

# Analyst Briefing Notes

## Budget Committee Review

(November 3, 2009)

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## PART I: CAPITAL PROGRAM

### Executive Summary

- Toronto Public Health (TPH)'s 10-Year Recommended Capital Plan has been developed to support its strategic vision to invest in technology to improve efficiency and service delivery especially with service demands increasing in volume and complexity.
  - TPH's capital strategic plan is to develop six core integrated business information systems, (from 225 information systems in 1998 to the current 100 systems) to support its public health programs and services. To date, TPH has implemented four core integrated business systems that include the Integrated Public Health Information System (iPHIS) for the communicable disease program; the Toronto Healthy Environments Information System (THEIS); the Toronto Community Health Information System (TCHIS) to support the Healthy Families and Healthy Living (HF/HL) programs; and the Integrated Services for Children Information System (ISCIS).
- The 10-Year Capital Plan of \$35.395 million primarily focuses on the following major projects:
  - completion of the last two core business integration systems to support a new national public health information system (*Public Health Surveillance and Management System* project) and TPH's dental and oral health programs (*Dental Strategy and Implementation* project);
  - enhancements to the core business system TCHIS that supports the healthy families and healthy living programs. Enhancements include establishing an electronic link with the provincial system to eliminate duplication of data entry (*HF/HL Systems Integration* project) and allowing for a secure mobile and wireless connectivity with PH professionals in the field (*HF/HL Point of Care* project);
  - enhancements to the core business system, THEIS, that is used to support the healthy environments programs. This project includes upgrading and enhancing THEIS to the latest version of AMANDA software and the deployment of 5 new functional modules designed to increase the overall system functionality and address ongoing business requirements (*Healthy Environment Inspection System*).
  - development of projects that leverage current Federal/Provincial/City initiatives such as the *Environmental Reporting, Disclosure and Innovation* project which will utilize Environment Canada's environment system to monitor and report 25 priority chemicals used and released by targeted industries, the *Document and Records Management* project which will be developed in collaboration with Corporate I&T's Enterprise Document Management (EDM) project currently being undertaken by Toronto Water and Revenue Services to manage electronic and the *Datamart / Data Warehousing* project that will build on other datamarts/datawarehouses developed throughout the City of Toronto; and
  - development/purchase internet and intranet applications/solutions under the *Internet & Intranet Strategy* project that will improve the efficiency and effectiveness of TPH program delivery and service to the public as well as support the eCity / eService strategic goals.

- The 2009 Approved Capital Budget of \$5.670 million was 33% or \$1.879 million spent as at September 2009. The Program's projected year-end expenditure is anticipated to be \$3.398 million or 60% of the 2009 Approved Capital Budget, which is consistent with the actual spending rate of 59%, experienced 2008.
  - The projected under expenditure is primarily attributed to staffing issues (difficulty in hiring and retaining qualified IT staff), changes in Provincial timelines, new corporate requirement to perform an architectural review, and delays due to the summer labour disruption and the temporary reallocation of resources to province-wide H1N1 planning. The total projected under expenditure of \$2.273 million in 2009 will be carried forward into 2010 to complete 2009 capital projects.
- The 10-Year Recommended Capital Plan of \$37.667 million (including the 2009 carry forward funding into 2010 of \$2.272 million), is comprised entirely of Information Technology (IT) projects of which \$20.667 million or 55% is required for eight projects for the first five years that focuses on the development and implementation of two core business systems to support the dental program and the new national public health information system as well as enhancements to the environmental health program, while the final 5 years requires funding of \$17.000 million or 45% for five projects primarily to develop three new systems and additional enhancements to two core business systems that supports the Communicable Disease program and the Healthy Families and Healthy Living programs.
  - The 10-Year Recommended Capital Plan of \$35.395 million is fully funded from debt and meets TPH' 10-year debt affordability targets for each year of the 10-year period.
  - The 2010 and 2011 recommended cash flow is higher than the 2009-2018 Approved Capital Plan by \$0.189 million in 2010 and \$1.107 million in 2011. In 2009, Council recommended the Environmental Reporting, Disclosure and Innovation project with debt funding of \$1.296 million over three years (2009-2011). To accommodate this project within TPH's debt affordability target for 2009-2018, two projects were deferred to later years. Subsequently, TPH has accelerated these projects back to 2010 and 2011 resulting in an increase of \$1.296 million in the 2010-2019 Recommended Capital Plan.
  - Approval of the 2010 Recommended Capital Budget and 2011-2019 Recommended Capital Plan will increase future years Operating Budgets by a total of \$1.023 million net which includes the addition of 16 positions required to maintain the new systems and ongoing maintenance and service costs.
  - TPH has no SOGR backlog as all capital facility projects were transferred from TPH and consolidated within the Facilities and Real Estate Capital Budget in 2006 to ensure consistency in maintenance standards across City facilities.
  - New and future projects have been reviewed and signed off by Corporate IT. The Program has the capacity to proceed and complete its capital projects as scheduled as TPH plans to utilize staff currently developing existing I&T systems projects for future projects, thus eliminating the delay resulting from the hiring process that has been one of the primary reasons for project delays.

- The 2010 Recommended Capital Budget of \$5.960 million includes funding for previously approved projects and new/change in scope projects requiring 2010 cash flow of \$3.688 million. This cash flow combined with carry forward funding of \$2.272 million for 2009 projects bring the total 2010 Recommended Capital Budget to \$5.960 million.
  - Approval of the 2010 Recommended Capital Budget will result in future year commitments of \$4.507 million in 2011; \$3.400 million in 2012; and, \$1.881 million in 2013. These future year commitments are mainly to complete eight IT projects.
- The 2009 labour disruption did not significantly impact TPH's 2009 capital spending (delayed hiring for the Healthy Environment Inspection System project); however, this will not affect TPH's ability to spend its 2010 Recommended Capital Budget.
- 16% or \$0.580 million of the 2010 Recommended Capital Budget of \$3.688 million is allocated to a Legislated project and 84% or \$3.108 million is allocated to Service Improvement projects. The recommended cash flow in 2010 will provide funding to:
  - continue with the joint project with the Province, the *Public Health Surveillance and Management System* project (legislated) which will implement a new national public health information system (\$0.580 million);
  - continue with the next phase of five service improvement projects: the *Dental Strategy and Implementation System* project that will integrate nine separate systems into one core business integrated system to support dental operations; the *Healthy Environment (HE) Inspection* project for better monitoring and control of healthy environments; *HE Reporting* project for faster retrieval of information; and, *ChemTRAC* (formerly known as Environmental Data Reporting, Disclosure and Innovation Project) that will develop a Web-based system that will monitor and report 25 priority chemicals used and released from the targeted industries and facilities in the City of Toronto (\$2.199 million);
  - start two new projects: the *Health Emergency Information System* project that will allow for immediate contact of appropriate TPH staff and community partners in the event of a health emergency and the *HF/HL Systems Integration* that will establish an electronic link between Toronto Community Health Information System (supports HF/HL programs) and the Province's Integrated Services for Children Information System (ISCIS); (\$0.749 million) and,
  - complete the *Health e-Services* project which will enhance the present web portals for the Beaches Water Quality Reporting and the Food Handler Certification Program. These enhancements will facilitate the dissemination of daily beach water quality information and allow secure payment services for the Food Handler Certification program (\$0.160 million).

## **Recommendations**

The City Manager and Chief Financial Officer recommend that:

- (1) Council approve the 2010 Recommended Capital Budget for Toronto Public Health with a total project cost of \$5.227 million and a 2010 cash flow of \$5.960 million and future year commitments of \$9.788 million. The 2010 Recommended Capital Budget is comprised of the following:
  - a) New Cash Flow Funding for:
    - i) two new sub-projects and five change in scope sub-projects with a 2010 total project cost of \$5.227 million that requires cash flow of \$0.541 million in 2010 and future year commitments of \$0.817 million in 2011; \$1.988 million in 2012; and, \$1.881 million in 2013;
    - ii) six previously approved sub-projects with a 2010 cash flow of \$3.147 million and future year commitments of \$3.690 million in 2011 and \$1.412 million in 2012;
  - b) 2009 approved cash flow for six previously approved sub-projects with carry forward funding from 2009 into 2010 totalling \$2.272 million;
- (2) Council approve new debt service costs of \$0.014 million in 2010 and incremental debt costs of \$0.077 million in 2011, \$0.135 million in 2012, \$0.256 million in 2013, and \$0.198 million in 2014 resulting from the approval of the 2010 Recommended Capital Budget to be included in the 2010 and future year operating budgets;
- (3) Council approve the 2011-2019 Recommended Capital Plan for Toronto Public Health totaling \$21.919 million in project estimates, comprised of \$1.519 million in 2013; \$3.400 million in 2014; \$3.400 million in 2015; \$3.400 million in 2016; \$3.400 million in 2017; \$3.400 million in 2018; and \$3.400 million in 2019;
- (4) Council consider net operating impacts of \$0.230 million net for 2010, \$0.248 million in 2011; \$0.150 million in 2012; and, \$0.084 million in 2013; \$0.018 in 2014; and, and \$0.007 million in 2015 emanating from the approval of the 2010 Recommended Capital Budget for inclusion in the 2010 and future year operating budgets; and,
- (5) Toronto Public Health review the operating impacts resulting from the approval of the 2010 Recommended Capital Budget and the 2011-2019 Recommended Capital Plan and identify cost savings from operational benefits / efficiencies associated with the implementation of all I&T projects to offset additional operating pressures as part of the 2011 budget process.

## PART I: CAPITAL PROGRAM

### 2009 Capital Variance Review

2009 Budget to Actuals Comparison - Total Gross Expenditures (\$000s)					
2009 Approved	Actuals as of September 30th (3rd Qtr Variance)		Projected Actuals at Year End		Balance
\$	\$	% Spent	\$	% Spent	\$ Unspent
5,670	1,879	33.1%	3,398	60%	2,272

As at September 25, 2009, TPH spent \$1.879 million or 33.1 percent of the 2009 approved cash flow of \$5.670 million. The year-end capital expenditure is projected to be \$3.398 million or 59.9 percent of the 2009 Approved Capital Budget. The projected under spending of \$2.272 million by year-end is mainly attributable to the following legislated and service improvement projects:

- Change in provincial timelines and temporary reallocation of resources to the province wide H1N1 planning has delayed the implementation of the Public Health Surveillance and Management System project (\$0.183 million).
- Delay caused by re-issuing a revised Request For Proposal (RFP) as the original RFP was issued but not awarded because cost estimates significantly exceeded the budget for the Dental Strategy and Implementation project (\$0.846 million). Vendor selection is anticipated to be completed by year-end 2009 and implementation will begin in the first quarter of 2010.
- Dependency on Toronto Building's e-Service capital project, the new corporate requirement to perform an architectural review and the labour disruption has delayed work on the Healthy Environment Inspection System project (\$0.667 million). The project timeline and hiring scheduled has been revised with project completion extended to 2012.
- Redeployment of resources to respond to the Province wide H1N1 planning has delayed the implementation of the Health e-Service project (\$0.271 million). Funds will be carried forward to 2010 to complete the project.
- Delays in filling technical positions resulted in the requirement to defer implementation of server infrastructure until 2010 for the Healthy Environment (HE) Reporting project (\$0.149 million)
- Delays due to ongoing negotiations with Environment Canada to use their environmental system as part of an integrated solution will result in the deferral of deliverables until 2010 for the Environmental Reporting Disclosure and Innovation project (\$0.156 million)

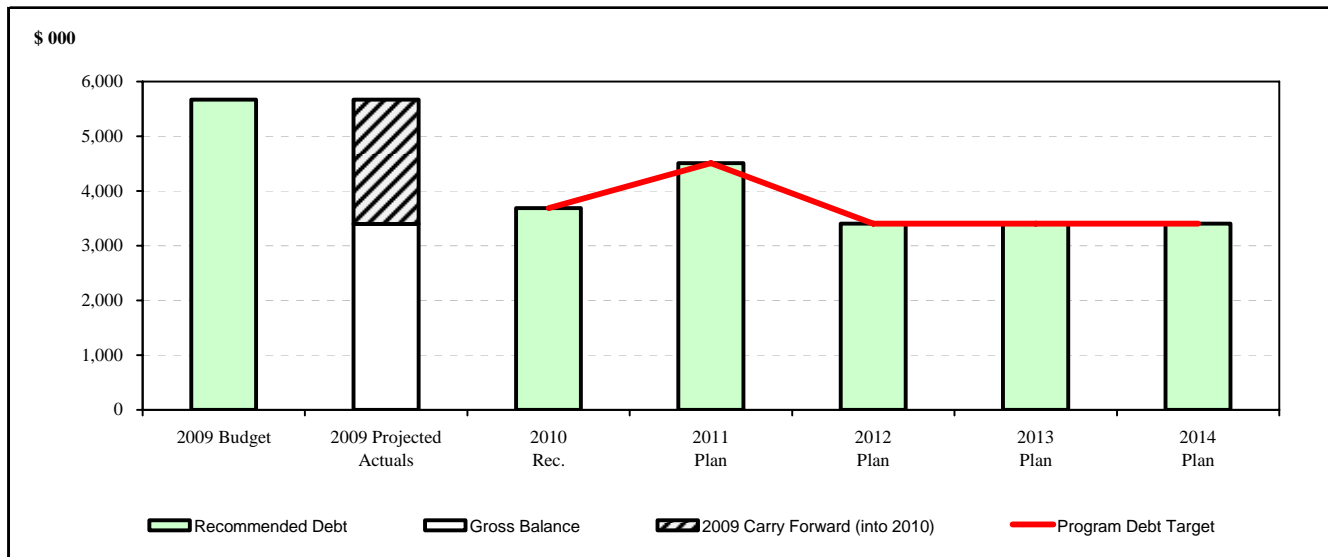
The full under expenditure of \$2.272 million in 2009 funding will be carried forward into 2010 to complete these projects.

The 2009 labour disruption combined with other major factors resulted in project delay for one project, HE Inspection System project; however, it will not impact TPH's ability to spend its 2010 Recommended Capital Budget.

TPH does not have State of Good Repair projects in its 2009 Approved Capital Budget.

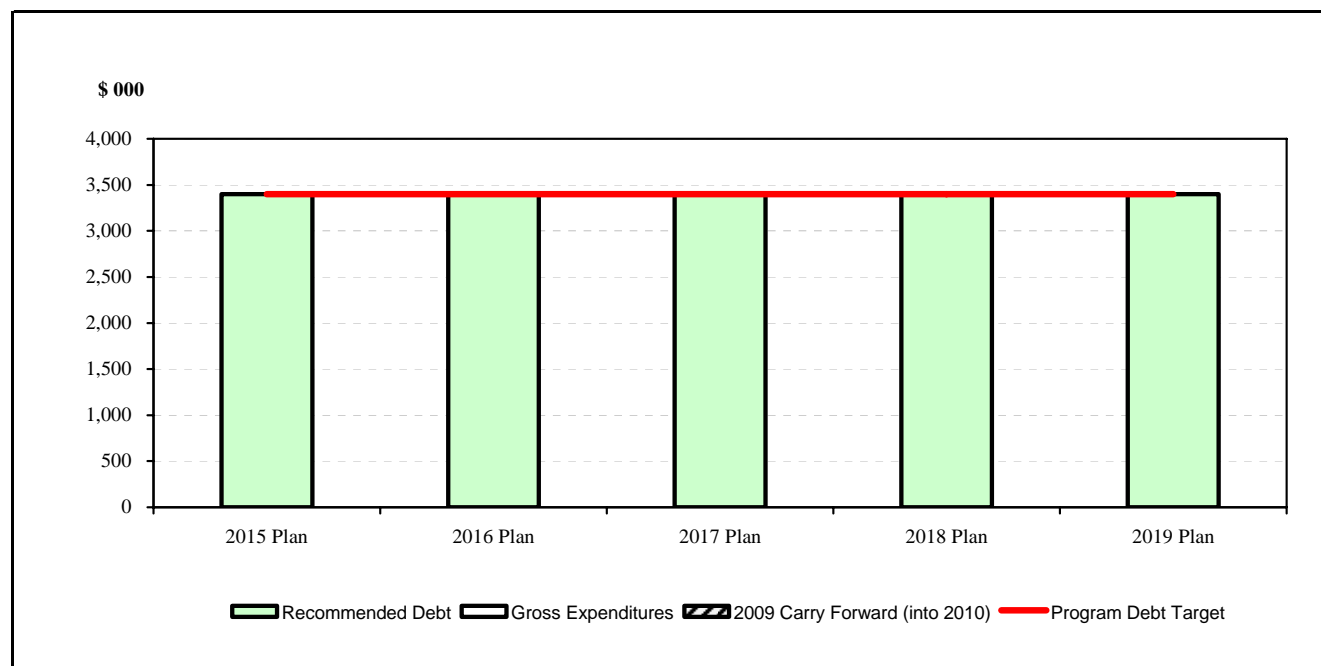
10-Year Capital Plan

2010 Recommended Capital Budget, 2011-2014 Recommended Capital Plan



		2010 Rec. Budget and 2011-2014 Plan									
		2009		2010	2011	2012	2013	2014	2010-2014	5-Year Total Percent	
		Budget	Projected Actual								
<b>Gross Expenditures:</b>											
2009 Capital Budget & Approved FY Commitments		5,670	3,398	3,499	2,858	1,892			8,249	45%	
Recommended Changes to Approved FY Commitments				(352)	832	(480)			0	N/A	
2010 New/Change in Scope and Future Year Commitments				541	817	1,988	1,881	0	5,227	28%	
2011- 2014 Capital Plan Estimates							1,519	3,400	4,919	27%	
1-Year Carry Forward to 2010			2,272	→							
<b>Total Gross Annual Expenditures &amp; Plan</b>		<b>5,670</b>	<b>5,670</b>	<b>3,688</b>	<b>4,507</b>	<b>3,400</b>	<b>3,400</b>	<b>3,400</b>	<b>18,395</b>	<b>100%</b>	
<b>Program Debt Target</b>				<b>3,688</b>	<b>4,507</b>	<b>3,400</b>	<b>3,400</b>	<b>3,400</b>	<b>18,395</b>		
<b>Financing:</b>											
<b>Recommended Debt</b>		<b>5,670</b>		<b>3,688</b>	<b>4,507</b>	<b>3,400</b>	<b>3,400</b>	<b>3,400</b>	<b>18,395</b>	<b>100%</b>	
Reserves/Reserve Funds										0%	
Development Charges										0%	
ISF / RinC										0%	
Provincial/Federal										0%	
Other Revenue										0%	
<b>Total Financing</b>		<b>5,670</b>		<b>3,688</b>	<b>4,507</b>	<b>3,400</b>	<b>3,400</b>	<b>3,400</b>	<b>18,395</b>	<b>100%</b>	
<b>By Category:</b>											
Health & Safety		1,239								0%	
Legislated				580	378				958	5%	
SOGR									0	0%	
Service Improvement		4,431		3,108	4,129	3,400	3,400	3,400	17,437	95%	
Growth Related										0%	
<b>Total By Category</b>		<b>5,670</b>		<b>3,688</b>	<b>4,507</b>	<b>3,400</b>	<b>3,400</b>	<b>3,400</b>	<b>18,395</b>	<b>100%</b>	
Yearly SOGR Backlog Estimate (addressed by current plan)											
Accumulated Backlog Estimate (end of year)											
Operating Impact on Program Costs				230	248	150	84	118	829		
Debt Service Costs				14	77	171	442	442	1,146		

**10-Year Capital Plan**  
**2015-2019 Recommended Capital Plan**



	2015-2019 Capital Plan					2010-2019 Total	10-Year Total Percent
	2015	2016	2017	2018	2019		
<b>Gross Expenditures:</b>							
2009 Capital Budget & Approved FY Commitments						8,249	
Recommended Changes to Approved FY Commitments						5,227	
2010 New/Change in Scope and FY Commitments						21,919	
2015 - 2019 Capital Forecast Estimates	3,400	3,400	3,400	3,400	3,400		
<b>Total Gross Annual Expenditures &amp; Plan</b>	<b>3,400</b>	<b>3,400</b>	<b>3,400</b>	<b>3,400</b>	<b>3,400</b>	<b>35,395</b>	
<b>Program Debt Target</b>	<b>3,400</b>	<b>3,400</b>	<b>3,400</b>	<b>3,400</b>	<b>3,400</b>	<b>175,447</b>	
<b>Financing:</b>							
<b>Recommended Debt</b>	<b>3,400</b>	<b>3,400</b>	<b>3,400</b>	<b>3,400</b>	<b>3,400</b>	<b>35,395</b>	<b>100%</b>
Reserves/Reserve Funds							0%
Development Charges							0%
ISF / RInC							0%
Provincial/Federal							0%
Other Revenue							0%
<b>Total Financing</b>	<b>3,400</b>	<b>3,400</b>	<b>3,400</b>	<b>3,400</b>	<b>3,400</b>	<b>35,395</b>	<b>100%</b>
<b>By Category:</b>							
Health & Safety							
Legislated						958	3%
SOGR							0%
Service Improvement	3,400	3,400	3,400	3,400	3,400	34,437	97%
Growth Related							0%
<b>Total By Category</b>	<b>3,400</b>	<b>3,400</b>	<b>3,400</b>	<b>3,400</b>	<b>3,400</b>	<b>35,395</b>	<b>100%</b>
Yearly SOGR Backlog Estimate (not addressed by current plan)							
Accumulated Backlog Estimate (end of year)							
Operating Impact on Program Costs	46	31	13	104	0	1,023	
Debt Service Costs	442	442	442	442	442	3,356	

## 10-Year Capital Plan Overview

- Toronto Public Health (TPH)'s 2010-2019 Recommended Capital Plan has been established to support its strategic vision to invest in technology to improve efficiency and service delivery. The 10-Year Recommended Capital Plan addresses changes in legislation and framed in a way to leverage both provincial and federal resources, as well as other City of Toronto initiatives, to reduce development costs.
- TPH's strategic vision includes the establishment of the following:
  - enhanced access channels including the web, wireless, virtual private networks, telephony, kiosks, and access channel integration technologies;
  - six core integrated business systems replacing over 100 systems to support inspections, communicable disease surveillance and outbreak management, immunization management and vaccine control, Healthy Babies Healthy Children case management, Healthy Families and Healthy Living case management, and dental treatment; and,
  - data warehouses and reporting databases to consolidate and integrate information across all TPH programs and services for better planning, monitoring and reporting.
- The 2010 Recommended Capital Budget and 2011 - 2019 Recommended Capital Plan of \$35.395 million is comprised entirely of Information Technology (IT) projects and is fully funded from debt.
- The 10-Year Recommended Capital Plan is allocated 3% or \$0.958 million to a Legislated project and 97% or \$34.437 million to Service Improvements projects. These projects are as follows:

### Legislated Project:

- *Public Health Surveillance and Management System (2010-2011) - \$0.958 million.* This is a Legislated project that is being developed in conjunction with the Province on a new national public health information system now called "Panorama". It will provide TPH with a reliable system to manage immunization records, assessments and suspensions; provide real time access to medical and health information improve accountability for publicly funded vaccines; and, integrate provider information with client information. Use of this system will ensure that TPH is in compliance with provincial legislation.

### Service Improvement Projects:

- *Dental Strategy and Implementation (2010-2012) - \$3.509 million.* This project involves the implementation of a new TPH Dental and Oral Health Information System (TPH-DOHIS) and integration with the new provincial reporting system, Oral Health Information Support System (OHISS). The TPH 's Dental and Oral Health Services are currently supported by nine different software applications which are not properly integrated, resulting in duplication of data and recording, and data integrity issues.
- *The Health e-Services (2010) - \$0.160 million.* This project is anticipated to be completed in 2010 and will enhance the present web portals for the Beaches Water Quality Reporting and the Food Handler Certification Program. These enhancements will facilitate the dissemination

of daily beach water quality information and also allow secure payment services for the Food Handler Certification program.

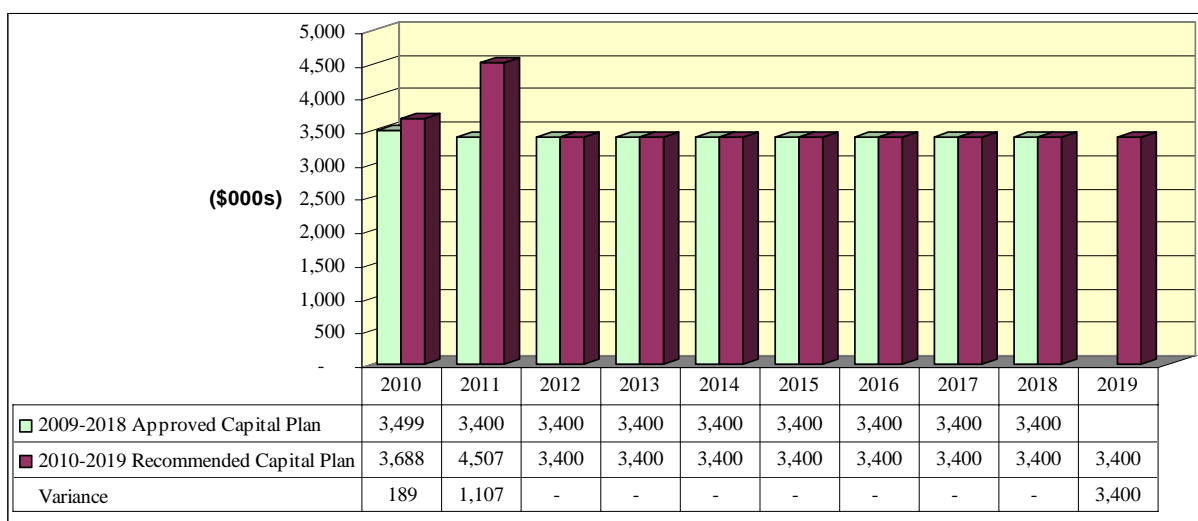
- *Healthy Environment (HE) Inspection System (2010-2012) - \$2.065 million.* This project comprises the upgrading and enhancement of THEIS (Toronto Healthy Environments Information System used by TPH since 2001) to the latest version of AMANDA software and the deployment of 5 new functional modules which includes: access to real-time information; allow for automatic production and delivery of Amanda reports; access to accurate address location (including unit numbers) and elimination of duplicates within the system; provide wireless user interface/functionality for staff while in the field; and information sharing of information to non-Amanda users in a secure environment.
- *Healthy Environment (HE) Reporting (2010-2011) - \$0.962 million.* This project supports the development and implementation of an integrated system to address and remedy the drawbacks and limitations of the existing system and its use. The project will undertake the creation of a HE reporting database for ad-hoc querying and reporting of THEIS data; provide an ad-hoc query and reporting tool for HE staff; deployment of an ad-hoc query and reporting infrastructure; conversion of existing THEIS reports to the corporate standard reporting tool; development of any additional management reports; and, the development of a geographical interface to present spatial clusters of selected information. Once completed, this project will substantially reduce the effort required to create new reports and provide TPH the ability to create ad hoc reports in a timely manner to respond to Freedom of Information (FOI) requests and media requests.
- *ChemTRAC (formerly known as Environmental Data Reporting, Disclosure and Innovation Project) (2010-2011) - \$0.956 million.* In December 2008, City Council adopted an Environmental Reporting, Disclosure and Innovation Program, including a bylaw, which comes into effect on January 1, 2010. This project will develop a Web-based system for Chemical, Toxic Reduction and Awareness in the Community (ChemTRAC) program to support the “Environment Reporting and Disclosure” by-law. The By-law mandates the reporting of 25 priority chemicals used and released from the targeted industries and facilities in the City of Toronto. This system will fill important gaps in the reporting and disclosure of information and support for environmental innovation for small and medium-sized Toronto businesses.
- *Health Emergency Information System (2010 - 2011) - \$0.504 million.* This project will provide funding to implement an integrated Health Emergency Information System at Toronto Public Health to complement the TPH Incident Management System and allow for the identification of staff skill sets and scheduling of staff during an emergency. This project will allow for speedy contact of appropriate TPH staff, as well as community health care providers and agencies such as institutions, physicians, clinicians, day cares, and schools in the event of a health emergency.
- *Healthy Family/Healthy Living Systems Integration (2010-2013) - \$4.362 million.* This project will establish an electronic link between the existing Toronto Community Health Information System (TCHIS) application and the Province’s newly revamped Integrated Services for Children Information System (ISCIS) that will eliminate duplicate data entry reduce the need for staff to use both systems and provide staff with enhanced reporting capabilities.

- *Healthy Family/Healthy Living (HF/HL) Point of Care (2013-2016) - \$6.952 million.* This project will allow secure mobile and wireless connectivity for nurses and PH professionals in order to access the Toronto Community Health Information System (TCHIS) application at the point of care when providing service (such as accessing customer information), as well as synchronize data between mobile units and the TCHIS database.
- *Document and Records Management (2014-2017) - \$5.629 million.* This project will allow TPH to organize information and records stored in electronic documents, so that data can be efficiently retrieved, shared, revised and restored. I&T Division is currently undertaking a pilot project, Enterprise Document Management (EDM) Project with Toronto Water & Revenue Services, using the Enterprise Document Management architecture and principles. The expected timeframe to complete the pilot project is the end of 2011. The plan to extend the EDMS project to TPH users is scheduled in 2014.
- *Communicable Disease Control Wireless Rollout (2017-2018) - \$2.400 million.* This project will implement wireless laptops/tablets for the Communicable Disease Control (CDC) program, specifically the Control of Infectious Diseases/Infection Control (CID/IC) and Vaccine Preventable Disease (VPD) staff who do inspections and TB staff who do Directly Observed Therapy.
- *Datamart / Data Warehouse (2017- 2019) - \$2.784 million.* This project will develop and implement a Datamart / Data Warehouse, building on the TPH HF/HL Mandatory Management Reporting and Healthy Environments Reporting projects as well as other Datamarts/Data Warehouses developed throughout the City of Toronto.
- *Internet and Intranet Strategy Implementation (2016-2019) \$4.154 million.* This project will improve the efficiency and effectiveness of TPH program delivery and service to the public as well as support the eCity/eService strategic goals.

### **Key Changes to the 2009-2018 Approved Capital Plan**

As outlined in the table on page 12, the 2010-2019 Recommended Capital Plan is higher by \$0.189 million in 2010 and \$1.107 million in 2011 compared to the 2009-2018 Approved Capital Plan. In 2009, two projects, the Health Emergency Information System and the Healthy Families/Healthy Living Systems Integration, were deferred to accommodate the Environmental Reporting, Disclosure and Innovation project with debt funding of \$1.296 million (approved by Council in 2009-2011) within TPH's debt affordability target for 2009-2018. TPH has accelerated these projects back to 2010 and 2011 resulting in an increase in capital funding of \$1.296 million in 2010 and 2011.

Changes to the 2009-2018 Approved Capital Plan



TPH updated its 10-Year Capital Plan based on changing conditions, better information and readiness to proceed. Projects have been deferred and/or accelerated to accommodate debt targets for each year of the 10-year period. Significant changes to the 10-Year Capital Plan are as follow:

Changes to the 2009 - 2018 Capital Plan											
Previously Approved Commitments:	2010	2011	2012	2013	2014	2015	2016	2017	2018	Total	Comments
PH Surveillance and Mgmt System	(94)	283								189	Delays in the provincial project due to changes to its complex technical and resourcing requirements have increased project costs. The scheduled completion date has moved from 2010 to 2011.
Dental Strategy and Implementation	702	349	(937)							114	Changes to the project plan include acceleration of the timeline to implement the claims management and dental solution and a decision to utilize SAP's equipment maintenance functionality.
Healthy Environment (HE) Reporting	(96)	(70)								(166)	Resource requirement reduced
Healthy Environment (HE) Inspection System	(708)	251	790							333	Dependency on the City's e-Service capital project has delayed this project to 2012. Project cost has increased due to a change in resourcing/staffing requirements.
ChemTrack (Environmental Reporting, Disclosure and Innovation)	(364)	252								(112)	Resource requirement reduced
<b>Sub-total</b>	<b>(560)</b>	<b>1,065</b>	<b>(147)</b>							<b>358</b>	
<b>2010/Future Plan Projects:</b>											
Health Emergency Information System	277	227	(548)	(337)						(381)	Recent H1N1 has highlighted the need to accelerate the preparation for the next epidemic. A change in software tool assumptions (from Websphere to Oracle Application Express) has reduced application development costs.
HF/HL Systems Integration	472	354	1,232	389	(1,069)	(1,129)	(190)			59	The project accelerated to accommodate the implementation of the Healthy Family program re-design. The addition of an Integrated GIS component and additional GIS reports increased project cost.
Document and Records Management				(302)	428	106	1,571	1,016		2,819	Re-prioritized to accommodate debt target. Additional funding for business resources increased project cost.
HF / HL Point of Care		(539)	(537)	250	641	1,023	42			880	Costs assumptions for mobile devices have been updated due to the Healthy Family project re-organization. Funding for business subject matter experts has been added to the project.
Datamart/Warehouse							(976)	(1,016)	0	(1,992)	Re-prioritized to accommodate debt target.
Internet/Intranet Strategy							(447)			(447)	Re-prioritized to accommodate debt target.
<b>Sub-total</b>	<b>749</b>	<b>42</b>	<b>147</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>938</b>	
<b>TOTAL</b>	<b>189</b>	<b>1,107</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,296</b>	

**Project Financing**

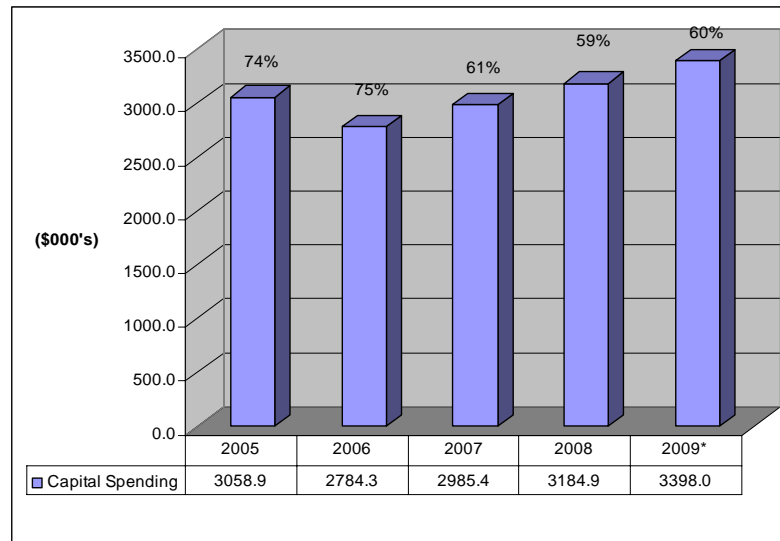
The 10-Year Capital Plan of \$35.395 is 100% funded from debt and meets the Council approved debt affordability targets for each year of the ten-year period.

**Program Capacity and Readiness to Proceed**

Of the 13 projects included in the 10-Year Recommended Capital Plan, six are previously approved projects, two projects will commence in 2010 and the five remaining projects are planned to start in 2013 and beyond. Six previously approved projects experienced delays in 2009 and cash flow requirements for four projects have been revised and deferred from 2010 to 2011 to reflect revised project timelines and based on TPH’s capacity to spend.

As shown in the table below, capital spending has continually increased since 2006 while TPH’s actual spending rate has declined over the five year period.

**TPH Capital Budget Spending (2005-2009)**



The 10-Year Recommended Capital Plan averages \$3.500 million per year in capital spending, which is in line with TPH average capital spending of \$3.1 million over the last five years.

The two new projects in 2010 and seven future projects have been reviewed with Corporate I&T for resource requirements including staffing. Information provided for each project indicates that every effort has been made to reflect resource and staff requirements as well as the required cash flows for 2010 and beyond and that these projects are ready to proceed and completed within the 10-year period.

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

TPH does not budget for major facility maintenance or rehabilitation in its capital budget. During the 2006 Capital Budget, the SOGR maintenance plan was transferred and consolidated within the Facilities and Real Estate Capital Budget, to ensure consistency in maintenance standards applied throughout City facilities, thus capital repairs for city-owned facilities occupied by TPH are funded in F&RE Capital Budget.

**Capital Project Highlights**

TPH’s capital long term strategic plan is to replace over 100 systems with six core integrated business systems to support inspections, communicable disease surveillance and outbreak management, immunization management and vaccine control, Healthy Babies Healthy Children case management, Healthy Families and Healthy Living case management, and the dental treatment program.

To date, TPH has implemented four core integrated business systems that include the Integrated Public Health Information System (iPHIS) for the communicable disease program; the Toronto Healthy Environments Information System (THEIS); the Toronto Community Health Information System (TCHIS) to support the Healthy Families and Healthy Living programs; and the Integrated Services for Children Information System (ISCIS). The last two core business systems that will be implemented are the Dental Strategy and the PH Surveillance and Management System projects.

The Program’s 2010 – 2019 Capital Plan includes the following major capital initiatives:

**Summary of Major Capital Initiatives**

(In \$Thousands)	2010 Rec.	2011 Plan	2012 Plan	2013 Plan	2014 Plan	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2010-2019 Total
<b>IT Projects</b>											
<b>Integration/Replacement of Multiple Systems:</b>											
PH Surveillance & Mgmt System (Legislated)	580	378									958
Dental Strategy & Implementation	1,379	1,175	955								3,509
Healthy Environment Inspection System	176	1,099	790								2,065
Healthy Environments Reporting	393	569									962
Healthy Families/Healthy Living Systems Integration	472	354	1,655	1,881							4,362
<b>Sub-total</b>	<b>3,000</b>	<b>3,575</b>	<b>3,400</b>	<b>1,881</b>							<b>11,856</b>
<b>Enhanced Access Channels</b>											
Health e-Service	160										160
Healthy Families/Healthy Living Point of Care				1,519	2,172	2,113	1,148				6,952
CDC Wireless Rollout								700	1,700		2,400
<b>Sub-total</b>	<b>160</b>			<b>1,519</b>	<b>2,172</b>	<b>2,113</b>	<b>1,148</b>	<b>700</b>	<b>1,700</b>		<b>9,512</b>
<b>Development of New Systems</b>											
Environment Reporting, Disclosure & Innovation (ChemTrac)	251	705									956
Health Emergency Information System	277	227									504
Document and Records Management System					1,228	1,287	2,098	1,016			5,629
Datamart/Data Warehouse								684	700	1,400	2,784
Internet & Intranet Strategy Implementation							154	1,000	1,000	2,000	4,154
<b>Sub-total</b>	<b>528</b>	<b>932</b>	<b>0</b>	<b>0</b>	<b>1,228</b>	<b>1,287</b>	<b>2,252</b>	<b>2,700</b>	<b>1,700</b>	<b>3,400</b>	<b>14,027</b>
<b>Total</b>	<b>3,688</b>	<b>4,507</b>	<b>3,400</b>	<b>3,400</b>	<b>3,400</b>	<b>3,400</b>	<b>3,400</b>	<b>3,400</b>	<b>3,400</b>	<b>3,400</b>	<b>35,395</b>

There are thirteen IT projects included in the 10-Year Recommended Capital Plan, one project is legislated (PH Surveillance and Management System) while the remaining twelve projects focus on the integration and replacement of multiple business systems, development of a co-ordinated information environment, establishment of enhanced access channels such as wireless technology and web based systems, and development of emergency preparedness support system, data warehousing and document management system for better planning, managing, monitoring of information and an overall service objective of improving service delivery of various public health programs.

**10-Year Capital Plan:  
Incremental Operating Impact Summary**

(In \$Thousands)	2010 Rec. Budget	2011 Plan	2012 Plan	2013 Plan	2014 Plan	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2010-2019 Total
<b>2010 Recommended Capital Budget</b>											
Program Costs (Gross)	917	523	510	231	71	29					2,281
Program Costs (Revenue)	687	275	361	147	53	22					1,545
Program Costs (Net)	230	248	150	84	18	7					736
Approved Positions	8.0	1.0	4.0								13.0
Debt Service Costs	14	77	135	256	198						680
<b>Recommended 10-Year Capital Plan</b>											
Program Costs (Gross)					399	156	121	51	416		1,143
Program Costs (Revenue)					299	117	90	38	312		856
Program Costs (Net)					100	39	31	13	104		287
Approved Positions					2.0				1.0		3.0
Debt Service Costs			35	186	244	442	442	442	442	442	2,676
<b>Total</b>											
Program Costs (Gross)	917	523	510	231	470	185	121	51	416	0	3,424
Program Costs (Revenue)	687	275	361	147	352	139	90	38	312	0	2,401
Program Costs (Net)	230	248	150	84	118	46	31	13	104	0	1,023
Approved Positions	8	1	4	0	2	0	0	0	1	0	16.0
Debt Service Costs	14	77	171	442	442	442	442	442	442	442	3,356

*Debt Service cost of repayment of principal and interest is calculated according to corporate guidelines, in the following manner: 2.5% Year 1, and 13% for subsequent years.*

Approval of the 2010-2019 Recommended Capital Plan will increase future year Operating Budgets by \$1.023 million net and the addition of 16 positions.

The approval of the 2010 Recommended Capital Budget will increase future year Operating Budgets by \$0.230 in 2010; \$0.248 in 2011, \$0.150 million in 2012; \$0.084 million in 2013; \$0.018 million in 2014; and \$0.007 million in 2015.

The Operating Budget net impacts within the 10-year time frame are the result of the following 10 projects:

Project Name	2010		2011		2012		2013		2014		2015		2016		2017		2018		2019		2010 - 2019			
	Net \$000's	Pos'n	Net \$000's	Pos'n	Net \$000's	Pos'n	Net \$000's	Pos'n	Net \$000's	Pos'n	Net \$000's	Pos'n	Net \$000's	Pos'n	Net \$000's	Pos'n	Net \$000's	Pos'n	Net \$000's	Pos'n	Gross \$000's	Net \$000's	Pos'n	
<b>2010 Capital Budget</b>																								
PH Surveillance & Management System	60	2																				239	60	2
Health Emergency Information System					2																	6	2	0
HF/HL Systems Integration					58	2			18		7											331	83	2
Healthy Environment Inspection System					15	1	41															227	56	1
Health e-Service			3																			11	3	0
Healthy Environment Reporting					41	1																161	41	1
ChemTRAC	170	6	57																			906	227	6
HF/HL Point of Care								100	2	39		20		13		20						684	172	2
Document and Records Management System												11				104	1					459	115	1
Dental Strategy and Implementation			188	1	34		43															400	265	1
<b>Sub-total</b>	<b>230</b>	<b>8</b>	<b>248</b>	<b>1</b>	<b>150</b>	<b>4</b>	<b>84</b>	<b>118</b>	<b>2</b>	<b>46</b>	<b>31</b>	<b>13</b>	<b>0</b>	<b>124</b>	<b>1</b>						<b>3,424</b>	<b>1,023</b>	<b>16</b>	

The operating budget impacts of nine capital projects are eligible for provincial subsidy of 75% while one project, Dental Strategy and Implementation is funded by the City at 66%. See Issues on Page 21 for details.

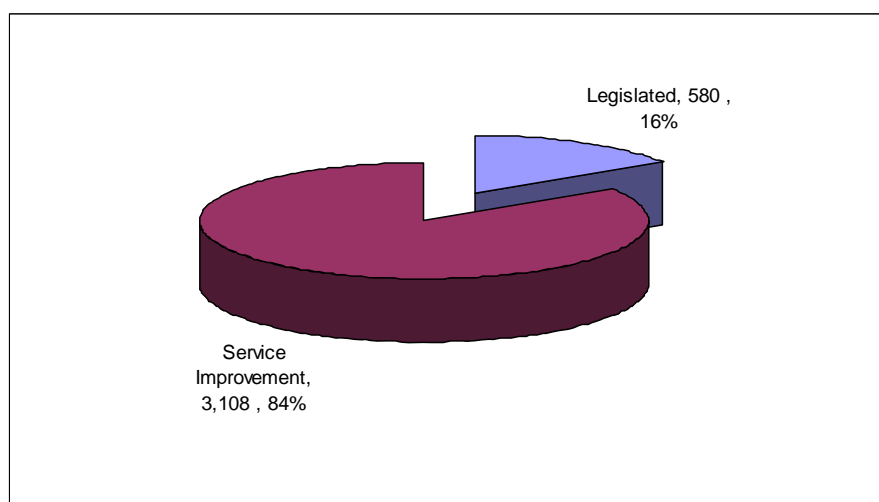
## Total 2010 Recommended Cash Flow &amp; Future Year Commitments

(In \$ Thousands)	2008 & Prior Year Carry Forwards	2010 Previously Approved Cash Flow Commitments	2010 New Cash Flow Rec'd	2010 Total Cash Flow Rec'd	2009 Carry Forwards	Total 2010 Cash Flow (Incl 2008 C/Fwd)	2011	2012	2013	2014	2015	2016	2017	2018	2019	Total Cost
<b>Expenditures</b>																
Previously Approved		3,147		3,147	2,272	5,419	3,690	1,412								10,521
Change in Scope			(208)	(208)		(208)	236	333								361
New				0		0										
New w/Future Year			749	749		749	581	1,655	1,881							4,866
<b>Total Expenditure</b>	0	3,147	541	3,688	2,272	5,960	4,507	3,400	1,881							15,748
<b>Financing</b>																
Debt		3,147	541	3,688	2,272	5,960	4,507	3,400	1,881							15,748
Reserves/Res Funds																
Provincial/Federal																
Other																
<b>Total Financing</b>	0	3,147	541	3,688	2,272	5,960	4,507	3,400	1,881							15,748

- The 2010 Recommended Capital Budget for Toronto Public Health is \$5.960 million. This includes \$2.272 million in funding being carried forward from 2009, \$3.147 million in funding for previously approved commitments, and \$0.541 million for new and change in scope projects. Approval of the 2010 Recommended Capital Budget will result in a commitment of \$4.507 million in 2011, \$3.400 million in 2012 and \$1.881 million in 2013
- The approval of the 2010 Recommended Capital Budget will provide funding to continue the next phase of five previously approved projects (the PH Surveillance and Management System, the Dental Strategy and Implementation, the HE Inspection System, the HE Reporting, and ChemTrac), start two new projects (the Health Emergency Information System and HF/HL Systems Integration) and complete the Health e-Services project.
- The 2010 Recommended Capital Budget is fully funded from debt.

## 2010 Recommended Capital Budget: Overview

### Capital Budget by Project Category



The 2010 recommended cash flow of \$3.688 million, excluding carry forward funding from 2009 into 2010, is comprised of \$0.580 million or 16% for a Legislated project (PH Surveillance and Management System) and the balance of \$3.108 million or 84% is allocated to Service Improvement projects.

### 2010 Recommended Capital Budget versus Debt Target

The 2010 Recommended Capital Budget of \$3.688 million, combined with the projected 2009 carry forward funding of \$2.272 million will provide TPH a total of \$5.960 million in capital funding in 2010.

The 2010 Recommended Capital Budget of \$3.688 million is fully funded from debt and meets the debt affordability target set for TPH for 2010.

### Capacity and Readiness to Proceed

The 2010 Recommended Capital Budget totals \$5.960 million, which includes carry forward funding of \$2.272 million to complete six 2009 projects. These projects were delayed due to a combination of factors: the re-issuance of request for proposal for the Dental Strategy and Implementation, change in provincial timelines, re-allocation of staff to the H1N1 Emergency Planning and difficulty in filling IT positions. As a result of these delays, TPH reviewed and updated its cash flow requirements for 2010.

The six previously approved projects are presently underway and ready to proceed in 2010. TPH plans to utilize staff currently developing I&T systems projects for completion in 2010 to develop the two new projects, thus eliminating the delay resulting from the hiring process that has been one of the primary reasons for project delays.

## Capital Project Highlights

The 2010 Recommended Capital Budget of \$5.960 million, including 2009 carry forward funding into 2010 of \$2.272 million will provide funding to:

- begin the development of the following two new projects:
  - the *Health Emergency Information System (\$0.277 million)* that will allow for speedy contact of appropriate TPH staff and community partners in the event of a health emergency; and,
  - the *Healthy Families/Healthy Living Systems Integration (\$0.472 million)* that will eliminate duplicate data entry between the Toronto Community Health Information System (TCHIS) application and the Province's newly revamped Integrated Services for Children Information System (ISCIS).
- continue the implementation of five projects which include:
  - developing a joint project with the Province (*PH Surveillance and Management System \$0.763 million*) to implement a new national public health information system now called "Panorama" (in conjunction with the Public Health Agency of Canada through the Canada Health Infoway initiative);
  - developing a major core integrated business system to support TPH Dental programs (*Dental Strategy and Implementation \$2.225 million*);
  - enhancing the reporting capabilities of the Toronto Healthy Environments Information System (THEIS) (*Healthy Environment Reporting \$0.542 million*);
  - upgrading and enhancing THEIS to the latest version of AMANDA software and the deployment of 5 new functional modules (*Healthy Environment Inspection System \$0.843 million*); and,
  - developing the next phase of the Web-based system for Chemical, Toxic Reduction and Awareness in the Community (*Environmental Reporting, Disclosure and Innovation system project \$0.407 million*).
- complete the *Health e-Services project (\$0.431 million)* that will enhance the present web portals for the Beaches Water Quality Reporting and the Food Handler Certification Program which will greatly facilitate the dissemination of daily beach water quality information and also allow secure payment services for the Food Handler Certification program.

## PART II: ISSUES FOR DISCUSSION

### 2010 Recommended Capital Budget Issues

#### Operating Budget Impact

TPH has identified an additional 13 positions (\$1.337 million gross/\$0.375 million net) and ongoing maintenance and service costs (0.944 million gross/\$0.361 million net) arising from approval of the 2010 Recommended Capital Budget as outlined in the table below.

Project Name	2010		2011		2012		2013		2014		2015		2010 - 2019			
	Net \$000's	Pos'n	Net \$000's	Pos'n	Net \$000's	Pos'n	Net \$000's	Pos'n	Net \$000's	Pos'n	Net \$000's	Pos'n	Gross \$000's	Net \$000's	Pos'n	
<b>2010 Capital Budget</b>																
PH Sureveillance & Management System	60	2											239	60	2	
Health Emergency Information System					2								6	2	0	
HF/HL Systems Integration					58	2			18		7		331	83	2	
Healthy Environment Inspection System					15	1	41						227	56	1	
Health e-Service			3										11	3	0	
Healthy Environment Reporting					41	1							161	41	1	
ChemTRAC	170	6	57										906	227	6	
Dental Strategy and Implementation			188	1	34		43						400	265	1	
<b>Sub-total</b>	<b>230</b>	<b>8</b>	<b>248</b>	<b>1</b>	<b>150</b>	<b>4</b>	<b>84</b>		<b>18</b>		<b>7</b>		<b>2,281</b>	<b>736</b>	<b>13</b>	

The incremental gross operating costs of \$2.281 million, which includes an additional 13 positions are outlined below:

- *PH Surveillance and Management System* - \$0.239 million gross for one Manager of Infectious Disease Control and 1 Public Health Nurse and ongoing service and maintenance costs.
- *Health Emergency Information* - \$0.006 million gross for ongoing service and maintenance costs
- *HF/HL Systems Integration project*: - \$0.331 million gross for 2 Systems Integrator positions (Oracle Reports Developer and GIS specialist) and ongoing service and maintenance costs.
- *Healthy Environment Inspection System project* - \$0.227 million gross for one Systems Integrator position and for ongoing services and maintenance costs.
- *Health e-Services* - \$0.011 million gross for ongoing services and maintenance costs.
- *Healthy Environment Reporting project*- \$0.161 million gross One Systems Integrator that will also provide support to MMR and TERIS (which is the system that will be developed for the ChemTRAC program). and for ongoing service and maintenance costs.

- *ChemTRAC project* - \$0.906 million gross for two Consultant Health Promotion (for EPO technical Education and Technical Assistance), one Supervisor Environmental Health Assessment (for Program Coordination), one Public Health Inspector (By-law enforcement and facility education), one Support Assistant B (for program support), and one Consultant Research (to liaise with Economic Development on facility support) and ongoing service and maintenance costs.
- *Dental Strategy and Implementation project* - \$0.400 million gross for one Systems Integrator to support ongoing systems application for the Dental Information System and Dental Claims Processing System and for ongoing costs for service and maintenance.

TPH has also identified operational benefits/ efficiencies associated with the implementation of these I&T capital projects such as reduced duplication of data capture and entry, reduced cost of support and training by eliminating multiple technology platforms currently in use, and increase in efficiency for claims processing, management reporting requirements, etc.

In view of the City's financial pressures, it is recommended that TPH identify the cost savings associated with operational benefits/efficiencies to offset the operating impacts resulting from the approval of the 2010 Recommended Capital Budget and the 2011-2019 Recommended Capital Plan as part of the 2011 budget process.

### **Issues Referred to the 2010 Budget Process**

A report was submitted to the Board of Health's meeting on October 19, 2009 entitled "Toronto Public Health's 2010 – 2019 Capital Budget and Plan Submission".

This report provides an overview of Toronto Public Health's (TPH) 2010 Capital Budget, and 2011-2019 Capital Plan Submission for approval by City Council. The 10-Year Capital Plan as submitted to the Board of Health totals \$37.265 million (including 2009 carry forward funding of \$1.870 million into 2010 based on the Capital Variance Report as of June 30, 2009).

The changes from the 10-Year Capital Plan as submitted to the BOH on October 19, 2009 over the 10-Year Recommended Capital Budget are as follows:

- The 2009 carry forward funding has been updated from \$1.870 million to \$2.272 million based on TPH's Capital Variance Report as of September 30, 2009.
- Due to the significant carry forward funding from 2009 into 2010, TPH reviewed its capital projects and has deferred cash flows for three projects (HE Inspection, Health Emergency Information System, and ChemTRAC) from 2010 to 2011 totalling \$0.654 million to reflect a more realistic spending capacity for 2010.

## Appendix 1

### 10-Year Recommended Capital Plan Project Summary

(In \$Thousands)	2010 Rec. Budget	2011 Plan	2012 Plan	2013 Plan	2014 Plan	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2010-2019 Total
<b>IT Projects</b>											
PH Surveillance & Mgmt System (Legislated)	580	378									958
Dental Strategy & Implementation	1,379	1,175	955								3,509
Healthy Environment Inspection System	176	1,099	790								2,065
Healthy Environments Reporting	393	569									962
Healthy Families/Healthy Living Systems Integration	472	354	1,655	1,881							4,362
Health e-Service	160										160
Environment Reporting, Disclosure & Innovation (ChemTrac)	251	705									956
Health Emergency Information System	277	227									504
Healthy Families/Healthy Living Point of Care				1,519	2,172	2,113	1,148				6,952
CDC Wireless Rollout								700	1,700		2,400
Document and Records Management System					1,228	1,287	2,098	1,016			5,629
Datamart/Data Warehouse								684	700	1,400	2,784
Internet & Intranet Strategy Implementation							154	1,000	1,000	2,000	4,154
<b>Total</b>	<b>3,688</b>	<b>4,507</b>	<b>3,400</b>	<b>3,400</b>	<b>3,400</b>	<b>3,400</b>	<b>3,400</b>	<b>3,400</b>	<b>3,400</b>	<b>3,400</b>	<b>35,395</b>

\*Excludes 2009 Carry Forward Funding into 2010 of \$2.272 million.

**Appendix 2**

**2010 Recommended Capital Budget; 2011 to 2019 Capital  
Plan**

**Appendix 3**

**2010 Recommended Cash Flow  
and Future Year Commitments**

**Appendix 4**  
**2010 Recommended Capital Projects**  
**with Financing Details**