TORONTO

STAFF REPORT
ACTION REQUIRED

Toronto Police Service: 2015 – 2024 Capital Program Request

Date:	November 27, 2014
To:	Budget Committee, City of Toronto
From:	Alok Mukherjee, Chair, Toronto Police Services Board

SUMMARY

The purpose of this report is to provide the Budget Committee with the 2015-2024 capital program request for the Toronto Police Service (the "Service").

RECOMMENDATION

It is recommended that the Budget Committee approve the 2015-2024 Capital Program with a 2015 net request of $15.9 Million (excluding cash flow carry forwards from 2014), and a net total of $242.1 Million for 2015-2024, as detailed in Attachment A.

Financial Impact

Capital projects are funding either from the issuance of debt by the City of Toronto (the "City") or through draws from Reserves established for specific purposes (e.g. the Service's Vehicle and Equipment Reserve). The Reserves are funded via contributions from the Service's operating budget. The use of Reserves along with the allocation of City development charges for qualifying Service projects, reduce reliance on debt funding.

Table 1 below provides a summary of the Service's 2015-2024 Capital Program request compared to the City of Toronto's ten-year affordability debt target.

The Service's 2015-2024 Capital Program meets the City's ten-year debt-affordability target on average over the ten years. Additional detail on debt-funded and Reserve-funded projects can be found in Attachments A and B respectively.

Table 1. Summary of 2015-2024 Capital Program Request ($Ms)

	2015	2016	2017	2018	2019	5-Year Total	2020-2024 Total	2015-2024 Total
Total On-Going and New Projects	21.9	32.7	43.7	32.0	39.4	169.7	125.8	295.5
Reserve-funded projects	21.4	19.7	26.7	30.9	27.5	126.2	121.3	247.5
Total gross projects:	**43.3**	**52.4**	**70.4**	**62.9**	**66.9**	**295.9**	**247.1**	**543.0**
Other-than-debt funding	-21.4	-19.7	-26.7	-30.9	-27.5	-126.2	-121.3	-247.5
Funding from Development charges	-6.0	-1.3	-8.5	0.0	-11.4	-27.2	-26.2	-53.4
NET DEBT FUNDING:	**15.9**	**31.4**	**35.2**	**32.0**	**28.0**	**142.5**	**99.6**	**242.0**
CITY DEBT TARGET:	20.8	36.3	35.2	36.6	26.4	155.3	**86.7**	**242.0**
Variance to target "(over)/under"	**4.9**	**4.9**	**0.0**	**4.6**	**-1.6**	**12.8**	**-12.9**	**0.0**

The implementation of capital projects can have an impact on the Service's on-going operating budget requirements. Capital projects and investments usually require maintenance, support and operation beyond the initial one-time project cost. It is important to determine the impact of the on-going effects on the operating budget. As a result, capital spending decisions are not made independently of the operating budget impact, as the total cost of ownership must be considered.

The Service is also continuing its strategy to properly fund the replacement of vehicles, technology and other equipment through contributions to the Vehicle and Equipment Reserve (Reserve). Attachment C provides a summary of the estimated operating impact from capital excluding Reserve-funded projects. The 2015 incremental operating impact is $2.8M, $150,000 of which is for the cost of eTicketing printers which will be covered by the City's Court Services department. Approval of the 2015-2024 capital program request will result in an estimated annualized pressure to the Service's operating budget of $6.7M by 2024, mainly due to increased system maintenance and building operations requirements. These increased operating costs will be included in future operating budget requests, as required.

ISSUE BACKGROUND

At its meeting on November 13, 2014, the Toronto Police Services Board (the "Board") considered a report dated November 01, 2014 from Chief of Police William Blair containing the Service's 2015 – 2024 Capital Program Request.

COMMENTS

The Board approved the Chief's report with the exception of the 54 Division project which will be considered after the Board has an opportunity to consider the KPMG Comprehensive Organizational Review.

Chief Blair advised the Board that the 54 Division project would, therefore, not commence and no financial commitments will be made until Board approval is obtained.

CONCLUSION

A copy of Board Minute No. P262/14 regarding this matter is attached as Appendix "A".

CONTACT

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Toronto Police Service
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Fax No. 416-808-8002

SIGNATURE

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Alok Mukherjee
Chair

ATTACHMENT

Board Minute No. P262/14

c. Mr. Rob Rossini, Deputy City Manager and Chief Financial Officer

a: 2015 – 2024 capital program request.doc

APPENDIX "A"

THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 13, 2014

#P262. TORONTO POLICE SERVICE – 2015-2024 CAPITAL PROGRAM REQUEST

The Board was also in receipt of the following report November 01, 2014 from William Blair, Chief of Police:

Subject: TORONTO POLICE SERVICE 2015-2024 CAPITAL PROGRAM REQUEST

Recommendations:

It is recommended that:

(1) the Board approve the Toronto Police Service's 2015-2024 Capital Program with a 2015 net request of $15.9 Million (excluding cash flow carry forwards from 2014), and a net total of $242.1 Million for 2015-2024, as detailed in Attachment A; and

(2) the Board forward a copy of this report to the City Budget Committee for approval and to the City's Deputy City Manager and Chief Financial Officer for information.

Financial Implications:

Capital projects are funding either from the issuance of debt by the City of Toronto (City) or through draws from Reserves established for specific purposes (e.g. the Service's Vehicle and Equipment Reserve). The Reserves are funded via contributions from the Service's operating budget. The use of Reserves along with the allocation of City development charges for qualifying Service projects, reduce reliance on debt funding.

Table 1 below provides a summary of the Toronto Police Service's (Service) 2015-2024 Capital Program request compared to the City of Toronto's ten-year affordability debt target.

The Service's 2015-2024 Capital Program meets the City's ten-year debt-affordability target on average over the ten years. Additional detail on debt-funded and Reserve-funded projects can be found in Attachments A and B respectively.

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The Service is also continuing its strategy to properly fund the replacement of vehicles, technology and other equipment through contributions to the Vehicle and Equipment Reserve (Reserve). Attachment C provides a summary of the estimated operating impact from capital excluding Reserve-funded projects. The 2015 incremental operating impact is $2.8M, $150,000 of which is for the cost of eTicketing printers which will be covered by the City's Court Services department. Approval of the 2015-2024 capital program request will result in an estimated annualized pressure to the Service's operating budget of $6.7M by 2024, mainly due to increased system maintenance and building operations requirements. These increased operating costs will be included in future operating budget requests, as required.

Background/Purpose:

The purpose of this report is to provide the Board with details of the Service's 2015-2024 Capital Program request. At its confidential meeting of October 9, 2014, the recommended Capital Program was presented to the Board for consideration. The request has also been reviewed with City Finance staff as well as the City Manager and the Deputy City Manager and Chief Financial Officer.

Attachment A to this report provides a detailed project listing of debt-funded projects, and Attachment B provides a detailed listing of projects funded from the Vehicle and Equipment Reserve. Attachment C provides a summary of the 2015–2024 program estimated operating impact from capital, excluding Reserve-funded projects.

Discussion:

Capital projects, by their nature, require significant initial financial investments. However, they can also provide longer-term organizational benefits and impacts. An organization's capital program should therefore be consistent with and enable the achievement of the organization's strategic objectives.

Strategic Direction – The Shift to Technological/Information Related Initiatives:

The Service's 2015-2024 Capital Program request contains projects that continue to address and improve the Service's ageing facility infrastructure, and ensuring our key information and technology needs are appropriately addressed.

The projects in the capital program will:

- ensure our facilities are safe and accessible to the public, and in a state of good repair;
- enable operational effectiveness/efficiency and service enhancement;
- result in improved information for decision making and to better meet operational requirements;
- ensure all new facilities incorporate Accessibility for Ontarians with Disabilities Act (AODA) requirements;
- help enhance officer and public safety;
- contribute to environmental protection/energy efficiency; and
- ensure our fleet and computer equipment are properly replaced.

The objectives of the capital budget have evolved and are being shifted from being facilities-focused to more technology/information systems-focused, with an emphasis on producing and managing information as well as enabling effective analysis to support public safety operations and services. New and emerging technologies are playing an increasingly crucial role in policing by equipping officers with enforcement and investigative tools that have the potential to make them better informed and more effective. Given the increasing power of technology, the extensive growth in social media, mobile communications infrastructure, and the expansion of innovative applications available, the need for computer assisted tools and mobility continues to increase in law enforcement agencies. Technology also presents the opportunity to increase officer safety and accountability

Technology is also changing the structure and operation of law enforcement agencies, enabling administrators to more efficiently manage and deploy resources, monitor crime trends with greater precision, and target intervention and investigative assets with greater effectiveness. Technology is facilitating closer and more collaborative relationships between law enforcement and the community. The explosive growth and technological sophistication of smartphones and

the surging popularity of social networking sites have empowered the general public and raised expectations regarding the transparency of the law enforcement organization, the services provided, and the public's ability to communicate with the police. The Service must therefore position itself to effectively lead and participate in the evolving technological and information sharing environment in order to meet its public safety objectives.

The Service is exploring various projects such as Next Generation 911 (NG911), Integrated Strategic Threat Analysis & Response System (iSTAR), Body Worn Cameras, expanded use of Conductive Energy Weapons (CEWs), Business Intelligence and a pilot project for Electronic Document Management (EDM). This will allow us to consider and where appropriate, embrace advancements in technology in order to increase accountability and efficiency, and improve the safety of both police and the public. However, the benefits of these initiatives and other opportunities will have to be balanced against the cost, both one-time and on-going.

Development of Cost Estimates and Project Management:

Due to the large cost and complexity of capital projects, the Service has developed and has been following a formal project management framework since 2006. This framework requires the submission of a project charter for each approved project request, and the establishment of a steering committee to oversee the project during its lifecycle.

The cost estimate for each project in the recommended Capital Program has been reviewed to ensure the estimate and annual cash flows are still valid, taking into consideration key project milestones, procurement requirements, any third-party actions/approvals required, as well as other applicable assumptions and information. It is important to note that the Service takes all known factors related to the project cost into account in order to develop accurate cost estimates. However, assumptions can change throughout the project as more information becomes available, and more importantly, before going through a formal procurement process for the various requirements. Despite due diligence efforts taken in advance of the actual start of the project, issues could come to light as work the progresses. Consequently, the estimates could change as the project progresses.

The Board and City are kept apprised of any changes to cost estimates as soon as they become known. Any required transfers from other projects in the program are fully justified and reported to the Board and City Budget Committee for approval. As previously indicated, the Service continues to strive to deliver projects on or below budget, and has been very successful in achieving this objective in the last 10 years. However, even with the best planning and management, there are times when additional funds are required for certain projects, due to required scope changes, unanticipated events or higher than anticipated market prices. The Service is also mindful of operating budget impacts and so, some projects not yet started are being revisited to ensure they are still viable from an overall budget perspective.

2014 Accomplishments:

The Service experienced a number of key accomplishments related to the implementation and management of the capital program in 2014:

- Completion of renovation and move of the Service's new Property and Evidence Management facility excluding auto squad (below budget by $640K);
- Completion of renovation and move the new Parking Enforcement unit facility (below budget by $450K); and
- Continuing to stabilize and provide production support efforts, including staffing considerations, for Versadex and eJust, following the the November 2013 go-live of the Integrated Records and Information System (IRIS).

City Debt Affordability Targets:

Corporate targets for Agencies, Boards, Commissions and Departments (ABCDs) are allocated by the City's Deputy City Manager and Chief Financial Officer (City CFO). The Service's 2015-2024 Capital Program meets the City's overall debt target, on average, over the ten-year program. However, due to the length and scheduling of projects, there are variances in some years (see Table 1).

2015-2024 Capital Program Request:

The 2015-2024 Capital Program is segregated into four categories for presentation purposes:

A. On-Going Projects
B. Projects beginning in 2015-2019
C. Projects beginning in 2020-2024
D. Projects funded through Reserves
E. Potential Projects Outside of Proposed Portfolio

A. On-Going Projects

There are four projects in progress in the 2015-2024 Capital Program:

State-of-Good-Repair (SOGR) – ongoing

This project provides funding for the SOGR requirements that the Service is responsible for. The Service has been budgeting approximately $4M annually for this project. However, due to a shortage of staff (vacancies) in the Service's Facilities Management, the capacity to properly manage planned projects does not exist. As a result, the Service has reduced the requested funding in 2015 to $1.8M. A detailed SOGR backlog list and ten-year plan has been provided to City Finance staff.

Human Resource Management System Upgrades ($1.1M, beginning in 2014)

Human resources information and payroll administration for the Service is managed using the PeopleSoft Human Resource Management System (HRMS). This project provides funding for an upgrade to HRMS beginning in 2014. This upgrade is necessary to reduce the risk associated with relying on outdated software and avoid the risk of losing vendor support.

Maintaining access to system support is particularly important with a payroll system which must incorporate annual (or more frequent) tax updates and Human Resource regulations into system programming and functionality.

The start date of this project was delayed in order to review the possibility of taking advantage of new functionality that was not included in the original project plan such as enhanced position management and organizational charts, and automating benefits administration. The scope was also expanded to incorporate a review of the current training methodology, approach, and training materials to ensure that the effectiveness of the current train-the-trainer process is updated.

The estimated operating budget impact for incremental maintenance costs is $22,000 annually, beginning in 2016. Funding for a further upgrade of this product has been added to 2020 and 2021, at an estimated cost of $1.2M.

52 Division Renovation ($8.3M, beginning in 2014)

The current program includes a funding request for the renovation of the 52 Division facility. Due to the current staffing shortage in the Facilities Management Unit (FCM), the majority of the work in this facility will be done in 2015. The current budget is based on an initial design plan. However, it will be refined once the exact plan and scope of work is finalized and approved.

Peer-to-Peer Data Centre ($19.1M, beginning in 2014)

An information technology disaster recovery plan enables continued computer-related operations after a disaster prevents the use of a computer facility normally used to support critical business operations and information. Typically, a disaster recovery (DR) site is built with an active primary site and a secondary site on standby. However, in a Peer-to-Peer (P2P) model, both centres are active at the same time. In a disaster, computer functions at the unaffected centre as well as policing and support operations, continue with no disruption to services.

The Service's current DR site is located in a 3,000 square foot facility leased from the City of Toronto (City) and is currently shared with the City's main data centre. This site houses the Service's mission critical (Class A) systems, which store highly sensitive electronic information relating to the day to day business needs of Service.

A number of significant issues with the current DR site have been previously reported to the Board, as part of the capital budget process:

1. Space at the current DR site is shared with the City, and has reached maximum capacity;
2. Electrical capacity at the current site has been exhausted, impacting power redundancy;

3. The security needs of Service differ from those of the City and what is currently available;
4. Industry in the vicinity of the existing DR site is not conducive/ideal for a data operation and poses a risk to that operation; and
5. Industry best practice related to distance between the primary and secondary sites (between 25 and 40 kilometers) is not being followed, as the current distance between the two Service sites is 7 kilometers.

The nature of the Service's business creates a unique situation when considering options for a P2P DR site. The Service's need for internal business continuity and the timely, effective and efficient response is dependent on planning and preparedness efforts. Proper planning and preparedness ensures business continuity and protects the health, safety and welfare of City residents. Although cost is always a major consideration, the need to keep Service systems up and running particularly during a disaster and the additional security requirements because of the sensitivity of policing information, are equally important to the analysis of options available.

The Service has identified a number of options available for a P2P DR site:

1. Remediation/Retro-fit current location;
2. Co-locate at a new site with the City of Toronto or other Police agencies;
3. Co-locate with another organization at a multi-tenant facility;
4. Utilize a modular data centre;
5. Outsource to a peer to peer data centre service provider; and
6. Design, build and operate a separate TPS data centre.

The Service's Information Technology Services (ITS) unit has initiated discussions with possible partners identified with each option, such as the City of Toronto and other police agencies, to determine the feasibility of joining together. It became evident through the discussions that none of the possible partners could commit to the same time period required by the Service and/or financial resources in order to execute a joint strategy. Furthermore, the needs of each organization were not necessarily determined and had the potential of seriously delaying the Service's ability to move forward. This is a critical issue based on the current location's serious space and power issues, and must therefore be addressed as expeditiously as possible.

ITS also engaged the services of a consultant to perform a high level analysis of the costs associated with each option. The cost estimates provided by the consultants included broad assumptions and were based on their best experience with P2P DR sites. However, the costs did represent a reasonable expectation of the expected upfront/one-time and annual funding obligations.

The consolidated work of the consultant and ITS concluded that the best option for the Service, given the immediate operational need, the security and location risks and the unique business requirements, is to design, build and operate its own facility, in a structure that would ultimately be owned by the City of Toronto.

During the capital budget process meetings in 2013, the Board was presented with the results of the work performed to this point, supporting the design/build/operate conclusion, at which time the Board requested the Service to examine the activities of other police agencies of similar size and financial institutions. As a result, ITS surveyed nine police agencies and five financial institutions. Four of the nine police services responded to the survey. All of these police services indicated that they operated their own DR data centres in State or City-owned facilities. Only one financial institution responded to the survey, and it indicated that it also operated its own facility for information that was considered highly sensitive in nature. The banking respondent did indicate that outsourcing of this function only occurred where and when it made sense based on required security and operational control. The results of the survey work were presented to the Board at its confidential meeting of October 9, 2014.

As a result of considerable analysis, the Service continues to recommend that the Board approve a P2P DR site that is designed and built specifically to Service specifications and operated by Service staff. Given the nature of the Service's security requirements, the ability to manage its own risk associated with the DR strategy, the cost feasibility and the real estate attractiveness (legacy value) of holding property on a City-owned location make the option recommended viable.

The current budget assumes a high-level cost of acquiring land (most likely outside the City of Toronto) and constructing a building to meet the Service's requirements and based on best practice disaster recovery provisions. The search by City Real Estate however could also identify a suitable building that would be renovated to meet our requirements. The current assumption is for a 5,000 square feet computer room, with an additional 1000-2000 square feet for support and to accommodate the housing of staff in the event of a large and prolonged disaster. The estimated cost of the site could change as a result of several factors, including the cost of the land ultimately acquired by the City, and the size and design of the facility. The facility size and design will be reviewed and confirmed to identify any potential reductions, once the location is finalized. It is important to note, however, that City Real Estate will not start a search until there is approved funding for this project. An operating cost impact of $350,000 per year is estimated for building operations and utilities costs, beginning in mid-2017.

The Board will be kept apprised of any changes to the current preliminary budget through the capital budget approval process, as well the quarterly capital variance reporting process.

B. Projects beginning in 2015-2019

54 Division Facility ($37.3M, beginning in 2015)

This project provides funding for the construction of a new 54 Division. The current facility was built in 1951 as a light industrial building and subsequently was retrofitted for police use and occupied by the Service in 1973. The project has been in the Service's capital program for the last several years based on the long-term facilities plan.

There are both physical and operational issues with the existing 54 Division site and building:

- Space for members occupying this facility is insufficient;
- The building is in a general state of disrepair. Both the Service and the City perform ongoing maintenance and repair. However, due to the age and condition of the building, there are issues with respect to the heating, ventilation and air condition system, the electrical system, plumbing, and the fire protection and alarm system. The building and site are prone to flooding, and the building does not meet current Accessibility for Ontarians with Disabilities Act (AODA) accessibility standards;
- The site is in an industrial location and not easily accessed by visitors and members, as there is no direct access to public transit, and there are limited parking spaces; and
- There are issues with respect to locker room facilities, firearms storage, front counter security, detention cells, investigative and response areas.

The budget includes funding for land acquisition, construction and other costs. Service staff have been working with City Real Estate to acquire a suitable property. The current budget assumes the construction of a 55,000 square foot facility built to LEEDS Silver standards, although the Service no longer seeks LEEDS Silver certification. Costing assumptions are based on construction costs of previous divisional projects, updated for a construction inflation rate. The project cash flow assumes the acquisition of land and some of the design work would begin in 2015 with construction starting in 2016.

It should be noted that the project cost could change as a result of several factors, including the cost of the site ultimately acquired, the size and design of the facility as well as market conditions with respect to the construction services required. The facility size and design will be reviewed and confirmed to identify any potential reductions, once the site is selected. The Board will be kept apprised through the quarterly capital variance reporting process.

An operating cost impact of $144,000 per year is estimated for additional building operations and utilities, beginning in mid-2018.

During the 2014-2023 capital program review process, the approval to commence the actual implementation of the project was deferred by the Board to allow for further consideration. This project will therefore not commence and no financial commitments will be made until Board approval is obtained.

Time Resource Management System (TRMS) Upgrade ($4.1M, beginning in 2015)

The Service uses an off-the-shelf payroll time and attendance software solution, known as TRMS. This system went live in August 2003, and is used to collect and process time and attendance-specific data, administer accrual bank data, and assist in the deployment of members. Since its implementation, the Service has upgraded TRMS to enhance the existing functionality and de-customize the application to reduce maintenance and upgrade costs.

An effective time and attendance system is critical for any organization. This project would provide funding to upgrade the current system which will only be supported by the vendor until the end of 2017. The cost estimate for the project is based on the costs incurred during the last upgrade.

Funds allocated to this project are based on the continuing need to upgrade the system. However, the Service's needs with respect to time-keeping, deployment, scheduling and exception reporting and approval are becoming more sophisticated and complex. Consequently, while the immediate plan is to upgrade the existing system, the Service will also be reviewing the changing and future requirements and potentially revise the business case to not upgrade, but rather completely replace, the current system.

In this regard, there are several options available to the Service. One option is to explore the possibility of participating in the City's new enterprise time and attendance system solution. Another is to determine what other systems are available in the market that meet the Service's needs. The Service will perform required due diligence and review all options to determine the most viable option in light of its unique labour and time keeping environment. Given these current unknowns, this business case will continue to be developed and the Board will be kept apprised during future budget development cycles, or once a more definitive option is validated.

The annual operating budget impact for incremental maintenance costs, if the current planned upgrade is completed, is estimated at $22,000 beginning in 2017. Funding for a further upgrade of this product has been added to 2022 to 2024, at an estimated cost of $4.2M.

Business Intelligence (BI) Technologies ($8.8M, beginning in 2015) - project formerly identified as Data Warehouse

BI Technologies represent a set of methodologies, processes, architectures, and technologies that transform raw data into meaningful and useful information used to enable more effective strategic, tactical, and operational insights and decision-making. Services such as Edmonton, Vancouver, New York and Chicago already have BI solutions that enhance their operations.

The objectives of this project include developing a strategy and architecture for building and maintaining a data warehouse environment, and providing associated interfaces and appropriate query and data-mining tools. In turn, the technologies will enable an environment where users will be able to make more effective business decisions, provide improved customer service, and spend less time on searching, acquiring and understanding data. In a policing environment, improved data management can lead to improved crime analysis, based on identification of unrecognized data relationships and trends, improved deployment of resources, and a heightened ability to prioritize investigation of crimes or incidents.

This project has been deferred for a number of years due other priorities in the capital program. However, it is now necessary to move forward with the implementation of the data warehouse, which is a best practice for large organizations. The City has also commenced

work on a business analytic system framework for its operations. The Service has and will continue discussion with City staff to ensure best practices and opportunities to leverage our work during the planning and implementation project life-cycle, are mutually shared and considered.

Progress on this project and any issues that materialize will be reported to the Board through the quarterly capital variance reports.

The annual operating budget impact resulting from incremental maintenance costs and staff support of the system is currently estimated at $1M. However, the Service will continually review and refine this estimated to keep on on-going cost impact as low as possible.

Electronic Document Management (EDM) Proof of Concept ($0.5M, beginning in 2015)

An enormous collection of paper-based information exists throughout the Service. It is expensive to create, collect, file, archive, retrieve, reproduce and transport the information. The primary goal of an EDM system is to store, control, monitor, and report on a repository of electronic document files. These documents come from various sources, including office productivity suites, document workflow applications, and other applications that create, edit, update, or delete documents.

In its simplest form, an EDM system represents a group of files as a folder or directory. Given the size and diversity of large enterprises, and of the documents that they produce, EDM systems provide sophisticated capabilities to manage large repositories of documents through the use of metadata and rules that determine what content can be created, read, updated, or deleted and any workflows associated with these activities. EDM provides a range of benefits, including improved efficiency, productivity, access to information and improved customer service. Reduced operating costs are anticipated through the reduced use of paper and printing, and lower requirements for physical storage space.

This project will take a phase-in approach. The scope is for phase one, to be a proof of concept, where two units of the Service will be tested. If the testing is successful, the system could be introduced to other areas or functions of the Service as well as the Board office. If justified from a cost and benefit analysis, a Service-wide roll-out would include conducting a high-level assessment of today's paper-based information across the Service, evaluating potential electronic document management and workflow solutions, establishing electronic document standards, policies and procedures, and planning for a Corporate-wide solution.

Radio Replacement ($36.5M, beginning in 2016)

The Service's current communication radios were replaced over the period of 2006 to 2012. Although the lifecycle for these radios is ideally seven years, the Service has decided to replace these radios every ten years to reduce capital costs. While the extension of this lifecycle to ten years has resulted in some incremental operating costs, there is still an overall cost benefit to the Service. This project provides funding for the replacement of radios beginning in 2016 (for radios purchased in 2006) to 2022.

41 Division Facility ($38.9M, beginning in 2017)

This project provides funding for the land acquisition and construction for a new 41 Division. Land costs could change significantly based on the actual location chosen and market values at the time of purchase. The Service will also explore the feasibility of constructing a new facility on the current 41 Division site. This could reduce the cost estimate for this project significantly, as there would be no land-acquisition cost. However, it would also make the project more complicated in terms of relocating existing staff during construction of the new facility, and will result in costs to move and house the officers in an alternate location. It will also increase the time required to complete the project. Some of the land savings would be re-directed to the costs of temporarily re-locating 41 Division staff during the construction process.

The present project cash flow assumes the acquisition of land. Some of the design and minor construction work would begin in 2018 with the majority of construction commencing in 2019.

Based on current standards, the budget assumes the construction of a 55,000 square foot facility built to LEEDS Silver standards, although the Service no longer seeks LEEDS Silver certification. Costing assumptions are based on construction costs of previous divisional projects, updated for the construction inflation rate. The project cost could change as a result of several factors, including the cost of the site (if one is acquired) as well as the size and design of the facility. The facility size and design will be reviewed and confirmed to identify any potential reductions, once the site is selected. The Board will be kept apprised through future capital budget processes.

The additional operating cost impact of $144,000 per year is a high-level estimate for building operations and utilities commencing from mid-2020.

TPS Archiving ($0.8M in 2017)

This project requests funding for the establishment of an archiving function at the Service's Progress Avenue site. Legislation requires the Service to store "cold case" files for a minimum of 25 years. Memo books are also stored for a lengthy period. The relatively new requirement of video storage is also increasing. Service staff are endeavouring to reduce current holdings, but based on retention periods, the Service is faced with increasing storage requirements.

The Service currently stores its archival records and files at City Archives. However, the City is experiencing space issues within its storage facility. In 2011, City Archives indicated that there would be a newly introduced charge for storing and retrieving boxes. The Service has not yet been required to pay this fee. However, once invoicing for the fee begins, based on initial discussions and assuming a ten-percent growth annually (based on 2011-2013 estimates), storage costs would grow to $300,000 or more annually, within five years.

There is no on-going operating impact currently assumed as a result of this project. Future analysis will be required to determine if any additional resources will be required, and an update will be provided in future capital programs.

32 Division Renovation ($12M, beginning in 2017)

This project requests funding for the renovation of 32 Division as per the Service's long-term facility plan for replacement and renovation of facilities. An amount for required renovations has been estimated. However, this estimate will be further reviewed and refined as the project start date approaches.

The cost of the project has been increased in the current program by $5M to include structural modifications to the garage area and providing additional usable square footage, elevator modernization, upgrades to cells for prisoner and officer safety, exterior upgrades to provide parking for disabled members of the public, improved storm water management to resolve the frequent ponding in the parking lot, upgrades and replacement of major HVAC system components including major electrical upgrades. The amount represents an estimated value of re-modernizing based on a closer review of requirements. However, as noted above, further study will more closely refine the project budget. The Board will be kept abreast of changes in scope and cost estimates in future budget development processes.

13 Division Facility ($38.9M, beginning in 2018)

This project provides funding for the land acquisition and construction of a new 13 Division facility. Land costs could change significantly based on the actual location chosen and market values at the time of purchase. The project cash flow assumes planning in 2018, acquisition of land in 2019 and construction beginning in 2020.

The budget assumes the construction of a 55,000 square foot facility built to LEEDS Silver standards, although the Service no longer seeks LEEDS Silver certification. Costing assumptions are based on construction costs of previous divisional projects, updated for the construction inflation rate. The project cost could change as a result of several factors, including the cost of the site (if one is acquired), the size and design of the facility, and construction market conditions at the time. The facility size and design will be reviewed and confirmed to identify any potential reductions, once the site is selected. The Board will be kept apprised through future capital budget processes.

The additional operating cost impact of $150,000 per year is a high-level estimate for building operations and utilities commencing from mid-2021.

Automated Fingerprint Identification System – AFIS (next replacement - $3.1M in 2019)

The current AFIS system was purchased and implemented in late 2012. The system has an estimated lifecycle replacement of five to seven years. The replacement is scheduled to be implemented in early 2019.

C. Projects beginning in 2020-2024

There are five projects beginning during the 2020-2024 period. The majority of these projects relate to the continuation of the Service's long-term facility plan for replacement and renovation of facilities.

D. Reserve funded projects

All projects listed in this category are funded from the Service's Vehicle and Equipment Reserve (Reserve) and have no impact on debt financing. Using the Reserve for the lifecycle replacement of vehicles and equipment avoids having to debt-finance these purchases. This approach has and continues to be supported by City Finance. It should be noted, however, that this strategy of funding equipment replacements from the Reserve results in an impact on the operating budget, as it is necessary to make regular annual contributions to replenish the Reserve balance so that future requirements are sustainable.

Estimates for all projects are revised annually based on up-to-date information, and new replacement plans are included as they become known. Attachment B identifies all of the currently identified Reserve-funded projects.

The current plans suggest a deficit beginning in 2017; however, replacement requirements, budgets and timelines are being constantly reviewed to ensure viability of the Reserve on a long-term basis.

Table 2, below, provides a summary of anticipated Reserve activity for 2015-2024:

Table 2. 2015-2024 Reserve Activity ($Ms)

	2015	2016	2017	2018	2019	…	2024
Opening Balance*:	$6.2	$4.2	$4.8	-$0.5	-$9.0	…	-$11.5
Contributions:	$19.4	$20.4	$21.4	$22.4	$23.4	…	$28.4
Draws:	$21.4	$19.8	$26.7	$30.9	$27.4	…	$23.2
Year-end Balance:	$4.2	$4.8	-$0.5	-$9.0	-$13.0	…	-$6.3
Incremental Operating Impact	$0.0	$1.0	$1.0	$2.0	$2.0	…	$2.0

E. Potential Projects outside of the Proposed Portfolio

Next Generation 911 (NG911)

The current system for 911 calls works on an analog platform and can only receive voice calls. Bell Canada owns the 911 telecom infrastructure for Toronto. The full Next Generation 911 (NG911) implementation will upgrade existing systems to accept digital Internet Protocol (IP) information instead of analog information. This will enable Public Safety Answering Points (PSAP) to accept text and other digital mediums. All PSAPs will need to upgrade their call centre technology to ensure continued service for the new platform.

Three main phases of enhanced functionality are predicted, specifically: replacement of the current 911 system; change from voice to IP format; and acceptance of multimedia formats. In 2014, the Service performed the analog to digital upgrade that it was mandated by legislation to perform, at a cost of approximately $0.5M. However, the ability to accept multi-media formats is an emerging issue that staff continues to investigate, together with other police services in Ontario and across North America. Staff are also engaging City staff on this initiative, as NG911 is, to a certain extent, an issue for Toronto Fire and Emergency Medical Services as well.

Due to the many unknowns related to this project, no funding can be estimated at this time. However, the Board is advised that Service staff continue to work with public safety partners to move towards recommending the extent of the implementation both desired and required in the future.

Expanded use of Conductive Energy Weapons (CEWs)

On August 27, 2013, the Ministry of Community Safety and Correctional Services announced a change to the Ontario government's rules regarding the use of CEWs. Effective immediately and as of that date, the province is allowing police services to put CEWs in the

hands of frontline officers if the police services choose to increase the deployment of these units.

A number of coroner's inquests have made reference to CEWs and the July 2014 former Justice Iacobucci Report: *Police Encounters with People in Crisis* recommends that the Service consider conducting a pilot project to assess the potential for expanding CEW access within the Service, with consideration of:

- Supervision;
- Use of Cameras with CEWs; and
- Reporting

As a result of the Iacobucci report, the Service has assembled an implementation team to review the recommendations with the goal of implementing them, were practical and feasible, including a review of the CEW pilot project recommended. There would be both capital and operating cost impacts if the Service were to begin equipping frontline officers with CEWs. The cost per unit, including ancillary equipment such as holsters, cartridges, etc. is estimated at $2,000 per unit (or approximately $2.4M per 1,000 officers). There are also related costs for training of officers that are equipped with CEWs as well as replacement of cartridges, maintenance and subsequently replacing the units. A detailed assessment would be required to determine exactly which and how many officers would be equipped, and what the training and on-going operating requirements would be. The additional costs would be viewed against the benefits expanding the use of CEWs would potentially provide. The capital program does not include a budget for additional CEWs at this time.

Integrated Strategic Threat Analysis and Response System (iSTAR)

Having the right information in the hands of the right people at the right time will significantly enhance the Service's near real time decision-making abilities, as well as the:

- ability to coordinate and deploy resources to provide consolidated and centralized information in support of investigations;
- assist in solving crimes;
- assist in crime and order management;
- utilize social media and other open information sources to their fullest extent; and
- maintain City-wide situational awareness.

iSTAR allows for a centralized and focused management of incidents or events, both planned and spontaneous, as well as escalations that require advanced coordination and response. iSTAR aims to ensure effective, efficient Operational Readiness and Response, refine the formal Emergency Planning and Preparedness processes, and define opportune areas to leverage existing technology assets more effectively. This would increase Service effectiveness, thereby helping to enhance customer service, and develop/implement new technology as an enabler to drive positive change and desired outcomes.

This project will provide the capacity for the centralized management of daily operations and will facilitate operations during major planned events. This project will leverage new and existing technologies to implement an enterprise-wide solution. It will provide a robust and

flexible system capable of performing a myriad of functions to support the operations of the Toronto Police Service.

This project is currently in the planning stage. Although a need has been identified, a detailed plan, specifications/functionality design and budget estimate are not yet available.

Body Worn Cameras

The Iacobucci Report: *Police Encounters with People in Crisis also* recommends body worn cameras as a means to enhance officer safety and accountability, provide valuable evidence for the courts, and reduce use-of-force incidents and complaints. In 2014, approximately $0.59M of operating funds have been allocated for the purchase of 100 body wearable cameras and accompanying infrastructure from three vendors selected through a competitive Request for Proposal process. Once the cameras are obtained, a pilot project will be conducted for approximately 12 months in four units of the Service, to determine the usability and functionality of the devices, technological issues, as well as to assist with any required clarification and strengthening of the "rules of engagement" associated with a full-Service roll-out of the technology. The pilot project will be governed by a working group, established to develop the guiding principles that include consideration of human rights, privacy and existing legislation, determination of evaluation criteria and the establishment performance indicators.

The results of the pilot, along with a recommendation regarding body-worn cameras, will be provided to the Board as they become available, at which time next steps will be determined.

Conclusion:

A detailed review of all projects in the Service's 2015-2024 capital program request has been conducted, to ensure the capital program reflects the priorities of the Service, is consistent with the Service's strategic objectives, and is in line with City provided debt targets. The 2015-2024 capital program has a 2015 net request of $15.9M (excluding cash flow carry forwards from 2014), and a net total of $242.1M for the ten-year period. The 2015-2024 Capital Program request meets the City's total debt affordability target for the ten-year program. However, the program does not achieve the City's annual debt target for each year. This is due to the fact that there is limited flexibility to adjust cash flows to meet the annual City targets, as the funds required for each project vary and are tied to a construction or other schedule.

This Capital Program request has been reviewed with the Board and City staff and is being tabled at the Board for approval and submission to the City.

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

The Board approved the following Motion:

1. **THAT the Board approve the foregoing report with the exception of the 54 Division project consideration of which will be deferred until the Board has an opportunity to consider the KPMG Comprehensive Organizational Review.**

The Chief stated that the 54 Division project will therefore not commence and no financial commitments will be made until Board approval is obtained.

Moved by: M. Thompson

2015-2024 CAPITAL PROGRAM REQUEST ($000s)

Attachment A

Project Name	Plan to end of 2014	2015	2016	2017	2018	2019	Total 2015-2019 Request	2020	2021	2022	2023	2024	Total 2020-2024 Forecast	Total 2015-2024 Program	Total Project Cost
Projects In Progress															
State-of-Good-Repair - Police	4,594	1,800	3,000	4,000	4,100	4,100	17,000	4,100	4,100	4,100	4,100	4,100	20,500	37,500	42,094
HRMS Upgrade	360	1,125	0	0	0	0	1,125	378	799	0	0	0	1,177	2,302	2,662
52 Division - Renovation	2,948	5,352	0	0	0	0	5,352	0	0	0	0	0	0	5,352	8,300
Peer to Peer Site (Disaster Recovery Site)	250	3,629	8,470	6,659	130	0	18,888	0	0	0	0	0	0	18,888	19,138
Total, Projects In Progress	**8,152**	**11,906**	**11,470**	**10,659**	**4,230**	**4,100**	**42,365**	**4,478**	**4,899**	**4,100**	**4,100**	**4,100**	**21,677**	**64,042**	**72,194**
Upcoming Projects															
54 Division (includes land)	0	7,000	2,500	18,500	9,296	0	37,296	0	0	0	0	0	0	37,296	37,296
TRMS Upgrade	0	600	1,500	2,022	0	0	4,122	0	0	630	1,500	2,022	4,152	8,274	8,274
Business Intelligence	0	2,336	2,818	3,664	0	0	8,818	0	0	0	0	0	0	8,818	8,818
Electronic Document Management (Proof of Concept)	0	50	450	0	0	0	500	0	0	0	0	0	0	500	500
Radio Replacement	0	0	13,913	2,713	3,542	2,478	22,646	4,093	5,304	4,480	0	0	13,877	36,523	36,523
41 Division (includes land)	0	0	0	395	9,561	19,122	29,078	9,850	0	0	0	0	9,850	38,928	38,928
TPS Archiving	0	0	0	750	0	0	750	0	0	0	0	0	0	750	750
32 Division - Renovation	0	0	0	4,990	4,990	2,000	11,980	0	0	0	0	0	0	11,980	11,980
13 Division (includes land)	0	0	0	0	372	8,645	9,017	18,500	11,411	0	0	0	29,911	38,928	38,928
AFIS (next replacement)	0	0	0	0	0	3,053	3,053	0	0	0	0	0	0	3,053	3,053
Expansion of Fibre Optics Network	0	0	0	0	0	0	0	0	881	0	4,785	6,385	12,051	12,051	12,051
55 Division - Renovation	0	0	0	0	0	0	0	0	0	0	3,000	5,300	8,300	8,300	8,300
22 Division - Renovation	0	0	0	0	0	0	0	0	0	0	3,000	5,300	8,300	8,300	8,300
Relocation of PSU	0	0	0	0	0	0	0	0	0	500	7,400	5,148	13,048	13,048	13,048
Relocation of FIS	0	0	0	0	0	0	0	0	0	0	0	4,649	4,649	4,649	60,525
Total, Upcoming Capital Projects:	**0**	**9,986**	**21,181**	**33,034**	**27,761**	**35,298**	**127,260**	**32,443**	**17,596**	**5,610**	**19,685**	**28,804**	**104,138**	**231,398**	**287,274**
Total Debt Funded Capital Projects:	**8,152**	**21,892**	**32,651**	**43,693**	**31,991**	**39,398**	**169,625**	**36,921**	**22,495**	**9,710**	**23,785**	**32,904**	**125,815**	**295,440**	**359,468**
Total Reserve Projects:	**178,924**	**21,415**	**19,752**	**26,732**	**30,926**	**27,453**	**126,278**	**20,465**	**21,904**	**21,222**	**34,566**	**23,182**	**121,339**	**247,617**	**426,541**
Total Gross Projects	**187,076**	**43,307**	**52,403**	**70,425**	**62,917**	**66,851**	**295,902**	**57,386**	**44,399**	**30,932**	**58,351**	**56,086**	**247,154**	**543,057**	**786,008**
Funding Sources:															
Vehicle and Equipment Reserve	(178,924)	(21,415)	(19,752)	(26,732)	(30,926)	(27,453)	(126,278)	(20,465)	(21,904)	(21,222)	(34,566)	(23,182)	(121,339)	(247,617)	(426,541)
Funding from Development Charges	(15,476)	(6,000)	(1,285)	(8,462)	0	(11,420)	(27,167)	(5,121)	(5,173)	(400)	(5,204)	(10,323)	(26,221)	(53,388)	(68,864)
Total Funding Sources:	**(194,400)**	**(27,415)**	**(21,037)**	**(35,194)**	**(30,926)**	**(38,873)**	**(153,445)**	**(25,586)**	**(27,077)**	**(21,622)**	**(39,770)**	**(33,505)**	**(147,560)**	**(301,005)**	**(495,405)**
Total Net Debt-Funding Request:	**(7,324)**	**15,892**	**31,366**	**35,231**	**31,991**	**27,978**	**142,458**	**31,800**	**17,322**	**9,310**	**18,581**	**22,581**	**99,594**	**242,052**	**290,604**
5-year Average:							**28,492**						**19,919**	**24,205**	
City Target:		**20,829**	**36,320**	**35,231**	**36,539**	**26,428**	**155,347**	**23,083**	**21,592**	**9,310**	**16,360**	**16,360**	**86,705**	**242,052**	
City Target - 5-year Average:							**31,069**						**17,341**	**24,205**	
Variance to Target:		**4,937**	**4,954**	**0**	**4,548**	**(1,550)**	**12,889**	**(8,717)**	**4,270**	**0**	**(2,221)**	**(6,221)**	**(12,889)**	**(0)**	
Cumulative Variance to Target			**9,891**	**9,891**	**14,439**	**12,889**		**4,172**	**8,442**	**8,442**	**6,221**	**(0)**			
Variance to Target - 5-year Average:							**2,578**						**(2,578)**	**(0)**	
Potential Projects outside of proposed portfolio															
Next Generation 911	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
I Star	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Body Worn Cameras	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Conducted Energy Weapons (CEW's)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

2015-2024 CAPITAL PROGRAM REQUEST ($000s)

Attachment B

Project Name	Plan to end of 2014	2015	2016	2017	2018	2019	Total 2015-2019 Request	2020	2021	2022	2023	2024	Total 2020-2024 Forecast	Total 2015-2024 Program
Other than debt expenditure (Draw from Reserve)														
Vehicle and Equipment (LR)	57,054	6,350	6,021	6,054	5,990	6,990	31,405	6,104	5,804	5,804	5,804	5,804	29,320	60,725
Workstation, Laptop, Printer (LR)	33,674	2,700	3,000	4,150	2,800	2,800	15,450	3,050	4,300	2,900	2,900	3,150	16,300	31,750
Servers (LR)	25,910	4,515	3,045	2,499	4,203	4,741	19,003	4,741	3,197	2,624	4,807	4,158	19,527	38,530
IT Business Resumption (LR)	15,092	1,281	1,407	1,365	1,235	1,786	7,074	1,345	1,477	1,433	1,775	1,553	7,583	14,657
Mobile Workstations (LR)	16,664	0	0	300	9,420	1,000	10,720	0	0	300	9,420	1,000	10,720	21,440
Network Equipment (LR)	8,358	998	1,200	2,900	2,800	2,400	10,298	1,750	1,750	2,250	3,750	1,750	11,250	21,548
Locker Replacement (LR)	2,567	350	500	350	48	198	1,446	48	198	48	48	48	390	1,836
Furniture Replacement (LR)	5,202	1,485	743	757	1,485	1,485	5,955	772	1,514	772	757	757	4,572	10,527
AVL (LR)	1,498	0	0	0	0	1,500	1,500	0	0	0	0	1,500	1,500	3,000
In - Car Camera (LR)	444	0	2,202	2,195	0	0	4,397	0	2,202	2,195	0	0	4,397	8,794
Voice Logging (LR)	1,127	0	0	0	300	0	300	0	0	0	300	0	300	600
Electronic Surveillance (LR)	1,070	0	0	1,069	0	0	1,069	0	0	1,091	0	0	1,091	2,160
Digital Photography (LR)	253	233	272	0	0	0	505	228	258	0	0	0	486	991
DVAM I (LR)	1,109	657	362	362	362	350	2,093	263	262	244	244	244	1,257	3,350
Voicemail / Call Centre (LR)	315	0	0	500	0	0	500	0	0	500	0	0	500	1,000
DVAM II (LR)	1,203	0	0	0	0	1,263	1,263	0	0	0	0	1,263	1,263	2,526
Asset and Inventory Mgmt.System (LR)	195	0	0	0	72	0	72	0	0	72	0	0	72	144
Property & Evidence Scanners (LR)	117	0	0	0	0	40	40	0	0	0	0	40	40	80
DPLN (LR)	500	0	0	0	0	750	750	0	0	0	0	750	750	1,500
Small Equipment (e.g. telephone handset) (LR)	1,120	100	0	0	0	750	850	750	0	0	0	0	750	1,600
Small Equipment - test analyzers (LR)	870	0	0	0	580	508	1,088	0	0	0	0	0	0	1,088
Small Equipment - ICC Microphones (LR)	0	137	0	0	251	251	639	251	0	0	251	251	753	1,392
Small Equipment - Video Recording Equipment (LR)	448	92	92	92	92	92	460	92	92	92	92	92	460	920
Radar Unit Replacement	353	212	46	291	186	9	744	14	10	5	340	245	614	1,358
Livescan Machines (LR)	423	0	0	0	540	0	540	0	0	0	540	0	540	1,080
Wireless Parking System (LR)	2,341	0	0	2,973	0	0	2,973	0	0	0	2,973	0	2,973	5,946
CCTV	252	250	250	0	0	0	500	275	275	0	0	0	550	1,050
AEDs	0	0	12	0	12	0	24	112	0	27	0	12	151	175
Fleet Equipment	300	100	100	100	100	100	500	100	100	100	100	100	500	1,000
Security System (LR)	465	635	500	475	450	440	2,500	570	465	465	465	465	2,430	4,930
Conducted Energey Weapon (CEW) Replacment	0	1,320	0	0	0	0	1,320	0	0	0	0	0	0	1,320
Marine Vessel Electronics Replacement	0	0	0	300	0	0	300	0	0	300	0	0	300	600
Total Reserve Projects:	**178,924**	**21,415**	**19,752**	**26,732**	**30,926**	**27,453**	**126,278**	**20,465**	**21,904**	**21,222**	**34,566**	**23,182**	**121,339**	**247,617**

2015-2024 - CAPITAL BUDGET REQUEST ($000s)

OPERATING IMPACT FROM CAPITAL

Attachment C

Project Name	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	Comments
Radio Infrastructure	1,124.4	1,141.4	1,141.4	1,141.4	1,141.4	1,141.4	1,141.4	1,141.4	1,141.4	1,141.4	Operating impact provided by the City (TRIP maintenance plus licensing for the microwave system)
Property and Evidence Management Facility	733.0	740.3	747.7	755.2	762.7	770.3	778.1	785.8	793.7	801.6	Building Operations, Service Contracts and Utilities. 2015 is based on the IDC request. Included estimated increase of 1% per year
14 Division - Central Lockup	454.2	458.8	463.3	468.0	472.7	477.4	482.2	487.0	491.9	496.8	Building Operations, Service Contracts and Utilities -2015 request is based on IDC request. Included estimated increase of 1%
eTicketing Solution	150.0	150.0	150.0	150.0	150.0	150.0	150.0	150.0	150.0	150.0	Cost adjustments in 2015. Printers cost will be covered by City's Court Services under IDR
IRIS - Integrated Records and Information System	2,241.4	2,241.4	2,241.4	2,241.4	2,191.4	2,191.4	2,191.4	2,191.4	2,191.4	2,191.4	Maintenance costs; lifecycle contribution
54 Division	0.0	0.0	0.0	72.0	144.0	145.4	146.9	148.4	149.8	151.3	Building Operations, Service Contracts and Utilities; starting half a year 2018.Included estimated increase of 1% per year
HRMS Upgrade	0.0	22.0	22.0	22.0	22.0	22.0	22.0	22.0	22.0	22.0	Incremental maintenance cost of $22K per year from 2016
TRMS Upgrade	0.0	0.0	22.0	22.0	22.0	22.0	22.0	22.0	22.0	22.0	Incremental maintenance cost of $22K per year from 2017
Peer to Peer Site	0.0	0.0	175.0	350.0	353.5	357.0	360.6	364.2	367.9	371.5	Building Operations, Service Contracts and Utilities; starting mid-2017
41 Division	0.0	0.0	0.0	0.0	0.0	72.0	144.0	145.4	146.9	148.4	Building Operations, Service Contracts and Utilities; starting half a year 2021
13 Division	0.0	0.0	0.0	0.0	0.0	0.0	75.0	150.0	151.5	153.0	Building Operations, Service Contracts and Utilities; starting 2024
Business Intelligence Technology	0.0	0.0	300.0	1,038.0	1,038.0	1,038.0	1,038.0	1,038.0	1,038.0	1,038.0	$0.59M for salaries for 5 people; $0.5M for maintenance
Total Projects Operating Impact	**4,703.0**	**4,753.9**	**5,262.8**	**6,260.0**	**6,297.7**	**6,387.0**	**6,551.5**	**6,645.6**	**6,666.4**	**6,687.5**	
Total Projects Operating Impact excluding Facilities Maint	**3,515.8**	**3,554.8**	**3,876.8**	**4,614.8**	**4,564.8**	**4,564.8**	**4,564.8**	**4,564.8**	**4,564.8**	**4,564.8**	
Total Projects - Incremental Operating Impact	**2,755.0**	**50.9**	**509.0**	**997.1**	**37.7**	**89.3**	**164.5**	**94.1**	**20.8**	**21.0**	