

Budget Overview

Budget Committee

(January 5, 6, 8 & 11, 2016)

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Contacts: Beverly Romeo-Beehler
Auditor General
Tel: (416) 392-8461

Valerie Jepson
Integrity Commissioner
Tel: (416) 397-7770

Linda Gehrke
Lobbyist Registrar
Tel: (416) 338-5865

Kwame Addo
Interim Ombudsman
Tel: (416) 392-7061

PART I: CAPITAL PROGRAM

Executive Summary

- The Accountability Officers for the City of Toronto are:
 - The Auditor General's Office
 - The Office of the Integrity Commissioner
 - The Office of the Lobbyist Registrar and
 - The Office of the Ombudsman
- The Accountability Officers are independent from the City's Administration and are officers of City Council.
- The Accountability Officers' 2016 – 2025 Capital Budget & Plan reflects the capital budget requirements for the Auditor General's Office, Office of the Lobbyist Registrar and Office of the Ombudsman. There are no capital budget requirements for the Office of the Integrity Commissioner.
- The Accountability Officers' 2016 – 2025 Capital Budget & Plan has been consolidated into one Budget for purposes of inclusion in the corporate Capital Budget Summary for the City of Toronto. Each Accountability Officer is accountable for its own budget, separate from one another and pursuant to their legal mandates.
- This Note presents the requests of the three (3) Accountability Officers' 2016 – 2025 Capital Budget & Plan and acts as a reference document to accompany the 2016 – 2025 Capital Budget & Plan reports that are being submitted by the Accountability Officers directly to the Budget Committee. The Auditor General's request has been submitted to Audit Committee on October 23, 2015 and is being transmitted to Budget Committee by Audit Committee (<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2015.AU4.7>). This Overview reflects the Auditor General's budget submission to the Audit Committee.
- The Accountability Officers' 10-Year Capital Plan provides for the tools, systems and resources required to fulfill their statutory mandates as stipulated in the City of Toronto Act and Municipal Code Chapter 3. These projects are critical to the operations of the Offices to build public trust and confidence in government. The funding requests incorporate the Accountability Officers' State of Good Repair (SOGR) capital requirements.
- The Accountability Officers' capital budget requirements prior to 2011 were part of City Clerk's Office's approved capital budget, with the exception of the Auditor General's Office.

- The 10-Year Capital Plan totals \$3.027 million:
 - **Auditor General's Office** requires debt funding of \$0.596 million over the 10 year period for the state of good repair of the AGO's Audit, Complaint and Investigation Management System (ACIMS). This includes a carryforward of \$0.352 million from 2015.
 - **Office of the Lobbyist Registrar** requires debt funding of \$1.201 million over the 10-year period for Lobbyist Registry State of Good Repair (SOGR). This includes a carryforward of \$0.013 million from 2015.
 - **Office of the Ombudsman** requires debt funding of \$1.230 million over the 10-year period to maintain State of Good Repair of its Case Management System.
- The 10-Year Capital Plan of \$3.027 million comprised of State of Repair Projects:
 - **Auditor General's Office.** \$0.596 million or 100% of the capital plan is for State of Good Repair Projects.
 - **Office of the Lobbyist Registrar.** \$1.201 million or 100% is for State of Good Repair Projects.
 - **Office of the Ombudsman.** \$1.230 million or 100% is for State of Good Repair Project.
- The Auditor General's Office will require a \$0.038 million in operating impacts of capital for licences related to the Audit, Complaint and Investigation Management System in 2016. The Office of the Lobbyist Registrar will require \$0.005 million in operating impacts of capital for application maintenance and support in 2017. There will be no operating impacts to sustain capital systems for the Office of the Ombudsman.
- Approval of the 2016-2025 Capital Plan will address the SOGR requirements of the Accountability Offices.

10-Year Capital Plan Overview***Auditor General's Office***

- The main objective of the 10-Year Capital Plan provides funding for the implementation of an Audit, Complaint and Investigation Management System to replace the current Hotline complaint management system, automate the audit working paper process, and allow for an external facing intake form for employees or members of the public to report complaints online. This project combines the ongoing Complaint Management System project and the Audit Management Software project in the 2015 -2024 Capital Plan.
- The 10-Year Capital Plan totals \$0.596 million including a carryforward of \$0.352 million from 2015 and is fully funded by debt.
- The 10-Year Capital Plan of \$0.596 million is 100% for State of Good Repair.
- There is no State of Good Repair backlog.
- The 10-Year Capital Plan will have an operating impact of \$0.038 million in 2016 for licences related to the Audit, Complaint and Investigation Management System.

Office of the Lobbyist Registrar

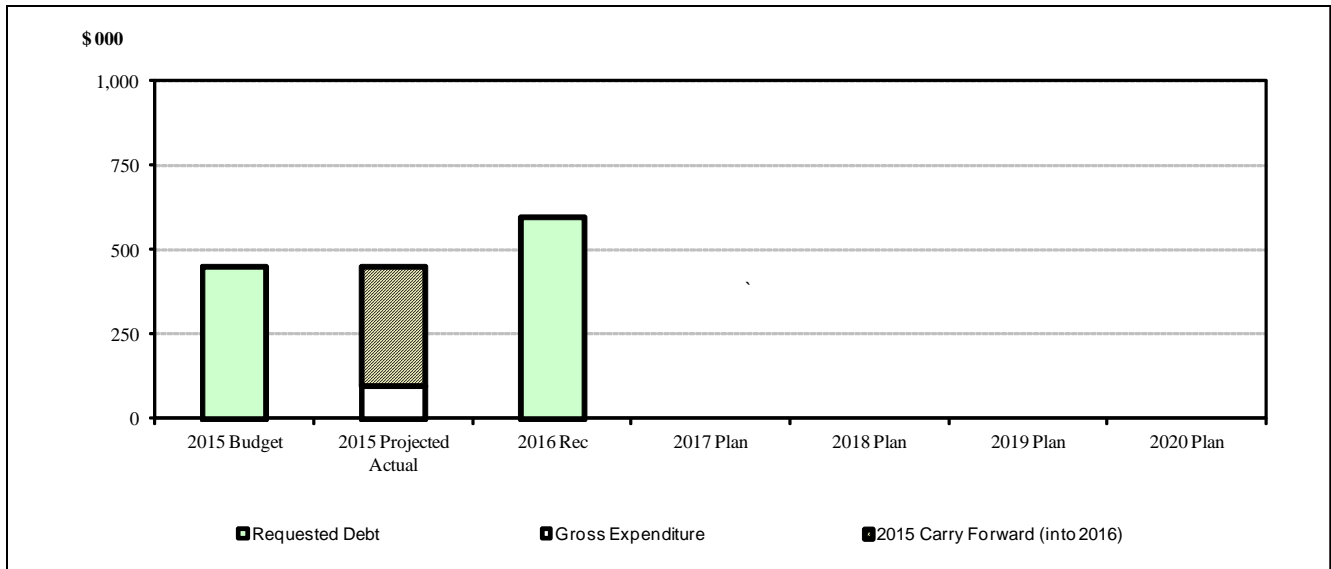
- The main objective of the 10-Year Capital Plan is to provide funding for the systems and the tools to support the mandate of the Office of the Lobbyist Registrar, per the City of Toronto Act 2006 and Municipal By-Law 140.
- The 10-Year Capital Plan totals \$1.201 million including a carryforward of \$0.013 million and is fully funded by debt.
- The 10-Year Capital Plan of \$1.201 million is 100% for a State of Good Repair project.
- There is no State of Good Repair backlog.
- The 10-Year Capital Plan will have an operating impact of \$0.005 million in the 2017 Operating Budget for application maintenance and support.

Office of the Ombudsman

- The main objective of the 10-Year Capital Plan is to provide funding for the case management system and the tools to support the Office of the Ombudsman's mandate per the City of Toronto Act, 2006.
- The 10-Year Capital Plan totals \$1.230 million to maintain the Case Management System in a State of Good Repair condition.
- The 10-Year Capital Plan is fully funded by debt.
- The 10-Year Capital Plan is 100% for a State of Good Repair project.
- There is no State of Good Repair backlog.
- The 10-Year Capital Plan will have no impact on future year Operating Budgets.

**10-Year Capital Plan
2016 Budget, 2017 - 2025 Plan**

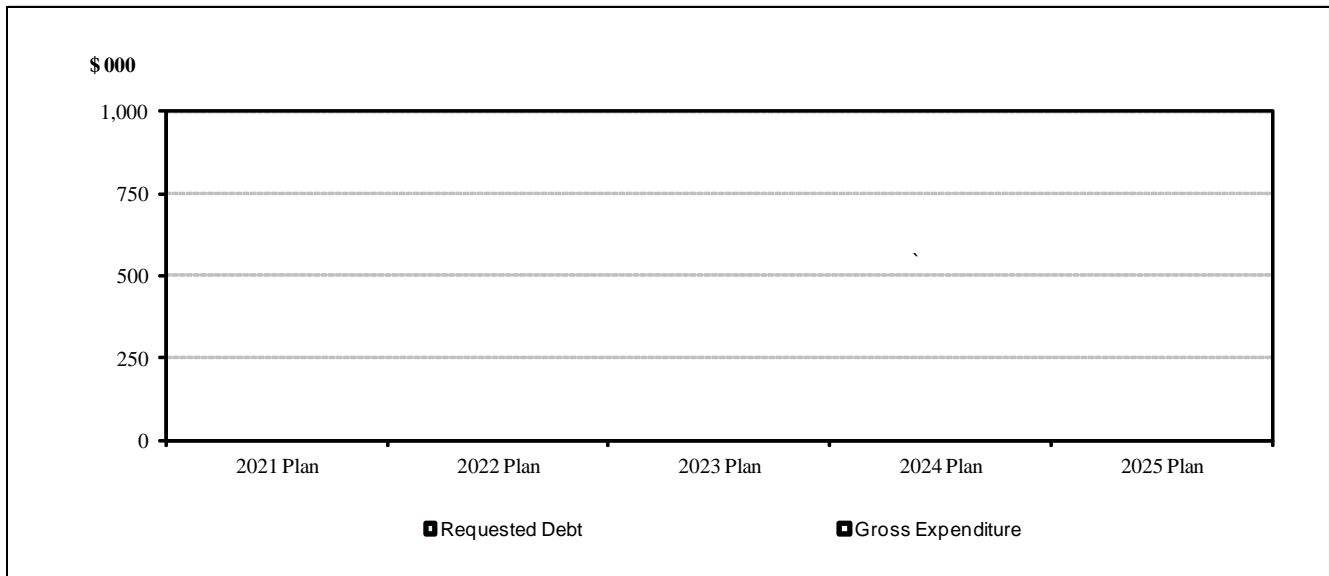
Auditor General's Office



		2016 Requested Budget and 2017-2020 Plan									
		2015		2016	2017	2018	2019	2020	2016-2020	5-Year Total Percent	
		Budget	Projected Actual								
Gross Expenditures:											
	2015 Capital Budget & Approved FY Commitments	451	99	114					114	19%	
	Recommended Changes to Approved FY Commitments								0	0%	
	2016 New/Change in Scope and Future Year Commitments			130					130	22%	
	2017- 2020 Capital Plan Estimates								0	0%	
	1-Year Carry Forward to 2016		352	352					352	59%	
Total Gross Annual Expenditures & Plan		451	451	596	0	0	0	0	596	100%	
Financing:											
	Requested Debt	451		596					596	100%	
	Reserves/Reserve Funds									0%	
	Development Charges									0%	
	ISF									0%	
	Provincial/Federal									0%	
	Debt Recoverable									0%	
	Other Revenue									0%	
Total Financing		451		596	0	0	0	0	596	100%	
By Category:											
	Health & Safety									0%	
	Legislated									0%	
	SOCR	451		596					596	100%	
	Service Improvement									0%	
	Growth Related									0%	
Total By Category		451		596	0	0	0	0	596	100%	
Yearly SOGR Backlog Estimate (not addressed by current plan)										0	
Accumulated Backlog Estimate (end of year)										0	
Operating Impact on Program Costs				38						38	
New Positions											

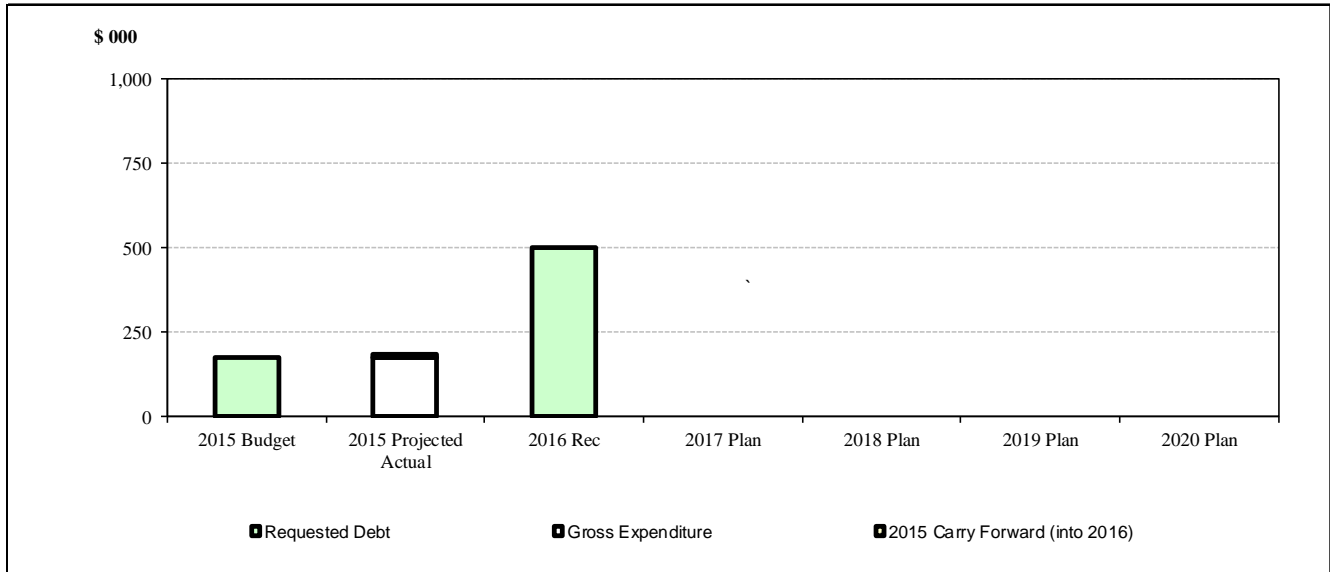
2016 – 2025 Capital Plan

Accountability Officers



	2021 - 2025 Capital Plan							10-Year Total Percent
	2021	2022	2023	2024	2025	2016-2025		
Gross Expenditures:								
2015 Capital Budget & Approved FY Commitments						114	19%	
Recommended Changes to Approved FY Commitments						0	0%	
2016 New/Change in Scope and Future Year Commitments						130	22%	
2021 - 2025 Capital Plan Estimates						0	0%	
1-Year Carry Forward to 2016						352	59%	
Total Gross Annual Expenditures & Plan	0	0	0	0	0	596	100%	
Program Debt Target	0	0	0	0	0	0		
Financing:								
Requested Debt						596	100%	
Reserves/Reserve Funds						0	0%	
Development Charges						0	0%	
ISF						0	0%	
Provincial/Federal						0	0%	
Recoverable Debt						0	0%	
Other Revenue						0	0%	
Total Financing	0	0	0	0	0	596	100%	
By Category:								
Health & Safety						0	0%	
Legislated						0	0%	
SOGR						596	100%	
Service Improvement						0	0%	
Growth Related						0	0%	
Total By Category	0	0	0	0	0	596	100%	
Yearly SOGR Backlog Estimate (not addressed by current plan)						0		
Accumulated Backlog Estimate (end of year)						0		
Operating Impact on Program Costs						38		
New Positions								

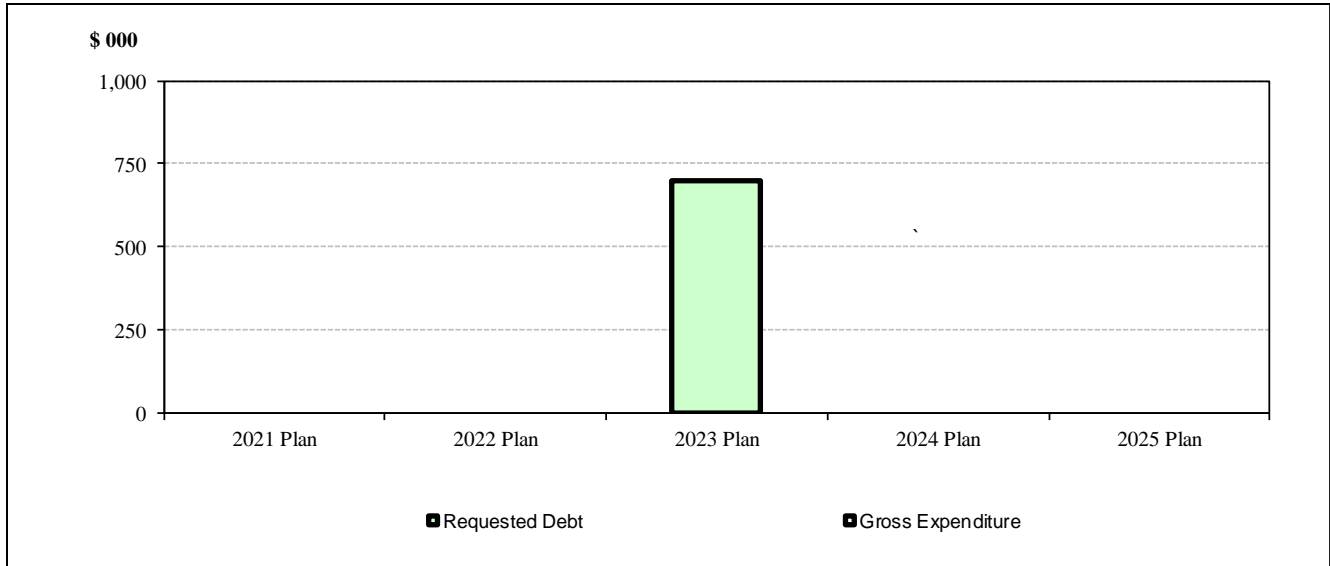
Office of the Lobbyist Registrar



	2016 Requested Budget and 2017-2020 Plan								5-Year Total Percent
	2015		2016	2017	2018	2019	2020	2016-2020	
	Budget	Projected Actual							
Gross Expenditures:									
2015 Capital Budget & Approved FY Commitments	172	159	488					488	97%
Recommended Changes to Approved FY Commitments								0	0%
2016 New/Change in Scope and Future Year Commitments								0	0%
2017- 2020 Capital Plan Estimates								0	0%
1-Year Carry Forward to 2016		13	13					13	3%
Total Gross Annual Expenditures & Plan	172	172	501	0	0	0	0	501	100%
Financing:									
Requested Debt	172		501					501	100%
Reserves/Reserve Funds								0	0%
Development Charges								0	0%
ISF								0	0%
Provincial/Federal								0	0%
Debt Recoverable								0	0%
Other Revenue								0	0%
Total Financing	172	0	501	0	0	0	0	501	100%
By Category:									
Health & Safety								0	0%
Legislated								0	0%
SOGR	172		501					501	100%
Service Improvement								0	0%
Growth Related								0	0%
Total By Category	172	0	501	0	0	0	0	501	100%
Yearly SOGR Backlog Estimate (not addressed by current plan)								0	
Accumulated Backlog Estimate (end of year)								0	
Operating Impact on Program Costs					5			5	
New Positions								0	

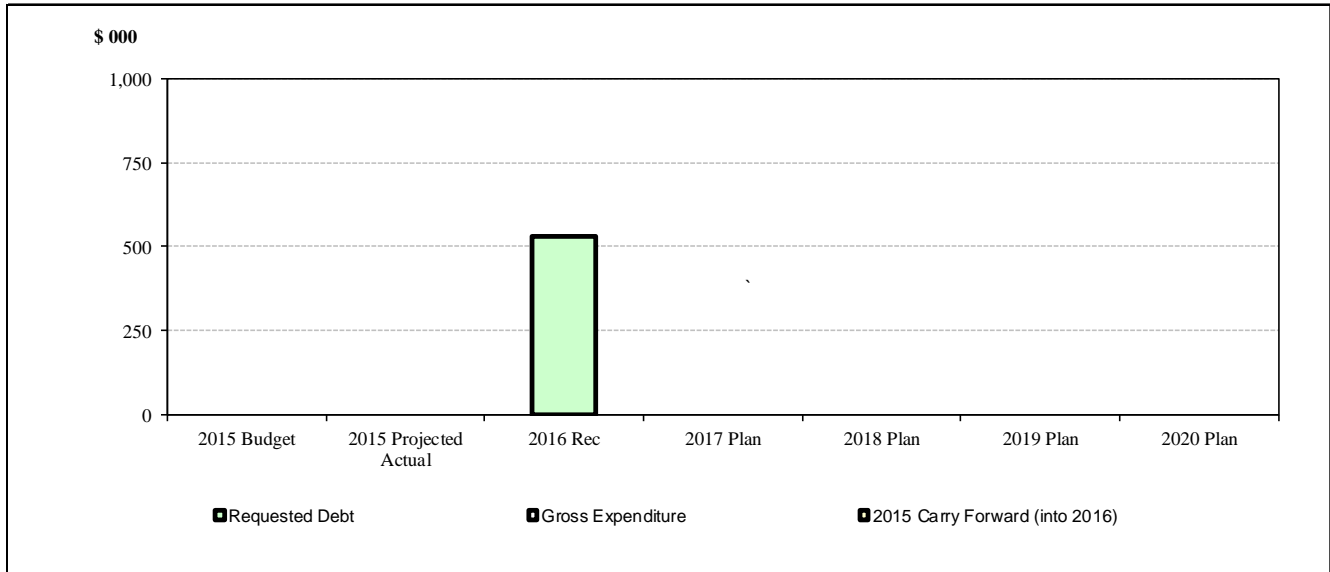
2016 – 2025 Capital Plan

Accountability Officers



	2021 - 2025 Capital Plan							10-Year Total Percent
	2021	2022	2023	2024	2025	2016-2025		
Gross Expenditures:								
2015 Capital Budget & Approved FY Commitments						488	41%	
Recommended Changes to Approved FY Commitments						0	0%	
2016 New/Change in Scope and Future Year Commitments						0	0%	
2021 - 2025 Capital Plan Estimates			700			700	58%	
1-Year Carry Forward to 2016						13	1%	
Total Gross Annual Expenditures & Plan	0	0	700	0	0	1,201	100%	
Financing:								
Requested Debt			700			1,201	100%	
Reserves/Reserve Funds						0	0%	
Development Charges						0	0%	
ISF						0	0%	
Provincial/Federal						0	0%	
Recoverable Debt						0	0%	
Other Revenue						0	0%	
Total Financing	0	0	700	0	0	1,201	100%	
By Category:								
Health & Safety						0	0%	
Legislated						0	0%	
SOGR			700			1,201	100%	
Service Improvement						0	0%	
Growth Related						0	0%	
Total By Category	0	0	700	0	0	1,201	100%	
Yearly SOGR Backlog Estimate (not addressed by current plan)						0		
Accumulated Backlog Estimate (end of year)						0		
Operating Impact on Program Costs						5		
New Positions						0		

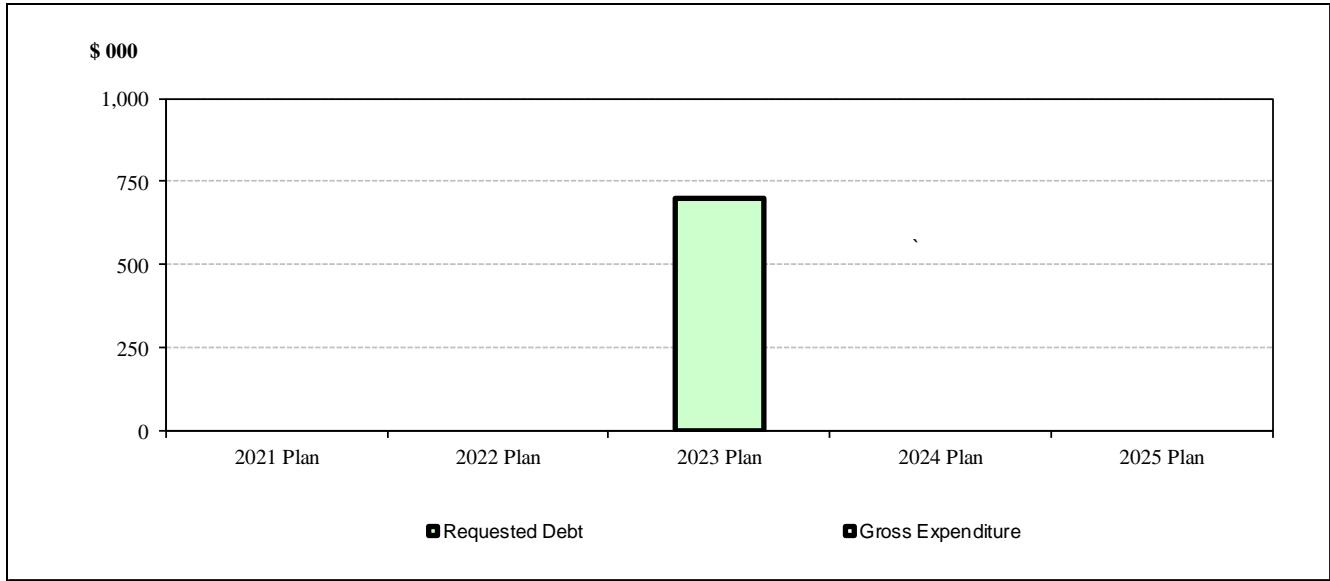
Office of the Ombudsman



		2016 Requested Budget and 2017-2020 Plan									
		2015		2016	2017	2018	2019	2020	2016-2020	5-Year Total Percent	
		Budget	Projected Actual								
Gross Expenditures:											
2015 Capital Budget & Approved FY Commitments										0	0%
Recommended Changes to Approved FY Commitments										0	0%
2016 New/Change in Scope and Future Year Commitments				530					530	100%	
2017- 2020 Capital Plan Estimates										0	0%
1-Year Carry Forward to 2016										0	0%
Total Gross Annual Expenditures & Plan		0	0	530	0	0	0	0	530	100%	
Financing:											
Requested Debt		0			530					530	100%
Reserves/Reserve Funds										0	0%
Development Charges										0	0%
ISF										0	0%
Provincial/Federal										0	0%
Debt Recoverable										0	0%
Other Revenue										0	0%
Total Financing		0			530	0	0	0	530	100%	
By Category:											
Health & Safety										0	0%
Legislated										0	0%
SOGR				530					530	100%	
Service Improvement										0	0%
Growth Related										0	0%
Total By Category		0			530	0	0	0	530	100%	
Yearly SOGR Backlog Estimate (not addressed by current plan)										0	
Accumulated Backlog Estimate (end of year)										0	
Operating Impact on Program Costs										0	
New Positions											

2016 – 2025 Capital Plan

Accountability Officers



	2021 - 2025 Capital Plan						10-Year Total Percent
	2021	2022	2023	2024	2025	2016-2025	
Gross Expenditures:							
2015 Capital Budget & Approved FY Commitments						0	0%
Recommended Changes to Approved FY Commitments						0	0%
2016 New/Change in Scope and Future Year Commitments						530	43%
2021 - 2025 Capital Plan Estimates			700			700	57%
1-Year Carry Forward to 2016						0	0%
Total Gross Annual Expenditures & Plan	0	0	700	0	0	1,230	100%
Financing:							
Requested Debt			700			1,230	100%
Reserves/Reserve Funds						0	0%
Development Charges						0	0%
ISF						0	0%
Provincial/Federal						0	0%
Recoverable Debt						0	0%
Other Revenue						0	0%
Total Financing	0	0	700	0	0	1,230	100%
By Category:							
Health & Safety						0	0%
Legislated						0	0%
SOGR			700			1,230	100%
Service Improvement						0	0%
Growth Related						0	0%
Total By Category	0	0	700	0	0	1,230	100%
Yearly SOGR Backlog Estimate (not addressed by current plan)						0	
Accumulated Backlog Estimate (end of year)						0	
Operating Impact on Program Costs						0	
New Positions							

10-Year Capital Plan Details***Auditor General's Office*****Capital Project Highlights**

- Audit, Complaint and Investigation Management System (ACIMS)

The Auditor General's Office ("AGO") assists City Council in holding itself and city administrators accountable for the quality of stewardship over public funds and for achievement of value for money in City operations. Under the Toronto Municipal Code, the AGO must comply with government audit standards.

At its meeting on March 10-11, 2015, City Council approved the 2015-2024 Capital Budget and Plan for the Accountability Officers, which included the following projects for the AGO:

- Complaint Management System for \$0.565 million over two years starting 2015
- Audit Management Software for \$0.130 million in 2016

This capital request combines these two projects into one project for a total project cost of \$0.695 million. This combined project is to replace the current Hotline complaint management system, automate the audit working paper process, and allow for an external facing intake form for employees or members of the public to report complaints online. This project will support the AGO in conducting investigations on fraud and waste complaints/allegations and facilitate reporting to stakeholders.

The AGO has recognized the need for significant changes in its operations including: increase efficiency and effectiveness when processing complaints; standardize, strengthen and automate quality control review activities; eliminate manual processes to achieve operational efficiencies in the audit function; support the duties and mandate of the Auditor General by facilitating the development of recommendations and work plans; reinforce accountability and transparency; retrieve statistical data to support the identification of areas of concerns and trends within the City; assist in the detection and prevention of future wrongdoings; and provide added value to audit committee reports.

The AGO's systems and processes are critical in delivering its mandate and enhancing its efficiency and effectiveness. The original fraud and waste database was built on the City's existing Domino System over 12 years ago. This system is at the end of its useful life. Since the inception of the Hotline Program, the number of fraud and waste complaints has tripled. Workflow processes are not automated within the Domino database and the Domino application has been scheduled for decommissioning within the next few years. In addition, one of the weaknesses of the current Domino System is that it does not separately identify and track multiple allegations related to a single complaint. The system has frequent performance issues and has limited search capability.

Currently, audit management software is not used by AGO in the conduct of performance audits, many of which are large and complex. Rather, auditors use a hybrid of internally developed electronic tools and manual processes to manage audit activities. A solution to automate these audit activities will increase efficiency, and enhance effectiveness as well as compliance in the AGO.

The approved budget of \$0.565 million in 2015 enabled the Auditor General to gather its business requirements and is currently preparing the Request for Proposal (RFP) documents to acquire a software application. The RFP for this solution is expected to be issued in the first quarter of 2016, with implementation to follow.

This project will have a projected cash flows of \$0.596 million in 2016 comprising:

- New commitment of \$0.130 million in 2016.
- Previously approved Commitment of \$0.114 million in 2016
- Carryforward cash flow of \$0.352 million from 2015

(In \$Thousands)	2016 Req. Budget	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2016 - 2025 Total
IT Projects											
Audit, Complaint and Investigation Management System (ACIMS)	596										596
Total	596	0	0	0	0	0	0	0	0	0	596

Project Financing

The 10-Year Capital Plan of \$0.596 million is to be fully funded by debt.

State of Good Repair (SOGR) Backlog

There is no State of Good Repair Backlog.

2016 Capital Budget by Project Category

The 2016 budget request of \$0.596 million is 100% related to State of Good Repair.

Office of the Lobbyist Registrar**Capital Project Highlights**

- Lobbyist Registry SOGR

The Lobbyist Registrar is responsible for promoting and enhancing the transparency and integrity of City government decision making through public disclosure of lobbying activities and regulation of lobbyists' conduct. The City of Toronto Act, 2006 s 165 requires the City of Toronto to maintain a lobbyist registry which is available to the public.

The Lobbyist Registry System has three major purposes:

- Lobbyists use the system to document their interactions with City Officials.
- The information is available publicly through the OLR's website and is searchable
- The information is contained in an internal operating system (IOS) which reviewed and managed by OLR staff.

State of Good Repair of the Lobbyist Registry is required to enable the registry to continue to function, comply with statutory obligations, meet requirements of users, as well as conform to City and industry technological standards. An updated search capacity will ensure that the public can access the information in the registry. To reflect the current technology prevalence of mobile device usage replacing office computers, a mobile interface is critical to ensure that the transparency and accuracy of the registry is maintained and prevent delays in registration and reporting. In addition, the Accessibility for Ontarians with Disabilities Act requires that all applications meet the WCAG 2.0 AA accessibility standard by 2021. This project will ensure that the Lobbyist Registry application meets this requirement.

This project has commenced implementation in 2015 with business requirements gathering currently ongoing.

There is no change to the project cost of \$0.660 million.

This project will have a projected cash flows of \$0.501 million in 2016 comprising:

- Previously approved commitment of \$0.488 million in 2016
- Carryforward cash flows of \$0.013 million from 2015.

- Lobbyist Registry SOGR 2023

The Lobbyist Registry will need to be refreshed to enable the registry to continue to function, comply with statutory obligations, meet requirements of users, and conform to the City and industry technology standards. This project will have a project cost of \$0.700 million and will start in 2023.

2016 – 2025 Capital Plan

Accountability Officers

(In \$Thousands)	2016 Req. Budget	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2016 - 2025 Total
IT Projects											
Lobbyist Registry SOGR	501										501
Lobbyist Registry SOGR 2023								700			700
Total	501	0	0	0	0	0	0	700	0	0	1,201

Project Financing

The 10-Year Capital Plan of \$1.201 million is to be fully funded by debt.

State of Good Repair (SOGR) Backlog

There is no State of Good Repair Backlog.

2016 Capital Budget by Project Category

The 2016 budget request of \$1.201 million is 100% related to State of Good Repair.

Office of the Ombudsman

Capital Project Highlights

- Case Management System for Ombudsman

The Office of the Ombudsman is tasked with investigating complaints received from the public about the administration of City government, including its agencies, boards, corporations, and commissions.

The Case Management System (CMS) provides the Office with an essential tool to manage its caseload, capture and store all complaints-related information. The information in the system are used to track complaints, identify trends, provide referral information to staff, generate reports (e.g., time to resolve complaints, method of resolution, divisions complained about, etc), assist with the investigation of systemic and system-wide complaints, and assist with the management of the day to day handling of complaints.

The system needs to be upgraded in 2016 to ensure the CMS is in a state of good repair, meet corporate and industry standards, and reflect new technology standards.

This project will have a project cost of \$0.530 million and will start in 2016.

- Case Management System SOGR

The Case Management System will need to be refreshed to meet the latest technology standards. This project will have a project cost of \$0.700 million and will start in 2023.

(In \$ Thousands)	2016 Req. Budget	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2016 - 2025 Total
IT Projects											
Case Management System for Ombudsman		530									530
Case Management System SOGR								700			700
Total	0	530	0	0	0	0	0	700	0	0	1,230

Project Financing

The 10-Year Capital Plan of \$1.230 million is to be fully funded by debt.

State of Good Repair (SOGR) Backlog

There is no State of Good Repair Backlog.

2016 Capital Budget by Project Category

The 2016 budget request of \$1.230 million is 100% related to State of Good Repair.

**10-Year Capital Plan
Incremental Operating Impact Summary**

Auditor General's Office

The 10-Year Capital Plan is anticipated to have an incremental operating impact of \$0.038 million in 2016 for application licences.

The Auditor General's Office's capital project is currently being supported by the City Clerk's Office. Any temporary capital staffing positions will be reflected in City Clerk's Office staff operating budget requests.

Office of the Lobbyist Registrar

The 10-Year Capital Plan is anticipated to have an impact of \$0.005 million in 2017 Operating Budget for application maintenance and support.

The Office of the Lobbyist Registrar's capital projects is supported by City Clerk's Office. Any temporary capital staffing positions required for this project are reflected in the City Clerk's Office operating budget requests.

Office of the Ombudsman

The 10-Year Capital Plan is not anticipated to have impacts on future year Operating Budgets.

The Office of the Ombudsman's capital projects will be developed by the City Clerk's Office. Any temporary capital staffing positions required for these projects will be reflected in the City Clerk's Office operating budget requests.

PART II: ISSUES FOR DISCUSSION

10-Year Capital Plan (2016-2025) Issues

Auditor General's Office

Not applicable.

Office of the Lobbyist Registrar

Not applicable.

Office of the Ombudsman

Not applicable.

Appendix 1
2015 Capital Variance Review

Auditor General's Office

The Auditor General's Office has a Capital Budget of \$0.451 million in 2015 for the procurement of the Audit, Complaint and Investigation Management System. Based on the 3rd Quarter Corporate Variance Report, the projected actual at year-end is \$0.099 million or 22% as the project team explored various options on Request for Proposal (RFP) format structures. The project completion is expected in 2016 if one vendor is awarded to deliver one solution for 3 mandatory modules. Unspent cash flows of \$0.352 million will be carried forward to 2016.

Office of the Lobbyist Registrar

The Office of the Lobbyist Registrar has a Capital Budget of \$0.172 million in 2015 for the state of good repair of the Lobbyist Registry system. The projected actual at year end is \$0.159 million or 92.4%. Unspent cash flows of \$0.013 million will be carried forward to 2016. The project is on schedule and is expected to be completed in 2016.

Office of the Ombudsman

The Office of the Ombudsman has no Capital Budget in 2015.

Appendix 2
2016 Capital Budget
2017 to 2025 Capital Plan -
Project Cost and Cash flows

2016 – 2025 Capital Plan

2016 Capital Budget, 2017 to 2025 Capital Plan – Project Cost and Cash Flows (in \$000s)

Auditor General's Office

	2014 & Prior Year Carry Forwards	2016 Previously Approved Cash Flow Commitments	2016 New Cash Flow Req	2016 Total Cash Flow Req	2015 Carry Forwards	Total 2016 Cash Flow (Incl 2015 CFwd)	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total Project Cost
Expenditures																
AGO-Audit, Complaint and Investigation Management System (ACIMS)		114	0	114	352	466										466
AGO ACIMS - Change in Scope & Cash flow			130	130		130										130
Total Expenditure	0	114	130	244	352	596	0	0	0	0	0	0	0	0	0	596
Financing																
Debt		114	130	244	352	596										596
Recoverable Debt				0		0										0
Other				0		0										0
Reserves/Res Funds				0		0										0
Development Charges Provincial/Federal				0		0										0
Total Financing	0	114	130	244	352	596	0	0	0	0	0	0	0	0	0	596
Debt Target		114	130	244	352	596	0	0	0	0	0	0	0	0	700	1,296
Over (Under) Debt Target		0	0	0	0	0	0	0	0	0	0	0	0	0	-700	-700

2016 – 2025 Capital Plan

2016 Capital Budget, 2017 to 2025 Capital Plan – Project Cost and Cash Flows (in \$000s)

Office of the Lobbyist Registrar

	2014 & Prior Year Carry Forwards	2016 Previously Approved Cash Flow Commitments	2016 New Cash Flow Req	2016 Total Cash Flow Req	2015 Carry Forwards	Total 2016 Cash Flow (Incl 2015 CFwd)	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total Project Cost
Expenditures																
Lobbyist Registry SOGR		488		488	13	501										501
Lobbyist Registry SOGR 2023				0		0							700			700
Total Expenditure	0	488	0	488	13	501	0	0	0	0	0	0	700	0	0	1,201
Financing																
Debt		488	0	488	13	501							700			1,201
Recoverable Debt				0		0										0
Other				0		0										0
Reserves/Res Funds				0		0										0
Development Charges				0		0										0
Provincial/Federal				0		0										0
Total Financing	0	488	0	488	13	501	0	0	0	0	0	0	700	0	0	1,201
Debt Target		488		488	13	501	0	0	0	0	0			0	700	1,201
Over (Under) Debt Target		0	0	0	0	0	0	0	0	0	0	0	700	0	-700	0

2016 – 2025 Capital Plan

2016 Capital Budget, 2017 to 2025 Capital Plan – Project Cost and Cash Flows (in \$000s)

Office of the Ombudsman

	2014 & Prior Year Carry Forwards	2016 Previously Approved Cash Flow Commitments	2016 New Cash Flow Req	2016 Total Cash Flow Req	2015 Carry Forwards	Total 2016 Cash Flow (Incl 2015 CFwd)	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total Project Cost
Expenditures																
Case Management System for Ombudsman			530	530		530										530
Case Management System SOGR				0		0							700			700
Total Expenditure	0	0	530	530	0	530	0	0	0	0	0	0	700	0	0	1,230
Financing																
Debt			530	530		530							700	0		1,230
Recoverable Debt				0		0										0
Other				0		0										0
Reserves/Res Funds				0		0										0
Development Charges				0		0										0
Provincial/Federal				0		0										0
Total Financing	0	0	530	530	0	530	0	0	0	0	0	0	700	0	0	1,230
Debt Target			530	530		530	0	0	0	0	0	0	700	0	0	1,230
Over (Under) Debt Target			0	0		0	0	0	0	0	0	0	0	0	0	0