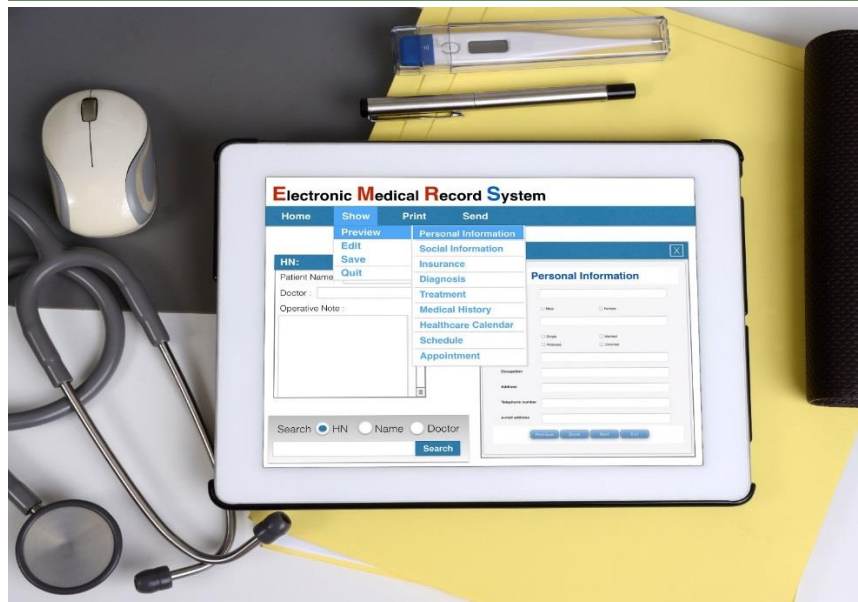


# Toronto 2018 BUDGET



## CAPITAL PROGRAM SUMMARY



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## Toronto Public Health

### 2018 2027 CAPITAL BUDGET AND PLAN OVERVIEW

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

Toronto Public Health's (TPH) 2018-2027 Capital Budget and Plan has been established to support its strategic direction to invest in information technology (IT) to support improvements in service delivery.

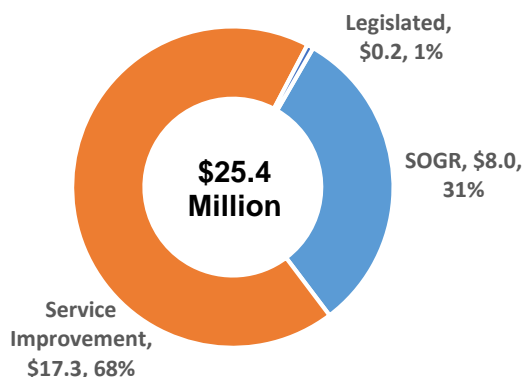
The investments in technology will assist TPH to meet the public's demand for access to TPH information and services, enhance its ability to collect and share critical health information, improve access to quality information, and improve services by improving workforce skills and abilities to provide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

The 10-Year Capital Budget and Plan of \$25.417 million addresses changes in provincial legislation and is established to leverage provincial resources, as well as other City of Toronto initiatives, to reduce project development costs.

The 10-Year Capital Plan will decrease TPH's future year Operating Budgets by a total of \$0.128 million net over the 2018 - 2027 period, primarily as a result of efficiencies realized from the completion of 6 capital projects.

## CAPITAL SPENDING AND FINANCING

### 2018 - 2027 Capital Budget and Plan By Project Category

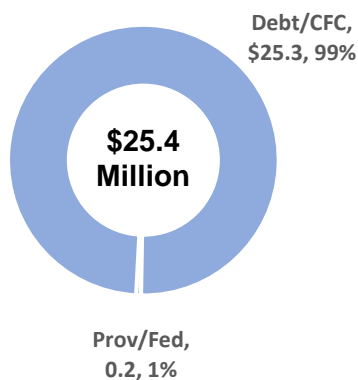


### Where the money goes:

The 2018 - 2027 Capital Budget and Plan totalling \$25.417 million provides funding of:

- \$0.164 million for one legislated, 100% provincially funded project for the ongoing development and implementation of the pan-Canadian Panorama System for infectious disease control. This project will improve exchange of information with other jurisdictions in the province and across Canada.
- \$7.974 million to continue the 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.
- \$17.279 million for Service Improvement projects that will fund new systems such as data warehousing and electronic medical records systems for better planning, managing, monitoring of information, integration and replacement of multiple business systems, and establishment of enhanced systems.

### By Funding Source



### Where the money comes from:

The 10-Year Capital Plan requires:

- Debt funding of \$25.253 million or 99.4% of total funding, which is at the debt target over the 10 years.
- Provincial funding of \$0.164 million or 0.6% to provide funding for the Legislated *Infectious Disease Control System* capital project.

## 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 to ensure consistency in maintenance standards across the City facilities.

The 2018-2027 Capital Budget and Plan includes funding of \$7.794 million for several State of Good Repair projects aimed at life cycle replacement or enhancement of various software systems/applications managed by TPH.

## OUR KEY ISSUES & PRIORITY ACTIONS

- **Demand for Online Access to Government Services and Information** is one of TPH's service priorities. Several IT projects included in the 10-Year Plan are aimed at improving the use of Social Media channels and mobile applications.

- ✓ *Public eLearning* to enhance public health education and learning for Toronto citizens electronically.
- ✓ *Public Notifications & Advisories* to enable public access via mobile devices and receive automatic information alerts.
- ✓ *Mobile Enablement* to provide access to information pertaining to pre and post-natal support, health alerts, and agencies providing public health services.

**Service Metrics and Real Time Quality Data** is critical for efficient service delivery and accountability. TPH strives to provide tools and systems that staff need to enhance performance and provide high quality service to clients.

- ✓ *DataMart Data Warehouse* will support further improvements in reporting, performance measurement and decision making across data sources within different programs offered by TPH.

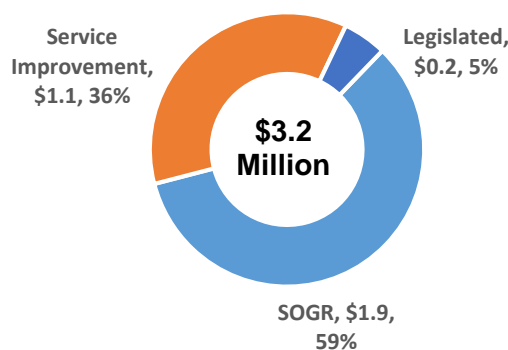


## 2018 CAPITAL BUDGET HIGHLIGHTS

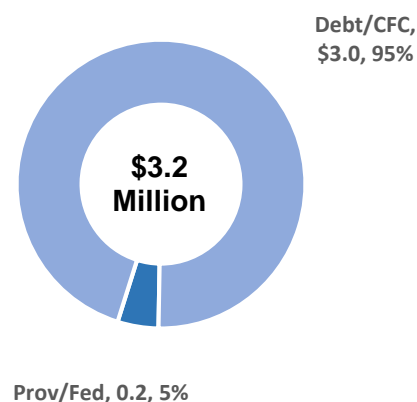
The 2018 Capital Budget for Toronto Public Health of \$3.182 million, excluding carry forward funding, will:

- Continue the *Community Health Information System* project to enhance the Toronto Community Health Information System.
- Begin the *DataMart Data Warehouse-Phase 3* project to better monitor performance and analyze trends to adjust programs and meet mandatory requirements.
- Begin the *Electronic Medical Records Phase 3* project to provide a comprehensive electronic record of patients' health-related information.
- Continue the *Dental and Oral Health Information System* project that will improve business processes and information sharing through process redesign, automation and system integration.

### 2018 Capital Budget By Project Category



### By Funding Source



## Council Approved Budget

### City Council approved the following recommendations:

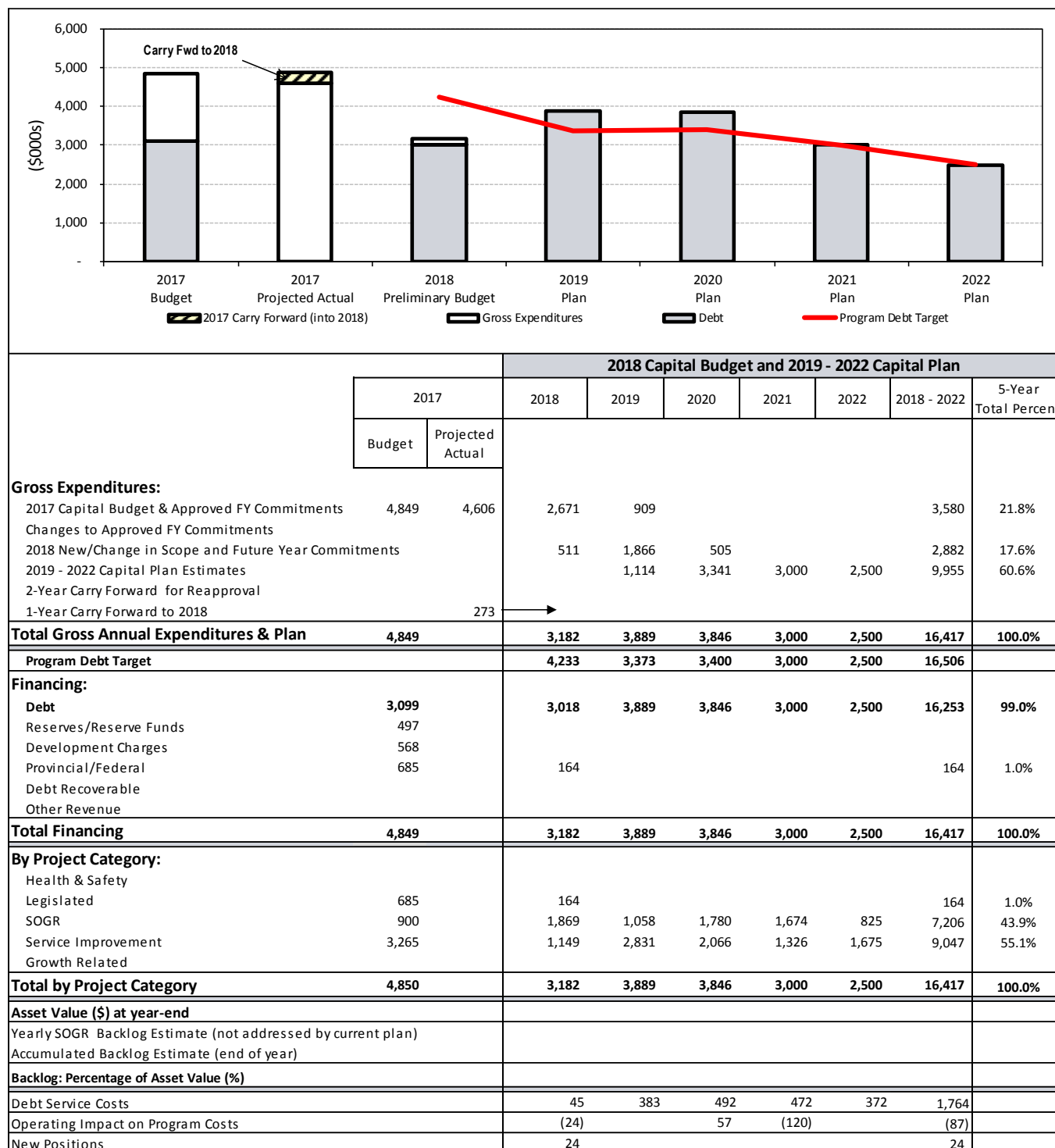
1. City Council approve the 2018 Capital Budget for Toronto Public Health with a total project cost of \$2.882 million, and 2018 cash flow of \$3.455 million and future year commitments of \$3.280 million comprised of the following:
  - a) New Cash Flow Funds for:
    - i. 6 new / change in scope sub-projects with a 2018 total project cost of \$2.882 million that requires cash flow of \$0.511 million in 2018 and future year cash flow commitments of \$1.866 million in 2019 and \$0.505 million for 2020.
  - b) 3 previously approved sub-projects with a 2018 cash flow of \$2.671 million; and future year cash flow commitments of \$0.909 million for 2019.
  - c) 2017 approved cash flow for 4 previously approved sub-projects with carry forward funding from 2017 into 2018 totalling \$0.273 million.
2. City Council approve the 2019 - 2027 for Toronto Public Health totalling \$18.955 million in project estimates, comprised of \$1.114 million for 2019; \$3.341 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; \$1.700 million in 2026; and \$1.700 million in 2027.
3. City Council consider the operating impact of (\$0.024) million net in 2018; \$0.057 million in 2020; (\$0.120) million in 2021; and (\$0.040) million in 2023 resulting from the approval of the 2018 Capital Budget for inclusion in the 2018 and future year operating budgets.



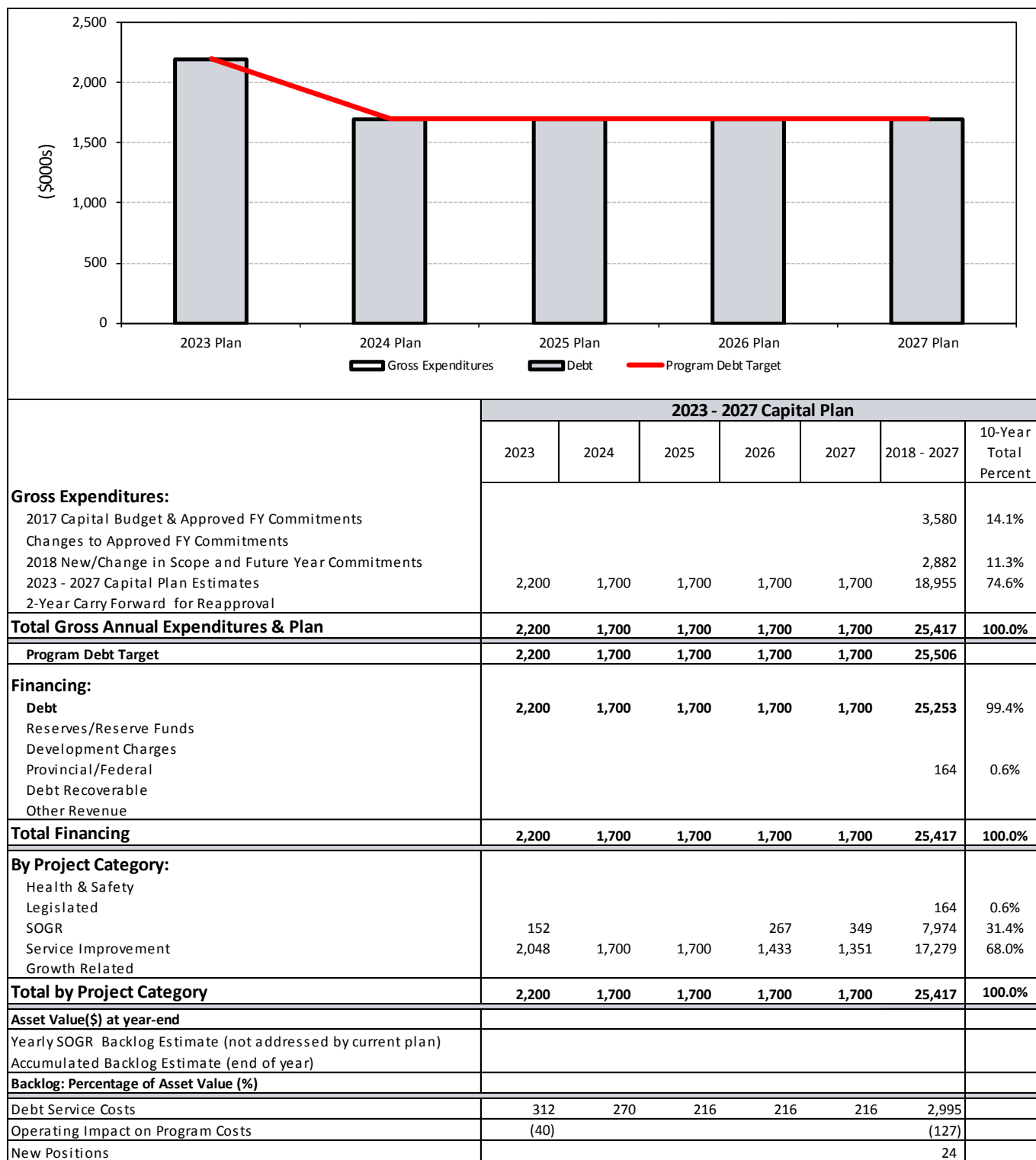
# Part 1:

## 10-Year Capital Plan

**Table 1a**  
**10-Year Capital Plan**  
**2018 Capital Budget and 2019 - 2022 Capital Plan**



**Table 1b**  
**10-Year Capital Plan**  
**2023 - 2027 Capital Plan**



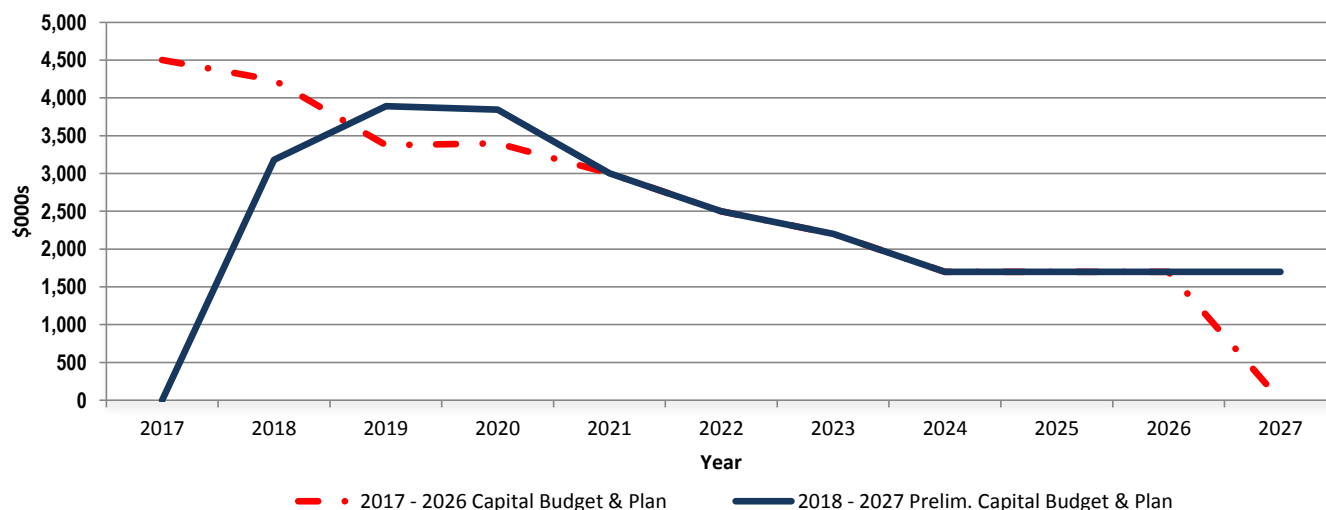


## Key Changes to the 2017 - 2027 Approved Capital Plan

The 2018 Capital Budget and the 2019 - 2027 Capital Plan reflects a decrease of \$2.909 million in capital funding from the 2017 - 2026 Approved Capital Plan.

The chart and table below provide a breakdown of the \$2.909 million or 10.3% decrease in the Capital Program on an annual basis from 2017 - 2027.

**Chart 1**  
**Changes to the 2017 - 2026 Approved Capital Plan (In \$000s)**



(\$000s)	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	10-Year Total
2017 - 2026	4,501	4,233	3,373	3,400	3,000	2,500	2,200	1,700	1,700	1,700		28,307
2018 - 2027		3,182	3,889	3,846	3,000	2,500	2,200	1,700	1,700	1,700	1,700	25,417
Change %		(24.8%)	15.3%	13.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		(10.2%)
Change \$		(1,051)	516	446	0	0	0	0	0	0		(2,890)

As made evident in Chart 1 above, the \$2.890 million decrease in the Capital Plan is entirely attributed to the difference in capital spending approved in 2017 as compared to planned capital investments in the year 2027. The majority of Toronto Public Health's IT projects are planned to be completed in the first 5 years of the 10-year plan.

The Capital Program also reflects the deferral of funding for *Datamart Data Warehouse* and *Document and Records Management System – Phase 1* projects from 2018 to 2019 and 2020 mainly as a result of the Business Executive Committee's (BEC) review and prioritization of all IT projects.

As reflected in Table 2 on the following page, changes to the 2017 - 2026 Approved Capital Plan, specifically the \$0.089 million decrease in capital funding over the nine common years of the Capital Plans (2018 – 2026) arise from the following changes:

- Funding for two projects, *Reporting Environment Enhancement* and *Socio-Demographic Data Collection and Reporting* have been deferred from the first 5 years of the 10-Year Capital Plan to the latter years of the Capital Plan to allow Document and Records Management System Phase 1 & 2 to proceed.
- Changes were also made to the planned capital projects to better align cash flow estimates with project readiness and to accommodate cost escalations and reductions.



A summary of project changes for the years 2018 - 2026 totalling \$0.089 million are provided in Table 2 below:

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

\$000s	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2018 - 2026 Total
2017 - 2026 Capital Budget & Plan	4,501	4,233	3,373	3,400	3,000	2,500	2,200	1,700	1,700	1,700	-	23,806
2018 - 2027 Capital Budget & Plan		3,182	3,889	3,846	3,000	2,500	2,200	1,700	1,700	1,700	1,700	23,717
<b>Capital Budget &amp; Plan Changes (2018 - 2026)</b>		(1,051)	516	446	-	-	-	-	-	-	-	(89)

	Total Project Cost	2018	2019	2020	2021	2022	2023	2024	2025	2026	2018 - 2026	2027	Revised Total Project Cost
<b>Changes to Previously Approved Commitments in 10-Year Capital Plan</b>													
Dental and Oral Health Information Systems	404	92									92		496
Electronic Medical Record Phase 2	1,306	(879)	861	59							41		1,347
<b>Total Changes to Previously Approved Commitments</b>		(787)	861	59							133		1,843
<b>Changes to Previously Approved Plan Estimates</b>													
Inspection Management - Phase 1 & 2	4,837	295		(1,134)	(765)	(665)	(102)				(2,371)		2,466
Reporting Environment Enhancement	616					(267)	(349)			267	(349)	349	616
Early abilities Information System- Phase 1 & 2	1,103	375		715	941				(329)	(774)	928		2,031
Chemical Tracking Information System	907	(303)	(301)	604									907
Datamart Data Warehouse - Phase 3	1,611	(447)	305	446							304		1,915
Multilingual Website	538						(270)	(268)			(538)		-
Public eLearning	1,592							(511)			(511)		1,081
Socio-Demographic Data collection and Reporting	2,659	(348)	(721)	(779)	(811)	348	721	779	811		(482)		2,659
Mobile Enablement	2,374								(482)		(482)		1,892
Correspondence and Communications Tracking System	765		(96)	17							(79)		686
Call Centre Revitalization	452											400	852
<b>Total Changes to Previously Approved Plan Estimates</b>		(428)	(813)	(131)	(635)	(584)				(507)	(3,098)	749	15,105
<b>New to the 10-Year Capital Plan</b>													
Document and Records Management System - Phase 1			468								468		468
Document and Records Management System - Phase 2				518	635	584					1,737		1,737
Customer Relationship Case Management										507	507	951	1,458
Infectious Disease Control System		164									164		164
<b>Total New</b>		164	468	518	635	584				507	2,876	951	3,827
<b>Total Changes</b>		(1,051)	516	446							(89)	1,700	20,775

## 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 and expected progress and completion of the projects, as outlined below:

### Changes to Previously Approved Projects' Future Year Commitments

#### Project Cost Decreases:

- The *Inspection Management* project cost has been decreased by \$2.371 million as a result of leveraging the corporate case management solution.
- The project costs for the following projects were revised down to account for better project resource assumptions, project solutions and updated project schedules:
  - The *Correspondence and Communication Tracking* project cost has been decreased by \$0.079 million to align with the revised cost of the proposed application.
  - The *Mobile Enablement* project cost has been decreased by \$0.482 million after a review of resource assumptions and revised project timelines.
  - The *Public eLearning* project has been decreased by \$0.511 million reflecting revised project resource costs.

#### Project Cost Increases:

- The *Dental and Oral Health Information System* project cost has increased by \$0.092 million to accommodate the purchase of digital x-ray sensor software.
- The *Early Abilities Information System* project will now be implemented in two phases. Phase 1 will include the required analysis prior to implementation of a solution to replace the DANIC system used by the Early Abilities program to support case management in Phase 2. Consequently, the overall project cost has increased by \$0.928 million.
- The *DataMart Data Warehouse Phase 3* project cost increased by \$0.304 million due to scope changes necessary to migrate the TPH Data Warehouse Oracle BI solution to the corporate SAP BI solution.
- The *Electronic Medical Records* project has been split in two phases with a net cost increase of \$0.041 million.

#### Deferrals:

- The *Chemical Tracking Information System* project start date has been deferred from 2018 and 2019 to 2020 (\$0.604 million) to account for the completion of the strategy and rollout plan which is still in progress.
- The *Socio-Demographic Data Collection and Reporting* project start date has been deferred to 2022 from 2018 to 2021 (\$2.659 million) to allow completion of feasibility/options analysis utilizing operating resources.
- The *Reporting Environment Enhancement* project start date has been deferred to 2026 from 2022 to 2023 (\$0.616 million) to accommodate other priority projects.
- The *Documents and Records Management System – Phase 1* project has been deferred by 1 year from 2018 to 2019 during the balancing of the portfolio of IT investment across the City by the Business Executive Committee and to allow the *Datamart Data Warehouse* project to proceed in 2018
- The *Datamart Data Warehouse* project's cash flow funding of \$0.494 million has been deferred from 2018 to 2019 to facilitate alignment of project deliverables with the Enterprise Business Intelligence implementation timeline at the request of the Business Executive Committee.

### Changes to Previously Approved Planned Project Estimates

- The *Multilingual Website* project has been removed from the 2018-2027 Capital Budget and Plan since functionality of a fully translated TPH website accessible in a range of languages requires additional resources after reassessment of the project requirements.

- The original project scope envisioned content being made available in multiple languages. Multilingual information is currently prepared on an as needed basis to reach target clients/citizens.
- The redesign of the City's website currently underway will inform the available functionality, which is prerequisite for this project.

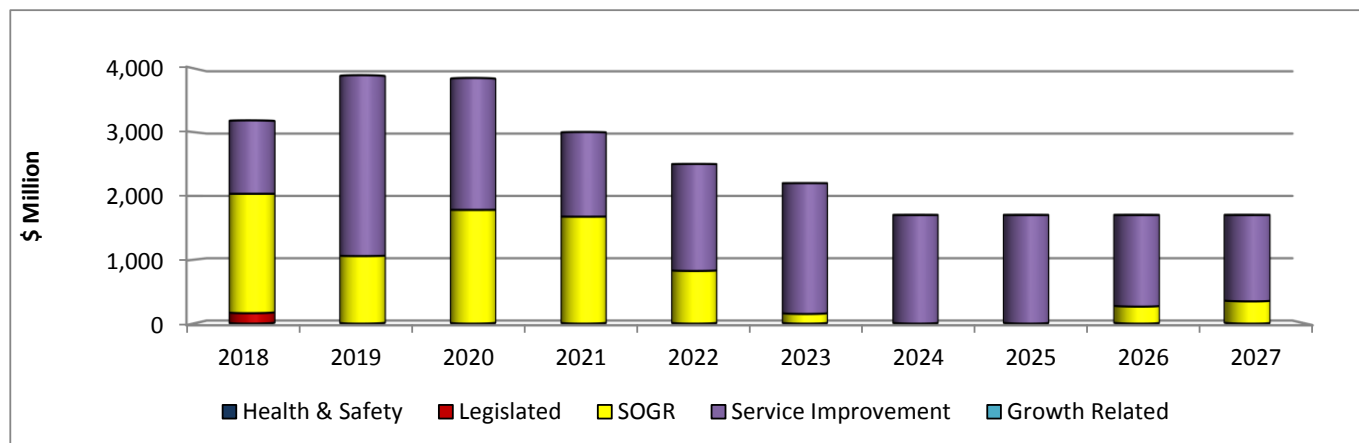
### **New to the 10-Year Capital Plan**

The following capital projects are new to the 10-Year Capital Plan:

- As a result of cash flow realignments and the deferral of capital projects to future years in the 10-Year Capital Plan, debt funding capacity was made available to include:
  - *Document and Records Management – Phase 1 and 2* –2019 to 2022 (\$2.205 million), which will enhance and implement Enterprise Document Records Management system and migrate Microsoft documents to solutions and integrate with key business applications.
  - *Customer Relationship Case Management* – 2026-2027 (\$0.507 million), which will enhance the client experience by implementing solutions to track customer information and interactions in one place and provide case information.
- The *Infectious Disease Control Information System* – 2018 (\$0.164 million). The 100% provincially funded project will assist in the on-going development and implementation of the pan-Canadian Panorama System for infectious disease control.

## 2018 – 2027 Capital Plan

**Chart 2**  
**2018 – 2027 Capital Plan by Project Category (In \$000s)**



As illustrated in Chart 2 above, the 10-Year Capital Plan for Toronto Public Health of \$25.417 million provides 68% for Service Improvement projects as priorities and 31.4% funding for State of Good Repair (SOGR) projects. Legislatively mandated projects represent the remaining 0.6% of projects over the 10-year period.

- Over half of all cash flow funding has been dedicated to Service Improvement projects (\$17.279 million) to support TPH's objective to develop and implement IT systems to:
  - Better respond to health risks and to implement systems that enhance staff performance and high quality service to clients. For example, the *Datamart Data Warehouse* project will enhance TPH operations by allowing staff to better analyze their performance and trends to adjust programs and improve service.
  - Enhance TPH's ability to collect and share critical health information with multiple sources. For example, the *Electronic Medical Records - Phase 3 - 2018 to 2020* will provide a comprehensive electronic record of patients' health related information for those seen in sexual health and needle exchange clinics.
  - Improving service delivery to meet the public's demand for access to TPH information and services, with the majority of the projects scheduled in the second 5 years of the Plan. For example, the *Mobile Enablement* project, starting in 2021, will provide mobile applications for use by the public to access information pertaining to pre and post-natal support, health alerts, and agencies providing public health services.
- State of Good Repair projects account for \$7.974 million with the majority of funding allocated in the first 5 years of the 10 year Capital Plan to enhance or replace critical business applications that have reached their end of life, such as the *Early Abilities Information System* which will replace an outdated 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.
- One Legislated project, the *Infectious Disease Control Information System* project (\$0.164 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 in 2018.

Table 3 below details all capital projects, by category, included in the 2018 - 2027 Capital Budget and Plan for Toronto Public Health:

**Table 3**  
**2018 - 2027 Capital Plan by Project Category (In \$000s)**

	Total App'd Cash Flows to Date*	2018 Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2018 - 2027 Total	Total Project Cost
<b>Total Expenditures by Category</b>													
<b>Legislated</b>													
<i>Infectious Disease Control System</i>		164										164	145
<b>Sub-Total</b>		<b>164</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>164</b>	<b>145</b>
<b>State of Good Repair</b>													
<i>Inspection Management - Phase 1</i>		295										295	295
<i>Inspection Management - Phase 2</i>				461	733	825	152					2,171	2,171
<i>Reporting Environment Enhancement</i>										267	349	616	616
<i>Community Health Information System</i>	900	1,199	755									1,954	2,854
<i>Early Abilities Information System - Phase 1</i>		375										375	375
<i>Early Abilities Information System - Phase 2</i>				715	941							1,656	1,656
<i>Chemical Tracking Information System</i>			303	604								907	907
<b>Sub-Total</b>	<b>900</b>	<b>1,869</b>	<b>1,058</b>	<b>1,780</b>	<b>1,674</b>	<b>825</b>	<b>152</b>	<b>-</b>	<b>-</b>	<b>267</b>	<b>349</b>	<b>7,974</b>	<b>8,874</b>
<b>Service Improvements</b>													
<i>Document and Records Management System - Phase 1</i>			468									468	468
<i>Document and Records Management System - Phase 2</i>				518	635	584						1,737	1,737
<i>Datamart Data Warehouse - Phase 3</i>		464	1,005	446								1,915	1,915
<i>Electronic Medical Record</i>		427	861	59								1,347	1,347
<i>Public eLearning</i>						365	610	106				1,081	1,081
<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 Geographic Interface</i>				700	300							1,000	1,000
<i>Mobile Enablement</i>					391	378	527	550	46			1,892	1,892
<i>Dental &amp; Oral Health Information Systems Project</i>		258	154									412	496
<i>Public Notifications &amp; Advisories</i>									557	474		1,031	1,031
<i>Correspondence and Communications Tracking System</i>			343	343								686	686
<i>Call Centre Revitalization</i>										452	400	852	852
<i>Customer Relationship Case Management</i>										507	951	1,458	1,458
<b>Sub-Total</b>	<b>-</b>	<b>1,149</b>	<b>2,831</b>	<b>2,066</b>	<b>1,326</b>	<b>1,675</b>	<b>2,048</b>	<b>1,700</b>	<b>1,700</b>	<b>1,433</b>	<b>1,351</b>	<b>17,279</b>	<b>17,363</b>
<b>Total Expenditures by Category (excluding carry forward)</b>	<b>900</b>	<b>3,182</b>	<b>3,889</b>	<b>3,846</b>	<b>3,000</b>	<b>2,500</b>	<b>2,200</b>	<b>1,700</b>	<b>1,700</b>	<b>1,700</b>	<b>1,700</b>	<b>25,417</b>	<b>26,382</b>

\*Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2017, excluding ongoing capital projects (i.e. Civic Improvement projects)

## 2018 - 2027 Capital Projects

The 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 project includes cash flow funding of \$0.164 million or 0.06% of the total 10-Year Capital Plan's expenditures.
  - The *Infectious Disease Control Information System* - 2018 (\$0.164 million) is a 100% provincially funded project that will utilize 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 phase of the project will implement enhancements to:
      1. Panorama functionality;
      2. Mobile Immunization Management System (m-IMMS) that provides access to immunization records while in the field; and
      3. Public Health Immunization Exchange (PHIX) and Immunization Connection Ontario (ICON) systems that enable electronic import of immunization and demographic information into the immunization management system (Panorama).

### State of Good Repair (SOGR)

- SOGR projects account for \$7.974 million or 31.4% of the total 10-Year Capital Plan's investments.
  - *Inspection Management - Phase 1* - 2018 (\$0.295 million) and *Phase 2* – 2020 to 2023 (\$2.171 million)
    - Phase 1 will complete the required analysis and business case documentation to request approval to proceed with the next phase (Phase 2) of the project to replace the current Healthy Environments and Communicable Disease Control inspection CSDC AMANDA system with a new case management solution. The goal of this project is to establish a system that is flexible, allows modifications to the existing program workflows and business rules, and enables the addition of new programs with minimal customization of both mobile and web versions.
    - Phase 2 will replace the existing Healthy Environments and Communicable Disease Control inspection applications with a single application that provides enhanced inspection management functionality. It will utilize current technology, such as cloud computing; and leverage future corporate case management capabilities and common infrastructure components.
  - The *Reporting Environment Enhancement* project- 2026 to 2027 (\$0.616 million) will replace the obsolete reporting environment with a new standard technical framework for creating operational reports, and redesign and enhance the reporting application utilized by the Communicable Disease Control and Healthy Environments programs.
  - The *Community Health Information System* project - 2018 to 2019 (\$1.954 million) 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.
  - The *Early Abilities Information System - Phase 1* project - 2018 (\$0.375 million) and *Phase 2* - 2020 to 2021 (\$1.656 million).
    - Phase 1 will complete required analysis and business case documentation prior to receiving approval to implement a new solution to replace the DANIC system that is currently being used by the Early Abilities program to support case management as part of the next phase of the project (Phase 2).
    - Phase 2 will replace an outdated system (i.e. DANIC system) utilized by the Early Abilities program in order to continue to facilitate the sharing of information with partner agencies and reduce duplication.
  - The *Chemical Tracking Information System* project - 2019 to 2020 (\$0.907 million) This project will upgrade technology and technical frameworks to incorporate standards utilized by 5 ChemTRAC integrated applications and implement functionality to provide the ability for the industries/business partners to log in securely into the system and submit and release information to reduce processing time and improve customer satisfaction.

### Service Improvements

- Service Improvement projects amount to \$17.297 million or 68.0% of the total 10-Year Capital Plan's expenditures.
- The 3 projects listed below will improve access to TPH information and services through the use of Social Media and mobile channels and additional distance learning opportunities.
  - The *Public eLearning* project - 2022 to 2024 (\$1.081 million) will leverage corporate and proven available solutions. This project will implement a system to enhance the ability to create, deliver and manage public health eLearning for Toronto citizens. System components will include registration, content design and development, payment handling and reporting. e-Learning modules include online training for: 1) community agency staff to administer nutrition screening; 2) public education on breast feeding and infant feeding; and 3) agency resources on immunization clinic protocols.
  - The *Mobile Enablement* project - 2021 to 2025 (\$1.892 million) will deploy mobile functionality to Public Health professionals to access and enter client and service data while in the community for: 1) the needle exchange, sexually transmitted infections, and Communicable Disease Liaison programs; and 2) the Dental and Oral Health programs while also providing dental screening and services in the mobile dental clinic.



- This project will 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. Mobile technology will be used to improve business processes and service to clients.
- The *Public Notifications & Advisories* project - 2025 to 2026 (\$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 following 3 projects will assist TPH in improving performance measures and support decision making by improving access to quality information in business systems and data warehouses and strengthening analytical capabilities through use of various analytical and GIS tools.
  - The *Datamart Data Warehouse - Phase 3* project - 2018 to 2020 (\$1.915 million). Building on the accomplishments of phase 2, this project will support further improvements in reporting, performance measurement and decision making across 10 additional data sources within TPH programs. Implementing this project will enhance TPH operations by allowing staff to better monitor performance and analyze trends to adjust programs and meet mandatory Ministry of Health and Long-Term Care reporting requirements in a timely manner. The plan envisions migration of TPH Data Warehouse Oracle BI solution to corporate SAP BI solution following SAP change management processes.
  - The *Geographic Information Enablement* project - 2023 to 2025 (\$0.741 million) will enhance the division's capacity to display location based information geographically (on maps) including reading ward profiles, health surveillance query information, and heat maps (e.g. identifying who is vaccinated in an area) and create a secure Geographic Information System (GIS) for managing and protecting data with sensitive Personal Health Information. Enhanced GIS capability within TPH, including health statistics related to wards and neighbourhoods, will provide valuable inputs into decision making for service provision.
  - The *Common Geographical Interface* project - 2020 to 2021 (\$1.000 million) will develop a reusable system that will facilitate the integration of mapping information from various providers within applications. Although this system is being developed for use by TPH, it can be used across the City wherever there is a similar need.
- The following projects will improve business processes through process automation, redesign and system integration.
  - The *Documents and Records Management System - Phase 1* project - 2019 (\$0.468 million) will review and assess TPH's document management and records management needs against the City Clerk's OpenText Enterprise Document and Records Management Solution (ERDMS) to ensure TPH's information systems and data assets are suitable and ready for ERDMS integration and in compliance with TPH's unique PHIPA privacy requirements.
  - The *Documents and Records Management System - Phase 2* project - 2020 to 2022 (\$1.737 million) will extend the use of the Enterprise Document Management System to Public Health users to organize and efficiently search, share, revise, and store electronic information contained in documents.
  - The *Electronic Medical Records - Phase 3* project - 2018 to 2020 (\$1.347 million) will replace a system that has reached its end of life with a new client information system to provide a comprehensive electronic record of patients' health related information for those seen in sexual health and needle exchange clinics creating efficiencies in business processes and improved client care.
  - The *Socio-Demographic Data Collection and Reporting* project - 2022 to 2025 (\$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.
  - The *Dental and Oral Health Information System* project - 2018 to 2019 (\$0.412 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.
  - The *Correspondence and Communication Tracking System* project- 2019 to 2020 (\$0.686 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.

- The *Call Centre Revitalization* project - 2026 to 2027 (\$0.852 million) will improve the overall customer service experience by implementing standard tools commonly used by call centres including call recording, e-chat and knowledge base.
- *Customer Relationship Case Management* - 2026 to 2027 (\$1.458 million) will implement an integrated client relationship solution to manage client information and interactions across all TPH programs from a central location. The solution will provide authorized staff with anywhere, anytime access to full client records leading to improved service levels and an enhanced customer experience.

## 2018 Capital Budget and Future Year Commitments

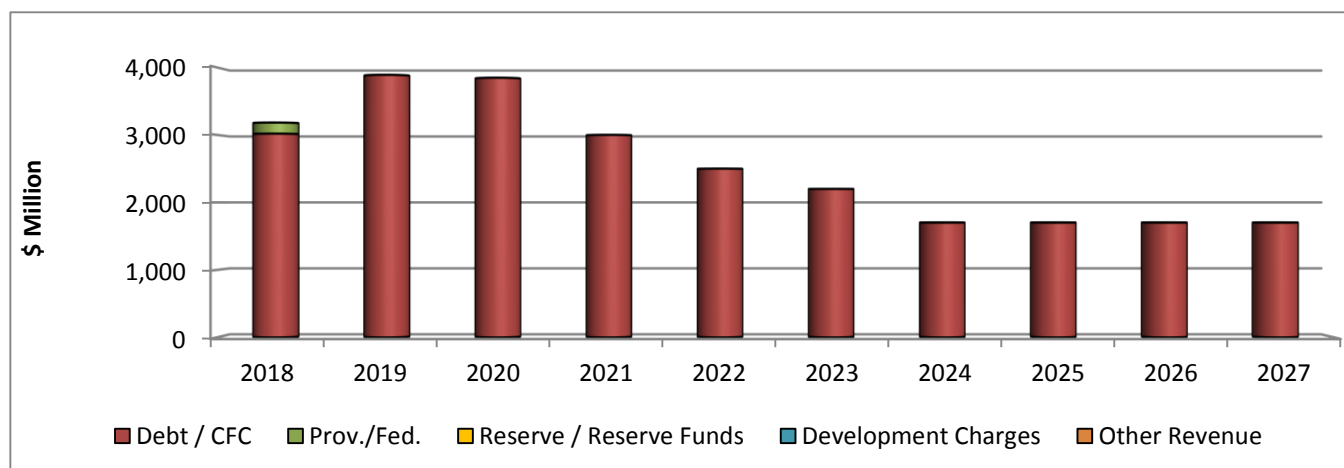
Included as a sub-set of the 10-Year Capital Plan is the 2018 Capital Budget and Future Year Commitments, which consists of 2018 and future year cash flow funding estimates for projects previously approved by Council; adjustments (Scope Change) to those previously approved projects; as well as new projects which collectively, require Council approval to begin, continue or complete capital work.

Table 3a below lists the capital projects to be funded by the 2018 Capital Budget and associated Future Year Commitments for Toronto Public Health:

**Table 3a**  
**2018 Cash Flow & Future Year Commitments (In \$000s)**

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total 2018 Cash Flow & FY Commits
<b>Expenditures:</b>											
Previously Approved											
<i>Community Health Information System</i>	1,199	755									1,954
<i>Electronic Medical Records</i>	1,306										1,306
<i>Dental &amp; Oral Health Information Systems</i>	166	154									320
Subtotal	2,671	909									3,580
Change in Scope											
<i>Electronic Medical Records</i>	(879)	861	59								41
<i>Dental &amp; Oral Health Information Systems</i>	92										92
Subtotal	(787)	861	59								133
New w/Future Year											
<i>Infectious Disease Control System</i>	164										164
<i>Early Abilities System</i>	375										375
<i>Inspection Management - Phase 1</i>	295										295
<i>Datamart Data Warehouse</i>	464	1,005	446								1,915
Subtotal	1,298	1,005	446								2,749
<b>Total Expenditure</b>	<b>3,182</b>	<b>2,775</b>	<b>505</b>								<b>6,462</b>
<b>Financing:</b>											
Debt/CFC	3,018	2,775	505								6,298
Debt Recoverable											
Other											
Reserves/Res Funds											
Development Charges											
Provincial/Federal	164										164
<b>Total Financing</b>	<b>3,182</b>	<b>2,775</b>	<b>505</b>								<b>6,462</b>

**Chart 3**  
**2018 – 2027 Capital Plan by Funding Source (In \$000s)**



The 10-Year Capital Plan of \$25.417 million will be financed by the following sources:

- Debt accounts for \$25.253 million or 99.4% of the financing over the 10-year period.
  - Debt funding is below the 10-year debt affordability target of \$25.506 million allocated to this Program by \$0.253 million. All projects, except one, included in the 10 Year Capital Plan are funded by City debt:
    - Inspection Management (\$2.466 million)
    - Reporting Environment Enhancement (\$0.616 million)
    - Community Health Information System (\$1.954 million)
    - Early Abilities Information System (\$2.031 million)
    - Chemical Tracking Information System (\$0.907 million)
    - Document and Records Management System (\$2.205 million)
    - Datamart Data Warehouse - Phase 3 (\$1.915 million)
    - Electronic Medical Record – Phase 3 (\$1.347 million)
    - Public eLearning (\$1.081 million)
    - Geographic Information Enablement (\$0.741 million)
    - Socio-Demographic Data Collection and Reporting (\$2.659 million)
    - Common Geographic Interface (\$1.000 million)
    - Mobile Enablement (\$1.892 million)
    - Dental & Oral Health Information Systems Project (\$0.412 million)
    - Public Notifications & Advisories (\$1.031 million)
    - Correspondence and Communications Tracking System (\$0.686 million)
    - Call Centre Revitalization (\$0.852 million)
    - Customer Relationship Case Management (\$1.458 million)

- Provincial funding of \$0.164 million or 0.6% of the 10-Year Capital Plan's planned funding sources is allocated to the sole 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 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 to ensure that consistency in maintenance standards are applied throughout City facilities. The 10-Year Capital Plan dedicates funding of \$7.974 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

**Table 5**  
**Net Operating Impact Summary (In \$000s)**

Projects	2018 Budget		2019 Plan		2020 Plan		2021 Plan		2022 Plan		2018 - 2022		2018 - 2027	
	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position
<b>Previously Approved</b>														
CDC Wireless Rollout	(7.0)										(7.0)		(7.0)	
Healthy Environment Inspection (Mobile)	(17.4)										(17.4)		(17.4)	
Dental & Oral Health Information Systems					21.8		(31.5)	(0.5)			(9.7)	(0.5)	(9.7)	(0.5)
Community Health Information System													(40.0)	(1.5)
<b>New Projects - 2018</b>														
Electronic Medical Record - Phase 3					35.0		(45.0)	(2.0)			(10.0)	(2.0)	(10.0)	(2.0)
DataMart Data Warehouse - Phase 3							(43.5)	(1.5)			(43.5)	(1.5)	(43.5)	(1.5)
<b>Total (Net)</b>	<b>(24.4)</b>				<b>56.8</b>		<b>(120.0)</b>	<b>(4.0)</b>			<b>(87.6)</b>	<b>(4.0)</b>	<b>(127.6)</b>	<b>(5.5)</b>

The 10-Year Capital Plan is comprised entirely of Information Technology projects that will streamline business processes, provide efficiencies and improve service delivery.

The 10-Year Capital Plan will decrease future year Operating Budgets by a total of \$0.128 million net over the 2018 - 2027 period, as shown in the table above.

This is comprised of the following operating costs and efficiencies to be realized from the completion of the Program's capital projects:

- The 2018 Operating Budget includes the annualized savings of \$0.024 million as a result of 2017 efficiencies realized from the completion of the *HE Mobile Inspection* and *CDC Wireless* projects.
- Further costs and savings from the completion of the following capital projects are identified for 2020 and future years:
  - *The Dental and Oral Health Information System* project's estimated ongoing annual cloud solution licensing and x-ray related costs beginning 2020 are expected to be \$0.087 million gross and \$0.022 million net. These costs will increase by \$0.003 million gross annually effective 2024. This project is expected to generate operational efficiencies of \$0.126 million gross and \$0.032 million net and a reduction of 0.5 position.
  - *Electronic Medical Records – Phase 3* project will end in 2020. The estimated ongoing annual cloud solution licensing costs are expected to be \$0.140 million gross and \$0.035 million net. The project is expected to generate operational efficiencies of \$0.180 million gross and \$0.045 million net after full implementation in 2021 and a reduction of 2 positions.
  - *DataMart Data Warehouse - Phase 3* project will be completed in 2020. The estimated ongoing sustainment costs beginning 2021 are \$0.058 million gross and \$0.015 million net. The financial and operational efficiencies to be realized from this project total \$0.232 million gross and \$0.044 million net and a reduction of 1.5 positions.
  - *Community Health Information System* project will be completed in 2019 with financial and operational efficiencies to be realized of \$0.160 million gross and \$0.040 million net in 2023.

These future operating impacts will be reviewed each year as part of the annual Operating Budget process.

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

Position Title	CAPTOR Project Number	# of Positions	Project Delivery		Sal and Ben \$ Amount (\$000s)					
			Start Date	End Date (m/d/yr)	2018	2019	2020	2021	2022	2023 - 2027
Community Health Information System										
Health Promotion Specialist	TPH908166	1.0	01/01/2018	12/31/2019	113.0	115.0				
Senior Systems Integrator PH	TPH908166	1.0	01/01/2018	12/31/2019	153.0	154.0				
Systems Integrator 1	TPH908166	1.0	01/01/2018	12/31/2018	113.0					
Systems Integrator 1	TPH908166	1.0	01/01/2018	12/31/2019	113.0	115.0				
Systems Integrator 1	TPH908166	1.0	01/01/2018	12/31/2019	113.0	115.0				
Systems Integrator 1	TPH908166	1.0	01/01/2018	12/31/2019	113.0	115.0				
Systems Integrator 1	TPH908166	1.0	01/01/2018	12/31/2019	113.0	115.0				
Dental and Oral Health Information System										
Systems Integrator 1	TPH908165	1.0	01/01/2018	06/30/2019	113.0	57.0				
Datamart Data Warehouse - Phase 3										
Senior Health Info Analyst	TPH907789	1.0	01/01/2018	12/31/2019	96.0	97.0	98.0			
Senior Health Info Analyst	TPH907789	1.0	01/01/2018	12/31/2019	56.0	97.0	98.0			
Systems Integrator 1	TPH907789	1.0	01/01/2018	12/31/2019	113.0	115.0	116.0			
Electronic Medical Record - Phase 3										
Program Evaluator	TPH908046	1.0	07/01/2018	06/30/2020	57.0	57.0	59.0			
Quality Improvement Specialist	TPH908046	1.0	07/01/2018	12/31/2019	57.0	115.0				
Senior Systems Integrator PH	TPH908046	1.0	02/01/2018	12/31/2019	140.0	154.0				
Systems Integrator 1	TPH908046	1.0	01/01/2018	12/31/2019	113.0	115.0				
Infectious Disease Control Information System										
Registered Practical Nurse Public Health	TPH907843	1.0	01/01/2018	03/31/2018	20.0					
Registered Practical Nurse Public Health	TPH907843	1.0	01/01/2018	03/31/2018	22.0					
Supervisor Envr'l Information & Education	TPH907843	1.0	01/01/2018	03/31/2018	30.0					
Support Assistant A	TPH907843	1.0	01/01/2018	03/31/2018	20.0					
Support Assistant A	TPH907843	1.0	01/01/2018	03/31/2018	23.0					
Systems Integrator 1	TPH907843	1.0	01/01/2018	03/31/2018	30.0					
Early Abilities Information System - Phase 1										
Manager Speedh & Language	TPH908168	1.0	04/01/2018	12/31/2018	124.0					
Senior Systems Integrator PH	TPH908168	0.5	08/16/2018	12/31/2018	57.0					
Inspection Management - Phase 1										
Manager Healthy Environments	TPH908053	1.0	04/01/2018	12/31/2018	124.0					
Senior Systems Integrator PH	TPH908053	0.5	04/01/2018	12/31/2018	57.0					
		24.0			2,083.0	1,536.0	371.0			

- Approval of the 2018-2027 Capital Budget will require the extension of 24 positions to implement 7 capital projects in 2018.

It is recommended that Council approve these new 24 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 Impacting the 2018 Capital Budget

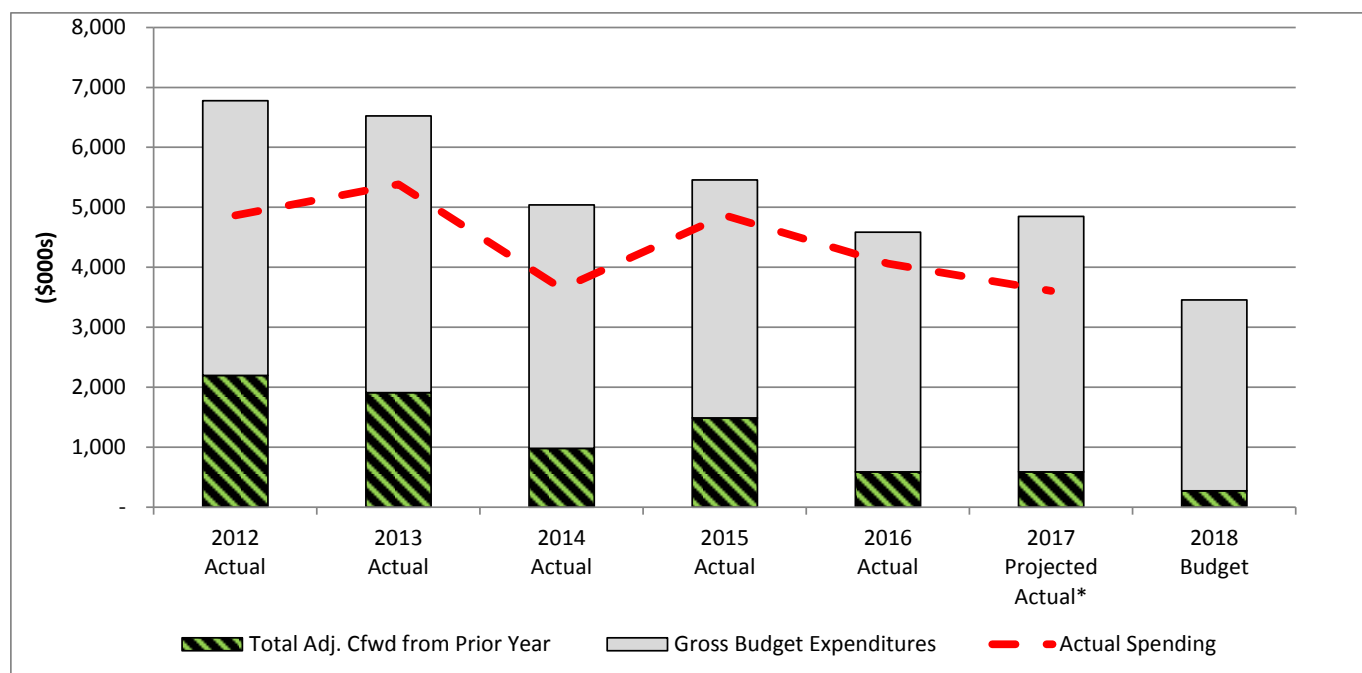
### Review of Capital Projects and Spending

- City Council, at its meeting of May 25, 2017 considered the report entitled *"2018 Budget Process – Budget Directions and Schedule EX25.18"* and directed that City Programs and Agencies submit their 2018 – 2027 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.  
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.EX25.18>
- The 2018-2027 Capital Budget and Plan for Toronto Public Health (TPH) has been established following a review of capital requirements based on the reprioritization of capital needs; a review of the Program's spending capacity and the readiness to proceed with planned projects.
  - The 10-Year Capital Plan includes the deferral of \$1.070 million in 2018 cash flow funding to future years based on project readiness and spending capacity by aligning to actual project timelines, and activities.
  - The 10-Year Capital Plan also reflects \$1.215 million in debt funding below the 2018 debt target of \$4.233 million and an increase in debt funding requirements of \$0.516 million in 2019 and \$0.446 million in 2020 above the debt targets of \$3.373 million in 2019 and \$3.400 million in 2020, respectively, due to cash flow funding realignment with project timelines.
  - TPH had an average annual spending rate over the past 5 years of 80.4%. The 2017 spending projections of 74.4% show a decrease when compared to the 5-year average spending rate of 80.4%. The decrease in spend rate is primarily attributed to the delays with the relocation and expansion of the Scarborough Dental Clinic. The projected 2017 rate for the IT projects is projected at 94.8%.
- The following tables illustrate TPH's rate of spending from 2012 to 2016 and projection for 2017.

**Chart 5**  
**Capacity to Spend – Budget vs. Actual**  
**(In \$000s)**

Category	2012			2013			2014			2015			2016			Spending Rate 5 Year 2012-2016 Avg. %	2017		
	Budget	Actual	Spending Rate %	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%	518	512	98.8%	91.5%	685	685	100.0%
SOG																	900	851	94.6%
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%	4,065	3,548	87.3%	78.4%	3,265	2,070	63.4%
<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>4,583</b>	<b>4,060</b>	<b>88.6%</b>	<b>80.4%</b>	<b>4,850</b>	<b>3,606</b>	<b>74.4%</b>

\* 2017 Projection based on the 2017 Q3 Capital Variance Report



- The following factors contributed to the average 80.4% spent rate over the past five years:
  - The alignment of project deliverables with provincial/ corporate timelines.
  - Timely hiring of qualified staff.
  - Delivery of software/hardware by vendors.
  - Deferral of projects based on business decisions or directives received.
- The Program is projecting a 74.4% spending rate in 2017, which is 6% lower than the 5-year average, due to a Service Improvement project, *Reallocation and Expansion of Scarborough Dental Clinic* project, which is delayed due to an RFQ awarded in March 2017. The negotiations are ongoing with the Project Consultants and Architect confirming the project timelines and cash flow requirement. Consequently, funding for this project will be carried forward to 2018.
- As done in prior years, every effort was made to review all projects to ensure alignment with budgeted cash flows and project timeless while taking into consideration the Program's capacity to spend.
- As a result of this review several projects have been reprioritized, project costs were further refined and cash flows adjusted to reflect the Program's capacity to deliver capital projects. The 2018 Capital Budget includes:
  - Decrease in project cost of \$2.371 million for *Inspection Management* project as a result of leveraging the corporate case management solution. In addition the project costs for *Correspondence and Communication Tracking, Mobile Enablement* and *Public eLearning* project was adjusted down to better align costs with project resources.
  - The *Multilingual Website* project has been removed from the 2018-2027 Capital Budget and Plan since functionality of a fully translated TPH website accessible in a range of languages requires additional resources after reassessment of the project requirements. Multilingual information is currently prepared on an as needed basis to reach target clients/citizens.
  - Several projects were deferred to later years after taking into account the available resources and TPH's capacity to deliver and spend:
    - Chemical Tracking Information System from 2018 and 2019 to 2020.
    - Socio-Demographic Data Collection and Reporting from 2018 to 2022.
    - Documents and Records Management System – Phase 1 from 2018 to 2019.

- Datamart Data Warehouse from 2018 to 2019.
- Reporting Environment Enhancement from 2022 to 2026.
- The Program continues to strive towards higher spending rates by following tight project controls and matching annual cash flows to project timelines as demonstrated by the 5-year average spending rate of 80.4% of the approved budget.

## Issues Impacting the 10-Year Capital Plan

### *Toronto Public Health 2017 – 2027 Capital Budget and Plan Request*

- The Board of Health (BOH) at its meeting of September 20, 2017 considered report HU13.5 “Toronto Public Health 2018-2027 Capital Budget and Plan Request” and made the following recommendations to the Budget Committee for its consideration during the 2018 Budget process:
  1. City Council approve the 2018 Recommended Capital Budget Request for Toronto Public Health with a total project cost increase of \$3.584 million and a 2018 cash flow of \$4.378 million and future year commitments of \$2.786 million. The 2018 Capital Budget is comprised of the following:
    - a. New cash flow funding for:
      - i. Six new sub-project and two change in scope sub-projects with a 2018 total project cost increase of \$3.584 million that requires cash flow of \$1.707 million in 2018 and future year commitments of \$1.818 million in 2019; and \$0.059 million in 2020 and
      - ii. Three previously approved sub-projects with a 2018 cash flow of \$2.671 and future year commitments of \$0.909 million in 2019.
    2. The Board of Health request City Council approve the 2019-2027 Capital Plan for Toronto Public Health totaling \$18.487 million in project estimates, comprised of \$0.646 million in 2019, \$3.341 million in 2020, \$3.000 million in 2021, \$2.500 million in 2022, \$2.200 million in 2023; \$1.700 million in 2024, \$1.700 million in 2025, and \$1.700 million in 2026; and \$1.700 million in 2027.
    3. The Board of Health request City Council approve additional debt funding of \$4.308 million to implement four additional IT projects to improve service delivery and enhance systems.
  - The 2018-2027 Capital Plan for Toronto Public Health presented in these notes is consistent with the Board of Health's recommendation except for the following:
    - As part of the City's IT Governance Framework a City-wide review of all IT projects is undertaken annually with recommendations made by the Business Executive Committee for consideration in the Budget process. Based on that review, changes were made to the following capital projects:
      - Decreased \$0.118 million for the *Inspection Management – Phase 1* and \$0.135 million for the *Early Abilities Information system – Phase 1* in 2018.
      - Deferred of \$0.494 million in funding from 2018 to 2019 and \$0.446 million to 2020 for *DataMart Data Warehouse*.
      - Deferred the *Documents and Records Management System – Phase 1* project by 1 year from 2018 to 2019 with no change in project cost of \$0.468 million.
    - An increase of \$0.019 million in project cost and 2018 cash flows for the *Infectious Disease Control Information System* project, fully funded by the Ministry of Health and Long Term Care.
    - In addition, carryforward funding of \$0.273 million has been added to the 2018-2027 Capital Budget and Plan:
      - The *Electronic Medical Records* project due to delay in acquiring project resources combined with the City's requirement to defer architecture activities until 2018, necessitates the carry-over of \$0.052 million into 2018, to complete planned deliverables.

- The *Community Health Information System* project, due to delay in acquiring project staff resources and unplanned absences, some project activities will be deferred to 2018 necessitating the carry-over of \$0.049 million into 2018 to complete planned deliverables.
  - The *DataMart Data Warehouse* project, due to delay in filling project health analyst position necessitates the carryover of \$0.070 million to 2018 to complete planned deliverables.
  - The *Expansion of Scarborough Dental* project, due to delay in RFQ awarded in March 2017. The negotiations are ongoing with the Project Consultants and Architect confirming the project timelines and cash flow requirement. Consequently, funding of \$0.102 million for this project will be carried forward to 2018.
- TPH's 2018-2027 Capital Budget and Plan submission included a request for additional funding of \$4.308 million for 4 capital projects noted in the next section, "Unmet Needs", to provide technological improvements to further improve service delivery while complying with mandatory provincial requirements.
  - These "below the line" projects have been reviewed by the Business Executive Committee (BEC) and based on an established prioritization criteria applied to all IT projects, they are not included in the 10-Year Capital Budget and Plan.

## Issues Impacting Future Years

### Unmet Needs

- As a result of a City-wide review of business technology priorities and project readiness for 2018, the following projects, reviewed by BEC, are to be considered in the 2019 Budget process.

### Unmet Needs – Projects Excluded due to Funding Constraints (in \$000)

Project Description	Criteria	Total Project	Non-Debt	Debt Required	Cash Flow									
					2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
<b>Deferred by BEC to 2019</b>														
<i>Community Collaboration Strategy</i>	8	413.0		413.0		413.0								
<b>Subject to Further Review</b>														
<i>Community Collaboration (Implementation)</i>	8	1,572.0		1,572.0			485.0	477.0	610.0					
<i>Collaboration (Tools)</i>	8	1,150.0		1,150.0		345.0	805.0							
<i>Venue and Agency Scheduling</i>	8	1,173.0		1,173.0			330.0	843.0						
<b>Total</b>		<b>4,308.0</b>		<b>4,308.0</b>		<b>758.0</b>	<b>1,620.0</b>	<b>1,320.0</b>	<b>610.0</b>	-	-	-	-	-

- *Community Collaboration Strategy (External Tools)* – 2019 (\$0.413 million) – This project will provide the capability to interact with the public, partner agencies and business for various purposes such the Early Abilities program, mandatory data collection and data sharing.
- *Community Collaboration (Implementation)* - 2020 to 2022 (\$1.572 million) - This project will deliver an enhanced information sharing portal that provides secure two-way communication with the public, partner agencies and businesses in order to improve information sharing of data sharing with service delivery partners, and general interaction with the public. This project depends on the completion of the Community Collaboration Strategy.
- *Collaboration (Internal Tools)* - 2019 to 2020 (\$1.150 million) - This project will implement Sharepoint within TPH to facilitate knowledge sharing and team based productivity through collaborating around documents and ideas, and enabling real time employee interactions from any City location. I&T Division is piloting and planning its future implementation throughout the City of Toronto.
- *Venue and Agency Scheduling* - 2020 to 2021 (\$1.173 million) - This project will deliver a scheduling solution that will allow for sharing of data with the corporate Time and Attendance and Payroll solutions (i.e CATS/TASS). This solution will facilitate efficient and effective use of the program's work force by managing fee for service agency resource allocation more appropriately and scheduling venues more efficiently. It will engender organizational excellence by enabling the program staff to better respond to: changes in school clinic schedules; staffing outbreaks; emergency situations; and scheduling for community influenza clinics.



## Appendices

## Appendix 1

### 2017 Performance

#### 2017 Key Accomplishments

In 2017, Toronto Public Health made significant progress and/or accomplished the following:

- ✓ **TPH Datamart Data Warehouse – Phase 2** – This project enabled stakeholders to better monitor performance and analyze trends to adjust programs and meet mandatory Ministry of Health and Long-Term Care reporting requirements in a timely manner.
- ✓ **Communicable Disease Control (CDC) Wireless Rollout** - This project enabled staff in the Vaccine Preventable Disease (VPD), TB and Personal Service Settings (PSS) components of the Control of Infectious Disease /Infection Control (CID/IC) program to enter and access data directly from health information management systems. Wireless technology was used to improve Communicable Disease Control (CDC) business processes and service to clients.
- ✓ **Healthy Environment Inspection System (Mobile)** - This project implemented a mobile application for Food Safety and Health Hazard (Pools & Spas and Rabies), Bed Bugs, Special Events and Mobile Premises inspectors/ investigators, leveraging the corporate Remote Computing System (RCS) solution.
- ✓ **Supervised Injection Service (SIS)** - In 2017, TPH completed renovations to the existing space at 277 Victoria St. to include 5 booths for supervised injection, an assessment room and an after injection room. Nine new staff have been hired and trained and policies and procedures have been developed to ensure the safe and effective operation of this service. The benefits of this program are the reduction in: fatal overdose, discarded drug use supplies, and public injection in the community.
- ✓ **HF/HL Point of Care** project. The purpose of this project was to implement wireless devices which communicate securely with the Toronto Community Health Information System (TCHIS) and synchronize data between the mobile units and the TCHIS database. 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; provided increased accountability with information contained within the customer record; enhanced the infrastructure of the TCHIS system to improve reliability and reduce risk of inoperability reducing software maintenance costs by \$0.129 million beginning 2017; and enabled programs to provide a modified level of service with fewer resources beginning 2017.

#### 2017 Financial Performance

##### 2017 Budget Variance Analysis (in \$000's)

2017 Budget	As of Sept. 30, 2017		Projected Actuals at Year-End		Unspent Balance	
\$	\$	% Spent	\$	% Spent	\$ Unspent	% Unspent
4,849	2,517	51.9%	3,606	74.4%	1,243	25.6%

\* Based on 2017 Q3 Capital Variance Report

For additional information regarding the 2017 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, 2017*" to be considered by City Council at its meeting on November 27, 2017.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.BU37.1>

## Impact of the 2017 Capital Variance on the 2018 Capital Budget

- TPH is projecting to spend \$3.606 million or 74.4% of the 2017 Approved Capital Budget of \$4.849 million.
  - The under-spending is mainly attributable to the *Reallocation and Expansion of Scarborough Dental Clinic* project which is delayed due to contracted negotiations with the Project Consultants and Architect confirming the project timelines and cash flow requirement. Consequently, a portion of funding for this project will be carried forward to 2018.
- As a result of delays in the capital projects, as described in the 2017 Q3 Capital Variance Report, funding of \$0.273 million is being carried forward to the 2018 Capital Budget to continue the capital work.
- A detailed review of the 2018 – 2027 Capital Budget and Plan has been conducted and the necessary adjustments have been made to the timing of cash flow funding for projects such as *Chemical Tracking Information System, Socio-Demographic Data Collection and Reporting, Reporting Environment Enhancement, Documents and Records Management System – Phase 1* and *DataMart Data Warehouse*.
- By deferring the cash flow funding to future years, the 2018 Capital Budget reflects the Program's readiness to proceed and will lead to continued high rate of spending for IT projects.



## Appendix 2

### 2018 Capital Budget; 2019 - 2027 Capital Plan Including Carry Forward Funding (\$000s)

Project	Total Project Cost	Prior Year Carry Forward	2018	2019	2020	2021	2022	2018 - 2022	2023	2024	2025	2026	2027	2018 - 2027 Total
<b>Legislated:</b>														
<i>Infectious Disease Control System</i>	164		164					164						164
<b>Sub-Total</b>			164					164						164
<b>State of Good Repair:</b>														
<i>Inspection Management - Phase 1</i>	295		295					295						295
<i>Inspection Management - Phase 2</i>	2,171				461	733	825	2,019	152					2,171
<i>Reporting Environment Enhancement</i>	616											267	349	616
<i>Community Health Information System</i>	2,854	49	1,199	755				2,003						2,003
<i>Early Abilities Information System - Phase 1</i>	375		375					375						375
<i>Early Abilities Information System - Phase 2</i>	1,656				715	941		1,656						1,656
<i>Chemical Tracking Information System</i>	907			303	604			907						907
<b>Sub-Total</b>	8,874	49	1,869	1,058	1,780	1,674	825	7,255	152			267	349	8,023
<b>Service Improvements:</b>														
<i>Document and Records Management System - Phase 1</i>	468			468				468						468
<i>Document and Records Management System - Phase 2</i>	1,737				518	635	584	1,737						1,737
<i>Datamart Data Warehouse - Phase 2</i>	2,032	70						70						70
<i>Datamart Data Warehouse - Phase 3</i>	1,915		464	1,005	446			1,915						1,915
<i>Electronic Medical Record</i>	1,347	52	427	861	59			1,399						1,399
<i>Public eLearning</i>	1,081						365	365	610	106				1,081
<i>Geographic Information Enablement</i>	741								190	265	286			741
<i>Socio-Demographic Data Collection and Reporting</i>	2,659						348	348	721	779	811			2,659
<i>Common Geographic Interface</i>	1,000				700	300		1,000						1,000
<i>Mobile Enablement</i>	1,892					391	378	769	527	550	46			1,892
<i>Dental &amp; Oral Health Information Systems Project</i>	496		258	154				412						412
<i>Public Notifications &amp; Advisories</i>	1,031										557	474		1,031
<i>Correspondence and Communications Tracking System</i>	686			343	343			686						686
<i>Call Centre Revitalization</i>	852											452	400	852
<i>Customer Relationship Case Management</i>	1,458											507	951	1,458
<i>Expansion of Scarborough Dental Clinic</i>	1,067	102						102						102
<b>Sub-Total</b>	20,462	224	1,149	2,831	2,066	1,326	1,675	9,271	2,048	1,700	1,700	1,433	1,351	17,503
<b>Total</b>		273	3,182	3,889	3,846	3,000	2,500	16,690	2,200	1,700	1,700	1,700	1,700	25,690

## **Appendix 3**

### **2018 Capital Budget; 2019 - 2027 Capital Plan**



Report Phase 2 - Program 33 Toronto Public Health 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)

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.	2018	2019	2020	2021	2022	Total 2018-2022	Total 2023-2027	Total 2018-2027	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
TPH908051 Geographic Information Enablement																								
1	1	Geographic Information Enablement	CW	S6	04	0	0	0	0	0	741	741	0	0	0	0	0	0	0	0	0	741	0	741
Sub-total						0	0	0	0	0	741	741	0	0	0	0	0	0	0	0	0	741	0	741
TPH908149 Socio-Demographic Data Collection and Reporting																								
1	1	Socio-Demographic Data Collection and Reporting	CW	S6	04	0	0	0	348	348	2,311	2,659	0	0	0	0	0	0	0	0	2,659	0	2,659	
Sub-total						0	0	0	348	348	2,311	2,659	0	0	0	0	0	0	0	0	0	2,659	0	2,659
TPH908151 Common Geographical Interface																								
1	1	Common Geographical Interface	CW	S6	04	0	0	700	300	1,000	0	1,000	0	0	0	0	0	0	0	0	1,000	0	1,000	
Sub-total						0	0	700	300	1,000	0	1,000	0	0	0	0	0	0	0	0	0	1,000	0	1,000
TPH908158 Mobile Enablement																								
1	1	Mobile Enablement	CW	S6	04	0	0	0	391	378	769	1,123	1,892	0	0	0	0	0	0	0	1,892	0	1,892	
Sub-total						0	0	0	391	378	769	1,123	1,892	0	0	0	0	0	0	0	0	1,892	0	1,892
TPH908159 Reporting Environment Enhancement																								
1	1	Reporting Environment Enhancement	CW	S6	03	0	0	0	0	0	616	616	0	0	0	0	0	0	0	0	616	0	616	
Sub-total						0	0	0	0	0	616	616	0	0	0	0	0	0	0	0	0	616	0	616
TPH908165 Dental & Oral Health Information Systems Project																								
1	1	Dental & Oral Health Information Systems Project	CW	S2	04	166	154	0	0	320	0	320	0	0	0	0	0	0	0	0	320	0	320	
1	2	Dental & Oral Health Information Systmes Project	CW	S3	04	92	0	0	0	92	0	92	0	0	0	0	0	0	0	0	92	0	92	
Sub-total						258	154	0	0	412	0	412	0	0	0	0	0	0	0	0	0	412	0	412
TPH908166 Community Health Information System																								
0	1	Community Health Information System	CW	S2	03	1,248	755	0	0	2,003	0	2,003	0	0	0	0	0	0	0	0	2,003	0	2,003	
Sub-total						1,248	755	0	0	2,003	0	2,003	0	0	0	0	0	0	0	0	0	2,003	0	2,003
TPH908167 Public Notifications & Advisories																								
1	1	Public Notifications & Advisories	CW	S6	04	0	0	0	0	0	1,031	1,031	0	0	0	0	0	0	0	0	1,031	0	1,031	
Sub-total						0	0	0	0	0	1,031	1,031	0	0	0	0	0	0	0	0	0	1,031	0	1,031
TPH908168 Early Abilities Information System																								
1	1	Early Abilities Information System Phase 1	CW	S5	03	375	0	0	0	375	0	375	0	0	0	0	0	0	0	0	375	0	375	

# 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													
							2018	2019	2020	2021	2022	Total 2018-2022	Total 2023-2027	Total 2018-2027	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
TPH908168 Early Abilities Information System																										
1	2	Early Abilities Information system Phase 2			CW	S6	03	0	0	715	941	0	1,656	0	1,656	0	0	0	0	0	0	0	0	1,656	0	1,656
Sub-total							375	0	715	941	0	2,031	0	2,031	0	0	0	0	0	0	0	0	0	2,031	0	2,031
TPH908169 Chemical Tracking Information System																										
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
TPH908337 Expansion Scarborough Dental Clinic																										
1	1	Expansion Scarborough Dental Clinic			38	S2	04	102	0	0	0	0	102	0	102	0	0	0	0	102	0	0	0	0	0	102
Sub-total							102	0	0	0	0	102	0	102	0	0	0	0	102	0	0	0	0	0	0	102
TPH908464 Customer Relationship Case Management																										
0	1	Customer Relationship Case Management			CW	S6	04	0	0	0	0	0	0	1,458	1,458	0	0	0	0	0	0	0	0	1,458	0	1,458
Sub-total							0	0	0	0	0	0	1,458	1,458	0	0	0	0	0	0	0	0	0	1,458	0	1,458
TPH907782 Document and Records Management System																										
1	1	Document and Records Management System Phase 1			CW	S6	04	0	468	0	0	0	468	0	468	0	0	0	0	0	0	0	0	468	0	468
1	2	Document and Records Management System Phase 2			CW	S6	04	0	0	518	635	584	1,737	0	1,737	0	0	0	0	0	0	0	0	1,737	0	1,737
Sub-total							0	468	518	635	584	2,205	0	2,205	0	0	0	0	0	0	0	0	0	2,205	0	2,205
Total Program Expenditure							3,436	3,889	3,846	3,000	2,500	16,671	9,000	25,671	145	0	0	0	102	0	0	0	25,424	0	25,671	

Report Phase 2 - Program 33 Toronto Public Health 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)

Toronto Public Health						Current and Future Year Cash Flow Commitments and Estimates								Current and Future Year Cash Flow Commitments and Estimates Financed By										
Sub-Project No.	Project Name	Ward	Stat.	Cat.	2018	2019	2020	2021	2022	Total 2018-2022	Total 2023-2027	Total 2018-2027	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
Priority	SubProj No.				Sub-project Name	2018	2019	2020	2021	2022	Total 2018-2022	Total 2023-2027	Total 2018-2027	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:																								
Provincial Grants & Subsidies						145	0	0	0	0	145	0	145	145	0	0	0	0	0	0	0	0	0	
Reserve Funds (Ind."XR" Ref.)						102	0	0	0	0	102	0	102	0	0	0	0	102	0	0	0	0		
Debt						3,189	3,889	3,846	3,000	2,500	16,424	9,000	25,424	0	0	0	0	0	0	0	0	25,424		
Total Program Financing						3,436	3,889	3,846	3,000	2,500	16,671	9,000	25,671	145	0	0	0	102	0	0	0	25,424		

Status Code	Description
S2	S2 Prior Year (With 2018 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2018 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 2019 & 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**

### **2018 Cash Flow and Future Year Commitments**





CITY OF TORONTO

Gross Expenditures (\$000's)

Toronto Public Health																										
Sub- PrioritySubProj No. Sub-project Name Ward Stat. Cat.							Current and Future Year Cash Flow Commitments						Current and Future Year Cash Flow Commitments Financed By													
												Total	Total	Total	Provincial Grants and Subsidies		Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
							2018	2019	2020	2021	2022	2018-2022	2023-2027	2018-2027												
TPH908337 Expansion Scarborough Dental Clinic																										
1	1	Expansion Scarborough Dental Clinic	38	S2	04		102	0	0	0	0	102	0	102	0	0	0	0	102	0	0	0	0	0	102	
Sub-total							102	0	0	0	0	102	0	102	0	0	0	0	102	0	0	0	0	0	102	
Total Program Expenditure							3,436	2,775	505	0	0	6,716	0	6,716	145	0	0	0	0	102	0	0	0	6,469	0	6,716

CITY OF TORONTO

Gross Expenditures (\$000's)

Toronto Public Health					Current and Future Year Cash Flow Commitments and Estimates								Current and Future Year Cash Flow Commitments and Estimates Financed By										
Sub-Project No.	Project Name	Ward	Stat.	Cat.	2018	2019	2020	2021	2022	Total 2018-2022	Total 2023-2027	Total 2018-2027	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
Priority	SubProj No.	Sub-project Name																					
Financed By:																							
Provincial Grants & Subsidies					145	0	0	0	0	145	0	145	145	0	0	0	0	0	0	0	0	145	
Reserve Funds (Ind."XR" Ref.)					102	0	0	0	0	102	0	102	0	0	0	0	102	0	0	0	0	102	
Debt					3,189	2,775	505	0	0	6,469	0	6,469	0	0	0	0	0	0	0	0	6,469	6,469	
Total Program Financing					3,436	2,775	505	0	0	6,716	0	6,716	145	0	0	0	102	0	0	0	6,469	6,716	

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

### **2018 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

Toronto Public Health  
Sub-Project Summary

## Project/Financing

Priority Project Project Name

Project/Financing		Project Name	Start Date	Completion Date	2018	Financing									
Priority	Project				Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable
0	<u>TPH907843</u>	<u>Infectious Disease Control System</u>													
1		2 Infectious Disease Control System (2018)	01/01/2018	03/31/2018	145	145	0	0	0	0	0	0	0	0	0
		<b>Project Sub-total:</b>			145	145	0	0	0	0	0	0	0	0	0
0	<u>TPH908053</u>	<u>Inspection Management</u>													
1		3 Inspection Management - Phase 1	03/01/2018	12/31/2018	295	0	0	0	0	0	0	0	0	295	0
		<b>Project Sub-total:</b>			295	0	0	0	0	0	0	0	0	295	0
1	<u>TPH907789</u>	<u>Datamart Data Warehouse</u>													
1		2 Datamart Data Warehouse Phase 2	01/01/2015	12/31/2019	70	0	0	0	0	0	0	0	0	70	0
1		3 Datamart Data Warehouse Phase 3	01/02/2018	12/31/2020	464	0	0	0	0	0	0	0	0	464	0
		<b>Project Sub-total:</b>			534	0	0	0	0	0	0	0	0	534	0
1	<u>TPH908046</u>	<u>Electronic Medical Record</u>													
0		3 Electronic Medical Record Phase 2	01/01/2017	12/28/2018	1,358	0	0	0	0	0	0	0	0	1,358	0
1		4 Electronic Medical Record Phase 2 reduction 2018	01/01/2017	12/28/2018	-1,306	0	0	0	0	0	0	0	0	-1,306	0
1		5 Electronic Medical Record Phase 3	01/01/2018	06/30/2020	427	0	0	0	0	0	0	0	0	427	0
		<b>Project Sub-total:</b>			479	0	0	0	0	0	0	0	0	479	0
1	<u>TPH908165</u>	<u>Dental &amp; Oral Health Information Systems Project</u>													
1		1 Dental & Oral Health Information Systems Project	04/03/2017	06/30/2019	166	0	0	0	0	0	0	0	0	166	0
1		2 Dental & Oral Health Information Systmes Project	04/03/2017	06/30/2019	92	0	0	0	0	0	0	0	0	92	0
		<b>Project Sub-total:</b>			258	0	0	0	0	0	0	0	0	258	0
1	<u>TPH908166</u>	<u>Community Health Information System</u>													
0		1 Community Health Information System	01/01/2017	12/31/2019	1,248	0	0	0	0	0	0	0	0	1,248	0
		<b>Project Sub-total:</b>			1,248	0	0	0	0	0	0	0	0	1,248	0
1	<u>TPH908168</u>	<u>Early Abilities Information System</u>													
1		1 Early Abilities Information System Phase 1	03/01/2018	12/31/2018	375	0	0	0	0	0	0	0	0	375	0
		<b>Project Sub-total:</b>			375	0	0	0	0	0	0	0	0	375	0
1	<u>TPH908337</u>	<u>Expansion Scarborough Dental Clinic</u>													
1		1 Expansion Scarborough Dental Clinic	11/09/2016	12/31/2018	102	0	0	0	0	102	0	0	0	0	0
		<b>Project Sub-total:</b>			102	0	0	0	0	102	0	0	0	0	0
<b>Program Total:</b>					3,436	145	0	0	0	102	0	0	0	3,189	0

Status Code Description

S2

S2 Prior Year (With 2018 and/or Future Year Cashflow)

Status Code	Description
S3	S3 Prior Year - Change of Scope 2018 and/or Future Year Cost\Cashflow
S4	S4 New - Stand-Alone Project (Current Year Only)
S5	S5 New (On-going or Phased Projects)

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

## Appendix 6

### Reserve / Reserve Fund Review

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

Reserve / Reserve Fund Name	Project / Sub-Project Name and Number	Projected Balance as at Dec 31, 2017 *	Contributions / (Withdrawals)										
			2018 Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	Total Contributions / (Withdrawals)
TPH Health Efficiency Reserve Fund (XR1108)	Beginning Balance	3,301	3,301	3,199	3,199	3,199	3,199	3,199	3,199	3,199	3,199	3,199	
	Withdrawals (-)												
	Expansion of Scarborough Dental Clinic		(102)										(102)
	<b>Total Withdrawals</b>		<b>(102)</b>	-	-	-	-	-	-	-	-	-	<b>(102)</b>
	Contributions (+)												
	<b>Total Contributions</b>		-	-	-	-	-	-	-	-	-	-	-
Total Reserve Fund Balance at Year-End		3,301	3,199	3,199	3,199	3,199	3,199	3,199	3,199	3,199	3,199	3,199	(102)

\* Based on the 2017 Q3 Variance Report