

Analyst Briefing Notes
Budget Committee Review
(October 30, 2008)

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PART I: CAPITAL PROGRAM**Executive Summary**

- The Social Services' 2008 Approved Capital Budget of \$3.192 million was 11.4% or \$0.362 million spent as of June 30, 2008. The under spending is primarily due to the lengthy process of procuring a contract for the External Web sub-project. The External Web sub-project is expected to be launched in November 2008. The Program is reviewing the progress of the three IT sub-projects and they are proceeding as planned; thus, TSS the 2008 Approved Budget of \$3.192 million is projected to be 100% spent by year end.
- The 2009 Recommended Capital Budget, 2010 to 2013 Recommended Capital Plan and 2014 to 2018 Proposed Forecast includes nine IT sub-projects, totalling \$17.0 million, which are 100% funded by the Province.
- The 2009 – 2013 Recommended Capital Plan of \$8.5 million consists of three previously approved projects that include: Employment Assistance (Phase 1), MIS -Data Mart (Phase 1), and Case Management (Phase 1), a new sub-project commencing in 2009 (Web Access to Your Service (Phase 2), a new sub-project to begin in 2011 (Employment Assistance (Phase 2)), and 4 new sub-projects to commence in 2013 (MIS – Data Mart: Phase 2, WAYS: Phase 3, Case Management: Phase 2, and Employment Assistance: Phase 3).
- The 2009 Recommended Capital Budget of \$1.7 million requires future year commitments of \$1.7 million in 2010, \$0.850 million in 2011, and \$0.850 million in 2012 for four Service Improvement IT sub-projects as follows:
 - *Employment Assistance(Phase 1)*: a web-based solution that supports the implementation of a new delivery model for the EA program as well as manages, tracks and maintains vendor relationships/services securely on-line. The sub-project commenced in 2007 and is expected to be completed by 2010 at a cost of \$2.0 million.
 - *MIS-Data Mart(Phase 1)*: an enhancement to the Corporate Data Mart to improve performance management reporting with such tools as an interactive dashboard, as well as to bring in information from other divisions that provide services to OW clients. The sub-project commenced in 2007 and will be completed by 2012 at a cost of \$1.5 million.
 - *Case Management (Phase 1)*: a start-to-finish case management tool that integrates all components of OW programs and provides tracking, placement, review, as well as exit planning for OW clients. This sub-project began in mid-2007 and is expected to be completed by 2012 at a cost of \$2.0 million.
 - *Web Access to Your Services (Phase 2)*: a project that streamlines the administrative process by allowing completion of the Income Report Statements and the Change of Information by Applicants online. This sub-project is expected to begin in 2009 and be completed by 2012 at a cost of \$1.8 million.
- All TSS' State of Good Repair projects were transferred to the Facilities & Real Estates (F&RE). Hence, there is no SOGR backlog or unmet service needs in TSS's Capital Budget, Plan, and Forecast.

Recommendations

The City Manager and Acting Chief Financial Officer recommend that:

- (1) Council approve the 2009 Recommended Capital Budget for Social Services with a total project cost of \$1.8 million and a 2009 cash flow of \$1.7 million and future year commitments of \$3.4 million. The 2009 Recommended Capital Budget consists of the following:
 - a) New Cash Flow Funding for:
 - i) one sub-project with a 2009 total project cost of \$1.8 million that requires cash flow of \$0.6 million in 2009 and a future year commitment of \$0.5 million in 2010; \$0.3 million in 2011; and, \$0.4 million in 2012; and,
 - ii) three previously approved sub-projects with a 2009 cash flow of \$1.1 million and a future year commitment of \$1.2 million in 2010; \$0.55 million in 2011; and, \$0.450 million in 2012;
- (2) Council approve the 2010-2013 Capital Plan for Social Services totalling \$3.4 million in project estimates, comprised of \$0.850 million in 2011; \$0.850 million in 2012; and \$1.7 million in 2013, subject to receipt of provincial funding; and,
- (3) Council approve in principle the 2014-2018 Capital Forecast for Social Services totalling \$8.5 million in project estimates, comprised of \$1.7 million in 2014; \$1.7 million in 2015, \$1.7 million in 2016, \$1.7 million in 2017; and \$1.7 million in 2018, subject to receipt of provincial funding; and that this forecast be used as a foundation for preparing a 2010 to 2019 Capital Plan and Forecast as part of the 2010 Capital Budget process.

2008 Capital Variance Review

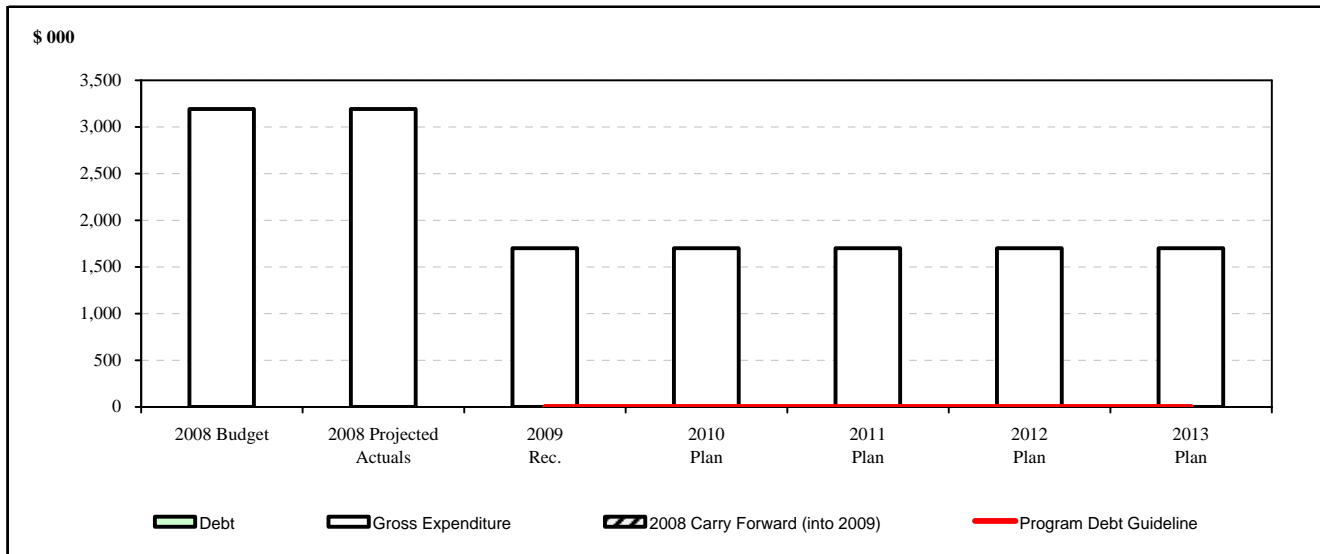
2008 Budget to Actuals Comparison - Total Gross Expenditures (\$000s)					
2008 Approved	Actuals as of June 30 (2nd Qtr Variance)		Projected Actuals at Year End		Balance
\$	\$	% Spent	\$	% Spent	\$ Unspent
3,192	362	11.4%	3,192	100%	0

Comments / Issues:

- Social Services' 2008 Approved Capital Budget for technology projects is 100% financed by provincial funds.
- At the end of the 2nd quarter, Social Services spent \$0.362 million or 11.4% of its 2008 Approved Capital Budget of \$3.192 million. Under spending is mainly due to the lengthy process of procuring a contract for the External Web sub-project.
 - The contract for the External Web sub-project was awarded January 31, 2008. This sub-project is expected to be launched in November 2008. (2008 plan: \$1.2M)
 - Three temporary staff are assigned to the Employment Assistance (Phase 1) sub-project and the first module has been implemented. This sub-project is progressing according to plan. (2008 plan: \$0.993 million)
 - The MIS - Data Mart (Phase 1) and Case Management (Phase 1) sub-projects are progressing as planned. (2008 plan: \$1.0 million)
- TSS is reviewing the progress of the three IT sub-projects and the 2008 Approved Budget of \$3.192 million is projected to be 100% spent by year end.

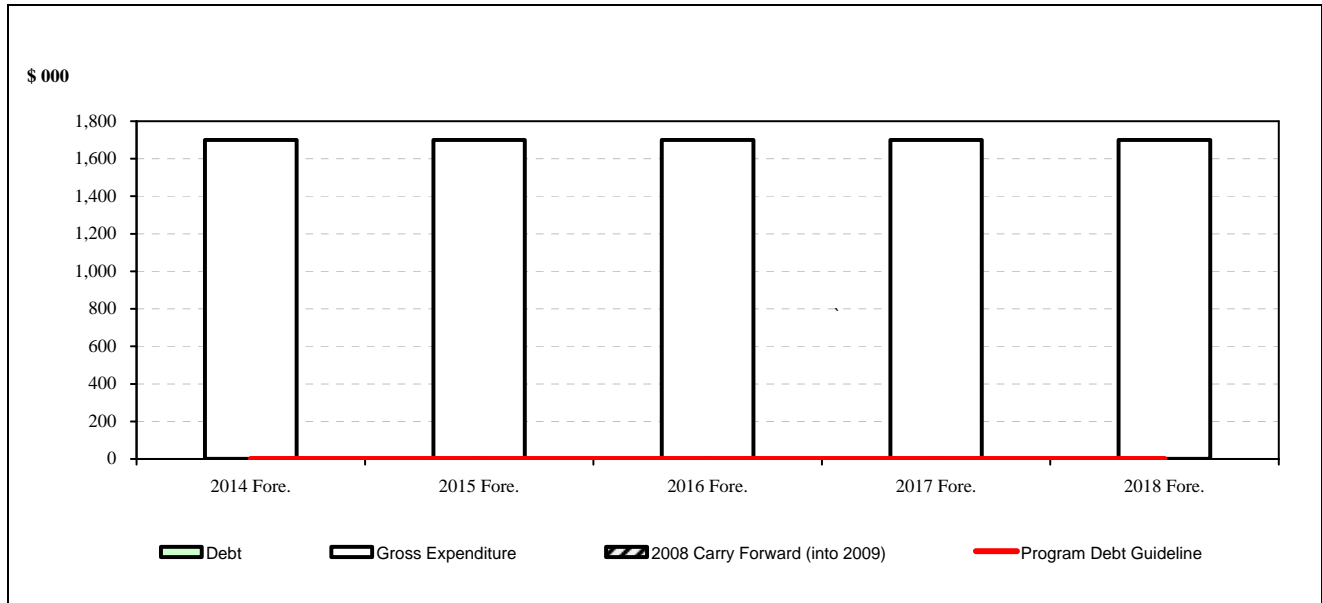
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5-Year Capital Plan (2009 Recommended Budget, 2009-2013 Plan)



	2008		5-Year Capital Plan					2009-2013	5-Year Total Percent
	Budget	Projected Actual	2009	2010	2011	2012	2013		
	Gross Expenditures:								
2008 Capital Budget & Future Year Commitments	3,192	3,192	1,700	1,600				3,300	39%
Recommended Changes to Commitments			(600)	(400)	550	450		0	0%
2009 New/Change in Scope and Future Year Commitments			600	500	300	400		1,800	21%
2010 - 2013 Capital Plan Estimates					850	850	1,700	3,400	40%
1-Year Carry Forward to 2009		0							
Total Gross Annual Expenditures & Plan	3,192	3,192	1,700	1,700	1,700	1,700	1,700	8,500	100%
Program Debt Target	0		0	0	0	0	0	0	
Financing:									
Recommended Debt			0	0	0	0	0	0	0%
Reserves/Reserve Funds								0	0%
Development Charges								0	0%
Federal								0	0%
Provincial	3,192		1,700	1,700	1,700	1,700	1,700	8,500	100%
Other Revenue								0	0%
Total Financing	3,192		1,700	1,700	1,700	1,700	1,700	8,500	100%
By Category:									
Health & Safety									
Legislated								0	0%
SOGR								0	0%
Service Improvement	3,192		1,700	1,700	1,700	1,700	1,700	8,500	100%
Growth Related								0	0%
Total By Category	3,192		1,700	1,700	1,700	1,700	1,700	8,500	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	0	
Debt Service Costs			0	0	0	0	0	0	

5-Year Capital Forecast (2014 - 2018)



	5-Year Capital Forecast								10-Year Total Percent
	2014	2015	2016	2017	2018	2014-2018	2009-2018		
Gross Expenditures:									
2008 Capital Budget & Future Year Commitments						0	3,300	19%	
Recommended Changes to Commitments						0	0	0%	
2009 New/Change in Scope and Future Year Commitments						0	1,800	11%	
2014 - 2018 Capital Forecast Estimates	1,700	1,700	1,700	1,700	1,700	8,500	11,900	70%	
Total Gross Annual Expenditures & Plan	1,700	1,700	1,700	1,700	1,700	8,500	17,000	100%	
Program Debt Target	0	0	0	0	0	0	0		
Financing:									
Recommended Debt	0	0	0	0	0	0	0	0%	
Reserves/Reserve Funds						0	0	0%	
Development Charges						0	0	0%	
Federal						0	0	0%	
Provincial	1,700	1,700	1,700	1,700	1,700	8,500	17,000	100%	
Other Revenue						0	0	0%	
Total Financing	1,700	1,700	1,700	1,700	1,700	8,500	17,000	100%	
By Category:									
Health & Safety									
Legislated						0	0	0%	
SOGR						0	0	0%	
Service Improvement	1,700	1,700	1,700	1,700	1,700	8,500	17,000	100%	
Growth Related						0	0	0%	
Total By Category	1,700	1,700	1,700	1,700	1,700	8,500	17,000	100%	
Yearly SOGR Backlog Estimate (not addressed by current plan)	0	0	0	0	0	0	0		
Accumulated Backlog Estimate (end of year)						0	0		
Operating Impact on Program Costs	0	0	0	0	0	0	0		
Debt Service Costs	0	0	0	0	0	0	0		

10-Year Capital Plan and Forecast Overview

- The 10-Year Capital Plan and Forecast 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.
- Toronto Social Services (TSS) has developed and implemented many supplemental systems & tools to facilitate supports and services over the years. To move the Program further to a client centric environment, an IT Strategy and an associated IT Strategy Roadmap were developed in 2005. In the process, three client-centric initiatives were identified: External Web Portal, Employment Assistance Management and Case Management. In 2006, the External Web Portal was identified as a priority, and forms part of the 5-Year Capital Plan.
- The 2009 Recommended Capital Budget (\$1.7 million), the 2010 to 2013 Recommended Capital Plan (\$6.8 million), and the 2014 to 2018 Proposed Capital Forecast (\$8.5 million) for TSS totals \$17.0 million and is 100% funded from Provincial funding dedicated to IT initiatives. The Provincial IT funding resulted from the province's decision to download technology acquisition and maintenance costs to municipalities in 2003.
- The 10-Year Capital Plan and Forecast (all Service Improvement Projects) has been developed based on Web applications / new technology upgrades to move the Program forward by utilizing the latest technologies to manage its operation more efficiently and effectively. The 10-Year Capital Plan and Forecast is comprised of the following:
 - *Employment Assistance (EA): Phase 1:* a web-based solution that supports the implementation of a new delivery model for the EA program as well as manages, tracks and maintains vendor relationships/services securely on-line (\$0.8 million from 2009 to 2010);
 - *Employment Assistance: Phase 2:* a web-based solution that streamlines the Individual Services & Supports process to improve administrative efficiency and audit tracking (\$1.7 million from 2011 to 2012);
 - *Employment Assistance: Phase 3:* 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 (\$3.6 million from 2013 to 2018);
 - *MIS-Data Mart: Phase 1:* an enhancement to the Corporate Data Mart to improve performance management reporting with such tools as an interactive dashboard, as well as to bring in information from other divisions that provide services to OW clients (\$0.9 million from 2009 to 2012);
 - *MIS-Data Mart: Phase 2:* expansion of Phase I to incorporate other data such as 3-1-1 into the Data Mart, as well as linking the information in Data Mart to the SAP financial warehouse (\$0.600 million from 2013 to 2018);
 - *Case Management: Phase 1:* a start-to-finish case management tool that integrates all components of OW programs and provides tracking, placement, review, as well as exit planning for OW clients (\$1.6 million from 2009 to 2012);

- *Case Management: Phase 2*: an expansion of Phase I to manage the non-OW cases that are served by TSS and assist with eligibility assessment and financial management (\$3.0 million from 2013 to 2018);
- *Web Access to Your Services (WAYS): Phase 2*: a project streamlines the administrative process by allowing completion of the Income Report Statements and the Change of Information by Applicants online (\$1.8 million from 2009 to 2012); and,
- *WAYS: Phase 3*: a sub-project that provides TSS with greater flexibility in client services delivery through the use of wireless/portable technology (\$3.0 million from 2013 to 2018).

Multi-Year Debt Affordability Targets

The 2009 – 2013 Recommended Capital Plan and 5-Year Capital Forecast is 100% funded by the Province and thus does not require debt financing.

Project Financing

The 2009 Recommended Capital Budget, the 2010 to 2013 Capital Plan and the 2014 to 2018 Capital Forecast for Social Services totalling \$17.0 million in project commitments and estimates are 100% funded by the Province. The spending included in the 10-year Plan and Forecast is subject to receipt of the annual subsidy from the Province for I&T initiatives that is expected to continue into the future.

Backlog – State of Good Repair (SOGR) and Unmet Service Needs

TSS facilities capital funding requirements were previously transferred and consolidated within the Facilities & Real Estate Capital Budget, Plan, and Forecast. Hence, the Program does not have a backlog of SOGR projects and unmet service needs.

Program Capacity and Readiness to Proceed

The 10-Year Capital Plan and Forecast includes nine I&T sub-projects dedicated to utilizing technology to adopt a more client-centric approach to service delivery. Three sub-projects (Employment Assistance: Phase 1, MIS - Data Mart: Phase 1, and Case Management: Phase 1) commenced in 2008 or before with a combined commitment of \$1.1 million in 2009. The Web Access to Your Services (WAYS): Phase 2 sub-project starts in 2009 with a cash flow of \$0.600 million. Five new sub-projects (EA-Individual Services and Supports, MIS-Data Mart: Phase 2, WAYS: Phase 3, Case Management: Phase 2, and EA: Phase 2) were added, but will not start until 2013.

- The Employment Assistance (Phase 1) is progressing as planned. The first module of the sub-project has been implemented. TSS expects the project to be on target by year-end and ready to move forward into 2009.
- The Case Management: Phase 1 and MIS - Data Mart: Phase 1 sub-projects are on target and ready to advance into 2009.

- TSS had originally planned to start the WAYS: Phase 2 sub-project in 2011. This project has been advanced to 2009 to reflect the Program's strategic direction to "refocus the Social Service Delivery System in Toronto to provide needed employment, social, and financial services". The ability to complete the project as planned depends upon the process to finalize contract(s) with external expertise where needed. The plan assumed sufficient time to address the preliminary procurement process.

Recommended Changes to 2008 to 2012 Capital Plan

During the 2008 Capital Budget process, TSS included WAYS: Phase 2 as a new sub-project of the TSS Web-based I&T Development Project, and was scheduled to commence in 2011. This sub-project has been accelerated to begin in 2009 to address the TSS' strategic direction to refocus its service delivery system. The timing for the other sub-projects (MIS-Data Mart: Phase 1 and Case Management: Phase 1) has been adjusted to accommodate this change. In addition, four new sub-projects were added to the TSS Web-based I&T Development Project in 2013:

- The Employment Assistance (Phase 3) sub-project aims to develop an accessible, efficient and convenient online Employment Resource Centre (ERC) that provides online supports for clients' job searching/hiring needs by linking job seekers, community agencies, employers and career and employment information specialists in a virtual environment, as well as providing online workshops, and useful information such as upcoming skill training programs through e-newsletters (total project cost of \$3.6 million fully funded by Provincial subsidy);
- The Web Access to Your Services (Phase 3) sub-project will provide the flexibility of using off-site locations to provide client service outside the usual office environment through utilizing the wireless/portable initiatives (total project cost of \$3.0 million fully funded by Provincial subsidy);
- The Case Management (Phase 2) sub-project will further develop the web-based application to track and manage non-OW cases that are being or will be served by TSS based on Mayor's priorities and Council direction. This enhanced application will assist with the eligibility assessment and financial management, as well as uniting the various business requirements for a complete end-to-end case management and case planning tool (total project cost of \$3.0 million fully funded by Provincial subsidy); and,
- The MIS – Data Mart (Phase 2) sub-project continues to improve quality of information on program performance and measurement, as well as ensuring financial accountability and service delivery, by expanding the data warehouse through partnerships including bringing in data from 3-1-1 and the SAP Financial Warehouse (total project cost of \$0.600 million fully funded by Provincial subsidy).

Capital Project Highlights

The 2009 Recommended Capital Budget; 2010 to 2013 Recommended Capital Plan and 2014 to 2018 Proposed Capital Forecast reflects TSS' strategic direction to refocus its service delivery 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 2008, and \$0.800 million from 2009 thru 2010)

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 2011 thru 2012) 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 2013 thru 2018) 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 TSS regarding job fairs and other opportunities. This sub-project also provides cost savings by reducing printed materials, mail-outs and advertising;
- 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 \$0.900 million from 2009 thru 2012) 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 **MIS-Data Mart: Phase 2 sub-project** (\$0.6 million from 2013 thru 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 in 2008 and \$1.6 million from 2009 thru 2012) 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 2013 thru 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 TSS 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** (\$1.8 million from 2009 thru 2012) 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; and,
- The **Web Access to Your Services (WAYS): Phase 3 sub-project** (\$3.0 million from 2013 thru 2018) is an expansion of an on-line application that allows TSS to take employment services and financial assistance into the community through utilizing the wireless/portable technology. Specifically, this project provides TSS the flexibility of providing client services at off-site locations such as home visits, institutional visits, and community agencies. TSS 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.

Summary of Major Capital Initiatives

(In \$Thousands)	2009 Rec. Budget	2010 Plan	2011 Plan	2012 Plan	2013 Plan	5-Year Plan	2014 -2018 Forecast	2009 -2018 Total
New & Expanded Facility Projects	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
IT Projects	1,700.0	1,700.0	1,700.0	1,700.0	1,700.0	8,500.0	8,500.0	17,000.0
Total	1,700.0	1,700.0	1,700.0	1,700.0	1,700.0	8,500.0	8,500.0	17,000.0

Over the next five years, \$8.5 million is recommended to fund the Web-Based IT Development project and an additional \$8.5 million as proposed from 2014 to 2018 to assist the Program in utilizing technology to adopt a more client-centric approach to service delivery. This project consists of 9 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), and Employment Assistance (Phase 3). These IT projects will enable TSS 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.

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.

**Operating Budget Impact – 10-Year Capital Plan & Forecast
Incremental Operating Impact Summary**

(In \$Thousands)	2009 Rec. Budget	2010 Plan	2011 Plan	2012 Plan	2013 Plan	5-Year Plan	2014 -2018 Forecast	2009-2018 Total
2009 Recommended Capital Budget								
Program Costs (net)						0.0		0.0
Approved Positions						0.00		0.00
Recommended 2010-2013 Capital Plan								
Program Costs (net)						0.0		0.0
Approved Positions						0.00		0.00
Recommended 2014-2018 Capital Forecast								
Program Costs (net)						0.0		0.0
Approved Positions						0.00		0.00
Total								
Program Costs (net)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Approved Positions	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Program Operating Impacts

The 2009 Recommended Capital Budget and 2010 to 2013 Recommended Capital Plan and 2014 to 2018 Proposed Forecast will not 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 2009 Recommended Cash Flow & Future Year Commitments
(\$000s)**

	2007 & Prior Year Carry Forwards	2009 Previously Approved Cash Flow Commitments	2009 New Cash Flow Recommended	2009 Total Cash Flow Recommended	2009 Debt Target	2008 Carry Forwards	Total 2009 Cash Flow (Incl 2008 C/Fwd)	2010	2011	2012	2013	2014	2015	2016	2017	2018	Total Cost
Expenditures																	
Previously Approved		1,100		1,100			1,100	1,200	550	450							3,300
Change in Scope																	-
New			600	600			600	500	300	400							1,800
New w/Future Year																	-
Total Expenditure	-	1,100	600	1,700	-	-	1,700	1,700	850	850	-	-	-	-	-	-	5,100
Financing																	
Reserves/Res Funds																	-
Development Charges																	-
Other		1,100	600	1,700			1,700	1,700	850	850							5,100
Debt																	-
Total Financing	-	1,100	600	1,700	-	-	1,700	1,700	850	850	-	-	-	-	-	-	5,100

Comments / Issues:

- The 2009 Recommended Cash Flow of \$1.7 million includes \$0.400 million for the Employment Assistance: Phase 1 sub-project, \$0.300 million for the MIS - Data Mart: Phase 1 sub-project, \$0.400 million for the Case Management: Phase 1 sub-project, and \$0.600 million for the WAYS: Phase 2 sub-project.
- Approval of the 2009 Recommended Capital Budget of \$1.7 million will result in a future commitment of \$1.7 million in 2010, \$0.850 million in 2011 and \$0.850 million in 2012 for the three recommended sub-projects (Case Management: Phase 1, MIS-Data Mart: Phase 1, and WAYS: Phase 2). The commitments for these three I&T sub-projects are fully funded from Provincial IT subsidy.
- The Program is reviewing the progress of the three IT sub-projects, and the 2008 Approved Budget of \$3.192 million is projected to be 100% spent by year end. Thus, no 2008 funding is projected to be carried forward into 2009.

2009 Recommended Capital Budget

2009 Recommended Capital Budget versus Debt Target

The 2009 Recommended Capital Budget requires no debt as the four I&T sub-projects will be 100% funded by the Province.

Capital Budget by Project Category

All projects included in the 2009 Recommended Capital Budget are Service Improvements projects. These projects support the IT Strategy developed in 2005 in three strategic areas: vendor relationships, OW program delivery, and a client centric case management approach. By investing in these IT projects, TSS will be able to: improve clients' accessibility by offering additional channels to apply for social assistance, which can be accessed 24/7; streamline the administration process and thus, staff can focus on providing supports and employment assistance to clients; and, improve case management tools to offer quality assurance and exit planning for clients.

Capacity and Readiness to Proceed

The 2009 Recommended Capital Budget includes four sub-projects of the Social Services Web-Based IT Development Project. The ability to complete these sub-projects as planned depends upon the process to finalize contract(s) with external expertise where needed.

- The first module of the Employment Assistance: Phase 1 sub-project has been implemented. TSS expects the project to be on target by year-end and ready to move forward into 2009.
- The Case Management: Phase 1 and MIS - Data Mart: Phase 1 sub-projects are on target and ready to advance into 2009.
- The WAYS: Phase 2 sub-project, accelerated to 2009, addresses the Program's strategic direction to refocus its service delivery to provide needed employment, social and financial services. The ability to complete the project as planned depends upon the process to finalize contract(s) with external expertise where needed. The plan assumed sufficient time to address the preliminary procurement process.

Capital Project Highlights

The TSS' 2009 Recommended Capital Budget provides funding for the following I&T projects:

- *Employment Assistance (EA): Phase 1*: a web-based solution that supports the implementation of a new delivery model for the EA program as well as manages, tracks and maintains vendor relationships/services securely on-line;
- *MIS-Data Mart: Phase 1*: an enhancement to the Corporate Data Mart to improve performance management reporting with such tools as an interactive dashboard, as well as to bring in information from other divisions that provide services to OW clients;

- *Case Management: Phase 1*: a start-to-finish case management tool that integrates all components of OW programs and provides tracking, placement, review, as well as exit planning for OW clients; and,
- *Web Access to Your Services (WAYS): Phase 2*: a project streamlines the administrative process by allowing completion of the Income Report Statements and the Change of Information by Applicants online.

PART II: ISSUES FOR DISCUSSION**5-Year Capital Plan****2010 to 2013 Estimates**

Historically, all computers that support the delivery of the Ontario Works program were acquired under a Provincial lease, with the City paying half the cost (\$1.94 million annually). In 2003, the cost to support, maintain, service and replace this equipment became the responsibility of the City and the lease payments ceased.

The IT Refresh Program of \$7.234 million was approved by Council in 2004 and was completed in 2005 at a cost of \$4.442 million. The IT Refresh Program was funded from the Operating Budget utilizing the previously budgeted provincial lease payments. During the 2006 Operating Budget process, these funds were eliminated from the operating budget as future replacement will be handled by Corporate IT. The next phase of the IT Refresh Program, estimated to cost up to \$4.600 million, is expected to begin in 2010 and will be funded by the Corporate IT Sustainment Reserve.

It is expected that the provincial funding for technology development will continue in the foreseeable future and will be utilized to fund TSS' IT priorities in the future.

Issues Referred to the Budget Process**Issues Referred to 2009 Capital Budget Process**

No issues referred to 2008 Capital Budget Process.

Outstanding Issues from Prior Years

No outstanding issues from prior years.

Appendix 1

**2009 Recommended Capital Budget; 2010 to 2013 Plan
and 2014 to 2018 Estimates**

Appendix 2
2009 Recommended Cash Flow
and Future Year Commitments

Appendix 3
2009 Recommended Capital Projects
with Financing Details