



STAFF REPORT ACTION REQUIRED

Toronto Police Service – Transfer of Capital Funds

Date:	November 24, 2008
To:	Executive Committee, City of Toronto
From:	Alok Mukherjee, Chair, Toronto Police Services Board

SUMMARY

The purpose of this report is to request the approval of the transfer of capital funds within the Toronto Police Service's 2008-2012 capital program.

RECOMMENDATION

It is recommended that the Executive Committee approve a transfer in 2008 of:

- (1) \$270,000 from the new Division 23 capital project to the In-Car Camera capital project; and
- (2) \$12,700 from the Computer Assisted Scheduling of Courts (CASC) project to the Facility Security Project.

FINANCIAL IMPACT

Capital projects are managed within a total approved project amount that can span over several years. Any unspent budget allocation in a particular year can be carried forward for one year. The approved gross available funding for 2008 (including carryover from 2007) is \$99.7 million (M) comprised of \$49.8M debt-funded and \$49.9M other-than-debt funded.

As of September 30, 2008, the Service is projecting a total gross expenditure of \$90.2M compared to \$99.7M in available funding, resulting in a spending rate of 90.4% for 2008. From a net debt-funded perspective, the Service is projecting total expenditures of \$44.7M, compared to \$49.8M in available funding, resulting in a spending rate of 89.8%. The projected (net) under-expenditure for 2008 is \$5.1M, of which \$4.8M will be carried forward to 2009.

There is no net impact on the 2008 Toronto Police Service capital target as a result of the transfers recommended.

ISSUE BACKGROUND

At its meeting on November 20, 2008, the Toronto Police Services Board was in receipt of a report from William Blair, Chief of Police, dated October 31, 2008, regarding the Toronto Police Service 2008 capital budget variance report for the period ending September 30, 2008.

COMMENTS

Chief Blair and Mr. Tony Veneziano, Chief Administrative Officer, discussed this report with the Board.

The Board approved the Chief's report and the following Motions:

1. THAT the Board approve a budget transfer in 2008 of \$270,000 from the new Division 23 capital project to the In-Car Camera capital project; and
2. THAT the Board forward this report to the City's Executive Committee for approval.

CONCLUSION

A copy of Board Minute No. P296/08, in the form attached as Appendix "A", regarding this matter is provided for information.

CONTACT

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Chief of Police
Toronto Police Service
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SIGNATURE

Alok Mukherjee
Chair, Toronto Police Services Board

ATTACHMENT

Appendix A – Board Minute No. P296/08

a:transfer of funds in car camera.doc

Staff report for action on Toronto Police Service Transfer of Capital Funds

Appendix A

THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE TORONTO POLICE SERVICES BOARD HELD ON NOVEMBER 20, 2008

#P296. TORONTO POLICE SERVICE – 2008 CAPITAL BUDGET VARIANCE REPORT – PERIOD ENDING SEPTEMBER 30, 2008

The Board was in receipt of the following report October 31, 2008 from William Blair, Chief of Police:

Subject: 2008 CAPITAL BUDGET VARIANCE REPORT FOR THE TORONTO
POLICE SERVICE – PERIOD ENDING SEPTEMBER 30, 2008

Recommendations:

It is recommended that:

- (1) the Board approve a transfer of \$12,700 from the Computer Assisted Scheduling of Courts (CASC) project to the Facility Security Project; and
- (2) the Board forward a copy of this report to the City's Executive Committee, for approval.

Financial Implications:

Capital projects are managed within a total approved project amount that can span over several years. Any unspent budget allocation in a particular year can be carried forward for one year. The approved gross available funding for 2008 (including carryover from 2007) is \$99.7 million (M) comprised of \$49.8M debt-funded and \$49.9M other-than-debt funded.

As of September 30, 2008, the Service is projecting a total gross expenditure of \$90.2M compared to \$99.7M in available funding, resulting in a spending rate of 90.4% for 2008. From a net debt-funded perspective, the Service is projecting total expenditures of \$44.7M, compared to \$49.8M in available funding, resulting in a spending rate of 89.8%. The projected (net) under-expenditure for 2008 is \$5.1M, of which \$4.8M will be carried forward to 2009.

Background:

The Toronto Police Services Board at its meeting on October 18, 2007 approved the Toronto Police Service's (TPS) 2008-2012 Capital Program of \$256.6M, which included a 2008 request of \$99.7M comprised of new debt, reserve funding and cashflow carryover (Min. No. P339/07 refers). Toronto City Council, at its meeting of December 11, 2007 approved the TPS 2008–2012 Board-approved Capital Budget.

The Service's 2008-2012 approved Capital Program averages \$30.9M in annual debt funding over the five-year period.

Discussion:

Summary of Capital Projects:

This capital variance report provides the projected status of projects as at September 30, 2008.

Appendix 1 provides a status summary of the on-going projects from 2007 as well as those projects that started in 2008. Any significant issues or concerns have been highlighted below in the "Key Highlights/Issues" section of this report. Appendix 2 provides the 2008-2012 approved Capital Program for reference.

Key Highlights/Issues:

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

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

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

- New Training Facility (Gross \$75.8M, net \$66.0M)

Overall Project Health Status	
Current	Previous Variance Report
GREEN	GREEN

Construction of the new training facility started on February 19, 2007, with a scheduled substantial completion date of November 6, 2008. However, due to labour disruptions, harsh winter conditions, frequent freeze and thaw conditions on site, and structural steel manufacturing and delivery delays, the substantial completion date is currently projected to be mid-January 2009. The planned move-in for the fourth quarter 2009 remains unchanged.

The building envelope is complete and work is progressing on the interior finishes, landscaping and asphalt areas. Mechanical, electrical and security system work is progressing as per schedule. Drywall installation is complete on the basement level and painting and

flooring has started on the basement, first and second floors. The audio/video wiring as well as the communication and data wiring diagrams are complete. Remaining tenders (audio/video wiring, communication, and data wiring) will take place in early 2009 and do not affect the substantial completion date. The Service is working with the Project Manager of the Department of National Defence (DND) to accommodate design change requests. These will not have an impact on net expenditures as DND has committed to fund any additional pressures arising from their change requests.

Despite the increased costs resulting from the harsh winter conditions and material delivery delays, the project is still projected to be completed on budget.

- Intelligence / Special Investigation Facility (\$4.6M)

Overall Project Health Status	
Current	Previous Variance Report
GREEN	GREEN

This project provides funding for upgrades and renovations to the existing Special Investigation Services (SIS)/ Intelligence facility. The project is under an aggressive timeline to meet the planned December 2009 completion date. The installation of a “Dry” Fire Suppression System in the computer room has been completed. Design work to complete the remaining renovations of the Intelligence facility is complete, and working drawings and specifications are being developed for tender issuance before year-end. At this time, the Service expects that this project can be completed within the remaining funds available. However, the results of the tender process will confirm whether the funds allocated to this project for 2008 and 2009 are sufficient for the planned work.

- 11 Division (\$25.5M)

Overall Project Health Status	
Current	Previous Variance Report
GREEN	YELLOW

This project is for the construction of a new 11 Division. A surplus school site owned by the Toronto District School Board (TDSB), and located at 2054 Davenport Road, has been purchased. The sale transaction closed on October 7, 2008, and the \$8.7M cost for the property was funded from the City’s Land Acquisition Reserve Fund (LARF).

A project plan for the new 11 Division project was provided to the Board at its March 2008 meeting (Min. No. P69/08 refers). The total cost estimate for this project has been updated in the 2009-2013 Capital Program to \$26.9M to reflect changes in the construction cost index. This cost estimate will continue to be revised as the project progresses through the design, site plan, permit approval and procurement processes.

A Request for Proposal (RFP) was issued on October 16, 2008 to the four Board-approved pre-qualified list of architects to retain an architect for the design of the new 11 Division. Once the architect is selected, an RFP process will begin to select a construction management firm from one of the five. Board approved prequalified vendors. The design work for this facility is planned to begin in early 2009 and construction is scheduled to start in 2010, with a planned move in by 2011.

As identified in the previous variance report (Min. No. P231/08 refers), an Advisory Working Group will be established to work closely with the architectural firm selected for the project, with the intent of preserving important building features where possible. The Service will incorporate the Advisory Working Group into the design process, and make every effort to retain certain heritage attributes of the current building, provided this can be achieved within the approved budget for this project.

- TRMS Upgrade and Additional Functionality (\$3.7M)

Overall Project Health Status	
Current	Previous Variance Report
YELLOW	YELLOW

The Service's Time Resource Management System (TRMS) was upgraded on May 16-18, 2008, as scheduled. The automated Court Kiosks were launched Service-wide on July 28, 2008. Consultants from Infor (the TRMS vendor) have completed all deliverables and are no longer on site.

Work remains to be done to upgrade several management reports. The contract of an external consultant who assisted with the TRMS upgrade has been extended to complete this work, at a cost of \$66,000. It is anticipated that this work will be completed by November 30, 2008.

As reported in the previous variance report, unanticipated pressures and savings have been experienced in various areas of this project. The Board approved a transfer of \$0.1M from the Computer Assisted Scheduling of Courts (CASC) project (which was completed this year, under budget) to the TRMS project, to cover the shortfall (Min. No. P231/08 refers). The current budget reflects this transfer. Based on the remaining work and taking into account this transfer, this project will be finished within the revised budget.

A project close-out report for TRMS will be prepared and reported to the Board following project completion.

- Police Community Automated Notification System (PCANS) (\$0.9M)

Overall Project Health Status	
Current	Previous Variance Report
GREEN	YELLOW

This project provides funding for the acquisition and implementation of a fully automated community notification system, capable of reaching citizens through various platforms such as e-mail, text messaging, voice and personal digital assistants (PDAs).

The project has faced challenges with respect to the selection of a qualified vendor. The first RFP was issued in January 2008. Three proposals were received; one was disqualified, and the remaining two did not meet the mandatory requirements in the RFP. As a result, the requirements of the RFP were reviewed and adjusted, the RFP re-issued in March 2008, and Semotus Solutions was selected as the vendor to supply the system (Min. No. P136/08 refers).

The contract with the vendor has been finalized. The hardware required for this project has been purchased and installed, and the project has now moved into the development stage. Additional system functionality has been added to the product without any additional cost. System flexibility and usefulness is beyond that of original expectations.

The system will be piloted in 32 Division and 53 Division, beginning in November 2008, and it is anticipated that the project will be delivered on schedule and on budget. A presentation will be made to the Board in the new year.

- In-Car Camera (\$9.3M)

Overall Project Health Status	
Current	Previous Variance Report
GREEN	YELLOW

This project provides funding for the purchase and implementation of In-Car Camera (ICC) systems, including the necessary infrastructure (i.e., servers, data storage and upgraded network). The project budget was reduced in the 2007-2011 Capital Program (from \$11M to \$8.7M) due to capital funding pressures.

This project initially experienced significant technical challenges, but is now proceeding well. The Board has approved Panasonic Canada Inc. as the vendor of record (VOR) for ICCs (Min. No. P8/08 refers), for up to 460 in-car camera systems (Min No P264/08 refers). Based on the current project plan and cost estimates, and the Board's recent approval to fund \$1.0M for ICCs through the operating budget (Min. No. P264/08 refers), the Service is in a better position to achieve the objective of installing ICC systems in all of the Service's marked patrol vehicles.

The planning and design phases are proceeding as planned and the set up of the ICC system in a test lab development environment has been completed. Initial training of staff involved in installation has been completed, ICCs have been installed in Division 13 vehicles, and the installation of the ICC units at Traffic Services is on schedule. The divisional parking network (DPLN) has been upgraded. The project team is currently working with inter-related digital video projects to implement a long term storage solution for the videos. As a result, the project's health status has been upgraded to green.

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

Overall Project Health Status	
Current	Previous Variance Report
YELLOW	GREEN

The vision of DVAM I was to eventually eliminate the use of physical video evidence media within the organization. DVAM II extends network-based digital video data file technology to evidence management for interviews, booking and breath tests.

Two of five phases of DVAM II are completed (project initiation and project planning). The project is currently in phase 3 (solution development), with project tasks that include detailed system design, system integration and preliminary pilot activities. Although some technical issues have been identified that are in the process of being addressed, these are not expected to have an impact on the overall project budget and schedule. However, the health status has been changed to yellow until these technical issues are resolved to the Service's satisfaction.

- Facility Security (\$3.7M)

Overall Project Health Status	
Current	Previous Variance Report
GREEN	GREEN

This project addresses site security for police facilities. The initial plan included the installation or upgrading of fences as well as the provision of security gates where required. A security assessment was conducted by the Service, and priority areas (e.g., Property Unit, Tower Sites, Marine Unit, Jane St.) for security enhancements were identified. The project has been completed and final invoices have been received. The final cost exceeds the project budget by \$12,700. Therefore, a transfer of \$12,700 is being requested from the CASC project (which was completed this year, under budget) to this project to fund the shortfall.

- Radio Replacement (\$35.5M)

Overall Project Health Status	
Current	Previous Variance Report
GREEN	GREEN

This project provides funding for the replacement of the Service's current communication radios which are obsolete, and to ensure operability on the new platform being implemented through the City-managed Radio Infrastructure Replacement project. The replacement of the

radios commenced in 2006 and will be completed in 2011. While the majority of this project is debt-funded, \$6M is being borrowed from the Service's Vehicle and Equipment Reserve (in order to reduce financial pressure on the capital program) to fund the purchase of radios in 2008 and 2009. This project is currently on schedule and on budget.

Conclusion:

The Service is projecting a total gross expenditure of \$90.2M, compared to \$99.7M in available funding (a spending rate of 90.4% for 2008). The projected (net) under-expenditure for 2008 is \$5.1M of which \$4.8M would be carried forward to 2009.

Most projects are on budget and on schedule, and proceeding well. The marginal shortfall in the Facility Security project can be funded through a transfer from the CASC project, which was completed earlier this year under budget.

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

Chief Blair and Mr. Veneziano discussed this report with the Board.

The Board approved the foregoing report and the following Motions:

- 1. THAT the Board approve a budget transfer in 2008 of \$270,000 from the new Division 23 capital project to the In-Car Camera capital project; and**
- 2. THAT the Board forward this report to the City's Executive Committee for approval.**

2008 Capital Budget Variance Report As At September 30, 2008 (\$000s)

Project Name	Available to Spend in 2008	2008 Projected Actual	Year-End Variance - (Over)/ Under	Total Project Budget	Total Project Cost (Projected)	Project Variance - (Over) / Under	Comments	Overall Project Health
Facility Projects:								
23 Division	340.8	52.7	288.1	17,665.0	17,474.1	190.9	Move was completed on May 7, 2007. This project will be closed off in 2008.	Green
Traffic Services and Garage Facility	19.9	19.9	-	7,350.0	7,350.0	-	Move was completed on April 2, 2007. This project will be closed off in 2008.	Green
New Training Facility	42,933.3	41,536.3	1,397.0	75,804.4	75,804.4	-	Please refer to the body of the report.	Green
Intelligence/Special Investigation	1,219.9	460.0	759.9	4,565.0	4,565.0	-	Please refer to the body of the report.	Green
11 Division	365.6	20.0	345.6	25,474.9	25,474.9	-	Please refer to the body of the report.	Green
Information Technology Projects:								
Geocoding Engine	457.0	441.0	16.0	457.0	457.0	-	Project is on budget and on schedule.	Green
CASC System*	346.3	331.7	14.6	800.0	785.4	14.6	Project is complete, below budget.	Green
TRMS additional functionality*	1,295.0	1,295.0	-	3,748.0	3,748.0	-	Please refer to the body of the report.	Yellow
PCANS	927.0	927.0	-	927.0	927.0	-	Please refer to the body of the report.	Green
In Car Camera*	3,615.1	2,766.1	848.9	9,262.0	9,262.0	-	Please refer to the body of the report.	Green
Automated Vehicle Location System	615.2	346.9	268.3	1,590.0	1,590.0	-	Project is on budget but slightly behind schedule (will be completed by Q3,2009).	Green
Digital Video Asset Management II	2,015.0	1,420.0	595.0	5,665.0	5,665.0	-	Please refer to the body of the report.	Yellow
Replacements / Maintenance / Equipment Projects								
State-of-Good-Repair - Police	2,100.6	2,100.6	-	n/a	n/a	n/a	Project is on budget and on schedule.	Green
Facility Security	237.2	249.9	- 12.7	3,660.0	3,672.7	- 12.7	Please refer to the body of the report.	Green
Furniture Lifecycle Replacement	51.4	51.4	-	51.4	51.4	-	Project is on budget and on schedule.	Green
Power Supply-Fire/EMS/TPS	618.0	618.0	-	618.0	618.0	-	City-managed project.	n/a
Reserves								
Vehicle Replacement (lifecycle)	5,033.0	5,033.0	-	n/a	n/a	n/a	Projects are on budget and on schedule.	Green
IT-Related Replacements (lifecycle)	17,487.9	12,850.3	4,637.6	n/a	n/a	n/a	Projects are on budget and on schedule.	Green
Other Equipment (lifecycle)	5,354.6	4,990.5	364.1	n/a	n/a	n/a	Projects are on budget and on schedule.	Green
Land Acquisition Reserve Fund	14,650.0	14,650.0	-	n/a	n/a	n/a		
Total Gross Expenditures:	99,682.8	90,160.4	9,522.4					
Less Reserve funding:	- 27,875.6	- 22,873.8	- 5,001.7					
Less LARF funding:	- 14,650.0	- 14,650.0	-					
Less DND funding:	- 7,374.0	- 7,910.3	536.3					
Total Net Expenditures:	49,783.3	44,726.3	5,057.0					

REVISED 2008-2012 CAPITAL BUDGET REQUEST (\$000s)

Appendix 2

Proj. #	Project Name	Plan to end of 2007	2007 Carry forward	2008	2008 Total Request	2009	2010	2011	2012	2008-2012 Proj. Total	2013-2017 Proj. Total	Total Project Cost
Facility Projects												
1	New training Facility (Replacement of C.O. Bick College)	32,069.0	4,270.2	38,663.0	42,933.2	5,072.4	0.0	0.0	0.0	43,735.4	0.0	75,804.4
2	11 Division - Central Lockup	0.0		365.6	365.6	7,398.0	11,957.0	5,754.3	0.0	25,474.9	0.0	25,474.9
3	14 Division - Central Lockup	0.0	0.0	0.0	0.0	591.0	10,561.0	14,257.3	5,388.6	30,797.8	0.0	30,797.8
4	Intelligence / Special Investigations Facility	1,000.0	454.9	765.0	1,219.9	2,800.0	0.0	0.0	0.0	3,565.0	0.0	4,565.0
5	Property & Evidence Management Storage	258.0	8.0	0.0	8.0	0.0	0.0	0.0	1,155.0	1,155.0	21,541.0	22,954.0
6	Long Term Facility Plan	0.0		0.0	0.0	0.0	0.0	0.0	0.0	0.0	77,121.9	77,121.9
7	54 Division (includes land)	0.0		0.0	0.0	0.0	0.0	0.0	5,500.0	5,500.0	31,000.7	36,500.7
8	41 Division (includes land)	0.0		0.0	0.0	0.0	0.0	0.0	0.0	0.0	40,334.3	40,334.3
Information Technology Projects												
9	Geocoding	457.0	457.0	0.0	457.0	0.0	0.0	0.0	0.0	0.0	0.0	457.0
10	PCANS	927.0	927.0	0.0	927.0	0.0	0.0	0.0	0.0	0.0	0.0	927.0
11	Automated Vehicle Location System Expansion	1,185.0	210.2	405.0	615.2	0.0	0.0	0.0	0.0	405.0	0.0	1,590.0
12	HRMS upgrade and additional functionality	750.0	-75.574	0.0	-75.6	0.0	0.0	0.0	265.0	265.0		1,015.0
13	TRMS upgrade and additional functionality	2,453.0		1,195.0	1,195.0	0.0	0.0	0.0	0.0	1,195.0	0.0	3,648.0
14	In - Car Camera	1,662.0	715.1	2,300.0	3,015.1	2,300.0	2,400.0	0.0	0.0	7,000.0	0.0	8,662.0
15	Digital Video Asset Management II	2,350.0		2,015.0	2,015.0	1,300.0	0.0	0.0	0.0	3,315.0	0.0	5,665.0
16	Data Warehouse Establishment	0.0		0.0	0.0	0.0	0.0	0.0	1,500.0	1,500.0	5,014.0	6,514.0
17	Electronic Document Management	0.0		0.0	0.0	0.0	0.0	0.0	500.0	500.0	0.0	500.0
18	Record Management System Replacement	0.0		0.0	0.0	0.0	0.0	0.0	4,000.0	4,000.0	4,000.0	8,000.0
19	Disaster Recovery Site	0.0		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Replacements / Maintenance / Equipment												
20	State-of-Good-Repair - Police	12,430.0	302.5	1,800.0	1,800.0	1,800.0	2,000.0	2,500.0	2,553.0	10,653.0	13,047.0	36,130.0
21	Facility Security	3,145.0	-277.8	515.0	237.2	0.0	0.0	0.0	0.0	515.0	0.0	3,660.0
22	Fuel Management System	0.0		0.0	0.0	0.0	0.0	0.0	600.0	600.0	0.0	600.0
23	Power Supply - Fire/EMS/TPS	0.0		618.0	618.0	0.0	0.0	0.0	0.0	618.0	0.0	618.0
24	Radio Replacement	10,684.9		0.0	0.0	0.0	7,440.8	11,400.0	0.0	18,840.8	0.0	29,525.7
	Total Capital Budget Request	69,370.9	6,991.5	48,641.6	55,330.6	21,261.4	34,358.8	33,911.6	21,461.6	159,634.9	192,058.9	421,064.8
Other than debt expenditure (Draw from Reserve)												
25	Vehicle and Equipment Replacement	20,197.0		5,033.0	5,033.0	5,033.0	5,033.0	5,033.0	5,033.0	25,165.0	25,165.0	70,527.0
26	Workstation, Laptop, Printer - Lifecycle plan	11,399.0	2,550.2	3,774.0	6,324.2	4,785.0	4,816.0	3,774.0	3,774.0	20,923.0	20,922.2	53,244.2
27	Servers - Lifecycle Plan	4,506.0	-1,476.2	2,810.0	1,333.8	2,910.0	3,010.0	3,120.0	3,230.0	15,080.0	17,180.0	36,766.0
28	IT business resumption- Lifecycle Plan	6,923.0	260.0	0.0	260.0	0.0	1,590.0	1,640.0	1,700.0	4,930.0	9,050.0	20,903.0
29	Mobile Workstations	0.0		7,970.0	7,970.0	0.0	0.0	0.0	7,970.0	15,940.0	7,970.0	23,910.0
30	Network Equipment	0.0		1,600.0	1,600.0	970.0	480.0	500.0	520.0	4,070.0	4,610.0	8,680.0
31	Locker Replacement	550.0	54.6	550.0	604.6	550.0	550.0	0.0	0.0	1,650.0	0.0	2,200.0
32	Furniture Replacement	0.0	51.4	750.0	801.4	750.0	750.0	750.0	750.0	3,750.0	3,750.0	7,500.0
33	Radio Replacement	0.0		4,000.0	4,000.0	2,000.0	0.0	0.0	0.0	6,000.0	0.0	6,000.0
	Total - Other than debt expenditure	43,575.0	1,439.9	26,487.0	27,926.9	16,998.0	16,229.0	14,817.0	22,977.0	97,508.0	88,647.2	229,730.2
Land Acquisition Reserve Fund (LARF)												
34	14 Division	5,950.0		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	5,950.0
35	11 Division	8,700.0		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	8,700.0
	Total Land Request	14,650.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	14,650.0
	Total Gross Request	127,595.9	8,431.4	75,128.6	83,257.5	38,259.4	50,587.8	48,728.6	44,438.6	257,142.9	280,706.1	665,445.0
	Total - Other than debt expenditure	-43,575.0	-1,439.9	-26,487.0	-27,926.9	-16,998.0	-16,229.0	-14,817.0	-22,977.0	-97,508.0	-88,647.2	-229,730.2
	Total Land Request	-14,650.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	-14,650.0
	Funding from Department of National Defence (DND)	-4,916.0	-4,916.0	-2,458.0	-7,374.0	-2,458.0	0.0	0.0	0.0	-4,916.0	0.0	-9,832.0
	Total Net Request	64,454.9	2,075.5	46,183.6	47,956.6	18,803.4	34,358.8	33,911.6	21,461.6	154,718.9	192,058.9	411,232.8

2007 Carryforward is estimated at time of budget approval; Attachment A reflects year-end carryforward amounts.

