



## STAFF REPORT ACTION REQUIRED

### Toronto Police Service: Revised 2010 – 2019 Capital Program Request

<b>Date:</b>	November 26, 2009
<b>To:</b>	Budget Committee, City of Toronto
<b>From:</b>	Alok Mukherjee, Chair, Toronto Police Services Board

#### **SUMMARY**

The purpose of this report is to provide the City of Toronto Budget Committee with the Toronto Police Service's (Service) revised 2010 – 2019 Capital Program request.

#### **RECOMMENDATION**

It is recommended that the Budget Committee approve a revised 2010-2019 Capital Program with a 2010 net request of \$52.1M (excluding cashflow carry forwards from 2009), a net total of \$158.4M for 2010-2014 (an average of \$31.7M per year), and a net total of \$336.0M for 2010-2019, as detailed in Attachment A in Appendix A.

#### **Financial Impact**

The revised 2010-2019 Capital Program remains unchanged, in total, from the program previously approved by the Board. The Service has met City debt targets in total for the periods 2010-2014 and 2015-2019. However, due to a required cashflow change for the Property and Evidence Management Storage project, the annual debt targets could not be met.

#### **ISSUE BACKGROUND**

At its meeting of October 22, 2009, the Toronto Police Services Board (Board) considered a report dated October 21, 2009 from the Chief of Police regarding the Toronto Police Service's revised 2010 – 2019 Capital Program request.

#### **COMMENTS**

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

The Board noted that additional information regarding the Property and Evidence Management Storage Facility was considered during its in-camera meeting.

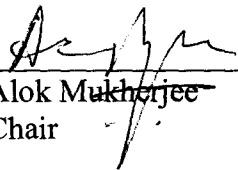
The Board approved the Chief's report and agreed to forward a copy to the City of Toronto Budget Committee for approval, and to the City's Deputy City Manager and Chief Financial Officer for information.

A copy of Board Minute No. P295/09, in the form attached as Appendix "A" to this report, regarding this matter is provided for information.

### **CONTACT**

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

### **SIGNATURE**



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Alok Mukherjee  
Chair

### **ATTACHMENT**

Appendix A – Board Minute No. P295/09

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

A: 2010 – 2019 revised capital request.doc

## APPENDIX "A"

### THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE TORONTO POLICE SERVICES BOARD HELD ON OCTOBER 22, 2009

#### #P295. TORONTO POLICE SERVICE 2010-2019 CAPITAL PROGRAM REQUEST – REVISED

The Board was in receipt of the following report October 21, 2009 from William Blair, Chief of Police:

Subject: TORONTO POLICE SERVICE 2010-2019 CAPITAL PROGRAM REQUEST –  
REVISED

#### Recommendations:

It is recommended that:

- (1) the Board approve a revised 2010-2019 Capital Program with a 2010 net request of \$52.1M (excluding cashflow carry forwards from 2009), a net total of \$158.4M for 2010-2014 (an average of \$31.7M per year), and a net total of \$336.0M for 2010-2019, as detailed in Attachment A; and
- (2) the Board forward a copy of this report to the City of Toronto Budget Committee for approval, and to the City's Deputy City Manager and Chief Financial Officer for information.

#### Financial Implications:

The revised 2010-2019 Capital Program remains unchanged, in total, from the program previously approved by the Board. The Service has met City debt targets in total for the periods 2010-2014 and 2015-2019. However, due to a required cashflow change for the Property and Evidence Management Storage project, the annual debt targets could not be met.

#### Background/Purpose:

The Board approved the Service's 2010-2019 Capital Program at its September 24, 2009 meeting at a net amount of \$40.2M for 2010 (excluding cash flow carry forwards from 2009), a net total of \$158.4M for 2010-2014 (an average of \$31.7M per year), and a net total of \$336.0M for 2010-2019 (Min #P264/09 refers).

#### Discussion:

During the past few weeks, the Board-approved Capital Program was presented and discussed with the City Manager, City Finance staff and the City Budget Committee members assigned to

review the Service's Capital Program. Following these discussions, the Service reviewed its capital request to ensure that each year of the first five years is on target (excluding cashflow requirements for the Property and Evidence Management Storage facility). In addition, more up-to-date information has become available for some capital projects. This report summarizes the revisions that have been made to the Board-approved Capital Program.

Attachment A to this report outlines the revised 2010-2019 capital program that is being recommended for Board approval. Attachment B provides information regarding the revised operating impact as a result of this program. A copy of the previously Board-approved capital program is provided for information in Attachment C.

### **Revised 2010-2019 Capital Program:**

The revised 2010-2019 capital program that is being recommended for approval has changed from the Board-approved program in the following areas. These changes result in no net impact to the overall Capital Program previously approved by the Board.

- State of Good Repair: Annual cashflows for this project have been realigned between 2010-2011 and 2013-2014 to meet the City's annual debt targets for the first five years of the program (with the exception of the impact of the Property & Evidence Management project, outlined below). The total project cost over the ten-year program remains unchanged.
- Property and Evidence Management Storage Facility: Annual cashflows for this project have been adjusted over the first five years of the program, to reflect current project requirements. These changes result in the Service's 2010 request exceeding the debt target for that year, although the total project cost is unchanged. City Finance staff concur with these cashflow adjustments, and the targets from 2012-2014 will be adjusted downward to reflect the over-target position in 2010.
- eTicketing (new project): In conjunction with City Court Services, TPS had been pursuing the implementation of an electronic ticketing system which would capture Provincial Offence Notices, print tickets at road side, and transmit ticket data wirelessly to corporate servers. This system would increase the accuracy of tickets, eliminate manual sorting and transportation of tickets, save time with respect to disclosure, and streamline various other business processes.

The project is estimated to cost \$4.3M over three years (2010-2012). The estimate includes the cost of external resources to ensure that TPS has the capacity to implement this project. While an overall net benefit to the City is expected from the system, there is an estimated annualized net operating budget impact of \$0.8M on the Service. These costs are required for on-going maintenance and lifecycle replacement of the equipment, and would begin part-way through 2012.

This project was originally assumed to be included in the City's Court Services capital program. After discussions with City Finance staff, it has been concluded that it would be more appropriate to reflect this project in the Service's capital program. As this project is

expected to provide overall net benefits to the City, City Finance has indicated that this project will be funded from “recoverable debt”. As a result, there is no impact on the Service’s net debt requirements.

- ***Other Changes to Project Costs and Cashflows:*** During budget discussions, City Finance staff advised that development charges for 2018 and 2019 were somewhat higher than what had been previously identified. As a result, the Service was able to increase its estimate for “anticipated new IT projects,” to more closely reflect anticipated future costs. In addition, other project cashflows have been adjusted in the 2015-2019 period to better align the Service’s budget with annual City debt-affordability targets.

Also based on more recent information, the net requirements for the Workstation / Laptop / Printer lifecycle project have been reduced to \$3M annually. This change has no effect on net debt requirements.

### **Revised Operating Budget Impacts:**

Two of the above-noted changes will have an impact on future operating costs of the Service. The accelerated cashflow for the Property and Evidence Management Storage project will result in operating costs increasing in 2012 (previously identified to begin in 2014). The eTicketing project’s annual operating impact of \$0.8M would begin to phase in during 2012. An updated Operating Impact from Capital table is provided in Attachment B.

### **Conclusion:**

The revised 2010-2019 Capital Program, with a 2010 net request of \$52.1M (excluding cashflow carry forwards from 2009), a net total of \$158.4M for 2010-2014 (an average of \$31.7M per year), and a net total of \$336.0M for the period 2010-2019, maintains the Service’s cash flow requirements and meets the City’s debt target.

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

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

**The Board noted that additional information regarding the Property and Evidence Management Storage Facility was considered during the in-camera meeting (Min. No. C308/09 refers).**

**The Board approved the foregoing report and agreed to forward a copy to the City of Toronto Budget Committee for approval, and to the City’s Deputy City Manager and Chief Financial Officer for information.**

2010-2019 REVISED CAPITAL PROGRAM (\$000s)

Attachment A

Project Name	Plan	2010-2019 Forecast					Total	2010-2019 Forecast					Total	Total	Total
	to end of 2009	2010	2011	2012	2013	2014	2010-2014 Request	2015	2016	2017	2018	2019	2010-2019 Forecast	2010-2019 Program	Project Cost
<b>On-Going Projects</b>															
In - Car Camera	7,132	2,400	0	0	0	0	2,400	0	0	0	0	0	0	2,400	9,532
State-of-Good-Repair - Police	0	2,019	1,535	3,632	4,642	4,814	16,642	3,910	4,110	4,320	4,540	4,820	21,700	38,342	38,342
Radio Replacement	10,685	5,448	7,700	5,700	0	0	18,848	0	0	0	0	0	0	18,848	29,533
11 Division - Central Lockup	3,312	17,215	8,918	0	0	0	26,133	0	0	0	0	0	0	26,133	29,444
14 Division - Central Lockup	326	7,048	18,666	8,883	0	0	34,597	0	0	0	0	0	0	34,597	34,923
Property & Evidence Management Storage	258	23,000	5,000	5,000	2,000	0	35,000	0	0	0	0	0	0	35,000	35,258
Acquisition, Impl'n of New RMS	400	1,564	8,092	8,752	4,670	990	24,068	0	0	0	0	0	0	24,068	24,468
HRMS - Additional functionality	108	346	0	0	0	0	346	0	0	0	0	0	0	346	454
<b>Total On-Going Projects</b>	<b>22,220</b>	<b>69,041</b>	<b>49,911</b>	<b>31,964</b>	<b>17,312</b>	<b>5,804</b>	<b>150,024</b>	<b>3,910</b>	<b>4,110</b>	<b>4,320</b>	<b>4,540</b>	<b>4,820</b>	<b>21,700</b>	<b>179,734</b>	<b>201,854</b>
<b>New Projects</b>															
911 Hardware / Handsets	0	757	420	0	0	0	1,177	0	0	0	0	0	0	1,177	1,177
Replacement of Voice Mail	0	1,222	0	0	0	0	1,222	0	0	0	0	881	881	2,103	2,103
2nd floor space optimization	0	2,675	0	0	0	0	2,675	0	0	0	0	0	0	2,675	2,675
Fuel Management System	0	697	0	0	0	0	697	0	0	0	0	0	0	697	697
5th floor space optimization (new in 2010)	0	0	1,334	0	0	0	1,334	0	0	0	0	0	0	1,334	1,334
EDU/CBRN Explosive Containment	0	0	0	487	0	0	487	0	0	0	0	0	0	487	487
AFIS	0	0	3,000	0	0	0	3,000	0	0	0	3,000	0	3,000	6,000	6,000
Electronic Document Management	0	0	0	0	0	50	50	450	0	0	0	0	0	450	500
Data Warehouse Establishment	0	0	0	0	336	3,224	3,560	1,331	3,177	0	0	0	4,508	8,068	8,068
54 Division (includes land)	0	0	0	0	300	9,100	9,400	18,014	8,898	0	0	0	26,912	36,312	36,312
41 Division (includes land)	0	0	0	0	0	0	0	366	8,416	20,279	9,342	0	38,403	38,403	38,403
HRMS Upgrade	0	0	0	0	0	152	152	670	0	0	0	0	0	670	822
TRMS Upgrade	0	0	0	0	0	1,909	1,909	1,445	0	0	0	0	1,445	3,354	3,354
Digital Content Manager	0	0	0	0	0	1,388	1,388	1,707	0	0	0	0	1,707	3,095	3,095
Fibre Optics	0	0	0	0	0	0	0	5,900	1,966	1,966	1,966	0	11,800	11,800	11,800
Disaster Recovery Site	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
13 Division (includes land)	0	0	0	0	0	0	0	0	0	366	8,495	21,040	29,901	29,901	38,403
Long Term Facility Plan	0	0	0	0	0	0	0	0	0	0	3,000	3,000	6,000	6,000	6,000
Radio Replacement	0	0	0	0	0	0	0	1,500	2,500	10,000	6,500	7,600	28,100	28,100	28,100
Anticipated New IT Projects	0	0	0	0	0	0	0	0	0	3,400	3,966	3,200	10,566	10,566	10,566
E-Ticketing	0	428	2,798	1,104	0	0	4,330	0	0	0	0	0	0	4,330	4,330
<b>Total New Projects</b>	<b>0</b>	<b>5,776</b>	<b>7,553</b>	<b>1,591</b>	<b>536</b>	<b>14,823</b>	<b>31,386</b>	<b>31,383</b>	<b>24,957</b>	<b>36,811</b>	<b>36,271</b>	<b>35,721</b>	<b>164,344</b>	<b>195,724</b>	<b>204,226</b>
<b>Total Debt-Funded Projects</b>	<b>22,220</b>	<b>64,815</b>	<b>57,454</b>	<b>33,557</b>	<b>11,848</b>	<b>21,627</b>	<b>169,414</b>	<b>39,233</b>	<b>29,087</b>	<b>40,331</b>	<b>40,811</b>	<b>40,541</b>	<b>188,044</b>	<b>375,458</b>	<b>406,161</b>
<b>Total Reserve Projects</b>	<b>98,397</b>	<b>17,620</b>	<b>22,497</b>	<b>24,685</b>	<b>20,810</b>	<b>18,078</b>	<b>103,689</b>	<b>17,852</b>	<b>22,091</b>	<b>25,249</b>	<b>18,715</b>	<b>102,621</b>	<b>206,310</b>	<b>294,707</b>	<b>294,707</b>
<b>Total Gross Projects</b>	<b>110,617</b>	<b>82,435</b>	<b>79,951</b>	<b>58,242</b>	<b>32,758</b>	<b>39,704</b>	<b>273,103</b>	<b>57,145</b>	<b>51,178</b>	<b>65,589</b>	<b>59,526</b>	<b>64,262</b>	<b>294,654</b>	<b>581,768</b>	<b>700,868</b>
<b>Funding Sources:</b>															
Vehicle and Equipment Reserve	(88,397)	(17,620)	(22,497)	(24,685)	(20,810)	(18,078)	(103,689)	(17,852)	(22,091)	(25,249)	(18,715)	(18,715)	(102,621)	(206,310)	(294,707)
ISF estimate for 11 and 14 Div	0	(8,421)	(8,862)	0	0	0	(17,283)	0	0	0	0	0	0	(17,283)	(17,283)
Funding from Development Charges	(1,052)	(3,914)	(1,170)	(1,290)	(1,420)	(1,560)	(9,354)	(1,600)	(1,650)	(750)	(2,700)	(1,810)	(8,510)	(17,864)	(18,916)
Recoverable debt	0	(428)	(2,798)	(1,104)	0	0	(4,330)	0	0	0	0	0	0	(4,330)	(4,330)
<b>Total Funding Sources:</b>	<b>(89,449)</b>	<b>(30,393)</b>	<b>(35,327)</b>	<b>(27,078)</b>	<b>(22,230)</b>	<b>(19,638)</b>	<b>(134,956)</b>	<b>(19,452)</b>	<b>(23,741)</b>	<b>(26,999)</b>	<b>(21,415)</b>	<b>(20,525)</b>	<b>(111,131)</b>	<b>(245,787)</b>	<b>(335,236)</b>
<b>Total Net Request</b>	<b>21,168</b>	<b>52,042</b>	<b>44,624</b>	<b>31,164</b>	<b>10,528</b>	<b>20,066</b>	<b>138,147</b>	<b>37,693</b>	<b>27,437</b>	<b>38,590</b>	<b>38,111</b>	<b>43,737</b>	<b>177,514</b>	<b>335,981</b>	<b>365,632</b>
<b>5-year Average:</b>							<b>31,689</b>						<b>35,507</b>	<b>33,598</b>	
<b>City Target:</b>		<b>39,056</b>	<b>44,633</b>	<b>34,163</b>	<b>14,528</b>	<b>26,067</b>	<b>158,447</b>	<b>33,679</b>	<b>26,694</b>	<b>39,841</b>	<b>38,660</b>	<b>38,660</b>	<b>177,534</b>	<b>335,981</b>	
<b>City Target - 5-year Average:</b>							<b>31,689</b>						<b>35,507</b>	<b>33,598</b>	
<b>Variance to Target:</b>		<b>(13,000)</b>	<b>(0)</b>	<b>3,000</b>	<b>4,000</b>	<b>6,000</b>	<b>(0)</b>	<b>(14)</b>	<b>(723)</b>	<b>260</b>	<b>549</b>	<b>(71)</b>	<b>0</b>	<b>(0)</b>	
<b>Variance to Target - 5-year Average:</b>							<b>(0)</b>						<b>0</b>	<b>(0)</b>	

**2010-2019 CAPITAL BUDGET (\$000s)**  
**OPERATING IMPACT FROM CAPITAL (incremental over 2009) - Revised**

Attachment B

Project Name	2010	2011	2012	2013	2014	By 2019	Comments
<b>On-Going Projects</b>							
In - Car Camera	0.0	200.0	200.0	200.0	200.0	200.0	Additional staffing costs (5 FTEs)
Digital Video Asset Management II	0.0	200.0	200.0	200.0	200.0	200.0	Third party system support
11 Division - Central Lockup	0.0	101.0	202.0	202.0	202.0	202.0	Building Operations, Service Contracts and Utilities
14 Division - Central Lockup	0.0	0.0	104.0	208.0	208.0	208.0	Building Operations, Service Contracts and Utilities
Property & Evidence Management Storage	0.0	0.0	41.5	83.0	83.0	83.0	High Level estimate
Acquisition, Impl'n of New RMS	0.0	2,523.0	4,348.0	4,510.0	5,010.0	5,010.0	Maintenance costs and 55 FTEs
HRMS - Additional functionality	0.0	120.0	120.0	120.0	120.0	120.0	Two FTEs - one HR, one IT
<b>Total on-going Operating Impact</b>	<b>0.0</b>	<b>3,144.0</b>	<b>5,215.5</b>	<b>5,523.0</b>	<b>5,023.0</b>	<b>6,023.0</b>	
<b>New Projects</b>							
911 Hardware / Handsets	0.0	0.0	50.0	50.0	50.0	50.0	System maintenance cost
Replacement of Voice Mail	0.0	50.0	50.0	50.0	50.0	50.0	Incremental maintenance cost
Fuel Management System	0.0	5.0	5.0	5.0	5.0	5.0	Card replacement and system maintenance
AFIS	0.0	0.0	50.0	50.0	50.0	50.0	Incremental maintenance cost (currently costs \$350k)
Electronic Document Management	0.0	0.0	0.0	0.0	0.0	-77.9	Reduction in paper & printing cost, off-set by increase in maintenance cost
Data Warehouse Establishment	0.0	0.0	0.0	0.0	0.0	1,056.0	\$0.6M for salaries for 5 people; \$0.5M for maintenance; starting 2017
54 Division	0.0	0.0	0.0	0.0	0.0	144.0	Building Operations, Service Contracts and Utilities; starting 2016 (3 1/2 years)
41 Division	0.0	0.0	0.0	0.0	0.0	144.0	Building Operations, Service Contracts and Utilities; starting half a year 2018 (1 1/2 years)
13 Division	0.0	0.0	0.0	0.0	0.0	TBD	Building Operations, Service Contracts and Utilities; starting 2020
Long Term Facility Plan	0.0	0.0	0.0	0.0	0.0	TBD	TBD
HRMS Upgrade	0.0	0.0	0.0	0.0	0.0	22.0	Incremental maintenance cost of \$22K per year from 2015
TRMS Upgrade	0.0	0.0	0.0	0.0	0.0	22.0	Incremental maintenance cost of \$22K per year from 2016
Digital Content Manager	0.0	0.0	0.0	0.0	0.0	178.0	\$94K for support and maintenance; \$84K for 1 FTE; starting 2016
eTicketing	0.0	0.0	134.0	845.5	845.5	845.5	Maintenance costs offset by staff savings; note: staff savings are project-specific; assume FTEs saved would offset other pressures
<b>Total New projects Operating Impact</b>	<b>0.0</b>	<b>55.0</b>	<b>155.0</b>	<b>155.0</b>	<b>155.0</b>	<b>1,643.2</b>	
Contribution to Reserve (estimated)	1,000.0	2,000.0	3,000.0	4,000.0	4,000.0	4,000.0	
<b>Total Reserve Operating Impact</b>	<b>1,000.0</b>	<b>2,000.0</b>	<b>3,000.0</b>	<b>4,000.0</b>	<b>4,000.0</b>	<b>4,000.0</b>	
<b>Incremental Operating Impact</b>	<b>1,000.0</b>	<b>5,199.0</b>	<b>8,370.5</b>	<b>9,678.0</b>	<b>10,178.0</b>	<b>11,666.2</b>	

**2010-2019 CAPITAL PROGRAM (\$000s)**  
**Board Approved - September 24, 2009**

Attachment C

Proj. #	Project Name	Plan to end of 2009	2010	2011	2012	2013	2014	Total 2010-2014 Request	Total 2015-2019 Forecast	Total 2010-2019 Program	Total Project Cost
<b>On-Going Projects</b>											
47	In - Car Camera	7,132	2,400	0	0	0	0	2,400	0	2,400	9,532
10	State-of-Good-Repair - Police	0	3,150	2,500	3,586	3,680	3,725	16,641	21,700	38,341	38,341
48	Radio Replacement	10,685	5,448	7,700	5,700	0	0	18,848	0	18,848	29,533
58	11 Division - Central Lockup	3,312	17,215	8,918	0	0	0	26,133	0	26,133	29,444
52	14 Division - Central Lockup	326	7,048	18,666	8,883	0	0	34,597	0	34,597	34,923
60	Property & Evidence Management Storage	258	10,000	5,000	8,000	6,000	6,000	35,000	0	35,000	35,258
69	Acquisition, Impl'n of New RMS	400	1,564	8,092	8,752	4,670	990	24,068	0	24,068	24,468
53	HRMS - Additional functionality	108	346	0	0	0	0	346	0	346	454
<b>Total On-Going Projects</b>		<b>22,220</b>	<b>47,171</b>	<b>59,978</b>	<b>34,929</b>	<b>14,359</b>	<b>10,715</b>	<b>188,033</b>	<b>21,700</b>	<b>179,733</b>	<b>201,954</b>
<b>New Projects</b>											
70	911 Hardware / Handsets	0	757	420	0	0	0	1,177	0	1,177	1,177
72	Replacement of Voice Mail	0	1,222	0	0	0	0	1,222	881	2,103	2,103
109	2nd floor space optimization	0	2,675	0	0	0	0	2,675	0	2,675	2,675
75	Fuel Management System	0	697	0	0	0	0	697	0	697	697
xxx	5th floor space optimization (new in 2010)	0	0	1,334	0	0	0	1,334	0	1,334	1,334
76	EDU/CBRN Explosive Containment	0	0	0	487	0	0	487	0	487	487
71	AFIS	0	0	3,000	0	0	0	3,000	3,000	6,000	6,000
107	Electronic Document Management	0	0	0	0	0	50	50	450	500	500
73	Data Warehouse Establishment	0	0	0	0	336	3,224	3,560	4,508	8,068	8,068
74	54 Division (includes land)	0	0	0	0	300	9,100	9,400	26,912	36,312	36,312
101	41 Division (includes land)	0	0	0	0	0	0	0	38,403	38,403	38,403
104	HRMS Upgrade	0	0	0	0	0	152	152	670	822	822
105	TRMS Upgrade	0	0	0	0	0	1,909	1,909	1,445	3,354	3,354
106	Digital Content Manager	0	0	0	0	0	1,388	1,388	1,707	3,095	3,095
106	Fibre Optics	0	0	0	0	0	0	0	11,800	11,800	11,800
115	Disaster Recovery Site	0	0	0	0	0	0	0	0	0	0
102	13 Division (includes land)	0	0	0	0	0	0	0	29,901	29,901	38,403
xxx	Long Term Facility Plan	0	0	0	0	0	0	0	6,000	6,000	6,000
48	Radio Replacement	0	0	0	0	0	0	0	28,100	28,100	28,100
yyy	Anticipated New IT Projects	0	0	0	0	0	0	0	7,390	7,390	7,390
<b>Total New Projects:</b>		<b>0</b>	<b>5,350</b>	<b>4,759</b>	<b>487</b>	<b>836</b>	<b>16,823</b>	<b>27,050</b>	<b>101,168</b>	<b>188,218</b>	<b>196,720</b>
<b>Total Debt-Funded Projects:</b>		<b>22,220</b>	<b>52,522</b>	<b>65,630</b>	<b>35,487</b>	<b>14,996</b>	<b>26,538</b>	<b>188,084</b>	<b>182,968</b>	<b>367,952</b>	<b>398,674</b>
<b>Total Reserve Projects:</b>		<b>88,397</b>	<b>19,436</b>	<b>24,323</b>	<b>26,473</b>	<b>22,595</b>	<b>19,675</b>	<b>112,501</b>	<b>110,607</b>	<b>223,108</b>	<b>311,505</b>
<b>Total Gross Projects</b>		<b>110,617</b>	<b>71,957</b>	<b>79,954</b>	<b>61,960</b>	<b>37,591</b>	<b>46,213</b>	<b>297,585</b>	<b>293,475</b>	<b>591,060</b>	<b>710,179</b>
<b>Funding Sources:</b>											
Vehicle and Equipment Reserve		(88,397)	(19,436)	(24,323)	(26,473)	(22,595)	(19,675)	(112,501)	(110,607)	(223,108)	(311,505)
ISF estimate for 11 and 14 Div		0	(8,421)	(8,862)				(17,283)	0	(17,283)	(17,283)
Funding from Development Charges		(1,052)	(3,914)	(1,170)	(1,290)	(1,420)	(1,560)	(9,354)	(5,334)	(14,688)	(15,740)
<b>Total Funding Sources:</b>		<b>(89,449)</b>	<b>(31,771)</b>	<b>(34,355)</b>	<b>(27,763)</b>	<b>(24,015)</b>	<b>(21,235)</b>	<b>(139,138)</b>	<b>(115,941)</b>	<b>(255,079)</b>	<b>(344,528)</b>
<b>Total Net Request</b>		<b>21,168</b>	<b>40,187</b>	<b>45,599</b>	<b>34,117</b>	<b>13,576</b>	<b>24,978</b>	<b>158,447</b>	<b>177,534</b>	<b>335,981</b>	<b>367,149</b>
<b>5-year Average:</b>								<b>31,689</b>	<b>35,507</b>	<b>33,598</b>	
<b>City Target:</b>			<b>39,056</b>	<b>44,633</b>	<b>34,163</b>	<b>14,528</b>	<b>26,067</b>	<b>158,447</b>	<b>177,534</b>	<b>335,981</b>	
<b>City Target - 5-year Average:</b>								<b>31,689</b>	<b>35,507</b>	<b>33,598</b>	
<b>Variance to Target:</b>			<b>(1,131)</b>	<b>(965)</b>	<b>46</b>	<b>962</b>	<b>1,089</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Variance to Target - 5-year Average:</b>								<b>0</b>	<b>0</b>	<b>0</b>	