

# Toronto 2017 BUDGET



## CAPITAL BUDGET NOTES



## Toronto Public Health

### 2017 2026 CAPITAL BUDGET AND PLAN OVERVIEW

Toronto Public Health (TPH), under the provincial Health Protection and Promotion Act, is committed to reduce health inequalities and improve the health of Toronto's diverse communities by delivering services that meet their health needs and anticipate and respond to emerging public health threats.

Toronto Public Health's (TPH) 2017-2026 Preliminary Capital Plan has been established to support its strategic direction to invest in information technology (IT) to support improvements in service delivery, which continues to be a priority.

The investments in technology will assist TPH to meet the public's demand for access to TPH information and services, enhance its ability to collect and share critical health information, improve access to quality information, and improve services by improving workforce skills and abilities to provide high quality service to clients.

The 10-Year Capital Plan addresses changes in legislation and is established to leverage provincial resources, as well as other City of Toronto initiatives, to reduce project development costs.

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### CONTACTS

#### Program:

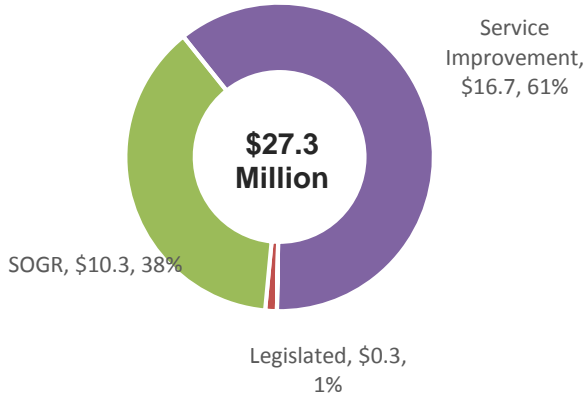
**Barbara Yaffe**  
Acting Medical Officer of Health  
Tel: (416) 338-7838  
Email: [barbara.yaffe@toronto.ca](mailto:barbara.yaffe@toronto.ca)

#### Corporate:

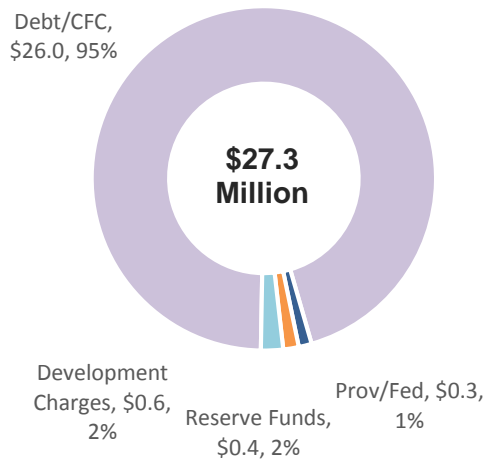
**Ritu Sadana**  
Manager, Financial Planning  
Tel: (416) 395-6449  
E-Mail: [ritu.sadana@toronto.ca](mailto:ritu.sadana@toronto.ca)

**Capital Spending and Financing**

**2017-2026 Capital Budget and Plan By Project Category**



**By Funding Source**



**Where the money goes:**

The 2017–2026 Preliminary Capital Budget and Plan totalling \$27.322 million provides funding for:

- One legislated, 100% provincially funded project, that uses TPH expertise and diverse requirements to assist in the on-going development and implementation of the pan-Canadian Panorama System for infectious disease control.
  - This project will improve the exchange of information with other jurisdictions in the province and across Canada as required.
- State of Good Repair projects to enhance or replace systems that have reached their end of life due to obsolete technology such as the Community Health Information System, Chemical Tracking Information System, Inspection Management, Reporting Environment Enhancement and Early Abilities Information System.
- Service Improvement projects that will fund new systems such as data warehousing and electronic medical records system for better planning, managing, monitoring of information, integration and replacement of multiple business systems, and establishment of enhanced access channels such as wireless technology and web based systems.

**Where the money comes from:**

The Preliminary 10-Year Capital Plan requires:

- New debt funding of \$26.023 million or 95.2% of total funding.
- Provincial funding of \$0.334 million or 1.2% to fund the Legislated *Infectious Disease Control System* capital project.
- Health Efficiency Reserve Fund of \$0.397 million, or 1.5% of the required cash flow to partially fund Expansion of Scarborough Dental Clinic.
- Development Charge funding of \$0.568 million or 2.1% based on the portion of projects that are eligible for growth related funding.

**State of Good Repair Backlog**

TPH has no facility State of Good Repair (SOGR) backlog as all capital facility projects were transferred from TPH and consolidated within the Facilities Management and Real Estate Capital Budget in 2006 to ensure consistency in maintenance standards across the City facilities.

The 2017-2026 Capital Budget and Plan includes funding of \$10.317 million for several State of Good Repair projects aimed at life cycle replacement or enhancement of various software systems/ applications managed by Toronto Public Health.

**Our Key Issues & Priority Actions**

**Online Access to Government Services and Information** is one of TPH's service funding priorities. Several projects are included in the 10-Year Budget and Plan to meet these objectives:

- ✓ *Public Health Multi-lingual Web Site* to create a website that is translated into numerous languages.
- ✓ *Public eLearning* to enhance public health education and learning for Toronto citizens electronically.
- ✓ *Public Notification & Advisories* to enable public access via mobile devices and receive automatic information alerts.

**Remote Access to Information** is critical for efficient service delivery as the majority of Public Health staff works 50% of their time in the communities. In support of TPH's commitment to excellence by ensuring continuous improvement in organizational performance, TPH strives to provide tools and systems that staff need to enhance performance and provide high quality service to clients.

- ✓ *Mobile Enablement* project will provide staff access to business applications and information while working in the field.

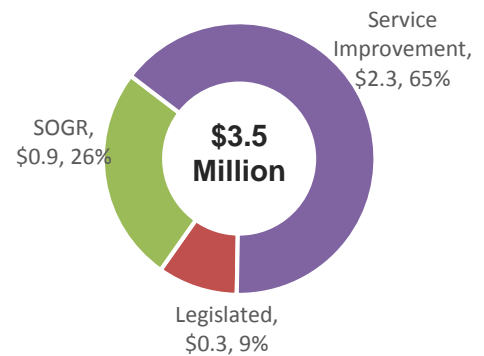


**2017 Capital Budget Highlights**

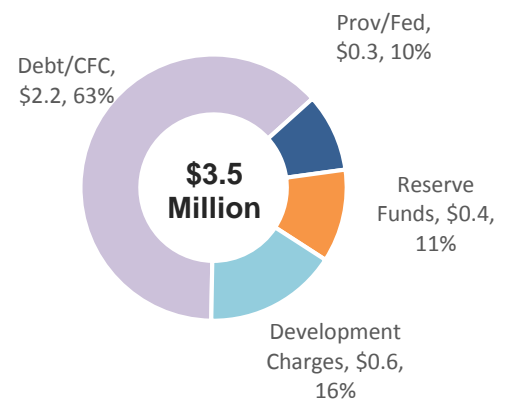
The 2017 Capital Budget for Toronto Public Health of \$3.516 million, excluding carry forward funding, will:

- Begin the Dental and Oral Health Information System project that will improve business processes and information sharing through process redesign, automation and system integration.
- Begin the Community Health Information System project to enhance the Toronto Community Health Information Systems.
- Complete the expansion of the Scarborough Dental Clinic and Infectious Disease Control System.
- Continue Datamart Data Warehouse-Phase 2 project to expand the use of City-wide business intelligence and GIS tools for query, reporting and analysis.
- Begin the Electronic Medical Records Phase 2 project to provide a comprehensive electronic record of patients' health-related information.

**2017 Capital Budget By Project Category**



**By Funding Source**



## Actions for Consideration

Approval of the 2017 Preliminary Capital Budget as presented in these notes requires that:

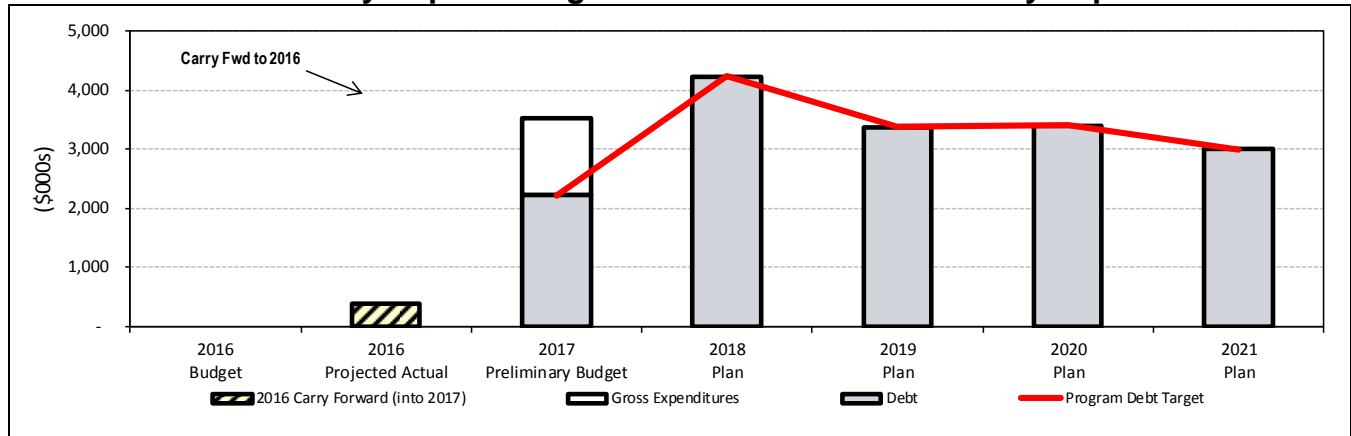
1. City Council approve the 2017 Preliminary Capital Budget for Toronto Public Health with a total project cost of \$4.915 million, and 2017 cash flow of \$3.516 million and future year commitments of \$3.580 million comprised of the following:
  - a) New Cash Flow Funds for:
    - i. 4 new / change in scope sub-projects with a 2017 total project cost of \$4.915 million that requires cash flow of \$1.335 million in 2017 and future year cash flow commitments of \$2.671 million for 2018; and \$0.909 million for 2019;
    - ii. 3 previously approved sub-projects with a 2017 cash flow of \$2.181 million.
  - b) 2016 approved cash flow for 3 previously approved sub-projects with carry forward funding from 2016 into 2017 totalling \$0.386 million.
2. City Council approve the 2018 - 2026 Preliminary Capital Plan for Toronto Public Health totalling \$20.226 million in project estimates, comprised of \$1.562 million for 2018; \$2.464 million for 2019; \$3.400 million for 2020; \$3.000 million for 2021; \$2.500 million for 2022; \$2.200 million for 2023; \$1.700 million for 2024; \$1.700 million for 2025 and \$1.700 million in 2026.
3. City Council approve 17.2 new temporary capital positions for the delivery of 2017 capital projects and that the duration for each temporary position not exceed the life and funding of its respective projects / sub-projects.
4. City Council consider the operating savings of \$0.257 million net in 2017 and \$0.024 million net in 2018 resulting from the approval of the 2017 Preliminary Capital Budget for inclusion in the 2017 operating budget.
5. City Council recommend that TPH identify and capture all operating savings and ongoing system maintenance costs separately for each budget year of the 10 Year Capital Budget and Plan and report back for inclusion in future years Operating Budget submissions.



# Part 1:

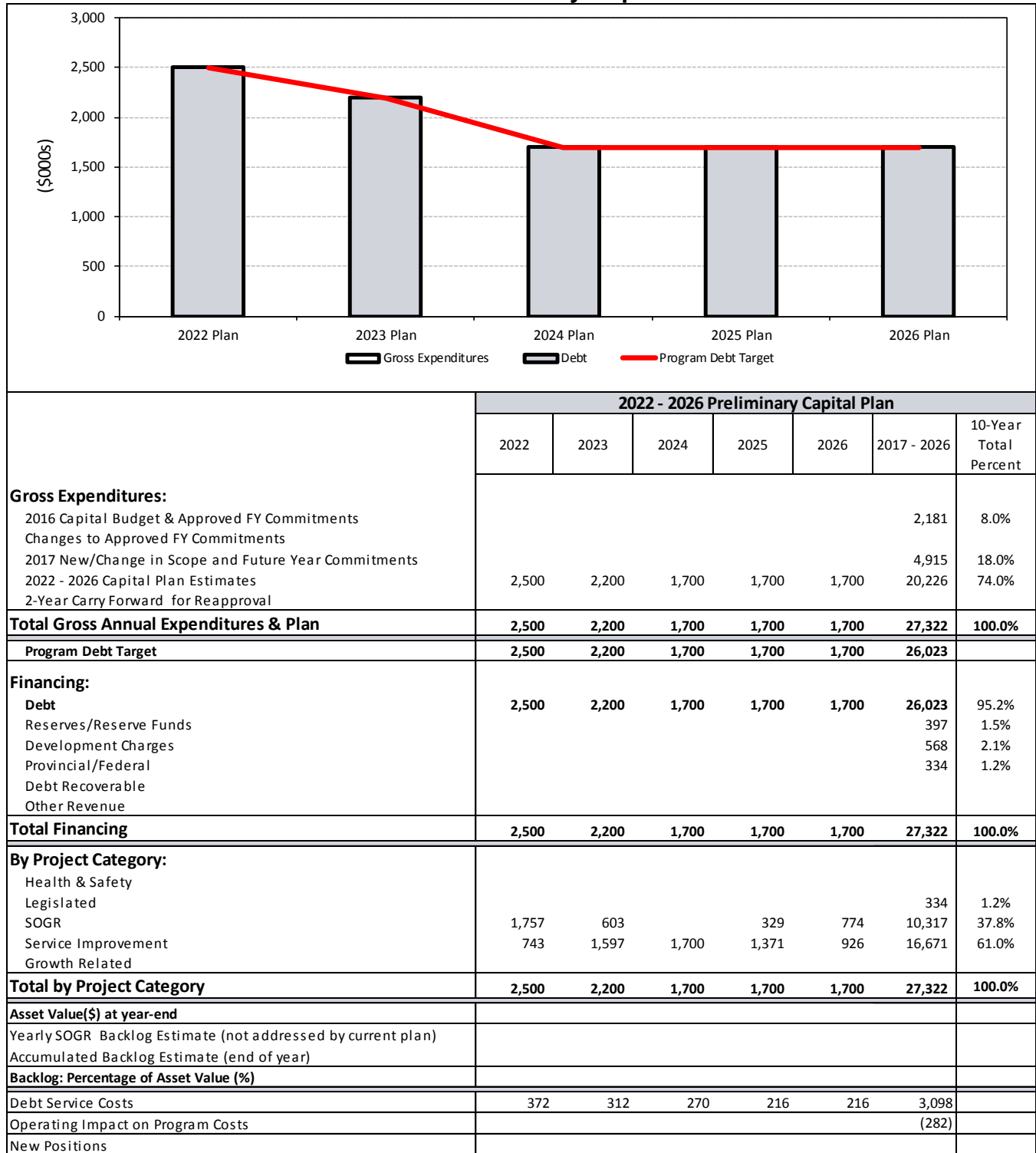
## Preliminary 10-Year Capital Plan

**Figure 1a  
10-Year Capital Plan  
2017 Preliminary Capital Budget and 2018 - 2021 Preliminary Capital Plan**



	2017 Prelim. Capital Budget and 2018 - 2021 Prelim. Capital Plan								
	2016		2017	2018	2019	2020	2021	2017 - 2021	5-Year Total Percent
	Budget	Projected Actual							
<b>Gross Expenditures:</b>									
2016 Capital Budget & Approved FY Commitments			2,181					2,181	12.4%
Changes to Approved FY Commitments									
2017 New/Change in Scope and Future Year Commitments			1,335	2,671	909			4,915	28.1%
2018 - 2021 Capital Plan Estimates				1,562	2,464	3,400	3,000	10,426	59.5%
2-Year Carry Forward for Reapproval									
1-Year Carry Forward to 2017		386							
<b>Total Gross Annual Expenditures &amp; Plan</b>			<b>3,516</b>	<b>4,233</b>	<b>3,373</b>	<b>3,400</b>	<b>3,000</b>	<b>17,522</b>	<b>100.0%</b>
<b>Program Debt Target</b>			<b>2,217</b>	<b>4,233</b>	<b>3,373</b>	<b>3,400</b>	<b>3,000</b>	<b>16,223</b>	
<b>Financing:</b>									
<b>Debt</b>			<b>2,217</b>	<b>4,233</b>	<b>3,373</b>	<b>3,400</b>	<b>3,000</b>	<b>16,223</b>	<b>92.6%</b>
Reserves/Reserve Funds			397					397	2.3%
Development Charges			568					568	3.2%
Provincial/Federal			334					334	1.9%
Debt Recoverable									
Other Revenue									
<b>Total Financing</b>			<b>3,516</b>	<b>4,233</b>	<b>3,373</b>	<b>3,400</b>	<b>3,000</b>	<b>17,522</b>	<b>100.0%</b>
<b>By Project Category:</b>									
Health & Safety									
Legislated			334					334	1.9%
SOGR			900	1,502	1,359	1,595	1,498	6,854	39.1%
Service Improvement			2,282	2,731	2,014	1,805	1,502	10,334	59.0%
Growth Related									
<b>Total by Project Category</b>			<b>3,516</b>	<b>4,233</b>	<b>3,373</b>	<b>3,400</b>	<b>3,000</b>	<b>17,522</b>	<b>100.0%</b>
<b>Asset Value (\$) at year-end</b>									
Yearly SOGR Backlog Estimate (not addressed by current plan)									
Accumulated Backlog Estimate (end of year)									
<b>Backlog: Percentage of Asset Value (%)</b>									
Debt Service Costs			33	305	519	430	425	1,712	
Operating Impact on Program Costs			(257)	(24)				(282)	
New Positions									

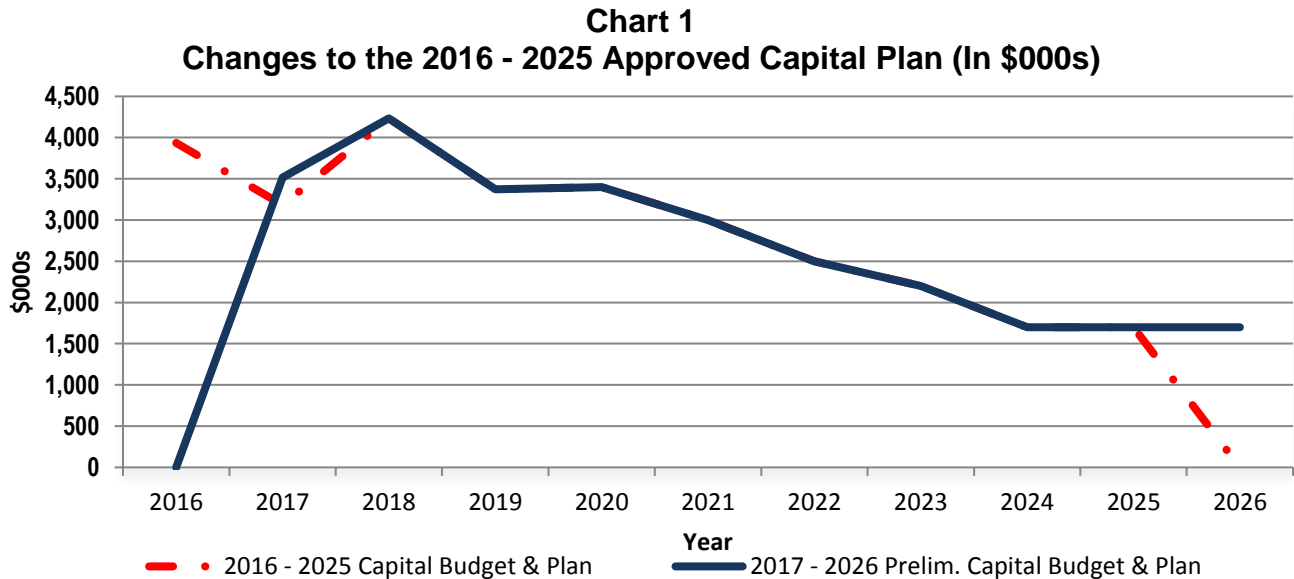
**Table 1b  
10-Year Capital Plan  
2022 - 2026 Preliminary Capital Plan**



### Key Changes to the 2016 - 2025 Approved Capital Plan

The 2017 Preliminary Capital Budget and the 2018 – 2026 Preliminary Capital Plan reflects a decrease of \$1.903 million in capital funding from the 2016 - 2025 Approved Capital Plan.

The table and chart below provide a breakdown of the \$1.903 million or 6.5% decrease in the Capital Program on an annual basis from 2016 to 2026.



(\$000s)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	10-Year Total
2016 - 2025	3,937	3,182	4,233	3,373	3,400	3,000	2,500	2,200	1,700	1,700		29,225
2017 - 2026		3,516	4,233	3,373	3,400	3,000	2,500	2,200	1,700	1,700	1,700	27,322
Change %		10.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		(6.5%)
Change \$		334	0	0	0	0	0	0	0	0		(1,903)

As made evident in the chart above, the \$1.903 million decrease in the Capital Program reflects fewer capital projects planned for 2026 compared to 2016.

As reflected in Table 2 on the following page, changes to the 2016 – 2025 Approved Capital Plan, specifically the \$0.334 million increase in capital funding over the nine common years of the Capital Plans (2016 – 2025) arise from the following change:

- Increased funding of \$0.334 million in 2017 for the *Infectious Disease Control System* project, which is 100% funded by the Province.
- Changes were also made to the planned capital projects to better align cash flow estimates with project readiness to proceed and to accommodate cost escalations and reductions.



**Table 2  
Summary of Project Changes (In \$000s)**

\$000s	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2017 - 2025 Total
2016 - 2025 Capital Budget & Plan	3,937	3,182	4,233	3,373	3,400	3,000	2,500	2,200	1,700	1,700		25,288
2017 - 2026 Prelim. Capital Budget & Plan		3,516	4,233	3,373	3,400	3,000	2,500	2,200	1,700	1,700	1,700	25,622
<b>Capital Budget &amp; Plan Changes (2017 - 2025)</b>		334	-	-	-	-	-	-	-	-	-	334

	Total Project Cost	2017	2018	2019	2020	2021	2022	2023	2024	2025	2017 - 2025	2026	Revised Total Project Cost
<b>Previously Approved</b>													
Multilingual Website	507	(255)	(252)					270	268		31		538
Electronic Medical Record	2,072	(315)	(33)								(348)		1,724
Public E-Learning	1,341			(312)	(729)	(300)	365	610	617		251		1,592
Geographic Information Enablement	753							(1)	(5)	(6)	(12)		741
Inspection Management	5,386				(4)	(6)	(6)	(533)			(549)		4,837
Socio-Demographic Data Collection	1,839	(287)	(224)	87	433	811					820		2,659
Common Geographic Interface	1,073			(1,073)	700	300					(73)		1,000
Mobile Enablement	2,422					(5)	(8)	(11)	(12)	(12)	(48)		2,374
Reporting Environment Enhancement	618						(351)	349			(2)		616
Datamart Warehouse - Phase 3	1,381		84	146							230		1,611
Infectious Disease Control System		334									334		334
<b>Total Previously Approved</b>	17,392	(523)	(425)	(1,152)	400	800	-	684	868	(18)	634	-	18,026
<b>Change in Scope</b>													
TPH Library Management system	1,303	(60)	(1,243)								(1,303)		-
TPH Service Delivery Tracking	2,326			(800)	(726)	(800)					(2,326)		-
Document and Records Management System	2,420							(684)	(868)	(868)	(2,420)		-
Datamart Data Warehouse - Phase 2	2,099	(67)									(67)		2,032
<b>Total Change in Scope</b>	8,148	(127)	(1,243)	(800)	(726)	(800)	-	(684)	(868)	(868)	(6,116)	-	2,032
<b>New</b>													
Dental & Oral Health Information System		84	166	154							404		404
Community Health Information System		900	1,199	755							2,854		2,854
Public Notifications & Advisories										557	557	474	1,031
Early Abilities Information System										329	329	774	1,103
Chemical Tracking Information System			303	604							907		907
Correspondence and Communication Tracking				439	326						765		765
Call Centre Revitalization											-	452	452
<b>Total New</b>	-	984	1,668	1,952	326	-	-	-	-	886	5,816	1,700	7,516
<b>Total Changes</b>	17,392	334	-	-	-	-	-	-	-	-	334	1,700	25,542

**Significant Capital Project Changes in Toronto Public Health:**

Cash flow funding for the following previously approved capital projects have been adjusted based on historical spending rates, capacity, project cost changes and expected progress and completion of the projects, as outlined below:

**Project Cost Increases:**

- *Datamart Data Warehouse Phase 3* – The project cost has increased by \$0.230 million as the project requires additional data analyst resources in 2018 and 2019.
- *Socio-Demographic Data Collection and Reporting* - The scope of work was reviewed and determined that project duration and resources should be extended by 6 months and a full time project manager is required to manage the project requiring additional funds of \$0.820 million.
- *Infectious Disease Control System* – The project cost has increased by \$0.334 million to reflect additional provincial funding received for the ongoing and planned operations, upgrades, deployment and adoption activities to components of the Panorama system over 2 years with completion planned in 2017.

**Project Cost Decreases:**

- *Electronic Medical Records Phase 2* – The project cost decreased by \$0.348 million after review of project scope and resource requirements.
- *Inspection Management* – The project cost decreased by \$0.549 million due to a change in project delivery timelines. The project will be completed 10 months sooner than previously scheduled.
- *Mobile Enablement* – The project cost decreased by \$0.048 million due to revised resource assumptions.
- *Reporting Environment Enhancement* – The project remains a 12 month project but is scheduled to begin in Q3 2022 instead of Q1 2022 which results in a small budget reduction of \$0.002 million.

- *Common Geographical Interface* project cost decreased by \$0.073 million since funding is now spread over two years (2020-2021) after reviewing project scope and available resources.
- *Geographical Information Enablement* project cost decreased by \$0.012 million due to revised project cost estimates following a review of project resources.

#### Deferrals/Accelerations:

- *Socio-Demographic Data Collection and Reporting* project is deferred by one year to start in 2018 to allow completion of a feasibility/options analysis in 2016.
- *Common Geographical Interface project* start date is deferred by one year after reviewing project scope and resources.
- *Public eLearning project* start date is deferred to 2022 (from 2019) and the project cost increased by \$0.251 million. The scope of work was reviewed and determined that project duration and resources should be extended by 6 months.
- *Multilingual Website* project's start date has been deferred to 2023 (from 2017) due to more immediate priorities and the requirement to undertake more extensive preparatory work including coordination with corporate web initiatives. The project cost has increased by \$0.031 million due to different salary assumptions for project resources.

#### Cancelled Projects:

- *Document and Records Management System* project was cancelled and removed from the previously approved 10-Year Capital Plan to better align the process timelines with a similar corporate initiative.
- *Library Management System project* was cancelled and removed from the 10-Year Plan due to a change in development strategy. The plan to purchase and implement a solution hosted within the City's technical infrastructure has been replaced with a cloud solution, consequently reducing the project cost as existing resources can be used to implement the solution.
- *Public Health Service Delivery Tracking project* was cancelled as systems included within scope will be replaced with "in-house" developed APEX applications, replaced with enhanced versions of existing systems, or decommissioned due to program re-engineering.

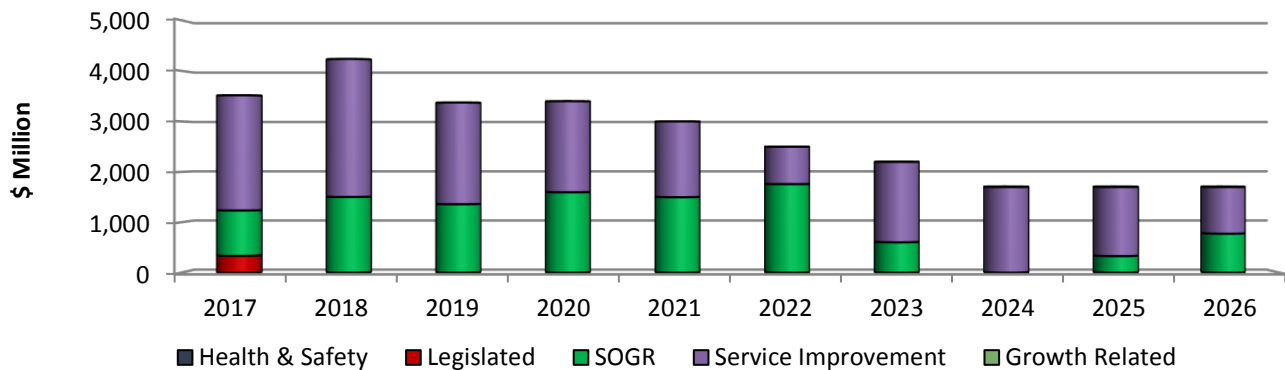
#### New Projects:

- 7 new projects were added that were not previously included in the 2016-2025 Approved Capital Plan:
  - *Dental and Oral Health Information System (2017 to 2019)* will integrate Dental and Oral Health Information System to support the service delivery process of public dental clinics.
  - *Community Health Information System project (2017 to 2019)* will address the increasing instability of the Toronto Community Health Information System (TCHIS) application caused by its outdated and failing technical infrastructure and frameworks by enhancing and modernizing TCHIS system.
  - *Chemical Tracking Information System project (2018 to 2019)* will support further improvements in reporting, performance measures and decision making across eleven additional data sources within TPH program.
  - *Correspondence and Communications Tracking System project (2019 to 2020)* will automate the current manual process of tracking correspondence and communications items received by the Medical Officer of health (MOH).
  - *Public Health Notifications & Advisories project (2025 to 2026)* will enable access via mobile device and enable the public to receive automatic information alerts.
  - *Early Abilities Information System project (2025 to 2026)* will replace an outdated system to continue to facilitate the sharing of information with partner agencies and reduction of duplication.

- *Call Centre Revitalization project (2026)* will improve the overall customer service experience at call centres and inquiry lines.

## 2017 – 2026 Preliminary Capital Plan

**Chart 2**  
**2017 – 2026 Preliminary Capital Plan by Project Category (In \$000s)**



As illustrated in the chart above, the 10-Year Capital Plan for Toronto Public Health of \$27.322 million provides 61.0% funding for Service Improvement projects as priorities, 37.8% for State of Good Repair (SOGR) projects and 1.2% for Legislated projects. Funding has been dedicated to the following priorities:

- Service Improvements projects account for \$16.671 million to support TPH's objective to develop and implement IT systems to:
  - Improve service delivery to meet the public's demand for access to TPH information and services.
  - Enhance TPH's ability to collect and share critical health information with multiple sources
  - To better respond to health risks and to provide systems that will enhance staff performance and high quality service to clients. For example, *Datamart Data Warehouse Phase 2* project will enhance TPH operations by allowing stakeholders to better monitor performance and analyze trends to adjust programs.
- Cash flow funding of \$10.317 million is dedicated to State of Good Repair projects, to enhance or replace critical business applications that have reached their end of life, such as the *Inspection Management* project that will replace the existing Healthy Environments and Communicable Disease Control inspection applications with a single application that provides enhanced inspection management functionality.
- One Legislated project, the *Infectious Disease Control System* project (\$0.334 million), is 100% funded by the Province to complete a provincially mandated national public health information system designed to meet the specific infectious disease control requirements of both the Province and the complex needs of the City of Toronto.

The following table details by project category the capital projects included in the 2017 – 2026 Preliminary Capital Budget and Plan for Toronto Public Health:

**Table 3**  
**2017 - 2026 Capital Plan by Project Category (In \$000s)**

	Total App'd Cash Flows to Date*	2017 Budget	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2017 - 2026 Total	Total Project Cost
<b>Total Expenditures by Category</b>													
<b>Legislated</b>													
<i>Infectious Disease Control System</i>	3,099	334										334	334
<b>Sub-Total</b>	<b>3,099</b>	<b>334</b>	-	-	-	-	-	-	-	-	-	<b>334</b>	<b>334</b>
<b>State of Good Repair</b>													
<i>Inspection Management</i>					1,595	1,498	1,490	254				4,837	4,837
<i>Reporting Environment Enhancement</i>							267	349				616	616
<i>Early abilities Information System</i>			303	604						329	774	1,103	1,103
<i>Chemical Tracking Information system</i>			900	1,199	755							907	907
<i>Community Health Information System</i>												2,854	2,854
<b>Sub-Total</b>	<b>-</b>	<b>900</b>	<b>1,502</b>	<b>1,359</b>	<b>1,595</b>	<b>1,498</b>	<b>1,757</b>	<b>603</b>	<b>-</b>	<b>329</b>	<b>774</b>	<b>10,317</b>	<b>10,317</b>
<b>Service Improvements</b>													
<i>Datamart Data Warehouse - Phase 2</i>	1,214	815										815	2,032
<i>Datamart Data Warehouse - Phase 3</i>			911	700								1,611	1,611
<i>Multilingual Website</i>								270	268			538	538
<i>Electronic Medical Record</i>		418	1,306									1,724	1,724
<i>Public eLearning</i>							365	610	617			1,592	1,592
<i>Geographic Information Enablement</i>								190	265	286		741	741
<i>Socio-Demographic Data collection and Reporting</i>			348	721	779	811						2,659	2,659
<i>Common Geographical Interface</i>					700	300						1,000	1,000
<i>Mobile Enablement</i>						391	378	527	550	528		2,374	2,374
<i>Dental &amp; Oral Health Information Systems Project</i>		84	166	154								404	404
<i>Correspondence and Communications Tracking System</i>				439	326							765	765
<i>Call Centre Revitalization</i>											452	452	452
<i>Public Notifications &amp; Advisories</i>										557	474	1,031	1,031
<i>Expansion of Scarborough Dental Clinic</i>	102	965										965	1,067
<b>Sub-Total</b>	<b>1,316</b>	<b>2,282</b>	<b>2,731</b>	<b>2,014</b>	<b>1,805</b>	<b>1,502</b>						<b>16,671</b>	<b>17,990</b>
<b>Total Expenditures by Category (excluding carry forward)</b>	<b>4,415</b>	<b>3,516</b>	<b>4,233</b>	<b>3,373</b>	<b>3,400</b>	<b>3,000</b>	<b>1,757</b>	<b>603</b>	<b>-</b>	<b>329</b>	<b>774</b>	<b>27,322</b>	<b>28,641</b>

\*Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2016, excluding ongoing capital projects (i.e. Civic Improvement projects)

**2017 – 2026 Capital Projects**

The Preliminary 10-Year Capital Plan is comprised primarily of information technology projects that support the improvement of service delivery by developing and enhancing information technology systems which will improve TPH's ability to provide superior client service, operational efficiencies, improved management decision making and compliance with provincial mandatory requirements.

*Legislated*

- Legislated projects account for \$0.334 million or 1.2% of the total Preliminary 10-Year Capital Plan
  - *Infectious Disease Control Information System* project (\$0.334 million) - is 100% provincially funded project that will utilize TPH expertise to assist in the on-going development and implementation of the pan-Canadian Panorama System for infectious disease control.

*State of Good Repair (SOGR)*

- SOGR projects account for \$10.317 or 37.8% of the total Preliminary 10-Year Capital Plan for 5 current systems that are due for enhancement/replacement over the 10-year period.
  - *Inspection Management* (\$4.837 million) – will replace six existing Healthy Environments and Communicable Disease Control inspection applications with a single application that will provide enhanced inspection management functionality and will utilize current technology such as cloud computing.
  - *Reporting Environment Enhancement* (\$0.616 million) – will replace the obsolete reporting environment with a new standard technical framework for creating operational reports, redesign and enhance reporting application utilized by the Communicable Disease Control and Healthy Environments programs.

- *Early Abilities Information System* (\$1.103 million) – will replace an outdated system (DANIC system) utilized by the Early Abilities program (formerly known as Pre-school and Speech and Language) in order to continue to facilitate the sharing of information with partner agencies and reduce duplication.
- *Chemical Tracking Information System* (\$0.907 million) – will upgrade technology and technical frameworks to corporate standards utilized by five ChemTRAC integrated applications and implement functionality to enable the industries/business partners to login securely into the system for submitting chemical use and release information to reduce processing time and improve customer satisfaction.
- *Community Health Information System* (\$2.854 million) - This project will enhance the Toronto Community Health Information System (TCHIS) to improve system reliability, comply with legal requirements (including AODA and PHIPA) and industry standards, and enhance the capabilities of the application to improve workflows and reduce errors so that program staff can continue to efficiently deliver public health service to a growing public health client base.

#### Service Improvements

- Service Improvement projects account for \$16.671 million or 61.0% of the total Preliminary 10-Year Capital Plan.
- The following 4 projects will ensure that TPH meets the public's demand for access to TPH information and services by improving use of social media channels and mobile devices.
  - *Public Health Multilingual Website* project (\$0.538 million) will create a translated website of public health related information that is accessible in languages targeted to specific audiences to improve sharing of information.
  - *Public eLearning* project (\$1.592 million) will implement a system to enhance the ability to create, deliver and manage public health eLearning for Toronto citizens.
  - *Mobile Enablement* project (\$2.374 million) will, in part, provide mobile applications for use by the public to provide information pertaining to pre and post-natal support, health alerts, and agencies providing public health services.
  - *Public Health Notifications & Advisories* (\$1.031 million) – using a current standard technical framework for web based information systems, this project will enhance DineSafe, SwimSafe and BodySafe websites so that they can be accessed via mobile devices and enable the public to automatically receive information alerts, e.g. Beaches Water Quality, Heat and Cold Alerts.
- The 3 projects listed below will assist in TPH's decision making process by ensuring improved access to quality information in business systems and data warehouse and strong analytical capabilities through the use of various analytical and GIS tools.
  - *Datamart Data Warehouse (Phases 2 and 3)* (\$2.426 million) will continue to build on Phase 1 accomplishments by supporting further improvements in reporting, performance measurement and decision making across twenty additional data sources within TPH programs. Phase 3 will add twelve new data sources.
  - *Geographic Information Enablement* project (\$0.741 million) will enhance the capacity to display location based information geographically (on maps) including reading ward profiles, health surveillance query information, and heat maps.
  - *Common Geographical Interface (CGI)* project (\$1.000 million) will develop a reusable system that will facilitate the integration of mapping information from various providers within applications, which can be used across the City where there is a similar need.
- The following projects will improve business processes and information sharing through process redesign, automation and system integration:

- *Dental and Oral Health* (\$0.404 million) - The goal of this project is to improve the operational efficiency and effectiveness of providing Dental and Oral Health Services by TPH to eligible clients of the City of Toronto in all 24 City and Provincial dental clinics including one mobile dental clinic.
  - This initiative will implement an integrated Oral Health Information System to support the service delivery process of public dental clinics.
  - This system will provide access to meaningful, real time dental and oral health practice management information, including: 1) shared appointment scheduling, 2) patient charting, 3) digital x-ray management, and 4) electronic integration with the provincial billing system.
- The *Electronic Medical Records* project (\$1.724 million) will deliver a client information system to provide a comprehensive electronic record of patients' health-related information for people attending sexual health and methadone clinics creating efficiencies in business processes and improved client care.
- *Correspondence and Communications Tracking System* project (\$0.765 million) – This SharePoint workflow solution will automate the current manual process of tracking correspondence and communications items received by the Medical Officer of Health (MOH), leveraging the workflow Automation and Tracking for the City Manager's Office project.
- *Socio-Demographic Data Collection and Reporting* project (\$2.659 million) will implement an automated mechanism to collect socio-demographic data across TPH programs and integrate with service data residing in various systems in order to better understand client needs and improve decision making around service delivery.
- *Call Centre Revitalization* (\$0.452 million) - This project will improve the overall customer service experience at the 14 Public Health call centres by implementing standard tools commonly used by call centres including call recording, e-chat and knowledge base.
- *Expansion of Scarborough Dental Clinic* (\$0.965 million) will allow TPH to respond to the growing demand for necessary dental care and preventive services to improve the dental health of Scarborough's residents.

## 2017 Preliminary Capital Budget and Future Year Commitments

Included as a sub-set of the 10-Year Capital Plan is the 2017 Preliminary Capital Budget and Future Year Commitments, that consists of 2017 and future year cash flow for projects previously approved by Council; adjustments (Scope Change) to those previously approved projects; as well as new projects that collectively require Council approval to begin, continue or complete capital work.

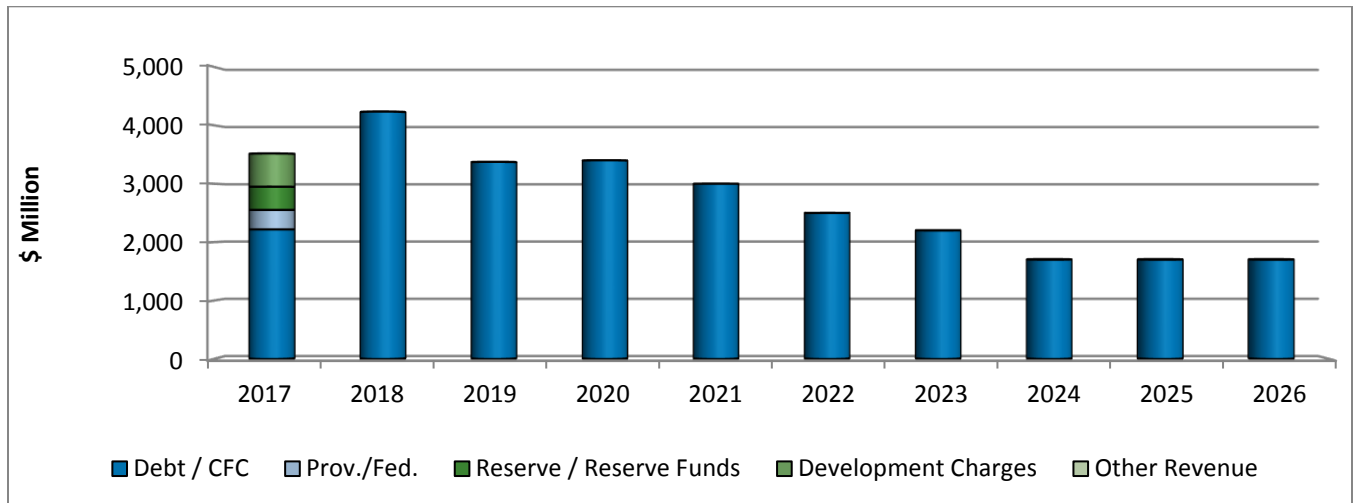
- Table 3a on the following page lists the 2017 Preliminary Capital Budget and Future Year Commitments for Toronto Public Health:

**Table 3a**  
**2017 Cash Flow & Future Year Commitments (In \$000s)**

	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total 2017 Cash Flow & FY Commits
<b>Expenditures:</b>											
Previously Approved											
<i>Datamart Data Warehouse Phase 2</i>	882										882
<i>Infectious Disease Control System</i>	334										334
<i>Expansion of Scarborough Dental Clinic</i>	965										965
Subtotal	2,181	-	-	-	-	-	-	-	-	-	2,181
Change in Scope											
<i>Datamart Data Warehouse Phase 2</i>	(67)										(67)
Subtotal	(67)	-	-	-	-	-	-	-	-	-	(67)
New w/Future Year											
<i>Electronic Medical Record Phase 2</i>	418	1,306									1,724
<i>Dental &amp; Oral Health Information systems</i>	84	166	154								404
<i>Community Health Information System</i>	900	1,199	755								2,854
Subtotal	1,402	2,671	909	-	-	-	-	-	-	-	4,982
<b>Total Expenditure</b>	<b>3,516</b>	<b>2,671</b>	<b>909</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>7,096</b>
<b>Financing:</b>											
Debt/CFC	2,217	2,671	909								5,797
Debt Recoverable											-
Other											-
Reserves/Res Funds	397										397
Development Charges	568										568
Provincial/Federal	334										334
<b>Total Financing</b>	<b>3,516</b>	<b>2,671</b>	<b>909</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>7,096</b>

- Approval of the 2017 Preliminary Capital Budget of \$3.516 million will result in future year funding commitments of \$2.671 million in 2018, and \$0.909 million in 2019.

**Chart 3**  
**2017 – 2026 Preliminary Capital Plan by Funding Source (In \$000s)**



The Preliminary 10-Year Capital Plan of \$27.322 million cash flow funding will be financed by the following sources:

- Debt accounts for \$26.023 million or 95.2% of the financing over the 10-year period.
  - The debt funding of \$26.023 million meets the debt target over the 10 year planning period allocated to the SOGR projects of \$10.317 million and \$16.671 million to Service Improvement projects.
- Reserve and Reserve Funds constitute \$0.397 million or 1.5% of required funding over 10 years for the expansion of the *Scarborough Dental Clinic*.
- Development Charges, which represent \$0.568 million or 2.1% of the 10-Year Capital Budget and Plan's funding sources, contribute to the expansion cost of the *Scarborough Dental Clinic*.
- Provincial funding represents \$0.334 million or 1.2% of funding for the 10-Year Capital Plan and is solely allocated to the Legislated *Infectious Disease Control Information System (IDCIS)* project that focuses on the development of pan-Canadian Panorama System requirements and design to ensure the system meets the specific infectious disease control requirements for TPH.

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

- Toronto Public Health's 10-Year Plan does not account for the SOGR backlog of its facilities as all asset management projects for existing buildings occupied by TPH were transferred to Facilities Management and Real Estate Division (FMRE) in 2010 to ensure that consistency in maintenance standards are applied throughout City facilities.
- The 10-Year Capital Plan dedicates funding of \$10.317 million over the 10-year plan for the replacement of TPH's software and hardware systems that are expected to be obsolete.



### 10-Year Capital Plan: Net Operating Budget Impact

- The 10-Year Capital Plan is comprised entirely of Information Technology projects to streamline business process, provide efficiencies and improve service delivery.
- The 2017 Preliminary Operating Budget includes efficiency savings of \$1.030 million gross and \$0.258 million net that will be realized in 2017, and \$0.024 million net in 2018 from the partial completion of 3 capital projects.

Projects	2017 Budget		2018 Plan		2019 Plan		2020 Plan		2021 Plan		2017 - 2021		2017 - 2026	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
Previously Approved <i>Operating Impacts</i> <i>Operating Efficiencies from partial completion of 3 Projects</i>	(257.2)	(11.6)	(24.4)								(281.6)	(11.6)	(281.6)	(11.6)
<b>Total (Net)</b>	<b>(257.2)</b>	<b>(11.6)</b>	<b>(24.4)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(281.6)</b>	<b>(11.6)</b>	<b>(281.6)</b>	<b>(11.6)</b>

- No additional savings or on-going system maintenance costs resulting from the completion of capital projects have been identified in 2018 and 2019.
- It is recommended that TPH identify and capture all operating savings and ongoing system maintenance costs separately for each budget year of the 10 Year Capital Budget and Plan for inclusion in future years Operating Budget submissions.

**Table 6**  
**Capital Project Delivery: New Temporary Positions**

Position Title	CAPTOR Project Number	# of Positions	Project Delivery		Salary and Benefits \$ Amount (\$000s)					
			Start Date	End Date (m/d/yr)	2017	2018	2019	2020	2021	2022-2026
<b>Datamart Data Warehouse</b>										
Health Information Analyst	TPH907789	1.0	1/01/2017	12/31/2017	85.0					
Health Information Analyst	TPH907789	0.8	4/01/2017	12/31/2017	64.0					
Systems Integrator 1	TPH907789	1.0	1/01/2017	12/31/2017	112.0					
<b>Dental and Oral Health Information System</b>										
Systems Integrator 1	TPH908165	0.8	4/01/2017	12/31/2019	84.0	113.0	57.0			
<b>Community Health Information System</b>										
Health Promotion Specialist	TPH908166		1/01/2018	12/31/2019		112.0	113.0			
Public Health Nurse	TPH908166	1.0	1/01/2017	12/31/2017	101.0					
SENIOR SYSTEMS INTEGRATOR PH	TPH908166	1.0	1/01/2017	12/31/2019	152.0	153.0	154.0			
Systems Integrator 1	TPH908166	1.0	1/01/2017	12/31/2019	112.0	113.0	115.0			
Systems Integrator 1	TPH908166	1.0	1/01/2017	12/31/2019	112.0	113.0	115.0			
Systems Integrator 1	TPH908166	1.0	1/01/2017	12/31/2019	112.0	113.0	115.0			
Systems Integrator 1	TPH908166	1.0	1/01/2017	12/31/2019	112.0	113.0	115.0			
Systems Integrator 1	TPH908166	1.0	1/01/2017	12/31/2018	112.0	113.0				
<b>Electronic Medical Record Phase 2</b>										
Public Health Nurse	TPH908046	0.8	4/01/2017	12/31/2018	75.0	101.0				
Public Health Nurse	TPH908046	0.8	4/01/2017	12/31/2018	75.0	101.0				
Quality Improvement Specialist	TPH908046	0.5	7/01/2017	12/31/2018	56.0	113.0				
SENIOR SYSTEMS INTEGRATOR PH	TPH908046		1/01/2018	12/31/2018		153.0				
Systems Integrator 1	TPH908046	1.0	1/01/2017	12/31/2018	112.0	113.0				
<b>IDCIS</b>										
Support Assistant A	TPH907843	0.5	1/01/2017	6/30/2016	32.0					
Support Assistant A	TPH907843	0.5	1/01/2017	6/30/2016	40.0					
Support Assistant B	TPH907843	0.4	1/01/2017	5/31/2016	23.0					
Systems Integrator 1	TPH907843	0.5	1/01/2017	6/30/2016	51.0					
Systems Integrator 1	TPH907843	0.3	1/01/2017	3/31/2017	27.0					
SUPERVISOR CDC HEALTH INFORMATICS	TPH907843	0.5	1/01/2017	6/30/2016	43.0					
Registered Practical Nurse PH	TPH907843	0.5	1/01/2017	6/30/2016	40.0					
Registered Practical Nurse PH	TPH907843	0.5	1/01/2017	6/30/2016	40.0					
<b>Total</b>		<b>17.2</b>			<b>1772.0</b>	<b>1524.0</b>	<b>784.0</b>	<b>-</b>	<b>-</b>	<b>-</b>

- As shown in the table above, approval of the 2017 Capital Budget will require the extension of 17.2 positions to implement 5 capital projects in 2017.
- It is recommended that Council approve these new 17.2 temporary capital positions for the delivery of the above capital projects / sub-projects and that the duration for each temporary position not exceed the life of the funding of its respective capital projects / sub-projects.



# Part 2:

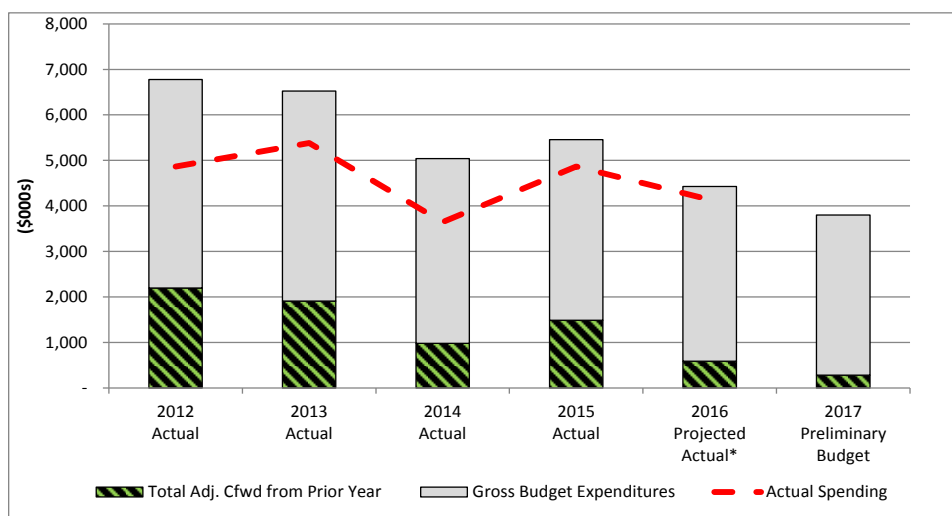
## Issues for Discussion

## Issues for Discussion

### Issues Impacting the 2017 Capital Budget

#### Review of Capital Projects and Spending

- City Council, at its meeting of July 12, 2016 considered the report entitled "2017 Budget Process – Budget Directions and Schedule EX16.37" and directed staff to:
  - Submit their 2017 – 2026 Capital Budget and Plans requiring that annual cash flow funding estimates be examined to more realistically match cash flow spending to project activities and timing, especially in the first 5 years of the Capital Plan's timeframe.
- The graph below shows the spending trend of the total capital program for Toronto Public Health since 2012. The bars on the graph are split between new annual cash flows and funding carried forward from prior years.



Category	2012			2013			2014			2015			2016			Spending Rate 5 Year 2012-2016 Avg. %
	Budget	Actual	Spending Rate %	Budget	Actual	Spending Rate %	Budget	Actual	Spending Rate %	Budget	Actual	Spending Rate %	Budget	Projected Actual *	Spending Rate %	
Legislated	1,094	966	88.3%	1,343	1,115	83.0%	736	734	99.7%	672	667	99.3%	461	461	100.0%	91.6%
Service Improvement	5,684	3,900	68.6%	5,178	4,268	82.4%	4,303	2,913	67.7%	4,786	4,197	87.7%	3,963	3,679	92.8%	79.3%
<b>Total</b>	<b>6,778</b>	<b>4,866</b>	<b>71.8%</b>	<b>6,521</b>	<b>5,383</b>	<b>82.5%</b>	<b>5,039</b>	<b>3,647</b>	<b>72.4%</b>	<b>5,458</b>	<b>4,864</b>	<b>89.1%</b>	<b>4,424</b>	<b>4,140</b>	<b>93.6%</b>	<b>81.1%</b>

Note - 2016 Projection based on the 2016 Q3 Capital Variance Report

This chart demonstrates that 2016 spending projections of 94% show significant increase when compared to the 5-year average spending rate of 81.1%.

- In the past, TPH's spending rate was impacted by various factors including the alignment of project deliverables with provincial/ corporate timelines, timely hiring of qualified staff and delivery of software/hardware by vendors etc.
- For 2017, efforts were made to better align budgeted cash flows with the Program's capacity to spend. The cash flows of all IT projects were analyzed to ensure the projects were ready to proceed and the 2017 to 2026 cash flow estimates reflect the projects' actual delivery schedules and timelines, while taking into consideration the Program debt targets.
- As a result of the review for 2017, projects have been reprioritized and project costs were further refined to ensure that the Program has the capacity to deliver capital projects and that each project is ready to proceed as planned. Specifically, the following actions were taken:

- Decrease in project cost of \$0.067 for *Datamart Warehouse – Phase 2* due to revised resource assumptions.
- Cancellation of capital projects that were previously included in the 2016-2025 Capital Plan: *TPH Library Management System* and *TPH Service Delivery Tracking* were cancelled as less costly alternative solutions can be implemented within available resources.
- The *Documents and Records Management System* project previously included in the 2016-2025 Capital Plan was deferred to 2023-2025 and included as below the line project to align with a similar corporate initiative.
- Several projects were deferred to latter the half of the 10 year timeframe after taking into account the available resources and TPH's capacity deliver and spend.

#### *Operating Impacts of Completed Capital Projects*

- During the 2015 Budget process, City Council directed that Toronto Public Health work with Financial Planning to capture any operating savings to be realized from the implementation of proposed system enhancements as well as identify on-going system maintenance costs for inclusion in future year budget submissions.
- The 2017 Preliminary Operating Budget includes savings of \$1.030 million gross and \$0.258 million net that will be realized in 2017 and \$0.024 million net in 2018 from the partial completion of 3 capital projects
- No additional savings or on-going system maintenance costs resulting from the completion of capital projects have been identified in 2018 and 2019.
- It is recommended that TPH identify and capture all operating savings and ongoing system maintenance costs separately for each budget year of the 10 Year Capital Budget and Plan for inclusion in future years Operating Budget submissions.

## Issues Impacting the 10-Year Capital Plan

### *Toronto Public Health 2017 – 2026 Capital Budget and Plan Request*

- The Board of Health (BOH) at its meeting of October 31, 2016 considered report HL15.6 “Toronto Public Health 2017-2026 Capital Budget and Plan Request” and recommended to the Budget Committee for its consideration during the 2017 Budget process:
  1. City Council approve the 2017 Capital Budget Request for Toronto Public Health with a total project cost of \$4.915 million and a 2017 cash flow of \$3.182 million and future year commitments of \$3.580 million. The 2017 Capital Budget is comprised of the following:
    - a. New cash flow funding for:
      - i. Three new sub-projects and one change in scope sub-project with a 2017 total project cost of \$4.915 million that requires cash flow of \$1.335 million in 2017 and future year commitments of \$2.671 million in 2018; and \$0.909 million in 2019; and
      - ii. Two previously approved sub-projects with a 2017 cash flow of \$1.847 million.
    - b. 2016 approved cash flow for one previously approved sub-project with carry forward funding from 2016 to 2017 totaling \$0.263 million;
  2. City Council approve the 2018-2026 Capital Plan request for Toronto Public Health totalling \$20.266 million in project estimates, comprised of \$1.562 million in 2018; \$2.464 million in 2019; \$3.400 million in 2020; \$3.000 million in 2021; \$2.500 million in 2022; \$2.200 million in 2023; \$1.700 million in 2024; and \$1.700 million in 2025; \$1.700 million in 2026; and

3. City Council approve additional debt funding request of \$6.498 million to implement five additional IT projects to improve service delivery and enhance systems.
  - The 2017-2026 Preliminary Capital Plan presented in these notes is consistent with the Board of Health's recommendation, except for increased funding of \$0.334 million in 2017 for Infectious Disease Control System, which is 100% provincially funded and additional carry forward funding of \$0.123 million.
  - TPH's 2017-2026 Capital Budget and Plan Request included a request for additional funding of \$6.498 million for 5 capital projects (listed on Table 5 below) to provide technological improvements to further improve service delivery while complying with mandatory provincial requirements.

### Unfunded Capital Projects

Project Description	Total Project Cost	Non-Debt Funding	Debt Required	Cash Flow										
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	
<i>Community Collaboration Strategy</i>	255.0	-	255.0	255.0										
<i>Community Collaboration</i>	1,571.0	-	1,571.0		485.0	476.0	610.0							
<i>Venue and Agency Scheduling</i>	1,173.0	-	1,173.0		330.0	843.0								
<i>Collaboration</i>	1,150.0	-	1,150.0		345.0	805.0								
<i>Documents and Records System</i>	2,349.0	-	2,349.0							673.0	841.0	835.0		
<b>Total</b>	<b>6,498.0</b>	<b>-</b>	<b>6,498.0</b>	<b>255.0</b>	<b>1,160.0</b>	<b>2,124.0</b>	<b>610.0</b>	<b>-</b>	<b>-</b>	<b>673.0</b>	<b>841.0</b>	<b>835.0</b>	<b>-</b>	<b>-</b>

- These "below the line" projects have been reviewed by the Business Executive Committee (BEC) and based on established prioritization criteria applied to all IT projects, a decision was made to move the Community Collaboration Strategy project from 2017 to 2018 as illustrated in the following section below.

## Issues Impacting Future Years

### Unmet Needs

- As a result of a City-wide review of business technology priorities and project readiness for 2017, the BEC deferred one capital project, "Community Collaboration Strategy" by one year to 2018. The remaining 4 projects will be subject to a further review in time for the 2018 Budget process.

### "Below the Line" Projects

Project Description	Total Project Cost	Non-Debt Funding	Debt Required	Cash Flow										
				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	
<b>Deferred by BEC to 2018</b>														
<i>Community Collaboration Strategy</i>	255.0	-	255.0		255.0									
<b>Subject to Further Review</b>														
<i>Community Collaboration</i>	1,571.0	-	1,571.0		485.0	476.0	610.0							
<i>Venue and Agency Scheduling</i>	1,173.0	-	1,173.0		330.0	843.0								
<i>Collaboration</i>	1,150.0	-	1,150.0		345.0	805.0								
<i>Documents and Records System</i>	2,349.0	-	2,349.0							673.0	841.0	835.0		
<b>Total</b>	<b>6,498.0</b>	<b>-</b>	<b>6,498.0</b>	<b>-</b>	<b>1,415.0</b>	<b>2,124.0</b>	<b>610.0</b>	<b>-</b>	<b>-</b>	<b>673.0</b>	<b>841.0</b>	<b>835.0</b>	<b>-</b>	<b>-</b>



# Appendices

# Appendix 1

## 2016 Performance

### 2016 Key Accomplishments

In 2016, Toronto Public Health made significant progress and/or accomplished the following:

- ✓ **HF/HL Point of Care** - This project increased quality of care by providing professional staff access to materials, documents, health promotion literature and related policies and procedures on-site during a home visit; improved accuracy of documentation by reducing the time gap between client interaction and documentation of these interactions; improved compliance with documentation guidelines, standards and policies and provided increased accountability with information contained within the customer record.
- ✓ **Communicable Disease Control (CDC) Wireless Rollout** - This project enabled staff in the Vaccine Preventable Disease (VPD), TB and Personal Service Settings (PSS) programs to enter and access data directly from health information management systems while in the field. Wireless technology was used to improve Communicable Disease Control (CDC) business processes and service to clients.

### 2016 Financial Performance

#### 2016 Budget Variance Analysis (in \$000's)

2016 Budget	As of Sept. 30, 2016		Projected Actuals at Year-End		Unspent Balance	
\$	\$	% Spent	\$	% Spent	\$ Unspent	% Unspent
4,425	2,995	67.7%	4,140	93.6%	285	6.4%

\* Based on 2016 Third Quarter Capital Variance Report

- TPH is projecting to spend \$4.140 million or 93.6% of the 2016 Approved Capital Budget of \$4.425 million.
  - A review of sequencing of future rollouts, necessitated some 2016 planned enhancements and the acquisition of associated contracted developer resources to be deferred to 2017 for the Healthy Environment Inspection System project.

For additional information regarding the 2016 Q3 capital variances and year-end projections for Toronto Public Health, please refer to the attached link for the report entitled "*Capital Variance Report for the Nine-Month Period Ended September 30, 2016*" considered by City Council at its meeting on December 13, 2016.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.BU26.5>

### Impact of the 2016 Capital Variance on the 2017 Preliminary Capital Budget

- As a result of project delays described in the 2016 Q3 Capital Variance Report, funding of \$0.285 million is being carried forward to the 2017 Preliminary Capital Budget to continue the capital work.
- A detailed review of the 2017 – 2026 Preliminary Capital Budget and Plan has been completed and the necessary adjustments have been made to the timing of cash flow funding for major capital projects such as the *Socio-Demographic Data, Multilingual Website and Electronic Medical Records* projects, which could have been major contributors to annual under expenditures.
- By deferring the cash flow funding to future years, the 2017 Preliminary Capital Budget reflects readiness to proceed and it is expected that this action will lead to a higher rate of spending.



## Appendix 2

### 2017 Preliminary Capital Budget; 2018 to 2026 Preliminary Capital Plan (\$000s)

Project	Total Project Cost	Prior Year Carry Forward	2017	2018	2019	2020	2021	2017 - 2021	2022	2023	2024	2025	2026	2017 - 2026 Total
<b>Legislated:</b>														
<i>Infectious Disease Control System</i>	334		334					334						334
<b>Sub-Total</b>	334	-	334	-	-	-	-	334	-	-	-	-	-	334
<b>State of Good Repair:</b>														
<i>Inspection Management</i>	4,837					1,595	1,498	3,093	1,490	254				4,837
<i>Reporting Environment Enhancement</i>	616							-	267	349				616
<i>Early abilities Information System</i>	1,103							-				329	774	1,103
<i>Chemical Tracking Information system</i>	907			303	604			907						907
<i>Community Health Information System</i>	2,854		900	1,199	755			2,854						2,854
<b>Sub-Total</b>	10,317	-	900	1,502	1,359	1,595	1,498	6,854	1,757	603	-	329	774	10,317
<b>Service Improvements:</b>														
<i>Datamart Data Warehouse - Phase 2</i>	2,032		815					815						815
<i>Datamart Data Warehouse - Phase 3</i>	1,611			911	700			1,611						1,611
<i>Multilingual Website</i>	538							-		270	268			538
<i>Electronic Medical Record</i>	1,745	21	418	1,306				1,745						1,745
<i>Public eLearning</i>	1,592							-	365	610	617			1,592
<i>Geographic Information Enablement</i>	741							-		190	265	286		741
<i>Socio-Demographic Data collection and Reporting</i>	2,659			348	721	779	811	2,659						2,659
<i>Common Geographical Interface</i>	1,000					700	300	1,000						1,000
<i>Mobile Enablement</i>	2,374						391	391	378	527	550	528		2,374
<i>Dental &amp; Oral Health Information Systems Project</i>	404		84	166	154			404						404
<i>Correspondence and Communications Tracking System</i>	765				439	326		765						765
<i>Call Centre Revitalization</i>	452							-					452	452
<i>Expansion of Scarborough Dental Clinic</i>	1,067	102	965					1,067						1,067
<i>Healthy Environment Inspection</i>	1,067	263						263						263
<i>Public Notifications &amp; Advisories</i>	1,031							-				557	474	1,031
<b>Sub-Total</b>	19,078	386	2,282	2,731	2,014	1,805	1,502	10,720	743	1,597	1,700	1,371	926	17,057
<b>Total</b>	<b>29,729</b>	<b>386</b>	<b>3,516</b>	<b>4,233</b>	<b>3,373</b>	<b>3,400</b>	<b>3,000</b>	<b>17,908</b>	<b>2,500</b>	<b>2,200</b>	<b>1,700</b>	<b>1,700</b>	<b>1,700</b>	<b>27,708</b>

## Appendix 3

### 2017 Preliminary Capital Budget; 2018 to 2026 Preliminary Capital Plan

CITY OF TORONTO

2017 Preliminary Capital Bduget; 2018 to 2026 Preliminary Capital Plan

Gross Expenditures (\$000's)

Toronto Public Health

						Current and Future Year Cash Flow Commitments						Current and Future Year Cash Flow Commitments Financed By													
Sub-Project No.	Project Name	Ward	Stat.	Cat.		2017	2018	2019	2020	2021	Total 2017-2021	Total 2022-2026	Total 2017-2026	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable	Total Financing		
<u>TPH907843 Infectious Disease Control System</u>																									
0	1	Infectious Disease Control System	CW	S2	02	334	0	0	0	0	334	0	334	334	0	0	0	0	0	0	0	0	0	334	
Sub-total						334	0	0	0	0	334	0	334	334	0	0	0	0	0	0	0	0	0	334	
<u>TPH908045 Multilingual Website</u>																									
0	1	Multilingual Website	CW	S6	04	0	0	0	0	0	0	538	538	0	0	0	0	0	0	0	0	538	0	538	
Sub-total						0	0	0	0	0	0	538	538	0	0	0	0	0	0	0	0	0	538	0	538
<u>TPH908048 Public eLearning</u>																									
1	1	Public ELearning	CW	S6	04	0	0	0	0	0	0	1,592	1,592	0	0	0	0	0	0	0	0	1,592	0	1,592	
Sub-total						0	0	0	0	0	0	1,592	1,592	0	0	0	0	0	0	0	0	0	1,592	0	1,592
<u>TPH908053 Inspection Management</u>																									
1	1	Inspection Management	CW	S6	03	0	0	0	1,595	1,498	3,093	1,744	4,837	0	0	0	0	0	0	0	0	4,837	0	4,837	
Sub-total						0	0	0	1,595	1,498	3,093	1,744	4,837	0	0	0	0	0	0	0	0	0	4,837	0	4,837
<u>TPH908307 Correspondence and Communications Tracking System</u>																									
0	1	Correspondence and Communications Tracking System	CW	S6	04	0	0	439	326	0	765	0	765	0	0	0	0	0	0	0	0	765	0	765	
Sub-total						0	0	439	326	0	765	0	765	0	0	0	0	0	0	0	0	0	765	0	765
<u>TPH908308 Call Centre Revitalization</u>																									
0	2	Call Centre Revitalization	CW	S6	04	0	0	0	0	0	0	452	452	0	0	0	0	0	0	0	0	452	0	452	
Sub-total						0	0	0	0	0	0	452	452	0	0	0	0	0	0	0	0	0	452	0	452
<u>TPH907789 Datamart Data Warehouse</u>																									
0	4	Datamart Data Warehouse Phase 2 reduction in 2017	CW	S3	04	-67	0	0	0	0	-67	0	-67	0	0	0	0	0	0	0	0	-67	0	-67	
1	2	Datamart Data Warehouse Phase 2	CW	S2	04	882	0	0	0	0	882	0	882	0	0	0	0	0	0	0	0	882	0	882	
1	3	Datamart Data Warehouse Phase 3	CW	S6	04	0	911	700	0	0	1,611	0	1,611	0	0	0	0	0	0	0	0	1,611	0	1,611	
Sub-total						815	911	700	0	0	2,426	0	2,426	0	0	0	0	0	0	0	0	0	2,426	0	2,426
<u>TPH908044 Healthy Environment Inspection (Mobile)</u>																									
1	1	Healthy Environment Inspection (Mobile)	CW	S2	04	263	0	0	0	0	263	0	263	0	0	0	0	0	0	0	0	263	0	263	
Sub-total						263	0	0	0	0	263	0	263	0	0	0	0	0	0	0	0	0	263	0	263
<u>TPH908046 Electronic Medical Record</u>																									

**CITY OF TORONTO**

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

**Toronto Public Health**

						Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By											
Sub-Project No.	Project Name	Ward	Stat.	Cat.						Total	Total	Total	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other 2	Debt - Recoverable	Total Financing		
Priority	SubProj No.	Sub-project Name			2017	2018	2019	2020	2021	2017-2021	2022-2026	2017-2026												
<b>TPH908046 Electronic Medical Record</b>																								
0	3	Electronic Medical Record Phase 2	CW	S4	04	418	1,306	0	0	0	1,724	0	1,724	0	0	0	0	0	0	0	1,724	0	1,724	
1	1	Electronic Medical Record Phase 1	CW	S2	04	21	0	0	0	0	21	0	21	0	0	0	0	21	0	0	0	0	21	
Sub-total						439	1,306	0	0	0	1,745	0	1,745	0	0	0	0	21	0	0	1,724	0	1,745	
<b>TPH908051 Geographic Information Enablement</b>																								
1	1	Geographic Information Enablement	CW	S6	04	0	0	0	0	0	0	741	741	0	0	0	0	0	0	0	741	0	741	
Sub-total						0	0	0	0	0	0	741	741	0	0	0	0	0	0	0	0	741	0	741
<b>TPH908149 Socio-Demographic Data Collection and Reporting</b>																								
1	1	Socio-Demographic Data Collection and Reporting	CW	S6	04	0	348	721	779	811	2,659	0	2,659	0	0	0	0	0	0	0	2,659	0	2,659	
Sub-total						0	348	721	779	811	2,659	0	2,659	0	0	0	0	0	0	0	0	2,659	0	2,659
<b>TPH908151 Common Geographical Interface</b>																								
1	1	Common Geographical Interface	CW	S6	04	0	0	0	700	300	1,000	0	1,000	0	0	0	0	0	0	0	1,000	0	1,000	
Sub-total						0	0	0	700	300	1,000	0	1,000	0	0	0	0	0	0	0	0	1,000	0	1,000
<b>TPH908158 Mobile Enablement</b>																								
1	1	Mobile Enablement	CW	S6	04	0	0	0	0	391	391	1,983	2,374	0	0	0	0	0	0	0	2,374	0	2,374	
Sub-total						0	0	0	0	391	391	1,983	2,374	0	0	0	0	0	0	0	0	2,374	0	2,374
<b>TPH908159 Reporting Environment Enhancement</b>																								
1	1	Reporting Environment Enhancement	CW	S6	03	0	0	0	0	0	0	616	616	0	0	0	0	0	0	0	616	0	616	
Sub-total						0	0	0	0	0	0	616	616	0	0	0	0	0	0	0	0	616	0	616
<b>TPH908165 Dental &amp; Oral Health Information Systems Project</b>																								
1	1	Dental & Oral Health Information Systems Project	CW	S4	04	84	166	154	0	0	404	0	404	0	0	0	0	0	0	0	404	0	404	
Sub-total						84	166	154	0	0	404	0	404	0	0	0	0	0	0	0	0	404	0	404
<b>TPH908166 Community Health Information System</b>																								
0	1	Community Health Information System	CW	S4	03	900	1,199	755	0	0	2,854	0	2,854	0	0	0	0	0	0	0	2,854	0	2,854	
Sub-total						900	1,199	755	0	0	2,854	0	2,854	0	0	0	0	0	0	0	0	2,854	0	2,854
<b>TPH908167 Public Notifications &amp; Advisories</b>																								
1	1	Public Notifications & Advisories	CW	S6	04	0	0	0	0	0	1,031	1,031	1,031	0	0	0	0	0	0	0	1,031	0	1,031	
Sub-total						0	0	0	0	0	1,031	1,031	1,031	0	0	0	0	0	0	0	0	1,031	0	1,031

**CITY OF TORONTO**

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

**Toronto Public Health**

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													
						2017	2018	2019	2020	2021	Total 2017-2021	Total 2022-2026	Total 2017-2026	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
<u>TPH908168 Early Abilities Information System</u>																									
1	1	Early Abilities Information System	CW	S6	03	0	0	0	0	0	0	1,103	1,103	0	0	0	0	0	0	0	0	1,103	0	1,103	
Sub-total						0	0	0	0	0	0	1,103	1,103	0	0	0	0	0	0	0	0	0	1,103	0	1,103
<u>TPH908169 Chemical Tracking Information System</u>																									
0	1	Chemical Tracking Information System	CW	S6	03	0	303	604	0	0	907	0	907	0	0	0	0	0	0	0	0	907	0	907	
Sub-total						0	303	604	0	0	907	0	907	0	0	0	0	0	0	0	0	0	907	0	907
<u>TPH908337 Expansion Scarborough Dental Clinic</u>																									
1	1	Expansion Scarborough Dental Clinic	38	S2	04	1,067	0	0	0	0	1,067	0	1,067	0	0	568	0	499	0	0	0	0	0	1,067	
Sub-total						1,067	0	0	0	0	1,067	0	1,067	0	0	568	0	499	0	0	0	0	0	0	1,067
<b>Total Program Expenditure</b>						<b>3,902</b>	<b>4,233</b>	<b>3,373</b>	<b>3,400</b>	<b>3,000</b>	<b>17,908</b>	<b>9,800</b>	<b>27,708</b>		<b>334</b>	<b>0</b>	<b>568</b>	<b>0</b>	<b>499</b>	<b>21</b>	<b>0</b>	<b>0</b>	<b>26,286</b>	<b>0</b>	<b>27,708</b>

**CITY OF TORONTO**

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

<b>Toronto Public Health</b>						Current and Future Year Cash Flow Commitments and Estimates						Current and Future Year Cash Flow Commitments and Estimates Financed By						
<u>Sub-Project No.</u>	<u>Project Name</u>	Ward	Stat.	Cat.		Total	Total	Total	Provincial	Federal	Development	Reserve	Capital			Debt -	Total	
Priority	SubProj No.	Sub-project Name				2017-2021	2022-2026	2017-2026	Grants and Subsidies	Subsidy	Charges	Funds	from Current	Other 1	Other2	Recoverable Debt	Financing	
<b>Financed By:</b>																		
	Provincial Grants & Subsidies					334	0	334	334	0	0	0	0	0	0	0	0	334
	Development Charges					568	0	568	0	0	568	0	0	0	0	0	0	568
	Reserve Funds (Ind."XR" Ref.)					499	0	499	0	0	0	499	0	0	0	0	0	499
	Capital from Current					21	0	21	0	0	0	0	21	0	0	0	0	21
	Debt					2,480	4,233	26,286	0	0	0	0	0	0	0	26,286	0	26,286
<b>Total Program Financing</b>						<b>3,902</b>	<b>4,233</b>	<b>27,708</b>	<b>334</b>	<b>0</b>	<b>568</b>	<b>0</b>	<b>499</b>	<b>21</b>	<b>0</b>	<b>0</b>	<b>26,286</b>	<b>0</b>

Status Code	Description
S2	S2 Prior Year (With 2017 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2017 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 2018 & 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

### 2017 Cash Flow and Future Year Commitments

**CITY OF TORONTO**

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

**2017 Cash Flow and Future year Commitments**

<b>Toronto Public Health</b>						Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By												
Sub-Project No.	Project Name	Ward	Stat.	Cat.	2017	2018	2019	2020	2021	Total 2017-2021	Total 2022-2026	Total 2017-2026	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing			
<u>TPH907789 Datamart Data Warehouse</u>																									
1 2	Datamart Data Warehouse Phase 2	CW	S2	04	882	0	0	0	0	882	0	882	0	0	0	0	0	0	0	0	0	882	0	882	
0 4	Datamart Data Warehouse Phase 2 reduction in 2017	CW	S3	04	-67	0	0	0	0	-67	0	-67	0	0	0	0	0	0	0	0	0	-67	0	-67	
Sub-total					815	0	0	0	0	815	0	815	0	0	0	0	0	0	0	0	0	815	0	815	
<u>TPH907843 Infectious Disease Control System</u>																									
0 1	Infectious Disease Control System	CW	S2	02	334	0	0	0	0	334	0	334	334	0	0	0	0	0	0	0	0	0	0	334	
Sub-total					334	0	0	0	0	334	0	334	334	0	0	0	0	0	0	0	0	0	0	334	
<u>TPH908044 Healthy Environment Inspection (Mobile)</u>																									
1 1	Healthy Environment Inspection (Mobile)	CW	S2	04	263	0	0	0	0	263	0	263	0	0	0	0	0	0	0	0	0	263	0	263	
Sub-total					263	0	0	0	0	263	0	263	0	0	0	0	0	0	0	0	0	0	263	0	263
<u>TPH908046 Electronic Medical Record</u>																									
1 1	Electronic Medical Record Phase 1	CW	S2	04	21	0	0	0	0	21	0	21	0	0	0	0	0	21	0	0	0	0	0	21	
0 3	Electronic Medical Record Phase 2	CW	S4	04	418	1,306	0	0	0	1,724	0	1,724	0	0	0	0	0	0	0	0	0	1,724	0	1,724	
Sub-total					439	1,306	0	0	0	1,745	0	1,745	0	0	0	0	0	21	0	0	0	1,724	0	1,745	
<u>TPH908165 Dental &amp; Oral Health Information Systems Project</u>																									
1 1	Dental & Oral Health Information Systems Project	CW	S4	04	84	166	154	0	0	404	0	404	0	0	0	0	0	0	0	0	0	404	0	404	
Sub-total					84	166	154	0	0	404	0	404	0	0	0	0	0	0	0	0	0	0	404	0	404
<u>TPH908166 Community Health Information System</u>																									
0 1	Community Health Information System	CW	S4	03	900	1,199	755	0	0	2,854	0	2,854	0	0	0	0	0	0	0	0	0	2,854	0	2,854	
Sub-total					900	1,199	755	0	0	2,854	0	2,854	0	0	0	0	0	0	0	0	0	0	2,854	0	2,854
<u>TPH908337 Expansion Scarborough Dental Clinic</u>																									
1 1	Expansion Scarborough Dental Clinic	38	S2	04	1,067	0	0	0	0	1,067	0	1,067	0	0	568	0	499	0	0	0	0	0	0	1,067	
Sub-total					1,067	0	0	0	0	1,067	0	1,067	0	0	568	0	499	0	0	0	0	0	0	0	1,067
<b>Total Program Expenditure</b>					<b>3,902</b>	<b>2,671</b>	<b>909</b>	<b>0</b>	<b>0</b>	<b>7,482</b>	<b>0</b>	<b>7,482</b>	<b>334</b>	<b>0</b>	<b>568</b>	<b>0</b>	<b>499</b>	<b>21</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,060</b>	<b>0</b>	<b>7,482</b>	



**CITY OF TORONTO**

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

<b>Toronto Public Health</b>					<b>Current and Future Year Cash Flow Commitments and Estimates</b>							<b>Current and Future Year Cash Flow Commitments and Estimates Financed By</b>											
<u>Sub-Project No.</u>	<u>Project Name</u>	<u>Ward</u>	<u>Stat.</u>	<u>Cat.</u>	2017	2018	2019	2020	2021	Total 2017-2021	Total 2022-2026	Total 2017-2026	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
<b>Financed By:</b>																							
	Provincial Grants & Subsidies				334	0	0	0	0	334	0	334	334	0	0	0	0	0	0	0	0	0	334
	Development Charges				568	0	0	0	0	568	0	568	0	0	568	0	0	0	0	0	0	0	568
	Reserve Funds (Ind."XR" Ref.)				499	0	0	0	0	499	0	499	0	0	0	0	499	0	0	0	0	0	499
	Capital from Current				21	0	0	0	0	21	0	21	0	0	0	0	0	21	0	0	0	0	21
	Debt				2,480	2,671	909	0	0	6,060	0	6,060	0	0	0	0	0	0	0	0	6,060	0	6,060
<b>Total Program Financing</b>					3,902	2,671	909	0	0	7,482	0	7,482	334	0	568	0	499	21	0	0	6,060	0	7,482

**Status Code Description**  
 S2 S2 Prior Year (With 2017 and/or Future Year Cashflow)  
 S3 S3 Prior Year - Change of Scope 2017 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

### 2017 Preliminary Capital Budget with Financing Detail

(Phase 2) 33-Toronto Public Health 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**  
2017 Preliminary Capital Budget with Financing Details

**Toronto Public Health**  
**Sub-Project Summary**

Project/Financing Priority Project	Project Name	Start Date	Completion Date	2017 Cash Flow	Financing									
					Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable
<b>0</b>	<b><u>TPH907843 Infectious Disease Control System</u></b>													
0	1 Infectious Disease Control System	07/01/2013	03/31/2016	334	334	0	0	0	0	0	0	0	0	0
	<b>Project Sub-total:</b>			334	334	0	0	0	0	0	0	0	0	0
<b>1</b>	<b><u>TPH907789 Datamart Data Warehouse</u></b>													
0	4 Datamart Data Warehouse Phase 2 reduction in 2017	01/01/2017	12/31/2017	-67	0	0	0	0	0	0	0	0	-67	0
1	2 Datamart Data Warehouse Phase 2	01/01/2015	12/31/2019	882	0	0	0	0	0	0	0	0	882	0
	<b>Project Sub-total:</b>			815	0	0	0	0	0	0	0	0	815	0
<b>1</b>	<b><u>TPH908044 Healthy Environment Inspection (Mobile)</u></b>													
1	1 Healthy Environment Inspection (Mobile)	01/01/2014	12/31/2016	263	0	0	0	0	0	0	0	0	263	0
	<b>Project Sub-total:</b>			263	0	0	0	0	0	0	0	0	263	0
<b>1</b>	<b><u>TPH908046 Electronic Medical Record</u></b>													
0	3 Electronic Medical Record Phase 2	01/01/2017	12/28/2018	418	0	0	0	0	0	0	0	0	418	0
1	1 Electronic Medical Record Phase 1	01/01/2016	12/31/2018	21	0	0	0	0	0	21	0	0	0	0
	<b>Project Sub-total:</b>			439	0	0	0	0	0	21	0	0	418	0
<b>1</b>	<b><u>TPH908165 Dental &amp; Oral Health Information Systems Project</u></b>													
1	1 Dental & Oral Health Information Systems Project	04/03/2017	06/30/2019	84	0	0	0	0	0	0	0	0	84	0
	<b>Project Sub-total:</b>			84	0	0	0	0	0	0	0	0	84	0
<b>1</b>	<b><u>TPH908166 Community Health Information System</u></b>													
0	1 Community Health Information System	01/01/2017	12/31/2019	900	0	0	0	0	0	0	0	0	900	0
	<b>Project Sub-total:</b>			900	0	0	0	0	0	0	0	0	900	0
<b>1</b>	<b><u>TPH908337 Expansion Scarborough Dental Clinic</u></b>													
1	1 Expansion Scarborough Dental Clinic	11/09/2016	12/31/2018	1,067	0	0	568	0	499	0	0	0	0	0
	<b>Project Sub-total:</b>			1,067	0	0	568	0	499	0	0	0	0	0
<b>Program Total:</b>				3,902	334	0	568	0	499	21	0	0	2,480	0

**Status Code Description**  
 S2 S2 Prior Year (With 2017 and/or Future Year Cashflow)  
 S3 S3 Prior Year - Change of Scope 2017 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

Category Code	Description
07	Reserved Category 2 C07

## Appendix 6

### Reserve / Reserve Fund Review

#### Reserve / Reserve Fund – Program Specific (\$000s)

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2016 *	Contributions / (Withdrawals)										2017 - 2026 Total Contributions / (Withdrawals)	
			2017 Budget	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan		
TP Health Efficiency Reserve Fund (XR1108)	Beginning Balance	501	501	104	104	104	104	104	104	104	104	104	104	
	Withdrawals (-)													
	<i>Expansion of Scarborough Dental Clinic</i>		(397)											(397)
	<b>Total Withdrawals</b>		<b>(397)</b>	-	-	-	-	-	-	-	-	-	-	<b>(397)</b>
<b>Total Reserve Fund Balance at Year-End</b>		<b>501</b>	<b>104</b>	<b>104</b>	<b>104</b>	<b>104</b>	<b>104</b>	<b>104</b>	<b>104</b>	<b>104</b>	<b>104</b>	<b>104</b>	<b>104</b>	<b>(397)</b>

\* Based on the 2016 Q3 Variance Report

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as	Contributions / (Withdrawals)										2017 - 2026	
			2017	2018	2019	2020	2021	2022	2023	2024	2025	2026		
Development Charge - Health (XR2123)	Beginning Balance	2,730	2,730	2,162	2,162	2,162	2,162	2,162	2,162	2,162	2,162	2,162	2,162	
	Withdrawals (-)													
	<i>Expansion of Scarborough Dental Clinic</i>		(568)											(568)
	<b>Total Withdrawals</b>		<b>(568)</b>	-	-	-	-	-	-	-	-	-	-	<b>(568)</b>
<b>Total Reserve Fund Balance at Year-End</b>		<b>2,730</b>	<b>2,162</b>	<b>2,162</b>	<b>2,162</b>	<b>2,162</b>	<b>2,162</b>	<b>2,162</b>	<b>2,162</b>	<b>2,162</b>	<b>2,162</b>	<b>2,162</b>	<b>2,162</b>	<b>(568)</b>

\* Based on the 2016 Q3 Variance Report