



Toronto Police Service

2016 – 2025 CAPITAL BUDGET AND PLAN OVERVIEW

The Toronto Police Service has an asset inventory valued at over \$1.142 billion based on 2014 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 \$319.878 million.

The 10-Year Capital Plan of \$558.461 million reflects strategies to optimize service delivery, reduce Toronto Police Service's overall facility footprint, enhance new efficiencies and value-added services in operations and maintains a working inventory of assets that meets operational requirements and ensures continuing officer and public safety.

Highlights

Overview

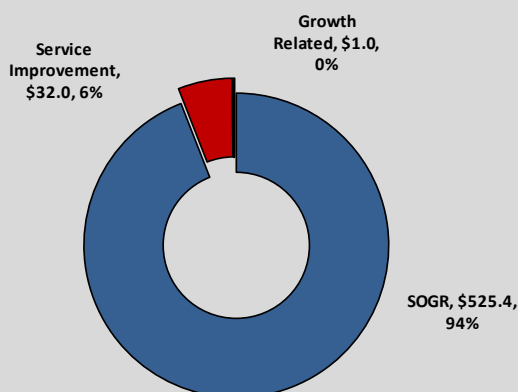
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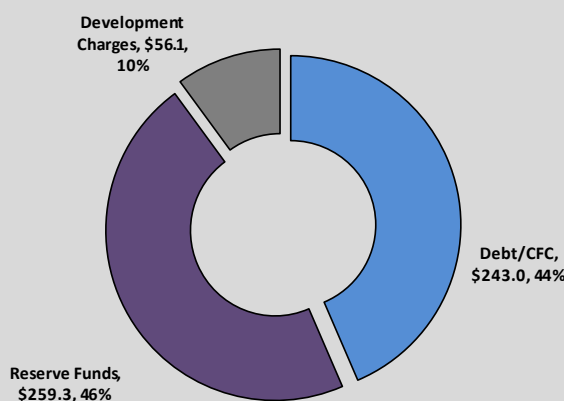
Capital Spending and Financing

2016-2025 Capital Budget and Plan by Expenditures Category



\$558.461 Million

2016-2025 Capital Budget and Plan by Funding Source



\$558.461 Million

Where does the money go?

The 2016–2025 Capital Budget and Plan totalling \$558.461 million provides funding to:

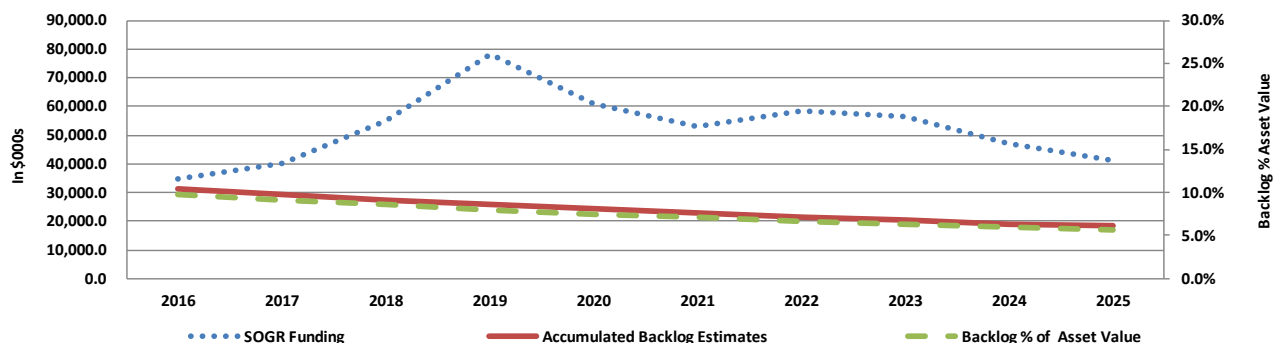
- Optimize service delivery, both internally and externally;
- Optimize and reduce the overall facility space footprint ;
- Enhance new efficiencies and value-added services in operations; and
- Maintain a working inventory of assets that meet operational requirements and ensures continuing health and safety.

Where does the money come from?

- New debt funding of \$243.046 million comprises 43.5% of the Toronto Police Service's 10-year capital funding which is line with the debt affordability guideline over the 10-year planning period.
- Reserve funding of \$259.267 million accounts for 46.4% of the total capital funding.
- Additional capital financing of \$56.148 million or 10.1% will be provided from Development Charges based on the portion of projects that support growth in the City.

State of Good Repair Backlog

The 10-Year Capital Plan includes cash flow funding of \$525.412 million for State of Good Repair to address the backlog. The SOGR backlog as a % of asset replacement value will decrease from 9.7% in 2016 to 5.7% in 2025 (and is only for the equipment, vehicles, radio infrastructure and security systems assets).



Key Issues & Priority Actions

Disaster Data Recovery:

The current disaster recovery Data Centre is at its maximum capacity and too close to the main site, which puts this mission-critical operation at risk.

- ✓ A search for a new location is underway, anticipated to be completed in 2016.
- ✓ Project cost for this totals \$20.138 million and is included in the 10-Year Capital Plan.

Direction for a Full Divisional Facility Reassessment:

Prior to the 2017 Budget Submission, the Service will review the division boundaries, the state of facilities and reducing facility overhead.

Parking Facility Lease Expiry:

The Service's Parking Enforcement West Unit currently occupies 11,577 square feet of rented space at 970 Lawrence with its lease expiring on December 31, 2019.

- ✓ The Service and City Real Estate are searching for a City owned location for this facility.

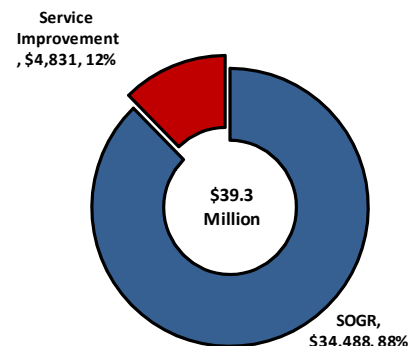
2016 Capital Budget Highlights

The 2016 Capital Budget for Toronto Police Service of \$39.320 million, excluding carry forward funding, will:

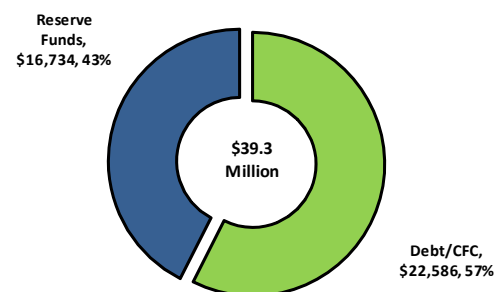
- Deliver Electronic Document Management (EDM) Proof of Concept – store, control, and report on the repository of electronic documents, created from the enormous collection of paper-based information that exists throughout the Service (\$0.450 million).
- Begin Radio Replacement – provide funding for the replacement of radios beginning in 2016 (for radios purchased in 2006) to 2025 (\$39.964 million).
- Complete TPS Archiving – establish an archiving facility at the Service's Progress Avenue site (\$0.750 million).



2016 Capital Budget by Project Category



2016 Capital Budget by Funding Source



Council Approved Budget

City Council approved the following recommendations:

1. City Council approve the 2016 Capital Budget for Toronto Police Service with a total project cost of \$36.335 million, and 2016 cash flow of \$58.061 million and future year commitments of \$8.033 million comprised of the following:
 - a) New Cash Flow Funds for:
 - i. 20 new / change in scope sub-projects with a 2016 total project cost of \$36.335 million that requires cash flow of \$35.488 million in 2016 and future year cash flow commitments of \$0.197 million for 2017 and \$0.650 million for 2018.
 - ii. 5 previously approved sub-projects with a 2016 cash flow of \$3.832 million; and future year cash flow commitments of \$5.164 million for 2017 and \$2.022 million for 2018.
 - b) 2015 approved cash flow for 12 previously approved sub-projects with carry forward funding from 2015 into 2016 totalling \$18.471 million.
2. City Council approve the 2017 - 2025 Capital Plan for Toronto Police Service totalling \$519.141 million in project estimates, comprised of \$49.560 million in 2017; \$57.401 million for 2018; \$80.414 million for 2019; \$61.445 million for 2020; \$54.235 million for 2021; \$58.492 million for 2022; \$62.511 million for 2023; \$53.699 million for 2024; and \$41.384 million in 2025.
3. City Council request that the Toronto Police Service report the outcome of Police Services Board's Full Divisional Facility Reassessment and its impact on the 10-Year 2017 – 2026 Capital Plan with its 2017 Capital Budget Submission.



Part I:

10-Year Capital Plan

10 Year Capital Plan

Table 1a
2016 Budget, 2017-2020 Capital Plan

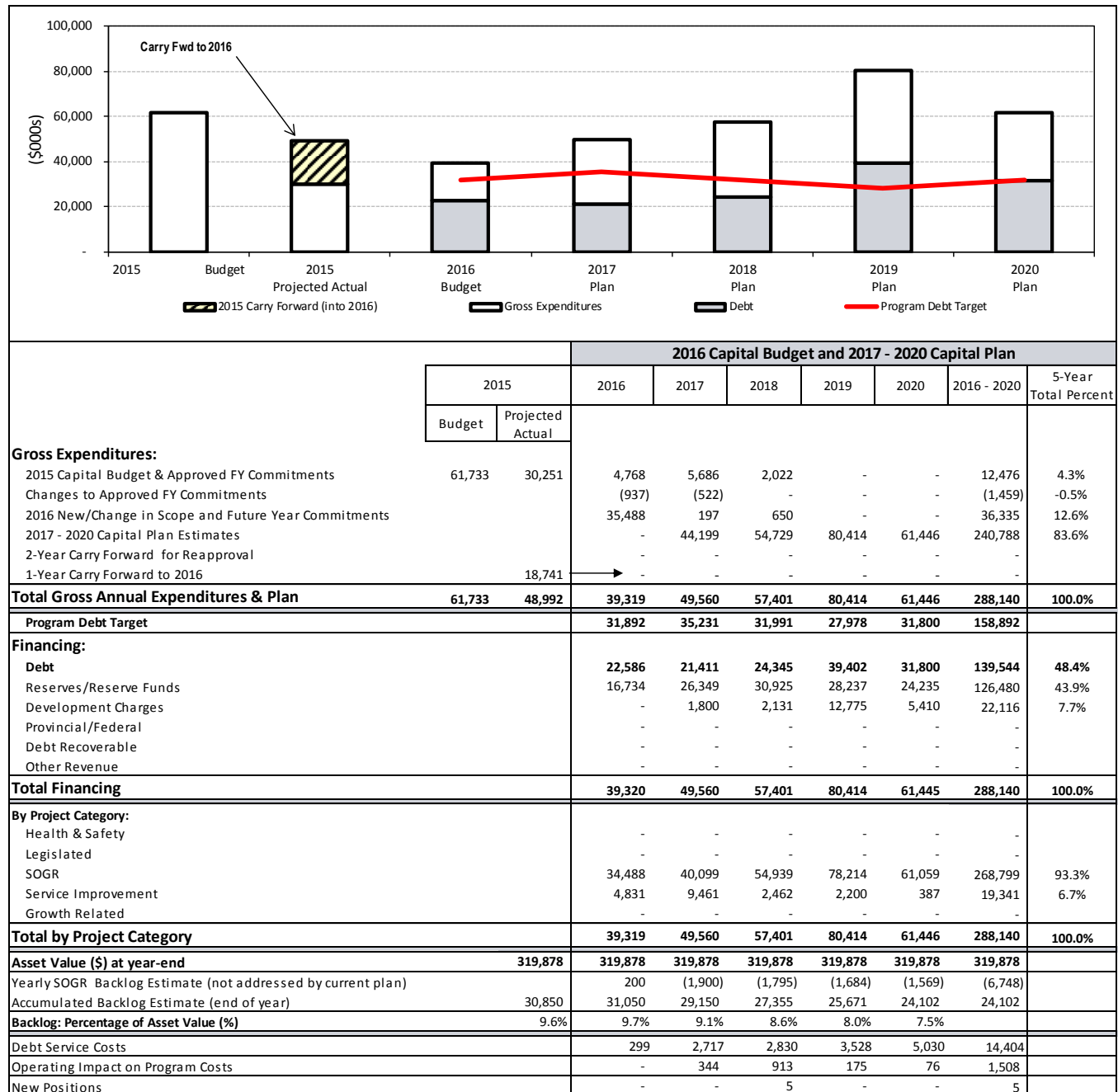
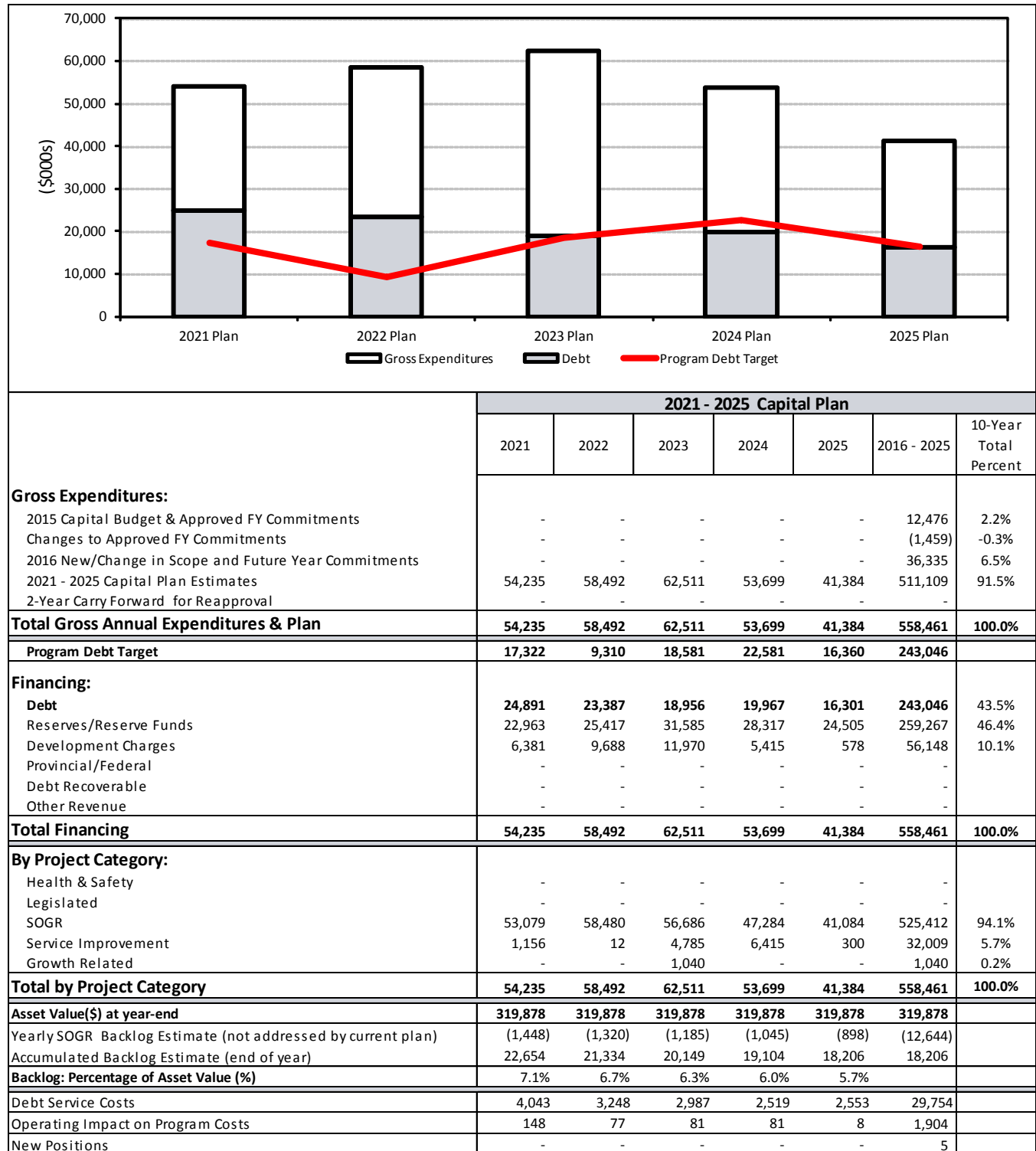


Table 1b
2021 - 2025 Capital Plan

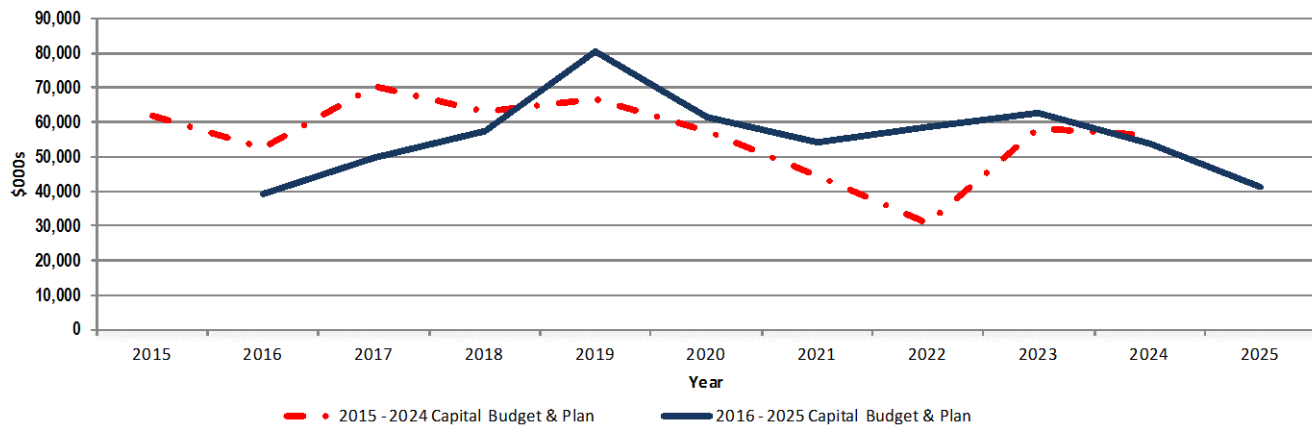


Key Changes to the 2015 - 2024 Approved Capital Plan

The 2016 Capital Budget and the 2017 - 2025 Capital Plan reflects a decrease of \$3.022 million in capital expenditures from the 2015 - 2024 Approved Capital Plan.

The table and chart below provide a breakdown of the \$3.022 million or 0.5% decrease in the Capital Program on an annual basis from 2015 to 2025.

Chart 1
Changes to the 2015 -2024 Approved Capital Plan (In \$000s)



(\$000s)	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	10-Year Total
2015 - 2024 Capital Budget & Plan	61,733	52,403	70,425	62,917	66,851	57,386	44,399	30,932	58,351	56,086		561,483
2016 - 2025 Capital Budget & Plan		39,319	49,560	57,401	80,414	61,446	54,235	58,492	62,511	53,699	41,384	558,461
Change %		(25.0%)	(29.6%)	(8.8%)	20.3%	7.1%	22.2%	89.1%	7.1%	(4.3%)		(0.5%)
Change \$		(13,084)	(20,865)	(5,516)	13,563	4,060	9,836	27,560	4,160	(2,387)		(3,022)

As made evident in the chart above, the \$3.022 million decrease in the Capital Program reflects slight changes to the Service's Capital Plan based on operational requirements. The Service schedules its capital projects on a readiness to proceed on a project by project basis.

As reflected in Table 2 on the following page, changes to the 2015 – 2024 Approved Capital Plan, specifically the \$17.327 million increase in capital funding over the nine common years of the Capital Plans (2016 – 2024) arise from the reprioritization of The Toronto Police Service's capital projects based on the following factors:

- Updated schedules for infrastructure maintenance and software upgrades;
- Updated leasing expiration dates;
- Updated 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.

A summary of project changes for the years 2016 to 2024 totalling \$17.327 million are provided in Table 2 below:

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

\$000s	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2016 - 2024 Total
2015 - 2024 Capital Budget & Plan	61,733	52,403	70,425	62,917	66,851	57,386	44,399	30,932	58,351	56,086		499,750
2016 - 2025 Capital Budget & Plan		39,319	49,560	57,401	80,414	61,446	54,235	58,492	62,511	53,699	41,384	517,077
Capital Budget & Plan Changes (2016 - 2024)		(13,084)	(20,865)	(5,516)	13,563	4,060	9,836	27,560	4,160	(2,387)		17,327

	Total Project Cost	2016	2017	2018	2019	2020	2021	2022	2023	2024	2016 - 2024	2025	Revised Total Project Cost
New													
Property and Evidence Racking	-	-	-	-	-	-	-	-	1,040	-	1,040	-	-
Parking West	-	-	5,600	1,800	2,200	-	-	-	-	-	9,600	-	9,600
Total Previously Approved		-	5,600	1,800	2,200	-	-	-	1,040	-	10,640	-	9,600
Previously Approved													
SOGR	-	(674)	-	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(1,374)	4,000	-
41 Division	39,928	-	(395)	(9,166)	(9,561)	9,272	9,850	-	-	-	-	-	39,928
54 Division	37,926	(2,500)	(18,500)	(7,696)	21,421	8,387	217	-	-	-	1,329	-	39,255
32 Division	11,980	-	(3,790)	(200)	3,990	-	-	-	-	-	-	-	11,980
Furniture Lifecycle Replacement	-	-	-	(728)	(5)	-	843	-	583	1,183	1,876	780	-
13 Division	38,928	-	-	(372)	(8,645)	(18,128)	(2,766)	18,500	11,411	-	-	-	38,928
Vehicle Equipment - TPS	-	-	-	-	-	-	-	-	-	-	-	5,804	-
Workstations, Printers & Laptops	-	(298)	(852)	329	1,109	962	(887)	337	(893)	1,797	1,604	4,796	-
Servers	-	(1,754)	-	-	-	-	-	-	-	-	(1,754)	3,394	-
IT Business Resumption	-	(1,407)	-	757	757	-	-	-	-	-	107	1,568	-
Mobile Workstation	-	-	-	-	-	-	-	-	-	-	-	-	-
Network Equipment	-	400	-	-	-	1,150	-	-	-	2,000	3,550	2,900	-
AVLS Replacement Lifecycle	-	-	-	-	(1,500)	1,650	-	-	-	(1,500)	(1,350)	1,650	-
In-Car Camera Replacement	-	-	14	-	-	-	-	14	-	-	28	-	-
Voice Logging Lifecycle Replacement	-	38	-	(300)	350	-	-	-	(300)	350	138	-	-
Electronic Surveillance System	-	-	254	-	-	-	-	272	-	-	526	-	-
Digital Photography Lifecycle Replacement	-	-	-	-	-	-	-	-	-	-	-	-	-
Voicemail Call Centre	-	-	-	-	-	-	-	-	-	-	-	-	-
DVAMS - 11 Lifecycle Replacement	-	362	362	362	350	263	262	244	244	244	2,693	275	-
Asset & Inventory Mgmt. System Replacement	-	-	-	(72)	-	-	-	(72)	-	-	(144)	-	-
Property & Evidence Scanners Lifecycle	-	-	-	-	-	-	-	-	-	-	-	-	-
DPLN Replacement	-	-	-	-	750	-	-	-	-	850	1,600	-	-
Small Equipment Replacement	-	-	-	10	(668)	10	750	-	10	10	122	353	-
DVAMS 1 Lifecycle Replacement	-	(362)	(362)	(362)	(350)	(263)	(262)	(244)	(244)	(244)	(2,693)	-	-
Human Resources Management HRMS	-	550	-	-	-	2	306	-	-	-	858	-	-
Time Resource Mgmt System TRMS	-	(1,500)	(522)	2,022	-	-	-	-	-	-	-	-	-
Fibre Optics	-	-	-	-	-	-	-	-	-	-	-	-	-
Wireless Parking System	-	-	-	-	-	-	-	2,973	(2,973)	-	-	-	-
Livescan Replacement	-	-	-	-	-	-	-	-	-	-	-	-	-
AFIS Replacement	-	-	-	-	-	-	-	-	-	-	-	-	-
Radio Replacement	-	228	337	(82)	(26)	856	770	64	42	1,026	3,215	226	-
Public Safety Unit Facility	-	-	-	-	-	-	500	4,900	(2,252)	(3,148)	-	-	-
CCTV	-	-	-	-	-	-	-	-	-	-	-	300	-
AED's	-	-	-	-	-	-	-	(15)	-	18	3	-	-
Fleet Equipment	-	-	-	-	-	-	-	-	-	-	-	100	-
52 Division Renovation	8,300	-	-	-	-	-	-	-	-	-	-	-	-
55 Division Upgrade	8,300	-	-	-	-	-	-	-	(3,000)	(5,300)	(8,300)	-	-
22 Division Upgrade	8,300	-	-	-	-	-	-	-	-	-	-	8,300	-
Peer to Peer Site	19,138	(7,470)	(2,659)	7,629	3,500	-	-	-	-	-	1,000	-	20,138
Locker Replacement	-	-	-	-	-	-	342	492	492	492	1,818	540	-
Relocation of FIS	60,525	-	-	-	-	-	-	-	-	-	-	12,653	73,178
TPS Archiving	750	50	(700)	650	-	-	-	-	-	-	-	-	750
Electronic Document Management	500	-	-	-	-	-	-	-	-	-	-	-	500
Business Intelligence	8,818	1,251	147	-	-	-	-	-	-	-	1,398	-	10,216
Radar Unit Replacement	1,711	3	16	3	(9)	(2)	11	10	100	(65)	67	230	2,008
Security System	-	-	-	-	-	-	-	-	-	-	-	465	-
Marine Vessel Electronics	600	-	185	-	-	-	-	185	-	-	370	-	970
CEW Replacement	1,320	-	-	-	-	-	-	-	-	-	-	1,350	2,670
Total New		(13,083)	(26,465)	(7,316)	11,363	4,059	9,836	27,560	3,120	(2,387)	6,687	41,384	-
Total Changes		(13,083)	(20,865)	(5,516)	13,563	4,059	9,836	27,560	4,160	(2,387)	17,327	41,384	17,327

Significant Capital Project Changes in Toronto Police Service:

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

- *Peer to Peer Site –Disaster Data Recovery* – Funding has been increased by \$1.000 million (see pg.22).

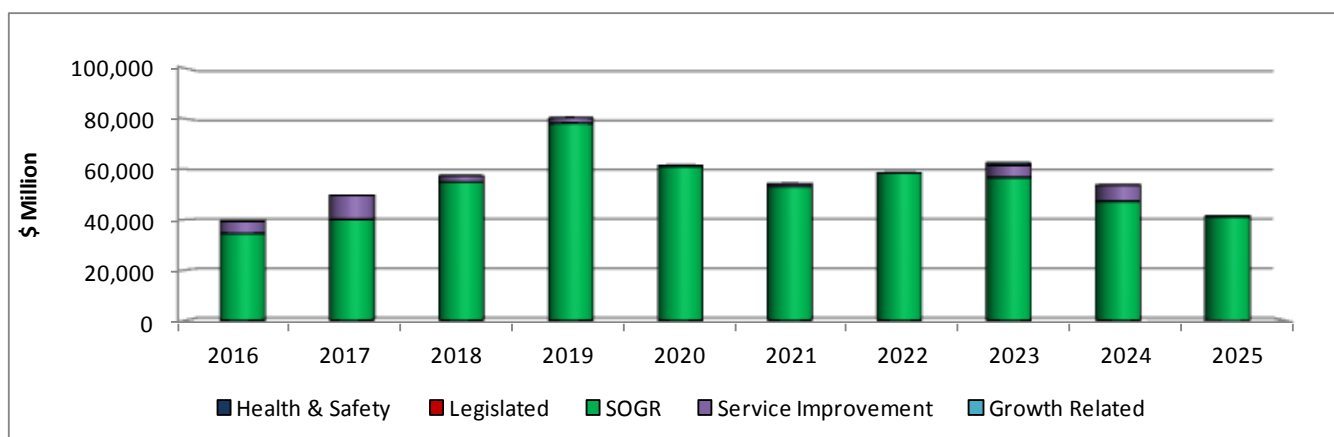
- *54 Division & 55 Division* – These projects have been consolidated, resulting in a reduction of \$6.971 million. As well, this project has been deferred until the Board considers the KPMG Review – Opportunities for the Future for the Board's Consideration/(December 17, 2015).
- *HRMS* – The Human Resources information and payroll administration system is managed using the PeopleSoft Human Resources Management System. The total cost estimate has increased by \$0.550 million to incorporate the higher than anticipated consulting costs.
- *41 Division* – Project cost remains unchanged. Cash flow has been revised and the project will be deferred for an additional year, starting in 2018.
- *State of Good Repair*– Funding has been reduced by \$1.900 million based on available staffing and past spending trends.
- *32 Division* – Project cost remains unchanged. Cash flow has been deferred.
- *Asset Management System* – This project is not funded in the current Plan, amounting to a reduction of \$0.1440 million.
- *Business Intelligence* – Funding has been increased by \$1.398 million.

New Projects:

- *Parking West* – This new project is a service improvement amounting to \$9.600 million in total. The Service and the City are searching for a City owned location to replace the Service's Parking Enforcement West Unit with its lease expiring on December 31, 2019.
- *Property and Evidence Racking* – This is a growth related project for \$1.000 million to expand the Property and Evidence Warehouse racking facility to accommodate changing operational requirements.

2016 – 2025 Capital Plan

Chart 2
2016 – 2025 Capital Plan by Project Category (In \$000s)



As illustrated in the chart above, the 10-Year Capital Plan for Toronto Police Service of \$558.461 million provides 94.1% funding for State of Good Repair (SOGR) projects as priorities and 5.7% for Service Improvement projects. Growth Related projects represent the remaining 0.2% over the 10-year period.

- 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 \$525.412 million or 94.1% of the total planned cash flow of \$558.461 million.
- State of Good Repair projects fall into the following 3 general categories:
 - Information Technology projects account for \$177.262 million or 33.7% of the SOGR projects and include such projects as Workstations, Printers and Laptops, Servers, Network Equipment and Security Systems.
 - Facility rehabilitation and replacement projects totaling \$176.370 million or 33.6% of all SOGR project expenditures and includes projects such as 41 and 13 Division construction and renovation of 22 and 32 Divisions.
 - Other State of Good Repair projects total \$171.780 million or 32.7% or and include projects such as the On-going SOGR, Vehicle & Equipment Lifecycle Replacement and Small Equipment Replacement.
- Service Improvement Projects total \$32.009 million or 5.7% of the total planned expenditures in the 10-Year Capital Plan and focus on expansion of the fibre optics network, maintaining a data warehouse environment (Business Intelligence) and the Parking West facility.
- The Parking and Evidence Racking project for \$1.040 million or 0.2% is the only growth related project.

The following table provides details by project category within the 2016 – 2025 Capital Budget and Plan for Toronto Police Service:

Table 3
Summary of Capital Projects by Category (In \$000s)

	Total App'd Cash Flows to Date*	2016 Budget	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2016 - 2025 Total	Rec'd Total Project Cost
State of Good Repair													
SOGR		2,326	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	38,326	
41 Division	1,000	-	-	395	9,561	19,122	9,850	-	-	-	-	38,928	39,928
54 Division	7,630	-	-	1,600	21,421	8,387	217	-	-	-	-	31,625	39,255
32 Division	-	-	1,200	4,790	5,990	-	-	-	-	-	-	11,980	11,980
Furniture Lifecycle Replacement		743	757	757	1,480	772	2,357	772	1,340	1,940	780	11,698	
13 Division	-	-	-	-	-	372	8,645	18,500	11,411	-	-	38,928	38,928
Vehicle Equipment - TPS		6,021	6,054	5,990	6,990	6,104	5,804	5,804	5,804	5,804	5,804	60,179	
Workstations, Printers & Laptops		2,702	3,298	3,129	3,909	4,012	3,413	3,237	2,007	4,947	4,796	35,450	
Servers		1,291	2,499	4,203	4,741	4,741	3,197	2,624	4,807	4,158	3,394	35,655	
IT Business Resumption		-	1,365	1,992	2,543	1,345	1,477	1,433	1,775	1,553	1,568	15,051	
Mobile workstation		-	300	9,420	1,000	-	-	300	9,420	1,000	-	21,440	
Network equipment		1,600	2,900	2,800	2,400	2,900	1,750	2,250	3,750	3,750	2,900	27,000	
AVLS Replacement Lifecycle		-	-	-	-	1,650	-	-	-	-	1,650	3,300	
In-Car Camera Replacement		2,202	2,209	-	-	-	2,202	2,209	-	-	-	8,822	
Voice Logging Lifecycle Replacement		38	-	-	350	-	-	-	-	350	-	738	
Electronic Surveillance System		-	1,323	-	-	-	-	1,363	-	-	-	2,686	
Digital Photography Lifecycle Replacement		272	-	-	-	228	258	-	-	-	-	758	
Voicemail Call Centre		-	500	-	-	-	-	500	-	-	-	1,000	
DVAMS - 11 Lifecycle Replacement		362	362	362	1,613	263	262	244	244	1,507	275	5,494	
Property & Evidence Scanners Lifecycle		-	-	-	40	-	-	-	-	40	-	80	
DPLN Replacement		-	-	-	1,500	-	-	-	-	1,600	-	3,100	
Small Equipment Replacement		92	92	933	933	1,103	842	92	353	353	353	5,146	
Human Resources Management HRMS		550	-	-	-	380	1,105	-	-	-	-	2,035	
Time Resource Mgmt System TRMS		-	1,500	2,022	-	-	-	630	1,500	2,022	-	7,674	
Wireless Parking System		-	2,973	-	-	-	-	2,973	-	-	-	5,946	
Livescan replacement		-	-	540	-	-	-	-	540	-	-	1,080	
AFIS replacement		-	-	-	3,053	-	-	-	-	-	-	3,053	
Public Safety Unit Facility		-	-	-	-	-	500	5,400	5,148	2,000	-	13,048	
Fleet Equipment		100	100	100	100	100	100	100	100	100	100	1,000	
22 Division Upgrade	-	-	-	-	-	-	-	-	3,000	5,300	-	8,300	8,300
Peer to Peer Site	3,879	1,000	4,000	7,759	3,500	-	-	-	-	-	-	16,259	20,138
Locker Replacement		500	350	48	198	48	540	540	540	540	540	3,844	
Relocation of FIS	55,876	-	-	-	-	-	-	-	-	-	4,649	12,653	73,178
Radar Unit Replacement	565	49	307	189	-	12	21	15	440	180	230	1,443	2,008
Security System		500	475	450	440	570	465	465	465	465	465	4,760	
Marine Vessel Electronics	-	-	485	-	-	-	-	485	-	-	-	970	970
CEW Replacement	1,320	-	-	-	-	-	-	-	-	-	1,350	1,350	2,670
Radio Replacement		14,141	3,050	3,460	2,452	4,949	6,074	4,544	42	1,026	226	39,964	
Sub-Total	70,270	34,489	40,099	54,939	78,214	61,058	53,079	58,480	56,686	47,284	41,084	525,412	237,355
Service Improvements													
Fibre Optics		-	-	-	-	-	881	-	4,785	6,385	-	12,051	-
CCTV		250	-	-	-	275	275	-	-	-	300	1,100	-
AED's		12	-	12	-	112	-	12	-	30	-	178	-
Electronic Document Management	50	450	-	-	-	-	-	-	-	-	-	450	500
Business Intelligence	2,336	4,069	3,811	-	-	-	-	-	-	-	-	7,880	10,216
TPS Archiving	-	50	50	650	-	-	-	-	-	-	-	750	750
Parking West	-	-	5,600	1,800	2,200	-	-	-	-	-	-	9,600	9,600
Sub-Total	2,386	4,831	9,461	2,462	2,200	387	1,156	12	4,785	6,415	300	32,009	21,066
Growth Related													
Property and Evidence Racking		-	-	-	-	-	-	-	1,040	-	-	1,040	-
Sub-Total	-	-	-	-	-	-	-	-	1,040	-	-	1,040	-
Total Expenditures by Category (excluding carry forward)	72,656	39,320	49,560	57,401	80,414	61,445	54,235	58,492	62,511	53,699	41,384	558,461	258,421

*Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2016, excluding ongoing capital projects (i.e. Civic Improvement projects)

2016 – 2025 Capital Projects

The 10-Year Capital Plan supports Toronto Police Service's objectives of:

- Optimizing service delivery, both internally and externally;
- Optimizing/reducing the overall facility space footprint;
- Achieve additional efficiencies and value-added services in operations; and
- Maintaining a working inventory of assets that meet operational requirements and ensure the continued health and safety of members and the public.

State of Good Repair (SOGR)

- SOGR projects total \$525.412 or 94.1% of the total 10-Year Capital Plan spending.
 - *HRMS (\$2.035 million)* – The Service uses an Oracle product, PeopleSoft, Human Resource Management System (HRMS) to manage human resources related information, and to administer and report payroll and benefits related information. This project consists of a technical upgrade and a functional upgrade, to continue to receive vendor support and improve functionality.
 - *Peer to Peer Data Centre (\$20.138 million)* – This project provides funding for a new disaster recovery data centre. A real estate firm has been commissioned to search properties in the Regions of Peel and York, based on set criteria, developed by an information technology consultant.
 - *TRMS (\$7.674 million)* – The Service's current human capital system, Time Management Resource System (TRMS) is due for an upgrade.
 - The system was implemented in 2003 and is used Service-wide to collect and process time and attendance specific data, administer accrual bank data, and assist in the deployment of members.
 - Since its implementation, the Service has upgraded TRMS to enhance functionality and de-customize the application to reduce maintenance and upgrade costs.
 - The Service is exploring all options available regarding its human capital system, including possible participation in the enterprise time and attendance system solution the City is currently exploring.
 - The Service will perform the required due diligence to determine if the City's enterprise-wide time and attendance system could provide a viable option for the Service, in light of its unique labour and time keeping environment.
 - *Radio Replacement (\$39.964 million)* – This project provides funding for the replacement of radios beginning in 2016 (for radios purchased in 2006).

- The following Divisional facility renovation projects could be impacted by Board's review of the Full Divisional Facility Reassessment:
 - *41 Division Facility (\$39.928 million)* – This project provides funding for the land acquisition and construction for a new 41 Division, (the Service will also explore the feasibility of constructing a new facility on the current 41 Division site, which could reduce the cost estimate for this project significantly, as there would be no land-acquisition cost).
 - *32 Division Renovation (\$11.980 million)* – This project provides funding for the renovation of 32 Division, which includes structural modifications to the garage area and providing additional usable square footage, elevator modernization, upgrades to cells for prisoner and officer safety, exterior upgrades to provide parking for disabled members of the public, improved storm water management to resolve the frequent ponding in the parking lot, and upgrades and replacement of major HVAC system components including major electrical upgrades.
 - *13 Division Facility (\$38.928 million)* – This project provides funding for the land acquisition and construction of a new 13 Division facility, (construction on the Eglinton Crosstown line project will impact the timing and scope of any construction on this site).

Service Improvements

- Service Improvement projects account for \$32.009 million or 5.7% of the total 10-Year Capital Plan's expenditures:
 - *Fibre Optics (\$12.051 million)* – The 10-Year Capital Plan includes funding of \$12.051 million for the expansion of the current fibre-optic assets into a Service-wide, Service-owned and operated fibre-optic network with connections to all critical police locations.
 - *Electronic Data Management (EDM) Proof of Concept (\$0.500 million)* – This project provides funding of an EDM system which will store, control, monitor, and report on an electronic repository of document generated from the enormous paper-based information that exists throughout the service, resulting in improved customer service.
 - *Business Intelligence (\$7.880 million)* – This project provides funding for developing and maintaining a data warehouse, which supports the Service's on-going commitment to intelligence led policing, enabling improved deployment of police resources, and enhanced public safety.
 - *TPS Archiving (\$0.750 million)* – This project provides funding for the establishment of an archiving function at the Service's Progress Avenue site. Legislation requires the Service to store specific documentation for periods beyond the current year and the relatively new requirement for video storage is also increasing.
 - *Parking West (\$9.600 million)* – The Service and the City are searching for a City owned location to replace the Service's Parking Enforcement West Unit with its lease expiring on December 31, 2019.

2016 Capital Budget and Future Year Commitments

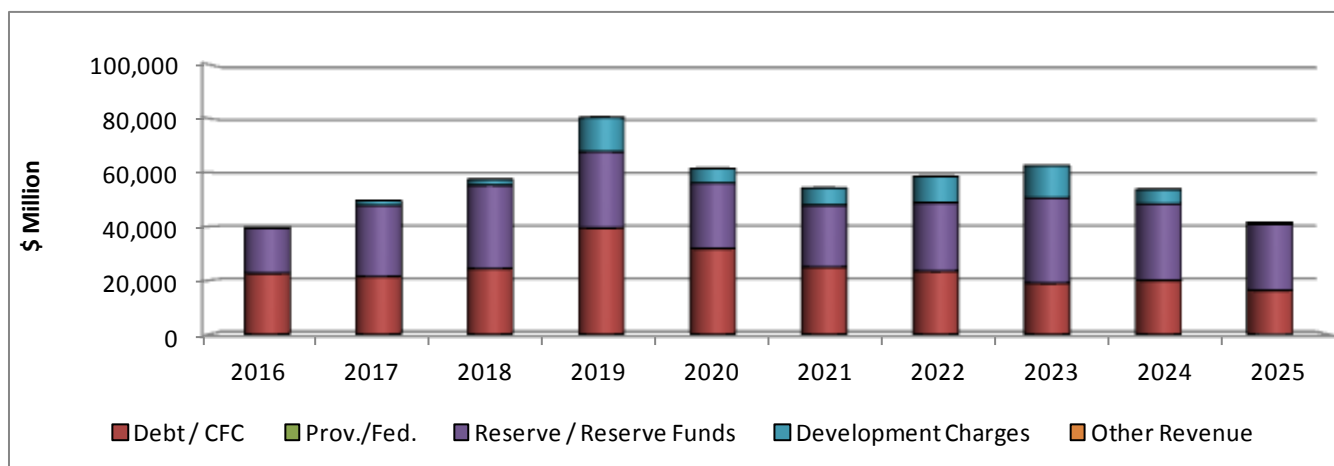
Included as a sub-set of the 10-Year Capital Plan is the 2016 Capital Budget and Future Year Commitments, that consists of 2016 and future year cash flows for projects previously approved by Council; adjustments (Scope Change) to those previously approved projects; as well as new projects, some of which are multi-year that collectively require Council approval to begin, continue or complete capital work.

- Table 3a below lists the 2016 Cash Flow and Future Year Commitments for the Toronto Police Service (see following page):

Table 3a
2016 Cash Flow & Future Year Commitments (In \$000s)

	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total 2016 Rec'd Cash Flow & FY Commits
Expenditures											
Previously Approved											
Voice Logging Lifecycle Replacement	38	-	-	-	-	-	-	-	-	-	38
Time Resource Management System (TRMS) Upgrade	-	1,500	-	-	-	-	-	-	-	-	1,500
Electronic Document Management	450	-	-	-	-	-	-	-	-	-	450
Business Intelligence	2,818	3,664	2,022	-	-	-	-	-	-	-	8,504
SOGR	526	-	-	-	-	-	-	-	-	-	526
Sub-Total Previously Approved	3,832	5,164	2,022	-	-	-	-	-	-	-	11,018
Change in Scope											
Human Resources Management System (HRMS) Upgrade	550	-	-	-	-	-	-	-	-	-	550
Peer to Peer Site	1,000	-	-	-	-	-	-	-	-	-	1,000
Business Intelligence	1,251	147	-	-	-	-	-	-	-	-	1,398
Sub-Total Change in Scope	2,801	147	-	-	-	-	-	-	-	-	2,948
New											
TPS Archiving	50	50	650	-	-	-	-	-	-	-	750
Sub-Total New	50	50	650	-	-	-	-	-	-	-	750
New w/Future Year											
Furniture Lifecycle Replacement- Reserve	743	-	-	-	-	-	-	-	-	-	743
Vehicle & Equipment lifecycle replacement	6,021	-	-	-	-	-	-	-	-	-	6,021
workstation,printers and laptops	2,702	-	-	-	-	-	-	-	-	-	2,702
Servers	1,291	-	-	-	-	-	-	-	-	-	1,291
Network equipment	1,600	-	-	-	-	-	-	-	-	-	1,600
In-Car Camera Replacement	2,202	-	-	-	-	-	-	-	-	-	2,202
Digital Photography Lifecycle Replacement	272	-	-	-	-	-	-	-	-	-	272
DVAMS -11 Lifecycle Replacement	362	-	-	-	-	-	-	-	-	-	362
Small Equipment Replacement	92	-	-	-	-	-	-	-	-	-	92
CCTV	250	-	-	-	-	-	-	-	-	-	250
AED's	12	-	-	-	-	-	-	-	-	-	12
Fleet Equipment	100	-	-	-	-	-	-	-	-	-	100
Locker Replacement	500	-	-	-	-	-	-	-	-	-	500
Radar unit Repalcemernt	49	-	-	-	-	-	-	-	-	-	49
Security System	500	-	-	-	-	-	-	-	-	-	500
Radio Replacement (2016-2025)	14,141	-	-	-	-	-	-	-	-	-	14,141
SOGR	1,800	-	-	-	-	-	-	-	-	-	1,800
Sub-Total New w/Future Year	32,637	-	-	-	-	-	-	-	-	-	32,637
Total Expenditure	39,320	5,361	2,672	-	-	-	-	-	-	-	47,353
Financing											
Debt											
Human Resources Management System (HRMS) Upgrade	550	-	-	-	-	-	-	-	-	-	550
Time Resource Management System (TRMS) Upgrade	-	1,500	2,022	-	-	-	-	-	-	-	3,522
Peer to Peer Site	1,000	-	-	-	-	-	-	-	-	-	1,000
Electronic Document Management	450	-	-	-	-	-	-	-	-	-	450
Business Intelligence	4,069	3,811	-	-	-	-	-	-	-	-	7,880
Radio Replacement (2016-2025)	14,141	-	-	-	-	-	-	-	-	-	14,141
TPS Archiving	50	50	650	-	-	-	-	-	-	-	750
SOGR	2,326	-	-	-	-	-	-	-	-	-	2,326
Sub-Total Debt	22,586	5,361	2,672	-	-	-	-	-	-	-	30,619
Debt Recoverable	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Reserves/Res Funds	16,734	-	-	-	-	-	-	-	-	-	16,734
Furniture Lifecycle Replacement- Reserve	743	-	-	-	-	-	-	-	-	-	743
Vehicle & Equipment lifecycle replacement	6,021	-	-	-	-	-	-	-	-	-	6,021
workstation,printers and laptops	2,702	-	-	-	-	-	-	-	-	-	2,702
Servers	1,291	-	-	-	-	-	-	-	-	-	1,291
Network equipment	1,600	-	-	-	-	-	-	-	-	-	1,600
In-Car Camera Replacement	2,202	-	-	-	-	-	-	-	-	-	2,202
Voice Logging Lifecycle Replacement	38	-	-	-	-	-	-	-	-	-	38
Digital Photography Lifecycle Replacement	272	-	-	-	-	-	-	-	-	-	272
DVAMS -11 Lifecycle Replacement	362	-	-	-	-	-	-	-	-	-	362
Small Equipment Replacement	92	-	-	-	-	-	-	-	-	-	92
CCTV	250	-	-	-	-	-	-	-	-	-	250
AED's	12	-	-	-	-	-	-	-	-	-	12
Fleet Equipment	100	-	-	-	-	-	-	-	-	-	100
Locker Replacement	500	-	-	-	-	-	-	-	-	-	500
Radar unit Repalcemernt	49	-	-	-	-	-	-	-	-	-	49
Security System	500	-	-	-	-	-	-	-	-	-	500
Sub-Total Reserves/Res Funds	16,734	-	-	-	-	-	-	-	-	-	16,734
Total Financing (Including carry forward funding)	39,320	5,361	2,672	-	-	-	-	-	-	-	47,353

Chart 3
2016 – 2025 Capital Plan by Funding Source (In \$000s)

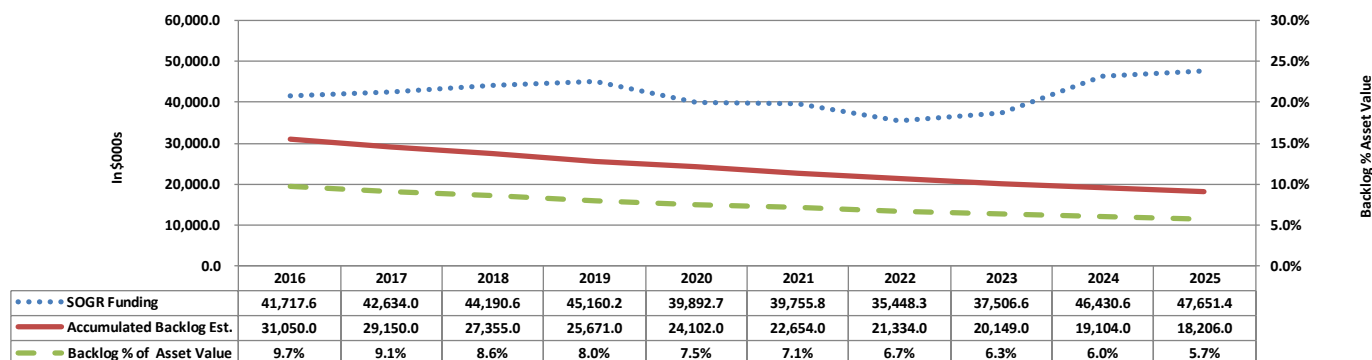


The 10-Year Capital Plan of \$558.461 million cash flow funding will be financed by the following sources:

- Debt accounts for \$243.046 million or 43.5% of the financing over the 10-year period.
 - The \$243.046 million debt funding meets the 10 year debt target.
- Reserve and Reserve Funds provide \$259.267 million or 46.4% of required funding over 10 years for the following major projects:
 - Such lifecycle replacement projects as Servers Lifecycle Replacement, Vehicle & Equipment Replacement, Mobile Workstations and Radio Equipment are fully funded from the Vehicle & Equipment Reserve.
 - The Vehicle & Equipment Reserve continues to fund lifecycle replacement projects which allow the Service to replace equipment through their Capital Budget without requiring debt financing. Fluctuations in Reserve funding reflect the timing and requirement of lifecycle replacement projects.
- Development Charges, which represent \$56.148 million or 10.1% of the 10-Year Capital Budget and Plan's funding sources.
 - Development Charges are primarily allocated to SOGR project expenditures for facility rehabilitation and replacement projects that include such major projects as 41 and 13 Division.

State of Good Repair (SOGR) Backlog

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



The Toronto Police Service's infrastructure assets consist of police facilities (Divisions) and storage facilities, as well as equipment, vehicles, radio infrastructure and security systems. They are valued at \$1.142 billion, based on asset replacement costs.

- 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 is budgeting a SOGR backlog of \$31.050 million, representing 9.7% of the asset replacement value, declining to 5.7% by 2025. This SOGR is only for the equipment, vehicles, radio infrastructure and security systems assets and does not include facility assets such as Police Facilities, Divisions (Stations) and Storage Facilities.

10-Year Capital Plan: Net Operating Budget Impact

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

Projects	2016 Rec'd Budget		2017 Plan		2018 Plan		2019 Plan		2020 Plan		2016 - 2020		2016 - 2025	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
New Projects - 2016														
54 Division	-	-	-	-	-	-	-	-	72.0	-	72.0	-	148.9	-
Human Resources Management HRMS	-	-	22.0	-	-	-	-	-	-	-	22.0	-	22.0	-
Time Resource Mgmt System TRMS	-	-	22.0	-	-	-	-	-	-	-	22.0	-	22.0	-
Peer to Peer Site	-	-	-	-	175.0	-	175.0	-	4.0	-	354.0	-	373.7	-
41 Division	-	-	-	-	-	-	-	-	-	-	-	-	147.5	-
13 Division	-	-	-	-	-	-	-	-	-	-	-	-	151.5	-
Business Intelligence	-	-	300.0	-	738.0	5.0	-	-	-	-	1,038.0	5.0	1,038.0	5.0
Total (Net)	-	-	344.0	-	913.0	5.0	175.0	-	76.0	-	1,508.0	5.0	1,903.6	5.0

The 10-Year Capital Plan will increase future year Operating Budgets by a total of \$1.904 million net over the 2016 – 2025 period, as shown in the table above.

This is primarily comprised of funding to sustain the following capital projects once they have been completed:

- *Peer to Peer (\$0.374 million)* – This project provides funding for a new disaster recovery data centre. As planning and location selection for this project is still in progress, these operating costs for building operations, service contracts and utilities anticipated to start in mid-year 2018 are estimated.
- *Business Intelligence (\$1.038 million)* – A service improvement project for developing and maintaining a data warehouse, which supports the Service's on-going commitment to intelligence led policing. System sustainment costs are for five staff totalling \$0.638 million and maintenance of \$0.500 million.

These future operating impacts will be reviewed each year as part of the annual Operating Budget process.



Part III:

Issues for Discussion

Issues for Discussion

Issues Impacting the 2016 Capital Budget

Council Directed Strategic Capital Plan:

- During the 2015 Budget process, Council directed that:

"The Deputy City Manager & Chief Financial Officer commence a detailed review of the City's 2016 – 2025 capital requirements as part of the City's 2016 Capital Budget process to ensure that debt affordability targets continue to be maintained, and report the results to Budget Committee early in the 2016 Budget process."

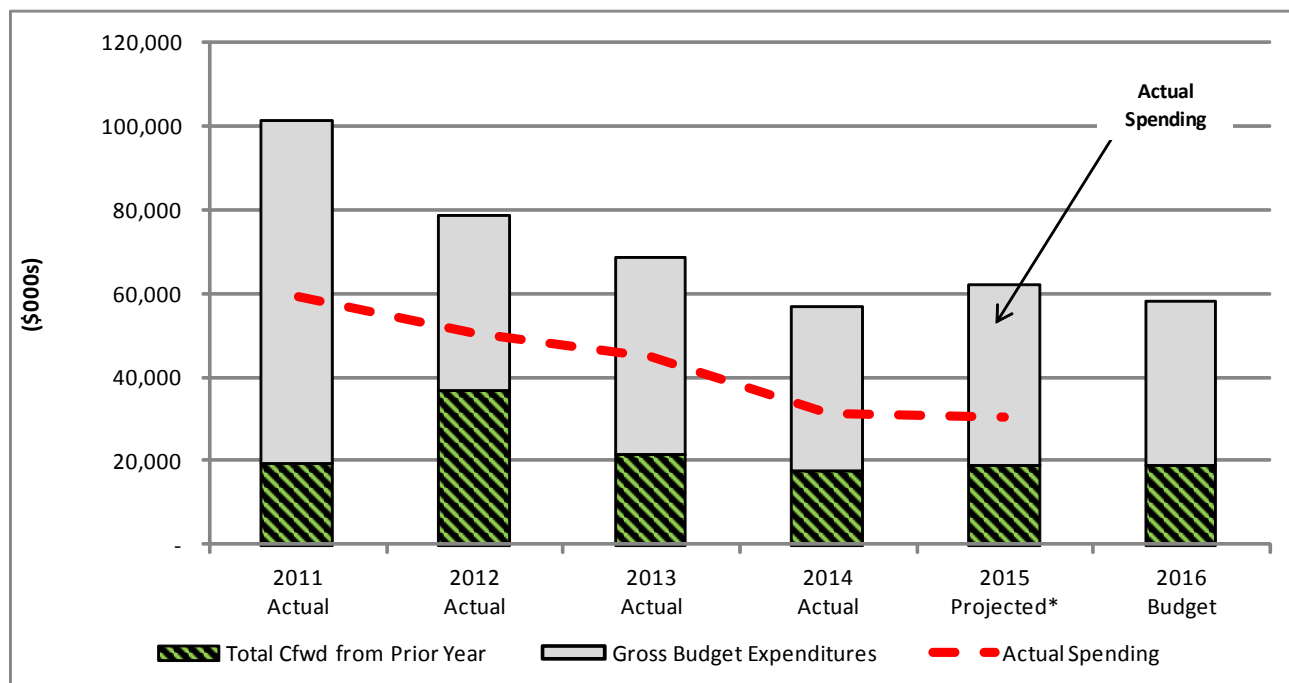
Staff Report - *"Toronto Pooling Compensation for Social Housing – Budget Strategy Follow up"*

(<http://www.toronto.ca/legdocs/mmis/2015/ex/bgrd/backgroundfile-77305.pdf>)

- The 10-Year Capital Plan was reviewed to ensure that cash flow and funding is aligned with project timelines, deliverables and spending.
- As a result of this review, construction funding for the Peer to Peer project have been deferred to 2018, after a site is chosen.
- Major facilities projects such as division renovations and replacements have been scheduled for future years in light of the major facility review mandated by the Board.
- In total, over the 10-Year Capital Plan period, the Service has met its target in the 2016–2025 Capital Budget and Plan, although it does not meet its targets by year, with 2016 – 2018 being significantly below target.
- In the first three years of the 2016–2025 Capital Budget and Plan, the Service is significantly below target.
- For the years 2011 – 2015, the Service has an average capital spending rate of 59% as outlined below:

	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Projected*	2016 Budget	Average 2011-2015
Gross Budget Expenditures	81,897	41,745	47,413	39,327	43,225	39,319	253,607
Total Cfw from Prior Year	19,049	36,541	21,133	17,263	18,508	18,741	112,494
Total Approved Annual Cash Flow	100,946	78,286	68,546	56,590	61,733	58,060	366,101
Actual Spending	59,388	50,621	44,793	31,344	30,251		216,397
Actual Spending Rate	59%	65%	65%	55%	49%		59%

* Based on 2015 9-month Capital Variance Report



- The 2016 Capital Budget for Police is consistent with prior year spending levels and needs.

Peer to Peer Site Capital Project

- The Peer to Peer Site project will provide new disaster recovery back-up to computer operations for the Service's primary systems.
- The current Disaster Recovery Data Centre is located in a 3,000 square foot facility, currently shared with the City's main data centre. There are a number of significant issues with the current Data Centre site, including the following:
 - Space is shared with the City and has reached maximum capacity;
 - Electrical capacity has been exhausted, impacting power redundancy;
 - The security needs of the Service differ from those of the City and what is currently available; Industry in the vicinity of the existing site is not conducive/ideal for a data operation and poses a risk to that operation; and
 - Industry best practice related to distance between the primary and secondary sites (between 25 and 40 kilometers) is not being followed, as the current distance between the two Service sites is 7 kilometers.
- Peer to Peer project cost for property search and land acquisition was increased by \$1.000 million from \$3.879 million to \$4.879 million in the 2016 Capital Budget. The full cost of this project, including construction is now \$20.138 million.

- The City has commissioned a real estate firm to search properties in the Regions of Peel and York, based on set criteria, developed by an information technology consultant.
- A Request for Proposal (RFP) was issued in the second quarter of 2015 to hire an architect and data centre specialist to assist with evaluation of the available sites, prepare detailed requirements and an updated budget for the facility, as well as complete specific systems inventory and staging work.
- Toronto Police Service is exploring opportunities with other municipal partners to share this facility.
- The construction phase for this project, totaling \$11.259 million has been deferred to 2017, after a site is chosen.
- Overall funding for this \$20.138 million project is made up of City debt of \$16.207 million and \$3.931 million of development charges.

Issues Impacting the 10-Year Capital Plan

Major Police Facilities Projects and the Divisional Facility Realignment

- The Capital Plan is subject to changes arising from the Police Service's Board's upcoming review of these studies:
 - Toronto Police Service: Service Efficiency Study (KPMG) / Final Report to City Manager (Oct.26/11)
 - KPMG Review – Opportunities for the Future for the Board's Consideration/(December 17, 2015)
- As directed by the Board, the Service is proceeding with a Full Divisional Facility Reassessment to review all facilities in the 10-Year Capital Plan and make recommendations considering the following objectives:
 - Divisional boundary review.
 - A full review of radio and vehicle requirements for maximized operational effectiveness and service delivery.
 - Divisional facility realignment against new boundaries.
 - Synergies between TPS units.
 - Vacating leased facilities.
 - Reducing overall facility and supervisory/administrative overhead.

- The following projects are deferred to future years pending the outcome of the Full Divisional Facility Reassessment:
 - 41 Division
 - 54 Division (consolidated with the 55 Division project)
 - 32 Division
 - 13 Division
 - Public Safety Unit Facility
 - 22 Division Upgrade
 - Parking West
- It is requested that the Service report the outcome of the Police Services Board's Full Divisional Facility Reassessment and its impact on the 10-Year 2017 – 2027 Capital Plan with its 2017 Capital Budget Submission.

Parking West

- Toronto Police Service's Parking Enforcement West Unit has occupied 11,577 square feet of rented space at 970 Lawrence Avenue West since 1995.
- The current five-year lease, which ends on December 31, 2019, will allow time for City Real Estate to find an alternate location for the Parking West Unit that meets the unit's needs, in time to renovate or construct a new facility.
- Toronto Police Service and the City both agree that it would likely be more cost-effective to move the respective operations into a City-owned (either existing or to be purchased) facility.
- No cash-flows are requested for 2016, (future year project), with the full cost of \$9.600 million included in the Capital plan for 2017 - 2019.

Unmet needs

- *Body Worn Cameras:*
 - The "Police Encounters with People in Crisis" report by the former Justice Iacobucci recommended body worn cameras as a means to enhance officer safety and accountability, provide valuable evidence for the courts and reduce use-of-force incidence and complaints.
 - A pilot project is currently underway with an expected completion date of May 2016 with a report to the Board to follow.
 - Pending the Board's review of this report, Body Worn Cameras could be included in the Service's 2017 Capital Budget Submission.

- *Next Generation 911 (NG911):*
 - The current system for 911 works on an analog platform and can only receive voice calls.
 - The implementation of Next Generation 911 will upgrade existing systems to accept digital Internet Protocol (IP) capable of accepting various digital media.
 - This project has implications beyond the Toronto Police Service – Toronto Police Service will work with the City CFO, Fire and EMS on a potential joint capital project.
 - No project cost or time-line is currently available.



Appendices

Appendix 1

2015 Performance

2015 Key Accomplishments

In 2015, Toronto Police Service made significant progress and/or accomplished the following:

- ✓ Completion of:
 - Parking Enforcement East and Headquarters move
 - Integrated Records and Information System (IRIS)
- ✓ Stabilization of major operational systems:
 - Versadex
 - Paid Duty Management System

2015 Financial Performance

Table 9
2015 Budget Variance Analysis (In \$000's)

2015 Approved	As of Sept. 30, 2015		Projected Actuals at Year End		Unspent Balance	
\$	\$	% Spent	\$	% Spent	\$ Unspent	% Unspent
61,733	10,353	16.8%	30,251	49.0%	31,482	51.0%

* Based on 2015 Third Quarter Capital Variance Report

2015 Experience

At its meeting on December 9, 2015, Council approved the 2015 Capital Variance Report for the nine months ended September 30, 2015. Please refer to the attached link for the staff report regarding the details of variance explanations and year-end projections for Toronto Police Service.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2015.EX10.27>

Impact of the 2015 Capital Variance on the 2016 Budget

- As a result of the progress of the Peer to Peer site in 2015, \$1.000 million for land acquisition was added to the 2016 Capital Budget. Construction plans have been deferred until the site is chosen.

Appendix 2

Table 10
2016 Capital Budget; 2017 to 2025 Capital Plan (\$000s)

Project	Total Project Cost	Prior Year Carry Forward	2016	2017	2018	2019	2020	2016 - 2020	2021	2022	2023	2024	2025	2016 - 2025 Total
State of Good Repair:														
SOGR	-		2,326	4,000	4,000	4,000	4,000	18,326	4,000	4,000	4,000	4,000	4,000	38,326
41 Division	39,928		-	-	395	9,561	19,122	29,078	9,850	-	-	-	-	38,928
54 Division	39,255		-	-	1,600	21,421	8,387	31,408	217	-	-	-	-	31,625
32 Division	11,980		-	1,200	4,790	5,990	-	11,980	-	-	-	-	-	11,980
Furniture Lifecycle Replacement	-		743	757	757	1,480	772	4,509	2,357	772	1,340	1,940	780	11,698
13 Division	38,928		-	-	-	-	372	372	8,645	18,500	11,411	-	-	38,928
Vehicle Equipment - TPS	-		6,021	6,054	5,990	6,990	6,104	31,159	5,804	5,804	5,804	5,804	5,804	60,179
Workstations, Printers & Laptops	-		2,702	3,298	3,129	3,909	4,012	17,050	3,413	3,237	2,007	4,947	4,796	35,450
Servers	-		1,291	2,499	4,203	4,741	4,741	17,475	3,197	2,624	4,807	4,158	3,394	35,655
IT Business Resumption	-		-	1,365	1,992	2,543	1,345	7,245	1,477	1,433	1,775	1,553	1,568	15,051
Mobile workstation	-		-	300	9,420	1,000	-	10,720	-	300	9,420	1,000	-	21,440
Network equipment	-		1,600	2,900	2,800	2,400	2,900	12,600	1,750	2,250	3,750	3,750	2,900	27,000
AVLS Replacement Lifecycle	-		-	-	-	-	1,650	1,650	-	-	-	-	1,650	3,300
In-Car Camera Replacement	-		2,202	2,209	-	-	-	4,411	2,202	2,209	-	-	-	8,822
Voice Logging Lifecycle Replacement	-		38	-	-	350	-	388	-	-	-	350	-	738
Electronic Surveillance System	-		-	1,323	-	-	-	1,323	-	1,363	-	-	-	2,686
Digital Photography Lifecycle Replacement	-		272	-	-	-	228	500	258	-	-	-	-	758
Voicemail Call Centre	-		-	500	-	-	-	500	-	500	-	-	-	1,000
DVAMS - 11 Lifecycle Replacement	-		362	362	362	1,613	263	2,962	262	244	244	1,507	275	5,494
Property & Evidence Scanners Lifecycle	-		-	-	-	40	-	40	-	-	-	40	-	80
DPLN Replacement	-		-	-	-	1,500	-	1,500	-	-	-	1,600	-	3,100
Small Equipment Replacement	-		92	92	933	933	1,103	3,153	842	92	353	353	353	5,146
Human Resources Management HRMS	-		550	-	-	-	380	930	1,105	-	-	-	-	2,035
Time Resource Mgmt System TRMS	-		-	1,500	2,022	-	-	3,522	-	630	1,500	2,022	-	7,674
Wireless Parking System	-		-	2,973	-	-	-	2,973	-	2,973	-	-	-	5,946
Livescan replacement	-		-	-	540	-	-	540	-	-	540	-	-	1,080
AFIS replacement	-		-	-	-	3,053	-	3,053	-	-	-	-	-	3,053
Public Safety Unit Facility	-		-	-	-	-	-	-	500	5,400	5,148	2,000	-	13,048
Fleet Equipment	-		100	100	100	100	100	500	100	100	100	100	100	1,000
22 Division Upgrade	8,300		-	-	-	-	-	-	-	-	3,000	5,300	-	8,300
Peer to Peer Site	20,138		1,000	4,000	7,759	3,500	-	16,259	-	-	-	-	-	16,259
Locker Replacement	-		500	350	48	198	48	1,144	540	540	540	540	540	3,844
Relocation of FIS	73,178		-	-	-	-	-	-	-	-	-	4,649	12,653	17,302
Radar Unit Replacement	2,008		49	307	189	-	12	557	21	15	440	180	230	1,443
Security System	-		500	475	450	440	570	2,435	465	465	465	465	465	4,760
Marine Vessel Electronics	970		-	485	-	-	-	485	-	485	-	-	-	970
CEW Replacement	2,670		-	-	-	-	-	-	-	-	-	-	1,350	1,350
Radio Replacement	-		14,141	3,050	3,460	2,452	4,949	28,052	6,074	4,544	42	1,026	226	39,964
Sub-Total			-	34,489	40,099	54,939	78,214	61,058	268,799	53,079	58,480	56,686	47,284	525,412
Service Improvements:														
Fibre Optics	-		-	-	-	-	-	-	881	-	4,785	6,385	-	12,051
CCTV	-		250	-	-	-	275	525	275	-	-	-	300	1,100
AED's	-		12	-	12	-	112	136	-	12	-	30	-	178
Electronic Document Management	500		450	-	-	-	-	450	-	-	-	-	-	450
Business Intelligence	10,216		4,069	3,811	-	-	-	7,880	-	-	-	-	-	7,880
TPS Archiving	750		50	50	650	-	-	750	-	-	-	-	-	750
Parking West	9,600		-	5,600	1,800	2,200	-	9,600	-	-	-	-	-	9,600
Sub-Total			-	4,831	9,461	2,462	2,200	387	19,341	1,156	12	4,785	6,415	32,009
Growth Related:														
Property and Evidence Racking	-		-	-	-	-	-	-	-	-	1,040	-	-	1,040
Sub-Total			-	-	-	-	-	-	-	-	1,040	-	-	1,040
Total			-	39,320	49,560	57,401	80,414	61,445	288,140	54,235	58,492	62,511	53,699	558,461

Appendix 3

2016 Capital Budget; 2017 to 2025 Capital Plan

CITY OF TORONTO

Gross Expenditures (\$000's)
Appendix 3: 2016 Capital Budget; 2017 to 2025 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											
						2016	2017	2018	2019	2020	Total 2016-2020	Total 2021-2025	Total 2016-2025	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
<u>POL000441 41 Division</u>																								
0	1	41 Division S6	CW	S6	03	0	0	395	9,561	19,122	29,078	9,850	38,928	0	0	2,775	0	0	0	0	0	36,153	0	38,928
Sub-total						0	0	395	9,561	19,122	29,078	9,850	38,928	0	0	2,775	0	0	0	0	0	36,153	0	38,928
<u>POL906123 54 Division</u>																								
0	1	54 Division - new facility S2	CW	S2	03	7,000	0	0	0	0	7,000	0	7,000	0	0	5,000	0	0	0	2,000	0	0	0	7,000
0	3	54 Div S6	CW	S6	03	0	0	1,600	21,421	8,387	31,408	217	31,625	0	0	15,038	0	0	0	0	0	16,587	0	31,625
Sub-total						7,000	0	1,600	21,421	8,387	38,408	217	38,625	0	0	20,038	0	0	0	2,000	0	16,587	0	38,625
<u>POL906124 32 Division</u>																								
0	2	32 Division RENOVATION	CW	S6	03	0	1,200	4,790	5,990	0	11,980	0	11,980	0	0	0	0	0	0	0	0	11,980	0	11,980
Sub-total						0	1,200	4,790	5,990	0	11,980	0	11,980	0	0	0	0	0	0	0	0	11,980	0	11,980
<u>POL906259 Furniture Lifecycle Replacement- Reserve</u>																								
1	5	Furniture Lifecycle S5	CW	S5	03	743	757	757	1,480	772	4,509	7,189	11,698	0	0	0	11,698	0	0	0	0	0	0	11,698
0	6	Furniture Replacement (S2)	CW	S2	03	290	0	0	0	0	290	0	290	0	0	0	290	0	0	0	0	0	0	290
Sub-total						1,033	757	757	1,480	772	4,799	7,189	11,988	0	0	0	11,988	0	0	0	0	0	0	11,988
<u>POL906539 13 Division</u>																								
0	2	new 13 Facility	CW	S6	03	0	0	0	0	372	372	38,556	38,928	0	0	16,469	0	0	0	0	0	22,459	0	38,928
Sub-total						0	0	0	0	372	372	38,556	38,928	0	0	16,469	0	0	0	0	0	22,459	0	38,928
<u>POL906576 Vehicle & Equipment lifecycle replacement</u>																								
0	6	Vehicle and Equipment lifecycle repl2015-2024 (S5)	CW	S5	03	6,021	6,054	5,990	6,990	6,104	31,159	29,020	60,179	0	0	0	60,179	0	0	0	0	0	0	60,179
Sub-total						6,021	6,054	5,990	6,990	6,104	31,159	29,020	60,179	0	0	0	60,179	0	0	0	0	0	0	60,179
<u>POL906582 workstation,printers and laptops</u>																								
0	5	previously approved portion (S2)	CW	S2	03	500	0	0	0	0	500	0	500	0	0	0	500	0	0	0	0	0	0	500
0	6	2015-2024 Requirements (S5)	CW	S5	03	2,702	3,298	3,129	3,909	4,012	17,050	18,400	35,450	0	0	0	35,450	0	0	0	0	0	0	35,450
Sub-total						3,202	3,298	3,129	3,909	4,012	17,550	18,400	35,950	0	0	0	35,950	0	0	0	0	0	0	35,950
<u>POL906583 Servers</u>																								
0	3	Servers lifecycle Replacement (S5)	CW	S5	03	1,291	2,499	4,203	4,741	4,741	17,475	18,180	35,655	0	0	0	35,655	0	0	0	0	0	0	35,655

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										
						2016	2017	2018	2019	2020	Total 2016-2020	Total 2021-2025	Total 2016-2025	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing
POL906583 Servers																							
0	4	previously approved protion (S2)	CW	S2	03	31	0	0	0	0	31	0	31	0	0	0	31	0	0	0	0	0	31
Sub-total						1,322	2,499	4,203	4,741	4,741	17,506	18,180	35,686	0	0	0	35,686	0	0	0	0	0	35,686
POL906584 IT business resumption																							
0	5	IT business resumption (S5)	CW	S5	03	0	1,365	1,992	2,543	1,345	7,245	7,806	15,051	0	0	0	15,051	0	0	0	0	0	15,051
0	6	previoulsy approved plan (S2)	CW	S2	03	29	0	0	0	0	29	0	29	0	0	0	29	0	0	0	0	0	29
Sub-total						29	1,365	1,992	2,543	1,345	7,274	7,806	15,080	0	0	0	15,080	0	0	0	0	0	15,080
POL907175 Mobile workstation																							
0	1	Mobile Workstation (S6)	CW	S6	03	0	300	9,420	1,000	0	10,720	10,720	21,440	0	0	0	21,440	0	0	0	0	0	21,440
Sub-total						0	300	9,420	1,000	0	10,720	10,720	21,440	0	0	0	21,440	0	0	0	0	0	21,440
POL907186 Network equipment																							
0	2	network lifecycle replacement S5	CW	S5	03	1,600	2,900	2,800	2,400	2,900	12,600	14,400	27,000	0	0	0	27,000	0	0	0	0	0	27,000
Sub-total						1,600	2,900	2,800	2,400	2,900	12,600	14,400	27,000	0	0	0	27,000	0	0	0	0	0	27,000
POL907511 AVLS Replacement Lifecycle																							
0	1	Replacement of Automated Vehicle Locating S6	CW	S6	03	0	0	0	0	1,650	1,650	1,650	3,300	0	0	0	3,300	0	0	0	0	0	3,300
Sub-total						0	0	0	0	1,650	1,650	1,650	3,300	0	0	0	3,300	0	0	0	0	0	3,300
POL907512 In-Car Camera Replacement																							
0	1	In-Car Camera Replacement s6	CW	S5	03	2,202	2,209	0	0	0	4,411	4,411	8,822	0	0	0	8,822	0	0	0	0	0	8,822
Sub-total						2,202	2,209	0	0	0	4,411	4,411	8,822	0	0	0	8,822	0	0	0	0	0	8,822
POL907513 Voice Logging Lifecycle Replacement																							
0	1	Replacement of the Voice Logging Equipment (S6)	CW	S6	03	0	0	0	350	0	350	350	700	0	0	0	700	0	0	0	0	0	700
0	2	Replacement of the Voice Logging Equipment (S2)	CW	S2	03	38	0	0	0	0	38	0	38	0	0	0	38	0	0	0	0	0	38
Sub-total						38	0	0	350	0	388	350	738	0	0	0	738	0	0	0	0	0	738
POL907516 Electronic Surveillance System Lifecycle Replace																							
0	1	Replacement of the Electronic Surveillance (S6)	CW	S6	03	0	1,323	0	0	0	1,323	1,363	2,686	0	0	0	2,686	0	0	0	0	0	2,686
Sub-total						0	1,323	0	0	0	1,323	1,363	2,686	0	0	0	2,686	0	0	0	0	0	2,686
POL907517 Digital Photography Lifecycle Replacement																							

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											
					2016	2017	2018	2019	2020	Total 2016-2020	Total 2021-2025	Total 2016-2025	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
POL907533 Time Resource Management System (TRMS) Upg																								
0	1	Time Resource Management System (TRMS) Upgrade	CW	S2	03	0	1,500	2,022	0	0	3,522	0	3,522	0	0	0	0	0	0	0	0	3,522	0	3,522
0	2	TRMS Replacement 2022-2024	CW	S6	03	0	0	0	0	0	0	4,152	4,152	0	0	0	0	0	0	0	0	4,152	0	4,152
Sub-total					0	1,500	2,022	0	0	0	3,522	4,152	7,674	0	0	0	0	0	0	0	0	7,674	0	7,674
POL907534 Fibre Optics																								
0	1	Fibre Optics	CW	S6	04	0	0	0	0	0	0	12,051	12,051	0	0	10,999	0	0	0	0	0	1,052	0	12,051
Sub-total					0	0	0	0	0	0	0	12,051	12,051	0	0	10,999	0	0	0	0	0	1,052	0	12,051
POL907549 Wireless Parking System																								
0	2	Wireless Parking System (S6)	CW	S6	03	0	2,973	0	0	0	2,973	2,973	5,946	0	0	0	5,946	0	0	0	0	0	0	5,946
Sub-total					0	2,973	0	0	0	0	2,973	2,973	5,946	0	0	0	5,946	0	0	0	0	0	0	5,946
POL907612 Livescan replacement																								
0	2	Livescan (S6)	CW	S6	03	0	0	540	0	0	540	540	1,080	0	0	0	1,080	0	0	0	0	0	0	1,080
Sub-total					0	0	540	0	0	0	540	540	1,080	0	0	0	1,080	0	0	0	0	0	0	1,080
POL907613 AFIS replacement																								
0	2	AFIS - 2018 - S6	CW	S6	03	0	0	0	3,053	0	3,053	0	3,053	0	0	0	0	0	0	0	0	3,053	0	3,053
Sub-total					0	0	0	3,053	0	0	3,053	0	3,053	0	0	0	0	0	0	0	0	3,053	0	3,053
POL907738 Public Safety Unit Facility																								
0	1	Public Safety Unit Facility	CW	S6	03	0	0	0	0	0	0	13,048	13,048	0	0	6,358	0	0	0	0	0	6,690	0	13,048
Sub-total					0	0	0	0	0	0	0	13,048	13,048	0	0	6,358	0	0	0	0	0	6,690	0	13,048
POL907785 CCTV																								
0	2	S5 CCTV	CW	S5	04	250	0	0	0	275	525	575	1,100	0	0	0	1,100	0	0	0	0	0	0	1,100
0	3	S2 CCTV	CW	S2	04	250	0	0	0	0	250	0	250	0	0	0	250	0	0	0	0	0	0	250
Sub-total					500	0	0	0	275	775	775	575	1,350	0	0	0	1,350	0	0	0	0	0	0	1,350
POL907786 AED's																								
0	2	AED's (S6)	CW	S5	04	12	0	12	0	112	136	42	178	0	0	0	178	0	0	0	0	0	0	178
Sub-total					12	0	12	0	112	136	42	178	178	0	0	0	178	0	0	0	0	0	0	178
POL907788 Fleet Equipment																								

Report Phase 2 - Program 19 Toronto Police Service Program Phase 2 Sub-Project Category 01,02,03,04,05,06,07 Part B Sub-Project Status S2,S5,S6 Part C Sub-Project Status S2,S3,S4

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 3: 2016 Capital Budget; 2017 to 2025 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											
						2016	2017	2018	2019	2020	Total 2016-2020	Total 2021-2025	Total 2016-2025	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
<u>POL907788 Fleet Equipment</u>																								
0	2	Fleet Equipment (S5)	CW	S5	03	100	100	100	100	100	500	500	1,000	0	0	0	1,000	0	0	0	0	0	0	1,000
Sub-total						100	100	100	100	100	500	500	1,000	0	0	0	1,000	0	0	0	0	0	0	1,000
<u>POL907803 52 Division Renovation</u>																								
0	1	52 Division Renovation	CW	S2	03	5,350	0	0	0	0	5,350	0	5,350	0	0	0	0	0	0	0	5,350	0	5,350	
Sub-total						5,350	0	0	0	0	5,350	0	5,350	0	0	0	0	0	0	0	5,350	0	5,350	
<u>POL907805 22 Division Renovation</u>																								
0	1	22 Division Renovation	CW	S6	03	0	0	0	0	0	0	8,300	8,300	0	0	0	0	0	0	0	8,300	0	8,300	
Sub-total						0	0	0	0	0	0	8,300	8,300	0	0	0	0	0	0	0	8,300	0	8,300	
<u>POL907860 Peer to Peer Site</u>																								
0	1	Peer to Peer Site S2	CW	S2	03	1,219	0	0	0	0	1,219	0	1,219	0	0	0	0	0	0	0	1,219	0	1,219	
0	2	Peer to Peer Site S4	CW	S6	03	0	4,000	7,759	3,500	0	15,259	0	15,259	0	0	3,931	0	0	0	0	11,328	0	15,259	
0	3	Peer to peer - additional cost S3	CW	S3	03	1,000	0	0	0	0	1,000	0	1,000	0	0	0	0	0	0	0	1,000	0	1,000	
Sub-total						2,219	4,000	7,759	3,500	0	17,478	0	17,478	0	0	3,931	0	0	0	0	13,547	0	17,478	
<u>POL907862 Locker Replacement</u>																								
0	2	locker replacment S5	CW	S5	03	500	350	48	198	48	1,144	2,700	3,844	0	0	0	3,844	0	0	0	0	0	3,844	
Sub-total						500	350	48	198	48	1,144	2,700	3,844	0	0	0	3,844	0	0	0	0	0	3,844	
<u>POL907901 Relocation of FIS</u>																								
0	1	Relocation of FIS	CW	S6	03	0	0	0	0	0	0	17,302	17,302	0	0	578	0	0	0	0	16,724	0	17,302	
Sub-total						0	0	0	0	0	0	17,302	17,302	0	0	578	0	0	0	0	16,724	0	17,302	
<u>POL908008 Electronic Document Management</u>																								
0	1	Electronic Document Management	CW	S2	04	450	0	0	0	0	450	0	450	0	0	0	0	0	0	0	450	0	450	
Sub-total						450	0	0	0	0	450	0	450	0	0	0	0	0	0	0	450	0	450	
<u>POL908009 Business Intelligence</u>																								
0	1	Business Intelligence S2	CW	S2	04	3,618	3,664	0	0	0	7,282	0	7,282	0	0	0	0	0	800	0	6,482	0	7,282	
0	2	Business intelligence S3	CW	S3	04	1,251	147	0	0	0	1,398	0	1,398	0	0	0	0	0	0	1,398	0	1,398		
Sub-total						4,869	3,811	0	0	0	8,680	0	8,680	0	0	0	0	0	800	0	7,880	0	8,680	

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 3: 2016 Capital Budget; 2017 to 2025 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.	2016	2017	2018	2019	2020	Total 2016-2020	Total 2021-2025	Total 2016-2025	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
POL908010	Radar unit Repalcemernt																							
0 1	Radar Unit Repalcement S5	CW	S5	03	49	307	189	0	12	557	886	1,443	0	0	0	1,443	0	0	0	0	0	0	1,443	
	Sub-total				49	307	189	0	12	557	886	1,443	0	0	0	1,443	0	0	0	0	0	0	1,443	
POL908012	Security System																							
0 1	security system s5	CW	S5	03	500	475	450	440	570	2,435	2,325	4,760	0	0	0	4,760	0	0	0	0	0	0	4,760	
	Sub-total				500	475	450	440	570	2,435	2,325	4,760	0	0	0	4,760	0	0	0	0	0	0	4,760	
POL908085	Marine Vessel Electronics																							
0 1	Marine Vessel Electronic Replacement	CW	S6	03	0	485	0	0	0	485	485	970	0	0	0	970	0	0	0	0	0	0	970	
	Sub-total				0	485	0	0	0	485	485	970	0	0	0	970	0	0	0	0	0	0	970	
POL908133	CEW Replacement																							
0 1	CEW Replacement	CW	S2	03	61	0	0	0	0	61	0	61	0	0	0	61	0	0	0	0	0	0	61	
0 2	CEW Replacement	CW	S6	03	0	0	0	0	0	0	1,350	1,350	0	0	0	1,350	0	0	0	0	0	0	1,350	
	Sub-total				61	0	0	0	0	61	1,350	1,411	0	0	0	1,411	0	0	0	0	0	0	1,411	
POL908179	Radio Replacement (2016-2025)																							
0 1	Radio Replacement 2016-2025	CW	S5	03	14,141	3,050	3,460	2,452	4,949	28,052	11,912	39,964	0	0	0	0	0	0	0	0	39,964	0	39,964	
	Sub-total				14,141	3,050	3,460	2,452	4,949	28,052	11,912	39,964	0	0	0	0	0	0	0	0	39,964	0	39,964	
POL908180	TPS Archiving																							
0 1	TPS Archiving	CW	S4	04	50	50	650	0	0	750	0	750	0	0	0	0	0	0	0	0	750	0	750	
	Sub-total				50	50	650	0	0	750	0	750	0	0	0	0	0	0	0	0	750	0	750	
POL908181	Property and Evidence Racking																							
0 1	Racking	CW	S6	05	0	0	0	0	0	0	1,040	1,040	0	0	0	0	0	0	0	0	1,040	0	1,040	
	Sub-total				0	0	0	0	0	0	1,040	1,040	0	0	0	0	0	0	0	0	1,040	0	1,040	
POL908188	SOGR																							
0 1	SOGR (S5)	CW	S5	03	1,800	4,000	4,000	4,000	4,000	17,800	20,000	37,800	0	0	0	0	0	0	0	0	37,800	0	37,800	
0 2	SOGR S2	CW	S2	03	1,700	0	0	0	0	1,700	0	1,700	0	0	0	0	0	0	0	0	1,700	0	1,700	
0 3	255 Dundas W-Elevator Modernization & Rehab Facade	20	S2	03	1,052	0	0	0	0	1,052	0	1,052	0	0	0	0	0	0	0	0	1,052	0	1,052	
	Sub-total				4,552	4,000	4,000	4,000	4,000	20,552	20,000	40,552	0	0	0	0	0	0	0	0	40,552	0	40,552	

CITY OF TORONTO

Gross Expenditures (\$000's)
Appendix 3: 2016 Capital Budget; 2017 to 2025 Capital Plan

Toronto Police Service																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																				
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CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 3: 2016 Capital Budget; 2017 to 2025 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	Priority	SubProj No.	Sub-project Name	Ward Stat. Cat.	2016	2017	2018	2019	2020	Total 2016-2020	Total 2021-2025	Total 2016-2025	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
Financed By:																								
Development Charges						5,000	1,800	2,131	12,775	5,410	27,116	34,032	61,148	0	0	61,148	0	0	0	0	0	0	0	61,148
Reserves (Ind. "XQ" Ref.)						17,895	26,349	30,925	28,237	24,235	127,641	132,788	260,429	0	0	0	260,429	0	0	0	0	0	0	260,429
Other1 (Internal)						3,785	0	0	0	0	3,785	0	3,785	0	0	0	0	0	0	3,785	0	0	0	3,785
Debt						31,381	21,411	24,345	39,402	31,800	148,339	103,501	251,840	0	0	0	0	0	0	0	0	251,840	251,840	
Total Program Financing						58,061	49,560	57,401	80,414	61,445	306,881	270,321	577,202	0	0	61,148	260,429	0	0	3,785	0	251,840	0	577,202

Status Code	Description
S2	S2 Prior Year (With 2016 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2016 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 2017 & 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

2016 Cash Flow and Future Year Commitments

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 4: 2016 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											
						2016	2017	2018	2019	2020	Total 2016-2020	Total 2021-2025	Total 2016-2025	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
POL906123 54 Division																								
0	1	54 Division - new facility S2	CW	S2	03	7,000	0	0	0	0	7,000	0	7,000	0	0	5,000	0	0	0	2,000	0	0	0	7,000
Sub-total						7,000	0	0	0	0	7,000	0	7,000	0	0	5,000	0	0	0	2,000	0	0	0	7,000
POL906259 Furniture Lifecycle Replacement- Reserve																								
1	5	Furniture Lifecycle S5	CW	S5	03	743	0	0	0	0	743	0	743	0	0	0	743	0	0	0	0	0	0	743
0	6	Furniture Replacement (S2)	CW	S2	03	290	0	0	0	0	290	0	290	0	0	0	290	0	0	0	0	0	0	290
Sub-total						1,033	0	0	0	0	1,033	0	1,033	0	0	0	1,033	0	0	0	0	0	0	1,033
POL906576 Vehicle & Equipment lifecycle replacement																								
0	6	Vehicle and Equipment lifecycle repl2015-2024 (S5)	CW	S5	03	6,021	0	0	0	0	6,021	0	6,021	0	0	0	6,021	0	0	0	0	0	0	6,021
Sub-total						6,021	0	0	0	0	6,021	0	6,021	0	0	0	6,021	0	0	0	0	0	0	6,021
POL906582 workstation,printers and laptops																								
0	5	previously approved portion (S2)	CW	S2	03	500	0	0	0	0	500	0	500	0	0	0	500	0	0	0	0	0	0	500
0	6	2015-2024 Requirements (S5)	CW	S5	03	2,702	0	0	0	0	2,702	0	2,702	0	0	0	2,702	0	0	0	0	0	0	2,702
Sub-total						3,202	0	0	0	0	3,202	0	3,202	0	0	0	3,202	0	0	0	0	0	0	3,202
POL906583 Servers																								
0	3	Servers lifecycle Replacement (S5)	CW	S5	03	1,291	0	0	0	0	1,291	0	1,291	0	0	0	1,291	0	0	0	0	0	0	1,291
0	4	previously approved protion (S2)	CW	S2	03	31	0	0	0	0	31	0	31	0	0	0	31	0	0	0	0	0	0	31
Sub-total						1,322	0	0	0	0	1,322	0	1,322	0	0	0	1,322	0	0	0	0	0	0	1,322
POL906584 IT business resumption																								
0	6	previously approved plan (S2)	CW	S2	03	29	0	0	0	0	29	0	29	0	0	0	29	0	0	0	0	0	0	29
Sub-total						29	0	0	0	0	29	0	29	0	0	0	29	0	0	0	0	0	0	29
POL907186 Network equipment																								
0	2	network lifecycle replacement S5	CW	S5	03	1,600	0	0	0	0	1,600	0	1,600	0	0	0	1,600	0	0	0	0	0	0	1,600
Sub-total						1,600	0	0	0	0	1,600	0	1,600	0	0	0	1,600	0	0	0	0	0	0	1,600
POL907512 In-Car Camera Replacement																								
0	1	In-Car Camera Replacement s6	CW	S5	03	2,202	0	0	0	0	2,202	0	2,202	0	0	0	2,202	0	0	0	0	0	0	2,202
Sub-total						2,202	0	0	0	0	2,202	0	2,202	0	0	0	2,202	0	0	0	0	0	0	2,202

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 4: 2016 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-Priority	Project No.	Project Name	Ward	Stat.	Cat.		2016	2017	2018	2019	2020	Total 2016-2020	Total 2021-2025	Total 2016-2025	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing			
POL907513 <u>Voice Logging Lifecycle Replacement</u>																											
0	2	Replacement of the Voice Logging Equipment (S2)	CW	S2	03		38	0	0	0	0	38	0	38	0	0	0	38	0	0	0	0	0	0	38		
Sub-total							38	0	0	0	0	38	0	38	0	0	0	38	0	0	0	0	0	0	0	38	
POL907517 <u>Digital Photography Lifecycle Replacement</u>																											
0	2	Digital Photography Lifecycle Replacement (S5)	CW	S5	03		272	0	0	0	0	272	0	272	0	0	0	272	0	0	0	0	0	0	272		
Sub-total							272	0	0	0	0	272	0	272	0	0	0	272	0	0	0	0	0	0	0	272	
POL907521 <u>DVAMS -11 Lifecycle Replacement</u>																											
0	2	Digital Video Asset Mgmt System II Replacement- S5	CW	S5	03		362	0	0	0	0	362	0	362	0	0	0	362	0	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	0	0	362	
POL907525 <u>Small Equipment Replacement</u>																											
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	0	92		
Sub-total							92	0	0	0	0	92	0	92	0	0	0	92	0	0	0	0	0	0	0	0	92
POL907532 <u>Human Resources Management System (HRMS)</u>																											
0	1	HRMS (S2)	CW	S2	03		985	0	0	0	0	985	0	985	0	0	0	0	0	0	985	0	0	0	985		
0	3	HRMS - additional cost	CW	S3	03		550	0	0	0	0	550	0	550	0	0	0	0	0	0	0	0	550	0	550		
Sub-total							1,535	0	0	0	0	1,535	0	1,535	0	0	0	0	0	0	0	985	0	550	0	1,535	
POL907533 <u>Time Resource Management System (TRMS) Upgrade</u>																											
0	1	Time Resource Management System (TRMS) Upgrade	CW	S2	03		0	1,500	2,022	0	0	3,522	0	3,522	0	0	0	0	0	0	0	0	3,522	0	3,522		
Sub-total							0	1,500	2,022	0	0	3,522	0	3,522	0	0	0	0	0	0	0	0	0	0	3,522	0	3,522
POL907785 <u>CCTV</u>																											
0	2	S5 CCTV	CW	S5	04		250	0	0	0	0	250	0	250	0	0	0	250	0	0	0	0	0	0	250		
0	3	S2 CCTV	CW	S2	04		250	0	0	0	0	250	0	250	0	0	0	250	0	0	0	0	0	0	250		
Sub-total							500	0	0	0	0	500	0	500	0	0	0	500	0	0	0	0	0	0	0	500	
POL907786 <u>AED's</u>																											
0	2	AED's (S6)	CW	S5	04		12	0	0	0	0	12	0	12	0	0	0	12	0	0	0	0	0	0	12		
Sub-total							12	0	0	0	0	12	0	12	0	0	0	12	0	0	0	0	0	0	0	12	
POL907788 <u>Fleet Equipment</u>																											

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 4: 2016 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.	2016	2017	2018	2019	2020	Total 2016-2020	Total 2021-2025	Total 2016-2025	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing			
POL907788 Fleet Equipment																									
0 2	Fleet Equipment (S5)	CW	S5	03	100	0	0	0	0	100	0	100	0	0	0	100	0	0	0	0	0	0	100		
Sub-total					100	0	0	0	0	100	0	100	0	0	0	100	0	0	0	0	0	0	100		
POL907803 52 Division Renovation																									
0 1	52 Division Renovation	CW	S2	03	5,350	0	0	0	0	5,350	0	5,350	0	0	0	0	0	0	0	0	5,350	0	5,350		
Sub-total					5,350	0	0	0	0	5,350	0	5,350	0	0	0	0	0	0	0	0	0	5,350	0	5,350	
POL907860 Peer to Peer Site																									
0 1	Peer to Peer Site S2	CW	S2	03	1,219	0	0	0	0	1,219	0	1,219	0	0	0	0	0	0	0	0	1,219	0	1,219		
0 3	Peer to peer - additional cost S3	CW	S3	03	1,000	0	0	0	0	1,000	0	1,000	0	0	0	0	0	0	0	0	1,000	0	1,000		
Sub-total					2,219	0	0	0	0	2,219	0	2,219	0	0	0	0	0	0	0	0	0	2,219	0	2,219	
POL907862 Locker Replacement																									
0 2	locker replacment S5	CW	S5	03	500	0	0	0	0	500	0	500	0	0	0	500	0	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	0	0	500	
POL908008 Electronic Document Management																									
0 1	Electronic Document Management	CW	S2	04	450	0	0	0	0	450	0	450	0	0	0	0	0	0	0	0	450	0	450		
Sub-total					450	0	0	0	0	450	0	450	0	0	0	0	0	0	0	0	0	450	0	450	
POL908009 Business Intelligence																									
0 1	Business Intelligence S2	CW	S2	04	3,618	3,664	0	0	0	7,282	0	7,282	0	0	0	0	0	0	800	0	6,482	0	7,282		
0 2	Business intelligence S3	CW	S3	04	1,251	147	0	0	0	1,398	0	1,398	0	0	0	0	0	0	0	0	1,398	0	1,398		
Sub-total					4,869	3,811	0	0	0	8,680	0	8,680	0	0	0	0	0	0	800	0	7,880	0	8,680		
POL908010 Radar unit Repalcemernt																									
0 1	Radar Unit Repalcement S5	CW	S5	03	49	0	0	0	0	49	0	49	0	0	0	49	0	0	0	0	0	0	49		
Sub-total					49	0	0	0	0	49	0	49	0	0	0	49	0	0	0	0	0	0	0	49	
POL908012 Security System																									
0 1	security system s5	CW	S5	03	500	0	0	0	0	500	0	500	0	0	0	500	0	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	0	0	500	
POL908133 CEW Replacement																									

Report Phase 2 - Program 19 Toronto Police Service Program Phase 2 Part B Sub-Project Status S2 Part C Sub-Project Status S2,S3,S4,S5 Sub-Project Category 01,02,03,04,05 User Fields ALL

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 4: 2016 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- Priority	Project No. SubProj No.	Project Name Sub-project Name	Ward	Stat.	Cat.	2016	2017	2018	2019	2020	Total 2016-2020	Total 2021-2025	Total 2016-2025	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing
<u>POL908133 CEW Replacement</u>																							
0	1	CEW Replacement	CW	S2	03	61	0	0	0	0	61	0	61	0	0	0	61	0	0	0	0	0	61
		Sub-total				61	0	0	0	0	61	0	61	0	0	0	61	0	0	0	0	0	61
<u>POL908179 Radio Replacement (2016-2025)</u>																							
0	1	Radio Replacement 2016-2025	CW	S5	03	14,141	0	0	0	0	14,141	0	14,141	0	0	0	0	0	0	0	0	14,141	14,141
		Sub-total				14,141	0	0	0	0	14,141	0	14,141	0	0	0	0	0	0	0	0	14,141	14,141
<u>POL908180 TPS Archiving</u>																							
0	1	TPS Archiving	CW	S4	04	50	50	650	0	0	750	0	750	0	0	0	0	0	0	0	0	750	750
		Sub-total				50	50	650	0	0	750	0	750	0	0	0	0	0	0	0	0	750	750
<u>POL908188 SOGR</u>																							
0	1	SOGR (S5)	CW	S5	03	1,800	0	0	0	0	1,800	0	1,800	0	0	0	0	0	0	0	0	1,800	1,800
0	2	SOGR S2	CW	S2	03	1,700	0	0	0	0	1,700	0	1,700	0	0	0	0	0	0	0	0	1,700	1,700
0	3	255 Dundas W-Elevator Modernization & Rehab Facade	20	S2	03	1,052	0	0	0	0	1,052	0	1,052	0	0	0	0	0	0	0	0	1,052	1,052
		Sub-total				4,552	0	0	0	0	4,552	0	4,552	0	0	0	0	0	0	0	0	4,552	4,552
Total Program Expenditure						58,061	5,361	2,672	0	0	66,094	0	66,094	0	0	5,000	17,895	0	0	3,785	0	39,414	66,094

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 4: 2016 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	Priority	SubProj No.	Sub-project Name	Ward Stat. Cat.	2016	2017	2018	2019	2020	Total 2016-2020	Total 2021-2025	Total 2016-2025	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
Financed By:																								
Development Charges						5,000	0	0	0	0	5,000	0	5,000	0	0	5,000	0	0	0	0	0	0	0	5,000
Reserves (Ind. "XQ" Ref.)						17,895	0	0	0	0	17,895	0	17,895	0	0	0	17,895	0	0	0	0	0	0	17,895
Other1 (Internal)						3,785	0	0	0	0	3,785	0	3,785	0	0	0	0	0	0	3,785	0	0	0	3,785
Debt						31,381	5,361	2,672	0	0	39,414	0	39,414	0	0	0	0	0	0	0	0	39,414	0	39,414
Total Program Financing						58,061	5,361	2,672	0	0	66,094	0	66,094	0	0	5,000	17,895	0	0	3,785	0	39,414	0	66,094

Status Code	Description
S2	S2 Prior Year (With 2016 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2016 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

2016 Capital Budget with Financing Detail

(Phase 2) 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

Appendix 5: 2016 Capital Budget with Financing Detail

Toronto Police Service

Sub-Project Summary

Project/Financing

Priority Project Project Name

Project/Financing			Start Date	Completion Date	2016	Financing									
Priority	Project	Project Name			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>54 Division</u>													
0		1 54 Division - new facility S2	04/04/2013	12/31/2016	7,000	0	0	5,000	0	0	0	2,000	0	0	0
		Project Sub-total:			7,000	0	0	5,000	0	0	0	2,000	0	0	0
0	<u>POL906259</u>	<u>Furniture Lifecycle Replacement- Reserve</u>													
0		6 Furniture Replacement (S2)	04/01/2018	12/06/2008	290	0	0	0	290	0	0	0	0	0	0
1		5 Furniture Llfecycle S5	01/01/2008	08/14/2013	743	0	0	0	743	0	0	0	0	0	0
		Project Sub-total:			1,033	0	0	0	1,033	0	0	0	0	0	0
0	<u>POL906576</u>	<u>Vehicle & Equipment lifecycle replacement</u>													
0		6 Vehicle and Equipment lifecycle repl2015-2024 (S5)	04/04/2009	12/31/2020	6,021	0	0	0	6,021	0	0	0	0	0	0
		Project Sub-total:			6,021	0	0	0	6,021	0	0	0	0	0	0
0	<u>POL906582</u>	<u>workstation,printers and laptops</u>													
0		5 previously approved portion (S2)	06/01/2006	06/01/2016	500	0	0	0	500	0	0	0	0	0	0
0		6 2015-2024 Requirements (S5)	09/09/2008	12/31/2020	2,702	0	0	0	2,702	0	0	0	0	0	0
		Project Sub-total:			3,202	0	0	0	3,202	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	1,291	0	0	0	1,291	0	0	0	0	0	0
0		4 previously approved protion (S2)	09/23/2009	09/23/2009	31	0	0	0	31	0	0	0	0	0	0
		Project Sub-total:			1,322	0	0	0	1,322	0	0	0	0	0	0
0	<u>POL906584</u>	<u>IT business resumption</u>													
0		6 previouslly approved plan (S2)	09/09/2010	09/09/2010	29	0	0	0	29	0	0	0	0	0	0
		Project Sub-total:			29	0	0	0	29	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	1,600	0	0	0	1,600	0	0	0	0	0	0
		Project Sub-total:			1,600	0	0	0	1,600	0	0	0	0	0	0
0	<u>POL907512</u>	<u>In-Car Camera Replacement</u>													
0		1 In-Car Camera Replacement s6	04/01/2012	12/31/2018	2,202	0	0	0	2,202	0	0	0	0	0	0
		Project Sub-total:			2,202	0	0	0	2,202	0	0	0	0	0	0
0	<u>POL907513</u>	<u>Voice Logging Lifecycle Replacement</u>													
0		2 Replacement of the Voice Logging Equipment (S2)	04/01/2010	12/31/2018	38	0	0	0	38	0	0	0	0	0	0
		Project Sub-total:			38	0	0	0	38	0	0	0	0	0	0



CITY OF TORONTO

Appendix 5: 2016 Capital Budget with Financing Detail

Toronto Police Service

Sub-Project Summary

[illegible]

(Phase 2) 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

Appendix 5: 2016 Capital Budget with Financing Detail

Toronto Police Service

Sub-Project Summary

Project/Financing

Priority Project Project Name

Project/Financing					2016	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>POL908188</u>	<u>SOGR</u>													
0		3 255 Dundas W-Elevator Modernization & Rehab Facade	01/01/2016	12/31/2016	1,052	0	0	0	0	0	0	0	0	1,052	0
		Project Sub-total:			4,552	0	0	0	0	0	0	0	0	4,552	0
		Program Total:			58,061	0	0	5,000	17,895	0	0	3,785	0	31,381	0

Status Code Description

S2 S2 Prior Year (With 2016 and/or Future Year Cashflow)
 S3 S3 Prior Year - Change of Scope 2016 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 6

Reserve / Reserve Fund Review

Table 11: Reserve / Reserve Fund – Program Specific
(\$000s)

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2015 *	Withdrawals (-) / Contributions (+)		
			2016	2017	2018
		\$	\$	\$	\$
Projected Beginning Balance		1,274.0	1,274.0	3,980.5	192.0
Toronto Police Service Vehicle & Equipment Reserve	XQ1701				
<i>Proposed Withdrawals (-)</i>			(16,734.0)	(26,349.0)	(30,925.0)
<i>Contributions (+)</i>			19,440.5	22,560.5	24,560.5
Total Reserve / Reserve Fund Draws / Contributions		1,274.0	3,980.5	192.0	(6,172.5)
Other Program / Agency Net Withdrawals & Contributions					
Balance at Year-End		1,274.0	3,980.5	192.0	(6,172.5)

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of	Withdrawals (-) / Contributions (+)		
			2016	2017	2018
		\$	\$	\$	\$
Projected Beginning Balance		17,461.4	17,461.4	20,799.4	23,702.4
Development Charge Reserve	XR2117				
<i>Proposed Withdrawals (-)</i>			-	(1,800.0)	(2,131.0)
<i>Contributions (+)</i>			3,338.0	4,703.0	4,938.0
Total Reserve / Reserve Fund Draws / Contributions		17,461.4	20,799.4	23,702.4	26,509.4
Other Program / Agency Net Withdrawals & Contributions					
Balance at Year-End		17,461.4	20,799.4	23,702.4	26,509.4

* Based on 9-month 2015 Reserve Fund Variance Report