

Analyst Briefing Notes

Budget Committee Review

(February 8, 2007)

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PART I: CAPITAL PROGRAM**Executive Summary**

- The 2006 Approved Capital Budget of \$3.721 million was 52% spent as at September 30, 2006. Actual expenditures by year-end are projected to be \$2.721 million, or 73% of the Approved Budget, resulting in projected 2006 cash flow funding of \$1.0 million being carried forward into 2007. This projected under expenditure is attributed to three projects: PHIPA System Compliance project (\$0.373 million) as a key security software required for this project is only available in 2007; the North York Dental Clinic project (\$0.263 million) is currently on hold pending results of a new Request for Quotation (RFQ); and Animal Services On-Line Licence System project (\$0.364 million) due to staff turnover.
- The 2007 Recommended Capital Budget and 2008 to 2011 Plan Estimates total \$18.351 million or an average of \$3.5 million per year, funded entirely from debt. Estimates for 2012-2016 will be provided for the 2008 capital budget process. The 2007 Recommended Capital Budget includes:
 - previously approved commitments and new/change in scope projects requiring 2007 cash flow of \$3.463 million. This cash flow combined with carry forward funding of \$1.0 million for 2006 projects bring the total 2007 Recommended Capital Budget to \$4.463 million.
 - future year commitments of \$2.797 million in 2008; \$1.436 million in 2009; and, \$0.564 million in 2010.
- The 2007 recommended cash flow of \$4.463 million will allow for the completion of three previously approved projects (\$1.0 million) and provide new funding for two legislated projects (\$1.473 million) and two Service Improvement projects (\$1.99 million).
 - The two legislated projects include the next phase of the Personal Health Information Protection Act (PHIPA) System (\$0.680 million) that will ensure TPH' technology applications, containing personal health information, comply with the PHIPA act; and, the new national public information system (\$0.793 million) that will consolidate multiple systems and at the same time comply with the mandated reporting system of the Ministry of Health and Long Term Care.

- The two Service Improvement projects include the Dental Strategy and Implementation (\$0.357 million) project, a 100% City-funded program that will establish an integrated communications environment between dental clinics and the Healthy Families / Healthy Living Mandatory Management Reporting (\$1.633 million) project that will provide staff with the capability to create and modify report to meet mandatory reporting requirements.
- The 5-Year Capital Plan, including carry forward funding from 2006 into 2007, totals \$18.351 million with 2007 cash flow of \$4.463 million; \$3.490 million in 2008; \$3.499 million in 2009; \$3.499 million in 2010; and \$3.400 million in 2011.
- The 5-Year Capital Plan will provide funding for 9 IT projects that support Toronto Public Health's strategic plan of improving service delivery with the development of new IT systems and enhancement of current systems while complying with Provincial mandatory reporting system requirements. The associated operating impact of these 9 IT projects at the end of five years is \$3.046 million (gross) and \$0.959 million (net) for 16 new positions and ongoing costs for service and maintenance.

Recommendations

The City Manager and Chief Financial Officer recommends that:

1. the 2007 Recommended Capital Budget for Public Health with a total project cost of \$7.660 million and a 2007 cash flow of \$4.463 million and future year commitments of \$4.797 million be approved. The 2007 Recommended Capital Budget consists of the following:
 - a) New Cash flow Funding for:
 - i) 3 new sub-projects and one new change in scope sub-project with a 2007 total project cost of \$7.660 million that requires cash flow of \$3.166 million in 2007 and future year commitments of \$2.494 million in 2008; \$1.436 million in 2009 and \$0.564 million in 2010; and,
 - ii) 1 previously approved sub-project with a 2007 cash flow of \$0.297 million and future year commitment of \$0.303 million in 2008
 - b) 2006 approved cash flow for 3 previously approved sub-projects, with carry forward funding from 2006 into 2007, totalling \$1.0 million;
2. new debt service costs of \$0.095 million in 2007 and incremental costs of \$0.423 million in 2008, \$0.317 million in 2009, \$0.175 million in 2010 and \$0.062 million in 2011, resulting from the approval of the 2007 Recommended Capital Budget, be approved for inclusion in the 2007 and future year operating budgets;
3. net operating impacts in the Public Health's Operating Budget of \$0.067 million for 2008, \$0.001 million for 2009, \$0.189 million in 2010 and \$0.148 million in 2011 emanating from the approval of the 2007 Recommended Capital Budget be considered within the overall scope of Public Health's 2008 and future years' operating budget submissions;
4. that the report on alternative solutions to the increased cost for the North York Dental Clinic be submitted to the Budget Committee prior to its final deliberations of the 2007 Capital Budget on February 16, 2007; and,
5. the 2008-2011 Capital Plan for Public Health totaling \$13.888 million in project commitments and estimates, comprised of \$3.490 million in 2008; \$3.499 million in 2009; \$3.499 million in 2010; and \$3.4 million in 2011, be approved.

2006 Capital Variance Review

2006 Budget to Actuals Comparison - Total Gross Expenditures (\$000s)					
2006 Approved	Actuals as of Sept. 30 Y-T-D (3rd Qtr Variance)		Projected Actuals to Year End		Balance
\$	\$	% Spent	\$	% Spent	\$ Unspent
3,721	1,939	52	2,721	73	1,000

Comments / Issues:

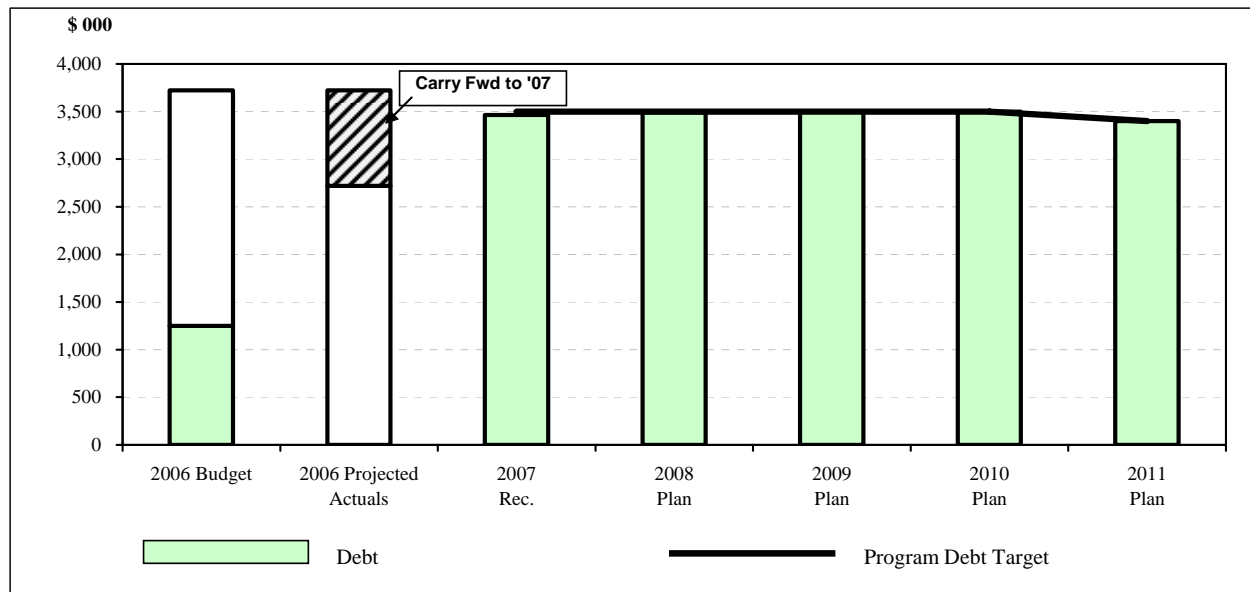
Toronto Public Health spent \$1.939 million or 52% of its 2006 Approved Capital Budget of \$3.721 million as of September 30, 2006. The year-end capital expenditure is projected to be \$2.721 million or 73% of the 2006 Approved Capital Budget, resulting in projected 2006 cash flow funding of \$1.0 million being carried forward into 2007. This spending rate is consistent with the 2005 experience.

Two projects, the Toronto Community Health Information System (TCHIS) and the Integrated Public Health Information System (iPHIS) will be completed by year-end 2006. As approved by City Council on July 25, 26 and 27, 2006, the provincial funding for the iPHIS project in the amount of \$0.538 million will be funded from under expenditures within the 2006 Operating Budget as the Province has confirmed that this funding will not be available in 2006.

The following 2006 projects require carry forward funding into 2007:

- **PHIPA Systems Compliance:** Delay in the availability of key information security software until early of 2007 (required for information system identity management and user authentication) resulted in services planned for 2006 to be deferred to 2007. This will result in funding of \$0.373 million or 82% of the 2006 Approved Budget of \$0.453 million being carried forward to 2007.
- **Animal Services On-Line License Renewal System:** Delay in the recruitment of staff resulted in the completion of the second and final version of the application being deferred to 2007. 2006 funds of \$0.364 million will be carried forward to 2007.
- **North York Dental Clinic:** This project is currently on hold pending the result of a new Request for Quotation (RFQ). The unspent 2006 funding of \$0.263 million or 87% of the approved budget of \$0.3 million will be carried forward to 2007. (see Issues on page 15)

5-Year Capital Plan (2007-2011)



			5-Year Plan						
			2006	2007 Rec.	2008	2009	2010	2011	2007-2011
			Budget	Projected Actual					
Gross Expenditures:									
Capital Budget & Future Year Commitments	3,721	2,721		3,463	2,797	1,436	564		8,260
New Plan Estimates					693	2,063	2,935	3,400	9,091
1-Year Carry Forward to 2007		1,000							
Total Gross Annual Expenditures & Plan	3,721	3,721		3,463	3,490	3,499	3,499	3,400	17,351
Program Debt Target				3,500	3,500	3,500	3,500	3,400	17,400
Financing:									
Recommended Debt	1,250			3,463	3,490	3,499	3,499	3,400	17,351
Other Financing Sources:									
Reserves/Reserve Funds									
Development Charges									
Federal									
Provincial	538								
Other Revenue	1,933								
Total Financing	3,721			3,463	3,490	3,499	3,499	3,400	17,351
By Category:									
Health & Safety									
Legislative	1,280			1,473	1,108	689			3,270
SOGR									
Service Improvement	2,441			1,990	2,382	2,810	3,499	3,400	14,081
Growth Related									
Total By Category	3,721			3,463	3,490	3,499	3,499	3,400	17,351
Yearly SOGR Backlog Estimate (not addressed by current plan)				N/A					
Accumulated Backlog Estimate (end of year)									
Operating Impact on Program Costs					75	32	308	544	959
Debt Service Costs				95	453	489	490	487	2,014

* Note that the 1-Year Carry Forward reflects the latest estimate as used in the 2006 3rd Quarter Capital Variance Report.

5-Year Capital Plan Overview

Overview

The 5-Year Capital Plan was developed based on Toronto Public Health (TPH)'s strategic plan of improving service delivery through the development of new IT systems and enhancement of its current systems while complying with Provincial mandatory reporting system requirements. Toronto Public Health's 5-Year Capital Plan is fully funded from debt since the Program does not anticipate receiving Provincial subsidy for capital expenditures. The Province does not generally commit funds for future projects.

The IT projects included in the 5-Year Capital Plan are intended to support TPH's strategic vision of:

- enhancing access channels which includes the web, wireless communication, and secure network access;
- replacing over 100 systems with seven core integrated business systems to support inspections, animal control and licensing, communicable disease surveillance and outbreak management, immunization management and vaccine control, Healthy Babies Healthy Children case management, Healthy Families and Healthy Living case management, and dental treatment; and,
- consolidating and integrating information across all TPH programs and services for better planning, monitoring and reporting.

The eight new IT projects included in the 5-Year Capital Plan have been reviewed by Corporate IT staff. A brief description of the eight new IT projects are as follows:

- Public Health Surveillance and Management System (2007 – 2009) - \$2.505 million: Implementation of a new national public health information system will include an immunization information system, vaccine ordering and distribution system, health alerts and a case, contact, and outbreak management system for reportable diseases.
- Healthy Families / Healthy Living (HF/HL) Mandatory Management Reporting (2007-2008) - \$2.556 million: This project will provide program staff with the capability to create, generate and modify management data into reports to meet mandatory reporting requirements utilizing the corporate reporting standards.
- Dental Strategy and Implementation (2007 – 2010) - \$2.434 million: This strategy will establish an integrated information environment, capture and maintain patient charting and x-rays and create a seamless and integrated communications environment between dental clinics for mobile screening and dental work teams
- Healthy Environments (HE) Reporting (2008-2009) - \$0.725 million: This project supports the implementation of a Healthy Environments reporting database and electronic connection to the Toronto Healthy Environments Information System (THEIS) database, the conversion of existing report to the corporate reporting tool standard and the creation of management reports, thereby improving information access and management of data

- Document and Records Management (2008-2010) - \$2.150 million: This project will allow TPH to organize information and records stored in electronic documents, so that data can be efficiently retrieved, found, shared, revised and restored. In 2006, the City started a pilot project with the participation of 5 City Divisions. This project will integrate TPH with this City initiative starting in 2008.
- Healthy Families / Healthy Living (HF/HL) Point of Care (2009 – 2011) - \$4.748 million: This project will allow secure mobile and wireless connectivity for nurses and PH professionals in order to access the Toronto Community Health Information System (TCHIS) application at the point of care when providing service, as well as synchronization of data between the mobile units and the TCHIS database.
- Animal Services Electronic Communications (2010 - 2011) - \$0.479 million: This project will enable the use of wireless devices to Animal Control Officers in the field, to more efficiently intake/discharge and maintain inventory of animals. This project will also implement Global Positioning System (GPS) functionality to enhance dispatch operations, particularly for emergency or quick response priority calls
- The Integrated Services for Children Information System (ISCIS) and the Toronto Community Health Information System (TCHIS) Integration (2011) - \$0.989 million: This project will establish an electronic link between these two core Public Health systems that will eliminate duplicate data entry, reduce the need for staff to use both systems and will make reporting and access to information easier.

A previously approved IT project, Personal Health Information Protection Act (PHIPA) Systems Compliance has cash flow requirements of \$1.053 million in 2007 and \$0.085 million in 2008. This project will ensure that existing Public Health information systems that contain personal health information are compliant with the Personal Health Information Protection Act.

Multi Year Debt Affordability Target

The 2007-2011 Capital Plan has met the Council approved debt affordability target of \$17.4 million for the five-year period. Public Health achieved the 2007 – 2011 capital targets by:

- deferring the TPH Electronic Communications project from their 5-Year Capital Plan due to debt affordability;
- extending the project completion of the Dental Strategy Implementation to an additional year (from 2007-2009 to 2007-2010);
- deferring funding of the HF/HL Point of Care project from 2007 to 2009; and,
- deferring funding of the TCHIS ISCIS Integration project from 2009 to 2011.

Capacity

TPH completion rate was 73.6% in 2005 and 73% projected in 2006.

Toronto Public Health's 5-Year Capital Plan includes eight new IT projects, three commencing in 2007, two in 2008, and, one project each for 2009, 2010 and 2011. With timely coordination between Corporate IT and Public Health for staffing resources and advanced procurement planning, the Program is anticipating to complete these projects as planned.

State of Project Readiness:

The eight new IT projects included in the 5-Year Capital Plan have been reviewed and signed off by Corporate IT. Estimates are based on current market values, however, due to frequent enhancements to information technology products, cost estimates on future software requirements may change. Based on current planning strategy and program resources, these projects are ready to proceed. Actual completion rate could be influenced by successful and timely tendering of planned capital projects and the impacts of corporate-wide IT resourcing.

Recommended Changes to the 5-Year Plan

City Council considered the 5-Year Plan (2006-2010) at its meeting of July 25, 26 and 27, 2006 and endorsed the Plan in principle.

Toronto Public Health's 2007 – 2010 Capital Plan has no proposed cash flow changes or reallocation of capital projects from the plan approved in principle by Council. The 2011 Plan was developed based on a debt affordability target of \$3.4 million, which has been met.

Backlog of Projects – Unmet Needs

- The program does not have a backlog of projects.
- During the 2006 Capital Budget, the SOGR maintenance budget was transferred and consolidated within the Facilities and Real Estate Capital Budget, to promote consistency in maintenance standards applied throughout City facilities.

Operating Impact of the 5-Year Capital Plan

The 2007-2011 Capital Plan will increase future year Operating Budgets by a total of \$0.959 million net over the five-year period, with more than 50% or \$0.544 million of the increase impacting 2011.

The Operating Budget net impacts are the result of the following capital projects/sub-projects:

Project Name	2007		2008		2009		2010		2011		TOTAL	
	\$000's	Position	\$000's	Position	\$000's	Position	\$000's	Position	\$000's	Position	\$000's	Position
PH Surveillance and Mgmt System		-		-		-	188.6	8.0	4.1	-	192.7	8.0
PHIPA System Compliance		-		-	0.7	-		-		-	0.7	-
HF/HL Mandatory Management Reporting		-	66.6	-		-		-		-	66.6	-
HF/HL Point of Care		-		-	31.8	2.0	84.2	-	197.3	3.0	313.2	5.0
Document and Records Management		-	8.0	-	-0.1	-	19.9	-	77.2	1.0	105.0	1.0
ISCIS TCHIS Integration		-		-		-		-	2.7	-	2.7	-
HE Reporting		-		-		-	14.9	-		-	14.9	-
Dental Strategy and Implementation		-		-		-		-	143.9	1.0	143.9	1.0
Animal Services Electronic Communications		-		-		-		-	119.0	1.0	119.0	1.0
Total Request (Net)	0.0	-	74.6	-	32.4	2.0	307.5	8.0	544.1	6.0	958.6	16.0

The operating budget impacts of seven of these capital projects are eligible for provincial subsidy of 75% while two projects, Dental Strategy and Implementation and Animal Services Electronic Communications are 100% City funded.

The incremental net operating costs outlined above include the following:

Provincially funded at 75%:

- PH Surveillance and Management System - \$0.193 million net primarily for eight new positions in 2010. This estimate is based on TPH' experience with the new system Integrated Public Health Information System (IPHIS) which was implemented in 2005 and scheduled for completion by year end 2006. The use of the new Provincial system may result in additional staff required to input data into the system. TPH will review staffing requirements based on operational needs in 2010.
- Personal Health Information Protection Act (PHIPA) System Compliance - \$0.7 thousand net for ongoing service and maintenance.
- Healthy Family / Health Living Management Reporting - \$0.067 million net for ongoing service and maintenance.
- Healthy Family / Health Living Point of Care – \$0.313 million net for 5 Application and Technical Support positions and operating costs associated with the rollout of an additional 180 computer mobile devices to Public Health nurses and professionals including ongoing monthly air time costs to send/receive data.
- Document and Records Management - \$0.105 million for one Application and Technical Support position.

- Integrated Services for Children Information System (ISCIS) and the Toronto Community Health Information System (TCHIS) Integration - \$0.003 million for ongoing service and maintenance.
- Health Environment (HE) Reporting - \$0.015 million for ongoing service and maintenance cost.

City Funded at 100%:

- Dental Strategy and Implementation - \$0.144 million for one Systems Integrator position and ongoing costs for service and maintenance.
- Animal Services Electronic Communications - \$0.119 million for one Application and Technical Support position and ongoing costs for service and maintenance.

Pre-approvals

City Council at its meeting of December 5 and 6, 2006 approved the report from the Deputy City Manager and Chief Financial Officer, entitled 'Pre-Approval of 2007 Capital Projects Commitment and Spending' at its meeting of September 15, 2006. City Council on December 5 and 6, 2006, adopted the following motion:

The recommended pre-approval cash flow for Toronto Public Health in the amount of \$0.527 million consists of 2006 funding carried forward to 2007 of \$0.230 million for the Animal Service On-Line License System and \$0.297 million to complete the first phase of the PHIPA System Compliance system early in 2007. This level of spending authority is required to continue the ongoing development and implementation of these systems without interruption.

Total 2007 Recommended Cash Flow & Future Year Commitments (\$000s)

	2005 & Prior Year Carry Forward	2007 Previously Approved Cash Flow Commitments	2007 New Cash Flow Recommended	2007 Total Cash Flow Recommended	2007 Debt Target	2006 Carry Forward	Total 2007 Cash Flow (Incl 2006 C/Fwd)	2008	2009	2010	2011	2012-2016	Total Cost
Expenditures													
Previously Approved		297		297		1,000	1,297	303					1,600
Change in Scope			383	383			383	(218)					165
New													0
New w/Future Year			2,783	2,783			2,783	2,712	1,436	564			7,495
Total Expenditure	0	297	3,166	3,463		1,000	4,463	2,797	1,436	564	0	0	9,260
Financing													
Debt		297	3,166	3,463	3,500	180	3,643	2,797	1,436	564			8,440
Subsidy													0
Prov. Subsidy/Grant													0
Development Charges													0
Other						820	820						820
Federal Grants													0
Reserves/Res Funds													0
Total Financing	0	297	3,166	3,463		1,000	4,463	2,797	1,436	564	0	0	9,260

Comments / Issues:

- The 2007 Recommended Capital Budget is \$4.463 million and includes 2006 funding of \$1.0 million to be carried forward into 2007; \$0.297 million for previously approved projects; and, \$3.166 million for new/change in scope projects.
- 2006 funding of \$1.0 million to be carried forward to 2007 is required to complete the following projects: Animal Services On-Line License Renewal (\$0.364 million), the first phase of the Personal Health Information Protection Act (PHIPA) Systems Compliance (\$0.373 million), and the North York Dental Clinic (\$0.263 million). These are partially financed with Capital From Current funding of \$0.820 million.
- Completion of the Personal Health Information Protection Act (PHIPA) project has been accelerated to ensure that TPH's technology applications that contain personal health information comply with the Act earlier than projected, resulting in an increase in cash flow of \$0.383 million required in 2007 partially offset by a reduction of \$0.218 million in 2008.
- Approval of the 2007 Recommended Capital Budget will result in a future year commitment funding of \$2.797 million in 2008; \$1.436 million in 2009; and \$0.564 million in 2010.

2007 Recommended Capital Budget

2007 Recommended Capital Budget versus Debt Target

Toronto Public Health's 2007 Recommended Capital Budget of \$4.463 million requires new debt funding of \$3.463 million which is \$0.037 million below the debt affordability target of \$3.5 million set for 2007. The Program has allocated 91% of debt funding towards 8 new projects and 9% to a previously approved project with a change in scope.

Capacity /Readiness

The 2006 year-end spending rate is projected to be 73 % of the 2006 Approved Capital Budget, which is consistent with the 2005 experience. The 2006 unspent funding of \$1.0 million for three projects will be carried forward to 2007. Two of the 2006 projects with carry forward funding of \$0.737 million will proceed as planned. However, one project, the North York Dental Clinic (\$0.263 million) is pending as Facilities and Real Estate revised their estimate by an additional \$0.412 million (based on the result of the initial request for quotation issued for this project), resulting in a total project cost of \$0.712 million. A report from the Medical Officer of Health to the Board of Health on alternative sources for the additional costs for the North York dental clinic is planned for the first quarter of 2007. (see Issues on page 14.)

Three new IT projects and one previously approved project with a requested cash flow of \$3.463 million in 2007 have been reviewed by Corporate IT staff and with timely coordination on staffing resources and procurement of required software and hardware with IT, Human Resources and Purchasing Material and Management Divisions, the Program is anticipating to proceed with these projects as planned.

Change in Scope – Personal Health Information Protection Act (PHIPA) Systems Compliance Project (\$0.165 million):

Due to the mandatory requirement of the Provincial Personal Health Information Protection Act (PHIPA) legislation, this project has been accelerated to ensure that Toronto Public Health's technology applications that contain personal health information comply with the Act earlier than projected. As a result, the Program requires an increase of one IT staff and other miscellaneous expenses at an additional cost of \$0.165 million to the approved project cost of \$1.053 million. The additional funding has been accommodated within the debt affordability target for 2007.

Operating Budget Impact Incremental Operating Impact Summary

Incremental Operating Budget Impact	2007	2008	2009	2010	2011
Program Costs (net) (\$000s)		66.6	0.7	188.6	148.0
Debt Service Charges (\$000s)	95.0	423.1	317.4	174.9	62.0
Approved Positions				8	1

Program Incremental Operating Costs

The 2007 Recommended Capital Budget will increase the Program's Operating Budget, with incremental net impacts in 2008 and future years as a result of the following capital projects:

Project Name	2007		2008		2009		2010		2011		TOTAL	
	\$000's	Position	\$000's	Position	\$000's	Position	\$000's	Position	\$000's	Position	\$000's	Position
PH Surveillance and Mgmt System		-		-		-	188.6	8.0	4.1	-	192.7	8.0
PHIPA System Compliance		-		-	0.7	-		-		-	0.7	-
HF/HL Mandatory Management Reporting		-	66.6	-		-		-		-	66.6	-
Dental Strategy and Implementation		-		-		-		-	143.9	1.0	143.9	1.0
Total Request (Net)		-	66.6	-	0.7	-	188.6	8.0	148.0	1.0	403.9	9.0

The program has identified eight new positions in 2010 and one new position in 2011, arising from the approval of the 2007 Recommended Capital Budget.

Provincial Cost Shared @75%:

- PH Surveillance and Management System project will be completed in 2010 and the Program has estimated a net operating impact of \$0.189 million in 2010 and incremental increase of \$0.004 million in 2011. An estimated eight new positions have been identified in 2010 and this is based on TPH's previous experience with the Integrated Public Health Information System (IPHIS) that was implemented in 2005.
- The PHIPA System Compliance project will have an associated net operating cost of \$0.7 thousand for ongoing service and maintenance of the system.
- HF/HL Mandatory Management Reporting will have operating cost of \$0.067 million for ongoing computer hardware and software maintenance costs including the network security, server and software licensing for the reporting system.

City Funded 100%

- Dental Strategy and Implementation project will have salaries/benefits costs of \$0.102 million for one new Systems Integrator position and \$0.042 million for ongoing service and maintenance expenses.

PART II: ISSUES FOR DISCUSSION**2007 Capital Budget Issues****2006 Capital Project: North York Dental Clinic**

This project was approved in 2006 with a total project cost of \$0.300 million and 2006 cash flow of the same amount. Facilities and Real Estate estimated that the use of an existing space for the dental clinic will require minimal renovations. The assumption was that the use of the office of the former Mayor of North York for a dental clinic is contingent on retaining the existing board room for meetings by Councillors in the north region of the City. Facilities & Real Estate estimated the cost at \$132 per square feet for approximately 2,272 square feet for a total cost of \$0.300 million.

Two bids were received in response to the initial “Request for Quotation” with the cost per square foot ranging from \$209 to \$246 per square foot. As a result, Facilities and Real Estate revised their estimate to \$0.712 million, an addition of \$0.412 million to the approved project cost of \$0.3 million.

The \$0.412 million additional funding requested is not included in the 5-Year Capital Plan. A report was submitted to the Board of Health’s meeting on September 14, 2006 requesting for additional funds of \$0.412 million however, BOH moved the following:

“The Board of Health referred the report (August 30, 2006) from the Medical Officer of Health back to the Medical Officer of Health for a report to the first meeting of the Board of Health in 2007 on alternative solutions.”

The result of two further reviews with Facilities and Real Estate and its financial implications will be included in a report to BOH and Budget Committee scheduled for the first quarter of 2007.

It is recommended that the report on alternative solutions to the increased cost for the North York Dental Clinic be submitted to the Budget Committee prior to its final deliberations of the 2007 Capital Budget on February 16, 2007.

5-Year Capital Plan Issues

There are no issues regarding the 5-Year Capital Plan.

Appendices not available online.