



City Budget 2013

311 Toronto 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.

2013 - 2022 Capital Program

2013 CAPITAL BUDGET ANALYST BRIEFING NOTES

BUDGET COMMITTEE NOVEMBER 29, 2012

TABLE OF CONTENTS

PART I: RECOMMENDATIONS	2
PART II: 2013 – 2022 CAPITAL PLAN	
10-Year Capital Plan Summary	3
10-Year Capital Plan Overview.....	5
10-Year Capital Plan Operating Impact Summary	10
PART III: 2013 RECOMMENDED CAPITAL BUDGET	
2013 Capital Budget by Project Category and Funding Source	12
2013 Recommended Cash Flow & Future Year Commitments	13
2013 Recommended Capital Project Highlights	13
PART IV: ISSUES FOR DISCUSSION	
2013 and Future Year Issues.....	14
Issues Referred to the 2013 Capital Budget Process.....	N/A
APPENDICES	
Appendix 1: 2012 Performance	15
Appendix 2:10-Year Recommended Capital Plan Project Summary	16
Appendix 3: 2013 Recommended Capital Budget; 2014 to 2022 Capital Plan.....	17
Appendix 4: 2013 Recommended Cash Flow & Future Year Commitments	18
Appendix 5: 2013 Recommended Capital Projects with Financing Details	19
Appendix 6: 2013 Reserve / Reserve Fund Review.....	20

Contacts: Judy Broughton

Manager, Financial Planning

Tel: (416) 392-8393

Karin Dahm

Senior Financial Planning Analyst

Tel: (416) 416-397-4533

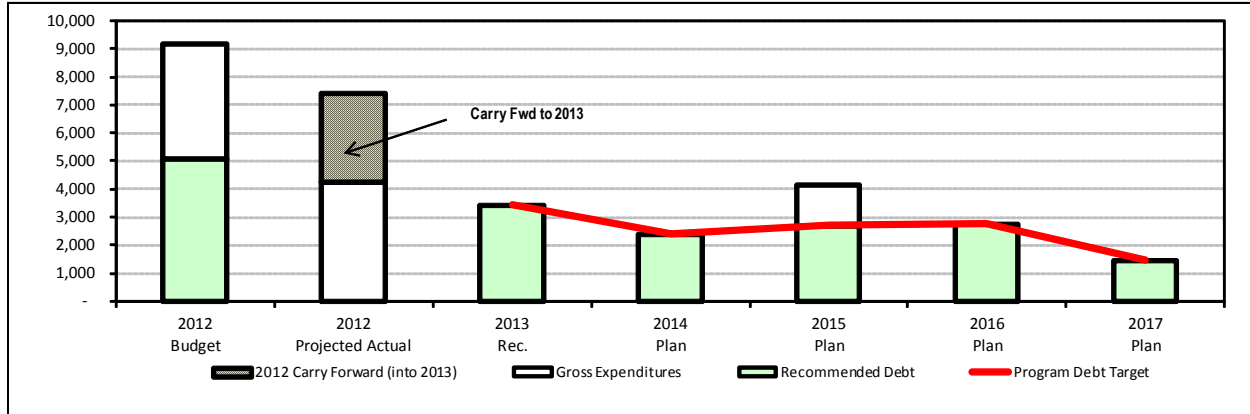
PART I: RECOMMENDATIONS

The City Manager and Acting Chief Financial Officer recommend that:

1. City Council approve the 2013 Recommended Capital Budget for 311 Toronto with 2013 cash flow of \$6.586 million and future year commitments of \$8.133 million comprised of the following:
 - a) Cash Flow Funding for:
 - i) 3 previously approved sub-projects with a 2013 cash flow of \$3.423 million; and a future year cash flow commitment of \$2.394 million in 2014; \$4.193 million in 2015, and \$1.546 million in 2016; and
 - b) 2012 approved cash flow for 3 previously approved sub-projects with carry forward funding from 2012 into 2013 totaling \$3.163 million.
2. City Council approve the 2014-2022 Recommended Capital Plan for 311 Toronto totaling \$13.493 million in project estimates, comprised of \$1.206 million in 2016; \$1.465 million in 2017; \$2.307 million in 2018; \$3.427 million in 2019; \$1.696 million in 2020; \$1.696 million in 2021; and \$1.696 million in 2022.
3. City Council consider operating costs of \$0.102 million net in 2013, \$0.540 million net in 2014; and \$0.591 million net in 2016, emanating from the approval of the 2013 Recommended Capital Budget for inclusion in the 2013 and future year operating budgets.

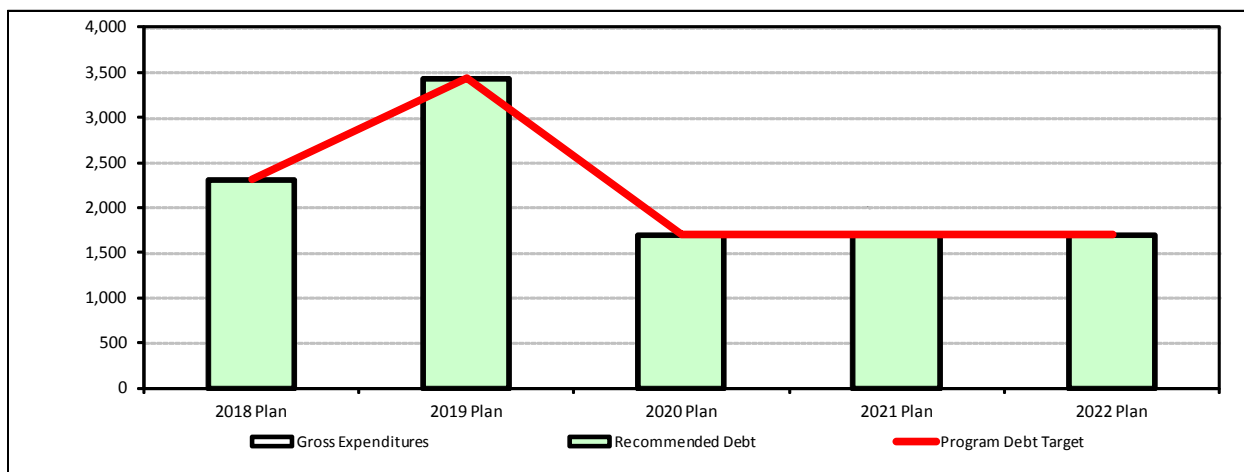
PART II: 2013 – 2022 CAPITAL PROGRAM

**10-Year Capital Plan
2013 Recommended Budget, 2014 - 2017 Recommended Plan
(In \$000s)**



	2012		2013 Rec. Budget and 2014-2017 Plan					5-Year Total Percent	
	Budget	Projected Actual	2013	2014	2015	2016	2017		
Gross Expenditures:									
2012 Capital Budget & Approved FY Commitment	9,199	4,248	3,423	2,394	2,693	1,874	328	10,712	75.3%
Recommended Changes to Approved FY Commitments					1,500	(328)	(328)	844	5.9%
2013 New/Change in Scope and Future Year Commitments						1,206	1,465	2,671	18.8%
2-Year Carry Forward for Reapproval									
1-Year Carry Forward to 2013		3,163							
Total Gross Annual Expenditures & Plan	9,199	4,248	3,423	2,394	4,193	2,752	1,465	14,227	100.0%
Program Debt Target			3,423	2,394	2,693	2,752	1,465	12,727	
Financing:									
Recommended Debt	5,109		3,423	2,394	2,693	2,752	1,465	12,727	89.5%
Reserves/Reserve Funds	4,090				1,500			1,500	10.5%
Development Charges									
Provincial/Federal									
Debt Recoverable									
Other Revenue									
Total Financing	9,199		3,423	2,394	4,193	2,752	1,465	14,227	100.0%
By Project Category:									
Health & Safety									
Legislated									
SOGR			1,782	1,384	1,052	2,752	1,465	8,435	59.3%
Service Improvement			1,641	1,010	3,141			5,792	40.7%
Growth Related									
Total by Project Category			3,423	2,394	4,193	2,752	1,465	14,227	100.0%
Asset Value (\$) at year-end									
Yearly SOGR Backlog Estimate (not addressed by current plan)									
Accumulated Backlog Estimate (end of year)									
Backlog: Percentage of Asset Value (%)									
Debt Service Costs			60	394	169	361	315	1,299	
Operating Impact on Program Costs			102	540		591		1,233	
New Positions				4		4		8	

**10-Year Capital Plan
2018-2022 Recommended Plan
(In \$000s)**



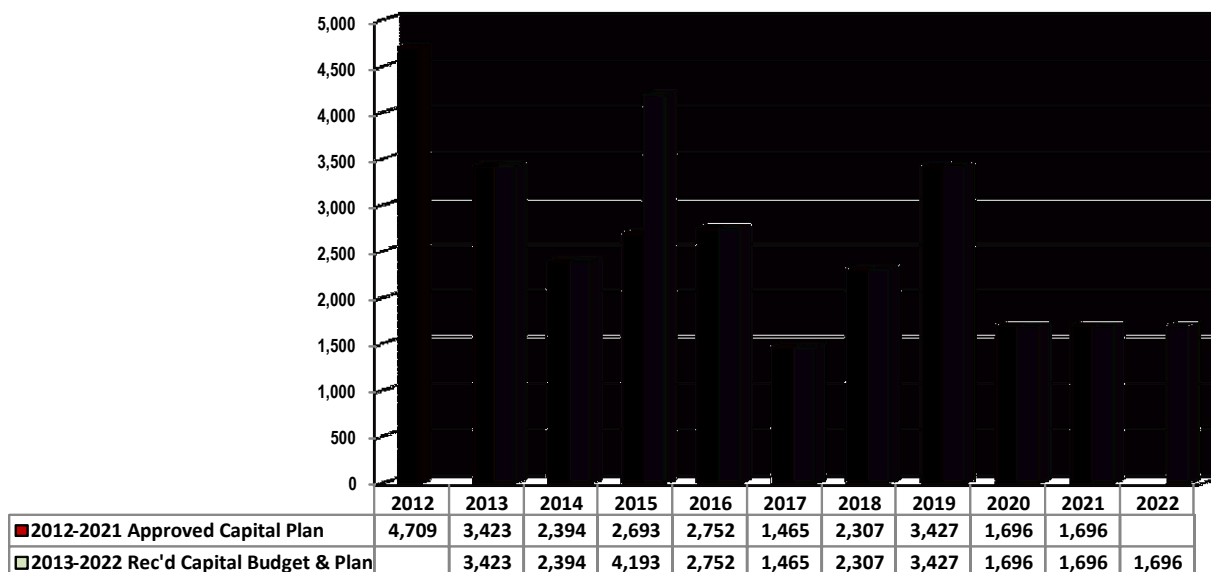
	2018-2022 Capital Plan							10-Year Total Percent
	2018	2019	2020	2021	2022	2013-2022		
Gross Expenditures:								
2012 Capital Budget & Approved FY Commitments	328	328	328	328		12,024	48.0%	
Recommended Changes to Approved FY Commitments	(328)	(328)	(328)	(328)		(468)	-1.9%	
2013 New/Change in Scope and Future Year Commitments								
2018 - 2022 Capital Plan Estimates	2,307	3,427	1,696	1,696	1,696	13,493	53.9%	
Total Gross Annual Expenditures & Plan	2,307	3,427	1,696	1,696	1,696	25,049	100.0%	
Program Debt Target	2,307	3,427	1,696	1,696	1,696	23,549		
Financing:								
Recommended Debt	2,307	3,427	1,696	1,696	1,696	23,549	94.0%	
Reserves/Reserve Funds						1,500	6.0%	
Development Charges								
Provincial/Federal								
Debt Recoverable								
Other Revenue								
Total Financing	2,307	3,427	1,696	1,696	1,696	25,049	100.0%	
By Project Category:								
Health & Safety								
Legislated								
SOGR	2,307	3,427	1,696	1,696	1,696	19,257	76.9%	
Service Improvement						5,792	23.1%	
Growth Related								
Total by Project Category	2,307	3,427	1,696	1,696	1,696	25,049	100.0%	
Asset Value(\$) at year-end								
Yearly SOGR Backlog Estimate (not addressed by current plan)								
Accumulated Backlog Estimate (end of year)								
Backlog: Percentage of Asset Value (%)								
Debt Service Costs	36	398	516	(4)	204	2,450		
Operating Impact on Program Costs						1,233		
New Positions						8		

10-Year Capital Plan Overview

- The 10-Year Recommended Capital Plan supports the Council approved 311 service delivery model which consists of the consolidated 311 Contact Centre operating on a 24/7 basis to provide improved access to the City, general inquiry information and the placement and status tracking of service order requests for Solid Waste Management, Transportation, Toronto Water, Urban Forestry, Municipal Licensing and Standards and Animal Services.
- 311 Toronto's 10-Year Recommended Capital Plan will continue with previously approved service improvement projects that are scheduled for completion in 2013, 2014 and 2015. New functionality will include the ability to schedule appointments and payment options that will deliver enhancements and provide additional service capacity that will improve customer services currently available to citizens and further leverage the 311 solution.
- The 10-Year Recommended Capital Plan also includes funding to maintain the new generation technology solution in a state of good repair with lifecycle replacement of servers, hardware and software refreshes. In 2016 and thereafter, there will be funding provided to support and maintain the service improvement projects to ensure continuity of the 311 solution and service.
- The 2013 Recommended Capital Budget and 2014-2022 Recommended Capital Plan totals \$25.049 million, excluding carry forward funding, of which \$14.227 or 56.8% is projected over the first five years with the final 5 years requiring funding of \$10.822 million or 43.2%.
- The 10-Year Recommended Capital Plan requires new debt funding of \$23.549 million which meets the debt target over the 10 years.
 - Debt funding totals \$23.549 million or 94.0% of 311 Toronto's 10-Year capital funding.
 - Reserve funding totals \$1.500 million or 6.0%.
- The 10-Year Recommended Capital Plan will increase future year Operating Budgets by a total of \$1.233 million net. The operating impact is primarily for hardware and software maintenance to support and manage the delivery of the integrated systems and applications functionalities.

Key Changes to the 2012 - 2021 Approved Capital Plan

Changes to the 2012 -2021 Approved Capital Plan
(In \$000s)



The 2013 Recommended Capital Budget and the 2014 to 2022 Recommended Capital Plan totals \$28.212 million. This is \$1.650 million greater than 2012 Approved 10-Year Capital Plan, reflecting additional SOGR requirements. The Recreation registration process project was postponed from 2012 to 2015 in order to ensure integration of the project with the Corporate-wide electronic service delivery framework.

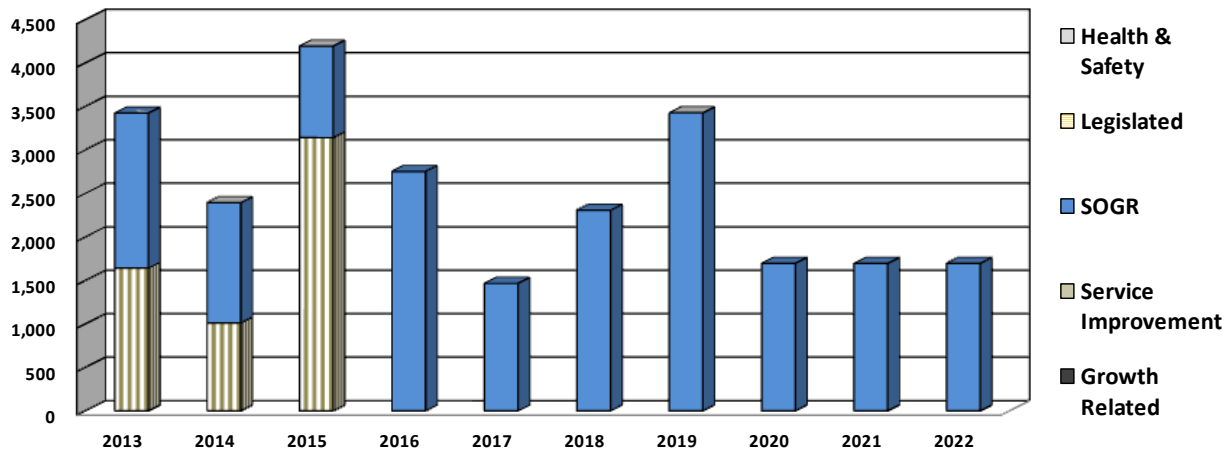
- The following chart details the key project cash flow changes to the 2012 – 2021 Approved Capital Plan.

Summary of Project Changes
(In \$000s)

Key Projects	Total Project Cost	2013	2014	2015	2016	2017	2018	2019	2020	2021	2013 - 2021	Revised Total Project Cost
<i>Previously Approved</i>												
Recreation Integration	6,646			1,500							1,500	6,646
Total Previously Approved	6,646			1,500							1,500	6,646
Total Changes	6,646			1,500							1,500	6,646

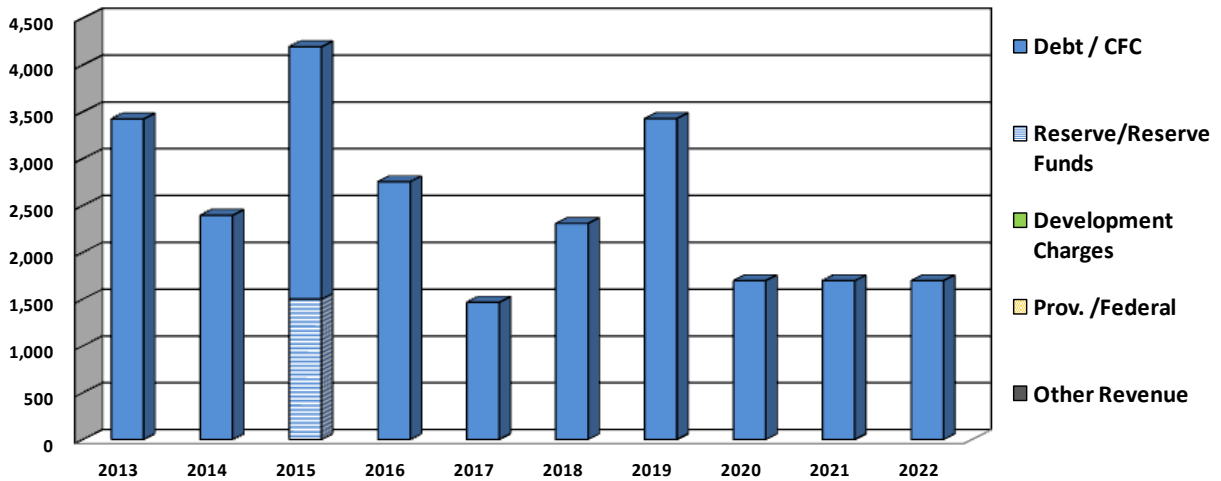
2013 – 2022 Recommended Capital Plan

2013–2022 Capital Plan by Project Category
(In \$000s)



- The 10-Year Recommended Capital Plan of \$25.049 million provides funding for State of Good Repair (SOGR) projects of \$19.257 million, and Service Improvement projects of \$5.792 million.
- State of Good Repair (SOGR) projects total \$19.257 million or 76.9% of total funding over the 10-Year Recommended Capital Plan period. Hardware will need upgrading every 5 years while the lifecycle replacement of the software for the new generation technology solution will be replaced every 4 years to ensure continuity of operations. Further, servicing and supporting the integration of new or upgraded technology components of 311 will also be addressed through ongoing project management.
 - Funding for the refresh of servers, hardware and software upgrades to the most currently supported releases will continue in 2013. The sustainment of Integrated Initiatives project will begin in 2016. Total funding over the first five years is \$8.435 million and \$10.822 million in the last 5 years.
 - Beginning in 2016, all funding will be dedicated to on-going sustainment funding.
- Service Improvement initiatives represent 23.1% or \$5.792 million of total project activity in the 10-Year Recommended Capital Plan.
 - All service improvement projects are in the first three years of the 10-Year Recommended Capital Plan period. The service improvement projects provide integration of additional enhancements. These enhancements will utilize the efficiencies of the 311 technology to improve services currently available to citizens, leverage the existing staff resources and maintain the lifecycle of the software. Expanded Services will provide a cross division scheduler and a payment module.

2013–2022 Capital Plan by Funding Source
(In \$000s)



The 10-Year Recommended Capital Plan of \$25.049 million will be financed by \$23.549 million of debt, and \$1.500 from Reserve / Reserve funds.

- Debt accounts for \$12.727 million or 89.5% of the financing for the 2013 Budget and 2014 to 2017 Capital Plan and amounts to \$23.549 million or 94% of the 10-Year Recommended Capital Plan's financing. The recommended debt funding meets the 10-year debt target overall and for each year.
- Reserve and Reserve Funds constitute \$1.500 million or 10.5% of required funding in the first 5 years and 6.0% over 10 years. Reserve funding is for the integration of Recreation's registration program and is provided from the Capital Financing Reserve.

Major Capital Initiatives by Category

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

	Total Project Cost	2013 Rec. Budget	2014 Plan	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2013-2022 Total
State of Good Repair (SOGR)												
Sustainment of Integrated Initiatives	2,296				328	328	328	328	328	328	328	2,296
311 Technology Solution SOGR	18,000	1,782	1,384	1,052	2,424	1,137	1,979	3,099	1,368	1,368	1,368	16,961
Sub-Total	20,296	1,782	1,384	1,052	2,752	1,465	2,307	3,427	1,696	1,696	1,696	19,257
Service Improvements												
Recreation Integration	6,646			1,500								1,500
311 Contact Centre Enhancement Initiative	7,577	1,641	1,010	1,641								4,292
Sub-Total	14,223	1,641	1,010	3,141								5,792
Total	34,519	3,423	2,394	4,193	2,752	1,465	2,307	3,427	1,696	1,696	1,696	25,049

The 10-Year Recommended Capital Plan supports 311 Toronto's objectives of completing service improvement projects by 2015 and then shifts to focus on maintaining and updating the current systems.

State of Good Repair (SOGR)

- The main focus of the 10-Year Recommended Capital Plan is to provide SOGR funding for hardware upgrades every 5 years and software replacement every 4 years, as well as replacements of servers (\$16.961 million). It also provides funding for managing the technology solutions once integrated (\$2.296 million).

Service Improvement Projects

- Service Improvement projects totaling \$4.292 million over the 10-Year Recommended Capital Plan period will continue to deliver system enhancements to improve customer service and additional integration that will utilize the efficiencies of the 311 technology.
 - In 2013, the implementation of the cross divisional scheduler will be completed which will allow 311 Toronto to book court rooms and meeting rooms.
 - In 2014 and 2015, a Payment Module will be developed and implemented to enable 311 to take payments for City services. This coincides with the Recreation registration integration in 2015 so that customers will be able to register and pay for Recreation programs through 311 Toronto.

State of Good Repair (SOGR) Backlog

- 311 Toronto does not have any backlog of state of good repair projects.

10-Year Capital Plan Impact on the Operating Budget

Operating Impact Summary
(In \$000s)

Program Costs, Revenues and Net (\$000s)	2013 Rec. Budget	2014 Plan	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2013-2022 Total
2013 Recommended Capital Budget											
Program Gross Expenditure	102.0										102.0
Program Revenue											
Program Costs (Net)	102.0										102.0
Approved Positions											
Recommended 10-Year Capital Plan											
Program Gross Expenditure		540.0		591.0							1,131.0
Program Revenue											
Program Costs (Net)		540.0		591.0							1,131.0
Approved Positions		4.0		4.0							8.0
Total											
Program Gross Expenditure	102.0	540.0		591.0							1,233.0
Program Revenue											
Program Cost (Net)	102.0	540.0		591.0							1,233.0
Approved Positions		4.0		4.0							8.0

Approval of the 2013 Recommended Capital Budget will result in an operating budget increase of \$0.102 million in 2013.

Completion of the 10-Year Recommended Capital Plan's projects will increase future year Operating Budgets by a total of \$1.233 million net over the 2013 – 2022 period. Approved positions will increase by 8.0 over the 10-year time frame. This is comprised of:

- \$0.051 million for hardware and software maintenance to support the Animal Services integration in 2013 and an additional \$0.051 million in 2016 to support the Recreation registration integration.
- \$0.051 million is required in 2013 to maintain the 311 Instant Update Confirmation Service.
- \$0.011 million is required in 2014 for licenses and software for 311 Mobile Applications.
- \$0.529 million and \$0.540 million will be required in 2014 and 2016 respectively for 4 new staff each year to provide ongoing sustainment of the 311 Solution. Additional staff in 2014 are required to support development work, configuration work, and support on-line services as a result of the additional booking and scheduling services to be added to 311. In 2016, additional staff will be required to support payment processing, revenue, accounting and compliance with the introduction of payments being received through 311.

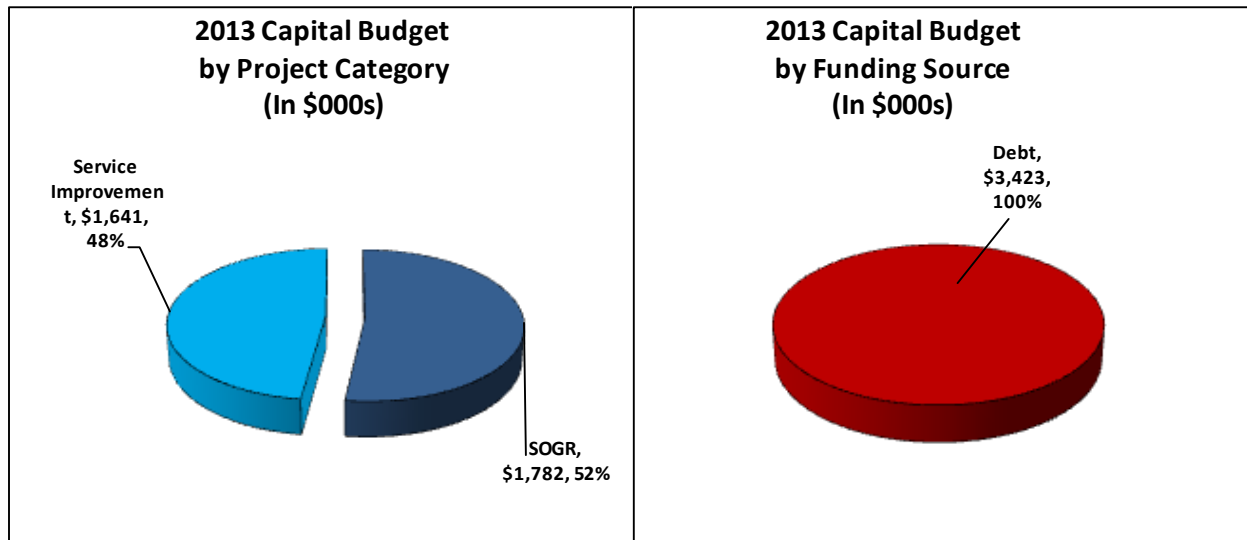
The operating impacts from these capital projects will be reviewed in detail each year as part of the annual Operating Budget process.

**Net Operating Impact by Project
(In \$000s)**

Project	2013 Rec. Budget		2014 Plan		2015 Plan		2016 Plan		2017 Plan		2013 - 2017 Capital Budget Plan		2018 - 2022 Capital Plan	
	\$000s	Positions	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Positions	\$000s	Position
Previously Approved Projects														
Recreation Integration	51						51				102			
311 Instant Updates	51										51			
311 Mobile Applications			11								11			
311 Contact Centre Enhancement Initiative			529	4			540	4			1,069	8		
Total Recommended (Net)	102		540	4			591	4			1,233	8		

PART III - 2013 RECOMMENDED CAPITAL BUDGET

2013 Capital Budget by Project Category and Funding Source



- The 2013 Recommended Capital Budget, excluding funding carried forward from 2012 to 2013, requires 2013 cash flow funding of \$3.423 million.
- State of Good Repair projects account for \$1.782 million or 52% of the 2013 Recommended Capital Budget to allow infrastructure/server replacement.
- Service Improvement projects represent \$1.641 million or 48% of the 2013 Recommended Capital Budget to provide funding for the implementation of the Cross Divisional Scheduler which will allow 311 Toronto to book court rooms and meeting rooms.
- The 2013 Recommended Capital Budget for 311 Toronto is funded entirely from debt, which accounts for 100% or \$3.423 million of the required financing. This meets the debt affordability guideline of \$3.423 million set for this Program in 2013.

2013 Recommended Cash Flow & Future Year Commitments (In \$000s)

	2011 & Prior Year Carry Forward	2012 Previously Approved Cash Flow Commitments	2013 New Cash Flow Rec'd	2013 Total Cash Flow Rec'd	2012 Carry Forwards	Total 2013 Cash Flow (Incl 2012 C/Fwd)	2014	2015	2016	2017	2018	2019	2020	2021	2022	Total Cost
Expenditures																
Previously Approved		3,423		3,423	3,163	6,586	2,394	4,193	1,546							14,719
Change in Scope																
New																
New w/Future Year																
Total Expenditure		3,423		3,423	3,163	6,586	2,394	4,193	1,546							14,719
Financing																
Debt		3,423		3,423	3,163	6,586	2,394	2,693	1,546							13,219
Other																
Reserves/Res Funds								1,500								1,500
Development Charges																
Provincial/Federal																
Total Financing		3,423		3,423	3,163	6,586	2,394	4,193	1,546							14,719

- 311 Toronto's 2013 Recommended Capital Budget is \$6.586 million and provides \$3.423 million for previously approved projects, and \$3.163 million in funding to be carried forward from 2012 into 2013.
- Approval of the 2013 Recommended Capital Budget will result in Council's commitment to future year cash flow funding of \$2.394 million in 2014; \$4.193 million in 2015; and \$1.546 million in 2016.

2013 Recommended Capital Project Highlights

2013 Recommended Capital Project Highlights (In \$000s)

Project	Total Project Cost	2013	2014	2015	2016	2017	2013 - 2017	2018	2019	2020	2021	2022	2013 - 2022 Total
311 Contact Centre Enhancement Initiative	7,577	3,908	1,010	1,641			6,559						6,559
Technology Solution SOGR	6,803	2,368	1,384	1,052	1,546		6,350						6,350
Recreation Integration	6,646			1,500			1,500						1,500
Kiosks	535	310					310						310
Total (including carry forward funding)	21,561	6,586	2,394	4,193	1,546		14,719						14,719

The 2013 Recommended Capital Budget provides funding of \$6.586 million, including carry forward funding of \$3.163 million, to:

- Begin the implementation of the Counter Service efficiency study, including the Kiosk Program.
- Complete the implementation of a glossary of technical terms and pictures to improve the knowledge base for staff and the public.
- Continue the 311 Contact Centre Enhancement Initiatives by beginning to implement a divisional scheduler in 2013 and funding in the future to work on a payment module and integrating Recreation Services.
- Begin the upgrade/replacement of servers.

PART IV: ISSUES FOR DISCUSSION

Future Year Issues

Core Service Review Impacts and Divisional Integration

At its Special Council Meeting of September 26 and 27, 2011 to consider the City's Core Service Review, City Council approved the elimination of further 311 development initiatives beginning in 2013. In accordance with that decision, funding was removed for all projects that were not currently underway as part of the 2012 Capital Budget process. This exercise limited the continuation of integration with other Divisional systems.

The three integrations that were underway at the time of the core service review were Recreation Registration, Facilities Room Bookings and ML&S Toronto Animal Services. These initiatives continue to be budgeted in the 10-Year Recommended Capital Plan. Although an extensive business process review has taken place with Court Services to assess and document some of their services for 311 integration, no funding is included in the 10-Year Recommended Capital Plan for this purpose. It should be noted that 311 integration with Court Services is also dependent on the outcome of the Court Services Efficiency Study, requirements for Provincial I&T systems and the implementation of the 311 Divisional Scheduler system.

The following Divisions have customer interaction that might benefit from integration with 311 and provide a return to the City. With the exception of Court Services, these Divisions have not gone through an assessment: Court Services, Revenue Services, Toronto Public Health – Toronto Health Connections, Buildings, Solid Waste – Dispatch, ML&S – Inspections, Parks, TCHC and TTC.

The 10-Year Recommended Capital Plan does not include funding for 311 integration with any of the above noted program areas.

Appendix 1

2012 Performance

2012 Key Accomplishments

In 2012, 311 Toronto accomplished the following:

- ✓ Developed the Corporate Customer Service Framework, Guidelines and Corporate complaint Management Guidelines.
- ✓ Completed the integration with Animal Services and Facilities Room bookings.
- ✓ Enhanced reporting capabilities for Councillors and Divisions.
- ✓ Completed instant updates using text messaging.

2012 Capital Variance Review

2012 Budget to Actual Comparison (In \$000s)

2012 Approved	Actuals as of Sept. 30, 2012 (3rd Quarter Variance)		Projected Actuals at Year End		Unspent Balance	
	\$	% Spent	\$	% Spent	\$ Unspent	% Unspent
9,199	2,647	28.8%	4,815	52.3%	4,384	47.7%

311 Toronto's 2012 Approved Capital Budget of \$9.199 million was 28.8% or \$2.647 million spent at the end of September, 2012. Program staff project year-end spending will be \$4.815 million or 52.3% of the 2012 Approved Capital Budget. The projected year-end under-spending is largely attributable to the following projects:

- The *Phase III Project's* capital expenditures totaled \$1.795 million or 47.0% of the 2012 approved cash flow of \$3.822 million during the nine months ending September 30, 2012 and is projected to be \$2.321 million or 61% spent by year end. Underspending reflects the adjustment of project timelines to coordinate with the development and delivery of corporate applications for a payment module enabling customers to register and process payments for recreation programs. Funding to complete the recreation registration program in the amount of \$1.500 million is being deferred into 2015.
- The 2013 Recommended Capital Budget includes \$3.163 million in funding to be carried forward from 2012 into 2013. 311 Toronto is monitoring expenditures and will review and revise 2012 funding to be carried forward into 2013 at year end, if necessary.

Appendix 2
10-Year Recommended Capital Plan Project Summary
(In \$000s)

Project	2013	2014	2015	2016	2017	2013 - 2017	2018	2019	2020	2021	2022	2013 - 2022
311 Contact Centre Enhancement Initiative	3,908	1,010	1,641			6,559						6,559
Sustainment of Integrated Initiatives				328	328	656	328	328	328	328	328	2,296
Technology Solution SOGR	2,368	1,384	1,052	2,424	1,137	8,365	1,979	3,099	1,368	1,368	1,368	17,547
Recreation Integration			1,500			1,500						1,500
Kiosks	310					310						310
Total (including carry forwards)	6,586	2,394	4,193	2,752	1,465	17,390	2,307	3,427	1,696	1,696	1,696	28,212

Appendix 3
2013 Recommended Capital Budget;
2014 to 2022 Capital Plan

CITY OF TORONTO

**Gross Expenditures (\$000's)
Appendix 3**

311 Toronto

Sub- Project No. Project Name PrioritySubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments						Current and Future Year Cash Flow Commitments Financed By												
						2013	2014	2015	2016	2017	Total 2013-2017	Total 2018-2022	Total 2013-2022	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
<u>THR907392 PHASE III</u>																								
0	1	Recreation Integration	CW	S2	04	0	0	1,500	0	0	1,500	0	0	0	1,500	0	0	0	0	0	0	1,500		
Sub-total						0	0	1,500	0	0	1,500	0	0	0	1,500	0	0	0	0	0	0	1,500		
<u>THR907454 Kiosks (Consolidated Counter)</u>																								
0	2	Kiosks (Consolidated Counter)	CW	S2	04	310	0	0	0	0	310	0	0	0	0	0	0	0	0	310	0	310		
Sub-total						310	0	0	0	0	310	0	0	0	0	0	0	0	0	0	310	0	310	
<u>THR907676 INTEGRATION AND STRATEGY INITIATIVE</u>																								
0	1	311 Contact Centre Enhancement Initiative	CW	S2	04	3,908	1,010	1,641	0	0	6,559	0	0	0	0	0	0	0	0	6,559	0	6,559		
0	3	Sustainment of Integrated Initiatives	CW	S6	03	0	0	0	328	328	656	1,640	2,296	0	0	0	0	0	0	2,296	0	2,296		
Sub-total						3,908	1,010	1,641	328	328	7,215	1,640	8,855	0	0	0	0	0	0	0	8,855	0	8,855	
<u>THR907677 311 TECHNOLOGY SOLUTION STATE OF GOC</u>																								
0	1	STATE OF GOOD REPAIR	CW	S2	03	2,368	1,384	1,052	1,546	0	6,350	0	6,350	0	0	0	0	0	0	6,350	0	6,350		
0	3	Technology Solution SOGR 2016	CW	S6	03	0	0	0	878	1,137	2,015	9,182	11,197	0	0	0	0	0	0	11,197	0	11,197		
Sub-total						2,368	1,384	1,052	2,424	1,137	8,365	9,182	17,547	0	0	0	0	0	0	0	17,547	0	17,547	
Total Program Expenditure						6,586	2,394	4,193	2,752	1,465	17,390	10,822	28,212	0	0	0	1,500	0	0	0	0	26,712	0	28,212

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 3

311 Toronto

Sub- Priority	Project No. SubProj No.	Project Name Sub-project Name	Ward	Stat.	Cat.	Current and Future Year Cash Flow Commitments and Estimates						Current and Future Year Cash Flow Commitments and Estimates Financed By											
						2013	2014	2015	2016	2017	Total 2013-2017	Total 2018-2022	Total 2013-2022	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing
Financed By:																							
		Reserves (Ind. "XQ" Ref.)				0	0	1,500	0	0	1,500	0	1,500	0	0	0	0	0	0	0	1,500		
		Debt				6,586	2,394	2,693	2,752	1,465	15,890	10,822	26,712	0	0	0	0	0	26,712	0	26,712		
Total Program Financing						6,586	2,394	4,193	2,752	1,465	17,390	10,822	28,212	0	0	0	1,500	0	0	0	26,712	0	28,212

Status Code	Description
S2	S2 Prior Year (With 2013 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2013 and/or Future Year Cost(Cashflow)
S4	S4 New - Stand-Alone Project (Current Year Only)
S5	S5 New (On-going or Phased Projects)
S6	S6 New - Future Year (Commencing in 2014 & Beyond)

Category Code	Description
01	Health and Safety C01
02	Legislated C02
03	State of Good Repair C03
04	Service Improvement and Enhancement C04
05	Growth Related C05
06	Reserved Category 1 C06
07	Reserved Category 2 C07

Appendix 4
2013 Recommended Cash Flow and
Future Year Commitments

CITY OF TORONTO

**Gross Expenditures (\$000's)
Appendix 4**

311 Toronto

Sub- Project No. Project Name PrioritySubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments						Current and Future Year Cash Flow Commitments Financed By											
						2013	2014	2015	2016	2017	Total 2013-2017	Total 2018-2022	Total 2013-2022	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing
<u>THR907392 PHASE III</u>																							
0	1	Recreation Integration	CW	S2	04	0	0	1,500	0	0	1,500	0	0	0	1,500	0	0	0	0	0	0	1,500	
Sub-total						0	0	1,500	0	0	1,500	0	0	0	1,500	0	0	0	0	0	0	1,500	
<u>THR907454 Kiosks (Consolidated Counter)</u>																							
0	2	Kiosks (Consolidated Counter)	CW	S2	04	310	0	0	0	0	310	0	0	0	0	0	0	0	0	310	0	310	
Sub-total						310	0	0	0	0	310	0	0	0	0	0	0	0	0	0	310	0	310
<u>THR907676 INTEGRATION AND STRATEGY INITIATIVE</u>																							
0	1	311 Contact Centre Enhancement Initiative	CW	S2	04	3,908	1,010	1,641	0	0	6,559	0	0	0	0	0	0	0	0	6,559	0	6,559	
Sub-total						3,908	1,010	1,641	0	0	6,559	0	0	0	0	0	0	0	0	6,559	0	6,559	
<u>THR907677 311 TECHNOLOGY SOLUTION STATE OF GOC</u>																							
0	1	STATE OF GOOD REPAIR	CW	S2	03	2,368	1,384	1,052	1,546	0	6,350	0	0	0	0	0	0	0	0	6,350	0	6,350	
Sub-total						2,368	1,384	1,052	1,546	0	6,350	0	0	0	0	0	0	0	0	6,350	0	6,350	
Total Program Expenditure						6,586	2,394	4,193	1,546	0	14,719	0	0	0	1,500	0	0	0	0	13,219	0	14,719	

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 4

311 Toronto

Sub- Priority	Project No. SubProj No.	Project Name Sub-project Name	Ward	Stat. Cat.	Current and Future Year Cash Flow Commitments and Estimates						Current and Future Year Cash Flow Commitments and Estimates Financed By										
					2013	2014	2015	2016	2017	Total 2013-2017	Total 2018-2022	Total 2013-2022	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt
Financed By:																					
		Reserves (Ind. "XQ" Ref.)			0	0	1,500	0	0	1,500	0	1,500	0	0	0	0	0	0	0	1,500	
		Debt			6,586	2,394	2,693	1,546	0	13,219	0	13,219	0	0	0	0	0	13,219	0	13,219	
Total Program Financing					6,586	2,394	4,193	1,546	0	14,719	0	14,719	0	0	0	0	0	0	13,219	0	14,719

- Status Code Description**
 S2 S2 Prior Year (With 2013 and/or Future Year Cashflow)
 S3 S3 Prior Year - Change of Scope 2013 and/or Future Year Cost(Cashflow)
 S4 S4 New - Stand-Alone Project (Current Year Only)
 S5 S5 New (On-going or Phased Projects)

- Category Code Description**
 01 Health and Safety C01
 02 Legislated C02
 03 State of Good Repair C03
 04 Service Improvement and Enhancement C04
 05 Growth Related C05
 06 Reserved Category 1 C06
 07 Reserved Category 2 C07

Appendix 5

2013 Recommended Capital Project with Financing Details

(Phase 2) 49-311 Toronto Sub-Project Category: 01,02,03,04,05,06,07 Type: B Sub-Project Status: S2 Type: C Sub-Project Status: S2,S3,S4,S5



CITY OF TORONTO

Appendix 5

311 Toronto

Sub-Project Summary

Project/Financing

Priority Project Project Name

Priority	Project	Project Name	Start Date	Completion Date	2013 Cash Flow	Financing									
						Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable
<u>0</u>	<u>THR907454</u>	<u>Kiosks (Consolidated Counter)</u>													
0		2 Kiosks (Consolidated Counter)	01/03/2010	31/12/2011	310	0	0	0	0	0	0	0	0	310	0
		Project Sub-total:			310	0	0	0	0	0	0	0	0	310	0
<u>0</u>	<u>THR907676</u>	<u>INTEGRATION AND STRATEGY INITIATIVE</u>													
0		1 311 Contact Centre Enhancement Initiative	01/01/2012	31/12/2021	3,908	0	0	0	0	0	0	0	0	3,908	0
		Project Sub-total:			3,908	0	0	0	0	0	0	0	0	3,908	0
<u>0</u>	<u>THR907677</u>	<u>311 TECHNOLOGY SOLUTION STATE OF GOOD REPAIR</u>													
0		1 STATE OF GOOD REPAIR	01/01/2012	31/12/2016	2,368	0	0	0	0	0	0	0	0	2,368	0
		Project Sub-total:			2,368	0	0	0	0	0	0	0	0	2,368	0
		Program Total:			6,586	0	0	0	0	0	0	0	0	6,586	0

Status Code Description
 S2 S2 Prior Year (With 2013 and/or Future Year Cashflow)
 S3 S3 Prior Year - Change of Scope 2013 and/or Future Year Cost\Cashflow)
 S4 S4 New - Stand-Alone Project (Current Year Only)
 S5 S5 New (On-going or Phased Projects)

Category Code Description
 01 Health and Safety C01
 02 Legislated C02
 03 State of Good Repair C03
 04 Service Improvement and Enhancement C04
 05 Growth Related C05
 06 Reserved Category 1 C06
 07 Reserved Category 2 C07

Appendix 6

2013 Reserve / Reserve Fund Review (In \$000s)

Reserve/Reserve Fund Review – Corporate

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2012 *	Contributions / (Withdrawals)										2013- 2022 Total Contributions / (Withdrawals)			
			2013 Rec. Budget	2014 Plan	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan				
Capital Financing Reserve XQ0011	Beginning Balance as of Jan. 1, 2012 THR907392-1 Recreation Integration	29,135			(1,500)											(1,500)
Total Program Proposed Contributions / (Withdrawals)					(1,500)											(1,500)

* Based on the 3rd Quarter Variance Report