



STAFF REPORT ACTION REQUIRED

Toronto Police Service: 2010 – 2019 Capital Program Request

Date:	November 3, 2009
To:	Budget Committee, City of Toronto
From:	Alok Mukherjee, Chair, Toronto Police Services Board

SUMMARY

The purpose of this report is to provide the City of Toronto Budget Committee with the Toronto Police Service's (Service) 2010 – 2019 Capital Program request.

RECOMMENDATION

It is recommended that the Budget Committee approve the 2010-2019 Capital Program with a 2010 net request of \$40.2M (excluding cashflow carry forwards from 2009), a net total of \$158.4M for 2010-2014 (an average of \$31.7M per year), and a net total of \$336.0M for 2010-2019.

Financial Impact

The Service's 2010-2019 Capital Program request, on average, meets the City's affordability debt target. Table 1 provides a summary of the 2010-2019 Capital Program request compared to the City of Toronto's ten-year affordability debt target. Additional detail on debt-funded and Reserve-funded projects can be found in Attachments A and B, respectively (see Appendix A).

Table 1. 2010-2019 Capital Program Request (\$Ms)

	2010	2011	2012	2013	2014	5-Year Total	2015-2019 Total	2010-2019 Total
Debt-funded projects	52.5	55.6	35.4	15.0	26.5	185.1	182.9	368.0
Reserve-funded projects	19.4	24.3	26.5	22.6	19.7	112.5	110.6	223.1
Total gross projects:	72.0	80.0	61.9	37.6	46.2	297.6	293.5	591.1
Other-than-debt funding	-31.8	-34.4	-27.8	-24.0	-21.2	-139.1	-115.9	-255.1
NET DEBT FUNDING:	40.2	45.6	34.1	13.6	25.0	158.4	177.5	336.0
CITY DEBT TARGET:	39.1	44.6	34.2	14.5	26.1	158.4	177.5	336.0
Variance to target	(1.1)	(1.0)	0.05	1.0	1.1	0.0	0.0	0.0

The implementation of capital projects can have an impact on operating budget requirements. In addition, the Service is continuing its strategy to properly fund the replacement of vehicles, technology and other equipment. Attachment C (see Appendix A) provides a summary of the estimated operating impacts of the 2010-2019 program. The 2010 operating impact of \$1M results from an increase in the contribution to the Vehicle & Equipment Reserve. Approval of the 2010-2019 program as requested will result in an estimated annualized pressure to the Service's operating budget of \$11.7M by 2019, of which approximately \$4M is attributable to increased Reserve contributions to meet the Service's fleet and equipment lifecycle replacement requirements. These impacts will be included in future operating budget requests, as required.

ISSUE BACKGROUND

At its meeting of September 24, 2009, the Toronto Police Services Board (Board) considered a report dated July 15, 2009 regarding the Toronto Police Service's 2010 – 2019 Capital Program request.

COMMENTS

Mr. Tony Veneziano, Chief Administrative Officer, Mr. Angelo Cristofaro, Director, Finance & Administration and Ms. Elizabeth Hewner, Manager, Budgeting & Control, delivered a presentation to the Board on the Toronto Police Service draft 2010 – 2019 Capital Program.

The Board approved the proposed 2010 – 2019 Capital Budget and agreed to forward copies to the Budget Committee for approval and to the City's Deputy City Manager and Chief Financial Officer for information.

A copy of Board Minute No. P264/09, in the form attached as Appendix "A" to this report, regarding this matter is provided for information.

CONTACT

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SIGNATURE

Alok Mukherjee
Chair

ATTACHMENT

Appendix A – Board Minute No. P264/09

cc. Mr. Cam Weldon, Acting Deputy City Manager and Chief Financial Officer

A: 2010 – 2010 capital request.doc

APPENDIX “A”

THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE TORONTO POLICE SERVICES BOARD HELD ON SEPTEMBER 24, 2009

#P264. 2010 – 2019 CAPITAL PROGRAM PRESENTATION

The Board was in receipt of the following report July 15, 2009 from Alok Mukherjee, Chair:

Subject: TORONTO POLICE SERVICE 2010-2019 CAPITAL PROGRAM REQUEST

Recommendations:

It is recommended that:

- (1) the Board approve the 2010-2019 Capital Program with a 2010 net request of \$40.2M (excluding cashflow carry forwards from 2009), a net total of \$158.4M for 2010-2014 (an average of \$31.7M per year), and a net total of \$336.0M for 2010-2019, as detailed in Attachment A; 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:

The Service's 2010-2019 Capital Program request, on average, meets the City's affordability debt target. Table 1 provides a summary of the 2010-2019 Capital Program request compared to the City of Toronto's ten-year affordability debt target. Additional detail on debt-funded and Reserve-funded projects can be found in Attachments A and B respectively.

Table 1. 2010-2019 Capital Program Request (\$Ms)

	2010	2011	2012	2013	2014	5-Year Total	2015- 2019 Total	2010- 2019 Total
Debt-funded projects	52.5	55.6	35.4	15.0	26.5	185.1	182.9	368.0
Reserve-funded projects	19.4	24.3	26.5	22.6	19.7	112.5	110.6	223.1
Total gross projects:	72.0	80.0	61.9	37.6	46.2	297.6	293.5	591.1
Other-than-debt funding	-31.8	-34.4	-27.8	-24.0	-21.2	-139.1	-115.9	-255.1
NET DEBT FUNDING:	40.2	45.6	34.1	13.6	25.0	158.4	177.5	336.0
CITY DEBT TARGET:	39.1	44.6	34.2	14.5	26.1	158.4	177.5	336.0
Variance to target	(1.1)	(1.0)	0.05	1.0	1.1	0.0	0.0	0.0

The implementation of capital projects can have an impact on operating budget requirements. In addition, the Service is continuing its strategy to properly fund the replacement of vehicles, technology and other equipment. Attachment C provides a summary of the estimated operating impacts of the 2010-2019 program. The 2010 operating impact of \$1M results from an increase

in the contribution to the Vehicle & Equipment Reserve. Approval of the 2010-2019 program as requested will result in an estimated annualized pressure to the Service's operating budget of \$11.7M by 2019, of which approximately \$4M is attributable to increased Reserve contributions to meet the Service's fleet and equipment lifecycle replacement requirements. These impacts will be included in future operating budget requests, as required.

Background/Purpose:

Capital projects, by their nature, require significant financial investments and result in longer term organizational benefits and impacts. An organization's capital program should therefore be consistent with and enable the achievement of the organization's strategic objectives. Accordingly, the Service's 2010-2019 Capital Program addresses the Service's facility, information and technology infrastructure priorities. The projects in the capital program will help the Service meet objectives relating to the state of good repair of our facilities, operational effectiveness/ efficiency and service enhancement, improved information for decision making, enhanced officer and public safety, environmental protection/energy efficiency, and fleet and equipment lifecycle replacements.

The Service's 2010-2019 Capital Program has undergone careful scrutiny, with particular focus on the first five years of the program. Each capital project has been reviewed and approved by the Command to ensure the request is necessary, fiscally responsible and addresses the Service's strategic objectives and requirements.

The Board's Budget Sub-Committee (BSC), at its meeting of August 25, 2009, reviewed each project in the 2010-2014 request. During this review, the BSC requested that the Service re-examine its program to ensure that projects are essential in the years requested, that the cashflow for each project reflects anticipated requirements, and that the program comes as close as possible to the City's debt-funded target, particularly for the first five years of the ten-year plan. In addition, the Service reviewed and considered the proposed criteria (distributed by the Chair) against which projects could be evaluated for approval.

This report provides a summary of the 2010-2019 Capital Program. Attachment A to this report provides a detailed listing of debt-funded projects, and attachment B includes a detailed listing of projects funded from the Vehicle and Equipment Reserve. Attachment C provides a summary of the estimated operating impact of the projects in the 2010-2019 program.

Discussion:

The Service has reviewed the projects in the 2010-2019 plan to ensure each project is essential, estimated costs are supported, and that cash flows (as best possible) take into consideration project milestones, procurement planning and third-party action and approvals required.

2009 Accomplishments:

In 2009, the Service is anticipating that 82.3% of net debt funding will be spent. Of particular note, the new Toronto Police College was completed this year, on time and on budget, and is a

LEEDS-Silver certified building. Several other significant projects are expected to be completed this year, including the Automated Vehicle Location System, Digital Video Asset Management System, and renovation of the Intelligence facility.

Strategic Direction:

The 2010-2019 Capital Program continues to focus on improving and updating the Service's ageing facility infrastructure. The Capital Program, as submitted, includes funding for the construction of a new property & evidence management facility, and new 11 and 14 division facilities.

In addition, the 2010-2019 Capital Program ensures our information and technology needs are appropriately addressed. In particular, work has started on a new records management system, a core information, operational and reporting system for the Service.

City Debt Affordability Targets:

Corporate targets for Agencies, Boards, Commissions and Departments (ABCDs) are allocated by the City's Deputy City Manager and Chief Financial Officer (City CFO). The debt affordability targets for the Toronto Police Service for 2010 to 2019 are provided in Table 2:

Table 2. 2010-2019 Capital Plan and Forecast Debt/Capital From Current Target (\$Ms)

2010	2011	2012	2013	2014	2010-2014 5-yr Target	2015-2019 5-yr Target	2010-2019 10-yr Target
39.1	44.6	34.2	14.5	26.1	158.4 31.7M avg.	177.5 35.5M avg.	336.0 33.6M avg.

City debt-affordability targets vary each year, based on the City's financial outlook and information from the Service's previous-year's capital program. City debt targets have been adjusted to take into consideration the Federal Government Infrastructure Stimulus Fund (ISF), which provides approximately 1/3 funding for approved projects. Service projects recently approved for funding under the ISF include the new 11 and 14 divisional facilities. This funding is reflected in the Service's 2010-2019 program at a total amount of \$17.3M.

The Service's capital program is comprised of multiple projects, some of which can extend over several years. These and other factors can affect the implementation schedule and annual cash flow requirements. It is therefore difficult to meet the debt target for each year, without making arbitrary adjustments. However, the Service has done its best to keep annual variances to a minimum and is on target, on average, over the 10 years of the program.

Project Deferrals/Reductions:

As a result of the Service and Budget Sub-Committee review of the capital program, several projects have been deferred or reduced in scope in an attempt to achieve the City's debt affordability targets.

5. Radio Replacement (\$2.0M deferred from 2010 to 2011)

6. Cooling of Computer Rooms (\$1.4M deleted – requirements to be further reviewed and managed through State of Good Repair)
7. EDU/CBRN Explosive Containment Vessel (\$0.5M - deferred from 2010 to 2012)
8. Data Warehousing System (\$8.8M - start of project deferred from 2012 to 2013)
9. 41 Division (\$38.4M - start of project deferred from 2014 to 2015)
10. New Records Management System (RMS): The operating impact of this project requires an additional fifty Records Management Services staff to relieve the administrative pressure currently on front-line police officers and allow officers to spend more time responding to calls and less time completing reports. Five Information Technology Services (ITS) positions are also expected to be required to support the system. The Service is reviewing current estimated staffing requirements in an effort to reduce this operating impact, including the potential redeployment of positions from other areas. The results of this review will be reported on during the 2011 budget process.

2010-2019 Capital Program:

The 2010-2019 capital program is segregated into four categories for presentation purposes:

- A. Projects in Progress
- B. Projects beginning in 2010-2014
- C. Projects beginning in 2015-2019
- D. Reserve-Funded Projects

A. Projects in Progress

There are eight projects in progress in the 2010-2019 capital program:

1. In-Car Camera (\$9.532M) - 2010 completion
2. State-of-Good-Repair (\$14.1M over the five-year period) – ongoing
3. Radio Replacement (\$35.5M gross, \$29.5M debt-funded) - 2012 completion
4. 11 Division (\$29.4M) - 2011 completion
5. 14 Division (\$34.9M) - 2012 completion
6. Property & Evidence Management Storage (\$35.3M) - 2014 completion
7. Acquisition, implementation of new RMS (\$24.5M) - 2014 completion
8. HRMS additional functionality (\$0.5M) - 2010 completion

All of these projects are currently on budget and on schedule. The status of current projects is available in the second-quarter variance report (Min. No. 229/09 refers), and additional detail on some specific projects is provided below.

In-Car Cameras:

This project is anticipated to be fully spent in 2010, and the Service is anticipating that at least 360 in-car cameras (ICCs) will be installed in police vehicles through this capital project.

State of Good Repair:

During the capital budget review, BSC members requested clarification with respect to which projects are managed by TPS, which projects are managed by the City, and why some projects are treated as separate capital projects.

The Service's "State of Good Repair" capital project provides on-going funding for interior facility renovations that include upgrades such as painting, flooring, and major modifications within a unit to better meet operational needs. Projects accommodated through this budget are prioritized annually and revisited quarterly by the Chief and Command. 2010 funding has been increased to accommodate a one-time additional pressure for renovations and equipment with respect to the establishment of a Major Incident Command Centre required at 40 College Street. If any specific project is anticipated to exceed \$1M, it will be identified as a separate capital project.

The City maintains a "State of Good Repair" capital project with sub-projects for all Agencies, Boards, Commissions and Departments. City-managed projects for TPS include the replacement of base building elements such as building envelope, heating, ventilating and air conditioning (HVAC) replacements, upgrades, asphalt, exterior doors and plumbing fixtures.

Property and Evidence Management Storage Facility:

This project provides funding for the estimated cost of replacement of the Service's current property and evidence management facility. It is unknown at this time what site may be acquired for this purpose. The Service is working with City Real Estate to identify potential property options. Final cost and cashflow estimates for this project will change, depending on which site is eventually acquired, and the condition of the site (e.g., whether there is an existing facility that requires renovation, and what condition the building may be in). When a suitable site is identified, TPS will most likely require an adjustment to the annual cashflow for this project.

B. Projects Beginning in 2010-2014

1. 911 Hardware / Handsets (\$1.2M, beginning in 2010)

This project provides funding for the replacement of 911 communication equipment (PBX switches) housed at two communication sites. This equipment provides specialized telephone connectivity and interface to various systems for the sole purpose of responding to and dispatching of 911 calls, and is essential to the operational services provided by the Communications Center and to provide backup facilities to Fire Services at both locations. This equipment is more than 10 years old and has exceeded its lifecycle. This project provides the infrastructure to better improve response times, call volume and any backlog within the system.

The operating budget impact of \$50,000 is for the anticipated increase to the annual maintenance contract commencing in 2012.

2. Replacement of Voicemail (\$1.2M, beginning in 2010)

This project will replace the hardware and upgrade the current voicemail application to ensure that the current voice mail system will meet future technological requirements and address the limited capacity of the current system. The current system is 10 years old and runs the risk of losing vendor support in 2010 (as its lifecycle will be exceeded), unless it is upgraded or replaced.

The operating budget impact of \$50,000 is the anticipated increase to the annual maintenance contract commencing in 2011.

3. Second floor optimization (\$2.7M, beginning in 2010)

This project provides funding for renovations at Headquarters that would consolidate Employment Unit operations to the second floor at Headquarters, and address space and operational issues for the current employment operations on the second and fourth floors.

TPS Headquarters became operational in 1988. Space was allocated to units based on anticipated need at that time. In the 21 years since opening, unit requirements have grown and changed. The offices accommodating the seventy full-time members of the Employment Unit are now located on both the second and fourth floors. Office space is inadequate and inefficient. The renovations would address the service-delivery needs of the Employment Unit, ensuring that the Employment unit provides easy public access, a professional customer service area and a designated testing area for applicants to complete required written psychological tests.

Other units will also be impacted to facilitate the space consolidation of the Employment Unit.

4. Fuel Management System (\$0.7M, beginning in 2010)

This project provides funding for the installation of an automated fuel system that would improve accuracy and provide quick access to current fuel data to create effective management reports. An automated system will also provide better information regarding kilometres traveled, thereby resulting in improved vehicle maintenance.

The operating budget impact of \$5,000 is to pay for the card and equipment maintenance commencing in 2011.

5. 5th floor space optimization (\$1.3M, beginning in 2011)

This project provides funding for major renovations of the fifth floor at Headquarters, which houses Information Technology Services (ITS). The 5th floor office space has not been renovated since Headquarters was opened in 1988. The current configuration does not adequately meet the space and operational requirements of the division. This project has been deferred for a number of years due to other priorities.

6. EDU / CBRN Explosive Containment Vessel (\$0.5M, beginning in 2012)

This project provides funding for the acquisition of a new Explosive Disposal Unit (EDU) / Chemical, Biological, Radiological and Nuclear (CBRN) Explosive Containment Unit.

Police Explosive Technicians assigned to EDU are mandated by Federal and Provincial legislation, procedures, policy and guidelines to dispose of or render safe military ordnance, commercial explosives and improvised explosive devices. Additionally, explosive technicians are obligated to deal with hazardous materials, including; chemical, biological, radiological and nuclear (CBRN) hazardous material.

The new EDU / CBRN Explosive Containment Vessel design is a totally encapsulated air tight container capable of transporting hazardous CBRN material, and provides added protection against blast effects, overpressures and fragmentation. Due to its design and the superior material used in its manufacture, the explosive containment vessel is capable of safely transporting improvised explosive devices (I.E.D.) and hazardous (e.g., CBRN) materials.

7. AFIS (\$3M, beginning in 2011)

The purpose of this project is to replace the Automated Fingerprint Identification System (AFIS) for fingerprints and palmprints processing. The Service's AFIS communicates with the Royal Canadian Mounted Police (RCMP) AFIS. The RCMP is planning a major upgrade in 2011, and the Service's AFIS must be replaced by then to ensure full compatibility between the two systems. The Service's current system is outdated and TPS is at risk of not having support or parts for the current system.

The operating budget impact of \$50,000 is the anticipated increase to the annual maintenance contract commencing in 2012.

8. Electronic Document Management (\$0.5M, beginning in 2014)

This project provides funding to begin the implementation of standardized equipment, software and storage techniques for the conversion of Service data to an electronic format. This project will reduce costs of storage, retrieval and transporting of documents, improve information accessibility and reduce use of paper, adding benefit to the environment.

The anticipated operating budget savings are due to a reduction in paper and printing costs, offset by an increase in maintenance costs. There are further potential savings (not quantified) with respect to time associated with court preparation, and improved information accessibility.

9. Data Warehousing System (\$8.1M, beginning in 2013)

The funding for this project, which has been deferred to start in 2013, provides for the implementation of a corporate integrated database that will improve the consistency, accuracy and reliability of information, to enable more effective decision-making across the Service. 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. Data will have the right format and structure with standardized corporate direction, for reporting and analytical purposes.

The operating budget impact is estimated at \$1.1M annually, comprised of \$600,000 for three Information Technology staff to support the system and \$500,000 for system maintenance. The project assumes these staff will be hired during the implementation of this project, and will be an on-going requirement after project completion. This requirement will, however, be reviewed and confirmed during implementation.

10. 54 Division (\$36.3M, beginning in 2013)

This project provides funding for the land acquisition and construction for a new 54 Division. The project assumes that a site will be purchased in 2014. The land cost estimate is dependent on the actual location chosen and market values at the time of purchase, and therefore may change. Construction costs are based on 23 Division costs, inflated for anticipated construction increases and a continued requirement for LEED-Silver certification.

The additional operating cost impact of \$0.2M per year is for building operations and utilities.

11. Human Resource Management System Upgrades (\$0.8M, beginning in 2014)

Human resources information and payroll administration for Toronto Police Service is managed using the PeopleSoft Human Resource Management System (HRMS).

This project would provide funding for an anticipated upgrade to HRMS beginning in 2014. Estimates are based on the costs incurred during the last HRMS upgrade, and future project costs will be refined as more information becomes available with respect to requirements at that time (e.g., will the system require upgrading or replacement, will there be any changes to the Service's architecture, etc.). There is also a potential for Oracle to withdraw its support from clients who do not use an Oracle database to run its software.

The operating budget impact is an estimate for incremental maintenance costs of \$22,000 annually commencing in 2015.

12. Time Resource Management System (TRMS) Upgrade (\$3.4M, beginning in 2014)

The Toronto Police Service uses TRMS, which went live in August 2003, to collect and process time and attendance specific data, administer accrual bank data, assist in paid duty administration, and in the deployment of members. From August 2006 to May 2008, the Service was engaged in upgrading the TRMS application to version 5.0. The scope of the project was to upgrade the existing functionality within the TRMS system.

This project would provide funding to upgrade TRMS beginning in 2014, to ensure continued vendor support, as well as to examine additional functionality that can assist the Service in achieving further efficiencies in its business processes. Estimates are based on the costs incurred during the last upgrade, and future project costs will be refined as more information becomes available with respect to requirements at that time (e.g., will the system require upgrading or replacement).

The operating budget impact is an estimate for incremental maintenance costs of \$22,000 annually commencing in 2016.

13. Digital Content Manager (\$3.1M, beginning in 2014)

This project provides funding for the implementation of an integrated Digital Content Management System (DCMS), which would provide an automated process for the management of digital video evidence. Currently, evidence comes from a variety of sources, including 911 audio recordings, Digital Photo, In-Car Camera, CCTV, Booking, and Interrogation systems. The contents are related to CIPS, eCops and CAD data. All current systems are siloed, and each has a unique way to manage the associated workflow.

With the DCMS, all silo systems capturing digital evidence would be integrated and interfaced with the Service's record management system. The DCMS would allow digital evidence to be retrieved by any Service device.

Total project cost is estimated at \$3.1M for 2 years of development. Operating costs are estimated at \$178,000 annually comprised of \$84,000 for one support staff (required for maintenance) and \$94,000 for maintenance of software licenses commencing in 2016.

C. Projects beginning in 2015-2019

Projects identified to begin after 2014 are:

1. 41 Division Replacement (\$38.4M, beginning in 2015)
2. Fiber Optics Network (\$11.8M, beginning in 2015)
3. 13 Division Replacement (\$38.4M, beginning in 2017)
4. Long Term Facility Plan (\$3M annually beginning in 2018)
5. Radio Replacement (\$28.1M, beginning in 2016)
6. Anticipated New IT projects (\$2.7M annually beginning in 2017)

7. Next replacement of voicemail and AFIS systems (\$3.9M in 2015-2019)

A Disaster Recovery Site is identified as a potential requirement but for which details are not known at this time. Although the timing and cost estimates are not known at this time, a placeholder project is identified for the Board's information, as it is anticipated to be included in the Service's future capital programs.

D. Reserve-Funded Projects

All projects listed in this category are funded from the Vehicle and Equipment Reserve ("Reserve"), and have no impact on debt financing. Using the Reserve for the lifecycle replacement of vehicles and equipment avoids having to request the equipment replacements through the capital program and as a result does not require the City to debt-finance these purchases. This approach is supported by City Finance. It should be noted, however, that this strategy of funding requirements from the Reserve results in an impact on the operating budget, as it is necessary to make regular annual contributions to replenish the Reserve.

Attachment B represents all of the currently identified Reserve-funded projects. Estimates are revised annually based on up-to-date information.

Table 3, below, provides a summary of anticipated Reserve activity for 2010-2014:

Table 3. 2010-2014 Reserve Activity (\$Ms)

	2010	2011	2012	2013	2014
Opening Balance:*	7.5	7.2	4.5	0.2	1.1
Contributions:**	17.7	18.7	19.7	20.7	20.6
Draws:***	17.9	21.4	23.9	19.8	17.4
Year-End Balance:	7.2	4.5	0.24	1.1	4.4
Incremental Operating Impact:	1.0	2.0	3.0	4.0	4.0

*plan, based on 2009 budget

**includes contributions from Parking Enforcement

***draws represent planned spending, including spending for Parking Enforcement

Conclusion:

A detailed review of all projects was conducted by the Command and the Board's Budget Sub-Committee to ensure that the Capital Program reflects the priorities of the Service, is consistent with the Service's strategic objectives, and is in line with City targets. Wherever possible, capital projects have been deferred, or reduced in scope.

The Service's capital program request meets the City's affordability debt target for the 2010-2014 period and the 2010-2019 program in total. Design and construction requirements for the Service's facility projects in 2010 and 2011 require the Service's plan for these two years to marginally exceed target. An arbitrary cashflow adjustment, inconsistent with anticipated spending, would be required if the Service were to meet City targets on an annual basis.

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 and Ms. Elizabeth Hewner, delivered a presentation to the Board on the Toronto Police Service draft 2010 – 2019 Capital Program.

The Board approved the proposed 2010 – 2019 Capital Budget.

A copy of the presentation is on file in the Board office.

2010-2014 CAPITAL BUDGET REQUEST (\$000s)

Attachment A

Proj. #	Project Name	Plan to end of 2009	2010	2011	2012	2013	2014	Total 2010-2014 Request	Total 2015-2019 Forecast	Total 2010-2019 Program	Total Project Cost
On-Going Projects											
47	In - Car Camera	7,132	2,400	0	0	0	0	2,400	0	2,400	9,532
10	State-of-Good-Repair - Police	0	3,150	2,500	3,586	3,680	3,725	16,641	21,700	38,341	38,341
48	Radio Replacement	10,685	5,448	7,700	5,700	0	0	18,848	0	18,848	29,533
58	11 Division - Central Lockup	3,312	17,215	8,918	0	0	0	26,133	0	26,133	29,444
52	14 Division - Central Lockup	326	7,048	18,666	8,883	0	0	34,597	0	34,597	34,923
60	Property & Evidence Management Storage	258	10,000	5,000	8,000	6,000	6,000	35,000	0	35,000	35,258
69	Acquisition, Impl'n of New RMS	400	1,564	8,092	8,752	4,670	990	24,068	0	24,068	24,468
53	HRMS - Additional functionality	108	346	0	0	0	0	346	0	346	454
Total On-Going Projects		22,220	47,171	50,876	34,920	14,350	10,715	158,033	21,700	179,733	201,954
New Projects											
70	911 Hardware / Handsets	0	757	420	0	0	0	1,177	0	1,177	1,177
72	Replacement of Voice Mail	0	1,222	0	0	0	0	1,222	881	2,103	2,103
109	2nd floor space optimization	0	2,675	0	0	0	0	2,675	0	2,675	2,675
75	Fuel Management System	0	697	0	0	0	0	697	0	697	697
xxx	5th floor space optimization (new in 2010)	0	0	1,334	0	0	0	1,334	0	1,334	1,334
76	EDU/CBRN Explosive Containment	0	0	0	487	0	0	487	0	487	487
71	AFIS	0	0	3,000	0	0	0	3,000	3,000	6,000	6,000
107	Electronic Document Management	0	0	0	0	0	50	50	450	500	500
73	Data Warehouse Establishment	0	0	0	0	336	3,224	3,560	4,508	8,068	8,068
74	54 Division (includes land)	0	0	0	0	300	9,100	9,400	26,912	36,312	36,312
101	41 Division (includes land)	0	0	0	0	0	0	0	38,403	38,403	38,403
104	HRMS Upgrade	0	0	0	0	0	152	152	670	822	822
105	TRMS Upgrade	0	0	0	0	0	1,909	1,909	1,445	3,354	3,354
106	Digital Content Manager	0	0	0	0	0	1,388	1,388	1,707	3,095	3,095
106	Fibre Optics	0	0	0	0	0	0	0	11,800	11,800	11,800
115	Disaster Recovery Site	0	0	0	0	0	0	0	0	0	0
102	13 Division (includes land)	0	0	0	0	0	0	0	29,901	29,901	38,403
xxx	Long Term Facility Plan	0	0	0	0	0	0	0	6,000	6,000	6,000
48	Radio Replacement	0	0	0	0	0	0	0	28,100	28,100	28,100
yyy	Anticipated New IT Projects	0	0	0	0	0	0	0	7,390	7,390	7,390
Total New Projects:		0	5,350	4,755	487	636	15,823	27,050	161,168	188,218	196,720
Total Debt-Funded Projects:		22,220	52,522	55,630	35,407	14,986	26,538	185,084	182,868	367,952	398,674
Total Reserve Projects:		88,397	19,436	24,323	26,473	22,595	19,675	112,501	110,607	223,108	311,505
Total Gross Projects		110,617	71,957	79,954	61,880	37,581	46,213	297,585	293,475	591,060	710,179
Funding Sources:											
	Vehicle and Equipment Reserve	(88,397)	(19,436)	(24,323)	(26,473)	(22,595)	(19,675)	(112,501)	(110,607)	(223,108)	(311,505)
	ISF estimate for 11 and 14 Div	0	(8,421)	(8,862)	0	0	0	(17,283)	0	(17,283)	(17,283)
	Funding from Development Charges	(1,052)	(3,914)	(1,170)	(1,290)	(1,420)	(1,560)	(9,354)	(5,334)	(14,688)	(15,740)
Total Funding Sources:		(89,449)	(31,771)	(34,355)	(27,763)	(24,015)	(21,235)	(139,138)	(115,941)	(255,079)	(344,528)
Total Net Request		21,168	40,187	45,598	34,117	13,566	24,978	158,447	177,534	335,981	357,149
5-year Average:								31,689	35,507	33,598	
City Target:			39,056	44,633	34,163	14,528	26,067	158,447	177,534	335,981	
City Target - 5-year Average:								31,689	35,507	33,598	
Variance to Target:			(1,131)	(965)	46	962	1,089	0	0	0	
Variance to Target - 5-year Average:								0	0	0	

2010-2014 CAPITAL BUDGET PROGRAM - RESERVE FUNDED PROJECTS (\$000s)

Attachment B

	Plan						Total	Total	Total
Project Name	to end of 2009	2010	2011	2012	2013	2014	2010-2014 Request	2015-2019 Forecast	Project Cost
Other than debt expenditure (Draw from Reserve)									
Vehicle and Equipment Replacement	30,847	5,617	5,617	5,617	5,617	5,617	28,085	28,085	87,017
Workstation, Laptop, Printer Lifecycle	19,958	4,816	4,826	4,788	4,785	4,597	23,812	22,986	66,756
Servers Lifecycle	10,226	3,010	3,120	3,230	3,340	3,122	15,822	15,610	41,658
IT business resumption Lifecycle	6,923	1,588	1,644	1,701	1,761	1,339	8,032	6,693	21,648
Mobile Workstations Lifecycle	7,970	0	250	7,500	1,500	0	9,250	10,750	27,970
Network Equipment Lifecycle	3,323	480	500	520	2,603	1,165	5,268	5,826	14,417
Locker Replacement Lifecycle	1,650	550	550	550	550	550	2,750	2,750	7,150
Furniture Replacement Lifecycle	1,500	750	750	750	750	750	3,750	3,750	9,000
AVLS Replacement Lifecycle	0	316	593	639	0	0	1,548	2,185	3,733
In - Car Camera lifecycle Replacement	0	0	0	0	688	818	1,506	66	1,572
Voice Logging lifecycle Replacement	0	459	324	0	370	0	1,153	1,523	2,676
CAD - Computer Aided Dispatch System	0	0	0	100	331	0	431	762	1,193
Electronic Surveillance Lifecycle Replacement	0	0	1,977	0	0	0	1,977	1,977	3,954
Digital Photography lifecycle Replacement	0	126	130	0	0	0	256	256	512
DVAM I Lifecycle Replacement	0	1,109	0	0	0	0	1,109	1,109	2,218
Repl. of Call Centre Application (ACD-X)	0	315	0	0	0	0	315	315	630
DVAM II Lifecycle Replacement	0	0	0	0	0	1,417	1,417	0	1,417
Asset and Inventory Mgmt.System (AIMS)	0	0	127	0	0	0	127	127	254
Property & Evidence Scanners Lifecycle	0	0	120	0	0	0	120	65	185
DPLN Replacement	0	0	0	778	0	0	778	778	1,556
Telephone Handset Replacement	0	300	300	300	300	300	1,500	1,500	3,000
Radio Replacement	6,000	0	0	0	0	0	0	0	6,000
Replacement of Video Recording Equipment	0	0	0	0	0	0	0	0	0
Livescan Machines	0	0	435	0	0	0	435	435	870
Wireless Parking System	0	0	3,060	0	0	0	3,060	3,060	6,120
Total Reserve Projects:	88,397	19,436	24,323	26,473	22,595	19,675	112,501	110,607	311,505

2010-2014 CAPITAL BUDGET REQUEST (\$000s)
OPERATING IMPACT FROM CAPITAL (incremental over 2009)

Attachment C

Project Name	2010	2011	2012	2013	2014	By 2019	Comments
On-Going Projects							
In - Car Camera	0.0	200.0	200.0	200.0	200.0	200.0	Additional staffing costs (5 FTEs)
Digital Video Asset Management II	0.0	200.0	200.0	200.0	200.0	200.0	Third party system support
11 Division - Central Lockup	0.0	101.0	202.0	202.0	202.0	202.0	Building Operations, Service Contracts and Utilities
14 Division - Central Lockup	0.0	0.0	104.0	208.0	208.0	208.0	Building Operations, Service Contracts and Utilities
Property & Evidence Management Storage	0.0	0.0	0.0	0.0	83.0	83.0	High Level estimate
Acqisition, Impl'n of New RMS	0.0	2,523.0	4,348.0	4,510.0	5,010.0	5,010.0	Maintenance costs and 55 FTEs
HRMS - Additional functionality	0.0	120.0	120.0	120.0	120.0	120.0	Two FTEs - one HR, one IT
Total on-going Operating Impact	0.0	3,144.0	5,174.0	5,440.0	6,023.0	6,023.0	
New Projects							
911 Hardware / Handsets	0.0	0.0	50.0	50.0	50.0	50.0	System maintenance cost
Replacement of Voice Mail	0.0	50.0	50.0	50.0	50.0	50.0	Incremental maintenance cost
Fuel Management System	0.0	5.0	5.0	5.0	5.0	5.0	Card replacement and system maintenance
AFIS	0.0	0.0	50.0	50.0	50.0	50.0	Incremental maintenance cost (currently costs \$350k)
Electronic Document Management	0.0	0.0	0.0	0.0	0.0	-77.9	Reduction in paper & printing cost, off-set by increase in maintenance cost
Data Warehouse Establishment	0.0	0.0	0.0	0.0	0.0	1,056.0	\$0.6M for salaries for 5 people; \$0.5M for maintenance; starting 2017
54 Division	0.0	0.0	0.0	0.0	0.0	144.0	Building Operations, Service Contracts and Utilities; starting 2016 (3 1/2 years)
41 Division	0.0	0.0	0.0	0.0	0.0	144.0	Building Operations, Service Contracts and Utilities; starting half a year 2018 (1 1/2 years)
13 Division	0.0	0.0	0.0	0.0	0.0	TBD	Building Operations, Service Contracts and Utilities; starting 2020
Long Term Facility Plan	0.0	0.0	0.0	0.0	0.0	TBD	TBD
HRMS Upgrade	0.0	0.0	0.0	0.0	0.0	22.0	Incremental maintenance cost of \$22K per year from 2015
TRMS Upgrade	0.0	0.0	0.0	0.0	0.0	22.0	Incremental maintenance cost of \$22K per year from 2016
Digital Content Manager	0.0	0.0	0.0	0.0	0.0	178.0	\$94K for support and maintenance; \$84K for 1 FTE; starting 2016
Total New projects Operating Impact	0.0	55.0	155.0	155.0	155.0	1,643.2	
Contribution to Reserve (estimated)	1,000.0	2,000.0	3,000.0	4,000.0	4,000.0	4,000.0	
Total Reserve Operating Impact	1,000.0	2,000.0	3,000.0	4,000.0	4,000.0	4,000.0	
Incremental Operating Impact	1,000.0	5,199.0	8,329.0	9,595.0	10,178.0	11,666.2	