Toronto Police Services Board

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January 30, 2019

Budget Committee
City of Toronto
10th Floor, West Tower, City Hall
100 Queen Street West
Toronto, ON
M5H 2N2

Budget Committee Members,

Re: Toronto Police Service – 2019 – 2028 Capital Program Request

At its meeting held on January 24, 2019, the Toronto Police Services Board ("Board")
was in receipt of a report dated January 10, 2019 from Chief of Police Mark Saunders
containing the Toronto Police Service's ("Service") 2019 -2028 Capital Program
Request.

RECOMMENDATIONS

It is recommended that the Budget Committee approve the Service's 2019-2028 Capital
Program with a 2019 net request of $29.6 Million (excluding cash flow carry forwards
from 2018), and a net total of $218.0 Million for the 10 year period 2019-2028, as
detailed in Attachment A contained in Appendix A of the report from Chief Saunders to
the Board.

FINANCIAL IMPACT

Corporate targets for Agencies, Boards, Commissions and Departments (A.B.C.D.s) are
allocated by the City's Chief Financial Officer (C.F.O.). The debt targets for the 2019-
2028 capital program are status quo and are based on current debt targets for
A.B.C.D.s.

In addition to using debt to fund its capital requirements, the Service is continuing its strategy to adequately fund the replacement of vehicles, technological and other equipment through contributions to the Vehicle and Equipment Reserve that is funded from the Service's operating budget. The use of this reserve, along with the allocation of City Development Charges (D.C.), which are fees charged to developers to help pay for the cost of infrastructure required to provide municipal services in growing areas to qualifying Service projects, reduces the Service's reliance on debt funding.
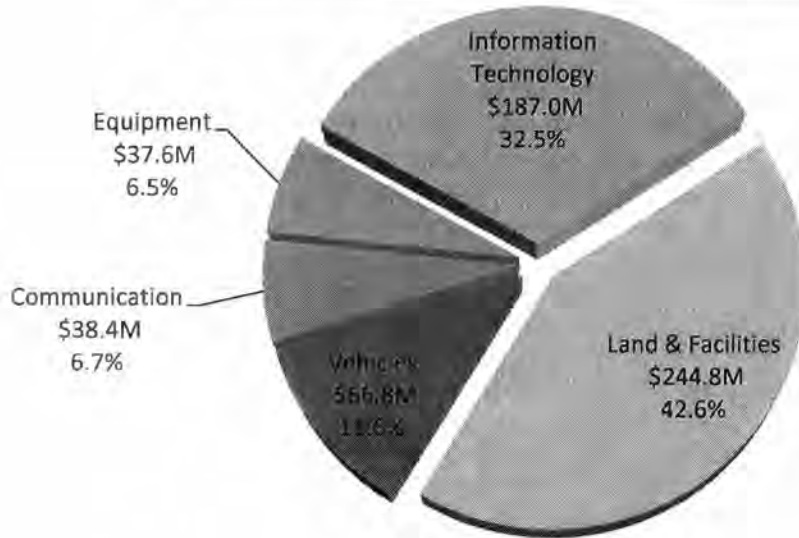
Table 1 below provides a summary of the Service's 2019-2028 Capital Program request compared to the City of Toronto's ten-year debt target. The Service's 2019-2028 Capital Program meets the City's five-year and ten-year debt-affordability target, on average. Additional details on debt-funded and reserve-funded projects can be found in Attachments A and B respectively.

Table 1: Summary of the 2019-2028 Capital Program Request (000's)

Projects	2019	2020	2021	2022	2023	Total 2019-2023	Total 2024-2028	Total 2019-2028
Projects in Progress	20,865	40,173	36,949	17,192	9,097	124,276	43,839	168,115
Upcoming Projects	10,053	13,227	6,507	9,171	18,730	57,688	66,253	123,941
Reserve Projects	34,878	28,759	24,110	27,254	25,330	140,332	142,755	283,088
Total Gross Projects	65,796	82,159	67,566	53,617	53,157	322,296	252,847	575,144
Vehicle & Equipment Reserve Funding	(34,878)	(28,759)	(24,110)	(27,254)	(25,330)	(140,332)	(142,755)	(283,088)
Development Charges	(1,342)	(16,214)	(16,110)	(8,612)	(6,776)	(49,054)	(25,009)	(74,063)
Total Funding Sources	(36,220)	(44,973)	(40,220)	(35,866)	(32,106)	(189,386)	(167,764)	(357,151)
Total Net Debt-Funding Request	29,576	37,186	27,346	17,751	21,051	132,910	85,083	217,993
City Target	40,137	33,125	28,740	20,768	10,140	132,910	85,083	217,993
Variance to Target	10,561	(4,061)	1,394	3,017	(10,911)	0	0	0

The capital program provides funding for projects in categories outlined in the following graph.

2019-2028 Capital Program - What the Money Funds

As can be seen from the above graph, facilities and information technology projects make up approximately 75% of the Service's Capital program request. Vehicle replacement (11.6%) and communications (6.7%) and equipment replacement (6.5%) projects make up the remainder.

Capital projects and investments usually require maintenance and operational support beyond the initial one-time project cost. Where additional infrastructure and equipment are required, operating budget increases are required to replace the assets in accordance with their life cycle. As a result, capital spending decisions are not made independently of the operating cost impact. Rather, the total cost of ownership is considered. The incremental operating impact from capital is estimated at $1.2M for 2019.

The capital plan is reviewed and adjusted annually, which could result in timing as well as cost and cash flow estimate changes on projects such as the Facility Realignment/District Policing Model project.

It is important for the Board to note that the financial requirements to complete three key large projects (Connected Officer, Body Worn Cameras and Next Generation 911) are not fully included in the 2019-2028 capital program. The capital program request includes $0.8M, $3.0M and $5.0M respectively for these projects. At this time, there is

not enough information to properly determine the additional capital investments that will be required to fully fund these projects.

In the case of the Connected Officer Program, the first phase included the purchase of 700 devices which were funded from the provincial Police Effectiveness Modernization grant. In addition, the operating impact for data plans and other requirements for the devices were included in the Service's operating budget. Before moving forward with an expansion of this important program, the Service is working to stabilize the current program and functionalities with the estimated cost of $0.8M.

A non-binding Request for Proposal (R.F.P.) for the Body Worn Camera program will be issued in the first quarter of 2019. Until a solution and cost estimates that come out of this process are known, as well as the impact on both the capital and operating budgets, the proposed Capital Program includes funding of $3M for 2019 and 2020 for project management, business analysis services, as well as initial design and hardware requirements.

The N.G. 9-1-1 project, which is based on legislated Canadian Radio- television and Telecommunications (C.R.T.C.) requirements, includes funding of $5M to meet the June 2020 deadline of moving fully from analog to digital. However, further investments will be required beyond the 2023 deadline for items such as additional space for Communication Centre personnel and increased staffing as well as a storage solution for pictures, videos, etc. The Service plans to work with the City on the second phase.

As the above noted projects are not fully funded, the 2020-2029 capital program will require either an increase in the Service's debt targets to provide required funding to fully implement these projects and/or a reprioritization of other projects in the Service's capital program.

COMMENTS

Mr. Tony Veneziano, Chief Administrative Officer, and Ms. Svina Dhaliwal, Director, Finance and Business Management, delivered a presentation to the Board with regard to the 2019-2028 Capital Program. A copy of the presentation slides is on file in the Board Office.

The Board approved the following Motions:

1) Approve the Toronto Police Service's (Service) 2019-2028 Capital Program with a 2019 net request of $29.6 Million (excluding cash flow carry forwards from 2018), and a net total of $218.0 Million for the 10 year period 2019-2028, as detailed in Attachment A contained in Appendix A of the report from Chief Saunders to the Board.

2) Forward a copy of this report to the City of Toronto's (City) Chief Financial Officer for information;

3) Consult with the City's Chief Financial Officer prior to the 2020 budget process to develop funding options and solutions to provide for unfunded capital projects in the 2020-2029 capital program; and

4) Forward a copy of this report to the City Budget Committee for approval.

CONTACT

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

SIGNATURE

Andy Pringle
Chair

ATTACHMENTS

A copy of Board Minute No. P6/19, in the form attached as Appendix "A", regarding this matter is provided for information. This Minute is subject to approval at the Board's next meeting on February 21, 2019.

cc. Heather Taylor, Chief Financial Officer

Appendix A

This is an Extract from the Minutes of the Public Meeting of the Toronto Police Services Board that was held on January 24, 2019

P6.   Toronto Police Service 2019-2028 Capital Program Request

The Board was in receipt of a report dated January 10, 2019 from Mark Saunders, Chief of Police, with regard to this matter. Mr. Tony Veneziano, Chief Administrative Officer and Ms. Svina Dhaliwal, Director and Finance and Business Management, delivered a presentation to the Board with regard to this report*.
Recommendation(s):

That the Board:

(1) Approve the Toronto Police Service's (Service) 2019-2028 Capital Program with a 2019 net request of $29.6 Million (excluding cash flow carry forwards from 2018), and a net total of $218.0 Million for the 10 year period 2019-2028, as detailed in attachment A of the report from Chief Saunders to the Board.

(2) Forward a copy of this report to the City of Toronto's (City) Chief Financial Officer for information;

(3) Consult with the City's Chief Financial Officer prior to the 2020 budget process to develop funding options and solutions to provide for unfunded capital projects in the 2020-2029 capital program; and

(4) Forward a copy of this report to the City Budget Committee for approval.

        Deputation: DIONNE Renée

*A copy of which is appended to this Minute.

The Board received the deputation and presentation. The Board approved the foregoing report.

Moved by: F. Nunziata
Seconded by: M. Ford

Toronto Police Services Board Report

January 10, 2019

To: Chair and Members
                Toronto Police Services Board

From: Mark Saunders
                Chief of Police

Subject: Toronto Police Service 2019-2028 Capital Program Request

Recommendation(s):

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

(1) approve the Toronto Police Service's (Service) 2019-2028 Capital Program with a 2019 net request of $29.6 Million (excluding cash flow carry forwards from 2018), and a net total of $218.0 Million for the 10 year period 2019-2028, and as detailed in Attachment A;

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Financial Implications:

Corporate targets for Agencies, Boards, Commissions and Departments (A.B.C.D.s) are allocated by the City's Chief Financial Officer (C.F.O.). The debt targets for the 2019-2028 capital program are status quo and are based on current debt targets for A.B.C.D.s.

In addition to using debt to fund its capital requirements, the Service is continuing its strategy to adequately fund the replacement of vehicles, technological and other equipment through contributions to the Vehicle and Equipment Reserve that is funded from the Service's operating budget. The use of this reserve, along with the allocation of City Development Charges (D.C.), which are fees charged to developers to help pay for the cost of infrastructure required to provide municipal services in growing areas to qualifying Service projects, reduces the Service's reliance on debt funding.

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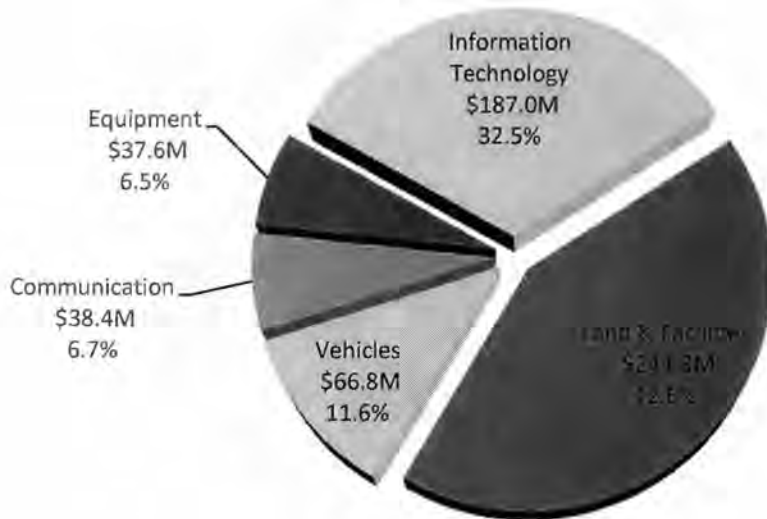
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As the above noted projects are not fully funded, the 2020-2029 capital program will require either an increase in the Service's debt targets to provide required funding to fully implement these projects and/or a reprioritization of other projects in the Service's capital program.

Discussion

Capital projects, by their nature, require significant initial financial investments. However, they also provide longer-term organizational benefits and impacts. The Service's strategic direction is outlined in the Transformational Task Force's (T.T.F.) final report, Action Plan: The Way Forward – Modernizing Community Safety in Toronto (The Way Forward report). This report includes initiatives that will require capital investments that modernize the Service.

Historically projects have addressed and improved the Service's aging facility infrastructure, updated or replaced core systems and maintained existing equipment. The need to maintain facilities and equipment continues to exist. However, the need to improve and modernize how the Service delivers public safety and internal support services is important, and is part of the overall strategic objective of the Service and the Board.

The capital plan will enable the Service's modernization efforts through the funding of the following types of projects:

Facilities:

The Way Forward report outlined a phased realignment of divisional boundaries and facilities and the transition to a District Policing model. The location and number of facilities are being carefully examined with the objective to enhance operational

flexibility, improve aging facility infrastructure, optimize resources, and where possible, reduce the Service's facilities footprint.

Information Technology:

In the last decade, there have been many important developments with respect to information technologies (I.T.) that the Service has embraced and implemented. Specifically mobile technologies, analytical information systems, video surveillance, in-car camera systems, facial recognition and other technologies have far-reaching implications for policing.

The Service is also working on other web-based tools, such as a Public Safety Data Portal and parking complaints reporting aimed at creating workflow efficiencies through advanced technology by the elimination of costly and manual processes. This will allow the Service to reallocate resources to higher priority and value added activities.

Intelligence driven policing is also a focus for the Service and the capital program includes investments to continue the Enterprise Business Intelligence (E.B.I.) project with the goal of creating efficiencies with reporting, information gathering and analytics.

Vehicles and Equipment:

Past investments in technology require ongoing support, maintenance, replacement and upgrades so that they continue to deliver value for the Service. Some of the main projects in this category are Vehicles, Workstations/laptops, Servers, IT Business Resumptions, Mobile Workstations, In-Car Camera, Wireless Parking/Photo System, etc. Asset custodians continue to maximize the use of current assets and prolong lifecycle replacements as much as possible, to ensure the sustainability of the Reserve on a long-term basis. However, at some point the assets must be replaced in order to ensure uninterrupted business operations.

As new systems are implemented or existing systems are enhanced, the inventory of computer equipment grows which, in turn, increases the level of funding required for the replacement of this equipment. Data storage requirements are increasing exponentially and the proliferation of video storage has further increased equipment needs and replacement requirements. The Service also maintains a fleet of 1,637 vehicles and over 400 bicycles that must always be in good working condition. In addition, a necessary shift towards the use of Police Interceptor Utility Patrol vehicles, instead of sedans, has created a cost pressure on the Reserve.

Mobile Devices – Connected Officer - Enabling increased Officer mobility and efficiencies:

The Way Forward report recommended a move towards neighbourhood policing - an approach that will see officers be more accessible to and engaged with people in various Toronto neighbourhoods. Included in the capital program is a continued investment to stabilize the Connected Officer program, before a request is made to expand the program. Portable devices enable field data collection and record keeping,

quick access to vehicle records, and ability to securely receive and share information (including images) without delay. Officers will be able to document incident, record witness statements, retrieve information, fill out forms, and quickly perform other tasks that could not previously be done outside of a vehicle.

In summary, the 2019-2028 Capital Program contains projects that fund continuing needs; advance technology and information related capabilities, as well as realign and optimize the Service's facilities infrastructure, with the overall goal of enabling more modern and efficient public safety operations.

Development of Cost Estimates and Project Management:

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

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

The Board and City are kept apprised of any material changes to estimates as soon as they become known. Any required transfers from other projects in the program are justified and reported to the Board and City Budget Committee for approval. The Service strives to deliver projects on or below budget, and has been very successful in achieving this objective in the last 10+ years. However, civilian staffing shortages in recent years, as a result of hiring moratorium has put pressure on the ability to effectively manage projects. The Service is also mindful of operating budget impacts that could result from capital projects, and some projects not yet started are routinely revisited to ensure they are still a priority and viable from an overall budget and service delivery perspective.

Major Projects completed in 2018

Major project accomplishments in 2018 include:

- Peer to Peer Site (Disaster Recovery) – substantial completion achieved; minor deficiencies will be addressed in 2019
- 54/55 Division – Site selection
- Connected Officer – Development infrastructure, initial system design and roll out of 700 devices
- Wireless Parking System / Parking Handheld Administrative Penalty System (A.P.S.)
- Transforming Corporate Support – Human Resource Management System (H.R.M.S.) upgrade, workforce analytics
- Radio Replacement – continue to lifecycle mobile and portable radios
- Various projects in State of Good Repair (S.O.G.R.)
- Various Reserve funded projects such as vehicle replacement, servers, IT business resumptions hardware, computer/laptop/printer, network equipment, Digital Video Asset Management (D.V.A.M.), In-Car Camera (I.C.C.), security system replacement
- Body Worn Camera – initial phase, Request for Information (R.F.I)

More information about these projects can be found in the 2018 Capital variance reports posted on the Board's website.

2019-2028 Capital Program Request:

The 2019-2028 Capital Program is segregated into five categories for presentation purposes:

A. On-Going Projects
B. Up-coming Projects 2019-2028
C. Projects funded through Reserves
D. Operating Impact from Capital
E. Potential Projects outside of the proposed capital program

A. On-Going Projects

There are seven projects in this category; not including projects with carryforward funding only:

Table 2: On-Going Projects (000's)

Projects	Plan To end of 2018	2019	2020	2021	2022	2023	Total 2019-2023	Total 2024-2028	Total 2019-2028	Total Project Cost
State of Good Repair		4,400	4,400	4,400	4,400	4,400	22,000	22,000	44,000	44,000
Transforming Corporate Support	5,735	1,700	1,000	0	0	0	2,700	0	2,700	8,435
54/55 Amalgamation	6,203	0	6,252	11,625	7,000	4,697	29,574	3,448	33,022	39,225
32/33 Amalgamation	200	4,790	5,950	1,000	0	0	11,740	0	11,740	11,940
41 Division	395	4,561	16,622	14,850	2,500	0	38,533	0	38,533	38,928
Enterprise Business Intelligence	9,417	1,300	0	0	0	0	1,300	0	1,300	10,717
Radio Replacement	19,720	4,114	5,949	5,074	3,292	0	18,429	18,391	36,820	56,540
On-going Projects	**41,670**	**20,865**	**40,173**	**36,949**	**17,192**	**9,097**	**124,276**	**43,839**	**168,115**	**209,785**

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

This project includes on-going funding for the S.O.G.R. requirements that are the responsibility of the Service. By definition, S.O.G.R. funds are used to maintain the safety, condition and requirements of existing Service buildings. Beginning in 2016, some of these funds have also been utilized to enhance existing technological assets in order to optimize service delivery and increase efficiencies. In light of the future plans for Service facilities, planned use of these funds will be aligned with the Facilities Realignment/District Policing Model initiative, with priority being given to projects in the backlog that must continue and that will not be impacted by the transformation of the Service's facility footprint.

Transforming Corporate Support

Closely aligned with the ongoing restructuring of the Service's human resource function, the 2019 capital budget includes funding for 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. The new time and labour management solution will be more efficient and cost-effective and include greater time management, analysis and reporting capabilities of the Service's single greatest asset, its people. This project will also result in improved customer service to our members and improved member understanding and satisfaction with human resources, payroll and benefit services.

54/55 Divisions Amalgamation (Part of Facility Realignment/District Model)

The amalgamation of these divisions into one district facility will reduce the long-term costs of operating and maintaining two structures, and will support the recommendations for a modernized, economical and more efficient public safety delivery model. The current plan is to return the 54 and 55 Division properties to the City once the new consolidated facility is built.

The Board and City Council approved the recommended site (current Toronto Transit Commission's (T.T.C.) 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.

Consultant selection and design phase will be completed in 2019. Procurement will be initiated in the first quarter of 2020, followed by construction later in 2020.

32/33 Amalgamation (Part of Facility Realignment/District Model)

The Service's long term facilities plan included the required renovation of the 32 Division facility to enable new technologies and required building improvements, such that the facility is more operationally effective and compliant with the Accessibility for Ontarians with Disabilities Act (A.O.D.A).

Subsequently, as a result of recommendations in The Way Forward report, the Service also commenced exploring the feasibility of amalgamating 32 and 33 divisional operations into a new 32/33 District operation, to be located ideally on the existing 32 Division site.

The initial project scope encompasses a major interior retrofit to the existing building, as well as upgrades to the base building. The Service 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.

The main issue with respect to housing both 32 and 33 members in the 32 Division facility is the availability of parking for Service and member vehicles on the one site. The cost of additional parking required is not known at this time and is, therefore, not included in this budget. Accordingly, a feasibility study is underway for the existing site, parking area and building access to determine the most appropriate strategy to potentially increase parking and determine whether it is cost-effective or viable to do so from a cost and operations perspective, as the 32/33 divisions can still function as a District model operating out of the existing two facilities. The final report, with the estimated costs for additional parking required is pending. The Board will be kept apprised as necessary.

41 Division (Part of Facility Realignment/District Model)

Due to its aging infrastructure, 41 Division was identified as a priority for the Long Term Facility Replacement Program a number of years ago. Cost assessments have confirmed that it is not economically feasible to address the ongoing building deficiencies or to retrofit the existing 41 Division to accommodate the current needs of the Service.

The phased construction and demolition approach for a new building on existing lands will provide the Service 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. During the construction, personnel will continue to occupy a portion of the existing building and portable offices, when required, to allow for uninterrupted business continuity.

Enterprise Business Intelligence (E.B.I.)

The objectives of this project include developing a consolidated database, architecture and analytical tools across multiple disparate source systems. This will create efficiencies in accessing data, improved analysis and customer service and effective business decisions.

The contract for this initiative was awarded to I.B.M. on a fixed price basis in December 2016. Hardware and software was successfully procured and implemented; however, the professional services portion of the project has experienced delays for various reasons.

Over the life of this project, the Service made significant efforts to manage the project challenges and worked with I.B.M. to resolve the issues and maintained regular steering committee meetings. The project delivery has improved over time and resources and approach was stabilized. However, recovering from initial delay was not possible.

The Service has reviewed all costs within the E.B.I original budget of $10.2M in detail and reduced various requirements where possible. As a result, it is estimated that an additional $500,000 for this project will be required to complete the project. This will be provided by utilizing D.C. funding, with no impact on the Service's debt target.

A separate report will be provided to the Board for E.B.I. project in January 2019 meeting which will include a more detail project update and roadmap.

Radio Replacement

Currently, the Service's Telecommunications Services Unit (T.S.U.) maintains approximately 5,000 mobile and portable radio units.

Radio replacement cash flow of $1.5M has been accelerated to 2019 and 2020, while maintaining the overall total cost of this project, in response to the proposed district boundary changes. 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 $14.6M), 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.

B. Up-Coming Projects 2019-2028

There are eleven projects in this category:

Table 3: Up-coming Projects (000's)

Projects	2019	2020	2021	2022	2023	Total 2019-2023	Total 2024-2028	Total 2019-2028
Automated Fingerprint Identification System (A.F.I.S.) Replacement	3,053	0	0	0	0	3,053	3,053	6,106
Next Generation 911	500	4,000	500	0	0	5,000	0	5,000
Body Worn Camera - Phase II	1,000	2,000	0	0	0	3,000	0	3,000
Connected Officer	800	0	0	0	0	800	0	800
Facility Realignment/District Model (attachment C)	4,700	7,187	6,007	9,171	17,730	44,795	63,200	107,995
Property & Evidence Warehouse Racking	0	40	0	0	1,000	1,040	0	1,040
Total, Upcoming Capital Projects:	**10,053**	**13,227**	**6,507**	**9,171**	**18,730**	**57,688**	**66,253**	**123,941**

Automated Fingerprint Identification System (A.F.I.S.)

The A.F.I.S. system is a biometric identification (I.D.) methodology that uses digital imaging technology to obtain, store, and analyze fingerprint data. A.F.I.S. systems are primarily used by law enforcement agencies for criminal identification initiatives. This includes identifying a person suspected of committing a crime or linking a suspect to unsolved crimes. Fingerprinting, as a form of personal identification, is proven in practice and is accepted in courts of law. It also allows the Service to be compatible with external systems like the Royal Canadian Mounted Police (R.C.M.P.) and communicate electronically for fingerprint submissions, searches and criminal record updates.

The current A.F.I.S. system was purchased and implemented in late 2012. The lifecycle of this system is five years and replacement is scheduled to be implemented in early 2019. Replacement of this system maintains vendor support, incorporates all updates and provides functionality that is more efficient.

Next Generation (N.G.) 9-1-1

On June 1, 2017, the C.R.T.C. issued a decision for N.G. 9-1-1: Modernizing 9-1-1 networks to meet the public safety needs of Canadians. This decision lays out the path to transition of telecommunication networks to Internet Protocol (I.P.) technology.

N.G.9-1-1 is to enhance emergency number services for the Service creating a Public Safety Answering Point (P.S.A.P.) that is modern and resilient and allows voice, real time text messages to flow seamlessly from the public, through the new Canada wide N.G.9-1-1 network, directly to first responders.

Critical voice communications must be available on the new Emergency Services Internet Protocol (I.P.) network (ESInet) by June 30, 2020.

By 2020, P.S.A.P.s must ensure compatibility with ESInet systems and networks and have mechanisms in place to push text data to responders.

Standards for photo and videos are being developed but are yet to be defined, and the legacy network must be decommissioned by June 30, 2023. P.S.A.P.s that have not made the necessary adjustments will no longer be equipped to manage 9-1-1 calls.

It is expected at some point in future, that there will also be a requirement for P.S.A.P. to disseminate and store content such as photos, videos, as N.G.9-1-1 evolves.

At this point the estimated cost of the first phase of this project is $5.0M, and is included in the Service's Capital Program request. These funds will be used for the planned replacement of the telephone switches and hardware needed to make the system N.G.9-1-1 compliant. Further discussions are required with other City stakeholders on funding solutions for the remaining phase and ongoing maintenance of 9-1-1.

Commencing in December 2018, the Service will participate in the first voice trials of the new network being constructed across Canada. These trials will provide valuable insight

into the systems operations and enable the Service to design the new systems needed to support the N.G.9-1-1 network.

Body Worn Camera (B.W.C.) - Phase II

In keeping with the Service's commitment to maintaining public trust and providing professional and unbiased policing, the Service started a 12-month pilot project that was conducted between February 2015 and March 2016, to explore the benefits, challenges, and issues surrounding the use of body worn cameras. A report and presentation was received at the Board's September 2016 meeting, concluding that B.W.C.s was strongly supported by the community as well as our officers. However, the estimated cost to implement and operate a B.W.C. program was very high at that time. Technology advancements have led the Service to believe more affordable solutions are now available. (e.g. cloud vs on-premise solutions)

A Request for Information (R.F.I.) process was completed in 2018 and a non-binding Request for Proposal (R.F.P.) is scheduled to be issued in first quarter of 2019.

The proposed Capital Program includes sufficient funding for 2019 and 2020 to carry out the procurement process including an initial trial deployment. Implementing a B.W.C. program within the Service will involve significant one-time (capital) and on-going (e.g., camera and infrastructure replacement, transcription image storage management, including retrieval, administration, etc.) operating costs. The Service is therefore moving forward very carefully with a potential body worn camera solution, including consideration of cloud storage as part of a potential solution and evaluation of cost savings and process optimization opportunities. The 2020-2029 Capital Program will include the total cost of this project based on the solution and system selected.

Connected Officer

The T.T.F. recommended an investment in the potential transition from mobile workstations in vehicles to smart devices carried by officers. This allows officers to be connected at all times to the most current operational information and be where the public needs them the most. Members will be more directly accessible through all forms of communication and be able to perform additional functions from wherever they are located.

The initial phase of the project, costing $2.6M in 2017, included a Proof of Concept (P.O.C.) and the acquisition of 700 devices, and was funded from the Ministry of Community Safety and Correctional Services - the Police Effectiveness and Modernization (P.E.M.) grant. In addition, the operating impact for data plans and other requirements for the devices were included in the Service's operating budget.

The total capital project cost is estimated at $11.1M, including the $2.6M grant funding. The 2019-2028 Capital Program includes $0.8M in the program to stabilize the program and enhance functionalities. The 2019 investment request will provide funding to mature and evaluate the current device deployment, develop efficiency-creating mobile applications, and enhance accessibility to information to optimize the degree of

officer mobility and collaboration that can be achieved. The remaining balance of an estimated $7.7M to fully implement the program service-wide is not yet included in the program (below the line, unfunded request). Based on the 2019 evaluation results, the 2020-2029 Capital Program and the 2020 operating budget requests will include funds for additional device requirements (capital) and the appropriate lifecycle and operating budget impact of the program.

District Policing Model Program

Includes 12 Division renovation, 13 Division new build, 22 Division new build, 51 Division major expansion, 43 Division major expansion plus other non- facility related items such as Information Technology, Communication Center system changes, Telecom, etc. Please refer to attachment C for detail breakdown.

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 a long time. The new operational boundaries will align with the City of Toronto neighbourhoods. The new operational structure allows for more flexible deployment and sharing of resources, while reducing overhead costs. It also encompasses ancillary unit changes, such as Traffic Operations and Parking Enforcement to accommodate facility requirements as these units implement their modernization efforts.

The requested funding allows the Service to commence the transition to a new service delivery model, that makes use of appropriate technology and that is supported by strategically located facilities in order to optimize the delivery of policing services.

The implementation of this project will occur in a phased approach by consolidating divisions and/or functions within the existing boundaries first, and then, once Information and Communications Centre systems are ready, the district boundaries will be adjusted. It is also foreseen that the realignment of the facilities and further process improvements will happen in parallel and will also continue after the boundaries have been adjusted.

Property and Evidence Warehouse Racking

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 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. Funding is required for the 10 year expansion of the property racks/shelving system. 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.

C. Vehicle and Equipment Lifecycle Replacements

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

It is important to note that as new systems are implemented or existing systems are being enhanced, the inventory of computer equipment grows, and over time, increases the level of funding required for the replacement of the equipment. For example, increasing data storage requirements and the proliferation of video storage have increased the equipment needs and replacement requirements. Also, the transition to Ford Police Interceptor Utility Patrol vehicles as the Service's new police patrol vehicle, as a result of the discontinuation of the Ford Taurus sedan patrol vehicle also required a funding increase (Min. No. P169/2018 refers). These factors put significant pressure on the operating budget, as increased contributions are required.

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

Some of the main projects in this category are Vehicles, Workstations/laptops, Servers, IT Business Resumption hardware, Mobile Workstations, In Car Camera, Wireless Parking System, etc.

Table 4: Vehicle and Equipment Reserve (000's)

Projects	Prior Years	2019	2020	2021	2022	2023	Total 2019 - 2023	Total 2024 - 2028	Total 2019 - 2028
Equipment	16,776	818	2,568	1,761	7,293	1,483	13,923	13,533	27,456
Information Technology	143,644	26,561	18,569	13,873	12,426	16,312	87,741	91,546	179,287
Facilities related costs	12,023	548	668	1,040	1,040	1,040	4,336	5,200	9,536
Vehicles	81,247	6,951	6,954	7,436	6,495	6,495	34,332	32,476	66,809
Total Vehicle and Equipment Reserve Projects	**253,690**	**34,878**	**28,759**	**24,110**	**27,254**	**25,330**	**140,332**	**142,755**	**283,088**

D. Operating Impact from Capital

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

Table 5: Incremental Operating Impact from Capital (000's)

Projects	2019	2020	2021	2022	2023	Total 2024-2028	Total 2019-2028	Comments
Transforming Corporate Support	45	(159)	3	3	3	13	(92)	Maintenance cost
Connected Officer	307	0	0	0	0	0	307	700 Devices, data plan, licenses and maintenance
Radio Replacement	150	25	0	0	0	0	175	Battery management and radio management system
E.B.I.	661	0	0	0	0	0	661	$1.1M for salaries of 5 positions and $0.6M for system maintenance
Body Worn Camera	0	23	(23)	0	0	0	0	The operating impact is unknown and this is only an estimate from Phase I
Total Projects Operating Impact	**1,163**	**(112)**	**(20)**	**3**	**3**	**13**	**1,051**	

E. Unfunded Project Requirements

Due to funding constraints and a stage-gating approach towards evaluating capital projects as they progress, the following future project requirements remain partially or totally unfunded in the current capital program submission.

Some of these projects are new and others have been partially funded in the current Capital Program or from grants from other levels of government.

Projects	Prior Years	2019	2020	2021	2022	2023	Total 2019-2023	Total 2024-2028	Total 2019-2028
Next Generation 911 - Additional space and system requirements	0	0	0	0	0	0	0	22,250	22,250
Facility realignment - Other costs	0	0	4,904	3,710	1,574	1,040	11,228	0	11,228
Body Worn Camera	0	0	8,179	0	0	0	8,179	0	8,179
Connected Officer	2,632	0	1,026	3,259	3,424	0	7,709	0	7,709
Global Search	0	0	2,000	5,000	0	0	7,000	0	7,000
Body Scanners - Place holder	0	0	0	0	0	0	0	0	0
Enterprise Document Management - Place holder	0	0	0	0	0	0	0	0	0
Total Unfunded Projects	**2,632**	**0**	**16,109**	**11,969**	**4,998**	**1,040**	**34,116**	**22,250**	**56,366**

N.G.9-1-1 - Additional space and system requirements

The capital program includes the cost of meeting the first milestone (June 2020) of N.G.9-1-1. Not included in the current program are:

- Costs to support the 2023 milestone to decommission the legacy network;
- Requirement for hardware and software and storage for content such as videos and photos;
- Requirement for additional space. The primary and alternate locations for Communications Services (C.O.M.) have reached the maximum capacity for personnel, work space and technology. These facilities will have difficulty accommodating growth or future expansion as well as any advanced requirements of N.G.9-1-1 beyond the initial milestone.

Although critical and legislatively mandated, this project has been placed below the line as costs and requirements need further review and current estimates for additional space cannot be accommodated within our debt target. This project and its funding should also be jointly coordinated with other Emergency Services such as Toronto Fire and Toronto Paramedic Services

Facility Realignment / District Model – Other costs

The District Model/Facilities Realignment project will require non-facilities related costs that are currently not in the capital program as they cannot be accommodated within our target. This includes alignment of all systems, processes and organizational structure, preparation of the Communication Services and Telecommunication infrastructure, updating all I.T. applications and systems and future state processes. This program and its capital requirements continue to be reviewed and adjusted to accommodate the full cost of implementing this project.

Body Worn Camera

The proposed Capital Program includes sufficient funding for 2019 to carry out the procurement process including an initial trial deployment. Implementing a B.W.C. program within the Service will involve significant one-time (capital) and /or on-going operating costs. The Service is therefore moving forward very carefully with a potential body worn camera solution. The 2020-2029 Capital Program will include the total cost of this project based on the solution selected.

Connected Officer

The 2019 investment included in the capital program request will provide funding to mature and evaluate the current device deployment, develop efficiency-creating mobile applications, and enhancing accessibility to information to optimize the degree of officer mobility and collaboration that can be achieved.

Based on the results of 2019 evaluation, the 2020-2029 Capital Program will include the remaining costs of deploying the Connected Officer program service-wide.

Global Search

A modernized police agency requires common and consistent access to information through a central portal to increase investigative efficiencies.

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.

To date, a trial and proof of concept for this project was funded through the P.E.M. grant. Upon successful completion of this phase, the results and business case will be evaluated for inclusion into the 2020-2029 capital program.

Body Scanners – Place holder

The Service recognizes the inherent risk faced with level 3 searches (strip searches) and is committed to increasing the level of dignity and respect during search processes, while also minimizing the Service's risk of receiving complaints, civil claims and related investigations. The Full Body Scanner (F.B.S.) is capable of scanning the body using x-ray technology in order to detect metallic and non-metallic objects located on a person. The increased capacity to detect weapons and other contraband will increase safety of

all persons.   Currently the Service is conducting a pilot project in one division. The pilot will be evaluated. Depending on the results, inclusion into the capital program in future years will be considered. Cost estimates are not available at this time.

Enterprise Document Management – Place holder

An enormous collection of paper-based information exists throughout the Service. It is expensive and inefficient to create, collect, file, archive, retrieve, reproduce and transport the information. The primary goal of an Enterprise Document Management (E.D.M.) system is to store, control, monitor, and report on a repository of document files. This digital technology is expected to generate significant administrative and cost efficiencies and greater information accessibility and transparency.

Closed-Circuit Television (C.C.T.V.) Expansion – Place holder

The expansion of the C.C.T.V. program from 34 to 74 cameras was tabled at the TPSB at the July 19, 2018 meeting and at the July 23, 2018 City Council meeting as one of the measures to reduce Guns and Gang violence in the City.   The TPSB approved the project subject to funding being provided by the City or other levels of government. City Council approved a motion to enter into the necessary agreements with other levels of government to fund this project. An application to fund this project was submitted to the Provincial Guns and Gang Reduction grant and Federal National Crime Prevention Strategy grant. The expansion of C.C.T.V. was not approved by the Province as part of Guns and Gangs grant. The Service is waiting to hear back from the Federal government before pursuing additional funding from the City for this program.

Conclusion:

A detailed review of all projects in the Service's 2019-2028 Capital Program request has been conducted to ensure the Capital Program reflects the priorities of the Service and is consistent with the Service's strategic objectives. The Capital Program request is also in line with City provided debt targets. The 2019 - 2028 Capital Program has a 2019 net request of $29.6M (excluding cash flow carry forwards from 2018), and a net total of $218M for the ten-year period.

The Service's 2019-2028 Capital Program request continues to be in a transitional state, as the Service awaits information that will allow more informed decision making regarding our facilities and technological requirements.

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

Respectfully submitted,

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

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PRELIMINARY 2019-2028 Capital Program Request ($000s)

Project Name	Plan to end of 2018	2019	2020	2021	2022	2023	Total 2019-2023 Request	2024	2025	2026	2027	2028	Total 2024-2028 Forecast	Total 2019-2028 Program	Total Project Cost
Projects In Progress															
State-of-Good-Repair - Police		4,400	4,400	4,400	4,400	4,400	22,000	4,400	4,400	4,400	4,400	4,400	22,000	44,000	44,000
Transforming Corporate Support (HRMS, TRMS)	5,735	1,700	1,000				2,700	0	0	0	0	0	0	2,700	8,435
54/55 Amalgamation	6,203	0	6,252	11,625	7,000	4,697	29,574	3,448	0	0	0	0	3,448	33,022	39,225
32/33 Amalgamation	200	4,790	5,950	1,000	0	0	11,740	0	0	0	0	0	0	11,740	11,940
41 Division	395	4,561	16,622	14,850	2,500	0	38,533	0	0	0	0	0	0	38,533	38,928
Enterprise Business Intelligence	9,417	1,300	0	0	0	0	1,300	0	0	0	0	0	0	1,300	10,717
Radio Replacement	19,720	4,114	5,949	5,074	3,292		18,429			0	14,141	4,250	18,391	36,820	56,540
Total, Projects In Progress	41,669	20,865	40,173	36,949	17,192	9,097	124,276	7,848	4,400	4,400	18,541	8,650	43,839	168,115	209,764
Upcoming Projects															
Automated Fingerprint Identification System (A.F.I.S.) Replacement	0	3,053	0	0	0	0	3,053	3,053	0	0	0	0	3,053	6,106	6,106
NG 911		500	4,000	500	0	0	5,000	0	0	0	0	0	0	5,000	5,000
Body Worn Camera - Phase II	500	1,000	2,000	0	0	0	3,000	0	0	0	0	0	0	3,000	3,500
Connected Officer		800	0	0	0	0	800	0	0	0	0	0	0	800	800
12 Division Renovation		1,800	5,200	2,000	0	0	9,000	0	0	0	0	0	0	9,000	9,000
13 Division New Build		0	0	372	6,500	17,330	24,202	14,170	2000	0	0	0	16,170	40,372	40,372
22 Division New Build		0	0	0	0	400	400	6,500	18500	13,000	2,000	0	40,000	40,400	40,400
51 Division Major Expansion		0	0	0	0	0	0	0	0	1,500	3,000	2,530	7,030	7,030	7,030
District Model		2,900	1,687	1,535	1,071	0	7,193	0	0	0	0	0	0	7,193	7,193
43 Division Major Interior Renovation			300	2,100	1,600	0	4,000	0	0	0	0	0	0	4,000	4,000
Property & Evidence Warehouse Racking	0	0	40	0	0	1,000	1,040	0	0	0	0	0	0	1,040	1,040
Total, Upcoming Capital Projects:	500	10,053	13,227	6,507	9,171	18,730	57,688	23,723	20,500	14,500	5,000	2,530	66,253	123,941	124,441
Total Reserve Projects:	0	34,878	28,759	24,110	27,254	25,330	140,332	37,866	23,825	27,003	31,665	22,395	142,755	283,088	283,088
Total Gross Projects	42,169	65,796	82,159	67,566	53,617	53,157	322,296	69,437	48,725	45,903	55,206	33,575	252,847	575,144	517,313
Funding Sources:															
Vehicle and Equipment Reserve	0	(34,878)	(28,759)	(24,110)	(27,254)	(25,330)	(140,332)	(37,866)	(23,825)	(27,003)	(31,665)	(22,395)	(142,755)	(283,088)	(283,088)
Grant Funding- Connected Officer	(2,632)						0							0	(2,632)
Funding from Development Charges	(30,610)	(1,342)	(16,214)	(16,110)	(8,612)	(6,776)	(49,054)	(6,776)	(6,789)	(6,367)	(4,000)	(1,077)	(25,009)	(74,063)	(104,673)
Total Funding Sources:	(33,242)	(36,220)	(44,973)	(40,220)	(35,866)	(32,106)	(189,386)	(44,642)	(30,614)	(33,370)	(35,665)	(23,472)	(167,764)	(357,151)	(390,393)
Total Net Debt-Funding Request:		29,576	37,186	27,346	17,751	21,051	132,910	24,795	18,111	12,533	19,541	10,103	85,083	217,993	226,920
5-year Average:							26,582						17,017	21,799	
City Target:		40,137	33,125	28,740	20,768	10,140	132,910	14,229	16,507	17,306	18,541	18,500	85,083	217,993	
City Target - 5-year Average:							26,582						17,017	21,799	
Variance to Target:		10,561	(4,061)	1,394	3,017	(10,911)	0	(10,566)	(1,604)	4,773	(1,000)	8,397	0	0	
Cumulative Variance to Target:			6,500	7,894	10,911	0		(10,566)	(12,170)	(7,397)	(8,397)	0			
Variance to Target - 5-year Average:							0						0	0	

PRELIMINARY 2019-2028 VEHILCE AND EQUIPMENT RESERVE($000s)

Project Name	Plan to end of 2018	2019	2020	2021	2022	2023	Total 2019-2023 Request	2024	2025	2026	2027	2028	Total 2024-2028 Forecast	Total 2019-2028 Program	Total Project Cost
Other than debt expenditure (Draw from Reserve) for Life Cycle Replacement															
Vehicle and Equipment	81,247	6,951	6,954	7,436	6,495	6,495	34,332	6,495	6,495	6,495	6,495	6,495	32,476	66,809	66,809
Remote Operated Vehicle (ROV) Marine unit	0	0	0	0	0	0	0	0	110	0	0	0	110	110	110
Workstation, Laptop, Printer	43,855	3,904	4,364	3,369	3,278	2,170	17,085	5,551	5,247	3,453	2,381	3,600	20,232	37,317	37,317
Servers	37,819	5,930	4,441	3,634	2,325	4,113	20,443	6,512	4,678	3,825	3,825	3,825	22,665	43,108	43,108
IT Business Resumption	19,479	3,980	787	2,297	660	2,716	10,440	2,163	831	2,824	2,824	2,824	11,466	21,906	21,906
Mobile Workstations	15,552	9,144	1,000	0	0	300	10,444	9,144	1,000	0	0	300	10,444	20,888	20,888
Network Equipment	16,656	2,400	2,900	1,750	2,250	3,750	13,050	4,350	0	5,500	5,500	1,750	17,100	30,150	30,150
Locker Replacement	3,513	48	168	540	540	540	1,836	540	540	540	540	540	2,700	4,536	4,536
Furniture Replacement	8,510	500	500	500	500	500	2,500	500	500	500	500	500	2,500	5,000	5,000
Automatic Vehicle Locator (A.V.L.)	1,496	0	1,750	0	0	0	1,750	0	1,750	0	0	0	1,750	3,500	3,500
In - Car Camera	4,263	0	0	500	2,750	2,250	5,500	0	0	0	0		0	5,500	5,500
Voice Logging	1,111	350	0	0	0	0	350	350	0	0	0	0	350	700	700
Electronic Surveillance	1,905	350	0	0	0	0	350	550	0	0	0	0	550	900	900
Digital Photography	758	0	292	316	0	0	608	0	292	316	0	0	608	1,216	1,216
eTicketing	125		0	0			0	0	0	0	0	0	0	0	0
Voicemail / Call Centre	852	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Digital Video Asset Management (D.V.A.M. I & II)	3,092	1,045	1,060	1,890	665	855	5,515	385	326	1,825	650	650	3,836	9,351	9,351
Asset and Inventory Mgmt. System	23	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Property & Evidence Scanners	23	40	0	0	0	0	40	40	0	0	0	0	40	80	80
Divisional Parking Lot Network (D.P.L.N.)	499	0	1,500	0	0	0	1,500	0	0	0	1,600	0	1,600	3,100	3,100
Small Equipment (e.g. telephone handset)	1,220	0	750	750	0	0	1,500	0	0	750	750	0	1,500	3,000	3,000
Small Equipment - test analyzers	870	0	0	580	580	0	1,160	0	0	0	0	0	0	1,160	1,160
Small Equipment - In Car Camera (I.C.C.) Microphones	156	158	150	158	150	158	774	150	158	150	158	150	766	1,540	1,540
Small Equipment - Video Recording Equipment	788	78	20	70	64	78	310	40	72	82	58	70	322	632	632
Small Equipment - Video Recording Property & Video Evidence Management	17	0	47	30	17	0	94	81	0	17	30	0	128	222	222
Small Equipment - Auditorium Audio and Visual Equipment	0	0	0	0	500	0	500	0	0	0	0	0	0	500	500
Radar Unit Replacement	1,017	0	9	15	12	195	231	78	176	52	231	99	636	867	867
Livescan Machines	797	0	0	0	0	0	0	540	0	0	0	0	540	540	540
Wireless Parking System	4,238	0	0	0	5,523	0	5,523	0	0	0	5,523	0	5,523	11,046	11,046
Closed Circuit Television (C.C.T.V.)	752	0	275	275	0	0	550	0	300	300	0	0	600	1,150	1,150
Automated External Defibrillator (A.E.D.s.)	24	0	100	0	12	0	112	42	0	12	0	12	66	178	178
Fleet Equipment	500						0						0	0	0
Security System	1,600						0						0	0	0
Conducted Energy Weapon (CEW)	1,302	0	1,350	0	0	1,210	2,560	0	1,350	0	0	1,210	2,560	5,120	5,120
Marine Vessel Electronics	481	0	0	0	585	0	585	0	0	0	600	0	600	1,185	1,185
911 PBX Replacement	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Connected/Mobile Officer - 700 Devices	0	0	342	0	348	0	690	355	0	362	0	370	1,087	1,777	1,777
Total Reserve Projects:	**254,542**	**34,878**	**28,759**	**24,110**	**27,254**	**25,330**	**140,332**	**37,866**	**23,825**	**27,003**	**31,665**	**22,396**	**142,755**	**283,088**	**283,088**

UP-COMING PROJECTS - FACILITY REALIGNEMENT/DIVISIONAL MODEL

Projects	2019	2020	2021	2022	2023	Total 2019-2023	Total 2024-2028	Total 2019-2028
District Model - 12 Division Renovation	1,800	5,200	2,000	0	0	9,000	0	9,000
District Model - 13 Division New Build	0	0	372	6,500	17,330	24,202	16,170	40,372
District Model - 22 Division New Build	0	0	0	0	400	400	40,000	40,400
District Model - 51 Division Major Expansion	0	0	0	0	0	0	7,030	7,030
District Model - other (IT, Communication, Telecom, Other)	2,900	1,687	1,535	1,071	0	7,193	0	7,193
District Model - 43 Division Major Interior Renovation		300	2,100	1,600	0	4,000	0	4,000
Total, Upcoming Capital Projects:	**4,700**	**7,187**	**6,007**	**9,171**	**17,730**	**44,795**	**63,200**	**107,995**