



City Budget  
2013

Toronto Police Service  
Capital Budget Analyst Notes

The City of Toronto's budget is presented by program and service, in Analyst Note format. The City's Capital Budget funds major infrastructure.

# 2013 - 2022 Capital Program

## 2013 CAPITAL BUDGET ANALYST BRIEFING NOTES

BUDGET COMMITTEE NOVEMBER 29, 2012

### TABLE OF CONTENTS

<b>PART I: RECOMMENDATIONS</b> .....	2
<b>PART II: 2013 – 2022 CAPITAL PLAN</b>	
10-Year Capital Plan Summary .....	3
10-Year Capital Plan Overview.....	5
10-Year Capital Plan Operating Impact Summary .....	15
<b>PART III: 2013 RECOMMENDED CAPITAL BUDGET</b>	
2013 Capital Budget by Project Category and Funding Source .....	17
2013 Recommended Cash Flow & Future Year Commitments .....	18
2013 Recommended Capital Project Highlights .....	18
<b>PART IV: ISSUES FOR DISCUSSION</b>	
2013 and Future Year Issues.....	20
Issues Referred to the 2013 Capital Budget Process .....	N/A
<b>APPENDICES</b>	
Appendix 1: 2012 Performance .....	23
Appendix 2: 10-Year Recommended Capital Plan Project Summary .....	25
Appendix 3: 2013 Recommended Capital Budget; 2014 to 2022 Capital Plan.....	26
Appendix 4: 2013 Recommended Cash Flow & Future Year Commitments .....	27
Appendix 5: 2013 Recommended Capital Projects with Financing Details .....	28
Appendix 6: 2013 Reserve / Reserve Fund Review.....	29

**Contacts: Judy Skinner**

Manager, Financial Planning

Tel: (416) 397-4219

**Anna Chablinskaia**

Senior Financial Planning Analyst

Tel: (416) 397-4532

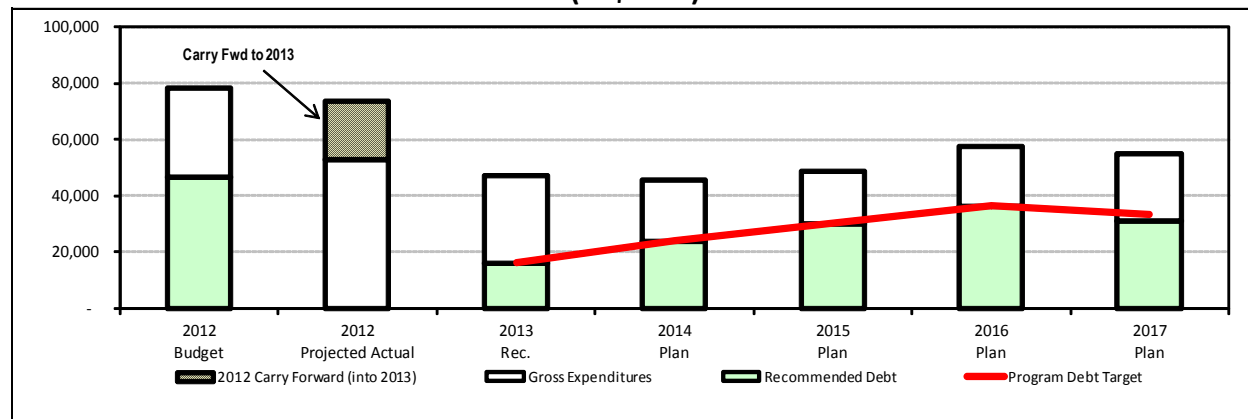
## PART I: RECOMMENDATIONS

The City Manager and Acting Chief Financial Officer recommend that:

1. City Council approve the 2013 Recommended Capital Budget for Toronto Police Service with a total project cost of \$39.967 million, and 2013 cash flow of \$68.228 million and future year commitments of \$9.508 million comprised of the following:
  - a) New Cash Flow Funding for:
    - i) 18 new / change in scope sub-projects with a 2013 total project cost of \$39.967 million that requires cash flow of \$35.325 million in 2013 and a future year cash flow commitment of \$4.642 million in 2014;
    - ii) 2 previously approved sub-projects with a 2013 cash flow of \$12.088 million; and a future year cash flow commitment of \$4.866 million in 2014;
  - b) 2012 approved cash flow for 17 previously approved sub-projects with carry forward funding from 2012 into 2013 totaling \$20.815 million.
2. City Council approve new debt service costs of \$0.108 million in 2013 and incremental debt costs of \$1.053 million in 2014 resulting from the approval of the 2013 Recommended Capital Budget, to be included in the 2013 and future year operating budgets;
3. City Council approve the 2014-2022 Recommended Capital Plan for Toronto Police Service totaling \$432.547 million in project estimates, comprised of \$36.566 million in 2014; \$48.952 million in 2015; \$57.521 million in 2016; \$55.150 million in 2017; \$60.599 million in 2018; \$48.121 million in 2019; \$46.956 million in 2020; \$41.978 million in 2021; and \$36.704 million in 2022;
4. City Council consider operating costs of \$0.419 million net in 2013, \$0.581 million net in 2014; and \$1.628 million net in 2015, emanating from the approval of the 2013 Recommended Capital Budget for inclusion in the 2013 and future year operating budgets;
5. Toronto Police Service staff continue to explore the options of sharing a new disaster recovery site with the City of Toronto or other police services and report back any changes to the project cost to the Deputy City Manager and Chief Financial Officer prior to submitting the Service's 2014-2023 Capital Budget and Plan;
6. Toronto Police Service report back to the Deputy City Manager and Chief Financial Officer on the outcomes of the Chief's Internal Organizational Review and its impact on the capital program and any operational implications prior to submitting the Service's 2014-2023 Capital Budget and Plan;
7. Toronto Police Service provide a detailed business case for the TPS Archiving capital project that outlines anticipated savings to be generated by TPS and any implications to the City Clerks Division resulting from this project; and
8. According to the City of Toronto procedures, carryforward funding be limited to only those projects that require funding to be completed.

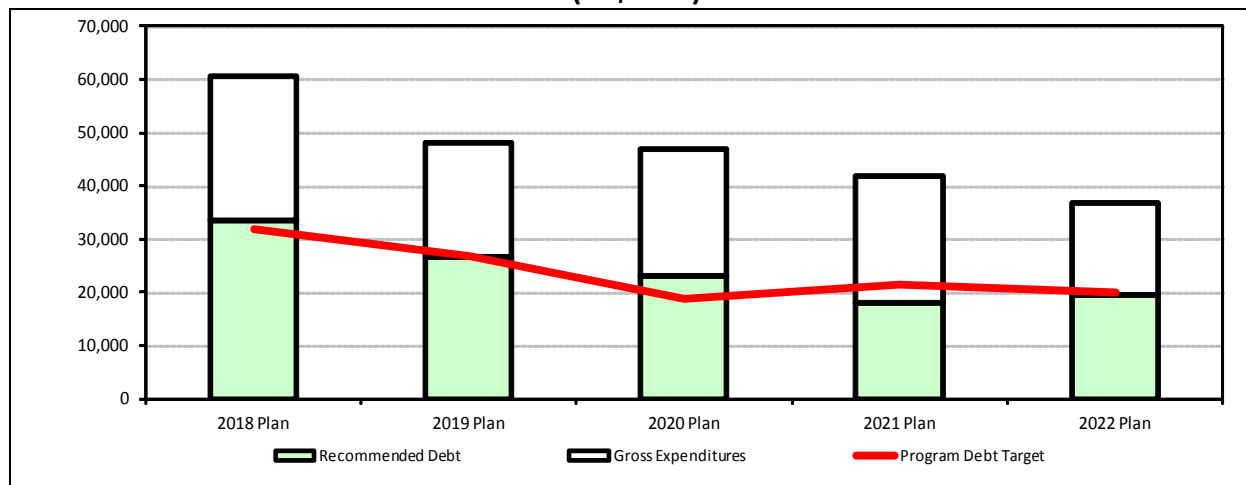
**PART II: 2013 – 2022 CAPITAL PROGRAM**

**10-Year Capital Plan  
2013 Recommended Budget, 2014 - 2017 Recommended Plan  
(In \$000s)**



		2013 Rec. Budget and 2014-2017 Plan							5-Year Total Percent	
		2013	2014	2015	2016	2017	2013-2017			
		2012 Budget	2012 Projected Actual							
<b>Gross Expenditures:</b>										
2012 Capital Budget & Approved FY Commitments	78,286	53,092	12,088	4,866				16,954	6.6%	
Recommended Changes to Approved FY Commitments										
2013 New/Change in Scope and Future Year Commitments			35,325	4,642				39,967	15.7%	
2014- 2017 Capital Plan Estimates				36,566	48,952	57,521	55,150	198,189	77.7%	
2-Year Carry Forward for Reapproval										
1-Year Carry Forward to 2013		20,815								
<b>Total Gross Annual Expenditures &amp; Plan</b>	<b>78,286</b>	<b>53,092</b>	<b>47,413</b>	<b>46,074</b>	<b>48,952</b>	<b>57,521</b>	<b>55,150</b>	<b>255,110</b>	<b>100.0%</b>	
<b>Program Debt Target</b>				<b>16,422</b>	<b>23,923</b>	<b>30,442</b>	<b>36,321</b>	<b>33,487</b>	<b>140,595</b>	
<b>Financing:</b>										
<b>Recommended Debt</b>	<b>46,710</b>			<b>16,422</b>	<b>23,922</b>	<b>30,105</b>	<b>36,321</b>	<b>31,143</b>	<b>137,913</b>	54.1%
Reserves/Reserve Funds	27,980			23,104	18,706	16,962	19,279	24,007	102,058	40.0%
Development Charges	1,877			5,087	1,848	1,885	1,921		10,741	4.2%
Provincial/Federal										
Debt Recoverable	1,719			2,800	1,598				4,398	1.7%
Other Revenue										
<b>Total Financing</b>	<b>78,286</b>			<b>47,413</b>	<b>46,074</b>	<b>48,952</b>	<b>57,521</b>	<b>55,150</b>	<b>255,110</b>	<b>100.0%</b>
<b>By Project Category:</b>										
Health & Safety Legislated SOGR	68,056		33,904	37,315	45,740	53,858	48,767	219,584	86.1%	
Service Improvement Growth Related	10,230		13,509	8,759	3,212	3,663	6,383	35,526	13.9%	
<b>Total by Project Category</b>	<b>78,286</b>			<b>47,413</b>	<b>46,074</b>	<b>48,952</b>	<b>57,521</b>	<b>55,150</b>	<b>255,110</b>	<b>100.0%</b>
<b>Asset Value (\$) at year-end</b>		<b>301,724</b>								
Yearly SOGR Backlog Estimate (not addressed by current plan)		23,324	23,324	20,190	17,040	14,062	10,891			
Accumulated Backlog Estimate (end of year)	23,324									
<b>Backlog: Percentage of Asset Value (%)</b>	<b>7.7%</b>			<b>7.7%</b>	<b>6.7%</b>	<b>5.6%</b>	<b>4.7%</b>	<b>3.6%</b>		
Debt Service Costs			108	1,053	2,985	3,729	4,277	12,150		
Operating Impact on Program Costs			419	581	1,628	442	(163)	2,907		
New Positions				(4)				(4)		

**10-Year Capital Plan  
2018-2022 Recommended Plan  
(In \$000s)**



	2018-2022 Capital Plan						10-Year Total Percent
	2018	2019	2020	2021	2022	2013-2022	
<b>Gross Expenditures:</b>							
2012 Capital Budget & Approved FY Commitments						16,954	3.5%
Recommended Changes to Approved FY Commitments						39,967	8.2%
2013 New/Change in Scope and Future Year Commitments						432,547	88.4%
2018 - 2022 Capital Plan Estimates	60,599	48,121	46,956	41,978	36,704	489,468	100.0%
<b>Total Gross Annual Expenditures &amp; Plan</b>	<b>60,599</b>	<b>48,121</b>	<b>46,956</b>	<b>41,978</b>	<b>36,704</b>	<b>489,468</b>	<b>100.0%</b>
<b>Program Debt Target</b>	<b>31,757</b>	<b>26,691</b>	<b>18,784</b>	<b>21,321</b>	<b>20,000</b>	<b>259,148</b>	
<b>Financing:</b>							
<b>Recommended Debt</b>	33,487	26,692	23,083	18,036	19,606	258,817	52.9%
Reserves/Reserve Funds	24,842	20,577	18,910	21,815	17,098	205,300	41.9%
Development Charges	2,270	852	4,963	2,127		20,953	4.3%
Provincial/Federal						4,398	0.9%
Debt Recoverable							
Other Revenue							
<b>Total Financing</b>	<b>60,599</b>	<b>48,121</b>	<b>46,956</b>	<b>41,978</b>	<b>36,704</b>	<b>489,468</b>	<b>100.0%</b>
<b>By Project Category:</b>							
Health & Safety							
Legislated							
SOGR	56,776	44,532	43,600	38,353	32,504	435,349	88.9%
Service Improvement	3,823	3,589	3,356	3,625	4,200	54,119	11.1%
Growth Related							
<b>Total by Project Category</b>	<b>60,599</b>	<b>48,121</b>	<b>46,956</b>	<b>41,978</b>	<b>36,704</b>	<b>489,468</b>	<b>100.0%</b>
<b>Asset Value(\$)</b> at year-end	<b>301,724</b>	<b>301,724</b>	<b>301,724</b>	<b>301,724</b>	<b>301,724</b>		
Yearly SOGR Backlog Estimate (not addressed by current plan)							
Accumulated Backlog Estimate (end of year)	9,200	10,200	11,200	12,200	13,200		
<b>Backlog: Percentage of Asset Value (%)</b>	<b>3.0%</b>	<b>3.4%</b>	<b>3.7%</b>	<b>4.0%</b>	<b>4.4%</b>		
Debt Service Costs	3,786	3,908	3,146	2,687	2,196	27,873	
Operating Impact on Program Costs	201	46	170	58	(49)	3,333	
New Positions							(4)

## 10-Year Capital Plan Overview

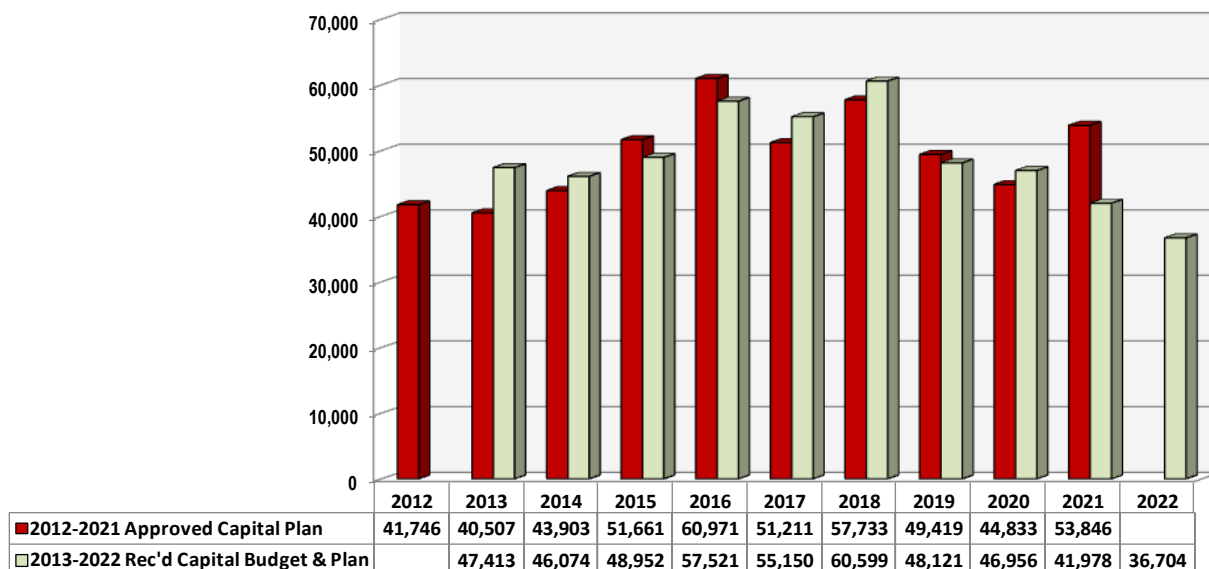
- The strategic direction reflected in the Toronto Police Service's 10-Year Recommended Capital Plan focuses on improving and updating the Service's aging facility infrastructure, and ensuring information and technology needs are appropriately addressed.
- The 10-Year Recommended Plan also reflects strategies to maximize the use of existing facilities by consolidating or relocating units in leased locations and to reduce the level of computer equipment assets across the Service in order to reduce replacement and on-going maintenance costs.
- The Toronto Police Service has an asset inventory valued at over \$1.104 billion based on 2011 replacement cost. Facility assets such as Police facilities, Divisions (Stations) and Storage Facilities comprise approximately \$802.087 million of the Service's total asset inventory value, while equipment, vehicles, radio infrastructure and security systems account for the remaining \$301.724 million.
  - The City of Toronto's Facilities Management Division carries out the state of good repair work required at Police facilities (Divisions) and storage facilities. Facilities Management is responsible for addressing mechanical, electrical, re-roofing and structural issues at the TPS facilities. As a result, the value of these assets, associated state of good repair backlog and funding required to address these issues are reflected in the 10-Year Recommended Capital Plan for Facilities Management Division. This information is presented in that Program's Capital Budget Analyst Notes.
  - The Toronto Police Service is responsible for addressing state of good repair issues inside its facilities. The state of good repair work performed by TPS includes but is not limited to firing range retrofits, upgrades to locker rooms and washrooms, and front desk replacements.
  - In these notes, the discussion about asset values and state of good repair backlog refers only to asset values and SOGR backlog for TPS equipment, vehicles, radio infrastructure and security systems. However, funding planned for state of good repair projects includes funding required to replace and renovate existing TPS facilities.
- The 10-Year Recommended Capital Plan for the Toronto Police Service, excluding carry forward funding, totals \$489.468 million of which \$258.817 million or 52.9% is funded by debt. The remaining funding consists of Vehicle and Equipment Reserve funding in the amount of \$205.300 million or 41.9%, Development Charges funding of \$20.953 million or 4.3% and Recoverable Debt of \$4.398 million or 0.9%.
- The 10-Year Recommended Capital Plan is under the debt affordability target over the 10 year planning horizon by \$0.332 million. The 10-Year Recommended Capital Plan is below the annual debt target by \$0.337 million in 2015, \$2.344 million in 2017, \$3.286 million in 2021 and \$0.394 million in 2022; and above the annual debt target by \$1.730 million in 2018 and \$4.299 million in 2020.
- The 10-Year Recommended Capital Plan consists of State of Good Repair (SOGR) Projects which account for \$435.349 million or 88.9% of project expenditures and Service

Improvement Projects account for the remaining \$54.119 million or 11.1% of recommended expenditures.

- The State of Good Repair (SOGR) backlog for the Toronto Police Service is estimated at \$23.324 million or 7.7% of the Service's asset value at end of 2012. It is estimated that the Service's SOGR backlog will be reduced to \$13.200 million or 4.4% of the Service's asset replacement value by 2022.
- The 2013-2022 Recommended Capital Plan will impact future year Operating Budgets for the Toronto Police Service requiring \$3.333 million net over the ten-year period. The majority of these impacts are attributed to the replacement of the current Records Management System (Integrated Records and Information System) project and new Property and Evidence Management Facility.
- The 2013 - 2022 Recommended Capital Plan includes the replacements of Division 41, 54 and 13 with combined capital funding of \$114.153 million, renovations to Divisions 52 with funding of \$2.948 million in 2022 (and total project cost of \$8.3 million), 32 Division renovation for a total project cost of \$6.987 million, State-of-Good-Repair program at \$43.877 million, Radio Replacement program at \$36.523 million, and a Vehicle Replacement program valued at \$49.609 million.

### Key Changes to the 2012 - 2021 Approved Capital Plan

Changes to the 2012 -2021 Approved Capital Plan  
(In \$000s)



The 2013 Recommended Capital Budget and the 2014 - 2022 Recommended Capital Plan reflects a decrease of \$1.320 million from the 2012 to 2021 Approved Capital Plan.



The changes to the 2012-2021 Approved Capital Plan arise from the reprioritization of Toronto Police Service' capital projects, based on updated schedules for infrastructure maintenance and upgrades, as well as updated operational requirements over the next 10-year period, as outlined below:

- Additional Development Charges funding of \$3.250 million has been allocated to the Property and Evidence Management facility project to fund the increased project cost in order to reflect the architect's completed design and achieve the original scope of the facility.
- The 10-Year Recommended Capital Plan includes a new Disaster Recovery Site capital project with the total project cost of \$18.750 million. Currently, the Service is sharing a disaster recovery site with the City of Toronto at which the electrical power capacity and space is limited. Furthermore, the current disaster recovery site is too close to the main site at Toronto Police Headquarters and does not meet the recommended industry standard of a 40 kilometres distance from the main site.
- A new capital project, Parking East, was added to the 10-Year Recommended Capital Plan with funding of \$9.000 million, starting in 2013 for renovation of the existing building at Progress Avenue to accommodate parking enforcement requirements. Moving Parking East operations out of its current leased premises and into a City-owned facility will maximize the use of the recently purchased property on Progress Avenue, eliminate any risk around Parking East's ability to stay in its current leased location, as well as eliminate the risk of increased lease costs. This project is partially funded by debt (\$4.600 million) and partially by recoverable debt (\$4.4 million) which will be repaid in approximately 7.5 years through lease savings.
- The 10-Year Recommended Capital Plan also includes such new capital projects as the Relocation of Public Safety Unit (PSU) and creation of Toronto Police Service's own Archiving centre with capital funding of \$10.588 million. Both the Public Safety Unit and TPS Archiving facilities are proposed to be relocated to the Progress Avenue site which is large enough to meet the operational requirements of these units. The relocation of PSU would result in the return of the current property to the City while a new archiving facility would avoid archiving services costs and alleviate space pressure at the City of Toronto Archives.
- The above new capital investments were offset by corresponding decreases in other projects:
  - 55 and 22 Division Renovation projects have been moved outside the 10-Year Recommended Capital Plan, thus freeing up \$9.290 million.
  - 52 Division Renovation project cost estimates have been revised and the project start date was deferred from 2020 to 2022, thus freeing up \$8.300 million in the 10-year planning horizon.
  - The cash flow for State of Good Repair, Wireless Parking System and Radio Replacement (2016-2020) projects has been reduced to reflect the revised maintenance and upgrade schedules resulting in savings of \$8.799 million.



➤ The following projects that were originally planned will not proceed and have been removed from the 10-Year Capital Plan resulting in savings of \$11.727 million:

- Data Warehouse Establishment 2013-2016 (\$8.204 million);
- Electronic Document Management 2014-2015 (\$0.490 million); and
- Digital Content Manager 2014-2015 (\$3.033 million).

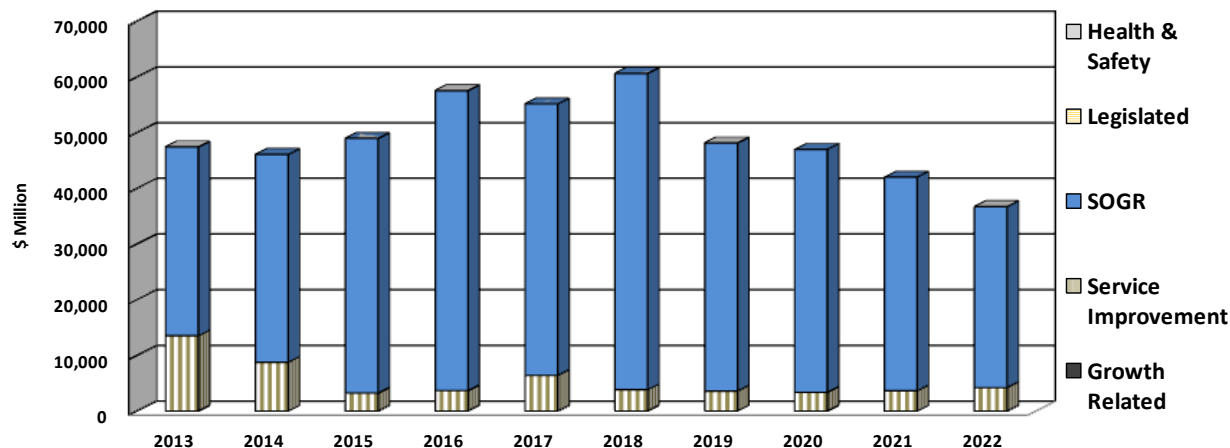
▪ The following chart details the key project cash flow changes to the 2012 – 2021 Approved Capital Plan.

### Summary of Project Changes (In \$000s)

Key Projects	2013	2014	2015	2016	2017	2018	2019	2020	2021	2013 - 2021
<b>Previously Approved</b>										
Property & Evidence Management Facility	3,250									3,250
<b>Total Previously Approved</b>	<b>3,250</b>									<b>3,250</b>
<b>New</b>										
State of Good Repair	48			(20)	269	(329)	(641)	(913)	(1,038)	(2,624)
41 Division			(372)	(8,192)	(11,354)	9,544	10,224			(150)
54 Division			(150)							(150)
13 Division					(372)	(8,273)	(11,258)	9,594	10,159	(150)
Workstations, Printers & Laptops		(28)	(233)		621	198	(639)	(159)	339	99
Servers	(1,100)	1,100				(1,100)	1,100			
Locker Replacement	303	303	303	74	302		150	(386)	149	1,198
Mobile Workstations	260	(443)			5	371	(472)			(279)
Network Equipment				698	385			688	435	2,206
AVLS Replacement Lifecycle		(299)	(562)	(604)	1,500			(305)	927	657
In-Car Camera Replacement	(213)	(258)	(362)	(166)	346	136	121	(323)	(166)	(885)
Voice Logging Lifecycle Replacement			(437)	(315)		840		(446)	(321)	(679)
Voicemail Call Centre			(300)					(306)		(606)
Asset & Inventory Mgmt System Replacement		72		(123)		72			(126)	(105)
Small Equipment Replacement							750	750	(600)	900
DVAMS 1 Lifecycle Replacement			(101)					(122)		(223)
Human Resources Management		245	8							253
Time Resource Mgmt System TRMS		863	90							953
Fibre Optics				(800)	800					
Wireless Parking System				(2,916)	2,974				(2,916)	(2,858)
Lifescan Replacement				(423)	423				(431)	(431)
Radio Replacement (2016-2020)				3,720	(123)	(1,080)	1,304	(861)	(6,277)	(3,317)
32 Division Renovation						1,937	(1,937)			
52 Division Renovation								(3,559)	(4,741)	(8,300)
55 Division Renovation								(1,529)	(6,471)	(8,000)
22 Division Renovation									(1,290)	(1,290)
Disaster Recovery Site		1,000	2,875	8,850	5,475	550				18,750
Public Safety Unit									500	500
Parking East	4,358	4,642								9,000
TPS Archiving					2,688					2,688
<b>Total New</b>	<b>3,656</b>	<b>7,197</b>	<b>759</b>	<b>(217)</b>	<b>3,939</b>	<b>2,866</b>	<b>(1,298)</b>	<b>2,123</b>	<b>(11,868)</b>	<b>7,157</b>
<b>Deleted Projects</b>										
Data Warehouse Establishment 2013-2016		(3,617)	(1,354)	(3,233)						(8,204)
Electronic Document Management		(49)	(441)							(490)
Digital Content Manager		(1,360)	(1,673)							(3,033)
<b>Total Deleted</b>		<b>(5,026)</b>	<b>(3,468)</b>	<b>(3,233)</b>						<b>(11,727)</b>
<b>Total Changes</b>	<b>6,906</b>	<b>2,171</b>	<b>(2,709)</b>	<b>(3,450)</b>	<b>3,939</b>	<b>2,866</b>	<b>(1,298)</b>	<b>2,123</b>	<b>(11,868)</b>	<b>(1,320)</b>

2013 – 2022 Recommended Capital Plan

2013–2022 Capital Plan by Project Category  
(In \$000s)



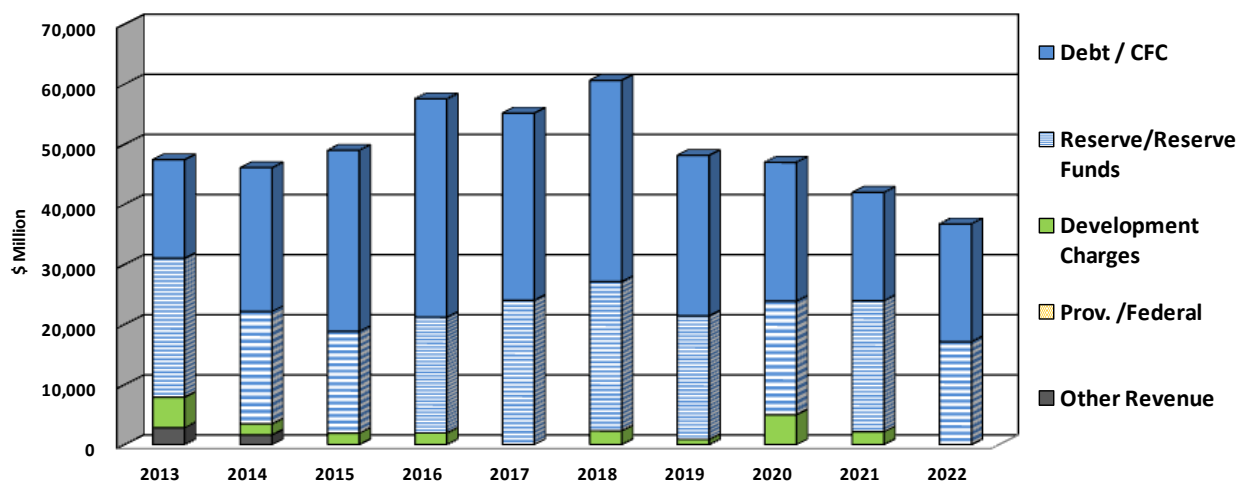
The 10-Year Recommended Capital Plan for Toronto Police Service includes projects that fall into one of the two categories: State of Good Repair (SOGR) and Service Improvements.

- State of Good Repair projects make up the largest category of projects in the Toronto Police Service's 10-Year Recommended Capital Plan with funding totaling \$435.349 million or 88.9% of the total planned cash flow of \$489.468 million.
- State of Good Repair projects primarily focus on continued improvement and upgrading of the Service's aging facilities as well as information technology upgrades:
  - \$183.851 million or 42% of all SOGR project funding is allocated for facility rehabilitation and replacement projects that include such major projects as 41, 54 and 13 Division construction and renovation of 52 and 32 Division;
  - Information Technology projects account for 25% or \$107.536 million of the 2012 -2021 SOGR projects costs; and
  - Other SOGR projects account for 33% or \$143.962 million which consist of the Radio Replacement project (\$36.523 million), the Vehicle and Equipment Lifecycle project (\$49.609 million), the State of Good Repair project (\$43.877 million), Small Equipment and Locker Replacement projects (\$5.210 million), and Furniture Lifecycle Replacement project (\$8.743 million).
- \$219.584 million or 50% of the total planned cash flow for SOGR projects will be spent during the first 5 years. Another \$215.765 million or 50% of the total cash flow is dedicated to SOGR projects during the second 5 years.

Service Improvement projects require funding of approximately 11.1% or \$54.119 million of the total planned cash flow included in the 10-Year Recommended Capital Plan.

- Key Service Improvement projects include the Acquisition and Implementation of a new Record Management System (IRIS) at \$14.373 million; \$34.340 million for new workstations, printers and laptops; and establishment of a TPS Archiving facility at Progress Avenue site at \$2.688 million.
- \$35.526 million or 66% of the total planned cash flow for Service Improvement projects will be spent during the first 5 years with the remaining \$18.593 million or 34% of the total cash flow spent during the second 5 years. The spending in the first 5 years is significantly higher since it includes such projects as the acquisition and implementation of a new Records Management System and TPS Archiving facility.

**2013–2022 Capital Plan by Funding Source  
(In \$000s)**



The 10-Year Recommended Capital Plan of \$489.468 million will be financed by \$258.817 million of debt, \$205.300 million from Reserves, \$20.953 million from Development Charges, and \$4.398 million from Recoverable Debt.

- Debt accounts for \$137.913 million or 54.1% of the financing for the 2013 Recommended Budget and 2014 – 2017 Capital Plan and amounts to \$258.817 million or 52.9% of the 10-Year Recommended Capital Plan.
  - The recommended debt funding is below the 10-year debt affordability guideline of \$259.148 million allocated to this Program by \$0.331 million. This was primarily achieved by maximizing the use of eligible Development Charge funding for some projects that were previously funded by debt. The Development Charge revenue projections for 2012 -2021 were also revised, reflecting higher revenues due to anticipated increases in development activities.
- Reserve funding accounts for 41.9% or \$205.300 million of the financing for the 10-Year Recommended Capital Plan. The Vehicle & Equipment Reserve continues to fund lifecycle replacement projects which allow the Service to replace equipment through their Capital

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Budget without requiring debt financing. Fluctuations in Reserve funding reflect the timing and requirement of lifecycle replacement projects.

- \$102.058 million of reserve funding is allocated during the first five years. Another \$103.242 million will be spent over the second 5 years of the 10-Year Recommended Capital Plan.
- Development Charges constitute \$10.741 million or 4.2% of required funding in the first 5 years and \$20.953 million of 4.3% over 10 years.
  - Development Charges funded projects included in the 10-Year Recommended Capital Plan have been confirmed as eligible for Development Charge financing and have been included in the approved Development Charges By-law. Development Charge revenue projections were updated during the spring/summer of 2011, indicating higher than expected revenues in future years. Consequently, Development Charge funded projects were revised to ensure maximum use of available funding. This allowed debt funding for Toronto Police Service's 10-Year Recommended Capital Plan to be reduced and remain below debt affordability guideline for the 10 year planning horizon.
  - Development Charge funding included in the 10-Year Recommended Capital Plan fluctuates with the capital projects that are eligible for development charge financing.
- Recoverable Debt funding constitutes 0.9% or \$4.398 million of the total financing for the 10-Year Recommended Capital Plan. This financing source is utilized for the Parking East capital project in 2013 and 2014. The recoverable debt will be repaid in approximately 7.5 years through operating budget savings resulting from moving Parking East operations out of its current leased premises.

## Major Capital Initiatives by Category

Summary of Major Capital Initiatives by Category  
(In \$000s)

	Total Project Cost	2013 Rec. Budget	2014 Plan	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2013-2022 Total
<b>Health &amp; Safety</b>												
<b>Sub-Total</b>												
<b>Legislated</b>												
<b>Sub-Total</b>												
<b>State of Good Repair (SOGR)</b>												
State of Good Repair	43,877	4,613	4,594	4,469	4,601	4,600	4,200	4,200	4,200	4,200	4,200	43,877
41 Division	38,928				372	9,282	19,050	10,224				38,928
54 Division	36,796		9,060	21,515	5,721							36,296
32 Division	6,987						4,990	1,997				6,987
Furniture Lifecycle Replacement	12,419	713	713	713	1,455	727	727	727	1,484	742	742	8,743
13 Division	38,929						372	8,645	19,753	10,159		38,929
Vehicle & Equipment Reserve	100,484	2,627	4,422	5,320	5,320	5,320	5,320	5,320	5,320	5,320	5,320	49,609
Servers	50,428	2,064	4,058	2,998	3,121	3,228	1,917	4,158	3,184	3,292	3,077	31,097
IT Business Resumption	27,108	1,669	1,269	1,522	1,644	1,702	1,294	1,553	1,677	1,736	1,320	15,386
Property & Evidence Management	40,286	5,831										5,831
Mobile Workstations	25,914	7,474	1,000			250	7,730	1,000			250	17,704
Network Equipment	20,994	2,466	1,104	998	1,200	2,900	1,126	1,018	1,200	3,000	1,200	16,212
AVLS Replacement Lifecycle	4,498					1,500				1,500		3,000
In-Car Camera Replacement	6,729	444	530	689	972	346	793	909	728	972	346	6,729
Voice Logging Lifecycle Replacement	2,327	353					1,200					1,553
Electronic Surveillance System Replacement	3,230				1,069					1,091		2,160
Digital Photography Lifecycle Replacement	748			119	126				122	128		495
Voicemail/Call Centre	815					500						500
DVAMS - II Lifecycle Replacement	2,466		1,203					1,263				2,466
Asset & Inventory Mgmt System Replacement	339		72				72				72	216
Property & Evidence Scanners Lifecycle	353				117					119		236
DPLN Replacement	1,200	500					700					1,200
Small Equipment Replacement	2,620	442	92	92	92	92	92	842	842	92	92	2,770
DVAMS - I Lifecycle Replacement	3,007			949					949			1,898
HRMS Upgrade	1,090		400	690								1,090
TRMS Upgrade	4,366		2,806	1,560								4,366
Fibre Optics	12,051			881	4,785	6,385						12,051
Wireless Parking System	5,950					2,974						2,974
Livescan Replacement	1,277					423					431	854
AFIS Replacement	3,053						3,053					3,053
Radio Replacement (2016-2020)	36,523				13,913	2,713	3,542	2,478	4,093	5,304	4,480	36,523
Public Safety Unit Facility	13,048									500	7,400	7,900
52 Division Renovation	8,300										2,948	2,948
Disaster Recovery Site	18,750		1,000	2,875	8,850	5,475	550					18,750
Locker Replacement	5,057	350	350	350	500	350	48	198	48	198	48	2,440
Parking East	9,000	4,358	4,642									9,000
Relocation of FIS	60,476										578	578
<b>Sub-Total</b>	<b>650,423</b>	<b>33,904</b>	<b>37,315</b>	<b>45,740</b>	<b>53,858</b>	<b>48,767</b>	<b>56,776</b>	<b>44,532</b>	<b>43,600</b>	<b>38,353</b>	<b>32,504</b>	<b>435,349</b>
<b>Service Improvements</b>												
Workstations, Printers and Laptops	61,157	3,525	3,723	3,112	3,186	3,525	3,723	3,112	3,186	3,525	3,723	34,340
IRIS	24,420	9,507	4,866									14,373
CCTV	938	182	70		182	70		182	70		182	938
AED	780	195			195			195			195	780
Fleet Equipment	1,100	100	100	100	100	100	100	100	100	100	100	1,000
TPS Archiving	2,688					2,688						2,688
<b>Sub-Total</b>	<b>91,083</b>	<b>13,509</b>	<b>8,759</b>	<b>3,212</b>	<b>3,663</b>	<b>6,383</b>	<b>3,823</b>	<b>3,589</b>	<b>3,356</b>	<b>3,625</b>	<b>4,200</b>	<b>54,119</b>
<b>Growth Related</b>												
<b>Sub-Total</b>												
<b>Total</b>	<b>741,506</b>	<b>47,413</b>	<b>46,074</b>	<b>48,952</b>	<b>57,521</b>	<b>55,150</b>	<b>60,599</b>	<b>48,121</b>	<b>46,956</b>	<b>41,978</b>	<b>36,704</b>	<b>489,468</b>

The 10-Year Recommended Capital Plan supports Toronto Police Service's objectives of ensuring that facilities are in a reasonable state of good repair, ensuring that fleet and equipment are properly and timely replaced, contributing to environmental protection and energy efficiency, as well as enabling operational effectiveness and efficiency.

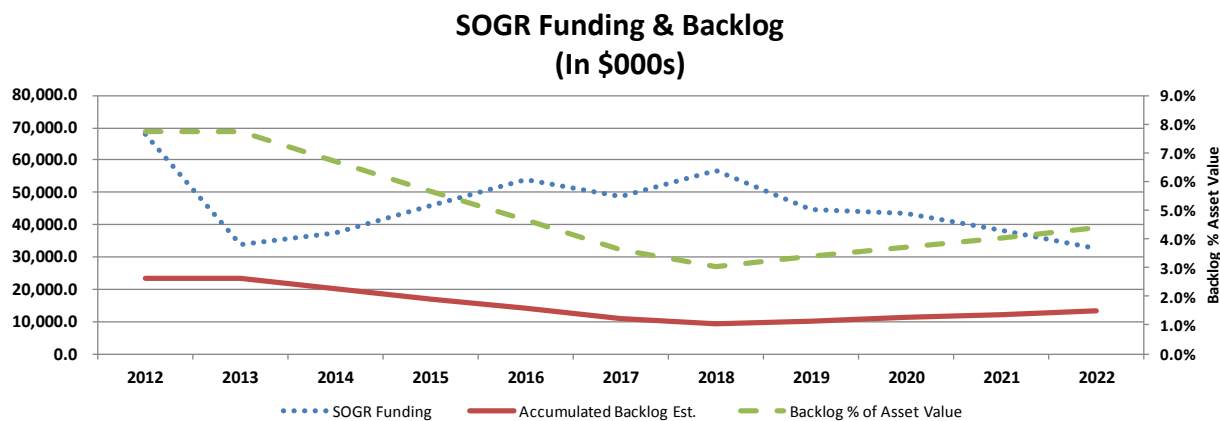
*State of Good Repair (SOGR) Projects*

- The 10-Year Recommended Capital Plan is primarily allocated to State of Good Repair projects totalling \$435.349 million, as the Service continues to focus on improving and updating its aging facility infrastructure. This includes the completion of Property & Evidence Management Facility in 2013 and Parking East Facility in 2014, as well as the commencement of 54 Division and Disaster Recovery Site in 2014, 41 Division in 2016 and 13 Division in 2018. Renovations will also be undertaken commencing in 2018 for 32 Division and in 2022 for 52 Division.
- The Service's Radio Replacement (2016-2021) project requires funding of \$36.523 million during the 2016-2022 period. This project supports the next life-cycle replacement of communication radios as well as continuing to ensure operability of the new shared EMS, Toronto Fire and Toronto Police Service platform.
- The lifecycle replacement of Vehicles, Equipment and Servers is fully funded from the Vehicle & Equipment Reserve, which funds 41.9% of the 10-Year Capital Plan. Contributions to this Reserve are made through the Toronto Police Service's Operating Budget.

*Service Improvement Projects*

- The 10-Year Recommended Capital Plan dedicates funding of \$54.119 million for service improvement projects such as replacement of the current Records Management System (Integrated Records and Information System Project). Since its implementation in 2003, several deficiencies with the current system (eCOPS) have been identified. The replacement of the eCOPS system with a commercial off-the-shelf solution will be completed by 2014 at a cost of \$24.420 million.
- Other service improvement projects include a dedicated Archive facility which will alleviate space pressure off of the City's archiving locations, as well as replacement of workstations, printers and laptops.

**State of Good Repair (SOGR) Backlog**



- Toronto Police Service's infrastructure assets consist of police facilities (Divisions) and storage facilities, as well as equipment, vehicles, radio infrastructure and security systems. They are valued at \$1.104 billion, based on asset replacement costs.
  - Police facilities (Divisions) and storage facilities account for \$802.087 million of the total TPS asset value. The City of Toronto's Facilities Management Division carries out the state of good repair work required at Police facilities (Divisions) and storage facilities and is responsible for addressing mechanical, electrical, re-roofing and structural issues. As a result, the value of these assets, associated state of good repair backlog and funding required to address these issues are reflected in the 10-Year Recommended Capital Plan for Facilities Management Division.
  - The Toronto Police Service is responsible for addressing state of good repair issues inside its facilities. This work includes but is not limited to firing range retrofits, upgrades to locker rooms and washrooms, and front desk replacements.
  - The 10-Year Recommended Capital Plan for Toronto Police Service reflects asset values, state of good repair backlog and funding for TPS equipment, vehicles, radio infrastructure and security systems. This asset group accounts for \$301.724 million of the total asset inventory value. In addition, the 10-Year Recommended Capital Plan includes SOGR projects for replacement and renovation of existing TPS facilities.
- By year-end 2012, a backlog of state of good repair work for the on-going maintenance of Toronto Police Service's assets is estimated to be \$23.324 million, representing 7.7% of the total asset value.
- The required work and infrastructure replacements that actually makeup the backlog are continually changing based on the timing that equipment, vehicles, radio infrastructure and security systems reach its useful life span.
- The 10-Year Recommended Capital Plan dedicates \$435.349 million (\$219.584 million during the first five years, \$215.765 million during the second five years), or \$43.535 million on average annually to address state of good repair.
- By the end of 2017, the current SOGR backlog of \$23.324 million will decrease to \$10.891 million or 3.6% of the asset value, however it will increase over the second 5 years to \$13.200 million or 4.4% of the asset replacement value as the state of good repair funding starts to slowly decrease starting in 2018.



## 10-Year Capital Plan Impact on the Operating Budget

Operating Impact Summary  
(In \$000s)

Program Costs, Revenues and Net (\$000s)	2013 Rec. Budget	2014 Plan	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2013-2022 Total
<b>2013 Recommended Capital Budget</b>											
Program Gross Expenditure	418.7	493.2	1,434.0								2,345.9
Program Revenue											
Program Costs (Net)	418.7	493.2	1,434.0								2,345.9
Approved Positions		(4.0)									(4.0)
<b>Recommended 10-Year Capital Plan</b>											
Program Gross Expenditure		88.1	194.1	442.0	(162.7)	201.0	46.5	169.6	57.9	(49.4)	987.1
Program Revenue											
Program Costs (Net)		88.1	194.1	442.0	(162.7)	201.0	46.5	169.6	57.9	(49.4)	987.1
Approved Positions											
<b>Total</b>											
Program Gross Expenditure	418.7	581.3	1,628.1	442.0	(162.7)	201.0	46.5	169.6	57.9	(49.4)	3,333.0
Program Revenue											
Program Cost (Net)	418.7	581.3	1,628.1	442.0	(162.7)	201.0	46.5	169.6	57.9	(49.4)	3,333.0
Approved Positions		(4.0)									(4.0)

The 10-Year Recommended Capital Plan will increase future year Operating Budgets by a total of \$3.333 million net over the 2013 – 2022 period. This is comprised of the following major projects:

- In 2013 incremental operating costs of \$0.025 million will be required to maintain 911 Hardware/Handsets and \$0.035 million will be required to carry out Microsoft 2007 upgrades.
- The Integrated Records and Information System (IRIS) project will require incremental operating costs of \$0.220 million in 2013, an additional \$0.100 million in 2014 and \$1.434 million in 2015 for increased maintenance costs and lifecycle contributions.
- The eTicketing Solution for Provincial Offences Notices project will result in incremental increases in operating costs of \$0.073 in 2013 and \$0.218 in 2014. Operating costs for overall maintenance and planned equipment replacement costs will be offset by annualized savings related to staff reduction of 4 positions in the Document Services division. It should be noted that additional costs of the eTicketing project to the Toronto Police Service will be offset with savings contained in the Court Services' future operating budgets once these savings retire debt costs arising from the project.
- An incremental operating impact of \$0.175 million in both 2013 and 2014 has been identified for the Property & Evidence Management facility which is scheduled to be completed in 2013.

**Net Operating Impact by Project  
(In \$000s)**

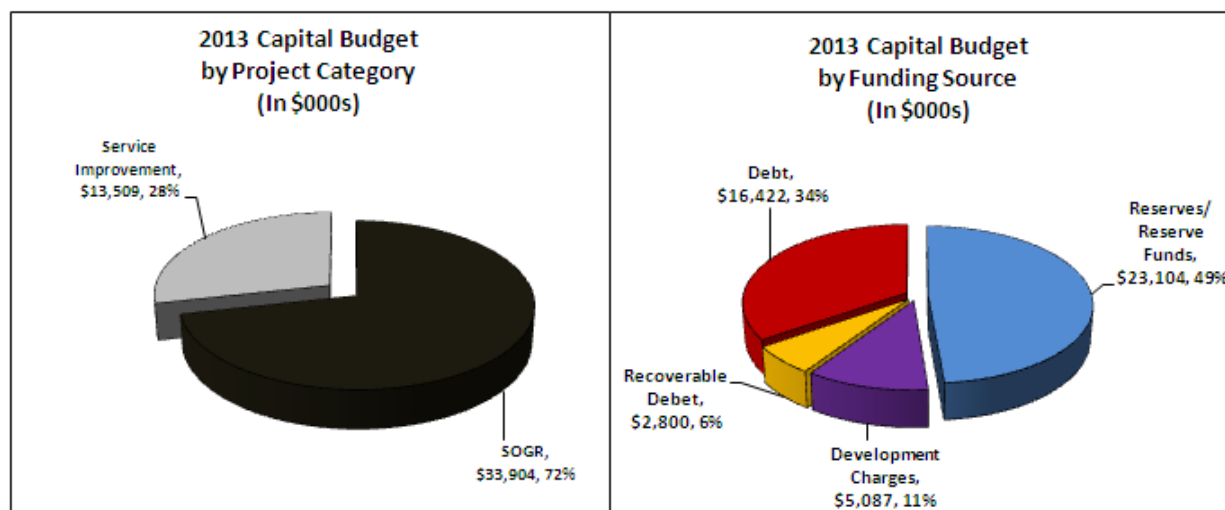
Project	2013 Rec. Budget		2014 Plan		2015 Plan		2016 Plan		2017 Plan		2013 - 2017 Capital Budget		2018 - 2022 Capital Plan	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
<b>Previously Approved Projects</b>														
911 Hardware/Handsets	25.0										25.0			
14 Division - Central Lock up	(109.0)										(109.0)			
Upgrade to Microsoft 7	35.0										35.0			
IRIS	220.0		100.0		1,434.0						1,754.0			
eTicketing Solution	72.7		218.2	(4)							290.9	(4.0)		
<b>New Projects - 2013</b>														
Property and Evidence Mgmt Facility	175.0		175.0								350.0			
<b>New Projects - Future Year</b>														
54 Division							72.0		72.0		144.0			
HRMS Upgrade							22.0				22.0			
TRMS Upgrade							22.0				22.0			
41 Division											0.0		144.0	
Radio Replacement			88.1		194.1		326.0		(409.7)		198.5		(37.4)	
Disaster Recovery Site									175.0		175.0		175.0	
13 Division													144.0	
<b>Total Recommended (Net)</b>	<b>418.7</b>		<b>581.3</b>		<b>1,628.1</b>		<b>442.0</b>		<b>(162.7)</b>		<b>2,907.4</b>	<b>(4)</b>	<b>425.6</b>	

### Capital Project Delivery: Temporary Positions

There are no temporary Capital Project delivery positions required for the delivery of the Toronto Police Service 2013 – 2022 Capital Program. Information technology projects are delivered by existing staff or contracted services.

## PART III - 2013 RECOMMENDED CAPITAL BUDGET

## 2013 Capital Budget by Project Category and Funding Source



- The 2013 Recommended Capital Budget, excluding carry forward funding from 2012 to 2013, requires 2013 cash flow funding of \$47.413 million.
- State of Good Repair projects account for \$33.904 million or 71.5% of the 2013 Capital Recommended Budget. SOGR projects focus on improving and updating the Service's aging facility infrastructure and ensuring information and technology needs are appropriately addressed.
- Service Improvement projects account for the remaining \$13.509 million or 28.5% of the 2013 Recommended Capital Budget and include such key projects as the Acquisition and Implementation of the New Records Management System, upgrading workstations, printers and laptops, and fleet equipment.
- The 2013 Recommended Capital Budget for Toronto Police Service is partially funded from debt, which accounts for \$16.422 million or 34.6% of recommended financing. This is in line with the debt affordability guideline of \$16.422 million set for this Program in 2013.
- Funding from Reserves accounts for \$23.104 million or 48.7% of recommended financing. This funding source will be utilized to fund lifecycle replacement projects and will allow the Service to replace equipment through their Capital Budget without requiring debt financing.
- Development Charges fund \$5.087 million or 10.7% of the 2013 Recommended Capital Budget expenditures, while recoverable debt accounts for \$2.800 million or 6% of the recommended financing.

### 2013 Recommended Cash Flow & Future Year Commitments (In \$000s)

	2011 & Prior Year Carry Forward	2012 Previously Approved Cash Flow Commitments	2013 New Cash Flow Rec'd	2013 Total Cash Flow Rec'd	2012 Carry Forwards	Total 2013 Cash Flow (Incl 2012 C/Fwd)	2014	2015	2016	2017	2018	2019	2020	2021	2022	Total Cost
<b>Expenditures</b>																
Previously Approved		12,088		12,088	20,815	32,903	4,866									37,769
Change in Scope			3,250	3,250		3,250										3,250
New			4,358	4,358		4,358	4,642									9,000
New w/Future Year			27,717	27,717		27,717										27,717
<b>Total Expenditure</b>		12,088	35,325	47,413	20,815	68,228	9,508									77,736
<b>Financing</b>																
Debt		10,251	6,171	16,422	8,397	24,819	7,910									32,729
Recoverable Debt			2,800	2,800	1,694	4,494	1,598									6,092
Reserves/Res Funds			23,104	23,104	10,724	33,828										33,828
Development Charges		1,837	3,250	5,087		5,087										5,087
Provincial/Federal																
<b>Total Financing</b>		12,088	35,325	47,413	20,815	68,228	9,508									77,736

- Toronto Police Service's 2013 Recommended Capital Budget of \$68.228 million including 2012 carry forward funding provides \$12.088 million for previously approved projects under way, \$35.325 million for new/change in scope projects and \$20.815 million for 2012 projects carried forward into 2013 for completion.
- The change in scope project cost increase of \$3.250 million reflects the architect's completed design and is required to achieve the original scope of the Property and Evidence Management facility. This increase has been offset by additional Development Charge funding.
- New projects reflect a new capital project for a new Parking East facility starting in 2013. This project will renovate the existing building at Progress Avenue site to accommodate parking enforcement space requirements.
- The 2013 Recommended Capital Budget, including 2012 funding carried forward into 2013 of \$20.815 million, will be financed by debt of \$24.819 million (36%), reserve funds of \$33.828 (50%), Development Charges of \$5.087 million (8%) and recoverable debt of \$4.494 million (6%).
- Approval of the 2013 Recommended Capital Budget will result in future year commitments of \$9.508 million in 2014 to complete multi-year projects like the Parking East Relocation and the implementation of the Integrated Records and Information System.

### 2013 Recommended Capital Project Highlights

The 2013 Recommended Capital Budget provides funding of \$68.228 million to:

- Complete renovations of 330 Progress Avenue site for the Property and Evidence Management Unit (PEMU).
  - The new facility is scheduled to be substantially completed by mid-2013 and will meet the Service's property and evidence storage requirements for the next 25 years. The

facility currently occupied by PEMU will be returned to the City once construction of the new facility is completed and occupancy achieved.

- Continue implementation of the Integrated Records and Information System (IRIS). The IRIS project provides funding for a commercial off-the-shelf integrated records and information system.
- Continue to address state of good repair backlog with equipment, vehicles, radio and IT infrastructure replacement projects.
- Begin moving Parking East operations out of its current leased premises and into a City-owned facility which will maximize the use of the recently purchased facility on Progress Avenue, eliminate any risk around Parking East's ability to stay in its current leased location, as well as eliminate the risk of increased lease costs.

### 2013 Recommended Capital Project Highlights (In \$000s)

Project	Total Project Cost	2013	2014	2015	2016	2017	2013 - 2017	2018	2019	2020	2021	2022	2013 - 2022 Total
State of Good Repair	43,877	5,463					5,463						5,463
14 Division	35,515	224					224						224
Furniture Lifecycle Replacement	12,419	713					713						713
Vehicle & Equipment Reserve	100,484	3,568					3,568						3,568
Workstation, Printers and Laptops	61,157	4,525					4,525						4,525
Servers	50,428	6,150					6,150						6,150
IT Business Resumption	27,108	3,833					3,833						3,833
Property & Evidence Management	40,286	12,294					12,294						12,294
Mobile Workstation	25,914	7,474					7,474						7,474
Network Equipment	20,994	2,470					2,470						2,470
IRIS	24,420	9,507	4,866				14,373						14,373
AVLS Replacement Lifecycle	4,498	1,213					1,213						1,213
In-Car Camera Replacement	6,729	444					444						444
Voice Logging Lifecycle Replacement	2,327	1,127					1,127						1,127
Voicemail/Call Centre	815	269					269						269
DPLN Replacement	1,200	500					500						500
Small Equipment Replacement	2,620	515					515						515
Wireless Parking System	5,950	100					100						100
Upgrade to Microsoft 7	1,652	160					160						160
CCTV	938	182					182						182
AED's	780	195					195						195
Fleet Equipment	1,100	200					200						200
E-Ticketing	1,719	1,694					1,694						1,694
Locker Replacement	5,057	350					350						350
Parking East	9,000	4,358	4,642				9,000						9,000
Radio Communication System Replacement	5,173	700					700						700
<b>Total (including carry forward funding)</b>	<b>492,160</b>	<b>68,228</b>	<b>9,508</b>				<b>77,736</b>						<b>77,736</b>

## PART IV: ISSUES FOR DISCUSSION

**Future Year Issues***Disaster Recovery Site*

- The 10-Year Recommended Capital Plan for Toronto Police Service includes planned funding of \$18.750 million, starting in 2014, to acquire a site and construct a building to house backup computer operations to be used in the event the primary systems are no longer available.
- The current disaster recovery Data Centre is located in a 3,000 square foot facility which is leased from the City of Toronto and is at its maximum capacity. In addition, industry standards recommend that a disaster recovery site is located at least 40 kilometres away from the main data centre. According to Toronto Police Service, the current disaster recovery site is too close to the main site and does not meet the recommended standard.
- It is intended that the new disaster recovery site will be located approximately 40 kilometres from the Toronto Police Headquarters and is expected to be completed in 2018 with the following cost breakdown:

Category	Total Cost
Land acquisition	\$ 2,000,000
Construction cost	\$15,950,000
Equipment	\$ 800,000
<b>Total</b>	<b>\$18,750,000</b>

- Toronto Police Service has indicated that there may be an opportunity to share a new disaster recovery site with the City of Toronto, other police service or municipality which will potentially result in reduced capital costs for the Service.
- Therefore, it is recommended that Toronto Police Service staff continue to explore the options of sharing a new disaster recovery site with the City of Toronto or other police services and report back any changes to the project cost to the Deputy City Manager and Chief Financial Officer prior to the 2014 Capital Budget process.

*Maximizing the Use of Existing Facilities*

- In order to maximize the use of existing facilities, the Toronto Police Service will be relocating units in leased locations or consolidating units to the newly acquired Progress Avenue site.
- The following units will move to 330 Progress Avenue:
  - *Parking East*: A new capital project, Parking East, was added to the 10-Year Recommended Capital Plan to fund the renovation of the existing building at Progress Avenue to accommodate parking enforcement space requirements. Moving Parking East operations out of its current leased premises and into a City-owned facility will maximize the use of the recently purchased facility on Progress Avenue, eliminate any

risk around Parking East's ability to stay in its current leased location, as well as eliminate the risk of increased lease costs. The total project cost for Parking East is \$9.000 million which is funded by \$4.6 million of debt and \$4.4 million of recoverable debt. The recoverable debt will be repaid in approximately 7.5 years through lease savings.

- *Toronto Police Service Archiving:* The 10-Year Recommended Capital Plan includes planned cash flow funding of \$2.688 million in 2017 to establish a dedicated TPS archive facility. Legislation requires the Service to store 'cold case' files for 25 years and memo books are also stored for a lengthy period of time. In addition, the relatively new requirement for video storage is also increasing and as a result, the Service is faced with increasing storage requirements. There is sufficient space at 330 Progress Avenue site to retrofit part of the existing building into an archiving facility. By creating this new facility, TPS would avoid archiving services costs and alleviate space pressure from the City of Toronto Archives. It is recommended that Toronto Police Service provide a detailed business case for this capital project that outlines anticipated savings to be generated by TPS and any implications to the City Clerks Program.
- *Forensic Identification Services (FIS):* The 10-Year Recommended Capital Plan includes \$0.578 million in 2022 to begin the relocation of the Forensic Identification Services Unit to the Progress Avenue Site. The total project cost for the FIS is estimated at \$60.476 million. The Forensic Identification Services provides 24-hour support to all divisions and investigative units of the Toronto Police Service. The current facility at 2050 Jane Street is a City owned location approaching the end of its operational life. The facility has been renovated several times to accommodate the changing requirements of the Service's FIS unit, however future renovations and retrofits become less practical and will not address space limitations.
- *Public Safety Unit (PSU):* The 10-Year Recommended Capital Plan includes \$0.500 million in 2021 and \$7.400 million in 2022 for the relocation of the Public Safety Unit to the Progress Avenue site. The total project cost for PSU is estimated at \$13.048 million. The current facility does not meet the operational needs of the Service. The building is too small, lacks adequate training (classroom) facilities and a field (outdoor) exercise area. Specialized equipment storage facilities are lacking and specialized vehicle storage facilities are required. As part of this capital project a purpose-built building will be constructed on the land available at the 330 Progress Avenue. The existing facility will be returned to the City once the project is completed.

### *Chief's Internal Organizational Review*

- In early 2012, in response to significant current and anticipated future fiscal pressures, the Chief's Internal Organizational Review (CIOR) was established to engage members of the Service to undertake reviews of operations, infrastructure, administration, business processes and organizational structure with the goal to better achieve the Service's mission while increasing public value by becoming more effective, efficient and economical.



- As part of the CIOR, the process the Service uses to determine its requirements for police facilities and the eventual replacement of these facilities is being reviewed. The objective of this review is to establish a framework to identify and evaluate facility options that will balance the needs of the community and Service members, while ensuring the most effective, efficient and economical delivery of police services in the long-term.
- This review is focusing on Divisions 54 (2014-2016) and Division 13 (2018-2021) as they are scheduled for replacement in the 10-Year Recommended Capital Plan.
- At this time, the review is not complete. Toronto Police Services Board approval would also have to be obtained before proceeding with any changes.
- It is recommended that Toronto Police Service report back to the Deputy City Manager and Chief Financial Officer on the outcomes of the Chief's Internal Organizational Review and its impact on the capital program and any operational implications prior to the 2014 Capital Budget process.

## Appendix 1

### 2012 Performance

#### 2012 Key Accomplishments

In 2012, Toronto Police Service accomplished the following:

- ✓ Completed construction of the new 14 Division under budget with move-in date of September 30, 2012.
- ✓ Completed the Radio Replacement project under budget.
- ✓ Completed Human Resource Management System (HRMS) additional functionality project, with a total project cost of \$0.346 million, on budget (includes implementation of eRecruiting and electronic pay advices and T4s).
- ✓ Completed the replacement of the Automated Fingerprint Identification System (AFIS), with a total project cost of \$2.827 million.
- ✓ Continued renovation of the new Property and Evidence Management facility, with total project cost of \$40.286 million, with an anticipated 2013 completion date.
- ✓ Continued implementation of the Integrated Records and Information System (IRIS) with an anticipated 2014 completion date.

#### 2012 Capital Variance Review

##### 2012 Budget to Actual Comparison (In \$000s)

2012 Approved	Actuals as of Sept. 30, 2012 (3rd Quarter Variance)		Projected Actuals at Year End		Unspent Balance	
	\$	% Spent	\$	% Spent	\$ Unspent	% Unspent
78,286	28,386	36.3%	53,092	67.8%	25,194	32.2%

Capital expenditures for the period ending September 30, 2012 total \$28.386 million or 36.3% of the 2012 Approved Capital Budget of \$78.286 million. The Toronto Police Service is projecting that \$53.092 million or 67.8% of the 2012 Approved Capital Budget will be spent by year-end.

- The Property and Evidence Management Facility (P&EM) project's expenditures totalled \$0.639 million representing 5.2% of the 2012 approved cash flow of \$12.463 million during the nine months ended September 30, 2012. The 2012 approved cash flow is comprised of carry forward funding of \$5.314 million from 2011 as well as \$7.149 million for the 2012 phase of capital activity. Project spending was lower than planned in the first three quarters of 2012 as the schematic design for the new facility was completed by the architect in early 2012. It is expected that \$6 million or 48% of the 2012 cash flow will be spent by year-end. The unspent funding of \$6.463 million will be carried forward into 2013.

- The Integrated Records and Information System (IRIS) project's capital expenditures totalled \$3.948 million representing 54% of the 2012 approved cash flow of \$7.301 million during the nine months ended September 30, 2012. The 2012 approved cash flow is entirely comprised of carry forward funding from 2011. It is estimated that 83% of the 2012 approved cash flow of \$7.301 million will be spent by year-end. Overall, this project remains on schedule and below budget by \$2.4 million due to lower cost of software and licensing and systems development staffing costs. This project is expected to spend \$22.008 million of its total project cost of \$24.420 million and no funding is anticipated to be carried forward into 2013.
- The Upgrade to Microsoft Windows 7 project's capital expenditures totalled \$0.190 million representing 16% of the 2012 approved cash flow of \$1.210 million during the nine months ended September 30, 2012. The projected year-end spending of \$0.388 million is lower than planned due to a delay in approving a vendor for the Integrated Records and Information System (IRIS) project. \$0.160 million of unspent funding will be carried forward into 2013 for Windows 7 imaging on mobile workstations.
- There are a number of projects that fall under the Vehicle & Equipment Lifecycle Replacement category. Total expenditures for these projects are \$8.306 million representing 30% of the 2012 approved cash flow of \$27.980 million during the nine months ended September 30, 2012. The projected year-end spending of \$15.450 million is lower than planned due to delivery of equipment being delayed to 2013, the Service's hardware inventory review (e.g. computers, laptops, printers, etc), uncertainty of the impact of IRIS on servers and applications and the impact of the City's Radio Infrastructure project on the replacement of voice logging equipment. The unspent funding of \$10.700 million will be carried forward into 2013.

## Appendix 2

### 10-Year Recommended Capital Plan Project Summary (In \$000s)

Project	2013	2014	2015	2016	2017	2013 - 2017	2018	2019	2020	2021	2022	2013 - 2022
State of Good Repair	5,463	4,594	4,469	4,601	4,600	23,727	4,200	4,200	4,200	4,200	4,200	44,727
14 Division	224					224						224
41 Division				372	9,282	9,654	19,050	10,224				38,928
54 Division		9,060	21,515	5,721		36,296						36,296
32 Division							4,990	1,997				6,987
Furniture Lifecycle Replacement	713	713	713	1,455	727	4,321	727	727	1,484	742	742	8,743
13 Division							372	8,645	19,753	10,159		38,929
Vehicle & Equipment Reserve	3,568	4,422	5,320	5,320	5,320	23,950	5,320	5,320	5,320	5,320	5,320	50,550
Servers	6,150	4,058	2,998	3,121	3,228	19,555	1,917	4,158	3,184	3,292	3,077	35,183
IT Business Resumption	3,833	1,269	1,522	1,644	1,702	9,970	1,294	1,553	1,677	1,736	1,320	17,550
Property & Evidence Management	12,294					12,294						12,294
Mobile Workstations	7,474	1,000			250	8,724	7,730	1,000			250	17,704
Network Equipment	2,470	1,104	998	1,200	2,900	8,672	1,126	1,018	1,200	3,000	1,200	16,216
AVLS Replacement Lifecycle	1,213				1,500	2,713				1,500		4,213
In-Car Camera Replacement	444	530	689	972	346	2,981	793	909	728	972	346	6,729
Voice Logging Lifecycle Replacement	1,127					1,127	1,200					2,327
Electronic Surveillance System Replacement				1,069		1,069				1,091		2,160
Digital Photography Lifecycle Replacement			119	126		245			122	128		495
Voicemail/Call Centre	269				500	769						769
DVAMS - II Lifecycle Replacement		1,203				1,203		1,263				2,466
Asset & Inventory Mgmt System Replacement		72				72	72				72	216
Property & Evidence Scanners Lifecycle				117		117				119		236
DPLN Replacement	500					500	700					1,200
Small Equipment Replacement	515	92	92	92	92	883	92	842	842	92	92	2,843
DVAMS - I Lifecycle Replacement			949			949			949			1,898
HRMS Upgrade		400	690			1,090						1,090
TRMS Upgrade		2,806	1,560			4,366						4,366
Fibre Optics			881	4,785	6,385	12,051						12,051
Wireless Parking System	100				2,974	3,074						3,074
Livescan Replacement					423	423					431	854
AFIS Replacement							3,053					3,053
Radio Replacement (2016-2020)				13,913	2,713	16,626	3,542	2,478	4,093	5,304	4,480	36,523
Public Safety Unit Facility										500	7,400	7,900
52 Division Renovation											2,948	2,948
Disaster Recovery Site		1,000	2,875	8,850	5,475	18,200	550					18,750
Locker Replacement	350	350	350	500	350	1,900	48	198	48	198	48	2,440
Parking East	4,358	4,642				9,000						9,000
Relocation of FIS											578	578
Workstations, Printers and Laptops	4,525	3,723	3,112	3,186	3,525	18,071	3,723	3,112	3,186	3,525	3,723	35,340
IRIS	9,507	4,866				14,373						14,373
CCTV	182	70		182	70	504		182	70		182	938
AED	195			195		390		195			195	780
Fleet Equipment	200	100	100	100	100	600	100	100	100	100	100	1,100
TPS Archiving					2,688	2,688						2,688
Upgrade to Microsoft 7	160					160						160
E-Ticketing	1,694					1,694						1,694
Radio Communication System Replacement	700					700						700
<b>Total (including carry forwards)</b>	<b>68,228</b>	<b>46,074</b>	<b>48,952</b>	<b>57,521</b>	<b>55,150</b>	<b>275,925</b>	<b>60,599</b>	<b>48,121</b>	<b>46,956</b>	<b>41,978</b>	<b>36,704</b>	<b>510,283</b>

**Appendix 3**  
**2013 Recommended Capital Budget;**  
**2014 to 2022 Capital Plan**













**CITY OF TORONTO**

**Gross Expenditures (\$000's)  
Appendix 3 - 2013 Recommended Capital Budget; 2014 to 2022 Capital Plan**

**Toronto Police Service**

						Current and Future Year Cash Flow Commitments						Current and Future Year Cash Flow Commitments Financed By												
Sub-Project No.	Project Name	Ward	Stat.	Cat.		2013	2014	2015	2016	2017	Total 2013-2017	Total 2018-2022	Total 2013-2022	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
<b>POL907860 Disaster Recovery Site</b>																								
0 1	Disaster Recovery Site	CW	S6	03		0	1,000	2,875	8,850	5,475	18,200	550	18,750	0	0	0	0	0	0	0	0	18,750	0	18,750
	Sub-total					0	1,000	2,875	8,850	5,475	18,200	550	18,750	0	0	0	0	0	0	0	0	18,750	0	18,750
<b>POL907862 Locker Replacement</b>																								
0 2	locker replacment S5	CW	S5	03		350	350	350	500	350	1,900	540	2,440	0	0	0	2,440	0	0	0	0	0	0	2,440
	Sub-total					350	350	350	500	350	1,900	540	2,440	0	0	0	2,440	0	0	0	0	0	0	2,440
<b>POL907898 Parking East</b>																								
0 1	Parking east 2013-2022 program	CW	S4	03		4,358	4,642	0	0	0	9,000	0	9,000	0	0	0	0	0	0	0	0	4,602	4,398	9,000
	Sub-total					4,358	4,642	0	0	0	9,000	0	9,000	0	0	0	0	0	0	0	0	4,602	4,398	9,000
<b>POL907900 TPS Archiving</b>																								
0 1		CW	S6	04		0	0	0	0	2,688	2,688	0	2,688	0	0	0	0	0	0	0	0	2,688	0	2,688
	Sub-total					0	0	0	0	2,688	2,688	0	2,688	0	0	0	0	0	0	0	0	2,688	0	2,688
<b>POL907901 Relocation of FIS</b>																								
0 1	Relocation of FIS	CW	S6	03		0	0	0	0	0	0	578	578	0	0	0	0	0	0	0	0	578	0	578
	Sub-total					0	0	0	0	0	0	578	578	0	0	0	0	0	0	0	0	578	0	578
<b>TED907024 POLICE Radio Communication System Replacen</b>																								
0 2	Radio Replacement- end of the 2011 (s2)	CW	S2	03		700	0	0	0	0	700	0	700	0	0	0	0	0	0	0	0	700	0	700
	Sub-total					700	0	0	0	0	700	0	700	0	0	0	0	0	0	0	0	700	0	700
<b>POL000050 State-of Good Repair</b>																								
0 18	2013-2022 program	CW	S5	03		4,613	4,594	4,469	4,601	4,600	22,877	21,000	43,877	0	0	0	0	0	0	0	0	43,877	0	43,877
0 20	2010-2012 approved (S2)	CW	S2	03		850	0	0	0	0	850	0	850	0	0	0	0	0	0	0	0	850	0	850
	Sub-total					5,463	4,594	4,469	4,601	4,600	23,727	21,000	44,727	0	0	0	0	0	0	0	0	44,727	0	44,727
<b>POL907549 Wireless Parking System</b>																								
0 1	Wireless Parking System (S2)	CW	S2	03		100	0	0	0	0	100	0	100	0	0	0	100	0	0	0	0	0	0	100
0 2	Wireless Parking System (S6)	CW	S6	03		0	0	0	0	2,974	2,974	0	2,974	0	0	0	2,974	0	0	0	0	0	0	2,974
	Sub-total					100	0	0	0	2,974	3,074	0	3,074	0	0	0	3,074	0	0	0	0	0	0	3,074
<b>Total Program Expenditure</b>						68,228	46,074	48,952	57,521	55,150	275,925	234,358	510,283	0	0	20,953	216,024	0	0	0	0	267,214	6,092	510,283

**CITY OF TORONTO**

**Gross Expenditures (\$000's)**

**Appendix 3 - 2013 Recommended Capital Budget; 2014 to 2022 Capital Plan**

**Toronto Police Service**

Sub- Project No. Project Name Priority SubProj No. Sub-project Name		Ward Stat. Cat.		Current and Future Year Cash Flow Commitments and Estimates						Current and Future Year Cash Flow Commitments and Estimates Financed By												
				2013	2014	2015	2016	2017	Total 2013-2017	Total 2018-2022	Total 2013-2022	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
Financed By:																						
Development Charges				5,087	1,848	1,885	1,921	0	10,741	10,212	20,953	0	0	20,953	0	0	0	0	0	0	20,953	
Reserves (Ind. "XQ" Ref.)				33,828	18,706	16,962	19,279	24,007	112,782	103,242	216,024	0	0	0	216,024	0	0	0	0	0	216,024	
Debt				24,819	23,922	30,105	36,321	31,143	146,310	120,904	267,214	0	0	0	0	0	0	0	267,214	0	267,214	
Debt - Recoverable				4,494	1,598	0	0	0	6,092	0	6,092	0	0	0	0	0	0	0	0	6,092	6,092	
<b>Total Program Financing</b>				<b>68,228</b>	<b>46,074</b>	<b>48,952</b>	<b>57,521</b>	<b>55,150</b>	<b>275,925</b>	<b>234,358</b>	<b>510,283</b>	<b>0</b>	<b>0</b>	<b>20,953</b>	<b>216,024</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>267,214</b>	<b>6,092</b>	<b>510,283</b>

Status Code	Description
S2	S2 Prior Year (With 2013 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2013 and/or Future Year Cost/Cashflow)
S4	S4 New - Stand-Alone Project (Current Year Only)
S5	S5 New (On-going or Phased Projects)
S6	S6 New - Future Year (Commencing in 2014 & Beyond)

Category Code	Description
01	Health and Safety C01
02	Legislated C02
03	State of Good Repair C03
04	Service Improvement and Enhancement C04
05	Growth Related C05
06	Reserved Category 1 C06
07	Reserved Category 2 C07

**Appendix 4**  
**2013 Recommended Cash Flow and**  
**Future Year Commitments**









**CITY OF TORONTO**

Gross Expenditures (\$000's)

**Appendix 4 - 2013 Recommended Cash Flow and Future Year Commitments**

<b>Toronto Police Service</b>						<b>Current and Future Year Cash Flow Commitments</b>							<b>Current and Future Year Cash Flow Commitments Financed By</b>												
<u>Sub-Project No.</u>	<u>Project Name</u>	<u>Ward</u>	<u>Stat.</u>	<u>Cat.</u>																					
Priority	SubProj No.	Sub-project Name				2013	2014	2015	2016	2017	Total 2013-2017	Total 2018-2022	Total 2013-2022	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
<u>TED907024 POLICE Radio Communication System Replacen</u>																									
0	2	Radio Replacement- end of the 2011 (s2)	CW	S2	03	700	0	0	0	0	700	0	700	0	0	0	0	0	0	0	0	0	700	0	700
Sub-total						700	0	0	0	0	700	0	700	0	0	0	0	0	0	0	0	0	700	0	700
<u>POL000050 State-of Good Repair</u>																									
0	18	2013-2022 program	CW	S5	03	4,613	0	0	0	0	4,613	0	4,613	0	0	0	0	0	0	0	0	4,613	0	4,613	
0	20	2010-2012 approved (S2)	CW	S2	03	850	0	0	0	0	850	0	850	0	0	0	0	0	0	0	0	850	0	850	
Sub-total						5,463	0	0	0	0	5,463	0	5,463	0	0	0	0	0	0	0	0	0	5,463	0	5,463
<u>POL907549 Wireless Parking System</u>																									
0	1	Wireless Parking System (S2)	CW	S2	03	100	0	0	0	0	100	0	100	0	0	0	100	0	0	0	0	0	0	100	
Sub-total						100	0	0	0	0	100	0	100	0	0	0	100	0	0	0	0	0	0	0	100
<b>Total Program Expenditure</b>						<b>68,228</b>	<b>9,508</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>77,736</b>	<b>0</b>	<b>77,736</b>	<b>0</b>	<b>0</b>	<b>5,087</b>	<b>33,828</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>32,729</b>	<b>6,092</b>	<b>77,736</b>

**CITY OF TORONTO**

**Gross Expenditures (\$000's)**

**Appendix 4 - 2013 Recommended Cash Flow and Future Year Commitments**

**Toronto Police Service**

Sub- Project No. Project Name Priority SubProj No. Sub-project Name Ward Stat. Cat.		Current and Future Year Cash Flow Commitments and Estimates									Current and Future Year Cash Flow Commitments and Estimates Financed By									
		2013	2014	2015	2016	2017	Total 2013-2017	Total 2018-2022	Total 2013-2022	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
Financed By:																				
Development Charges		5,087	0	0	0	0	5,087	0	5,087	0	0	5,087	0	0	0	0	0	0	5,087	
Reserves (Ind. "XQ" Ref.)		33,828	0	0	0	0	33,828	0	33,828	0	0	33,828	0	0	0	0	0	0	33,828	
Debt		24,819	7,910	0	0	0	32,729	0	32,729	0	0	0	0	0	0	0	32,729	0	32,729	
Debt - Recoverable		4,494	1,598	0	0	0	6,092	0	6,092	0	0	0	0	0	0	0	0	6,092	6,092	
<b>Total Program Financing</b>		<b>68,228</b>	<b>9,508</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>77,736</b>	<b>0</b>	<b>77,736</b>	<b>0</b>	<b>0</b>	<b>5,087</b>	<b>33,828</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>32,729</b>	<b>6,092</b>	<b>77,736</b>

Status Code	Description
S2	S2 Prior Year (With 2013 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2013 and/or Future Year Cost/Cashflow)
S4	S4 New - Stand-Alone Project (Current Year Only)
S5	S5 New (On-going or Phased Projects)

Category Code	Description
01	Health and Safety C01
02	Legislated C02
03	State of Good Repair C03
04	Service Improvement and Enhancement C04
05	Growth Related C05
06	Reserved Category 1 C06
07	Reserved Category 2 C07

## **Appendix 5**

### **2013 Recommended Capital Projects with Financing Details**

(Phase 2) 19-Toronto Police Service

Sub-Project Category: 01,02,03,04,05,06,07

Type: B Sub-Project Status: S2

Type: C Sub-Project Status: S2,S3,S4,S5



## CITY OF TORONTO

**Appendix 5 - 2013 Recommended Capital Projects with Financing Details**  
**Toronto Police Service**  
**Sub-Project Summary**

Project/Financing Priority Project	Project Name	Start Date	Completion Date	2013	Financing									
				Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable
<b>0</b>	<b><u>POL000367</u> 14 Division</b>													
0	1 14 Div. - 1100 King Street -Design & Construction	4/1/2005	12/31/2011	224	0	0	0	0	0	0	0	0	224	0
	<b>Project Sub-total:</b>			224	0	0	0	0	0	0	0	0	224	0
<b>0</b>	<b><u>POL906259</u> Furniture Lifecycle Replacement- Reserve</b>													
1	5 Furniture Lifecycle 2013-2022 S5	1/1/2008	8/14/2013	713	0	0	0	713	0	0	0	0	0	0
	<b>Project Sub-total:</b>			713	0	0	0	713	0	0	0	0	0	0
<b>0</b>	<b><u>POL906576</u> Vehicle &amp; Equipment Reserve - TPS.</b>													
0	5 Vehicle and Equipment Reserve- 2009-2020 (S2)	4/4/2009	12/31/2018	941	0	0	0	941	0	0	0	0	0	0
0	6 Vehicle and Equipment Reserve 2013-2022 (S5)	4/4/2009	12/31/2020	2,627	0	0	0	2,627	0	0	0	0	0	0
	<b>Project Sub-total:</b>			3,568	0	0	0	3,568	0	0	0	0	0	0
<b>0</b>	<b><u>POL906582</u> workstation,printers and laptops</b>													
0	5 previously approved portion (S2)	6/1/2006	6/1/2016	1,000	0	0	0	1,000	0	0	0	0	0	0
0	6 2013-2022 Requirements (S5)	9/9/2008	12/31/2020	3,525	0	0	0	3,525	0	0	0	0	0	0
	<b>Project Sub-total:</b>			4,525	0	0	0	4,525	0	0	0	0	0	0
<b>0</b>	<b><u>POL906583</u> Servers</b>													
0	3 Servers 2013-2022 program (S5)	10/20/2007	12/31/2020	2,064	0	0	0	2,064	0	0	0	0	0	0
0	4 previously approved protion (S2)	9/23/2009	9/23/2009	4,086	0	0	0	4,086	0	0	0	0	0	0
	<b>Project Sub-total:</b>			6,150	0	0	0	6,150	0	0	0	0	0	0
<b>0</b>	<b><u>POL906584</u> IT business resumption</b>													
0	5 2013-2022 IT business resumption (S5)	8/24/2006	12/31/2020	1,669	0	0	0	1,669	0	0	0	0	0	0
0	6 previouslly approved plan (S2)	9/9/2010	9/9/2010	2,164	0	0	0	2,164	0	0	0	0	0	0
	<b>Project Sub-total:</b>			3,833	0	0	0	3,833	0	0	0	0	0	0
<b>0</b>	<b><u>POL906835</u> Property and Evidence Management</b>													
0	3 cost increase (S3)	5/20/2011	5/20/2011	3,250	0	0	3,250	0	0	0	0	0	0	0
2	1 Property and Evidence Management	1/1/2012	12/31/2015	9,044	0	0	1,837	0	0	0	0	0	7,207	0
	<b>Project Sub-total:</b>			12,294	0	0	5,087	0	0	0	0	0	7,207	0
<b>0</b>	<b><u>POL907175</u> Mobile workstation</b>													
0	1 Mobile Workstation (S5)	4/1/2009	12/31/2016	7,474	0	0	0	7,474	0	0	0	0	0	0
	<b>Project Sub-total:</b>			7,474	0	0	0	7,474	0	0	0	0	0	0
<b>0</b>	<b><u>POL907186</u> Network equipment</b>													
0	1 network equipment	8/4/2008	9/27/2016	4	0	0	0	4	0	0	0	0	0	0



(Phase 2) 19-Toronto Police Service

Sub-Project Category: 01,02,03,04,05,06,07

Type: B Sub-Project Status: S2

Type: C Sub-Project Status: S2,S3,S4,S5



## CITY OF TORONTO

## Appendix 5 - 2013 Recommended Capital Projects with Financing Details

## Toronto Police Service

## Sub-Project Summary

Project/Financing Priority Project	Project Name	Start Date	Completion Date	2013	Financing															
				Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable						
<b>0</b>	<b><u>POL907785</u></b>	<b><u>CCTV</u></b>																		
0	1	CCTV 2013-2022 (S5)	5/9/2011	5/9/2011	182	0	0	0	182	0	0	0	0	0	0	0	0	0	0	0
		<b>Project Sub-total:</b>			182	0	0	0	182	0	0	0	0	0	0	0	0	0	0	0
<b>0</b>	<b><u>POL907786</u></b>	<b><u>AED's</u></b>																		
0	1	AED's (S5)	1/1/2013	12/31/2021	195	0	0	0	195	0	0	0	0	0	0	0	0	0	0	0
		<b>Project Sub-total:</b>			195	0	0	0	195	0	0	0	0	0	0	0	0	0	0	0
<b>0</b>	<b><u>POL907788</u></b>	<b><u>Fleet Equipment</u></b>																		
0	1	Fleet Equipment (S2)	1/1/2012	12/31/2021	100	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0
0	2	Fleet Equipment (S5)	1/1/2012	12/31/2021	100	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0
		<b>Project Sub-total:</b>			200	0	0	0	200	0	0	0	0	0	0	0	0	0	0	0
<b>0</b>	<b><u>POL907806</u></b>	<b><u>E-Ticketing</u></b>																		
0	1	E-Ticketing	9/2/2011	9/2/2011	1,694	0	0	0	0	0	0	0	0	0	0	0	0	0	1,694	0
		<b>Project Sub-total:</b>			1,694	0	0	0	0	0	0	0	0	0	0	0	0	0	1,694	0
<b>0</b>	<b><u>POL907862</u></b>	<b><u>Locker Replacement</u></b>																		
0	2	locker replacment S5	5/17/2012	5/17/2012	350	0	0	0	350	0	0	0	0	0	0	0	0	0	0	0
		<b>Project Sub-total:</b>			350	0	0	0	350	0	0	0	0	0	0	0	0	0	0	0
<b>0</b>	<b><u>POL907898</u></b>	<b><u>Parking East</u></b>																		
0	1	Parking east 2013-2022 program	9/17/2012	9/17/2012	4,358	0	0	0	0	0	0	0	0	0	1,558	2,800	0	0	0	0
		<b>Project Sub-total:</b>			4,358	0	0	0	0	0	0	0	0	0	1,558	2,800	0	0	0	0
<b>0</b>	<b><u>TED907024</u></b>	<b><u>POLICE Radio Communication System Replacement</u></b>																		
0	2	Radio Replacement- end of the 2011 (s2)	10/27/2005	12/31/2011	700	0	0	0	0	0	0	0	0	0	700	0	0	0	0	0
		<b>Project Sub-total:</b>			700	0	0	0	0	0	0	0	0	0	700	0	0	0	0	0
<b>1</b>	<b><u>POL000050</u></b>	<b><u>State-of Good Repair</u></b>																		
0	18	2013-2022 program	10/5/2005	10/5/2016	4,613	0	0	0	0	0	0	0	0	0	4,613	0	0	0	0	0
0	20	2010-2012 approved (S2)	9/10/2010	9/10/2010	850	0	0	0	0	0	0	0	0	0	850	0	0	0	0	0
		<b>Project Sub-total:</b>			5,463	0	0	0	0	0	0	0	0	0	5,463	0	0	0	0	0
<b>1</b>	<b><u>POL907549</u></b>	<b><u>Wireless Parking System</u></b>																		
0	1	Wireless Parking System (S2)	10/22/2011	10/22/2012	100	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0
		<b>Project Sub-total:</b>			100	0	0	0	100	0	0	0	0	0	0	0	0	0	0	0
<b>Program Total:</b>					68,228	0	0	5,087	33,828	0	0	0	0	24,819	4,494					



<b>Status Code</b>	<b>Description</b>
S2	S2 Prior Year (With 2013 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2013 and/or Future Year Cost\Cashflow)
S4	S4 New - Stand-Alone Project (Current Year Only)
S5	S5 New (On-going or Phased Projects)

<b>Category Code</b>	<b>Description</b>
01	Health and Safety C01
02	Legislated C02
03	State of Good Repair C03
04	Service Improvement and Enhancement C04
05	Growth Related C05
06	Reserved Category 1 C06
07	Reserved Category 2 C07

### Appendix 6

## 2013 Reserve / Reserve Fund Review (In \$000s)

### Reserve/Reserve Fund Review - Program Specific

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2012 *	Contributions / (Withdrawals)										2013- 2022 Total Contributions/ (Withdrawals)	
			2013 Rec. Budget	2014 Plan	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan		
XR2117 Development Charge Reserve	Beginning Balance	3,291	3,291	18	18	18	18	18	80	1,708	18	18	18	
	41 Division							(1,898)						(1,898)
	54 Division			(1,848)	(1,885)	(1,921)								(5,654)
	Property & Evidence Mgmt Facility		(5,087)											(5,087)
	13 Division							(372)	(3,731)	(2,084)	(2,127)			(8,314)
	Total Proposed Withdrawals		(5,087)	(1,848)	(1,885)	(1,921)	(1,898)	(372)	(3,731)	(2,084)	(2,127)			(20,953)
	Total Proposed Contributions		1,814	1,848	1,885	1,921	1,960	2,000	2,041	2,084	2,127	2,170		19,850
<b>Total Reserve Fund Balance at Year-End</b>		<b>3,291</b>	<b>18</b>	<b>18</b>	<b>18</b>	<b>18</b>	<b>80</b>	<b>1,708</b>	<b>18</b>	<b>18</b>	<b>18</b>	<b>2,188</b>		

\* Based on the 3rd Quarter Variance Report

### Reserve/Reserve Fund Review – Corporate

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2012 *	Contributions / (Withdrawals)										2013- 2022 Total Contributions/ (Withdrawals)	
			2013 Rec. Budget	2014 Plan	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan		
XQ1701 Vehicle and Equipment Reserve - Police	Beginning Balance	18,067												
	Vehicle and Equipment (LR)		(2,627)	(4,422)	(5,320)	(5,320)	(5,320)	(5,320)	(5,320)	(5,320)	(5,320)	(5,320)	(5,320)	(49,609)
	Workstation, Laptop & Printer (LR)		(3,525)	(3,723)	(3,112)	(3,186)	(3,525)	(3,723)	(3,112)	(3,186)	(3,525)	(3,723)		(34,340)
	Servers (LR)		(2,064)	(4,058)	(2,998)	(3,121)	(3,228)	(1,917)	(4,158)	(3,184)	(3,292)	(3,077)		(31,097)
	IT Business Resumption (LR)		(1,669)	(1,269)	(1,522)	(1,644)	(1,702)	(1,294)	(1,553)	(1,677)	(1,736)	(1,320)		(15,386)
	Mobile Workstations (LR)		(7,474)	(1,000)			(250)	(7,730)	(1,000)			(250)		(17,704)
	Network Equipment (LR)		(2,466)	(1,104)	(998)	(1,200)	(2,900)	(1,126)	(1,018)	(1,200)	(3,000)	(1,200)		(16,212)
	Locker Replacement (LR)		(350)	(350)	(350)	(500)	(350)	(48)	(198)	(48)	(198)	(48)		(2,440)
	Furniture Replacement (LR)		(713)	(713)	(713)	(1,455)	(727)	(727)	(727)	(1,484)	(742)	(742)		(8,743)
	AVLS (LR)						(1,500)				(1,500)			(3,000)
	In-Car Camera (LR)		(444)	(530)	(689)	(972)	(346)	(793)	(909)	(728)	(972)	(346)		(6,729)
	Voice Logging (LR)		(353)					(1,200)						(1,553)
	Electronic Surveillance (LR)					(1,069)					(1,091)			(2,160)
	Digital Photography (LR)				(119)	(126)				(122)	(128)			(495)
	DVAM I (LR)				(949)					(949)				(1,898)
	Voicemail/Call Centre (LR)						(500)							(500)
	DVAM II (LR)			(1,203)					(1,263)					(2,466)
	Asset & Inventory Mgmt System (LR)			(72)					(72)			(72)		(216)
	Property & Evidence Scanners (LR)					(117)					(119)			(236)
	DPLN (LR)		(500)						(700)					(1,200)
	Small Equipment (LR)		(350)						(750)	(750)				(1,850)
	Video Recording Equipment (LR)		(92)	(92)	(92)	(92)	(92)	(92)	(92)	(92)	(92)	(92)		(920)
	Livescan Machines (LR)							(423)					(431)	(854)
	Wireless Parking System (LR)							(2,974)						(2,974)
	CCTV		(182)	(70)		(182)	(70)		(182)	(70)		(182)		(938)
	AEDs		(195)			(195)			(195)			(195)		(780)
	Fleet Equipment		(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)		(1,000)
	Total Program Proposed Withdrawals		(23,104)	(18,706)	(16,962)	(19,279)	(24,007)	(24,842)	(20,577)	(18,910)	(21,815)	(17,098)	(205,300)	
	Total Program Proposed Contributions		18,441	19,241	20,041	20,716	21,391	21,391	21,391	21,391	21,391	21,391	206,785	
<b>TOTAL RESERVE FUND BALANCE AT YEAR-END</b>		<b>18,067</b>	<b>13,404</b>	<b>13,939</b>	<b>17,018</b>	<b>18,455</b>	<b>15,839</b>	<b>12,388</b>	<b>13,202</b>	<b>15,683</b>	<b>15,259</b>	<b>19,552</b>		

\* Based on the 3rd Quarter Variance Report