

Analyst Briefing Notes
Administration Committee Review
(November 7, 2005)

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December 5, 2005

PART I: CAPITAL PROGRAM**Executive Summary**

- The 2005 Approved Capital Budget of \$1.737 million was approved by City Council at its meeting of July 19, 20, 21 and 26, 2005. Actual expenditures by year-end are anticipated to be \$0.522 million, or 30% of the Approved Budget, resulting in projected 2005 cash flow funding of \$1.215 million being carried into 2006. This projected under expenditure is a result of the budget approval occurring very late in the year. It is anticipated that the majority of the balance will be expended in the first quarter of 2006.
- The 2006 Proposed Capital Budget including previously approved commitments requires new 2006 cash flow of \$6.724 million gross with debt funding of \$6.724 million. This cash flow combined with carry forward funding of \$1.215 million for 2005 projects brings the total 2006 Capital Budget to \$7.939 million gross, of which \$6.724 million is funded by debt.
- The Revised 5-Year Capital Plan totals \$25.176 million with 2006 cash flow of \$6.724 million, \$15.486 million in 2007 and 2.966 million in 2008. The Revised 5-Year Capital Plan reflects recommendations of the Council Staff Working Group (CSWG) and it will be presented in its report to the Administration Committee for consideration as a part of the 2006 Capital Budget Process.
- The 3-1-1 Customer Service Strategy is a key initiative of Council's Public Service Improvement Priority and is categorized as 100% Service Improvement.
- The 2006 proposed funding includes the following functional components:
 - a) knowledge base service content documentation and initiation of business process reviews in the amount of \$2.116 million;
 - b) Metro Hall Council Chamber retrofit and 3-1-1 contact centre facility construction in the amount of \$2.464 million;
 - c) design and development of the 3-1-1 self service order function on the service page in the amount of \$0.500 million;
 - d) initial core technology acquisition of \$0.422 million;
 - e) electronic integration between the 3-1-1 system and former WES service order systems in the amount of \$0.927 million;
 - f) design and development of training courses in the amount of \$0.100 million;
 - g) communication strategy that includes initial limited advertising in the amount of \$0.015 million; and
 - h) privacy consultant services of \$0.180 million.
- Funding of \$15.486 million in 2007 and \$2.966 million in 2008 is required to complete all outstanding business process reviews, acquire most of the core technology and implement the remaining work order system integration and communications plan.

- Additional capital funding may be required for business process changes since the participating programs' work order systems are at different levels of readiness. The extent of additional requirements will be determined during the business process reviews which will take place in 2006. Any additional capital funding will impact capital budgets of the individual programs and it is not reflected in their current 2006 Proposed Capital Budgets.
- The 2007-2008 cash flow projections of \$15.486 million in 2007 and \$2.966 million in 2008 will be referred to the Deputy City Manager and Chief Financial Officer for review, in consultation with appropriate staff, and report back to the Budget Advisory Committee in the Spring of 2006 on a recommended Firm 5-Year Capital Plan within Council's approved debt affordability limits.

Recommendations

It is recommended that:

1. the 2006-2015 3-1-1 Customer Service Strategy capital program request with a total 10-year project cost of \$25.176 million be received;
2. the 2006 Proposed Capital Budget for 3-1-1 Customer Service Strategy with a total project cost of \$25.176 million and a 2006 cash flow of \$6.724 million and future year commitments of \$18.452 million be approved. The 2006 Proposed Capital Budget consists of the following:
 - a) New Cash Flow Funding for 8 new sub-projects with a 2006 total project cost of \$25.176 million that requires cash flow of \$6.724 million in 2006 and future year commitments of \$15.486 million in 2007 and \$2.966 million in 2008;
 - b) 2006 approved cash flow for 4 previously approved sub-projects with carry forward funding from 2005 into 2006 totalling \$1.215 million;
3. new debt service costs of \$0.202 million in 2006 and incremental costs of \$1.204 million in 2007, \$1.792 million in 2008 and \$0.326 million in 2009 resulting from the approval of the 2006 Proposed Capital Budget, be approved for inclusion in the 2006 and future year operating budgets; and
4. the revised cash flow projections of \$15.486 million in 2007 and \$2.966 million in 2008 be referred to the Deputy City Manager and Chief Financial Officer for review, in consultation with appropriate staff, and report back to the Budget Advisory Committee in the Spring of 2006 on a recommended Firm 5-Year Capital Plan within Council's approved debt affordability limits.

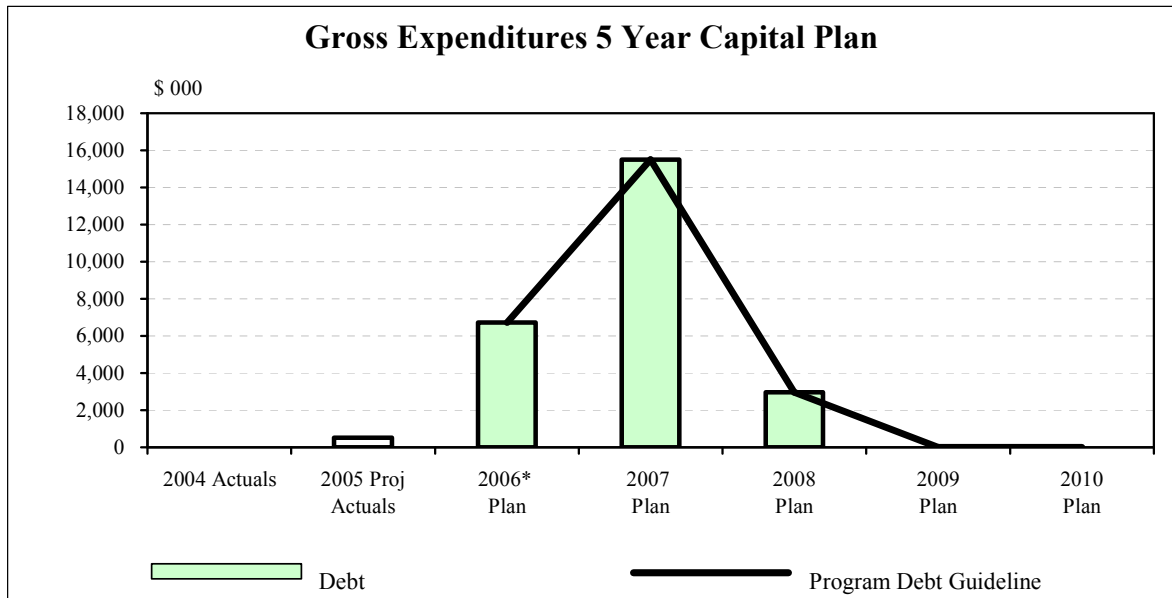
2005 Capital Variance Review

2005 Budget to Actuals Comparison - Total Gross Expenditures (\$000s)					
2005 Approved	Actuals as of Sept. 30 Y-T-D (3rd Qtr Variance)		Projected Actuals to Year End		Balance
\$	\$	% Spent	\$	% Spent	\$ Unspent
1,737	325	19	522	30	1,215

Comments / Issues:

- The 3-1-1 Customer Service Strategy is projecting a year end spending rate of 30% or \$0.522 million for 2005 approved projects as of September 30, 2006.
- The 2005 Capital Budget for 3-1-1 Customer Service Strategy was approved in July 2005. Most of the funding was targeted to staffing and the recruitment/hiring process will likely result in not filling the positions until November, effectively restricting the annual budget activity to a two months window. The spending rate is a result of the budget approval occurring late in the year. It is anticipated that the majority of the balance will be expended in the first quarter of 2006.
- The projection for carry forward funding requested with the 2006 Proposed Capital Budget is \$1.215 million which is consistent with the projected year-end actual expenditures identified in the 3rd quarter variance report.

5-Year Capital Plan (2006-2010)



	5 Year Plan							2006-2010
	2004	2005	2006	2007	2008	2009	2010	
Gross Expenditures:								
Budget (Excluding 1-Yr. Carry/Fwd)		1,737	6,724	15,486	2,966	0	0	25,176
1-Yr Carry/Fwd Gross (Reference only)		0	1,215					
Sub-Total Gross Exp. Including 1-Yr. Carry/Fwd		1,737	7,939					
Actuals		522						
Financing:								
Debt		0	6,724	15,486	2,966	0	0	25,176
Debt Actuals (including 1-Yr Carry/Fwd)		0						
Program Debt Target			6,724	15,486	2,966	0	0	25,176
Other Financing Sources:								
Reserves/Reserve Funds			0	0	0	0	0	0
Development Charges			0	0	0	0	0	0
Federal			0	0	0	0	0	0
Provincial			0	0	0	0	0	0
Other Revenue			6,724	15,486	2,966	0	0	25,176
By Category:								
Health & Safety			0	0	0	0	0	0
Legislative			0	0	0	0	0	0
SOGR			0	0	0	0	0	0
Service Improvement			6,724	15,486	2,966	0	0	25,176
Growth Related			0	0	0	0	0	0
Yearly SOGR Backlog Estimate (not addressed by current year projects)			n/a	n/a	n/a	n/a	0	
Accumulated Backlog Estimate (end of year)			0	0	0	0	0	

*Note: 2006 Debt excludes 1-year carry forward debt funding.

- The 3-1-1 Customer Service Strategy is a key initiative of Council's Public Service Improvement Priority. It will transform service delivery and provide efficiency and effectiveness that will result in: a) "no wrong door" service to the public; b) quick, accurate information for Council on ward activity; and c) full service transaction data to better inform the allocation of resources.
- In December 2004, the Council-Staff Working Group (CSWG) was established to recommend 3-1-1 project implementation priorities, an implementation model for 3-1-1 services, and associated budget requirements for 2005 and future years. Subsequently, the CSWG focused on analysing, linking and synthesising findings/data on City service standards, divisional state of readiness for 3-1-1, and associated budgetary priorities.
- CSWG has determined that a phased-in implementation over several years will best mitigate risk factors and optimize use of City resources and build early public confidence in 3-1-1 services. Council has already approved CSWG-recommended 2005 capital funding in the amount of \$1.737 million for 3-1-1 preliminary preparation, and 2005 operating budget funding of \$0.503 million for the 3-1-1 Project Management.
- Four service model options were analyzed during the CSWG review process. Based on its assessment of service volume, currently documented content, service order readiness and transfer readiness, CSWG is recommending that approval be given to Service Model 3 which is characterized by:
 - (a) 3-1-1 service page having service order request capability;
 - (b) 3-1-1 Contact Centre that provides general inquiry information, accepts and tracks service order requests for Solid Waste Management, Transportation, Toronto Water, Forestry and Municipal Licensing and Standards, consolidates several call centre general inquiry functions including Access Toronto, provides a single published number for easy public access and reduces transfers since 3-1-1 call-takers will answer 70% of calls at point of first contact;
 - (c) access to the 3-1-1 knowledge base by Council members to assist with constituent inquiries;
 - (d) initiation and electronic tracking of specific 3-1-1 service order requests by Council members on behalf of their constituents;
 - (e) ward activity reporting; and
 - (f) improved divisional information management.
- The Revised 5-Year Capital Plan relates to the implementation of the CSWG approved Service Model as described above. It totals \$25.176 million with 2006 cash flow of \$6.724 million, \$15.486 million in 2007 and 2.966 million in 2008. Of this total, \$13.494 million is related to technology infrastructure requirements, which accounts for the majority of funding required in 2007. It is anticipated that the 3-1-1 Customer Service Strategy will be implemented by the end of 2008.
- Additional capital funding may be required for business process changes since the participating programs' work order systems are at different levels of readiness. The extent of additional requirements will be determined during the business process reviews which will take place in 2006. Any additional capital funding will impact capital budgets of the individual programs and it is not reflected in their current 2006 Proposed Capital Budgets.

2006 Capital Budget Submission Summary
(\$000)

2006 Capital Projects		Total Project Cost		2004 Carry Forward		2006 Previous Commitment		2006 New		Total 2006 Request (w/o 2005 C/Fwd)		2005 Carry Forward		Total 2006 (Incl 2005 C/Fwd)			
Project / Sub-Project Name	Cat	Gross	Debt/ Internal Sources	Gross	Debt/ Internal Sources	Gross	Debt/ Internal Sources	Gross	Debt/ Internal Sources	Gross	Debt/ Internal Sources	Gross	Debt/ Internal Sources	Gross	Debt/ Internal Sources		
		1	2	3	4	5	6	7	8	9	10	11	12	13	14		
Carryforwards:																	
Knowledge Base Content Development and BPR - 2005	4	817	817										590	590	590	590	
Facility Retrofit - 2005	4	325	325										130	130	130	130	
Information Architect	4	360	360										360	360	360	360	
RFP Experts	4	135	135										135	135	135	135	
Sub-Total				0	0	0	0	0	0	0	0	0	1,215	1,215	1,215	1,215	
Previously Approved:																	
Sub Total				0	0	0	0	0	0	0	0	0	0	0	0	0	
New and Change in Scope Projects																	
Knowledge Base Content Development and BPR - 2006	4	3,687	3,687					2,116	2,116	2,116	2,116					2,116	2,116
Facility Retrofit - 2006	4	3,984	3,984					2,464	2,464	2,464	2,464					2,464	2,464
Core Technology	4	13,494	13,494					422	422	422	422					422	422
Work Order System Integration	4	1,707	1,707					927	927	927	927					927	927
Training	4	497	497					100	100	100	100					100	100
3-1-1 Service Page	4	1,297	1,297					500	500	500	500					500	500
Privacy Impact Assessment	4	360	360					180	180	180	180					180	180
Communications Plan	4	150	150					15	15	15	15					15	15
Sub Total		25,176	25,176	0	0	0	0	6,724	6,724	6,724	6,724	0	0	6,724	6,724		
Total Submission 2006		25,176	25,176	0	0	0	0	6,724	6,724	6,724	6,724	1,215	1,215	7,939	7,939		

*Category Index: (1) Health & Safety; (2) Legislated/ City Policy, (3) SOGR, (4) Service Improvement/Enhancement, (5) Growth Related

2006 Proposed Capital Budget Changes (\$000)

		2006 Requested Cash Flow		Proposed Changes			2006 Proposed Cash Flow	
Project/Sub Project Name	Cat.	Gross	Debt/ Internal Sources	Gross	Debt/ Internal Sources	Comments / Issues	Gross	Debt/ Internal Sources
2005 Carryforwards Other Carry Forwards (details on previous page)	4	1,215	1,215				1,215	1,215
Sub Total		1,215	1,215	0	0		1,215	1,215
2004 Carryforwards Other Carry Forwards								
Sub Total		0	0	0	0		0	0
2006 Previously Approved Commitments Other Previously Approved								
Sub Total		0	0	0	0		0	0
New Projects Other New (details on previous page)		6,724	6,724				6,724	6,724
Sub Total New Projects		6,724	6,724	0	0		6,724	6,724
Total 2006 Proposed (Incl. 2005 C/Fwd)		7,939	7,939	0	0		7,939	7,939
Less 2005 Carry Forwards		(1,215)	(1,215)	0	0		(1,215)	(1,215)
Total 2006 Proposed (Excl. 2005 C/Fwd)		6,724	6,724	0	0		6,724	6,724

**Total 2006 Proposed Cash Flow & Future Year Commitments
(\$000s)**

	2004 & Prior Year Carry Forward	2006 Previous Commitments	2006 New Proposed	2006 Total Cash Flow Proposed	2006 Guidelines	2005 Carry Forward	Total 2006 Cash Flow (Incl 2005 C/Fwd)	2007	2008	2009	2010	2011- 2015	Total Cost
Expenditures													
Previously Approved						1,215	1,215						1,215
Change in Scope													
New			6,724	6,724	6,724		6,724	15,486	2,966				25,176
New w/Future Year													
Total Expenditure	0	0	6,724	6,724	6,724	1,215	7,939	15,486	2,966	0	0	0	26,391
Financing													
Debt			6,724	6,724	6,724	1,215	7,939	15,486	2,966				26,391
Subsidy (SCPI)													
Prov. Subsidy/Grant													
Development Charges													
Other													
Federal Grants													
Reserves/Res Funds													
Total Financing	0	0	6,724	6,724	6,724	1,215	7,939	15,486	2,966	0	0	0	26,391

Comments / Issues:

- The 2006 Proposed Capital Budget is \$7.939 million gross, including \$6.724 million for new projects and \$1.215 million to fund projects carried forward from 2005 to 2006.
- Of this total, the new funding is anticipated for the following sub-projects: : a) knowledge base service content documentation and initiation of business process reviews in the amount of \$2.116 million; b) Metro Hall Council Chamber retrofit and 3-1-1 contact centre facility construction in the amount of \$2.464 million; c) design and development of the 3-1-1 self service order function on the service page in the amount of \$0.500 million; d) initial core technology acquisition of \$0.422 million; e) electronic integration between the 3-1-1 system and former WES service order systems in the amount of \$0.927 million; f) design and development of training courses in the amount of \$0.100 million; g) communication strategy that includes initial limited advertising in the amount of \$0.015 million; and h) privacy consultant services of \$0.180 million.
- Approval of the 2006 Proposed Capital Budget will result in future year commitments of \$15.486 million in 2007 and \$2.966 million in 2008. This funding is required to complete all outstanding business process reviews, acquire most of the core technology and implement the remaining work order system integration and communications plan.

Operating Budget Impact

Incremental Operating Budget Summary

Incremental Operating Budget Impact	2006	2007	2008	2009	2010
Program Costs (net) (\$000s)					
Debt Service Charges (\$000s)	201.7	1,204.2	1,792.4	326.3	0.0
Approved Positions					

Program Incremental Operating Costs

The 2006 Proposed Capital Budget will increase the Program’s Operating Budget with incremental impacts in 2006 and future years, as a result of the following:

- The incremental operating costs will be required in 2006 for the 3-1-1 Project Management Office. These costs will be considered in the 2006 Proposed Corporate Operating Budget as a part of the 2006 Operating Budget process.
- Once implemented, the project will result in the establishment of the 3-1-1 Call Center operations, which could have an incremental operating budget impact in 2008 and beyond. In order to assess potential incremental operating budget requirements, further information concerning the 3-1-1 technology infrastructure is required. Issues such as working hours, health and safety, ergonomics, job evaluation and labour relations will affect the assessment of incremental operating impact and will not be known until later during the project implementation, most likely 2006. They will be considered during the 2007 Capital and Operating Budget processes.

Debt Service Cost

The Revised 2006-2015 Capital Program will result in new debt service costs of \$0.202 million in 2006 and the incremental cost of \$1.204 million in 2007, and \$1.792 million in 2008 and \$0.326 million in 2009.

Debt service cost of repayment of principal and interest is calculated according to corporate guidelines, in the following manner: 3.0% Year 1, and 14% for subsequent years

PART II: ISSUES FOR DISCUSSION**2006 Issues****2006 Proposed Capital Budget versus Guideline**

The 3-1-1 Customer Service Strategy represents a new corporate service delivery model. The project's debt affordability guideline was established on the basis of capital budget requirement to implement the CSWG recommended Service Model 3. The 2006 debt affordability guideline for 3-1-1 Customer Strategy was set at \$6.724 million with subsequent year debt affordability guidelines of \$15.486 million for 2007 and \$2.966 million for 2008.

It is recommended that the revised cash flow projections of \$15.486 million in 2007 and \$2.966 million in 2008 be referred to the Deputy City Manager and Chief Financial Officer for review, in consultation with appropriate staff, and report back to the Budget Advisory Committee in the Spring of 2006 on a recommended Firm 5-Year Capital Plan within Council's approved debt affordability limits. In addition, the Council Staff Working Group recommends that once the outcome of the Technology RFP is known, any budget refinements will be presented for Council approval.

5 Year Capital Plan Overview

The 3-1-1 Customer Service Strategy is a key initiative of Council's Public Service Improvement Priority. In December 2004, the Council-Staff Working Group was established to recommend 3-1-1 project implementation priorities, an implementation model for 3-1-1 services, and associated budget requirements for 2005 and future years.

Implementation of this initiative required significant 3-1-1 planning, design and start-up activities. Council has already approved CSWG-recommended 2005 capital funding in the amount of \$1.737 million for 3-1-1 preliminary preparation, and 2005 operating budget funding of \$0.503 million for the 3-1-1 Project Management.

CSWG has determined that a phased-in implementation over several years will best mitigate risk factors, optimize use of City resources, and build early public confidence in 3-1-1 services. Four service model options were analyzed during the CSWG review process. Based on its assessment of service volume, currently documented content, service order readiness and transfer readiness, CSWG is recommending that approval be given to Service Model 3.

The CSWG approved Service Model 3 is characterized by:

- (a) 3-1-1 service page having service order request capability;
- (b) 3-1-1 Contact Centre that:
 - provides general inquiry information,
 - accepts and tracks service order requests for Solid Waste Management, Transportation, Toronto Water, Forestry and Municipal Licensing and Standards,
 - consolidates several call centre general inquiry functions including Access Toronto,

- provides a single published number for easy public access,
 - and reduces transfers since 3-1-1 call-takers will answer 70% of calls at point of first contact;
- (c) access to the 3-1-1 knowledge base by Council members to assist with constituent inquiries;
- (d) initiation and electronic tracking of specific 3-1-1 service order requests by Council members on behalf of their constituents;
- (e) ward activity reporting; and
- (f) improved divisional information management.

The Revised 5-Year Capital Plan includes the following functional components:

- a) knowledge base service content documentation and business process reviews in the amount of \$3.687 million;
- b) Metro Hall Council Chamber retrofit and 3-1-1 contact centre facility construction, heritage preservation and furniture and staff moves in the amount of \$3.984 million;
- c) design, development and implementation of the 3-1-1 self service order function on the service page in the amount of \$1.297 million;
- d) core technology acquisition and implementation of \$13.494 million;
- e) electronic integration between the 3-1-1 system and participating programs' service order systems in the amount of \$1.707 million;
- f) development of training courses and training in the amount of \$0.497 million;
- g) communication strategy in the amount of \$0.150 million; and
- h) privacy consultant services of \$0.360 million.

The 3-1-1 Customer Service Strategy is a new initiative that transforms service delivery and provides efficiency and effectiveness that results in: a) "no wrong door" service to the public; b) quick, accurate information for Council on ward activity; and c) full service transaction data to better inform the allocation of resources. Some major enhancements of the 3-1-1 model will not be visible to the public, but will still involve intensive City business transformation. It is anticipated that the 3-1-1 Customer Service Strategy will be implemented by the end of 2008.

The 3-1-1 Customer Service Strategy will be supported by the Project Management Office through the planning, development and design of a permanent 3-1-1 operation. The approved PMO has full-time staff to provide a focal point for the discipline of project management and to support the City transition to a permanent 3-1-1 operation. In managing the project, the PMO will apply tools and processes that conform to formal management practices and identified corporate policies. An overall project charter and sub-charters are in place for the Project based upon the Council decisions in July 2005 and will be updated at each new phase to reflect approved deliverables and recommendations.

It is anticipated that the PMO will be assisted by:

- 3-1-1 Resource Team consisting of divisional representatives with subject matter expertise, which will provide advice and opinions on a specific matter under review by the PMO, and
- External Stakeholder Advisory Group that will be formed to include membership from 2-1-1, 9-1-1, Toronto Transit Commission and other appropriate agencies, boards and commissions.

- 3-1-1 PMO will consult with these groups on an ongoing basis to gain lessons learned from their initiatives, coordination of services and communications where appropriate and to ensure that they are well-informed on activities that could potentially impact their daily operations.

CSWG has identified that the future implementation of the Project requires that significant attention be paid to solutions and the management of risk. Its report, therefore, recommends that the 3-1-1 Lead Deputy City Manager be directed to report on the lessons learned from the Contact Centre launch according to pre-determined success criteria.

CSWG is also very interested in establishing a formal body comprised of Councillors, senior staff and dedicated 3-1-1 data analysts, to provide future oversight on 3-1-1 statistics and performance management. Accordingly, it recommended that the 3-1-1 Lead Deputy City Manager identifies a future working partnership of Council, senior staff, and 3-1-1 Contact Centre staff, to provide performance management oversight on 3-1-1/divisional service request outcomes and to monitor and recommend service improvements.

In addition, the CSWG has also recommended that the 3-1-1 Deputy City Manager in consultation with the Mayor and the CSWG, report to Council by December 2005 on whether, or in what capacity, the CSWG should be continued given completion of its current mandate. The CSWG has expressed an interest in performing a role in 3-1-1 implementation of significant operational project milestones that lay immediately ahead.

The CSWG review process, comparison of alternatives, functional breakdown of the selected model, the 3-1-1 project governance structure and accountability are detailed in the CSWG report to the Administration Committee titled “3-1-1 Customer Service Strategy:2006 Capital Budget Request and 2007/8 Projected Budget Estimates”, which will be presented on November 7, 2005.

Capacity

The year-end spending rate for 3-1-1 Customer Service Strategy is projected to be 30% according to the 3-1-1 Project Management Office’s September 30, 2005 Variance Report. The projection for carry forward funding requested with the 2006 Proposed Capital Budget is \$1.215 million implying year end actual expenditures of \$0.522 million, which corresponds to the projected actuals identified in the 3rd quarter variance report.

The 2005 Capital Budget for 3-1-1 Customer Service Strategy was approved in July 2005. The general level of spending activity arises from the budget approval occurring late in the year. Most of the funding was targeted to staffing and the recruitment/hiring process will likely result in not filling the positions until November, effectively restricting the annual budget activity to a two months window. It is anticipated that majority of the balance will be expended in the first quarter of 2006.

Participating Programs’ Readiness

Additional capital funding may be required for business process changes since the participating programs’ work order systems are at different levels of readiness. The extent of additional requirements will be determined during the business process reviews which will take place in 2006. Any additional capital funding will impact capital budgets of the individual programs and it is not reflected in their current 2006 Proposed Capital Budget. Any additional funding will have to be considered during the 2007 Capital and Operating Budget processes.

Issues Referred to 2006 Capital Budget

At its meeting on July 19, 20, 21 and 26, 2005, Council adopted the Administration Committee Report 6, Clause 26. The recommendation # 5 was related to the 2006 Capital and Operating Budget processes, as follows:

(5) the Council-Staff Working Group continue working to meet Council timelines that require the City Manager to report to the Budget Advisory Committee during the 2006 Capital and Operating Budget processes on:

(a) adjustments to implementation phase activities in the approved 3-1-1 design;

(b) a finalized 2006 capital budget request for the 3-1-1 initiative;

(c) 3-1-1 capital requirements for 2007 and future years; and

(d) 3-1-1 2006 and 2007 operating budget impacts.

The Council-Staff Working Group has completed its review of the 3-1-1 capital and operating budget requests for the 3-1-1 Customer Service Strategy and it is expected to report back to Administration Committee on November 7, 2005.

Outstanding Issues from Prior Years

There are no outstanding issues from prior years referred to the 2006 capital budget.

Appendix 1
2006 Proposed Capital Budget and 2007 to 2015 Revised
Program

Appendix 2
2006 Proposed Capital Budget
& Future Year Commitments

Appendix 3
2006 Proposed Capital Projects
with Financing Details

Appendix 4
Reserve / Reserve Fund Review
(\$000)

N/A