



PUBLIC REPORT

December 5, 2023

To: Chair and Members
Toronto Police Services Board

From: Myron Demkiw
Chief of Police

Subject: Toronto Police Service 2024-2033 Capital Program Request

Purpose: Information Purposes Only Seeking Decision

Recommendation(s):

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

- (1) approve the Toronto Police Service's (Service) 2024-2033 Capital Program at a 2024 debt request of \$33.2 Million (M) and gross amount of \$88M (excluding cash flow carry forwards from 2023), and a total of \$269.6M debt and \$827.7M gross for the 10-year program, 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. The Service utilizes funding from the Vehicle and Equipment Reserve, funded through the Service's operating budget, and Development Charges (D.C.s) revenue, funded through D.C.s paid by developers to help fund the cost of infrastructure related to new developments, as well as other funding sources such as Provincial grants. City-issued debt is then used to fund the remainder of the program.

For 2024-2033, the City's direction was to maintain the debt levels approved in the 2023-2032 capital program. In developing the Service's budget, this constraint was addressed while also considering the Service's capital needs and value provided. Cash flow forecasts were reviewed in the context of project readiness, previous years' spending rate, and affordability. Available D.C. funding was maximized and anticipated grant funding from the Province was taken into consideration.

Table 1 below provides a summary of the Service’s 2024-2033 Capital Program request. Additional details can be found in Attachment A.

Table 1: Summary of the 2024-2033 Capital Program Request (000’s)

Projects	2024	2025	2026	2027	2028	2024-2028 Request	Total 2029-2033	Total 2024-2033
Projects in Progress	37,581	39,365	28,366	35,926	32,004	173,242	105,097	278,339
Upcoming Projects	5,850	3,815	0	8,761	9,120	27,546	64,546	92,092
Vehicle and Equipment Life cycle Replacement Projects	44,595	53,626	42,419	43,133	41,366	225,139	232,137	457,276
Total Gross Projects	88,026	96,806	70,785	87,820	82,490	425,927	401,780	827,707
Vehicle and Equipment Reserve Funding	39,628	53,226	42,227	43,133	41,366	219,580	232,137	451,717
Other Source of Funding	1,860	0	0	0	0	1,860	0	1,860
Development Charges	13,308	3,736	2,539	29,933	30,463	79,979	24,543	104,522
Total Debt Funding Request	33,230	39,844	26,019	14,754	10,661	124,508	145,100	269,608

Note - This table excludes Carry Forwards

The Vehicle and Equipment Reserve is the main source of funding for the 10-year capital program, accounting for 55% of total capital funding. The remainder of the capital program is funded from debt (32%) and D.C. funding (13%).

Summary:

The purpose of this report is to obtain Board approval of the Service’s 2024-2033 Capital Program request.

Attachment A to this report provides a summary of the total request and a detailed project listing of projects in progress and upcoming projects. Attachment B provides a detailed listing of Vehicle and Equipment lifecycle replacement projects. Attachment C provides a summary of the operating impact of projects included in the 2024-2033 program.

Discussion:






Relevant Board Policies and Compliance

This report complies with the Board’s Budget Transparency Policy, approved on July 29, 2021 under Board Minute P2021-0729-3.0.

Background:

Capital projects, by their nature, require significant one-time financial investments, as well as required on-going costs. They provide longer-term organizational benefits and impacts. As shown on Figure 1, the 2024-2033 capital plan will address improvements or replacements to the aging infrastructure, update to core operational systems and lifecycle of vehicle and equipment. It also enables the Service’s maintenance and modernization efforts by funding the following types of requirements.

Figure 1- Types of Requirements

\$827.7M Gross - \$269.6M Debt				
				
Facilities	Information Technology	Vehicles	Communication	Equipment
\$282.2	\$126.9	\$128.9	\$37.9	\$251.9
34%	15%	16%	5%	30%
54 & 55 Divisions <input checked="" type="checkbox"/>	N.G.911**	Vehicle Replacement	Radio Replacement	Information Technology Infrastructure Lifecycle
41 Division <input checked="" type="checkbox"/>	Workstations, Laptops, Printers			Communication Centre Furniture
13 & 53 Divisions <input checked="" type="checkbox"/>	IT Infrastructure			Body Worn Camera
S.O.G.R.*	New R.M.S. System***			Mobile Officer
Relocation of Wellness Services	IT Storage Growth			Wireless Parking System

- Project supports Climate Resiliency and/or Greenhouse Gas (GHG) Reduction*

*S.O.G.R. – State Of Good Repair; **N.G.911 – Next Generation 911; ***New RMS System – New Records Management System

Facilities (\$282.2M):

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. As an ongoing impact of the pandemic, there have been delays in planned construction schedules, including labour and critical supply-chain disruptions and delays in obtaining required permits. The Service continues to monitor these factors and mitigate their impact on the progress and cost of the Service’s facility-related projects.

The Service hired a consultant to develop a strategic building and office/operational space optimization program that assesses current space utilization and forecasts the short and long-term requirements of the Service with respect to its current building portfolio. The result of this study will be available in the spring of 2024 and the facility-related capital program will be updated in future years to reflect the results of this study.

Information Technology (I.T.) (\$126.9M):

The Service is seeing an increased tempo in investments in Information Technology and Information Management. This follows foundation setting activities such as the successful rationalization program, the initiation of the Digital Platform and Transformation Program, the formation of the Information Management Pillar and the launch of the New Records Management project. The Service is now entering the next phase of the technological reform and rebuilding of the Service's capabilities. This next phase requires higher levels investment which in turn will generate operational benefits more directly and quickly. The benefits, which have far-reaching impacts for policing and the community, include the following:

- eliminate costly and manual processes;
- increase accessibility, accountability and transparency;
- improve information management;
- expand opportunities for enhanced community engagement;
- modernize data storage to manage costs (through cost avoidance) and create value-added capabilities to our data storage infrastructure; and
- create greater operational capacity and flexibility to accommodate growth and emerging priorities.

Vehicles (\$128.9M):

The Service will maintain a fleet of 1,864 vehicles, comprised of marked, unmarked, and special-purpose vehicles as well as boats and bicycles utilized for both Service and Parking Enforcement purposes. These are replaced in a predetermined schedule based on their estimated useful life. This request also considers vehicle requirements based on the 2024 hiring plan and planned year-end uniform strength.

Communication (\$37.9M):

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

Equipment (\$251.9M):

This category addresses specialized equipment projects such as furniture, lockers, Body Worn Cameras (B.W.C.), Conducted Energy Devices (C.E.D.), radar units and Automated Fingerprint Identification System (A.F.I.S.).

Climate Change Lens for Capital Projects

The Service has a number of projects that support City-wide climate change objectives as follows:

- Hybrids / electric vehicles: In 2021 and 2022, the Service piloted the use of hybrid Ford Explorers for Priority Response officers. These vehicles demonstrated functionality in terms of operational efficiency, fuel savings and carbon reduction. Consequently, the Service planned to extend the use of hybrid vehicles to all front-line policing needs in 2023. However, the plan encountered challenges, primarily due to supply chain issues that restricted manufacturers from producing a substantial number of hybrid vehicles. Therefore, the Service was only able to purchase 20 hybrid vehicles and one plug-in hybrid vehicle to date. For 2024, the Service aims to purchase 80 hybrid vehicles and 10 plug-in hybrid vehicles. The vendor is optimistic that they will be able to deliver all hybrid vehicle orders in 2024. Long-term reliability, maintenance and repair costs of hybrid vehicles have yet to be evaluated as the vehicles are still relatively new. The Service tested one fully-electric vehicle to determine its suitability for policing. Initial results indicated some success, but its versatility for the Service remains under review.
- Light Emitting Diode (L.E.D.) lighting: The Service has installed L.E.D. lighting in various facilities. This has already resulted in hydro savings, and the Service will continue to convert to L.E.D. in the new facilities.
- Net Zero Emission – Net Zero by 2040 initiative: This strategy aims to reduce greenhouse gas (G.H.G.) emissions in Toronto by 2040. Establishing the trajectory needed to reach net zero emissions requires a significant level of investment for all new buildings. The Service is in the process of building a new 41 Division and has worked on modifying and value engineering the building's design to achieve net zero emissions. The goal is for all future new builds to meet Toronto's Green Standards related to climate change mitigation or adaptation, energy or water efficiency, renewable or alternative energy, air quality, green infrastructure, or other efforts related to environment, climate, and energy planning.

Development of Cost Estimates, Timing of Projects and Spending Rate

The Service takes all known factors related to project costs into account to develop accurate cost estimates, and these are reflected in the 2024-2033 Capital Program. However, even with the best planning and management of the projects, assumptions can change throughout the project as more information becomes available, impacting costs and schedules.

During the past few years, the Service's capital spending rate has been lower than anticipated for a variety of reasons and mitigations are being taken in 2024 to improve project progress.

- Despite due diligence efforts taken in advance of the actual start of the project, sometimes issues become known only once the work is in progress, resulting in revised costs, schedule or scope estimates. More project oversight is being introduced through the use of Steering Committees to adopt a proactive approach towards managing project risks and to address known issues faster;

- Staffing challenges and vacancies have put significant pressure on project execution, as the existing staff are often over-tasked. This is being addressed in 2023 and 2024 through increased hiring efforts and reallocation of work based on project size and complexity. Additional resources will be added for projects that require dedicated expertise;
- Due to the global pandemic, the Service has faced significant challenges, such as material shortages, shortage of computer chips and labour shortages at levels unprecedented in scope and duration. These difficulties have led to delays in planned construction schedules, including labour and critical supply-chain disruption, as well as delays in obtaining required permits. These factors continue to play a significant role in the progress and cost of the Service's facility-related projects. In response to these challenges, current project plans have been carefully recalibrated to address and navigate the challenges posed by these circumstances; and
- Significant price increases for materials and other supplies have necessitated a reassessment of the cost estimates of some projects from a viability and affordability perspective. The proposed capital plan incorporates adjustments to project scope and timing in response to these changes.

All of these factors have impacted the progress of the Service's projects. Measures have been implemented to improve project execution heading into 2024, which in turn will influence the spending rate.

Major Projects Accomplishments in 2023

Major project accomplishments in 2023 include:

- Next Generation 9-1-1 (N.G.9-1-1) - Construction of the training room at the current Communications Centre building was completed on August 31, 2023. Train-the-Trainer and Administrator training provided by the vendor was completed on schedule. Plans and preparations to train the communication centre staff are underway with all communications staff training expected to be completed by the first quarter of 2024. External resources have been on boarded to assist with the creation of appropriate Privacy Impact Assessments (P.I.A.s) and to develop comprehensive test plans for the new Solacom call handling solution.
- Body Worn Camera – completed the rollout to front-line officers and the Emergency Task Force. Approximately 4,000 officers have been trained, and 2,600 cameras are being deployed and actively in use. Additional officers are being trained periodically as they move in and out of units and roles.
- Transforming Corporate Support – Work has been completed to modify the Time and Resource Management System (T.R.M.S.) application code to work with query/S.Q.L. databases by the end of 2023.

- Mobile Command Centre – The structure of the vehicle has been built and the interior design and build is ongoing. New technology solutions have been identified and tested to ensure suitability to work in any operating environment. It is anticipated that the Mobile Command Vehicle will be operational by early 2024.
- Significant milestones were achieved on other in-progress projects such as A.F.I.S. Replacement, 41 Division construction, and the Analytics Centre of Excellence. For more details on these projects, please refer to the Projects in Progress section of this report.
- Radio Replacement – Finalized the lifecycle of mobile and portable radios based on a ten-year cycle.
- Various projects in State of Good Repair (S.O.G.R.) such as Police Dog Services canopy structure, repairs/replacement of overhead doors and gates, replacement of various security and access controls, door hardware upgrades and other emergency repairs were completed. This resulted in a reduction of the S.O.G.R. backlog.
- Various lifecycle replacement projects are completed. These projects include the replacement of vehicles, computers, laptops, printers, furniture and lockers, and in-car cameras.

2024-2033 Capital Program Request:

The 2024-2033 Capital Program is segregated into five categories for presentation purposes:

- A. Projects in Progress
- B. Upcoming Projects
- C. Vehicle and Equipment Lifecycle Replacement Projects
- D. Operating Impact from Capital
- E. Potential Projects Outside of the Capital Program Request

A. Projects in Progress

There are 15 projects in this category, including projects with carry forward funding only, which are continuing in 2024. See Table 2 below followed by project summaries on the major projects.

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

Projects	Budget to end of 2023	2024	2025	2026	2027	2028	2024-2028 Request	Total 2029-2033	Total 2024-2033	Total Project Cost
Projects in Progress	125,116	37,581	39,365	28,366	35,926	32,004	173,242	105,097	278,339	403,455

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

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

Project Description:

This project includes ongoing funding for the S.O.G.R. facility requirements that are the responsibility of the Service as well as funding to enhance existing technological assets. S.O.G.R. funds are used to maintain the general condition, overall safety and requirements of existing Service buildings. Funding is also used for technology upgrades to optimize service delivery and increase efficiencies.

Project Summary:

Planned use of these funds will be aligned with the future vision for Service facilities, prioritizing projects in the existing backlog that will remain unaffected by the ongoing planning for the future of the Service’s facilities footprint. Examples of the work schedule for 2024 are painting of Service buildings, door hardware upgrades, flooring replacements, Mounted Unit stable repairs, Marine Unit dock replacement, Police Dog Services kennel upgrades and replacement of overhead doors and gates.

To improve project efficiency and address the S.O.G.R. backlog, two project supervisors were hired in 2023 and are charged to this project. This will ensure that critical projects progress on time with the goal of overall improvements of Service facilities and operations.

Project Funding Breakdown:

S.O.G.R. (\$000s)	Plan to end of 2023	2024	2025	2026	2027	2028	Total 2029-2033	Total Project Cost
Requested Capital Expenditures	Ongoing	4,400	4,400	4,400	4,400	4,400	22,000	44,000
Impact on Operating Budget		0	0	0	0	0	0	0

54 and 55 Divisions - Long Term Facility Plan

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

Project Description:

This project originally provided funding for the amalgamation of 54 and 55 Divisions (built in 1951 and 1972 respectively) into one consolidated facility (as recommended by the Transformational Task Force) at the former Toronto Transit Commission’s (T.T.C.) Danforth garage site located at 1627 Danforth Avenue.

Project Summary:

The estimated cost of construction has increased considerably, to double the cost, due to the increased labour and materials costs as well as other factors such as the high cost of constructing a very deep waterproof underground parking structure in a location with a high water table. Moreover, the footprint of land available to the Service on the Danforth site was reduced, creating the requirement for an increased number of parking levels underground, which caused a significant increase to the estimated cost.

An evaluation of alternative options is in progress to make an informed decision on how to proceed in a fiscally responsible way that meets long-term operational requirements. The Service is currently working with Create.T.O. to identify viable locations for the new facility. This has proven challenging, with limited suitable options available for the size and location required. Single site and two-site models are being considered. While the Service is reviewing all potential options to minimize costs, it has been determined that the previous budget of \$50.5M is insufficient for any of the options considered to date. Therefore, the estimated budget has been increased to \$100M. Once a decision is made in 2024 on the project direction and cost information becomes available, further changes to funding requirements will be reflected in future capital program submissions.

Project Funding Breakdown:

54 & 55 Divisions (\$000s)	Plan to end of 2023	2024	2025	2026	2027	2028	Total 2029-2033	Total Project Cost
Requested Capital Expenditures	2,238	0	1,847	1,847	14,898	20,339	58,831	100,000
Impact on Operating Budget		0	0	0	0	0	0	0

41 Division New Build - Long Term Facility Plan

Category:	Facilities	Funding Source:	Debt, D.C. funding
Project Type:	In Progress	Start Year:	2018
Classification:	Service Improvement	Estimated End:	2026

Project Description:

This project provides funding for a new 41 Division facility. 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. The new division will provide a modern, efficient workspace for the Service, serving the community for decades to come. The new 41 Division will be the first Net Zero Emission building in the Service's asset base and the first of its kind in Ontario. During construction, personnel continue to occupy a portion of the existing building as well as neighbouring Divisions, as required, to allow for uninterrupted business operations.

Project Summary:

Full Building Permit was obtained in July 2023, allowing the Construction Manager to continue work above grade. At the time of writing this report, structural steel and metal decking have been successfully completed, with incoming utilities and geothermal boreholes scope underway. Roofing and Curtain wall scope are set to begin in November 2023, enclosing the Phase 1 building in early 2024. With the watertight structure, all finishing work can continue, allowing for substantial completion/occupancy by July 2024. Phase 2 Occupancy is scheduled for May 2026.

The capital budget for this project was first included in the Service's 2018-2027 Capital Program (Min. No. P58/18 refers). As part of the 2023-2032 capital program, the cost of this project was estimated to be \$76.7M (Min. No. P2023-0109-2.3 refers) over the years 2018-2025. This estimate is inclusive of the City of Toronto's Net Zero Strategy to reduce community-wide G.H.G. emissions to net zero by 2040, and also reflects delays and cost impacts due to the unprecedented COVID-19 pandemic and associated global supply chain issues. There has been a further significant cost increase for this project which has been included in the 2024-2033 capital program. Due to increases in professional fees and escalation costs on tender packages, the total cost of this project has increased by \$8.9M for a total estimated project cost of \$85.6M. The project team continues to hold value engineering sessions following tender submissions (cost saving efforts) in an effort to mitigate costs. The Board will be updated on budget impacts following receipt of remaining tender submissions from the various sub-contractors, and any changes will be included in future capital program submissions.

The Service will continue to monitor this project and keep the Board apprised of any significant issues, through the quarterly capital variance reporting process.

Project Funding Breakdown:

41 Division (\$000s)	Plan to end of 2023	2024	2025	2026	2027	2028	Total 2029-2033	Total Project Cost
Requested Capital Expenditures	28,364	18,159	18,233	20,819	0	0	0	85,575
Impact on Operating Budget		0	0	0	0	0	0	0

Radio Replacement

Category:	Communication	Funding Source:	Debt, D.C. funding
Project Type:	In Progress	Start Year:	2016
Classification:	S.O.G.R.	Estimated End:	On-going

Project Description:

The Service’s Telecommunications Services Unit (T.S.U.) maintains 4,913 mobile, portable and desktop radio units. Several years ago, the replacement lifecycle of the radios was extended from seven years to ten years. By extending the lifecycle, the Service aimed to optimize resource utilization and minimize financial burdens, ensuring a more sustainable and cost-effective approach to maintaining this essential communication infrastructure.

Project Summary:

This project is to maintain the radios, keep them operational, and support asset management processes. The 10-year lifecycle replacement was completed in 2023 and the next lifecycle plan is scheduled to commence in 2027.

The funding requirement for 2024 is for a contractor to conduct a Radio Study. Impact on operating budget is for subscription costs associated with portable radios and critical connect/ smart features.

Project Funding Breakdown:

Radio Replacement (\$000s)	Plan to end of 2023	2024	2025	2026	2027	2028	Total 2029-2033	Total Project Cost
Requested Capital Expenditures	38,051	100	0	0	15,328	5,030	17,412	75,921
Impact on Operating Budget		0	0	0	150	175	1,350	1,675

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

Category:	Equipment	Funding Source:	Debt, D.C. funding
Project Type:	In Progress	Start Year:	2019
Classification:	S.O.G.R.	Estimated End:	On-going

Project Description:

The A.F.I.S. system is a biometric identification (I.D.) methodology that uses digital imaging technology to obtain, store, and analyse fingerprint data. Currently, the system is undergoing a lifecycle upgrade spanning from 2021 to 2024. The next lifecycle for the A.F.I.S. system is planned for 2028. This strategic approach ensures the ongoing efficiency and relevance of the system, aligning with evolving technological standards and organizational needs.

Project Summary:

The A.F.I.S. allows for compatibility with external systems in other agencies such as the Royal Canadian Mounted Police (R.C.M.P.), communicating electronically for real time identification, fingerprint submissions, searches and criminal record updates. This system is integrated with IntelliBook, a prisoner booking system, and communicates electronically to provide real-time confirmation of prisoner identity for Booking Officers. It is also integrated with Livescan systems at Talent Acquisition and Records Release to process requests for background clearance, police reference checks and clearance letter services where fingerprints are required for confirmation of criminal record history.

Since 2022, significant work has been done towards the implementation of the new system with configuration, migration and acceptance test planning. The focus is currently shifting from the Design Phase completion to further Migration events and acceptance test planning, configuration and preparation for installation phases in 2024.

Project Funding Breakdown:

A.F.I.S. (\$000s)	Plan to end of 2023	2024	2025	2026	2027	2028	Total 2029-2033	Total Project Cost
Requested Capital Expenditures	4,285	0	0	0	0	1,285	2,304	7,874
Impact on Operating Budget		0	0	0	0	0	0	0

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

Category:	Information Technology	Funding Source:	Debt, D.C. funding, Grant funding
Project Type:	In Progress	Start Year:	2019
Classification:	Legislated	Estimated End:	2025

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 are required to upgrade 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. The objective of the system is to improve the way people request emergency services and how emergency responders communicate with each other. The system objectives also aim to provide more accurate location

information, which will help emergency responders reach people more quickly and efficiently.

Project Summary:

The first phase of this project includes the implementation of the new technology provided by Solacom, as well as the renovation of the training room and training room furniture. In addition to this, the project includes the careful integration of existing systems such as Computer Aided Dispatch (C.A.D.) and Voice Logging Services (V.L.S.) with the Solacom solution as well as more robust reporting capabilities. This work is expected to be completed in 2024.

The second phase of the project will be focused on transitioning to the I.P. protocol and improvements to 911 capabilities including the way the public requests 911 services and how emergency responders communicate with each other. This will include Real Time Text, as well as the potential ability to accept videos and images. While the impact of these new features are unknown at this time, it is widely anticipated to have far-reaching impacts to processes and staffing levels. These impacts will be included in the operating impact from capital when more information is known.

The renovations and retrofitting of three floors at the current Communications Centre building which serves as the Primary Site is to optimize the facility for both present and future requirements. This includes expansion for additional call taking positions, as well as meeting space and much-needed rest areas for the well-being of staff. The consolidation of management and support areas enhances overall operational effectiveness. This is expected to be completed in 2025.

Upon further evaluation of this project, it was discovered that several components were not accounted for in the original project budget. Items such as uninterrupted power supply (U.P.S.) at the primary site, cyber security, dedicated firewall and additional staffing were identified as required and have been added to the project cost for a total budget increase of \$5.4M.

Impact on operating budget is for system maintenance, support, licenses and 2 additional positions.

Project Funding Breakdown:

N.G. 9-1-1 (\$000s)	Plan to end of 2023	2024	2025	2026	2027	2028	Total 2029-2033	Total Project Cost
Requested Capital Expenditures	10,042	4,309	1,900	0	0	0	0	16,251
Impact on Operating Budget		590	1,354	1,384	1,434	1,460	7,170	13,392

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

Category:	Equipment	Funding Source:	Debt, D.C. funding
Project Type:	In Progress	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. All Service locations have multiple U.P.S. systems within the facilities. The need to maintain telephone operations using a Voice over Internet Protocol (V.o.I.P.) platform has increased the need for extended U.P.S. run times where no generators are available or when the generator fails to operate. This initiative extends beyond cost considerations, with a primary focus on improving the resiliency of critical police facility systems. The program will enable the provision of expanded backup for mission critical police facility systems including Closed-Circuit Television (C.C.T.V.) and V.o.I.P. systems, divisional radio systems and security alarm systems.

Project Summary:

A Service-wide lifecycle plan was developed in 2022 to consolidate all existing U.P.S. systems to a single U.P.S. system per facility. The U.P.S. system requirements were reviewed and designed to provide the optimized total cost of ownership over a 10-year lifecycle, while improving technological operations.

U.P.S. lifecycle replacements have been completed at 11 and 52 Divisions. Scheduling is underway for two more police division U.P.S. lifecycle replacements for early in 2024, expanding power reliability across the Service.

The cost of this project has increased by \$1.2M due to inflationary increases and the inclusion of electrical installation costs for complex installations at specific locations.

The impact on operating budget is for maintenance commencing in 2028.

Project Funding Breakdown:

U.P.S. Lifecycle Replacement (\$000s)	Plan to end of 2023	2024	2025	2026	2027	2028	Total 2029-2033	Total Project Cost
Requested Capital Expenditures	850	752	848	800	800	450	2,050	6,550
Impact on Operating Budget	0	0	0	0	0	40	760	800

Information Technology (I.T.) Data Storage Growth

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

Project Description:

This project is a dedicated program to outline and measure the historical and ongoing increase in the Service’s data storage. Data is being added faster than can be purged through current retention policies. Although the policies are being reviewed, data continues to grow exponentially for police operational needs including evidence gathering, disclosure, analytics, transparency, accountability, and for legislative requirements.

Project Summary:

The project is in its second year and I.T. Services continues to measure historical growth. The migration of data storage to cloud-hosted services, such as Evidence.com, is a continuing trend which leads to a more sustainable approach in managing the expansion of data, ensuring efficiency and adaptability to evolving requirements.

Project Funding Breakdown:

Information Technology Storage Growth (\$000s)	Plan to end of 2023	2024	2025	2026	2027	2028	Total 2029-2033	Total Project Cost
Requested Capital Expenditures	500	461	539	500	500	500	2,500	5,500
Impact on Operating Budget	0	0	0	0	0	0	0	0

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

Category:	Information Technology	Funding Source:	Debt, D.C. funding
Project Type:	In Progress	Start Year:	2023
Classification:	Service Improvement	Estimated End:	2025

Project Description:

This project is for the replacement of the existing R.M.S., a core business operating system of the Service. A review of our existing system has highlighted technological weaknesses, as usability and functional gaps continue to create operational challenges and hinder the progression to a digital environment. This misalignment with the Service’s strategy for digital enablement limits its ability to improve the flow of information through the organization from front-line to investigative and analytical/intelligence functions. The new system is expected 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 expected to generate tangible savings and cost avoidance, reduce risk, increase transparency and improve other operational processes to deliver public safety services effectively and efficiently.

Project Summary:

The contract award was approved at the April 28, 2023 Board meeting (Min. No. P2023-0428-7.0 refers). Subsequent to the approval, negotiations on contract terms have been in progress, and the finalization timeline, set for January 2024. The Service also

began developing more detailed plans, and procurement of infrastructure, as well as assembling the project team. The Project Charter is being developed and will outline the internal resources required to support the project work. Crucial roles including the Program Manager, Organizational Change Manager, Technical Project Manager and Data Lead have been filled and integrated into the project team. Data Analysts and Architects have been on boarded. Recruitment continues for remaining roles of Process Leads, Business Analysts and Technical Analysts, all of which are critical to the project’s successful execution.

Funding in the amount of \$20.6M has been included in the Service’s approved 2023-2032 Capital Program as a preliminary estimate for the cost of implementation of a new R.M.S. (Min. No. P2023-0109-2.3 refers). This funding was established as a provisional amount during the 2023 budget process and was based on past experience of implementing similar systems, but prior to project discovery work and contract negotiation. The increase of \$10M from this early project estimate to the current project budget comes from support backfill, analytics and training, licensing and maintenance, quantity of licenses and setting a contingency. The funding for these costs have been reflected in the 2024-2033 capital program.

There is no incremental impact on operating budget from this project.

Project Funding Breakdown:

New R.M.S. (\$000s)	Plan to end of 2023	2024	2025	2026	2027	2028	Total 2029-2033	Total Project Cost
Requested Capital Expenditures	10,000	9,000	11,598	0	0	0	0	30,598
Impact on Operating Budget	0	0	0	0	0	0	0	0

Relocation of Wellness Services

Category:	Facilities	Funding Source:	Debt, D.C. funding
Project Type:	In Progress	Start Year:	2023
Classification:	Service Improvement	Estimated End:	2024

Project Description:

This project is to undertake renovations required to relocate portions of the Service’s Wellness Unit from Toronto Police Headquarters to more accessible locations in the west end of the city at the Toronto Police College, and in the east end of the city, at 2075 Kennedy Road. Once completed, the new decentralized delivery model will allow members to access wellness services from a central, east and west location.

The anticipated benefits are increased access to care and improved service to members, creating a greater willingness of members to seek support. Co-locating in the Toronto Police College also provides visible demonstration of this priority and normalizes wellness support to new members of the Service. This approach also allows for better use of the Service’s headquarters 40 College, making space for other needs.

Project Summary:

The furniture and fit-up of the leased office space at the east location was completed in mid-2023 and a grand opening was held on August 29, 2023. Design work for the Toronto Police College (west location) was completed in September 2023 and was tendered in October 2023. The construction renovation work for the west location is expected to conclude by the summer of 2024.

Funding in the amount of \$2M has been included in the Service's approved 2023-2032 Capital Program as a preliminary estimate for the cost of renovations (Min. No. P2023-0109-2.3 refers). This funding was established as a provisional amount during the 2023 budget process. Given the availability of detailed cost estimate derived from the complete design development plans and more accurate assessments of furniture and I.T. requirements, \$100K budget increase is being requested. This adjustment results in a revised total project cost of \$2.1M.

Project Funding Breakdown:

Relocation of Wellness Services (\$000s)	Plan to end of 2023	2024	2025	2026	2027	2028	Total 2029-2033	Total Project Cost
Requested Capital Expenditures	1,700	400	0	0	0	0	0	2,100
Impact on Operating Budget	0	0	0	0	0	0	0	0

Upcoming Projects

There are seven projects in this category as shown below. Project summary section is only included for projects where work has already started.

Table 3: Upcoming Projects (000's)

Projects	Budget to end of 2023	2024	2025	2026	2027	2028	2024-2028 Request	Total 2029-2033	Total 2024-2033	Total Project Cost
Upcoming Projects	30	5,850	3,815	0	8,761	9,120	27,546	64,546	92,092	92,122

13 and 53 Divisions - Long-Term Facility Plan

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

Project Description:

This project originally provided funding for the amalgamation of 13 and 53 Divisions (built in 1973 and 1985 respectively) into one consolidated facility. However, this strategy is under review to ensure it meets the current and future operational requirements. The Service will be working collaboratively with Create.T.O. for potential solutions before its anticipated start date of 2029.

Project Funding Breakdown:

13 & 53 Divisions (\$000s)	Plan to end of 2023	2024	2025	2026	2027	2028	Total 2029-2033	Total Project Cost
Requested Capital Expenditures	0	0	0	0	0	0	56,817	56,817
Impact on Operating Budget	0	0	0	0	0	0	0	0

51 Division, Major Expansion - 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 25-year-old facility and is scheduled to start in 2027. The renovation will enable new technologies and required building improvements to increase the operational effectiveness of the division. The project scope and estimated cost will be reviewed and updated closer to the start date of the renovation, and the capital program updated accordingly.

Project Funding Breakdown:

51 Division (\$000s)	Plan to end of 2023	2024	2025	2026	2027	2028	Total 2029-2033	Total Project Cost
Requested Capital Expenditures	0	0	0	0	8,761	9,120	7,729	25,610
Impact on Operating Budget	0	0	0	0	0	0	0	0

Property and Evidence Warehouse Racking

Category:	Equipment	Funding Source:	D.C. funding
Project Type:	Upcoming	Estimated Start:	2024
Classification:	Service Improvement	Estimated End:	2025

Project Description:

This project provides for high density and pushback racking to enable sufficient longer-term storage capacity in the Service's property and evidence facility. The relocation of

files previously held in the City Archives to the Service’s property and evidence facility has helped reduce some space pressure for the City Archives building.

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 project implementation.

Project Funding Breakdown:

Property and Evidence Racking (\$000s)	Plan to end of 2023	2024	2025	2026	2027	2028	Total 2029-2033	Total Project Cost
Requested Capital Expenditures	30	50	950	0	0	0	0	1,030
Impact on Operating Budget	0	0	0	0	0	0	0	0

Communication Center Furniture Replacement - Design

Category:	Equipment	Funding Source:	Debt
Project Type:	Upcoming	Estimated Start:	2024
Classification:	S.O.G.R.	Estimated End:	2024

Project Description:

This project is for a consultant to prepare the tender for the schematic design construction drawings that will be required prior to the replacement of furniture in the 9th floor of the Communications Services building. The existing specialized communication furniture are well over 15 years old and have been discontinued by the manufacturer. Furniture replacement parts are no longer in production and are not available to facilitate repairs as required. In recent years, Facilities Management has faced challenges in repairing broken communication consoles.

It should be noted that the estimated cost for the replacement of furniture is significant at almost \$10M, may include building modifications, and is currently identified as an unfunded project due to limitations on funding. The requirements will allow the ability to support multiple monitors, provide staff with an ergonomic workspace and the ability to either sit or stand as they perform their duties.

Project Funding Breakdown:

Communication Center Furniture Replacement - Design (\$000s)	Plan to end of 2023	2024	2025	2026	2027	2028	Total 2029-2033	Total Project Cost
Requested Capital Expenditures	0	300	0	0	0	0	0	300
Impact on Operating Budget	0	0	0	0	0	0	0	0

Forensic Identification Services (F.I.S.) Facility Replacement – Feasibility Study

Category:	Land & Facilities	Funding Source:	Debt
Project Type:	Upcoming	Estimated Start:	2025
Classification:	Service Improvement	Estimated End:	2025

Project Description:

This project is to conduct a feasibility study to assess options for a new F.I.S. facility. The F.I.S. unit provides 24-hour support to all divisions and investigative units of the Service. It occupies a building that was originally constructed in 1979, and was retrofitted to meet F.I.S. needs in 1999. The building has reached its useful life span and deteriorated over the last several years.

The demands placed on forensic evidence, along with evolving best practice recommendations, have stretched the Service’s ability to comply with best practices within the current facility.

A request for \$0.4M is included for a feasibility study in 2025. The cost for a new F.I.S. facility is estimated at \$200M to \$250M and is currently identified as an unfunded project due to limitations on funding. The Service may explore an option of a joint facility shared by multiple police services.

Project Funding Breakdown:

F.I.S. Facility Replacement – Feasibility Study (\$000s)	Plan to end of 2023	2024	2025	2026	2027	2028	Total 2029-2033	Total Project Cost
Requested Capital Expenditures	0	0	400	0	0	0	0	400
Impact on Operating Budget	0	0	0	0	0	0	0	0

Vehicle and Equipment for Additional Capacity

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

Project Description:

The Service has a multi-year hiring plan that will necessitate the purchase of additional vehicles to support upcoming officer deployments. This project includes the investment required for the necessary 93 vehicles and equipment for the additional hires.

Vehicle & Equipment for additional hires (\$000s)	Plan to end of 2023	2024	2025	2026	2027	2028	Total 2029-2033	Total Project Cost
Requested Capital Expenditures	0	4,900	2,465	0	0	0	0	7,615
Impact on Operating Budget	0	0	0	0	0	0	0	0

Fédération Internationale de Football Association (F.I.F.A.) Requirement - Motorcycles

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

Project Description:

In 2026, the City will host a portion of the F.I.F.A. World Cup of soccer. A comprehensive traffic management plan will be implemented to streamline the movement of the teams, F.I.F.A. officials, referees, and visiting dignitaries, including those classified as Internationally Protected People (I.P.P.). Efficient escorts for these individuals are crucial, and motorcycles have proven to be the most effective means for facilitating such movements.

Given the heightened demand for escorts per F.I.F.A.’s requirements, it has become evident that the current fleet of motorcycles is insufficient. To adequately meet F.I.F.A.’s needs, the Toronto Police Service will need to purchase an additional 15 motorcycles. Before and after the F.I.F.A. event the motorcycles will be used operationally to support the daily needs to enable smooth traffic flow and enforcement in the city.

Project Funding Breakdown:

FIFA Requirement - Motorcycles (\$000s)	Plan to end of 2023	2024	2025	2026	2027	2028	Total 2029-2033	Total Project Cost
Requested Capital Expenditures	0	600	0	0	0	0	0	600
Impact on Operating Budget	0	0	0	0	0	0	0	0

B. Vehicle and Equipment Lifecycle Replacement Projects

There are 32 projects across three categories as outlined below (000's):

Projects	Prior Years	2024	2025	2026	2027	2028	Total 2029-2033	Total Project Cost
Vehicles	104,293	11,220	11,409	11,263	11,320	11,439	64,248	225,192
Information Technology	91,177	2,438	14,462	7,908	6,566	10,670	53,056	186,277
Equipment	168,203	30,937	27,755	23,248	25,247	19,257	114,833	409,480
Total Vehicle and Equipment Lifecycle Replacement Projects	363,673	44,595	53,626	42,419	43,133	41,366	232,137	820,949

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

Project Description:

All projects in this category are funded from the Service’s Vehicle and Equipment Reserve as well as D.C. funding. Using the Reserve for the lifecycle replacement of vehicles and equipment avoids having to debt-finance these purchases, and prevents 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. Rationalization efforts are underway to minimize longer-term cost increases as technology innovation drives greater sustainability to accommodate growth in demand for public safety services. Therefore, it is important that annual incremental contributions, which have been deferred in the last several years to meet budget reduction targets, are made to ensure the replacement requirements are met.

C. Operating Impact from Capital

The implementation of capital projects can have an impact on the Service's ongoing 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 2024 operating impact from capital is \$257,000 and has been included in the 2024 operating budget request. This amount includes the impact of the N.G.9-1-1 project for system maintenance and support in 2024.

Please refer to Attachment C for more details.

D. Potential Projects Outside of the Capital Program Request (Unfunded)

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. These projects have significant impact on our operational efficiency and enhance service delivery and align with our long term strategic objectives.

New 9-1-1 Communications Centre

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.

Although critical, this project has been placed in the unfunded category as the requirements and estimated costs are under review. This project and its funding should also be jointly coordinated with other City Emergency Services.

Forensic Identification Services (F.I.S.) Facility Replacement

Please refer to the Upcoming projects section for this project.

Communication Centre Furniture Replacement

Please refer to the Upcoming projects section for this project.

Real-Time Operating Centre

The Real-Time Operating Centre is a centralized physical space operating 24/7 that will provide near real-time, actionable intelligence to front-line officers and investigators to

enable coordinated and immediate community safety and wellbeing interventions. Real-time information would be integrated from N.G.9-1-1, Live Video Systems, Automated License Plate Recognition (A.L.P.R.) Technology, Police Record Systems, and Global Positioning System (G.P.S.) Tracking from Emergency Vehicles. Bringing all of this information together will enable the Service to intervene earlier in active incidents and improve communication and coordination City-wide. This will further be operationalized by bringing other community safety and wellbeing partners together to address an immediate response.

Examples where the City and Service would benefit from a Real-Time Operating Centre include:

- auto thefts where multiple events are taking place in real time across the city where homes invasions are occurring to steal keys and vehicles;
- response to Coordinated Crimes or Crime Series;
- organized criminal activities such as carjacking, hold ups, robberies, and retaliatory events; and
- addressing response to real time gun violence and offenders.

Emerging community safety and wellbeing incidents/risks. It is estimated that funding between \$10M and \$20M is required in software and technology costs to set up the Centre, however the estimate may change as the scope of the project is determined.

Expansion of Specialized Criminal Investigations

Funding is required in order to provide sufficient space for the Specialized Criminal Investigation (S.C.I.) section, to accommodate growth in staff and address deficiencies in order to be in compliance with our Major Case Management provincially mandated obligations.

The S.C.I. section has grown in the last several years, in large part to meet the requirements set forth in Justice Epstein's Missing and Missed Persons Report. In its current state there is insufficient space to optimally carry out this investigative work related to Homicide/Missing Persons and Sex Crimes and meet mandatory requirements.

Funding will be included in the future year capital program once options analysis has been completed.

Mounted Unit Renovations

This project is to expand the current physical footprint of the Mounted Unit, leveraging the vacant space within the Horse Palace.

The Mounted Unit has historically selected Draught cross horses as their chosen breed for the specialized work of police horses. Over the last 5-7 years, these horses have proven to be increasingly challenging to procure due to competition from private third

parties. In order to maintain herd strength, the Mounted Unit has had to adapt and move to selecting Clydesdales as the chosen breed for policing duties. Clydesdales provide an excellent temperament for the challenges of an urban environment in addition to remaining an affordable option. The Clydesdales however tend to be a larger breed of horse in comparison to the horses used in the past.

The current stalls which were installed in 1999 are significantly undersized for the current Clydesdales at the Mounted Unit. The stall size presents a challenge that cannot be remedied within the existing space available. Discussions continue with the Horse Palace on costs and options to better meet the herd's needs.

Vehicle Storage Requirement due to Automated License Plate Recognition (A.L.P.R.) Technology

This project is for a potential cost associated with recovery of stolen vehicles. In 2022, the Service received a grant from the Ministry of Solicitor General for the new In Car Camera System with built-in A.L.P.R. technology. This technology allows uniform scout cars to capture all licence plate numbers and identify vehicles that are stolen or are associated with an outstanding warrant. Based on the experience of other police services that have fully implemented the A.L.P.R. technology, the Service is expecting the number of recovered stolen vehicles to increase exponentially. A business case is currently being prepared along with options analysis as well as a review of current processes to minimize the impact of this otherwise successful investigative outcome of stolen car recovery.

22 Division New Build

The current 22 Division was built in 1975 and was included in the Long Term Facility Replacement 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. If required, the Service will work with the City to find a site that meets the needs of the Service, as well as, other stakeholders. This project has been placed in the unfunded category as the requirements and estimated costs need further review. In addition, no funding is available at this point for this project.

Conclusion:

A review of all projects in the Service's 2024-2033 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. Also, all projects have been reviewed in terms of project readiness and capacity to deliver to ensure the appropriate timing of cash flows to improve spend rates. The 2024-2033 Capital Program has a 2024 debt request of \$33.2M and gross amount of \$88M (excluding cash flow carry forwards from 2023), and a total of \$269.6M debt and \$827.7M gross for the ten-year period.

Supply chain challenges, inflation and labour shortages continue to impact project delivery timelines, cost and scope. The Service has put in place steps to improve project execution and mitigate known risks. The capital program request will continue to

be evaluated and updated as necessary, based on new and or more up-to-date information including the need to increase investments in technology and reflect input received from the long-term facilities planning work underway.

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.

Ms. Svina Dhaliwal, Chief Administrative Officer, will be in attendance to answer any questions the Board may have regarding this report.

Respectfully submitted,

Myron Demkiw, M.O.M.
Chief of Police

*copy with original signature on file at Board Office

Attachments:

Preliminary 2024-2033 Capital Program (Attachment A), Vehicle & Equipment Lifecycle Replacement (Attachment B), Incremental Operating Impact from Capital (Attachment C)



Attachments

TORONTO POLICE SERVICES BOARD

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2024-2033 Capital Program Request (\$000s)

Attachment A

Project Name	Budget to end of 2023	2024	2025	2026	2027	2028	2024-2028 Request	2029	2030	2031	2032	2033	Total 2029-2033	Total 2024-2033	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
Long Term Facility Plan - 54 and 55 Division	2,238	0	1,847	1,847	14,898	20,339	38,931	43,644	15,187	0	0	0	58,831	97,762	100,000
Long Term Facility Plan - 41 Division; New Build	28,364	18,159	18,233	20,819	0	0	57,211	0	0	0	0	0	0	57,211	85,575
Radio Replacement	38,051	100	0	0	15,328	5,030	20,458	6,429	4,867	6,116	0	0	17,412	37,870	75,921
Automated Fingerprint Identification System (A.F.I.S.) Replacement	4,285	0	0	0	0	1,285	1,285	2,304	0	0	0	0	2,304	3,589	7,874
Next Generation (N.G.) 9-1-1	10,042	4,309	1,900	0	0	0	6,209	0	0	0	0	0	0	6,209	16,251
Uninterrupted Power Supply (U.P.S.) Lifecycle Replacement	850	752	848	800	800	450	3,650	800	800	0	0	450	2,050	5,700	6,550
Information Technology Storage Growth	500	461	539	500	500	500	2,500	500	500	500	500	500	2,500	5,000	5,500
New Records Management System (RMS)	10,000	9,000	11,598	0	0	0	20,598	0	0	0	0	0	0	20,598	30,598
Relocation of Wellness Services	1,700	400	0	0	0	0	400	0	0	0	0	0	0	400	2,100
Transforming Corporate Support (HRMS, TRMS)	8,435	0	0	0	0	0	0	0	0	0	0	0	0	0	8,435
ANCOE (Global Search)	12,528	0	0	0	0	0	0	0	0	0	0	0	0	0	12,528
Body Worn Camera - Phase II	5,887	0	0	0	0	0	0	0	0	0	0	0	0	0	5,887
Long Term Facility Plan - Consulting	500	0	0	0	0	0	0	0	0	0	0	0	0	0	500
Mobile Command Centre	1,735	0	0	0	0	0	0	0	0	0	0	0	0	0	1,735
Total, Projects In Progress	125,116	37,581	39,365	28,366	35,926	32,004	173,242	58,077	25,754	11,016	4,900	5,350	105,097	278,339	403,455
Upcoming Projects															
Long Term Facility Plan - 13,53 Division	0	0	0	0	0	0	0	300	8,661	23,303	24,553	0	56,817	56,817	56,817
Long Term Facility Plan - 51 Division; Major Expansion	0	0	0	0	8,761	9,120	17,881	7,729	0	0	0	0	7,729	25,610	25,610
Property & Evidence Warehouse Racking	30	50	950	0	0	0	1,000	0	0	0	0	0	0	1,000	1,030
Communication Center Furniture Replacement - Design	0	300	0	0	0	0	300	0	0	0	0	0	0	300	300
Forensic Identification Services (FIS) Facility Replacement - Feasibility Study	0	0	400	0	0	0	400	0	0	0	0	0	0	400	400
Vehicle and Equipment for Additional Capacity	0	4,900	2,465	0	0	0	7,365	0	0	0	0	0	0	7,365	7,365
FIFA Requirement - Motorcycles		600	0	0	0	0	600	0	0	0	0	0	0	600	600
Total, Upcoming Projects:	30	5,850	3,815	0	8,761	9,120	27,546	8,029	8,661	23,303	24,553	0	64,546	92,092	92,122
Total, Vehicle and Equipment Lifecycle Replacement Projects	363,673	44,595	53,626	42,419	43,133	41,366	225,139	35,431	58,726	49,682	44,402	43,896	232,137	457,276	820,949
Total Capital Request	488,818	88,026	96,806	70,785	87,820	82,490	425,927	101,537	93,141	84,001	73,855	49,246	401,780	827,707	1,316,525
Funding Sources:															
Vehicle and Equipment Reserve	(359,578)	(39,628)	(53,226)	(42,227)	(43,133)	(41,366)	(219,580)	(35,431)	(58,726)	(49,682)	(44,402)	(43,896)	(232,137)	(451,717)	(811,295)
Other Source of Funding (Federal and Provincial Grants)	0	(1,860)	0	0	0	0	(1,860)	0	0	0	0	0	0	(1,860)	(1,860)
Development Charges Funding	(6,715)	(13,308)	(3,736)	(2,539)	(29,933)	(30,463)	(79,979)	(8,369)	(5,808)	(6,972)	(3,394)	0	(24,543)	(104,522)	(111,237)
Debt	(122,526)	(33,230)	(39,844)	(26,019)	(14,754)	(10,661)	(124,508)	(57,737)	(28,607)	(27,347)	(26,059)	(5,350)	(145,100)	(269,608)	(392,134)
Total	(488,818)	(88,026)	(96,806)	(70,785)	(87,820)	(82,490)	(425,927)	(101,537)	(93,141)	(84,001)	(73,855)	(49,246)	(401,780)	(827,707)	(1,316,525)

**2024-2033 Capital Program Request (\$000s)
Vehicle and Equipment Lifecycle Replacement**

Attachment B

Project Name	Budget to end of 2023	2024	2025	2026	2027	2028	2024-2028 Request	2029	2030	2031	2032	2033	Total 2029-2033	Total 2024-2033	Total Project Cost
Vehicle and Equipment	104,293	11,220	11,409	11,263	11,320	11,439	56,651	11,344	11,463	15,911	13,983	11,547	64,248	120,899	225,192
Remote Operated Vehicle (ROV) Marine Unit	109	340	0	0	0	0	340	0	0	459	0	0	459	799	908
Workstation, Laptop, Printer- Lifecycle plan	49,216	1,420	3,597	6,359	3,191	4,913	19,480	1,584	4,100	6,495	5,360	3,274	20,813	40,293	89,509
Infrastructure Lifecycle	122,950	22,488	10,269	12,816	13,476	11,180	70,229	11,435	11,547	10,000	12,816	13,476	59,274	129,503	252,453
Mobile Workstations	25,108	346	10,425	1,139	0	0	11,910	346	10,425	1,139	0	0	11,910	23,820	48,928
Locker Replacement	4,481	240	740	540	540	540	2,600	540	540	540	540	540	2,700	5,300	9,781
Furniture & small furniture Lifecycle Replacement	12,915	636	4,100	1,600	2,350	1,150	9,836	1,100	1,000	1,200	1,050	950	5,300	15,136	28,051
Automatic Vehicle Locator (A.V.L.)	3,172	0	0	0	0	2,400	2,400	0	0	0	0	2,600	2,600	5,000	8,172
In-Car Camera	5,264	82	168	0	0	3,027	3,277	2,402	2,402	2,402	2,402	2,402	12,010	15,287	20,551
Electronic Surveillance	2,253	0	0	244	0	0	244	153	92	105	0	0	350	594	2,847
Digital Photography	1,388	0	713	361	0	0	1,074	0	713	362	0	0	1,075	2,149	3,537
Divisional CCTV Management (D.V.A.M. I & II)	7,538	590	272	410	615	330	2,217	790	590	272	410	625	2,687	4,904	12,442
Property & Evidence Scanners	66	0	0	0	45	0	45	0	0	0	45	0	45	90	156
Small Equipment (e.g. telephone handset)	2,944	760	784	360	1,138	224	3,266	224	774	224	0	711	1,933	5,199	8,143
Small Equipment - test analyzers	2,026	0	0	0	0	0	0	667	667	0	0	0	1,334	1,334	3,360
Small Equipment - Intelligence	50	25	0	100	100	0	225	100	0	100	0	0	200	425	475
Small Equipment - Video Recording Equipment	1,098	40	72	82	70	58	322	60	70	70	72	70	342	664	1,762
Small Equipment - Video Recording Property & Video Evidence	92	0	38	0	34	32	104	6	0	38	28	6	78	182	274
Small Equipment - Audio and Visual Equipment	1,042	401	581	1,100	799	614	3,495	0	1,229	491	491	1,400	3,611	7,106	8,148
Radar Unit Replacement	1,173	98	211	54	242	103	708	0	99	40	14	205	358	1,066	2,239
Livescan Machines	665	0	0	0	0	771	771	0	0	0	0	771	771	1,542	2,207
Wireless Parking System	3,436	1,783	3,240	0	0	0	5,023	0	3,567	1,456	0	0	5,023	10,046	13,482
Closed Circuit Television (C.C.T.V.)	880	0	0	0	2,760	0	2,760	0	0	0	0	3,036	3,036	5,796	6,676
Automated External Defibrillator (A.E.D.s.)	150	0	18	0	0	0	18	18	0	128	0	0	146	164	314
Conducted Energy Devices (CED)	3,188	761	761	761	761	761	3,805	761	761	761	761	0	3,044	6,849	10,037
Marine Vessel Electronics	1,070	0	0	0	850	0	850	0	0	0	1,100	0	1,100	1,950	3,020
Connected/Mobile Officer lifecycle replacement	1,355	1,286	1,649	1,681	1,713	1,745	8,074	1,776	1,808	1,840	2,051	2,283	9,758	17,832	19,187
Body Worn Camera - Replacement Plan	3,052	2,079	2,079	2,079	2,079	2,079	10,395	2,079	2,079	2,079	2,079	0	8,316	18,711	21,763
AV Equipment for Command Vehicle	0	0	0	270	50	0	320	0	0	270	0	0	270	590	590
Hydrogen Fuel Cells	2,700	0	0	0	1,000	0	1,000	0	2,300	2,000	1,200	0	5,500	6,500	9,200
N.G. 9-1-1 Equipment Replacement	0	0	0	1,200	0	0	1,200	46	0	1,300	0	0	1,346	2,546	2,546
Facial Recognition System Replacement	0	0	2,500	0	0	0	2,500	0	2,500	0	0	0	2,500	5,000	5,000
Vehicle and Equipment Lifecycle Replacement Projects Total	363,673	44,595	53,626	42,419	43,133	41,366	225,139	35,431	58,726	49,682	44,402	43,896	232,137	457,276	820,949

Incremental Operating Impact from Capital

Attachment C

Project Name	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2024-2033 Program
Radio Replacement	0	0	0	150	25	25	50	50	0	0	300
UPS Lifecycle Replacement	0	0	0	0	40	40	40	40	40	0	200
Next Generation (N.G.) 9-1-1	75	764	30	50	27	(64)	18	19	19	20	957
New RMS	0	0	0	0	0	0	0	0	0	0	0
Small Equipment - Audio and Visual Equipment	0	0	0	0	0	0	0	0	0	0	0
Total Incremental Impact	75	764	30	200	92	1	108	109	59	20	1,457