



STAFF REPORT ACTION REQUIRED

Toronto Police Service: 2011 – 2020 Capital Program Request - Revised

Date:	November 5, 2010
To:	Budget Committee, City of Toronto
From:	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 2011 – 2020 Capital Program Request.

RECOMMENDATION

It is recommended that the Budget Committee approve a revised 2011-2020 Capital Program with a 2011 net request of \$44.6M (including the impact of the Harmonized Sales Tax and excluding cashflow carry forwards from 2010), and a net total of \$322.7M for 2011-2020, as detailed in Attachment A.

Financial Impact

The revised 2011-2020 Capital Program request meets the City's debt affordability target for 2011 and on average for the ten years. Table 1 provides a summary of the revised 2011-2020 Capital Program request compared to the City of Toronto's ten-year debt affordability target. Additional detail on debt-funded and Reserve-funded projects can be found in Attachments A and B respectively.

Table 1. 2011-2020 Capital Program Request (\$Ms)

	2011	2012	2013	2014	2015	2016- 2020 Total	2011- 2020 Total
Debt-funded projects*	55.4	34.9	11.7	21.4	32.6	190.0	346.1
Recoverable debt projects*	0.0	0.4	2.8	1.1	0.0	0.0	4.3
Reserve-funded projects*	26.1	13.7	23.9	18.1	18.1	129.0	229.0
Estimated HST Impact	0.4	(0.3)	0.1	0.3	0.3	0.9	1.8
Total gross projects	81.9	48.8	38.5	41.0	51.0	319.9	581.2
Funding sources	-37.3	-15.5	-26.9	-20.9	-20.6	-137.3	-258.5
NET DEBT FUNDING	44.6	33.3	11.6	20.1	30.4	182.6	322.7
CITY DEBT TARGET	44.6	31.2	10.5	20.1	33.7	182.6	322.7
Variance to target	0.0	(2.2)	(1.1)	0.0	3.2	0.0	0.0

** figures exclude HST*

Service staff continue to evaluate and update the operating budget impact of capital projects. Attachment C provides a revised summary of estimated operating impacts for current projects.

ISSUE BACKGROUND

At its meeting of October 21, 2010, the Toronto Police Services Board (Board) considered a report dated October 15, 2010 regarding the Toronto Police Service's revised 2011 – 2020 Capital Program Request.

COMMENTS

The Board approved the foregoing report and agreed to forward copies to the City's Budget Committee for approval and to the City's Deputy City Manager and Chief Financial Officer for information.

CONCLUSION

A copy of Board Minute No. P285/10 regarding this matter is attached as Appendix "A".

CONTACT

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

SIGNATURE

Alok Mukherjee
Chair

ATTACHMENT

Board Minute No. P285/10

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

A: 2011 – 2020 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 OCTOBER 21, 2010

#P285 TORONTO POLICE SERVICE 2011-2020 CAPITAL PROGRAM REQUEST - REVISED

The Board was in receipt of the following report October 15, 2010 from William Blair, Chief of Police:

Subject: TORONTO POLICE SERVICE 2011-2020 CAPITAL PROGRAM REQUEST –
REVISED

Recommendations:

It is recommended that:

- (1) the Board approve a revised 2011-2020 Capital Program with a 2011 net request of \$44.6M (including the impact of the Harmonized Sales Tax and excluding cashflow carry forwards from 2010), and a net total of \$322.7M for 2011-2020, 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 2011-2020 Capital Program request meets the City's debt affordability target for 2011 and on average for the ten years. Table 1 provides a summary of the revised 2011-2020 Capital Program request compared to the City of Toronto's ten-year debt affordability target. Additional detail on debt-funded and Reserve-funded projects can be found in Attachments A and B respectively.

Table 1. 2011-2020 Capital Program Request (\$Ms)

	2011	2012	2013	2014	2015	2016-2020 Total	2011-2020 Total
Debt-funded projects*	55.4	34.9	11.7	21.4	32.6	190.0	346.1
Recoverable debt projects*	0.0	0.4	2.8	1.1	0.0	0.0	4.3
Reserve-funded projects*	26.1	13.7	23.9	18.1	18.1	129.0	229.0
Estimated HST Impact	0.4	(0.3)	0.1	0.3	0.3	0.9	1.8
Total gross projects	81.9	48.8	38.5	41.0	51.0	319.9	581.2
Funding sources	-37.3	-15.5	-26.9	-20.9	-20.6	-137.3	-258.5
NET DEBT FUNDING	44.6	33.3	11.6	20.1	30.4	182.6	322.7
CITY DEBT TARGET	44.6	31.2	10.5	20.1	33.7	182.6	322.7
Variance to target	0.0	(2.2)	(1.1)	0.0	3.2	0.0	0.0

* figures exclude HST

Service staff continue to evaluate and update the operating budget impact of capital projects. Attachment C provides a revised summary of estimated operating impacts for current projects.

Background/Purpose:

At its September 23, 2010 meeting, the Board approved the Service’s 2011-2020 Capital Program at a net request of \$50.1M for 2011 (including the impact of the Harmonized Sales Tax and excluding cashflow carry forwards from 2010) and a net total of \$324.4M for 2011-2020, as detailed in Attachment D (Min. No. P259/10 refers).

The purpose of this report is to provide the Board with a revised capital program for approval.

Discussion:

As part of the City review process, the Board-approved Capital Program was presented and discussed with the City Manager at a meeting on September 24, 2010. The City Manager asked whether it was possible to achieve the City debt target in 2011, as the Board-approved program was above target by \$5.5M in 2011. Following these discussions, Service staff revisited the cashflow allocations and, taking into account more recent information, the Service was able to adjust cashflows and achieve the debt target in 2011, without impacting the overall program.

As a result, attachments A and B provide the details of the revised program that is being recommended for Board approval. Attachment C provides information regarding the revised operating impact, also based on more up-to-date information.

Revised 2011-2020 Capital Program:

The revised 2011-2020 capital program that is being recommended for approval has changed in the following areas:

- *Property and Evidence Management Storage Facility:* The total cost for this project remains unchanged. However, \$4.9M of the cashflow amount previously allocated in 2011 has been deferred to 2012 and 2013. The initial cashflow assumed a renovation schedule for

completion of the new facility by the end of 2012. This schedule was driven by the need to have sufficient storage capacity for the Service's evidence storage needs. Given some of the temporary work done at the current facility to manage storage requirements, it is possible to extend the completion of the new facility by approximately six months without impacting on storage.

- 54 Division: The total cost for this project also remains unchanged. However, \$0.5M has been accelerated to 2011 to commence the project.
- Development Charges (DC) Funding: The level of DC funding that is available to the Service for specific facility projects is estimated based on anticipated development activity in the City. The level of DC funding that can be applied to any specific facility project is also subject to change whenever cashflows are adjusted. Taking into account updated information regarding available DC funding from the City, and the impact of cashflow changes for the previously mentioned two projects, DC funding estimates have changed, and the revised program reflects these changes.
- Future use of 330 Progress: The total cost assigned to this project remains unchanged. Funding for this project had been deferred from 2020 to 2021, in light of the ten-year debt target. As a result of the other changes listed above, we are able to more closely reflect original cashflow assumptions while remaining within the overall debt target.

Revised Operating Budget Impacts:

The decelerated cashflow for the Property and Evidence Management Storage project results in a deferral of the operating impact for this project. In addition, as the development of the operating budget for 2011 continues, operating impacts for other capital projects have been refined. The following summarizes changes made to the operating impact from capital, summarized in Attachment C:

- In-Car Camera (ICC) project: The original business case identified an operating impact of five positions required to maintain the ICCs. The salary estimates for these five positions did not adequately reflect projected costs. In addition, as many of the cameras are now installed and operational, it has become evident that there are additional operating costs that had not been foreseen (for example, the need to replace microphones on a more frequent basis, based on their failure rate). Estimated operating costs have therefore increased to \$0.6M annually from \$0.2M annually.
- Property & Evidence Management Storage Facility: The operating impact for this project has been deferred by one year.

- *Digital Video Asset Management II* and *Major Incident Command Centre*: These projects are now complete, and operating impacts have been adjusted marginally to reflect costs based on more current information.

Conclusion:

The revised 2011-2020 Capital Program, with a 2011 net request of \$44.6M (excluding cashflow carry forwards from 2010), and a net total of \$322.7M for the ten-year period, will meet the Service's cashflow requirements. Taking into account adjusted DC funding, this revised capital program also meets the City's debt-affordability target for 2011 and for the ten years in total. An arbitrary cashflow adjustment, inconsistent with anticipated spending, would be required for the Service to meet City targets on an annual basis. This is neither possible nor appropriate, and is therefore not recommended.

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

The Board approved the foregoing report and agreed to forward copies to the City's Budget Committee for approval and to the City's Deputy City Manager and Chief Financial Officer for information.

2011-2020 REVISED CAPITAL PROGRAM (\$000s)

Project Name	Plan to end of 2010	2011	2012	2013	2014	2015	Total 2011-2015 Request	2016	2017	2018	2019	2020	Total 2016-2020 Forecast	Total 2011-2020 Program	Total Project Cost
On-Going Projects															
State-of-Good-Repair - Police	0	1,535	3,685	4,642	4,814	4,312	18,988	4,110	4,320	4,540	4,820	5,060	22,850	41,838	41,838
Radio Replacement	16,133	7,700	5,700	0	0	0	13,400	0	0	0	0	0	0	13,400	29,533
11 Division - Central Lockup	20,527	8,918	0	0	0	0	8,918	0	0	0	0	0	0	8,918	29,445
14 Division - Central Lockup	7,374	18,666	8,883	0	0	0	27,549	0	0	0	0	0	0	27,549	34,923
Property & Evidence Management Storage	23,258	3,694	7,061	1,246	0	0	12,000	0	0	0	0	2,000	2,000	14,000	37,258
Acquisition, Impl'n of New RMS	2,114	8,092	8,752	4,670	990	0	22,504	0	0	0	0	0	0	22,504	24,618
911 Hardware / Handsets	757	420	0	0	0	0	420	0	0	0	0	0	0	420	1,177
Total, On-Going Capital Projects	70,162	49,025	34,081	10,558	5,804	4,312	103,779	4,110	4,320	4,540	4,820	7,060	24,850	128,629	198,791
New Projects															
5th floor workspace rationalization	0	1,334	0	0	0	0	1,334	0	0	0	0	0	0	1,334	1,334
AFIS	0	3,000	0	0	0	0	3,000	0	0	3,000	0	0	3,000	6,000	6,000
Upgrade to Microsoft 7 (new in 2011)	0	1,492	160	0	0	0	1,652	0	0	0	0	0	0	1,652	1,652
SmartCard (new in 2011)	0	0	706	826	0	0	1,531	0	0	0	0	0	0	1,531	1,531
54 Division (includes land)	0	500	0	0	8,900	21,348	30,748	5,564	0	0	0	0	5,564	36,312	36,312
Data Warehouse Establishment	0	0	0	336	3,224	1,331	4,891	3,177	0	0	0	0	3,177	8,068	8,068
Electronic Document Management	0	0	0	0	50	450	500	0	0	0	0	0	0	500	500
41 Division (includes land)	0	0	0	0	0	366	366	8,416	20,279	9,342	0	0	38,037	38,403	38,403
HRMS Upgrade	0	0	0	0	152	670	822	0	0	0	0	0	0	822	822
TRMS Upgrade	0	0	0	0	1,909	1,445	3,354	0	0	0	0	0	0	3,354	3,354
Digital Content Manager	0	0	0	0	1,388	1,707	3,095	0	0	0	0	0	0	3,095	3,095
Expansion of Fibre Optics Network	0	0	0	0	0	1,000	1,000	5,625	5,625	0	0	0	11,250	12,250	12,250
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	366	8,495	21,040	8,502	38,403	38,403	38,403
Long Term Facility Plan	0	0	0	0	0	0	0	0	0	3,000	3,000	3,000	9,000	9,000	9,000
Radio Replacement	0	0	0	0	0	0	0	10,280	2,980	5,200	1,550	5,420	25,430	25,430	33,560
Future use of 330 Progress (new in 2011)	0	0	0	0	0	0	0	0	0	5,000	10,000	16,336	31,336	31,336	40,000
Total, New Capital Projects:	0	6,326	866	1,162	15,623	28,317	52,294	33,062	29,250	34,037	35,590	33,258	165,197	217,491	234,285
Total Capital Projects:	70,162	55,351	34,946	11,719	21,427	32,629	156,073	37,172	33,570	38,577	40,410	40,318	190,047	346,120	433,076
Other than debt expenditure (Recoverable debt)															
E-Ticketing	0	0	428	2,798	1,104	0	4,330	0	0	0	0	0	0	4,330	4,330
Other than debt expenditure (Recoverable debt)	0	0	428	2,798	1,104	0	4,330	0	0	0	0	0	0	4,330	4,330
Total Reserve Projects:	106,017	26,137	13,719	23,897	18,133	18,111	99,997	21,568	18,017	23,829	20,760	44,791	128,964	228,960	334,977
Estimated HST Impact		408	(255)	124	314	298	889	307	187	(110)	508	(1)	891	1,780	2,669
Total Gross Projects	176,179	81,897	48,837	38,538	40,978	51,038	261,288	59,046	51,774	62,296	61,678	85,108	319,901	581,190	775,051
Funding Sources:															
Vehicle and Equipment Reserve	(106,017)	(26,137)	(13,719)	(23,897)	(18,133)	(18,111)	(99,997)	(21,568)	(18,017)	(23,829)	(20,760)	(44,791)	(128,964)	(228,960)	(334,977)
ISF estimate for 11 and 14 Div	(8,421)	(8,862)	0				(8,862)						0	(8,862)	(17,283)
Funding from Development Charges	(4,966)	(2,264)	(1,352)	(224)	(1,691)	(2,483)	(8,014)	(1,157)	(269)	(1,623)	(3,787)	(1,530)	(8,366)	(16,380)	(21,346)
Recoverable debt (eTicketing)	0		(428)	(2,798)	(1,104)	0	(4,330)	0	0	0	0	0	0	(4,330)	(4,330)
Total Funding Sources:	(119,404)	(37,263)	(15,499)	(26,919)	(20,928)	(20,594)	(121,203)	(22,725)	(18,286)	(25,452)	(24,547)	(46,321)	(137,330)	(258,532)	(377,936)
Total Net Debt-Funding Request:	56,775	44,634	33,339	11,619	20,050	30,444	140,085	36,322	33,488	36,844	37,131	38,787	182,572	322,657	397,115
5-year Average:							28,017						36,514	32,266	
City Target (= net approved in 2010):		44,633	31,163	10,528	20,067	33,693	140,085	27,417	39,581	38,111	38,731	38,731	182,572	322,657	
City Target - 5-year Average:							28,017						36,514	32,266	
Variance to Target:		(0)	(2,175)	(1,091)	17	3,249	(0)	(8,904)	6,093	1,267	1,600	(56)	0	(0)	
Variance to Target - 5-year Average:							(0)						0	(0)	

ATTACHMENT B

2011-2020 - DETAIL FOR RESERVE-FUNDED PROJECTS (\$000s)

Project Name	Plan to end of 2010	2011	2012	2013	2014	2015	Total 2011-2015 Request	Total 2016-2020 Forecast	Total 2011-2020 Program	Total Project Cost
Vehicle and Equipment (LR)	36,464	12,116	2,773	2,773	4,669	5,617	27,948	28,085	56,033	92,497
Workstation, Laptop, Printer (LR)	22,958	2,817	3,043	3,695	3,227	3,506	16,288	16,514	32,802	55,760
Servers (LR)	13,236	3,120	3,230	3,340	3,122	3,164	15,976	29,409	45,386	58,622
IT Business Resumption (LR)	8,511	1,644	1,701	1,761	1,339	1,607	8,050	14,747	22,797	31,308
Mobile Workstations (LR)	7,970	0	250	7,500	1,500	0	9,250	9,435	18,685	26,655
Network Equipment (LR)	3,803	500	520	2,603	1,165	1,054	5,842	11,407	17,249	21,052
Locker Replacement (LR)	2,200	0	179	50	50	50	329	671	1,000	3,200
Furniture Replacement (LR)	2,250	0	1,500	750	750	750	3,750	7,650	11,400	13,650
AVL (LR)	316	593	639	0	316	593	2,141	954	3,095	3,411
In - Car Camera (LR)	0	0	0	688	818	0	1,506	1,536	3,042	3,042
Voice Logging (LR)	459	324	0	370	0	459	1,153	1,176	2,329	2,788
Electronic Surveillance (LR)	0	1,100	0	0	0	0	1,100	1,122	2,222	2,222
Digital Photography (LR)	126	130	0	0	0	126	256	261	517	643
DVAM I (LR)	1,109	0	0	0	0	1,109	1,109	1,131	2,240	3,349
Call Centre Application (ACD-X) (LR)	315	0	0	0	0	315	315	321	636	951
DVAM II (LR)	0	0	0	0	1,417	0	1,417	1,445	2,862	2,862
Asset and Inventory Mgmt.System (LR)	0	127	0	0	0	0	127	130	256	256
Property & Evidence Scanners (LR)	0	120	0	0	0	0	120	122	242	242
DPLN (LR)	0	0	0	778	0	0	778	794	1,572	1,572
Small Equipment (e.g. telephone handset) (LR)	230	230	230	230	230	230	1,150	1,221	2,371	2,601
Video Recording Equipment (LR)	70	70	70	70	70	70	350	372	722	792
Radios - Replacement	6,000	0	0	0	0	0	0	0	0	6,000
Livescan Machines (LR)	0	435	0	0	0	0	435	444	879	879
Wireless Parking System (LR)	0	3,060	0	0	0	0	3,060	3,060	6,120	6,120
EDU/CBRN Explosive Containment (LR)	0	487	0	0	0	0	487	0	487	487
Additional reduction - Estimated HST Impact		(736)	(416)	(711)	(539)	(539)	(2,941)	(3,043)	(5,984)	(5,984)
Total Reserve Projects:	106,017	26,137	13,719	23,897	18,133	18,111	99,997	128,963	228,960	334,977

LR = Lifecycle Replacement

2011-2020 CAPITAL BUDGET (\$000s)
OPERATING IMPACT FROM CAPITAL (incremental over 2010)

ATTACHMENT C

Project Name	2011	2012	2013	2014	2015	By 2020	Comments
On-Going Projects							
In - Car Camera	625.5	625.5	625.5	625.5	625.5	625.5	5 FTEs+ other costs
Digital Video Asset Management II	142.5	142.5	142.5	142.5	142.5	142.5	Third party system support
11 Division - Central Lockup	101.0	202.0	202.0	202.0	202.0	202.0	Building Operations, Service Contracts and Utilities
14 Division - Central Lockup	0.0	104.0	208.0	208.0	208.0	208.0	Building Operations, Service Contracts and Utilities
State-of-Good-Repair - Police (MICC)	78.9	78.9	78.9	78.9	78.9	78.9	MICC operating costs
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	200.0	1,575.0	2,950.0	3,450.0	4,950.0	4,950.0	Maintenance costs; 55 FTEs and lifecycle contribution
HRMS - Additional functionality	60.0	60.0	60.0	60.0	60.0	60.0	1 FTE
Replacement of Voice Mail	25.0	50.0	50.0	50.0	50.0	50.0	Incremental maintenance cost. Year 2011 is for half year
Fuel Management System	5.0	5.0	5.0	5.0	5.0	5.0	Card replacement and system maintenance
911 Hardware / Handsets	0.0	25.0	50.0	50.0	50.0	50.0	System maintenance cost. Year 2012 is for half year
Total on-going Operating Impact	1,237.9	2,867.9	4,413.4	4,954.9	6,454.9	6,454.9	
New Projects							
SmartCard	0.0	0.0	0.0	-40.0	-40.0	-40.0	e-token is being replaced by smart cards; total operating impact still being reviewed
AFIS	0.0	50.0	50.0	50.0	50.0	50.0	Incremental maintenance cost (currently costs \$350k)
Upgrade to Microsoft 7	0.0	35.0	70.0	70.0	70.0	70.0	Maintenance costs
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	22.0	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	0.0	134.0	845.5	845.5	Maintenance costs offset by staff savings; note: staff savings are project-specific; assume FTEs saved would offset other pressures
Total New projects Operating Impact	0.0	85.0	120.0	214.0	947.5	2,413.7	
Contribution to Reserve (estimated)	1,100.0	2,200.0	3,300.0	3,300.0	3,300.0	3,300.0	Based on current assumptions; under review
Total Reserve Operating Impact	1,100.0	2,200.0	3,300.0	3,300.0	3,300.0	3,300.0	
Incremental Operating Impact	2,337.9	5,152.9	7,833.4	8,468.9	10,702.4	12,168.6	

2011-2020 CAPITAL PROGRAM (\$000s) - As Approved by the Board, September 23, 2010

Project Name	Plan						Total						Total	Total	Total
	to end of 2010	2011	2012	2013	2014	2015	2011-2015 Request	2016	2017	2018	2019	2020	2016-2020 Forecast	2011-2020 Program	Project Cost
On-Going Projects															
State-of-Good-Repair - Police	0	1,535	3,685	4,642	4,814	4,312	18,988	4,110	4,320	4,540	4,820	5,060	22,850	41,838	41,838
Radio Replacement	16,133	7,700	5,700	0	0	0	13,400	0	0	0	0	0	0	13,400	29,533
11 Division - Central Lockup	20,527	8,918	0	0	0	0	8,918	0	0	0	0	0	0	8,918	29,445
14 Division - Central Lockup	7,374	18,666	8,883	0	0	0	27,549	0	0	0	0	0	0	27,549	34,923
Property & Evidence Management Storage	23,258	8,600	3,400	0	0	0	12,000	0	0	0	0	2,000	2,000	14,000	37,258
Acquisition, Impl'n of New RMS	2,114	8,092	8,752	4,670	990	0	22,504	0	0	0	0	0	0	22,504	24,618
911 Hardware / Handsets	757	420	0	0	0	0	420	0	0	0	0	0	0	420	1,177
Total, On-Going Capital Projects	70,162	53,931	30,420	9,312	5,804	4,312	103,779	4,110	4,320	4,540	4,820	7,060	24,850	128,629	198,791
New Projects															
5th floor workspace rationalization	0	1,334	0	0	0	0	1,334	0	0	0	0	0	0	1,334	1,334
AFIS	0	3,000	0	0	0	0	3,000	0	0	3,000	0	0	3,000	6,000	6,000
Upgrade to Microsoft 7 (new in 2011)	0	1,492	160	0	0	0	1,652	0	0	0	0	0	0	1,652	1,652
SmartCard (new in 2011)	0	0	706	826	0	0	1,531	0	0	0	0	0	0	1,531	1,531
54 Division (includes land)	0	0	0	300	9,100	21,263	30,663	5,649	0	0	0	0	5,649	36,312	36,312
Data Warehouse Establishment	0	0	0	336	3,224	1,331	4,891	3,177	0	0	0	0	3,177	8,068	8,068
Electronic Document Management	0	0	0	0	50	450	500	0	0	0	0	0	0	500	500
41 Division (includes land)	0	0	0	0	0	366	366	8,416	20,279	9,342	0	0	38,037	38,403	38,403
HRMS Upgrade	0	0	0	0	152	670	822	0	0	0	0	0	0	822	822
TRMS Upgrade	0	0	0	0	1,909	1,445	3,354	0	0	0	0	0	0	3,354	3,354
Digital Content Manager	0	0	0	0	1,388	1,707	3,095	0	0	0	0	0	0	3,095	3,095
Expansion of Fibre Optics Network	0	0	0	0	0	1,000	1,000	5,625	5,625	0	0	0	11,250	12,250	12,250
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	366	8,495	21,040	8,502	38,403	38,403	38,403
Long Term Facility Plan	0	0	0	0	0	0	0	0	0	3,000	3,000	3,000	9,000	9,000	9,000
Radio Replacement	0	0	0	0	0	0	0	10,280	2,980	5,200	1,550	5,420	25,430	25,430	33,560
Future use of 330 Progress (new in 2011)	0	0	0	0	0	0	0	0	0	5,000	10,000	15,686	30,686	30,686	40,000
Total, New Capital Projects:	0	5,826	866	1,462	15,823	28,232	52,209	33,147	29,250	34,037	35,590	32,608	164,632	216,841	234,285
Total Capital Projects:	70,162	59,757	31,286	10,774	21,627	32,544	155,988	37,257	33,570	38,577	40,410	39,668	189,482	345,470	433,076
Other than debt expenditure (Recoverable debt)															
E-Ticketing	0	0	428	2,798	1,104	0	4,330	0	0	0	0	0	0	4,330	4,330
Other than debt expenditure (Recoverable debt)	0	0	428	2,798	1,104	0	4,330	0	0	0	0	0	0	4,330	4,330
Total Reserve Projects:	106,017	26,137	13,719	23,897	18,133	18,111	99,997	21,568	18,017	23,829	20,760	44,791	128,964	228,960	334,977
Total Gross Projects	176,179	85,895	45,432	37,468	40,864	50,655	260,314	58,825	51,587	62,406	61,170	84,459	318,446	578,760	772,383
Funding Sources:															
Vehicle and Equipment Reserve	(106,017)	(26,137)	(13,719)	(23,897)	(18,133)	(18,111)	(99,997)	(21,568)	(18,017)	(23,829)	(20,760)	(44,791)	(128,964)	(228,960)	(334,977)
ISF estimate for 11 and 14 Div	(8,421)	(8,862)	0				(8,862)						0	(8,862)	(17,283)
Funding from Development Charges	(4,966)	(1,170)	(1,290)	(1,420)	(1,560)	(1,600)	(7,040)	(1,650)	(750)	(2,700)	(1,810)	0	(6,910)	(13,950)	(18,916)
Recoverable debt (eTicketing)	0		(428)	(2,798)	(1,104)	0	(4,330)	0	0	0	0	0	0	(4,330)	(4,330)
Total Funding Sources:	(119,404)	(36,169)	(15,437)	(28,115)	(20,797)	(19,711)	(120,229)	(23,218)	(18,767)	(26,529)	(22,570)	(44,791)	(135,874)	(256,102)	(375,506)
Total Net Debt-Funding Request:	56,775	49,725	29,996	9,354	20,067	30,944	140,086	35,607	32,820	35,877	38,600	39,668	182,572	322,658	396,876
5-year Average:							28,017						36,514	32,266	
City Target (= net approved in 2010):		44,633	31,163	10,528	20,067	33,693	140,085	27,417	39,581	38,111	38,731	38,731	182,572	322,657	
City Target - 5-year Average:							28,017						36,514	32,266	
Variance to Target:		(5,092)	1,168	1,175	(0)	2,749	(0)	(8,190)	6,761	2,234	131	(937)	(0)	(0)	
Variance to Target - 5-year Average:							(0)						(0)	(0)	
Estimated HST Impact		408	(255)	124	314	298	889	307	187	(110)	508	(1)	891	1,780	2,669
Total Net Debt-Funding Request, w/HST:	56,775	50,134	29,740	9,477	20,381	31,242	140,974	35,914	33,007	35,767	39,108	39,667	183,463	324,437	399,545
Variance to Target w/HST:		(5,500)	1,423	1,051	(314)	2,451	(889)	(8,496)	6,574	2,344	(377)	(936)	(891)	(1,780)	
Variance to Target - 5-year Average w/HST:							(178)						(178)	(178)	

