

Analyst Briefing Notes

Budget Committee

November 3, 2009

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PART I: CAPITAL PROGRAM

Executive Summary

- The 10-Year Recommended Capital Plan provides funding for ten IT sub-projects that advance the strategic direction of the Toronto Employment and Social Services' mandate for the Ontario Works program as articulated in "Starting in the Right Place, A New Approach to Employment and Social Services in Toronto" and "Systems of Survival, Systems of Support, an Action Plan". The 10-Year Recommended Capital Plan also includes infrastructure funding to expand office space to manage 100,000 cases by December 2009.
- The following summarizes the allocation of recommended funding by project type:
 - Ten I&T sub-projects to improve service delivery as follows: provide access to services and information online and streamline administration processes to enhance operational efficiency through the *Employment Assistance projects*; improve information gathering and analysis through the *MIS-Data Mart and Case Management projects*; and to sustain TESS' human resource and intellectual capacity and enhance quality of services through the *Workforce Engagement and Management System*; and,
 - a new facility project, *TESS Infrastructure*, in 2010 to provide funding to undertake necessary facility retrofits, furniture and fixtures, for the expanded/new office space to house approximately 300 caseworkers required to manage the additional caseload expected to reach 100,000 cases by December 2009.
- The Toronto Employment and Social Services' 2009 Approved Capital Budget of \$4.102 million was 14% or \$0.584 million spent as of September 30, 2009. Actual expenditures by year-end are anticipated to be \$2.702 million or 65.9% of the 2009 Approved Capital Budget. This represents a projected increase of \$1.911 million or 241.6% in capital spending over the 2008 spending rate of \$0.791 million or 28.4%.
 - The projection of 2009 funding to be carried forward into the 2010 Recommended Capital Budget is \$1.400 million. On-going IT sub-projects requiring 2009 carry forward funding include the Employment Assistance: Phase 1 (\$0.800 million) and the Case Management: Phase 1 (\$0.600 million) sub-projects.
- The 10-Year Recommended Capital Plan totals \$21.692 million, including 2009 carry forward funding into 2010 of \$1.400 million, of which \$14.092 million or 65% is projected for the first 5 years, and \$7.600 million or 35% for the final 5 years.
 - Over the 10-year planning horizon, \$16.100 million or 79% is funded by the Province for IT initiatives. The remaining \$4.192 million or 21% for the retrofits of the new facilities is funded from debt.

- Changes to the 2009 – 2018 Approved Capital Plan amount to \$4.192 million or 27.4% compared to the 2010 Recommended Capital Budget and 2011-2018 Recommended Capital Plan. The key changes to the 2009 – 2018 Approved Capital Plan include: the addition of both the new Workforce Engagement and Management system project (\$0.800 million from 2010 to 2013) and the TESS Infrastructure project (\$4.192 million in 2010). The Program has reprioritized its capital projects, including deferring cash flow of \$0.600 million from the Employment Assistance: Phase 3 sub-project and \$0.200 million from the WAYS: Phase 2 sub-project to 2019, to accommodate this increase in cash flow of \$0.800 million for the Workforce Management and Engagement project.
- The 10-Year Recommended Capital Plan results in operating impacts of \$2.646 million in 2010 and \$0.389 million in 2011 from the TESS Infrastructure project for the rental and amortized leasehold improvement costs at 7 leased properties.
- All *TESS' State of Good Repair projects* were transferred to the Facilities & Real Estates (F&RE). Hence, there is no SOGR backlog in TESS's 10-Year Capital Plan.
- Historically, TESS spent approximately \$1.234 million or 34% of Approved Capital Budgets over the past 3 years. Including carry forward funding, the 2010 Recommended Capital Budget totals \$7.292 million is significantly higher than historical approved funding levels. The increase is due to the new infrastructure project. TESS has assumed sufficient time to address the preliminary procurement process or lease contract negotiations for new projects that start in 2010.
- The 2010 Recommended Capital Budget for previously approved and new projects of \$5.892 million (excluding 2009 carry forward funding into 2010) is allocated 71% to one growth project at \$4.192 million, and 29% to service improvement projects at \$1.700 million.
 - The one Growth project is for retrofitting two City-owned properties, as well as purchasing furniture and fixture for two City-owned and seven leased properties in order to provide adequate office space to manage 100,000 cases.
 - Service Improvement projects include nine IT sub-projects that are designed to increase access to services and service delivery through web-enabled technology.
- Approval of the 2010 Recommended Capital Budget will result in a commitment to future year funding for new projects of \$1.700 million per year from 2011 to 2012; \$1.600 million per year from 2013 to 2018; and \$0.800 million in 2019. These future year commitments are allocated to: \$3.000 million for the WAYS: Phase 3; \$3.000 million for the Case Management: Phase 2; and \$3.600 million for the Employment Assistance: Phase 3 sub-projects. Given the future year commitments are funded fully by provincial subsidy, it is recommended that funding for the future years' commitments be subject to confirmation of continued Provincial funding.

- Although delays have been encountered for some I&T sub-projects, it is not expected that the 2009 summer labour disruption will significantly impact on TESS' capital program delivery.
- The 2010 Recommended Capital Budget is over debt target by \$4.192 million due to the new TESS Infrastructure project. All TESS I&T projects are funded by the Province. Since TESS cannot continue to manage 100,000 cases without additional space for caseworkers, TESS must begin the lease payments for the 7 sites by March 1st 2010, which is before the approval of the 2010 Operating Budget. Thus, it is recommended that TESS enter into the lease agreements at the seven identified locations commencing January 1st, 2010, with the total funding requirement of \$0.581 million from March to April 2010 to be funded by the Social Assistance Stabilization Reserve Fund.
- The 2010 Recommended Capital Plan of \$5.892 million gross (\$4.192 million debt) is comprised of 29% for service improvement and 71% for growth related projects, and provides the needed funding for TESS to:
 - Begin new projects in 2010: Employment Assistance: Phase 2 (\$1.700 million), Employment Assistance: Phase 3 (\$3.600 million), WAYS: Phase 3 (\$3.000 million), Case Management: Phase 2 (\$3.000 million), Workforce Management and Engagement System (\$0.800 million);
 - Continue previously approved projects such as: Employment Assistance: Phase 1 (\$0.400 million), Case Management: Phase 1 (\$1.200 million), MIS-DataMart: Phase 1 (\$0.600 million), and WAYS: Phase 2 (\$1.200 million); and,
 - Complete the new TESS Infrastructure project (\$4.192 million) in 2010 to expand office space to accommodate 300 staff to manage 100,000 cases at year end.

Recommendations

The City Manager and Chief Financial Officer recommend that:

- (1) Council approve the 2010 Recommended Capital Budget for Toronto Employment and Social Services with a total project cost of \$16.292 million and a 2010 cash flow of \$7.292 million and future year commitments of \$13.800 million. The 2010 Recommended Capital Budget consists of the following:
 - a) New Cash Flow Funding for:
 - i) six new/change in scope sub-projects with a 2010 total project cost of \$16.292 million that requires cash flow of \$4.992 million in 2010 and a future year commitment of \$0.850 million in 2011; \$1.000 million in 2012; \$1.200 million in 2013; \$1.350 million in 2014; \$1.500 million per year from 2015 to 2017; \$1.600 million in 2018; and, \$0.800 million in 2019;
 - ii) four previously approved sub-projects with a 2010 cash flow of \$0.900 million and a future year commitment of \$0.850 million in 2011; \$0.700 million in 2012; \$0.400 million in 2013; \$0.250 million in 2014; and, \$0.100 million from 2015 to 2017;
 - b) 2009 approved cash flow for 2 previously approved sub-projects with carry forward funding from 2009 into 2010 totalling \$1.400 million;
- (2) Council approve new debt service costs of \$0.105 million in 2010 and incremental debt costs of \$0.440 million in 2011 resulting from the approval of the 2010 Recommended Capital Budget, to be included in 2010 and future year operating budgets;
- (3) Council approve the 2011 – 2019 Recommended Capital Plan for Toronto Employment and Social Services totalling \$0.600 million in project estimates, comprised of \$0.100 million per year from 2013 to 2018;
- (4) Council consider the operating impacts of \$2.646 million in 2010 and \$0.389 million in 2011 emanating from the approval of the 2010 Recommended Capital Budget for inclusion in the 2010 and future year operating budgets;
- (5) Council approve that the future year commitment of \$13.800 million be subject to confirmation of funding from the Province;
- (6) Council approve that TESS, in conjunction with Financial Planning staff, realign its 2010 to 2019 Capital Plan budget estimates and commitments to establish discreet project phases and cashflows based on actual project timelines, in time for the 2011 Capital Budget process; and,
- (7) Council authorize Toronto Employment and Social Services to enter into lease agreements effective January 1st 2010 for the seven sites identified in the confidential attachment Appendix 7, and that the 2010 Interim Operating Budget estimate be increased by \$0.581 million to fund the operating requirements for the months of March and April 2010 from the Social Assistance Stabilization Reserve Fund.

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
4,102	584	14.2%	2,702	66%	1,400

Toronto Employment and Social Services' 2009 capital budget for technology projects is fully funded by Provincial subsidies.

At the end of the 3rd quarter, Toronto Employment and Social Services (TESS) spent \$0.584 million or 14.2% of its 2009 Approved Capital Budget of \$4.102 million. Actual expenditure by year-end are anticipated to be \$2.702 million or 66% of the 2009 Approved Capital Budget. This represents a projected increase of \$1.911 million or 241.6% in capital spending over the 2008 spending rate of \$0.791 million or 24.8%. The improved spending rate projected for 2009 is primarily the result of contracts with external parties being awarded and projects are progressing according to plan. However, TESS anticipates that \$1.400 million in under-spending will be carried forward into 2010 as follows:

Project	Projected Under-spending
Employment Assistance: Phase 1	800
Case Management: Phase 1	600
Total 2009 Under-spending to be carry forward into 2010	1,400

All five IT sub-projects included in TESS' 2009 Capital Budget are *Service Improvement* projects. The Program does not have any State of Good Repair projects.

- The WAYS - Phase 1 (external web-enabled interactive tools) project was launched successfully in November 2008. Further enhancements are required by the Province due to OW rate changes and French language conversion. This sub-project will be completed by year-end. (2009 plan: \$0.744 million)
- The Employment Assistance - Phase 1 project is on schedule with the first module implemented, while development work for the second module is continuing. The program expects \$0.800 million in under-spending will be carried forward into 2010. (2009 plan: \$1.142 million)

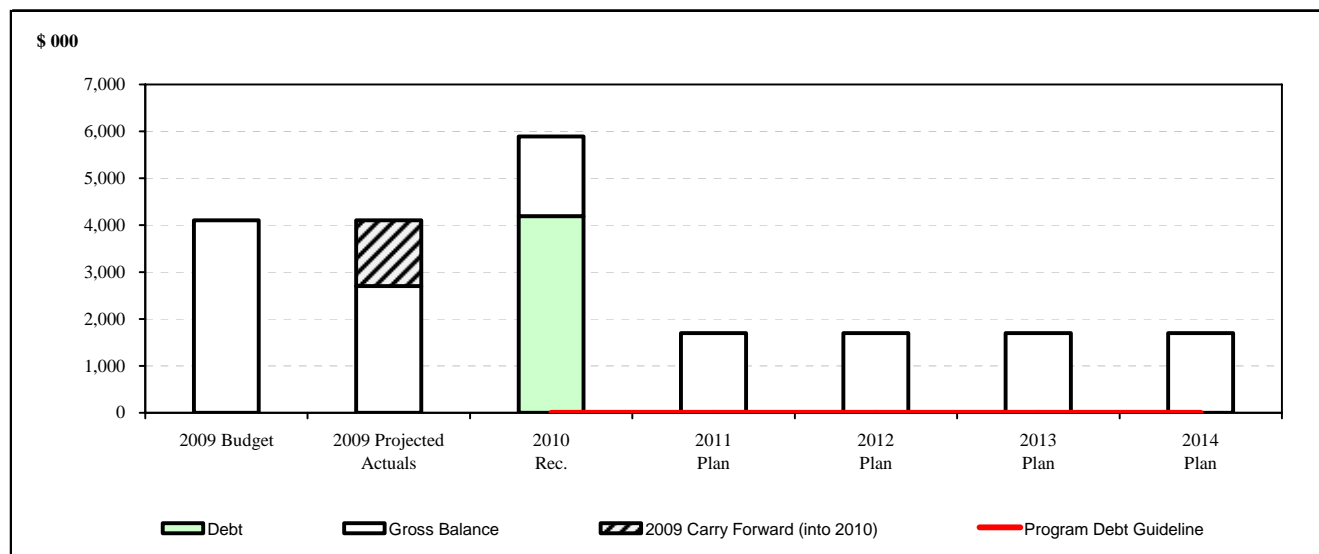
2010-2019 Capital Program Toronto Employment and Social Services

- The Contract Management Office (CMO) is expecting to finalize a contract with Oracle in 2009 for development of an interactive dashboard for the MIS-Data Mart - Phase 1 project and is progressing according to plan. (2009 plan: \$0.815 million)
- The Case Management - Phase 1 project is progressing according to plan. However, TESS projects \$0.600 million in under-spending will be carried forward into 2010. (2009 plan: \$0.800 million)
- A Business Case for the WAYS - Phase 2 project was submitted to the Province followed by a presentation to the joint Online Application Pilot Steering Committee (Province & City). A Sole Source Request for a contract with Sylogix has been approved by Council. Release of the contract is pending Provincial approval. (2009 plan: \$0.600 million)

Although delays have been encountered for some I&T sub-projects, it is not expected that the 2009 summer labour disruption will significantly impact on TESS' capital program delivery.

10-Year Capital Plan

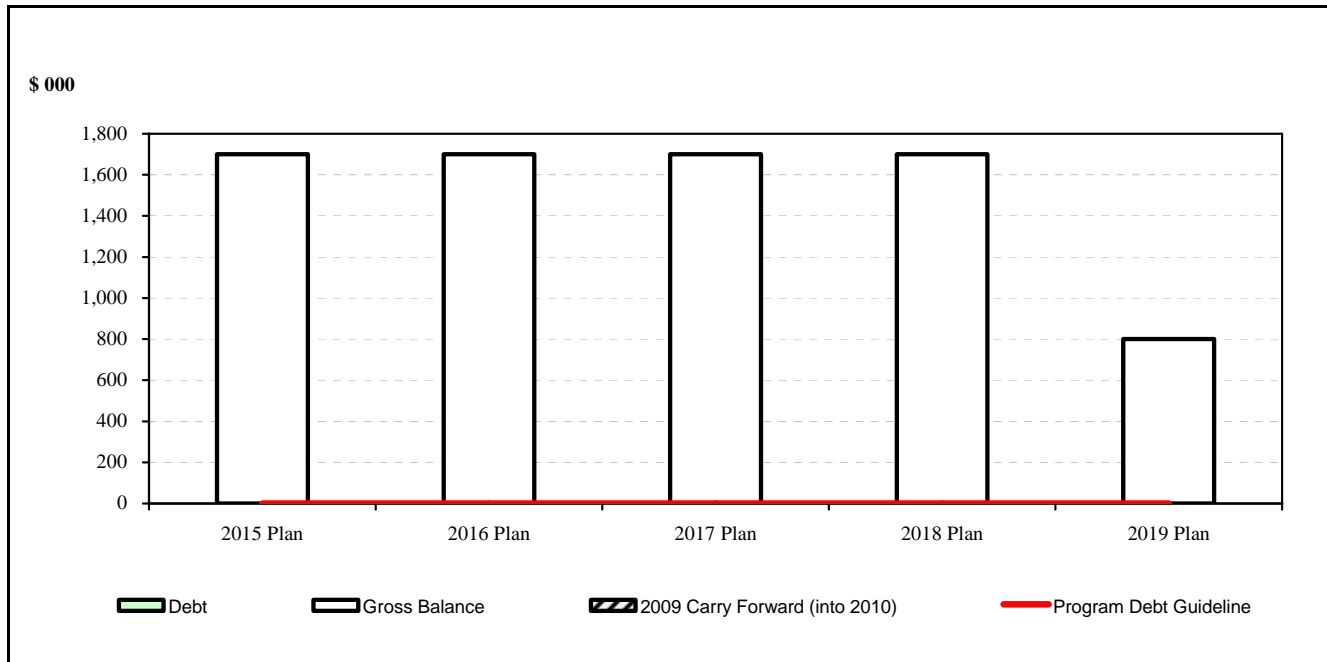
2010 Recommended Budget, 2011 – 2014 Recommended Capital Plan



	2009		2010 Rec. Budget and 2011 - 2014 Plan					2010-2014 Total	5-Year Total Percent
	Budget	Projected Actual	2010	2011	2012	2013	2014		
Gross Expenditures:									
2009 Capital Budget & Approved FY Commitments	4,102	2,702	1,700	850	850			3,400	27%
Recommended Changes to Approved FY Commitments			(800)	0	(150)	400	250	(300)	-2%
2010 New/Change in Scope and FY Commitments			4,992	850	1,000	1,200	1,350	9,392	74%
2011 - 2014 Capital Plan Estimates						100	100	200	2%
1-Year Carry Forward to 2010		1,400							
Total Gross Annual Expenditures & Plan	4,102	4,102	5,892	1,700	1,700	1,700	1,700	12,692	100%
Financing:									
Recommended Debt			4,192					4,192	33%
Reserves/Reserve Funds								0	0%
Development Charges								0	0%
ISF								0	0%
Provincial/ Federal	4,102		1,700	1,700	1,700	1,700	1,700	8,500	67%
Other Revenue								0	0%
Total Financing	4,102		5,892	1,700	1,700	1,700	1,700	12,692	100%
By Category:									
Health & Safety									
Legislated								0	0%
SOGR								0	0%
Service Improvement	4,102		1,700	1,700	1,700	1,700	1,700	8,500	67%
Growth Related			4,192					4,192	33%
Total By Category	4,102		5,892	1,700	1,700	1,700	1,700	12,692	100%
Yearly SOGR Backlog Estimate (addressed by current plan)			0	0	0	0	0	0	
Accumulated Backlog Estimate (end of year)								0	
Operating Impact on Program Costs*			2,646	389	0	0	0	3,035	
Debt Service Costs			105	440	0	0	0	545	

* 2010 Operating impact includes a one-time moving/contingency costs of \$0.450 million.

10-Year Capital Plan
2015-2019 Recommended Plan



	2015 - 2019 Capital Plan						
	2015	2016	2017	2018	2019	2010-2019 Total	Plan Total Percent
Gross Expenditures:							
2009 Capital Budget & Approved FY Commitments						3,400	17%
Recommended Changes to Approved FY Commitments	100	100	100			0	0%
2010 New/Change in Scope and FY Commitments	1,500	1,500	1,500	1,600	800	16,292	80%
2015 - 2019 Capital Plan Estimates	100	100	100	100		600	3%
Total Gross Annual Expenditures & Plan	1,700	1,700	1,700	1,700	800	20,292	100%
Financing:							
Recommended Debt						4,192	21%
Reserves/Reserve Funds						0	0%
Development Charges						0	0%
ISF						0	0%
Provincial/ Federal	1,700	1,700	1,700	1,700	800	16,100	79%
Other Revenue						0	0%
Total Financing	1,700	1,700	1,700	1,700	800	20,292	100%
By Category:							
Health & Safety						0	0%
Legislated						0	0%
SOGR						0	0%
Service Improvement	1,700	1,700	1,700	1,700	800	16,100	79%
Growth Related						4,192	21%
Total By Category	1,700	1,700	1,700	1,700	800	20,292	100%
Yearly SOGR Backlog Estimate (not addressed by current plan)	0	0	0	0	0	0	
Accumulated Backlog Estimate (end of year)						0	
Operating Impact on Program Costs	0	0	0	0	0	3,035	
Debt Service Costs	0	0	0	0	0	545	

10-Year Capital Plan Overview

- The 10-Year Recommended Capital Plan is based on improving the functionality of the Provincial Service Delivery Model Technology (SDMT) system. The system will support and improve the delivery of financial assistance and other services to eligible clients, specifically in areas including: limitation in scheduling meetings between caseworkers and clients, limitation in managing and tracking fraud, and no contingency functionality to ensure clients received payment due to system failure. The new facility project included in the 10-Year Recommended Capital Plan addresses TESS' office space constraint to manage its increased caseload.
- Over the 10-year planning horizon, Toronto Employment and Social Services is primarily funded by the Province at \$16.100 million or 79% for all IT sub-projects. The remaining \$4.192 million or 21% for the facility is funded from City debt.
- The 2009 summer labour disruption will not significantly impact TESS' program delivery for the 2010 Recommended Capital Budget and 2011-2019 Recommended Capital Plan.
- The following summarizes the 10-Year Capital Plan by project category:

The 10-Year Recommended Capital Plan allocates \$16.100 million (79%) to ***Service Improvement projects*** which includes the following sub-projects:

- *The Employment Assistance (EA): Phase 1, Phase 2, and Phase 3* sub-projects provide a web-based solution designed to manage, track and maintain vendor relationships/services securely on-line, to streamline the Individual Services & Supports process to improve administrative efficiency and audit tracking, and the creation of an online Employment Resource Centre (ERC) that offers help to job seekers and opportunities for employers to post jobs and access resume of potential employees (\$6.500 million from 2010 to 2019);
- *The MIS-Data Mart: Phase 1, Phase 2* sub-projects provide an enhancement to the Corporate Data Mart to improve information gathering and analysis regarding OW caseload and to link strategy to outcomes (\$1.200 million from 2010 to 2018);
- *The Case Management: Phase 1, Phase 2* sub-projects provide a start-to-finish case management tool that integrates all components of OW programs, as well as the non-OW cases that are served by TESS (\$4.800 million from 2010 to 2018);
- *The Web Access to Your Services (WAYS): Phase 2, Phase 3* sub-projects develop online tools that enable OW clients to submit documentation online and provide client services outside of office environment by utilizing wireless/portable technology (\$4.200 million from 2010 to 2019); and,
- The Workforce Engagement System sub-project provides a web application that provides a single point of access to information on recruitment, opportunities for promotion, and expressions of interests for TESS' staff (\$0.8 million from 2010 to 2013).

Growth project represents totalling \$4.192 million or 21% of the 10-Year Recommended Capital Plan and is solely allocated to the following project:

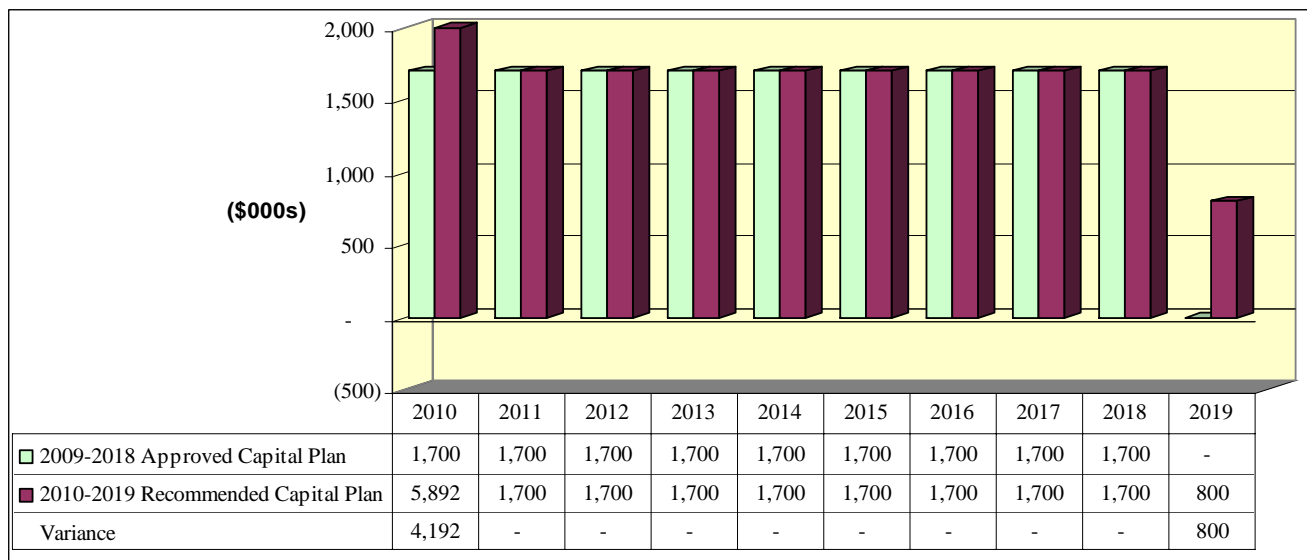
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- *TESS Infrastructure*: this facility project enables TESS to retrofit, and to purchase furniture and fixtures, for additional office and interview spaces to accommodate approximately 300 caseworkers to manage the projected caseload increase to 100,000 by December 2009.
- The 2010 Recommended Capital Budget (\$5.892 million) and the 2011 to 2019 Recommended Capital Plan (\$14.4 million) for TESS totals \$20.292 million, of which \$16.100 million (79%) is funded from Provincial subsidies dedicated to the ten IT sub-projects. The Provincial IT funding resulted from the Province’s decision to download technology acquisition and maintenance costs to municipalities in 2003. The remaining \$4.192 million (21%) funding requirement will provide for a facility project to address TESS’ physical plant capacity constraints in managing the projected caseload of 100,000 by December 2009. This facility project is 100% funded from debt.
- The Program does not have a backlog of State of Good Repair projects.

Key Changes to 2009 to 2018 Approved Capital Plan

The following highlights the changes between the 2009-2018 Approved Capital Plan and the 2010-2018 Recommended Capital Budget and Plan. As outlined in the table below, the 2010 Recommended Capital Budget of \$5.892 million represents an increase of \$4.192 million or 247% compared to the planned cash flow for 2010 of \$1.700 million in 2009. As a result, there is a \$4.192 million increase in the Recommended Capital Plan over the 9-Year period.

Changes to the 2009-2018 Approved Capital Plan



Two major initiatives have been added to TESS’ 2010-2018 Capital Plan which are outlined below:

- A new IT sub-project, Workforce Management and Engagement System, is added to the TESS’ Web-based I&T Development Project in 2010, which requires cashflow of \$0.300 million in 2010, \$0.200 million per year in 2011 and 2012, and \$0.100 million in 2013. This new system will support TESS’ approach to sustaining human resource and intellectual capacity by automating many processes and services such as recruitment, succession management and leadership and

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professional development. The system will also provide TESS with tools for easy and accurate access to workforce demographics and employee capacity information and statistics. Total project cost of \$0.8 million is fully funded by Provincial subsidy. The Program has reprioritized its capital projects, including deferring cash flow of \$0.600 million from the Employment Assistance: Phase 3 sub-project and \$0.200 million from the WAYS: Phase 2 sub-project to 2019, to accommodate this increase in cash flow of \$0.800 for the Workforce Management and Engagement project.

- A new facility project, TESS Infrastructure, is added to the TESS' 2010 Capital Budget with cashflow requirement of \$4.192 million in 2010 funded by City debt. This growth facility project allows TESS to increase office and interview space by approximately 110,000 square feet and adequately accommodate approximately 300 staff to manage a projected caseload of 100,000 by December 2009.

The other changes that affect the years 2010 to 2018 with no impact on the overall cashflow are summarized in the table below:

Key Projects (\$000's)	2010	2011	2012	2013	2014	2015	2016	2017	2018	2010 - 2018
Employment Assistance: Phase 1	(200)	200								0
Employment Assistance: Phase 2	100	(700)	(650)	400	300	150	100	100	200	0
Case Management: Phase 1	(500)	(100)	(100)	250	150	100	100	100		0
Case Management: Phase 2	100	200	200	(200)	(200)				(100)	0
WAYS: Phase 2		(100)	(100)	100	100					0
MIS-Data Mart: Phase 1	(100)		50	50						0

Project Financing

The 2010 Recommended Capital and 2011 to 2019 Recommended Capital Plan for TESS totalling \$20.292 million in project commitments and estimates consists of \$16.100 million or 78% in Provincial funding dedicated to IT initiatives, and debt funding of \$4.192 million or 21% for the TESS Infrastructure facility project.

10-Year Recommended Capital Plan Versus Multi-Year Debt Targets

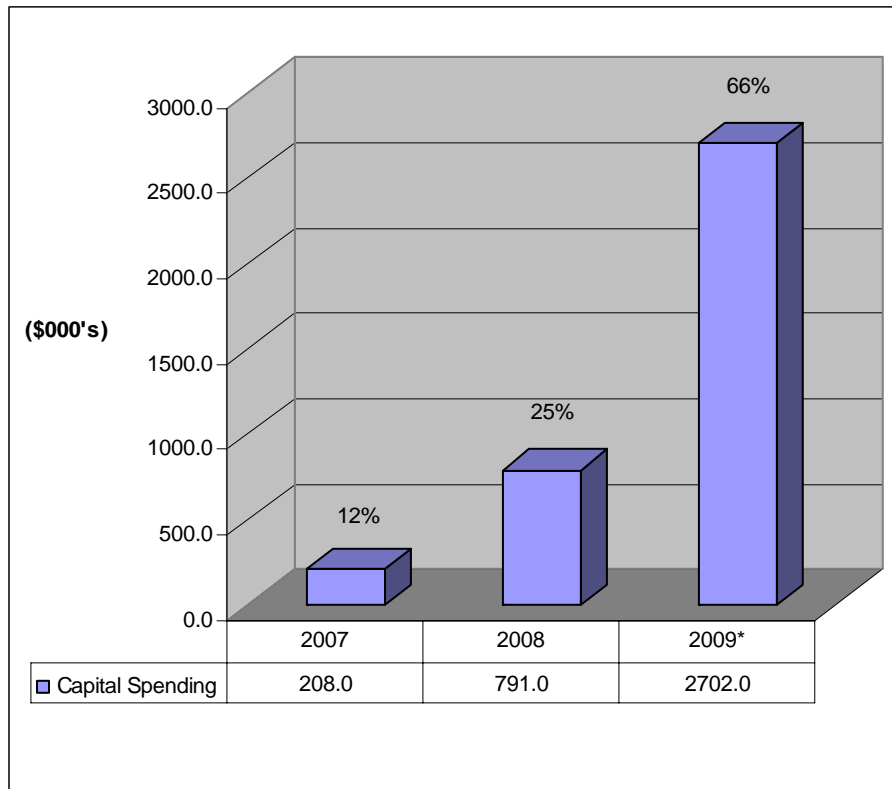
The 2010-2019 Recommended Capital Plan for TESS is over the debt affordability target only in 2010 by \$4.192 million due to the funding requirements necessary to accommodate the implementation of the TESS Infrastructure project. The need for additional space is critical as caseworkers cannot manage the caseload in existing space. This Growth facility project allows TESS to increase office and interview space by approximately 110,000 square feet and adequately accommodate approximately 300 staff to manage the projected caseload increase to 100,000 by December 2009. The \$4.192 million project will provide funding for the one time retrofitting and furniture and fixture costs of \$1.462 million at two City-owned properties, as well as furniture and fixture costs of \$2.730 million at seven leased properties. (See Issues Section for further discussion)

Program Capacity and Readiness to Proceed

The TESS 2009 Approved Capital Budget of \$4.102 million was \$0.584 million or 14.2% spent as of September 30th, 2009. Actual expenditures by year-end are projected to be \$2.702 million or 65.87% of the 2009 Approved Capital Budget. The 2009 projected spending rate by year-end represents a continued improvement over the Program's historic spending capacity. The Program has increased

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capital spending over time with year-end 2007 expenditures of \$0.208 million (12.24%) and 2008 expenditures of \$0.791 million (24.78%), as outlined in the graph below.



Note: *2009 Year-End Capital Budget Spending Rate Projection as of September 30th, 2009

The 10-Year Capital Plan includes ten I&T sub-projects dedicated to utilizing technology to adopt a more client-centric approach to service delivery and to allow the Program to sustain its human and intellectual capital.

The 10-Year Recommended Capital Plan includes four previously approved sub-projects (Employment Assistance: Phase 1, MIS – Data Mart: Phase 1, Case Management: Phase 1, and WAYS: Phase 2), five new IT sub-projects (Employment Assistance: Phase 2, Phase 3, WAYS: Phase 3, Case Management: Phase 2, and Workforce Management and Engagement System) and a facility project (TESS Infrastructure) to begin in 2010, and a future sub-project (MIS – Data Mart: Phase 2) to begin in 2013.

The IT sub-projects deferrals and delays experienced in 2007 and 2008 were mainly attributable to the lengthy procurement and contract negotiation process, and the various approval processes. The ability to commence these sub-projects as planned in 2010 depends upon the process to finalize contract(s) with external expertise where needed. The four previously approved sub-projects are progressing according to plan and are ready to move forward into 2010. The Program has also assumed sufficient time to address the preliminary procurement process for the 5 new sub-projects to start in 2010.

The TESS Infrastructure project includes two City-owned properties and seven leased properties. TESS, with consultation from Facility and Real Estates, is in the final stage of negotiation with the landlords on the seven proposed lease properties. The Program expects the lease contracts will be finalized in 2009.

State of Good Repair (SOGR) Backlog

TESS' facilities capital funding requirements were previously transferred and consolidated within the Facilities & Real Estate (F&RE) Capital Budget and Capital Plan. Hence, the Program does not have any backlog of State of Good Repair projects.

Capital Projects Highlights

The 2010 Recommended Capital Budget; and 2011 to 2019 Recommended Capital Plan reflects TESS' strategic direction for more responsive service delivery through web-enabled technology, and to sustain its human and intellectual capital, through the following web-based IT development projects:

- The **Employment Assistance: Phase 1 sub-project** (Total project cost of \$2.0 million, with cash flow of \$0.350 million in 2007, \$0.850 million in 2008, \$0.400 million in 2009, and \$0.2 million per year for 2010 and 2011) will provide the Program a secure, scalable, adaptable web-based solution to support its three strategic areas: vendor relationships, Ontario Works (OW) Program delivery and administration, and implementing a client-centric case management approach. The System will support the implementation of a new delivery model for the Employment Assistance program, create a working model from which other program areas could eventually manage, track and maintain vendor relationships / services securely on-line. It will establish: a framework for the eventual inclusion of other Ontario Works programs and supports (case management / administration), a secure framework for the integration of the other EA initiatives (Case Management, Employment Resource Centres), and a model for the expansion of client self service;
- The **Employment Assistance: Phase 2 sub-project** (\$1.7 million from 2010 through 2018) is a web-based solution that automates, simplifies, and standardizes the Individual Services & Supports business process to reduce duplication and improve administrative efficiency. The project also aims to improve allocation of resources for service delivery and to improve audit tracking. OW clients have training or service needs that are not met through the standard Division-wide employment programs. The individual Services & Supports are employment programs delivered through the local offices that are customized to individual client's needs in an attempt to improve job readiness of OW clients, support OW clients in achieving their employment goals, and increase the range of services available to participants to meet their employment needs;
- The **Employment Assistance: Phase 3 sub-project** (\$3.6 million from 2010 through 2019) is a development of an online Employment Resource Centre (ERC). The ERC portal is a secure, scalable, adaptable web solution that links job seekers, community agencies, employers and career and employment information specialists in a virtual environment. The online ERC is also an accessible, efficient, and convenient tool that provides services including: real time access to workshops (instructional/informational videos), on-line scheduling for in-house workshops, resume help/questions, access to job postings, information regarding skill training programs for OW clients, and options for employers to access a job seekers' resume bank, to post jobs and to communicate with TESS regarding job fairs and other opportunities. This sub-project also provides cost savings by reducing printed materials, mail-outs and advertising;

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- **The MIS - Data Mart: Phase 1 sub-project** (Total project cost of \$1.5 million, with cash flow of \$0.150 million in 2007, \$0.450 million in 2008, and \$0.300 million in 2009, and \$0.6 million from 2010 through 2013) involves software enhancements to the Corporate Data Mart needed to conduct performance management reports and interactive dashboards required by the Deputy City Manager for accountability and transparency. Also, information from other divisions that provide services to OW clients will be brought into the Data Mart in order to examine cross-divisional service needs and identify efficiencies. The system continues to be a reliable source of information, trend identification and strategic planning tool;
- **The MIS-Data Mart: Phase 2 sub-project** (\$0.6 million from 2013 through 2018) is a performance results information system that links strategy to outcomes. While Phase 1 deals with improvements to performance management reporting and bringing information from other divisions, Phase 2 provides for ongoing expansion of the Corporate Data Mart into other business areas (e.g. bringing in 3-1-1 data and tying into the SAP Financial warehouse);
- **The Case Management: Phase 1 sub-project** (Total project cost of \$2.0 million, with cash flow of \$0.4 million per year for 2008 and 2009, and \$1.2 million from 2010 through 2017) will integrate all components of the OW program outside of eligibility assessment and social assistance financial management. The application will provide start-to-finish case management tools, tracking, placement, review, special requirements, quality assurance and exit planning for OW clients;
- **The Case Management: Phase 2 sub-project** (\$3.0 million from 2010 through 2018) is a web-based application that integrates all components of OW while tracking and managing non-OW cases that are being or will be served by TESS based on Mayor's priorities and Council direction including Investing in Neighbourhoods and investing in Families. The enhanced application will unite business requirements such as increasing controls and program integrity, streamlining process and task alignment to eliminate non value-added activities, and providing support to an integrated records management for a complete end-to-end case management and case planning tool;
- **The Web Access to Your Services (WAYS): Phase 2 sub-project** (\$0.6 million for 2009 and \$1.2 million from 2010 through 2014) will assist Toronto residents in accessing the Social Assistance application, services, and information through the internet. This project is designed to streamline administrative processes by expanding the on-line application, as well as access and submission of OW documentations such as the Income Report Statements (IRS) and the Change of Information by Applicants (CIA). The more efficient administrative processes will allow staff to focus on providing OW clients with employment assistance and supports;
- **The Web Access to Your Services (WAYS): Phase 3 sub-project** (\$3.0 million from 2010 through 2019) is an expansion of an on-line application that allows TESS to take employment services and financial assistance into the community through utilizing the wireless/portable technology. Specifically, this project provides TESS the flexibility of providing client services at off-site locations such as home visits, institutional visits, and community agencies. TESS will also be able to provide extended business hours as WAYS: Phase 3 allows the Program to provide client services outside the usual office environment; and,
- **The Workforce Engagement System sub-project** (\$0.8 million from 2010 through 2013) is a web application that automates many processes and services such as recruitment, succession

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management and leadership and professional development, and provide the TESS with tools for convenient and accurate access to critical workforce demographics and staff capacity information and statistics. This will streamline organizational planning and development and create a single point of access for information sharing and performance and career development tools and activities for over 2,000 TESS' staff. The automated processes identified include:

- Link Performance Planner to the Competency Assessment Tool and Skills Inventory Tool;
- Create blog-style communication forum for Training & Career Development information;
- Provide information on job competitions and expressions of interest, with the ability to match the staff's competencies to the job requirements;
- Apply online for Divisional expressions of interest, Mentorship Program, Leadership Development Opportunity Program;
- Create personal web space for staff to manage their performance and career development activities; similar to current social networking sites; and,
- Provide Senior Management Team and Divisional Human Resources functions with information and statistics on workforce capacity.

The 2010 Recommended Capital Budget of \$5.892 million provides funding for the following facility project:

- The TESS Infrastructure project (\$4.192 million in 2010) is a facility project that addresses the physical plant capacity constraints faced by TESS as caseload increased significantly from an average monthly caseload of 78,300 in 2008 to a projected caseload of 100,000 by December 2009.

The nine locations in total offer 110,000 square feet and accommodate adequate office and interview spaces for approximately 300 staff. The TESS Infrastructure projects will enable TESS to retrofit, and to purchase furniture and fixture, for the additional office and interview spaces. This growth facility project will be completed within 2010.

Summary of Major Capital Initiatives

(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
New & Expanded Facility Projects	4,192										4,192
IT Projects:											
Employment Assistance: Phase 1	1,000	200									1,200
Employment Assistance: Phase 2	100	150	200	400	300	150	100	100	200		1,700
Employment Assistance: Phase 3	100	100	200	200	400	450	450	500	600	600	3,600
Case Management: Phase 1	600	250	250	250	150	100	100	100			1,800
Case Management: Phase 2	100	200	200	300	300	500	500	500	400		3,000
MIS- Data Mart: Phase 1	200	200	150	50							600
MIS- Data Mart: Phase 2				100	100	100	100	100	100		600
WAYS: Phase 2	500	200	300	100	100						1,200
WAYS: Phase 3	200	200	200	200	350	400	450	400	400	200	3,000
Workforce Management and Engagement System	300	200	200	100							800
Sub-Total: IT Projects	3,100	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	800	17,500
Total	7,292	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	800	21,692

The 10-Year Recommended Capital Plan provides new facility funding of \$4.192 million for the TESS Infrastructure project. The \$4.192 million gross/debt will provide funding for the one time retrofitting

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and furniture and fixture costs of \$1.462 million at two City-owned properties, as well as furniture and fixture costs of \$2.730 million at seven leased properties.

Recommended funding for information technology projects amounts to \$17.500 million (including 2009 carry forward funding of \$1.400 million) is recommended for the Web-Based IT Development project to assist the Program in utilizing technology to adopt a more client-centric approach to service delivery. The 10-Year Recommended Capital Plan includes funding for 10 sub-projects: Employment Assistance (Phase 1), MIS - Data Mart (Phase 1), Case Management (Phase 2), WAYS (Phase 2), Employment Assistance (Phase 2), MIS – Data Mart (Phase 2), Case Management (Phase 1), WAYS (Phase 3), Employment Assistance (Phase 3), and Workforce Management & Engagement System. These IT projects will enable TESS to manage its business more efficiently and effectively, and to provide clients with better access to the services, information and resources they need to make informed choices. The Workforce Management & Engagement system will enable TESS to develop a web application that targets recruitment and staff development in order to sustain its human resources and intellectual capacity.

These I&T sub-projects will be funded by Provincial subsidy dedicated to technology development. It is assumed that the annual Provincial Technology subsidy for OW will continue for the foreseeable future. Spending on these IT sub-projects is subject to receipt of the provincial subsidy.

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
2010 Recommended Capital Budget											
Program Costs (Gross)	2,646	389									3,035
Program Costs (Revenue)											
Program Costs (Net)	2,646	389									3,035
Approved Positions											
Debt Service Costs	105	440									545
Recommended 10-Year Capital Plan											
Program Costs (Gross)											
Program Costs (Revenue)											
Program Costs (Net)											
Approved Positions											
Debt Service Costs											
Total											
Program Costs (Gross)	2,646	389	-	-	-	-	-	-	-	-	3,035
Program Costs (Revenue)	-	-	-	-	-	-	-	-	-	-	-
Program Costs (Net)	2,646	389	-	-	-	-	-	-	-	-	3,035
Approved Positions	-	-	-	-	-	-	-	-	-	-	-
Debt Service Costs	105	440	-	-	-	-	-	-	-	-	545

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.

The 2010 Recommended Capital Budget and 2011-2019 Recommended Capital Plan results in operating impacts of \$2.646 million in 2010 and \$0.389 million in 2011 from new 2010 capital projects.

The operating impacts primarily reflect the investment in the TESS Infrastructure project which requires \$2.646 million for rental and the amortized leasehold improvement costs for the seven leased properties, and an one-time moving/contingency costs of \$0.450 million in 2010. The incremental operating impacts of \$0.389 million in 2011 reflect the full year funding requirement for the rental and

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amortized leasehold improvement costs and the reversal of the one-time moving/contingency costs of \$0.450 million in 2010.

The approval of the nine IT sub-projects will neither impact the Program's Operating Budget, nor the City's debt service costs, as both the recommended projects and the three temporary staff that were hired to work on the Employment Assistance: Phase 1 sub-project will be funded by the provincial subsidy. The Program's permanent IT staff will assume responsibility for ongoing maintenance; thus, there will be no additional costs to the Program's Operating Budget upon completion of the projects.

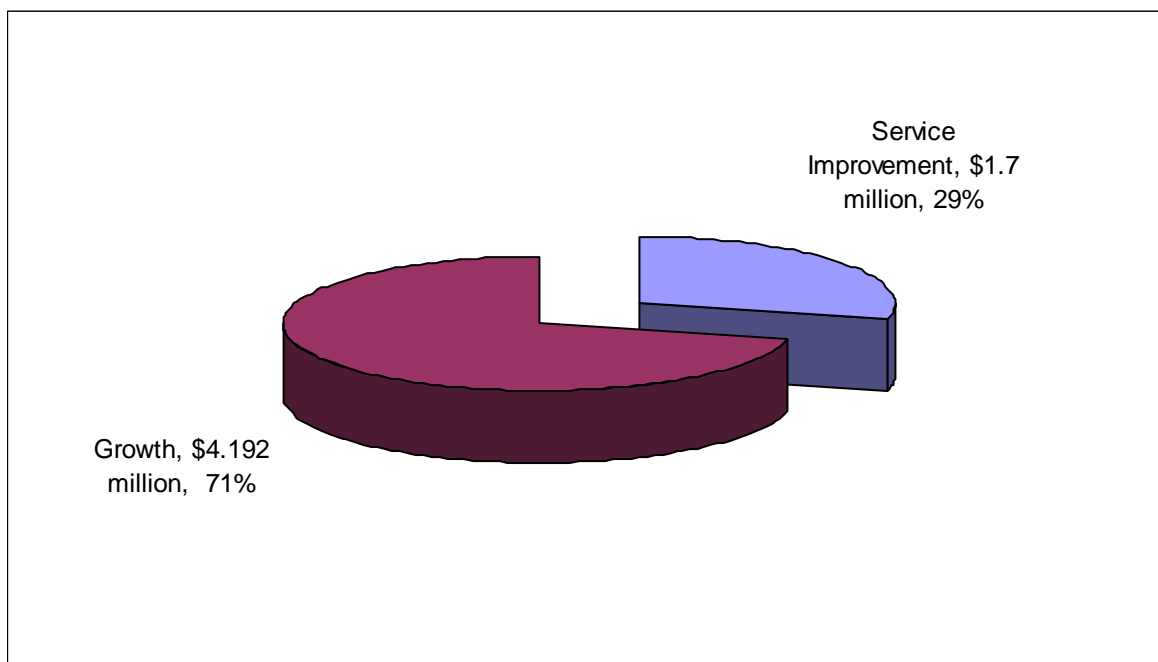
Total 2010 Recommended Cash Flow & Future Year Commitments

	2008 & Prior Year Carry Forwards	2010 Previously Approved Cash Flow Commitments	2010 New Cash Flow Recommended	2010 Total Cash Flow Recommended	2010 Debt Target	2009 Carry Forwards	Total 2010 Cash Flow (Incl 2009 C/Fwd)	2011	2012	2013	2014	2015	2016	2017	2018	2019	Total Cost
Expenditures																	
Previously Approved		900		900		1,400	2,300	850	700	400	250	100	100	100	-	-	4,800
Change in Scope																	-
New			4,992	4,992			4,992	850	1,000	1,200	1,350	1,500	1,500	1,500	1,600	800	16,292
New w/Future Year																	-
Total Expenditure	-	900	4,992	5,892	-	1,400	7,292	1,700	1,700	1,600	1,600	1,600	1,600	1,600	1,600	800	21,092
Financing																	
Reserves/Res Funds																	-
Development Charges																	-
Other		900	4,992	5,892		1,400	7,292	1,700	1,700	1,600	1,600	1,600	1,600	1,600	1,600	800	21,092
Debt																	-
Total Financing	-	900	4,992	5,892	-	1,400	7,292	1,700	1,700	1,600	1,600	1,600	1,600	1,600	1,600	800	21,092

- Toronto Employment and Social Services’ 2010 Recommended Capital Budget is \$7.292 million and provides funding for 2009 projects carried forward into 2010 of \$1.400 million; previously approved 2010 commitment funding of \$0.900 million; and, \$4.992 million for new projects.
- Projects requiring 2009 carry forward funding include the Employment Assistance: Phase 1 and Case Management: Phase 1 sub-projects.
- Approval of the 2010 Recommended Capital Budget will result in a commitment to future year funding for new projects of \$0.850 million in 2011; \$1.000 million in 2012; \$1.200 million in 2013; \$1.350 million in 2014; \$1.500 million per year from 2015 to 2017; \$1.600 million in 2018; and \$0.800 million in 2019. These future year commitments are mainly composed of \$3.000 million for the WAYS: Phase 3, \$3.000 million for the Case Management: Phase 2, and \$3.600 million for the Employment Assistance: Phase 3 sub-projects. Given the future year commitments are funded fully by provincial subsidy, commitments will not be made to projects until the funding is confirmed by the Province.
- TESS, in conjunction with Financial Planning staff, realign its 2010 to 2019 Capital Plan budget estimates and commitments to establish discreet project phases and cashflows based on actual project timelines, in time for the 2011 Capital Budget process.

2010 Recommended Capital Budget: Overview

Capital Budget by Project Category



The following summarizes the allocation of recommended funding by project category:

Funding for *Service Improvement* project represents 29% of the 2010 Recommended Capital Budget. All IT sub-projects included in the 2010 Recommended Capital Budget are Service Improvements projects at a cost of \$1.700 million. The nine IT sub-projects are fully funded by Provincial subsidy.

Growth project represents 71% of the 2010 Recommended Capital Budget and is for TESS to respond to the physical plant capacity constraints resulting from the significant increase in caseload at a cost of \$4.192 million. This project is funded 100% from debt and will provide office spaces and interview rooms for 300 caseworkers.

2010 Recommended Capital Budget versus Debt Target

The 2010 Recommended Capital Budget requires new 2010 cash flow of \$5.892 million with debt funding of \$4.192 million. This cash flow combined with funding carried forward of \$1.400 million for 2009 projects results in a total 2010 Recommended Capital Budget of \$7.292 million.

The 2010 Recommended Capital Budget exceeds the debt affordability by \$4.192 million in 2010 due to the funding requirements to accommodate the implementation of the TESS Infrastructure project. The increase in funding over debt target is required as expanding office space is critical to manage the projected caseload increase to 100,000 cases by the end of 2009.

The 2010 Recommended Capital Budget also includes nine I&T sub-projects which require no debt funding as the projects are 100% funded by the Province.

Capacity and Readiness to Proceed

The 2010 Recommended Capital Budget includes nine sub-projects of the TESS' Web-Based IT Development Project. Five new sub-projects: Employment Assistance: Phase 2; Employment Assistance: Phase 3; Case Management: Phase 2; WAYS: Phase 3; and Workforce Management and Engagement System, are scheduled to start in 2010. The ability to commence these sub-projects as planned depends upon the process to finalize contract(s) with external expertise where needed. However, TESS has assumed sufficient time in its 10-Year Plan to address the preliminary procurement process.

Capital Project Highlights

The 2010 Recommended Capital Budget of \$7.292 million (including 2009 carry forward funding of \$1.400 million) provides the needed funding for TESS to:

- Begin the Employment Assistance: Phase 2 (\$0.100 million), Employment Assistance: Phase 3 (\$0.100 million), WAYS: Phase 3 (\$0.200 million), Case Management: Phase 2 (\$0.100 million), Workforce Management and Engagement System (\$0.300 million);
- Continue previously approved projects such as: Employment Assistance: Phase 1 (\$1.000 million with \$0.800 million carried forward from 2009), Case Management: Phase 1 (\$0.600 million carried forward from 2009), MIS-DataMart: Phase 1 (\$0.200 million), and WAYS: Phase 2 (\$0.500 million); and,
- Complete the TESS Infrastructure project (\$4.192 million) to expand office space to accommodate 300 staff to the projected caseload increase to 100,000 cases at year-end.

PART II: ISSUES FOR DISCUSSION

2010 Recommended Capital Plan Issues

TESS has experienced a significant increase in monthly average caseload from approximately 60,000 cases in 2001 to 78,300 cases in 2008, and to 90,000 average monthly cases projected for 2009.

The average monthly caseload year-to-date as of September 2009 is 87,534 cases. However, the actual caseload for the month of September 2009 is 94,043. Given the unemployment rate in Toronto was 10.8% in August 2009 (compared to the forecast of 8.6% to 8.8% in 2009), TESS forecasts the caseload would increase to 100,000 by December 2009.

The existing TESS physical plant capacity is able to serve a caseload of 75,000 cases. Given the caseload is projected to reach 100,000 cases by end of 2009, TESS requires additional office space for the additional 25,000 cases and approximately 300 staff.

Currently 50 additional staff have been hired to manage the increase in caseload without additional office space. With the caseload increasing to 100,000 by December 2009, an additional 250 case workers are required. New office space is critical as the Program can no longer accommodate its staff within the existing office space.

TESS has researched the availability of office space within its 5 districts and support services locations and identified two City-owned properties and seven leased properties that meet its needs. The nine locations will fulfill TESS' specific service responsibilities including:

- Employment Resource Centre;
- Dedicated Client Reception Area, including registration and space for children's play area;
- Community and Training Room;
- Interview booths;
- Substantial filing space for both active and in active clients; and,
- Public washrooms (wheelchair accessible) that are located outside of the secured areas.

The nine locations in total offer 110,000 square feet and accommodate adequate office and interview spaces for 300 staff. The new spaces also improve access to services by relocating offices where service demands are greatest to meet service gaps, locations that is accessible by public transit or parking is available, and sites that are in close proximity to other City services or community partners such as Service Canada, Employment Ontario, Toronto Public Library and Toronto Public Health.

The TESS Infrastructure project will enable TESS to retrofit, and to purchase furniture and fixture, for the additional office and interview spaces. The additional spaces will accommodate 300 staff in managing the projected caseload of 100,000 cases by December 2009. This project, totalling \$4.192 million, for the one time retrofitting and furniture and fixture costs of \$1.462 million at two City-owned properties, as well as furniture and fixture costs of \$2.730 million at seven new/expanded leased properties is funded by debt. The project will be completed within 2010.

Approval of this Growth facility project will also result in an annual lease/operating costs of \$6.368 million. This budget pressure will be offset by operational savings of \$1.335 million achieved through closure of two existing locations and \$1.998 million of infrastructure funding included in TESS Base Operating Budget. With a one-time moving/contingency cost of \$0.450 million, the net operating impacts resulted from the approval of this Growth facility project is \$2.646 million in 2010. The funding requirement to retrofit the two City-owned properties, purchase furniture and fixtures for nine new/expanded locations, and annual rental and amortized leasehold improvement costs for the seven leased properties and are summarized as follows:

LOCATION	START-UP COSTS FOR CAPITAL			ANNUAL LEASE COSTS/ OPERATING COSTS
	CITY OWNED PROPERTIES A	LEASED PROPERTIES B	TOTAL CAPITAL REQUIREMENT C = A + B	
	RETROFIT AND FURNITURE/FIXTURES COSTS	FURNITURE & FIXTURES		
Metro Hall 27th Floor (City-owned)	14.4		14.4	-
455 Dovercourt (City-owned)	1,447.4		1,447.4	87.3 *
7 Lease Sites		2,730.1	2,730.1	6,280.5
Sub-total:	1,461.8	2,730.1	4,191.9	6,367.8
One-time moving/contingency costs				450.0
Total	1,461.8	2,730.1	4,191.9	6,817.8

* Operating costs for 455 Dovercourt include maintenance and utility costs.

The annual lease costs will be offset by the following:

- (a) Closure of two existing locations (1,335.0)
- (b) Base Infrastructure funding included in TESS Operating Budget (1,998.0)

Annual Operating Impact	3,484.8
Net Operating Impact in 2010 (March to December 2010)	2,646.0
Net Funding Requirement prior to 2010 Operating Budget approval (March and April 2010)	580.8
Annual Operating Funding Requirement in 2011	3,034.8
Net Operating Impact in 2011	388.8

Council authority is required to enter into lease agreement effective January 1st, 2010 to lease properties as identified in confidential attachment entitled Appendix 7. Occupancy is expected to occur in March 2010 after the retrofits to the locations are completed. Thus, a funding source is required before the 2010 Operating Budget is approved in mid April to fund the operating impacts for the months of March and April 2010 of \$0.581 million. The Social Assistance Stabilization (SAS) Reserve Fund has sufficient balance to accommodate the operating impacts of \$0.581 million.

A report from the Chief Corporate Officer on the lease space requirement for TESS will be reported to the Government Management Committee for consultation at its meeting on November 9th, 2009 for the terms and conditions of the lease agreements.

2011-2019 Recommended Capital Plan Issues

The 10 Year Recommended Capital Plan for TESS includes 10 IT sub projects, of which four are previously approved, five will commence in 2010 and one will start in 2013. The cash flows have been smoothed over the entire ten years to align Provincial funding of \$1.7 million per year as summarized in Appendix 1. To accomplish this alignment, five of the ten sub projects require annual cash flow commitments to end in either 2018 or 2019. The plan also includes phases for the Employment Assistance Project, the Case Management Project and the WAYS Project to occur simultaneously.

As per the 2010 Capital Guidelines, cash flow funding for each capital plan should be aligned with the discreet stages of a capital project. Once one phase is completed, the next phase would begin. Commitments are not made concurrently in a phased project. In addition, cash flow commitments, unless supported by contract or special circumstance, are not made beyond a 5-year time horizon.

TESS Capital Plan requires a realignment to ensure consistency with the above criteria. Thus, it is recommended that TESS, in conjunction with Financial Planning staff, realign its 2011 to 2019 Capital Plan budget estimates and commitments to establish discreet phases and cashflows based on actual project timelines, in time for the 2011 Capital Budget process.

Appendix 1

10-Year Recommend Capital Plan Project Summary

Project	2010	2011	2012	2013	2014	2010-2014	2015	2016	2017	2018	2019	Total 10-Year Plan
Employment Assistance: Phase 1	1,000	200				1,200						1,200
Employment Assistance: Phase 2	100	150	200	400	300	1,150	150	100	100	200		1,700
Employment Assistance: Phase 3	100	100	200	200	400	1,000	450	450	500	600	600	3,600
Case Management: Phase 1	600	250	250	250	150	1,500	100	100	100			1,800
Case Management: Phase 2	100	200	200	300	300	1,100	500	500	500	400		3,000
MIS- Data Mart: Phase 1	200	200	150	50		600						600
MIS- Data Mart: Phase 2				100	100	200	100	100	100	100		600
WAYS: Phase 2	500	200	300	100	100	1,200						1,200
WAYS: Phase 3	200	200	200	200	350	1,150	400	450	400	400	200	3,000
Workforce Management and Engagement System	300	200	200	100		800						800
TESS Infrastructure	4,192					4,192						4,192
Total Program (including carry forwards)	7,292	1,700	1,700	1,700	1,700	14,092	1,700	1,700	1,700	1,700	800	21,692

Appendix 2

2010 Recommended Capital Budget; 2011 to 2019 Capital Plan

Appendix 3
2010 Recommended Cash Flow
& Future Year Commitments

Appendix 4
2010 Recommended Capital Projects
with Financing Details

**Appendix 6:
2010 to 2019 New Facilities and Expansion Projects**

Projects (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
TESS Infrastructure:											
City-owned: Metro Hall - 27th Floor	14										14
City-Owned: 455 Dovercourt Road	1,447										1,447
7 Lease properties	2,731										2,731
Total	4,192	0	0	0	0	0	0	0	0	0	4,192