

Analyst Briefing Notes

Budget Committee

November 3, 2009

Page

PART I: CAPITAL PROGRAM

Executive Summary.....	2
Recommendations.....	5
2009 Capital Variance Review	7
10-Year Capital Plan (2010 Recommended Budget, 2011-2019 Recommended Plan)	8
10-Year Capital Plan Overview.....	10
10-Year Capital Plan: Incremental Operating Impact Summary.....	15
Total 2010 Recommended Cash Flow & Future Year Commitments	17
2010 Recommended Capital Budget: Overview	18

PART II: ISSUES FOR DISCUSSION

2010 Recommended Capital Budget Issues	N/A
2011-2019 Recommended Capital Plan Issues.....	20
Issues Referred to the 2010 Capital Budget Process	N/A
Outstanding Issues from Prior Years' Budgets	N/A

APPENDICES

Appendix 1: 10-Year Recommended Capital Plan Project Summary	22
Appendix 2: 2010 Recommended Capital Budget; 2011 to 2019 Capital Plan	23
Appendix 3: 2010 Recommended Cash Flow & Future Year Commitments	24
Appendix 4: 2010 Recommended Capital Projects with Financing Details	25
Appendix 5: 2010 Reserve / Reserve Fund Review	26
Appendix 6: 2010 to 2019 New and Expansion Facility Projects.....	27

Contacts: Judy Skinner
 Manager, Financial Planning
 Tel: (416) 397-4219

Stephen Conforti
 Senior Financial Planning Analyst
 Tel: (416) 397-0958

October 29, 2009

PART I: CAPITAL PROGRAM**Executive Summary**

- Funding for the 10-Year Recommended Capital Plan advances the Toronto Police Services strategic direction of continuing to improve and update the Service's aging facility infrastructure and information systems. The 10-Year Recommended Capital Plan provides the Service with resources and facilities to deliver police services in partnership with our communities to keep Toronto the best and safest place to be.
- The following summarizes the allocation of recommended funding by project type:
 - The 10-Year Recommended Capital Plan provides \$206.346 million for new and expansion facility projects. This includes \$26.133 million for the completion of a new 11 Division by 2011; \$34.597 million for the completion of a new 14 Division by 2012; \$35 million for the completion of a new Property and Evidence Management Storage Facility by 2013; \$36.312 million for the completion of a new 54 Division by 2016; \$38.403 million for the completion of a new 41 Division by 2018; and, \$29.901 million for a new 13 Division, with construction scheduled to begin in 2017.
 - The 10-Year Recommended Capital Plan provides \$73.110 million for IT projects. This will ensure increased functionality and upgrades for existing technologies and provide the Service with the ability to utilize advanced technologies in future years. \$24.068 million of this funding will allow for the replacement of the current records management system (eCOPS) with a commercial off-the-shelf solution by 2014.
 - Funding will continue to be provided corporately for a shared Emergency Services communication platform, with anticipated completion by 2013. The Radio Communication System Replacement Project is a project undertaken in conjunction with the requirements of EMS, Fire Services and the Police Service. \$70 million in total project costs, funded from debt, has been budgeted corporately for this shared project.
 - The 10-Year Recommended Capital Plan provides funding of \$18.848 million for the Service to replace current communication radios and ensuring operability on the new shared platform. An additional \$28.100 million in funding is included in the 2010 – 2019 Recommended Capital Plan beginning in 2015 for the lifecycle replacement of the Service's Radio Communication System.
- The 2009 Approved Capital Budget of \$50.736 million was 44.2% or \$22.404 million spent, as at September 30th, 2009. Actual expenditures by year-end are anticipated to be \$41.086 million or 81.0% of the 2009 Approved Capital Budget. The 2009 spending rates are comparable to 2008 spending, which was at 45.4% as of September 30th and 88.6% by year end.

- The projection of 2009 funding to be carried forward into the 2010 Recommended Capital Budget is \$2.413 million. Projects requiring 2009 carry forward funding include the lifecycle replacement of servers (\$1.074 million); the In Car Camera project (\$0.909 million); and, the construction of a new 14 Division (\$0.226 million).
- The 10-Year Recommended Capital Plan totals \$579.854 million, including 2009 funding carried forward into 2010 of \$2.413 million. \$291.188 million or 50.2% is projected for the first 5 years, with the final 5 years requiring funding of \$288.666 million or 49.8%.
 - The 10-Year Recommended Capital Plan for the Toronto Police Service is funded primarily by debt and from the Program's Vehicle and Equipment Reserve. \$335.980 million or 58% of the 10-Year Capital Plan is debt funded and \$206.313 million or 36% is funded from the Service's reserve. Development charges provide funding for approximately 3% or \$17.865 million and funding from the Federal government's Infrastructure Stimulus Fund amounts to an additional 3% or \$17.283 million.
 - Changes to the 2009-2018 Approved Capital Plan account for a decrease of \$2.250 million or 0.4% compared to the 2010 Recommended Capital Budget and 2011-2018 Recommended Capital Plan. This includes a decrease of \$14.186 million for the lifecycle replacement of Workstations, Printers and Laptops following a re-evaluation of capital requirements, which is somewhat offset by an increase of \$4.009 million for the renovation of the 2nd and 5th floors of Police Headquarters and \$3.095 million for the implementation of an integrated Digital Content Management System to provide an automated process for the management of digital video evidence.
 - The Toronto Police Service has approved funding in the 10-Year Recommended Capital Plan of \$51.847 million with funding from the Federal government's ISF program totalling \$17.283 million: \$8.421 million in 2010 and \$8.862 million in 2011, allowing the construction of new 11 and 14 Divisions to proceed with 1/3 federal stimulus funding.
 - The 10-Year Recommended Capital Plan includes operating impacts from previously approved and new capital projects for 2011 of \$3.199 million; 2012 of \$2.172 million; 2013 of \$0.308 million; 2014 of \$0.500 million; 2015 of \$0.020 million; 2016 of \$0.120 million; 2017 of \$1.250 million; and 2018 of \$0.194 million. The operating impacts of \$7.762 million over the 10-year period primarily reflect increased costs totalling \$5.010 million over 5 years, for an additional 55 full time records management staff needed for the replacement of the Current Records Management System (eCOPS).
 - The Toronto Police Service currently has a SOGR backlog estimated at \$12.753 million by 2009 year-end. With an asset value for Police facilities of \$632.395 million the backlog represents 2.0%. \$38.342 million or 6.6% of funding in the 10-Year Recommended Capital Plan is provided to address SOGR work inside Police facilities and Divisions. It is estimated that the Service's SOGR backlog will be reduced to \$4.411 million or 0.7% of the Service's facility asset value by 2019.

- The 10-Year Recommended Capital Plan provides funding to advance the following priority actions outlined in the Mayor's and Council's policy agenda:
 - **Making a Safe City Safer:** The 10-Year Recommended Capital Plan of \$579.854 million, including 2009 carry forward funding into 2010 of \$2.413 million provides the Toronto Police Service with resources and facilities to deliver police services in partnership with our communities.
 - **Implement the Recently Approved Toronto Green Building Standards to Ensure Ecologically Friendly Buildings:** The 10-Year Recommended Capital Plan provides funding of \$206.346 million for new and expansion facility projects which will meet the latest building standards and implement ecologically friendly initiatives.
- The 2010 Recommended Capital Budget for previously approved and new projects (excluding 2009 carry forward funding into 2010) of \$82.011 million is 88% allocated to state of good repair projects at \$72.032 million; and, 12% for service improvement projects at \$9.979 million.
- Approval of the 2010 Recommended Capital Budget will result in a commitment to future year funding for new projects of \$13.512 million in 2011; \$13.752 million in 2012; \$6.670 million in 2013; and, \$0.990 million in 2014. This funding will allow for the completion of the new Property and Evidence facility, as well as the acquisition and implementation of a new Records Management System.
- The 2009 summer labour disruption will not impact the Toronto Police Service's delivery of the 2010 Recommended Capital Budget and 2011-2019 Recommended Capital Plan.
- The 2010 Recommended Capital Budget of \$84.424 million provides funding to:
 - Acquire a new site for a Property and Evidence Management Storage facility (\$23 million).
 - Continue construction of the new 11 Division (\$17.215 million) and 14 Division (\$7.048 million).
 - Continue with the acquisition and implementation of the new Records Management System (\$1.564 million).
 - Complete the In-Car Camera project, increasing Officer and community safety (\$2.400 million).
 - Complete the space optimization of the 2nd Floor of Police Headquarters to consolidate operations of the Employment Unit (\$2.675 million).

Recommendations

The City Manager and Chief Financial Officer recommend that:

1. Council approve the 2010 Recommended Capital Budget for the Toronto Police Service with a total project cost of \$90.272 million, and 2010 cash flow of \$84.424 million and future year commitments of \$71.391 million comprised of the following:
 - a) New Cash Flow Funding for:
 - i) 22 new sub-projects with a 2010 total project cost of \$90.272 million that requires cash flow of \$55.348 million in 2010 and a future year commitment of \$13.512 million in 2011; \$13.752 million in 2012; \$6.670 million in 2013; and, \$0.990 million in 2014;
 - ii) 3 previously approved sub-projects with a 2010 cash flow of \$26.663 million and a future year commitment of \$27.584 million in 2011; and, \$8.883 million in 2012;
 - b) 2009 approved cash flow for 7 previously approved sub-projects with carry forward funding from 2009 into 2010 totalling \$2.413 million;
2. Council approve new debt service costs of \$0.943 million in 2010 and incremental debt costs of \$4.299 million in 2011; \$1.763 million in 2012; \$1.575 million in 2013; \$0.576 million in 2014; and \$0.104 million in 2015 resulting from the approval of the 2010 Recommended Capital Budget, to be included in the 2010 and future year operating budgets;
3. Council approve the 2011-2019 Recommended Capital Plan for the Toronto Police Service totalling \$424.039 million in project estimates, comprised of \$36.066 million in 2011; \$34.504 million in 2012; \$26.088 million in 2013; \$38.715 million in 2014; \$53.145 million in 2015; \$51.159 million in 2016; \$65.580 million in 2017; \$59.526 million in 2018; and, \$59.256 million in 2019;
4. Council consider operating impacts of \$3.199 million in 2011; \$2.122 million in 2012; \$0.308 million in 2013; and \$0.500 million in 2014 emanating from the approval of the 2010 Recommended Capital Budget for inclusion in the 2011 and future year operating budgets;
5. The annual debt targets for the 2011 Capital Budget process for the Toronto Police Service reflect the reduction in debt requirements of \$3 million in 2012; \$4 million in 2013; and, \$6 million in 2014 based on the acceleration of funding for the Property and Evidence Storage Management project in the 2010 Recommended Capital Budget and 2011-2019 Recommended Capital Plan;
6. The Toronto Police Service consult with the Deputy City Manager and Chief Financial Officer through the 2011 Operating Budget process on efficiencies which will be achieved from the implementation of the Next Generation Records Management System, and possible utilization of existing staff to accommodate the resulting operating impacts and new position requirements; and

7. the Toronto Police Service and Court Services in consultation with the Deputy City Manager and Chief Financial Officer further review the capital and operating costs and the potential operating savings of an eTicketing Solution for Provincial Offence Notices prior to the 2011 Capital Budget process.

PART I: CAPITAL PROGRAM

2009 Capital Variance Review

2009 Budget to Actuals Comparison - Total Gross Expenditures (\$000s)					
2009 Approved	Actuals as of Sept. 30th (3rd Qtr Variance)		Projected Actuals at Year End		Balance
\$	\$	% Spent	\$	% Spent	\$ Unspent
50,736	22,404	44.2%	41,086	81.0%	9,650

The Toronto Police Service's capital expenditures for the period ended September 30, 2009 totalled \$22.404 million or 44.2 % of the 2009 Approved Capital Budget of \$50.736 million. The Toronto Police Service is projecting year-end spending of \$41.086 million or 81.0% of their 2009 Approved Capital Budget. The 2009 spending rate is comparable to 2008 spending, which was at 45.4% as of September 30th and 88.6% by year end.

State of Good Repair (SOGR) projects represent 85.9% or \$43.562 million of the 2009 Approved Capital Budget. As of September 30th, 45.7% or \$19.913 million of the approved funding for SOGR projects was spent, the Service is projecting year-end spending of \$35.554 million or 81.6% of 2009 approved cash flow funding for SOGR projects. The key State of Good Repair projects include the:

- Completion of the Service's new Training Facility, which will replace the former C.O. Bick College
- Construction of the new 11 and 14 Divisions.
- Lifecycle replacement of the Service's vehicles and equipment.

The funding from 2009 carried forward into 2010 included in the 2010 Recommended Capital Budget is \$2.413 million and is lower than the projected unspent actual expenditures of \$9.650 million, reflecting a decrease in required funding for the Workstation, Printers and Laptops lifecycle replacement project, based on lower than estimated costs for actual lifecycle replacement.

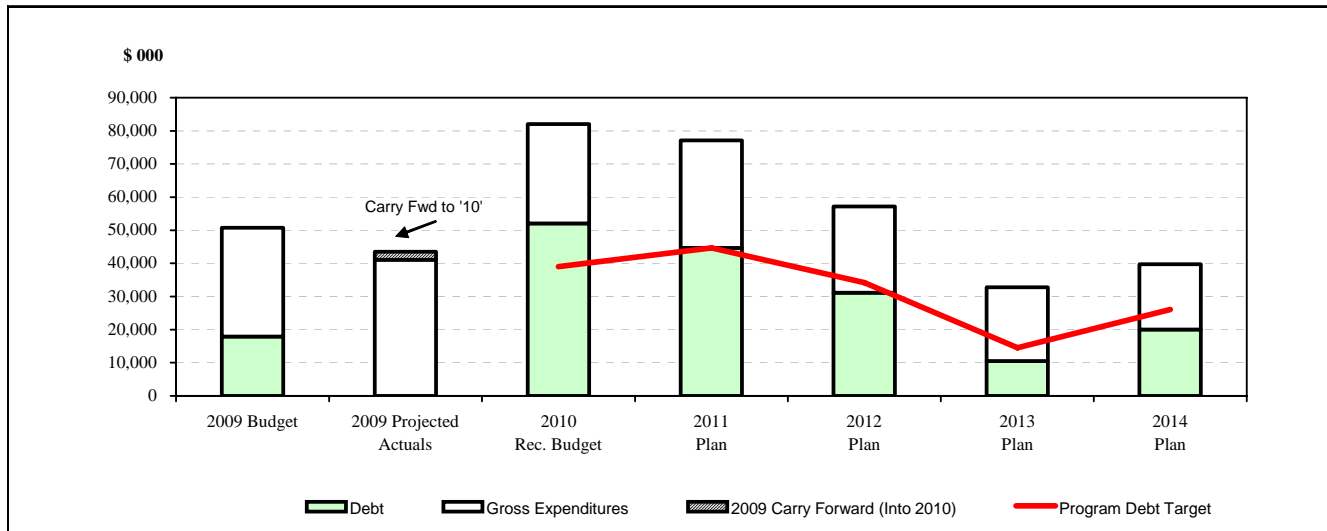
Projects requiring 2009 carry forward funding in the 2010 Recommended Capital Budget include the:

- Lifecycle replacement of Servers (\$1.074 million).
- In Car Camera project (\$0.909 million).
- Construction of a new 14 Division (\$0.226 million).

The Toronto Police Service's ability to deliver their 2009 Approved Capital Budget will not be impacted by the 2009 summer labour disruption.

10-Year Capital Plan

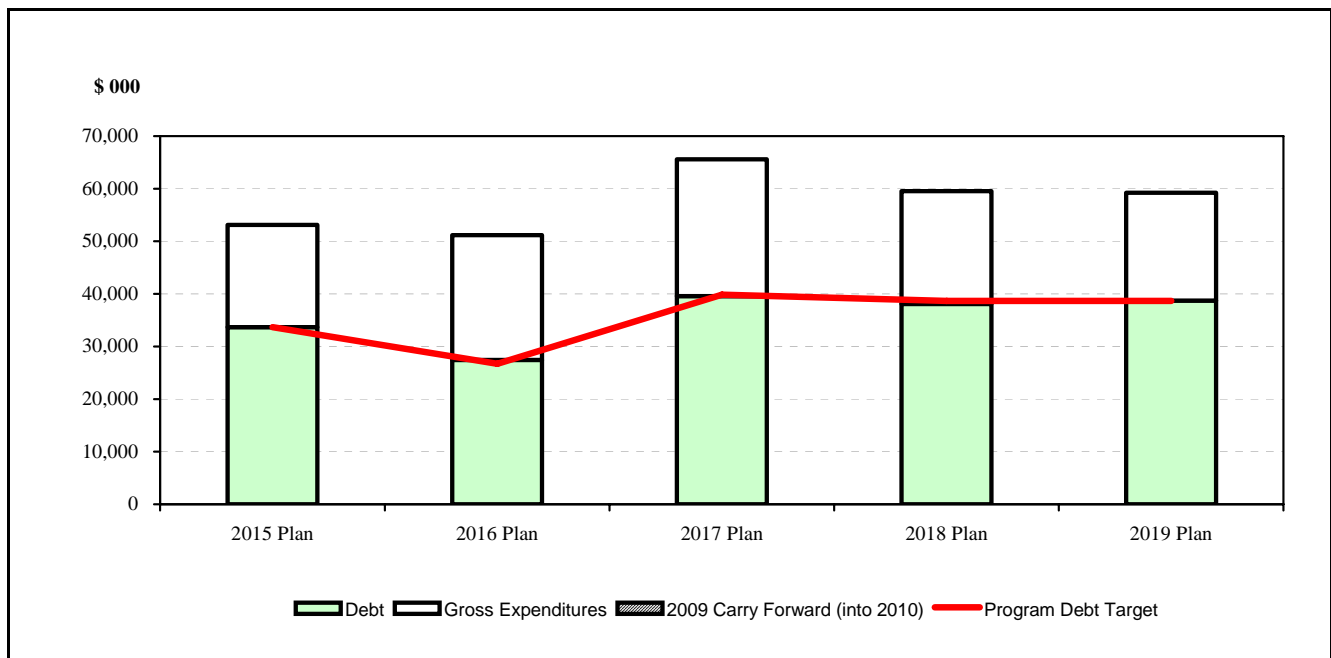
2010 Recommended Capital Budget, 2011-2014 Recommended Capital Plan



	2009		2010 Rec. Budget and 2011-2014 Plan					2010-2014 Total	Five Year Percent
	Budget	Projected Actual	2010	2011	2012	2013	2014		
Gross Expenditures:									
2009 Capital Budget & Approved FY Commitments	50,736	41,086	26,663	27,584	8,883			63,130	
Recommended Changes to Approved FY Commitments								0	
2010 New/Change in Scope and FY Commitments			55,348	13,512	13,752	6,670	990	90,272	
2011 - 2014 Capital Plan Estimates				36,066	34,504	26,088	38,715	135,373	
1-Year Carry Forward to 2010		2,413						0	
Total Gross Annual Expenditures & Plan	50,736	43,499	82,011	77,162	57,139	32,758	39,705	288,775	
Program Debt Target	25,206		39,056	44,633	34,163	14,528	26,067	158,447	
Financing:									
Recommended Debt	17,934		52,055	44,633	31,164	10,528	20,067	158,447	55%
Reserves/Reserve Funds	28,201		17,620	22,497	24,685	20,810	18,078	103,690	36%
Development Charges	1,052		3,915	1,170	1,290	1,420	1,560	9,355	3%
ISF / RInC	1,091		8,421	8,862				17,283	6%
Provincial/Federal								0	0%
Other Revenue	2,458							0	0%
Total Financing	50,736		82,011	77,162	57,139	32,758	39,705	288,775	100%
By Category:									
Health & Safety								0	0%
Legislated								0	0%
SOGR	43,562		72,032	65,320	44,150	24,002	30,303	235,807	82%
Service Improvement	7,174		9,979	11,842	12,989	8,756	9,402	52,968	18%
Growth Related								0	0%
Total By Category	50,736		82,011	77,162	57,139	32,758	39,705	288,775	100%
Yearly SOGR Backlog Estimate (not addressed by current plan)			981	1,465	(632)	(1,642)	(1,814)	(1,642)	
Accumulated Backlog Estimate (end of year)		12,753	13,734	15,199	14,567	12,925	11,111	67,536	
Operating Impact on Program Costs				3,199	2,172	308	500	6,179	
Debt Service Costs			943	5,077	5,466	3,535	1,607	16,629	

10-Year Capital Plan

2015-2019 Recommended Capital Plan



	2015-2019 Capital Plan					2010-2019 Total	10-Year Total Percent
	2015	2016	2017	2018	2019		
Gross Expenditures:							
2009 Capital Budget & Approved FY Commitments						63,130	
Recommended Changes to Approved FY Commitments						0	
2010 New/Change in Scope and FY Commitments						90,272	
2015 - 2019 Capital Forecast Estimates	53,145	51,159	65,580	59,526	59,256	424,039	
Total Gross Annual Expenditures & Plan	53,145	51,159	65,580	59,526	59,256	577,441	
Program Debt Target	33,679	26,694	39,841	38,660	38,660	335,981	
Financing:							
Recommended Debt	33,693	27,417	39,581	38,111	38,731	335,980	58%
Reserves/Reserve Funds	17,852	22,092	25,249	18,715	18,715	206,313	36%
Development Charges	1,600	1,650	750	2,700	1,810	17,865	3%
ISF / RInC						17,283	3%
Provincial/Federal						0	0%
Other Revenue						0	0%
Total Financing	53,145	51,159	65,580	59,526	59,256	577,441	100%
By Category:							
Health & Safety						0	0%
Legislated						0	0%
SOGR	45,907	44,232	58,430	51,810	52,306	488,492	85%
Service Improvement	7,238	6,927	7,150	7,716	6,950	88,949	15%
Growth Related						0	0%
Total By Category	53,145	51,159	65,580	59,526	59,256	577,441	100%
Yearly SOGR Backlog Estimate (not addressed by current plan)	(910)	(1,110)	(1,320)	(1,540)	(1,820)	(8,342)	
Accumulated Backlog Estimate (end of year)	10,201	9,091	7,771	6,231	4,411	4,411	
Operating Impact on Program Costs	20	120	1,250	194		7,763	
Debt Service Costs	2,949	4,223	3,868	5,109	4,970	37,748	

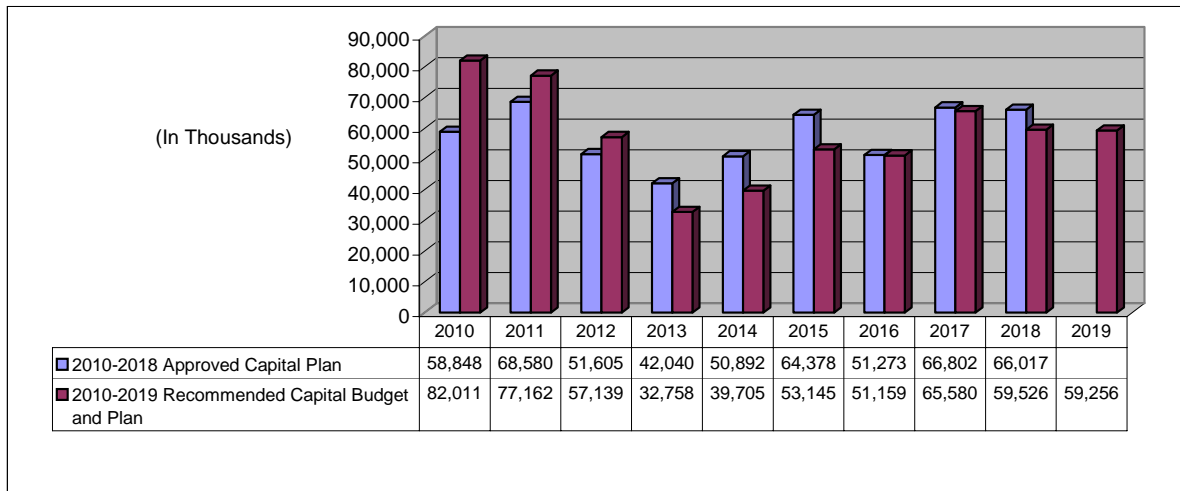
10-Year Capital Plan Overview

- The Toronto Police Service's 2010 Recommended Capital Budget and 2011-2019 Recommended Capital Plan reflects the TPS' strategic direction continue its improvement and update of the Service's aging facility infrastructure. In recent years, the Service has completed the construction of 43 Division, 51 Division, 23 Division and the new training facility. The 10-Year Recommended Capital Plan will provide for the construction and completion of a new 11 Division, 14 Division, the Property and Evidence facility, 54 Division and 41 Division. It will also allow for the commencement of work on a new 13 Division.
- The 10-Year Recommended Capital Plan for the Toronto Police Service is in line with assigned debt targets over the 10 years of the Capital Plan period, however the acceleration of the Property and Evidence facility project has resulted in the Service being above the annual debt targets by \$13 million in 2010 and below the annual debt target by \$3 million in 2012, \$4 million in 2013 and \$6 million in 2014.
- The 10-Year Recommended Capital Plan for the Service, excluding funds carried forward from 2009 into 2010, includes projects totalling \$577.441 million requiring \$335.980 million in debt funding. Over the 10 year period, \$206.313 million will be funded from the Vehicle and Equipment Reserve, \$17.865 million will be funded from development charges and \$17.283 million will be funded from the Infrastructure Stimulus Fund.
- The following summarizes the allocation of recommended funding by project category:
 - *State of Good Repair (SOGR) Projects* account for 85% or \$488.492 million of the 10-Year Recommended Capital Plan. These projects will primarily focus on continued improvement and updating of the Service's aging facility infrastructure. Also included within the scope of SOGR work are Information Technology upgrades and the Radio Replacement project.
 - *Service Improvement Projects* account for 15% or \$88.949 million of the 10-Year Recommended Capital Plan. This includes the In-Car Camera project which will increase Officer and Community safety, the Acquisition and Implementation of a New Records Management System, as well as the Digital Video Asset Management project which will eventually eliminate the use of physical video evidence media within the organization.
- The Toronto Police Service currently has a SOGR backlog estimated at \$12.753 million or 2.0% of the Service's facility asset value by 2009 year-end. The 2010 Recommended Budget and 2011-2019 Recommended Capital Plan will provide \$38.342 million in funding to address SOGR work in Police facilities and Divisions. It is estimated that the Service's SOGR backlog will be reduced to \$4.411 million or 0.7% of the Service's facility asset value by 2019.
- The 10-Year Recommended Capital Plan will impact future year Operating Budgets for the Service by a total of \$7.762 million net over the ten-year period. Beginning in 2011, incremental impacts totalling \$5.010 million over 5 years will result from the additional 55 full time Records Management staff needed for the replacement of the Current Records Management System. It is recommended that the Service identify potential efficiencies achieved from the implementation of this new system and where possible, redeploy existing staff to these new positions to help offset the identified operating impacts.

Key Changes to the 2010-2018 Approved Capital Plan

The following highlights the changes from the 2009-2018 Approved Capital Plan with the 2010-2019 Recommended Capital Budget and Plan. As outlined in the table below, the 2010 Recommended Capital Budget of \$82.011 million in cash flow represents an increase of 39.4% or \$23.163 million compared to 2010 Approved Capital Plan estimate of \$58.848 million in 2009. There is a \$2.250 million or 0.4% decrease in the 2010 Recommended Capital Budget and 2011-2018 Recommended Capital Plan over the 9 year period.

Changes to the 2010-2018 Approved Capital Plan



The majority of the change is due to updating the capital program areas as outlined below:

- There has been an acceleration of funding for the Property and Evidence Management Storage project to 2010 - 2014 from 2013 - 2016, as the City’s Facilities and Real staff expect that a suitable property option can be identified in 2010. The total project costs for this facility remains unchanged at \$35 million.
- Following a re-evaluation of the capital costs required for the Service’s Workstation, Printers & Laptops lifecycle replacement program, recommended funding has been reduced by \$14.186 million or 35% to \$3 million annually.
- Funding has been added for renovations to the 2nd and 5th Floor of Police Headquarters to consolidate the Employment Unit operations to the 2nd Floor and provide for a greater use of space for Information Technology Services on the 5th Floor at a total cost of \$4.009 million.
- The implementation of an integrated Digital Content Management System to provide an automated process for the management of digital video evidence, with a cost of \$3.095 million, has been added to the 10-Year Recommended Capital Plan.
- The inclusion of lifecycle replacement costs of \$20.500 million beginning in 2015 for the replacement of the Service’s Radio Communication System.

Summary of Project Changes

Key Projects (\$000s)	2010	2011	2012	2013	2014	2015	2016	2017	2018	2010 - 2018
Property & Evidence Facility	23,000	5,000	5,000	(8,000)	(8,700)	(11,800)	(4,500)			0
Workstation, Printers & Laptops	(1,816)	(1,826)	(774)	(1,785)	(1,597)	(1,597)	(1,597)	(1,597)	(1,597)	(14,186)
2nd Floor Space Optimization	2,675									2,675
5th Floor Space Optimization		1,334								1,334
Digital Content Manager System					1,388	1,707				3,095
Radio Replacement (Lifecycle)						1,500	2,500	10,000	6,500	20,500

Project Financing

The Toronto Police Service's 10-Year Recommended Capital Plan is primarily funded from debt, and reserve funds. \$335.980 million or 58% of the \$577.441 million 10-Year Recommended Capital Plan is funded from debt, while \$206.313 million or 36% will be funded from Reserve Funds, \$17.865 million and \$17.283 million will be funded from Development Charges and the Infrastructure Stimulus Fund (ISF) respectively.

10-Year Recommended Capital Plan Versus Multi-Year Debt Targets

The 2010-2019 Recommended Capital Plan for the Toronto Police Service is in line with the debt affordability target of \$335.981 million over the ten years of the Capital Plan period. The Recommended Capital Plan is above the annual debt targets by \$13 million in 2010 and below the annual debt target by \$3 million in 2012, \$4 million in 2013 and \$6 million in 2014.

The variance to the Service's annual debt target arises from the acceleration of the Property and Evidence Storage Management project. It is recommended that the annual debt target for 2012 to 2014 be reduced to reflect the Service's reduced debt requirement based on this project acceleration.

Vehicle and Equipment Reserve

The Toronto Police Service will continue to fund lifecycle replacement projects from their Vehicle and Equipment Reserve. This allows the Service to replace equipment through their Capital Budget without requiring debt financing. This does create a pressure on the Service's Operating Budget, with incremental increases of \$1 million required each year until 2013, when the Service's annual contributions to the Vehicle and Equipment Reserve will be maximized at \$25.033 million.

Development Charge Funding

Development Charge (DC) funding of \$17.865 million being utilized in the 10-Year Recommended Capital Plan maximizes draws against existing balances from reserves established under the previous DC By-Law and is in line with forecasted DC recoveries under the current By-Law. DC funded projects were re-evaluated during the 2010 Capital Budget process to ensure funding was consistent with the new DC By-Law which became effective May 1, 2009. As a result of changes to the new By-Law and added DC eligible projects, DC funding has increased by \$4.410 million or 32.8% from funding allocated in the 2009 - 2018 Approved Capital Plan.

Infrastructure Stimulus Fund (ISF)

Through Canada's Economic Action Plan, the Federal government has recently established a new \$4 billion Infrastructure Stimulus Fund (ISF). The Infrastructure Stimulus Fund complements existing

federal and provincial infrastructure funding by focusing on short-term objectives for economic stimulus. The full \$4 billion has been distributed across Canada in fiscal years 2009-2010 and 2010-2011. Projects will focus largely on the rehabilitation of existing assets such as water; wastewater; public transit; highways; roads; culture; parks; and, trails.

The Toronto Police Service has approved funding in the 10-Year Recommended Capital Plan of \$51.847 million with the Federal government’s ISF program totalling \$17.283 million, with \$8.421 million in 2010 and \$8.862 million in 2011, enabling these projects to proceed with 1/3 federal stimulus funding. As outlined in the following table, funding has been provided for the construction of the new 11 and 14 Divisions. Additional funding of \$3.272 million with ISF funding of \$1.091 million has been included in the 2009 Approved Capital Budget.

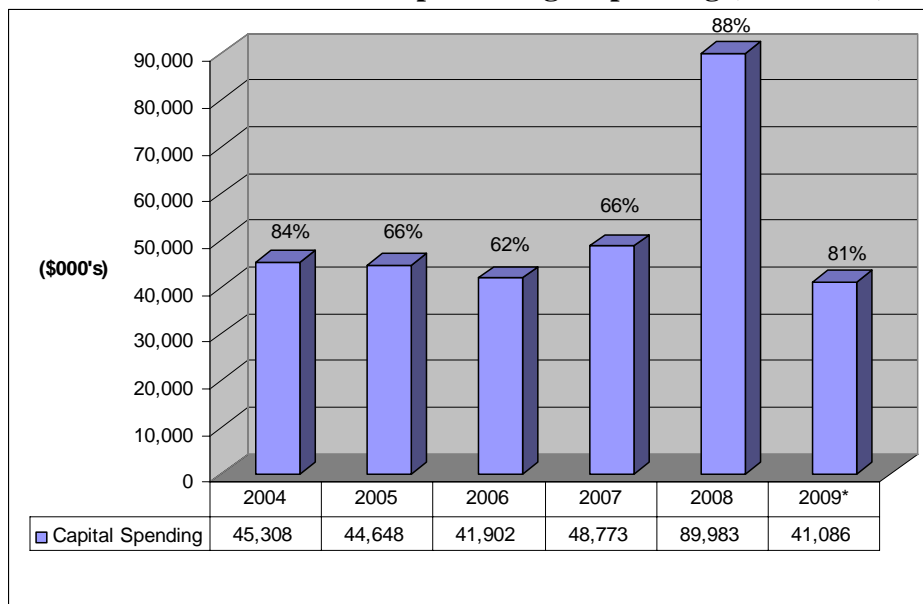
Infrastructure Stimulus Funding 2010-2011

Sub-Project	Total				2009			2010			2011		
	Total	Debt	ISF	Other	Debt	ISF	Other	Debt	ISF	Other	Debt	ISF	Other
11 Division	29,079	15,290	9,693	4,096	992	982	972	8,353	5,738	3,124	5,945	2,973	
14 Division	26,040	15,318	8,681	2,041	137	109	80	3,574	2,683	791	11,607	5,889	1,170
Total	55,119	30,608	18,374	6,137	1,129	1,091	1,052	11,927	8,421	3,915	17,552	8,862	1,170

Program Capacity and Readiness to Proceed

The Toronto Police Service’s 2009 Approved Capital Budget of \$50.736 million was 44.2% or \$22.404 million spent, at of September 30th, 2009. Actual expenditures by year-end are anticipated to be \$41.086 million or 81.0% of the 2009 Approved Capital Budget. This is in line with 2008 spending which was 88% and is a significant improvement over the Service’s previous spending rate of 66% in 2007; 62% in 2006; 66% in 2005; and, 84% in 2004, as outlined in the graph below.

Toronto Police Service Capital Budget Spending (2004-2009)



Notes: *2009 Year-End Capital Budget Spending Rate Projection as of September 30th, 2009.

It is anticipated that the Service’s capacity to spend will not be an issue in 2010 as a large portion of their capital projects are within their control and ready to proceed. This is evident in the continuation

of capital work for 11 Division and 14 Division which are both proceeding on schedule. The recommended adjustment to funding levels for the Service's Workstation, Printers and Laptops lifecycle replacement program to \$3 million annually over the 10-Year Recommended Capital Plan, corrects over funding for this project, which has been evident in recent years and is the cause of \$6.555 million or 68% of the projected unspent funds in 2009.

State of Good Repair (SOGR) Backlog

The current State of Good Repair backlog for the Toronto Police Service is estimated at \$12.753 million, which represents a decrease of \$3.385 million or 21% from the \$16.138 million in backlog identified in the 2009 Approved Capital Budget. The Service also projects an annual increase in new SOGR requirements of \$3 million for renovations and upgrades to various Police facilities and the 17 Police Divisions across the City.

The 10-Year Recommended Capital Plan provides funds for State of Good Repair work in Police facilities and Divisions of \$38.342 million, which represents 6.6% of cash flows in the 10-Year Recommended Capital Plan. The SOGR backlog estimated at \$12.753 million by 2009 year-end represents 2.0% of the Service's total facility asset value of \$632.395 million. It is estimated that the Service's SOGR backlog will be reduced to \$4.411 million or 0.7% of the Service's facility asset value by 2019.

Capital Projects Highlights

The 2010 Recommended Capital Budget; 2011-2019 Recommended Capital Plan reflects the strategic direction of the Toronto Police Service of improving and updating its aging infrastructure and supports key priority actions outlined in the Mayor's and Council's policy agenda of *Making a Safe City Safer* and *Ensuring Ecologically Friendly Buildings*. The following highlights key capital projects.

Improving and Updating Aging Infrastructure

The 10-Year Recommended Capital Plan is primarily driven by facility projects, as the Service continues to focus on improving and updating its aging facility infrastructure. This includes the completion of 11 Division in 2011, 14 Division in 2012 and the Property and Evidence Management Storage Facility in 2013, as well as the commencement of 54 Division in 2013, 41 Division in 2015 and 13 Division in 2017. Funding of \$206.346 million has been included the 10-Year Recommended Capital Plan for new and expansion facility projects.

The Toronto Police Service will require \$73.110 million in funding for IT Projects over the 10-Year Recommended Capital Plan. The majority of this funding is needed for the replacement of the Current Records Management System. Since its implementation in 2003, several deficiencies with the current system (eCOPS) have been identified. The replacement of this system with a commercial off the shelf solution has been recommended at a cost of \$24.068 million beginning in 2010, with anticipated completion by 2014.

The Service's Radio Replacement project requires funding of \$18.848 million during the 2010-2012 period. This Radio Replacement project will allow the Service to replace current communication radios, ensuring operability on the new shared EMS, Toronto Fire and Toronto Police Service platform. This new platform is being implemented through the City managed Radio Infrastructure

Replacement project. The 10-Year Recommended Capital Plan also includes \$28.100 million for the lifecycle replacement of the communication radios beginning in 2015.

Summary of Major Capital Initiatives

(In \$Thousands)	2010 Rec. Budget	2011 Plan	2012 Plan	2013 Plan	2014 Plan	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2010-2019 Total
New & Expansion Facility Projects											
11 Division	17,215	8,918									26,133
14 Division	7,048	18,666	8,883								34,597
Property & Evidence Facility	23,000	5,000	5,000	2,000							35,000
54 Division				300	9,100	18,014	8,898				36,312
41 Division						366	8,416	20,279	9,342		38,403
13 Division								366	8,495	21,040	29,901
Long Term Facility Plan									3,000	3,000	6,000
Sub-total	47,263	32,584	13,883	2,300	9,100	18,380	17,314	20,645	20,837	24,040	206,346
IT Projects	3,498	13,171	10,553	7,098	9,002	6,492	4,516	5,274	8,636	4,870	73,110
Other Major Initiatives:											
Vehicle & Equipment Replacement	5,617	5,617	5,617	5,617	5,617	5,617	5,617	5,617	5,617	5,617	56,170
Workstations, Printers & Laptops	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	30,000
Servers	3,010	3,120	3,230	3,340	3,122	3,122	3,122	3,122	3,122	3,122	31,432
Radio Replacement	5,448	7,700	5,700			1,500	2,500	10,000	6,500	7,600	46,948
Sub-total	17,075	19,437	17,547	11,957	11,739	13,239	14,239	21,739	18,239	19,339	164,550
Total	67,836	65,192	41,983	21,355	29,841	38,111	36,069	47,658	47,712	48,249	444,006

The 10-Year Recommended Capital Plan provides new/expansion facilities funding of \$206.346 million. This focus on State of Good Repair projects is consistent with, and addresses the needs identified in the needs assessment of Police facilities conducted in 1996.

The lifecycle replacement of Vehicles & Equipment, Workstation, Printers & Laptops and Servers are all fully funded from the Vehicle and Equipment Reserve, which funds 36% of the 10-Year Recommended Capital Plan. Contributions to this Reserve are made by the Toronto Police Service through the annual Operating Budget.

**10-Year Capital Plan:
Incremental Operating Impact Summary**

(In \$Thousands)	2010 Rec. Budget	2011 Plan	2012 Plan	2013 Plan	2014 Plan	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2010-2019 Total
2010 Recommended Capital Budget											
Program Costs (Net)		3,199	2,122	308	500						6,128
Approved Positions		49.0	13.0								62.0
Debt Service Costs	943	4,299	1,763	1,575	576	104					9,260
Recommended 10-Year Capital Plan											
Program Costs (Net)			50		20	120	1,250	194			1,634
Approved Positions						1.0	6.0				7.0
Debt Service Costs		778	3,703	1,960	1,031	2,845	4,223	3,868	5,109	4,970	28,488
Total											
Program Costs (Net)		3,199	2,172	308	500	20	120	1,250	194		7,762
Approved Positions		49.0	13.0				1.0	6.0			69.0
Debt Service Costs	943	5,077	5,466	3,535	1,607	2,949	4,223	3,868	5,109	4,970	37,748

Debt Service cost of repayment of principal and interest is calculated according to corporate guidelines, in the following manner: 2.5% Year 1, and 13% for subsequent years.

The 2010 Recommended Capital Budget and 2011-2019 Recommended Capital Plan includes operating impacts from previously approved and new capital projects for 2011 of \$3.199 million; 2012

of \$2.172 million; 2013 of \$0.308 million; 2014 of \$0.500 million; 2015 of \$0.020 million; 2016 of \$0.120 million; 2017 of \$1.250 million; and, 2018 of \$0.194 million.

The operating impacts are primarily attributed to the following;

- The replacement of the Current Records Management System will result in an incremental operating impact of \$5.010 million in total, comprised of incremental increases of \$2.523 million in 2011, \$1.825 million in 2012, \$0.162 million in 2013 and \$0.500 million in 2014 and will require an additional 42 full time staff in 2011 and an added 13 in 2012, totalling an additional 55 full time records management staff. It is recommended that the Service find efficiencies arising from the implementation of this new system and redeploy existing staff to these new positions were possible to help offset the identified operating impacts.
- An incremental impact of \$1.056 million in 2017 has been identified for the Corporate Integrated Database and Data Warehouse with Business Intelligence to re-engineer the corporate business and decision making process. This project will integrate all silo data and databases to a corporate Data Warehouse environment and reduce the time users spend in the search, acquisition and understanding of data results. The operating impact for this project is comprised of \$0.600 million for 3 full time positions on the Data Warehouse management team and 3 full time technical staff, and \$0.556 million for ongoing system maintenance.
- Combined operating impacts of \$0.781 million for increased building operations, service maintenance and utility costs will arise following the completions of 11 Division, 14 Division, the Property and Evidence facility, 54 Division and 41 Division.
- The remaining \$0.915 million in operating impacts is primarily required for the ongoing system maintenance costs following the completion of the Service's IT projects.

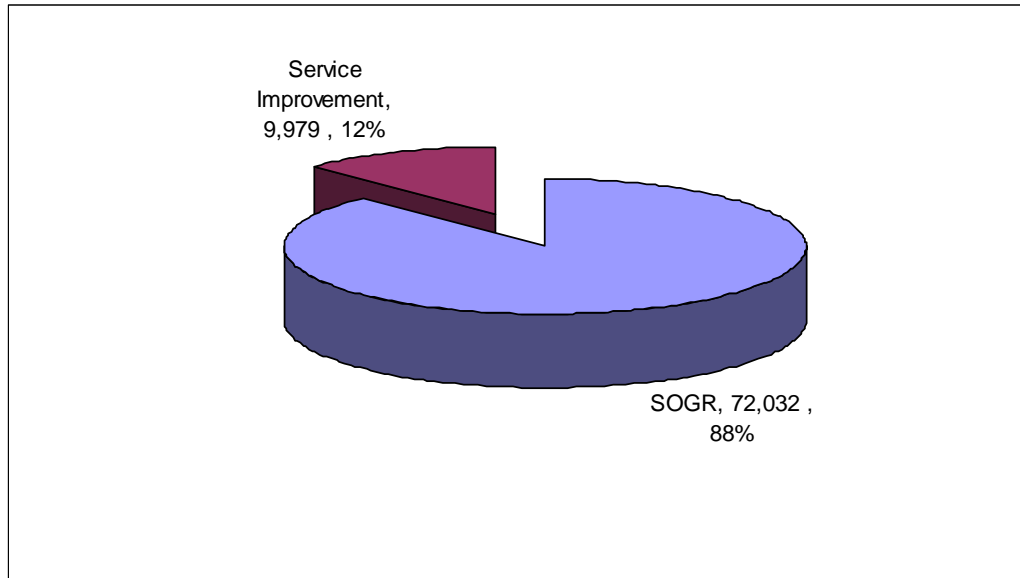
Total 2010 Recommended Cash Flow & Future Year Commitments

	2008 & Prior Year Carry Forwards	2010 Previously Approved Cash Flow Commitments	2010 New Cash Flow Rec'd	2010 Total Cash Flow Rec'd	2009 Carry Forwards	Total 2010 Cash Flow (Incl 2009 C/Fwd)	2011	2012	2013	2014	2015	2016	2017	2018	2019	Total Cost
Expenditures																
Previously Approved		26,663		26,663	2,413	29,076	27,584	8,883								65,543
Change in Scope																0
New			30,261	30,261		30,261	13,512	13,752	6,670	990						65,185
New w/Future Year			25,087	25,087		25,087										25,087
Total Expenditure	0	26,663	55,348	82,011	2,413	84,424	41,096	22,635	6,670	990	0	0	0	0	0	155,815
Financing																
Debt		14,327	37,728	52,055	1,250	53,305	31,064	21,345	5,250	990						111,954
Reserves/Res Funds			17,620	17,620	1,074	18,694										18,694
Development Charges		3,915		3,915	80	3,995	1,170	1,290	1,420							7,875
ISF		8,421		8,421	9	8,430	8,862									17,292
Provincial/Federal																0
Other																0
Total Financing	0	26,663	55,348	82,011	2,413	84,424	41,096	22,635	6,670	990	0	0	0	0	0	155,815

- The Toronto Police Service’s 2010 Recommended Capital Budget is \$155.815 million and provides funding for 2009 projects carried forward into 2010 of \$2.413 million; previously approved 2010 commitment funding of \$63.130 million; and, \$90.272 million for new projects.
- To fund the 2010 Recommended Capital Budget and Future Year Commitments, the Police Service will require new debt of \$52.055 million in 2010, \$31.064 million in 2011, \$21.345 million in 2012, \$5.250 million in 2013 and \$0.990 million in 2014. In total, new funding of \$18.694 million will be funded from the Service’s Vehicle and Equipment Reserve; \$7.875 million will be funded from development charges; and, \$17.292 million from Infrastructure Stimulus Funding.
- The 2010 Recommended Capital Budget and Future Year Commitments will provide funding for the completion of the new 11 Division (\$26.133 million), 14 Division (\$34.597 million) and the Property and Evidence facility (\$35 million), as well as the acquisition and implementation of a new Records Management System (\$24.068 million). The completion of the In-Car Camera project (\$2.400 million) will also occur in 2010, increasing Officer and Community safety.

2010 Recommended Capital Budget: Overview

Capital Budget by Project Category



The following summarizes the 2010 Recommended Capital Budget funding by project category:

- The 2010 Recommended Capital Budget reflects the allocation of significant funding for *State of Good Repair* projects. These projects account for approximately \$72.032 million or 88% of the total new cash flow of \$82.011 million being recommended for 2010. State of good repair projects are driven primarily by 11 Division, 14 Division and the Property and Evidence facility, as the Service continues to focus on improving and updating its aging facility infrastructure. Also included are IT upgrades and the Radio Replacement project.
- *Service Improvement* projects represent 12% or \$9.979 million of the total new recommended cash flow for 2010. Examples of service improvement projects include the In-Car Camera project which will increase Officer and community safety, the Acquisition and Implementation of a New Records Management System, as well as the Digital Video Asset Management project which will eliminate the use of physical video evidence media within the organization.

2010 Recommended Capital Budget versus Debt Target

The 2010 Recommended Capital Budget requires new 2010 cash flow of \$82.011 million with debt funding of \$52.055 million. This cash flow combined with funding carried forward of \$2.413 million for 2009 projects results in a total 2010 Recommended Capital Budget of \$84.424 million. The 2010 Recommended Capital Budget for the Toronto Police Service is above the 2010 debt affordability target of \$39.056 million by \$13 million as a result of the acceleration of the Property and Evidence facility project.

Capacity and Readiness to Proceed

Projects recommended in the 2010 Recommended Capital Budget for the Toronto Police Service are ready to proceed. With sites identified and construction beginning in 2009, capital work for both 11

Division and 14 Division is on schedule and ready to proceed in 2010. As well, adjustments to the Service's Workstation, Printers and Laptops lifecycle program will align funding for this project with the decrease in funding required, as experienced in recent years.

The Property and Evidence Management Storage project may not proceed as planned if the Toronto Police Service and the City's Facility and Real Estate Division experience difficulties in identifying an affordable and suitable site for this project.

Capital Project Highlights

The 2010 Recommended Capital Budget provides funding for a broad range of projects that advance priority actions in the Mayor's and Council's policy agenda.

Making a Safe City Safer: The 2010 Recommended Capital Budget of \$80.466 million provides the Toronto Police Service with resources and facilities to deliver police services in partnership with our communities to keep Toronto the best and safest place to be.

Implement the Recently Approved Toronto Green Building Standards to Ensure Ecologically Friendly Buildings: The 2010 Recommended Capital Budget provides funding of \$47.263 million for new and expansion facility projects which will meet the latest building standards and implement ecologically friendly initiatives.

The 2010 Recommended Capital Budget of \$84.424 million provides funding to:

- Acquire a site for a new Property and Evidence Management Storage facility (\$23 million).
- Continue construction of the new 11 Division (\$17.215 million) and 14 Division (\$7.048 million).
- Continue with the acquisition and implementation of the new Records Management System (\$1.564 million).
- Complete the In-Car Camera project, increasing Officer and community safety (\$2.400 million).
- Complete the space optimization of the 2nd Floor of Police Headquarters to consolidate operations of the Employment Unit (\$2.675 million).

PART II: ISSUES FOR DISCUSSION**2011-2019 Recommended Capital Plan Issues****Property and Evidence Storage Management – Acquisition of a New Facility**

In 2007, \$0.258 million was allocated for a Property and Evidence Management Storage Feasibility Study. The purpose of the study was to determine what the Service required from an evidence management technology perspective, and also the long-term physical storage requirements in order to adequately store evidence and property.

The study determined that a facility with an estimated life expectancy of 25 years would require a minimum of 228,800 sq. ft. situated on 10 acres of land. The study also determined that even with retro-fitting of the current facility, a new facility would be required by April of 2012.

The 2009 Approved Capital Budget provided instruction for the City's Facilities and Real Estate Division to work with the Toronto Police Service to identify facilities options to accommodate the Service's property and evidence storage requirements. The City's Facilities and Real staff feel that a suitable property option will be identified in 2010, resulting in a required acceleration of cash flow funding for this project from 2013 to 2010. The total project costs for this facility remains unchanged at \$35 million.

As a result of the cash flow acceleration for this project, the Service will be over their debt affordability target by \$13 million in 2010 and below their annual target by \$3 million in 2012; \$4 million in 2013; and, \$6 million in 2014.

It is recommended that the annual debt targets for the 2011 Capital Budget process for the Toronto Police Service reflect the reduction in debt requirements of \$3 million in 2012; \$4 million in 2013; and, \$6 million in 2014 based on the acceleration of funding for the Property and Evidence Storage Management project.

Infrastructure Stimulus Fund

The Federal government has approved Infrastructure Stimulus Fund (ISF) funding for the Toronto Police Service's new 11 and 14 Divisions in the amount of \$18.374 million. This includes \$1.091 million in ISF funding approved as part of the 2009 cash flow, \$8.421 million in ISF funding in 2010 and \$8.862 in ISF funding for 2011.

The Toronto Police Service will ensure that the projects approved for Infrastructure Stimulus Funds (ISF) funding be given top priority for capital work to achieve full eligibility of budgeted ISF funding prior to the Federal government's March 31, 2011 deadline.

Acquisition and Implementation of Next Generation Records Management System

The 2010 Recommended Capital Budget for the Toronto Police Service includes \$24.068 million for the Acquisition and Implementation of the Next Generation Records Management System (RMS) project to increase the Service's records management capacity by replacing the existing eCOPS application.

Since its implementation the Service has identified several deficiencies with the current system, including their inability to maintain and enhance the application to address changing needs, the inability to fully exchange information with other Police Services and the system inability to provide integration with other systems. As well, certain critical components of an RMS system are not available, and it is frustrating and time consuming for users.

Since the development of eCOPS, there have been significant improvements in commercial-off-the-shelf (COTS) applications. Over the last 6 years every other Police Service in Canada acquiring a new RMS solution has taken the COTS route.

This project will create a significant pressure on the Service's Operating Budget to accommodate the 50 new RMS staff, 5 new IT staff and additional maintenance costs. However, this will remove the burden from front line Officers who currently must enter data into the system and provide more time for their regular policing duties.

It is recommended that the Toronto Police Service report to the Deputy City Manager and Chief Financial Officer through the 2011 Operating Budget process on efficiencies which will be achieved from the implementation of the Next Generation Records Management System, and possible utilization of existing staff to accommodate the resulting operating impacts and new position requirements.

eTicketing Solution (Court Services and The Toronto Police Service)

Staff from the Toronto Police Service, Court Services and the Financial Planning Division have been assessing the feasibility and viability of an electronic ticketing system which would capture Provincial Offence Notices, print tickets at road side, and transmit ticket data wirelessly to corporate servers. This system will increase the accuracy of tickets, eliminate manual sorting and transportation of tickets, save time with respect to disclosure requests and streamline various business processes.

It is anticipated that the implementation of an eTicketing solution would result in expenditure savings for Court Services through the elimination of data entry services, reduced costs for the supply of ticket books and a reduction in clerical activity. It is also projected that Court Services would experience an increase in revenues given that this system would eliminate current ineligibility of tickets which cannot be processed, avoid the failure to file tickets in the prescribed timeframe and increase the ability to obtain convictions for contested offences.

This project would result in operating impacts for the Toronto Police Service for lifecycle replacement of hardware, software upgrade costs that would be required every 5 years, yearly software and equipment maintenance costs, and ongoing IT support. It is anticipated that these costs would be somewhat offset by savings resulting from reduced document services activity and a minimal decrease in overtime expenses.

It is recommend that the Toronto Police Service and Court Services in consultation with the Deputy City Manager and Chief Financial Officer further review the capital and operating costs and the potential operating savings of an eTicketing Solution for Provincial Offence Notices prior to the 2011 Capital Budget process.

Appendix 1
10-Year Recommended Capital Plan Project Summary

Appendix 2
2010 Recommended Capital Budget; 2011 to 2019
Capital Plan

Appendix 3

2010 Recommended Cash Flow And Future Year Commitments

Appendix 4
2010 Recommended Capital Projects
With Financing Details

Appendix 5

Reserve / Reserve Fund Review

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec. 31, 2009	Proposed Withdrawals										2010 - 2019 Total
			2010 Rec. Budget	2011 Plan	2012 Plan	2013 Plan	2014 Plan	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	
XR2704 / XR2717 Development Charge Reserve Fund - Police	Beginning Balance	\$2,845	\$2,845	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$950	\$0	
	11 Division		(\$3,124)										(\$3,124)
	14 Division		(\$791)	(\$1,170)	(\$1,290)								(\$3,251)
	Property & Evidence Facility					(\$1,420)							(\$1,420)
	54 Division						(\$1,560)	(\$1,600)	(\$1,650)				(\$4,810)
	41 Division									(\$384)			(\$384)
	13 Division									(\$366)	(\$2,700)	(\$1,810)	(\$4,876)
	Total Proposed Withdrawals		(\$3,915)	(\$1,170)	(\$1,290)	(\$1,420)	(\$1,560)	(\$1,600)	(\$1,650)	(\$750)	(\$2,700)	(\$1,810)	(\$17,865)
	Projected Contributions		\$1,070	\$1,170	\$1,290	\$1,420	\$1,560	\$1,600	\$1,650	\$1,700	\$1,750	\$1,810	\$15,020
TOTAL RESERVE FUND BALANCE AT YEAR-END		\$2,845	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$950	\$0	\$0	

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec. 31, 2009	Proposed Withdrawals										2010 - 2019 Total	
			2010 Rec. Budget	2011 Plan	2012 Plan	2013 Plan	2014 Plan	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan		
XQ1701 Vehicle and Equipment Reserve - Police	Beginning Balance	\$8,171	\$8,171	\$8,221	\$5,849	\$3,742	\$7,965	\$14,919	\$22,100	\$25,040	\$24,824	\$31,141		
	Vehicle and Equipment		(\$5,617)	(\$5,617)	(\$5,617)	(\$5,617)	(\$5,617)	(\$5,617)	(\$5,617)	(\$5,617)	(\$5,617)	(\$5,617)	(\$56,170)	
	Workstation, Laptop, Printer Lifecycle		(\$3,000)	(\$3,000)	(\$3,000)	(\$3,000)	(\$3,000)	(\$3,000)	(\$3,000)	(\$3,000)	(\$3,000)	(\$3,000)	(\$30,000)	
	Servers Lifecycle		(\$3,010)	(\$3,120)	(\$3,230)	(\$3,340)	(\$3,122)	(\$3,122)	(\$3,122)	(\$3,122)	(\$3,122)	(\$3,122)	(\$31,432)	
	IT Business Resumption Lifecycle		(\$1,588)	(\$1,644)	(\$1,701)	(\$1,761)	(\$1,339)	(\$1,339)	(\$1,339)	(\$1,339)	(\$1,339)	(\$1,339)	(\$14,728)	
	Mobile Workstations Lifecycle			(\$250)	(\$7,500)	(\$1,500)			(\$250)	(\$7,500)	(\$1,500)	(\$1,500)	(\$20,000)	
	Network Equipment Lifecycle		(\$480)	(\$500)	(\$520)	(\$2,603)	(\$1,165)	(\$1,165)	(\$1,165)	(\$1,165)	(\$1,165)	(\$1,165)	(\$11,093)	
	Locker Replacement Lifecycle		(\$550)	(\$550)	(\$550)	(\$550)	(\$550)	(\$550)	(\$550)	(\$550)	(\$550)	(\$550)	(\$5,500)	
	Furniture Replacement Lifecycle		(\$750)	(\$750)	(\$750)	(\$750)	(\$750)	(\$750)	(\$750)	(\$750)	(\$750)	(\$750)	(\$7,500)	
	AVLS Replacement Lifecycle		(\$316)	(\$593)	(\$639)				(\$316)	(\$593)	(\$638)	(\$638)	(\$3,733)	
	In - Car Camera lifecycle Replacement					(\$688)	(\$818)					(\$33)	(\$33)	(\$1,572)
	Voice Logging lifecycle Replacement			(\$459)	(\$324)		(\$370)		(\$459)	(\$324)		(\$370)	(\$370)	(\$2,676)
	CAD - Computer Aided Dispatches System					(\$100)	(\$331)				(\$100)	(\$331)	(\$331)	(\$1,193)
	Electronic Surveillance Lifecycle Replacement				(\$1,977)					(\$1,977)				(\$3,954)
	Digital Photography Lifecycle Replacement			(\$126)	(\$130)				(\$126)	(\$130)				(\$512)
	DVAM I Lifecycle Replacement			(\$1,109)					(\$1,109)					(\$2,218)
	Replacement of Call Centre Application			(\$315)					(\$315)					(\$630)
	DVAM II Lifecycle Replacement						(\$1,417)							(\$1,417)
	Asset and Inventory Management System (AIMS)				(\$127)					(\$127)				(\$254)
	Property & Evidence Scanners Lifecycle				(\$120)					(\$65)				(\$185)
	DPLN Replacement					(\$778)					(\$778)			(\$1,556)
	Telephone Handset Replacement			(\$300)	(\$300)	(\$300)	(\$300)	(\$300)	(\$300)	(\$300)	(\$300)	(\$300)	(\$300)	(\$3,000)
	Licesscan Replacement				(\$435)						(\$435)			(\$870)
	Wireless Parking System				(\$3,060)					(\$3,060)				(\$6,120)
	Total Proposed Withdrawals			(\$17,620)	(\$22,497)	(\$24,685)	(\$20,810)	(\$18,078)	(\$17,852)	(\$22,092)	(\$25,249)	(\$18,715)	(\$18,715)	(\$117,602)
	Projected Contributions			\$17,671	\$20,125	\$22,579	\$25,033	\$25,033	\$25,033	\$25,033	\$25,033	\$25,033	\$25,033	\$235,601
	TOTAL RESERVE FUND BALANCE AT YEAR-END		\$8,171	\$8,221	\$5,849	\$3,742	\$7,965	\$14,919	\$22,100	\$25,040	\$24,824	\$31,141	\$37,459	

Appendix 6

2010 to 2019 New and Expansion Facility Projects

Projects (In \$Thousands)	2010 Rec. Budget	2011 Plan	2012 Plan	2013 Plan	2014 Plan	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2010-2019 Total
11 Division	17,215	8,918									26,133
14 Division	7,048	18,666	8,883								34,597
Property & Evidence Facility	23,000	5,000	5,000	2,000							35,000
54 Division				300	9,100	18,014	8,898				36,312
41 Division						366	8,416	20,279	9,342		38,403
13 Division								366	8,495	21,040	29,901
Long Term Facility Plan									3,000	3,000	6,000
Total	47,263	32,584	13,883	2,300	9,100	18,380	17,314	20,645	20,837	24,040	206,346