

Toronto Police Service

What We Do

The Toronto Police Service (TPS) is dedicated to delivering policing services, in partnership with our communities, to keep Toronto the best and safest place to be. Its purpose is to meet service objectives under the Adequacy Standards of the Police Services Act.

Why We Do It

Toronto Police Service is committed to deliver police services which are sensitive to the needs of the community, involving collaborative partnerships and teamwork to overcome all challenges. These services are provided with the following goals, guided by *The Way Forward* plan: to be where the public needs the Service the most, embrace partnerships to create safe communities, and focus on the complex needs of a large city.

Our Experience & Success

- Over \$100M savings and 300+ positions reduced since 2015 due to hiring moratorium and management actions to contain the budget.
- Significant cost avoidance due to handling higher number of calls for service with less officers.
- Greater access to crime data with newly established Public Safety Data Portal.
- Over 27,000 arrests.
- Almost 2 million calls taken by 9-1-1.
- Over 600,000 calls attended by frontline officers.
- Over 1,000 guns seized.
- 8,000 R.I.D.E. officer hours resulting in over 100,000 vehicles stopped.
- Worked toward a more mobile workforce to be more community focused and create efficiencies (Connected Officer program).

Key Challenges

- Workload increased by more than 10% since 2015 due to increased calls for service, while uniform staffing levels decreased by 9% over the same period as a result of the hiring moratorium.
- Costs and resource pressures associated with legislation impacting the Service relating to WSIB, Chronic Mental Stress Policy, Cannabis, Next Generation 9-1-1, *R v. Jordan Decision* and disclosure of "911 tapes" decision.
- Changing landscape of policing (e.g., cybercrime, gun and gang criminals).
- Implementing modernization agenda in an effective way with limited resources, while still delivering adequate and effective policing.

Priority Actions

- Ensuring that the Service is adequately resourced with people, technology, analytics and professional capabilities to enable our modernization journey.
- Continued civilianization of positions to increase capacity of front-line staff for priority calls.
- Continue to implement recommendations in *The Way Forward* report to modernize the service delivery model.
- Continuing the move to a district model of policing.
- Continuation of the Neighbourhood Officer pilot focussed on crime reduction, increasing public trust and improving community relationships.
- Improving officers' mobility and use of technology with the Connected Officer and Body Worn Camera programs.
- Completing the transfer of School Crossing Guard Program to the City.

Budget At A Glance

STAFF RECOMMENDED OPERATING BUDGET

\$Million	2019	2020	2021
Gross Expenditures	\$1,172.8	\$1,195.7	\$1,213.1
Revenues	\$146.0	\$142.3	\$142.3
Net Expenditures	\$1,026.8	\$1,053.4	\$1,070.8
Approved Positions	7,881	7,881	7,881

STAFF RECOMMENDED 10-YEAR CAPITAL PLAN

\$Million	2019	2020-2028	Total
Gross Expenditures	\$65.8	\$509.3	\$574.1
Debt	\$29.6	\$188.4	\$218.0

Note: Excluding 2018 carry forward funding to 2019

Key Service Deliverables

Crime prevention

Law enforcement

Assistance to victims of crime

Public order maintenance

Emergency response

Performing investigative activities, particularly those related to cybercrime

Being involved and ensuring the safety of community initiatives or events

Addressing community safety issues, particularly those related to pedestrian and traffic safety and police

Providing security for Provincial courtrooms within the City of Toronto

Who We Serve

Community-Based Crime Prevention

- Community Groups
- Local School Boards

Beneficiaries

- Businesses
- Residents
- City & Agency Staff
- Visitors

Law Enforcement

- Incident Victim(s)

Beneficiaries

- Businesses
- Residents
- City & Agency Staff
- Visitors

Response / Public Order Maintenance

- Local Businesses

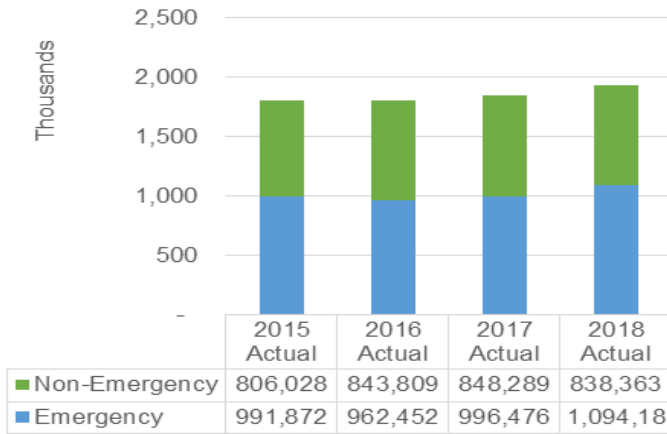
Beneficiaries

- Businesses
- Residents
- City & Agency Staff
- Visitors

How Well We Are Doing

Performance Measures

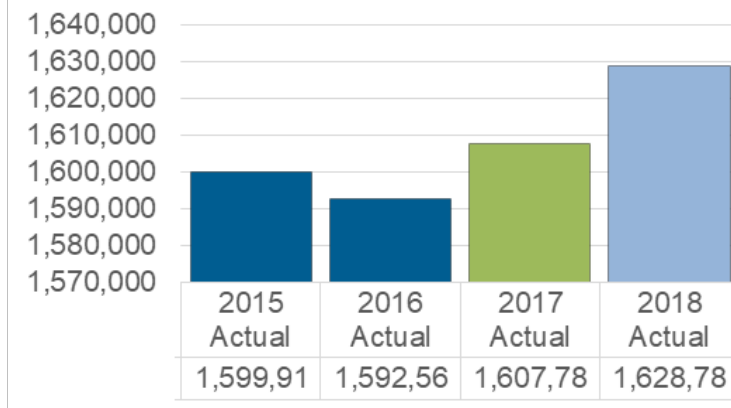
Emergency/ Non-Emergency Calls



Behind the Numbers

- The total number of calls for service were approximately 5% higher, comparing December 2018 to December 2017, while emergency calls for service were 10% higher for the same time period.
- As of 2018 Year End, there were 1,932,545 calls for service to the Toronto Police Service.
- As crime is changing, TPS faces new challenges. Cybercrime, national security, guns and gangs, persons in crisis and domestic violence are examples of the increasing complexity of calls to which TPS responds. These crime types are sensitive in nature and require a level of specialized investigative support

Total Hours Spent on Calls for Service



- As complexity of crimes increase, the time officers spend on each call increases respectively.
- Investigations are more time and resource intensive due to legislative requirements and evidentiary standards and processes.

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ISSUES FOR DISCUSSION

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5. Summary of 2019 Recommended New & Enhanced Service Priorities
6. 2019 User Fee Rate Changes
7. 2019 Capital Budget; 2020 - 2028 Capital Plan
8. 2019 Cash Flow & Future Year Commitments
9. 2019 Capital Budget with Financing Detail
10. Reserve and Reserve Fund Review

Agency:

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RECOMMENDATIONS

RECOMMENDATIONS

The City Manager and Chief Financial Officer and Treasurer recommend that:

1. City Council approve the 2019 Staff Recommended Operating Budget for Toronto Police Service of \$1,172.7 million gross, \$ 1,026.8 million net for the following services:

Service:	Gross (\$000s)	Net (\$000s)
Toronto Police Service	1,172,748.3	1,026,771.5
Total Program Budget	1,172,748.3	1,026,771.5

2. City Council approve the 2019 staff complement for Toronto Police Service of 7,881 operating service delivery positions, comprising 5,440 uniform officers, 2,230 civilian positions, and 211 part-time positions to maintain the 2018 service levels.

3. City Council request that the Chair of the Toronto Police Services Board report to Budget Committee and provide status update on the receipt of any grants as well as any changes to the grant values through the 2019 quarterly variance reports.

4. City Council request that the Chair of the Toronto Police Services Board direct the Toronto Police Service to work with City staff on establishing its Service-Based budgets, and associated service levels and performance measures during 2019 for the 2020 Budget process.

5. City Council approve the 2019 Staff Recommended Capital Budget for Toronto Police Service with a total project cost of \$104.218 million, and 2019 cash flow of \$81.173 million and future year commitments of \$41.922 million comprised of the following:

a. New Cash Flow Funds for:

1. 25 new / change in scope sub-projects with a 2019 total project cost of \$104.218 that requires 2019 cash flow of \$63.296 million; and future year cash flow commitments of \$22.572 million for 2020; \$15.850 million for 2021; and \$2.500 million for 2022

2. 2 previously approved sub-projects with a 2019 cash flow of \$2.500 million; and future year cash flow commitments of \$1.000 million for 2020; and

b. 2018 approved cash flow for 22 previously approved sub-projects with carry forward funding from 2018 into 2019 totalling \$15.378 million.

6. City Council approve the 2020 - 2028 Staff Recommended Capital Plan for Toronto Police Service \$467.423 million in project estimates, comprised of \$58.587 million for 2020; \$51.716 million for 2021; \$51.117 million for 2022; \$53.157 million for 2023; \$69.437 million for 2024; \$48.725 million for 2025; \$47.503 million for 2026; \$53.606 million for 2027, and \$33.575 million for 2028.

7. City Council consider the operating costs of \$1.389 million net in 2019; -\$0.107 million net in 2020; \$0.058 million net in 2021; \$0.080 million net in 2022; \$0.083 million net in 2023; \$0.083 million net in 2024; \$0.089 million net in 2025; \$0.089 million in 2026; \$0.093 million in 2027; and \$0.089 in 2028 resulting from the approval of the 2019 Capital Budget for inclusion in the 2019 and future year operating budgets.

8. City Council request that the Chair of Toronto Police Services Board report any operating costs and associated benefits arising from the implementation of facility realignment and transformation information technology projects in the 2020 Budget process.



2019 STAFF RECOMMENDED OPERATING BUDGET

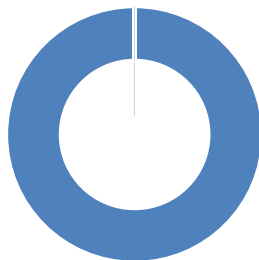
PROGRAM MAP



2019 OPERATING BUDGET HIGHLIGHTS

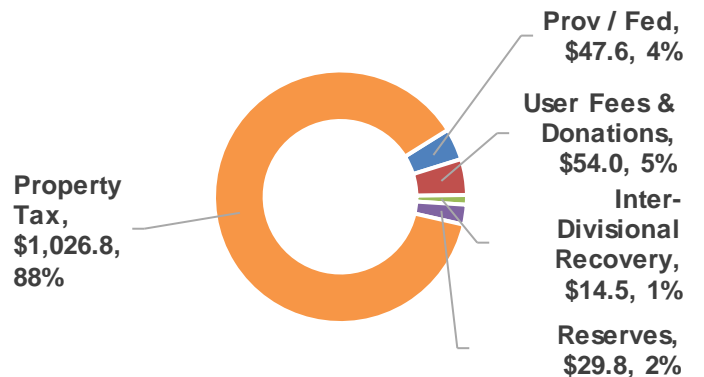
2019 Staff Recommended Operating Budget \$1,172.7M

By Activity



Toronto Police Service,
\$1,172.7, 100%

By Funding Source



- **3.0%** Budget increase over the 2018 Approved Net Operating Budget to maintain existing service levels and continue to implement recommendations from *The Way Forward* report.
- **\$4.911M** New provincial funding to combat guns and gangs in Toronto.
- **\$0.533M** Net savings to be realized from the civilianization of 184 positions to allow for front-line officers to focus on core policing duties.
- **2020/2021** The current collective bargaining agreement expired at the end of 2018 and COLA is not included in 2019, 2020 and 2021.

2019 OPERATING BUDGET OVERVIEW

Table 1: 2019 Staff Recommended Operating Budget and Plan by Service

(In \$000s)	2018		2019			Changes		Incremental Change	
	Budget	Projected Actual*	Base	New / Enhanced	Total Staff Recommended Budget			2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	\$	%	\$	\$
Total									
Gross Expenditures	1,141,876.3	1,159,076.2	1,172,748.3		1,172,748.3	30,872.0	2.7%	32,491.0	20,644.4
Revenue	145,423.9	162,840.2	145,976.8		145,976.8	552.9	0.4%	(7,685.0)	(203.6)
Total Net Expenditures	996,452.4	996,236.0	1,026,771.5		1,026,771.5	30,319.1	3.0%	40,176.0	20,848.0
Approved Positions	7,881.0	6,917.0	7,881.0	0.0	7,881.0	0.0		0.0	0.0

* Year-End Projection Based on Q3 2018 Variance Report

Base Changes
(\$30.319M Net)

- Increased contracted services costs, computer maintenance costs, recruit hiring costs (uniforms and training), psychological assessments, gasoline prices.
- Salary & benefit increases to fund critical vacant civilian positions and full year financial impacts of 2018 in-year Board approved initiatives relating to Communications Operators and Special Constables.
- Efficiencies from civilianizing positions
- Additional premium pay for uniformed officers to accommodate critical workload issues.
- Increased reserve contribution for lifecycle replacement of equipment and fleet vehicles, sick pay gratuity and healthcare.
- Continued spending on transformation initiatives funded from the modernization reserve.

Future Year Plan

- Salary and benefit increases in 2020 due to annualized impact of 2019 hiring
- Inflationary increases in non- salary expenses and contract increases
- The current collective bargaining agreement expired at the end of 2018 and COLA estimates are not forecasted in 2020 and 2021.

EQUITY IMPACTS OF BUDGET CHANGES

No significant equity impacts: The changes in Toronto Police Service's 2019 Staff Recommended Operating Budget do not have any significant equity impacts.

2018 Staff Recommended Operating Budget Changes by Service

The 2019 Staff Recommended Operating Budget for Toronto Police Service is \$30.319 million net or 3.0% higher than the 2018 Council Approved Operating Budget. Table 2 below summarizes the key cost drivers to maintain current service levels.

Table 2: 2019 Staff Recommended Operating Budget Changes by Service

(In \$000s)	Services	Total
	\$	Positions
2018 Council Approved Operating Budget (Net)	996,452.4	7,881.0
Base Expenditure Changes		
Prior Year Impacts		
Full year cost of 53 Communications Operator Positions as Approved by Board In-Year 2018	4,607.0	
Annualization of Prior Year Impacts and Hiring of 5 Positions for Continuation of Human Resources Transformation (Phase 2)	754.9	
Operating Impacts of Capital		
Completion of the Business Intelligence Project	661.2	
Transformation Corporate Support, Radio Replacement, Connected Officer projects	502.0	
Salaries and Benefits		
Net Salary and Benefit Adjustment	4,828.0	
Guns and Gangs Salary Expenditures	3,100.0	
Civilian Gapping	(13,614.7)	
Civilianization Initiatives:		
Repurpose 96 Uniform Positions for Special Constables	(2,264.7)	
Repurpose 24 Uniform Positions for Crime Analysts	200.0	
Repurpose 18 Uniform Positions for Bookers	(329.2)	
Repurpose 2 Uniform Positions for Court Positions	134.7	
Hiring of 40 Special Constables, Approved by Board In-Year 2018	1,214.0	
Hiring of 4 Crime Analysts	512.0	
Additional Hiring:		
Hiring of 9 Corporate Communications Positions to Further the Public Relations and Internal communication/digital strategy	603.0	
Hiring of 186 Part-Time Retirees to Address Anticipated Staff Shortages	7,255.0	
Premium Pay to Meet Frontline Demands and Civilian Support Requirements	8,500.0	
Other Base Expenditure Changes		
Contributions to Vehicle & Equipment, Sick Pay Gratuity, Legal, and Health Care Spending Account)	3,700.0	
Contracted Services	1,900.0	
Computer Maintenance Cost Increases	1,500.0	
Recruit Hiring Costs (uniforms, training, medical and psychological testing)	2,200.0	
Increase in fuel costs	300.0	
Modernization initiatives (technical expertise and various strategies)	4,000.0	
Psychological assessments	300.0	
Cannabis Legislation (drug recognition and field sobriety training and equipment)	400.0	
Guns and Gangs expenditures (additional digital, investigative and analytical resources)	1,811.0	
Other Expenditures (equipment, transportation, IT, communication)	3,144.9	
Sub-Total Base Expenditure Changes	35,919.1	
Base Revenue Changes		
Court Security and Prisoner Transportation	2,000.0	
Provincial Funding for Guns and Gangs	(4,911.0)	
Funding from Sick Pay Gratuity and Health Care Spending Account Reserves	(3,300.0)	
Funding from Modernization Reserve	(4,000.0)	
Loss of Revenues in User Fees, Rentals and Donations	1,600.0	
Reduction in Cost Recovery for School Crossing Guard Program	3,800.0	
Other Revenue Changes	(789.0)	
Sub-Total Base Revenue Changes	(5,600.0)	
Total Base Changes	30,319.1	
Total 2019 Staff Recommended Operating Budget (Net)	1,026,771.5	7,881.0

2018 OPERATING PERFORMANCE

2018 Service Performance

Key Service Accomplishments:

- Continued the hiring moratorium which resulted in a total savings of \$72.7 million (\$5.0 million in 2016, \$28.3 million in 2017, and an estimated \$39.4 million in 2018).
- Achieved the following public safety results:
 - Over 27,000 arrests
 - Almost two million calls taken by 9-1-1 with improved response times
 - Over 600,000 calls attended by frontline officers
 - Over 1,000 guns seized
 - Clearance rates that averaged about 50%
 - Over 8,000 R.I.D.E officer hours resulting in over 100,000 vehicles stopped

2018 Financial Performance

Table 3: Budget vs. Actual by Category of Expenditures and Revenues

Category (In \$000s)	2017 Actual	2018 Budget	2018 Projected Actual *	2019 Total Staff Recommended Budget	2019 Change from 2018 Approved Budget	
	\$	\$	\$	\$	\$	%
Salaries and Benefits	994,891.3	1,005,553.4	1,005,834.5	1,019,585.3	14,031.9	1.4%
Materials & Supplies	17,613.6	17,984.0	18,712.7	21,260.2	3,276.2	18.2%
Equipment	5,139.1	2,603.3	8,484.1	4,584.6	1,981.3	76.1%
Service and Rent	41,703.3	47,048.7	57,907.7	54,428.3	7,379.6	15.7%
Contribution To Capital						
Contribution To Reserves/Reserve Funds	40,926.7	47,609.1	47,609.1	51,259.1	3,650.0	7.7%
Other Expenditures						
Inter-Divisional Charges	20,282.3	21,077.8	20,528.1	21,630.8	553.0	2.6%
Total Gross Expenditures	1,120,556.3	1,141,876.3	1,159,076.2	1,172,748.3	30,872.0	2.7%
Inter-Divisional Recoveries	11,973.6	17,935.5	19,243.1	14,488.5	(3,447.0)	(19.2%)
Provincial Subsidies	49,226.5	42,802.5	61,173.9	47,619.4	4,816.9	11.3%
Federal Subsidies						
Other Subsidies						
User Fees & Donations	58,532.2	45,443.0	58,475.9	42,216.7	(3,226.3)	(7.1%)
Licences & Permits Revenue						
Transfers From Capital						
Contribution From Reserves/Reserve Funds	13,623.9	27,431.2	23,947.3	29,840.5	2,409.3	8.8%
Sundry and Other Revenues		11,811.7		11,811.7		
Total Revenues	133,356.2	145,423.9	162,840.2	145,976.8	552.9	0.4%
Total Net Expenditures	987,200.1	996,452.4	996,236.0	1,026,771.5	30,319.1	3.0%
Approved Positions	7,032.0	7,881.0	6,917.0	7,881.0		

* Year-End Projection Based on Q3 2018 Variance Report

Toronto Police Service is projecting to be under spent by \$0.200 million at year-end 2018. Premium pay pressures have been offset by increased savings from separations, longer than anticipated backfilling of vacancies and increased revenues.

For additional information regarding the 2018 Q3 operating variances and year-end projections, please refer to the attached link for the report entitled "Operating Variance Report for the Nine-Month Period Ended September 30, 2018", adopted by City Council at its meeting on December 13, 2018.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2019.CC1.7>

Impact of 2018 Operating Variance on the 2019 Staff Recommended Operating Budget

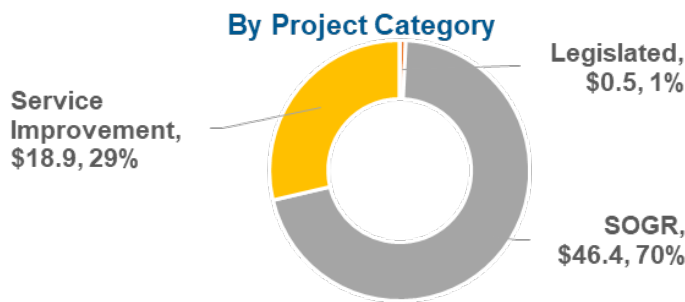
- Premium pay is incurred when staff are required to work beyond their normal assigned hours for extended hours of duty. In addition, the TPS's ability to deal with and absorb the impact of major unplanned events consistently relies on the utilization of off-duty officers which results in increased premium pay costs. Since staffing levels have been decreasing over the years, there has been an increased reliance on premium pay to address critical workload issues. As a result, the premium pay budget has been increased by \$8.5 million for 2019 to address frontline demands as well as civilian support requirements. This is anticipated to be the minimum funding requirement and is subject to the exigencies of policing, staffing pressures and continued police presence at planned and ad hoc events.



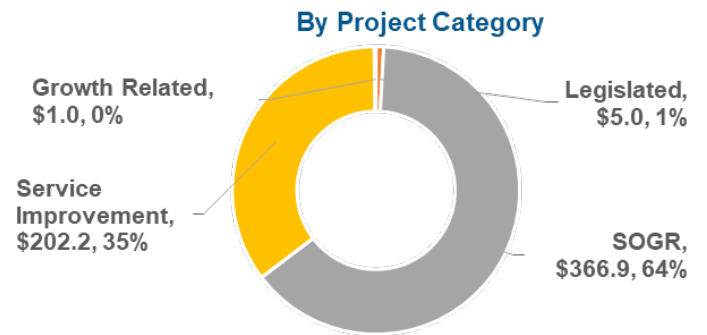
2019 – 2028 STAFF RECOMMENDED CAPITAL BUDGET AND PLAN

10-YEAR CAPITAL PLAN HIGHLIGHTS

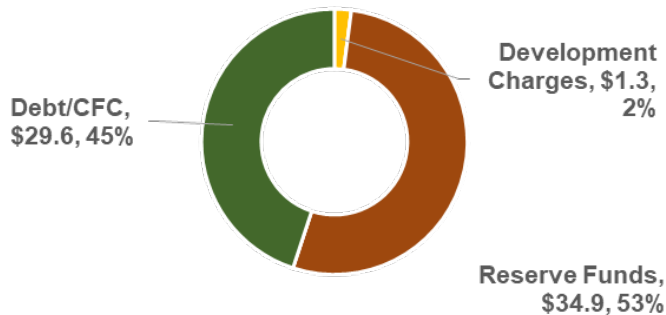
2019 Staff Recommended Capital Budget \$65.796M



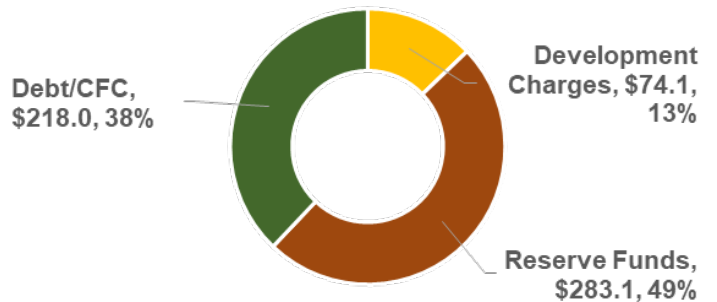
2019-2028 Staff Recommended Capital Budget and Plan \$575.141M



By Funding Source



By Funding Source



1 YEAR

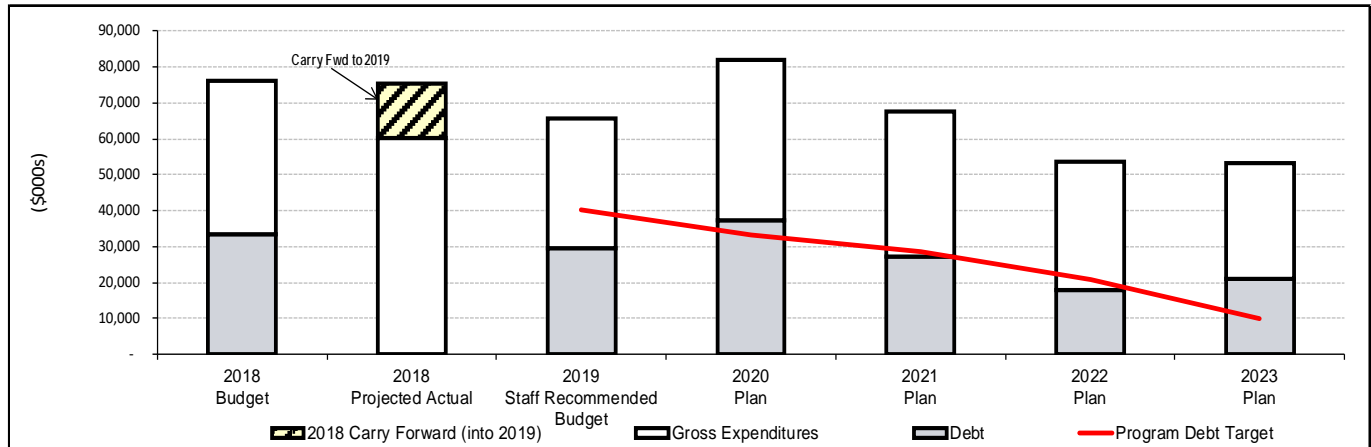
- **\$14.051M** Continue with the phased facilities realignment projects as part of the strategic direction outlined in the Transformational Task Force final report.
- **\$1.800M** Continue with the Body Worn Camera and Connected Officer projects.
- **\$1.700 M** Begin phase III of Transformation Corporate (Systems) Support.
- **\$0.500M** begin new legislated project to fund first phase of the modernization of the 9-1-1 network as required by Canadian Radio-Television and Telecommunications Commission (CRTC).

10 YEARS

- **\$366.906M** State of Good Repair projects for vehicle and equipment lifecycle replacements and to maintain the safety, condition and requirements of existing TPS buildings.
- **\$202.195M** Service Improvement projects to modernize through facility realignments and technology investments.
- **\$5.000M** Legislated project to fund first phase of the modernization of the 9-1-1 network as required by CRTC.
- **\$1.040M** Growth projects to increase storage space at the property and evidence warehouse.

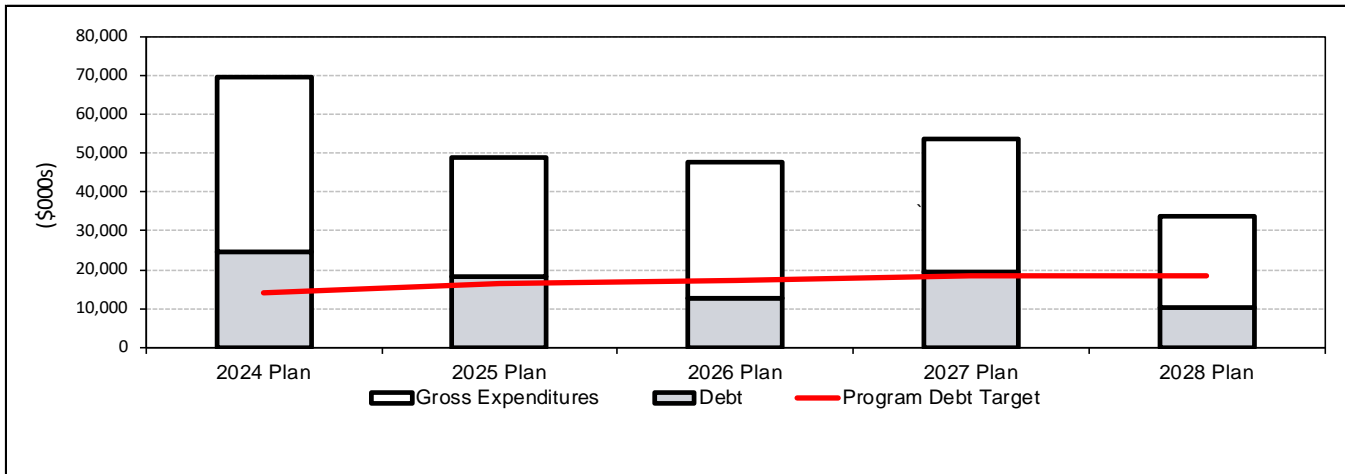
2019 – 2028 CAPITAL BUDGET & PLAN OVERVIEW

Chart 1: 10-Year Capital Plan Overview



		2019 Staff Recommended Capital Budget and 2020 - 2023 Capital Plan							5-Year Total Percent	
		2018		2019	2020	2021	2022	2023	2019 - 2023	
		Budget	Projected Actual							
Gross Expenditures by Project Category:										
Health & Safety Legislated				500	4,000	500			5,000	1.6%
SOGR	42,880			46,445	38,391	33,309	34,586	29,730	182,461	56.6%
Service Improvement Growth Related	33,314			18,851	39,728	33,757	19,031	22,427	133,794	41.5%
					40			1,000	1,040	0.3%
Total by Project Category	76,194			65,796	82,159	67,566	53,617	53,157	322,295	100.0%
Program Debt Target				40,137	33,125	28,740	20,768	10,140	132,910	
Financing:										
Debt	33,610			29,576	37,186	27,346	17,751	21,051	132,910	41.2%
Reserves/Reserve Funds	31,733			34,878	28,759	24,110	27,254	25,330	140,331	43.5%
Development Charges	9,134			1,342	16,214	16,110	8,612	6,776	49,054	15.2%
Provincial/Federal	-									
Debt Recoverable	-									
Other Revenue	1,717									
Total Financing	76,194			65,796	82,159	67,566	53,617	53,157	322,295	100.0%
By Status:										
2018 Capital Budget & Approved Future Year (FY) Commitments	76,194	60,116		5,200	1,000				6,200	1.9%
Changes to Approved FY Commitments				(2,700)					(2,700)	(0.8%)
2019 New/Change in Scope & FY Commitments				63,296	22,572	15,850	2,500		104,218	32.3%
2020 - 2023 Capital Plan Estimates					58,587	51,716	51,117	53,157	214,577	66.6%
2-Year Carry Forward for Reapproval										
1-Year Carry Forward to 2019		15,378								
Total Gross Annual Expenditures & Plan	76,194	75,494		65,796	82,159	67,566	53,617	53,157	322,295	100.0%
Asset Value (\$) at year-end	291,348			312,530	312,530	312,530	312,530	312,530	312,530	
Yearly SOGR Backlog Estimate (not addressed by current plan)				(3,350)	(3,297)	(3,243)	(3,184)	(3,124)	(16,198)	
Accumulated Backlog Estimate (end of year)	33,155			29,805	26,508	23,265	20,081	16,957	16,957	
Backlog: Percentage of Asset Value (%)	11.4%			9.5%	8.5%	7.4%	6.4%	5.4%		
Debt Service Costs				1,168	4,228	4,823	3,133	2,465	15,817	
Operating Impact on Program Costs				1,389	(107)	58	80	83	1,503	
New Positions										

Chart 2: 10-Year Capital Plan Overview (Continued)



	2024 - 2028 Staff Recommended Capital Plan						
	2024	2025	2026	2027	2028	2019 - 2028	10-Year Total Percent
Gross Expenditures by Project Category:							
Health & Safety Legislated SOGR	44,922	27,925	32,329	48,606	30,663	366,906	63.8%
Service Improvement	24,515	20,800	15,174	5,000	2,912	202,195	35.2%
Growth Related						1,040	0.2%
Total by Project Category	69,437	48,725	47,503	53,606	33,575	575,141	100.0%
Program Debt Target	14,229	16,507	17,306	18,541	18,500	217,993	
Financing:							
Debt	24,795	18,111	12,533	19,541	10,103	217,993	37.9%
Reserves/Reserve Funds	37,866	23,825	28,603	30,065	22,395	283,085	49.2%
Development Charges	6,776	6,789	6,367	4,000	1,077	74,063	12.9%
Provincial/Federal Debt Recoverable							
Other Revenue							
Total Financing	69,437	48,725	47,503	53,606	33,575	575,141	100.0%
By Status:							
2018 Capital Budget & Approved Future Year (FY) Commitments						6,200	1.1%
Changes to Approved FY Commitments						(2,700)	(0.5%)
2019 New/Change in Scope & FY Commitments						104,218	18.1%
2024 - 2028 Capital Plan Estimates	69,437	48,725	47,503	53,606	33,575	467,423	81.3%
2-Year Carry Forward for Reapproval						-	
Total Gross Annual Expenditures & Plan	69,437	48,725	47,503	53,606	33,575	575,141	100.0%
Asset Value(\$) at year-end	312,530	312,530	312,530	312,530	312,530	312,530	
Yearly SOGR Backlog Estimate (not addressed by current plan)	(3,060)	(2,993)	(2,922)	(2,849)	(2,771)	(30,793)	
Accumulated Backlog Estimate (end of year)	13,897	10,904	7,982	5,133	2,362	2,362	
Backlog: Percentage of Asset Value (%)	4.4%	3.5%	2.6%	1.6%	0.8%		
Debt Service Costs	2,915	2,932	2,110	1,952	2,122	27,848	
Operating Impact on Program Costs	83	89	89	93	89	1,947	
New Positions							

Staff Recommended 10-Year Capital Plan by Project Category

Table 4: Summary of Capital Projects by Project Category

(In \$000s)	Total App'd Cash Flows to Date*	2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2019 - 2028 Total	Total Project Cost
Total Expenditures by Category													
Legislated													
Next Generation 911 (NG911)		500	4,000	500								5,000	5,000
Sub-Total		500	4,000	500								5,000	5,000
State of Good Repair													
AFIS replacement		3,053					3,053						6,106
AVLS Replacement Lifecycle			1,750					1,750					3,500
CEW Replacement			1,350			1,210		1,350			1,210		5,120
Digital Photography Lifecycle Replacement			292	316				292	316				1,216
DPLN Replacement			1,500						1,600				3,100
DVAMS I, II Lifecycle Replacement		1,045	1,060	1,890	665	855	385	326	1,825	650	650		9,351
Electronic Surveillance System Lifecycle Replacement		350					550						900
Furniture Lifecycle Replacement- Reserve		500	500	500	500	500	500	500	500	500	500		5,000
In-Car Camera Replacement				500	2,750	2,250							5,500
IT business resumption		3,980	787	2,297	660	2,716	2,163	831	2,824	2,824	2,824		21,906
Livescan replacement							540						540
Locker Replacement		48	168	540	540	540	540	540	540	540	540		4,536
Marine Vessel Electronics					585					600			1,185
Mobile workstation		9,144	1,000			300	9,144	1,000			300		20,888
Network equipment		2,400	2,900	1,750	2,250	3,750	4,350		5,500	5,500	1,750		30,150
Property and Evidence Scanners Lifecycle		40					40						80
Radar Unit Replacement		-	9	15	12	195	78	176	52	231	99		867
Radio Replacement		4,114	5,949	5,074	3,292					14,141	4,250		36,820
Servers		5,930	4,441	3,634	2,325	4,113	6,512	4,678	3,825	3,825	3,825		43,108
Small Equipment Replacement		236	967	1,588	1,311	236	271	230	999	996	220		7,054
SOGR		4,400	4,400	4,400	4,400	4,400	4,400	4,400	4,400	4,400	4,400		44,000
Vehicle & Equipment lifecycle replacement		6,951	6,954	7,436	6,495	6,495	6,495	6,605	6,495	6,495	6,495		66,916
Voice Logging Lifecycle Replacement		350					350						700
Wireless Parking System					5,523					5,523			11,046
Workstation, printers and laptops		3,904	4,364	3,369	3,278	2,170	5,551	5,247	3,453	2,381	3,600		37,317
Sub-Total		46,445	38,391	33,309	34,586	29,730	44,922	27,925	32,329	48,606	30,663	366,906	
Service Improvement													
AED's			100		12		42		12		12		178
Body Worn Camera - Full Implementation	500	1,000	2,000										3,000
Business Intelligence	9,416	1,300											1,300
CCTV			275	275				300	300				1,150
Connected Officer Lifecycle Replacement			342		348		355		362				1,777
Connected Officer Program	800										370		800
12 Division Renovation	1,800	5,200	2,000										9,000
13 Division New Build			372	6,500	17,330	14,170	2,000						40,372
22 Division New Build					400	6,500	18,500	13,000	2,000				40,400
32/33 Division Amalgamation	200	4,790	5,950	1,000									11,740
41 Division - Construction	395	4,561	16,622	14,850	2,500								38,533
43 Division Major Interior Renovation			300	2,100	1,600								4,000
51 Division Major Expansion								1,500	3,000	2,530			7,030
54/55 Amalgamation - Construction	6,203	6,252	11,625	7,000	4,697	3,448							33,022
District Model		2,900	1,687	1,535	1,071								7,193
Transforming Corporate (Systems) Support	5,735	1,700	1,000										2,700
Sub-Total	22,449	18,851	39,728	33,757	19,031	22,427	24,515	20,800	15,174	5,000	2,912	202,195	224,644
Growth Related													
Property and Evidence Racking			40			1,000							1,040
Sub-Total			40			1,000						1,040	1,040
Total Expenditures by Category (excluding carry forward from 2018)	22,449	65,796	82,159	67,566	53,617	53,157	69,437	48,725	47,503	53,606	33,575	575,141	230,684

*Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2019, excluding ongoing capital projects (i.e. Civic Improvement projects)

2019 - 2028 Key Capital Projects

Capital projects funded in the 10-Year Staff Recommended Capital Plan are critical to implementing recommendations outlined in the Transformational Task Force's final report, *Action Plan: The Way Forward – Modernizing Community Safety in Toronto*. The delivery of these capital projects will help achieve service objectives and strategic direction of the Toronto Police Service, and ensure the health and safety of members and the public.

Legislated

- Legislated projects total \$5.0 million or 0.9% of the total 10-Year Staff Recommended Capital Plan's expenditures.

- *Next generation 9-1-1* (\$5.000 million) project is based on the Canadian Radio-Television Communications commission (CRTC) requirements to have Real Time Texting by December 31, 2020, and the migration of Public Safety Answering Points (PSAPs) off the legacy system by June 30, 2023.
- At this point the estimated cost of the first phase of this project is \$5.0M. Funds will be used for the planned replacement of the telephone switches and hardware needed to make the system NG911 compliant. Further discussions are required with other City stakeholders on funding solutions for the remaining phase and ongoing maintenance of 9-1-1 estimated at \$22.240 million. For further funding requirements about this project beyond 2023, please refer to the Capital Unmet Needs section under the Issues for discussion.

State of Good Repair (SOGR)

- SOGR projects account for \$366.906 million or 63.8% of the total 10-Year Staff Recommended Capital Plan's of which \$279.980 million or 76% is funded from the Services' Vehicle and Equipment reserve. The remainder \$86,906 million or 24% is funded by debt.
- Using the reserve funding for the lifecycle replacement of vehicles and equipment allows TPS to stay within the debt funding capacity. However, this funding strategy results in increased impacts on the TPS Operating Budget, as annual contributions to replenish the reserve are required.
- Major lifecycle replacement projects include:
 - SOGR (\$44.000 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 and Equipment lifecycle replacement (\$66.916 million)
 - Replacement of workstations, printers and laptops (\$37.317 million)
 - Servers (\$43.108 million)
 - Network Equipment (\$30.150 million)
 - Mobile Workstations (\$20.888 million)
 - Wireless Parking System (\$11.046 million)

Service Improvement

- Service Improvement projects account for \$202.195 million or 35.2% of the total 10-Year Staff Recommended Capital Plan's expenditures. These projects are funded 62% by debt, 36% by development charges, and 2% by reserves.
- *The Way Forward Report* included a city-wide boundary and facilities realignment with a mandate to improve service delivery by aligning the new model of policing with Toronto's neighbourhoods and its services. Currently, the Service is organized into 17 divisional boundaries, a model which has been in existence for several decades. The TPS reviewed its current Divisional Boundaries model and developed a 10 District model proposing new policing boundaries within the city.

The following projects relate to city-wide boundary and facilities realignment:

- *Facility Realignment project* (\$100.802 million) was previously allocated placeholder funding of \$83.961 million in 2018. Since then, facility related project costs have been further refined and broken down into the following projects:
 - *12 Division/Traffic Services/Parking* (\$9.0 million)
 - *13 Division New Build* (\$40.372 million)
 - *22 Division New Build* (\$40.400 million)

- *43 Division Major Interior Renovation (\$4.0 million)*
- *51 Division Major Expansion (\$7.030 million)*

The facility realignment will result in a reduction in the number of facilities, lower facility operating and replacement cost, the return of surplus real estate properties to the City.

- *The District Model project (\$7.193 million)* funds the non-facility related items such as system and process changes for external partners and the communications centre, as well changes to IT applications.
- *Body Worn Cameras (\$3.0 million)* will fund initial costs relating to a project manager, business analyst, fairness commissioner, as well as design and hardware requirements. After the success of the pilot completed in March 2016, additional investment is required for full implementation. See unmet capital needs section for further discussion.
- *Connected Officer Program (\$0.800 million)* will provide start-up funding to mature and evaluate the current device deployment, develop efficiency-creating mobile applications, and enhance accessibility to information. See unmet capital needs section for further discussion.
- *Business Intelligence (\$1.3 million)* will complete the development of an integrated business intelligence and analytical platform. This project was expected to be completed in 2018, however various project challenges such as scope changes have delayed this project to 2019, and also increased project costs by \$0.500 million.
- *Transforming Corporate (Systems) Support (\$2.7 million)* will fund phase III of this project, the consolidation of the current H.R.M.S. and a new time and labour management solution into one "cradle to grave" system.

Growth Related

- Growth Related projects account for \$1.040 million or 0.2% of the total 10-Year Staff Recommended Capital Plan's expenditures. Debt and Development Charges are the funding sources for these projects.
 - *The Property and Evidence Racking project (\$1.040 million)* will increase storage space within the facility. The relocation of files previously held in the City Archives to the Service's 330 Progress location has reduced the original 25-year lifespan of the facility. As a result, higher density racking and push-back racking will need to be purchased in order to regain space lost as a result of the move of files from City Archives. The funding requirement of \$40,000 in 2020 is for a feasibility study of what is required for the long term racking. Funding of \$1.0M in 2023 will be utilized for the actual cost of racking.

State of Good Repair (SOGR) Funding & Backlog

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 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 Staff Recommended 10-Year 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.

- The Staff Recommended 10-Year Capital Plan provides funding for major capital projects to renovate existing TPS facilities and replace and construct new ones.

- Other equipment/systems are replaced according to TPS associated lifecycle programs (reserve-funded) and included as replacements in the TPS's capital program. There is no accumulated backlog for these assets, as the SOGR is adequately funded in the 10-Year Capital Plan for TPS.
 - Those asset groups account for \$312.530 million of the total asset value

Operating Impact of Completed Capital Projects

Table 5: Net Operating Impact Summary

Projects	2019 Budget		2020 Plan		2021 Plan		2022 Plan		2023 Plan		2019 - 2023		2019 - 2028	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
Previously Approved														
<i>Business Intelligence</i>	661										661		661	
<i>Peer to Peer</i>	226		5		5		5		5		246		271	
<i>Transforming Corporate (Systems) Support</i>	45		(159)		3		3		3		(105)		(92)	
Sub-Total: Previously Approved	932		(154)		8		8		8		802		840	
New Projects - 2019														
<i>Radio Replacement</i>	150		25								175		175	
Sub-Total: New Projects - 2019	150		25		-		-		-		175		175	
New Projects - Future Years														
<i>41 Division</i>					72		72		3		147		162	
<i>13 Division New Build</i>													156	
<i>22 Division New Build</i>													150	
<i>54/55 Amalgamation</i>									72		72		156	
<i>Body Worn Camera</i>	-		23		(22)				-		-		-	
<i>Connected Officer Lifecycle Replacement</i>	307										307		307	
Sub-Total: New Projects - Future Years	307		23		50		72		75		526		931	
Total (Net)	1,389		(107)		58		80		83		1,503		1,946	

The Staff Recommended 10-Year Capital Plan will increase future year Operating Budgets by \$1.946 million net over the 2019 - 2028 period, primarily due to the completion of the Business Intelligence and Peer to Peer Site expected to ready in 2019.

Previously Approved

- *Business Intelligence* – Additional funding of \$0.661 million in 2019 will be required to fund sustainment, staffing (5 FTEs), maintenance and ongoing licence fees.
- *Peer to Peer site* – Additional funding of \$0.271 million over the 2019-2028 plan will be required to cover operating costs forecasted for the new Peer to Peer facility, expected to be operational in 2019. These costs relate to building operations, service contracts and utilities starting mid-2019.
- *Transformation Corporate Support* – Overall savings of \$0.92 million will be realized in the TPS Operating budget over the 2019-2028 period is anticipated from an improved customer service, and member understanding and satisfaction with human resources, payroll and benefit services resulting from this transformation.

New Projects – 2019

- *Radio replacement* – Additional funding of \$0.175 million will be required for the maintenance of software/hardware subscriptions for the following two items:
 - Battery management systems to be used to monitor and proactively identify and replace weak or deficient portable radio batteries and thereby improve officer safety while also reducing the premature replacement of batteries.
 - Radio management software to be used to automate the deployment and updates to radio code and plug programs. Reduces staff requirements to touch each radio to implement radio changes

New Projects – future years

- *41 Division* – Additional funding of \$0.162 million required for facility maintenance such as cleaning and utilities.
- *13 Division New Build, 22 Division New build, 54/55 Amalgamation* - Additional funding of \$0.462M will be required for facility maintenance such as cleaning and utilities.
- *Connected Officer Lifecycle Replacement* – Additional funding of \$0.307 M is estimated relating data plan for licenses, data plans and maintenance for the 700 devices.

The 2019 operating costs for all these projects, as mentioned above, have been funded in the 2019 Staff Recommended Operating Budget for TPS and any future operating impacts will be reviewed each year as part of the annual Operating Budget process.

2018 CAPITAL PERFORMANCE

2018 Project Delivery

During 2018, Toronto Police Services accomplished the following capital projects and activities.

- Completed various reserve funded projects such as vehicle replacement, servers, IT business resumptions, Computer/laptop/printer, network equipment, Digital Video Asset Management (D.V.A.M), in car camera, security system replacement.
- Site selected and approved by city council for 54/55 division – TTC property at Danforth and Coxwell.
- Continued the lifecycle of mobile and portable radios for the radio replacement program.
- Substantially completed the Peer to Peer Site project; minor deficiencies will be addressed in 2019.
- Developed infrastructure, initial system design and rolled out 700 devices from the Connected Officer project.
- Completed the initial phase of Body Worn Camera; issued a Request for Information.

Status Update on Council Approved New Capital Projects in the 2018 Capital Budget

During the 2018 Budget process, City Council approved the new capital projects totalling \$3.497 million funded by \$3.395 million debt. The implementation status is detailed below:

- *54/55 Division Facilities Design:* on January 24 and 31, 2018 Council approved the recommended site for the amalgamation of 54 and 55 division at 1627 Danforth Avenue (the current TTC Danforth Garage). At this meeting, Council also directed that City staff convene a working group to undertake a master planning exercise that will involve community consultations, technical studies, and confirmation of required Toronto Transit Commission uses to be included on the site, the exploration of other potential partners and uses, and conceptual site plans.

To date, CreateTO has taken the lead, holding community consultations over the summer months and commissioning an external consultant to conduct the master planning exercise, which is expected to be completed and submitted to City Council for approval in the first quarter of 2019.

- *41 Division:* A feasibility study was completed in January 2018 outlining options for a phased demolition and construction of the new building
- *32/33 Division Amalgamation:* On June 26, 27, 28, 29, 2018, Council approved the advancement \$200,000 for the 32 Division project, funded by the deferral of the 2018 cash flow for the same amount from 54/55 Amalgamation project. TPS has secured an interior design consulting firm to redesign the building interior in an effort to optimize the use of available space and to improve the movement of both personnel and persons in custody.

2018 Financial Performance

Table 6: Budget vs. Actual by Project Category

Project Category (In \$ Millions)	2017			2018			2019	
	Budget	Actual	Spending Rate %	Budget	Projected Actual *	Spending Rate %	Staff Recommended Capital Budget (excl. 1 Yr Carry Forward)	Staff Recommended Capital Budget (incl. 1 Yr Carry Forward)
Health & Safety	-	-		-	-		-	-
Legislated	-	-		-	-		0.500	0.500
SOG	55.989	37.951	67.8%	42.880	23.351	54.5%	46.445	57.669
Service Improvement	15.809	4.689	29.7%	33.313	36.765	110.4%	18.851	23.004
Growth Related	7.000	-	0.0%	-	-		-	-
Total	78.798	42.640	54.1%	76.193	60.116	78.9%	65.796	81.173

Note - 2018 projection based on the Q3 capital variance submission

As illustrated in the table above, the year-end spend rate is projected to be 78.9%. 21 projects are underspent with funds that will be carried forward into 2019 from 2018. A detailed review of the 2019-2028 Capital Plan has been conducted and the necessary adjustments have been made to the timing of cash flow funding for major capital projects such as the 54/55 Division amalgamation, Business Intelligence, Transforming Corporate (Systems) Support, which are the major contributors to the 2018 under expenditures.

For additional information regarding the 2018 Q3 capital variances and year-end projections for Toronto Fire Services, please refer to the attached link for the report entitled "Capital Variance Report for the Nine-Month Period Ended September 30, 2018" adopted by City Council at its meeting on December 13, 2018.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2019.CC1.8>

Impact of the 2018 Capital Variance on the 2019 Staff Recommended Capital Budget

- As a result of the delays in the capital projects described in the 2018 Q3 Capital Variance Report, funding of \$15.378 million is being carried forward from 2018 for inclusion in the 2019 Staff Recommended Capital Budget to continue the capital work.
- The 2019 - 2028 Staff Recommended Capital Budget and Plan includes revised cash flow funding estimates for the construction projects. The Program has realigned cash flow estimates in 2019 based on the revised project timeline and activities.



ISSUES FOR DISCUSSION

ISSUES IMPACTING THE 2019 BUDGET

2019 Budget Overview

2019 Operating Budget:

- 2019 represents the third year of implementing of the Transformational Task Force's recommendations in *The Way Forward Report*. Since its adoption by the Toronto Police Services Board and City Council in 2017, seven of the 33 recommendations, identified in the report are completed and the remaining are in various stages of planning, design and implementation.
- The completed priorities include the ending and disbanding of the Toronto Anti-Violence Intervention Strategy (TAVIS) and improved public safety response, and most notably the moratorium on hiring and promotions. In addition, the City of Toronto has taken over a number of service delivery responsibilities including:
 - Beach Lifeguard operations at the City's beaches; and
 - Transit Patrol Unit functions to TTC from the Toronto Police Service.

As a result, TPS can use these efficiencies to offset the reduction of police officers and deploy its resources to other priorities in a more cost effective way as part of the transformation and modernization of the policing model for the Toronto Police Service.
- As of today, Toronto Police Service is estimating the realization of approximately \$100 million in operating savings and cost avoidance and the majority of these savings are the result of the hiring moratorium (approximately \$72 million).
- *The Way Forward* priorities will continue to be implemented in 2019 through:
 - Continuing the move to a district model of policing and civilianization of uniform positions;
 - Increasing the use and transparency of data and analytics;
 - Completing the transfer of the School Crossing Guard Program to the City;
 - Implementing the HR transformation and culture change recommendations;
 - Improving officers' mobility by maturing the Connected Officer program; and
 - Enhancing the Strategy Management Office resources to ensure *The Way Forward* plan is executed effectively.
- These strategic priorities as well as the City's directions have guided the development of the 2019 Budget for the Toronto Police Service. The TPS's 2019 Staff Recommended Operating Budget of \$1.173 billion gross and \$1.027 billion net is \$30.3 million net or 3% above the 2018 Council Approved Operating Budget. After a 3-year moratorium on hiring since 2016, this budget increase will enable TPS to hire over 300 uniform officers, 122 special constables, 186 part-time retirees, and over 200 other civilian roles in order to maintain existing services and service levels in 2019 and address service demands.
- Service outcomes that can be expected from this funding level include:
 - Hiring to fill over 800 uniform and civilian positions to maintain an average deployed uniform strength of 4,730 or 4,820 including civilianized positions that supplement that number;
 - Providing security for 272 Provincial courtrooms within the City of Toronto and prisoner transportation;
 - Addressing community safety issues, particularly related to pedestrian and traffic safety, and police interactions with persons in crisis;
 - Allocating additional digital, investigative and analytical response to guns and gangs criminal activities; and
 - Continuing with the modernization initiatives and recommendations identified in *The Way Forward Report*.
- The 2019 Staff Recommended Operating Budget for TPS is consistent to the TPS's 2019 Operating Budget Request approved by the Toronto Police Services Board at its meeting on January 24, 2019. It is noted that the 3% increase over 2018 does not include collective agreement impacts as they are not known at this moment. The previous 4-year (2015 – 2018) collective agreement expired on December 31, 2018.

10-Year Capital Plan:

- The 2018 Council Approved Capital Budget for TPS was \$76.194 million, primarily dedicated to facility realignment, information technology, and replacement/maintenance/equipment projects, as well as lifecycle replacements funded from the vehicle and equipment reserve. 21 projects have underspent funding that will be carried forward into 2019 from 2018.
- A detailed review of the 2019 - 2028 Staff Recommended Capital Plan has been conducted and the necessary adjustments have been made to the timing of cash flow funding for major capital projects such as *54/55 Division Amalgamation*, *Business Intelligence*, and *Transforming Corporate (Systems) Support*, which are the major contributors to the 2018 under expenditures.
- The Staff Recommended 10-Year Capital Plan focuses on optimizing the facility footprint, improving quality, reliability and access to information as well as continuation of connecting officers with modern technologies as part of the moderation of the Toronto Police Service guided by *The Way Forward Report*, in addition to the replacing lifecycle and maintaining existing assets in state of good repairs.
- This Staff Recommended 10-Year Capital Plan reflects an increase of \$62.426 million or 12% in capital funding when compared to the 2018 - 2027 Council Approved Capital Plan. Key changes are summarized as follows:
 - A new legislated project, *Next Generation 9-1-1* with funding of \$5.000 million has been added to the 10-Year Capital Plan. This funding will be used for the replacement of telephone switches and hardware needed to make the system NG 9-1-1 compliant.
 - The *Facility Realignment* project will now fund the implementation of the Police Services new district model. The project costs have been refined to \$100.802 million in the 2019 – 2028 Staff Recommended Capital Budget and Plan and allocated to various facilities amalgamation, expansion and renovation projects, as outlined in *The Way Forward Report*.
 - The *Facility Realignment* project will also require non-facilities related costs of \$7.193 million that have been added to the Staff Recommended 10-Year Capital Plan.
 - Following a City-wide review of unmet capital priorities, two unmet high priority projects were added to the 2019 - 2028 Staff Recommended Capital Budget and Plan:
 - *The Connected Officer* project (\$0.800 million) will provide continued investment to stabilize the Connected Officer Program to mature and evaluate the current device deployment, develop efficiency-creating mobile applications, and enhance accessibility to information, as recommended by *The Way Forward Report*.
 - *The Body Worn Cameras* project (\$3.0 million) will provide sufficient funding to carry out the procurement process, including an initial trial deployment.
- It is important to note that the full financial requirements to complete the key large projects, as noted above, are not fully included in the 10-Year Staff Recommended Capital. Despite added capital investments, Toronto Police Services still requires over \$65.6 million in debt funding that could not be accommodated during the 2019 Budget process. These unmet capital needs are discussed further in the following section.
- In summary, Toronto Police Service faces many service challenges and budget pressures in 2019. Both the 2019 Staff Recommended Operating Budget and 10-Year Capital Plan will continue to support and implement the strategic priorities, as outlined in the Transformation Task Force: *The Way Forward Report* to modernize the TPS and address service priorities.
- The 2019 - 2028 Staff Recommended Capital Plan for Toronto Police Services is consistent to the TPS's 2019 Operating Budget Request approved by the Toronto Police Services Board at its meeting on January 24, 2019. Both the 2019 Board Approved Operating Budget Request and 2019 – 2028 Board Approved Capital Program Request for Toronto Police Services will be forwarded to Budget Committee for consideration as part of the City's 2019 Budget process. The report and decision can be accessed via the following link:
http://www.tpsb.ca/images/agendas/AGENDA_PUBLIC_January24.pdf

Capital Unmet Needs Not Included in the 2019 – 2028 Staff Recommended Capital Budget and Plan

The "Unmet Capital Needs" identified by Toronto Police Service, are noted in the table below and will require additional debt funding to proceed. The "Unmet Capital Needs" identified below could not be accommodated within the City's current debt targets given the limitations on debt servicing costs or based on project readiness to proceed and therefore were not included in the 10-Year Capital Plan for TPS. These projects will be included on the list of unfunded "Capital Priorities" considered for future funding alongside with other City priorities in future year budget processes.

Table 7: Unmet Capital Needs Not Included in the Staff Recommended 10-Year Capital Plan

Project Description (In \$ Millions)	Total Project	Non-Debt Funding	Debt Required	Cash Flow (In \$ Millions)										
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	
NOT INCLUDED														
<i>Body Worn Camera - Full Implementation</i>	8.179	-	8.179	-	8.179	-	-	-	-	-	-	-	-	-
<i>Connected Officer Lifecycle Replacement</i>	9.199	9.199	-	-	-	0.595	0.839	1.554	1.116	1.604	0.902	1.655	0.934	-
<i>Connected Officer Program</i>	7.709	-	7.709	-	1.026	3.259	3.424	-	-	-	-	-	-	-
<i>District Model</i>	11.228	-	11.228	-	4.904	3.710	1.574	1.040	-	-	-	-	-	-
<i>Global Search</i>	7.000	-	7.000	-	2.000	5.000	-	-	-	-	-	-	-	-
<i>Next Generation 911 (NG911)</i>	22.250	-	22.250	-	-	-	-	-	0.250	6.000	3.000	5.000	8.000	-
Total Unmet Needs (Not Included)	65.565	9.199	56.366	-	16.109	12.564	5.837	2.594	1.366	7.604	3.902	6.655	8.934	

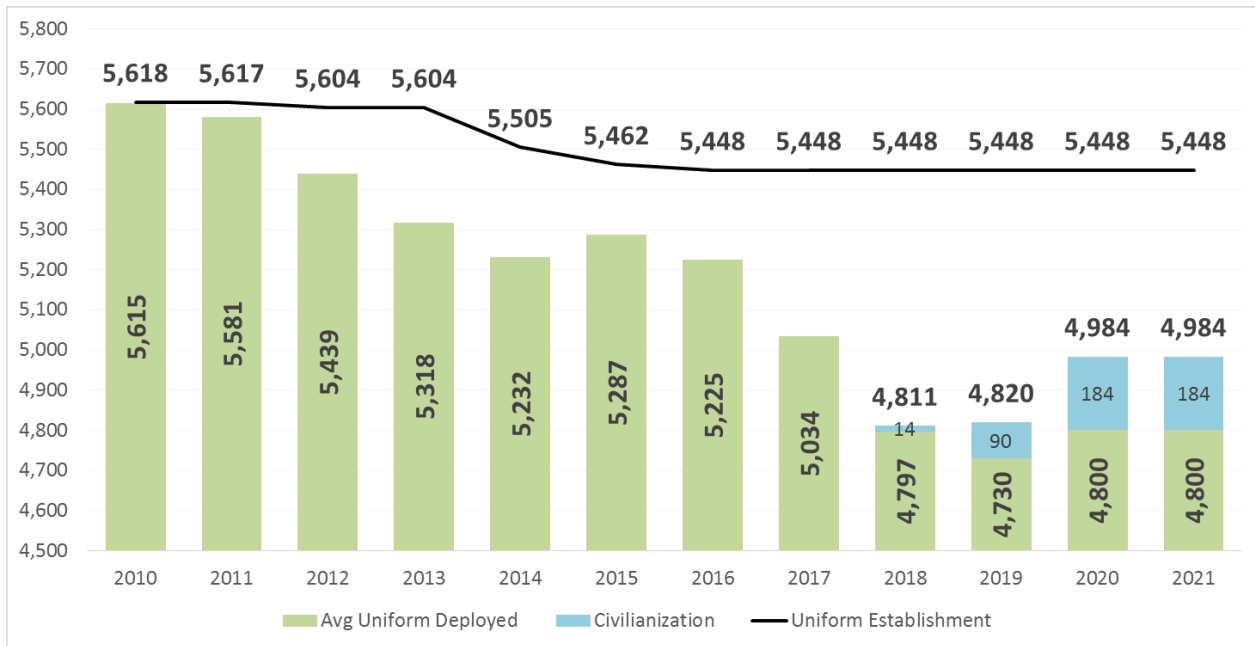
- The full financial requirements to complete four key large projects (Connected Officer, Body Worn Cameras, Next Generation 911 and District Model) are not fully included in the 10-Year Capital Plan as they cannot be accommodated within TPS' debt target.
 - The *Connected Officer* project (*Capital plan: \$0.8 million; Unmet needs: \$7.709 million*): The total project cost is \$11.109 million. The first phase included the purchase of 700 devices costing \$2.6 million, which were funded from the Provincial Police Effectiveness Modernization (P.E.M) grant in the 2018 Council Approved Capital Budget. The 2019 - 2028 Staff Recommended Capital Plan provides sufficient cash flow funding of \$0.8 million for costs associated with evaluating and enhancing functionalities for these existing 700 devices. The remaining \$7.709 million will purchase an additional 3,650 mobile devices and is currently not in the 2019 – 2028 Staff Recommended Capital Plan. In addition, there is also an additional \$9.199 million in lifecycle replacement costs for the *Connected Officer* devices on the capital unmet list.
- The *Body Worn Camera* project (*Capital Plan: \$3.0 million; Unmet needs: \$8.179 million*): The total project cost is \$11.179 million. A non-binding Request for Proposal for the *Body Worn Camera* program will be issued in the first quarter of 2019. The 2019 - 2028 Staff Recommended Capital Plan includes sufficient funding to carry out the procurement process, including an initial trial deployment. However, implementing *Body Worn Camera* will involve significant one-time capital and on-going operating costs, currently estimated at \$8.179 million. Depending on the solution, if provided on premise, lifecycle replacements are required, for which costs are not included in the project.
- Next Generation (NG) 911* project (*Capital Plan: \$5.0 million; Unmet needs \$22.240 million*): The NG 911 project is based on legislated C.R.T.C. requirements. This project requires a total funding of \$27.240 million, of which \$5.0 million has been added to the Staff Recommended 10-Year Capital Plan to meet the June 2020 deadline of moving fully from analog to digital. However, further investments will be required beyond 2023 deadline for items such as additional space for Communication Centre, staffing requirement and storage solution for pictures, videos, etc. TPS plans on working with the City on the second phase.
- The *District Model* project (*Capital Plan: \$7.193 million, Unmet needs: \$11.228 million*): The *District Model* will require non-facility related costs that are currently not in the 2019 - 2018 Staff Recommended Capital Plan. This includes alignment of all systems, processes, and organizational structure, preparation of the communication Services and Telecommunication infrastructure, updating all IT applications and systems and future state processes.
- Global Search* (\$7.000 million): *Global Search* is a web-based content search tool that is designed for front-line investigative, analytics and administrative members to access all of the organizations data/information in a seamless search.

At this time, there is not enough information to properly determine the additional capital investments that will be required to fully fund these projects. Toronto Police Service will undertake a further review of its 10-Year Capital Plan to find opportunities to accommodate these unmet needs.

OTHER ISSUES IMPACTING THE 2019 BUDGET

Staff Complement

- Moving into 2019, the Toronto Police Service can no longer sustain current service levels due to the historical declining level of deployed uniform officers.
- As illustrated in the chart below, the average number of deployed officers is estimated to be 4,730 in 2019, decreasing from the 2018 projected average of 4,797.



- The 2019 Operating Budget is premised on 404 separations in 2018 (294 uniform and 110 civilian), as well as the assumption of another 350 separations in 2019 (250 uniform and 100 civilian). This is below the approved budget complement of 7,881 positions, including 5,440 uniform positions (excluding 8 Parking Enforcement Officers), 2,230 civilian positions, and 211 part-time positions.
- The 2019 Staff Recommended Operating Budget is impacted by the full year financial impact of in-year changes approved by the Toronto Police Service Board during 2018, including the hiring of 53 Communications positions to address increased calls for service and decrease call processing times, and 14 Special Constables in 2018.
- Toronto Police Service's 2019 delivery model includes both uniform positions and civilians delivering some services previously performed by officers. The 2019 Staff Recommended Operating Budget continues to focus on civilianizing uniform positions as a cost-effective approach to free up frontline officers for core policing duties, as follows:
 - TPS will have civilianized a total of 136 special constables, 28 crime analysts, 18 bookers and two civilian courts positions by the end of 2019.
 - TPS will complete the transfer of the School Crossing Guard Program on July 31, 2019, after which Transportation Services will provide oversight and fund program delivery by a third-party service provider.
- In addition, in April 2018, the Board requested an external review of the Corporate Communications function and structure. The review found that there were significant resourcing and skills gaps in the overall strategy, digital strategy, and internal communications. As a result of this review, the Corporate Communications team will expand by 9 new positions in 2019.
- The 2019 Staff Recommended Operating Budget reflects almost \$7.3 million to hire 186 part-time retirees which will be deployed to deal with non-emergency calls for service, walk-ins, and taking reports over the phone and online. This will allow frontline officers to focus on higher priority and emergency situations.

Reliance on Provincial Funding and Implications

- Provincial grants fund approximately 4% of the TPS's total expenditures. Consistent with previous budgets, TPS has been dependent on provincial funding to help mitigate budget pressures and offset costs. The 2019 Staff Recommended Operating Budget for Toronto Police Service (TPS) assumes that a similar level of funding from major provincial grants will continue including:

Policing Effectiveness Modernization (P.E.M) Grant

- This grant aims to provide greater flexibility to police services and boards to focus on implementing initiatives that address local needs. The TPS' 2018 Council Approved Operating Budget included \$10.130 million in revenue anticipated to be realized through the P.E.M grant from the Ministry of the Community Safety & Correctional Services to cover the salary costs of the Public Safety Response Team within Toronto Police Service. The development of the 2019 Staff Recommended Operating Budget assumes the same level of funding from the Province will be received in 2019.

Court Security and Prisoner Transportation (CSPT)

- This grant provides a subsidy to offset municipal costs for providing security at provincial courts and transporting prisoners that began in 2012, and increased over a period of seven years, as part of the Provincial government upload of court security costs. The allocation methodology is based on TPS's relative share of the total provincial court security and prisoner transportation costs. Despite the current contract between the City of Toronto and the Ministry of Community Safety and Correctional Services expiring on December 31, 2018, the 2019 Staff Recommended Operating Budget continues to include \$40.8 million in anticipation of a similar level of subsidy from the Province to upload the court security and prisoner transportation costs. In 2018, the grant was \$42.8 million. A decrease of \$2.0 million reflects lower expenditures associated with declining staffing costs in court security services.
- It is unknown when funding will be confirmed by the Province for these grants.
- Despite uncertainty, the TPS's 2019 Staff Recommended Operating Budget reflects the following two new confirmed grants commencing in 2019:
 - Guns and Gangs Provincial Grant (\$4.911 million) is a provincial grant of \$19.6 million over four years, ending March 31, 2022, for additional digital, investigative and analytical resources to combat guns and gangs in Toronto.
 - Life Skills to Succeed Project (\$0.204 million) is a federal grant of \$0.400 million over 2019 and 2020 for TPS to deliver a program to enhance the life skills of at-risk youth in eight designated neighbourhoods.

Modernization, Transformation and Innovation Initiatives

The 2019 – 2028 Staff Recommended 10-Year Capital Plan enables the TPS to transition from a facilities-based organization to an information and technology-based service provider, as discussed below:

Facility Realignment

- While historically TPS capital projects have been focused on improving and addressing aging facility infrastructure, *The Way Forward Report* outlined new facility capital initiatives required in order to modernize TPS by allowing for more flexible deployment and sharing of resources. The report outlined a phased realignment of divisional boundaries and facilities, and the transition to a District Policing model through amalgamating, demolishing and rebuilding, expanding, or renovating Division facilities. Ultimately, TPS will re-organize from 17 division to 10 districts.
- Significant projects relating to realignment in the Staff Recommended 10-Year Capital Plan are the continuation of *54/55 Divisions Amalgamation*, *32/33 Divisions Amalgamation* and the demolition and construction of *41 Division* on the existing site.
- While the location and number of facilities are still being considered, there are anticipated savings arising from the:
 - Return of *54 and 55 Division* properties to the City, once the new consolidated *54/55 Division* facility is built on the new site at 1627 Danforth Avenue (Danforth TTC garage); and

- Lower facility operating and replacement costs due to reduced facility foot print.
- In 2017, TPS returned two surplus properties to the City as a result from the consolidation of the Divisional Policing Support Unit and the Public Safety Unit into other police facilities. The operating savings is estimated to be \$250,000 annually.

Information Technology

- Toronto Police Services is modernizing its service delivery by leveraging technology for operational effectiveness and efficiencies. TPS is proceeding with two major modernization projects: *Body Worn Cameras* and *Connected Officer* where frontline officers are equipped with mobile technology and recording devices.
 - The pilot project of *Body Worn Cameras* finished in 2016. Based on the pilot results, TPS has decided to move forward with the issuance of a RFP for a potential vendor. This initiative will help achieve TPS objectives to maintain public trust and provide professional and unbiased policing.
 - The initial phase of *Connected Officer Program* was completed in 2018 with a successful deployment of approximately 700 devices to frontline officers. This represents a cultural change for the TPS and is a key component of the drive towards modernization. The *Connected Officer* project allows frontline officers to be dispatched in neighbourhoods and communities throughout the day and reduces reliance on the use of police stations for administrative work. In addition, it supports the District Policing model by reducing the facility footprint and deploying officers where they are needed the most.

As a result, the 2019 – 2028 Staff Recommended Capital Budget and Plan provides funding for facility realignment and IT projects to modernize and transform TPS. The full financial requirements to complete these modernization and transformation projects are not fully included in the TPS's Staff Recommended 10-Year Capital Plan as they could not be accommodated within the City's debt capacity. The balance of funding needs for these modernization projects are included in the unmet capital needs for consideration along with other City priorities as part of the future year budget processes.

These pressures do not include the anticipated significant operating costs that may be required to enable transformational initiatives. Therefore, it is recommended that the Chair of Toronto Police Services Board report any operating costs and associated benefits arising from the implementation of facility realignment and transformation information technology projects in the 2020 Budget process.

ISSUES REFERRED TO THE 2019 BUDGET PROCESS

Immediate Steps to Address Gun Violence

- At its meeting of June 26 – 28, 2018, City Council directed the City Manager to request an emergency meeting with the Toronto Police Service, Toronto Community Housing Corporation and appropriate staff to determine what additional resources are needed to take immediate steps to address gun violence in the City, and report back in the next City Council meeting. Attached is the link to the decisions and report: <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.MM43.23>
- In July 2018, the Interim City Manager prepared a report entitled "*CC44.14 Immediate Steps to Address Gun Violence*" which provided an overview of current initiatives to address gun violence, and a listing of proposed crime prevention actions for investments by the City of Toronto and other levels of government for City Council's consideration. At its meeting of July 23 - 30, 2018, City Council adopted the following recommendations:
 - City Council authorize the City Manager to request, enter into any necessary agreements, receive, and allocate Provincial or Federal Government funding up to \$15.0 million to support enforcement initiatives, including enhanced surveillance activities and enhanced community security in local communities most impacted by gun violence as detailed in Revised Appendix B, #18 (Expansion Closed Circuit Television (CCTV), #19 (New Shot Spotter) and #20 (Expansion Gun Violence Reduction Plan) to the report (July 17, 2018) from the Interim City Manager.
 - City Council direct the City Manager to report through the 2019 Budget process on the impact of these investments and any additional resources required to implement a proactive safe summer plan in 2019.

- City Council request the Toronto Police Services Board to immediately hire 100 new police officers, funded in 2018 through the Tax Rate Stabilization Fund, with the 2019 costs to be considered as part of the 2019 Budget Process.
- City Council request the Toronto Police Services Board to request the Chief of Police to accelerate the implementation of a sustainable Neighbourhood Policing Model City-wide recommended through the Toronto Police Service modernization plan and to report to Budget Committee through the 2019 Budget process to address if any additional funding is required. Attached is the link to the decisions and report: <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.CC44.14>
- *Expansion Closed Circuit Television (CCTV)*
 - An application to apply for the Provincial Guns and Gang Reduction grant as well as the Federal National Crime Prevention Strategy grant to support the expansion of the CCTV program (from 34 to 74 cameras) was submitted for funding. It is confirmed that the expansion of the CCTV was not approved by the Province as part of the Guns and Gangs grant and TPS is still waiting for a response from the Federal government before pursuing additional funding requests from the City of Toronto for this program.
- *Shot Spotter*
 - Shot Spotter is gunshot detection technology that uses sophisticated acoustic sensors to detect, locate, and alert police about illegal gunfire incidents in real-time. Additional annual funding of approximately \$0.6M would be required for this technology. Similarly, TPS has made requests for funding for this initiative to both the Provincial and Federal governments. Given that funding has not been approved as of to-date, TPS has not included this project in the 2019 Budget. Further, TPS intends to engage in public consultation prior to implementing a shot spotter program.
- As a result, TPS included neither Shot Spotter nor CCTV program expansion 2019 funding in its Staff Recommended 2019 Operating Budget or 2019 – 2028 Capital Plan given the uncertainty associated with these funding requests.
- *Safe Summer Plan*
 - In response to ongoing gun violence in the City, Toronto Police Service has deployed extra frontline police officers on Toronto streets. Between July and September 2018, an additional 200 Toronto Police Officers were deployed on the night shift in certain neighbourhoods. Toronto Police Service spent \$2.7 million on the Summer Safety Program in 2018. There has been no decision on implementing a proactive safe summer plan in 2019. Thus, no funding has been included in the TPS's 2019 Staff Recommended Operating Budget for this purpose.
- *Hiring of New Officers*
 - In December 2018, Toronto Police Service hired 134 uniform recruits to replace some of the uniform separations that occurred throughout the year due to retirements and resignations. TPS did not require funding from the Tax Rate Stabilization Reserve as this was hiring to replace officers and not to increase the number of officers. The ongoing costs of these officers have been built into the TPS's 2019 Staff Recommended Operating Budget.
- *Neighbourhood Policing Model*
 - With respect to the Neighbourhood Policing program, the 2019 Staff Recommended Operating Budget for TPS includes the continuation of the pilot program in an attempt to reduce crime and be 'neighbourhood-centric'. However, further expansion of the Neighbourhood Officer Program is not included in the 2019 Staff Recommended Budget for TPS. Additional annual funding of approximately \$16.4 million would be required for the expansion of the program. TPS has made requests for funding for this initiative to both the Provincial and Federal governments, however, no funding has been approved to date.
- Toronto Police Service continues its discussions and follow-up with the other orders of government regarding additional funding for initiatives such as Shot Spotter, expansion of the CCTV program and the Neighbourhood Officer program. Therefore, it is recommended that the Chair of Toronto Police Services Board report to Budget Committee and provide status update on the receipt of any grants as well as any changes to the grant values through the 2019 quarterly variance reports.

Collision Reporting Centre

- A Collision Reporting Centre is a facility which is created to help motorists, cyclists, and pedestrians report vehicle collisions. Currently, there are two Collision Reporting Centres to serve the driving public in North York and Scarborough. The Collision Reporting Centres of Toronto are partnerships between the Toronto Police Service, insurance providers and private enterprises. The West Collision Reporting Centre in Etobicoke closed in 2011.
- The concept of self-reporting collisions is the main function of the Collision Reporting Centre. This allows for the timely reporting of the collision to the insurance provider and an early resolution of the claim process.
- At its meeting on June 26, 27, 28 and 29, 2018, during the consideration of the Vision Zero: Road Safety Plan initiative, City Council approved an increase to the Police Service's Budget to fund a collision reporting centre at a central police location for reporting cycling collisions, through the 2019 Budget Process, such funds to come from the Capital Financing Reserve.

Attached is the link to the decision:

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.EX35.26>

- Without undertaking an assessment of service needs, expected outcomes, and financial impacts, Toronto Police Service has not submitted a proposal to fund a new Collision Reporting Centre for 2019.

ISSUES IMPACTING FUTURE YEARS

Cost of Living Allowance Impact

- The previous four-year (2015 - 2018) collective agreement with the Toronto Police Association (TPA) and Senior Officers Organization (SOO) expired on December 31, 2018 and there are no agreements yet in place for 2019 and beyond. For that reason, the impact of the salary settlement is not included in the 2019 Staff Recommended Operating Budget for Toronto Police Service, and the City of Toronto will make an estimated provision corporately.

Cannabis Legislation Impacts

- The Cannabis Act was enacted on October 17, 2018. This legislation creates a legal and regulatory framework for controlling the production, distribution and possession of cannabis in Canada.
- Information received from various areas of the Toronto Police Service has identified the following preliminary impacts to the TPS, which will be explored further during the development of the measurement framework:
 - The development of training to educate members on this new legislation, as well as the time required for members to complete the training. This training is mandatory for all officers and for all Communications Services personnel.
 - The purchase of the oral fluid screening devices and other equipment necessary for enforcement.
 - Training additional Drug Recognition Evaluators and increasing the number of officers trained in Standardized Field Sobriety Testing.
 - Enforcement of illegal dispensaries and of drug impaired driving.
 - Since legalization, Health Canada may no longer cover the cost to physically destroy seized cannabis. Should this prove to be true, the Service will incur this additional cost, increased enforcement of illegal dispensaries may also result in increased storage requirements.
 - The development and ongoing adaptation of Service governance to address the legalization of cannabis as it applies to members.
- Although the full financial impact of incremental policing requirements for this legislation has not been determined at this time, the 2019 Staff Recommended Operating Budget for Toronto Police Service includes \$0.400 million to fund drug recognition and field sobriety training and equipment, and specialty pay for drug recognition experts.
- It is anticipated that implementation of this legislation will result in further impacts to the Toronto Police Service.

REPORTING ON MAJOR CAPITAL PROJECTS: STATUS UPDATE

In compliance with the Auditor General's recommendations to strengthen accountability, additional status reporting on all major capital projects is required. The following projects have been reported on a quarterly basis during 2018:

54/55 Division Amalgamation

Project Overview and Deliverables

- 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.

Financial Update

Project name (In \$000s)	Initial Approval Date	Approved Project Cost	Life to Date Expenditures as at Dec 31, 2017	2018		2019	2020	Projection To End of Project	Status	End Date		On Budget	On Time
				Budget	Year-End Projection*	Budget	Plan			Planned	Revised		
54/55 Division Amalgamation	2017	39,225	0	6,203	250	0	6,252	39,225	Significant Delay	Jan-17	Dec-21	Ⓞ	Ⓢ

* 2018 year-end projection based on the Q3 capital variance

On Budget	On Time
> 70% of Approved Project Cost	Ⓞ On/Ahead of Schedule
Between 50% and 70%	Ⓢ Minor Delay < 6 months
< 50% or >100% of Approved Project Cost	Ⓢ Significant Delay > 6 months

Project Status

- On January 31, 2018, City Council approved the recommended site (current Toronto Transit Commission Danforth Garage located at 1627 Danforth Avenue) for the consolidated district facility as part of an overall community revitalization program. The master planning exercise is underway.

2019 Plan

- Consultant selection and design phase will be completed in 2019

Key Project Challenges

- Detailed design and project timelines will be determined following the completion and approval of the master planning study.

32/33 Division Amalgamation




Project Overview and Deliverables

- As a result of recommendations in The Way Forward report, TPS commenced exploring the feasibility of amalgamation 32 and 33 divisional operations into a new 32/33 District operations, to be located on the existing 32 Division site, a facility that was previously identified requiring major renovations.
- The initial project scope encompasses a major interior retrofit to the existing building, as well as upgrades to the base building. TPS has secured an interior design consulting firm to redesign the building interior in an effort to optimize the use of available space and to improve the movement of both personnel and persons in custody.

Financial Update

Project name (In \$000s)	Initial Approval Date	Approved Project Cost	Life to Date Expenditures as at Dec 31, 2017	2018		2019	2020	Projection To End of Project	Status	End Date		On Budget	On Time
				Budget	Year-End Projection*	Budget	Plan			Planned	Revised		
32/33 Division	2018	200	N/A	200	100	4,790	5,950	11,940	On Track	Dec-21	Dec-21	Ⓡ	Ⓢ

* 2018 year-end projection based on the Q3 capital variance

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

Project Status

- The consultant is working on design development drawings, with tender and specifications to follow.

2019 Plan

- Funding will be used to carry out procurement process. An RFP is scheduled to be issued in the second quarter of 2019, with construction beginning after selection of successful bidders and TPS clearances.

Key Project Challenges

- Currently, there is insufficient parking for Service and member vehicles on the onsite, and therefore the cost of additional parking is not included in the 2019 – 2028 capital plan. A feasibility study is underway for the existing site, parking area and building access in order to determine if it is cost-effective to amalgamate the two facilities, or operating out of the existing two facilities.
- Construction estimates will increase total project cost if additional parking is required.

Peer to Peer Site

Project Overview and Deliverables

- This project provides for a new Peer-to-Peer disaster recovery/business continuity facility.
- TPS' current peer-to-peer data centre is located with the city's main data center in a City-owned and managed facility.
- The current location has significant space and power requirement issues, and the current line-of-sight distance from the current data center is seven kilometers, well below the industry minimum standard of 25 kilometers.

Financial Update

Project name (in \$000s)	Initial Approval Date	Approved Project Cost	Life to Date Expenditures as at Dec 31, 2017	2018		2019	2020	Projection To End of Project	Status	End Date		On Budget	On Time
				Budget	Year-End Projection*	Budget	Plan			Planned	Revised		
Peer to Peer Site	2014	19,924	6,138	13,783	13,000	0	0	19,138	On Track	Dec-18	Dec-19	Ⓞ	Ⓞ

* 2018 year-end projection based on the Q3 capital variance

On Budget	On Time
> 70% of Approved Project Cost	Ⓞ On/Ahead of Schedule
Between 50% and 70%	Ⓜ Minor Delay < 6 months
< 50% or >100% of Approved Project Cost	Ⓢ Significant Delay > 6 months

Project Status

- Large base building equipment has been delivered; building envelope, exterior grading and access flooring installation are complete. Landscaping, interior walls, ceiling, life safety, mechanical and electrical rough in are in progress.
- Construction is expected to be substantially complete in the fourth quarter of 2018. Equipment fit up and occupancy will occur from November 2018 to February 2019.

2019 Plan

- Unused 2018 project fund of \$0.784 million will be carried forward to 2019

Key Project Challenges

- Obtaining municipal approval and licenses were challenging and delayed the timelines; however, approvals have been obtained and the project moved forward..

Transformation Corporate (Systems) Support

Project Overview and Deliverables

- TPS is upgrading and enhancing their Human Resource Management System (HRMS) and consolidating it with the Time Resource Management System (TRMS) to develop a new cost-effective, efficient and overall solution.
- 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 process, 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.

Financial Update

Project name (In \$000s)	Initial Approval Date	Approved Project Cost	Life to Date Expenditures as at Dec 31, 2017	2018		2019	2020	Projection To End of Project	Status	End Date		On Budget	On Time
				Budget	Year-End Projection*	Budget	Plan			Planned	Revised		
Transforming Corporate (Systems) Support	2014	8,435	3,233	2,809	1,778	1,700	1,000	8,435	Minor Delay	Dec-20	Dec-20	Ⓞ	Ⓜ

* 2018 year-end projection based on the Q3 capital variance

On Budget	On Time
> 70% of Approved Project Cost	Ⓞ On/Ahead of Schedule
Between 50% and 70%	Ⓜ Minor Delay < 6 months
< 50% or >100% of Approved Project Cost	Ⓡ Significant Delay > 6 months

Project Status

- Phase II implementation of the HRMS is underway, with the following initiatives complete: operational enhancements and production support; talent management tools; system upgrade; and workforce analytics and core system redesign.
- Phase III, the current state assessment of time and labour is nearing completion.

2019 Plan

- Phase III time and labour design and implementation work will be the focus in 2019 onwards.

Key Project Challenges

- Hiring moratorium and inability to fill positions has delayed the project. Delays due to resource constraints will continue to impact planned timelines.

Business Intelligence

Project Overview and Deliverables

- 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.

Financial Update

Project name (In \$000s)	Initial Approval Date	Approved Project Cost	Life to Date Expenditures as at Dec 31, 2017	2018		2019	2020	Projection To End of Project	Status	End Date		On Budget	On Time
				Budget	Year-End Projection *	Budget	Plan			Planned	Revised		
Business Intelligence	2015	10,716	5,062	5,155	4,061	1,300	0	10,716	Minor Delay	Dec-18	Apr-19	Ⓡ	Ⓜ

* 2018 year-end projection based on the Q3 capital variance

On Budget	On Time
> 70% of Approved Project Cost	Ⓢ On/Ahead of Schedule
Between 50% and 70%	Ⓜ Minor Delay < 6 months
< 50% or >100% of Approved Project Cost	Ⓡ Significant Delay > 6 months

Project Status

- The contract was awarded to IBM and the project formally started in December 2016.
- The project team has completed the project initiation and solution review, and is working with IBM on the hardware configuration and software installation of the development technical environment.
- The project has experienced delays due to significant resourcing issues such as attrition, the hiring moratorium and administrative delays sourcing the skills needed for the project, as well as negotiation of critical project change requests with the vendor related to scope items, data models to be delivered, reports development and a number of data sources.
- In October 2018, the vendor (I.B.M) communicated that it cannot complete all of the in scope project deliverables within the current project timelines.

2019 Plan

- Due to various delays, IBM has requested additional funding to continue service for supply of data integration in 2019. Issues and mitigation options are being reviewed and evaluated by the Command/Project Sponsors at this point. Regular weekly meetings are being held with IBM on mitigation strategies to bring this project back on track.

Key Project Challenges

- Determination of key deliverables and data sources.
- Due to various delays, it is estimated that an additional \$0.500 million is required to complete the project.

Radio Replacement

Project Overview and Deliverables

- This project is for the replacement and acquisition of mobile and portable radios. Current TPS' Telecommunications Services unit maintains approximately 5,000 mobile devices.

Financial Update

Project name (In \$000s)	Initial Approval Date	Approved Project Cost	Life to Date Expenditures as at Dec 31, 2017	2018		2019	2020	Projection To End of Project	Status	End Date		On Budget	On Time
				Budget	Year-End Projection*	Budget	Plan			Planned	Revised		
Radio Replacement	Ongoing	53,488	14,137	4,685	4,655	4,114	5,949	56,540	On Track	Ongoing	Ongoing	Ⓢ	Ⓢ

* 2018 year-end projection based on the Q3 capital variance

On Budget	On Time
> 70% of Approved Project Cost	Ⓢ On/Ahead of Schedule
Between 50% and 70%	Ⓜ Minor Delay < 6 months
< 50% or >100% of Approved Project Cost	Ⓣ Significant Delay > 6 months

Project Status

- The new district model will require a reconfiguration of the radio tower infrastructure systems to accommodate the combination of radio channels that are currently handled in different radio systems. A radio traffic study will be conducted to determine whether the capacity of the existing systems can cope with the anticipated changes.
- In order to avoid costs relating to tower relocations or augmentation work at the existing towers (estimated at \$14.6 M), the roll out of the new radio equipment has been accelerated as the new model radios will increase the capacity of the system by 50-60%, and would not require large additional expenditures and time relating to infrastructure change.

2019 Plan

- Radio replacement cash flow of \$1.5 M has been accelerated to 2019 and 2020, with no change to total cost, in response to the proposed district boundary changes.

Key Project Challenges

- Determination of additional requirements is dependent on the result of the radio traffic study.

Body Worn Camera

Project Overview and Deliverables

- 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 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.

Financial Update

Project name (In \$000s)	Initial Approval Date	Approved Project Cost	Life to Date Expenditures as at Dec 31, 2017	2018		2019	2020	Projection To End of Project	Status	End Date		On Budget	On Time
				Budget	Year-End Projection *	Budget	Plan			Planned	Revised		
Body Worn Camera	2017	500	13	487	487	1,000	2,000	3,487	On Track	Dec-18	Dec-18	Ⓞ	Ⓜ

* 2018 year-end projection based on the Q3 capital variance

On Budget	On Time
> 70% of Approved Project Cost	Ⓞ On/Ahead of Schedule
Between 50% and 70%	Ⓜ Minor Delay < 6 months
< 50% or >100% of Approved Project Cost	Ⓡ Significant Delay > 6 months

Project Status

- TPS is considering a potential body worn camera solution, including consideration of cloud storage as part of a potential solution, and evaluation of cost savings and process optimization opportunities.

2019 Plan

- A Request for Information process was completed in 2018 as part of Phase I. A non-binding RFP is scheduled to be issued in first quarter of 2019 (Phase II)
- The 2019 plan for Phase II will fund costs relating to a project manager, business analyst, fairness commissioner, as well as initial design and hardware requirements

Key Project Challenges

- The 2019-2028 capital plan includes sufficient funding for 2019 to carry out the procurement process, including an initial trial deployment. However, implementing Worn Camera will involve significant one-time capital and on-going operating costs, currently estimated at \$8.179 million.
- Until a solution is determined, it is not possible to establish the cost and whether the majority of the cost will be capital (on-premise) or operating (through a service provider).

41 Division

Project Overview and Deliverables

- This is a phased construction and demolition for a new building on existing lands. Cost assessments have confirmed that it is not economically feasible to address the ongoing building deficiencies or to retrofit the existing 41 Division.
- The phased construction and demolition approach for a new building on the existing site will provide TPS with a new district facility at the corner of Birchmount and Eglinton Avenues, an optimal site that is easily accessible with ample area for future expansion.

Financial Update

Project name (In \$000s)	Initial Approval Date	Approved Project Cost	Life to Date Expenditures as at Dec 31, 2017	2018		2019	2020	Projection To End of Project	Status	End Date		On Budget	On Time
				Budget	Year-End Projection*	Budget	Plan			Planned	Revised		
41 Division	2018	38,928	0	395	225	4,561	16,622	38,928	On Track	Dec-23	Dec-23	Ⓞ	Ⓞ

* 2018 year-end projection based on the Q3 capital variance

On Budget	On Time
> 70% of Approved Project Cost	Ⓞ On/Ahead of Schedule
Between 50% and 70%	Ⓜ Minor Delay < 6 months
< 50% or >100% of Approved Project Cost	Ⓢ Significant Delay > 6 months

Project Status

- A feasibility study was completed in January 2018, outlining options for a phased demolition and construction of the new building.
- TPS' facilities management is proceeding to retain the services of an architectural consulting firm to prepare the building design documentation.

2019 Plan

- Design planning will commence.

Key Project Challenges

- None

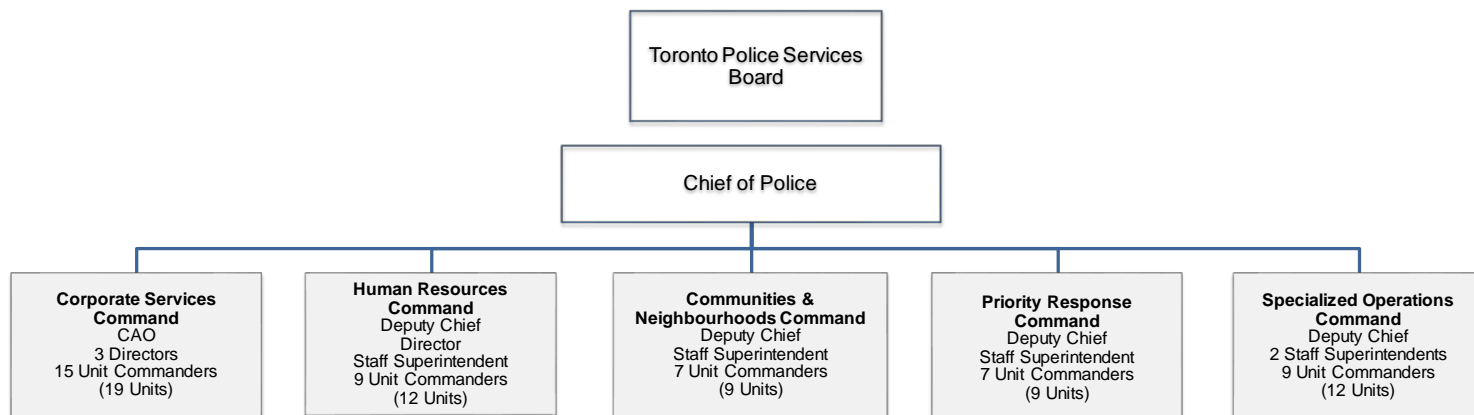
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APPENDICES

Appendix 1

2019 Organization Chart



2019 Total Complement

	Category	Uniform	Civilian	Part Time	Total
Operating	Permanent	5,440.0	2,230.0	211.0	7,881.0
	Temporary			-	-
	Total Operating	5,440.0	2,230.0	211.0	7,881.0
Capital	Permanent			-	-
	Temporary			-	-
	Total Capital	-	-	-	-
Grand Total		5,440.0	2,230.0	211.0	7,881.0

Notes:

- Currently, there are additional 8 uniform positions allocated to Toronto Police Service Parking Enforcement Unit, for a total City-wide approved uniform position complement of 5,448.

Appendix 2

2019 Operating Budget by Service

Toronto Police Service

(In \$000s)	2018	2019			Changes		Incremental Change	
	Approved Budget	Base	New / Enhanced	Total Staff Recommended Budget			2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	%	\$	\$
Total								
Gross Expenditures	1,141,876.3	1,172,748.3	0.0	1,172,748.3	30,872.0	2.7%	32,491.0	20,644.4
Revenue	145,423.9	145,976.8	0.0	145,976.8	552.9	0.4%	(7,685.0)	(203.6)
Total Net Expenditures	996,452.4	1,026,771.5	0.0	1,026,771.5	30,319.1	3.0%	40,176.0	20,848.0
Approved Positions	7,881.0	7,881.0	0.0	7,881.0	0.0		0.0	0.0

Appendix 7

2019 Capital Budget; 2020 - 2028 Capital Plan Including Carry Forward Funding

(In \$000s)	Total App'd Cash Flows to Date*	2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2019 - 2028 Total	Total Project Cost	
Total Expenditures by Category														
Legislated														
Next Generation 911 (NG911)		500	4,000	500								5,000	5,000	
Sub-Total		500	4,000	500								5,000	5,000	
State of Good Repair														
AFIS replacement		3,053					3,053					6,106	6,106	
AVLS Replacement Lifecycle			1,750					1,750				3,500	3,500	
CCTV		51										51	51	
CEW Replacement			1,350			1,210		1,350			1,210	5,120	5,120	
Digital Photography Lifecycle Replacement			292	316				292		316		1,216	1,216	
DPLN Replacement			1,500						1,600			3,100	3,100	
DVAMS I, II Lifecycle Replacement		1,046	1,060	1,890	665	855	385	326	1,825	650	650	9,352	9,352	
Electronic Surveillance System Lifecycle Replaceme		350					550					900	900	
Facilities Realignment		5,953										5,953	5,953	
Furniture Lifecycle Replacement- Reserve		1,980	500	500	500	500	500	500	500	500	500	6,480	6,480	
In-Car Camera Replacement		25		500	2,750	2,250						5,525	5,525	
IT business resumption		3,980	787	2,297	660	2,716	2,163	831	2,824	2,824	2,824	21,906	21,906	
Livescan replacement		540					540					1,080	1,080	
Locker Replacement		418	168	540	540	540	540	540	540	540	540	4,906	4,906	
Marine Vessel Electronics					585					600		1,185	1,185	
Mobile workstation		9,294	1,000			300	9,144	1,000			300	21,038	21,038	
Network equipment		2,400	2,900	1,750	2,250	3,750	4,350		5,500	5,500	1,750	30,150	30,150	
Property and Evidence Scanners Lifecycle		40					40					80	80	
Radar unit Replacement			9	15	12	195	78	176	52	231	99	867	867	
Radio Replacement		4,144	5,949	5,074	3,292					14,141	4,250	36,850	56,540	
Servers		5,930	4,441	3,634	2,325	4,113	6,512	4,678	3,825	3,825	3,825	43,108	43,108	
Small Equipment Replacement		309	967	1,588	1,311	236	271	230	999	996	220	7,127	7,127	
SOGR		5,700	4,400	4,400	4,400	4,400	4,400	4,400	4,400	4,400	4,400	45,300	45,300	
Vehicle & Equipment lifecycle replacement		7,227	6,954	7,436	6,495	6,495	6,495	6,605	6,495	6,495	6,495	67,192	67,192	
Voice Logging Lifecycle Replacement			350				350					700	700	
Wireless Parking System					5,523					5,523		11,302	11,302	
Workstation, printers and laptops		4,623	4,364	3,369	3,278	2,170	5,551	5,247	3,453	2,381	3,600	38,036	38,036	
Sub-Total		57,669	38,391	33,309	34,586	29,730	44,922	27,925	32,329	48,606	30,663	378,130	397,820	
Service Improvement														
AED's			100		12		42		12		12	178	178	
Body Worn Camera - Full Implementation		500	1,000	2,000								3,000	3,500	
Business Intelligence		9,416	2,394									2,394	10,716	
CCTV			275	275				300	300			1,150	1,150	
Connected Officer Lifecycle Replacement			342		348		355		362		370	1,777	1,777	
Connected Officer Program			800									800	800	
Electronic Surveillance System Lifecycle Replaceme			725									725	725	
12 Division Renovation			1,800	5,200	2,000							9,000	9,000	
13 Division New Build				372	6,500	17,330	14,170	2,000				40,372	40,372	
22 Division New Build					400	6,500	18,500	13,000	2,000			40,400	40,400	
32/33 Division Amalgamation		200	4,890	5,950	1,000							11,840	11,940	
41 Division - Construction		395	4,731	16,622	14,850	2,500						38,703	38,928	
43 Division Major Interior Renovation				300	2,100	1,600						4,000	4,000	
51 Division Major Expansion								1,500	3,000	2,530		7,030	7,030	
54/55 Amalgamation - Construction		6,203		6,252	11,625	7,000	4,697	3,448				33,022	39,225	
District Model			2,900	1,687	1,535	1,071						7,193	7,193	
Transforming Corporate Support (HRMS, TRMS)		5,735	2,731	1,000								3,731	8,435	
TPS Archiving			250									250	250	
Peer to Peer Site			783									783	783	
Sub-Total		22,449	23,004	39,728	33,757	19,031	22,427	24,515	20,800	15,174	5,000	206,348	226,402	
Growth Related														
Property and Evidence Racking			40			1,000						1,040	1,040	
Sub-Total			40			1,000						1,040	1,040	
Total Expenditures by Category (including carry forward from 2018)														
		22,449	81,173	82,159	67,566	53,617	53,157	69,437	48,725	47,503	53,606	33,575	590,518	630,263

Appendix 8

2019 Cash Flow and Future Year Commitments

(In \$000s)	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total 2019 Cash Flow & FY Commits
Expenditures:											
Previously Approved											
<i>Business Intelligence</i>	1,894										1,894
<i>CCTV</i>	51										51
<i>DVAMS I, II Lifecycle Replacement</i>	1,045										1,045
<i>Electronic Surveillance System Lifecycle Replaceme</i>	1,075										1,075
<i>54/55 Amalgamation</i>	5,953										
<i>41 Division - Design</i>	170										
<i>32/33 Amalgamation</i>	100										
<i>Furniture Lifecycle Replacement- Reserve</i>	1,980										1,980
<i>In-Car Camera Replacement</i>	25										25
<i>Livescan replacement</i>	540										540
<i>Locker Replacement</i>	418										418
<i>Mobile workstation</i>	9,294										9,294
<i>Peer to Peer Site</i>	783										783
<i>Radio Replacement</i>	4,144										4,144
<i>Small Equipment Replacement</i>	309										309
<i>SOGR</i>	5,700										5,700
<i>TPS Archiving</i>	250										250
<i>Transforming Corporate Support (HRMS, TRMS)</i>	2,731	1,000									3,731
<i>Vehicle & Equipment lifecycle replacement</i>	7,227										7,227
<i>Voice Logging Lifecycle Replacement</i>	350										
<i>Workstation, printers and laptops</i>	4,623										4,623
Subtotal	48,919	1,000									43,089
Change in Scope											
<i>Business Intelligence</i>	500										500
Subtotal	500										500
New w/Future Year											
<i>AFIS replacement</i>	3,053										3,053
<i>Body Worn Camera - Full Implementation</i>	1,000										1,000
<i>Connected Officer Program</i>	800										800
<i>12 Division Renovation</i>	1,800										1,800
<i>32/33 Division - 2019 and beyond</i>	4,790	5,950	1,000								11,740
<i>41 Division - Construction</i>	4,561	16,622	14,850	2,500							38,533
<i>District Model 2019-2024</i>	2,900										2,900
<i>IT business resumption</i>	3,980										3,980
<i>Network equipment</i>	2,400										2,400
<i>Next Generation 911 (NG911)</i>	500										500
<i>Property and Evidence Scanners Lifecycle</i>	40										40
<i>Servers</i>	5,930										5,930
Subtotal	31,754	22,572	15,850	2,500							72,676
Total Expenditure (including carry forward from 2018)	81,173	23,572	15,850	2,500							116,265
Financing:											
<i>Debt/CFC</i>	33,004	20,797	15,850	2,500							72,151
<i>Other</i>	1,330										1,330
<i>Reserves/Res Funds</i>	39,544										39,544
<i>Development Charges</i>	7,295	2,775									10,070
<i>Provincial/Federal</i>											-
Total Financing	81,173	23,572	15,850	2,500							123,095

Appendix 9

2019 Capital Budget with Financing Detail

Appendix 10

Inflows and Outflows to/from Reserves and Reserve Funds

2019 Operating Budget

Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2018 *	Withdrawals (-) / Contributions (+)		
			2019	2020	2021
		\$	\$	\$	\$
Beginning Balance		9,268.8	8,728.4	8,188.0	7,647.6
Police Central Sick Pay	XR1701				
<i>Withdrawals (-) TPS</i>		(4,157.1)	(4,157.1)	(4,157.1)	(4,157.1)
<i>Withdrawals (-) Parking</i>		(180.1)	(180.1)	(180.1)	(180.1)
<i>Contributions (+) TPS</i>		3,616.7	3,616.7	3,616.7	3,616.7
<i>Contributions (+) Parking</i>		180.1	180.1	180.1	180.1
<i>Interest</i>					
Total Reserve / Reserve Fund Draws / Contributions		(540.4)	(540.4)	(540.4)	(540.4)
Balance at Year-End		8,728.4	8,188.0	7,647.6	7,107.2

* Based on 9-month 2018 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2018 *	Withdrawals (-) / Contributions (+)		
			2019	2020	2021
		\$	\$	\$	\$
Beginning Balance		4,569.2	4,221.1	3,941.8	3,687.3
Police Health Care Spending Reserve Fund	XR1720				
<i>Withdrawals (-) TPS</i>		(398.8)	(1,500.8)	(1,876.0)	(2,345.0)
<i>Contributions (+) TPS</i>			1,221.5	1,621.5	2,021.5
<i>Interest</i>		50.7			
Total Reserve / Reserve Fund Draws / Contributions		(348.1)	(279.3)	(254.5)	(323.5)
Balance at Year-End		4,221.1	3,941.8	3,687.3	3,363.8

* Based on 9-month 2018 Reserve Fund Variance Report

v

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2018 *	Withdrawals (-) / Contributions (+)		
			2019	2020	2021
		\$	\$	\$	\$
Beginning Balance		4,348.1	4,348.1	2,154.8	211.5
Police Legal Liabilities Reserve	XQ1901				
<i>Withdrawals</i>					
<i>Withdrawals (-) TPS</i>			(3,152.3)	(3,152.3)	(3,152.3)
<i>Withdrawals (-) TPSB</i>			(500.0)	(500.0)	(500.0)
<i>Contributions (+) TPS</i>			930.0	1,180.0	1,430.0
<i>Contributions (+) TPSB</i>			529.0	529.0	529.0
Total Reserve / Reserve Fund Draws / Contributions			(2,193.3)	(1,943.3)	(1,693.3)
Balance at Year-End		4,348.1	2,154.8	211.5	(1,481.8)

* Based on 9-month 2018 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2018 *	Withdrawals (-) / Contributions (+)		
			2019	2020	2021
		\$	\$	\$	\$
Beginning Balance		4,709.0	3,709.0	(291.0)	(291.0)
Toronto Police Services Modernization Reserve	XQ1903				
<i>Withdrawals (-)</i>		(1,000.0)	(4,000.0)	-	-
<i>Contributions (+)</i>					
Total Reserve / Reserve Fund Draws / Contributions		(1,000.0)	(4,000.0)	-	-
Balance at Year-End		3,709.0	(291.0)	(291.0)	(291.0)

* Based on 9-month 2018 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2018 *	Withdrawals (-) / Contributions (+)		
			2019	2020	2021
		\$	\$	\$	\$
Beginning Balance		20,673.6	17,519.6	2,235.6	736.6
Vehicle and Equipment Replacement - Police	XQ1701				
<i>Withdrawals (-)</i>		(24,414.0)	(39,544.0)	(28,759.0)	(24,110.0)
<i>Contributions (+)TPS</i>		19,266.0	22,266.0	25,266.0	27,266.0
<i>Contributions (+)Parking</i>		1,994.0	1,994.0	1,994.0	1,994.0
Total Reserve / Reserve Fund Draws / Contributions		(3,154.0)	(15,284.0)	(1,499.0)	5,150.0
Balance at Year-End		17,519.6	2,235.6	736.6	5,886.6

* Based on 9-month 2018 Reserve Fund Variance Report

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2018 *	Withdrawals (-) / Contributions (+)		
			2019	2020	2021
		\$	\$	\$	\$
Beginning Balance			31,921.8	42,958.8	53,995.8
Insurance Reserve Fund	XR1010				
<i>Contributions (+)Parking</i>			94.7	94.7	94.7
<i>Contributions (+)TPS</i>			10,942.3	10,942.3	10,942.3
Total Reserve / Reserve Fund Draws / Contributions			11,037.0	11,037.0	11,037.0
Other Program / Agency Net Withdrawals & Contributions					
Balance at Year-End		31,921.8	42,958.8	53,995.8	65,032.8

* Based on 9-month 2018 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2018 *	Withdrawals (-) / Contributions (+)		
			2019	2020	2021
		\$	\$	\$	\$
Beginning Balance			25,869.7	24,122.0	22,374.3
Sick Pay Gratuity	XR1007				
<i>Withdrawals (-) TPS</i>			(14,030.3)	(14,030.3)	(14,030.3)
<i>Withdrawals (-) Parking</i>			(544.6)	(544.6)	(544.6)
<i>Contributions (+)TPS</i>			12,282.6	12,282.6	12,282.6
<i>Contributions (+)Parking</i>			544.6	544.6	544.6
<i>Interest</i>					
Total Reserve / Reserve Fund Draws / Contributions			(1,747.7)	(1,747.7)	(1,747.7)
Other Program / Agency Net Withdrawals & Contributions					
Balance at Year-End		25,869.7	24,122.0	22,374.3	20,626.6

* Based on 9-month 2018 Reserve Fund Variance Report

Inflows and Outflows to/from Reserves and Reserve Funds

2019 – 2028 Capital Budget and Plan

Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Projected Balance as at Dec 31, 2018 *	Contributions / (Withdrawals)										Total
			2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	
XQ1701 Vehicle and Equipment Reserve - Police	Beginning Balance		17,520	4,908	1,415	4,571	4,583	6,519	(4,081)	(640)	(1,977)	(4,776)	95
	<i>Withdrawals (-)</i>												
	AED's			(100)		(12)		(42)		(12)		(12)	(178)
	AVLS Replacement Lifecycle			(1,750)					(1,750)				(3,500)
	CCTV			(275)	(275)					(300)			(1,150)
	CEW Replacement			(1,350)				(1,210)		(1,350)			(1,210)
	Connected Officer Lifecycle Replacement				(342)		(348)		(355)		(362)		(370)
	Digital Photography Lifecycle Replacement				(292)	(316)				(292)		(316)	(1,216)
	DPLN Replacement				(1,500)						(1,600)		
	DVAMS I, II Lifecycle Replacement			(1,045)	(1,060)	(1,890)	(665)	(855)	(385)	(326)	(1,825)	(650)	(650)
	Electronic Surveillance System Lifecycle Replacement			(350)					(550)				(900)
	Furniture Lifecycle Replacement- Reserve			(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)
	In-Car Camera Replacement					(500)	(2,750)	(2,250)					
	IT business resumption			(3,980)	(787)	(2,297)	(660)	(2,716)	(2,163)	(831)	(2,824)	(2,824)	(2,824)
	Livescan replacement								(540)				(540)
	Locker Replacement			(48)	(168)	(540)	(540)	(540)	(540)	(540)	(540)	(540)	(540)
	Marine Vessel Electronics						(585)					(600)	
	Mobile workstation			(9,144)	(1,000)			(300)	(9,144)	(1,000)			(300)
	Network equipment			(2,400)	(2,900)	(1,750)	(2,250)	(3,750)	(4,350)		(5,500)	(5,500)	(1,750)
	Property and Evidence Scanners Lifecycle			(40)					(40)				(80)
	Radar unit Replacement				(9)	(15)	(12)	(195)	(78)	(176)	(52)	(231)	(99)
	Servers			(5,930)	(4,441)	(3,634)	(2,325)	(4,113)	(6,512)	(4,678)	(3,825)	(3,825)	(3,825)
	Small Equipment Replacement			(236)	(967)	(1,588)	(1,311)	(236)	(271)	(230)	(999)	(996)	(220)
Vehicle & Equipment lifecycle replacement			(6,951)	(6,954)	(7,436)	(6,495)	(6,495)	(6,495)	(6,605)	(6,495)	(6,495)	(6,495)	
Voice Logging Lifecycle Replacement			(350)					(350)					
Wireless Parking System						(5,523)					(5,523)		
Workstation, printers and laptops			(3,904)	(4,364)	(3,369)		(2,170)	(5,551)	(5,247)	(3,453)		(3,600)	
Total Withdrawals			(34,878)	(28,759)	(24,110)	(27,254)	(25,330)	(37,866)	(23,825)	(28,603)	(30,065)	(22,395)	(263,119)
<i>Contributions (+)</i>			22,266	25,266	27,266	27,266	27,266	27,266	27,266	27,266	27,266	27,266	265,660
Total Contributions			22,266	25,266	27,266	27,266	27,266	27,266	27,266	27,266	27,266	27,266	265,660
Balance at Year-End		17,520	4,908	1,415	4,571	4,583	6,519	(4,081)	(640)	(1,977)	(4,776)	95	2,636

* Based on 9-month 2018 Reserve Fund Variance Report

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Projected Balance as at Dec 31, 2018 *	Contributions / (Withdrawals)										Total
			2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	
XR2117 Development Charge Reserve	Beginning Balance		15,281	20,229	10,882	1,565	(243)	(244)	(244)	(243)	(243)	2,187	7,668
	<i>Withdrawals (-)</i>												-
	Body Worn Camera - Full Implementation		(42)										(42)
	Business Intelligence		(500)										(500)
	Connected Officer Program		(800)										(800)
	Facilities Realignment			(16,214)	(16,110)	(8,612)	(6,496)	(6,776)	(6,789)	(6,367)	(4,000)	(1,077)	(72,441)
	Property and Evidence Racking						(280)						(280)
	Total Withdrawals		(1,342)	(16,214)	(16,110)	(8,612)	(6,776)	(6,776)	(6,789)	(6,367)	(4,000)	(1,077)	(74,063)
<i>Contributions (+)</i>		6,290	6,867	6,793	6,804	6,775	6,776	6,790	6,367	6,430	6,558	66,450	
Total Contributions		6,290	6,867	6,793	6,804	6,775	6,776	6,790	6,367	6,430	6,558	66,450	
Balance at Year-End		15,281	20,229	10,882	1,565	(243)	(244)	(244)	(243)	(243)	2,187	7,668	55

* Based on 9-month 2018 Reserve Fund Variance Report