



City Budget
2013

Toronto Employment and Social Services Capital Program Summary

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 PROGRAM COUNCIL APPROVED JANUARY 16, 2013

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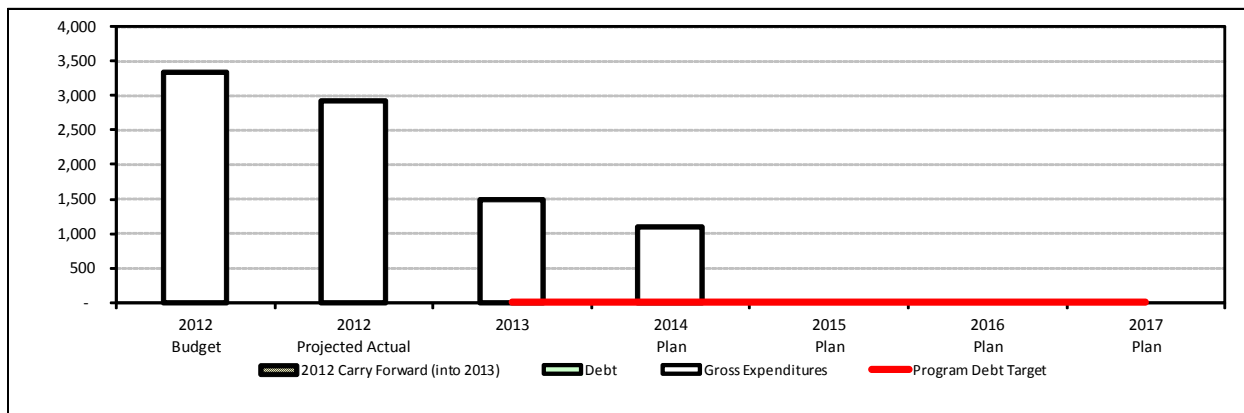
PART I: 2013 CAPITAL BUDGET AND PLAN

City Council approved the following recommendations:

1. City Council approve the 2013 Capital Budget for Toronto Employment and Social Services with a 2013 cash flow of \$1.500 million and future year commitments of \$1.100 million comprised of the following:
 - a) New Cash Flow Funding for:
 - i) 3 previously approved sub-projects with a 2013 cash flow of \$1.500 million; and a future year cash flow commitment of \$1.100 million in 2014.

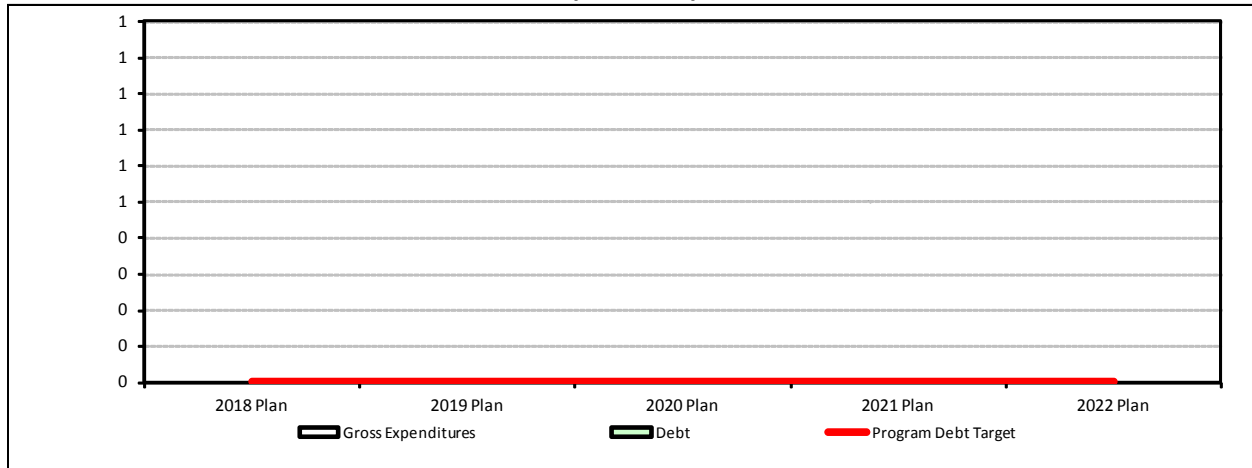
PART II: 2013 – 2022 CAPITAL PROGRAM

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



		2013 Budget and 2014-2017 Plan								
		2012		2013	2014	2015	2016	2017	2013-2017	5-Year Total Percent
		Budget	Projected Actual							
Gross Expenditures:										
2012 Capital Budget & Approved FY Commitments		3,347	2,937	1,500	1,100				2,600	100.0%
Changes to Approved FY Commitments										0.0%
2013 New/Change in Scope and Future Year Commitments										0.0%
2014- 2017 Capital Plan Estimates										0.0%
2-Year Carry Forward for Reapproval										0.0%
1-Year Carry Forward to 2013										0.0%
Total Gross Annual Expenditures & Plan		3,347	2,937	1,500	1,100				2,600	100.0%
Program Debt Target										
Financing:										
Debt										0.0%
Reserves/Reserve Funds										0.0%
Development Charges										0.0%
Provincial/Federal				1,500	1,100				2,600	100.0%
Debt Recoverable										0.0%
Other Revenue										0.0%
Total Financing				1,500	1,100				2,600	100.0%
By Project Category:										
Health & Safety										0.0%
Legislated										0.0%
SOGR										0.0%
Service Improvement				1,500	1,100				2,600	100.0%
Growth Related										0.0%
Total by Project Category				1,500	1,100				2,600	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										
Operating Impact on Program Costs										
New Positions										

10-Year Capital Plan 2018-2022 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						2,600	100.0%
Changes to Approved FY Commitments							0.0%
2013 New/Change in Scope and Future Year Commitments							0.0%
2018 - 2022 Capital Plan Estimates							0.0%
Total Gross Annual Expenditures & Plan						2,600	100.0%
Program Debt Target							
Financing:							
Debt							0.0%
Reserves/Reserve Funds							0.0%
Development Charges							0.0%
Provincial/Federal						2,600	100.0%
Debt Recoverable							0.0%
Other Revenue							0.0%
Total Financing						2,600	100.0%
By Project Category:							
Health & Safety							0.0%
Legislated							0.0%
SOGR							0.0%
Service Improvement						2,600	100.0%
Growth Related							0.0%
Total by Project Category						2,600	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							
Operating Impact on Program Costs							
New Positions							

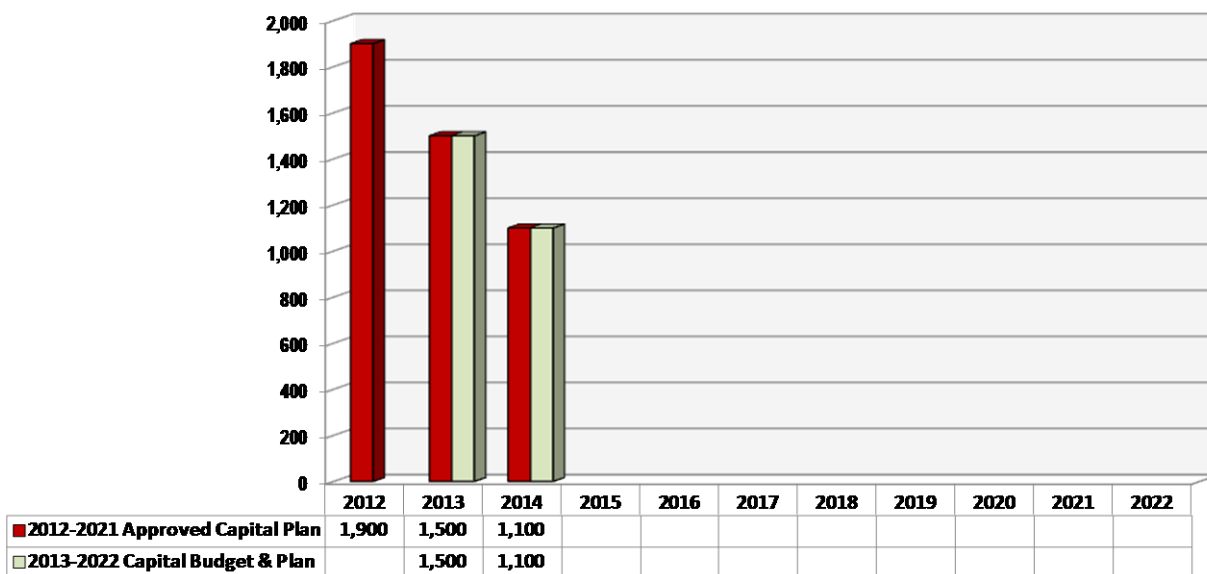
10-Year Capital Plan Overview

- Toronto Employment and Social Services' (TESS) 10-Year Capital Plan provides total funding of \$2.600 million that advances the Program's strategic direction to improve quality and efficiency of service delivery to Torontonians.
- The Province announced in July 2010 that it would replace the current Service Delivery Model Technology (SDMT) with the new Social Assistance Management System (SAMS). According to the Provincial timetable, SAMS will be rolled out in 2013 and be completed by 2014. The main focus of the 2013-2022 Capital Plan is to ensure continued improvement to the delivery of employment services, financial assistance and other services to eligible clients, while ensuring a smooth transition from SDMT to SAMS.
- The 2013-2022 Capital Plan that totals \$2.600 million is entirely allocated to Service Improvement (Information Technology) projects fully funded by the Province, which includes the following projects:
 - The *Employment Assistance (EA) - Phase 2* sub-project provides access to services and information on-line and streamlines administration processes to enhance operational efficiency (\$1.000 million is required from 2013 to 2014);
 - The *Case Management - Phase 2* sub-project provides a start-to-finish case management tool that integrates all components of OW programs, as well as the non-OW cases that are served by TESS. The City Services Benefit Card (CSBC) has been implemented at all TESS offices, which will streamline the labour intensive administration process, improve customer satisfaction and service quality, and achieve operational efficiencies that will reduce operating costs. In 2013, TESS will complete final milestones and formal evaluation of the CSBC and begin planning for expansion of the card functionality and services. Also, work will be performed, as required, to support the transition from SDMT to SAMS, the new Provincial OW delivery system (\$1.400 million is required from 2013 to 2014);
 - TESS's 2012 Approved Operating Budget included an operating cost reduction of \$6.172 million gross and \$3.086 million net and a reduction of 85.0 positions, which was mainly attributed to forecasted administrative cost savings resulting from the implementation of the CSBC. TESS will examine the potential for additional non-personnel related cost savings, from items such as postage and cheque production, as part of the 2014 Budget process; and
 - The *MIS-Data Mart - Phase 1* sub-project provides an enhancement to the existing TESS' Data Mart infrastructure to improve information gathering and analysis regarding OW caseload (financial, client services, and Employment Centre statistics) and to link strategy to outcomes (\$0.200 million is required in 2013).
- TESS' 10-Year Capital Plan does not include capital projects that rely on City debt. All information technology projects are funded by the Province.
- All TESS' facility State of Good Repair (SOGR) funding requirements were previously transferred and consolidated within the Facilities Management & Real Estate (FMRE) Capital

Budget and Plan. Any reporting of TESS facility backlog would form part of Facilities Management's Capital Plan, while TESS' SOGR projects are funded by City debt.

Key Changes to the 2012 - 2021 Approved Capital Plan

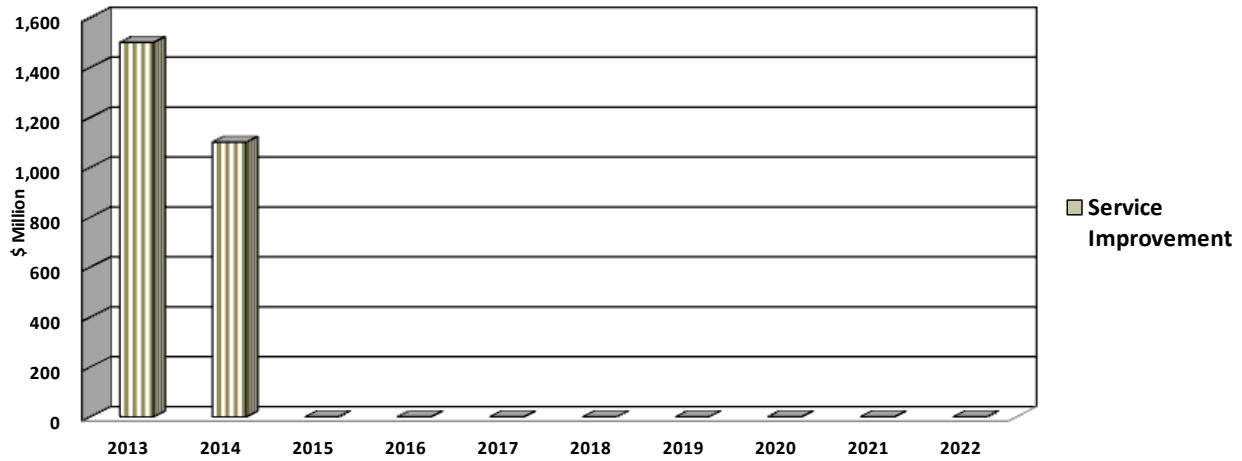
Changes to the 2012 -2021 Approved Capital Plan
(In \$000s)



The 2013 Capital Budget and the 2014 – 2012 Capital Plan reflects no changes from the 2012 to 2021 Approved Capital Plan.

- The 10-Year Capital Plan does not include new planned projects and cash flow requirements beyond 2015 arising from planned changes in the Provincial Ontario Works service delivery technology (SAMS). New sub-projects will be submitted in future years should any changes in technology and requirements of the provincially-mandated Ontario Works Program be necessary.

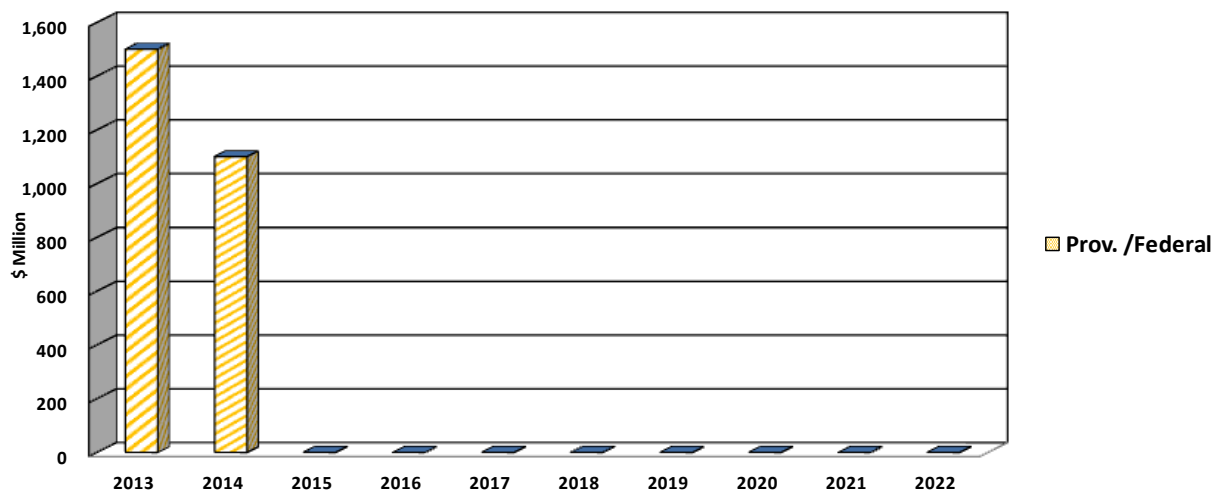
2013 – 2022 Capital Plan
2013–2022 Capital Plan by Project Category
(In \$000s)



The 10-Year Capital Plan of \$2.600 million provides funding for 3 IT sub-projects, all of which are Service Improvement projects.

- The 10-Year Capital Plan does not include any State of Good Repair (SOGR) projects, as all of TESS' facility SOGR funding requirements were previously transferred and consolidated within the Facilities Management & Real Estate (FMRE) Capital Budget and Capital Plan.

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



The 10-Year Capital Plan for TESS totals \$2.600 million, all of which is 100% funded from Provincial subsidies in years 2013 and 2014.

Major Capital Initiatives by Category

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

	Total Project Cost	2013 Budget	2014 Plan	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2013-2022 Total
Service Improvements (IT Project)												
Employment Assistance - Phase 2	2,000	500	500									1,000
Case Management - Phase 2	2,300	800	600									1,400
MIS Datamart - Phase 1	1,575	200										200
Sub-Total	5,875	1,500	1,100									2,600
Total	5,875	1,500	1,100									2,600

The 10-Year Capital Plan supports Toronto Employment and Social Services' objectives of improving quality and efficiency of service delivery to Torontonians.

Service Improvement Projects

- Funding of \$2.600 million for information technology projects for the Web-Based IT Development project to assist the Program in utilizing technology to adopt a more client-centric approach to service delivery. The 10-Year Capital Plan includes funding for 3 Web-Based information technology sub-projects:
 - Employment Assistance – Phase 2 of \$1.000 million;
 - Case Management – Phase 2 of \$1.400 million; and
 - MIS - Data Mart – Phase 1 of \$0.200 million.
- These IT initiatives will enable TESS to manage its business more efficiently and effectively, and to provide clients with better access to the services, information and resources they need in order to make informed employment and service choices.
- The Case Management Phase 2 sub-project ensures that TESS will be able to migrate from the current Service Delivery Model Technology (SDMT) to the new Social Assistance Management System (SAMS) by 2013.
- These IT sub-projects will be fully funded by Provincial subsidy, which is expected to continue for the foreseeable future.

State of Good Repair (SOGR) Backlog

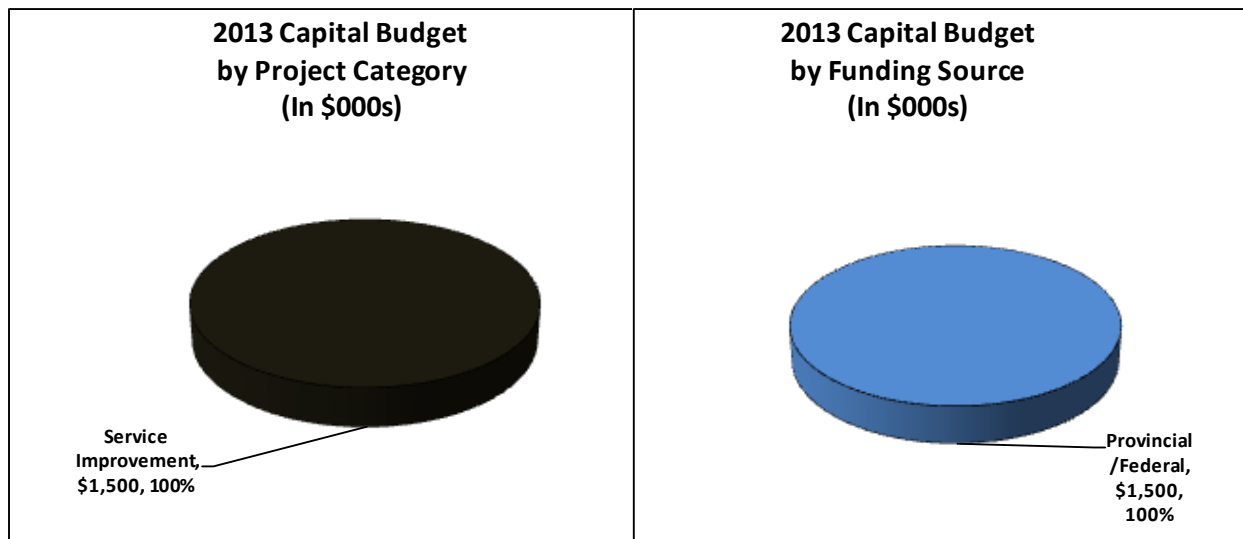
- TESS' 10-Year Capital Plan does not include any SOGR projects.
 - TESS' facilities SOGR capital funding requirements were previously transferred and consolidated within the Facilities Management & Real Estate (FMRE) Capital Budget and Capital Plan.

10-Year Capital Plan Impact on the Operating Budget

- The approval of the 3 IT sub-projects will neither impact the Program's Operating Budget, nor the City's debt service costs, as both the projects and the three temporary positions that are currently working on these projects will be funded by the Province. The Program's permanent IT staff will assume responsibility for ongoing maintenance; thus, there will be no additional costs to the Program's Operating Budget upon completion of the capital projects.
- TESS's 2012 Approved Operating Budget included an operating cost reduction of \$6.172 million gross and \$3.086 million net and a reduction of 85.0 positions, which was mainly attributed to forecasted administrative cost savings resulting from the implementation of the City Services Benefit Card (CSBC). Any future operating cost savings will be determined through its operation in 2013 and will be reported in the 2014 Budget process.

PART III - 2013 CAPITAL BUDGET

2013 Capital Budget by Project Category and Funding Source



The 2013 Capital Budget requires 2013 cash flow funding of \$1.500 million and is 100% allocated to Service Improvement projects.

- All IT sub-projects funded in the 2013 Capital Budget are Service Improvements projects to assist the Program in utilizing technology to strengthen and expand service delivery to Torontonians. The 3 IT capital projects that total \$1.500 million are fully funded by Provincial subsidy.

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

	2011 & Prior Year Carry Forward	2012 Previously Approved Cash Flow Commitments	2013 New Cash Flow	2013 Total Cash Flow	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			1,500	1,500		1,500	1,100									2,600
Change in Scope																
New																
New w/Future Year																
Total Expenditure			1,500	1,500		1,500	1,100									2,600
Financing																
Debt																
Other																
Reserves/Res Funds																
Development Charges																
Provincial/Federal			1,500	1,500		1,500	1,100									2,600
Total Financing			1,500	1,500		1,500	1,100									2,600

The 2013 Capital Budget of \$1.500 million results in future year commitments of \$0.500 million for the Employment Assistance - Phase 2 sub-project, and \$0.600 million for the Case Management - Phase 2 sub-project. As the future year commitments are funded fully by Provincial subsidy, commitments will not be made to projects until the funding is confirmed by the Province annually.

2013 Capital Project Highlights

The 2013 Capital Budget of \$1.500 million provides funding for TESS to:

- Complete previously approved projects including:
 - The MIS – Data Mart – Phase 1 sub-project (\$0.200 million) which will enhance information availability and efficient trend analysis on Ontario Works caseloads.
- Continue previously approved projects including:
 - The Employment Assistance – Phase 2 sub-project (\$0.500 million with commitments of \$0.500 million in 2014) that will automate and streamline the Individual Services & Support process such as on-line financial control and monitoring (electronic invoice submission) and on-line client self referral to employment services to enhance operational efficiency; and
 - The Case Management – Phase 2 sub-project (\$0.800 million with commitments of \$0.600 million in 2014) which will improve administration efficiency through the monitoring of the implementation of the City Services Benefit Card and the development of the Employment Opportunities System, while ensuring a smooth migration to the new Provincial Social Assistance Management System (SAMS) in 2013.

2013 Capital Project Highlights (In \$000s)

Project	Total Project Cost	2013	2014	2015	2016	2017	2013 - 2017	2018	2019	2020	2021	2022	2013 - 2022 Total
Employment Assistance - Phase 2	2,000	500	500				1,000						1,000
Case Management - Phase 2	2,300	800	600				1,400						1,400
MIS Datamart - Phase 1	1,575	200					200						200
Total (including carry forward funding)	5,875	1,500	1,100				2,600						2,600

PART IV: ISSUES FOR DISCUSSION

2013 Issues

Operating Impacts from Capital Project

- New technologies offer opportunities for modernization of service delivery to Torontonians. TESS issues a significant percentage of financial assistance payments through cheque. In 2012, TESS implemented the City Services Benefit Card (CSBC), which is a personalized, re-loadable card for recurring and one time payments of Ontario Works and Emergency Assistance. In most cases, it will replace manual cheques as the payment method for Toronto residents who receive Ontario Works assistance and do not have a bank account, and allow clients to avoid using cheque cashing businesses and their associated fees.
- As of September 2012, the City Services Benefit Card has been implemented at all TESS sites. TESS's 2012 Approved Operating Budget included an operating cost reduction of \$6.172 million gross and \$3.086 million net and a reduction of 85.0 positions, which was mainly attributed to forecasted administrative cost savings resulting from the implementation of the CSBC.
- TESS will examine the potential for additional non-personnel cost savings, from items such as postage and cheque production, as part of the 2014 budget process. As of September 2012, actual operating cost savings from implementation of the CSBC match the savings as per operating cost reduction in the 2012 Approved Operating Budget.

Appendix 1 2012 Performance

2012 Key Accomplishments

In 2012, Toronto Employment and Social Services accomplished the following:

- Completed a pilot implementation of the City Services Benefit Card on August 14, 2012. As of September 2012, the CSBC has been implemented at all TESS sites, and over 5,000 cards have been issued.
- Opened the new Metro Hall ESS office on the ground floor of Metro Hall. It allows TESS and Children's Services to deliver services from the same location.

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
3,347	2,461	73.5%	2,937	87.8%	410	12.2%

Capital expenditures for the period ending September 30, 2012 total \$2.461 million or 73.5% of the 2012 Approved Capital Budget of \$3.347 million.

The projected year-end under-spending is largely attributable to the following 2 sub-projects:

- Employment Assistance – Phase 2
 - Projected year-end spending for this sub-project is \$0.310 million or 62.0% of the 2012 Approved cash flow of \$0.500 million.
- Workforce Management and Engagement System
 - Projected year-end spending for this sub-project is \$0.080 million or 26.7% of the 2012 Approved cash flow of \$0.300 million.

It is projected that the activities associated with these 2 sub-projects will be completed by year-end, resulting in total project savings of \$0.410 million. There is no projected carry-forward funding to 2013.

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

Project	2013	2014	2015	2016	2017	2013 - 2017	2018	2019	2020	2021	2022	2013 - 2022
Employment Assistance - Phase 2	500	500				1,000						1,000
Case Management - Phase 2	800	600				1,400						1,400
MIS Datamart - Phase 1	200					200						200
Total (including carry forwards)	1,500	1,100				2,600						2,600

Appendix 3
2013 Capital Budget;
2014 to 2022 Capital Plan

CITY OF TORONTO

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

Toronto Employment & Social Services

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	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
<u>SOC907042 TESS Web-Based IT Development Project</u>																								
0	4	MIS - Data Mart - Phase 1	CW	S2	04	200	0	0	0	0	200	0	200	0	0	0	0	0	0	200	0	0	0	200
0	6	Employment Assistance - Phase 2	CW	S2	04	500	500	0	0	0	1,000	0	1,000	0	0	0	0	0	0	1,000	0	0	0	1,000
0	9	Case Management - Phase 2	CW	S2	04	800	600	0	0	0	1,400	0	1,400	0	0	0	0	0	0	1,400	0	0	0	1,400
Sub-total						1,500	1,100	0	0	0	2,600	0	2,600	0	0	0	0	0	0	2,600	0	0	0	2,600
Total Program Expenditure						1,500	1,100	0	0	0	2,600	0	2,600	0	0	0	0	0	0	2,600	0	0	0	2,600

Report Phase 2 - Program 16 Toronto Employment & Social Services Program Phase 2 Sub-Project Category 01,02,03,04,05,06,07 Part B Sub-Project Status S2,S5,S6 Part C Sub-Project Status S2,S3,S4

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 3

Toronto Employment & Social Services

Sub- Project No. Project Name Priority SubProj No. 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:																							
Other1 (Internal)						1,500	1,100	0	0	0	2,600	0	2,600	0	0	0	0	0	2,600	0	0	0	2,600
Total Program Financing						1,500	1,100	0	0	0	2,600	0	2,600	0	0	0	0	0	2,600	0	0	0	2,600

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 Cash Flow and
Future Year Commitments

CITY OF TORONTO

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

Toronto Employment & Social Services

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	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
<u>SOC907042 TESS Web-Based IT Development Project</u>																								
0	4	MIS - Data Mart - Phase 1	CW	S2	04	200	0	0	0	0	200	0	200	0	0	0	0	0	0	200	0	0	0	200
0	6	Employment Assistance - Phase 2	CW	S2	04	500	500	0	0	0	1,000	0	1,000	0	0	0	0	0	0	1,000	0	0	0	1,000
0	9	Case Management - Phase 2	CW	S2	04	800	600	0	0	0	1,400	0	1,400	0	0	0	0	0	0	1,400	0	0	0	1,400
Sub-total						1,500	1,100	0	0	0	2,600	0	2,600	0	0	0	0	0	0	2,600	0	0	0	2,600
Total Program Expenditure						1,500	1,100	0	0	0	2,600	0	2,600	0	0	0	0	0	0	2,600	0	0	0	2,600

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 4

Toronto Employment & Social Services

Sub- Project No. Project Name Priority SubProj No. 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:																						
Other1 (Internal)						1,500	1,100	0	0	0	2,600	0	2,600	0	0	0	0	2,600	0	0	0	2,600
Total Program Financing						1,500	1,100	0	0	0	2,600	0	2,600	0	0	0	0	2,600	0	0	0	2,600

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 Capital Project with Financing Details

(Phase 2) 16-Toronto Employment & Social Services

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

**Toronto Employment & Social Services
Sub-Project Summary**

Project/Financing

Priority Project Project Name

Priority	Project	Project Name	Start Date	Completion Date	2013	Financing									
					Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable
0	SOC907042	TESS Web-Based IT Development Project													
0	4	MIS - Data Mart - Phase 1	1/1/2007	12/31/2013	200	0	0	0	0	0	0	200	0	0	0
0	6	Employment Assistance - Phase 2	1/1/2011	12/31/2014	500	0	0	0	0	0	0	500	0	0	0
0	9	Case Management - Phase 2	1/1/2012	12/31/2014	800	0	0	0	0	0	0	800	0	0	0
Project Sub-total:					1,500	0	0	0	0	0	0	1,500	0	0	0
Program Total:					1,500	0	0	0	0	0	0	1,500	0	0	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