Toronto Public Health
Capital Budget and Plan Request

2014-2023

Executive Summary

Capital Program

EXECUTIVE SUMMARY

This report provides an overview of the Toronto Public Health (TPH) 2014 Capital Budget and 2015-2023 Capital Plan and Forecast.

TPH is submitting a 2014 – 2023 Capital Budget and Plan request of $32.255 million, including a 2014 Capital Budget of $4.060 million and future year commitments of $3.641 million and a 2015 – 2023 Capital Plan and Forecast of $24.554 million. The Debt Affordability Target provided by the City for TPH is $3.393 million in 2014, $3.396 million in 2015, $3.392 million in 2016, $3.388 million in 2017, $3.363 million in 2018 and, $14.473 million for 2019 to 2023 for a total of $31.405 million. TPH will receive 100 percent Provincial funding for one IT project (Infectious Disease Control Information System) for $0.667 million in 2014 and $0.183 million in 2015 for a total of $0.850 million.

The 10-Year Capital Budget and Plan request will provide funding for eleven Information and Technology (IT) projects that support improvement of service delivery with the development and enhancement of systems while complying with Provincial mandatory reporting requirements. There is no additional operating impact associated with these eleven IT projects.

Table 1: 2014-2023 Capital Budget and Plan Request

($000's)	2014 Budget Request	Commitments/Plan				Total 2014-2018	2019-2023 Forecast					Total 2014-2023
		2015	2016	2017	2018		2019	2020	2021	2022	2023	
2014 Budget & Future Year Commitments	4,060	2,957	684	0	0	7,701	0	0	0	0	0	7,701
2015 - 2023 Plan and Forecast (Estimates)		622	2,708	3,388	3,363	10,081	3,373	3,400	3,000	2,500	2,200	24,554
Total Plan and Forecast	4,060	3,579	3,392	3,388	3,363	17,782	3,373	3,400	3,000	2,500	2,200	32,255
Provincial Funding (100%)	667	183	0	0	0	850						850
Debt Affordability Target	3,393	3,396	3,392	3,388	3,363	16,932	3,373	3,400	3,000	2,500	2,200	31,405
Over/(under) Debt Target	0	0	0	0	0	0	0	0	0	0	0	0

Demands on public health services and the business support for them continue to grow. Technology is required to extend our capacity to provide service in a timely way while fiscal constraints require human resources to be maintained or reduced. Service metrics and reporting with real time data are an increasing expectation as people have become used to

availability of information on demand. Professionals also expect to use tools that allow them to provide their services most effectively and that enable them to access information, upload data and report on services, costs, performance metrics and other requirements. TPH uses a number of technology systems to assist in delivering services. Increased awareness and the need to demonstrate accountability requires systems that provide management with the means to monitor various information and metrics to ensure standards are being met within acceptable boundaries.

The Ontario Public Health Organizational Standards includes the requirement to develop and implement an IT strategy for each public health unit as one of the expectations for a well managed system. When employees are asked to do more with the same or fewer resources, it is critical that the organization provides them with the IT tools they need to do their jobs. Audit requirements, performance metrics and the need to demonstrate effective management of resources requires a planned realistic approach to providing tools that enable timely and efficient reporting.

Toronto Public Health is, in certain cases required, to use specific forms of information technology and certain systems in order to collect and share information with other jurisdictions through provincially developed systems. TPH, as with all health units in Ontario, is also required by law to collect and report critical information related to communicable and reportable diseases within mandated timelines and formats prescribed by Ontario.

The Capital Plan presented below outlines a series of projects designed to both improve the ability of TPH to share required information, to improve accountability through better and timely information collection and to assist in more efficient delivery of our programs and services to and on behalf of the residents of Toronto.

RECOMMENDATIONS

The Medical Officer of Health recommends that:

1. City Council approve a 2014 Recommended Capital Budget for Toronto Public Health with a total project cost increase of $2.175 million and a 2014 cash flow of $4.418 million and future year commitments of $3.641 million. The 2014 Capital Budget is comprised of the following:

   a) new cash flow funding for:

i) Two new sub-projects and three change in scope sub-projects with a 2014 total project cost increase of $2.175 million that requires an increase in cash flow of $1.023 million in 2014 and future year commitments of $0.468 million in 2015; and $0.684 million in 2016; and

ii) Three previously approved sub-projects with a 2014 cash flow of $3.037 million and future year commitments of $2.489 million in 2015.

b) 2013 approved cash flow for one previously approved sub-project with carry forward funding from 2013 to 2014 totalling $0.358 million.

2. City Council approve the 2015-2023 Capital Plan for Toronto Public Health totalling $24.554 million in project estimates, comprised of $0.622 million in 2015, $2.708 million in 2016, $3.388 million in 2017, $3.363 million in 2018, $3.373 million in 2019, $3.400 million in 2020, $3.000 million in 2021, $2.500 million in 2022 and $2.200 million in 2023; and

3. The Board of Health forward this report including the attachment to the City's Budget Committee for its consideration during the 2014 budget process.

The figures forming the basis of the Recommendations are shown in the table below.

Table 2: 2014-2023 Capital Budget and Plan Request

($000's)	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	Total 2014-2018	Total 2015-2023
Gross Expenditures												
2013 FY Commitments	3,037	2,489									5,526	
2014 New/Change in Scope & Future Year Commitments	1,023	468	684								2,175	
Total Plan and Forecast	4,060	2,957	684	-	-						7,701	3,641
Projected Carry Forward to 2014	358											
Total 2014 Cash Flow	4,418											
2015-2023 Capital Plan		622	2,708	3,388	3,363	3,373	3,400	3,000	2,500	2,200		24,554

IMPACT OF THE CAPITAL PROGRAM ON TPH STRATEGIC PLAN

The capital program is integral to the achievement of the following TPH Priority Directions and Actions contained in the TPH 2014-2023 Strategic Plan:

Table 3: Priority Directions & Actions Impacted By TPH Capital Projects

Priority Directions & Actions Impacted By TPH Capital Projects	2014 Projects	Healthy Environments Inspection System	Web re:Brand Project	HF/HL Point of Care	CDC Wireless Rollout	Infectious Disease Control Information System	Future Projects	TPH Datamart Data Warehouse-Phase 2	Document & Records Mgmt System	Public Health System State of Good Repair	Dental and Oral Health Info System	Internet & Intranet Strategy Implementation	Public Health Service Delivery Transformation
Priority Direction 1 *Deliver services that meet the health needs of Toronto's diverse communities*													
Plan service delivery based on the assessment of health needs across different populations, including newcomers and racialized communities		☑				☑		☑	☑	☑	☑		☑
Establish equity goals using relevant health indicators as a means of targeting service provision to priority populations		☑				☑		☑	☑	☑	☑		☑
Priority Direction 2 *Champion healthy public policy*													
Sustain public awareness of the vital role played by TPH staff and programs in achieving a healthy city for all			☑							☑		☑	
Report to the Board of Health on priority issues and recommended actions for system-wide, whole-of-government policies that protect and promote		☑				☑		☑	☑	☑	☑		☑
Priority Direction 3 *Plan for and respond to urgent public health threats and emergencies*													
Update and maintain TPH emergency preparedness and response systems and provide ongoing training and exercises for staff			☑		☑	☑				☑		☑	
Priority Direction 4 *Lead innovation in urban public health practice*													
Foster knowledge exchange with other public health units and academic, government and community agencies to strengthen engagement in		☑	☑	☑	☑	☑		☑	☑	☑	☑	☑	☑
Build and sustain partnerships across sectors locally, regionally and globally that advance the goals of protecting and promoting public health		☑	☑			☑				☑	☑		
Implement an organizational performance management framework that ensures continuous quality improvement		☑		☑	☑	☑		☑	☑	☑	☑		☑
Priority Direction 5 *Be a healthy workplace that embraces excellence and promotes collaboration and*													
Develop and implement an organization-wide learning plan										☑		☑	
Strengthen internal communication channels and processes to promote engagement and support collaboration			☑					☑	☑	☑		☑	☑

OVERVIEW CAPITAL BUDGET AND PLAN

2014-2023 Capital Budget and Plan

The 2014 Capital Budget process requires City Divisions and its Agencies, Boards and Commissions (ABCs) to submit a 10-Year Capital Budget and Plan within the debt affordability and capital targets established for each of the 10 years. City Divisions and ABCs must develop their 10-Year Capital Budget and Plan based on these debt targets.

The Capital projects included in TPH's 10-Year Capital Budget and Plan are designed to support five strategic TPH IT priorities as represented in the diagram below.

Chart 1: TPH IT Strategic Priorities
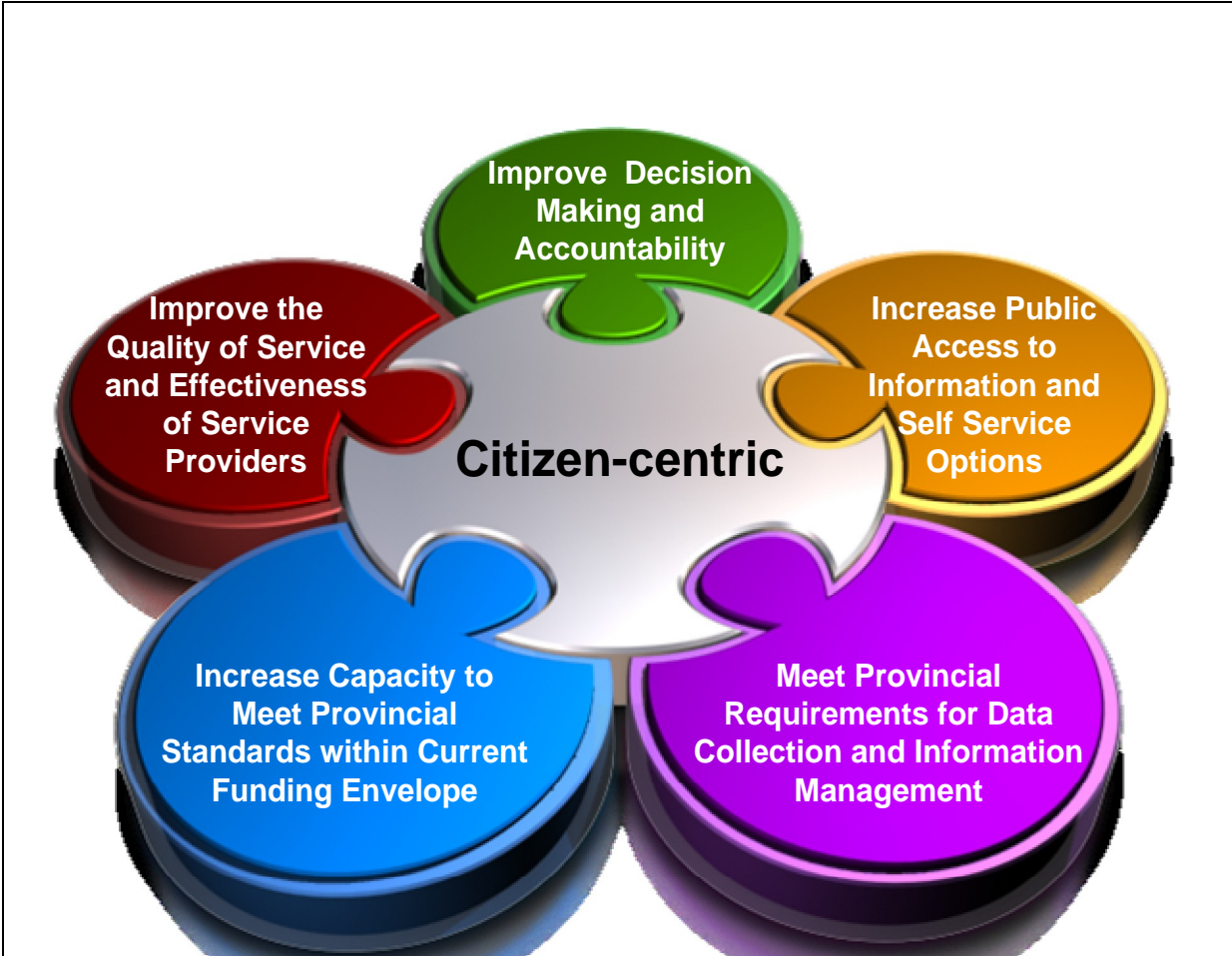
The TPH 2014-2023 Capital Budget and Plan contains projects that deliver on each of the five strategic priorities. The chart below titled "2014-2023 IT Capital Portfolio" places projects under the priorities where they have the largest impact. It should be noted that most projects have benefits that fall into all the categories.

2014-2023 IT Capital Portfolio

Meet Provincial Requirements for Data Collection and Information Management	Increase Capacity to Meet Provincial Standards within Current Funding Envelope	Improve the Quality of Service and Effectiveness of Service Providers	Improve Decision Making and Accountability	Increase Public Access to Information and Self Service Options
Infectious Disease Control Information System	Healthy Environment Inspection System	HF/HL Point of Care	Document and Records Management System	Web re:Brand Project
Datamart/ Data Warehouse Project	HF/HL Point of Care	Infectious Disease Control Information System	Datamart/ Data Warehouse Project Phase 2	Internet and Intranet Strategy Implementation
	Communicable Disease Control (CDC) Wireless Rollout	Public Health Service Delivery Transformation		
	Dental and Oral Health Info System			
	Public Health Service Delivery Transformation			

IT Strategic Priorities

Below is a statement on each of the five IT Strategic Priorities with an illustration from a capital project about how this priority is being addressed.

1. **Meet Provincial Requirements for Data Collection and Information Management**

   TPH must comply with Provincial legislation and standards around the collection and protection of personal and public health information.

   > ☑ The *Infectious Disease Control Information System* project will implement a provincially mandated national public health information system. This system will encompass an immunization information system, a vaccine ordering and distribution system, health alerts, and a case, contact, and outbreak management system for reportable diseases. TPH is partnering with the Province to develop a system that will meet both their requirements and the complex needs of the City of Toronto.

2. **Increase Capacity to Meet Provincial Standards within Current Funding Envelope**

   TPH is committed to delivering services that meet community health needs and comply with the Ontario Public Health Standards while making wise use of human and financial capital. IT investments capitalize on opportunities to automate work and increase the capacity of staff to meet required standards of service.

   > ☑ The Healthy Environments (HE) Inspection System that includes DineSafe, will expand program capacity and allow TPH to better meet the Provincial standards within the current funding envelope by: i) allowing inspection data to be input and printed at the inspection site thereby reducing travel time ii) reducing the overall time to perform inspections; and iii) eliminating duplicate data entry.

3. **Improve the Quality of Service and Effectiveness of Service Providers**

In support of TPH's commitment to excellence by ensuring continuous improvement in organizational performance, the capital program strives to provide staff with the tools they need to enhance performance and provide high quality service to our clients.

> ☑ The HF/HL Point of Care System will: i) improve quantity and quality of client care through streamlined work processes by allowing existing HF, HC, and CDIP staff to deliver more services and address service gaps in prenatal, postpartum and parenting programs (e.g. provide service to 1,800 waitlisted/unserviced clients); ii) increase quality of care by enabling real-time, on-site access to client health records and service delivery standards, guidelines, policies and procedures; and iii) improve health teaching by maximizing teachable moments by providing clients with immediate access to health promotion information.

4. **Improve Decision Making and Accountability**

Information technology has a key role to play in supporting TPH's objectives of service excellence and accountability to the Board of Health, the Government of Ontario, and to the people of Toronto through the use of evidence to support the design and delivery of programs, and the implementation an organizational performance management framework.

> ☑ The Datamart/ Data Warehouse Project will provide management with direct access to timely information from key TPH systems to identify trends, and perform comprehensive analysis. This will facilitate assessment of program effectiveness and results.

5. *Increase Public Access to Information and Self Service Options*

Technology has an important role in meeting the public's demands for service 24/7 and the growing use of the internet to access information.

> ☑ The Web re:Brand and Internet/Intranet Strategy Implementation projects will together help TPH expand and make its current website easier to use and accessible to better support: i) communication to and education of the public on disease prevention, health promotion, and health protection; ii) access to information on TPH programs and services; and iii) the quick dissemination of information during public health threats and emergencies.

CAPITAL PROJECT SUMMARIES AND FUNDING DETAILS

The funding for the TPH 2014-2023 IT Capital Budget and Plan is summarized in Table 4 below:

Table 4: Summary of Major Capital Initiative (Excludes Carry Forward Funding)

($000s)	2014 Rec. Budget	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2014-2023 Total
2014 Budget and Future Year Commitments											
Ongoing Projects											
Web re:Brand Project	244										**244**
Infectious Disease Control Information System	667	183									**850**
HF/HL Point of Care	1,870	2,055									**3,925**
New Projects Beginning 2014											
CDC Wireless Rollout	602	719	684								**2,005**
Healthy Environments Inspection System	677										**677**
Subtotal	**4,060**	**2,957**	**684**								**7,701**
2015-2023 Plan And Forecast (Estimates)											
Future Projects											
TPH Datamart Data Warehouse-Phase 2		622	894	985	970	240					**3,711**
Document & Records Mgmt System			1,021	868	295	612					**2,796**
Public Health System State of Good Repair			793	1,010	1,110	1,390	1,273	1,007	1,756	1,455	**9,794**
Dental and Oral Health Info System				525	988	380					**1,893**
Internet & Intranet Strategy Implementation						751	680	839	134	135	**2,539**
Public Health Service Delivery Transformation							1,447	1,154	610	610	**3,821**
Subtotal		**622**	**2,708**	**3,388**	**3,363**	**3,373**	**3,400**	**3,000**	**2,500**	**2,200**	**24,554**
Grand Total	**4,060**	**3,579**	**3,392**	**3,388**	**3,363**	**3,373**	**3,400**	**3,000**	**2,500**	**2,200**	**32,255**

PROJECT SUMMARIES

Ongoing Projects

1. *Web re:Brand TPH Implementation* project – 2011 to 2014 ($1.595 million) addresses deficiencies pertaining to: 1) management of 6,000 web pages/files; 2) responding to future web content growth; and 3) user experience. The purpose of the project is to redesign the TPH website and implement the corporate content management software to automate the web posting process in order to improve the accuracy, relevance and timeliness of web content. In 2014, TPH will conduct a content, structural and functional review of the web site to identify improvements in functionality and usability. TPH will continue collaborating with the corporate Web Revitalization Project to implement the priority improvements identified during the TPH web content migration in 2013.

2. *HF/HL Point of Care* project - 2013 to 2015 ($4.968 million) – This project will implement wireless devices which securely communicate with the TCHIS system and synchronize data between the mobile units and the TCHIS database. Implementing this project will: 1) increase quality of care through enabling professional staff to have access to materials, documents, health promotion literature and related policies and procedures on-site during a home visit; 2) improve accuracy of documentation by reducing the time gap between client interaction and documentation of these interactions; 3) improve compliance to documentation guidelines, standards and policies; 4) provide increased accountability with regard to the information contained within the customer record; and 5) increase quantity of care through point of care (POC) access by enabling staff to spend a greater proportion of each work day engaged in professional level program and service delivery.

3. *Infectious Disease Control Information System - 2013 to 2015* ($2.311 million) – This 100% provincially funded project uses TPH expertise and diverse requirements to assist in the on-going development and implementation of the pan-Canadian Panorama System for infectious disease control. Toronto Public Health's involvement is funded by the Ministry of Health and Long Term Care and includes developing the implementation approach, product evaluation, configuration, data migration, and reporting to ensure that the solution meets TPH requirements and aligns with TPH business processes. Implementing this system will: promote a reliable system for immunization records; provide real-time access to medical and health information; enable central maintenance by the MOHLTC; improve accountability for publicly funded vaccines; improve vaccine coverage rate data; enhance ability to identify vaccine redeployment and reduce improper vaccine disposal; provide better administration of immunization assessments; provide enhancements for easier parental access to immunization information; capture information that can be used to improve our understanding of health determinants in communities through data analysis; support of client records with many providers, which

produces more efficiency, effectiveness, consistency, reliability, and currency of records; and ensure that TPH is compliant with the mandated Provincial reporting system.

New Project Beginning in 2014

1. ***Healthy Environments (HE) Inspection System*** project 2014 ($0.677 million): This project will provide Public Health Inspectors while in the field with mobile access to the Toronto Healthy Environments Information System (THEIS). The corporate Remote Computing System (RCS) mobile solution utilized by Buildings and Municipal Licensing will be leveraged to provide mobile functionality to inspectors. As a result, this solution will: i) allow inspection data to be input and printed at the inspection site thereby reducing travel time required to return to the office and reducing the need to enter data in the office; ii) reduce the overall time to perform inspections; and iii) eliminate duplicate data entry by HE clerical staff and Toronto Health Connections.

2. ***Communicable Disease Control (CDC) Wireless Rollout*** project – 2014 to 2016 ($2.005 million) - This project will enable staff in the Vaccine Preventable Disease (VPD), TB and Personal Service Settings (PSS) components of the Control of Infectious Disease /Infection Control (CID/IC) programs to enter into and access data directly from health information management systems while in the field. Wireless technology will be used to improve CDC business processes and service to clients.

Future Projects

1. ***TPH Datamart / Data Warehouse - Phase 2*** project - 2015 to 2019 ($3.711 million) - Building on the accomplishments of phase 1, this project will support further improvement in reporting, performance measurement and decision making across TPH programs. Implementing this project will improve operations by allowing 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.

2. ***Document and Records Management System*** project – 2016 to 2019 ($2.796 million) - Records and information contained in documents are key assets for Toronto Public Health. This information is primarily available now in electronic documents. The City Clerk's Division and the City's Information & Technology Division have selected a corporate Enterprise Document Management System (EDMS) that is being piloted in two City divisions in 2013. Acceptance of the solution for phased implementation in other City divisions is expected in 2014 and TPH plans to begin implementing it in 2016.

3. ***Public Health Systems State of Good Repair*** project – 2016 to 2023 ($9.794 million) – This project will enhance or replace a number of software systems/applications that have reached their end of life due to their: 1) technical obsolescence; 2) inability to satisfy new security standards/legislation and protect personal and personal health information; and

3) inability to support new business requirements. The goal of this project is to ensure that critical business systems are sustained.

4. ***Dental and Oral Health Information System*** project – 2017 to 2023 ($1.893 million) – This project will assess the requirements not met by the Provincial dental and oral health system, with features, as required, to support: 1) dental practice management including patient scheduling, charting, and digital x-ray management in City dental clinics; 2) dental screening, oral health services and on-site dental treatment for geriatric clients at collective living centres and other community facilities; and 3) electronic integration with Provincial systems for school dental screening and claims processing and private dental operations for claims processing. This project will improve TPH's ability to deliver dental health services to vulnerable and under-privileged children and seniors in Toronto.

5. ***Internet and Intranet Strategy Implementation*** project – 2019 to 2023 ($2.539 million) - A number of internet and intranet applications and solutions have been identified to meet TPH's business needs for public and client engagement using the internet. These applications and solutions will be developed or purchased and implemented beginning 2019.

6. ***Public Health Service Delivery Transformation*** project – 2020 to 2023 ($3.821 million) - TPH will implement the priority initiatives identified in the IT Strategic Plan currently under development. These initiatives will improve client service delivery, support Provincial and City strategic directions and standards, and embed privacy and security requirements regarding the collection, use and disclosure of personal and health related information.

Chart 2: Breakdown of $32.255 Million 10Year Capital Budget and Plan
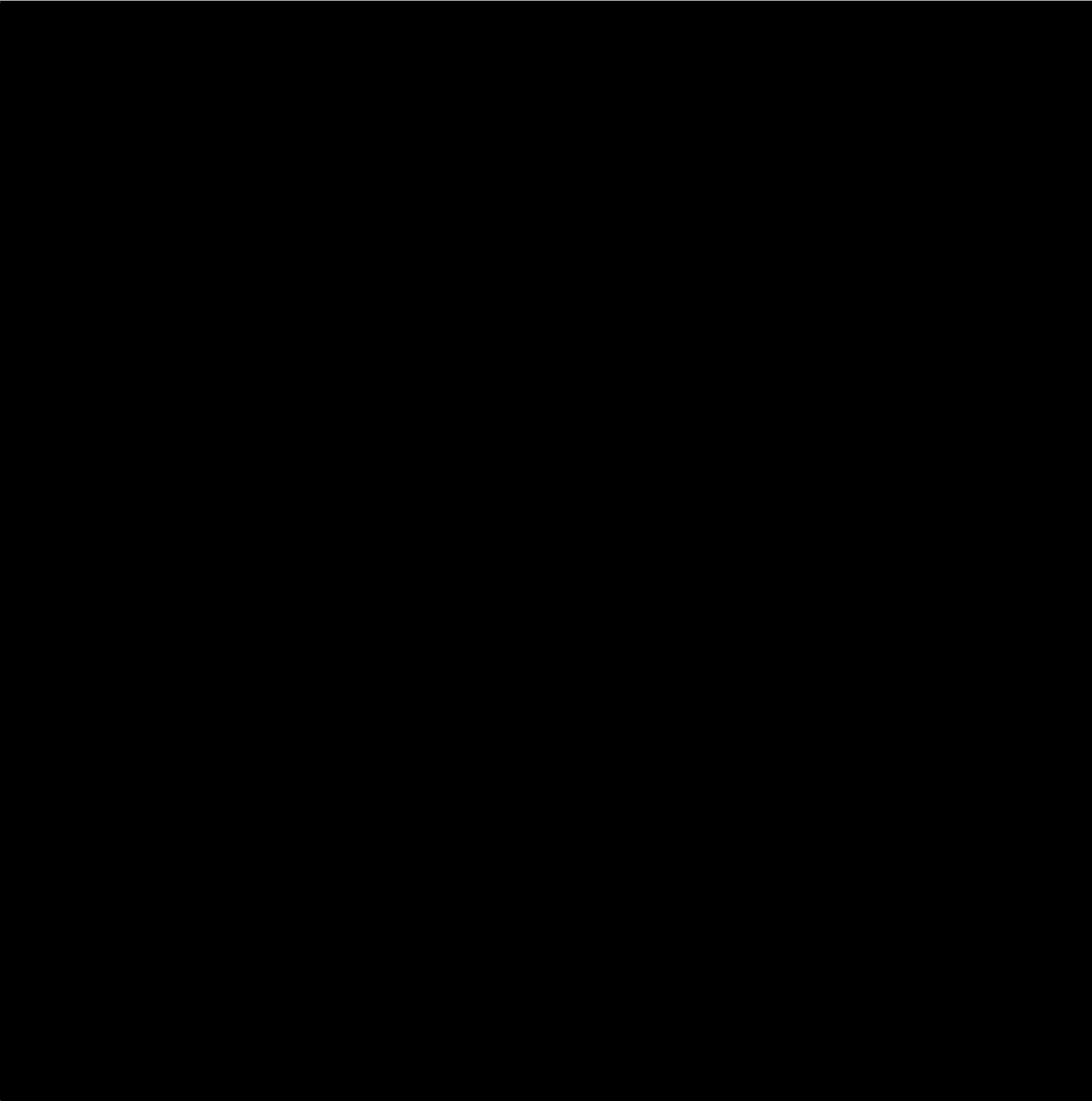
OPERATING BUDGET IMPACT OF 10 YEAR CAPITAL PLAN

Approval of the 2014-2023 Recommended Capital Plan will not impact future year Operating Budgets. The cost of new system maintenance and support will be fully absorbed within the existing TPH operating budget using program efficiency and service realignment realized through the implementation of IT capital projects.

IN YEAR CHANGES TO THE APPROVED CAPITAL BUDGET

In 2013 TPH requested an in-year adjustment to the 2013 approved capital budget to transfer funds between subprojects to capitalize on opportunities to accelerate projects with funds available from projects that had experienced delays.

Table 5: Capital Program In-Year Adjustments for 2013 Budget

($000s)	2013 Approved Budget	In-Year Changes	2013 Revised Budget	Comment
Healthy Environments Inspection System	708	-583	125	This project experienced several delays in 2011 and 2012 in receiving quality software and services from the vendor (CSDC) to enhance the functionality of the Toronto Healthy Environments Information System. As a result, the vendor contract has been cancelled. Funds of $583,000 pertaining to vendor product and services remain unspent and are available to be reallocated to other projects requiring additional funds in 2013.
Web re:Brand Project	420	209	629	This project supports the corporate implementation of the OpenText Web Content Management (WCM) system managed by the Web Revitalization Project. The corporate project requires additional contracted services in order to achieve their objective of implementing the WCM system by Q4 2013. This system facilitates the management of web content and improves its usability and public access to information. TPH will fund the required contracted services for the corporate project that will benefit TPH and all City divisions providing content onto the City's web site (www.toronto.ca).
TPH Datamart Data Warehouse - Phase 1	509	374	883	By advancing work on this project in 2013, the total planned cost will be reduced. Accelerated deliverables originally planned for 2014 will allow TPH to: meet provincial accountability agreement performance measures; provide simplified reporting capability across additional programs within Healthy Families, Chronic Disease and Injury Prevention, and Healthy Communities; enable timely and efficient response to requests for information from the media, Council, and the Ministry; and improve performance monitoring and trend analysis to adjust program service delivery.
Total		0		

2013 ESTIMATED CARRY FORWARD IMPACT ON 2014 CAPITAL BUDGET

TPH is forecasting that capital project expenditures for 2013 will be under budget by $0.358 million.

Table 6: Summary of Major Capital Initiatives (Includes Carry Forward Funding)

($000's)	2014 Rec. Budget	2013 Carry Forward	2014 Budget Request		2015 Plan	2016 Plan	2014-2023 Total
2013 Budget and Future Year Commitments							
Ongoing Projects							
Web re:Brand Project	244		244				244
HF/HL Point of Care	1,870		1,870		2,055		3,925
Infectious Disease Control Information System	667		667		183		850
HF/HL Systems Integration		358	358				358
New Projects Beginning 2014							
Healthy Environments Inspection System	677		677				677
CDC Wireless Rollout	602		602		719	684	2,005
Total	**4,060**	**358**	**4,418**		**2,957**	**684**	**8,059**

SUMMARY OF POSITIONS FUNDED THROUGH THE CAPITAL BUDGET

TPH requires staff to work temporarily on capital projects. Salary and benefit costs of $3.629 million gross and $0.000 net are included in the 2014 Operating Budget to reflect the payroll cost that is funded from the 2014 Capital Budget. The number of capital FTEs in the 2014 Operating Budget is 35.65 as detailed in Table 7.

Table 7: Summary of Positions Funded through Capital

	2014 Budget Request ($'000s)	2014 Salaries Exp ($'000s)	2014 FTE	2015 FTE	2016 FTE	2017 FTE	2018 FTE	2019 FTE	2020 FTE	2021 FTE	2022 FTE	2023 FTE
2013 Budget and Future Year Commitments												
Ongoing Projects												
Web re:Brand Project	244	243	1.92									
HF/HL Point of Care	1,870	1,615	15.75	16.25								
Infectious Disease Control Information System	667	667	7.16	1.90								
New Projects Beginning 2014												
Healthy Environments Inspection System	677	610	5.82									
CDC Wireless Rollout	602	494	5.00	5.00	5.00							
Subtotal	4,060	3,629	35.65	23.15	5.00							
2014-2022 Plan And Forecast (Estimates)												
Future Projects												
TPH Datamart Data Warehouse-Phase 2				2.25	2.25	2.25	2.25	2.00				
Document & Records Mgmt System					6.75	7.40	7.00	9.65	9.25	7.50	14.00	10.96
Public Health System State of Good Repair					3.50	3.50	2.00	2.50				
Dental and Oral Health Info System						3.00	4.75	1.75				
Internet & Intranet Strategy Implementation								5.00	5.00	5.00	0.75	0.75
Public Health Service Delivery Transformation									9.00	9.50	4.00	4.00
Subtotal				2.25	12.50	16.15	16.00	20.90	23.25	22.00	18.75	15.71
Grand Total				25.40	17.50	16.15	16.00	20.90	23.25	22.00	18.75	15.71

KEY CHANGES TO THE 2014-2023 CAPITAL BUDGET AND PLAN

Annual updates to the 10-Year Capital Plan provides TPH the opportunity to refine its IT projects based on changing conditions and better information. Significant changes to the 10-Year Capital Plan are as follows:

Table 8: Key Changes to the 2014-2023 Capital Budget and Plan

($000's)	2014	2015	2016	2017	2018	2019-2023	TOTAL	Comment
Project Scope and/or Funding Requirements Changes to Previously Approved Projects								
2013 Infectious Disease Control Information System	725	205					930	Reduction in Provincial funding
2014 Infectious Disease Control Information System	667	183					850	
Recommended Total Changes	**-58**	**-22**					**-80**	
2013 The Toronto Healthy Environments Inspection System	0						0	This is a new project to deploy mobile functionality to Public Health Inspectors and Investigators in order to access and enter client and service data while in the community.
2014 The Toronto Healthy Environments Inspection Syste	677						677	
Recommended Total Changes	**677**	**0**					**677**	
2013 Web Re:Brand Project	445	334					779	The corporate Web Revitalization project adopted a new approach of migrating web content to the Web Content Management (WCM) solution in 2013 and deferring the redesign of the City's web site until 2014. As a result of this new approach including the accelerated implementation of an enhanced WCM solution. This project will be completed in 2014 instead of 2015 and fewer project resources are required in 2014.
2014 Web Re:Brand Project	**244**	**0**					**244**	
Recommended Total Changes	**-201**	**-334**					**-535**	
2013 HF/HL Point of Care	1,867	1,950					3,817	Change in project team position (mobile technical support lead) and salary and benefit assumptions for all position results in a budget increase.
2014 HF/HL Point of Care	**1,870**	**2,055**					**3,925**	
Recommended Total Changes	**3**	**105**					**108**	
2013 CDC Wireless	0	0				1,438	1,438	To ensure project success and accelerated realization of benefits, costs resources and project priorities have been reviewed and resulted increase in budget and an earlier start dated
2014 CDC Wireless	602	719	684			0	2,005	
Recommended Total Changes	**602**	**719**	**684**			**-1,438**	**567**	
Future Projects Changes in Forecasted Funding Requirements								
2013 Datamart/Data Warehouse	1,081	941	913	914	825	0	4,674	By advancing work on this project in 2013, the total planned cost has been reduced.
2014 Datamart/Data Warehouse	0	622	894	985	970	240	3,711	
Recommended Total Changes	**-1,081**	**-319**	**-19**	**71**	**145**	**240**	**-963**	
2013 Document & Records Mgmt		171	1,019	867	738	0	2,795	No significant change in cost
2014 Document & Records Mgmt		0	1,021	868	295	612	2,796	
Recommended Total Changes		**-171**	**2**	**1**	**-443**	**612**	**1**	
2013 TPH State of Good Repair			1,160	923	1,091	5,164	8,338	The increase in cost is a result of review done by TPH to leverage corporate initiatives planned or underway. The cost estimates have been revised to reflect true cost of replacement, upgrading, purchasing or development of a replacement solution or decommission
2014 TPH State of Good Repair			793	1,010	1,110	6,881	9,794	
Recommended Total Changes			**-367**	**87**	**19**	**1,717**	**1,456**	
2013 Dental & Oral Health Info			300	684	709	410	2,103	The decrease in costs due to increased reliance on contracted services which will enable the project to be completed in less time.
2014 Dental & Oral Health Info			0	525	988	380	1,893	
Recommended Total Changes			**-300**	**-159**	**279**	**-30**	**-210**	
2013 Internet & intranet Strategy						2,547	2,547	No significant change in cost.
2014 Internet & intranet Strategy						2,539	2,539	
Recommended Total Changes						**-8**	**-8**	
2013 PH Service Delivery Transformation						2,714	2,714	Update cost estimates based on initiatives previously identified. Project costs have increased due to anticipated future initiatives.
2014 PH Service Delivery Transformation						3,821	3,821	
Recommended Total Changes						**1,107**	**1,107**	
2013-2022 Capital Plan TOTAL	4,118	3,601	3,392	3,388	3,363	12,273	30,135	Capital Plan as approved in the 2013 Capital Budget cycle.
2014-2023 Capital Plan TOTAL	4,060	3,579	3,392	3,388	3,363	14,473	32,255	The increase is due to the addition of capital funds for 2023 for PH Service Delivery Transformation and TPH State of Good Repair
Grand Total Recommended Funding Change	**-58**	**-22**	**0**	**0**	**0**	**2,200**	**2,120**	

PROJECTS EXPECTED TO BE COMPLETION IN 2013

The following projects are expected to be completed in 2013:

Table 9: Capital Projects to be Completed in 2013

($000's)	Life to Date		
	Total Project Budget	**Projected Actuals at YE**	**Balance**
Healthy Environment Inspections System	124	124	0
TPH Datamart Data Warehouse - Phase 1	509	509	0
Total	633	633	0

The Healthy Environments Inspection System project: This project experienced several delays in 2011 and 2012 in receiving quality software and services from the vendor (CSDC) to enhance the functionality of the Toronto Healthy Environments Information System. As a result, the vendor contract has been cancelled and the funds have been allocated to other projects.

Prior to cancellation, Amanda software was upgraded to the latest version allowing TPH to achieve currency with the latest version of Amanda software and benefit from its overall improvements in functionality. However outstanding modules providing mobile functionality, enhanced reporting and data quality could not be implemented.

TPH has reviewed other mobile solutions and the system used in Municipal Licensing and Building divisions is being assessed for deployment in 2014.

The Datamart Data Warehouse Phase 1: Implementation of this project has provided the ability to i) improve access to data and information quality for Healthy Environments (HE) and Personal Service Setting (PSS) programs to support evidence based decision making for internal and external reporting; ii) reduce time and effort in reporting for Healthy Environments and Personal Service Setting programs by allowing programs to use data consistently, efficiently and effectively; iii) respond, in a timely manner, to Provincial Accountability Agreement performance measures; iv) reduce the need for PSS and HE programs and IT staff to develop manual and ad hoc reports; and v) improve decision making and planning for future phases of the TPH Datamart and Data Warehouse project.

CAPITAL BUDGET CURRENT STATUS

2013 Capital Variance Review

Table 10: 2013 Budget to Actuals Comparison

($000s)	2013 Approved $	Actuals as of June 30 (2nd Qtr Variance) $	Actuals as of June 30 (2nd Qtr Variance) Spent %	Projected Actuals at Year End $	Projected Actuals at Year End Spent %	Balance Unspent $
Healthy Environment Inspection System	708	124	17.6	124	17.6	584
HF/HL Systems Integration	2,499	1,006	40.3	2,140	85.7	358
WEB re:Brand TPH Implementation	420	243	57.8	420	100.0	0
TPH Datamart Data Warehouse - Phase 1	509	288	56.6	509	100.0	0
Infectious Disease Control Information System	1,343	809	60.2	1,343	100.0	0
HF/HL Point of Care	1,043	285	27.3	1,043	100.0	0
Total	**6,522**	**2,755**	**42.2**	**5,580**	**85.6**	**942**

As at June 30, 2013, TPH spent $2.775 million or 42.2 percent of the 2013 approved cash flow of $6.522 million. The year-end capital expenditure is projected to be $5.580 million or 85.6 percent of the approved cash flow of $6.522 million. All 2013 Capital Information Technology projects except for the Healthy Environments Inspection System and HF/HL Systems Integration projects are on schedule and the budget is expected to be fully spent by year end.

Healthy Environment Inspection System

As at June 30, 2013 TPH spent $0.124 million or 17.6 percent of the 2013 approved cash flow of $0.708 million. The year-end capital expenditure is projected to be $0.124 million. The vendor contract has been cancelled due to quality issues. TPH has reviewed alternative mobile solutions and the mobile solution used in Municipal Licensing and Building divisions is being assessed for deployment in 2014.

HF/HL Systems Integration

This project is forecasted to spend $2.140 million or 85.7% of its 2013 cash flow of $2.499 million. Integration between the provincial ISCIS application and TPH TCHIS application has been deferred by the Province until 2014 which necessitates the deferral of hiring of staff until 2014 to complete this integration. This change necessitates the carryover of $0.358 million into 2014.

LEGAL AGREEMENT REQUIREMENT AND STATUS

Infectious Disease Control Information System Project

The City is required to execute further legal agreements with eHealth Ontario in the form of an overarching Service Agreement and an application-specific Service Schedule to roll out the provincial Infectious Disease Control Information System in Toronto. These agreements will be executed once the content and form is satisfactory to City Legal Services and the Medical Officer of Health as authorized by Report No. 6(2) of the Board of Health adopted by City Council at its meeting held on July 19-21 and 26, 2005.

BENCHMARKING PERFORMANCE

As shown in the table below TPH has a favourable spend rate when compared to comparable divisions' IT capital budgets within the City of Toronto.

Table 11: Comparison of Capital Spend Rates (%)

	2008	2009	2010	2011	2012	Average
TPH	59.50	69.40	65.80	67.60	71.79	**66.82**
Children's Services	22.70	18.90	37.70	71.60	51.70	**40.52**
Parks, Forestry and Recreation	64.40	52.10	61.10	49.10	47.60	**54.86**
Corporate Finance	27.50	25.30	10.80	18.10	64.20	**29.18**
Corporate IT	71.00	60.70	63.00	72.20	55.10	**64.40**