

Toronto 2017 BUDGET



CAPITAL PROGRAM SUMMARY



Toronto Police Service

2017 – 2026 CAPITAL BUDGET AND PLAN OVERVIEW

The Toronto Police Service has an asset inventory valued at over \$1.153 billion based on 2015 replacement costs. Facility assets such as Police Facilities, Divisions (Stations) and Storage Facilities comprise approximately \$821.948 million of the Service's total asset inventory value, while equipment, vehicles, radio infrastructure and security systems account for the remaining \$297.86 million.

The 2017-2026 Capital Plan of \$522.984 million focuses on optimizing the facility footprint, improving quality, reliability and access to information as well as connecting officers with modern technologies as part of the modernization of the Toronto Police Service.

The 10-Year Capital Plan is transitional and also reflects a placeholder value for strategies to maximize the use of existing land or facilities by consolidating or relocating units where operationally feasible and to maximize technological advances pending the Transformational Task Force final report which will modernize the Toronto Police Service.

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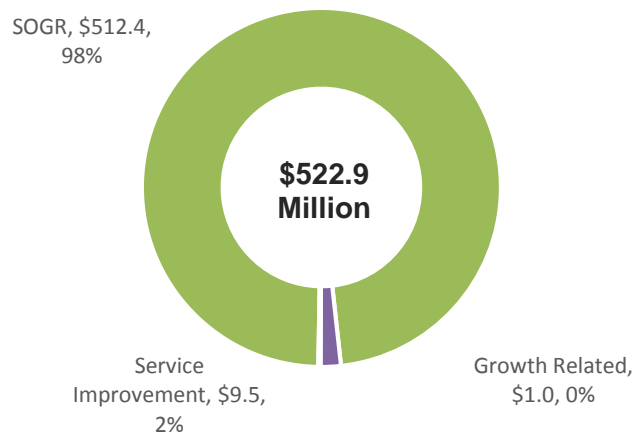
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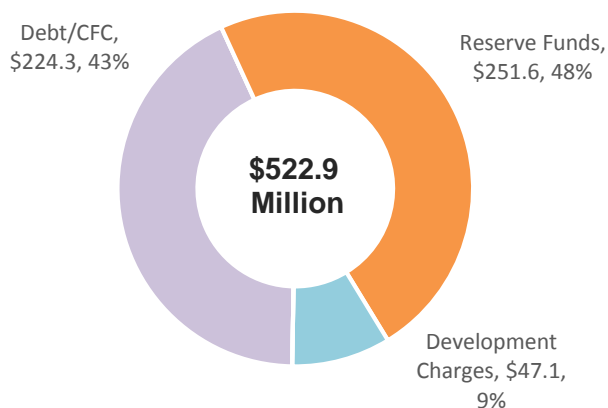
Capital Spending and Financing

2017-2026 Capital Budget and Plan

By Project Category



By Funding Source



Where the money goes:

The 2017–2026 Capital Budget and Plan totalling \$522.984 million provides funding for:

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

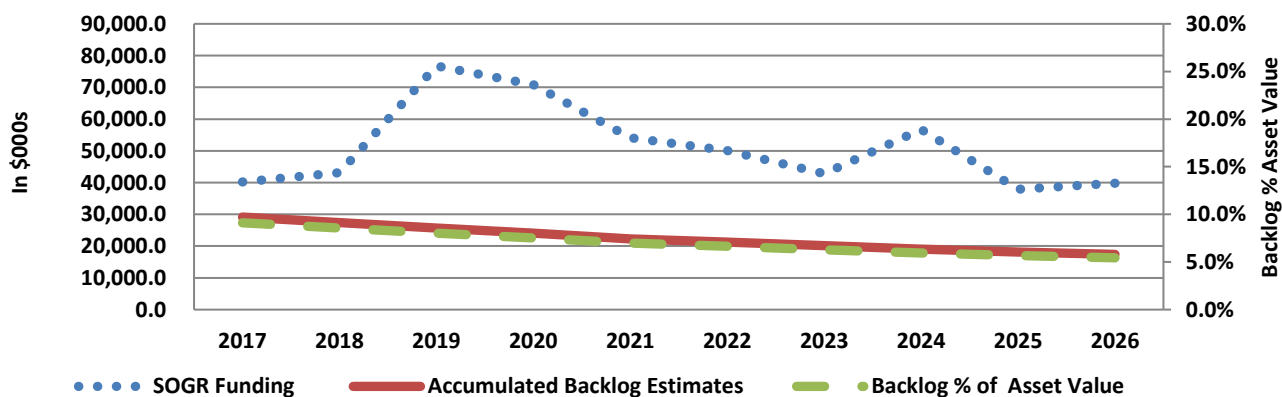
Where the money comes from:

The 10-Year Capital Plan requires:

- Debt funding of \$224.254 million (42.88%), reflecting a decrease in debt funding of \$8.205 million below the 10 year debt target.
- Reserve/Reserve Funding of \$251.649 million (48.1%) primarily fund TPS fleet and equipment inventory.
- Development Charges \$47.081 million or 9.0% of the total funds for projects that address population growth and service demands.

State of Good Repair Backlog

The Preliminary 10-Year Capital Plan includes cash flow funding of \$512.405 million for State of Good Repair to address the backlog. The SOGR backlog as a % of asset replacement value will decrease from 9.1% in 2017 to 5.4% in 2026.



Our Key Issues & Priority Actions

- **Implementing the Transformational Task Force (T.T.F.) final report** to transform facilities to support the new model of policing.
 - ✓ Facilities Realignment project - \$168.268 million includes Amalgamation of 54/55 Division, 41 Division Design and Construction and future placeholders in anticipation of the Task Force Recommendations.
- **Expanded Deployment of the Conducted Energy Weapons program** to selected uniform and front line police constables for safer resolution of violent or potentially violent encounters.
 - ✓ 2017 includes \$0.750 million for the inventory increases.
- **The Connected Officer by researching best practices for transitioning** to most current operational information through latest technological smart devices such as full application suite and e-notebooks.
 - ✓ 2017-2026 Capital Plan includes \$20.888 million for the replacement of Mobile Workstations



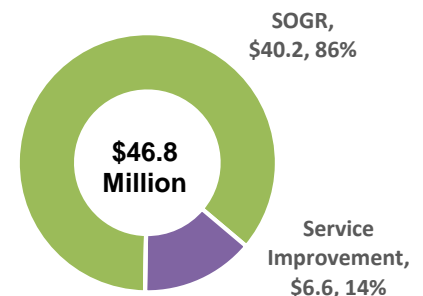
2017 Capital Budget Highlights

The 2017 Capital Budget for Toronto Police Service of \$522.984 million, excluding carry forward funding, will:

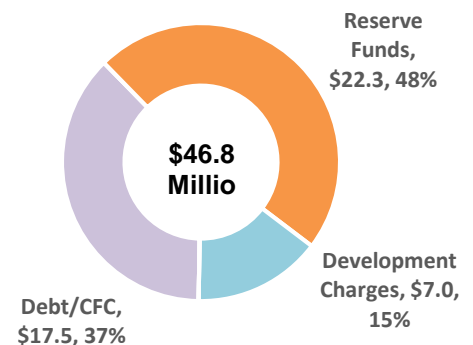
- Focus on the implementation of the final Transformational Task Force Recommendations to be presented to the Board in January 2017 in reducing the Facility footprint.
- Expansion of Conducted Energy Weapon Program to select uniform and front line police constables.
- Proceed with the issuance of a non-binding Request for Proposal (R.F.P) for Body Worn Camera's.
- Continue with SOGR to address critical backlog issues maintain safety and condition requirements of bricks and mortar.
- Continue with construction of the Peer to Peer Site to ensure Service members have information available at all times for ongoing operations
- Continue Transforming Corporate Support Project work for a comprehensive HR and Workforce Planning system.
- Continue with the Enterprise Business Intelligence project for \$3.811 million to develop TPS's integrated business intelligence and analytical platform

2017 Capital Budget

By Project Category



By Funding Source



Council Approved Budget

City Council approved the following recommendations:

1. City Council approve the 2017 Capital Budget for Toronto Police Service with a total project cost of \$55.737 million, and 2017 cash flow of \$67.375 million and future year commitments of \$16.259 million comprised of the following:
 - a) New Cash Flow Funds for:
 - i. 36 new / change in scope sub-projects with a 2017 total project cost of \$55.737 million that requires cash flow of \$42.500 million in 2017 and future year cash flow commitments of \$7.837 million for 2018; \$5.0 million for 2019; and \$0.400 million in 2020
 - ii. 13 previously approved sub-projects with a 2017 cash flow of \$2.137 million; and future year cash flow commitments of \$3.022 million for 2018;
 - iii. 1 previously approved sub-projects with carry forward funding from 2015 and prior years requiring 2017 cash flow of \$2.174 million that requires Council to reaffirm its commitment; and
 - b) 2016 approved cash flow for 12 previously approved sub-projects with carry forward funding from 2016 into 2017 totalling \$20.564 million.
2. City Council approve the 2018 - 2026 Capital Plan for Toronto Police Service totalling \$459.914 million in project estimates, comprised of \$33.905 million for 2018; \$71.738 million for 2019; \$70.861 million for 2020; \$54.435 million for 2021; \$50.117 million for 2022; \$43.820 million for 2023; \$56.726 million for 2024; \$38.206 million for 2025 and \$40.106 million in 2026.
3. City Council consider the operating costs of \$0.675 million net in 2018; \$0.713 million net in 2019; \$0.004 million net in 2020; and \$0.077 million net in 2021 resulting from the approval of the 2017 Capital Budget for inclusion in the 2017 and future year operating budgets.
4. City Council direct the Toronto Police Service Board to provide an in-year report to Budget Committee on final Transformation Task Force Recommendations regarding City Wide Divisional Boundary and Facilities Realignment in the repurposing of existing facilities and locations as it develops of the updated facility footprint.



Part 1:

10-Year Capital Plan

Figure 1a
10-Year Capital Plan
2017 Capital Budget and 2018 - 2021 Capital Plan

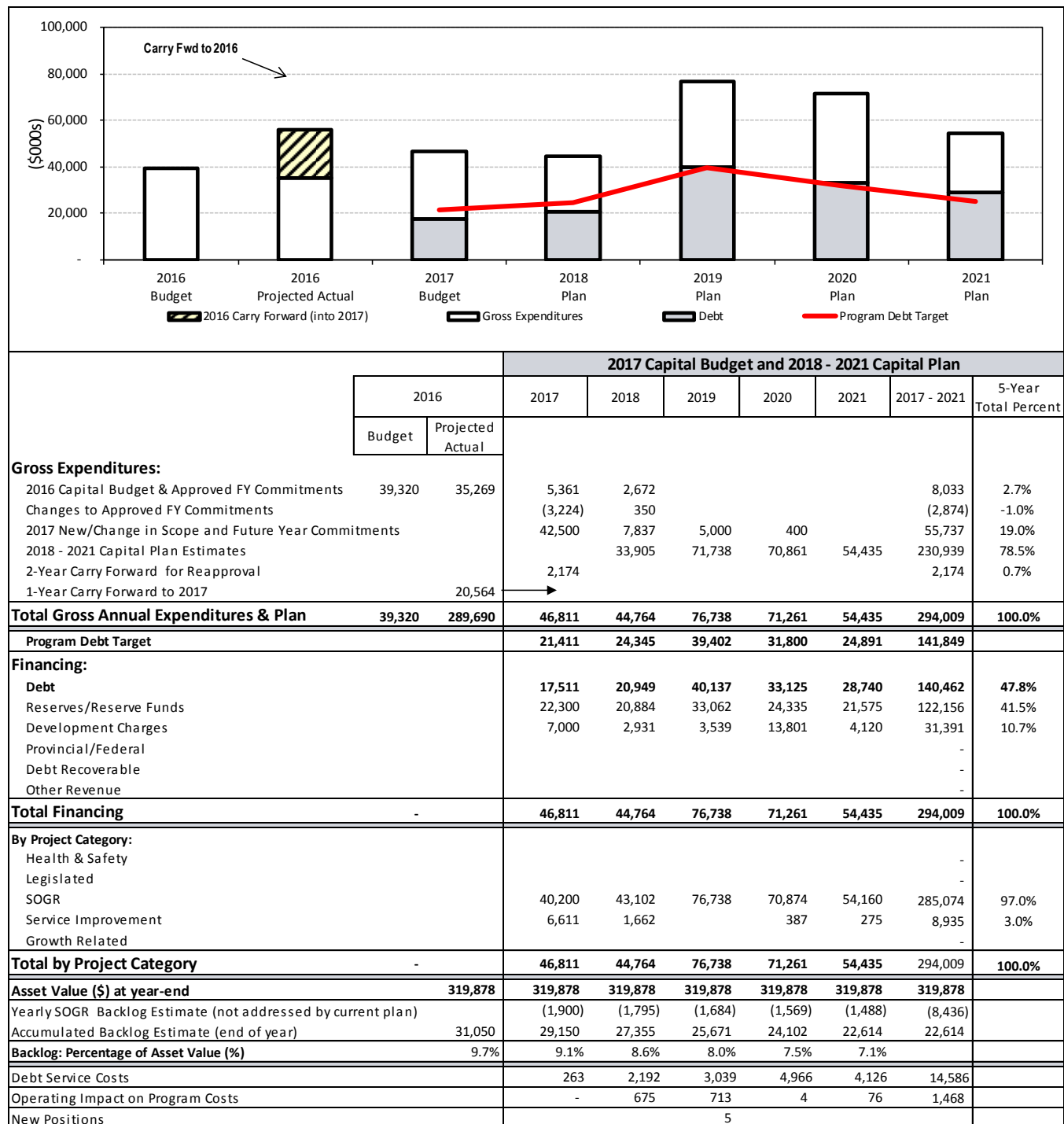
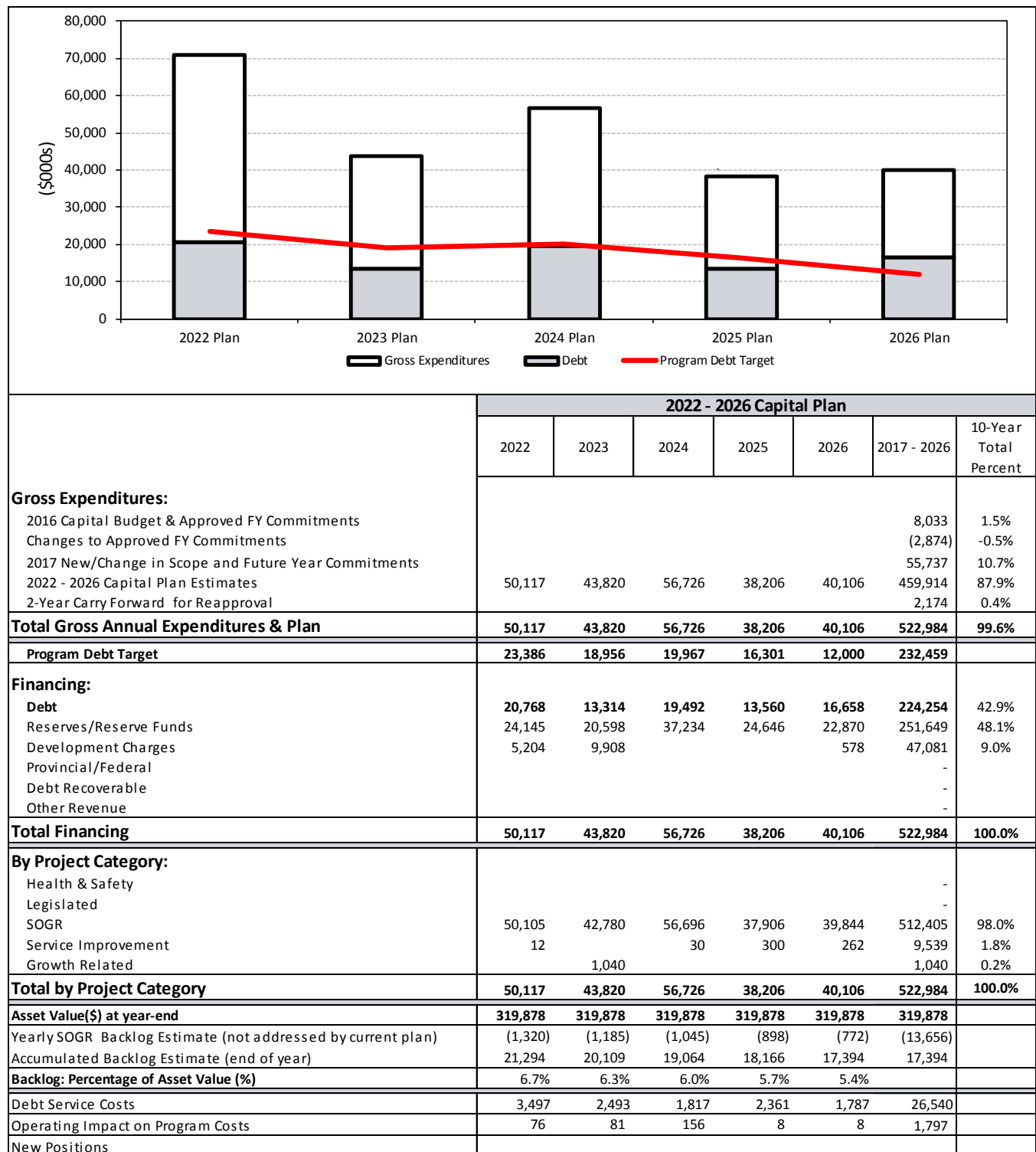


Table 1b
10-Year Capital Plan
2022 - 2026 Capital Plan

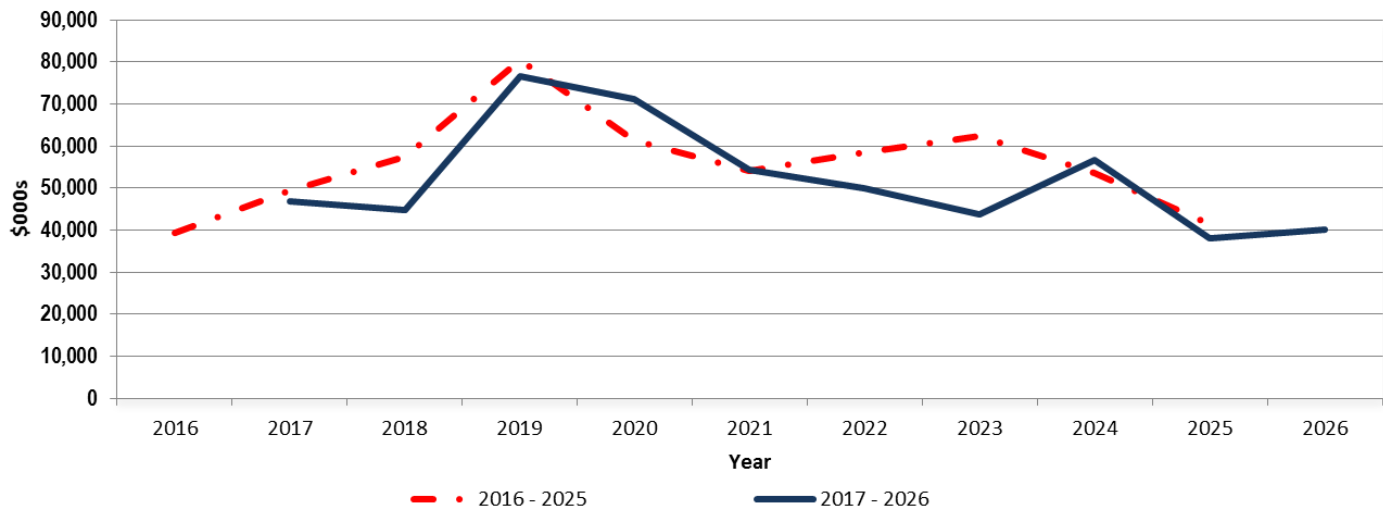


Key Changes to the 2016 - 2025 Approved Capital Plan

The 2017 Capital Budget and the 2018 – 2026 Capital Plan reflects a decrease of \$35.477 million in capital funding from the 2016 - 2025 Approved Capital Plan.

The chart and table below provide a breakdown of the \$35.477 million or 6.4% decrease in the Capital Program on an annual basis from 2016 to 2026.

Chart 1
Changes to the 2016 - 2025 Approved Capital Plan (In \$000s)



(\$000s)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	10-Year Total
2016 - 2025	39,320	49,560	57,401	80,414	61,445	54,235	58,492	62,511	53,699	41,384		558,461
2017 - 2026		46,811	44,764	76,738	71,261	54,435	50,117	43,820	56,726	38,206	40,106	522,984
Change %		(5.5%)	(22.0%)	(4.6%)	16.0%	0.4%	(14.3%)	(29.9%)	5.6%	(7.7%)		(6.4%)
Change \$		(2,749)	(12,637)	(3,676)	9,816	200	(8,375)	(18,691)	3,027	(3,178)		(35,477)

As made evident in the chart above, the \$35.477 million decrease in the Capital Program reflects best estimates in the Service's readiness to proceed as well as operational requirements pending the recommendations of the final Transformational Task Force report.

As reflected in Table 2 on the following page, changes to the 2016 – 2025 Approved Capital Plan, specifically the \$36.263 million decrease in capital funding over the nine common years of the Capital Plans (2017 – 2025) arise from the reprioritization of Toronto Police Service's capital projects based on the following factors:

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

A summary of project changes for the years 2017 to 2025 totalling \$36.263 million are provided in Table 2 below:

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

\$000s	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2017 - 2025 Total
2016 - 2025 Capital Budget & Plan	39,320	49,560	57,401	80,414	61,445	54,235	58,492	62,511	53,699	41,384		469,581
2017 - 2026 Capital Budget & Plan		46,811	44,764	76,738	71,261	54,435	50,117	43,820	56,726	38,206	40,106	482,878
Capital Budget & Plan Changes (2017 - 2025)		(2,749)	(12,637)	(3,676)	9,816	200	(8,375)	(18,691)	3,027	(3,178)		(36,263)

	Total Project Cost	2017	2018	2019	2020	2021	2022	2023	2024	2025	2017 - 2025	2026	Revised Total Project Cost
Previously Approved													
Time Resource Management System		(1,500)	(2,022)				(630)	(1,500)	(2,022)		(7,674)		(7,674)
HMRS					(380)	(1,105)					(1,485)		(1,485)
Total Previously Approved	10,200	(2,500)	(1,022)	-	(380)	(1,105)	(630)	(1,500)	(2,022)	-	(9,159)	-	(9,159)
New													
APS - Digital Photography for Parking Enforcement		2,550									2,550		2,550
Conducted Energy Weapon Replacement					1,350	750					2,100	750	2,850
Wireless Parking System							2,459				2,459		2,459
AVLS Replacement Lifecycle	3,102				(99)					(99)	(198)		2,904
Body Worn Camera - Initial Phase		500									500		500
Conducted Energy Weapons - CEW		750									750		750
Digital Photography Lifecycle Replacement	972									228	228	258	1,458
Electronic Surveillance System Lifecycle Replacement	1,600	(423)	200				(863)				(1,086)		514
Facilities Realignment		200	(5,390)	(11,611)	9,166	3,649	(6,872)	(1,819)	2,117	(3,719)	(14,279)	12,836	(1,443)
Fibre Optics						(881)		(4,785)	(6,385)		(12,051)		(12,051)
Fleet		(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(900)		(900)
Furniture Lifecycle Replacement- Reserve	4,000	(757)	(757)	(980)	(272)	(1,857)	(272)	(840)	(1,440)	(280)	(7,455)	500	(2,955)
In-Car Camera Replacement	8,526	(148)					(148)	-	-	-	(296)	2,202	10,432
IT business resumption	17,339	(741)	490	(588)	(558)	820	(773)	941	610	(737)	(536)	2,824	19,627
Locker Replacement	144	(302)	-	(150)	(48)	(540)	(540)	(540)	(540)	(540)	(3,200)		(3,056)
Mobile workstation	20,888	(300)	(9,120)	8,144	1,000		(300)	(9,120)	8,144	1,000	(552)		20,336
Radar unit Replacement	1,398	(61)	(7)				-	(96)	76	(4)	(92)	96	1,402
Radio Replacement (2016-2025)	25,299	(3,050)	1,316	1,210							(524)		24,775
Security System		(475)	(450)	(440)	(570)	(465)	(465)	(465)	(465)	(465)	(4,260)		(4,260)
Servers	39,972	(299)	(300)	(500)	(300)	437	(299)	(694)	2,354	1,284	1,683	3,825	45,480
Small Equipment Replacement	5,832	-	(14)	-	(19)	-	(20)	(6)	(5)	-	(64)	842	6,610
SOGR	43,655	400	400	400	530	(75)	400	400	400	400	3,255	4,400	51,310
TPS Archiving	650	(50)	-	-	-	-	-	-	-	-	(50)		600
Transforming Corporate Support	2,978	2,500	2,100	1,500	400	-	-	-	-	-	6,500		9,478
Vehicle & Equipment lifecycle replacement	54,900	(361)	(636)	(736)	(734)	(434)	(434)	(432)	(432)	(432)	(4,631)	(431)	49,838
Voicemail/Call Centre	1,100	-	-	-	-	-	100	-	-	-	100		1,200
workstation, printers and laptops		(82)	653	175	450	1	382	365	715	286	2,945	3,826	6,771
Total New	56,000	(249)	(11,615)	(3,676)	10,196	1,305	(7,745)	(17,191)	5,049	(3,178)	(27,104)	34,302	57,809
Total Changes	66,200	(2,749)	(12,637)	(3,676)	9,816	200	(8,375)	(18,691)	3,027	(3,178)	(36,263)	34,302	48,650

Significant Capital Project Changes in Toronto Police Service:

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

Project Cost Decreases:

- Facilities Realignment – \$14.279 million decrease

The Facilities realignment project includes the original cost estimates for 41 Division, 54 Division, 32 Division, 13 Division, Public Safety Unit Facility, 22 Division Upgrade, Relocation of FIS, and Parking West. Further details regarding these projects and cost adjustments can be found in the Issues section of these notes.

Cancelled Previously Approved Projects:

- Time Resource Management System – \$7.674 million decrease
- Human Resource Management System - \$1.485 million decrease
- The 2 projects above have been cancelled to create a new project *Transforming Corporate Support* -with \$6.5 million cash flows in 2017-2026.

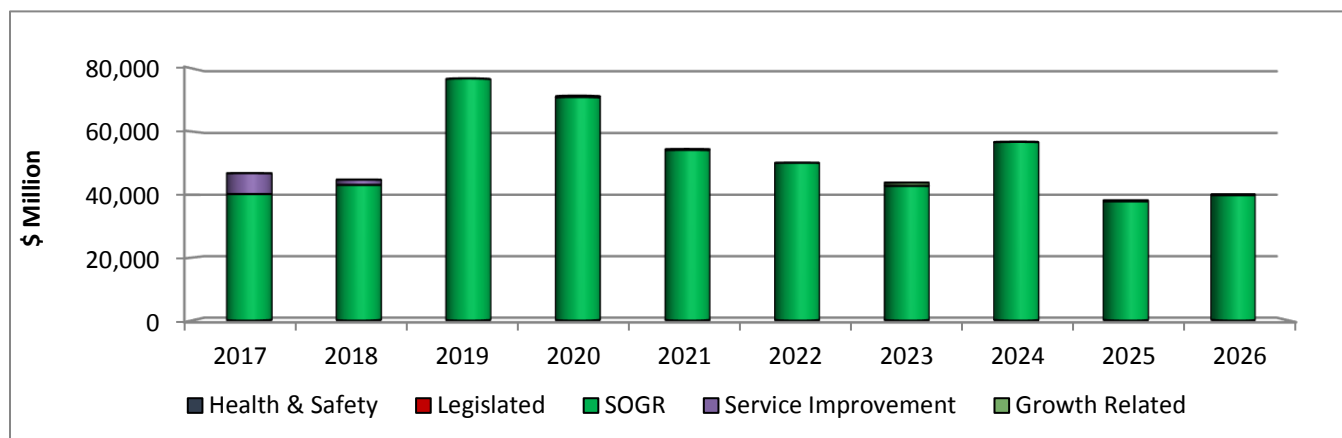
- This new project will create a new overall solution that would enhance and create a combined staffing/resource management system. Additional information regarding this project can be found in the Issues Section of these notes see page 21.
- *Fibre Optics - \$12.81 million decrease* – This project was approved as part of the 2016 – 2025 Capital Budget. Funding for this project is no longer required as part of the 2017-2026 Capital Plan.

New Projects:

- *Conducted Energy Weapons*– \$0.750 million required for the expansion of the current inventory.
- *Body Worn Camera's Phase 1*– \$0.500 million for the issuance of a non-binding RFP.
- *APS Digital Photography for Parking Enforcement* – \$2.550 million for acquisition of enhanced parking handheld devices for the implementation of a new Council approved Administrative Penalty System.

2017 – 2026 Capital Plan

Chart 2
2017 – 2026 Capital Plan by Project Category (In \$000s)



As illustrated in the chart above, the 10-Year Capital Plan for Toronto Police Service of \$522.984 million provides 98.0% funding for State of Good Repair (SOGR) projects as priorities and 1.8% for Service Improvement projects. Growth Related projects represent the remaining 0.2% over the 10-year period.

- Almost the entire 10 year Capital Plan's expenditures are allocated to State of Good Repair projects. State of Good Repair projects primarily focus on continued improvement and upgrading of the Service's aging facilities as well as information technology upgrades and make up the largest category of projects with expenditures totaling \$512.405 million or 98.0%.
- Service Improvement projects account for \$9.539 million or 1.8% which include the acquisition of new equipment and technology such as the Enterprise Business Intelligence project \$3.811 million, APS Digital Photography for Parking Enforcement \$2.550 million.
- The Property and Evidence Racking project is the only Growth Related projects and accounts for \$1.040 million or 0.2% in project costs.

The following table provides details by project category the Capital projects included in the 2017 – 2026 Capital Budget and Plan for the Toronto Police Service:

Table 3
2017 - 2026 Capital Plan by Project Category (In \$000s)

	Total App'd Cash Flows to Date*	2017 Budget	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2017 - 2026 Total	Total Project Cost
Total Expenditures by Category													
State of Good Repair													
Conducted Energy Weapon Replacement		-	-	-	1,350	750	-	-	-	1,350	750	4,200	4,200
DPLN Replacement		-	-	1,500	-	-	-	-	1,600	-	-	3,100	3,100
Voice Logging Lifecycle Replacement		-	-	350	-	-	-	-	350	-	-	700	700
Wireless Parking System		2,973	-	-	-	-	5,432	-	-	-	-	8,405	8,405
52 Division Renovation	526	-	-	-	-	-	-	-	-	-	-	-	-
AFIS replacement		-	-	3,053	-	-	-	-	-	-	-	3,053	3,053
AVLS Replacement Lifecycle	108	-	-	-	1,551	-	-	-	-	1,551	-	3,102	3,102
Digital Photography Lifecycle Replacement		-	-	-	228	258	-	-	-	228	258	972	972
DVAMS I, II Lifecycle Replacement		362	362	1,613	263	262	244	244	1,507	275	362	5,494	5,494
Electronic Surveillance System Lifecycle Replacement		900	200	-	-	-	500	-	-	-	-	1,600	1,600
Facilities Realignment		7,000	3,195	27,561	37,047	22,861	17,028	17,740	14,066	8,934	12,836	168,268	168,267
Furniture Lifecycle Replacement- Reserve	587	-	-	500	500	500	500	500	500	500	500	4,000	4,000
In-Car Camera Replacement	320	2,061	-	-	-	2,202	2,061	-	-	-	2,202	8,526	8,526
IT business resumption	1,014	624	2,482	1,955	787	2,297	660	2,716	2,163	831	2,824	17,339	17,339
Livescan replacement		-	540	-	-	-	-	540	-	-	-	1,080	1,080
Locker Replacement	322	48	48	48	-	-	-	-	-	-	-	144	144
Marine Vessel Electronics		485	-	-	-	-	485	-	-	-	-	970	970
Mobile workstation		-	300	9,144	1,000	-	-	300	9,144	1,000	-	20,888	20,888
Network equipment		2,900	2,800	2,400	2,900	1,750	2,250	3,750	3,750	2,900	1,750	27,150	27,150
Peer to Peer Site	1,000	4,000	7,759	3,500	-	-	-	-	-	-	-	15,259	15,259
Property and Evidence Scanners Lifecycle		-	-	40	-	-	-	-	40	-	-	80	80
Radar unit Replacement		246	182	-	12	21	15	344	256	226	96	1,398	1,398
Radio Replacement (2016-2025)	14,041	-	4,776	3,662	4,949	6,074	4,544	42	1,026	226	-	25,299	25,299
Servers	526	2,200	3,903	4,241	4,441	3,634	2,325	4,113	6,512	4,678	3,825	39,872	39,872
Small Equipment Replacement	27	92	919	933	1,084	842	72	347	348	353	842	5,832	5,832
SOGR		4,400	4,400	4,400	4,530	3,925	4,400	4,400	4,400	4,400	4,400	43,655	43,655
Transforming Corporate Support		2,500	2,100	1,500	400	-	-	-	-	-	-	6,500	2,978
Vehicle & Equipment lifecycle replacement		5,693	5,354	6,254	5,370	5,370	5,370	5,372	5,372	5,372	5,373	54,900	54,900
Voicemail/Call Centre		500	-	-	-	-	600	-	-	-	-	1,100	1,100
workstation, printers and laptops		3,216	3,782	4,084	4,462	3,414	3,619	2,372	5,662	5,082	3,826	39,519	39,519
Sub-Total	18,471	40,200	43,102	76,738	70,874	54,160	50,105	42,780	56,696	37,906	39,844	512,405	508,882
Service Improvements													
APS - Digital Photography for Parking Enforcement		2,550	-	-	-	-	-	-	-	-	-	2,550	2,550
AED's		-	12	-	112	-	12	-	30	-	12	178	178
Body Worn Camera - Initial Phase		500	-	-	-	-	-	-	-	-	-	500	500
Enterprise Business Intelligence	2,093	2,811	1,000	-	-	-	-	-	-	-	-	3,811	-
CCTV		-	-	-	275	275	-	-	-	300	250	1,100	1,100
Conducted Energy Weapons - CEW		750	-	-	-	-	-	-	-	-	-	750	750
TPS Archiving		-	650	-	-	-	-	-	-	-	-	650	650
Sub-Total	2,093	6,611	1,662	-	387	275	12	-	30	300	262	9,539	5,728
Growth Related													
Property and Evidence Racking		-	-	-	-	-	-	1,040	-	-	-	1,040	1,040
Sub-Total		-	-	-	-	-	-	1,040	-	-	-	1,040	1,040
Total Expenditures by Category (excluding carry forward)	20,564	46,811	44,764	76,738	71,261	54,435	50,117	43,820	56,726	38,206	40,106	522,984	515,650

2017 – 2026 Capital Projects

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

State of Good Repair (SOGR)

- SOGR projects account for \$512.405 million or 98.0% of the total Preliminary 10-Year Capital Plan.
- The 10-Year Capital Plan incorporates a new investment of \$512.405 million dedicated for the following new SOGR capital projects:

- *Facilities Realignment (\$168.268 million)* - The 2017 – 2026 Capital contemplates the consolidation of the 54 and 55 divisional facilities into one effectively configured facility that is strategically located. The consolidation of these two facilities will be confirmed once the results of the external consultant's work become known. Additional facilities are included as placeholders until the recommendations of the Transformational Task Force Report are presented in January 2017.
- *Peer to Peer Site (\$15.259 million)* - This project was approved as part of the 2015 Capital Plan. This project has commenced, after an in-depth analysis of various options to meet this business continuity need. City Real Estate is in the process of negotiations with the land owner to acquire the property. The real estate transaction is anticipated to close in October 2016, upon completion of the City's due diligence process.
- *SOGR (\$43.655 million)* – The SOGR program addresses priority needs required inside the TPS facilities including renovations and repairs to address urgent facility requirements to ensure the safety of it's members and the public.

Service Improvements

- Service Improvement projects account for \$9.539 million or 1.8% of the total 10-Year Capital Plan.
 - *APS-Digital Photography for Parking Enforcement (\$2.550 million)* – for acquisition of enhanced parking handheld devices for the implementation of a new Council approved Administrative Penalty System.
 - *Body Worn Camera's – Initial Phase (\$0.500 million)* to ensure oversight in the issuance of a non-binding RPF process
 - *Conducted Energy Weapons (\$0.750 million)* – for the deployment of 250 additional units to select uniform and specialized constables.
 - *Enterprise Business Intelligence (\$2.811million in 2017 and \$1.0 million in 2018)* - for the development of an integrated business intelligence and analytical platform.

Growth Related

- Major Growth Related projects include cash flow funding of \$1.040 or 0.2% of the total Preliminary 10-Year Capital Plan.
 - *Property and Evidence Racking (\$1.040 million)* – for the replacement of storage equipment in facilities

2017 Capital Budget and Future Year Commitments

Included as a sub-set of the 10-Year Capital Plan is the 2017 Capital Budget and Future Year Commitments, that consists of 2017 and future year cash flow for projects previously approved by Council; adjustments (Scope Change) to those previously approved projects; as well as new projects that collectively require Council approval to begin, continue or complete capital work.

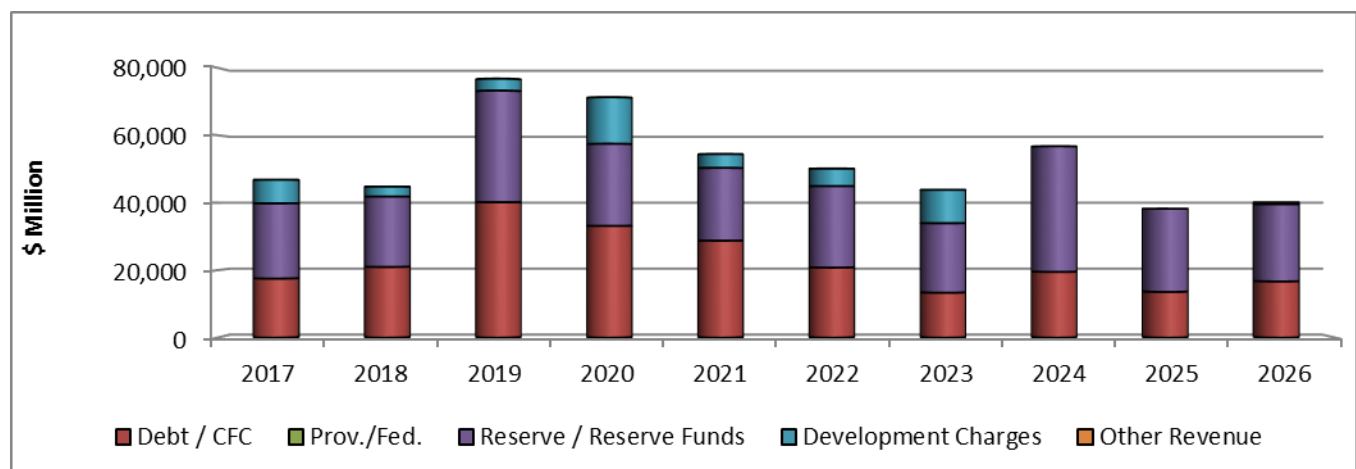
- Table 3a below lists the 2017 Capital Budget and Future Year Commitments for Toronto Police Service:

Table 3a
2017 Cash Flow & Future Year Commitments (In \$000s)

	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total 2017 Cash Flow & FY Commits
Expenditures:											
New w/Future Year											
APS - Digital Photography for Parking Enforcement	2,550										2,550
Wireless Parking System	2,973										2,973
Body Worn Camera - Initial Phase	500										500
CEW	750										750
DVAMS I, II Lifecycle Replacement	362										362
Electronic Surveillance System Lifecycle Replaceme	900										900
Facilities Realignment	7,000										7,000
In-Car Camera Replacement	2,061										2,061
IT business resumption	624										624
Locker Replacement	48										48
Marine Vessel Electronics	485										485
Network equipment	2,900										2,900
Peer to Peer Site	4,000	7,759	3,500								15,259
Radar unit Repalcememt	246										246
Servers	2,200										2,200
Small Equipment Replacement	92										92
SOGR	4,400										4,400
Transforming Corporate Support	2,500	2,100	1,500	400							6,500
Vehicle & Equipment lifecycle replacement	5,693										5,693
Voicemail/Call Centre	500										500
workstation, printers and laptops	3,216										3,216
Subtotal	44,000	9,859	5,000	400	-	-	-	-	-	-	59,259
Total Expenditure	44,000	9,859	5,000	400	-	-	-	-	-	-	59,259
Financing:											
Debt/CFC	13,200	4,906	5,000	400							23,506
Reserves/Res Funds	22,300										22,300
Development Charges	7,000	2,931									9,931
Total Financing	42,500	7,837	5,000	400	-	-	-	-	-	-	55,737

- Approval of the 2017 Capital Budget of \$42.500 million will result in the future year funding commitments of \$7.837 million in 2018, \$5.000 million in 2019 and \$0.400 million in 2020 for a total of \$55.737 million.

Chart 3
2017 – 2026 Capital Plan by Funding Source (In \$000s)

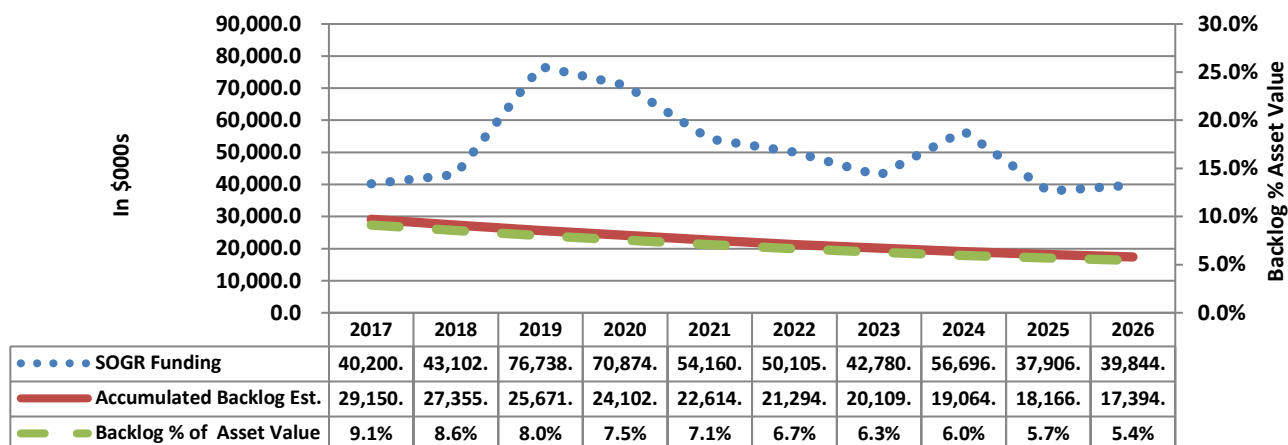


The 10-Year Capital Plan of \$522.984 million cash flow funding will be financed by the following sources:

- Debt accounts for \$224.254 million or 42.9% of the financing over the 10-year period of the following major projects:
 - Radio Replacement \$25.299 million, SOGR \$43.655 million and Facility Realignment \$168.268 million
 - The debt funding is below the 10-year debt affordability guidelines of \$232.459 million allocated to this Program by \$8.205 million.
- Reserve and Reserve Funds constitute \$251.649 million or 48.1% of required funding over 10 years for the following major projects:
 - IT Business Resumption \$17.339 million, Servers \$39.872 million, Mobile Workstation \$20.888 million Network Equipment \$27.155 million.
- Development Charges, which represent \$47.081 million or 9.0% of the Preliminary 10-Year Capital Budget and Plan's funding source.
 - Development Charges contribute to the funding of eligible facility rehabilitation and replacement projects that include such major projects as Facilities Realignment project \$44.150 million and the Peer to Peer Project \$2.931 million.

State of Good Repair (SOGR) Backlog

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



- Police facilities (Divisions) and storage facilities account for \$821.948 million of the total TPS asset value. The City of Toronto's Facilities Management Division carries out the state of good repair work required at Police facilities and storage facilities and is responsible for addressing mechanical, electrical, re-roofing and structural issues. As a result, the value of these assets, associated state of good repair backlog and funding required to address these issues are reflected in the 10-Year Capital Plan for Facilities Management.
- The Toronto Police Service is responsible for addressing state of good repair issues inside its facilities. This work includes but is not limited to renovation/repairs, firing range retrofits, upgrades to locker rooms and washrooms, and front desk replacements.
- The 10-Year Capital Plan for Toronto Police Service reflects asset values, state of good repair backlog and funding for TPS equipment, vehicles, radio infrastructure and security systems. This asset group accounts for \$319.878 million of the total asset value. In addition, the 10-Year Capital Plan includes SOGR projects for replacement and renovation of existing TPS facilities.
- At the end of 2016, Toronto Police Service has budgeted a SOGR backlog of \$31.050 million, representing 9.7% of the asset replacement value, declining to \$ 17.394 million or 5.4% by 2026. This SOGR is for equipment, vehicles, radio infrastructure and security systems assets and does not include facility assets such as Police Facilities, Divisions (Stations) and Storage Facilities.
- TPS does not have a listing of SOGR by Asset type. The SOGR backlog includes facility related repairs only.
- Other equipment/systems are replaced under lifecycle programs (reserve-funded) or included as replacements in the Service's capital program.

10-Year Capital Plan: Net Operating Budget Impact

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

Projects	2017 Budget		2018 Plan		2019 Plan		2020 Plan		2021 Plan		2017 - 2021		2017 - 2026	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
Previously Approved														
Enterprise Business Intelligence			500.0		538.0	5.0					1,038.0	5.0	1,038.0	5.0
New Projects - 2017														
Peer to Peer Site			175.0		175.0		4.0		4.0		358.0	-	378.0	
New Projects - Future Years														
Facilities Realignment									72.0		72.0	-	381.0	
Total (Net)	-	-	675.0	-	713.0	5.0	4.0	-	76.0	-	1,468.0	5.0	1,797.0	5.0

The 10-Year Capital Plan will increase future year Operating Budgets by a total of \$1.797 million net over the 2017 – 2026 period, as shown in the table above.

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

- *Enterprise Business Intelligence* – additional funding represents operating impacts as a result of anticipated maintenance fees an additional 5 positions in 2019.
- *Peer to Peer Site* – increased operating costs are forecast for the new Peer to Peer facility which is expected to be operational in 2018.
- *Facilities Realignment* – additional funding represents increased facility operating costs for the new 54/55 Division once complete in 2021.



Part 2:

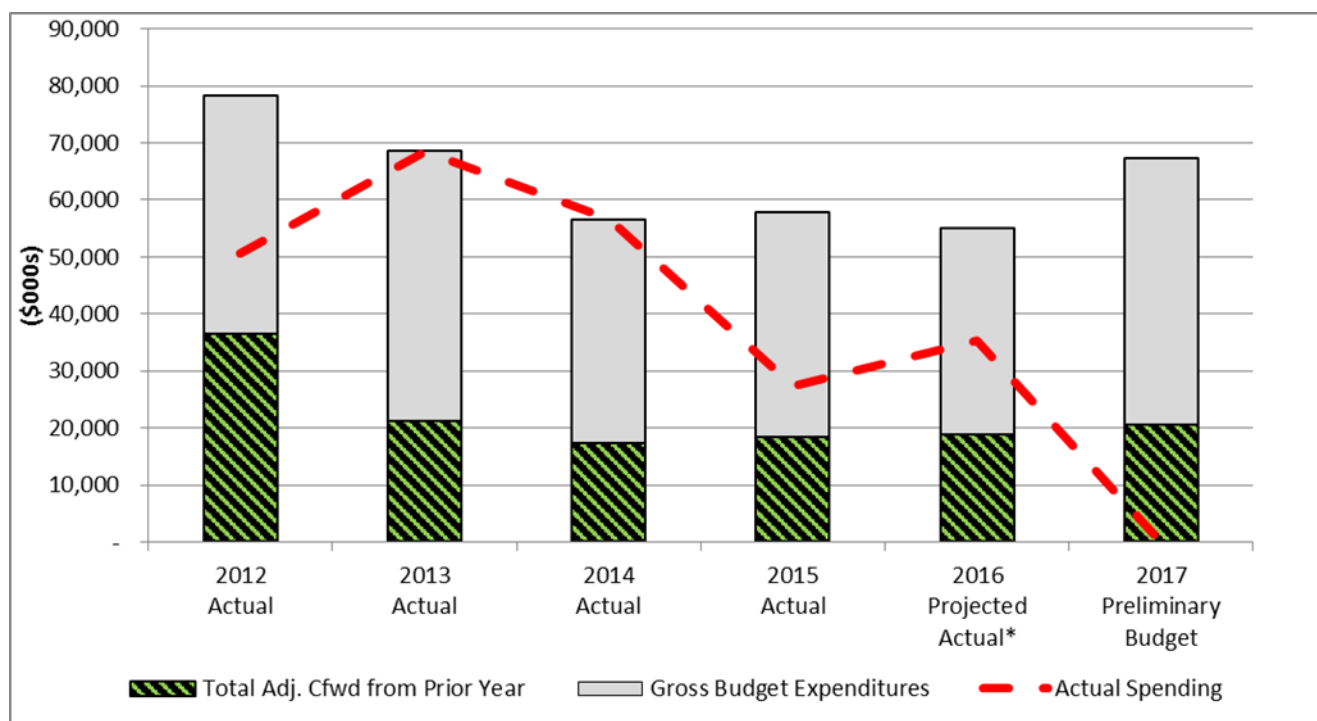
Issues for Discussion

Issues Impacting the 2017 Capital Budget

Review of Capital Projects and Spending

- City Council, at its meeting of July 12, 2016 considered the report entitled "2017 Budget Process – Budget Directions and Schedule EX16.37" and directed staff to:
 - Submit their 2017 – 2026 Capital Budget and Plans requiring that annual cash flow funding estimates be examined to more realistically match cash flow spending to project activities and timing, especially in the first 5 years of the Capital Plan's timeframe.
- A detailed review of all projects in the Service's 2017-2026 capital program has been conducted, to ensure the capital program reflects the priorities of the Service, is consistent with the Service's strategic objectives, and is in line with City provided debt targets.

Capacity to Spend - Budget vs Actual



- The following tables outline the TPS's Capacity to Spend over the previous 5 year period.

	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Projected Actual*	2017 Preliminary Budget
Gross Budget Expenditures	25,777	31,211	26,925	22,195	24,148	25,919
Total Adj. Cfwd from Prior Year	3,880	7,987	4,975	2,568	2,568	-
Actual Spending	21,670	34,223	29,848	19,627	25,723	-

Note - Projection based on the 2016 Q3 Capital Variance Report

- Cash flow funding adjustments were made through the deferral of cash flow funding to better represent the needs and capacity to spend.
- TPS staff reviewed the projects with carry-forward funding and made the following cash flow adjustments:
 - Enterprise Business Intelligence: original cash flow of \$3.811 million in 2017 was adjusted to \$2.811 in 2017 and \$1.0 million in 2018
 - Radio Lifecycle – Original cash flow of \$2.425 million was deferred over 2 years \$1.21 million to 2018 and \$1.21 million to 2019 respectively.
 - Parking West project cash flows were reduced by \$6.00 million from \$9.600 million to \$3.60 million on the basis of no longer requiring land to be acquired.
 - SOGR project was reduced by \$0.475 million annually between 2017-2026.
- *Transformation Task Force Recommendations and Final Report*
 - The Transformational Task Force was created to address the expectations that City of Toronto has of its police service related to accountability, collaboration and inclusiveness, greater openness, transparency of information and decision-making, as well as sustainability and affordability.
 - The Transformational Task Force was created by the Chief of Police and the Chair of the Police Services Board to modernize policing in our City. The Task Force's Interim Report, released on June 16, 2016, incorporates the views and experiences of a number of community members.
 - In February 2016, the Task Force began work on a plan to modernize the Service to ensure it can keep pace with changing public expectations. An interim report was issued in June 2016 with 24 interim recommendations for change.
 - The new service model includes a redesign of the current map of 17 Divisions to better meet the needs of a large complex city. This will include fewer Divisions, with boundaries that better align with Toronto's 140 neighbourhoods as well as planning and service boundaries of City divisions, community-based organizations, and agencies.
 - The Task Force Final Report expands on the initial recommendation and has proposed additional recommendations which will provide the TPS a roadmap to change. The final report was presented to the Toronto Police Services Board ("the Board") in January 26th, 2017.
- *Facilities Realignment*
 - The 2017 -2026 Capital Plan includes \$168.268 million as a placeholder estimate for the Facility Realignment Project based on a new service model of the Toronto Police Service. It is expected that this project will change once the final Task Force Recommendations are known. The Service is proceeding with a full facility reassessment, allowing the business plan and service delivery model to drive the need for facilities.

- The Facilities Review deliverables consist of:
 - A capital renovation and replacement plan for the 2017 to 2026 program, which maximizes service delivery and public value;
 - Short and long implementation plan and associated costs; and
 - Plans to maximize the use of existing Service facilities and reduce the Service's facility footprint
- The 2016 – 2025 Approved Capital Plan request included funding for a number of facility replacement and renovation projects to existing divisions, such as Divisions 41, 32 and 13, Parking Enforcement West and the Public Safety Unit.
- The 2017-2026 Capital Plan contemplates the consolidation of the 54 and 55 divisional facilities into one effectively configured facility that is strategically located. The consolidation of these two facilities will be confirmed once the results of the external consultant's work becomes known. The chart below outlines changes in 10 year cash flows of the Facilities Projects from the approved 2016-2025 Capital Plan to the 2017-2026 Capital Plan:

10 Year Capital Plan Facilities Realignment

Facility	2016 - 2025 Total	2017 - 2026 Total	Adjusted Cash Flows 2016 vs 2017
<i>41 Division</i>	39,928	38,928	(1,000)
<i>54 Division*</i>	31,625	39,425	7,800
<i>32 Division</i>	11,980		(11,980)
<i>13 Division</i>	38,928		(38,928)
<i>Public Safety Unit Facility</i>	13,048		(13,048)
<i>22 Divison Upgrade</i>	8,300		(8,300)
<i>Relocation of FIS</i>	17,302		(17,302)
<i>Parking West</i>	9,600		(9,600)
<i>Facilities Realignment</i>	-	89,915	89,915
Toal Projects Related to Facilities Realignment	170,711	168,268	(1,443)

- At the present time, the Service has engaged an external consultant to perform a demand and workload modelling analysis that will form the basis for a City-wide Divisional boundary restructuring and populate the facilities project. Following the presentation of this analysis to the Police Services Board with the results of its previous review, future Capital Budget details will be developed.

Major Capital Projects: Status Update*Enterprise Business Intelligence - \$10.2 million*

- The Enterprise Business Intelligence (E.B.I.) project will transform the Service's raw data from all its key databases into useful, consistent and reliable information stored in a corporate data warehouse, and will build an integrated business intelligence and analytical platform.
- The use of E.B.I. is a critical strategic component to intelligence led public safety and support activities. This project will continue in future to include additional data sources for investigative work and business analytics reports.
- Additional funding may therefore be required in future years to enable the continuation of this project.

Peer to Peer Site (Disaster Recovery Site) - \$19.9M

- This project was approved as part of the 2015 Budget process. This project has commenced, after an in-depth analysis of various options to meet this business continuity need.
- Since approval of this project by the Board, the Service has been working with the City to find a suitable site. A site has now been selected that meets all requirements based on the set criteria, with the exception of required network fiber.
- City Real Estate is in the process of negotiations with the land owner to acquire the property and complete the City's due diligence process.

Transforming Corporate Support - \$9M (Previously Time Resource Management System TMRS) and Human Resource Management System HMRS)

- The original scope of this project included funding for two separate systems: an upgrade of the current Human Resource Management System (\$2.35 million) and an upgrade of the time and attendance system, known as the Time and Resource Management System (\$7.674 million).
- As a result of a business process review and analysis of options, it was evident that a coordinated human resource information system was required within the Service.
- The objective is to develop a new overall solution, with enhanced and value added processes

Issues Impacting the 10-Year Capital Plan***Body Worn Camera - Non-Binding Request for Proposal \$0.500 million***

- The Board approved the inclusion of a body worn camera system (BWC) project in the Toronto Police Service's 2017-2026 Capital Plan, in the amount of \$0.500 million, to cover the cost of a fairness commissioner and other external expertise required to effectively oversee, manage and analyze the body worn camera non-binding Request for Proposals process, including the evaluation of proposals.
- While the most significant cost is the storage of videos, it is important to note that the cost of the cameras (one-time and replacement) and servers represent a significant expenditure. At this time these costs are unknown.

- There are costs also associated with a number of administrative and support positions necessary to manage, administer, and support the BWC program. Support will require a range of staffing to address technical support, investigations and administrative functions

Vehicle and Equipment Lifecycle Reserve

- The Service's Vehicle and Equipment Reserve funds the lifecycle replacement of vehicles and equipment following the City Policy. This strategy of funding requires adequate annual contributions to replenish the Reserve balance so that future requirements are sustainable.
- Based on the current 2017-2026 Capital Plan contributions estimated over the 10 year period, the reserve balance is projected be fully depleted by the end of 2019 as identified in the table below:

Vehicle & Equipment Reserve 2017-2026 Total Contributions/Withdrawals

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2016 *	Contributions / (Withdrawals)										2017 - 2026 Total Contributions / (Withdrawals)
			2017 Budget	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	
Toronto Police Service Vehicle & Equipment Reserve (XQ1701) Name	Beginning Balance	14,166	14,166	9,626	9,502	200	2,625	7,810	10,425	16,587	6,113	8,227	
	Withdrawals (-)		(22,300)	(20,884)	(33,062)	(24,335)	(21,575)	(24,145)	(20,598)	(37,234)	(24,646)	(22,870)	(251,649)
	Total Withdrawals		(22,300)	(20,884)	(33,062)	(24,335)	(21,575)	(24,145)	(20,598)	(37,234)	(24,646)	(22,870)	(251,649)
	Contributions (+) TPS		15,766	18,766	21,766	24,766	24,766	24,766	24,766	24,766	24,766	24,766	229,660
	Contributions (+) Parking		1,994	1,994	1,994	1,994	1,994	1,994	1,994	1,994	1,994	1,994	19,940
													-
	Total Contributions	-	17,760	20,760	23,760	26,760	26,760	26,760	26,760	26,760	26,760	26,760	249,600
Other Program/Agency Net Withdrawals (-) and Contributions (+)													-
Total Reserve Fund Balance at Year-End		14,166	9,626	9,502	200	2,625	7,810	10,425	16,587	6,113	8,227	12,117	(2,049)

- To address this, TPS has requested the City to contribute \$2.5 million from the City 2016 Year End Operating Budget surplus to the Vehicle & Equipment Reserve to provide funding for projects included in the 2017-2026 Preliminary Capital Plan.
- Also, in developing the 2017-2026 capital program, the following strategies were employed to extend the life of the reserve:
 - reducing the number of vehicles by 104 for reduced contribution of \$0.600 million per year
 - reducing/ extending the life of regular furniture replacement
 - funding furniture/ locker replacement for new and renovated facilities from projects, not reserve
 - funding some projects, such as security system replacement, from S.O.G.R.
 - reducing cash flow requirements for I.T. related projects such as I.T. business resumption and server replacement
 - absorb fleet small equipment replacement costs within operating budget
- TPS staff continue to monitor the use of current assets and prolong lifecycle replacements as required. However the Vehicle and Equipment Reserve will be at risk of depletion if future contributions are not increased to a level sufficient to cover the required equipment replacements.

The Connected Officer

- Recommendation from the Transformational Task Force will require an investment for the transition of Mobile Workstations smart devices carried by all officers. This will enable officers to be connected at all times to the most current operational information.
- Research and analysis of best practices, assessing network opportunities, confirming functionalities, developing and costing different options, are required. A final design decision, along with the roll-out plan and procurement decision is planned for 2019.
- Funding in the 2017-2026 Capital Plan includes lifecycle funding for current Mobile workstations as the level of funding required for this new investment is not yet known.

Issues Referred to the 2017 Budget Process***Request for Full Divisional Reassessment***

During the 2016 Budget Process, Council approved Recommendation 90 of EX 12.2 as follows:

"City Council request Toronto Police Service to report the outcome of the Police service's Board Full Divisional Facility Reassessment and its impact to the 10 year 2017-2026 Capital Plan with its 2017 Capital Budget Submission"

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.EX12.2>

The Service's 2017-2026 Capital Plan is in a transitional state, as the Service awaits information that will allow more informed decision making regarding TPS facilities and technological requirements. It is anticipated that the 2018-2027 Capital Plan will reflect more detailed strategies and associated capital requirements to implement modernization changes to public safety services. (See Facilities Realignment p. 19 of these Notes)

Parking Handheld and Administrative Penalty System (A.P.S.) – \$2.55M

- Based on a Council's decision at its July 2016 meeting, the City is changing the governance and administrative requirements to establish an Administrative Penalty System (A.P.S.) for parking violations (i.e. parking tickets) which will include an Administrative Penalty Tribunal, effective May 15, 2017. This will divert non-complex matters from the provincial courts, freeing up court time.
- Moving to an A.P.S. program for parking violations will require one-time start-up costs of approximately \$2.2M for incorporating the use of digital photography, plus \$0.350 million for new parking tag books. As a result of this enhancement, the impact on the contribution to reserve for Parking Enforcement will require additional \$0.440 million per year starting in 2017. This additional cost is included in the Toronto Parking Enforcement 2017 Operating Budget.



Appendices

Appendix 1

2016 Performance

2016 Key Accomplishments

In 2016, Toronto Police Service made significant progress and/or accomplished the following:

- ✓ Implementing recommendations from the Transformational Task Force Interim Report such as the commencement of a City-Wide Divisional Boundary and facilities realignment
- ✓ 4th floor Headquarters modernization
- ✓ Renovation of 52 Division to address SOGR needs
- ✓ Body Worn Camera pilot project – Pilot Project concluded the BWC are strongly supported by community and officers; a non-binding Request for Proposal is included in the 2017 Capital Plan
- ✓ Reassessing the Service's human resource and payroll system – a needs assessment was performed to determine human resource information system needs was required within the Service to gain efficiencies

2016 Financial Performance

2016 Budget Variance Analysis (in \$000's)

2016 Budget	As of Sept. 30, 2016		Projected Actuals at Year-End		Unspent Balance	
\$	\$	% Spent	\$	% Spent	\$ Unspent	% Unspent
71,715	18,815	26.2%	35,269	49.2%	36,446	50.8%

* Based on 2016 Third Quarter Capital Variance Report

TPS is projecting that the 2016 Capital Budget will be 49.2% spent at the end of 2016 as indicated in the above table. In anticipation of the Transformation Task Force final recommendations, project spending has been delayed as the plan is subject to change pending the recommendations.

For additional information regarding the 2016 Q3 capital variances and year-end projections for Toronto Police Service, please refer to the attached link for the report entitled "*Capital Variance Report for the Nine-Month Period Ended September 30, 2016*" considered by City Council at its meeting on December 13, 2016.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.BU26.4>

Impact of the 2016 Capital Variance on the 2017 Capital Budget

- In anticipation of the proposed changes from the Transformational Task Force Final Report involving the TPS Facilities footprint, the 2017 Capital Budget only addresses preliminary key priority needs with projects that are facility related such as SOGR and 54 Division.
- As a result of delays in capital projects, as described in the 2016 Q3 Capital Variance Report, funding \$20.564 million is being carried forward to the completion of capital work.
- A detailed review of the 2017 – 2026 Capital Budget and Plan has been conducted and the necessary adjustments has been made to the timing of cash flow funding for unique and major capital projects such as the Enterprise Business Intelligence project and the Radio Replacement project which are the major contributors to annual under expenditures. By deferring the cash flow funding to future years, the 2017 Capital Budget reflects readiness to proceed and will lead to a higher rate of spending.

Appendix 2

2017 Capital Budget; 2018 to 2026 Capital Plan (\$000s)

Project	Total Project Cost	Prior Year Carry Forward	2017	2018	2019	2020	2021	2017 - 2021	2022	2023	2024	2025	2026	2017 - 2026 Total
State of Good Repair:														
CEW Replacement	4,200		-	-	-	1,350	750	2,100	-	-	-	1,350	750	4,200
DPLN Replacement	3,100		-	-	1,500	-	-	1,500	-	-	1,600	-	-	3,100
Voice Logging Lifecycle Replacement	700		-	-	350	-	-	350	-	-	350	-	-	700
Wireless Parking System	8,405		2,973	-	-	-	-	2,973	5,432	-	-	-	-	8,405
52 Division Renovation		526	-	-	-	-	-	526	-	-	-	-	-	526
AFIS replacement	3,053		-	-	3,053	-	-	3,053	-	-	-	-	-	3,053
AVLS Replacement Lifecycle	3,102	108	-	-	-	1,551	-	1,659	-	-	-	1,551	-	3,210
Digital Photography Lifecycle Replacement	972		-	-	-	228	258	486	-	-	-	228	258	972
DVAMS I, II Lifecycle Replacement	5,494		362	362	1,613	263	262	2,862	244	244	1,507	275	362	5,494
Electronic Surveillance System Lifecycle Replacement	1,600		900	200	-	-	-	1,100	500	-	-	-	-	1,600
Facilities Realignment	168,268		7,000	3,195	27,561	37,047	22,861	97,664	17,028	17,740	14,066	8,934	12,836	168,268
Furniture Lifecycle Replacement- Reserve	4,000	587	-	-	500	500	500	2,087	500	500	500	500	500	4,587
In-Car Camera Replacement	8,526	320	2,061	-	-	-	2,202	4,583	2,061	-	-	-	2,202	8,846
IT business resumption	17,339	1,014	624	2,482	1,955	787	2,297	9,159	660	2,716	2,163	831	2,824	18,353
Livescan replacement	1,080		-	540	-	-	-	540	-	540	-	-	-	1,080
Locker Replacement	144	322	48	48	48	-	-	466	-	-	-	-	-	466
Marine Vessel Electronics	970		485	-	-	-	-	485	485	-	-	-	-	970
Mobile workstation	20,888		-	300	9,144	1,000	-	10,444	-	300	9,144	1,000	-	20,888
Network equipment	27,150		2,900	2,800	2,400	2,900	1,750	12,750	2,250	3,750	3,750	2,900	1,750	27,150
Peer to Peer Site	15,259	1,000	4,000	7,759	3,500	-	-	16,259	-	-	-	-	-	16,259
Property and Evidence Scanners Lifecycle	80		-	-	40	-	-	40	-	-	40	-	-	80
Radar unit Replacement	1,398		246	182	-	12	21	461	15	344	256	226	96	1,398
Radio Replacement (2016-2025)	25,299	14,041	-	4,776	3,662	4,949	6,074	33,502	4,544	42	1,026	226	-	39,340
Servers	39,872	526	2,200	3,903	4,241	4,441	3,634	18,945	2,325	4,113	6,512	4,678	3,825	40,398
Small Equipment Replacement	5,832	27	92	919	933	1,084	842	3,897	72	347	348	353	842	5,859
SOGR	43,655		4,400	4,400	4,400	4,530	3,925	21,655	4,400	4,400	4,400	4,400	4,400	43,655
Transforming Corporate Support	2,978		2,500	2,100	1,500	400	-	6,500	-	-	-	-	-	6,500
Vehicle & Equipment lifecycle replacement	54,900		5,693	5,354	6,254	5,370	5,370	28,041	5,370	5,372	5,372	5,372	5,373	54,900
Voicemail/Call Centre	1,100		500	-	-	-	-	500	600	-	-	-	-	1,100
workstation, printers and laptops	39,519		3,216	3,782	4,084	4,462	3,414	18,958	3,619	2,372	5,662	5,082	3,826	39,519
Sub-Total	508,883	18,470	40,200	43,102	76,738	70,874	54,160	303,545	50,105	42,780	56,696	37,906	39,844	530,876
Service Improvements:														
APS - Digital Photography for Parking Enforcement	2,550		2,550	-	-	-	-	2,550	-	-	-	-	-	2,550
AED's	178		-	12	-	112	-	124	12	-	30	-	12	178
Body Worn Camera - Initial Phase	500		500	-	-	-	-	500	-	-	-	-	-	500
Enterprise Business Intelligence		2,093	2,811	1,000	-	-	-	5,904	-	-	-	-	-	5,904
CCTV	1,100		-	-	-	275	275	550	-	-	-	300	250	1,100
CEW	750		750	-	-	-	-	750	-	-	-	-	-	750
TPS Archiving	650		-	650	-	-	-	650	-	-	-	-	-	650
Sub-Total	5,728	2,093	6,611	1,662	-	387	275	11,028	12	-	30	300	262	11,632
Growth Related:														
Property and Evidence Racking	1,040		-	-	-	-	-	-	1,040	-	-	-	-	1,040
Sub-Total	1,040	-	-	-	-	-	-	-	-	1,040	-	-	-	1,040
Total	515,651	20,563	46,811	44,764	76,738	71,261	54,435	314,573	50,117	43,820	56,726	38,206	40,106	543,548

Appendix 3

2017 Capital Budget; 2018 to 2026 Capital Plan

CITY OF TORONTO

Gross Expenditures (\$000's)
2017 Capital Budget; 2018 to 2016 Capital Plan

Toronto Police Service						Current and Future Year Cash Flow Commitments								Current and Future Year Cash Flow Commitments Financed By											
Sub-Priority	Project No.	Project Name	Ward	Stat.	Cat.	2017	2018	2019	2020	2021	Total 2017-2021	Total 2022-2026	Total 2017-2026	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
<u>POL906123 Facilities Realignment</u>																									
0	4	54/55 Amalgamation - Land	CW	S4	03	7,000	0	0	0	0	7,000	0	7,000	0	0	7,000	0	0	0	0	0	0	0	7,000	
0	5	54/55 Amalgamation - Design	CW	S6	03	0	2,800	0	0	0	2,800	0	2,800	0	0	0	0	0	0	0	0	2,800	0	2,800	
0	6	54/55 Amalgamation - Construction	CW	S6	03	0	0	18,000	11,625	0	29,625	0	29,625	0	0	13,768	0	0	0	0	0	15,857	0	29,625	
0	7	41 Division - Design	CW	S6	03	0	395	0	0	0	395	0	395	0	0	0	0	0	0	0	0	395	0	395	
0	8	41 Division - Construction	CW	S6	03	0	0	9,561	16,622	9,850	36,033	2,500	38,533	0	0	2,775	0	0	0	0	0	35,758	0	38,533	
0	9	Other Facility related projects (S6)	CW	S6	03	0	0	0	8,800	13,011	21,811	68,104	89,915	0	0	20,607	0	0	0	0	0	69,308	0	89,915	
Sub-total						7,000	3,195	27,561	37,047	22,861	97,664	70,604	168,268	0	0	44,150	0	0	0	0	0	124,118	0	168,268	
<u>POL906259 Furniture Lifecycle Replacement- Reserve</u>																									
0	7	2016 CF S2 Furniture Lifecycle	CW	S2	03	587	0	0	0	0	587	0	587	0	0	0	587	0	0	0	0	0	0	587	
1	5	Furniture Lifecycle S5	CW	S5	03	0	0	500	500	500	1,500	2,500	4,000	0	0	0	4,000	0	0	0	0	0	0	4,000	
Sub-total						587	0	500	500	500	2,087	2,500	4,587	0	0	0	4,587	0	0	0	0	0	0	4,587	
<u>POL906576 Vehicle & Equipment lifecycle replacement</u>																									
0	6	Vehicle and Equipment lifecycle repl2017-2026 (S5)	CW	S5	03	5,693	5,354	6,254	5,370	5,370	28,041	26,859	54,900	0	0	0	54,900	0	0	0	0	0	0	54,900	
Sub-total						5,693	5,354	6,254	5,370	5,370	28,041	26,859	54,900	0	0	0	54,900	0	0	0	0	0	0	54,900	
<u>POL906582 workstation,printers and laptops</u>																									
0	6	2017-2026 Requirements (S5)	CW	S5	03	3,216	3,782	4,084	4,462	3,414	18,958	20,561	39,519	0	0	0	39,519	0	0	0	0	0	0	39,519	
Sub-total						3,216	3,782	4,084	4,462	3,414	18,958	20,561	39,519	0	0	0	39,519	0	0	0	0	0	0	39,519	
<u>POL906583 Servers</u>																									
0	3	Servers lifecycle Replacement (S5)	CW	S5	03	2,200	3,903	4,241	4,441	3,634	18,419	21,453	39,872	0	0	0	39,872	0	0	0	0	0	0	39,872	
0	5	2016 CF S2 Servers	CW	S2	03	526	0	0	0	0	526	0	526	0	0	0	526	0	0	0	0	0	0	526	
Sub-total						2,726	3,903	4,241	4,441	3,634	18,945	21,453	40,398	0	0	0	40,398	0	0	0	0	0	0	40,398	
<u>POL906584 IT business resumption</u>																									
0	5	IT business resumption (S5)	CW	S5	03	624	2,482	1,955	787	2,297	8,145	9,194	17,339	0	0	0	17,339	0	0	0	0	0	0	17,339	
0	7	2016 CF S2 IT Business Resumption	CW	S2	03	1,014	0	0	0	0	1,014	0	1,014	0	0	0	1,014	0	0	0	0	0	0	1,014	
Sub-total						1,638	2,482	1,955	787	2,297	9,159	9,194	18,353	0	0	0	18,353	0	0	0	0	0	0	18,353	
<u>POL907175 Mobile workstation</u>																									

CITY OF TORONTO

Gross Expenditures (\$000's)
2017 Capital Budget; 2018 to 2016 Capital Plan

Toronto Police Service																									
Sub-Project No. Project Name Ward Stat. Cat.							Current and Future Year Cash Flow Commitments						Current and Future Year Cash Flow Commitments Financed By												
							2017	2018	2019	2020	2021	Total 2017-2021	Total 2022-2026	Total 2017-2026	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
POL907175 Mobile workstation																									
0	1	Mobile Workstation (S5)	CW	S5	03	0	300	9,144	1,000	0	10,444	10,444	20,888	0	0	0	20,888	0	0	0	0	0	0	20,888	
Sub-total							0	300	9,144	1,000	0	10,444	10,444	20,888	0	0	0	20,888	0	0	0	0	0	0	20,888
POL907186 Network equipment																									
0	2	network lifecycle replacement S5	CW	S5	03	2,900	2,800	2,400	2,900	1,750	12,750	14,400	27,150	0	0	0	27,150	0	0	0	0	0	0	27,150	
Sub-total							2,900	2,800	2,400	2,900	1,750	12,750	14,400	27,150	0	0	0	27,150	0	0	0	0	0	0	27,150
POL907511 AVLS Replacement Lifecycle																									
0	1	Replacement of Automated Vehicle Locating S6	CW	S6	03	0	0	0	1,551	0	1,551	1,551	3,102	0	0	0	3,102	0	0	0	0	0	0	3,102	
0	3	2016 CF S2 AVLS	CW	S2	03	108	0	0	0	0	108	0	108	0	0	0	108	0	0	0	0	0	0	108	
Sub-total							108	0	0	1,551	0	1,659	1,551	3,210	0	0	0	3,210	0	0	0	0	0	0	3,210
POL907512 In-Car Camera Replacement																									
0	1	In-Car Camera Replacement s5	CW	S5	03	2,061	0	0	0	2,202	4,263	4,263	8,526	0	0	0	8,526	0	0	0	0	0	0	8,526	
0	2	in car camera S2 2016 CF	CW	S2	03	320	0	0	0	0	320	0	320	0	0	0	320	0	0	0	0	0	0	320	
Sub-total							2,381	0	0	0	2,202	4,583	4,263	8,846	0	0	0	8,846	0	0	0	0	0	0	8,846
POL907513 Voice Logging Lifecycle Replacement																									
0	1	Replacement of the Voice Logging Equipment (S6)	CW	S6	03	0	0	350	0	0	350	350	700	0	0	0	700	0	0	0	0	0	0	700	
Sub-total							0	0	350	0	0	350	350	700	0	0	0	700	0	0	0	0	0	0	700
POL907516 Electronic Surveillance System Lifecycle Replace																									
0	1	Replacement of the Electronic Surveillance (S5)	CW	S5	03	900	200	0	0	0	1,100	500	1,600	0	0	0	1,600	0	0	0	0	0	0	1,600	
Sub-total							900	200	0	0	0	1,100	500	1,600	0	0	0	1,600	0	0	0	0	0	0	1,600
POL907517 Digital Photography Lifecycle Replacement																									
0	2	Digital Photography Lifecycle Replacement (S6)	CW	S6	03	0	0	0	228	258	486	486	972	0	0	0	972	0	0	0	0	0	0	972	
Sub-total							0	0	0	228	258	486	486	972	0	0	0	972	0	0	0	0	0	0	972
POL907520 Voicemail/Call Centre																									
0	2	Voicemail/Call Centre (S5)	CW	S5	03	500	0	0	0	0	500	600	1,100	0	0	0	1,100	0	0	0	0	0	0	1,100	
Sub-total							500	0	0	0	0	500	600	1,100	0	0	0	1,100	0	0	0	0	0	0	1,100
POL907521 DVAMS I, II Lifecycle Replacement																									

CITY OF TORONTO

Gross Expenditures (\$000's)
2017 Capital Budget; 2018 to 2016 Capital Plan

Toronto Police Service																								
Sub- Project No. Project Name PrioritySubProj No. Sub-project Name Ward Stat. Cat.							Current and Future Year Cash Flow Commitments						Current and Future Year Cash Flow Commitments Financed By											
							2017	2018	2019	2020	2021	Total 2017-2021	Total 2022-2026	Total 2017-2026	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing
POL907521 DVAMS I, II Lifecycle Replacement																								
0	2	Digital Video Asset Mgmt System I, II LR - S5	CW	S5	03	362	362	1,613	263	262	2,862	2,632	5,494	0	0	0	5,494	0	0	0	0	0	5,494	
Sub-total						362	362	1,613	263	262	2,862	2,632	5,494	0	0	0	5,494	0	0	0	0	0	5,494	
POL907523 Property and Evidence Scanners Lifecycle																								
0	2	Replacement of the Scanners at the Property S6	CW	S6	03	0	0	40	0	0	40	40	80	0	0	0	80	0	0	0	0	0	80	
Sub-total						0	0	40	0	0	40	40	80	0	0	0	80	0	0	0	0	0	80	
POL907524 DPLN Replacement																								
0	1	Divisional Parking Lot Networks Replacement S6	CW	S6	03	0	0	1,500	0	0	1,500	1,600	3,100	0	0	0	3,100	0	0	0	0	0	3,100	
Sub-total						0	0	1,500	0	0	1,500	1,600	3,100	0	0	0	3,100	0	0	0	0	0	3,100	
POL907525 Small Equipment Replacement																								
0	3	video equipment (S5)	CW	S5	03	92	78	92	73	92	427	429	856	0	0	0	856	0	0	0	0	0	856	
0	5	Telephone Handset Replacement (S6)	CW	S6	03	0	0	0	750	750	1,500	750	2,250	0	0	0	2,250	0	0	0	0	0	2,250	
0	7	Test Analyzers S6	CW	S6	03	0	580	580	0	0	1,160	0	1,160	0	0	0	1,160	0	0	0	0	0	1,160	
0	8	ICC microphones (S6)	CW	S6	03	0	261	261	261	0	783	783	1,566	0	0	0	1,566	0	0	0	0	0	1,566	
0	9	video recording 2016 CF S2	CW	S2	03	27	0	0	0	0	27	0	27	0	0	0	27	0	0	0	0	0	27	
Sub-total						119	919	933	1,084	842	3,897	1,962	5,859	0	0	0	5,859	0	0	0	0	0	5,859	
POL907533 Transforming Corporate Support																								
0	1	Transforming Corportate Support (S2)	CW	S2	03	1,500	2,022	0	0	0	3,522	0	3,522	0	0	0	0	0	0	0	3,522	0	3,522	
0	2	Transforming Corporate Support (S4)	CW	S4	03	1,000	78	1,500	400	0	2,978	0	2,978	0	0	0	0	0	0	0	2,978	0	2,978	
Sub-total						2,500	2,100	1,500	400	0	6,500	0	6,500	0	0	0	0	0	0	0	0	6,500	0	6,500
POL907612 Livescan replacement																								
0	2	Livescan (S6)	CW	S6	03	0	540	0	0	0	540	540	1,080	0	0	0	1,080	0	0	0	0	0	1,080	
Sub-total						0	540	0	0	0	540	540	1,080	0	0	0	1,080	0	0	0	0	0	1,080	
POL907613 AFIS replacement																								
0	2	AFIS - 2019 - S6	CW	S6	03	0	0	3,053	0	0	3,053	0	3,053	0	0	0	0	0	0	0	3,053	0	3,053	
Sub-total						0	0	3,053	0	0	3,053	0	3,053	0	0	0	0	0	0	0	0	3,053	0	3,053
POL907785 CCTV																								

CITY OF TORONTO

Gross Expenditures (\$000's)
2017 Capital Budget; 2018 to 2016 Capital Plan

Toronto Police Service						Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By										
Sub-Project No.	Project Name	Ward	Stat.	Cat.	2017	2018	2019	2020	2021	Total 2017-2021	Total 2022-2026	Total 2017-2026	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
POL907785	CCTV																						
0 2	S6 CCTV	CW	S6	04	0	0	0	275	275	550	550	1,100	0	0	0	1,100	0	0	0	0	0	0	1,100
	Sub-total				0	0	0	275	275	550	550	1,100	0	0	0	1,100	0	0	0	0	0	0	1,100
POL907786	AED's																						
0 2	AED's (\$5)	CW	S6	04	0	12	0	112	0	124	54	178	0	0	0	178	0	0	0	0	0	0	178
	Sub-total				0	12	0	112	0	124	54	178	0	0	0	178	0	0	0	0	0	0	178
POL907803	52 Division Renovation																						
0 3	52 Division Renovation 2016 CF S2	CW	S2	03	526	0	0	0	0	526	0	526	0	0	0	0	0	0	0	0	526	0	526
	Sub-total				526	0	0	0	0	526	0	526	0	0	0	0	0	0	0	0	526	0	526
POL907860	Peer to Peer Site																						
0 3	Peer to peer - additional cost S2	CW	S2	03	1,000	0	0	0	0	1,000	0	1,000	0	0	1,000	0	0	0	0	0	0	0	1,000
0 4	Peer to Peer S4 2017-2026 program	CW	S4	03	4,000	7,759	3,500	0	0	15,259	0	15,259	0	0	2,931	0	0	0	0	0	12,328	0	15,259
	Sub-total				5,000	7,759	3,500	0	0	16,259	0	16,259	0	0	3,931	0	0	0	0	0	12,328	0	16,259
POL907862	Locker Replacement																						
0 2	locker replacment S5	CW	S5	03	48	48	48	0	0	144	0	144	0	0	0	144	0	0	0	0	0	0	144
0 3	2016 CF S2 locker replacement	CW	S2	03	322	0	0	0	0	322	0	322	0	0	0	322	0	0	0	0	0	0	322
	Sub-total				370	48	48	0	0	466	0	466	0	0	0	466	0	0	0	0	0	0	466
POL908009	Business Intelligence																						
0 1	Business Intelligence S2	CW	S2	04	3,506	1,000	0	0	0	4,506	0	4,506	0	0	0	0	0	0	0	0	4,506	0	4,506
0 2	Business intelligence 2016 additional fund S2	CW	S2	04	1,398	0	0	0	0	1,398	0	1,398	0	0	0	0	0	0	0	0	1,398	0	1,398
	Sub-total				4,904	1,000	0	0	0	5,904	0	5,904	0	0	0	0	0	0	0	0	5,904	0	5,904
POL908010	Radar unit Repalcemernt																						
0 1	Radar Unit Repalcement S5	CW	S5	03	246	182	0	12	21	461	937	1,398	0	0	0	1,398	0	0	0	0	0	0	1,398
	Sub-total				246	182	0	12	21	461	937	1,398	0	0	0	1,398	0	0	0	0	0	0	1,398
POL908085	Marine Vessel Electronics																						
0 1	Marine Vessel Electronic Replacement S5	CW	S5	03	485	0	0	0	0	485	485	970	0	0	0	970	0	0	0	0	0	0	970
	Sub-total				485	0	0	0	0	485	485	970	0	0	0	970	0	0	0	0	0	0	970

CITY OF TORONTO

Gross Expenditures (\$000's)

2017 Capital Budget; 2018 to 2016 Capital Plan

Toronto Police Service					Current and Future Year Cash Flow Commitments and Estimates								Current and Future Year Cash Flow Commitments and Estimates Financed By										
Sub-Project No.	Project Name	Ward	Stat.	Cat.	2017	2018	2019	2020	2021	Total 2017-2021	Total 2022-2026	Total 2017-2026	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
Priority	SubProj No.	Sub-project Name																					
Financed By:																							
Development Charges					8,000	2,931	3,539	13,801	4,120	32,391	15,690	48,081	0	0	48,081	0	0	0	0	0	0	0	48,081
Reserves (Ind. "XQ" Ref.)					25,204	20,884	33,062	24,335	21,575	125,060	129,493	254,553	0	0	0	254,553	0	0	0	0	0	0	254,553
Debt					34,171	20,949	40,137	33,125	28,740	157,122	83,792	240,914	0	0	0	0	0	0	0	0	240,914	240,914	
Total Program Financing					67,375	44,764	76,738	71,261	54,435	314,573	228,975	543,548	0	0	48,081	254,553	0	0	0	0	240,914	0	543,548

Status Code	Description
S2	S2 Prior Year (With 2017 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2017 and/or Future Year Cost(Cashflow)
S4	S4 New - Stand-Alone Project (Current Year Only)
S5	S5 New (On-going or Phased Projects)
S6	S6 New - Future Year (Commencing in 2018 & Beyond)

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

Appendix 4

2017 Cash Flow and Future Year Commitments

CITY OF TORONTO

Gross Expenditures (\$000's)

2017 Cash Flow and Future Year Commitments

Toronto Police Service						Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By										
Sub-Project No.	Project Name	Ward	Stat.	Cat.	2017	2018	2019	2020	2021	Total 2017-2021	Total 2022-2026	Total 2017-2026	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
POL906123	Facilities Realignment																						
0	4	54/55 Amalgamation - Land	CW	S4	03	7,000	0	0	0	0	7,000	0	7,000	0	0	7,000	0	0	0	0	0	0	7,000
		Sub-total				7,000	0	0	0	0	7,000	0	7,000	0	0	7,000	0	0	0	0	0	0	7,000
POL906259	Furniture Lifecycle Replacement- Reserve																						
0	7	2016 CF S2 Furniture Lifecycle	CW	S2	03	587	0	0	0	0	587	0	587	0	0	0	587	0	0	0	0	0	587
		Sub-total				587	0	0	0	0	587	0	587	0	0	0	587	0	0	0	0	0	587
POL906576	Vehicle & Equipment lifecycle replacement																						
0	6	Vehicle and Equipment lifecycle repl2017-2026 (\$5)	CW	S5	03	5,693	0	0	0	0	5,693	0	5,693	0	0	0	5,693	0	0	0	0	0	5,693
		Sub-total				5,693	0	0	0	0	5,693	0	5,693	0	0	0	5,693	0	0	0	0	0	5,693
POL906582	workstation,printers and laptops																						
0	6	2017-2026 Requirements (\$5)	CW	S5	03	3,216	0	0	0	0	3,216	0	3,216	0	0	0	3,216	0	0	0	0	0	3,216
		Sub-total				3,216	0	0	0	0	3,216	0	3,216	0	0	0	3,216	0	0	0	0	0	3,216
POL906583	Servers																						
0	3	Servers lifecycle Replacement (\$5)	CW	S5	03	2,200	0	0	0	0	2,200	0	2,200	0	0	0	2,200	0	0	0	0	0	2,200
0	5	2016 CF S2 Servers	CW	S2	03	526	0	0	0	0	526	0	526	0	0	0	526	0	0	0	0	0	526
		Sub-total				2,726	0	0	0	0	2,726	0	2,726	0	0	0	2,726	0	0	0	0	0	2,726
POL906584	IT business resumption																						
0	5	IT business resumption (\$5)	CW	S5	03	624	0	0	0	0	624	0	624	0	0	0	624	0	0	0	0	0	624
0	7	2016 CF S2 IT Business Resumption	CW	S2	03	1,014	0	0	0	0	1,014	0	1,014	0	0	0	1,014	0	0	0	0	0	1,014
		Sub-total				1,638	0	0	0	0	1,638	0	1,638	0	0	0	1,638	0	0	0	0	0	1,638
POL907186	Network equipment																						
0	2	network lifecycle replacement S5	CW	S5	03	2,900	0	0	0	0	2,900	0	2,900	0	0	0	2,900	0	0	0	0	0	2,900
		Sub-total				2,900	0	0	0	0	2,900	0	2,900	0	0	0	2,900	0	0	0	0	0	2,900
POL907511	AVLS Replacement Lifecycle																						
0	3	2016 CF S2 AVLS	CW	S2	03	108	0	0	0	0	108	0	108	0	0	0	108	0	0	0	0	0	108
		Sub-total				108	0	0	0	0	108	0	108	0	0	0	108	0	0	0	0	0	108
POL907512	In-Car Camera Replacement																						

CITY OF TORONTO

Gross Expenditures (\$000's)

2017 Cash Flow and Future Year Commitments

Toronto Police Service																									
Sub-Project No. Project Name Ward Stat. Cat.							Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By											
							2017	2018	2019	2020	2021	Total 2017-2021	Total 2022-2026	Total 2017-2026	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
POL907512 In-Car Camera Replacement																									
0	1	In-Car Camera Replacement s5	CW	S5	03	2,061	0	0	0	0	2,061	0	2,061	0	0	0	2,061	0	0	0	0	0	2,061		
0	2	in car camera S2 2016 CF	CW	S2	03	320	0	0	0	0	320	0	320	0	0	0	320	0	0	0	0	0	320		
Sub-total							2,381	0	0	0	0	2,381	0	2,381	0	0	0	2,381	0	0	0	0	0	2,381	
POL907516 Electronic Surveillance System Lifecycle Replace																									
0	1	Replacement of the Electronic Surveillance (S5)	CW	S5	03	900	0	0	0	0	900	0	900	0	0	0	900	0	0	0	0	0	900		
Sub-total							900	0	0	0	0	900	0	900	0	0	0	900	0	0	0	0	0	900	
POL907520 Voicemail/Call Centre																									
0	2	Voicemail/Call Centre (S5)	CW	S5	03	500	0	0	0	0	500	0	500	0	0	0	500	0	0	0	0	0	500		
Sub-total							500	0	0	0	0	500	0	500	0	0	0	500	0	0	0	0	0	500	
POL907521 DVAMS I, II Lifecycle Replacement																									
0	2	Digital Video Asset Mgmt System I, II LR - S5	CW	S5	03	362	0	0	0	0	362	0	362	0	0	0	362	0	0	0	0	0	362		
Sub-total							362	0	0	0	0	362	0	362	0	0	0	362	0	0	0	0	0	362	
POL907525 Small Equipment Replacement																									
0	3	video equipment (S5)	CW	S5	03	92	0	0	0	0	92	0	92	0	0	0	92	0	0	0	0	0	92		
0	9	video recording 2016 CF S2	CW	S2	03	27	0	0	0	0	27	0	27	0	0	0	27	0	0	0	0	0	27		
Sub-total							119	0	0	0	0	119	0	119	0	0	0	119	0	0	0	0	0	119	
POL907533 Transforming Corporate Support																									
0	1	Transforming Corportate Support (S2)	CW	S2	03	1,500	2,022	0	0	0	3,522	0	3,522	0	0	0	0	0	0	3,522	0	0	3,522		
0	2	Transforming Corporate Support (S4)	CW	S4	03	1,000	78	1,500	400	0	2,978	0	2,978	0	0	0	0	0	0	2,978	0	0	2,978		
Sub-total							2,500	2,100	1,500	400	0	6,500	0	6,500	0	0	0	0	0	0	0	6,500	0	0	6,500
POL907803 52 Division Renovation																									
0	3	52 Division Renovation 2016 CF S2	CW	S2	03	526	0	0	0	0	526	0	526	0	0	0	0	0	0	526	0	0	526		
Sub-total							526	0	0	0	0	526	0	526	0	0	0	0	0	0	0	526	0	0	526
POL907860 Peer to Peer Site																									
0	3	Peer to peer - additional cost S2	CW	S2	03	1,000	0	0	0	0	1,000	0	1,000	0	0	1,000	0	0	0	0	0	0	1,000		

CITY OF TORONTO

Gross Expenditures (\$000's)

2017 Cash Flow and Future Year Commitments

Toronto Police Service						Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By												
Sub-Project No.	Project Name	Ward	Stat.	Cat.	2017	2018	2019	2020	2021	Total 2017-2021	Total 2022-2026	Total 2017-2026	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing			
POL907860 Peer to Peer Site																									
0	4	Peer to Peer S4 2017-2026 program	CW	S4	03	4,000	7,759	3,500	0	0	15,259	0	15,259	0	0	2,931	0	0	0	0	0	12,328	0	15,259	
Sub-total						5,000	7,759	3,500	0	0	16,259	0	16,259	0	0	3,931	0	0	0	0	0	12,328	0	16,259	
POL907862 Locker Replacement																									
0	2	locker replacment S5	CW	S5	03	48	0	0	0	0	48	0	48	0	0	0	48	0	0	0	0	0	0	48	
0	3	2016 CF S2 locker replacement	CW	S2	03	322	0	0	0	0	322	0	322	0	0	0	322	0	0	0	0	0	0	322	
Sub-total						370	0	0	0	0	370	0	370	0	0	0	370	0	0	0	0	0	0	370	
POL908009 Business Intelligence																									
0	1	Business Intelligence S2	CW	S2	04	3,506	1,000	0	0	0	4,506	0	4,506	0	0	0	0	0	0	0	0	4,506	0	4,506	
0	2	Business intelligence 2016 additional fund S2	CW	S2	04	1,398	0	0	0	0	1,398	0	1,398	0	0	0	0	0	0	0	0	1,398	0	1,398	
Sub-total						4,904	1,000	0	0	0	5,904	0	5,904	0	0	0	0	0	0	0	0	0	5,904	0	5,904
POL908010 Radar unit Repalcemernrt																									
0	1	Radar Unit Repalcement S5	CW	S5	03	246	0	0	0	0	246	0	246	0	0	0	246	0	0	0	0	0	0	246	
Sub-total						246	0	0	0	0	246	0	246	0	0	0	246	0	0	0	0	0	0	246	
POL908085 Marine Vessel Electronics																									
0	1	Marine Vessel Electronic Replacement S5	CW	S5	03	485	0	0	0	0	485	0	485	0	0	0	485	0	0	0	0	0	0	485	
Sub-total						485	0	0	0	0	485	0	485	0	0	0	485	0	0	0	0	0	0	485	
POL908179 Radio Replacement (2016-2025)																									
0	2	Radio replacement 2016 CF S2	CW	S2	03	14,041	0	0	0	0	14,041	0	14,041	0	0	0	0	0	0	0	0	14,041	0	14,041	
Sub-total						14,041	0	0	0	0	14,041	0	14,041	0	0	0	0	0	0	0	0	0	14,041	0	14,041
POL908188 SOGR																									
0	1	SOGR (S5)	CW	S5	03	4,400	0	0	0	0	4,400	0	4,400	0	0	0	0	0	0	0	0	4,400	0	4,400	
Sub-total						4,400	0	0	0	0	4,400	0	4,400	0	0	0	0	0	0	0	0	0	4,400	0	4,400
POL908189 CEW																									
0	1	CEW (S4)	CW	S4	04	750	0	0	0	0	750	0	750	0	0	0	0	0	0	0	0	750	0	750	
Sub-total						750	0	0	0	0	750	0	750	0	0	0	0	0	0	0	0	0	750	0	750
POL908419 APS - Digital Photography for Parking Enforcement																									

Report Phase 5 - Program 19 Toronto Police Service Program Phase 5 Part B Sub-Project Status S2 Part C Sub-Project Status S2,S3,S4,S5 Sub-Project Category 01,02,03,04,05,06,07 User Fields ALL

CITY OF TORONTO

Gross Expenditures (\$000's)

2017 Cash Flow and Future Year Commitments**Toronto Police Service**

Sub- Project No. Project Name PrioritySubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By											
						2017	2018	2019	2020	2021	Total 2017-2021	Total 2022-2026	Total 2017-2026	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
POL908419 APS - Digital Photography for Parking Enforcement																								
0	1	APS - Digital Photography - S4	CW	S4	04	2,550	0	0	0	0	2,550	0	2,550	0	0	0	0	0	0	0	2,550	0	2,550	
Sub-total						2,550	0	0	0	0	2,550	0	2,550	0	0	0	0	0	0	0	2,550	0	2,550	
POL908421 Body Worm Camera - Initial Phase																								
0	1	Body Worn Camera's	CW	S4	04	500	0	0	0	0	500	0	500	0	0	0	0	0	0	0	500	0	500	
Sub-total						500	0	0	0	0	500	0	500	0	0	0	0	0	0	0	500	0	500	
POL907549 Wireless Parking System																								
0	2	Wireless Parking System (S5)	CW	S5	03	2,973	0	0	0	0	2,973	0	2,973	0	0	0	2,973	0	0	0	0	0	2,973	
Sub-total						2,973	0	0	0	0	2,973	0	2,973	0	0	0	2,973	0	0	0	0	0	2,973	
Total Program Expenditure						67,375	10,859	5,000	400	0	83,634	0	83,634	0	0	10,931	25,204	0	0	0	0	47,499	0	83,634

CITY OF TORONTO

Gross Expenditures (\$000's)

2017 Cash Flow and Future Year Commitments

Toronto Police Service					Current and Future Year Cash Flow Commitments and Estimates								Current and Future Year Cash Flow Commitments and Estimates Financed By										
Sub-Project No.	Project Name	Ward	Stat.	Cat.	2017	2018	2019	2020	2021	Total 2017-2021	Total 2022-2026	Total 2017-2026	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
Priority	SubProj No.	Sub-project Name																					
Financed By:																							
Development Charges					8,000	2,931	0	0	0	10,931	0	10,931	0	0	10,931	0	0	0	0	0	0	0	10,931
Reserves (Ind. "XQ" Ref.)					25,204	0	0	0	0	25,204	0	25,204	0	0	0	25,204	0	0	0	0	0	0	25,204
Debt					34,171	7,928	5,000	400	0	47,499	0	47,499	0	0	0	0	0	0	0	0	47,499	0	47,499
Total Program Financing					67,375	10,859	5,000	400	0	83,634	0	83,634	0	0	10,931	25,204	0	0	0	0	47,499	0	83,634

Status Code	Description
S2	S2 Prior Year (With 2017 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2017 and/or Future Year Cost(Cashflow)
S4	S4 New - Stand-Alone Project (Current Year Only)
S5	S5 New (On-going or Phased Projects)

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

Appendix 5

2017 Capital Budget with Financing Detail

(Phase 5) 19-Toronto Police Service

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

Type: B Sub-Project Status: S2

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



CITY OF TORONTO
2017 Preliminary Capital Budget with Financing Detail
Toronto Police Service
Sub-Project Summary

Project/Financing**Priority Project Project Name**

Project/Financing				2017	Financing										
Priority	Project	Project Name	Start Date	Completion Date	Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable
0	<u>POL906123</u>	<u>Facilities Realignment</u>													
0		4 54/55 Amalgamation - Land	10/25/2016	10/25/2016	7,000	0	0	7,000	0	0	0	0	0	0	0
		Project Sub-total:			7,000	0	0	7,000	0	0	0	0	0	0	0
0	<u>POL906259</u>	<u>Furniture Lifecycle Replacement- Reserve</u>													
0		7 2016 CF S2 Furniture Lifecycle	06/06/2016	06/06/2016	587	0	0	0	587	0	0	0	0	0	0
		Project Sub-total:			587	0	0	0	587	0	0	0	0	0	0
0	<u>POL906576</u>	<u>Vehicle & Equipment lifecycle replacement</u>													
0		6 Vehicle and Equipment lifecycle repl2017-2026 (S5)	04/04/2009	12/31/2020	5,693	0	0	0	5,693	0	0	0	0	0	0
		Project Sub-total:			5,693	0	0	0	5,693	0	0	0	0	0	0
0	<u>POL906582</u>	<u>workstation,printers and laptops</u>													
0		6 2017-2026 Requirements (S5)	09/09/2008	12/31/2020	3,216	0	0	0	3,216	0	0	0	0	0	0
		Project Sub-total:			3,216	0	0	0	3,216	0	0	0	0	0	0
0	<u>POL906583</u>	<u>Servers</u>													
0		3 Servers lifecycle Replacement (S5)	10/20/2007	12/31/2020	2,200	0	0	0	2,200	0	0	0	0	0	0
0		5 2016 CF S2 Servers	06/06/2016	06/06/2016	526	0	0	0	526	0	0	0	0	0	0
		Project Sub-total:			2,726	0	0	0	2,726	0	0	0	0	0	0
0	<u>POL906584</u>	<u>IT business resumption</u>													
0		5 IT business resumption (S5)	08/24/2006	12/31/2020	624	0	0	0	624	0	0	0	0	0	0
0		7 2016 CF S2 IT Business Resumption	06/08/2016	06/08/2016	1,014	0	0	0	1,014	0	0	0	0	0	0
		Project Sub-total:			1,638	0	0	0	1,638	0	0	0	0	0	0
0	<u>POL907186</u>	<u>Network equipment</u>													
0		2 network lifecycle replacement S5	08/04/2010	12/31/2020	2,900	0	0	0	2,900	0	0	0	0	0	0
		Project Sub-total:			2,900	0	0	0	2,900	0	0	0	0	0	0
0	<u>POL907511</u>	<u>AVLS Replacement Lifecycle</u>													
0		3 2016 CF S2 AVLS	06/06/2016	06/06/2016	108	0	0	0	108	0	0	0	0	0	0
		Project Sub-total:			108	0	0	0	108	0	0	0	0	0	0
0	<u>POL907512</u>	<u>In-Car Camera Replacement</u>													
0		1 In-Car Camera Replacement s5	04/01/2012	12/31/2018	2,061	0	0	0	2,061	0	0	0	0	0	0
0		2 in car camera S2 2016 CF	04/25/2013	04/25/2013	320	0	0	0	320	0	0	0	0	0	0
		Project Sub-total:			2,381	0	0	0	2,381	0	0	0	0	0	0



CITY OF TORONTO
2017 Preliminary Capital Budget with Financing Detail
Toronto Police Service
Sub-Project Summary

[illegible]

(Phase 5) 19-Toronto Police Service

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

Type: B Sub-Project Status: S2

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



CITY OF TORONTO
2017 Preliminary Capital Budget with Financing Detail
Toronto Police Service
Sub-Project Summary

Project/Financing					2017	Financing									
Priority	Project	Project Name	Start Date	Completion Date	Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable
<u>0</u>	<u>POL908010</u>	<u>Radars unit Repalcemernt</u>													
0	1	Radars Unit Repalcement S5	09/03/2013	09/03/2013	246	0	0	0	246	0	0	0	0	0	0
		Project Sub-total:			246	0	0	0	246	0	0	0	0	0	0
<u>0</u>	<u>POL908085</u>	<u>Marine Vessel Electronics</u>													
0	1	Marine Vessel Electronic Replacement S5	06/18/2014	06/18/2014	485	0	0	0	485	0	0	0	0	0	0
		Project Sub-total:			485	0	0	0	485	0	0	0	0	0	0
<u>0</u>	<u>POL908179</u>	<u>Radio Replacement (2016-2025)</u>													
0	2	Radio replacement 2016 CF S2	06/10/2016	06/10/2016	14,041	0	0	0	0	0	0	0	0	14,041	0
		Project Sub-total:			14,041	0	0	0	0	0	0	0	0	14,041	0
<u>0</u>	<u>POL908188</u>	<u>SOGR</u>													
0	1	SOGR (S5)	06/11/2015	06/11/2015	4,400	0	0	0	0	0	0	0	0	4,400	0
		Project Sub-total:			4,400	0	0	0	0	0	0	0	0	4,400	0
<u>0</u>	<u>POL908189</u>	<u>CEW</u>													
0	1	CEW (S4)	10/25/2016	10/25/2016	750	0	0	0	0	0	0	0	0	750	0
		Project Sub-total:			750	0	0	0	0	0	0	0	0	750	0
<u>0</u>	<u>POL908419</u>	<u>APS - Digital Photography for Parking Enforcement</u>													
0	1	APS - Digital Photography - S4	03/01/2017	12/31/2017	2,550	0	0	0	0	0	0	0	0	2,550	0
		Project Sub-total:			2,550	0	0	0	0	0	0	0	0	2,550	0
<u>0</u>	<u>POL908421</u>	<u>Body Worn Camera - Initial Phase</u>													
0	1	Body Worn Camera's	04/01/2017	12/31/2017	500	0	0	0	0	0	0	0	0	500	0
		Project Sub-total:			500	0	0	0	0	0	0	0	0	500	0
<u>1</u>	<u>POL907549</u>	<u>Wireless Parking System</u>													
0	2	Wireless Parking System (S5)	10/22/2011	10/22/2012	2,973	0	0	0	2,973	0	0	0	0	0	0
		Project Sub-total:			2,973	0	0	0	2,973	0	0	0	0	0	0
Program Total:					67,375	0	0	8,000	25,204	0	0	0	0	34,171	0

Status Code	Description
S2	S2 Prior Year (With 2017 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2017 and/or Future Year Cost(Cashflow)
S4	S4 New - Stand-Alone Project (Current Year Only)
S5	S5 New (On-going or Phased Projects)

Category Code	Description
01	Health and Safety C01
02	Legislated C02
03	State of Good Repair C03
04	Service Improvement and Enhancement C04

Category Code Description

05	Growth Related C05
06	Reserved Category 1 C06
07	Reserved Category 2 C07

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Appendix 6

Reserve / Reserve Fund Review

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

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2016 *	Contributions / (Withdrawals)										2017 - 2026 Total Contributions / (Withdrawals)
			2017 Budget	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	
Development Charge Reserve (XR2117) Name	Beginning Balance	19,176	19,176	17,114	19,203	20,751	12,071	13,124	13,124	8,524	13,939	19,354	
	Withdrawals (-)		(7,000)	(2,931)	(3,539)	(13,801)	(4,120)	(5,204)	(9,908)			(578)	(47,081)
	Total Withdrawals		(7,000)	(2,931)	(3,539)	(13,801)	(4,120)	(5,204)	(9,908)	-	-	(578)	(47,081)
	Contributions (+)												
			4,938	5,020	5,087	5,121	5,173	5,204	5,308	5,415	5,415	5,633	52,314
	Total Contributions		4,938	5,020	5,087	5,121	5,173	5,204	5,308	5,415	5,415	5,633	52,314
Total Reserve Fund Balance at Year-End		19,176	17,114	19,203	20,751	12,071	13,124	13,124	8,524	13,939	19,354	24,409	5,233

* Based on the 2016 Q3 Variance Report

Reserve / Reserve Fund Review - Corporate (\$000s)

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2016 *	Contributions / (Withdrawals)										2017 - 2026 Total Contributions / (Withdrawals)
			2017 Budget	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	
Toronto Police Service Vehicle & Equipment Reserve (XQ1701)	Beginning Balance	14,166	14,166	9,626	9,502	200	2,625	7,810	10,425	16,587	6,113	8,227	
	Withdrawals (-)		(22,300)	(20,884)	(33,062)	(24,335)	(21,575)	(24,145)	(20,598)	(37,234)	(24,646)	(22,870)	(251,649)
	Total Withdrawals		(22,300)	(20,884)	(33,062)	(24,335)	(21,575)	(24,145)	(20,598)	(37,234)	(24,646)	(22,870)	(251,649)
	Contributions (+) TPS		15,766	18,766	21,766	24,766	24,766	24,766	24,766	24,766	24,766	24,766	229,660
	Contributions (+) Parking		1,994	1,994	1,994	1,994	1,994	1,994	1,994	1,994	1,994	1,994	19,940
	Total Contributions												-
Other Program/Agency Net Withdrawals (-) and Contributions (+)		-	17,760	20,760	23,760	26,760	26,760	26,760	26,760	26,760	26,760	26,760	249,600
Total Reserve Fund Balance at Year-End		14,166	9,626	9,502	200	2,625	7,810	10,425	16,587	6,113	8,227	12,117	(2,049)

* Based on the 2016 Q3 Variance Report