



## STAFF REPORT ACTION REQUIRED

### Toronto Police Service – 2009-2013 Capital Program Request - Revised

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

#### SUMMARY

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The purpose of this report is to submit the Toronto Police Service's revised 2009-2013 Capital Program Request.

#### RECOMMENDATIONS

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It is recommended that:

1. The Executive Committee approve the revised 2009-2013 Capital Program, as recommended by the City's Budget Committee, at a net amount of \$14.4M for 2009 and \$138.4M for the years 2009-2013 on the understanding that: if a suitable property for a new Toronto Police Service - Property and Evidence Storage facility is identified in 2009 that the City will provide the required funding to acquire the property; and the Toronto Police Service's 2010 – 2014 capital debt targets take into account the required capital cost estimates for this project to enable completion of this facility by 2013; and
2. That a meeting be convened by the City Manager in early 2009 with senior staff of the Toronto Police Service to begin discussions before the 2010 budget process begins to improve the capital budget process and to establish predictable targets.

#### FINANCIAL IMPACT

The City Budget Committee has recommended approval of the Toronto Police Service's capital budget request at a net amount of \$14.4M for 2009 (a decrease of \$10.0M from what has been approved by the Board) and \$138.4M for the years 2009-2013 (\$25.0M less than what has been approved by the Board).

## **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 November 19, 2008, with respect to the Toronto Police Service's 2009-2013 capital program update.

## **COMMENTS**

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

The Board approved the following Motions:

1. THAT the foregoing report from the Chief of Police be received;
2. THAT the Board approve the revised 2009-2013 Capital Program, as recommended by the City's Budget Committee, at a net amount of \$14.4M for 2009 and \$138.4M for the years 2009-2013 on the understanding that: if a suitable property for a new Property and Evidence Storage facility is identified in 2009 that the City will provide the required funding to acquire the property; and the Service's 2010 – 2014 capital debt targets take into account the required capital cost estimates for this project to enable completion of this facility by 2013;
3. THAT the Board forward this report to the City's Executive Committee for approval;
4. THAT the Board expresses its concern that the Toronto Police Service has not been able, with confidence, to fiscally protect its future capital budget requirement in an orderly fashion by reason of continuous inconsistency and lack of a predictable process; and
5. THAT the Board request the City that a meeting be convened by the City Manager in early 2009 with senior staff of the Toronto Police Service to begin discussions before the 2010 budget process begins to improve the capital budget process and to establish predictable targets.

## **CONCLUSION**

A copy of Board Minute No. P297/08, in the form attached as Appendix "A", regarding this matter is provided for information.

## **CONTACT**

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

## **SIGNATURE**

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Alok Mukherjee  
Chair, Toronto Police Services Board

## **ATTACHMENT**

Appendix A – Board Minute No. P297/08

a: 2009-2013 capital program request revised.doc

## **Appendix A**

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

#### **#P297. TORONTO POLICE SERVICE – 2009-2013 CAPITAL PROGRAM REQUEST - REVISED**

The Board was in receipt of the following report November 19, 2008 from William Blair, Chief of Police:

Subject: TORONTO POLICE SERVICE - 2009-2013 CAPITAL PROGRAM REQUEST  
UPDATE

#### Recommendations:

It is recommended that:

- (1) the Board receive this report; and
- (2) the Board forward a copy of this report to the City of Toronto Executive Committee, and to the City's Deputy City Manager and Chief Financial Officer, for information.

#### Financial Implications:

There are no financial implications relating to the recommendations contained within this report.

The City Budget Committee has recommended approval of the Toronto Police Service's capital budget request at a net amount of \$14.4M for 2009 (a decrease of \$10.0M from what has been approved by the Board) and \$138.4M for the years 2009-2013 (\$25.0M less than what has been approved by the Board).

#### Background/Purpose:

The Board initially approved the Service's 2009-2013 Capital Program at its September 18, 2008 meeting at a net amount of \$24.8M for 2009 (excluding cash flow carry forwards from 2008) and \$163.8M for the five years 2009-2013 (Min. No. P273/08 refers).

The Board-approved Capital Program was presented and discussed with the City Manager and City Finance staff at a meeting on October 3, 2008. Subsequently, additional meetings were held with City staff and the two City Budget Committee members (Councillors Ainslie and Mihevc) assigned to review the Service's budget. At these meetings, the Service was requested to review the capital request for any further potential deferrals. As a result, Service staff reviewed the total capital program and cashflow for the ten-year program and every effort was made to reduce the scope of, or defer, capital projects to meet City targets. Based on this review, a revised 2009-2013 Capital Plan with a 2009 net request of \$24.4M (excluding cashflow carry forwards from 2008) and \$163.4M for 2009-2013 was approved by the Board on October 16, 2008 (Min. No. P278/08 refers).

### Discussion:

The City's Budget Committee conducted its initial review of the City's 2009-2013 Capital Program at its meeting on November 7, 2008. At that time, the Budget Committee approved City staff recommendations with respect to the Service's capital program. The impact of those recommendations are outlined below.

### *Summary of City Recommendations:*

The capital program that was approved by the Board at its October 16, 2008 meeting was within the City debt-affordability target in 2009. However, the program was over target by a total of \$23.1M or an average of \$4.6M over the five years.

In order for the program to come within City debt-affordability targets, the City Budget Committee has recommended the deferral of the new Property and Evidence Management Storage facility from 2009 to 2013. This action, in effect, results in the Service's 2009-2013 Capital Program being below (\$1.9M in total and \$0.4M on average) the City's debt targets. The Budget Committee has also recommended that "the Facilities and Real Estate Division continue to work with the Toronto Police Service to identify facility options for the Property and Evidence Storage facility, including the feasibility of utilizing City property through the City Yard Consolidation Study, and upon confirmation of a suitable site in 2009, staff include the updated capital project cost estimates as part of the 2010 Capital Budget process."

In addition, the City Budget Committee has recommended moving the Automated Fuel System project forward from 2014 to 2009. This project, which had been requested previously but deferred in order to accommodate other pressures, has also been recommended for consideration by the City's Auditor General in his recent review of the Service's fleet operations.

Finally, the Budget Committee is recommending the inclusion of a new project (Explosive Containment Vessel Replacement) in 2009. This replacement, which is currently included in the Service's 2009 operating budget request, is more appropriately a capital expenditure. This recommendation will relieve some pressure on the Service's 2009 operating budget request. It should be noted that the two latter projects have been recommended to be funded from the City's Capital Financing Reserve, and have no net impact on the Service's net capital debt requirement.

Attachment A provides a summary of the Service's 2009-2013 Capital Program assuming the City's Budget Committee recommendations are adopted. Attachment B provides a summary of the operating impact from capital under the revised capital program recommended by the City's Budget Committee. Attachment C provides the current Board-approved Capital program, for comparison.

### *Service's Response to City Staff Recommendations:*

The Service recognizes the importance of meeting the City's debt-affordability targets, and every effort was made to do so. However, the Property & Evidence Management Storage Facility project is a very high priority, as the Service is faced with ever-growing property and evidence storage requirements. A recent consultant study concluded that the current facility is almost at full capacity and that a new larger facility is therefore required. Action has and is in the process of being taken to reduce storage requirements and increase the capacity of the current facility. This action is expected to extend the life of the current facility to mid-2012, and accordingly the Board-approved capital program provides cashflow for this project that would result in completion of the new facility by 2012.

Deferring the start of this project to 2013, as is being recommended by the Budget Committee, would most likely result in a new facility not being completed until 2015 or 2016. This is three to four years after the anticipated date when the current facility will be at capacity, and as such would jeopardize the Service's ability to meet legislated requirements for tracking, locating, disposing, and storage of property, could have a significantly negative impact on criminal court proceedings, and may increase the risk of civil litigation. It is therefore imperative that a suitable site for this facility be acquired as soon as possible so that a more definitive cost estimate can be developed for this project, and so that a new building will be in place by no later than 2013.

The City recognizes these risks, and has indicated that City Real Estate staff will continue to work with Service staff to identify a suitable site for the new facility. City staff have also advised that, if a property were to be found in 2009, every effort would be made to acquire the property in 2009, and that the cashflow for this project will be revisited during the 2010-2014 process.

The Service agrees with incorporating the Automated Fuel System (\$0.7M) and the Explosive Containment Vessel (\$0.5M) projects in the 2009-2013 capital program request. Including the replacement of the Explosive Containment Vessel in the capital program allows the Service to reduce its 2009 operating budget request by \$500,000.

### Conclusion:

The City Budget Committee's recommended 2009-2013 Capital Budget for the Service differs from the Board-approved budget in three main areas:

- Deferral of the Property & Evidence Management Storage Facility project to start in 2013. This results in the deferral of \$10M from 2009 to 2013, and the movement of \$25.5M to beyond 2013. The City has, however, committed to continue working with the Service to find and fund a suitable site in 2009;
- Inclusion of the Automated Fuel System in 2009. This project is being accelerated from 2013 to 2009 with no net impact on the capital;
- Inclusion of the Explosive Containment vessel in 2009. This also has no net impact on the capital program, and reduces the Service's 2009 operating budget request.

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 following Motions:**

- 1. THAT the foregoing report from the Chief of Police be received;**
- 2. THAT the Board approve the revised 2009-2013 Capital Program, as recommended by the City's Budget Committee, at a net amount of \$14.4M for 2009 and \$138.4M for the years 2009-2013 on the understanding that: if a suitable property for a new Property and Evidence Storage facility is identified in 2009 that the City will provide the required funding to acquire the property; and the Service's 2010 – 2014 capital debt targets take into account the required capital cost estimates for this project to enable completion of this facility by 2013;**
- 3. THAT the Board forward this report to the City's Executive Committee for approval;**
- 4. THAT the Board expresses its concern that the Toronto Police Service has not been able, with confidence, to fiscally protect its future capital budget requirement in an orderly fashion by reason of continuous inconsistency and lack of a predictable process; and**
- 5. THAT the Board request the City that a meeting be convened by the City Manager in early 2009 with senior staff of the Toronto Police Service to begin discussions before the 2010 budget process begins to improve the capital budget process and to establish predictable targets.**

**2009-2013 CAPITAL BUDGET REQUEST (\$000s)**  
**Summary of City Budget Committee Recommendation as of November 20, 2008**

Proj. #	Project Name	Plan to end of 2008	2009-2013 Request					Total 2009-2013 Request	Total 2014-2018 Forecast	Total Project Cost
			2009	2010	2011	2012	2013			
	<b>On-Going Projects</b>									
1	New Training Facility	70,732	5,072	0	0	0	0	5,072	0	75,804
2	In - Car Camera	3,962	2,300	2,400	0	0	0	4,700	0	8,662
3	Digital Video Asset Management II	4,365	1,300	0	0	0	0	1,300	0	5,665
4	State-of-Good-Repair - Police	14,230	2,300	2,300	2,500	2,553	2,647	12,300	15,358	41,888
5	Intelligence / Special Investigations Facility	1,765	2,800	0	0	0	0	2,800	0	4,565
6	Radio Replacement	10,685	0	7,448	5,700	5,700	0	18,848	0	29,533
<b>Total On-Going Projects</b>		<b>105,739</b>	<b>13,772</b>	<b>12,148</b>	<b>8,200</b>	<b>8,253</b>	<b>2,647</b>	<b>45,020</b>	<b>15,358</b>	<b>166,117</b>
	<b>New Projects</b>									
7	11 Division - Central Lockup	366	2,946	15,715	7,918	0	0	26,578	0	26,944
8	14 Division - Central Lockup	0	326	8,048	17,666	8,883	0	34,923	0	34,923
9	Property & Evidence Management Storage	258	0	0	0	0	10,000	10,000	25,000	35,258
10	Acquisition, Impl'n of New RMS	0	400	1,564	8,092	8,752	4,670	23,478	990	24,468
11	911 Hardware / Handsets	0	0	292	421	432	0	1,145	0	1,145
12	AFIS/Livescan/RIC1	0	324	0	3,000	0	0	3,324	3,000	6,324
13	HRMS - Additional functionality	0	108	346	0	0	0	454	0	454
14	Replacement of Voice Mail	0	0	864	0	0	0	864	0	864
15	Data Warehouse Establishment	0	0	0	0	343	2,411	2,754	6,003	8,757
16	54 Division (includes land)	0	0	0	0	0	300	300	36,012	36,312
17	41 Division (includes land)	0	0	0	0	0	0	0	38,403	38,403
18	13 Division (includes land)	0	0	0	0	0	0	0	29,901	29,901
19	Long Term Facility Plan	0	0	0	0	0	0	0	6,000	6,000
20	Fuel Management System	0	697	0	0	0	0	697	0	697
21	HRMS Upgrade	0	0	0	0	0	0	0	822	822
22	TRMS Upgrade	0	0	0	0	0	0	0	3,354	3,354
23	Fibre Optics	0	0	0	0	0	0	0	11,800	11,800
24	Electronic Document Management	0	0	0	0	0	0	0	500	500
25	Anticipated New IT Projects	0	0	0	0	0	0	0	15,000	15,000
25a	EDU/CBRN Explosive Containment	0	487	0	0	0	0	487	0	487
<b>Total New Projects:</b>		<b>624</b>	<b>5,288</b>	<b>26,829</b>	<b>37,097</b>	<b>18,409</b>	<b>17,381</b>	<b>105,004</b>	<b>176,784</b>	<b>282,412</b>
<b>Total Debt-Funded Projects:</b>		<b>106,362</b>	<b>19,060</b>	<b>38,977</b>	<b>45,297</b>	<b>26,662</b>	<b>20,028</b>	<b>150,025</b>	<b>192,142</b>	<b>448,529</b>



**2009-2013 CAPITAL BUDGET REQUEST (\$000s)**  
**Summary of City Budget Committee Recommendation as of November 20, 2008**

Proj. #	Project Name	Plan to end of 2008	2009-2013 Request					Total	Total	Total Project Cost
			2009	2010	2011	2012	2013	2009-2013 Request	2014-2018 Forecast	
Total Debt-Funded Projects:		106,362	19,060	38,977	45,297	26,662	20,028	150,025	192,142	448,529
	Other than debt expenditure (Draw from Reserve)									
26	Vehicle and Equipment Replacement	25,230	5,617	5,617	5,617	5,617	5,617	28,085	28,085	81,400
27	Workstation, Laptop, Printer Lifecycle	15,173	4,785	4,816	4,826	3,774	4,785	22,986	22,986	61,145
28	Servers Lifecycle	7,316	2,910	3,010	3,120	3,230	3,340	15,610	15,610	38,536
29	IT business resumption Lifecycle	6,923	0	1,588	1,644	1,701	1,761	6,693	6,693	20,310
30	Mobile Workstations Lifecycle	7,970	0	0	250	7,500	1,500	9,250	9,250	26,470
31	Network Equipment Lifecycle	1,600	1,723	480	500	520	2,603	5,826	5,826	13,252
32	Locker Replacement Lifecycle	1,100	550	550	0	0	0	1,100	0	2,200
33	Furniture Replacement Lifecycle	750	750	750	750	750	750	3,750	3,750	8,250
34	AVLS Replacement Lifecycle	0	0	316	593	639	0	1,548	1,547	3,095
35	In - Car Camera Lifecycle Replacement	0	0	0	0	33	655	687	851	1,538
36	Voice Logging Lifecycle Replacement	0	0	459	324	0	370	1,153	1,153	2,306
37	CAD - Computer Aided Dispatch System	0	0	0	0	100	331	431	431	862
38	Electronic Surveillance Lifecycle Replacement	0	0	0	1,977	0	0	1,977	1,977	3,954
39	Digital Photography Lifecycle Replacement	0	0	126	130	0	0	256	256	512
40	DVAM I Lifecycle Replacement	0	0	1,109	0	0	0	1,109	1,109	2,218
41	Repl. of Call Centre Application (ACD-X)	0	0	315	0	0	0	315	315	630
42	DVAM II Lifecycle Replacement	0	0	0	0	0	0	0	1,417	1,417
43	Asset and Inventory Mgmt.System (AIMS)	0	0	0	127	0	0	127	127	254
44	Property & Evidence Scanners Lifecycle	0	0	0	65	0	0	65	65	129
45	DPLN Replacement	0	0	0	0	778	0	778	778	1,556
46	Telephone Handset Replacement	0	0	300	300	300	300	1,200	1,500	2,700
47	Radio Replacement	4,000	2,000	0	0	0	0	2,000	0	6,000
48	Livescan Machines	0	0	435	0	0	0	435	435	870
49	Wireless Parking System	0	0	0	3,060	0	0	3,060	3,060	6,120
Total Reserve Projects:		70,062	18,335	19,871	23,283	24,941	22,011	108,441	107,220	285,723
Total Gross Projects		176,424	37,395	58,848	68,580	51,604	42,040	258,466	299,362	734,252
	Funding Sources:									
	Vehicle and Equipment Reserve	(70,062)	(18,335)	(19,871)	(23,283)	(24,941)	(22,011)	(108,441)	(107,220)	(285,723)
	Funding from DND	(7,374)	(2,458)	0	0	0	0	(2,458)	0	(9,832)
	Funding from Development Charges	0	(1,052)	(3,000)	(1,503)	(1,300)	(1,100)	(7,955)	(5,500)	(13,455)
	Funding from Capital Financing Reserve	0	(1,184)	0	0	0	0	(1,184)	0	(1,184)
Total Funding Sources:		(77,436)	(23,029)	(22,871)	(24,786)	(26,241)	(23,111)	(120,038)	(112,720)	(310,195)
Total Net Request		98,988	14,366	35,977	43,794	25,362	18,928	138,428	186,642	424,058
	5-year Average:							27,686	37,328	
	City Target:		25,206	33,968	33,299	23,919	23,919	140,311	119,595	
	City Target - 5-year Average:							28,062	23,919	
	Variance to Target		10,840	(2,009)	(10,495)	(1,443)	4,991	1,883	(67,047)	
	Variance to Target - 5-year Average:							377	(13,409)	

## 2009-2013 CAPITAL BUDGET REQUEST (\$000s)

*Operating Impact of Capital Program as Recommended by City's Budget Committee*

Proj. #	Project Name	2009 Operating Impact	2010 Operating Impact	2011 Operating Impact	2012 Operating impact	2013 Operating Impact	2014-2018 Operating Impacts
	<b>On-Going Projects</b>						
1	New Training Facility	1,040.0	0.0	0.0	0.0	0.0	0.0
2	In - Car Camera	0.0	0.0	200.0	0.0	0.0	0.0
3	Digital Video Asset Management II	0.0	0.0	200.0	0.0	0.0	0.0
4	State-of-Good-Repair - Police	0.0	0.0	0.0	0.0	0.0	0.0
5	Intelligence / Special Investigations Facility	0.0	0.0	0.0	0.0	0.0	0.0
6	Radio Replacement	0.0	0.0	0.0	0.0	0.0	0.0
<b>Total Operating Impact on On-Going Projects</b>		<b>1,040.0</b>	<b>0.0</b>	<b>400.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
	<b>New Projects</b>						
7	11 Division - Central Lockup	0.0	0.0	101.0	101.0	0.0	0.0
8	14 Division - Central Lockup	0.0	0.0	0.0	104.0	104.0	0.0
9	Property & Evidence Management Storage	0.0	0.0	0.0	83.0	0.0	0.0
10	Acquisition, Impl'n of New RMS	0.0	0.0	2,588.0	987.0	650.0	825.0
11	911 Hardware / Handsets	0.0	0.0	0.0	0.0	0.0	0.0
12	AFIS/Livescan/RICI	0.0	0.0	50.0	0.0	0.0	0.0
13	HRMS - Additional functionality	0.0	0.0	120.0	0.0	0.0	0.0
14	Replacement of Voice Mail	0.0	50.0	0.0	0.0	0.0	0.0
15	Data Warehousing System	0.0	0.0	0.0	0.0	1,043.0	0.0
16	54 Division (includes land)	0.0	0.0	0.0	0.0	0.0	200.0
17	41 Division (includes land)	0.0	0.0	0.0	0.0	0.0	200.0
18	13 Division (includes land)	0.0	0.0	0.0	0.0	0.0	200.0
19	Long Term Facility Plan	0.0	0.0	0.0	0.0	0.0	0.0
20	Fuel Management System	5.0	0.0	0.0	0.0	0.0	0.0
21	HRMS Upgrade	0.0	0.0	0.0	0.0	0.0	20.0
22	TRMS Upgrade	0.0	0.0	0.0	0.0	0.0	20.0
23	Fibre Optics	0.0	0.0	0.0	0.0	0.0	1,500.0
24	Electronic Document Management	0.0	0.0	0.0	0.0	0.0	52.5
25a	EDU/CBRN Explosive Containment	0.0	0.0	0.0	0.0	0.0	0.0
25	Anticipated New IT Projects	0.0	0.0	0.0	0.0	0.0	0.0
<b>Total Operating Impact on New Projects</b>		<b>5.0</b>	<b>50.0</b>	<b>2,859.0</b>	<b>1,275.0</b>	<b>1,797.0</b>	<b>3,017.5</b>
	Contribution to Reserve	2,950.0	2,800.0	2,800.0	2,800.0	-1,500.0	0.0
<b>Total Contribution to Reserve:</b>		<b>2,950.0</b>	<b>2,800.0</b>	<b>2,800.0</b>	<b>2,800.0</b>	<b>-1,500.0</b>	<b>0.0</b>
<b>Total Incremental Impact From Capital:</b>		<b>3,995.0</b>	<b>2,850.0</b>	<b>6,059.0</b>	<b>4,075.0</b>	<b>297.0</b>	<b>3,017.5</b>
<b>Total Cumulative Impact From Capital (over 2008 budget):</b>		<b>3,995.0</b>	<b>6,845.0</b>	<b>12,904.0</b>	<b>16,979.0</b>	<b>17,276.0</b>	<b>30,463.5</b>
<b>Total Staff Complement Change</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>67</b>	<b>0</b>	<b>0</b>

**2009-2013 CAPITAL BUDGET REQUEST (\$000s)**  
**Board Approved, October 16, 2008**

Proj. #	Project Name	Plan to end of 2008	2009-2013 Request					Total 2009-2013 Request	Total 2014-2018 Forecast	Total Project Cost
			2009	2010	2011	2012	2013			
	<b>On-Going Projects</b>									
1	New Training Facility	70,732	5,072	0	0	0	0	5,072	0	75,804
2	In - Car Camera	3,962	2,300	2,400	0	0	0	4,700	0	8,662
3	Digital Video Asset Management II	4,365	1,300	0	0	0	0	1,300	0	5,665
4	State-of-Good-Repair - Police	14,230	2,300	2,300	2,500	2,553	2,647	12,300	15,358	41,888
5	Intelligence / Special Investigations Facility	1,765	2,800	0	0	0	0	2,800	0	4,565
6	Radio Replacement	10,685	0	7,448	5,700	5,700	0	18,848	0	29,533
<b>Total On-Going Projects</b>		<b>105,739</b>	<b>13,772</b>	<b>12,148</b>	<b>8,200</b>	<b>8,253</b>	<b>2,647</b>	<b>45,020</b>	<b>15,358</b>	<b>166,117</b>
	<b>New Projects</b>									
7	11 Division - Central Lockup	366	2,946	15,715	7,918	0	0	26,578	0	26,944
8	14 Division - Central Lockup	0	326	8,048	17,666	8,883	0	34,923	0	34,923
9	Property & Evidence Management Storage	258	10,000	8,700	11,800	1,500	3,000	35,000	0	35,258
10	Acquisition, Impl'n of New RMS	0	400	1,564	8,092	8,752	4,670	23,478	990	24,468
11	911 Hardware / Handsets	0	0	292	421	432	0	1,145	0	1,145
12	AFIS/Livescan/RIC1	0	324	0	3,000	0	0	3,324	3,000	6,324
13	HRMS - Additional functionality	0	108	346	0	0	0	454	0	454
14	Replacement of Voice Mail	0	0	864	0	0	0	864	0	864
15	Data Warehouse Establishment	0	0	0	0	343	2,411	2,754	6,003	8,757
16	54 Division (includes land)	0	0	0	0	0	300	300	36,012	36,312
17	41 Division (includes land)	0	0	0	0	0	0	0	38,403	38,403
18	13 Division (includes land)	0	0	0	0	0	0	0	29,901	29,901
19	Long Term Facility Plan	0	0	0	0	0	0	0	6,000	6,000
20	Fuel Management System	0	0	0	0	0	0	0	697	697
21	HRMS Upgrade	0	0	0	0	0	0	0	822	822
22	TRMS Upgrade	0	0	0	0	0	0	0	3,354	3,354
23	Fibre Optics	0	0	0	0	0	0	0	11,800	11,800
24	Electronic Document Management	0	0	0	0	0	0	0	500	500
25	Anticipated New IT Projects	0	0	0	0	0	0	0	15,000	15,000
25	Content Manager	0	0	0	0	0	0	0	0	0
26	Telephone Replacement	0	0	0	0	0	0	0	0	0
27	eTicketing	0	0	0	0	0	0	0	0	0
28	Disaster Recovery Site (To be determined)	0	0	0	0	0	0	0	0	0
<b>Total New Projects:</b>		<b>624</b>	<b>14,103</b>	<b>35,529</b>	<b>48,897</b>	<b>19,909</b>	<b>10,381</b>	<b>128,820</b>	<b>152,481</b>	<b>281,925</b>
<b>Total Debt-Funded Projects:</b>		<b>106,362</b>	<b>27,876</b>	<b>47,677</b>	<b>57,097</b>	<b>28,162</b>	<b>13,028</b>	<b>173,841</b>	<b>167,839</b>	<b>448,042</b>

**2009-2013 CAPITAL BUDGET REQUEST (\$000s)**  
**Board Approved, October 16, 2008**

Proj. #	Project Name	Plan to end of 2008	2009-2013 Request					Total 2009-2013 Request	Total 2014-2018 Forecast	Total Project Cost
			2009	2010	2011	2012	2013			
	<b>Other than debt expenditure (Draw from Reserve)</b>									
26	Vehicle and Equipment Replacement	25,230	5,617	5,617	5,617	5,617	5,617	28,085	28,085	81,400
27	Workstation, Laptop, Printer Lifecycle	15,173	4,785	4,816	4,826	3,774	4,785	22,986	22,986	61,145
28	Servers Lifecycle	7,316	2,910	3,010	3,120	3,230	3,340	15,610	15,610	38,536
29	IT business resumption Lifecycle	6,923	0	1,588	1,644	1,701	1,761	6,693	6,693	20,310
30	Mobile Workstations Lifecycle	7,970	0	0	250	7,500	1,500	9,250	9,250	26,470
31	Network Equipment Lifecycle	1,600	1,723	480	500	520	2,603	5,826	5,826	13,252
32	Locker Replacement Lifecycle	1,100	550	550	0	0	0	1,100	0	2,200
33	Furniture Replacement Lifecycle	750	750	750	750	750	750	3,750	3,750	8,250
34	AVLS Replacement Lifecycle	0	0	316	593	639	0	1,548	1,547	3,095
35	In - Car Camera lifecycle Replacement	0	0	0	0	33	655	687	851	1,538
36	Voice Logging lifecycle Replacement	0	0	459	324	0	370	1,153	1,153	2,306
37	CAD - Computer Aided Dispatch System	0	0	0	0	100	331	431	431	862
38	Electronic Surveillance Lifecycle Replacement	0	0	0	1,977	0	0	1,977	1,977	3,954
39	Digital Photography lifecycle Replacement	0	0	126	130	0	0	256	256	512
40	DVAM I Lifecycle Replacement	0	0	1,109	0	0	0	1,109	1,109	2,218
41	Repl. of Call Centre Application (ACD-X)	0	0	315	0	0	0	315	315	630
42	DVAM II Lifecycle Replacement	0	0	0	0	0	0	0	1,417	1,417
43	Asset and Inventory Mgmt.System (AIMS)	0	0	0	127	0	0	127	127	254
44	Property & Evidence Scanners Lifecycle	0	0	0	65	0	0	65	65	129
45	DPLN Replacement	0	0	0	0	778	0	778	778	1,556
46	Telephone Handset Replacement	0	0	300	300	300	300	1,200	1,500	2,700
47	Radio Replacement	4,000	2,000	0	0	0	0	2,000	0	6,000
48	Livescan Machines	0	0	435	0	0	0	435	435	870
49	Wireless Parking System	0	0	0	3,060	0	0	3,060	3,060	6,120
<b>Total Reserve Projects:</b>		<b>70,062</b>	<b>18,335</b>	<b>19,871</b>	<b>23,283</b>	<b>24,941</b>	<b>22,011</b>	<b>108,441</b>	<b>107,220</b>	<b>285,723</b>
<b>Total Gross Projects</b>		<b>176,424</b>	<b>46,211</b>	<b>67,548</b>	<b>80,380</b>	<b>53,104</b>	<b>35,040</b>	<b>282,282</b>	<b>275,059</b>	<b>733,765</b>
	<b>Funding Sources:</b>									
	Vehicle and Equipment Reserve	(70,062)	(18,335)	(19,871)	(23,283)	(24,941)	(22,011)	(108,441)	(107,220)	(285,723)
	Funding from DND	(7,374)	(2,458)	0	0	0	0	(2,458)	0	(9,832)
	Funding from Development Charges	0	(1,052)	(3,000)	(1,503)	(1,300)	(1,100)	(7,955)	(5,500)	(13,455)
<b>Total Funding Sources:</b>		<b>(77,436)</b>	<b>(21,845)</b>	<b>(22,871)</b>	<b>(24,786)</b>	<b>(26,241)</b>	<b>(23,111)</b>	<b>(118,854)</b>	<b>(112,720)</b>	<b>(309,010)</b>
<b>Total Net Request</b>		<b>98,988</b>	<b>24,366</b>	<b>44,677</b>	<b>55,594</b>	<b>26,862</b>	<b>11,928</b>	<b>163,428</b>	<b>162,339</b>	<b>424,755</b>
	<b>5-year Average:</b>							<b>32,686</b>	<b>32,468</b>	
	<b>City Target:</b>		<b>25,206</b>	<b>33,968</b>	<b>33,299</b>	<b>23,919</b>	<b>23,919</b>	<b>140,311</b>	<b>119,595</b>	
	<b>City Target - 5-year Average:</b>							<b>28,062</b>	<b>23,919</b>	
	<b>Variance to Target</b>		<b>840</b>	<b>(10,709)</b>	<b>(22,295)</b>	<b>(2,943)</b>	<b>11,991</b>	<b>(23,117)</b>	<b>(42,744)</b>	
	<b>Variance to Target - 5-year Average:</b>							<b>(4,623)</b>	<b>(8,549)</b>	