



## STAFF REPORT ACTION REQUIRED

### Toronto Police Service – Revised 2009-2013 Capital Program Request

<b>Date:</b>	October 20, 2008
<b>To:</b>	Budget Committee, City of Toronto
<b>From:</b>	Alok Mukherjee, Chair, Toronto Police Services Board

#### SUMMARY

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The purpose of this report is to submit the Toronto Police Service's revised 2009-2013 Capital Program Request.

#### RECOMMENDATION

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It is recommended that the Budget Committee approve a revised 2009-2013 Capital Program (as summarized in Attachment A, in Appendix A), with a 2009 net request of \$24.4M (excluding cashflow carry forwards from 2008), and a net total of \$163.4M for 2009-2013 (an average of \$32.7M per year).

#### FINANCIAL IMPACT

A revised capital program request is being submitted to the Budget Committee for approval, following discussions between Toronto Police Service members, City Finance staff and the City Budget Committee members assigned to review the Toronto Police Service's budget. This revised capital request is in the net amount of \$24.4M net for 2009 (a decrease of \$0.4M from the original Board-approved amount, and excluding cash-flow carry forwards from 2008). The Toronto Police Service's capital request is, on average, \$4.6M per year above the City's affordability debt target for the years 2009-2013.

Projects that have or will be completed in 2008 or 2009 result in an operating impact of \$4.0M in 2009. This operating impact is mainly attributable to an increase in the contribution to the Vehicle & Equipment Reserve and the operating requirements for the new training facility which is scheduled to open in 2009. In addition, approval of the 2009-2013 program, as requested, will result in an estimated annualized pressure to the Toronto Police Service's operating budget of \$17.3M by 2013, of which approximately \$10M is attributable to the increased Reserve contributions to meet the Service's fleet and equipment lifecycle replacement requirements (see Attachment B, in Appendix A). These impacts will be included in future operating budget requests, as required.

## **ISSUE BACKGROUND**

At its meeting on October 16, 2008, the Toronto Police Services Board was in receipt of a report from William Blair, Chief of Police, dated October 16, 2008, with respect to the Toronto Police Service's revised 2009-2013 capital program request.

## **COMMENTS**

Mr. Tony Veneziano, Chief Administrative Officer, Mr. Angelo Cristofaro, Director of Finance and Administration, and Mr. Steve Conforti, City of Toronto - Senior Financial Planning Analyst, were in attendance and responded to questions about this report.

The Board approved the Chief's report and agreed to forward copies to the City of Toronto – Budget Committee for approval and to the City's Deputy City Manager and Chief Financial Officer for information.

## **CONCLUSION**

A copy of Board Minute No. P278/08, in the form attached as Appendix "A", regarding this matter is provided for information.

## **CONTACT**

William Blair  
Chief of Police  
Toronto Police Service  
Phone No. 416-808-8000  
Fax No. 416-808-8002

## **SIGNATURE**

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Alok Mukherjee  
Chair, Toronto Police Services Board

## **ATTACHMENT**

Appendix A – Board Minute No. P278/08

a: 2009-2013 capital program request revised.doc  
cc: Mr. Cam Weldon, Acting Deputy City Manager and Chief Financial Officer

## Appendix A

### **THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 16, 2008**

#### **#P278. TORONTO POLICE SERVICE – REVISED 2009-2013 CAPITAL PROGRAM REQUEST**

The Board was in receipt of the following report October 16, 2008 from William Blair, Chief of Police:

Subject: TORONTO POLICE SERVICE - REVISED 2009-2013 CAPITAL PROGRAM REQUEST

#### Recommendations:

It is recommended that:

- (1) the Board approve a revised 2009-2013 Capital Program (as summarized in Attachment A), with a 2009 net request of \$24.4M (excluding cashflow carry forwards from 2008), and a net total of \$163.4M for 2009-2013 (an average of \$32.7M per year); and
- (2) the Board forward a copy of this report to the City of Toronto Budget Committee for approval, and to the City's Deputy City Manager and Chief Financial Officer for information.

#### Financial Implications:

A revised capital program request is being submitted to the Board for approval, following discussions with City Finance staff and the City Budget Committee members assigned to review the Service's budget. This revised capital request is in the net amount of \$24.4M net for 2009 (a decrease of \$0.4M from the original Board-approved amount, and excluding cash-flow carry forwards from 2008). The Service's capital request is, on average, \$4.6M per year above the City's affordability debt target for the years 2009-2013.

Projects that have or will be completed in 2008 or 2009 result in an operating impact of \$4.0M in 2009. This operating impact is mainly attributable to an increase in the contribution to the Vehicle & Equipment Reserve and the operating requirements for the new training facility which is scheduled to open in 2009. In addition, approval of the 2009-2013 program, as requested, will result in an estimated annualized pressure to the Service's operating budget of \$17.3M by 2013, of which approximately \$10M is attributable to the increased Reserve contributions to meet the Service's fleet and equipment lifecycle replacement requirements (see attachment B). These impacts will be included in future operating budget requests, as required.

### Background/Purpose:

The Board approved the Service's 2009-2013 Capital Program at its September 18, 2008 meeting at a net amount of \$24.8M for 2009 (excluding cash flow carry forwards from 2008) and a net total of \$163.8M for the five years 2009-2013, as detailed in Attachment C.

As indicated in the September 2008 capital program report to the Board, capital debt targets for Agencies, Boards, Commissions and Departments (ABCDs) are allocated by the City's Deputy City Manager and Chief Financial Officer (CFO). The City's targets are provided on an annual basis. However, based on the need to allocate cashflow to projects (most of which are multi-year) based on projected annual requirements, and taking into consideration City Council's approval in 2007 to approve the Service's budget based on a five-year average, the Service strives to meet City targets on an average, rather than an annual, basis.

Table 1 provides the City's annual debt targets for the Service, as compared to the Board-approved capital budget. The Service's 2009-2013 program exceeds City debt targets by an average of \$4.7M per year.

**Table 1: 2009-2018 Capital Plan and Forecast, Compared to City Target (\$Ms)**

	2009	2010	2011	2012	2013	2009-2013		2014-2018	
						Total	Avg.	Total	Avg.
TPS Board-Approved Program	24.8	55.0	59.1	20.1	4.8	163.8	32.8	196.1	39.2
City Target	25.2	34.0	33.3	23.9	23.9	140.3	28.1	119.6	23.9
Variance to target:	0.4	(21.0)	(25.8)	3.8	19.1	(23.5)	(4.7)	(76.5)	(15.3)

### Discussion:

The Chair and Service staff presented and discussed the Board-approved capital budget with the City Manager and City Finance staff at a meeting on October 3, 2008. Subsequently, additional meetings have been held with City staff and the two City Budget Committee members assigned to review the Service's budget, Councillors Ainslie and Mihevc. Over the course of these meetings, the Service has been asked to review its 2009-2018 capital plan and forecast, and consider any further potential reductions or deferrals that would result in a capital budget request that is in line with the City's debt targets.

Service staff has reviewed the total budget and cashflow for each project in the ten-year program, with particular attention to the years 2009 to 2013. Every attempt has been made to reduce the scope of, or defer, capital projects to meet City targets. Based on this review, the following changes to the Board-approved 2009-2013 capital budget are being recommended at this time.

### **Radio Replacement**

Total debt funding required for this project remains the same at \$29.5M. However, \$5.7M from 2011 has been deferred to 2012 to help smooth out the year to year debt requirements.

## **Property & Evidence Management Storage Facility**

The total budget request of \$35.3M remains unchanged for this project. However, \$3M has been deferred from 2012 to 2013 with the understanding that this deferral would not impact the construction schedule.

### **AFIS/Livescan/RICI**

This project combined the need for the replacement and upgrade of three systems in 2010.

- RICI (Repository for Integrated Criminalistic Imaging) is the mugshot system where all photographs and descriptions of charged persons are stored. There is an urgent need to replace the current RICI software, and \$0.3M has been moved from 2010 to 2009 for this purpose.
- Livescan is the system which enables electronic capture of fingerprints of all arrested parties, and transmission of this data from Central Lockup locations to a data storage system. The replacement of Livescan machines is more appropriately funded through the Service's Vehicle and Equipment Reserve, and \$0.4M has therefore been deleted from this project.
- AFIS (Automated Fingerprint Identification System) is the system where fingerprints are stored, processed and managed. Although AFIS needs to be upgraded or replaced, two factors may impact the approach to be taken: the Royal Canadian Mounted Police's (RCMP) plan to replace their fingerprint identification system; and the Service's plan to replace its Records Management System. With the assumption that some synergies will result from one or both of these initiatives, the replacement cost has been reduced from \$4.3M to \$3.0M, and deferred to 2011.

As a result of the foregoing adjustments, the total cost estimate for this project has been reduced from \$5.1M to \$3.3M.

### **Acquisition and Implementation of a New Records Management System**

Given the overall cost of this project, and the scope of work required, completion of this project has been deferred by one year. Some funding has, however, been maintained in 2009 to ensure necessary planning and preparation for the project can be carried out. This deferral has resulted in \$0.99M being moved beyond the five-year program, to 2014-2018.

### **Funding from Development Charges**

Funding from development charges is allocated by the City to applicable projects. This funding helps reduce the amount of debt funding required for the projects. Funding from development charges has been adjusted by City Finance staff based on the previously noted cash flow change to the Property & Evidence Management Storage facility. Total development charges funding assumed for 2009-2013 has been reduced by \$2.3M (from

\$10.3M to \$8.0M). However, development charges for 2014-2018 have been increased by \$3.5M (from \$2.0M to \$5.5M).

### Projects in the 2014-2018 Forecast

Several long-term facility projects (replacement of 41 and 13 Divisions, and renovations of other facilities) have been deferred within and beyond the 2014-2018 period, and the scope of anticipated new Information Technology projects has been reduced in the 2014-2018 time frame. The entire 2014-2018 program, after all of the changes noted above, has also been reduced from \$196.1M to \$162.3M.

### Conclusion:

A detailed review of all projects, with respect to overall cost and annual cashflow, was conducted by the Command and the Board’s Budget Sub-Committee to ensure that the Capital Program reflects the operational needs and priorities of the Service, and is consistent with its strategic objectives. Wherever possible, capital projects have been deferred, or reduced in scope.

As a result of the changes outlined in this report, the Service’s 2009-2013 capital budget request, previously approved by the Board, has been reduced. Table 2 (below) provides summary information, and Attachment A provides detailed information on the revised program.

**Table 2: Revised 2009-2018 Capital Plan and Forecast, Compared to City Target (\$Ms)**

	2009	2010	2011	2012	2013	2009-2013		2014-2018	
						Total	Avg.	Total	Avg.
TPS Revised Capital Program:	24.4	44.7	55.6	26.9	11.9	163.4	32.7	162.3	32.5
City Target	25.2	34.0	33.3	23.9	23.9	140.3	28.1	119.6	23.9
Variance to target:	0.8	(10.7)	(22.3)	(2.9)	12.0	(23.1)	(4.6)	(42.7)	(8.5)

The revised 2009-2013 Capital Program, at the net amount of \$24.4M in 2009, and \$163.4M for the five year period maintains the Service’s cashflow requirements for those years. However, it exceeds the City’s capital targets by \$4.6M on average over the five years, with the most significant pressures occurring in 2010 and 2011. The Service is mindful of the City’s budget pressures. However, continual reductions to the Service’s capital funding targets impact on the Service’s ability to properly plan and deliver the capital projects required to effectively meet our operational requirements.

Mr. Tony Veneziano, Chief Administrative Officer, Administrative Command will be in attendance to answer any questions from the Board.

**Mr. Tony Veneziano, Chief Administrative Officer, Mr. Angelo Cristofaro, Director of Finance and Administration, and Mr. Steve Conforti, City of Toronto - Senior Financial Planning Analyst, were in attendance and responded to questions about this report.**

**The Board approved the foregoing report.**

**2009-2013 CAPITAL BUDGET REQUEST (\$000s)**  
**Revised as of October 16, 2008**

Proj. #	Project Name	Plan to end of 2008	2009-2013 Request					Total 2009-2013 Request	Total 2014-2018 Forecast	Total Project Cost
			2009	2010	2011	2012	2013			
	<b>On-Going Projects</b>									
1	New Training Facility	70,732	5,072	0	0	0	0	5,072	0	75,804
2	In - Car Camera	3,962	2,300	2,400	0	0	0	4,700	0	8,662
3	Digital Video Asset Management II	4,365	1,300	0	0	0	0	1,300	0	5,665
4	State-of-Good-Repair - Police	14,230	2,300	2,300	2,500	2,553	2,647	12,300	15,358	41,888
5	Intelligence / Special Investigations Facility	1,765	2,800	0	0	0	0	2,800	0	4,565
6	Radio Replacement	10,685	0	7,448	5,700	5,700	0	18,848	0	29,533
	<b>Total On-Going Projects</b>	<b>105,739</b>	<b>13,772</b>	<b>12,148</b>	<b>8,200</b>	<b>8,253</b>	<b>2,647</b>	<b>45,020</b>	<b>15,358</b>	<b>166,117</b>
	<b>New Projects</b>									
7	11 Division - Central Lockup	366	2,946	15,715	7,918	0	0	26,578	0	26,944
8	14 Division - Central Lockup	0	326	8,048	17,666	8,883	0	34,923	0	34,923
9	Property & Evidence Management Storage	258	10,000	8,700	11,800	1,500	3,000	35,000	0	35,258
10	Acquisition, Impl'n of New RMS	0	400	1,564	8,092	8,752	4,670	23,478	990	24,468
11	911 Hardware / Handsets	0	0	292	421	432	0	1,145	0	1,145
12	AFIS/Livescan/RIC1	0	324	0	3,000	0	0	3,324	3,000	6,324
13	HRMS - Additional functionality	0	108	346	0	0	0	454	0	454
14	Replacement of Voice Mail	0	0	864	0	0	0	864	0	864
15	Data Warehouse Establishment	0	0	0	0	343	2,411	2,754	6,003	8,757
16	54 Division (includes land)	0	0	0	0	0	300	300	36,012	36,312
17	41 Division (includes land)	0	0	0	0	0	0	0	38,403	38,403
18	13 Division (includes land)	0	0	0	0	0	0	0	29,901	29,901
19	Long Term Facility Plan	0	0	0	0	0	0	0	6,000	6,000
20	Fuel Management System	0	0	0	0	0	0	0	697	697
21	HRMS Upgrade	0	0	0	0	0	0	0	822	822
22	TRMS Upgrade	0	0	0	0	0	0	0	3,354	3,354
23	Fibre Optics	0	0	0	0	0	0	0	11,800	11,800
24	Electronic Document Management	0	0	0	0	0	0	0	500	500
25	Anticipated New IT Projects	0	0	0	0	0	0	0	15,000	15,000
	<b>Total New Projects:</b>	<b>624</b>	<b>14,103</b>	<b>35,529</b>	<b>48,897</b>	<b>19,909</b>	<b>10,381</b>	<b>128,820</b>	<b>152,481</b>	<b>281,925</b>
	<b>Total Debt-Funded Projects:</b>	<b>106,362</b>	<b>27,876</b>	<b>47,677</b>	<b>57,097</b>	<b>28,162</b>	<b>13,028</b>	<b>173,841</b>	<b>167,839</b>	<b>448,042</b>

**2009-2013 CAPITAL BUDGET REQUEST (\$000s)**  
Revised as of October 16, 2008

Proj. #	Project Name	Plan to end of 2008	2009-2013 Request					Total 2009-2013 Request	Totqal 2014-2018 Forecast	Total Project Cost
			2009	2010	2011	2012	2013			
	<b>Other than debt expenditure (Draw from Reserve)</b>									
26	Vehicle and Equipment Replacement	25,230	5,617	5,617	5,617	5,617	5,617	28,085	28,085	81,400
27	Workstation, Laptop, Printer Lifecycle	15,173	4,785	4,816	4,826	3,774	4,785	22,986	22,986	61,145
28	Servers Lifecycle	7,316	2,910	3,010	3,120	3,230	3,340	15,610	15,610	38,536
29	IT business resumption Lifecycle	6,923	0	1,588	1,644	1,701	1,761	6,693	6,693	20,310
30	Mobile Workstations Lifecycle	7,970	0	0	250	7,500	1,500	9,250	9,250	26,470
31	Network Equipment Lifecycle	1,600	1,723	480	500	520	2,603	5,826	5,826	13,252
32	Locker Replacement Lifecycle	1,100	550	550	0	0	0	1,100	0	2,200
33	Furniture Replacement Lifecycle	750	750	750	750	750	750	3,750	3,750	8,250
34	AVLS Replacement Lifecycle	0	0	316	593	639	0	1,548	1,547	3,095
35	In - Car Camera lifecycle Replacement	0	0	0	0	33	655	687	851	1,538
36	Voice Logging lifecycle Replacement	0	0	459	324	0	370	1,153	1,153	2,306
37	CAD - Computer Aided Dispatch System	0	0	0	0	100	331	431	431	862
38	Electronic Surveillance Lifecycle Replacement	0	0	0	1,977	0	0	1,977	1,977	3,954
39	Digital Photography lifecycle Replacement	0	0	126	130	0	0	256	256	512
40	DVAM I Lifecycle Replacement	0	0	1,109	0	0	0	1,109	1,109	2,218
41	Repl. of Call Centre Application (ACD-X)	0	0	315	0	0	0	315	315	630
42	DVAM II Lifecycle Replacement	0	0	0	0	0	0	0	1,417	1,417
43	Asset and Inventory Mgmt. System (AIMS)	0	0	0	127	0	0	127	127	254
44	Property & Evidence Scanners Lifecycle	0	0	0	65	0	0	65	65	129
45	DPLN Replacement	0	0	0	0	778	0	778	778	1,556
46	Telephone Handset Replacement	0	0	300	300	300	300	1,200	1,500	2,700
47	Radio Replacement	4,000	2,000	0	0	0	0	2,000	0	6,000
48	Livescan Machines	0	0	435	0	0	0	435	435	870
49	Wireless Parking System	0	0	0	3,060	0	0	3,060	3,060	6,120
<b>Total Reserve Projects:</b>		<b>70,062</b>	<b>18,335</b>	<b>19,871</b>	<b>23,283</b>	<b>24,941</b>	<b>22,011</b>	<b>108,441</b>	<b>107,220</b>	<b>285,723</b>
<b>Total Gross Projects</b>		<b>176,424</b>	<b>46,211</b>	<b>67,548</b>	<b>80,380</b>	<b>53,104</b>	<b>35,040</b>	<b>282,282</b>	<b>275,059</b>	<b>733,765</b>
<b>Funding Sources:</b>										
	Vehicle and Equipment Reserve	(70,062)	(18,335)	(19,871)	(23,283)	(24,941)	(22,011)	(108,441)	(107,220)	(285,723)
	Funding from DND	(7,374)	(2,458)	0	0	0	0	(2,458)	0	(9,832)
	Funding from Development Charges	0	(1,052)	(3,000)	(1,503)	(1,300)	(1,100)	(7,955)	(5,500)	(13,455)
<b>Total Funding Sources:</b>		<b>(77,436)</b>	<b>(21,845)</b>	<b>(22,871)</b>	<b>(24,786)</b>	<b>(26,241)</b>	<b>(23,111)</b>	<b>(118,854)</b>	<b>(112,720)</b>	<b>(309,010)</b>
<b>Total Net Request</b>		<b>98,988</b>	<b>24,366</b>	<b>44,677</b>	<b>55,594</b>	<b>26,862</b>	<b>11,928</b>	<b>163,428</b>	<b>162,339</b>	<b>424,755</b>
<b>5-year Average:</b>								<b>32,686</b>	<b>32,468</b>	
<b>City Target:</b>			<b>25,206</b>	<b>33,968</b>	<b>33,299</b>	<b>23,919</b>	<b>23,919</b>	<b>140,311</b>	<b>119,595</b>	
<b>City Target - 5-year Average:</b>								<b>28,062</b>	<b>23,919</b>	
<b>Variance to Target</b>			<b>840</b>	<b>(10,709)</b>	<b>(22,295)</b>	<b>(2,943)</b>	<b>11,991</b>	<b>(23,117)</b>	<b>(42,744)</b>	
<b>Variance to Target - 5-year Average:</b>								<b>(4,623)</b>	<b>(8,549)</b>	

**2009-2013 CAPITAL BUDGET REQUEST (\$000s)**  
**Operating Impact From Capital, Revised as of October 16, 2008**

Proj. #	Project Name	2009-2013 Operating Impact					Total 2009-2013 Impact	Total 2014-2018 Op. Impact
		2009	2010	2011	2012	2013		
	<b>On-Going Projects</b>							
1	New Training Facility	1,040.0	0.0	0.0	0.0	0.0	1,040.0	0
2	In - Car Camera	0.0	0.0	200.0	0.0	0.0	200.0	0
3	Digital Video Asset Management II	0.0	0.0	200.0	0.0	0.0	200.0	0
4	State-of-Good-Repair - Police	0.0	0.0	0.0	0.0	0.0	0.0	0
5	Intelligence / Special Investigations Facility	0.0	0.0	0.0	0.0	0.0	0.0	0
6	Radio Replacement	0.0	0.0	0.0	0.0	0.0	0.0	0
	<b>Total On-Going Projects</b>	<b>1,040.0</b>	<b>0.0</b>	<b>400.0</b>	<b>0.0</b>	<b>0.0</b>	<b>1,440.0</b>	<b>0</b>
	<b>New Projects</b>							
7	11 Division - Central Lockup	0.0	0.0	101.0	101.0	0.0	202.0	0
8	14 Division - Central Lockup	0.0	0.0	0.0	104.0	104.0	208.0	0
9	Property & Evidence Management Storage	0.0	0.0	0.0	83.0	0.0	83.0	0
10	Acquisition, Impl'n of New RMS	0.0	0.0	2,588.0	987.0	650.0	4,225.0	825
11	911 Hardware / Handsets	0.0	0.0	0.0	0.0	0.0	0.0	0
12	AFIS/Livescan/RICI	0.0	0.0	50.0	0.0	0.0	50.0	0
13	HRMS - Additional functionality	0.0	0.0	120.0	0.0	0.0	120.0	0
14	Replacement of Voice Mail	0.0	50.0	0.0	0.0	0.0	50.0	0
15	Data Warehouse Establishment	0.0	0.0	0.0	0.0	1,043.0	1,043.0	0
16	54 Division (includes land)	0.0	0.0	0.0	0.0	0.0	0.0	200
17	41 Division (includes land)	0.0	0.0	0.0	0.0	0.0	0.0	200
18	13 Division (includes land)	0.0	0.0	0.0	0.0	0.0	0.0	200
19	Long Term Facility Plan	0.0	0.0	0.0	0.0	0.0	0.0	0
20	Fuel Management System	0.0	0.0	0.0	0.0	0.0	0.0	0
21	HRMS Upgrade	0.0	0.0	0.0	0.0	0.0	0.0	20
22	TRMS Upgrade	0.0	0.0	0.0	0.0	0.0	0.0	20
23	Fibre Optics	0.0	0.0	0.0	0.0	0.0	0.0	1,500
24	Electronic Document Management	0.0	0.0	0.0	0.0	0.0	0.0	53
25	Anticipated New IT Projects	0.0	0.0	0.0	0.0	0.0	0.0	0
	<b>Total New Projects:</b>	<b>0.0</b>	<b>50.0</b>	<b>2,859.0</b>	<b>1,275.0</b>	<b>1,797.0</b>	<b>5,981.0</b>	<b>3,018</b>
	<b>Total Debt-Funded Projects:</b>	<b>1,040.0</b>	<b>50.0</b>	<b>3,259.0</b>	<b>1,275.0</b>	<b>1,797.0</b>	<b>7,421.0</b>	<b>3,018</b>
	<b>Total Contribution To Reserve Impact</b>	<b>2,950.0</b>	<b>2,800.0</b>	<b>2,800.0</b>	<b>2,800.0</b>	<b>(1,500.0)</b>	<b>9,850.0</b>	
	<b>Total Incremental Impact from Capital:</b>	<b>3,990.0</b>	<b>2,850.0</b>	<b>6,059.0</b>	<b>4,075.0</b>	<b>297.0</b>	<b>17,271.0</b>	
	<b>Total Staff Complement Change</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>67</b>	<b>0</b>	<b>67</b>	

**2009-2013 CAPITAL BUDGET REQUEST (\$000s)**  
**As Approved by the Toronto Police Services Board, September 18, 2008**

Proj. #	Project Name	Plan to end of 2008	2008 Carry Forward	2009-2013 Request					2009-2013 Proj. Total	2014-2018 Proj. Total	Total Project Cost
				2009	2010	2011	2012	2013			
<b>On-Going Projects</b>											
1	New Training Facility	70,732	0	5,072	0	0	0	0	5,072	0	75,804
2	In - Car Camera	3,962	0	2,300	2,400	0	0	0	4,700	0	8,662
3	Digital Video Asset Management II	4,365	0	1,300	0	0	0	0	1,300	0	5,665
4	State-of-Good-Repair - Police	14,230	0	2,300	2,300	2,500	2,553	2,647	12,300	13,235	39,765
5	Intelligence / Special Investigations Facility	1,765	0	2,800	0	0	0	0	2,800	0	4,565
6	Radio Replacement	10,685	0	0	7,448	11,400	0	0	18,848	0	29,533
<b>Total On-Going Projects</b>		<b>105,739</b>	<b>0</b>	<b>13,772</b>	<b>12,148</b>	<b>13,900</b>	<b>2,553</b>	<b>2,647</b>	<b>45,020</b>	<b>13,235</b>	<b>163,994</b>
<b>New Projects</b>											
7	11 Division - Central Lockup	366	0	2,946	15,715	7,918	0	0	26,578	0	26,944
8	14 Division - Central Lockup	0	0	326	8,048	17,666	8,883	0	34,923	0	34,923
9	Property & Evidence Management Storage	258	0	10,000	8,700	11,800	4,500	0	35,000	0	35,258
10	Acquisition, Imp'l'n of New RMS	0	0	1,564	8,192	8,852	4,870	990	24,468	0	24,468
11	911 Hardware / Handsets	0	0	0	292	421	432	0	1,145	0	1,145
12	AFIS/Livescan/RICI	0	0	0	5,060	0	0	0	5,060	6,000	11,060
13	HRMS - Additional functionality	0	0	108	346	0	0	0	454	0	454
14	Replacement of Voice Mail	0	0	0	864	0	0	0	864	0	864
15	Data Warehousing System	0	0	0	0	0	343	2,411	2,754	6,003	8,757
16	54 Division (includes land)	0	0	0	0	0	0	300	300	36,779	37,079
17	Long Term Facility Plan	0	0	0	0	0	0	0	0	124,848	124,848
18	Fuel Management System	0	0	0	0	0	0	0	0	697	697
19	HRMS Upgrade	0	0	0	0	0	0	0	0	822	822
20	TRMS Upgrade	0	0	0	0	0	0	0	0	3,354	3,354
21	Fibre Optics	0	0	0	0	0	0	0	0	5,900	5,900
22	Electronic Document Management	0	0	0	0	0	0	0	0	500	500
23	Content Manager Integration	0	0	0	0	0	0	0	0	0	0
24	Telephone Replacement	0	0	0	0	0	0	0	0	0	0
25	eTicketing	0	0	0	0	0	0	0	0	0	0
26	Disaster Recovery Site (To be determined)	0	0	0	0	0	0	0	0	0	0
<b>Total New Projects:</b>		<b>15,274</b>	<b>0</b>	<b>14,943</b>	<b>47,217</b>	<b>46,657</b>	<b>19,028</b>	<b>3,701</b>	<b>131,546</b>	<b>184,903</b>	<b>331,723</b>
<b>Total Debt-Funded Projects:</b>		<b>121,012</b>	<b>0</b>	<b>28,716</b>	<b>59,365</b>	<b>60,557</b>	<b>21,581</b>	<b>6,348</b>	<b>176,566</b>	<b>198,138</b>	<b>495,717</b>

**2009-2013 CAPITAL BUDGET REQUEST (\$000s)**  
**As Approved by the Toronto Police Services Board, September 18, 2008**

Proj. #	Project Name	Plan to end of 2008	2008 Carry Forward	2009-2013 Request					2009-2013 Proj. Total	2014-2018 Proj. Total	Total Project Cost
				2009	2010	2011	2012	2013			
<b>Other than debt expenditure (Draw from Reserve)</b>											
27	Vehicle and Equipment Replacement	25,230	0	5,617	5,617	5,617	5,617	5,617	28,085	28,085	81,400
28	Workstation, Laptop, Printer Lifecycle	15,173	0	4,785	4,816	4,826	3,774	4,785	22,986	22,986	61,145
29	Servers Lifecycle	7,316	0	2,910	3,010	3,120	3,230	3,340	15,610	15,610	38,536
30	IT business resumption Lifecycle	6,923	0	0	1,588	1,644	1,701	1,761	6,693	6,693	20,309
31	Mobile Workstations Lifecycle	7,970	0	0	0	250	7,500	1,500	9,250	9,250	26,470
32	Network Equipment Lifecycle	1,600	0	1,723	480	500	520	2,603	5,826	5,826	13,252
33	Locker Replacement Lifecycle	1,100	0	550	550	0	0	0	1,100	0	2,200
34	Furniture Replacement Lifecycle	750	0	750	750	750	750	750	3,750	3,750	8,250
35	AVLS Replacement Lifecycle	0	0	0	316	593	639	0	1,548	1,548	3,095
36	In - Car Camera lifecycle Replacement	0	0	0	0	0	33	655	687	851	1,538
37	Voice Logging lifecycle Replacement	0	0	0	459	324	0	370	1,153	1,153	2,306
38	CAD - Computer Aided Dispatch System	0	0	0	0	0	100	331	431	431	862
39	Electronic Surveillance Lifecycle Replacement	0	0	0	0	1,977	0	0	1,977	1,977	3,954
40	Digital Photography lifecycle Replacement	0	0	0	126	130	0	0	256	256	512
41	DVAM I Lifecycle Replacement	0	0	0	1,109	0	0	0	1,109	1,109	2,218
42	Replacement of Call Centre Application (ACD-X)	0	0	0	315	0	0	0	315	315	630
43	DVAM II Lifecycle Replacement	0	0	0	0	0	0	0	0	1,417	1,417
44	Asset and Inventory Management System (AIMS)	0	0	0	0	127	0	0	127	127	254
45	Property & Evidence Scanners Lifecycle	0	0	0	0	65	0	0	65	65	129
46	DPLN Replacement	0	0	0	0	0	778	0	778	778	1,556
47	Telephone Handset Replacement	0	0	0	300	300	300	300	1,200	1,500	2,700
48	Radio Replacement	4,000	0	2,000	0	0	0	0	2,000	0	6,000
<b>Total Reserve Projects:</b>		<b>70,062</b>	<b>0</b>	<b>18,335</b>	<b>19,436</b>	<b>20,223</b>	<b>24,941</b>	<b>22,011</b>	<b>104,946</b>	<b>103,726</b>	<b>278,734</b>
<b>Total Gross Projects</b>		<b>191,074</b>	<b>0</b>	<b>47,051</b>	<b>78,800</b>	<b>80,780</b>	<b>46,522</b>	<b>28,359</b>	<b>281,513</b>	<b>301,864</b>	<b>774,451</b>
<b>Funding Sources:</b>											
	Vehicle and Equipment Reserve	(70,062)	0	(18,335)	(19,436)	(20,223)	(24,941)	(22,011)	(104,946)	(103,726)	(278,734)
	Funding from Department of National Defence (DND)	(7,374)	0	(2,458)	0	0	0	0	(2,458)	0	(9,832)
	Funding from Development Charges	0	0	(1,421)	(4,405)	(1,503)	(1,503)	(1,503)	(10,335)	(2,000)	(12,335)
<b>Total Funding Sources:</b>		<b>(92,086)</b>	<b>0</b>	<b>(22,214)</b>	<b>(23,841)</b>	<b>(21,726)</b>	<b>(26,444)</b>	<b>(23,514)</b>	<b>(117,739)</b>	<b>(105,726)</b>	<b>(315,551)</b>
<b>Total Net Request</b>		<b>98,988</b>	<b>0</b>	<b>24,837</b>	<b>54,960</b>	<b>59,054</b>	<b>20,078</b>	<b>4,845</b>	<b>163,773</b>	<b>196,138</b>	<b>458,900</b>
<b>City Target (5-year average = \$28.1M)</b>				<b>25,206</b>	<b>33,968</b>	<b>33,299</b>	<b>23,919</b>	<b>23,919</b>	<b>140,311</b>		<b>32,755</b>
<b>Variance to Target</b>				<b>(369)</b>	<b>20,992</b>	<b>25,755</b>	<b>(3,841)</b>	<b>(19,074)</b>	<b>(23,462)</b>		<b>4,692</b>