Name                                       | Project / SubProject Name and Number                 | Projected Balance as at Dec 31, 2017 * | Contributions / (Withdrawals) |                 |                 |                 |                 |                 |                 |                 |                 |                 | 2018 - 2027 Total Contributions / (Withdrawals) |          |
|---|--|--|-------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|---|----------|
|   |  |  | 2018 Budget                   | 2019 Plan       | 2020 Plan       | 2021 Plan       | 2022 Plan       | 2023 Plan       | 2024 Plan       | 2025 Plan       | 2026 Plan       | 2027 Plan       |   |          |
| XQ1701 Vehicle and Equipment Reserve - Police                     | Beginning Balance                                    | 9,959                                  | 9,959                         | 8,165           | (1,077)         | (3,198)         | 3,962           | 4,803           | 7,413           | (3,454)         | (1,585)         | 2,584           |   |          |
|   | (Withdrawals)  |  |                               |                 |                 |                 |                 |                 |                 |                 |                 |                 |   |          |
|   | Conducted Energy Weapons (CEW) Replacement           |  |                               | (1,350)         |                 |                 | (750)           |                 | (1,350)         |                 |                 |                 | (3,450)   |          |
|   | Divisional Parking Lot Network Replacement           |  |                               | (1,500)         |                 |                 |                 |                 |                 |                 | (1,600)         |                 | (3,100)   |          |
|   | Voice Logging Lifecycle Replacement                  |  |                               | (350)           |                 |                 |                 |                 | (350)           |                 |                 |                 | (700)   |          |
|   | Wireless Parking System                              |  |                               |                 |                 |                 | (5,523)         |                 |                 |                 |                 | (5,523)         | (11,046)  |          |
|   | 911 PBX Replacement                                  |  |                               |                 |                 |                 |                 | (300)           | (1,075)         |                 |                 |                 | (1,375)   |          |
|   | Automated External Defibrillators                    |  | (12)                          |                 | (100)           |                 |                 | (12)            | (42)            |                 |                 | (12)            | (178)   |          |
|   | Automatic Vehicle Location (AVLS) Replacement        |  |                               |                 | (1,551)         |                 |                 |                 |                 |                 | (1,551)         |                 | (3,102)   |          |
|   | CCTV   |  |                               |                 | (275)           | (275)           |                 |                 |                 |                 | (300)           | (250)           | (1,100)   |          |
|   | Connected/Mobile Officer Lifecycle Replacement       |  |                               |                 | (680)           |                 |                 | (694)           |                 | (707)           |                 | (722)           | (2,803)   |          |
|   | Digital Photography Lifecycle Replacement            |  |                               |                 | (292)           | (316)           |                 |                 |                 |                 | (292)           | (316)           | (1,216)   |          |
|   | DVAMS I, II Lifecycle Replacement                    |  | (362)                         | (1,613)         | (263)           | (262)           | (244)           | (244)           | (1,507)         | (275)           | (362)           | (362)           | (5,494)   |          |
|   | Electronic Surveillance System Lifecycle Replacement |  | (200)                         |                 |                 |                 |                 | (500)           |                 |                 |                 |                 | (500)   | (1,200)  |
|   | Furniture Lifecycle Replacement-Reserve              |  | (1,080)                       | (500)           | (500)           | (500)           | (500)           | (500)           | (500)           | (500)           | (500)           | (500)           | (5,580)   |          |
|   | In-Car Camera Replacement                            |  |                               |                 |                 |                 |                 | (2,202)         | (2,061)         |                 |                 |                 |   | (4,263)  |
|   | IT business resumption                               |  | (2,482)                       | (1,955)         | (787)           | (2,297)         | (660)           | (2,716)         | (2,163)         | (831)           | (2,824)         | (2,824)         | (19,539)  |          |
|   | Livescan replacement                                 |  | (540)                         |                 |                 |                 |                 | (540)           |                 |                 |                 |                 | (1,080)   |          |
|   | Locker Replacement                                   |  | (48)                          | (48)            | (168)           | (540)           | (540)           | (540)           | (540)           | (540)           | (540)           | (540)           | (4,044)   |          |
|   | Marine Vessel Electronics                            |  |                               |                 |                 |                 |                 | (585)           |                 |                 |                 |                 | (585)   | (1,170)  |
|   | Mobile workstation                                   |  | (300)                         | (9,144)         | (1,000)         |                 |                 | (300)           | (9,144)         | (1,000)         |                 |                 |   | (20,888) |
|   | Network equipment                                    |  | (2,800)                       | (2,400)         | (2,900)         | (1,750)         | (2,250)         | (3,750)         | (3,750)         | (2,900)         | (1,750)         | (2,250)         | (26,500)  |          |
|   | Property and Evidence Scanners Lifecycle             |  |                               | (40)            |                 |                 |                 |                 |                 | (40)            |                 |                 |   | (80)     |
|   | Radar unit Replacement                               |  | (182)                         |                 | (12)            | (21)            | (15)            | (344)           | (256)           | (226)           | (96)            | (246)           | (1,398)   |          |
|   | Servers  |  | (3,903)                       | (4,241)         | (4,441)         | (3,634)         | (2,325)         | (4,113)         | (6,512)         | (4,678)         | (3,825)         | (3,825)         | (41,497)  |          |
|   | Small Equipment Replacement                          |  | (102)                         | (240)           | (963)           | (1,588)         | (1,311)         | (82)            | (117)           | (93)            | (1,007)         | (988)           | (6,491)   |          |
|   | Vehicle & Equipment lifecycle replacement            |  | (6,129)                       | (7,175)         | (6,178)         | (5,743)         | (5,802)         | (5,802)         | (5,802)         | (5,802)         | (5,802)         | (5,802)         | (60,037)  |          |
|   | Voicemail/Call Centre                                |  |                               |                 |                 |                 |                 | (600)           |                 |                 |                 |                 |   | (600)    |
|   | Workstation, printers and laptops                    |  | (2,920)                       | (3,802)         | (4,427)         | (3,180)         | (3,262)         | (2,014)         | (5,628)         | (5,059)         | (3,491)         | (2,153)         | (35,936)  |          |
|   | <b>Total Withdrawals</b>                             |  | <b>(21,060)</b>               | <b>(31,508)</b> | <b>(27,387)</b> | <b>(20,106)</b> | <b>(26,425)</b> | <b>(24,656)</b> | <b>(38,133)</b> | <b>(25,397)</b> | <b>(23,097)</b> | <b>(26,098)</b> | <b>(263,867)</b>                                |          |
|   | Contributions/ Interest                              |  | 19,266                        | 22,266          | 25,266          | 27,266          | 27,266          | 27,266          | 27,266          | 27,266          | 27,266          | 27,266          | 257,660   |          |
|   | <b>Total Contributions</b>                           |  | <b>19,266</b>                 | <b>22,266</b>   | <b>25,266</b>   | <b>27,266</b>   | <b>27,266</b>   | <b>27,266</b>   | <b>27,266</b>   | <b>27,266</b>   | <b>27,266</b>   | <b>27,266</b>   | <b>257,660</b>                                  |          |
| <b>Other Program / Agency Net (Withdrawals) and Contributions</b> |  |  |                               |                 |                 |                 |                 |                 |                 |                 |                 |                 |   |          |
| <b>Total Reserve Fund Balance at Year-End</b>                     |  | <b>9,959</b>                           | <b>8,165</b>                  | <b>(1,077)</b>  | <b>(3,198)</b>  | <b>3,962</b>    | <b>4,803</b>    | <b>7,413</b>    | <b>(3,454)</b>  | <b>(1,585)</b>  | <b>2,584</b>    | <b>3,752</b>    | <b>(6,207)</b>                                  |          |

\* Based on the 2017 Q3 Variance Report