

Analyst Briefing Notes

Budget Committee

November 3, 2009

Page

PART I: CAPITAL PROGRAM

Executive Summary	2
Recommendations	5
2009 Capital Variance Review	6
10-Year Capital Plan (2010 Recommended Budget, 2011-2019 Recommended Plan)	7
10-Year Capital Plan Overview	9
10-Year Capital Plan: Incremental Operating Impact Summary	13
Total 2010 Recommended Cash Flow & Future Year Commitments	14
2010 Recommended Capital Budget: Overview	15

PART II: ISSUES FOR DISCUSSION

2010 Recommended Capital Budget Issues	N/A
2011-2019 Recommended Capital Plan Issues.....	17
Issues Referred to the 2010 Capital Budget Process	N/A
Outstanding Issues from Prior Years' Budgets	N/A

APPENDICES

Appendix 1: 10-Year Recommended Capital Plan Project Summary	18
Appendix 2: 2010 Recommended Capital Budget; 2011 to 2019 Capital Plan	19
Appendix 3: 2010 Recommended Cash Flow & Future Year Commitments	20
Appendix 4: 2010 Recommended Capital Projects with Financing Details	21
Appendix 5: 2010 Reserve / Reserve Fund Review	22
Appendix 6: 2010 to 2019 New and Expansion Facility Projects	N/A

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PART I: CAPITAL PROGRAM**Executive Summary**

- Funding for the 10-Year Recommended Capital Plan provides for the continuation of developing, managing and implementing the Council approved 311 Service Delivery Model; including ongoing service enhancements and expansion. It also provides for the addition of the next phase of service delivery, which will offer additional public self-serve service including a City-wide counter service strategy and installation of self-serve kiosks and extend the 311 technology system to other City applications. It is anticipated that all current 311 projects will be completed by the end of 2011.
- The City officially launched 311 Toronto on September 24, 2009 culminating in the Phase I Customer Service Strategy. Residents, businesses and visitors now have easy access to non-emergency City services, programs and information 24 hours a day, seven days a week. It is anticipated that the successful Phase II implementation in the 2nd quarter of 2010 will result in enhanced and expanded service offerings.
- The following summarizes the allocation of recommended funding by project type:
 - The Knowledge Base Content Development and Business Process Reviews project (Phase II) requires funding in the amount of \$0.267 million to complete the integration of service requests for Urban Forestry and Municipal Licensing & Standards (MLS) work order systems and implement the public access to 311 knowledge base.
 - The development of a Phase III expanded 311 Service project at a cost of \$2.018 million which will enable the integration of the 311 system with other City applications; additional 311 public on-line service request capacity to better serve the public and enhance internal City services and the implementation of the e-Services and a City wide-counter services strategy; and
 - The Kiosks project requiring funding of \$0.385 million to enhance the ability to provide information and services directly to the public with the potential to reduce the cost per transaction.
- The 2009 Approved Capital Budget of \$18.380 million was 41% or \$7.531 million spent as at September 30, 2009. Actual expenditures by year-end are anticipated to be \$11.172 million, or 60.8% of the 2009 Approved Capital Budget. The projected 2009 cash flow funding of \$7.115 million to be carried forward into 2010 is attributable to the labour disruption and hiring delays.
- The 10-Year Recommended Capital Plan totals \$12.541 million, including 2009 carry forward funding into 2010 of \$7.115 million, of which \$12.541 million is projected for the first 2 years requiring funding of \$9.878 million in 2010 and \$2.663 million in 2011. No additional funding is currently contemplated beyond the 2010-2014 timeframe.
 - The 10-Year Recommended Capital Plan is funded from the Capital Financing Reserve.

- Changes to the 2009 – 2018 Approved Capital Plan amount to \$0.714 million in 2010 and \$0.513 million in 2011. These include key changes to Phase III development project that will continue into 2011 (\$0.236 million for 2010 and \$0.363 million in 2011) and installation of self-serve Kiosks (\$0.385 million in 2010 and \$0.150 million in 2011).
- The Program has successfully launched the 311 Contact Centre in 2009 and the delivery of early on-line service requests is scheduled for launch to the public in the last quarter of 2009. Service Level Agreements and outstanding deficiencies of the 311 Contact Centre will be completed by the end of 2009 paving the way for the service request configuration to be completed in early 2010. The 10-Year Recommended Capital Plan includes funding to complete and manage the delivery of the 311 Service Model. Activities are currently underway to complete the Business Process Reviews (BPR) for Urban Forestry and Municipal Licensing Standards and proceed with the 2009 development of Phase III expanded services to other City applications.
- The 10-Year Recommended Capital Plan provides funding that directly advances the following priority actions outlined in the Mayor's and Council's policy agenda:
 - **Establish a 311 hotline so that every resident has direct and simple access to a person at City Hall who can help resolve problems:** The 311 Customer Service Strategy is a new corporate service delivery model. By establishing direct and simple access to City Hall, the 311 Customer Service Strategy will greatly increase efficiency and accountability of the public service.
 - **Ensure Multilingual access to City Services through the 311 Project:** The 311 Customer Service Strategy has incorporated options for a multilingual access to City Services in more than 180 languages and can provide quick, accurate response to the public in the language of their choice. This is a significant contribution to meeting demand from the public for approachable, accessible government and achieving "An Inclusive, Diverse Multicultural City".
- The 2010 Recommended Capital Budget for previously approved and new/change in scope projects (excluding 2009 carry forward funding into 2010) of \$2.763 million is 100% allocated to service improvement projects.
- Approval of the 2010 Recommended Capital Budget will result in a commitment to future year funding for new/change in scope projects of \$2.663 million in 2011. The approved Service Delivery Model implemented in 2010 will enable more Program service request functionality for a Phase III implementation (\$2.513 million) in 2011 that will further utilize the capacity of the new integrated service delivery model and will complete the Kiosks Self-Serve Counter Service Strategy (\$0.150 million).
- The new customer service access standards being established by 311 will help position Toronto as a public sector leader in the provision of automated services. Seamless, consistent information across channels (telephone, Canada Post, e-mail, fax, counter service, and on-line, self-service options) facilitates the development of a Toronto e-Service Strategy.

- This strategy will enable City divisions to bundle services for residents, businesses and visitors and partner with other levels of government to align service access, expand service transaction availability, and broaden electronic coverage.
- The 311 Service Office will continue to promote and coordinate the e-Service Strategy and the expansion of the Customer Service Policy as well as the promotion of the “My Services” electronic based service bundling for residents through the development of “mytoronto.ca” on-line account.
- The 2010 Recommended Capital Budget of \$9.878 million, including carry forwards, provides funding to:
 - Install the self-serve Kiosks counter services in 2010 (\$0.385 million) to enhance the in-person channel access to service requests and increase internal City efficiencies.
 - Continue with the integration of service requests for Urban Forestry’s and Municipal Licensing and Standards’ work order systems.
 - Continue with the launch to Toronto Water, Transportation, Solid Waste, Urban Forestry and MLS of on-line service access to the public; training for new hires; the development of a Customer Service Policy and extension of the 311 technology solution; and
 - Complete Phase II business process reviews for Urban Forestry and Municipal Licensing Standards; and complete Phase III activities to provide the public with self-serve service request capacity benefiting the public and internal City efficiencies.

Recommendations

The City Manager and Chief Financial Officer recommend that:

1. Council approve the 2010 Recommended Capital Budget for 311 Customer Service Strategy with a total project cost of \$1.134 million, and 2010 cash flow of \$9.878 million and future year commitments of \$2.663 million comprised of the following:
 - a) New Cash Flow Funding for:
 - i) 2 new/change in scope sub-projects with a 2010 total project cost of \$1.134 million that requires cash flow of \$0.621 million in 2009 and a future year commitment of \$0.513 million in 2011;
 - ii) 2 previously approved sub-projects with a 2010 cash flow of \$2.049 and a future year commitment of \$2.150 million in 2011;
 - iii) 3 previously approved sub-projects with carry forward funding from 2008 requiring 2010 cash flow of \$0.093 million; and
 - b) 2009 approved cash flow for 7 previously approved sub-projects with carry forward funding from 2009 into 2010 totalling \$7.115 million; and
2. Council approve the 2011-2019 Recommended Capital Plan for 311 Customer Service Strategy totalling \$0.513 million in project estimates in 2011.

PART I: CAPITAL PROGRAM

2009 Capital Variance Review

2009 Budget to Actuals Comparison - Total Gross Expenditures (\$000s)					
2009 Approved	Actuals as of Sept 30th (3rd Qtr Variance)		Projected Actuals at Year End		Balance
\$	\$	% Spent	\$	% Spent	\$ Unspent
18,380	7,531	41.0%	11,172	60.8%	7,208

The 311 Customer Service Strategy's 2009 Approved Capital Budget of \$18.380 million was 41.0% or \$7.531 million spent at September 30th, 2009. Actual expenditures by year-end are anticipated to be \$11.172 million or 60.8% of the 2009 Approved Capital Budget. Several factors account for the projected under-spending in 2009. Payments are made once significant milestones have been completed. Although the project continues to progress, payments lag, therefore they do not necessarily reflect project spending rates. In addition, the labour disruption and hiring delays have resulted in lower spending than originally planned.

The 311 Customer Service Strategy is a Service Improvement initiative. The projected year-end spending for 2009 approved projects is 60.8% which represents an improvement over the 43.7% spending achieved in 2008 and the 26.5% achieved in 2007.

The funding from 2009 carried forward into 2010 included in the 2010 Recommended Capital Budget is \$7.115 million. This is slightly lower than the projected unspent actual expenditures of \$7.208 million. Of the \$7.208 million under-spending, \$0.093 million represents unspent funds from 2008, and, as such, is to be considered as new debt funding per the City's carry forward policy.

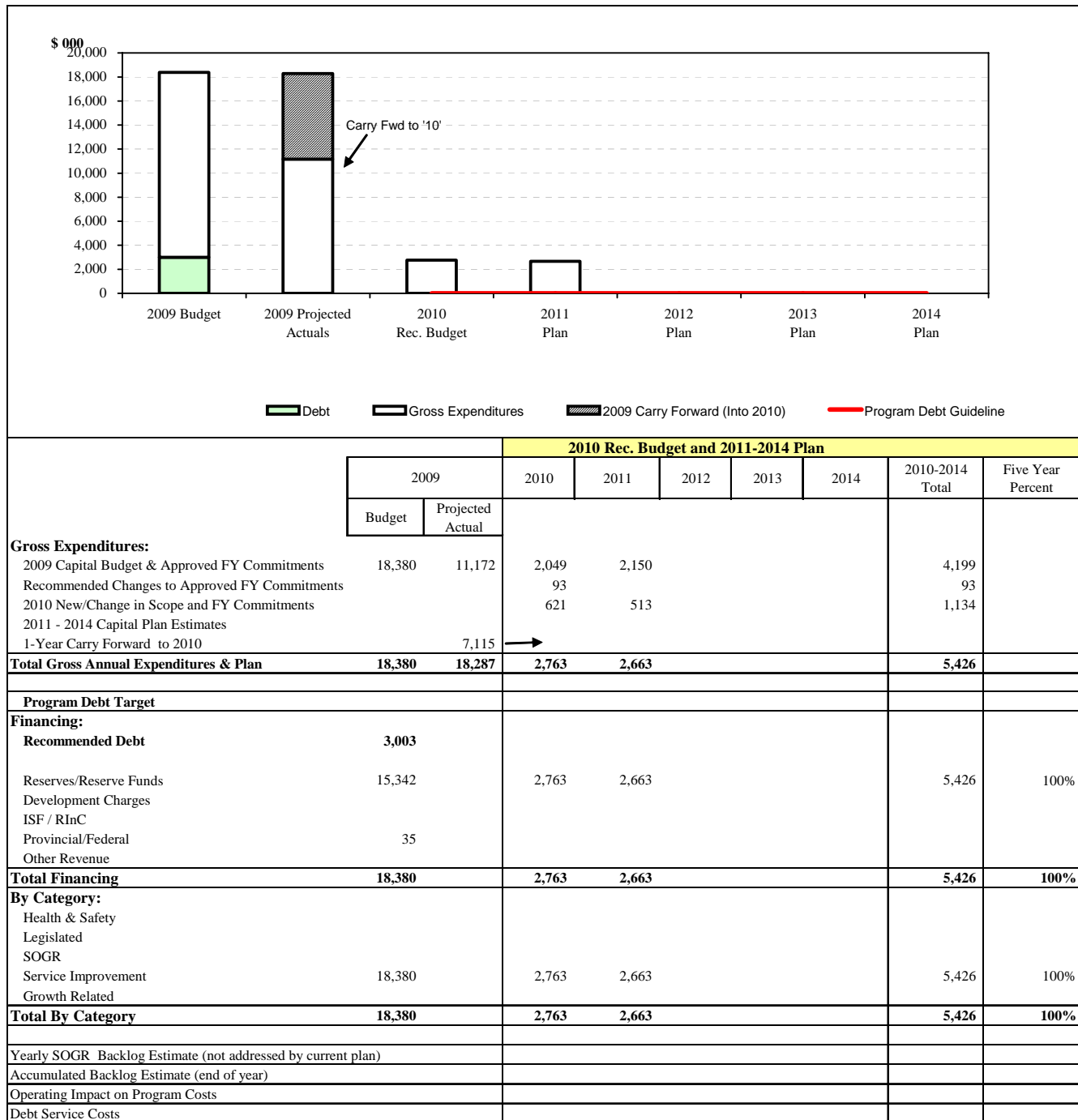
The 311 Customer Service Phase I official public launch took place September 24, 2009. The unspent funds from 2009 will be carried to 2010 for full completion of Phase II of the project.

Major projects requiring 2009 carry forward funding in the 2010 Recommended Capital Budget include the:

- Core Technology (\$4.521 million).
- Knowledge Base Content Development and Business Process Reviews (\$2.053 million).

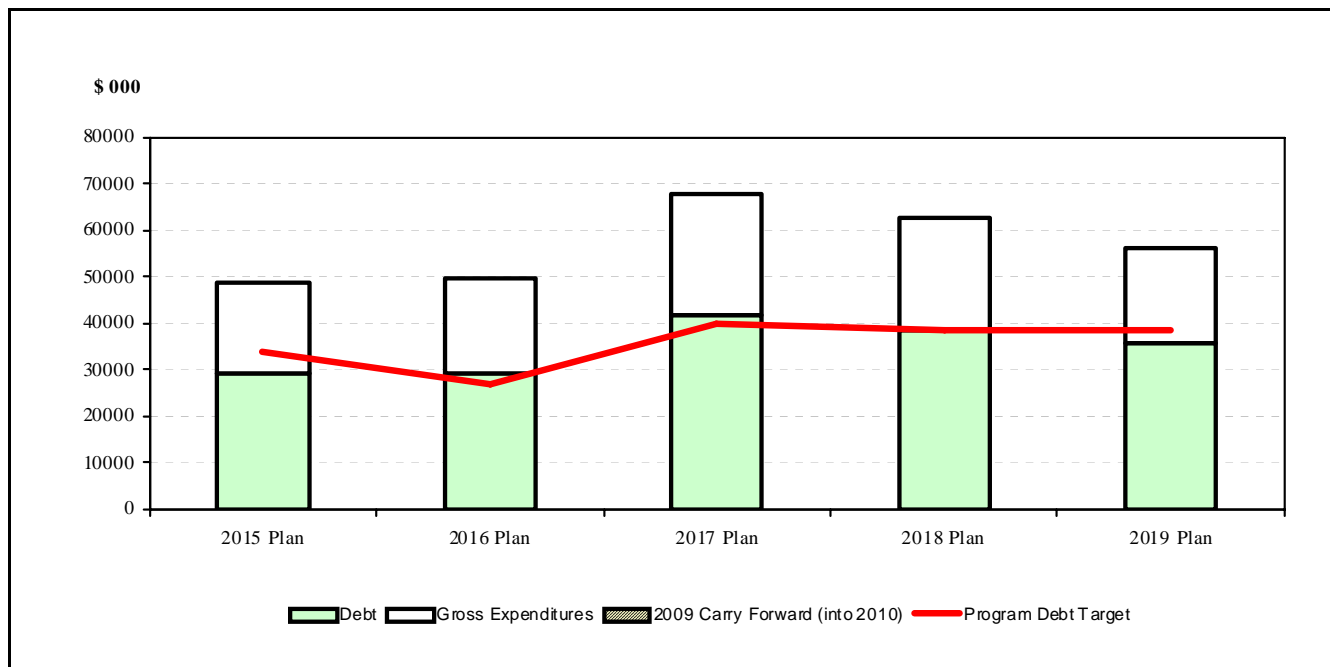
10-Year Capital Plan

2010 Recommended Capital Budget, 2011-2014 Recommended Capital Plan



10-Year Capital Plan

2015-2019 Recommended Capital Plan



	2015-2019 Capital Plan						
	2015	2016	2017	2018	2019	2010-2019 Total	10-Year Total Percent
Gross Expenditures:							
2009 Capital Budget & Approved FY Commitments						4,199	
Recommended Changes to Approved FY Commitments						93	
2010 New/Change in Scope and FY Commitments						1,134	
2015 - 2019 Capital Forecast Estimates							
Total Gross Annual Expenditures & Plan						5,426	
Program Debt Target							
Financing:							
Recommended Debt							
Reserves/Reserve Funds						5,426	100%
Development Charges							
ISF / RInC							
Provincial/Federal							
Other Revenue							
Total Financing						5,426	100%
By Category:							
Health & Safety							
Legislated							
SOGR							
Service Improvement						5,426	100%
Growth Related							
Total By Category						5,426	100%
Yearly SOGR Backlog Estimate (not addressed by current plan)							
Accumulated Backlog Estimate (end of year)							
Operating Impact on Program Costs							
Debt Service Costs							

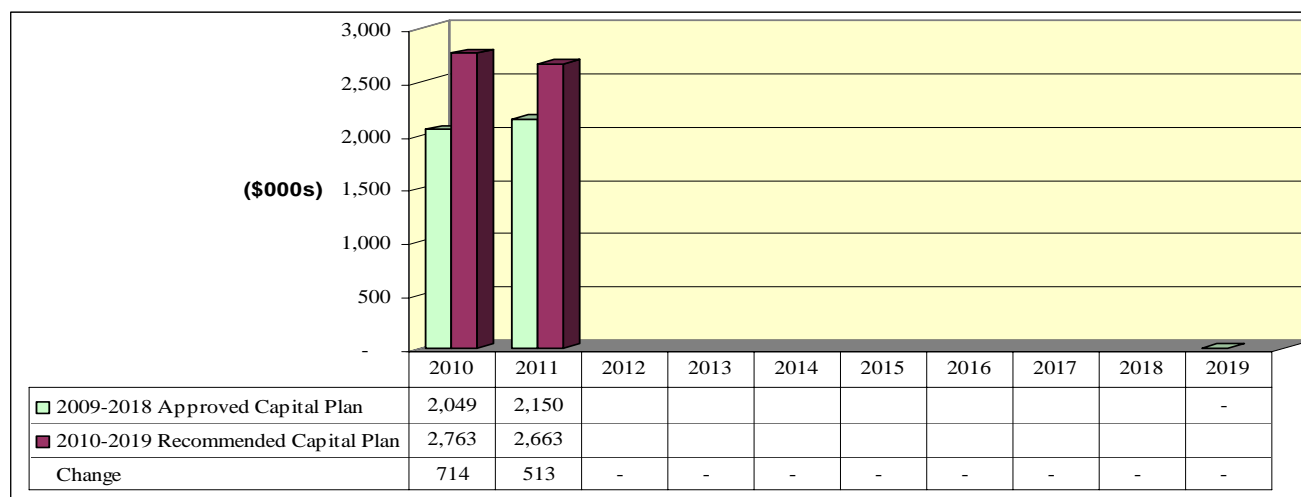
10-Year Capital Plan Overview

- Funding for the 2010 Recommended Capital Budget and 2011-2019 Recommended Capital Plan supports the Council approved 311 service delivery model which consists of the consolidated 311 Contact Centre operating on a 24/7 basis to provide general inquiry information and the placement and status tracking of service order requests for Solid Waste Management, Transportation, Toronto Water, Urban Forestry and Municipal Licensing and Standards. The development of the Phase III expanded service will provide for the integration of additional work order systems, expand access to the Knowledge Base, and further the work on Kiosks and counter strategies to better serve the public and enhance internal City services.
- The 2010 Recommended Capital Budget and 2011-2019 Recommended Capital Plan is funded from the Capital Financing Reserve totalling \$2.763 million in 2010 and \$2.663 million in 2011.
- The 2009 summer labour disruption affected the hiring of personnel and resulted in a 13 week public launch delay. The disruption will not impact the 2010 Recommended Capital Budget and 2011-2019 Recommended Capital Plan.
- The 311 Customer Service Strategy is categorized as a Service Improvement project. The main objective of the 10-Year Recommended Capital Plan is for the successful completion of the 311 Council approved model. The official public launch for Phase I took place on September 24, 2009. The public launch date for Phase II is scheduled for the 2nd Quarter 2010. The 10-Year Recommended Capital Plan also supports the objectives to develop and manage delivery of the 311 Service Model through the continuation of the 311 Project Management Office's (PMO) Service Plan to support Phase III implementation for the extension of the knowledge base to Web self-service configuration including professional services and the hardware and software required to integrate an additional work order system.

Key Changes to the 2009-2018 Capital Plan

The following highlights the changes from the 2009-2018 Approved Capital Plan with the 2010-2018 Recommended Capital Budget and Plan. As outlined in the table below, the 2010 Recommended Capital Budget of \$2.763 million in cash flow represents an increase of 34.8% or \$0.714 million compared to 2010 Approved Capital Plan of \$2.049 million. There is a \$0.513 million or 23.9 % increase in the 2010 Recommended Capital Budget and 2011-2018 Recommended Capital Plan over the 9 year period.

Changes to the 2009-2018 Approved Capital Plan



The majority of the increase is due to updating the capital program areas as outlined below:

- Funding has been allocated for the self-serve Kiosks strategy that would enhance the in-person channel to service requests benefiting and increasing internal City efficiencies. Citizens would be provided with a robust self-serve option (\$0.535 million).
- Additional funding is required for 3 senior system integrators to continue the integration and development of additional back end systems and full solution testing for Phase III of this initiative. Without these resources, various project deliverables will be impacted (\$0.599 million).

Summary of Project Changes

Key Projects (\$000's)	2010	2011	2012	2013	2014	2015	2016	2017	2018	2010 - 2018
Training	25									25
Privacy Impact Assessment	25									25
Communications Plan	43									43
Phase III	236	363								599
Kiosks	385	150								535

Project Financing

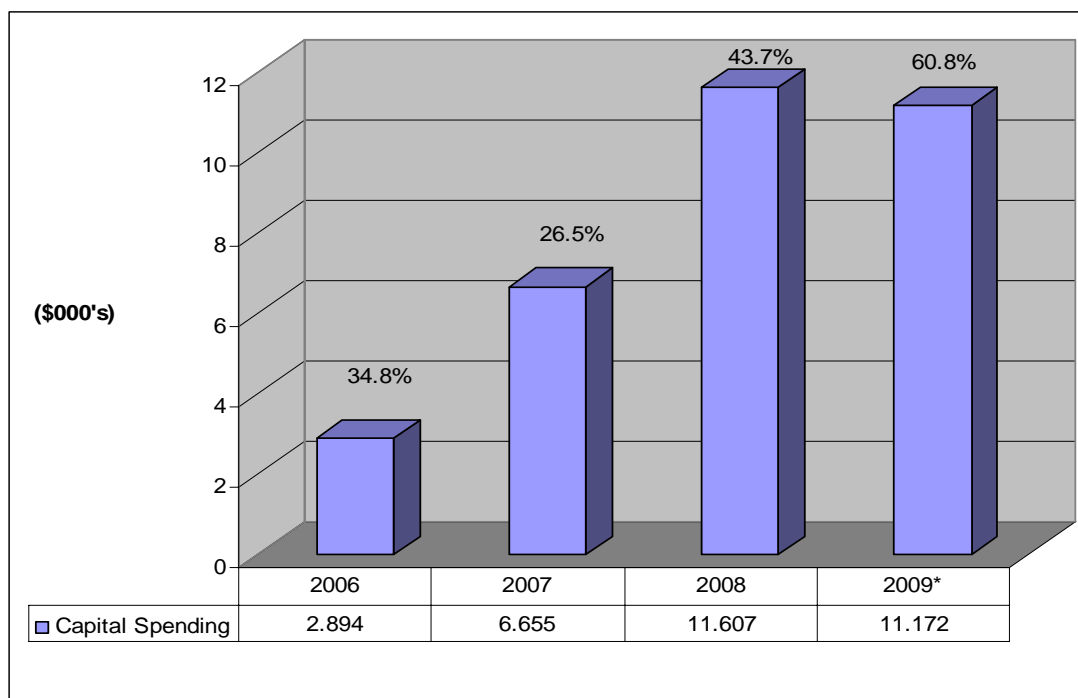
There are no debt targets for the 311 Customer Service Strategy. The 2010-2019 Capital Plan is fully funded from the Capital Financing Reserve.

Program Capacity and Readiness to Proceed

The 311 Customer Service Strategy's 2009 Approved Capital Budget of \$18.380 million was 41.0% or \$7.531 million spent as of September 30th, 2009. Actual expenditures by year-end are anticipated to be \$11.172 million or 60.8% of the 2009 Approved Capital Budget. The 2009 projected rate by year-end represents an improvement over the Program's historic spending rates. After extensive negotiations with the selected vendor, the Technology Solution contract was signed in March 2008, which delayed

the project schedule. Once the contract was awarded, spending rates improved as reflected by the spending rates since 2006 with expenditures of \$2.894 million (34.8%); 2007 expenditures of \$6.655 million (26.5%) and 2008 expenditures of \$11.607 million (43.7%), as outlined in the graph below.

311 Customer Service Strategy Capital Budget Spending (2006-2009)



The Program completed the first phase of this project with the public launch of the 311 Contact Centre facility on September 24, 2009, giving residents one simple phone number to call for any questions or requests. Substantial work has been completed to-date, including an intensive content and electronic knowledge data base (with approximately 15,000 unique answers to 13,800 questions documented, validated and electronically stored) and business process reviews for Transportation Services, Solid Waste Management, Toronto Water (all in Phase I) and the “As-is” models for Municipal Licensing and Standards and Urban Forestry (both in Phase II). Some of the Business Process Review recommendations added value providing opportunities to stream-line, automate and harmonize business processes and documentation to complete technical upgrades. A number of other activities, such as service request configurations, development of soft skills training, the Privacy Impact Assessments on Phase I work order systems, and the 311 operational model will be completed by the end of 2009.

The 2010 Recommended Capital Budget and 2011-2019 Recommended Capital Plan provides funding to complete the Phase II integration of service requests for Urban Forestry’s and MLS’s work order systems and the remaining public access to on-line service requests with the public launch scheduled for the 2nd Quarter 2010. This necessitates the ongoing Commissioning role of the 311 Project Management Office to meet its responsibilities and contract obligations for ensuring all sub-project deliverables, testing new functions, and preparing all Phase I and II Project close-out documents.

In addition to the Council approved 311 service model, it is currently anticipated that additional work order systems and divisions can be ready to connect more efficiently to further utilize the capacity of the new 311 service system by the year 2011, thus enabling the implementation of Phase

III. Therefore, Phase III projects have also been included in the 2010 Recommended Capital Budget and 2011-2019 Recommended Capital Plan.

State of Good Repair (SOGR) Backlog

The Program does not have any backlog of state of good repair projects.

Capital Projects Highlights

The 2010 Recommended Capital Budget and 2011-2019 Recommended Capital Plan reflects the strategic direction of the 311 Customer Service Strategy and supports the two key priority actions outlined in the Mayor's and Council's policy agenda. The following highlights key capital projects.

Establish a 311 hotline so that every resident has direct and simple access to a person at City Hall who can help resolve problems

The 2010 Recommended Capital Budget and 2011-2019 Recommended Capital Plan provides funding to complete Phase II and Phase III initiatives. By establishing direct and simple access to City Hall, the 311 Customer Service Strategy was launched on September 24, 2009 to greatly increase efficiency and accountability of the public service.

Ensure Multilingual access to City Services through the 311 Project

The 2010 Recommended Capital Budget and 2011-2019 Recommended Capital Plan provides funding for the 311 Customer Service Strategy which has incorporated options for a knowledge base and competence with multilingual access to City Services in more than 180 languages and can provide quick, accurate response to the public in the language of their choice. This is a significant contribution to meeting demand from the public for approachable, accessible government and achieving "An Inclusive, Diverse Multicultural City".

Summary of Major Capital Initiatives

(In \$Thousands)	2010 Rec. Budget	2011 Plan	2012 Plan	2013 Plan	2014 Plan	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2010-2019 Total
New & Expansion Facility Projects											
IT Projects											
Phase III	2,018	2,513									4,531
Sub-total	2,018	2,513									4,531
Other Major Initiatives:											
Sub-total											
Total	2,018	2,513									4,531

The 10-Year Recommended Capital Plan provides funding of \$4.531 million over the 2010 to 2019 timeframe to complete the refinement work required on the knowledge data base and business process reviews; recommended changes arising from business process reviews; all activities to support the Phase II system integration (Municipal Licensing and Standards and Urban Forestry), as well as all

activities during the Commissioning Phase necessary to enable the successful project transition from the Project Management Office to the new 311 Toronto Operating Program.

10-Year Capital Plan Incremental Operating Impact Summary

(In \$Thousands)	2010 Rec. Budget	2011 Plan	2012 Plan	2013 Plan	2014 Plan	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2010-2019 Total
2010 Recommended Capital Budget											
Program Costs (Net)	0	0	0	0	0						0
Approved Positions	(1.7)	1.7									0.0
Debt Service Costs											0
Recommended 10-Year Capital Plan											
Program Costs (Net)				0	0	0					0
Approved Positions											0.0
Debt Service Costs											0
Total											
Program Costs (Net)	0	0	0	0	0						0
Approved Positions	(1.7)	1.7	0.0	0.0	0.0	0.0					0.0
Debt Service Costs	0	0	0	0	0	0	0	0	0	0	0

Debt Service cost of repayment of principal and interest is calculated according to corporate guidelines, in the following manner: 2.5% Year 1, and 13% for subsequent years.

The 2010 Recommended Capital Budget and 2011- 2019 Recommended Capital Plan will not result in any additional operating impacts.

The 311 Service Customer Strategy project involves work on front-end content development for all divisions and prioritized ABCDs, formal business process reviews for five divisions, core technology implementation and integration with three work order systems, service page development and privacy impact assessments. Up to 29 temporary positions, fully recoverable from capital funding, were approved in 2006 to complete the work. These positions included research and technology staff, user acceptance testers, new staff trainers, etc., which all contributed significantly to implement the 311 Project. It was anticipated that their scope of responsibilities would decrease significantly as the launch and project completion/documentation and wrap-up dates approached.

Phase I was launched in September 2009 and the scope of responsibilities changed with Council approval of the Phase III and Kiosks projects. Therefore in 2010, the 311 Project Management Office (PMO) will require 1.7 less approved positions than in 2009. The PMO has re-evaluated original staffing estimates to maximize internal skill sets that will remain in the Corporation following project completion thus requiring an additional 1.7 positions in 2011 to complete Phase III. These positions will also be fully recoverable from the capital funding recommended in this 10-Year Capital Plan.

Total 2010 Recommended Cash Flow & Future Year Commitments (\$000s)

	2008 & Prior Year Carry Forwards	2010 Previously Approved Cash Flow Commitments	2010 New Cash Flow Rec'd	2010 Total Cash Flow Rec'd	2009 Carry Forwards	Total 2010 Cash Flow (Incl 2008 C/Fwd)	2011	2012	2013	2014	2015	2016	2017	2018	2019	Total Cost
Expenditures																
Previously Approved	93	2,049		2,142	7,115	9,257	2,150									11,407
Change in Scope			236	236		236	363									
New																
New w/Future Year			385	385		385	150									535
Total Expenditure	93	2,049	621	2,763	7,115	9,878	2,663									12,541
Financing																
Debt																0
Reserves/Res Funds	93	2,049	621	2,763	7,115	9,878	2,663									12,541
Development Charges																
ISF																
Provincial/Federal																
Total Financing	93	2,049	621	2,763	7,115	9,878	2,663									12,541

- 311 Customer Service Strategy's 2010 Recommended Capital Budget is \$9.878 million and carries forward unspent funding for 2009 projects into 2010 of \$7.115 million; carries forward funding from 2008 and prior of \$0.093 million and provides funding for previously approved 2010 commitments of \$2.049 million; and, \$0.621 million for new/change in scope projects.
- Major projects requiring 2009 carry forward funding include the Core Technology implementation; Knowledge Base Content Development and Business Process Review projects as well as Phase III implementation.
- The funding for previously approved commitments (Phase III) and incremental budget changes (Commissioning Phase) account for \$2.049 million.
- Approval of the 2010 Recommended Capital Budget will result in future year commitments of \$2.663 million in 2011.

2010 Recommended Capital Budget: Overview

Capital Budget by Project Category

The 311 Customer Service Strategy projects are 100% categorized as Service Improvement projects as they will improve customer contact through resolution of calls to the Contact Centre with fewer calls transferred to other staff; knowledge competence of the 311 staff to answer or connect to the right source; enhance capability of the on-line Service Page and access to information on City programs and services.

2010 Recommended Capital Budget versus Debt Target

The 2010 Recommended Capital Budget requires new 2010 cash flow of \$2.763 million with no debt funding. This cash flow combined with carried forward funding of \$7.115 million for 2009 projects results in a total 2010 Recommended Capital Budget of \$9.878 million.

Capacity and Readiness to Proceed

The 2010 Recommended Capital Budget is ready to proceed. After the first phase of this project was officially launched on September 24, 2009, the Program is ready to deliver Phase II with full installation of the 311 Technology solution, complete the Business Process Review for Urban Forestry and MLS service requests with the launch date scheduled for the 2nd quarter 2010. Any significant unanticipated delays such as retaining non-permanent staff resources and the inherent challenges of integrating multiple existing IT systems with a new 311 Technology Solution will impact project completion, spending rates and the capacity to deliver all the intended features of the Phase II launch. Any delays in Phase II may impact the resourcing requirements and scheduling for Phase III as the Program prepares for additional 311 and public self serve Service Request capability.

Capital Projects Highlights

The 2010 Recommended Capital Budget provides funding to advance priority actions in the Mayor's and Council's policy agenda.

Establish a 311 hotline so that every resident has direct and simple access to a person at City Hall who can help resolve problems: The 2010 Recommended Capital Budget provides funding of \$2.111 million through the Phase III implementation of the Customer Service deliverables that provide residents and businesses with more effective, efficient and direct access to on-line information on City services and programs and through the installation of the Kiosks project (\$0.385 million).

Ensure Multilingual access to City Services through the 311 Project: Funding of \$0.267 million is provided in the 2010 Recommended Capital Budget for Knowledge Base and Competence of 311 staff to answer or to connect to the right source with more than 15,000 answers to 13,800 questions in more than 180 languages.

The 2010 Recommended Capital Budget of \$2.763 million provides funding to:

- Begin the implementation of the self-serve Kiosks counter services in 2010 (\$0.385 million) to enhance the self-serve capacity for citizens seeking information and service from the City and

related government services. The establishment of service Kiosks will offer another channel of access in addition to the 311 telephone, e-mail/fax, counter service, development of the Web page channels. It will offer a convenient 24/7 self-serve option to the public; contributing to increased City efficiencies.

- Continue the Commissioning Strategy for the project management functions of 311 to meet best practice by taking into account the full life-cycle and range of 311 obligations; Phase II transition activities with the integration of service requests for Urban Forestry's and Municipal Licensing and Standards' work order systems. staff training for new hires and the development of a Customer Service Policy; and
- Complete Phase II business process reviews for Urban Forestry and Municipal Licensing Standards; Councillor's orientation and training of the 311 Knowledge base, Reporting and On-line Service Requests.
- Complete the implementation of BPR recommendations to streamline and harmonize business processes, documentation, and technical upgrades to Urban Forestry and Municipal Licensing and Standards in preparation for the work order integration installation.
- Complete the Phase III activities to provide the public with self-serve service request capacity benefiting the public and internal City efficiency in addition to the development of a strategy to extend the 311 technology system to other City applications, the knowledge base to users of the On-line self-serve function and the development of a City-wide Counter Service Strategy.

PART II: ISSUES FOR DISCUSSION**2011-2019 Recommended Capital Plan Issues****Future Capital Consideration**

In addition to Phase III integration, an extensive readiness assessment will be completed in 2010 for City work order systems and their integration to the 311 environment. Once concluded a full capital plan will be completed for 2011 to 2019 in the 2011 Capital Budget submission. Considering the current roll-out of system integration with the 311 solution and citizens' uptake of the new and enhanced services, it is anticipated that additional annual systems integration will be necessary. The Customer Service Strategy future capital considerations will include end of life software upgrades for the 311 solution, and a disaster recovery site.

Appendix 1
10-Year Recommended Capital Plan Project Summary

Appendix 2

2010 Recommended Capital Budget; 2011 to 2019

Capital Plan

Appendix 3

2010 Recommended Cash Flow And Future Year Commitments

Appendix 4
2010 Recommended Capital Projects
With Financing Details

Appendix 5

Reserve / Reserve Fund Review

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec. 31, 2009	Proposed Withdrawals										2010 - 2019 Total
			2010 Rec. Budget	2011 Plan	2012 Plan	2013 Plan	2014 Plan	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	
IT Equipment Reserve (XQ1508) Capital Financing Reserve (XQ0011)	Beginning Balance	\$0	\$65,331	\$55,453	\$52,790	\$52,790	\$52,790	\$52,790	\$52,790	\$52,790	\$52,790	\$52,790	
		\$22,036	(\$55)										(\$55)
		\$43,295	(\$9,823)	(\$2,663)									(\$12,486)
	Total Proposed Withdrawals		(\$9,878)	(\$2,663)									(\$12,541)
	Projected Contributions												
TOTAL RESERVE FUND BALANCE AT YEAR-END		\$65,331	\$55,453	\$52,790	\$52,790	\$52,790	\$52,790	\$52,790	\$52,790	\$52,790	\$52,790	\$52,790	