



City Budget
2012

Toronto Public Health Capital Budget Analyst Notes

The City of Toronto's budget is presented by program and service, in Analyst Note format. The City's Capital Budget funds major infrastructure.

2012–2021 Capital Program

2012 CAPITAL BUDGET ANALYST BRIEFING NOTES BUDGET COMMITTEE NOVEMBER 28, 2011

TABLE OF CONTENTS

PART I: RECOMMENDATIONS	2
PART II: 2012 – 2021 CAPITAL PROGRAM	
10–Year Capital Plan Summary (2012 Rec'd Budget, 2013–2021 Rec'd Plan)	3
10–Year Capital Plan Overview	5
10–Year Capital Plan: Operating Impact Summary	12
PART III: 2012 RECOMMENDED CAPITAL BUDGET	
2012 Capital Budget by Project Category and Funding Source	14
2012 Recommended Cash Flow & Future Year Commitments	15
2012 Recommended Capital Project Highlights	16
PART IV: ISSUES FOR DISCUSSION	
2012 and Future Year Issues	18
Issues Referred to the 2012 Capital Budget Process	20
APPENDICES	
Appendix 1: 2011 Performance	21
Appendix 2: 10–Year Recommended Capital Plan Project Summary	23
Appendix 3: 2012 Recommended Capital Budget; 2013 to 2021 Capital Plan	24
Appendix 4: 2012 Recommended Cash Flow & Future Year Commitments	25
Appendix 5: 2012 Recommended Capital Projects with Financing Details	26
Appendix 6: 2012 Reserve / Reserve Fund Review	N/A

Contacts: **Alan Cohen**
 Manager, Financial Planning
 Tel: (416) 392–3740

Cherry Enriquez
 Senior Financial Planning Analyst
 Tel: (416) 397–4296

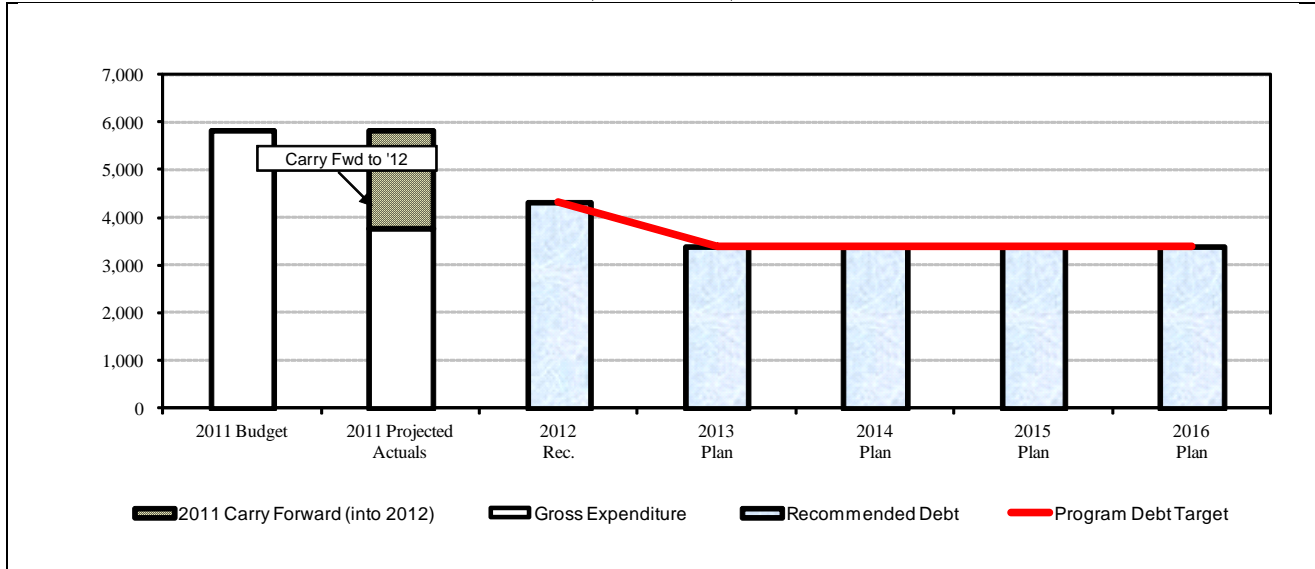
PART I: RECOMMENDATIONS

The City Manager and Chief Financial Officer recommend that:

1. Council approve the 2012 Recommended Capital Budget for Toronto Public Health with a total project cost reduction of \$1.452 million and a 2012 cash flow of \$6.393 million and future year commitments of \$3.835 million, comprised of the following:
 - a) New Cash Flow Funding for:
 - i) one new sub-project and five change in scope sub-projects with a 2012 total project cost reduction of \$1.452 million that requires a reduction in future year commitments of \$0.010 million in 2013; \$0.555 million in 2014; and \$0.887 million in 2015.
 - ii) five previously approved sub-projects with a 2012 cash flow of \$4.338 million and future year commitments of \$2.652 million in 2013; \$1.353 million in 2014 and \$1.282 million in 2015.
 - b) 2011 approved cash flow for six previously approved sub-projects with carry forward funding from 2011 into 2012 totaling \$2.055 million;
2. Council approve the reduction of debt service costs of \$0.002 million in 2012 and incremental debt reduction of \$0.012 million in 2013, \$0.077 million in 2014; and \$0.095 million in 2015, resulting from the approval of the 2012 Recommended Capital Budget, to be included in the 2012 and future year operating budgets;
3. Council approve the 2013–2021 Capital Plan for Toronto Public Health totaling \$26.266 million in project estimates, comprised of \$0.754 million in 2013; \$2.595 million in 2014; \$3.001 million in 2015; \$3.392 million in 2016; \$3.388 million in 2017; \$3.363 million in 2018; \$3.373 million in 2019; \$3.400 million in 2020; and \$3.000 million in 2021;
4. Council approve the increase of 4.3 temporary capital positions from the 2011 capital funded temporary positions of 35.7, for a total of 40.0 positions required for the delivery of the 2012 capital projects/sub-projects and that the duration for each temporary position not exceed the life and funding of its respective capital project/sub-project; and,
5. The Medical Officer of Health, in consultation with the Chief Information Officer, review, in time for the 2013 Budget process, TPH's 40 business applications that require ongoing SOGR funding beginning in 2016 for opportunities to rationalize existing systems by leveraging Corporate initiatives with a view to consolidating these systems into larger more cost effective technology solutions.

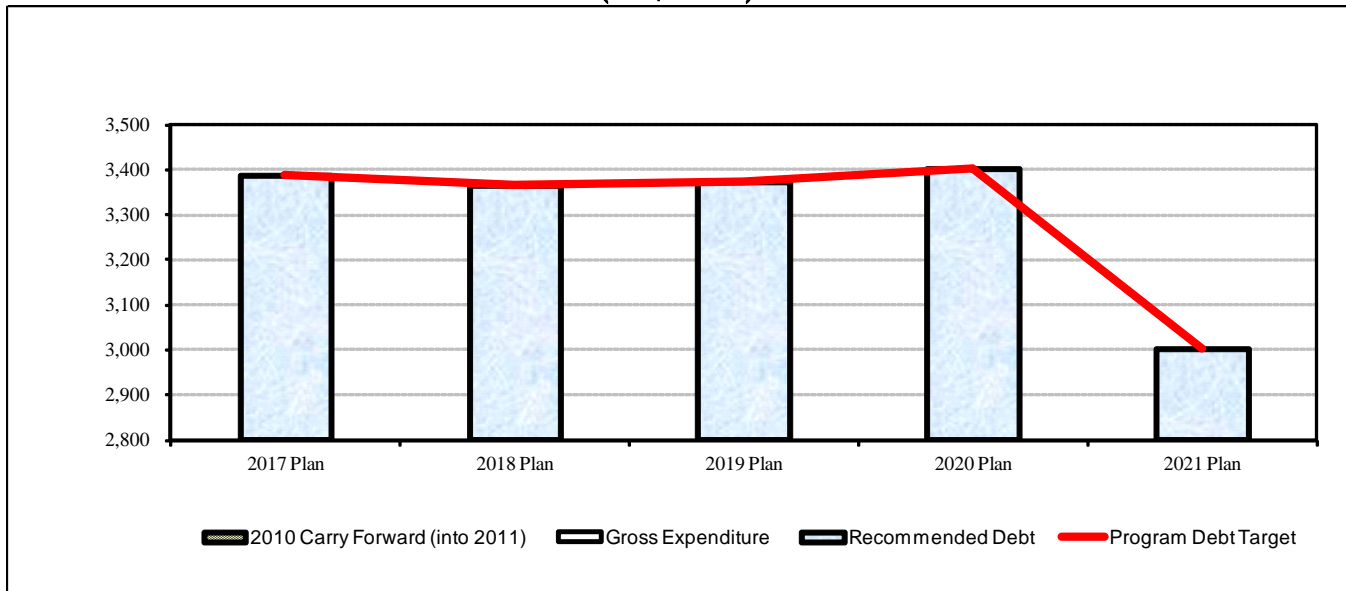
PART II: 2012 – 2021 CAPITAL PROGRAM

10-Year Capital Plan 2012 Recommended Budget, 2013–2016 Recommended Plan (In \$000s)



			2012 Rec. Budget and 2013-2016 Plan								
			2011		2012	2013	2014	2015	2016	2012-2016	5-Year Total
			Budget	Projected Actual							
Gross Expenditures:											
2011 Capital Budget & Approved FY Commitments			5,839	3,785	4,338	2,652	1,353	1,282		9,625	54%
Recommended Changes to Approved FY Commitments						(10)	(555)	(887)		(1,452)	(8%)
2012 New/Change in Scope and Future Year Commitments						754	2,595	3,001	3,392	9,742	54%
2013 - 2016 Capital Plan Estimates											
1-Year Carry Forward to 2012				2,055	→						
Total Gross Annual Expenditures & Plan			5,839	5,839	4,338	3,396	3,393	3,396	3,396	17,915	100%
Program Debt Target					4,338	3,396	3,393	3,396	3,392	17,915	
Financing:											
Recommended Debt					4,338	3,396	3,393	3,396	3,392	17,915	100%
Reserves/Reserve Funds											
Development Charges											
Provincial/Federal											
Other Revenue											
Total Financing					4,338	3,396	3,393	3,396	3,392	17,915	100%
By Project Category:											
Health & Safety											
Legislated					398					398	2%
SOGR									639	639	4%
Service Improvement					3,940	3,396	3,393	3,396	2,753	16,878	94%
Growth Related											
Total By Project Category					4,338	3,396	3,393	3,396	3,392	17,915	100%
Asset Value - end of each year (\$)											
Yearly SOGR Backlog Estimate (not addressed by current plan)											
Accumulated Backlog Estimate (end of year)											
Backlog: Percentage of Asset Value (%)											
Debt Service Costs						15	121	261	295	691	
Operating Impact on Program Costs											
New Positions											

10-Year Capital Plan 2017–2021 Recommended Plan (In \$000s)



	2017 - 2021 Capital Plan						10-Year Total Percent
	2017	2018	2019	2020	2021	2012-2021	
Gross Expenditures:							
2011 Capital Budget & Approved FY Commitments						9,625	28%
Recommended Changes to Approved FY Commitments						(1,452)	(4%)
2012 New/Change in Scope and Future Year Commitments							
2017 - 2021 Capital Plan Estimates	3,388	3,363	3,373	3,400	3,000	26,266	76%
Total Gross Annual Expenditures & Plan	3,388	3,363	3,373	3,400	3,000	34,439	100%
Program Debt Target	3,388	3,363	3,373	3,400	3,000	34,439	
Financing:							
Recommended Debt	3,388	3,363	3,373	3,400	3,000	34,439	100%
Reserves/Reserve Funds							
Development Charges							
Provincial/Federal							
Other Revenue							
Total Financing	3,388	3,363	3,373	3,400	3,000	34,439	100%
By Project Category:							
Health & Safety							
Legislated						398	1%
SOGR	400	437	979	1,000	1,000	4,455	13%
Service Improvement	2,988	2,926	2,394	2,400	2,000	29,586	86%
Growth Related							
Total By Project Category	3,388	3,363	3,373	3,400	3,000	34,439	100%
Asset Value - end of each year (\$)							
Yearly SOGR Backlog Estimate (not addressed by current plan)							
Accumulated Backlog Estimate (end of year)							
Backlog: Percentage of Asset Value (%)							
Debt Service Costs	431	431	428	430	425	2,835	
Operating Impact on Program Costs							
New Positions							

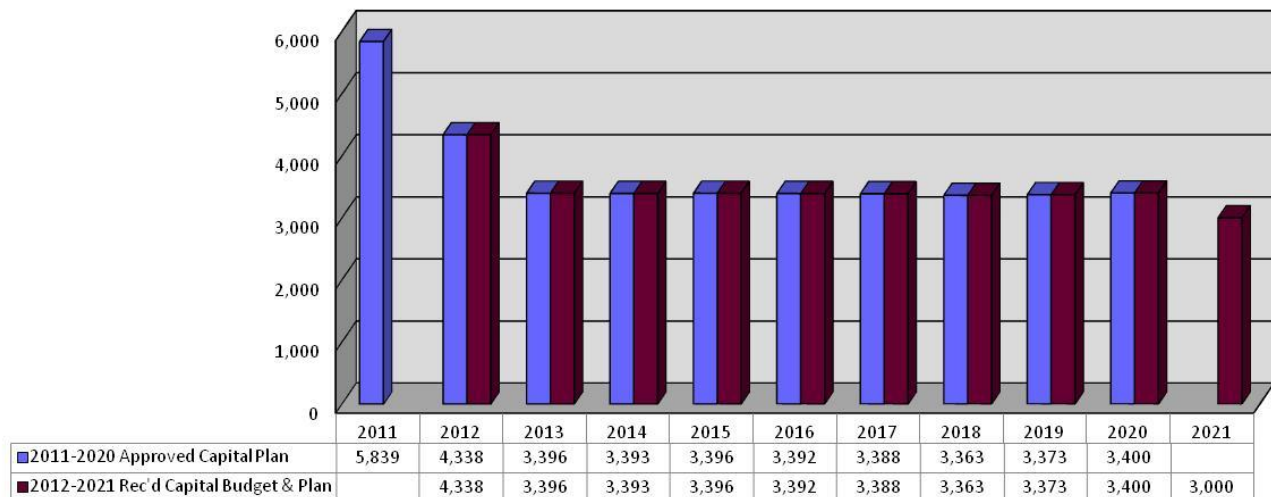
10–Year Capital Plan Overview

- Toronto Public Health's (TPH) 2012–2021 Recommended Capital Plan has been established to support its strategic vision to invest in information technology (IT). Service delivery continues to be a priority and investments in IT systems will have positive impacts on client service, operations, management decision making and compliance with provincial mandatory requirements.
- 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 sets the following directions:
 - 1) **Meet Provincial Requirements for Data Collection and Information Management**
TPH must comply with Provincial standards around the collection and protection of public health information.
 - 2) **Increase Capacity to Meet Provincial Standards within Current Funding Envelope**
TPH is committed to delivering services that meet community health needs and comply with the Ontario Public Health Standards while making wise use of human and financial capital. IT investments capitalize on any opportunities to automate work and increase the capacity of staff to meet required standards of service.
 - 3) **Improve the Quality of Service and Effectiveness of Service Providers**
In support of TPH's commitment to excellence by ensuring continuous improvement in organizational performance, the capital program strives to provide staff with the tools they need to enhance performance and provide high quality service to our clients.
 - 4) **Improve Decision Making and Accountability**
Information technology has a key role to play in supporting TPH's objectives of service excellence and accountability to Board of Health, the Government of Ontario, and to the people of Toronto through the use of evidence to support the design and delivery of programs, and the implementation of an organizational performance management framework.
 - 5) **Increase Public Access to Information and Self Service Options.**
Technology has an important role in meeting the public's demands for service 24/7 and the growing use of the internet to access information.

- The 2012–2021 Recommended Capital Plan totals \$34.439 million of which \$17.915 million or 52% is projected for the first 5 years, with the final 5 years requiring funding of \$16.524 million or 48%.
- TPH’s 10–Year Recommended Capital Plan of \$34.439 million, excluding carry forward funding, is fully funded from debt and comprised entirely of Information Technology (IT) projects which are either Legislated (\$0.398 million or 1.0%), State of Good Repair (\$4.455 million or 13%) and Service Improvement (\$29.586 million or 86%).
- The 10–Year Recommended Capital Plan requires new debt funding of \$34.439 million which meets the debt affordability target in each of the 10 years.
- 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
- There will be no operating impact with the approval of TPH's 2012 – 2021 Capital Budget and Plan except for new debt service charges.

Key Changes to the 2011 – 2020 Approved Capital Plan

Changes to the 2011–2020 Approved Capital Plan
(In \$000s)



There has been no change in overall capital funding over the 10–year capital plan period. However, capital projects have been re–prioritized based on more up to date information, changing conditions and readiness to proceed.

The following highlights the key changes from the 2011–2020 Council Approved Capital Plan, when compared with the 2012–2021 Recommended Capital Plan.

- More up to date information related to two capital projects has resulted in a reduction in project costs of \$2.865 million.
 - The recent provincial requirement to implement the Healthy Smiles Ontario Program reduced the scope of the *Dental Strategy and Implementation* project resulting in a reduction in project costs by \$0.938 million in 2012.
 - Based on lessons learned from project deliverables including the result of the Bed Bug Pilot Project and the result of a website content review, TPH has revised its implementation strategy for the *TPH Web–ReBrand* project. TPH has also identified that fewer pages will be converted to the new web content management solution and project phases will be combined to decrease resource requirements. This will result in a decrease in the project's cost by \$1.927 million over 4 years
- With capital funding made available from the Dental Strategy and Implementation and the Web–ReBrand projects' reduced costs, TPH reallocated available cash flow funding to the following projects:
 - The cash flow funding for the HF/HL Systems Integration has been increased by \$0.526 million for additional resources to facilitate the completion of the remaining analysis and design work pertaining to records management, ad hoc reporting, and ISCIS TCHIS integration. As well, a portion of the capital work which was done by HF/HL Program staff will now be completed by new resources to be funded from the capital budget to reduce the impact on service delivery to TPH clients.
 - The cash flow funding for the Datamart / Data Warehouse project has been decreased by \$0.485 million but accelerated from 2019–2020 to 2012–2018 . TPH re-prioritized this project to capitalize on the Data Warehouse efforts already being developed by other City Programs and performance reporting by FPARS, as well as to facilitate new reporting requirements identified in the Ministry of Health and Long Term Care's (MOHLTC) Accountability Reporting requirements and the Ontario Public Health Organizations Standards.
 - The cash flow funding for the Document & Records Management project has been increased by \$0.801 million and accelerated from 2016–2019 to 2014–2021. Corporate IT has advised TPH that the Corporate document management solution will be available by 2014. Pilot projects currently implemented by other Programs are anticipated to be completed by the end of 2012 with implementation for other Programs ready to proceed in 2013.
 - TPH included a new project with a total project cost of \$4.455 million that will fund the replacement of approximately 40 software systems that have reached its

end of life cycle (10 years or more) due to obsolete technology. This new project is scheduled to begin in 2016.

- To accommodate other priority projects, TPH has deferred the Internet & Intranet Strategy Implementation from 2016–2020 to 2017–2021 but with an increase in project cost of \$0.276 million to implement additional system requirements such as internal on-line forms, internal policy management system, new web technologies and tools and intranet redesign.

Details of changes to the project cash flow funding reflected in the 2012 - 2021 Recommended Capital Plan are noted below:

Summary of Project Changes

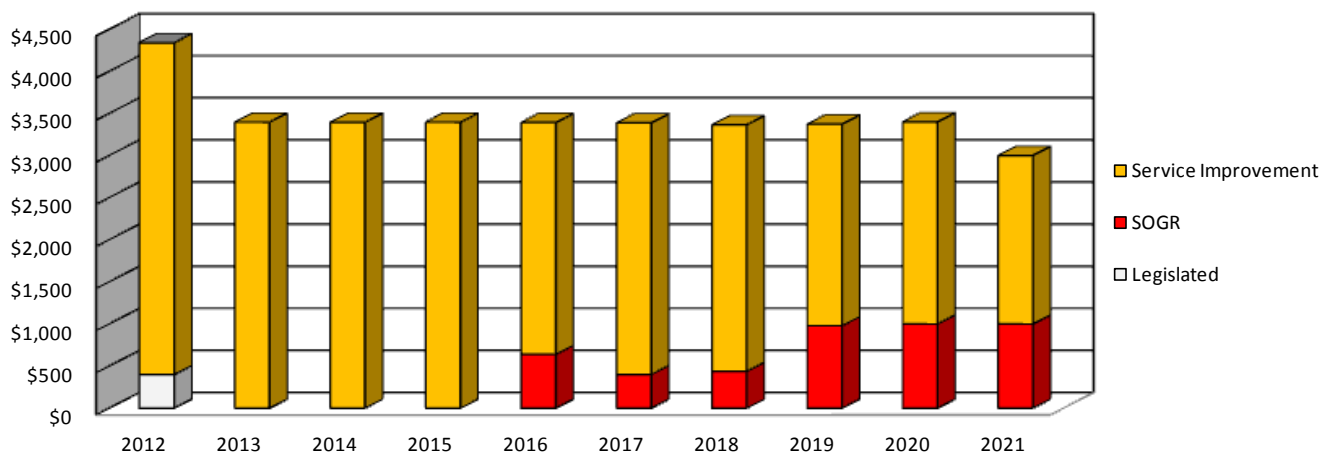
(In \$000s)

Key Projects	Total Project Cost	2012	2013	2014	2015	2016	2017	2018	2019	2020	2012 - 2020	Revised Total Project Cost
Dental Strategy & Implementation System	2,770	(938)									(938)	1,832
Web reBrand Project	4,646	(416)	(69)	(555)	(887)						(1,927)	2,719
HF/HL Systems Integration	5,445	467	59								526	5,971
TPH Datamart Data Warehouse	2,800	663		331	332	329	330	330	(900)	(1,900)	(485)	2,315
Document & Records Mgmt	6,068			361	368	(789)	(29)	(1,004)	(106)	1,000	(199)	5,869
TPH State of Good Repair						639	400	437	979	1,000	3,455	3,455
Internet & Intranet Strategy Implementation	4,099					(496)	(192)	37	27	(100)	(724)	4,375
Total Change	25,828	(224)	(10)	137	(187)	(317)	509	(200)	0	0	(292)	26,536

2012 - 2021 Recommended Capital Plan

2012–2021 Capital Plan by Project Category

(In \$000s)

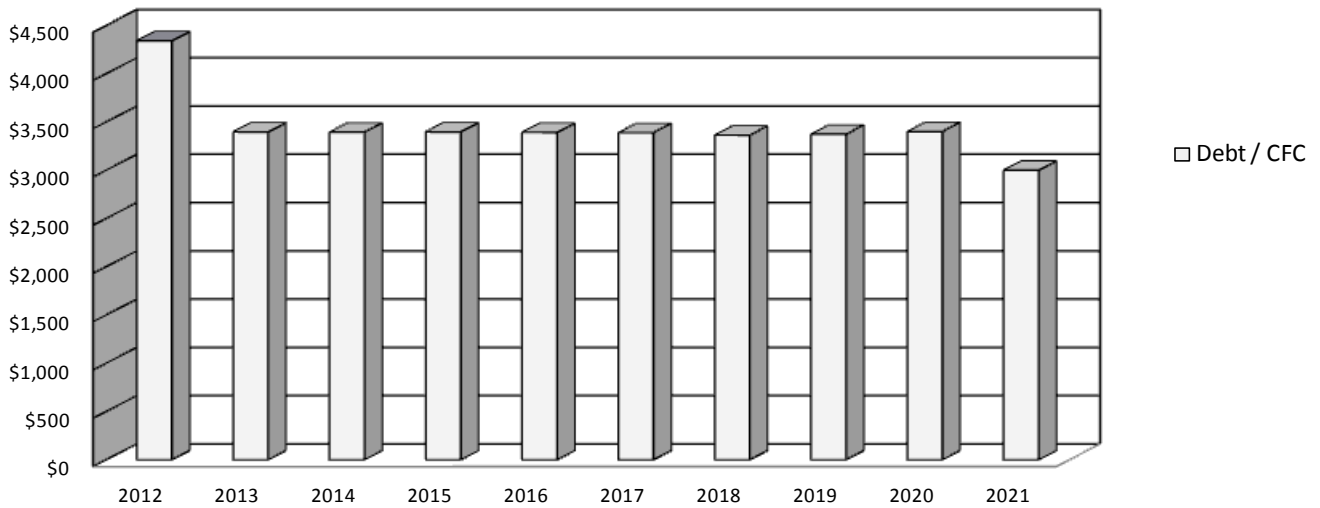


- The 10–Year Recommended Capital Plan of \$34.439 million is comprised entirely of IT projects which reflect TPH's strategic vision to invest in technology to improve

efficiency and service delivery, especially with service demands increasing in volume and complexity.

- Capital funding in 2012 for a legislated project total \$0.398 million or 1%. There are no other legislated project funding requirements beyond 2012 as this joint project with the Province, the Public Health Surveillance and Management System project, is anticipated to be completed in 2012.
- TPH State of Good Repair (SOGR) project comprises 13% or \$4.455 million of total recommended funding for the replacement of TPH's software and hardware systems that are expected to be obsolete will commence in the last 6 years of its 10-Year Capital Plan period. Capital funding will be consistent from 2016 – 2018, averaging \$0.500 million per year, however it will increase to an average of \$1.000 million from 2019 onwards.
- Service Improvement projects represent 86.9% or \$29.586 million of total funding in the 10-Year Recommended Capital Plan
 - Annual capital funding for these projects is higher in 2012 at \$3.940 million, reduces and remains constant at \$3.396 million from 2013–2015. Starting in 2016, the allocation of capital funding for TPH State of Good Repair project will further reduce future allocation of capital funding for Service Improvement projects.
 - In the first five years, funding of \$16.878 million will enable TPH to complete four capital projects (the Healthy Environment Inspection System, the Healthy Families/Healthy Living (HF/HL) Point of Care, HF/HL Systems Integration, and TPH Web ReBrand) and begin three projects namely the Document and Management Reporting, the Dental Health Information System, and TPH's State of Good Repair project.
 - The balance of \$12.708 million will fund the completion of 3 projects (TPH Datamart/Data Warehouse, Dental Health Information System and the Communicable Disease Control Wireless). It will also fund the start of the Internet and Intranet Strategy Implementation project.

2012–2021 Capital Plan by Funding Source
(In \$000s)



- TPH’s 10–Year Recommended Capital Plan of \$34.439 million is fully funded from debt and meets the debt target for each year of the 10–Year Capital Budget and Plan period.
- The capital debt funding in 2012 is significantly higher compared to other years as TPH deferred cash flows for previously approved projects from 2011 to 2012 to reflect TPH's capacity to spend in 2011.
- Unlike other cost–shared Programs, the Province does not fund technology projects for Toronto Public Health services.

Summary of Major Capital Initiatives by Category (In \$000s)

	Total Project Cost	2012 Rec. Budget	2013 Plan	2014 Plan	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2012-2021 Total
State of Good Repair (incl. H&S , & Leg.)												
PH Surveillance & Mgmt System	3,060	398										398
TPH State of Good Repair	3,455					639	400	437	979	1,000	1,000	4,455
Sub-Total	6,515	398				639	400	437	979	1,000	1,000	4,853
Service Improvements												
Healthy Environment Inspection System	3,420	1,000										1,000
HF/HL Point of Care	6,412		754	1,903	2,301	1,454						6,412
HF/HL Systems Integration	5,971	2,277	2,199									4,476
Document & Records Mgmt	5,869			361	368	670	1,500	970	1,000	1,000	1,000	6,869
CDC Wireless	400						200	200				400
TPH Datamart Data Warehouse	2,315	663		331	332	329	330	330				2,315
Internet& Intranet Strategy Implementation	4,375						274	717	984	1,400	1,000	4,375
Web reBrand Project	2,719		443	798	395							1,636
Dental & Oral Health Info System	2,103					300	684	709	410			2,103
Sub-Total	33,584	3,940	3,396	3,393	3,396	2,753	2,988	2,926	2,394	2,400	2,000	29,586
Total	40,099	4,338	3,396	3,393	3,396	3,392	3,388	3,363	3,373	3,400	3,000	34,439

Excludes 2011 Carry Forward funding into 2012 of \$2.055 million

Major Capital Initiatives

The 10–Year Recommended Capital Plan of \$34.439 million is comprised entirely of information technology projects. TPH’s investment in service improvement technology continues to be its sole priority for capital funding.

State of Good Repair (SOGR), Health & Safety, & Legislated Projects

- TPH's State of Good Repair project will provide funding of \$4.455 million to replace systems that have reached its end of life due to obsolete technology. TPH has identified 40 systems for replacement over the 6 year period starting in 2016 to 2021.
- The Public Health Surveillance and Management System is a Legislated project that is being developed in conjunction with the Province on a new national public health information system now called “Panorama”.
 - This new system will provide better management of 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.

Service Improvements Projects

- TPH's nine service improvement projects have a total project cost of \$29.586 million over 10 years to fund the development of new systems such as data warehousing and document management system for better planning, managing, monitoring of information, integration and replacement of multiple business systems, establishment of enhanced access channels such as wireless technology and web based systems.

TPH's overall service objective is to improve efficiency and service delivery of various public health programs.

State of Good Repair (SOGR) Backlog

- TPH does not budget for major facility maintenance or rehabilitation in its capital budget. As part of 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 included in the F&RE Capital Budget.

10-Year Capital Plan: Operating Impact Summary (In \$000s)

- The approval of TPH's 2012 - 2021 Capital Budget and Plan will have no operating impact except for new debt service charges.

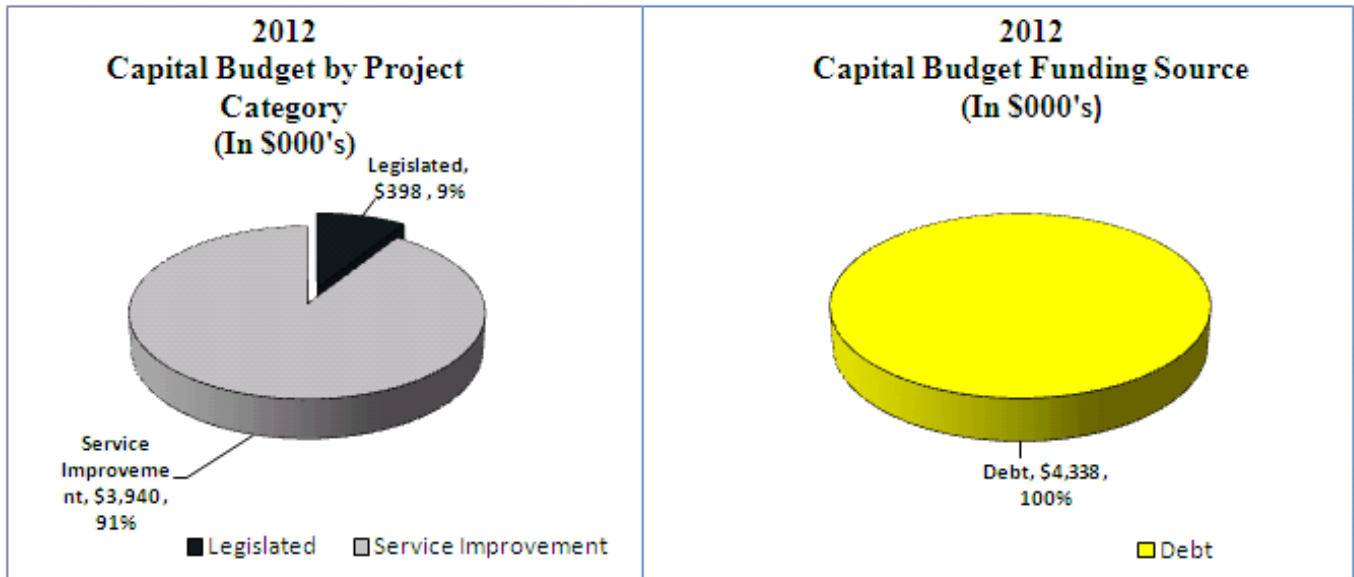
Capital Project Delivery, Temporary Positions
(In \$000s)

Position Title	CAPTOR Project Number	# of Positions	Project Delivery		Salary and Benefits \$ Amount				
			Start Date	End Date	2012	2013	2014	2015	2016 to 2021
PH Surveillance and Management System									
Senior Systems Integrator	TPH907765	1.0	1/1/2012	12/31/2012	122.66				
Support Assistant A	TPH907765	1.0	1/1/2012	12/31/2012	77.6				
System Integrator 2 (Business System Analyst)	TPH907765	2.0	1/1/2012	12/31/2012	182.1				
		4.0			382.3				
HE Inspection System									
Senior Systems Integrator	TPH907768	1.0	1/1/2012	12/31/2012	122.5	-	-	-	-
Supervisor I&T	TPH907768	1.0	1/1/2012	12/31/2012	111.7	-	-	-	-
Systems Integrator 2 (Business System Analyst)	TPH907768	1.0	1/1/2012	12/31/2012	96.6	-	-	-	-
Application & Technical Support Specialist 2	TPH907768	1.0	1/1/2012	12/31/2012	91.0	-	-	-	-
Systems Integrator 1	TPH907768	1.0	1/1/2012	12/31/2012	101.4	-	-	-	-
PH Inspector	TPH907768	2.0	1/1/2012	12/31/2012	193.8	-	-	-	-
	Sub-total	7.0			717.0	-	-	-	-
TPH Datamart Data Warehouse Phase 1									
Systems Integrator 1	TPH907789	1.0	1/1/2012	12/31/2012	91.0				
Senior Systems Integrator	TPH907789	1.0	1/1/2012	12/31/2012	122.5				
Systems Integrator 2	TPH907789	2.0	1/1/2012	12/31/2012	202.7				
		4.0			416.3				
Web ReBrand									
Senior Systems Integrator	TPH907766	1.0	1/1/2012	12/31/2012	123.1	62.3	63.8	65.0	
Supervisor I&T	TPH907766	1.0	1/1/2012	12/31/2012	100.2				
Systems Integrator 1	TPH907766	2.0	5/1/2012	12/31/2012	143.6	103.4	105.5		
Systems Integrator 2	TPH907766	3.0	1/1/2012	12/31/2012	212.4		189.5	145.0	
Consultant Health Promotion	TPH907766					206.7	200.2	96.6	
	Sub-total	7.0			579.3	372.3	559.0	306.6	-
HF/HL Systems Integration									
Senior Systems Integrator	TPH907757	2.0	1/1/2012	12/31/2012	219.4	223.8		-	-
Systems Integrator 2	TPH907757	4.0	1/1/2012	12/31/2012	364.1	371.6		-	-
Systems Integrator 1	TPH907757	11.0	1/1/2012	12/31/2012	1,129.7	930.2		-	-
Proj Mgr TCHIS	TPH907757	1.0	1/1/2012	12/31/2012	131.3	133.6		-	-
Consultant Health Promotion	TPH907757					206.7		-	-
	Sub-total	18.0			1,844.6	1,866.0	-	-	-
Total		40.00			3,939.51	2,238.33	559.00	306.59	-

- There are 35.7 positions included in TPH's 2011 Approved Staff Complement.
- TPH requires 40.0 temporary positions to develop the 2012 Recommended I&T Capital projects, resulting in an increase of 4.3 positions in 2012.

PART III – 2012 RECOMMENDED CAPITAL BUDGET

2012 Capital Budget by Project Category and Funding Source



- The 2012 Capital Budget, excluding funding carried forward from 2011 to 2012, requires new 2012 cash flow funding of \$4.338 million.
- The legislated project, PH Surveillance and Management System, accounts for 9% or \$0.398 million of new cash flowing funding recommended for 2012. The 2012 cash flow will fund the completion of the new provincial infectious disease surveillance and management system.
- Service Improvement projects total \$3.940 million and represents 91% of the 2012 Recommended Capital Budget's funding reflecting TPH's strategic vision to invest in technology to improve efficiency and service delivery. These projects include the Healthy Families/Healthy Living (HF/HL) Systems Integration (\$2.277 million), Healthy Environment Inspection System (\$1.000 million), and TPH Datamart/Data Warehouse (\$0.663 million).
- The 2012 Recommended Capital Budget of \$4.338 million is fully funded from debt and meets the debt affordability target set for TPH for 2012.

2012 Recommended Cash Flow & Future Year Commitments
(In \$000s)

	2010 & Prior Year Carry Forward	2012 Previously Approved Cash Flow Commitments	2012 New Cash Flow Rec'd	2012 Total Cash Flow Rec'd	2011 Carry Forwards	Total 2012 Cash Flow (Incl 2010 C/Fwd)	2013	2014	2015	2016	2017	2018	2019	2020	2021	Total Cost
Expenditures																
Previously Approved		4,338		4,338	2,055	6,393	2,652	1,353	1,282							11,680
Change in Scope			(663)	(663)		(663)	(10)	(555)	(887)							(2,115)
New			663	663		663										663
New w/Future Year																
Total Expenditure		4,338	0	4,338	2,055	6,393	2,642	798	395							10,228
Financing																
Debt		4,338		4,338	1,605	5,943	2,642	798	395							9,778
Other																
Reserves/Res Funds																
Development Charges																
Provincial/Federal					450	450										450
Total Financing		4,338	0	4,338	2,055	6,393	2,642	798	395							10,228

Please refer to Appendix 3 for detailed project listings.

- Toronto Public Health's 2012 Recommended Capital Budget of \$6.393 million provides funding for three previously approved projects totaling \$4.338 million, \$0.663 million for one new project, a reduction of \$0.663 million for five change in scope projects, and \$2.055 million in funding carried forward from 2011 to 2012 to complete five previously approved projects.
- The previously approved projects consist of the HF/HL Systems Integration, PH Surveillance and Management system, and the Healthy Environment Inspection System.
- The new project with 2012 cash flow of \$0.663 million will fund Phase 1 of the TPH Datamart/Data Warehouse which includes the development of the project implementation strategy and roadmap.
- The change in scope (reduction in project cost) of \$0.663 million in 2012 with corresponding future reductions in commitments totaling \$1.452 million from 2013 to 2015, reflect the change in scope for five projects including:
 - the project cost reduction for the Dental Strategy and Implementation (\$0.938 million) and the Web ReBrand project (\$0.416 million); and,
 - offset by project cost increases for HF/HL Systems Integration (\$0.467 million), PH Surveillance and Management System (\$0.029 million) and, Healthy Environment Inspection System (\$0.195 million).
- Approval of the 2012 Recommended Capital Budget will result in Council's commitment to fund future cash flow funding of \$2.642 million in 2013; \$0.798 million in 2014; and \$0.395 million in 2015.

2012 Recommended Capital Project Highlights

2012 Recommended Cash Projects (In \$000s)

Project	Total Project Cost	2012	2013	2014	2015	2016	2012 - 2016	2017	2018	2019	2020	2021	2012 - 2021
PH Surveillance & Mgmt System	3,060	398					398						398
Healthy Environment Inspection System	3,225	1,540					1,540						1,540
Healthy Environment Reporting	1,527	123					123						123
Health Emergency Information System	404	51					51						51
HF/HL Systems Integration	5,971	2,286	2,199				4,485						4,485
Web reBrand Project*	2,719	881	443	798	395		2,517						2,517
TPH Datamart Data Warehouse	2,315	663					663						663
Purchase of Mobile Dental Clinic	450	450					450						450
Total (including carry forward)	19,671	6,393	2,642	798	395		10,228						10,228

*The 2012 Recommended Capital Budget includes funding carried forward from 2011 into 2012 of \$2.055 million.

The 2012 Recommended Capital Budget provides funding of \$6.393 million to:

- Complete the following:
 - *PH Surveillance and Management System* project (\$0.398 million) that will implement a new provincial infectious disease surveillance and management system within Toronto Public Health;
 - the *Healthy Environment Inspection System* project (\$1.000 million) that will enhance the Toronto Healthy Environments Information System (THEIS) used by the Healthy Environments (HE) program since 2001;
 - the *Healthy Environment Reporting* project (\$0.123 million) that will create a new reporting system that provides greater flexibility in accessing issue specific data in a timely manner to track activities and trends on various health issues;
 - the *Health Emergency Information System* project (\$0.051 million) that will implement a secure solution to facilitate the capture of staffing information and scheduling of staff based on skills; and,
 - the purchase of a *Mobile Dental Clinic* (0.450 million), 100% Provincially funded as part of the Healthy Smiles Ontario (HSO) dental program for children and youth in Toronto.
- Continue the implementation of the following:
 - HF/HL Systems Integration project (\$2.277 million) that will develop and integrate several different systems into the Toronto Community Health Information System (TCHIS) framework including the provincial Integrated Services for Children Information System (ISCIS); and,

- the Web ReBrand project (0.881 million) that will redesign the TPH website and implement content management software to automate the web posting process in order to improve the accuracy, relevance and timeliness of web content.
- Begin Phase 1 of the *TPH Datamart Data Warehouse* project which includes the development of the implementation strategy and roadmap for TPH's Healthy Environments, Healthy Families, and Healthy Living.

PART IV: ISSUES FOR DISCUSSION

Future Year Issues

TPH's State of Good Repair Project:

- TPH's capital long term 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.
- 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 core integrated business system to support Dental will be completed in 2019 with the completion of the Dental & Oral Health Information System project. The last core integrated business system to support CDC will be completed in 2012.
- To date (2002–2010), TPH spent \$24.295 million in I&T systems, with 60.6% or \$14.735 million funded from debt, 9.0% or \$2.190 million from Provincial Subsidy; 29% or \$7.065 funded from Recoverable Debt (2002 debt repaid by 2010 from operating savings); and 1.3% or \$0.305 million from reserves.
- While a significant investment has been made to integrate over 200 individual public health applications into five core public health service information systems, some of these applications has unique service and business management requirements, such as the web-based Dine Safe system, program educational resources management, and registration for attendance at various programs, and these systems require updates in accordance with new technology and maintenance standards.
- As such, the 2012 Recommended Capital Budget and Plan includes a new capital project, TPH State of Good Repair with capital funding of \$4.455 million to maintain these 40 sub-systems beginning in 2016. See listing on page 19.
- Given the annual ongoing SOGR requirements of approximately \$0.700 million per year. it is recommended that the Medical Officer of Health, in consultation with the Chief Information Officer, review, in time for the 2013 Budget process, TPH's 40 business applications that require ongoing SOGR funding beginning in 2016 for opportunities to rationalize existing systems by leveraging Corporate initiatives with a view to consolidating these systems into larger more cost effective technology solutions.

TPH's Systems State of Good Repair Project					
List of Systems					
	System Name	Deployment Date	Optimum Replacement Year	Suggested Replacement Year*	TOTAL \$
1	Attendance Reporting Computerized	1/1/1995	2001	2016	80.0
2	Preschool Speech and Language Database	1/1/1998	2004	2016	140.0
3	Inmagic DB/TextWorks	1/1/1998	2004	2016	139.0
4	Eat Smart (Workplace)	1/1/1999	2005	2016	20.0
5	Eat Smart (schools)	1/1/1999	2005	2016	20.0
6	Eat Smart (secondary)	1/1/1999	2005	2016	20.0
7	Asset Management	1/1/2000	2006	2017	205.0
8	Issue and Complaint Tracking	1/1/2010	2016	2017	60.0
9	Health Surveillance Query System	1/1/2000	2006	2018	124.0
10	Pre-print Inspection Forms	1/1/2002	2008	2019	20.0
11	THEIS QA Correction	1/2/2002	2008	2019	25.0
12	THEIS Support Tracking System	1/2/2002	2008	2019	25.0
13	Educational Resources	1/1/2003	2009	2018	65.0
14	ICIS Reporting Application	7/1/2002	2009	2018	137.0
15	THC Registration	1/2/2004	2010	2018	140.0
16	Electronic Floor Plans	1/2/2004	2010	2018	60.0
17	Dine Safe	1/1/2004	2010	2016	120.0
18	Health Options at Work	1/1/2004	2010	2016	180.0
19	Courier Scheduling	10/1/2005	2011	2017	100.0
20	Rainbow Fun	1/1/2005	2011	2019	50.0
21	Student Nutrition	1/1/2005	2011	2019	50.0
22	Condom Distribution System	1/1/2005	2011	2017	160.0
23	Infection Control Information System	1/3/2005	2012	2021	400.0
24	Web-Extract	6/1/2005	2012	2020	90.0
25	One on One Mentoring Program	10/1/2007	2014	2019	200.0
26	CDP Staffing	1/1/2008	2014	2019	60.0
27	Sexual Health Clinic Information System	5/1/2008	2015	2019	200.0
28	TPH Advisories: Beaches Water Quality Reporting	5/25/2009	2016	2019	165.0
29	TPH Advisories: Maintenance	5/25/2009	2016	2019	165.0
30	VPD QA Correction	10/1/2010	2017	2019	25.0
31	Policy Management Database	12/1/2011	2018	2020	60.0
32	Food Handler Certification Program	9/10/2011	2018	2020	300.0
33	ChemTRAC Communication Management	2/1/2011	2018	2021	150.0
34	ChemTRAC Registration	2/1/2011	2018	2021	200.0
35	ChemTRAC Public Chemical Reporting	12/23/2011	2018	2021	200.0
36	Mobile THEIS (Mobile PAL)	1/31/2012	2019	2021	300.0
37	PSL ISCS	1/1/1995	2001	Beyond 2021	-
38	Toronto Health Connection Intake Reports	1/1/1999	2005	Beyond 2021	-
39	Integrated Services for Children Information System	10/1/2007	2014	Beyond 2021	-
40	Grantium (Program Grants Application)	11/1/2010	2017	Beyond 2021	-
TOTAL					4,455.0

Issues Referred to the 2012 Capital Budget Process

Toronto Public Health 2012 – 2021 Capital Budget and Plan Request

- The Board of Health recommended to the Budget Committee for its consideration during the 2012 budget process a report submitted to the Board of Health's meeting on July 26, 2011 entitled "Toronto Public Health 2012 – 2020 Capital Budget and Plan Submission".
- This report provides an overview of Toronto Public Health's (TPH) 2012 Capital Budget, and 2013–2021 Capital Plan Submission for approval by City Council. The 10–Year Capital Plan as submitted to the Board of Health totals \$34.439 million, which is consistent with the 2012–2021 Recommended Capital Budget and Plan of \$34.439 million, excluding 2011 carry forward funding into 2012.
- The 2012 Capital Budget submitted to BOH includes carry forward funding of \$0.783 million based on TPH's variance report as of June 30, 2011 while the 2012 Recommended Capital Budget includes funding to be carried forward from 2011 into 2012 of \$2.055 million based on the variance report as of September 30, 2011.

Appendix 1

2011 Performance

2011 Key Accomplishments

In 2011, TPH will complete the following projects:

- *The Dental Strategy and Implementation project* scope was modified to address the change in provincial requirements due to the implementation of the Low Income Dental Program which includes an enhanced dental reporting system. The project will support the successful rollout of the provincial system.
- the "Environment Reporting and Disclosure" by-law (Municipal Code Chapter 423), *ChemTRAC (formerly known as Environmental Reporting, Disclosure and Innovation) project* that will enhance City web site systems that facilitate: a) the reporting of 25 priority chemicals used and released from the targeted industries and facilities in the City of Toronto; and b) the identification of pollution prevention opportunities.
- the *Health Emergency Information System* project will be near completion in 2011 (75%) that will enhance TPH's ability to respond effectively and efficiently to health emergencies through the implementation of a secure solution that facilitates the capture of staffing information and scheduling of staff based on skills.
- *The Healthy Environment (HE) Reporting project* will be near completion (81%) in 2011 that will reduce the effort to create new reports for the Healthy Environments clients by creating a new reporting system that provides greater flexibility in accessing issue specific data in a timely manner to track activities and trends on various health issues.

2011 Capital Variance Review

2011 Budget to Actuals Comparison – Total Gross Expenditures
(In \$000s)

2011 Approved	Actuals as of September 30th (3rd Qtr Variance)		Projected Actuals at Year End		Unspent Balance	
	\$	% Spent	\$	% Spent	\$	% Unspent
5,839	2,400	41.1%	3,785	64.8%	2,055	35.2%

- As at September 30, 2011, TPH spent \$2.400 million or 41.1% of its 2011 Approved Capital Budget of \$5.839 million.
- TPH is projecting to spend \$3.785 million or 64.8% of the 2011 approved cash flow with the under spending of \$2.055 million attributed to the following six capital projects:
 - The *Healthy Environment Inspection System* (\$0.541 million) requires additional testing and configuration of the product to ensure that it functions reliably within the City environment. The implementation of software modules and hardware, and acquisition of contracted services has been deferred to 2012.
 - The difficulty of hiring IT resources ion has delayed the acquisition of contracted services for the *Healthy Environment (HE) Reporting System* (0.123 million), the *Healthy Emergency Information System* (\$0.051 million) and the *HF/HL Systems Integration* (\$0.009). Project deliverables originally planned for 2011 will be completed in 2012.
 - The *Web ReBrand* project (\$0.881 million) implementation strategy has changed based on lessons learned from deliverables produced to date, including pilot project results and site content review. Project deliverables will be completed in 2012 to ensure project success.
 - The contract for the *Mobile Dental Clinic* (\$0.450 million) has been issued. The expected completion date of the project has been delayed to early 2012.
- The full under expenditure of \$2.055 million in 2011 funding will be carried forward into 2012 to complete project deliverables originally planned for 2011.

2011 Funding to be Carried Forward to 2012

- The 2012 Recommended Capital Budget includes 2011 funding carried forward into 2012 of \$2.055 million based on the 3rd quarter variance report. TPH is monitoring expenditures and will review and revise its 2011 funding to be carried forward into 2012 in the 1st quarter of 2012.

Appendix 2

10 – Year Recommended Capital Plan Project Summary

	Total Project Cost	2012 Rec. Budget	2013 Plan	2014 Plan	2015 Plan	2016 Plan	2012-2016	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2012-2021 Total
IT Projects													
PH Surveillance & Mgmt System	3,060	398					398						398
TPH State of Good Repair	3,455					639	639	400	437	979	1,000	1,000	4,455
Healthy Environment Reporting	1,527	123					123						123
Health Emergency Information System	404	51					51						51
Purchase of Mobile Dental Clinic	450	450					450						450
Healthy Environment Inspection System	3,420	1,540					1,540						1,540
HF/HL Point of Care	6,412		754	1,903	2,301	1,454	6,412						6,412
HF/HL Systems Integration	5,971	2,286	2,199				4,485						4,485
Document & Records Mgmt	5,869			361	368	670	1,399	1,500	970	1,000	1,000	1,000	6,869
CDC Wireless	400							200	200				400
TPH Datamart Data Warehouse	2,315	663	0	331	332	329	1,655	330	330				2,315
Internet& Intranet Strategy Implementation	3,375							274	717	984	1,400	1,000	4,375
Web reBrand Project	2,719	881	443	798	395		2,517						2,517
Dental & Oral Health Info System	2,103					300	300	684	709	410			2,103
Total	41,480	6,393	3,396	3,393	3,396	3,392	19,970	3,388	3,363	3,373	3,400	3,000	36,494

Includes funding carried forward from 2011 to 2012 of \$2.055 million

Appendix 3

2012 Recommended Capital Budget; 2013 to 2021 Capital Plan

Appendix 4

2012 Recommended Cash Flow and Future Year Commitments

Appendix 5

2012 Recommended Capital Project with Financing Details