



## STAFF REPORT ACTION REQUIRED

### Toronto Police Service: 2010 Capital Budget Variance Report Period Ending March 31, 2010

<b>Date:</b>	June 2, 2010
<b>To:</b>	Budget Committee, City of Toronto
<b>From:</b>	Alok Mukherjee, Chair, Toronto Police Services Board

#### **SUMMARY**

---

The purpose of this report is to provide the City of Toronto Budget Committee with the 2010 capital budget variance report for the period ending March 31, 2010 and to request a cash flow increase of \$2.45M to the 2010 vehicle replacement project within the Toronto Police Service's ("Service") Vehicle and Equipment Reserve and a corresponding cash flow decrease in 2011 for a zero net impact on the Reserve for the acquisition of 75 additional marked vehicles in 2010, and to request a technical adjustment to increase the 2009 carry forward amounts, to reflect final year-end balances, for the Power Supply and Furniture Replacement projects by \$18,450 and \$4,543 respectively with no net impact on the capital program.

#### **RECOMMENDATION**

---

It is recommended that:

- 1) the Budget Committee approve a cash flow increase of \$2.45 Million (M) to the 2010 vehicle replacement project within the Toronto Police Service's Vehicle and Equipment Reserve (Reserve) and a corresponding cash flow decrease in 2011 for a zero net impact on the Reserve, for the acquisition of 75 additional marked vehicles in 2010; and
- 2) the Budget Committee approve a technical adjustment to increase the 2009 carry forward amounts, to reflect final year-end balances, for the Power Supply and Furniture Replacement projects by \$18,450 and \$4,543 respectively with no net impact on the capital program.

#### **Financial Impact**

---

There are no financial implications related to the recommendations contained within this report. The 2010 cash flow adjustment to the Reserve allows the Service to commence

the implementation of a strategy to manage the planned phase-out of the current marked police vehicle. The 2011-2020 capital program submission will reflect the appropriate adjustments to the Reserve to fully implement the strategy.

Capital projects are managed within a total approved project amount that can span over several years. Any unspent budget allocation approved in a particular year can be carried forward for one year.

The Council-approved gross available funding for 2010 (including carryover from 2009) is \$87.8 million (M). Taking into consideration the recommendations in this report, gross available funding for 2010 will be adjusted to \$90.3M (\$87.8M + \$2.45M + \$0.023M). Total adjusted funding is comprised of \$70.8M (debt-funded) and \$19.5M (other-than-debt funded).

As of March 31, 2010, the Service is projecting a total gross expenditure of \$86.8M, compared to \$90.3M in available funding (a spending rate of 96.1% for 2010). From a net debt perspective, the Service is projecting total expenditures of \$55.7M, compared to \$57.9M in available funding (a spending rate of 96.1%). The projected (net) under-expenditure for 2010 is \$2.3M. This amount is still required and will be carried forward to 2011.

## **ISSUE BACKGROUND**

At its meeting on May 20, 2010, the Toronto Police Services Board (“Board”) was in receipt of a report, dated May 3, 2010, from William Blair, Chief of Police, with regard to the Toronto Police Service’s 2010 capital variance report period ending March 31, 2010.

## **COMMENTS**

Mr. Tony Veneziano, Chief Administrative Officer, Toronto Police Service, was in attendance and discussed this report with the Board.

During the meeting, the Board noted the significance of the various green and environmental components in the new training facility project and requested that a comprehensive visual presentation be provided at a future Board meeting. Mr. Veneziano agreed to coordinate the presentation and indicated that the topics would include: budget, scope, schedule and lessons learned.

The Board subsequently approved the Chief’s report.

A copy of Board Minute No. P143/10, in the form attached as Appendix “A” to this report, regarding this matter is provided for information.

**CONTACT**

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

**SIGNATURE**

---

Alok Mukherjee  
Chair

**ATTACHMENT**

Appendix A – Board Minute No. P143/10

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

A: tps\_2010 capital budget variance report period ending march 31 2010.doc

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE  
TORONTO POLICE SERVICES BOARD HELD ON MAY 20, 2010**

**#P143. TORONTO POLICE SERVICE: 2010 CAPITAL BUDGET VARIANCE  
REPORT PERIOD ENDING MARCH 31, 2010**

The Board was in receipt of the following report May 3, 2010 from William Blair, Chief of Police:

Subject: 2010 CAPITAL BUDGET VARIANCE REPORT FOR THE TORONTO  
POLICE SERVICE – PERIOD ENDING MARCH 31, 2010

Recommendations:

It is recommended that:

- 1) the Board approve a cash flow increase of \$2.45 Million (M) to the 2010 vehicle replacement project within the Service's Vehicle and Equipment Reserve (Reserve) and a corresponding cash flow decrease in 2011 for a zero net impact on the Reserve, for the acquisition of 75 additional marked vehicles in 2010; and
- 2) the Board approve a technical adjustment to increase the 2009 carry forward amounts, to reflect final year-end balances, for the Power Supply and Furniture Replacement projects by \$18,450 and \$4,543 respectively with no net impact on the capital program;
- 3) the Board forward a copy of this report to the City Budget Committee for approval of recommendations No. 1 and 2; and
- 4) the Board forward a copy of this report to the City's Deputy City Manager and Chief Financial Officer for information.

Financial Implications:

There are no financial implications related to the recommendations contained within this report. The 2010 cash flow adjustment to the Reserve allows the Service to commence the implementation of a strategy to manage the planned phase-out of the current marked police vehicle. The 2011-2020 capital program submission will reflect the appropriate adjustments to the Reserve to fully implement the strategy.

Capital projects are managed within a total approved project amount that can span over several years. Any unspent budget allocation approved in a particular year can be carried forward for one year.

The Council-approved gross available funding for 2010 (including carryover from 2009) is \$87.8 million (M). Taking into consideration the recommendations in this report, gross available funding for 2010 will be adjusted to \$90.3M (\$87.8M + \$2.45M + \$0.023M). Total adjusted funding is comprised of \$70.8M (debt-funded) and \$19.5M (other-than-debt funded).

As of March 31, 2010, the Service is projecting a total gross expenditure of \$86.8M, compared to \$90.3M in available funding (a spending rate of 96.1% for 2010). From a net debt perspective, the Service is projecting total expenditures of \$55.7M, compared to \$57.9M in available funding (a spending rate of 96.1%). The projected (net) under-expenditure for 2010 is \$2.3M. This amount is still required and will be carried forward to 2011.

Background/Purpose:

At its special meeting of December 8, 2009, City Council approved the Toronto Police Service’s 2010-2019 capital program. Subsequently, the Board approved the revised capital program at its December 17, 2009 meeting (Min. No. P357/09 refers). Attachment A provides a summary of the Board and Council approved budget.

This capital variance report provides the status of projects as at March 31, 2010.

Discussion:

*Summary of Capital Projects:*

Attachment B provides a status summary of the on-going projects from 2009 as well as those projects that have or will be starting in 2010. The 2010 budget reflected in Attachment B includes the adjustments recommended for approval in this report. Any significant issues or concerns have been highlighted below in the “Key Highlights/Issues” section of this report.

*Key Highlights/Issues:*

As part of its project management process, the Service has adopted a colour code (i.e. green, yellow or red) to reflect the health status of capital projects. The overall health of each capital project is based on budget, schedule and scope considerations. The colour codes are defined as follows:

- Green – on target to meet project goals (scope/functionality), and on budget and schedule;
- Yellow – at risk of not meeting certain goals, some scope, budget and/or schedule issues, and corrective action required; and
- Red – high risk of not meeting goals, significant scope, budget and/or schedule issues, and corrective action required.

The following provides summary information on key projects within the 2010-2019 Capital Program.

- New Training Facility (Gross \$76.1M, net \$66.0M)

<b>Overall Project Health Status</b>	
<b>Current</b>	<b>Previous Variance Report</b>
GREEN	GREEN

The new training facility project is complete, and occupancy occurred in August 2009. Funding in the amount of \$0.2M has been carried forward to 2010 in order to accommodate items that were originally within the scope of the project but were deferred to address other critical priorities.

As noted in the June 2009 variance report (Min. No. P229/09 refers), the Service has applied to the Federation of Canadian Municipalities (FCM) for financing from the Green Municipal Fund (GMF) in relation to the new training facility. The FCM has advised that the application for financing has been approved in the form of a grant of \$300,000 and a low-interest loan to the City of \$2M. However, the actual grant amount is conditional upon the loan being disbursed, verification that the project is complete, the achievement of a 40% reduction in energy consumption and an external audit. An external consultant's report confirming that the building achieves a 40% energy reduction was submitted to the FCM in January 2010. The Service is in the process of hiring an external auditor to perform the required audit. Once the external audit is completed, the Service expects to receive the grant of \$300,000. The grant amount of \$300,000 has been accounted for in the final project status.

A close out report for this project will be provided to the Board once the GMF grant is obtained.

At its March 25, 2010 meeting, the Board approved a motion "that the next capital variance report include a comparison of the operating costs between the new training facility constructed with energy and environmental cost-savings designs and the previous older and smaller facility" (Min. No. P68/10 refers). This variance report does not include the comparison requested by the Board as a more meaningful comparison would be available after the new facility has been in operation for a full year (i.e. August 2010). Therefore, the Service will be working with City Facilities staff to compile the operating costs of the new and old facilities, based on square footage, and the comparison data will be included in the Service's annual Environmental Initiatives report to the Board.

- Intelligence / Special Investigation Facility (\$6.1M)

<b>Overall Project Health Status</b>	
<b>Current</b>	<b>Previous Variance Report</b>
<b>GREEN</b>	<b>GREEN</b>

This project provides funding for upgrades and renovations to the existing Special Investigation Services (SIS)/Intelligence facility. Construction is substantially complete and the renovated area has been operational since November 2009.

In 2009, \$400,000 was transferred from the State of Good Repair project to the Intelligence facility project to cover the cost of additional equipment and unanticipated work resulting from the complexity of the existing facility (Min. No. P316/09 refers). Funding in the amount

of \$0.6M has been carried forward to 2010 to complete work previously deferred. These funds are anticipated to be fully spent.

A close out report for this project will be provided to the Board in the third quarter of 2010.

- Property and Evidence Management Facility (\$35M)

<b>Overall Project Health Status</b>	
<b>Current</b>	<b>Previous Variance Report</b>
GREEN	GREEN

This project is for the purchase and renovation of an existing building to house the Property and Evidence Management Unit (PEMU) facility. A suitable site on Progress Road was identified and City Council, at its meeting in January 2010, approved the purchase of this property for the Service.

The real estate transaction is expected to close on April 28, 2010. Subsequent to the transaction closing, the Service will develop a plan for the design and timing of renovations required.

- 11 Division (\$26.9M)

<b>Overall Project Health Status</b>	
<b>Current</b>	<b>Previous Variance Report</b>
GREEN	GREEN

This project is for the construction of a new 11 Division facility at 2054 Davenport Road. The building has been designed to meet LEED-Silver certification, and construction of the new 11 Division facility commenced in October 2009. The demolition of the 1960's portion of the existing facility is complete and partial demolition of the existing 1913 school facility is well underway. As part of the retention of the Davenport Road façade, a steel structure has been erected to support the existing 1913 building, while demolition and new construction proceeds. Footings and foundation work is progressing along the western portion of the site and additional work regarding the underground site services is commencing in the parking area.

The majority of tenders have been awarded and the project remains within the approved budget at this time. However, some tenders are still to be awarded, and the estimate will continue to be monitored and updated. Infrastructure Stimulus Funding (ISF) of \$9.7M has been approved for this project and the Service expects to meet the ISF completion date requirement at this time.

- 14 Division (\$34.9M)

<b>Overall Project Health Status</b>	
<b>Current</b>	<b>Previous Variance Report</b>
GREEN	GREEN

This project is for the construction of a new 14 Division facility at 11 St. Annes Road. The facility is being designed and will be constructed to meet the requirements for LEED-Silver certification. Contracts for architectural design and consulting services and for construction management services have been awarded by the Board.

The project design phase is complete and a presentation on the building design was provided to the Board's April 2010 meeting. Site preparation is expected to start in June 2010 with full construction activity commencing in the Fall. The Construction Manager is issuing a series of pre-qualification documents for tender, and some of the tender contracts are expected to be awarded by early summer.

A meeting with City Planning to introduce the project for site plan application has occurred. The project team plans to submit drawings to the City's STAR Advisory Group for comments within the next three to four weeks and submission to City Planning for approval within the next few months. The site plan approval process can take approximately six to nine months.

Construction of this facility is expected to be completed by the third quarter of 2012. ISF funding of \$8.7M has been approved for 14 Division. The Service has advised the City Manager that the substantial construction completion date for the new 14 Division facility is beyond March 31, 2011. This may impact on the total amount of ISF funding available for this project.

The current cost estimate for this project is still preliminary. The estimate is being monitored and will become more certain as the project moves through the various working drawings, and as the major construction activities are tendered and awarded.

- In-Car Camera (\$9.5M)

<b>Overall Project Health Status</b>	
<b>Current</b>	<b>Previous Variance Report</b>
GREEN	GREEN

This project provides funding for the purchase and implementation of In-Car Camera (ICC) systems, including the necessary infrastructure (i.e. servers, data storage and upgraded network).

The Service is now targeting to replace at least 400 of the 460 ICCs through this capital project. As noted in the December 2009 variance report (Min. No. P68/10 refers), 221 camera systems have been purchased. The project team completed installation at the final division planned for 2009 (53 Division) and started the 2010 roll out at 22 and 23 Divisions.

In order to ensure cameras are purchased closer to planned installation dates, \$1.5M of available funding has been carried forward to 2010. The following table summarizes the 2010/2011 roll-out schedule.

**Planned 2010/11 Installations**

<b>Seq</b>	<b>Location</b>	<b>Start Date</b>	<b>Scheduled Completion Date</b>	<b>Status</b>
1	Division 22	Feb 2010	Apr 2010	Started
2	Division 23	April 2010	July 2010	Started
3	Division 33	July 2010	Sept 2010	
4	Division 43	Aug 2010	Oct 2010	
5	Division 41	Sept 2010	Nov 2010	
6	Division 31	Oct 2010	Dec 2010	
7	Division 32	Nov 2010	Jan 2011	
8	Division 11	Dec 2010	Feb 2011	
9	Division 55	Jan 2011	Mar 2011	
10	Division 54	Feb 2011	April 2011	
11	Division 42	Mar 2011	May 2011	
12	Division 12	April 2011	June 2011	

It should be noted that due to additional workload with respect to the G8/G20 Summits, rollouts in the first six months of 2010 are likely to be delayed one to two months. The Service currently has one installation crew working on installing the ICC systems. In order to accelerate the schedule, a second crew will be added in July.

It is estimated that \$0.39M will be carried forward to 2011. This project remains on budget.

- Digital Video Asset Management System (DVAMS) II (\$5.7M)

<b>Overall Project Health Status</b>	
<b>Current</b>	<b>Previous Variance Report</b>
GREEN	GREEN

The vision of DVAMS I was to acquire video evidence in a digital format at source, and reduce the storage and use of physical video evidence media within the organization. DVAMS II extends network-based digital video data file technology to acquire, transport, index, search, disclose, archive and purge digital video evidence securely and efficiently.

DVAMS is in full production, achieving project scope and objectives. All DVAMS locations are operational. In parallel with the DVAMS production rollout, the project team completed the operational readiness preparation in the areas of training, communications, technical documentation and corresponding process and procedures.

Four of five project phases of DVAMS II are complete (project initiation; project planning; solution development and testing; and solution implementation). The project is currently executing phase 5 (project close-out) which includes the conclusion of the contracts, project financial summary, documentation and the commencement of post-implementation support and maintenance. A project close out report to the Board is anticipated by the end of the year.

- HRMS – Upgrade and Additional Functionality (\$0.5M)

<b>Overall Project Health Status</b>	
<b>Current</b>	<b>Previous Variance Report</b>
YELLOW	N/A

The Service’s Human Resources Management System (HRMS) is a PeopleSoft system that provides key applications that service the Toronto Police membership through the administration of payroll functions and the maintenance of employee information.

In June 2007, the HRMS application was upgraded to version 8.9. The Service will require an upgrade by the end of 2010 to remain compliant with continued vendor support. The required funding is to upgrade to the most current version of PeopleSoft (v.9.0), beginning in April and concluding in October. Implementation of the HRMS additional functionality will commence immediately following the upgrade and conclude in 2011. This additional functionality will further improve the Service’s ability to manage its workforce, as well as recruit internal and external candidates.

It is anticipated that \$0.3M will be carried forward to 2011 to complete the additional functionality. This project remains on budget.

- Radio Replacement (\$35.5M)

<b>Overall Project Health Status</b>	
<b>Current</b>	<b>Previous Variance Report</b>
GREEN	GREEN

This project provides funding for the replacement of the Service’s current communication radios which are approaching the end of manufacturer’s support, and to ensure operability on the new platform that will be implemented through the City-managed Radio Infrastructure Replacement project. The replacement of the radios commenced in 2006 and will be completed in 2012. Between 2006 and 2010, 971 mobile radios and 1,356 portables radios

were acquired. The remaining 637 mobile radios and 955 portable radios will be purchased between 2011 and 2012.

While the majority of this project is debt-funded (\$29.5M), \$6M was borrowed from the Service's Vehicle and Equipment Reserve to fund the purchase of radios in 2008 and 2009, in order to reduce financial pressure on the capital program.

The Service's vendor of record has introduced a newer portable model radio (APX7000). This newer model has additional/enhanced features that are operationally beneficial to the Service; however, the cost per unit is higher. In order to remain within the approved funding for this project, the new model will be issued to front-line uniform officers only.

This project is currently on schedule and on budget.

- Acquisition and Implementation of the New Records Management System (\$24.5M)

<b>Overall Project Health Status</b>	
<b>Current</b>	<b>Previous Variance Report</b>
GREEN	GREEN

This project provides funding for the replacement of the Service's current Records Management System (RMS) with a commercial, off-the-shelf (COTS) solution. The Integrated Records Information System (IRIS) project team has been established to identify potential systems and system integration services that will meet the needs of the TPS for an integrated, police-purposes records and information system.

The final stages of the Request for Proposal (RFP) have been completed, and a purchase recommendation to the Board is anticipated for the May 20, 2010 meeting. The next recommended stage is a Statement of Work (SOW) phase, which is anticipated to take approximately 9-12 months. During this phase, the IRIS Project Team and members from across the Service will work with the vendor project team to refine the scope of the project and establish a detailed scope of work, including such items as system configuration, data conversion, hardware requirements, network modification and database management. This approach will help minimize change orders and mitigate potential risks during implementation, as well as clarify/confirm costs.

As a result of this strategy, it is anticipated that during 2010, \$1.1M of the available \$1.7M will be spent. The remaining balance of \$0.6M will be carried forward to 2011. The project is anticipated to be completed by the end of 2014 and, subject to the results of the SOW, is currently on budget and on schedule.

- 911 Hardware/Handset (\$1.2M)

<b>Overall Project Health Status</b>	
<b>Current</b>	<b>Previous Variance Report</b>
YELLOW	N/A

This project provides funding for the replacement of the 911 equipment. The PBX switches provide specialized telephone connectivity and interface to various systems for the sole purpose of responding to and dispatching of 911 calls. This equipment is essential to the operational services provided by the Communications Centre and to provide backup to Fire Services.

The project is anticipated to be delayed in 2010, as G20 operational requirements have resulted in key members being unavailable to develop the required plans for this project. The required detail design and needs analysis is underway but will not be completed until after the third quarter of 2010. It is anticipated that a Request for Proposal (RFP) will be issued towards the end of 2010. The entire 2010 funding of \$0.8M will be carried forward to 2011.

- Replacement of Voicemail (\$1.2M)

<b>Overall Project Health Status</b>	
<b>Current</b>	<b>Previous Variance Report</b>
GREEN	N/A

This project provides for the replacement of the hardware and upgrade of the current Service's voicemail application, to ensure both system hardware and software are kept in a state of good repair, and to address the limited capacity of the current system as well as future technological requirements.

The project is slightly behind the original schedule in 2010 due to key members of this project being assigned to the G8/G20 Summits, and therefore being unavailable to develop the required plans for this project.

It is anticipated that \$0.2M will be carried forward to 2011 for implementation costs.

- Vehicle and Equipment Lifecycle Replacements (approved \$17.6M for 2010)

Projects listed in this category are funded from the Vehicle and Equipment Reserve, which is in turn funded through regular contributions from the Service's and Parking Enforcement's operating budgets. Items funded through this Reserve include the regular replacement of vehicles, furniture and information technology equipment.

*Vehicle Replacement:* The current standard patrol vehicle purchased by the Service is Ford's Crown Victoria. Ford is stopping production of this vehicle in 2012. In order to ensure that the Service has sufficient time for the necessary planning and evaluation of new models, the Service has developed a plan to acquire more Crown Victorias in 2010 and 2011, and fewer cars in future years, until a new police vehicle model has been selected. As some manufacturers have not yet made their police models available, this could take up to two years. Therefore, it is recommended that the 2010 cash flow be increased by \$2.45M, with a corresponding cash flow decrease in 2011. This will allow the Service to commence the purchase of additional replacements in 2010. Future years' funding will be adjusted and reflected in the 2011-2020 capital program. It is anticipated that the plan in its entirety will have no net impact on the Service's Vehicle and Equipment Reserve balance.

*IT-Related Replacements:* The projected under spending of \$1.0M in 2010 is primarily related to the timing of acquisition in several IT-related projects. Several IT replacements are being deferred due to IT resources being assigned to G20 Summit planning and implementation. The unspent 2010 funds will be carried forward to 2011.

*Cashflow Carryforward Adjustments:*

Each year, the Service is required to report to the City on year-end spending and cashflow carryforwards to the next year. Final year-end balances have resulted in small adjustments to the cashflow carryforward amounts, previously reported, for two projects. As a result, a technical budget adjustment is required to the carryforward amounts previously reported. Specifically, the following carry-forward adjustments are required:

- \$18,450 for the "Power Supply –Fire/EMS/TPS" project; and
- \$4,543 for the "Furniture Replacement" project.

*Conclusion:*

The Service's capital projects are proceeding well. However, some projects have been delayed due to the need to reassign respective project team members to the planning and implementation of the G8/G20 Summits.

In addition, there is a need to move funds in the Vehicle and Equipment Reserves forward from 2011 to 2010 to help mitigate the future year impact from the discontinue of the Service current patrol vehicle in 2012.

The Service is projecting a total gross expenditure of \$86.8M, compared to \$90.3M in available funding (a spending rate of 96.1% for 2010). The projected net debt-funded expenditure for 2010 is \$55.7M, or 96.1% of the \$57.9M of the approved debt funding. The projected (net) under-expenditure for 2010 is \$2.3M. This amount is still required and will be carried forward to 2011.

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

**Given the significance of the various green and environmental components in the new training facility project, the Board requested that a comprehensive visual presentation be provided at a future Board meeting. Mr. Tony Veneziano, Chief Administrative Officer, agreed to coordinate the presentation and indicated that the topics would include: budget, scope, schedule and lessons learned.**

**The Board approved the foregoing report.**

**2010-2019 BOARD-APPROVED CAPITAL PROGRAM (\$000s)**

**Attachment A**

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
<b>On-Going Projects</b>										
In - Car Camera	7,132	2,400	0	0	0	0	2,400	0	2,400	9,532
State-of-Good-Repair - Police	0	2,019	1,535	3,632	4,642	4,814	16,642	21,700	38,342	38,342
Radio Replacement	10,685	5,448	7,700	5,700	0	0	18,848	0	18,848	29,533
11 Division - Central Lockup	3,312	17,215	8,918	0	0	0	26,133	0	26,133	29,444
14 Division - Central Lockup	326	7,048	18,666	8,883	0	0	34,597	0	34,597	34,923
Property & Evidence Management Storage	258	23,000	5,000	5,000	2,000	0	35,000	0	35,000	35,258
Acquisition, Impl'n of New RMS	400	1,564	8,092	8,752	4,670	990	24,068	0	24,068	24,468
HRMS - Additional functionality	108	346	0	0	0	0	346	0	346	454
<b>Total On-Going Projects</b>	<b>22,220</b>	<b>59,040</b>	<b>49,911</b>	<b>31,966</b>	<b>11,312</b>	<b>5,804</b>	<b>158,034</b>	<b>21,700</b>	<b>179,734</b>	<b>201,954</b>
<b>New Projects</b>										
911 Hardware / Handsets	0	757	420	0	0	0	1,177	0	1,177	1,177
Replacement of Voice Mail	0	1,222	0	0	0	0	1,222	881	2,103	2,103
2nd floor space optimization	0	2,675	0	0	0	0	2,675	0	2,675	2,675
Fuel Management System	0	697	0	0	0	0	697	0	697	697
5th floor space optimization (new in 2010)	0	0	1,334	0	0	0	1,334	0	1,334	1,334
EDU/CBRN Explosive Containment	0	0	0	487	0	0	487	0	487	487
AFIS	0	0	3,000	0	0	0	3,000	3,000	6,000	6,000
Electronic Document Management	0	0	0	0	0	50	50	450	500	500
Data Warehouse Establishment	0	0	0	0	336	3,224	3,560	4,508	8,068	8,068
54 Division (includes land)	0	0	0	0	300	9,100	9,400	26,912	36,312	36,312
41 Division (includes land)	0	0	0	0	0	0	0	38,403	38,403	38,403
HRMS Upgrade	0	0	0	0	0	152	152	670	822	822
TRMS Upgrade	0	0	0	0	0	1,909	1,909	1,445	3,354	3,354
Digital Content Manager	0	0	0	0	0	1,388	1,388	1,707	3,095	3,095
Fibre Optics	0	0	0	0	0	0	0	11,800	11,800	11,800
Disaster Recovery Site	0	0	0	0	0	0	0	0	0	0
13 Division (includes land)	0	0	0	0	0	0	0	29,901	29,901	38,403
Long Term Facility Plan	0	0	0	0	0	0	0	6,000	6,000	6,000
Radio Replacement	0	0	0	0	0	0	0	28,100	28,100	28,100
Anticipated New IT Projects	0	0	0	0	0	0	0	10,566	10,566	10,566
<b>Total New Projects:</b>	<b>0</b>	<b>5,350</b>	<b>4,755</b>	<b>487</b>	<b>636</b>	<b>15,823</b>	<b>27,050</b>	<b>164,344</b>	<b>191,394</b>	<b>199,896</b>
<b>Total Debt-Funded Projects:</b>	<b>22,220</b>	<b>64,391</b>	<b>54,665</b>	<b>32,453</b>	<b>11,948</b>	<b>21,627</b>	<b>185,084</b>	<b>186,044</b>	<b>371,128</b>	<b>401,851</b>
<b>Total Reserve Projects:</b>	<b>88,397</b>	<b>17,620</b>	<b>22,497</b>	<b>24,685</b>	<b>20,810</b>	<b>18,078</b>	<b>103,689</b>	<b>102,621</b>	<b>206,310</b>	<b>294,707</b>
<b>Total Gross Projects</b>	<b>110,617</b>	<b>82,010</b>	<b>77,163</b>	<b>57,138</b>	<b>32,758</b>	<b>39,704</b>	<b>288,773</b>	<b>288,665</b>	<b>577,439</b>	<b>696,558</b>
<b>Funding Sources:</b>										
Vehicle and Equipment Reserve	(88,397)	(17,620)	(22,497)	(24,685)	(20,810)	(18,078)	(103,689)	(102,621)	(206,310)	(294,707)
ISF estimate for 11 and 14 Div	0	(8,421)	(8,862)				(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)	(8,510)	(17,864)	(18,916)
<b>Total Funding Sources:</b>	<b>(89,449)</b>	<b>(29,955)</b>	<b>(32,529)</b>	<b>(25,975)</b>	<b>(22,230)</b>	<b>(19,638)</b>	<b>(130,326)</b>	<b>(111,131)</b>	<b>(241,457)</b>	<b>(330,906)</b>
<b>Total Net Request</b>	<b>21,168</b>	<b>52,056</b>	<b>44,633</b>	<b>31,163</b>	<b>10,528</b>	<b>20,067</b>	<b>158,447</b>	<b>177,534</b>	<b>335,981</b>	<b>357,150</b>
<b>5-year Average:</b>							<b>31,689</b>	<b>35,507</b>	<b>33,598</b>	
<b>City Target:</b>		<b>39,056</b>	<b>44,633</b>	<b>34,163</b>	<b>14,528</b>	<b>26,067</b>	<b>158,447</b>	<b>177,534</b>	<b>335,981</b>	
<b>City Target - 5-year Average:</b>							<b>31,689</b>	<b>35,507</b>	<b>33,598</b>	
<b>Variance to Target:</b>		<b>(13,000)</b>	<b>(0)</b>	<b>3,000</b>	<b>4,000</b>	<b>6,000</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	
<b>Variance to Target - 5-year Average:</b>							<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	

## 2010 Capital Budget Variance Report As At March 31, 2010 (\$000s)

Project Name	Carry Forward from 2009	2010 Budget	Available to Spend in 2010	2010 Projection	Year-End Variance - (Over)/ Under	Total Project Budget	Total Project Cost (Proj'n)	Project Variance (Over) / Under	Comments	Overall Project Health
<b>Debt-Funded Projects</b>										
<u>Facility Projects:</u>										
New Training Facility	239.2	0.0	239.2	239.2	-	76,099.9	76,099.9	-	Please refer to the body of the report.	Green
Intelligence / Special Investigation Facility	558.4	0.0	558.4	558.4	-	6,149.0	6,149.0	-	Please refer to the body of the report.	Green
Property & Evidence Management	0.0	23,000.0	23,000.0	23,000.0	-	35,000.0	35,000.0	-	Please refer to the body of the report.	Green
2nd Floor space optimization	0.0	2,675.0	2,675.0	2,675.0	-	2,675.0	2,675.0	-	Project is on budget and on schedule.	Green
11 Division (excludes cost of land)	1,899.5	17,215.0	19,114.5	19,114.5	-	26,944.0	26,944.0	-	Please refer to the body of the report.	Green
14 Division (excludes cost of land)	263.6	7,048.0	7,311.6	7,311.6	-	34,923.0	34,923.0	-	Please refer to the body of the report.	Green
<u>Information Technology Projects:</u>										
In-Car Camera	1,479.8	2,400.0	3,879.8	3,492.0	387.8	9,532.0	9,532.0	-	Please refer to the body of the report.	Green
Digital Video Asset Management II	703.0	0.0	703.0	703.0	-	5,665.0	5,665.0	-	Please refer to the body of the report.	Green
HRMS Additional Functionality	108.0	346.0	454.0	200.0	254.0	454.0	454.0	-	Please refer to the body of the report.	Yellow
Acquisition and Implementation of the New RMS	99.4	1,564.0	1,663.4	1,070.0	593.4	24,468.0	24,468.0	-	Please refer to the body of the report.	Green
911 Hardware/Handset	0.0	757.0	757.0	0.0	757.0	1,177.0	1,177.0	-	Please refer to the body of the report.	Yellow
Replacement of Voice Mail	0.0	1,222.0	1,222.0	1,000.0	222.0	1,222.0	1,222.0	-	Please refer to the body of the report.	Green
Fuel Management System	0.0	697.0	697.0	697.0	-	697.0	697.0	-	Project is on budget and on schedule.	Green
Radio Lifecycle	-31.5	5,448.0	5,416.5	5,351.5	65.0	35,533.0	35,533.0	-	Please refer to the body of the report.	Green
RICI Replacement	310.8	0.0	310.8	310.8	-	324.0	324.0	-	Slight delay in 2009 but is proceeding well on revised schedule now and is on budget	Green
<u>Replacements / Maintenance / Equipment Projects</u>										
State-of-Good-Repair - Police	798.2	2,019.0	2,817.2	2,817.2	-	n/a	n/a	n/a		Green
Power Supply-Fire/EMS/TPS *	18.5	-	18.5	18.5	-	618.0	618.0	-	City-managed project.	n/a
<b>Total Debt-Funded Projects</b>	<b>6,446.8</b>	<b>64,391.0</b>	<b>70,837.8</b>	<b>68,558.6</b>	<b>2,279.2</b>					
<u>Lifecycle Projects (Vehicle &amp; Equipment Reserve)</u>										
Vehicle Replacement *	-2,495.0	8,067.0	5,572.0	5,572.0	0.0	n/a	n/a	n/a	Please refer to the body of the report.	Green
IT-Related Replacements	746.0	10,703.0	11,449.0	10,399.4	1,049.6	n/a	n/a	n/a	Please refer to the body of the report.	Green
Other Equipment	1,157.3	1,300.0	2,457.3	2,286.1	171.2	n/a	n/a	n/a		Green
<b>Total Lifecycle Projects</b>	<b>-591.7</b>	<b>20,070.0</b>	<b>19,478.3</b>	<b>18,257.5</b>	<b>1,220.8</b>					
<b>Total Gross Expenditures:</b>	<b>5,855.1</b>	<b>84,461.0</b>	<b>90,316.1</b>	<b>86,816.1</b>	<b>3,500.0</b>	<b>Percent spent:</b>		<b>96.1%</b>		
<u>Less other-than-debt funding:</u>										
Funding from DND- New Training Facility	-220.7	0.0	-220.7	-220.7	0.0	n/a	n/a	n/a		
Funding from Green Grant and Insurance -NTF	-332.5	0.0	-332.5	-332.5	0.0	n/a	n/a	n/a		
Funding from Developmental Charges	0.0	-3,914.0	-3,914.0	-3,914.0	0.0	n/a	n/a	n/a		
Infrastructure Funding	0.0	-8,421.0	-8,421.0	-8,421.0	0.0	n/a	n/a	n/a		
Vehicle & Equipment Reserve	591.7	-20,070.0	-19,478.3	-18,257.5	-1,220.8	n/a	n/a	n/a		
<b>Total Other-than-debt Funding:</b>	<b>38.5</b>	<b>-32,405.0</b>	<b>-32,366.5</b>	<b>-31,145.7</b>	<b>-1,220.8</b>					
<b>Total Net Expenditures:</b>	<b>5,893.6</b>	<b>52,056.0</b>	<b>57,949.6</b>	<b>55,670.4</b>	<b>2,279.2</b>	<b>Percent spent:</b>		<b>96.1%</b>		

\* - Reflects budget and carry forward adjustments that are requested in this report