



Toronto Police Service

Staff Recommended 2020 Operating Budget 2020 – 2029 Capital Budget & Plan

**Budget Briefing to Budget Committee
January 16, 2020**

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Overview and Highlights

2020 Staff Recommended Operating Budget and Plan

2020 – 2029 Staff Recommended Capital Budget and Plan

Overview and Highlights

Strategic Plan

Goals guided by The Way Forward



Be where the public needs the Service the most



Embrace partnerships to create safe communities



Focus on the complex needs of a large city



Budget priorities



Maintain sufficient staffing levels and deploy resources effectively to keep a growing city safe



Enhance capabilities to continue modernization journey



Fiscal discipline and accountability to achieve value, transparency and sustainability

Our Vision

Intelligence Led Policing – Balance of proactive and reactive policing

Technologically Advanced

Properly resourced by officers and Civilians

The Toronto Police Service is committed to delivering police services which are sensitive to the needs of the community, involving collaborative partnerships and teamwork to overcome challenges.

Our purpose is to meet service objectives under the Adequacy Standards of the Police Services Act with five key service deliverables:



Crime Prevention



Law Enforcement



Assistance to victims of crime



Public Order Maintenance



Emergency Response

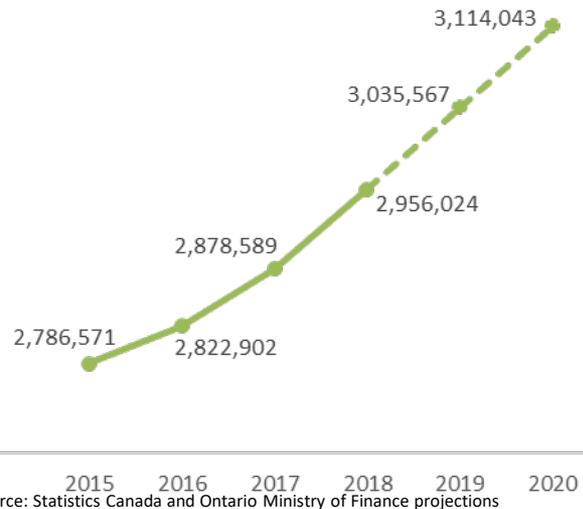
Outcomes	Description
<p>Increased community safety and wellbeing and reduced victimization at the neighbourhood level</p>	<ul style="list-style-type: none"> ▪ Be where the public needs the Service the most for outcomes that mean fewer victims and reduced calls for service for specific incidents over the long term ▪ Engage with the community and key stakeholders
<p>Enhanced perceptions of public safety and public confidence</p>	<ul style="list-style-type: none"> ▪ Public perception of how safe they feel in their community ▪ Enhanced engagement with the community and delivery of service in ways that build trust and confidence in the police ▪ Enhanced collaboration/partnerships with neighbourhoods, community services, academic institutions
<p>Enhanced efficiency of policing services</p>	<ul style="list-style-type: none"> ▪ Delivery of adequate and effective policing service while obtaining the best value from the resources the Services has, by finding alternative ways of delivering services and focusing on services providing the most value

Key Service Issues & Risks for 2020 and Beyond

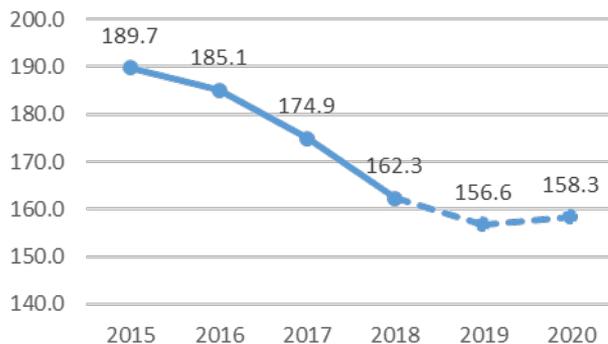
Toronto's population has grown by **169,000** from 2015 to 2018 and continues to grow significantly. In 2018, Toronto had 44.5M visitors.

Source: Tourism Toronto 2018 Annual Report

500K Projected increase in population from 2015 to 2023 This is roughly the size of Hamilton

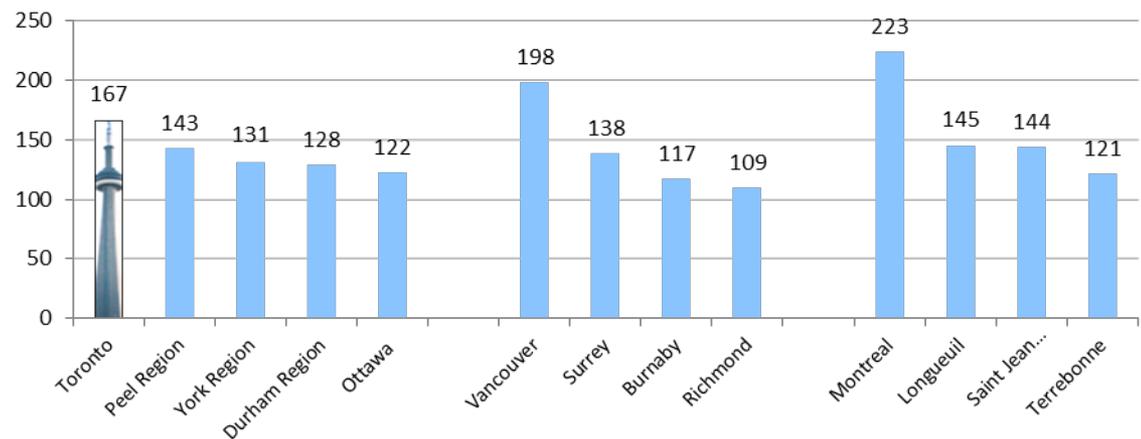


Officers per Capita



Source: Toronto Police Service average/projected average deployed uniform officers for the year and Statistics Canada and Ontario Ministry of Finance projections for population data

2018 Officers per 100,000 population in Major Canadian Cities and Outlying Regions



Source: Statistics Canada. Table 35-10-0077-01 Police personnel and selected crime statistics, municipal police services. (Number of police officers as of May 2018)

Major Crime Indicators 2015-2018



↑ 62.7%
Homicides



↑ 9.4%
Break and Enter



↑ 8.8%
Assault



↑ 1.8%
Robbery



↑ 45.7%
Auto Theft



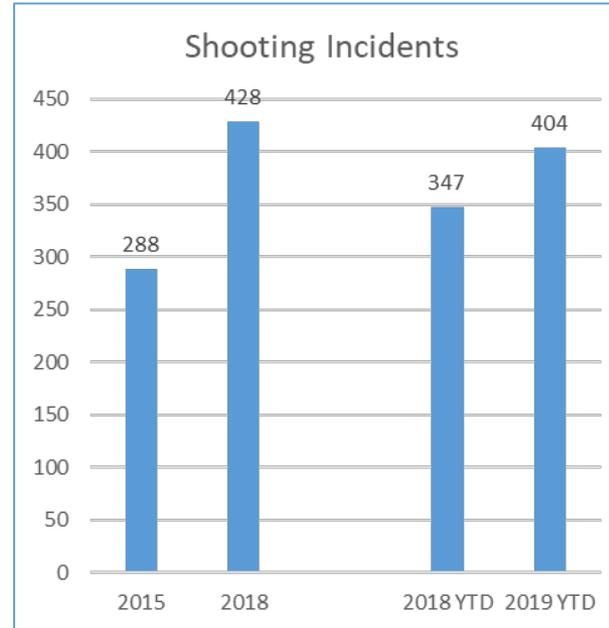
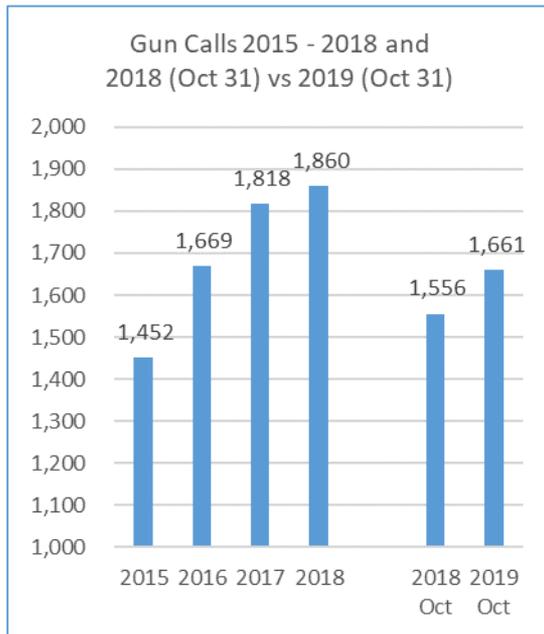
↑ 19.3%
Theft over \$5,000

October	2018	2019	% Change
Assault	16,297	17,194	5.5%
Auto Theft	3,760	4,287	14.0%
Break and Enter	6,184	7,024	13.6%
Robbery	2,922	2,820	-3.5%
Theft Over	1,002	1,153	15.1%
Homicides	88	60	-31.8%

Key Service Issues & Risks for 2020 and Beyond

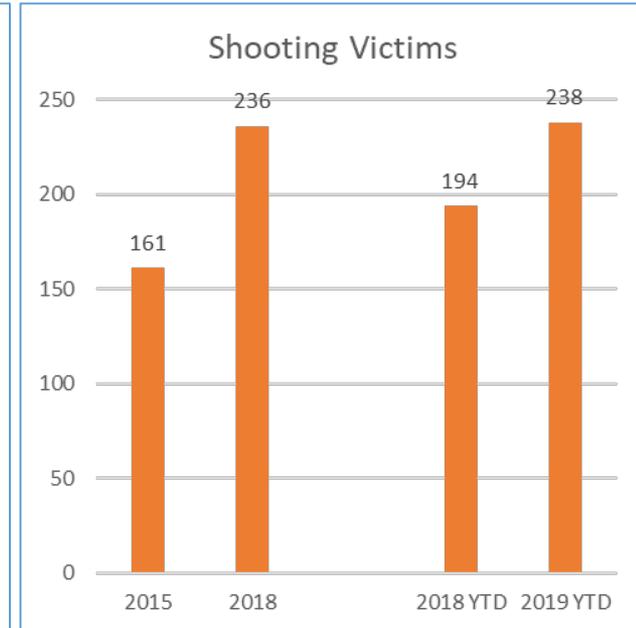
Gun Calls have increased by 28.1% from 2015-2018

YTD 2018 to 2019 shows an increase of 6.7%



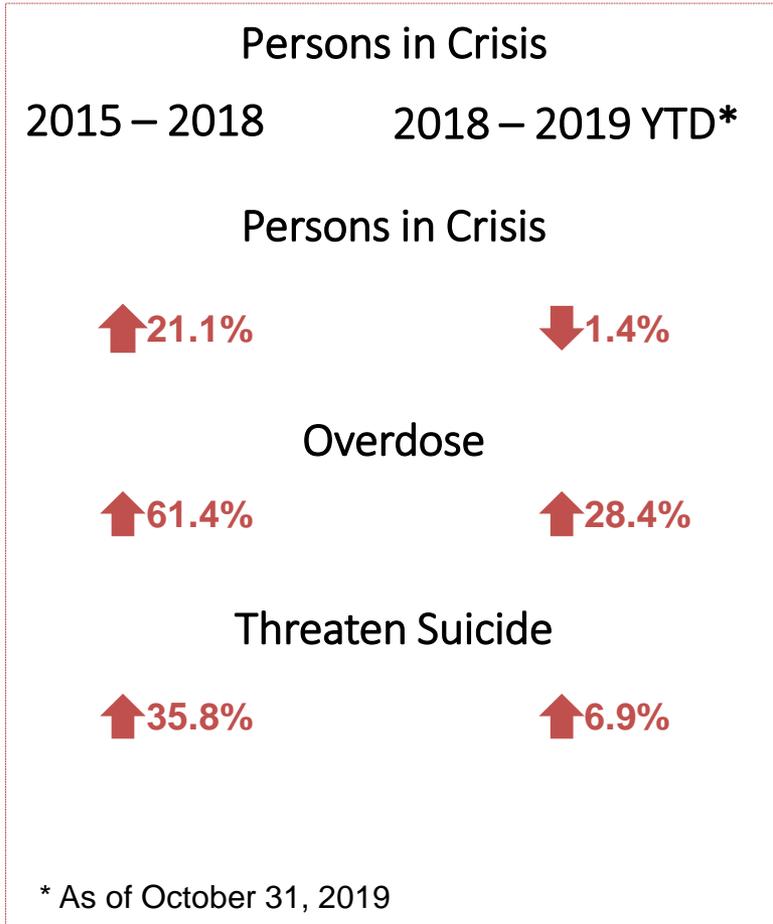
Shooting Incidents have increased by 48.6% from 2015 to 2018

Shooting Incidents continue to increase by 16.4% (Oct 18 – 19)



Shooting Victims have increased by 46.6% from 2015 to 2018

Shooting Victims also increased by 22.7% (Oct 18 -19)



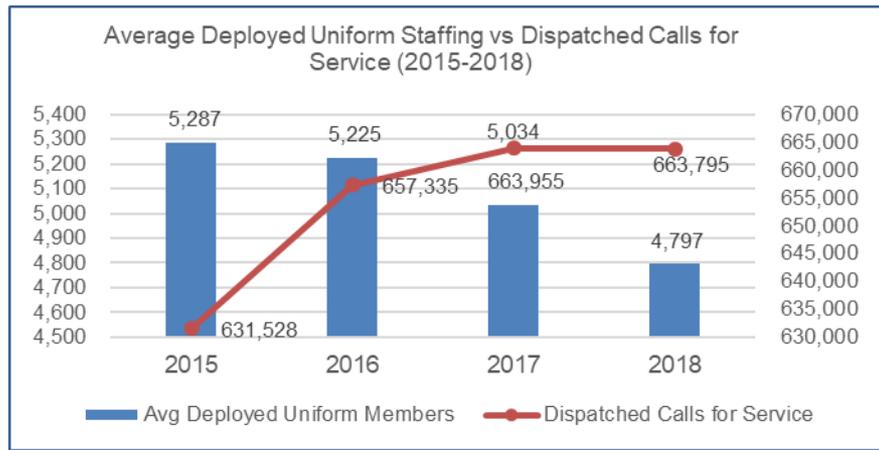
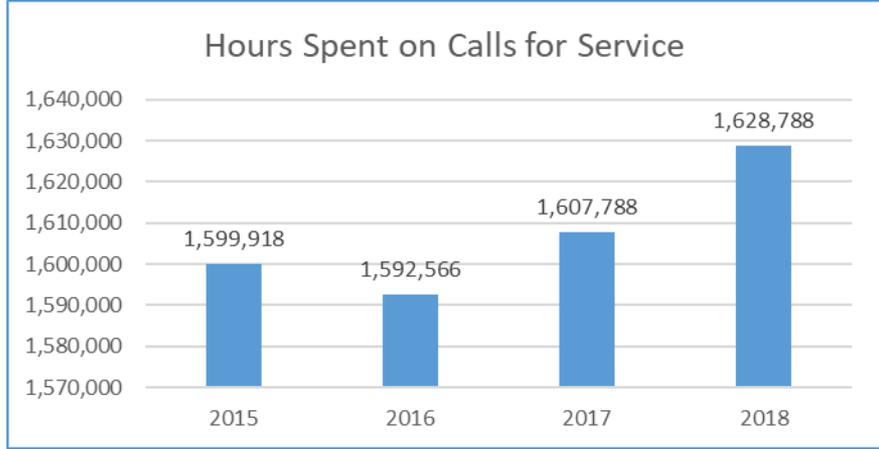
Legislative Impacts

- Cannabis
- R. v. Jordan and disclosure 911 tapes
- Presumptive PTSD & Chronic Mental Stress
- Next Generation 911

Calls for Service

2015 – 2018	2018 – 2019 YTD*
Overall increase in calls	
↑ 7.5%	↑ 0.0%
Emergency Calls	
↑ 10.3%	↑ 3.1%
Non Emergency Calls	
↑ 4.0%	↓ 3.9%

* As of October 31, 2019



Key Priority Actions



Improved Response Time and Greater Coverage In Peak times

- ✓ New shift schedule
- ✓ Additional Priority Response Unit officers



Increased Traffic Enforcement

- ✓ New shift schedule
- ✓ Additional Priority Response Unit officers
- ✓ Dedicated Vision Zero Traffic Enforcement officers



Less Reliance on Callbacks

- ✓ New shift schedule
- ✓ Additional Priority Response Unit officers



Better Engagement with the Community/ More Proactive Policing

- ✓ Additional Neighbourhood Community Officers
- ✓ New shift schedule
- ✓ Additional Priority Response Unit officers



Member Wellness & Healthy Work Environ. Free of Discrimination and Harassment

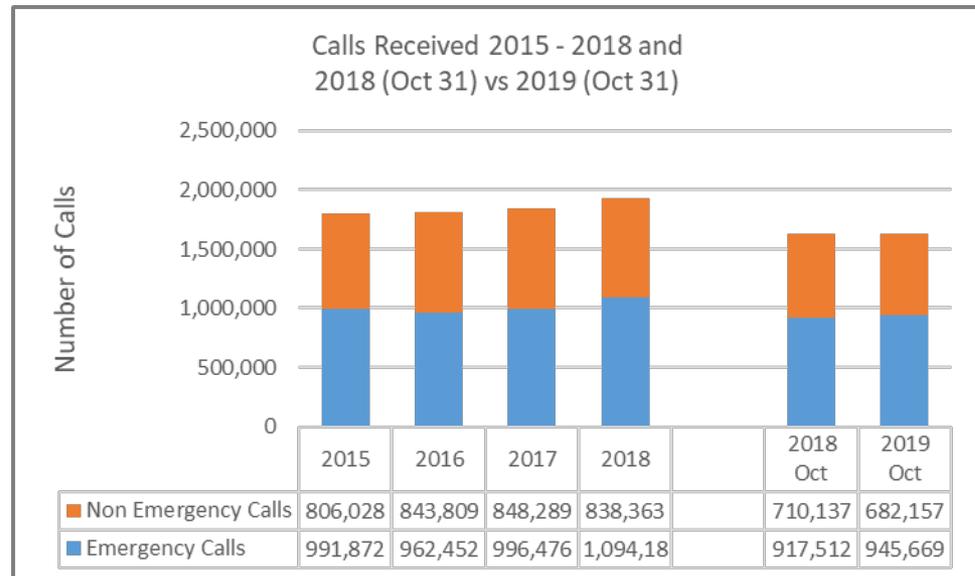
- ✓ Additional Priority Response Unit officers
- ✓ Additional Neighbourhood Community officers
- ✓ Additional Equity, Inclusion and Human Rights positions

1) Major Crime Indicators

	2015	2018	% Change 2018 over 2015	2018 YTD	2019 YTD	% Change 2019 over 2018 YTD
Homicide	59	96	62.7%	88	60	-31.8%
Assault	17,762	19,327	8.8%	16,297	17,194	5.5%
Robbery	3,465	3,527	1.8%	2,922	2,820	-3.5%
Break and Enter	6,900	7,551	9.4%	6,184	7,024	13.6%
Auto Theft	3,209	4,674	45.7%	3,760	4,287	14.0%
Theft Over	1,026	1,224	19.3%	1,002	1,153	15.1%

Note: YTD refers to October

2) Calls Received 2015 – 2018 and 2018 YTD vs 2019 YTD



2020 Staff Recommended Operating Budget and Plan

2020 Staff Recommended Operating Budget

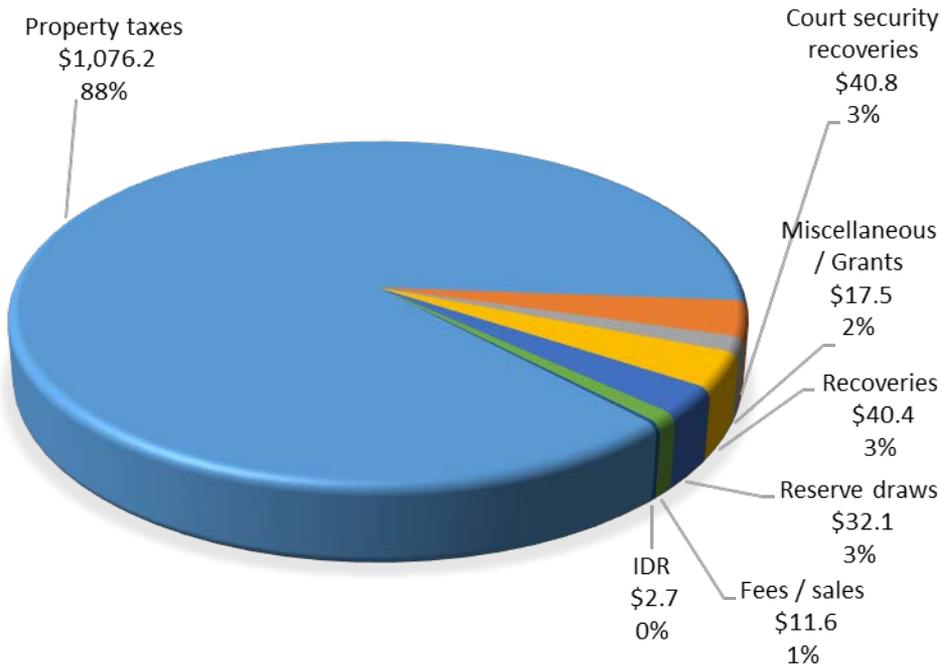
(In \$000s)	2017 Actual	2018 Actual	2019 Approved Budget	2019 Projected Actual	2020 Staff Rec'd Budget	Change v. 2019 Projected Actual	
By Service			\$		\$	\$	%
Revenues							
Toronto Police Service	(124,899.4)	(142,697.5)	(141,140.9)	(172,760.1)	(145,021.0)	27,739.1	(16.1%)
Total Revenues	(124,899.4)	(142,697.5)	(141,140.9)	(172,760.1)	(145,021.0)	27,739.1	(16.1%)
Expenses							
Toronto Police Service	1,100,560.8	1,128,650.5	1,176,522.1	1,205,341.3	1,221,215.7	15,874.4	1.3%
Total Gross Expenditures	1,100,560.8	1,128,650.5	1,176,522.1	1,205,341.3	1,221,215.7	15,874.4	1.3%
Net Expenditures	975,661.4	985,953.0	1,035,381.2	1,032,581.2	1,076,194.7	43,613.5	4.2%
Approved Positions	7,881.0	7,881.0	7,881.0	7,881.0	7,881.0	0.0	

*2019 Budget and Actuals (based on Q3 2019) adjusted retroactively to remove interdepartmental charges and recoveries.

**2020 Approved positions represents the Council-approved complement. Actual funded number of positions is 7,450.

***2020 Staff Recommended Operating Budget for Toronto Police Service is 4.2% higher than the 2019 Projected Actuals, and 3.9% higher than the 2019 Council Approved Operating Budget.

Where the Money Comes From (in \$Ms)



Key Points

- 88% of the TPS budget is funded through the City's property tax
- \$40M of Court Security recoveries attributed to Court Services
- \$24.7M of Recoveries are for Paid Duty Officers
- Fees/ Sales includes items such as alarm fees, criminal reference checks, clearance letter fees

Key Cost Drivers – Base Budget

Key Cost Drivers (\$000)	2018 Actuals	2019 Proj. Actuals	2020 Staff Rec'd Base Budget	YoY Changes	
				\$	%
Expenditures					
1 Salaries and Benefits	1,007,933.0	1,051,660.0	1,076,997.0	25,337.0	2.4%
2 Materials	18,902.4	20,804.8	20,636.5	(168.3)	(0.8%)
3 Equipment	7,256.7	14,308.7	4,651.9	(9,656.8)	(67.5%)
4 Service and Rent	46,885.2	68,010.1	56,237.0	(11,773.1)	(17.3%)
5 Contribution To Vehicle and Equipment Reserve	19,266.0	22,266.0	22,266.0		
6 Contribution To Other Reserves	28,343.1	28,210.9	28,244.2	33.3	0.1%
7 Other Expenditures (Inc. IDC's)	64.1	80.8	83.1	2.3	2.8%
Total Expenditures	1,128,650.5	1,205,341.3	1,209,115.7	3,774.4	0.3%
Revenues					
1 Provincial Subsidies	53,351.4	72,403.9	47,212.4	(25,191.5)	(34.8%)
2 Federal Subsidies					
3 User Fees & Donations	67,309.0	66,622.1	61,976.6	(4,645.5)	(7.0%)
4 Draws from Reserves	18,687.5	31,340.5	31,102.6	(237.9)	(0.8%)
5 Other Revenues (Inc. IDR's)	3,349.7	2,393.7	3,729.4	1,335.7	55.8%
Total Revenues	142,697.5	172,760.1	144,021.0	(28,739.1)	(16.6%)
Net Expenditures	985,953.0	1,032,581.2	1,065,094.7	32,513.5	3.1%
Approved Positions	7,881.0	7,881.0	7,881.0		
Year End Actuals/ Projected	6,804.0	7,181.0	7,450.0	269.0	3.7%

Key Drivers to Preserve Service Levels and Address Issues

- Collective Agreement impacts \$28.9M
- Annualization of hiring strategy (e.g. District Special Constables \$5.2M, Crime Analysts \$1.9M, Court Officers \$2.0M, Police Officers \$4.2M)
- Premium pay reductions (\$28.0M; \$24M net of grant funding)
- Significant changes in non salaries and revenues attributed to in-year grant funded expenditures. Offset by corresponding revenue changes

New / Enhanced Priorities

New / Enhanced	2020				2021 Annualized Gross	Equity Impact
	Revenue	Gross	Net	Positions		
In \$ Thousands						
1 Adding Officers- Priority Response Unit (+140 officers); Neighbourhood Officers (+40 officers); Vision Zero (+8 officers and call back)	1,000.0	8,800.0	7,800.0	188.0	15,400.0	
2 Adding Civilians- (+5) Equity, Incl & Human Rights		400.0	400.0	5.0	600.0	Medium
3 Body Worn Camera		2,500.0	2,500.0		5,000.0	Medium
4 Other - Leadership training; reinstitute tuition reimbursement		400.0	400.0		400.0	
Total New / Enhanced	1,000.0	12,100.0	11,100.0	193.0	21,400.0	

*The 2020 Staff Recommended New and Enhanced initiatives are \$11.1 million net, with 193 positions being included as part of the existing staff complement 7,881.

(In \$000s)	2019 Projected Actual	2020 Staff Rec'd Budget	2021 Outlook	2022 Outlook
	\$	\$	\$	\$
Revenues	172,760.1	145,021.0	145,399.4	138,371.7
Gross Expenditures	1,205,341.3	1,221,215.7	1,260,714.1	1,299,389.1
Net Expenditures	1,032,581.2	1,076,194.7	1,115,314.7	1,161,017.4
Approved Positions	7,881.0	7,881.0	7,881.0	7,881.0

*2019 Q3 Projected Actuals adjusted retroactively to remove interdepartmental charges and recoveries.

**2020 Approved positions represents the Council-approved complement. Actual funded number of positions is 7,450

2021 Drivers	2022 Drivers
Impact of the 2021 portion of the Collective Agreements of \$17.1M with the Toronto Police Association and the Toronto Police Senior Officers' Organization	Impact of the 2022 portion of the collective agreements of \$23.4M with the Toronto Police Association and the Toronto Police Senior Officers' Organization
Annualization of 2020 uniform hiring strategy including savings from 2020 separations, plus costs of additional officers hired in 2020 for Priority Response Unit, dedicated Traffic Enforcement and Neighbourhood Officer Program.	Community Safety Policing grant, which funds existing Service programs, set to expire March 31, 2022
Continued filling of civilian vacancies	Continued increased contributions to reserve funds to ensure future health of reserves
Increased contributions to Vehicle and Equipment and Health Care Spending reserves to ensure future health of reserves	

2020 – 2029 Staff Recommended Capital Budget and Plan

Our Capital Assets:

- Provide and maintain internal facility infrastructure necessary for operations in a state of good repair
- Ensure fleet and computer/technological equipment replacements adhere to lifecycle
- Ensure information and communication systems support operational decision making
- Enable operational effectiveness/efficiency and service enhancements
- Enhance officer and public safety
- Evolution of focus from facility to technology/information related projects

Key Objectives

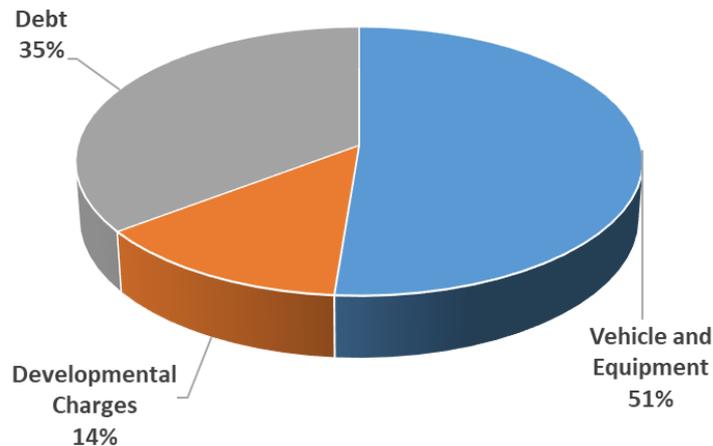
- Optimize service delivery, both internally and externally
- Optimize/reduce our overall facility space footprint
- Help achieve additional efficiencies and value-added services in our operations
- Maintain a working inventory of assets that meet operational requirements and ensure the continued health and safety of our members and the public
- Enhance public trust and accountability

Asset Description	Closing Balance as of December 31, 2018
General Equipment	19,984,441
Furniture & Fixtures	42,148,520
Specialized Police Units	28,925,177
Computer Equipment	82,830,081
Vehicles	54,897,197
Fire Arms	8,574,549
Radio & Electronics	53,012,961
Speeding Equipment	1,078,669
Specialized Police Equipment	29,415,027
Work-In-Progress	2,429,539
Total	323,296,161

Capital Budget & Plan Spending & Funding Sources

Where the money comes from
In \$ Millions (M)

Gross 2020-2029 Capital
Budget and Plan



Including CF

\$617.3M

GROSS

Excluding CF

\$587.2M

\$218.1M

NET

\$202.9M

What This Buys (Gross including CF)

- 66% (\$406M) of the gross 2020-2029 Capital Budget and Plan is allocated to State of Good-Repair (SOGR) projects with focus on continued improvement and upgrading of the Service's aging facility infrastructure, as well as information technology
- 32% (\$199M) is for Service improvement projects

2020 – 2029 Capital Program Breakdown

\$617.3M

10 YEAR GROSS CAPITAL PROGRAM EXPENDITURES



aging infrastructure

\$226.3M
37%

*District Policing Model
54/55 Division
32 Division
41 Division
SOGR*



information technology

\$219.7M
36%

*NG 9-1-1
EBI/ANCOE*
Workstations
Servers
Network*



vehicles

\$82.3M
13%

Vehicle replacement



communication

\$37.3M
6%

*Radio Replacement
Voicemail/Call
Centre*



equipment

\$51.6M
8%

*Body Worn camera
AFIS**
CEW***
Wireless Parking
Property Racking
Live scan*

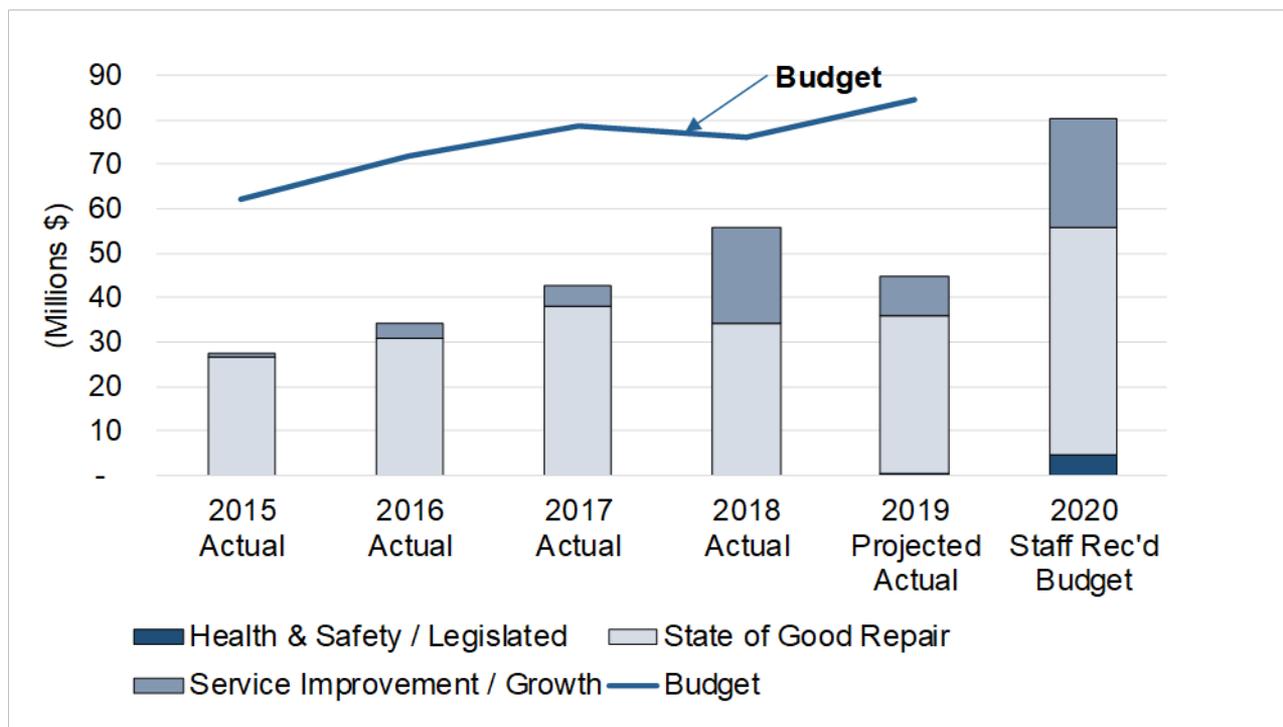
*EBI/ANCOE – Enterprise Business Intelligence; Analytics Center of Excellence
**AFIS - Automated Fingerprint Identification System
***CEW – Conducted Energy Weapon

\$617.3M

10 YEAR GROSS CAPITAL PROGRAM EXPENDITURES

City of Toronto		Provincial Funding	Federal Funding
\$617.3 M 100%		\$0 M 0%	\$0 M 0%
Debt	\$218.1 M		
Reserve Draws	\$316.3 M		
Development Charges	\$82.8 M		

Capacity to Spend



Category (in \$ Million)	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Projected Actual	2020 Staff Rec'd Budget
Health & Safety / Legislated	-	-	-	-	0	5
State of Good Repair	27	31	38	34	36	51
Service Improvement / Growth	1	3	5	22	9	25
Total	27	34	43	56	45	80
% Spent	44%	48%	54%	73%	53%	

Note: 2020 Staff Recommended Budget includes expected carry forward

Capacity to deliver \$ Millions

Status/Category	2020 Budget	%	2021 Plan	2022 Plan	2023 Plan	2024 Plan
<i>Committed Projects - not started</i>	0.5	1%	0.5	3.5	3.0	0.5
<i>Committed Projects - in progress</i>	77.3	96%	67.5	55.2	52.4	55.0
<i>Projects based on high level estimates/placeholders</i>	2.6	3%	2.5	7.4	16.6	12.9
Total Expenditures	80.4	100%	70.5	66.2	72.0	68.4

Above amounts are estimates. TPS will work closely with the project managers and procurement Unit to ensure projects are moving forward on a timely basis

Capital Needs Constraints

Project Description	Total Project	Non-Debt	Debt Required	Cash Flow (In \$ Millions)									
				2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
NOT INCLUDED													
<i>Communication Centre - New Facility</i>	78.233		78.233	-	6.500	25.000	28.433	18.300	-	-	-	-	-
Total Unmet Needs (Not Included)	78.233	-	78.233	-	6.500	25.000	28.433	18.300	-	-	-	-	-

This is a high level estimate. External expert will be engaged in 2020 to review the requirements and develop recommendations for how best to move forward

New 9-1-1 Communications Centre – Additional space and system requirements

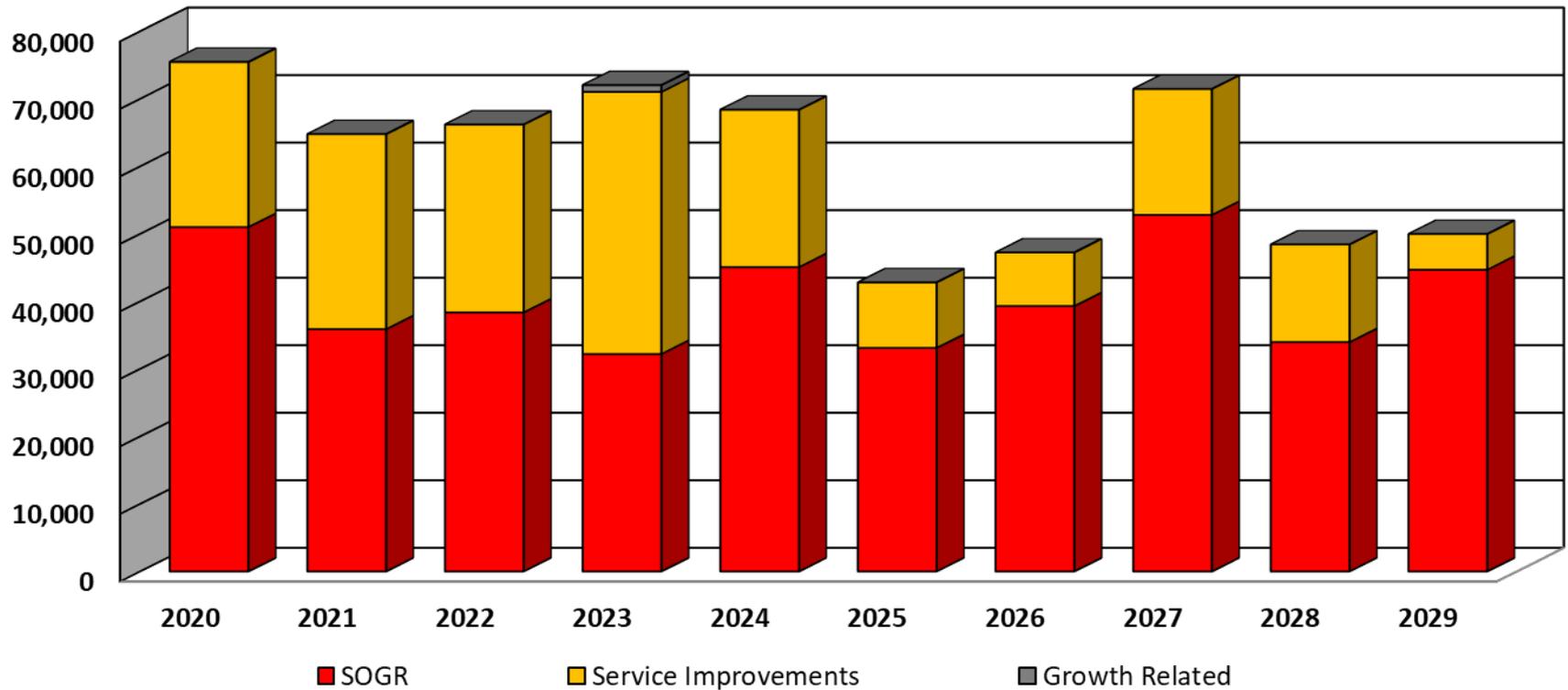
- The primary and alternate locations for Communications Services have reached the maximum capacity for personnel, workspace and technology
- Will not be able to accommodate growth, expansion or the requirement of NG911
- In 2020, conducting a feasibility study (included in the Program) to review requirements and recommend approach
- Funding should also be jointly coordinated with other City Emergency Services

Thank You

Appendix 1: 10-year Capital Plan

(In \$000s)	2020 Budget	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2020 - 2029 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
<i>State-of-Good-Repair - Police</i>	4,516	4,400	4,400	4,400	4,400	4,400	4,400	4,400	4,400	4,400	44,116		44,116	
<i>Transforming Corporate Support (HRMS, TRMS)</i>	1,360	500	-	-	-	-	-	-	-	-	1,860			1,860
<i>District Policing Program - 54/55 Amalgamation</i>	1,000	5,019	6,508	11,296	10,375	4,843	-	-	-	-	39,041			39,041
<i>District Policing Program - 32 Renovation</i>	5,663	4,950	-	-	-	-	-	-	-	-	10,613			10,613
<i>District Policing Program - 13/53 Amalgamation NewBuild</i>	-	400	6,316	16,596	12,896	4,164	-	-	-	-	40,372			40,372
<i>ANCOE (Enterprise Business Intelligence, Global Search)</i>	995	485	485	485	-	-	-	-	-	-	2,450			2,450
<i>District Policing Program - 22 Division NewBuild</i>	-	-	-	-	-	400	6,316	15,396	12,996	5,292	40,400			40,400
<i>District Policing Program - 51 Division Major Expansion</i>	-	-	-	-	-	-	1,300	3,240	1,460	-	6,000			6,000
<i>District Policing Process Improvement</i>	2,791	3,041	1,707	-	-	-	-	-	-	-	7,539			7,539
<i>Radio Replacement</i>	4,509	5,074	3,292	-	-	-	-	14,141	4,250	6,025	37,291		37,291	
<i>District Policing Program - 41 Division</i>	2,231	12,723	12,800	10,449	-	-	-	-	-	-	38,203			38,203
<i>Next Generation (N.G.) 9-1-1</i>	4,910	5,700	-	-	-	-	-	-	-	-	10,610	10,610		
<i>Body Worn Camera - Phase II</i>	2,610	1,500	-	-	-	-	-	-	-	-	4,110			4,110
<i>Automated Fingerprint Identification System (A.F.I.S.) Replacement</i>	3,053	-	-	-	-	3,053	-	-	-	-	6,106		6,106	
<i>Property & Evidence Warehouse Racking</i>	40	-	-	1,000	-	-	-	-	-	-	1,040			1,040
<i>Additional Vehicles</i>	6,750	-	-	-	-	-	-	-	-	-	6,750			6,750
<i>Communication Centre - NewFacility Assessment</i>	500	-	-	-	-	-	-	-	-	-	500			500
<i>TPS Archiving</i>	140	-	-	-	-	-	-	-	-	-	140			140
<i>Vehicle and Equipment</i>	7,610	7,484	7,453	7,300	7,351	7,047	10,537	6,937	6,937	6,937	75,593		75,593	
<i>Remote Operated Vehicle (ROV) Marine unit</i>	-	-	-	-	-	110	-	-	-	-	110			110
<i>Workstation, Laptop, Printer- Lifecycle plan</i>	3,800	3,287	4,233	1,970	5,496	5,095	4,493	2,770	3,674	6,183	41,001		41,001	
<i>Servers - Lifecycle Plan</i>	6,170	4,384	3,075	4,113	6,512	4,678	3,825	3,825	3,825	3,825	44,232		44,232	
<i>IT Business Resumption</i>	3,092	2,297	660	2,716	2,163	831	2,824	2,824	2,824	2,824	23,055		23,055	
<i>Mobile Workstations</i>	5,203	500	-	300	10,044	1,000	-	-	300	9,144	26,491		26,491	
<i>Network Equipment</i>	2,900	1,750	2,250	3,750	4,350	-	5,750	8,300	2,350	2,350	33,750		33,750	
<i>Locker Replacement</i>	418	540	540	540	540	540	540	540	540	540	5,278		5,278	
<i>Furniture Replacement</i>	1,290	500	500	500	500	500	500	475	500	500	5,765		5,765	
<i>Automatic Vehicle Locator (A.V.L.)</i>	1,750	-	-	-	-	1,750	-	-	-	-	3,500		3,500	
<i>In - Car Camera</i>	-	500	2,750	3,025	-	-	-	-	-	-	6,275		6,275	
<i>Voice Logging</i>	-	-	-	-	500	-	-	-	-	-	500		500	
<i>Electronic Surveillance</i>	1,088	-	-	-	1,090	-	105	-	205	-	2,488		2,488	
<i>Digital Photography</i>	314	316	-	-	-	314	316	-	-	-	1,260		1,260	
<i>Digital Video Asset Management (D.V.A.M. I & II)</i>	1,077	1,890	665	855	385	326	1,825	650	650	650	8,973		8,973	
<i>Property & Evidence Scanners</i>	40	-	-	-	-	43	-	-	-	-	83		83	
<i>Divisional Parking Lot Network (D.P.L.N.)</i>	1,500	-	-	-	-	-	1,700	-	-	-	3,200		3,200	
<i>Small Equipment (e.g. telephone handset)</i>	750	750	-	-	-	-	750	750	-	-	3,000		3,000	
<i>Small Equipment - test analyzers</i>	-	580	580	-	-	-	-	-	-	-	1,160		1,160	
<i>Small Equipment - In Car Camera (I.C.C.) Microphones</i>	150	-	-	-	-	-	-	-	-	-	150		150	
<i>Small Equipment - Video Recording Equipment</i>	20	70	64	78	40	72	82	70	58	60	614		614	
<i>Small Equipment - Video Recording Property & Video Evidence Management</i>	47	30	17	-	47	30	17	30	17	-	235		235	
<i>Small Equipment - Auditorium Audio and Visual Equipment</i>	-	-	500	-	-	-	-	-	500	-	1,000		1,000	
<i>Radar Unit Replacement</i>	9	15	12	195	79	178	52	231	99	-	870		870	
<i>Livescan Machines</i>	540	-	-	-	-	540	-	-	-	-	1,080		1,080	
<i>Wireless Parking System</i>	10	-	5,023	-	-	-	-	5,023	-	-	10,056		10,056	
<i>Closed Circuit Television (C.C.T.V.)</i>	275	275	-	-	-	300	300	-	-	-	1,150		1,150	
<i>Automated External Defibrillator (A.E.D.s.)</i>	118	3	12	3	31	3	14	3	14	3	204		204	1,150
<i>Conducted Energy Weapon (CEW)</i>	675	675	-	1,210	-	1,350	-	-	1,210	-	5,120		5,120	
<i>Connected/Mobile Officer</i>	461	824	1,551	1,236	1,570	1,236	1,588	1,236	1,607	1,236	12,545		12,545	
<i>Marine Vessel Electronics</i>	-	-	785	-	-	-	-	600	-	-	1,385		1,385	
Total Expenditures (including carry forward from 2019)	80,374	70,462	66,178	72,017	68,369	42,803	47,234	71,441	48,416	49,969	617,263	10,610	406,282	200,371

Appendix 2: 2020 - 2029 Staff Recommended Capital Budget & Plan by Project Category



2020 - 2029 Staff Recommended Capital Budget and Plan by Category											
\$ Millions	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
Legislated	4.9	5.7									10.6
SOGR	51.0	35.9	38.4	32.2	45.1	33.1	39.3	52.8	33.9	44.7	406.3
Service Improvements	24.4	28.9	27.8	38.8	23.3	9.7	7.9	18.6	14.5	5.3	199.3
Growth Related	0.0			1.0							1.0
Total	80.4	70.5	66.2	72.0	68.4	42.8	47.2	71.4	48.4	50.0	617.3

Appendix 3: Capital Needs Constraints

Project Description	Total Project	Non-Debt	Debt Required	Cash Flow (In \$ Millions)									
				2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
NOT INCLUDED													
<i>Communication Centre - New Facility</i>	78.233		78.233	-	6.500	25.000	28.433	18.300	-	-	-	-	-
Total Unmet Needs (Not Included)	78.233	-	78.233	-	6.500	25.000	28.433	18.300	-	-	-	-	-