



## City Budget 2012

## Toronto Police Service Capital Budget Analyst Notes

The City of Toronto's budget is presented by program and service, in Analyst Note format. The City's Capital Budget funds major infrastructure.

# 2012–2021 Capital Program

## 2012 CAPITAL BUDGET ANALYST BRIEFING NOTES BUDGET COMMITTEE NOVEMBER 28, 2011

### TABLE OF CONTENTS

<b>PART I: RECOMMENDATIONS</b> .....	2
<b>PART II: 2012 – 2021 CAPITAL PROGRAM</b>	
10–Year Capital Plan Summary (2012 Rec'd Budget, 2013–2021 Rec'd Plan) .....	3
10–Year Capital Plan Overview .....	5
10–Year Capital Plan: Operating Impact Summary .....	14
<b>PART III: 2012 RECOMMENDED CAPITAL BUDGET</b>	
2012 Capital Budget by Project Category and Funding Source .....	16
2012 Recommended Cash Flow & Future Year Commitments .....	17
2012 Recommended Capital Project Highlights .....	18
<b>PART IV: ISSUES FOR DISCUSSION</b>	
2012 and Future Year Issues .....	20
Issues Referred to the 2012 Capital Budget Process .....	N/A
<b>APPENDICES</b>	
<b>Appendix 1:</b> 2011 Performance .....	22
<b>Appendix 2:</b> 10–Year Recommended Capital Plan Project Summary .....	24
<b>Appendix 3:</b> 2012 Recommended Capital Budget; 2013 to 2021 Capital Plan .....	25
<b>Appendix 4:</b> 2012 Recommended Cash Flow & Future Year Commitments .....	26
<b>Appendix 5:</b> 2012 Recommended Capital Projects with Financing Details .....	27
<b>Appendix 6:</b> 2012 Reserve / Reserve Fund Review .....	28

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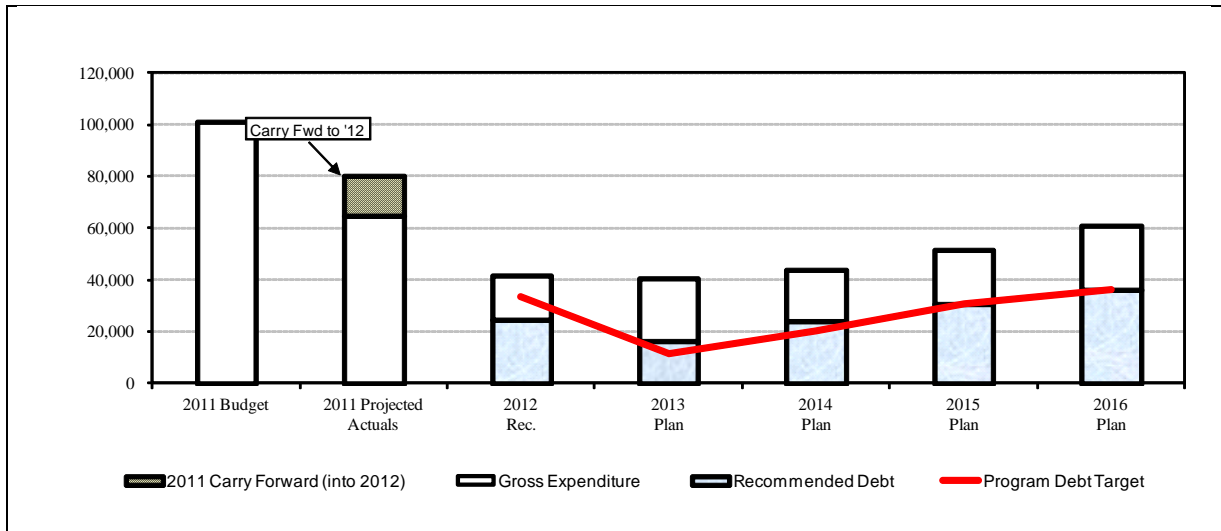
## PART I: RECOMMENDATIONS

The City Manager and Chief Financial Officer recommend that:

1. Council approve the 2012 Capital Budget for the Toronto Police Service with a total project cost of \$26.827 million, and 2012 cash flow of \$57.354 million and future year commitments of \$16.954 million comprised of the following:
  - a) New Cash Flow Funding for:
    - i) 15 new/change in scope sub-projects with a 2012 total project cost of \$26.827 million that requires cash flow of \$25.527 million in 2012 and a future year commitment of \$1.300 million in 2013;
    - ii) 4 previously approved sub-projects with a 2012 cash flow of \$16.219 million and a future year commitment of \$10.788 million in 2013 and, \$4.866 million in 2014;
  - b) 2011 approved cash flow for 11 previously approved sub-projects with carry forward funding from 2011 and prior years into 2012 totaling \$15.608.
2. Council approve new debt service costs of \$0.202 million in 2012 and incremental debt costs of \$1.413 million in 2013, \$2.239 million in 2014, \$3.174 million in 2015, and \$3.991 million in 2016 resulting from the approval of the 2012 Capital Budget, to be included in the 2012 and future year operating budgets;
3. Council approve the 2013–2021 Capital Plan for the Toronto Police Service totaling \$437.130 million in project estimates, comprised of \$28.419 million in 2013, \$39.037 million in 2014, \$51.661 million in 2015, \$60.971 million in 2016, \$51.211 million in 2017, \$57.733 million in 2018, \$49.419 million in 2019, \$44.833 million in 2020, and \$53.846 million in 2021, and;
4. Council consider operating impacts of \$0.971 million in 2012, \$0.224 million in 2013, \$1.376 million in 2014, \$0.022 million in 2015; and \$0.194 million in 2016 emanating from the approval of the 2012 Capital Budget for inclusion in the 2012 and future year operating budgets.
5. The Police Service Information Technology Services staff work with City Information Technology staff to determine if there are any opportunities to leverage City investments with respect to data warehousing and report back to the Deputy City Manager/Chief Financial Officer prior to the 2013 Capital Budget Submission.

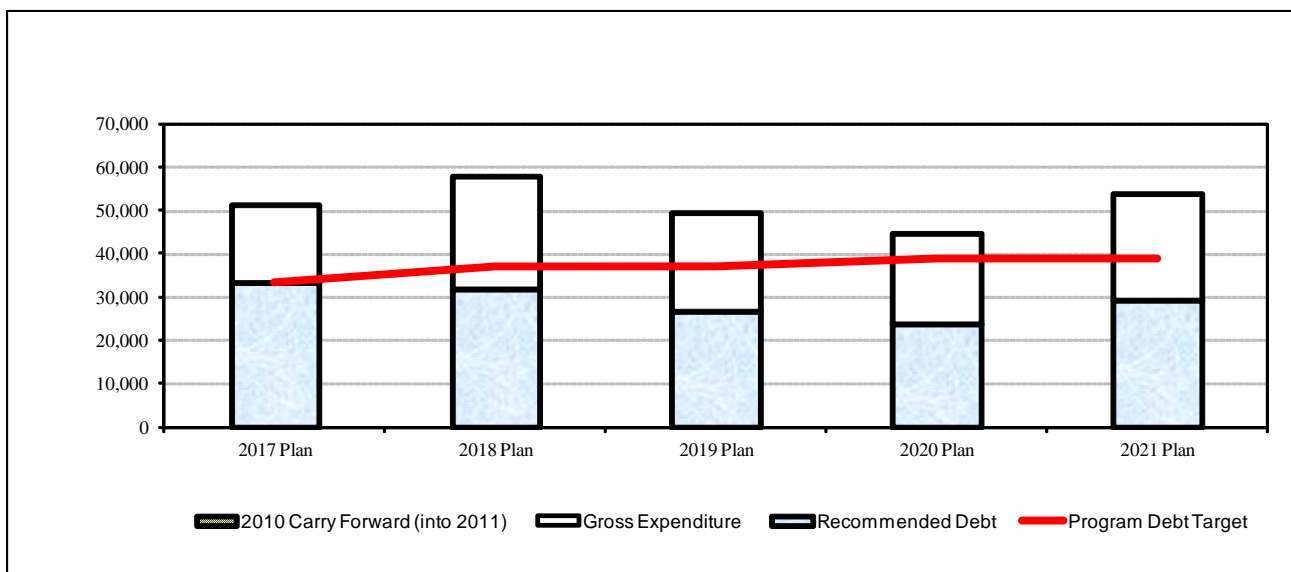
# PART II: 2012 – 2021 CAPITAL PROGRAM

## 10-Year Capital Plan 2012 Recommended Budget, 2013–2016 Recommended Plan (In \$000s)



		2012 Rec. Budget and 2013-2016 Plan									
		2011		2012	2013	2014	2015	2016	2012-2016	5-Year Total	
		Budget	Projected Actual								
<b>Gross Expenditures:</b>											
2011 Capital Budget & Approved FY Commitments	100,946	64,746	24,696	5,916	990				31,602	13%	
Recommended Changes to Approved FY Commitments			(8,477)	4,872	3,876				271	1%	
2012 New/Change in Scope and Future Year Commitments			25,527	1,300					26,827	11%	
2013 - 2016 Capital Plan Estimates				28,419	39,037	51,661	60,971	180,088		75%	
2-Year Carry Forward for Reapproval											
1-Year Carry Forward to 2012		15,608	→								
<b>Total Gross Annual Expenditures &amp; Plan</b>	<b>100,946</b>	<b>80,354</b>	<b>41,746</b>	<b>40,507</b>	<b>43,903</b>	<b>51,661</b>	<b>60,971</b>	<b>238,788</b>	<b>101%</b>		
<b>Program Debt Target</b>	<b>44,633</b>		<b>33,339</b>	<b>11,619</b>	<b>20,051</b>	<b>30,443</b>	<b>36,321</b>	<b>131,773</b>			
<b>Financing:</b>											
<b>Recommended Debt</b>	<b>44,634</b>		<b>24,666</b>	<b>16,422</b>	<b>23,923</b>	<b>30,442</b>	<b>36,321</b>	<b>131,774</b>		55%	
Reserves/Reserve Funds	32,196		13,926	23,854	18,259	18,654	23,054	97,747		41%	
Development Charges	2,264		1,434	231	1,721	2,565	1,596	7,547		3%	
Recoverable Debt			1,720					1,720		1%	
ISF	9,124										
Provincial/Federal											
Other Revenue	12,728										
<b>Total Financing</b>	<b>100,946</b>		<b>41,746</b>	<b>40,507</b>	<b>43,903</b>	<b>51,661</b>	<b>60,971</b>	<b>238,788</b>	<b>100%</b>		
<b>By Project Category:</b>											
Health & Safety											
Legislated											
SOGR	81,039		36,862	26,998	30,090	44,748	54,075	192,773		81%	
Service Improvement	19,907		4,884	13,509	13,813	6,913	6,896	46,015		19%	
Growth Related											
<b>Total By Project Category</b>	<b>100,946</b>		<b>41,746</b>	<b>40,507</b>	<b>43,903</b>	<b>51,661</b>	<b>60,971</b>	<b>238,788</b>	<b>100%</b>		
Asset Value - end of each year (\$)	969,163		969,163	969,163	969,163	969,163	969,163				
Yearly SOGR Backlog Estimate (not addressed by current plan)			(1,310)	(1,205)	(1,066)	(765)	(731)				
Accumulated Backlog Estimate (end of year)	10,228		8,918	7,713	6,647	5,882	5,151				
Backlog: Percentage of Asset Value (%)	1.1%		0.9%	0.8%	0.7%	0.6%	0.5%				
Debt Service Costs			202	1,413	2,239	3,174	3,991	11,019			
Operating Impact on Program Costs			971	224	1,376	22	194	2,787			
New Positions					(4)		1	(3)			

### 10-Year Capital Plan 2017–2021 Recommended Plan (In \$000s)



	2017 - 2021 Capital Plan						10-Year Total Percent
	2017	2018	2019	2020	2021	2012-2021	
<b>Gross Expenditures:</b>							
2011 Capital Budget & Approved FY Commitments						31,602	6%
Recommended Changes to Approved FY Commitments						271	1%
2012 New/Change in Scope and Future Year Commitments						26,827	5%
2017 - 2021 Capital Plan Estimates	51,211	57,733	49,419	44,833	53,846	437,130	88%
2-Year Carry Forward for Reapproval							
<b>Total Gross Annual Expenditures &amp; Plan</b>	<b>51,211</b>	<b>57,733</b>	<b>49,419</b>	<b>44,833</b>	<b>53,846</b>	<b>495,830</b>	<b>100%</b>
<b>Program Debt Target</b>	<b>33,487</b>	<b>36,845</b>	<b>37,131</b>	<b>38,788</b>	<b>38,788</b>	<b>316,812</b>	
<b>Financing:</b>							
<b>Recommended Debt</b>	33487	31,757	26,691	23,784	29,321	276,814	55%
Reserves/Reserve Funds	17,451	24,325	19,567	19,519	24,525	203,134	41%
Development Charges	273	1,651	3,161	1,530		14,162	3%
Recoverable Debt						1,720	1%
ISF							
Provincial/Federal							
Other Revenue							
<b>Total Financing</b>	<b>51,211</b>	<b>57,733</b>	<b>49,419</b>	<b>44,833</b>	<b>53,846</b>	<b>495,830</b>	<b>100%</b>
<b>By Project Category:</b>							
Health & Safety							
Legislated							
SOGR	48,137	54,108	45,191	41,318	50,560	432,087	87%
Service Improvement	3,074	3,625	4,228	3,515	3,286	63,743	13%
Growth Related							
<b>Total By Project Category</b>	<b>51,211</b>	<b>57,733</b>	<b>49,419</b>	<b>44,833</b>	<b>53,846</b>	<b>495,830</b>	<b>100%</b>
Asset Value - end of each year (\$)	969,163	969,163	969,163	969,163	969,163		
Yearly SOGR Backlog Estimate (not addressed by current plan)	-247	-241	-338	-385	-274		
Accumulated Backlog Estimate (end of year) 5,151	4,904	4,663	4,325	3,940	3,666		
Backlog: Percentage of Asset Value (%)	0.5%	0.5%	0.4%	0.4%	0.4%		
Debt Service Costs	4,564	4,226	3,939	3,338	3,137	30,223	
Operating Impact on Program Costs	600	350	-178			3,559	
New Positions		5				2	

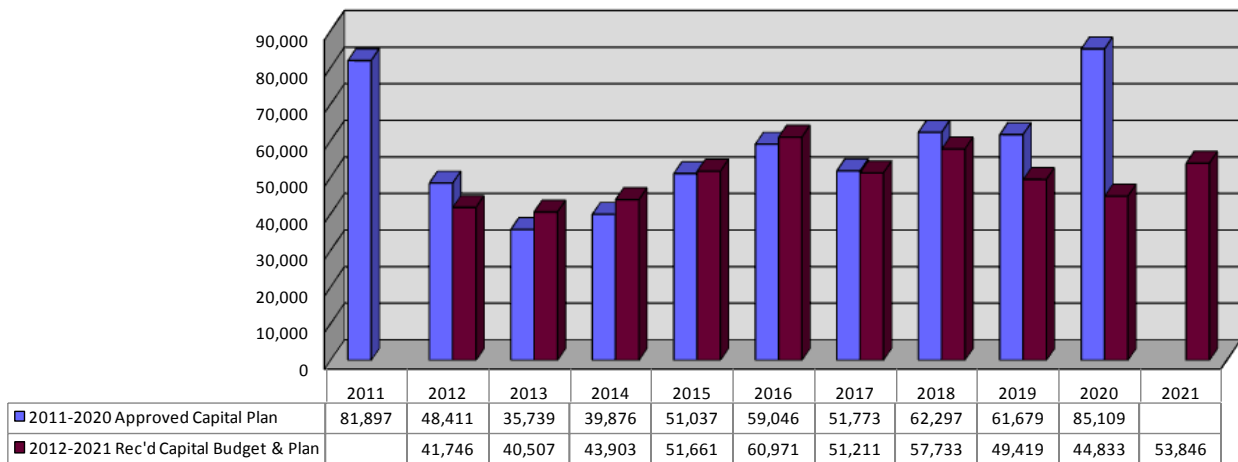
## 10–Year Capital Plan Overview

- The strategic direction reflected in the Toronto Police Service's 10–Year Recommended Capital Plan focuses on improving and updating the Service's aging facility infrastructure, and ensuring information and technology needs are appropriately addressed.
- The Toronto Police Service manages an asset inventory valued at over \$969.163 million based on 2010 replacement cost. Facility assets such as Police facilities, Divisions (Stations) and Storage Facilities comprise approximately \$683.163 million of the Service's total asset inventory value, while equipment, vehicles, radio infrastructure and security systems account for the remaining \$286,000 million.
- The 10–Year Recommended Capital Plan for the Toronto Police Service, excluding carry forward funding, totals \$495.830 million of which \$276.814 million or 55.8% is funded by debt. The remaining funding consists of Vehicle and Equipment Reserve funding in the amount of \$203.134 million or 41.0%, Development Charges funding of \$14.162 million or 2.9% and Recoverable Debt of \$1.720 million or 0.3%.
- The 10–Year Recommended Capital Plan is in line with the debt affordability targets over the first five years, but under target by \$40 million in the second five years. The 10–Year Recommended Capital Plan is below the annual debt target by \$8.673 million in 2012, \$5.088 million in 2018, \$10.440 million in 2019, \$15.004 in 2020 and \$9.467 in 2021, and above the annual debt target by \$4.803 million in 2013 and \$3.872 million in 2014.
- The 10–Year Recommended Capital Plan consists of State of Good Repair (SOGR) Projects which account for \$432.087 million or 87% and Service Improvement Projects which account for the remaining \$63.743 million or 13%.
- The State of Good Repair (SOGR) backlog for the Toronto Police Service is estimated at \$10.228 million or 1.1% of the Service's asset value at end of 2011. The 2012 Recommended Capital Budget and 2013–2021 Capital Plan will provide \$48.811 million in funding to address SOGR work internal to Police facilities and Divisions (Stations). It is estimated that the Service's SOGR backlog will be reduced to \$3.666 million or 0.4% of the Service's asset replacement value by 2021.
- The 2012–2021 Recommended Capital Plan will impact future year Operating Budgets for the Toronto Police Service requiring \$3.559 million net over the ten–year period. The majority of these impacts are attributed to the replacement of the current Records Management System (Integrated Records and Information System) project and the Data Warehouse Establishment project.

- The 2012 – 2021 Recommended Capital Plan includes the replacements of Division 41, 54 and 13 with a combined total project cost of \$114.604 million, renovations to Divisions 32, 52, 55, 22 with a total projected cost of \$24.577 million, State-of-Good-Repair program at \$46.811 million, Radio Replacement program at \$35.360 million, and a Vehicle Replacement program valued at \$46.916 million.

**Key Changes to the 2011 – 2020 Approved Capital Plan**

**Changes to the 2011–2020 Approved Capital Plan  
(In \$000s)**



The 2012 Recommended Capital Budget of \$41.746 million represents a decrease of \$6.665 million or 13.8 % compared to 2012 Capital Plan estimate of \$48.411 million approved in the 2011–2020 Capital plan. There is a \$52.983 million or 10.7% decrease in the 2012 Recommended Capital Budget and 2013–2020 Recommended Capital Plan over the nine year period. The key changes to the 10–Year Recommended Capital Plan as compared to the 2012 – 2021 Approved Capital Plan are noted below:

- The Progress Avenue (Property & Evidence Management Storage Facility) estimate has been revised. The Toronto Police Service had developed an estimate of \$15.300 million required to house the Property Unit at Progress Avenue. Following the acquisition of the Progress site, only \$13.900 million remained from the original project estimate for the work required. As such, an adjustment of \$1.400 million (with no net impact on the total capital program) has been made to this project. The adjustment was possible due to the deletion of the Smart Card project previously approved in the 2011 – 2020 Approved Capital Plan.
- 3 new reserve funded projects were added to the lifecycle replacement program (Fleet Equipment, CCTV and AED–Defibrillators) at a cost of \$2.241 million along with a budget increase of \$3.160 million to the In–Car Camera Replacement program. The additional

reserve funding requirements have been accommodated through various reductions in other lifecycle replacement projects.

- In conjunction with City Court Services, the Toronto Police Service will be implementing the eTicketing Solution for Provincial Offence Notices project. Project costs of \$1.720 million will be repaid by future operational savings primarily in City Court Services over the next two-and-a-half years.
- Funding for the Integrated Records and Information System (IRIS) has been deferred due to a delay in the decision on software acquisition. This has resulted in a revised cash flow for the project with no net increase to the project's cost.
- \$32.040 million is no longer included in 2018 to 2020 for the Future Use of Progress Avenue. Specific uses must be outlined with project details including operating costs and savings before inclusion in a future 10-year Capital Plan.

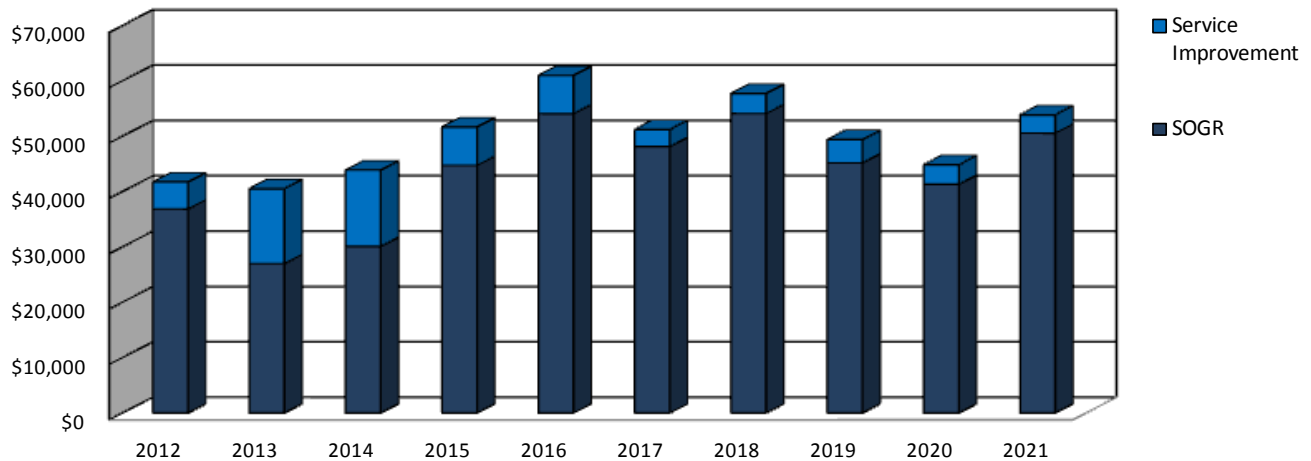
### Summary of Project Changes (In \$000s)

Project (\$000s)	2011 Total Project Cost	2012	2013	2014	2015	2016	2017	2018	2019	2020	2012-2020 Project Changes	Total 2012-2021 Forecast
State-of-Good-Repair - Police	40,701	761	(164)	(305)	81	439	3	29	(0)	28	871	41,572
Radio Replacement	5,371	0	0	0	0	0	0	0	0	0	0	5,371
14 Division - Central Lockup	8,910	0	0	0	0	0	0	0	0	0	0	8,910
Progress Site (Property & Evidence)	10,465	0	1,300	0	0	0	0	0	0	(2,035)	(736)	9,729
IRIS - Police Operations Mgmt System Impl'n	14,373	(8,674)	4,803	3,871	0	0	0	0	0	0	0	14,373
Upgrade to Microsoft 7	160	0	0	0	0	0	0	0	0	0	0	160
54 Division (includes land)	36,446	0	0	0	0	0	0	0	0	0	0	36,446
Data Warehouse Establishment	8,204	0	(336)	336	0	0	0	0	0	0	0	8,204
Electronic Document Management	490	0	0	0	0	0	0	0	0	0	0	490
HRMS Upgrade	836	0	0	0	0	0	0	0	0	0	0	836
TRMS Upgrade	3,413	0	0	0	0	0	0	0	0	0	0	3,413
Digital Content Manager	3,033	0	0	0	0	0	0	0	0	0	0	3,033
41 Division (includes land)	39,079	0	0	0	0	0	0	0	0	0	0	39,079
Expansion of Fibre Optics Network	12,051	0	0	0	0	0	0	0	0	0	0	12,051
Radio Replacement	23,806	0	0	0	0	0	1	0	0	(27)	(27)	23,779
13 Division (includes land)	39,079	0	0	0	0	0	0	0	(1,507)	1,507	(0)	39,079
AFIS (next replacement)	3,053	0	0	0	0	0	0	0	0	0	0	3,053
Long Term Facility Plan (Divisions 32, 52, 55, 22)	9,159	0	0	0	0	0	0	0	881	2,035	2,916	12,075
eTicketing Solution	0	1,719	0	0	0	0	0	0	0	0	1,719	1,719
Vehicle and Equipment (LR)	42,748	(64)	(66)	(112)	(135)	(133)	(135)	(135)	(146)	(226)	(1,152)	41,596
Workstation, Laptop, Printer (LR)	29,173	(50)	(63)	617	(60)	232	(684)	391	339	341	1,063	30,232
Servers (LR)	41,313	(75)	(79)	(74)	(75)	(78)	(80)	(75)	(83)	(12,906)	(13,525)	27,788
IT Business Resumption (LR)	20,677	(39)	(41)	(31)	(38)	(40)	(42)	(32)	(42)	(6,430)	(6,735)	13,942
Mobile Workstations (LR)	18,149	(3)	(69)	(14)	0	0	(3)	(70)	(17)	0	(176)	17,973
Network Equipment (LR)	16,365	(12)	(62)	(28)	(25)	(12)	(63)	(29)	(28)	(5,372)	(5,631)	10,734
Locker Replacement (LR)	979	243	(2)	(2)	(2)	249	(2)	(2)	(2)	103	583	1,562
Furniture Replacement (LR)	11,132	(30)	(15)	(15)	(15)	(30)	(16)	(16)	(17)	(2,293)	(2,447)	8,685
AVL (LR)	2,434	(15)	0	(8)	(14)	(15)	0	0	0	(7)	(59)	2,375
In - Car Camera (LR)	2,970	0	(11)	(7)	1,051	1,138	0	657	105	227	3,160	6,130
Voice Logging (LR)	1,954	0	(6)	0	(9)	(6)	0	(6)	0	(16)	(43)	1,911
Electronic Surveillance (LR)	1,089	0	0	0	0	(20)	0	0	0	0	(20)	1,069
Digital Photography (LR)	378	0	0	0	(3)	(3)	0	0	0	(5)	(11)	367
DVAM I (LR)	2,178	0	0	0	(27)	0	0	0	(1,101)	1,071	(57)	2,121
Voicemail / Call Centre (LR)	618	0	0	0	(6)	0	500	0	(312)	306	488	1,106
DVAM II (LR)	2,782	0	0	(173)	0	0	0	0	(143)	0	(316)	2,466
Asset and Inventory Mgmt. System (LR)	126	0	0	0	0	(3)	0	0	0	0	(3)	123
Property & Evidence Scanners (LR)	119	0	0	0	0	(2)	0	0	0	0	(2)	117
DPLN (LR)	1,527	0	(256)	0	0	0	0	(71)	0	0	(327)	1,200
Small Equipment (e.g. telephone handset) (LR)	2,715	59	59	(290)	(291)	(297)	(303)	(309)	(316)	(327)	(2,015)	700
Video Recording Equipment (LR)	0	92	92	92	92	92	92	92	92	92	828	828
Livescan Machines (LR)	431	0	0	0	0	(8)	0	0	0	0	(8)	423
Wireless Parking System (LR)	2,971	0	0	0	0	(55)	0	0	0	0	(55)	2,916
CCTV	0	0	182	70	0	182	70	0	182	70	756	756
AEDs	0	0	195	0	0	195	0	0	195	0	585	585
Future Use of Progress Site	32,040	0	0	0	0	0	0	(5,088)	(10,440)	(16,512)	(32,040)	0
Smart Card	1,471	(678)	(793)	0	0	0	0	0	0	0	(1,471)	0
Fleet Equipment	0	100	100	100	100	100	100	100	100	100	900	900
	<b>494,967</b>	<b>(6,666)</b>	<b>4,768</b>	<b>4,026</b>	<b>624</b>	<b>1,925</b>	<b>(563)</b>	<b>(4,564)</b>	<b>(12,260)</b>	<b>(40,277)</b>	<b>(52,986)</b>	<b>441,981</b>



## 2012 – 2021 Recommended Capital Plan

2012–2021 Capital Plan by Project Category  
(In \$000s)

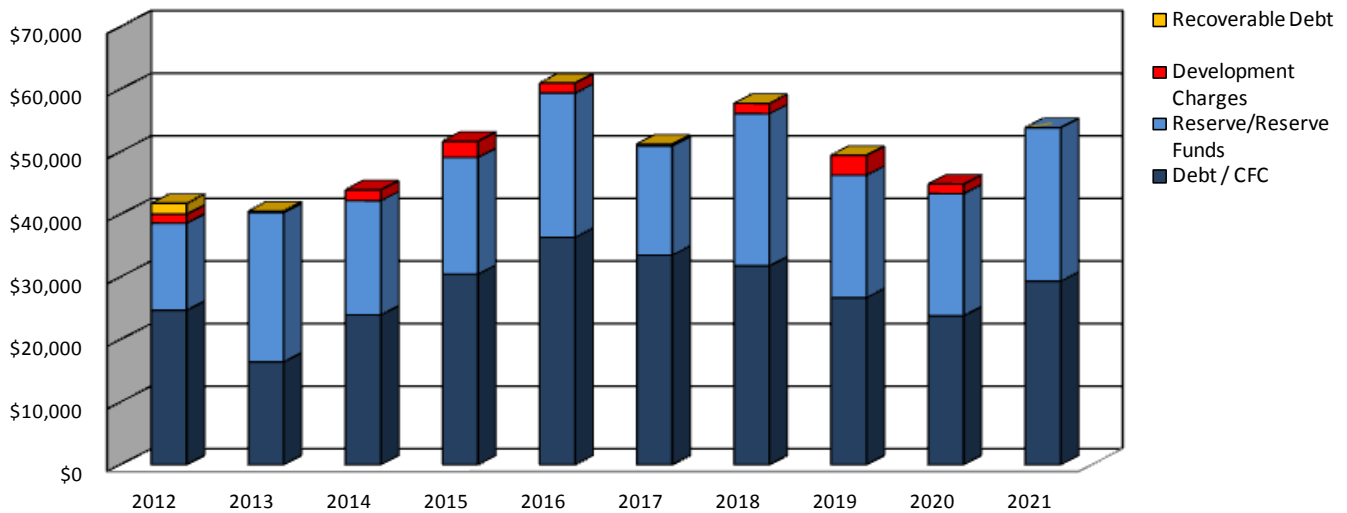


The 10–Year Recommended Capital Plan provides for \$432.087 million in State of Good Repair projects and \$63.743 million in Service Improvement projects.

- State of Good Repair (SOGR) Projects account for \$432.087 million or 87% of the 10–Year Recommended Capital Plan, and primarily focus on continued improvement and upgrading of the Service's aging facilities. Also included within the scope of SOGR work are information technology upgrades and the Radio Replacement projects. Details of the 10–year SOGR work is as follows:
  - \$157.822 or 36.5% of all SOGR projects is required for facility rehabilitation and replacement,
  - Information Technology related projects account for 27.9% or \$120.470 million of the 2012 –2021 SOGR projects costs,
  - Other SOGR projects account for \$153.795 million which consist of the Radio Replacement project (\$35.360 million), the Vehicle and Equipment Lifecycle project (\$46.8916 million), the State of Good Repair project (\$46.811 million) and various other SOGR projects (\$24.708 million).
- Service Improvement projects account for \$63.743 million or 13% of the 10–Year Capital Plan and include the following projects:
  - Acquisition and implementation of a new Record Management System (IRIS) at \$14.373 million,
  - \$33.422 million for new workstations, printers and laptops,
  - Digital Content Manager System at \$3.033 million,

- \$8.204 for the Data Warehouse Establishment project,
- eTicketing Solution for Provincial Offence Notices project at \$1.720 million,
- other various Service Improvement Projects totalling \$2.991 million.

**2012–2021 Capital Plan by Funding Source  
(In \$000s)**



- The Toronto Police Service's 10–Year Recommended Capital Plan is primarily funded by debt and reserve funds. \$276.814 million or 56% of the \$495.830 million 10–Year Recommended Capital Plan is funded by debt, while \$203.134 million or 41% will be funded from Reserve Funds, \$14.162 million and \$1.720 million will be funded from Development Charges and Recoverable Debt respectively.
  - Debt funding is primarily driven by facility related projects as the Service updates its aging infrastructure.
  - The 10–Year Recommended Capital Plan is in line with the debt affordability targets over the first five years, but under target by \$40 million in the second five years of the 10–Year Recommended Capital Plan.
  - The 2012–2021 Recommended Capital Plan is below the annual debt target by a total of \$8.673 million in 2012, \$5.088 million in 2018, \$10.440 million in 2019, \$15.004 in 2020 and \$9.467 in 2021, and above the annual debt target by \$4.803 million in 2013 and \$3.872 million in 2014.
  - The Vehicle & Equipment Reserve continues to fund lifecycle replacement projects. This allows the Service to replace equipment through their Capital Budget without

requiring debt financing. Fluctuations in Reserve funding reflect the timing of lifecycle replacement projects.

- Development Charges funding of \$14.162 million is being utilized in the 10–Year Recommended Capital Plan for various facility related projects. This level of funding maximizes the contribution from existing Reserve Funds established under the previous DC By–Law and is in line with forecasted DC recoveries under the current By–Law. Expanded Division facilities are partially funded by Development Charges.
- Recoverable Debt is being used to fund the eTicketing Solution for Provincial Offence Notices project. Operational savings of \$1.480 million within City Court Services, arising from this Service Improvement project, will be applied to service the debt within two–and–a–half years with no impact on the City’s debt affordability target.

### Summary of Major Capital Initiatives by Category (In \$000s)

	Total Project Cost	2012 Rec. Budget	2013 Plan	2014 Plan	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2012-2021 Total
<b>State of Good Repair (incl. H&amp;S , &amp; Leg.)</b>												
- 14 Division - Central Lockup	35,515	8,910										8,910
- Progress Site (Property & Evidence)	37,068	7,149	2,581									9,730
- 54 Division	36,946			9,060	21,665	5,721						36,446
- 41 Division	39,079				372	8,564	20,636	9,507				39,079
- 13 Division	39,079						372	8,645	19,903	10,159		39,079
- Servers	47,351	3,060	3,164	2,958	2,998	3,121	3,228	3,017	3,058	3,184	3,292	31,080
- Vehicles & Equipment	95,164	2,627	2,627	4,422	5,320	5,320	5,320	5,320	5,320	5,320	5,320	46,916
- State-of-Good-Repair	46,810	4,510	4,565	4,594	4,469	4,621	4,331	4,529	4,841	5,113	5,238	46,811
- Furniture Lifecycle Replacement	11,677	1,426	713	713	713	1,455	727	727	727	1,484	742	9,427
- Police Radio Comm System Replacement	28,389	5,371										5,371
- Police Radio Comm System Replacement (2016-2020)	35,360					10,193	2,836	4,622	1,174	4,954	11,581	35,360
- AFIS Replacement	3,053							3,053				3,053
- Fibre Optics	12,051				881	5,585	5,585					12,051
- Wireless Parking System	8,808										2,916	5,832
- Livescan Replacement	1,277					423					431	854
- Time Resource Management System	3,413			1,943	1,470							3,413
- Human Resource Management System	837			155	682							837
- Replacement of DVAMS I	3,230				1,050					1,071		2,121
- 32 Division	6,987							3,052	3,934			6,986
- 52 Division	8,300									3,559	4,741	8,300
- 55 Division	8,000									1,529	6,471	8,000
- 22 Division	8,000										1,290	1,290
- IT Business Resumption	25,788	1,612	1,669	1,269	1,522	1,644	1,702	1,294	1,553	1,677	1,736	15,678
- Locker Replacement	3,811	417	47	47	47	426	48	48	48	434	49	1,611
- Mobile Workstation	25,788	240	7,214	1,443			245	7,359	1,472			17,973
- Network Equipment	17,588	493	2,466	1,104	998	502	2,515	1,126	1,018	512	2,565	13,299
- AVLS Replacement Lifecycle	3,841	605		299	562	604					305	573
- In-Car Camera Replacement	7,268		657	788	1,051	1,138		657	788	1,051	1,138	7,268
- Voice Logging Lifecycle Replacement	3,006		353		437	315		360		446		321
- Electronic Surveillance Lifecycle Replacement	3,230					1,069					1,091	2,160
- Digital Photography Lifecycle Replacement	748				119	126				122	128	495
- Voicemail/Call Centre	1,421				300		500			306		1,106
- DVAMS - IILifecycle Replacement	2,466			1,203					1,263			2,466
- Asset and Inventort Management System Replacement	372					123					126	249
- Property and Evidence Scanners Lifecycle	353					117					119	236
- DPLN Replacement	1,200		500					700				1,200
- Small Equipment Replacement	1,754	442	442	92	92	92	92	92	92	92	692	2,220
<b>Sub-Total</b>	<b>615,028</b>	<b>36,862</b>	<b>26,998</b>	<b>30,090</b>	<b>44,748</b>	<b>54,075</b>	<b>48,137</b>	<b>54,108</b>	<b>45,191</b>	<b>41,318</b>	<b>50,560</b>	<b>432,087</b>
<b>Service Improvements</b>												
- IRIS Police Operations Mgmt System Impl'n	24,420		9,507	4,866								14,373
- Workstations, Printer, Laptops	57,335	2,904	3,525	3,751	3,345	3,186	2,904	3,525	3,751	3,345	3,186	33,422
- Electronic Document Management	490			49	441							490
- Digital Content Manager	3,033			1,360	1,673							3,033
- Data Warehouse Establishment	8,204			3,617	1,354	3,233						8,204
- eTicketing	1,720	1,720										1,720
- Upgrade to Microsoft 7	1,652	160										160
- CCTV	756		182	70		182	70		182	70		756
- AED's	585		195			195			195			585
- Fleet Equipment	1,000	100	100	100	100	100	100	100	100	100	100	1,000
<b>Sub-Total</b>	<b>99,195</b>	<b>4,884</b>	<b>13,509</b>	<b>13,813</b>	<b>6,913</b>	<b>6,896</b>	<b>3,074</b>	<b>3,625</b>	<b>4,228</b>	<b>3,515</b>	<b>3,286</b>	<b>63,743</b>
<b>Total</b>	<b>714,223</b>	<b>41,746</b>	<b>40,507</b>	<b>43,903</b>	<b>51,661</b>	<b>60,971</b>	<b>51,211</b>	<b>57,733</b>	<b>49,419</b>	<b>44,833</b>	<b>53,846</b>	<b>495,830</b>

## Major Capital Initiatives

The 2012 Recommended Capital Budget and Recommended 2013–2021 Capital Plan reflects the Toronto Police Service strategic direction to improve and update its aging infrastructure to support key service priority needs.

### *State of Good Repair (SOGR), Health & Safety, & Legislated Projects*

- The 10–Year Recommended Capital Plan is primarily allocated to State of Good Repair facility projects totalling \$432.087 million, as the Service continues to focus on improving and updating its aging facility infrastructure. This includes the completion

of 14 Division in 2012 and the Property and Evidence Management Storage Facility in 2013, as well as the commencement of 54 Division in 2014, 41 Division in 2015 and 13 Division in 2017. Renovations will also be undertaken commencing in 2018 on 32 Division, in 2020 on 52 Division and 55 Division, and in 2021 on 22 Division.

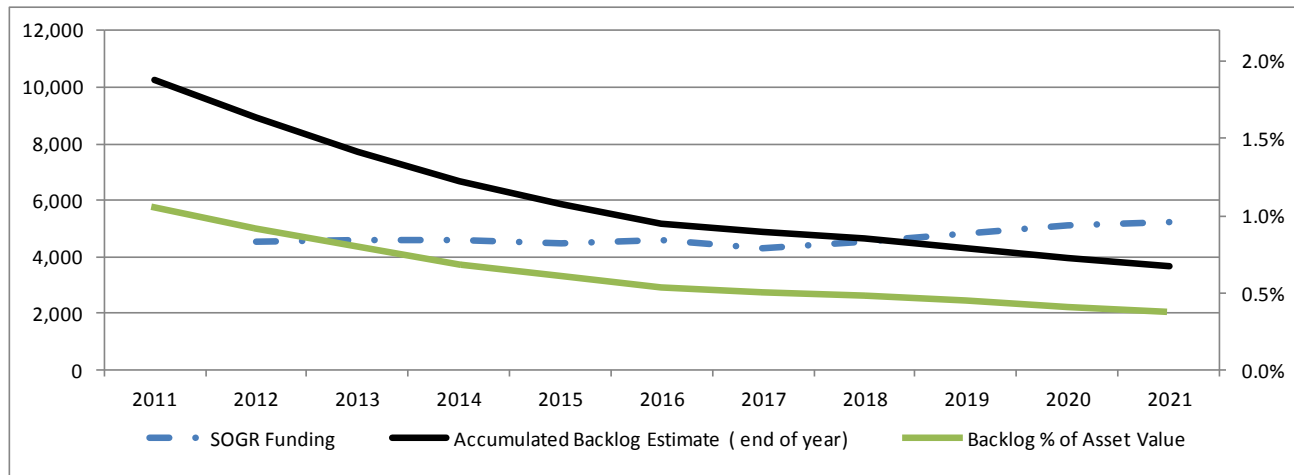
- The Service's Radio Replacement (2016–2021) project requires funding of \$35.360 million during the 2016–2021 period. This project supports the next life-cycle replacement of communication radios as well as continuing to ensure operability of the new shared EMS, Toronto Fire and Toronto Police Service platform.
- The lifecycle replacement of Vehicles, Equipment and Servers is fully funded from the Vehicle & Equipment Reserve, which funds 41% of the 10-Year Recommended Capital Plan. Contributions to this Reserve are made through the Toronto Police Service Operating Budget.

***Service Improvement Projects:***

- The 10-Year Recommended Capital Plan includes \$14.373 million for the replacement of the current Records Management System (Integrated Records and Information System Project). Since its implementation in 2003, several deficiencies with the current system (eCOPS) have been identified. The replacement of this system with a commercial-off-the-shelf solution has been recommended at a cost of \$24.420 million, with anticipated completion by 2014.

## State of Good Repair (SOGR) Backlog

**SOGR Funding & Backlog**  
(In \$000s)



The current State Of Good Repair backlog for the Toronto Police Service is estimated at \$10.228 million by the end of 2011, representing an increase of \$1.032 million or 11% from the \$9.196 million in backlog identified in the 2011 Approved Capital Budget.

- The current SOGR backlog represents 1.1% of the Service's total asset replacement value of \$969.163 million.
- The Service projects an annual increase in new SOGR requirements of \$3.200 million for internal renovations and upgrades to various Police facilities and Police Divisions across the City.
- The 10–Year Recommended Capital Plan provides \$46.811 million for State of Good Repair work internal to Police facilities and Divisions and represents 9.4 % of cash flow in the 10–Year Capital Plan.
- SOGR Backlogs consists of unaddressed projects relating to the on–going internal maintenance and repair of Police–occupied buildings. The scope of works include major renovations (e.g. flooring replacement, window coverings, painting) and Occupational Health & Safety renovations.
- SOGR work on the exterior of Police Service buildings is included in Facilities Management Capital Budget.
- The backlog will be reduced to \$5.151 million or 0.5% of the Service's total asset value by the end of 2016. It is estimated that the Service's SOGR backlog will be further reduced by 2021 to \$3.666 million or 0.4% of the Service's asset value.

**10–Year Capital Plan: Operating Impact Summary**  
(In \$000s)

	2012 Rec. Budget	2013 Plan	2014 Plan	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	20201 Plan	2012- 2021 Total
<b>2012 Recommended Capital Budget</b>											
Program Cost (Net)	971	24	218	(497)							716
Approved Positions			(4)								(4)
<b>Recommended 10-Year Capital Plan</b>											
Program Cost (Net)		200	1,158	519	194	600	350	(178)			2,843
Approved Positions					1	5					6
<b>Total</b>											
Program Cost (Net)	971	224	1,376	22	194	600	350	(178)			3,559
Approved Positions			(4)		1	5					2

The 10–Year Recommended Capital Plan will result in a future year Operating Budget impact of \$3.559 million net for the Toronto Police Service of over the ten–year period. The majority of these impacts are attributed to the following:

- Incremental operating costs totaling \$0.971 million will be required in 2012, comprised of \$0.328 million for the September 2011 occupancy of 11 Division Facility, \$0.373 from the third quarter 2012 completion and occupancy of Division 14 facility, \$0.050 million for building operations and utilities at the Progress Avenue site, \$0.035 million for the maintenance of Microsoft 2007 upgrades, \$0.025 million for maintenance of 911 Hardware/Handsets, and \$0.160 for maintenance of the Voice Mail/Call Centre operating costs.
- The Replacement of the current Records Management System will result in incremental operating costs of \$0.200 million in 2013 and an additional \$1.655 million in 2014 for increased maintenance costs and lifecycle contributions.
- eTicketing Solution for Provincial Offences Notices will see incremental increases in operating costs of \$0.073 in 2013, \$0.218 in 2015. Annualized operating costs of \$0.560 million for overall maintenance and planned equipment replacement costs will be offset by annualized savings of \$0.269 million in the Service related to staff reductions in Document Services. It should be noted that additional costs of the eTicketing project to the Toronto Police Service will be offset with savings contained in the City Court Services future operating budgets once these savings retire debt costs arising from the project after two–and–a–half years.
- An incremental impact of \$1.056 million in 2017 has also been identified for the Data Warehouse Establishment project. This project will integrate all silo data and databases to a corporate Data Warehouse environment and reduce the time users spend in the search, acquisition and understanding of data results. The operating costs include \$0.600 million for 5 positions to sustain the new Data Warehouse environment and \$0.456 million for system maintenance.

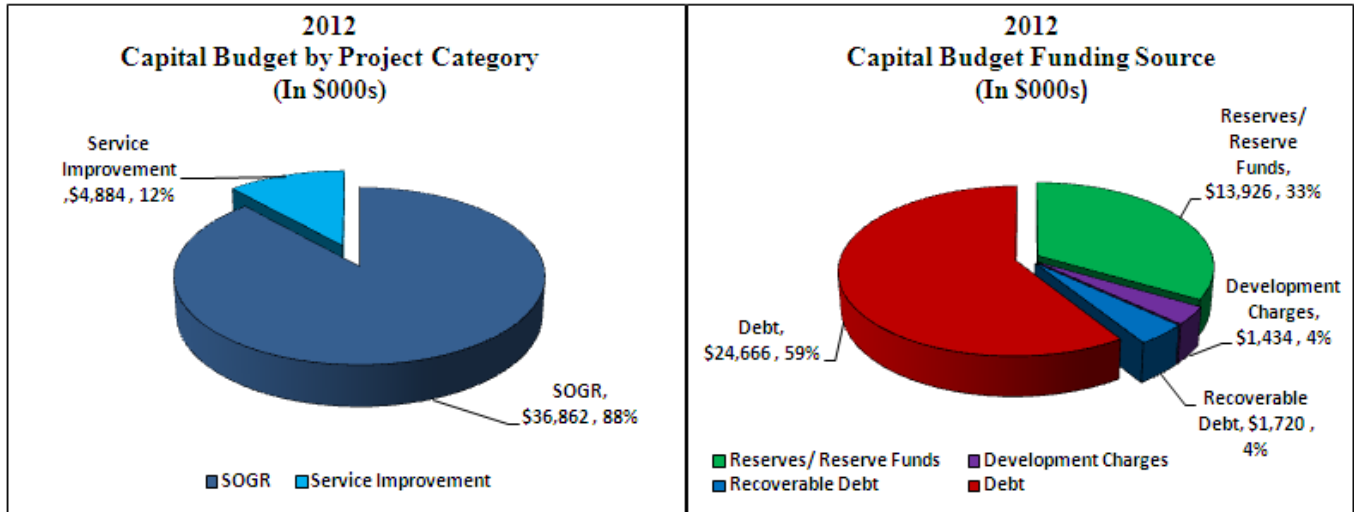
**Capital Project Delivery, Temporary Positions**  
(In \$000s)

- There are no temporary Capital Project positions required for the delivery of the Toronto Police Service 2012 – 2021 Capital Program. Information technology projects are delivered by existing staff or contracted services.



## PART III – 2012 RECOMMENDED CAPITAL BUDGET

### 2012 Capital Budget by Project Category and Funding Source



The 2012 Recommended Capital Budget, excluding carry forward funding from 2011 to 2012, required new cash flow funding of \$41.746 million

- State of Good Repair projects account for \$36.861 million or 88% of the 2012 Capital Budget. SOGR projects focuses on improving and updating the Service's aging facility infrastructure, and ensuring information and technology needs are appropriately addressed.
- Service Improvement projects account for the remaining \$4.884 million or 12% of the 2012 Recommended Capital Budget and include such key projects as the Acquisition and Implementation of eTicketing Solution for Provincial Offences project, funding for Fleet and Equipment, upgrading workstations, printers and laptops, and upgrading to the Microsoft 7 operating system.
- The 2012 Recommended Capital Budget is primarily funded by debt and reserve funds. \$24.666 million or 59% of the 2012 Capital Budget is funded by debt, while \$13.926 million or 33% is funded from the Vehicle & Equipment Reserve, \$1.434 million or 4% is funded from Development Charges and \$1.720 million or 4% from Recoverable Debt.
- The 2012 Recommended Capital Budget for the Toronto Police Service is \$8.673 million below the \$33.339 million debt affordability target set by the City for 2012. This is the result of deferral of the Integrated Records and Information System (IRIS) project to 2012 - 2014.

### 2012 Recommended Cash Flow & Future Year Commitments (In \$000s)

	2010 & Prior Year Carry Forward	2012 Previously Approved Cash Flow Commitments	2012 New Cash Flow Rec'd	2012 Total Cash Flow Rec'd	2011 Carry Forwards	Total 2012 Cash Flow (Incl 2010 C/Fwd)	2013	2014	2015	2016	2017	2018	2019	2020	2021	Total Cost
<b>Expenditures</b>																
Previously Approved		16,219		16,219	15,608	31,827	10,788	4,866								47,481
Change in Scope			7,091	7,091		7,091	1,300									1,300
New			18,436	18,436		18,436										7,091
New w/Future Year																18,436
<b>Total Expenditure</b>	0	16,219	25,527	41,746	15,608	57,354	12,088	4,866								74,308
<b>Financing</b>																
Debt		14,554	10,112	24,666	11,411	36,077	11,857	4,866								52,800
Other			13,695	13,695	4,197	17,892										17,892
Reserves/Res Funds		1,665	1,720	1,665		1,665	231									1,896
Development Charges			1,720	1,720		1,720										1,720
Recoverable Debt																
Provincial/Federal																
<b>Total Financing</b>	0	16,219	25,527	41,746	15,608	57,354	12,088	4,866								74,308

\*Please refer to Appendix 4 for detailed project listings

- The Toronto Police's 2012 Recommended Capital Budget of \$57.354 million including carry forward funding from 2011 to 2012 provides funding of \$16.219 million for previously approved projects, \$25.527 million for new/change of scope projects and \$15.608 million for 2011 projects carried forward into 2012 for completion. Included are several large projects such as the Integrated Records and Information System, IT-related replacement projects, and the Automated Fingerprint Identification System.
- The 2012 Recommended Capital Budget will be financed by debt of \$36.077 million (62.9%), reserve funds of \$17.892 million (31.2%), Development Charges of \$1.665 million (2.9%) and Recoverable Debt funding of \$1.72 million (3.0%).
- Approval of the 2012 Recommended Capital Budget will result in commitments to future year cash flow funding of \$12.108 million in 2013 and \$4.866 million in 2014 to complete multi-year projects is noted in following table.

## 2012 Recommended Capital Project Highlights

### 2012 Recommended Capital Projects (In \$000s)

Project	Total Project Cost	2012	2013	2014	2015	2016	2012 - 2016	2017	2018	2019	2020	2021	2012 - 2021
State-of-Good-Repair - Police	46,810	4,510					4,510						4,510
11 Divison	39,579	500					500						500
Radio Replacement	28,389	5,371					5,371						5,371
14 Division - Central Lockup	35,515	9,909					9,909						9,909
Progress Site (Property & Evidence)	37,068	7,149	2,581				9,729						9,729
IRIS - Police Operations Mgmt System Impl'n	24,420	7,933	9,507	4,866			22,306						22,306
Upgrade to Microsoft 7	1,652	160					160						160
eTicketing Solution	1,719	1,720					1,720						1,720
Vehicle and Equipment (LR)	95,164	2,627					2,627						2,627
Workstation, Laptop, Printer (LR)	57,335	3,322					3,322						3,322
Servers (LR)	47,351	4,101					4,101						4,101
IT Business Resumption (LR)	25,788	2,881					2,881						2,881
Voicemail/Call Centre	1,421	315					315						315
Asset and Inventory Management Replacement	372	123					123						123
Livescan Replacement	1,277	423					423						423
Automated Fingerprint Identification System	3,053	1,979					1,979						1,979
Mobile Workstations (LR)	25,943	240					240						240
Network Equipment (LR)	17,588	493					493						493
Locker Replacement (LR)	3,811	417					417						417
Furniture Replacement (LR)	11,677	1,426					1,426						1,426
AVL (LR)	3,841	1,213					1,213						1,213
Small Equipment (e.g. telephone handset) (LR)	1,754	350					350						350
Video Recording Equipment (LR)	1,058	92					92						92
Fleet Equipment	1,000	100					100						100
<b>Total (including carry forward)</b>		<b>57,353</b>	<b>12,088</b>	<b>4,866</b>			<b>74,307</b>						<b>74,307</b>

The 2012 Recommended Capital Budget provides funding of \$57.354 million to:

- Complete construction of the 14 Division; Construction is well underway for the new 14 Division facility at 11 St. Annes Road.
  - The facility has been designed and will be constructed to meet the requirements for LEED–Silver certification.
  - Substantial construction completion is expected to be achieved in June 2012, with the move–in anticipated for the third quarter of 2012.
- Implement the Integrated Records and Information System; The IRIS project provides funding for a commercial off–the–shelf (COTS) integrated records and information system.
  - At its October 21, 2011 meeting, the Board approved Versaterm as the vendor for this project. As a result of the deferral of vendor approval, only \$1.4M is projected to be spent in 2011 and the rest will be carried forward to 2012.
  - The project’s timelines have been adjusted to accommodate this deferral, and a revised cash flow for the project has been included in years 2012–2014.

- Undertake renovations of 330 Progress Avenue for the Property & Evidence Management Storage Facility; Construction work will commence in 2012 to house the Property & Evidence Management Unit (PEMU) on the Progress Avenue site.
  - The original total cost estimate for the project was \$35.7 million. Included in this estimate was a preliminary cost estimate of \$15.3 million for the construction work required to house the PEMU.
  - After acquisition of the Progress property, only \$13.9 million remained in the project budget to complete the required construction work. An adjustment of \$1.4 million has been made to this project to better reflect the estimated cost for this project. The increase was accommodated by the deletion of the Smart Card project previously identified in the Capital Plan.
  - The design process is currently underway and is expected to be complete by year-end 2011. The process for retaining the services of a construction management firm is also underway.
  - It is expected that the design phase and tendering process will be complete so that construction can commence in 2012.
- Undertake the eTicketing Solution for Provincial Offence Notices;
  - In conjunction with City Court Services, the Toronto Police Service is implementing eTicketing Solution for Provincial Offence Notices project with project costs of \$1.720 million to be fully recovered by 2015 from future operational savings primarily in City Court Services.

## PART IV: ISSUES FOR DISCUSSION

### 2012 Issues

#### *eTicketing Solution for Provincial Offence Notices*

- During the 2010 Budget process Council directed that the Toronto Police Service and City Court Services, in consultation with the Deputy City Manager and Chief Financial Officer, further review the capital and operating costs and the potential savings of an eTicketing Solution for Provincial Offence Notices prior to the 2011 Capital Budget process.
- In 2011 the Toronto Police Service and Court Services reviewed the capital costs and potential operating savings to determine the Business Case for an eTicketing Solution and reported to the Deputy City Manager and CFO any changes in estimated costs and Court Services' debt repayment schedule prior to the submission of the 2012–2021 Capital Plan.
- This project was originally estimated to cost \$4.300 million over three years (2012 – 2014). As a result of the decision to proceed with the Versaterm records management system (IRIS project), the eTicketing capital costs have been reduced to \$1.720 million (2012).
- The project has a net overall payback of two-and-a-half years to the City. Annualized operating costs of \$0.562 million (for overall maintenance and planned equipment replacement costs) will be offset by annualized savings of \$1.751 million (\$0.271 million savings in the Police Service related to staff reductions in Document Services and \$1.480 million savings in City Court Services from increased revenues and reduced costs) once the savings are used to fully repay the debt servicing costs for this project.

#### *Integrated Records and Information System (IRIS)*

- As a result of the deferral of vendor selection for the Integrated Records and Information System, the IRIS project is expected to be under spent in 2011 by \$7.933 million which will be carried forward to 2012.
- The project's timelines have been adjusted to accommodate the deferral, and a revised cash flow for the project has been included in the Service's 2012 – 2021 capital program.
- These cash flow requirements result in variances from the City debt targets in three years. The recommended Capital Plan is under the debt target by \$8.7 million in 2012; over target by \$4.8 million in 2013; and over target by \$3.9 million in 2014.

## Future Year Issues

### *Data Warehouse Project*

- \$8.204 million for the Data Warehouse Establishment project is contained in years 2014–2016 of the Police Service's 10–Year Recommended Capital Plan. This project has been identified as a key Service requirement for several years, and has been deferred due to funding availability.
- This project will fund the building of a corporate Integrated Database (DB) and Data Warehouse (DW) with Business Intelligence (BI) to re-engineer the corporate business processes, information requirements and decision-making process. It will integrate all silo data and databases into a corporate DW environment, and reduce the time users spend in the search, acquisition, and understanding of data results.
- This project has an ongoing operating budget impact of \$1.056 million annually, requiring 5 new staff commencing in 2017 at a cost of \$0.600 million, and system maintenance costs of \$0.456 million when operational.
- As similar technology investments are being considered by the City, it is recommended that the Police Service Information Technology Services staff work with City Information Technology staff to determine whether the City's technology could be leveraged by the Police Service and report back to the Deputy City Manager/Chief Financial Officer prior to the 2013 Capital Budget Submission.

### *Future Use of 330 Progress Avenue*

- In 2011, a place holder of \$32.040 million for the Future Use of 330 Progress Avenue facility was included in the Toronto Police Service's 2012– 2020 Capital Plan, with cash flow requirements of \$5.088 million in 2018, \$10.440 in 2019 and \$16.512 million in 2020.
- In 2012 the Toronto Police Service's Capital Plan submission added a further \$7.960 million in 2020 and 2021, bringing this future project cost to \$40,000 million.
- Due to pressures on the City's debt levels and the lack of specific details on this project, this placeholder project is not recommended for inclusion in the 10–Year Recommended Capital Plan for the Police Service. Specific uses must be outlined and project details provided including operating costs and savings before this project can be considered in a future 10 Year Capital Plan.

# Appendix 1

## 2011 Performance

### 2011 Key Accomplishments

Key accomplishments and developments related to the implementation and management of the Service's capital program in 2011 are as follows:

- ✓ New 11 Division was completed on budget with move-in on September 26, 2011.
- ✓ In-Car camera installations have been completed on budget in 415 marked cars.
- ✓ Voicemail replacement will be completed utilizing Voice over Internet Protocol (VoIP) based on the City's review and recommendation for use of VoIP.
- ✓ Replacement of the Automated Fingerprint Identification System (AFIS) has commenced in 2011 and is scheduled for completion in 2012.
- ✓ Construction for the new 14 Division is continuing and is expected to be finished by mid-2012.
- ✓ An architectural firm has been approved by the Board to complete the design and working drawings for the Service's new Property and Evidence Management Facility.

### 2011 Capital Variance Review

#### 2011 Budget to Actuals Comparison – Total Gross Expenditures (In \$000s)

2011 Approved	Actuals as of September 30th (3rd Qtr Variance)		Projected Actuals at Year End		Unspent Balance	
	\$	% Spent	\$	% Spent	\$	% Unspent
100,946	33,104	32.8%	64,746	64.1%	36,200	35.9%

Capital expenditures for the period ended September 30, 2010 totalled \$33.104 million or 32.8% of the 2011 Approved Capital Budget of \$100.947 million. The Toronto Police Service is projecting year-end spending of \$64.746 million or 64.1% of its 2011 Approved Capital Budget. The projected year-end under-spending of \$36.200 million is primarily the result of the following:

- ✓ The Property & Evidence Management Facility project will be \$5.371 under-spent. This funding will be carried forward to 2012.

- ✓ It is expected that \$15.802 million of the \$20.764 million in approved cash flow for 14 Division will be spent in 2011, with \$4.962 million to be carried forward in 2012 to complete construction of the facility. Substantial construction completion is expected to be achieved in June 2012 with move-in anticipated for the third quarter 2012.
- ✓ As a result of the deferral of vendor selection for the Integrated Records and Information System, the IRIS project is expected to be under-spent by \$7.933, million which will be carried forward to 2012. The project's timelines have been adjusted to accommodate the deferral, and a revised cash flow for the project has been included in the Service's 2012–2021 Recommended Capital Plan.
- ✓ It is expected that of the approved \$2.827 million cash flow funding for the Automated Fingerprint Identification System (AFIS), \$0.644 million will be spent in 2011. \$2.183 million will be carried forward to 2012.
- ✓ \$12.088 million in under-spending for Vehicle and Equipment Lifecycle Replacements. The projected under-spending in 2011 is primarily due to timing of acquisition of server replacements, cashflow deferrals for vehicle replacements and the re-issuance of the Request for Proposal for the replacement of the Wireless Parking System.



## Appendix 2

## 10 – Year Recommended Capital Plan Project Summary

Project (\$000s)	2012	2013	2014	2015	2016	Total 2012-2016 Request	2017	2018	2019	2020	2021	Total 2017-2021 Forecast
State-of-Good-Repair - Police	4,510	4,565	4,594	4,469	4,621	22,759	4,331	4,529	4,841	5,113	5,238	24,051
Radio Replacement	5,371					5,371						
14 Division - Central Lockup	8,910					8,910						
Progress Site (Property & Evidence)	7,149	2,581				9,729						
IRIS - Police Operations Mgmt System Imp'l'n		9,507	4,866			14,373						
Upgrade to Microsoft 7	160					160						
54 Division (includes land)			9,060	21,665	5,721	36,446						
Data Warehouse Establishment			3,617	1,354	3,233	8,204						
Electronic Document Management			49	441		490						
HRMS Upgrade			155	682		836						
TRMS Upgrade			1,943	1,470		3,413						
Digital Content Manager			1,360	1,673		3,033						
41 Division (includes land)				372	8,564	8,937	20,636	9,506				30,142
Expansion of Fibre Optics Network				881	5,585	6,466	5,585					5,585
Radio Replacement					10,193	10,193	2,836	4,622	1,174	4,954	11,581	25,167
13 Division (includes land)							372	8,645	19,903	10,159		39,079
AFIS (next replacement)								3,053				3,053
32 Division - Renovation								3,053	3,934			6,987
52 Division - Renovation										3,559	4,741	8,300
55 Division - Renovation										1,529	6,471	8,000
22 Division - Renovation											1,290	1,290
eTicketing Solution	1,719					1,719						
Vehicle and Equipment (LR)	2,627	2,627	4,422	5,320	5,320	20,316	5,320	5,320	5,320	5,320	5,320	26,600
Workstation, Laptop, Printer (LR)	2,904	3,525	3,751	3,345	3,186	16,711	2,904	3,525	3,751	3,345	3,186	16,711
Servers (LR)	3,060	3,164	2,958	2,998	3,121	15,301	3,228	3,017	3,058	3,184	3,292	15,779
IT Business Resumption (LR)	1,612	1,669	1,269	1,522	1,644	7,716	1,702	1,294	1,553	1,677	1,736	7,962
Mobile Workstations (LR)	240	7,214	1,443			8,897	245	7,359	1,472			9,076
Network Equipment (LR)	493	2,466	1,104	998	502	5,563	2,515	1,126	1,018	512	2,565	7,736
Locker Replacement (LR)	417	47	47	47	426	984	48	48	48	434	49	627
Furniture Replacement (LR)	1,426	713	713	713	1,455	5,020	727	727	727	1,484	742	4,407
AVL (LR)	605	0	299	562	604	2,070				305	573	878
In - Car Camera (LR)		657	788	1,051	1,138	3,634		657	788	1,051	1,138	3,634
Voice Logging (LR)		353		437	315	1,105		360		446	321	1,127
Electronic Surveillance (LR)				0	1,069	1,069				0	1,091	1,091
Digital Photography (LR)				119	126	245				122	128	250
DVAM I (LR)				1,050		1,050				1,071		1,071
Voicemail / Call Centre (LR)				300		300	500			306		806
DVAM II (LR)			1,203			1,203			1,263			1,263
Asset and Inventory Mgmt.System (LR)					123	123					126	126
Property & Evidence Scanners (LR)					117	117					119	119
DPLN (LR)		500				500		700				700
Small Equipment (e.g. telephone handset) (LR)	350	350				700		0			600	600
Video Recording Equipment (LR)	92	92	92	92	92	460	92	92	92	92	92	460
Livescan Machines (LR)					423	423					431	431
Wireless Parking System (LR)					2,916	2,916					2,916	2,916
CCTV		182	70		182	434	70		182	70		322
AEDs		195			195	390			195			195
Fleet Equipment	100	100	100	100	100	500	100	100	100	100	100	500
	<b>41,745</b>	<b>40,507</b>	<b>43,902</b>	<b>51,662</b>	<b>60,971</b>	<b>238,786</b>	<b>51,211</b>	<b>57,733</b>	<b>49,419</b>	<b>44,832</b>	<b>53,846</b>	<b>257,041</b>

## **Appendix 3**

### **2012 Recommended Capital Budget; 2013 to 2021 Capital Plan**

## Appendix 4

### 2012 Recommended Cash Flow and Future Year Commitments

## Appendix 5

### 2012 Recommended Capital Project with Financing Details

## Appendix 6

### 2012 Reserve / Reserve Fund Review

#### Reserve/Reserve Fund Review - Program Specific

Table 1		Projected Balance as at Dec. 31,	Proposed Withdrawals										2012 - 2021 Total
Reserve / Reserve Fund Name	Project / SubProject Name and Number		2012 Rec. Budget	2013 Plan	2014 Plan	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	
XR2704 / XR2117 Development Charge Reserve Fund - Police	Beginning Balance	2,446	2,446	2,446	3,677	3,461	2,446	2,446	3,819	3,862	2,446	2,714	
	Division 14		(1,052)										(1,052)
	Division 41						(86)	(206)	(95)				(387)
	Division 54				(1,721)	(2,565)	(1,510)						(5,796)
	Division 13							(67)	(1,556)	(3,161)	(1,530)		(6,314)
	Property & Evidence Facility		(382)	(231)									(613)
	Total Proposed Withdrawals		(1,434)	(231)	(1,721)	(2,565)	(1,596)	(273)	(1,651)	(3,161)	(1,530)		(14,162)
Projected Contributions		1,434	1,462	1,505	1,550	1,596	1,646	1,694	1,745	1,798	1,851	16,281	
<b>TOTAL RESERVE FUND BALANCE AT YEAR-END</b>		<b>2,446</b>	<b>2,446</b>	<b>3,677</b>	<b>3,461</b>	<b>2,446</b>	<b>2,446</b>	<b>3,819</b>	<b>3,862</b>	<b>2,446</b>	<b>2,714</b>	<b>4,565</b>	

#### Reserve/Reserve Fund Review - Corporate

Table 2		Projected Balance as at Dec. 31,	Proposed Withdrawals										2012 - 2021 Total
Reserve / Reserve Fund Name	Project / SubProject Name and Number		2012 Rec. Budget	2013 Plan	2014 Plan	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	
XQ1701 Vehicle and Equipment Reserve - Police	Beginning Balance	249	4,713	(1)	1,630	2,866	(298)	2,791	(344)	1,279	2,950		
	Vehicle and Equipment (LR)		(2,627)	(2,627)	(4,422)	(5,320)	(5,320)	(5,320)	(5,320)	(5,320)	(5,320)	(46,916)	
	Workstation, Laptop, Printer (LR)		(2,904)	(3,525)	(3,751)	(3,345)	(3,186)	(2,904)	(3,525)	(3,751)	(3,345)	(33,422)	
	Servers (LR)		(3,060)	(3,164)	(2,958)	(2,998)	(3,121)	(3,228)	(3,017)	(3,058)	(3,184)	(3,292)	(31,080)
	IT Business Resumption (LR)		(1,612)	(1,669)	(1,269)	(1,522)	(1,644)	(1,702)	(1,294)	(1,553)	(1,677)	(1,736)	(15,678)
	Mobile Workstations (LR)		(240)	(7,214)	(1,443)			(245)	(7,359)	(1,472)			(17,973)
	Network Equipment (LR)		(493)	(2,466)	(1,104)	(998)	(502)	(2,515)	(1,126)	(1,018)	(512)	(2,565)	(13,299)
	Locker Replacement (LR)		(417)	(47)	(47)	(47)	(426)	(48)	(48)	(48)	(434)	(49)	(1,611)
	Furniture Replacement (LR)		(1,426)	(713)	(713)	(713)	(1,455)	(727)	(727)	(727)	(1,484)	(742)	(9,427)
	AVL (LR)		(605)		(299)	(562)	(604)				(305)	(573)	(2,948)
	In - Car Camera (LR)			(657)	(788)	(1,051)	(1,138)		(657)	(788)	(1,051)	(1,138)	(7,268)
	Voice Logging (LR)			(353)		(437)	(315)		(360)		(446)	(321)	(2,232)
	Electronic Surveillance (LR)						(1,069)					(1,091)	(2,160)
	Digital Photography (LR)					(119)	(126)				(122)	(128)	(495)
	DVAM I (LR)					(1,050)					(1,071)		(2,121)
	Voicemail / Call Centre (LR)					(300)		(500)			(306)		(1,106)
	DVAM II (LR)				(1,203)					(1,263)			(2,466)
	Asset and Inventory Mgmt. System (LR)						(123)					(126)	(249)
	Property & Evidence Scanners (LR)						(117)					(119)	(236)
	DPLN (LR)			(500)					(700)				(1,200)
	Small Equip (e.g. telephone handset)		(350)	(350)								(600)	(1,300)
	Video Recording Equipment (LR)		(92)	(92)	(92)	(92)	(92)	(92)	(92)	(92)	(92)	(92)	(920)
	Radios - Replacement												
	Livescan Machines (LR)						(423)					(431)	(854)
	Wireless Parking System (LR)						(2,916)					(2,916)	(5,832)
	EDU/CBRN Explosive Containment (LR)												
	CCTV			(182)	(70)		(182)	(70)		(182)	(70)		(756)
	AEDs			(195)			(195)			(195)			(585)
	Fleet Equipment		(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(1,000)
	Total Proposed Withdrawals		(13,926)	(23,854)	(18,259)	(18,654)	(23,054)	(17,451)	(24,325)	(19,567)	(19,519)	(24,525)	(203,134)
Projected Contributions		18,390	19,140	19,890	19,890	19,890	20,540	21,190	21,190	21,190	21,190	202,500	
<b>TOTAL RESERVE FUND BALANCE AT YEAR-END</b>		<b>249</b>	<b>4,713</b>	<b>(1)</b>	<b>1,630</b>	<b>2,866</b>	<b>(298)</b>	<b>2,791</b>	<b>(344)</b>	<b>1,279</b>	<b>2,950</b>	<b>(385)</b>	