

Attachment 2

P2022-0111-3.3. Toronto Police Service 2022-2031 Capital Program Request

The Board was in receipt of a report dated December 13, 2021 from James Ramer, Chief of Police.

Recommendations:

- 1) Approve the Toronto Police Service's (Service) 2022-2031 Capital Program at a 2022 net request of \$30.7 Million (M) and gross amount of \$60.5M (excluding cash flow carry forwards from 2021), and a total of \$219.6M net and \$646.8M gross for the 10-year program, and as detailed in Attachment A, and
- 2) Forward this report to the City of Toronto (City's) Budget Committee for consideration and to the City's Chief Financial Officer and Treasurer for information.

The following Motion was moved, and a recorded vote was held.

MOTION

- (1)** Approve the Toronto Police Service's (Service) 2022-2031 Capital Program at a 2022 net request of \$30.7 Million (M) and gross amount of \$60.5M (excluding cash flow carry forwards from 2021), and a total of \$219.6M net and \$646.8M gross for the 10-year program, and as detailed in Attachment A, with the exception of any proposed budget allocation for items involving Rogers Communications Inc (*Approved*)

Result: Approved	
Yes: 7	Jim Hart (Chair), Frances Nunziata (Vice-Chair), Mayor John Tory, Councillor Michael Ford, Ainsworth Morgan, Lisa Kostakis and Ann Morgan
No: 0	
Abstain:0	

- (2) Approve the Toronto Police Service's (Service) 2022-2031 Capital Program at a 2022 net request with respect to all items involving Rogers Communications Inc.; and, *(Approved)*

Result: Approved	
Yes: 6	Jim Hart (Chair), Frances Nunziata (Vice-Chair), Councillor Michael Ford, Ainsworth Morgan, Lisa Kostakis and Ann Morgan
No: 0	
Abstain:1	Mayor John Tory

- (3) Forward this report to the City of Toronto (City's) Budget Committee for consideration and to the City's Chief Financial Officer and Treasurer for information. *(Approved)*

Result: Approved	
Yes: 7	Jim Hart (Chair), Frances Nunziata (Vice-Chair), Mayor John Tory, Councillor Michael Ford, Ainsworth Morgan, Lisa Kostakis and Ann Morgan
No: 0	
Abstain: 0	



Toronto Police Services Board Report

December 13, 2021

To: Toronto Police Services Board

From: James Ramer
Chief of Police

Subject: Toronto Police Service 2022-2031 Capital Program Request

Recommendation(s):

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

- (1) approve the Toronto Police Service's (Service) 2022-2031 Capital Program at a 2022 net request of \$30.7 Million (M) and gross amount of \$60.5M (excluding cash flow carry forwards from 2021), and a total of \$219.6M net and \$646.8M gross for the 10-year program, and as detailed in Attachment A, and
- (2) forward this report to the City of Toronto (City's) Budget Committee for consideration and to the City's Chief Financial Officer and Treasurer for information.

Financial Implications:

The Service's Capital program requirements are funded from various sources, specifically:

- debt issued by the City;
- the Vehicle and Equipment Reserve, which is funded from the Service's operating budget; and
- 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 – using D.C.s reduces the Service’s and City’s reliance on debt funding.

Similar to 2021, the City did not issue debt targets for the 2022-2031 capital program. Instead, consideration and approval of projects in the capital program will be based on: need and value provided; project readiness; previous year’s spending rate; and affordability. Funding allocation will be prioritized against critical capital infrastructure spending and investments that support transformational and COVID-19 recovery efforts.

Table 1 below provides a summary of the Service’s 2022-2031 Capital Program request. Additional details can be found in Attachment A.

Table 1: Summary of the 2022-2031 Capital Program Request (000’s)

Projects	2022	2023	2024	2025	2026	Total 2027-2031	Total 2022-2031 Program
Projects in Progress	31,992	29,645	30,888	23,429	8,453	60,780	185,187
Upcoming Projects	1,580	1,223	8,416	18,978	19,718	65,863	115,778
Life cycle Replacement Projects (Funded from Reserves)	26,955	35,819	36,342	33,267	34,275	179,183	345,841
Total Gross Projects	60,527	66,687	75,646	75,674	62,446	305,826	646,806
Vehicle and Equipment Reserve Funding	(26,955)	(35,819)	(36,342)	(33,267)	(34,275)	(179,183)	(345,841)
Development Charges	(2,893)	(9,648)	(19,473)	(17,628)	(6,222)	(25,511)	(81,375)
Total Net Debt Funding Request	30,679	21,220	19,831	24,779	21,949	101,132	219,590

This excludes Carry Forwards

Background / Purpose:

The purpose of this report is to obtain Board approval of the Service’s 2022-2031 Capital Program request.

Attachment A to this report provides a detailed project listing of debt-funded projects. Attachment B provides a detailed listing of projects funded from the Vehicle and Equipment Reserve. Attachment C provides a summary of the 2022-2031 program estimated operating impact from capital, excluding reserve-funded projects.

New Requirement – Climate Change Lens for Capital Related Projects

For 2022, the City has requested the inclusion of the cost of projects with climate components and funding level changes since approval of the 2021 capital budget.






Below are the initiatives the Service has taken towards climate change initiatives:

- 1- In 2021, the Service has purchased four Ford Explorer hybrids for piloting by the Service's Priority Response officers. These units are now operational and will be tested from an operational, fuel savings and carbon reduction perspective. The results of the pilot will be used to determine whether the use of these hybrid vehicles can be expanded.
- 2- The use of Light Emitting Diode (L.E.D.) lighting in various facilities which has already resulted in significant hydro savings – the Service will continue to convert to L.E.D. in other facilities.
- 3- Net Zero Emission in new Police buildings – The objective of this City program is to discontinue the use of fossil fuels for Service's buildings. The cost of this initiative is not included in the 2022-2031 capital program as a feasibility study is required.

Discussion:

Capital projects, by their nature, require significant one-time financial investments, as well as required on-going costs. However, they also provide longer-term organizational benefits and impacts. This capital program includes funding for the replacement or renovation of ageing facilities as well as ensuring facilities are maintained in a state of good repair. The need to maintain facilities and equipment continues to exist. However, there is also an important need to improve and modernize how the Service delivers public safety and internal support services that will require an increased investment in technology. This overall strategic objective is being explored and the required investments will be considered and included in Service's future capital program. This will include changing the percentage of the program that addresses facilities versus information technology initiatives.

The 2022-2031 capital plan will enable the Service's modernization efforts through the funding of the following types of projects:

\$646.8M Gross -\$219.6M Net					
					
	Facilities	Information Technology	Vehicles	Communication	Equipment
2022	\$26.2	\$16.7	\$8.4	\$2.4	\$6.8
2022-2031	\$243.8	\$197.3	\$89.1	\$39.2	\$77.3
2022-2031	38%	31%	14%	6%	12%
	54/55 Div. Amalgamation	N.G.911**	Vehicle Replacement	Radio Replacement	Body Worn Camera
	41 Division	A.N.C.O.E.***			A.F.I.S.****
	13/53 Div. Amalgamation	Workstations			C.E.W.*****
	S.O.G.R.*	Servers			Property Racking
		Network			Furniture/Locker

*S.O.G.R. – State Of Good Repair

**N.G.911 – Next Generation 911

***A.N.C.O.E. – Analytics Centre of Excellence

****A.F.I.S. – Automated Fingerprint Identification System

*****C.E.W. – Conducted Energy Weapons

Facilities (\$243.8M):

A long term facility plan is being developed with the objective of enhancing operational flexibility, improving aging facility infrastructure, optimizing resources, and where possible, reducing the Service’s facilities footprint. Some processes are also being reviewed to create efficiencies while taking into account changes made by external partners (e.g. Remote Video Bail initiative)

Information Technology (\$197.3M):

The Service continues to move forward with digital transformation, building on initiatives that include mobile technology, analytics, member wellness and justice reform. This transformation, which includes greater utilization of on-line reporting, has far-reaching impacts for policing and the community-streamlined digital workflows to:

- eliminate costly and manual processes;
- increase accessibility and accountability;
- improve information management; and
- expand opportunities for enhanced community engagement.

Maintaining our commitment to modernization through the implementation of information technology initiatives supports the Service’s goals of providing reliable and value-added public safety services, in a more efficient and cost-effective manner.

Vehicles (\$89.1M):

The Service maintains a fleet of 1,751 vehicles, comprised of marked, unmarked, and special purpose vehicles, boats and 420 bicycles. The replacement of these vehicles is funded from Service's Vehicle and Equipment Reserve in accordance with the lifecycle replacement policy.

Communication (\$39.2M):

The radio lifecycle replacement project provides for the replacement of 4,913 radios, based on a 10-year replacement program.

Equipment (\$77.3M):

This category addresses specialized equipment projects such as furniture, lockers, body worn cameras, conducted energy weapons (C.E.W.), wireless parking system, automated fingerprint identification and other equipment. Funding these needs is achieved from a combination of debt and draws from the Vehicle and Equipment reserve.

Development of Cost Estimates, Timing of projects and Spending Rate

There were no debt targets issued by the City for the 2022-2031 capital program. However, the City requested that all City Programs and Agencies use a project gating approach to ensure the cost estimate and timing for each project for 2022 is valid, taking into consideration key project milestones, procurement requirements, any third-party actions/approvals required, as well as other applicable assumptions, factors and information.

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.

During the past few years, the Service's capital spending rate has been lower than anticipated. Despite due diligence efforts taken in advance of the actual start of the project, issues have only become known as the work progresses, resulting in revised cost, schedule or scope estimates. Also, continued civilian staffing vacancies to help address budget pressures, have put significant pressure on the ability of staff to work on capital projects while continuing to perform other duties. COVID-19 restrictions in 2020 and 2021 have further complicated and increased the challenges of managing certain capital projects, causing delays in planned construction schedules, as a result of labour and critical supply chain disruptions. Further, significant price increases for materials and other supplies has required the Service to revisit the cost of certain projects from a viability and affordability perspective. Also, the global shortage in computer chips has been steadily worsening since 2020 due to slow production and a new surge in demand, further impacting cost and delivery requirements. These factors played a significant role in the progress of the Service's projects, and have contributed to project schedule delays which in turn have impacted the spending rate. As part of the 2022-2031 capital program process, all projects timelines have been reviewed and will

continue to be monitored on an ongoing basis and known issues will be actively addressed.

Major Projects Accomplishments in 2021

Major project accomplishments in 2021 include completion of:

- Radio Replacement – continued the lifecycle of mobile and portable radios based on a ten-year cycle.
- Various projects in S.O.G.R.
- Various Reserve funded equipment replacement projects such as vehicle replacement, computer/laptop/printer, network equipment, furniture, the Digital Video Asset Management (D.V.A.M.), etc.
- The Transforming Corporate Support project, specifically the completion of Time and Resource Management System (T.R.M.S.) upgrade.
- Body Worn Camera – continued the rolled out to front-line officers with a blend of officers from various divisions. It is anticipated that over 2,000 officers will be trained with full completion of the program by first quarter of 2022.

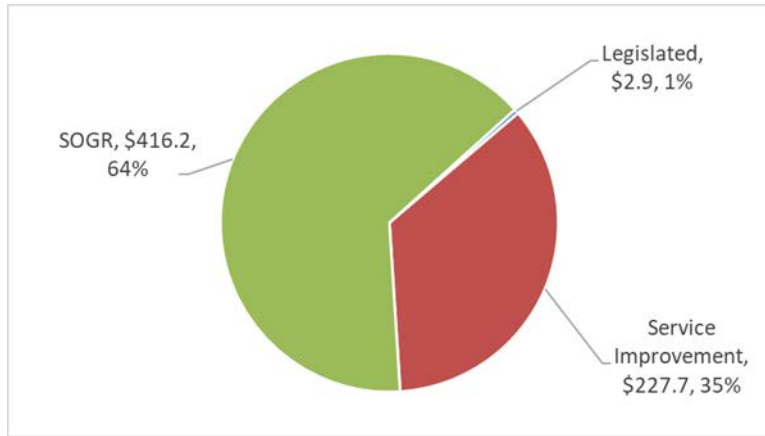
2022-2031 Capital Program Request:

The 2022-2031 Capital Program is segregated into five categories for presentation purposes:

- A. Work in Progress
- B. Up-coming Projects - 2022-2031
- C. Projects Funded through Reserves
- D. Operating Impact from Capital
- E. Potential Projects Outside of the Capital Program Request.

Projects are shown based on S.O.G.R., service improvement, growth and legislated classifications. The majority of the Service's projects in the 2022-2031 program are S.O.G.R. due to the need for replacing aging infrastructure.

Graph 1 - Capital Categories (000's)



A. Work in Progress

There are thirteen projects in this category, including projects with carry forward funding only. See Table 2 below followed by information on each project.

Table 2: Work in Progress (\$000's)

Projects	Plan To end of 2021	2022	2023	2024	2025	2026	Total 2027 - 2031	Total Project Cost
Work in Progress	84,536	31,992	29,645	30,888	23,429	8,453	60,780	269,723

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

Category:	Facilities	Funding Source:	Debt
Project Type:	In Progress	Start Year:	Ongoing
Classification:	S.O.G.R.	Estimated End:	Ongoing

Project Description:

This project includes on-going funding for the S.O.G.R. facility requirements that are the responsibility of the Service. Beginning in 2016, some of these funds have also been utilized to enhance existing technological assets.

Project Objective:

By definition, S.O.G.R. funds are used to maintain the safety, condition and requirements of existing Service buildings. Also, funding is used for technology upgrades in order to optimize service delivery and increase efficiencies. Planned use of these funds will be aligned with the future plans for Service facilities, 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.

Examples of the work schedule for 2022 are painting of Service buildings, signage and wayfinding, door hardware upgrades, flooring replacements, Accessibility for Ontarians with Disabilities Act (A.O.D.A.) upgrades, overhead doors and gates repairs and Data Centre remediation work.

Project Funding Breakdown:

S.O.G.R. (\$000s)	Prior Years	2022	2023	2024	2025	2026	Total 2027-2031	Total Project Cost
Projected Capital Expenditures	Ongoing	4,400	4,400	4,400	4,400	4,400	22,000	44,000
Additional Positions (F.T.E.s)	0	0	0	0	0	0	0	0
Impact on Operating Budget	0	0	0	0	0	0	0	0

Transforming Corporate Support - Human Resource Management System (H.R.M.S.), Time Resource Management System (T.R.M.S.)

Category:	Information Technology	Funding Source:	Debt
Project Type:	In Progress	Start Year:	2014
Classification:	Service Improvement	Estimated End:	2022

Project Description:

Closely aligned with the ongoing restructuring of the Service's human resource function, this project involves upgrading and enhancing the Service's H.R.M.S. and its capabilities to better support the Service's needs. The last remaining phase of the project is an upgrade to the Service's time and labour application.

Project Objective:

The project focus is to develop more cost-effective, modern and automated processes to administer and report on the Service's people and human resources related activities, including employee record management, payroll, benefits administration, and time and labour recording. The upgrade of the T.R.M.S. application has been successfully completed. Continuous improvements to the T.R.M.S. and H.R.M.S. systems along with new functionality, automation of current T.R.M.S. processes and analytical reports are being scoped. Improved functionality and reports integrating H.R.M.S. and T.R.M.S. are also planned in 2022.

Project Funding Breakdown

Transforming Corporate Support (\$000s)	Prior Years	2022	2023	2024	2025	2026	Total 2027-2031	Total Project Cost
Projected Capital Expenditures	7,935	500	0	0	0	0	0	8,435
Additional Positions (F.T.E.s)	0	0	0	0	0	0	0	0
Impact on Operating Budget	0	0	0	0	0	0	0	0

54/55 Divisions Amalgamation (Part of Long-Term Facility Plan)

Category:	Facilities	Funding Source:	Debt , D.C. funding
Project Type:	In Progress	Start Year:	2017
Classification:	Service Improvement	Estimated End:	2026

Project Description:

This project provides for the amalgamation of 54 and 55 Divisions (built in 1951 and 1972 respectively) into one consolidated facility at the former Toronto Transit Commission's (T.T.C.) Danforth garage site located at 1627 Danforth Avenue.

Project Objective:

The amalgamation of the two divisions will help reduce the long-term costs of operating and maintaining two structures, and will support the Service's recommendations for a modernized, economical and more efficient public safety delivery model.

This project is being closely monitored. Due to increased cost of materials as a result of COVID-19, the complexity of the underground parking garage and the number of required spots, it is likely that the cost of construction will increase. The Service is, however, reviewing all potential options to keep the cost within the current project budget. Given the current construction market, it will be difficult to develop a more definitive budget for this project until a construction manager is engaged, and commissions and receives tenders from the various sub-contractors that will be required to complete the construction phase of the project. Construction is estimated to begin in late 2022, but will be delayed if necessary, to ensure the Service and the Board support a potential revised (higher) cost estimate.

Project Funding Breakdown:

54/55 Divisions Amalgamation (\$000s)	Prior Years	2022	2023	2024	2025	2026	Total 2027-2031	Total Project Cost
Projected Capital Expenditures	1,184	1,054	8,825	16,625	19,029	3,783	49,316	50,500
Additional Positions (F.T.E.s)	0	0	0	0	0	0	0	0
Impact on Operating Budget	0	0	0	0	0	0	0	0

41 Division (Part of Long-Term Facility Plan)

Category:	Facilities	Funding Source:	Debt, D.C. funding
Project Type:	In Progress	Start Year:	2018
Classification:	Service Improvement	Estimated End:	2024

Project Description:

The current 41 Division facility is almost 60 years old. Due to its ageing infrastructure and poor operational configuration, this facility was identified as a priority in the Long Term Facility Replacement Program a number of years ago. Assessments performed have confirmed that it is not economically feasible to address the ongoing building deficiencies through renovations or to retrofit the existing 41 Division to accommodate the current needs of the Service.

Project Objective:

The phased construction and demolition approach for a new building on the existing 41 Division site will provide the Service with a new facility at the corner of Birchmount and Eglinton avenues, an optimal, easily accessible site with ample area for future expansion. During the construction, personnel will continue to occupy a portion of the existing building as well as portable offices, as required, to allow for uninterrupted business operations.

The pandemic continues to affect the project budget and schedule. The market is still experiencing unprecedented cost escalation, supply chain issues, labour shortages and productivity restrictions. Due to increased cost of material as a result of COVID-19, the total estimated construction cost is \$2.4M higher than previously estimated for a total project cost of \$52.9M. The Project Team continues to hold Value Engineering sessions (cost saving efforts) in an effort to mitigate cost and schedule impacts by monitoring the latest information available in the construction industry. Design Assist Tender packages for major parcels of work have been prepared and issued with the intent of reducing the construction budget by obtaining direct trade involvement in the Value Engineering process. The Service will continue to monitor this project as well keep the Board apprised of any significant issues, through the quarterly capital variance reporting process.

Project Funding Breakdown:

41 Division (\$000s)	Prior Years	2022	2023	2024	2025	2026	Total 2027-2031	Total Project Cost
Projected Capital Expenditures	7,072	19,925	16,004	9,863	0,	0	0	52,864
Additional Positions (F.T.E.s)	0	0	0	0	0	0	0	0
Impact on Operating Budget	0	0	0	0	0	0	0	0

Facility and Process Improvement - (Part of Long Term Facility Plan)

Category:	Facilities	Funding Source:	Debt, D.C. funding
Project Type:	In Progress	Start Year:	2018
Classification:	Service Improvement	Estimated End:	2022

Project Description:

Aligned with both The Way Forward report and the police reform recommendations approved by the Board, the review of operational processes continues, focusing on opportunities to improve the efficiency and effectiveness of service delivery, including consolidation of divisional operations where it makes sense.

Project Objective:

This project's scope is currently focusing on the review of operational processes to improve the effectiveness and efficiency of service delivery. Examples of these improvements include:

- installation of required technology to enable greater use of remote video appearance for bail hearings;
- process adjustments and renovations to meet the requirements resulting from the new Toronto Courthouse and Toronto Bail Centre scheduled to open in 2023;
- streamlining the investigative review and charge processing processes is in progress for the review of the Community Investigative Support Unit (C.I.S.U.) and standardizing functions across the divisions; and
- the review of non-emergencies events throughout the Service to create an electronic process that can most accurately capture statistics and workloads is in progress.

Further, it should be noted that where appropriate, the Service continues to explore the potential consolidation of facilities. For example, the 54/55 Consolidated Facility Amalgamation project is currently underway. In addition, the 13/53 Consolidated Divisional Facility project is included in the latter years of the 10-year capital program and is currently under review, as finding a suitable site is proving to be challenging.

Project Funding Breakdown:

Facility and Process Improvement (\$000s):	Prior Years	2022	2023	2024	2025	2026	Total 2027-2031	Total Project Cost
Projected Capital Expenditures	2,723	735	0	0	0	0	0	3,458
Additional Positions (F.T.E.s)	0	0	0	0	0	0	0	0
Impact on Operating Budget	0	0	113	113	113	113	565	1,017

Long Term Facility Plan – Consulting Services

Category:	Facilities	Funding Source:	Debt
Project Type:	In Progress	Start Year:	2021
Classification:	Service Improvement	Estimated End:	2022

Project Description:

The Service is the largest municipal police service in Canada with over 52 buildings throughout Toronto. The Service’s Long Term Facility Replacement Plan was developed in 1994 and facilitated the replacement of a number of its facilities over the last 10-15 years such as the Toronto Police College, 51, 43, 23, 11 and 14 divisional facilities, and the Property and Evidence Storage building. This facility plan is now out of date and some of the remaining buildings still range in age from 35 and 50 years old, and are in need of replacement or major renovation to meet current and projected staffing and operational needs.

This project provides for the acquisition of external expertise to develop a long term strategic building program based on the assessment of current space utilization, the future short and long term requirements of the Service, and the condition of the current buildings.

Project Objective:

The review will assess the condition of existing buildings, locations, cost to renovate versus building new, and/or cost to relocate in order to meet current and future operational requirements of the Service. As well, it will explore best practices with respect to its current building portfolio, office space, staffing needs, and the ability to provide services in a growing city.

The assessment will be carefully examined with the objective to enhance operational flexibility, improve ageing facility infrastructure, optimize resources, and where possible, reduce the Service’s facilities footprint. Also, the Service will consider the constraints on funding levels and will maximize the use of City D.C., to help pay for the cost of infrastructure required to provide municipal services in growing areas to qualifying Service projects, which reduces the Service’s reliance on debt funding.

Project Funding Breakdown:

Long Term Facility Plan – Consulting (\$000s)	Prior Years	2022	2023	2024	2025	2026	Total 2027-2031	Total Project Cost
Projected Capital Expenditures	750	128	0	0	0	0	0	878
Additional Positions (F.T.E.s)	0	0	0	0	0	0	0	0
Impact on Operating Budget	0	0	0	0	0	0	0	0

A.N.C.O.E./Global Search (Analytics Centre of Excellence)

Category:	Information Technology	Funding Source:	Debt, D.C. funding
Project Type:	In Progress	Start Year:	2015
Classification:	Service Improvement	Estimated End:	2023

Project Description:

A.N.C.O.E. is a business-led, analytics and innovation program, which will oversee and drive analytics and information management activities for the Service. This project includes Enterprise Business Intelligence (E.B.I.) which was completed as well Global Search.

Project Objective:

The E.B.I. portion of the project is completed and provides for increased use of Power B.I. for reporting on persons in crisis, the monitoring and the reporting of the 81 Police Reform recommendations, etc.

Global Search, which is an enterprise search application for members to access information through a single search platform, enabling enhanced capacity to search across previously disparate systems and retrieve critical operational information more efficiently. The project will deliver ongoing enhancements to the search platform, based on member feedback and user experience best practices.

One additional staff is required from the year 2024 to maintain the Global Search system and will be included in the operating budget in that year.

Project Funding Breakdown:

A.N.C.O.E. (\$000s)	Prior Years	2022	2023	2024	2025	2026	Total 2027-2031	Total Project Cost
Projected Capital Expenditures	12,124	202	202	0	0	0	0	12,528
Additional Positions (F.T.E.s)	0	0	0	1	1	1	1	1
Impact on Operating Budget	0	750	750	750	750	750	3,748	7,495

Radio Replacement

Category:	Communication	Funding Source:	Debt
Project Type:	In Progress	Start Year:	2016
Classification:	S.O.G.R.	Estimated End:	Ongoing

Project Description:

The Service's Telecommunications Services Unit (T.S.U.) maintains 4,913 mobile, portable and desktop radio units. The replacement lifecycle of the radios was extended from seven years to ten years, a number of years ago, in order to reduce the replacement cost of these important and expensive assets.

Project Objective:

The objective of this project is to maintain the radios and keep them operational. This project has also implemented changes to the radio asset management application by developing and deploying the application on Cherwell, an Information Technology Service Management software.

Project Funding Breakdown:

Radio Replacement (\$000s)	Prior Years	2022	2023	2024	2025	2026	Total 2027-2031	Total Project Cost
Projected Capital Expenditures	35,696	2,356	0	0	0	0	36,879	74,931
Additional Positions (F.T.E.s)	0	0	0	0	0	0	0	0
Impact on Operating Budget	0	0	0	0	0	0	0	0

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

Category:	Equipment	Funding Source:	Debt
Project Type:	In Progress	Start Year:	2019
Classification:	S.O.G.R.	Estimated End:	2027

Project Description:

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. This system is being life cycled in 2021/2022 with the next lifecycle in 2027.

Project Objective:

The A.F.I.S. system allows the Service to be compatible with external systems in other agencies such as the Royal Canadian Mounted Police (R.C.M.P.), and communicate electronically for fingerprint submissions, searches and criminal record updates. This system is integrated with IntelliBook, a prisoner booking system that provides real-time confirmation of prisoner identity to Booking Officers.

Project Funding Breakdown:

A.F.I.S. (\$000s)	Prior Years	2022	2023	2024	2025	2026	Total 2027-2031	Total Project Cost
Projected Capital Expenditures	1,581	0	0	0	0	0	1,581	3,162
Additional Positions (F.T.E.s)	0	0	0	0	0	0	0	0
Impact on Operating Budget	0	0	0	0	0	0	0	0

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

Category:	Information Technology	Funding Source:	Debt
Project Type:	In Progress	Start Year:	2019
Classification:	Legislated	Estimated End:	2024

Project Description:

Current 9-1-1 systems are voice-centric and were originally designed for landlines. Per the Canadian Radio-television and Telecommunications (C.R.T.C.) mandate, Canadian telecommunications service providers will be upgrading their infrastructure for N.G.9-1-1 to an Internet Protocol (I.P.) based platform technology capable of carrying voice, text and other data components.

Project Objective:

Based on current budget estimates, developed with the benefit of an architectural consultant, the total estimated cost of \$10.3M for this project is \$1.3M higher than previously estimated. This is due to a more detailed scope/program for the facility and significantly higher construction costs, than originally estimated, for the renovation of the training room and the expansion of three other floors at the current Communications building. The project team has also identified a need for a pre-production environment, which was not included in the original Request for Proposal (R.F.P.) for the N.G.9-1-1 solution. Further, the cost of the 32 new dispatch consoles for the training room has come in higher than anticipated, following an R.F.P. process. Finally, the current inflationary pressures are evident in rising prices for telecommunication equipment such as switches, routers, Fire Walls, etc., and have also impacted the cost of this project.

Project Funding Breakdown:

N.G. 9-1-1 (\$000s)	Prior Years	2022	2023	2024	2025	2026	Total 2027-2031	Total Project Cost
Projected Capital Expenditures	7,350	2,692	214	0	0	0	0	10,256
Additional Positions (F.T.E.s)	0	0	0	0	0	0	0	0
Impact on Operating Budget	0	143	507	512	516	521	2,049	4,249

Body Worn Camera (B.W.C.) – Full Implementation

Category:	Information Technology	Funding Source:	Debt, D.C. funding
Project Type:	In Progress	Start Year:	2019
Classification:	Service Improvement	Estimated End:	2022

Project Description:

This project will equip frontline officers with B.W.C.s. The contract award for this project was approved by the Board at its August 2020 meeting (Min. No. P129/20 refers) and implementation of the solution commenced immediately thereafter.

B.W.C.s continue to be rolled out to front-line officers with a blend of officers from various divisions. To date, of the 2,350 front-line police officers that will be outfitted with B.W.C., approximately 1,750 officers across the Service have been trained and issued a body-worn camera. Full training of officers and completion of the program is anticipated by the first quarter of 2022.

Project Objective:

This initiative is aligned with and will enable the Service's commitment to maintain and enhance public trust and accountability, as part of its commitment to the delivery of professional, transparent, unbiased and accountable policing.

The implementation of the B.W.C. program for the Service includes hardware, cloud storage, transcription software, redaction software, as well as, evidence and disclosure management. It will help improve transparency, protect the reputation of the Service, provide best evidence to the courts and alleviate disclosure issues.

The average annual cost of B.W.C. program is approximately \$5M per year for the five-year contract term with Axon Canada, and is financed through the Service's operating and capital budgets. The replacement cost of the cameras has been included in the 2022-2031 capital program under the vehicle and equipment reserve at \$1.5M per year. The Service's operating budget includes \$3.5M for user licensing fees, based on a subscription cost model. Approximately \$300K per year is also included in the operating budget to cover the cost of two additional staff, licenses for network and internet upgrades.

Project Funding Breakdown:

B.W.C. (\$000s)	Prior Years	2022	2023	2024	2025	2026	Total 2027-2031	Total Project Cost
Projected Capital Expenditures	5,887	0	0	0	0	0	0	5,887
Additional Positions (F.T.E.s)	2	2	2	2	2	2	2	2
Impact on Operating Budget	0	3,800	3,800	3,800	3,800	3,800	19,000	38,000

Communication Centre – New Facility Assessment

Category:	Facilities	Funding Source:	Debt, D.C. funding
Project Type:	In Progress	Start Year:	2019
Classification:	Service Improvement	Estimated End:	2022

Project Description:

This project provides funding to acquire external expertise to assist the Service with a comprehensive review of all the requirements for a new Communication Centre, taking into account the impact of N.G. 9-1-1 and other key considerations.

Project Objective:

The existing location for Communications Services (C.O.M.) has reached the maximum capacity for personnel, workspace and technology. The current facility cannot accommodate the anticipated expansion that will be required as a result of N.G. 9-1-1.

The estimated cost for a new Communication Centre facility is not included in the Service's capital program, as the Service will be engaging an external subject matter expert, as an important first step to moving this project forward. This project and its funding should be jointly coordinated with the other City emergency services, and the Service will work with City Finance, Toronto Fire and Toronto Paramedic Services to that end. The external expert will conduct a comprehensive analysis of the impact of technological changes from N.G. 9-1-1, population growth, shifts in calling behaviour (text versus voice, videos), staffing requirements, location, size, and backup site.

Project Funding Breakdown:

Communication Centre – New Facility Assessment (\$000s)	Prior Years	2022	2023	2024	2025	2026	Total 2027-2031	Total Project Cost
Projected Capital Expenditures	500	0	0	0	0	0	0	500
Additional Positions (F.T.E.s)	0	0	0	0	0	0	0	0
Impact on Operating Budget	0	0	0	0	0	0	0	0

Mobile Command Centre

Category:	Equipment	Funding Source:	Debt
Project Type:	In Progress	Start Year:	2021
Classification:	S.O.G.R.	Estimated End:	2022

Project Description:

This project provides for a Mobile Command Centre. The cost includes the vehicle cost as well as the cost of various technological requirements, such as network equipment, workstations, audio video equipment and closed-circuit television (C.C.T.V.) technology.

Project Objective:

A Mobile Command Centre (M.C.C.) is a necessity in a large metropolitan city like Toronto for the effective response to and management of planned and unplanned large-scale and major events/emergencies. It will improve public and officer safety, and increase command and control efficiency and effectiveness.

In order to address the inevitable large and complex occurrences in Toronto, it is essential that the proper tools, technology and resources be readily available to properly manage and mitigate rapid and protracted events. This cannot be done with the current mobile command centre vehicle which was purchased in 2004 and has limited operational functionality.

The M.C.C. will be equipped with industry-standard technology to be the main centre of operation on the road. In an emergency situation, it will decrease the response time, allow full engagement in operations, protect all the technology and equipment that might be required in a situation, and provide police presence at the scene when required.

The vehicle will ensure the largest municipal service in Canada has the necessary equipment, technology and tools to manage and support routine and major events for the next 15-20 years. The existing mobile command vehicle will be replaced in 2022.

Project Funding Breakdown:

Mobile Command Center (\$000s)	Prior Years	2022	2023	2024	2025	2026	Total 2027-2031	Total Project Cost
Projected Capital Expenditures	1,735	0	0	0	0	270	320	2,325
Additional Positions (FTEs)	0	0	0	0	0	0	0	0
Impact on Operating Budget	0	0	0	0	0	0	0	0

B. Up-Coming Projects 2022-2031

There are six projects in this category:

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

Projects	Prior Years	2022	2023	2024	2025	2026	Total 2027-2031	Total Project Cost
Up-Coming Projects	30	1,580	1,223	8,416	18,978	19,718	65,863	115,808

Connected/Mobile (Digital) Officer Lifecycle Replacement

Category:	Equipment	Funding Source:	D.C. funding
Project Type:	Upcoming	Estimated Start:	2022
Classification:	Service Improvement	Estimated End:	Ongoing

Project Description:

This project provides funding for the lifecycle replacement of mobile device technology that supports and enables members to receive and communicate information in a timely and relevant manner regardless of where they are, to improve operating efficiencies and operational effectiveness.

Project Objective:

The Connected Officer (Digital Officer) Program extends the use of modern technology to use Mobile Smart Devices (Phone format) to access Service business applications and consumer applications in order to efficiently facilitate policing tasks and investigations with less impact on stretched resources. The mobile technology incorporates a camera, audio recorder, video recorder, computer and two-way radio into one device, while reducing the cost and support to multiple hardware systems and increasing the time officers spend in the community.

Project Funding Breakdown:

Connected/Mobile Officer lifecycle replacement – D.C. funded (\$000s)	Prior Years	2022	2023	2024	2025	2026	Total 2027-2031	Total Project Cost
Projected Capital Expenditures	0	1,180	223	1,450	232	1,505	3,116	7,706
Additional Positions (F.T.E.s)	0	0	0	0	0	0	0	0
Impact on Operating Budget	0	0	0	0	0	0	0	0

Uninterrupted Power Supply (U.P.S.) Lifecycle Replacement

Category:	Equipment	Funding Source:	Debt
Project Type:	Upcoming	Estimated Start:	2022
Classification:	S.O.G.R.	Estimated End:	Ongoing

Project Description:

This project provides funding for the lifecycle replacement of U.P.S. systems.

Project Objective:

All Service locations have multiple U.P.S. systems within the facilities. The need to maintain telephone operations using a Voice Over Internet Protocol (VoIP) platform has increased the need for extended U.P.S. run times where no generators are available or when the generator fails to operate.

The operating funds required to support and replace these U.P.S.s have grown significantly in recent years, so a service wide lifecycle plan has been developed to consolidate all smaller U.P.S. systems across the Service to a single U.P.S. per facility within a ten -year operating plan. The U.P.S. system requirements were reviewed and designed to provide the lowest possible total cost of ownership based upon a ten-year lifecycle, while improving technological operations. The program will enable the provision of expanded backup for mission critical police facility systems including C.C.T.V. and V.o.I.P. systems, divisional radio systems, and security alarm systems.

This capital project will enable moving all the existing systems to a single U.P.S. system in each facility. This will enable the reduction of current operating costs for U.P.S. support in future years.

Project Funding Breakdown:

Uninterrupted Power Supply (U.P.S.) Lifecycle Replacement	Prior Years	2022	2023	2024	2025	2026	Total 2027-2031	Total Project Cost
Projected Capital Expenditures	0	400	400	400	400	400	1,200	3,200
Additional Positions (F.T.E.s)	0	0	0	0	0	0	0	0
Impact on Operating Budget	0	0	0	0	0	0	0	0

13/53 Amalgamation New Build - (Part of Long-Term Facility Plan)

Category:	Facilities	Funding Source:	Debt, D.C. funding
Project Type:	Upcoming	Estimated Start:	2023
Classification:	Service Improvement	Estimated End:	2027

Project Description:

The amalgamation of 13 and 53 Divisions (built in 1973 and 1985 respectively) into one consolidated facility. The project is scheduled to start in 2023.

Project Objective:

The Service’s facilities strategy is for facility requirements to be driven by operational needs and potential efficiencies/enhancements that are in line with the Board’s and Service’s business plan. This would be achieved through the replacement, renovation or elimination of facilities over the ten-year capital program period, with particular emphasis, from a funding perspective, on the first five years of the program.

The review of facility requirements will consider community-specific changes and required service levels, changing public expectations, expanding the use of technology and evolving policing delivery models required to enhance public safety.

The amalgamation, if viable and appropriate, will reduce the long-term costs of operating and maintaining two structures, and will support the Service’s recommendations for a modernized, economical and more efficient public safety delivery model. The identification of a suitable site for a consolidated 13/53 divisional facility has been challenging. However, the Service will continue to work with the City (CreateT.O.) to identify a site in a catchment area that would meet the requirements of the Service and the provision of effective public safety services to the respective communities. Assuming a site is located and a new consolidated facility is built, the current plan is to return to the City, the 13 and 53 Division properties, which are located at the Allen Expressway and Eglinton and Yonge Street and Eglinton Avenue, respectively. The Service is monitoring this project, and in the event a site cannot be located, will develop alternative plans, if necessary, and report to the Board accordingly through the capital variance process.

It is also important to note that assumptions can change throughout the project based on a review of facility requirements. Better and more up to date estimates for the land, construction costs and timing for the project will be developed if and as the project progresses, and the Service’s capital program will be updated accordingly.

Project Funding Breakdown:

13/53 Amalgamation (\$000s)	Prior Years	2022	2023	2024	2025	2026	Total 2027-2031	Total Project Cost
Projected Capital Expenditures	0	0	600	6,516	16,796	13,096	4,364	41,372
Additional Positions (F.T.E.s)	0	0	0	0	0	0	0	0
Impact on Operating Budget	0	0	0	0	0	0	0	0

22 Division New Build - (Part of Long-Term Facility Plan)

Category:	Facilities	Funding Source:	Debt, D.C. funding
Project Type:	Upcoming	Estimated Start:	2025
Classification:	Service Improvement	Estimated End:	2029

Project Description:

This project provides funding for the building of a new 22 Divisional facility, which was built in 1975. The project is scheduled to start in 2025.

Project Objective:

Due to its ageing infrastructure, 22 Division was identified on the Long Term Facility Program a number of years ago. Studies are underway to determine the optimal location for the new facility. This approach is in line with the Service's recommendations for a modernized, economical and more efficient public safety delivery model. This area is and will continue to go through significant change, so the Service will work with the City to find a site that meets the needs of the Service as well as other stakeholders.

Based on a review of facility requirements, more up to date estimates for the land, construction cost and timing for the project will be developed, and the Service's capital program updated accordingly.

Project Funding Breakdown:

22 Division New Build (\$000s)	Prior Years	2022	2023	2024	2025	2026	Total 2027-2031	Total Project Cost
Projected Capital Expenditures	0	0	0	0	600	4,717	45,183	50,500
Additional Positions (F.T.E.s)	0	0	0	0	0	0	0	0
Impact on Operating Budget	0	0	0	0	0	0	0	0

51 Division Renovation - (Part of Long-Term Facility Plan)

Category:	Facilities	Funding Source:	Debt, D.C. funding
Project Type:	Upcoming	Estimated Start:	2027
Classification:	Service Improvement	Estimated End:	2029

Project Description:

This project provides for a renovation of the 51 Division facility and is scheduled to start in 2027.

Project Objective:

The renovation of the 51 Division facility will enable new technologies and required building improvements to increase the operational effectiveness of the division. The

renovation is scheduled to commence in 2027 to bring the 25-year-old facility up to industry standards, and will be completed by 2029. The project scope and estimated cost will be reviewed and updated as we get closer to the start date of the renovation, and the capital program updated accordingly.

Project Funding Breakdown:

51 Division Renovation (\$000s)	Prior Years	2022	2023	2024	2025	2026	Total 2027-2031	Total Project Cost
Projected Capital Expenditures	0	0	0	0	0	0	12,000	12,000
Additional Positions (F.T.E.s)	0	0	0	0	0	0	0	0
Impact on Operating Budget	0	0	0	0	0	0	0	0

Property and Evidence Warehouse Racking

Category:	Equipment	Funding Source:	Debt
Project Type:	Upcoming	Estimated Start:	2024
Classification:	Service Improvement	Estimated End:	2025

Project Description:

This project provides for high density and pushback racking.

Project Objective:

The relocation of files previously held in the City Archives (T.P.S. Archiving project) to the Service’s property and evidence facility has helped reduce some space pressure for the City Archives building. As a result, higher density and pushback racking will need to be installed at the Service’s property and evidence facility, to enable sufficient longer-term storage capacity.

The funding requirement of \$50,000 in 2024 is for a feasibility study by a logistics expert to determine what is required for the long term racking. Funding of \$950,000 in 2025 will be utilized for the actual cost of racking.

Project Funding Breakdown:

Property and Evidence Racking (\$000s)	Prior Years	2022	2023	2024	2025	2026	Total 2027-2031	Total Project Cost
Projected Capital Expenditures	30	0	0	50	950	0	0	1,030
Additional Positions (F.T.E.s)	0	0	0	0	0	0	0	0
Impact on Operating Budget	0	0	0	0	0	0	0	0

C. Vehicle and Equipment Lifecycle Replacements

There are thirty-four projects in this category:

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

Projects	Prior Years	2022	2023	2024	2025	2026	Total 2027-2031	Total Project Cost
Equipment	33,134	5,250	9,817	6,339	3,933	5,261	32,583	96,317
Information Technology	186,610	13,295	17,717	21,046	20,309	20,013	101,153	380,143
Vehicles	86,352	8,410	8,285	8,957	9,025	9,001	45,447	175,477
Total Vehicle and Equipment Reserve Projects	306,096	26,955	35,819	36,342	33,267	34,275	179,183	651,937

Project Description:

All projects in this category are funded from the Service's Vehicle and Equipment Reserve and have no impact on debt financing. However, the strategy of funding vehicle and 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 account so that the reserve has sufficient funds to meet current and future requirements.

Project Objective:

Using the Reserve for the lifecycle replacement of vehicles and equipment avoids having to debt-finance these purchases as well as large swings in annual funding requirements. It is important to note that as new systems are implemented or existing systems are being enhanced, the inventory of computer equipment grows. Over time, this has and very likely will continue to increase the level of funding required for the replacement of the equipment, putting continued increased pressure on the Service's operating budget.

Asset custodians continue to maximize the use of current assets and prolong lifecycle replacements as much as possible, to ensure the long-term viability of the Reserve. However, the increase in I.T. equipment and cost, as well as the increased cost of vehicles have created significant pressure on this Reserve. It is therefore important that annual incremental contributions, which have been deferred in the last several years to meet budget reduction targets, are made to ensure the requirement for replacements is sustainable.

Please refer to Attachment B for a list of projects in this category.

D. Operating Impact from Capital (\$2.75M)

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, so that capital project decisions are not made independently, but rather from a total cost of ownership perspective.

The total incremental 2022 operating impact from capital is \$2.75M. This amount includes the impact of the Connected/Mobile Officer project of \$2M, \$475K for A.N.C.O.E., \$143K for N.G.9-1-1 and \$50K for Marine Vessel Electronics in 2022.

Please refer to Attachment C for more details.

E. Unfunded Project Requirements

Due to funding constraints and a stage-gating approach towards the monitoring and evaluation of capital projects as they progress, the following future project requirements are unfunded in the current capital program submission.

New 9-1-1 Communications Centre

This project is for a new (9-1-1) communication center to provide additional space and system requirements.

Although critical, this project has been placed in the unfunded category as the requirements and estimated costs need further review. This project and its funding should also be jointly coordinated with other City Emergency Services. The current very preliminary cost estimate for this project is approximately \$78M. However, it cannot be overstated that this cost is a high-level estimate only and further assessment will be required. The Service has hired a consultant to review all the requirements so that a more complete and firm estimate can be developed.

The objective of this project is to build a new 911 communications centre, with proper backup for critical operational continuity that will meet the increased facility requirements resulting from the implementation of N.G.9-1-1.

Additional space will be required to meet the expected increase in the number of communication operator positions, as well as, necessary training and infrastructure needs.

A business case will be developed that provides the scope, risks, benefits and costs for this project.

New Wellness Facility

The project is to move the Wellness unit to a non-Police facility. This initiative is part of the Service's Wellness strategy, and has been endorsed by the Chief, Board and Toronto Police Association. A preliminary search conducted by City Real estate did not find any suitable City-owned facilities for this initiative, and other potential sites in or outside of Toronto, are costly. Therefore, the scope and operational needs of this project will be revisited along with the cost and timing.

New Records Management System (R.M.S.)

This project involves the potential replacement of the existing R.M.S. system, a core operating system of the Service. A review of our existing system showed that the current system is lagging technologically, as usability and functional gaps/weaknesses continue to create operational challenges as well as progress to a digital environment.

This misalignment with the Service's strategy for digital reform, limits its ability to improve the flow of information through the organization from front-line to investigative and analytical/intelligence functions. With a new system we would look to improve the ability to make connections between related pieces of information and increase the interaction and openness to the public of our information and our processes. It is anticipated that a new system will enable greater citizen involvement, transparency and citizen-centric design, and will streamline inefficient processes as well as improve organizational agility and security. A new/reformed R.M.S. will assist the Service in its efforts to reform and modernize, creating efficiencies in customer services, and human/financial resources.

The Service has issued a non-binding Request for Pre-Qualification (R.F.P.Q.). Following that the results of that process, the Service will bring back a comprehensive business case to the Board for inclusion in the capital budget, as appropriate.

Conclusion:

A review of all projects in the Service's 2022-2031 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 2022-2031 Capital Program has a 2022 net request of \$30.7M and gross amount of \$60.5M (excluding cash flow carry forwards from 2021), and a total of \$219.6M net and \$646.8M gross for the ten-year period.

The capital program request will continue to be evaluated and the plan updated as necessary, based on new and or more up-to-date information including the need to increase investments in technology.

The Board will be kept apprised on the status and health of the projects through the capital budget variance reporting process and future capital program requests.

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

Respectfully submitted,

James Ramer, O.O.M.
Chief of Police

*original copy with signature on file in Board office

Attachments

Preliminary 2022-2031 Capital Program Request (\$000s)

Attachment A

Project Name	to end of 2021	Carry forward	2022	2023	2024	2025	2026	2022-2026 Request	2027	2028	2029	2030	2031	Total 2027-2031	Total 2022-2031	Total Project Cost
State-of-Good-Repair - Police		2,628	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)	7,935	1,176	500	0	0	0	0	500	0	0	0	0	0	0	500	8,435
Long Term Facility Plan - 54/55 Amalgamation; New Build	1,184	421	1,054	8,825	16,625	19,029	3,783	49,316	0	0	0	0	0	0	49,316	50,500
Long Term Facility Plan - 41 Division; New Build	7,072	3,626	19,925	16,004	9,863	0	0	45,792	0	0	0	0	0	0	45,792	52,864
Long Term Facility Plan - Facility and Process Improvement	2,723	264	735	0	0	0	0	735	0	0	0	0	0	0	735	3,458
Long Term Facility Plan - Consulting	750	675	128	0	0	0	0	128	0	0	0	0	0	0	128	878
ANCOE (Enterprise Business Intelligence, Global Search)	12,124	133	202	202	0	0	0	404	0	0	0	0	0	0	404	12,528
Radio Replacement	35,696	0	2,356	0	0	0	0	2,356	14,734	4,733	6,429	4,867	6,116	36,879	39,235	74,931
Automated Fingerprint Identification System (A.F.I.S.) Replacement	1,581	870	0	0	0	0	0	0	1,581	0	0	0	0	1,581	1,581	3,162
Next Generation (N.G.) 9-1-1	7,350	4,116	2,692	214	0	0	0	2,906	0	0	0	0	0	0	2,906	10,256
Body Worn Camera - Phase II	5,887	200	0	0	0	0	0	0	0	0	0	0	0	0	0	5,887
Communication Centre - New Facility Assessment	500	200	0	0	0	0	0	0	0	0	0	0	0	0	0	500
Mobile Command Centre	1,735	1,735	0	0	0	0	270	270	50	0	0	0	270	320	590	2,325
Total, Projects In Progress	84,536	16,044	31,992	29,645	30,888	23,429	8,453	124,407	20,765	9,133	10,829	9,267	10,786	60,780	185,187	269,723
Upcoming Projects																
Connected/Mobile Officer life cycle replacement - DC funded	0	0	1,180	223	1,450	232	1,505	4,590	240	1,560	249	1,067	0	3,116	7,706	7,706
Uninterrupted Power Supply (U.P.S.) Lifecycle Replacement	0	0	400	400	400	400	400	2,000	0	0	400	400	400	1,200	3,200	3,200
Long Term Facility Plan - 13/53 Division; New Build	0	0	0	600	6,516	16,796	13,096	37,008	4,364	0	0	0	0	4,364	41,372	41,372
Long Term Facility Plan - 22 Division; New Build	0	0	0	0	0	600	4,717	5,317	19,082	18,590	7,511	0	0	45,183	50,500	50,500
Long Term Facility Plan - 51 Division; Major Expansion	0	0	0	0	0	0	0	0	3,300	5,240	3,460	0	0	12,000	12,000	12,000
Property & Evidence Warehouse Racking	30	0	0	0	50	950	0	1,000	0	0	0	0	0	0	1,000	1,030
Total, Upcoming Capital Projects:	30	0	1,580	1,223	8,416	18,978	19,718	49,915	26,986	25,390	11,620	1,467	400	65,863	115,778	115,808
Total Gross Debt Funded Capital Pro	84,566	16,044	33,572	30,868	39,304	42,407	28,171	174,322	47,751	34,523	22,449	10,734	11,186	126,643	300,965	385,531
Vehicle and Equipment Total	306,096	8,569	26,955	35,819	36,342	33,267	34,275	166,658	35,402	34,236	35,027	43,891	30,627	179,183	345,841	651,937
Total Gross Projects	390,662	24,612	60,527	66,687	75,646	75,674	62,446	340,980	83,153	68,759	57,476	54,625	41,813	305,826	646,806	1,037,468
Funding Sources:																
Vehicle and Equipment Reserve	(306,096)	(8,569)	(26,955)	(35,819)	(36,342)	(33,267)	(34,275)	(166,658)	(35,402)	(34,236)	(35,027)	(43,891)	(30,627)	(179,183)	(345,841)	(651,937)
Development charges Funding	(33,242)	(621)	(2,893)	(9,648)	(19,473)	(17,628)	(6,222)	(55,864)	(17,240)	(6,955)	(249)	(1,067)	0	(25,511)	(81,375)	(114,617)
Total Other Funding Sources:	(339,338)	(9,190)	(29,848)	(45,467)	(55,815)	(50,895)	(40,497)	(222,522)	(52,642)	(41,191)	(35,276)	(44,958)	(30,627)	(204,694)	(427,216)	(766,554)
Total Net Debt-Funding Request:		15,422	30,679	21,220	19,831	24,779	21,949	118,458	30,511	27,568	22,200	9,667	11,186	101,132	219,590	270,914

**Vehicle and Equipment Reserve
Preliminary 2022-2031 Capital Program Request (\$000s)**

Project Name	to end of 2021	Carry forward	2022	2023	2024	2025	2026	2022-2026 Request	2027	2028	2029	2030	2031	Attachment B		
														Total 2027-2031	Total 2022-2031	Total Project Cost
Other than debt expenditure (Draw from Reserve) for Life Cycle Replacement																
Vehicle and Equipment	86,352	52	8,410	8,285	8,957	9,025	9,001	43,678	9,040	9,064	9,089	9,114	9,140	45,447	89,125	175,477
Remote Operated Vehicle (ROV) Marine Unit	109	0	0	0	0	180	0	180	0	0	0	0	0	0	180	289
Workstation, Laptop, Printer-Lifecycle plan	46,046	500	3,538	2,389	4,016	4,315	3,643	17,901	4,071	3,757	3,531	4,796	3,585	19,740	37,641	83,687
Servers - Lifecycle Plan	50,656	2,716	0	5,694	6,400	3,281	4,912	20,287	4,045	6,043	6,820	3,610	3,500	24,018	44,305	94,961
IT Business Resumption	23,254	1,380	6,107	2,734	2,259	1,988	2,354	15,442	1,131	2,787	2,265	2,187	2,500	10,870	26,312	49,566
Mobile Workstations	25,696	1,453	0	0	346	10,425	1,139	11,910	0	0	346	10,425	1,139	11,910	23,820	49,516
Network Equipment	23,706	150	2,250	3,750	4,350	0	5,750	16,100	8,300	2,350	2,350	5,750	4,000	22,750	38,850	62,556
Locker Replacement	3,801	314	340	540	540	540	540	2,500	540	540	540	540	540	2,700	5,200	9,001
Furniture & small furniture Lifecycle Replacement	9,965	330	500	500	500	500	500	2,500	475	500	500	500	500	2,475	4,975	14,940
Automatic Vehicle Locator (A.V.L.)	3,172	348	0	0	0	0	0	0	0	2,000	0	0	0	2,000	2,000	5,172
In - Car Camera	4,216	0	500	2,750	3,025	0	0	6,275	0	0	5,000	0	0	5,000	11,275	15,491
Voice Logging	1,460	0	0	0	500	0	0	500	0	0	500	0	0	500	1,000	2,460
Electronic Surveillance	2,255	0	0	0	1,090	0	105	1,195	0	205	0	0	105	310	1,505	3,760
Digital Photography	1,388	0	0	0	0	314	316	630	0	0	0	314	316	630	1,260	2,648
Divisional CCTV Management (D.V.A.M. I & II)	6,088	630	900	400	650	300	415	2,665	615	900	400	650	300	2,865	5,530	11,618
Property & Evidence Scanners	66	0	0	0	0	0	0	0	43	0	0	0	0	43	43	109
Divisional Parking Lot Network (D.P.L.N.)	1,999	0	0	0	0	0	1,800	1,800	0	0	0	0	0	0	1,800	3,799
Small Equipment (e.g. telephone handset)	2,720	519	0	0	0	0	750	750	750	0	0	0	0	750	1,500	4,220
Small Equipment - test analyzers	866	0	580	580	0	0	0	1,160	0	0	0	667	667	1,334	2,494	3,360
Small Equipment - In Car Camera (I.C.C.) Microphones	614	113	0	0	0	0	0	0	0	0	0	0	0	0	0	614
Small Equipment - Intelligence			50		50		50	150	50		50		50	150	300	300
Small Equipment - Video Recording Equipment	956	1	64	78	40	72	82	336	70	58	60	70	70	328	664	1,620
Small Equipment - Video Recording Property & Video Evidence Management	53	0	30	17	0	47	30	124	17	30	17	0	30	94	218	271
Small Equipment - Auditorium Audio and Visual Equipment	0	0	0	550	0	0	750	1,300	575	250	0	550	0	1,375	2,675	2,675
Radar Unit Replacement	961	2	12	200	78	177	53	520	236	100	0	85	15	436	956	1,917
Livescan Machines	665	0	0	0	0	0	0	0	409	0	0	0		409	409	1,074
Wireless Parking System	3,738	61	0	3,567	1,456	0	0	5,023	0	3,567	1,456	0	0	5,023	10,046	13,784
Closed Circuit Television (C.C.T.V.)	1,163	0	0	0	0	0	0	0	2,000	0	0	0	0	2,000	2,000	3,163
Automated External Defibrillator (A.E.D.s.)	155	0	0	0	0	18	0	18	0	0	18	0	128	146	164	319
Conducted Energy Weapon (CEW)	3,244	0	559	559	559	559	559	2,795	559	559	559	559	559	2,795	5,590	8,834
Marine Vessel Electronics	481	0	589	0	0	0	0	589	850	0	0	0	0	850	1,439	1,920
Connected/Mobile Officer life cycle replacement - reserve	250	0	0	0	0	0	0	0	0	0	0	548	257	805	805	1,055
Body Worn Camera - Replacement Plan	0	0	1,526	1,526	1,526	1,526	1,526	7,630	1,526	1,526	1,526	1,526	1,526	7,630	15,260	15,260
Hydrogen Fuel Cells	0	0	1,000	1,700	0	0	0	2,700	100	0	0	2,000	1,700	3,800	6,500	6,500
Vehicle and Equipment Total	306,096	8,569	26,955	35,819	36,342	33,267	34,275	166,658	35,402	34,236	35,027	43,891	30,627	179,183	345,841	651,937

Preliminary 2022-2031 Operating Impact from Capital

Attachment C

Project Name	2022	2023	2024	2025	2026	2027-2031 Program	2022-2031 Program
Body Worn Camera - Phase II	3,800	3,800	3,800	3,800	3,800	19,000	38,000
ANCOE (Global Search)	750	750	750	750	750	3,748	7,495
Connected/Mobile Officer	3,014	3,709	3,709	3,709	3,709	18,545	36,394
Next Generation (N.G.) 9-1-1	143	507	512	516	521	2,049	4,249
Marine Vessel Electronics	50	50	50	50	50	250	500
Long Term Facility Plan - Facility and Process		113	113	113	113	565	1,017
Total Operating Impact	7,756	8,929	8,933	8,938	8,942	44,156	87,655

Incremental Impact

Project Name	2022	2023	2024	2025	2026	2027-2031 Program	2022-2031 Program
ANCOE (Global Search)	475	0	0	0	0	0	475
Connected/Mobile Officer	2,086	695	0	0	0	0	2,782
Next Generation (N.G.) 9-1-1	143	364	4	5	5	0	360
Marine Vessel Electronics	50	0	0	0	0	0	50
Long Term Facility Plan - Facility and Process	0	113	0	0	0	0	113
Total Incremental Operating Impact	2,754	1,173	4	5	5	-	3,779