



Toronto 2016 BUDGET

CAPITAL BUDGET NOTES



Highlights

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Toronto Public Health

2016 – 2025 CAPITAL BUDGET AND PLAN OVERVIEW

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

Toronto Public Health's (TPH) 2016-2025 Preliminary Capital Plan has been established to support its strategic direction to invest in information technology (IT).

Service delivery continues to be a priority and investments in IT systems will assist TPH to meet the public's demand for access to TPH information and services, enhance its ability to collect and share critical health information, improve access to quality information, and improve services by improving workforce skills and abilities to provide high quality service to clients.

The 10-Year Capital Plan addresses changes in legislation and is framed in a way to leverage both provincial and federal resources, as well as other City of Toronto initiatives, to reduce project development costs.

Contacts

Program:

David McKeown

Medical Officer of Health

Tel: (416) 338-7820

Email: dmckeown@toronto.ca

Corporate:

Ritu Sadana

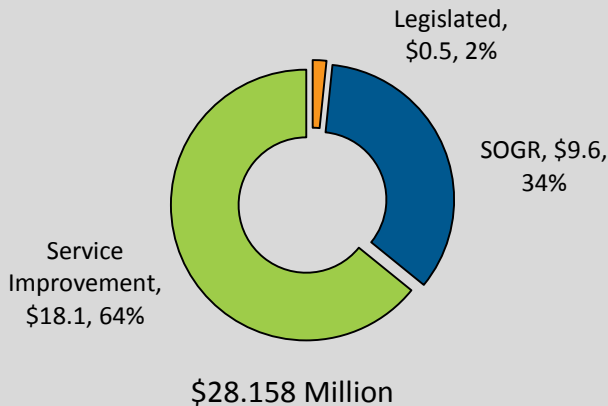
Manager, Financial Planning

Tel: (416) 395-6449

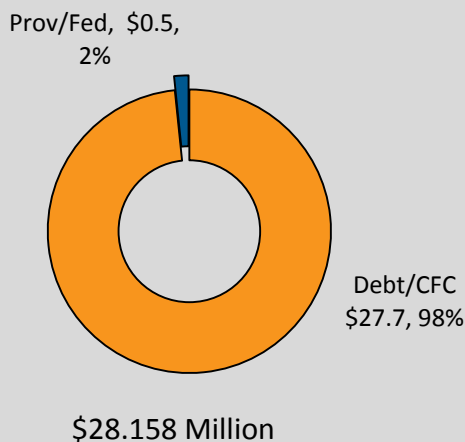
E-Mail: rsadana@toronto.ca

Capital Spending and Financing

2016-2025 Capital Budget and Plan by Expenditures Category



2016-2025 Capital Budget and Plan by Funding Source



Where does the money go?

The 2016–2025 Capital Budget and Plan totalling \$28.158 million provides funding for:

- One legislated, 100% provincially funded project, that 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.
 - This project will improve the exchange of information with other jurisdictions in the province and across Canada as required.
- State of Good Repair projects to replace systems that have reached their end of life due to obsolete technology such as the *Library Management System; Public Health Service Delivery Tracking, Inspection Management and Reporting Environment Enhancement*.
- Service Improvement projects that will fund new systems such as data warehousing and document management system for better planning, managing, monitoring of information, integration and replacement of multiple business systems, and establishment of enhanced access channels such as wireless technology and web based systems.

Where does the money come from?

- New debt funding of \$27.698 million or 98% of total funding is below the debt target by \$0.318 million.
- Provincial funding of \$0.460 million or 2%, will fully fund the Legislated *Infectious Disease Control Information System* capital project.

State of Good Repair Backlog

TPH has no facility State of Good Repair (SOGR) backlog as all capital facility projects were transferred from TPH and consolidated within the Facilities Management and Real Estate Capital Budget in 2006 to ensure consistency in maintenance standards across the City facilities.

The 2016 Capital Budget and 2017-2025 Capital Plan includes funding of \$9.633 million for a Public Health Systems State of Good Repair program starting in 2017 for life cycle replacement or enhancement of various software systems/ applications housed in Toronto Public Health.

Key Issues & Priority Actions

Improve Access to Government Services – One of TPH's service priorities is to meet the public demand for access to information and services. Several IT projects are included in the 10-Year Capital Plan:

- ✓ *Public Health Multi-lingual Web Site* will create a translated website in numerous languages.
- ✓ *Public eLearning* to enhance public health eLearning for Toronto citizens.
- ✓ *Mobile Enablement* to provide mobile applications for use by the public to provide information.

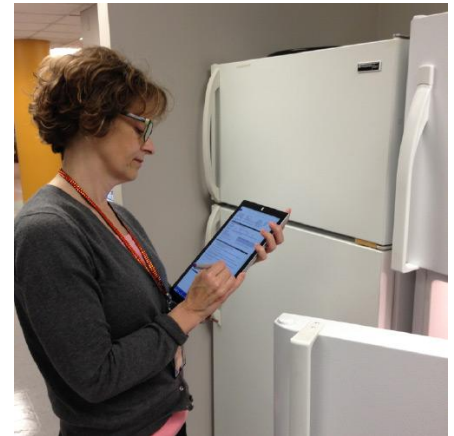
Improve Business Processes – TPH is continually under pressure to improve service delivery with limited resources. The following capital projects in the 10-Year Capital Plan will allow TPH to operate in a wireless environment that will provide real time access to client information in the field, improve productivity and reduce administration support.

- ✓ *HF/HL Point of Care* project will implement wireless devices that will allow communication with the Toronto Community Health Information System (TCHIS).
- ✓ *Health Environments Inspection* project will implement mobile applications to support Food Safety, Pools and Spas, Bed Bug inspections and Rabies investigations.
- ✓ *CDC Wireless Roll-out* will allow staff in various Communicable Disease Control programs to access information remotely.

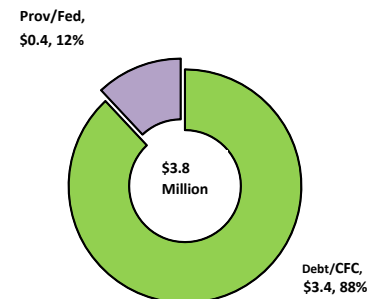
2016 Capital Budget Highlights

The 2016 Capital Budget for Toronto Public Health of \$3.835 million, excluding carry forward funding, will:

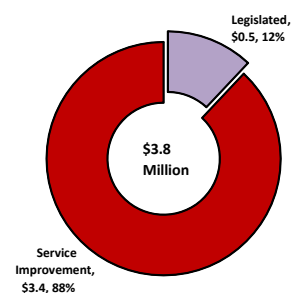
- Begin the *Electronic Medical Records* project that will deliver a client information system to provide a comprehensive electronic record of patient's health-related information.
- Continue to implement the legislated *Infectious Disease Control System* project which implements a provincially mandated national public health information system.
- Continue to fund the *Healthy Families/Healthy Living Point of Care System, CDC Wireless Rollout and Healthy Environments Inspection Mobile* projects to provide wireless devices and remote access for TPH staff to applicable Public Health Information Systems.
- Continue *Datamart Data Warehouse-Phase 2* project to expand the use of City-wide business intelligence and GIS tools for query, reporting and analysis.



2016 Capital Budget by Project Category



2016 Capital Budget by Funding Source



Actions for Consideration:

Approval of the 2016 Preliminary Budget as presented in these notes requires that:

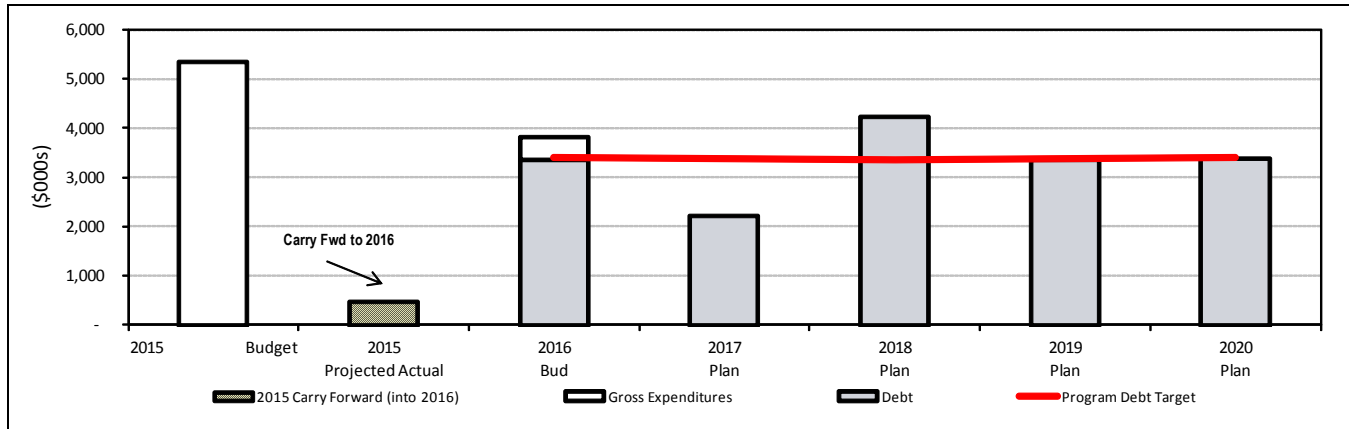
1. City Council approve the 2016 Capital Budget for Toronto Public Health with a total project cost of \$1.857 million, and 2016 cash flow of \$4.311 million and future year commitments of \$0.882 million comprised of the following:
 - a) New Cash Flow Funds for:
 - i. 6 new / change in scope sub-projects with a 2016 total project cost of \$1.857 million that requires cash flow of \$1.788 million in 2016 and future year cash flow commitments of \$0.069 million for 2017.
 - ii. 5 previously approved sub-projects with a 2016 cash flow of \$2.047 million; and future year cash flow commitments of \$0.813 million for 2017; and
 - b) 2015 approved cash flow for 4 previously approved sub-projects with carry forward funding from 2015 into 2016 totalling \$0.476 million.
2. City Council approve the 2017 - 2025 Capital Plan for Toronto Public Health totalling \$23.441 million in project estimates, comprised of \$1.335 million in 2017; \$4.233 million for 2018; \$3.373 million for 2019; \$3.400 million for 2020; \$3.000 million for 2021; \$2.500 million for 2022; \$2.200 million for 2023; \$1.700 million for 2024; and \$1.700 million in 2025.
3. Beginning with the 2017 Budget process, Toronto Public Health budget all benefits and/or operational savings to be realized from the implementation of Information Technology projects separately in its Operating Budget Submission and submit separate business cases for solution sustainment costs and service level enhancements for consideration and approval as part of the annual budget process.

Part I:

10-Year Capital Plan

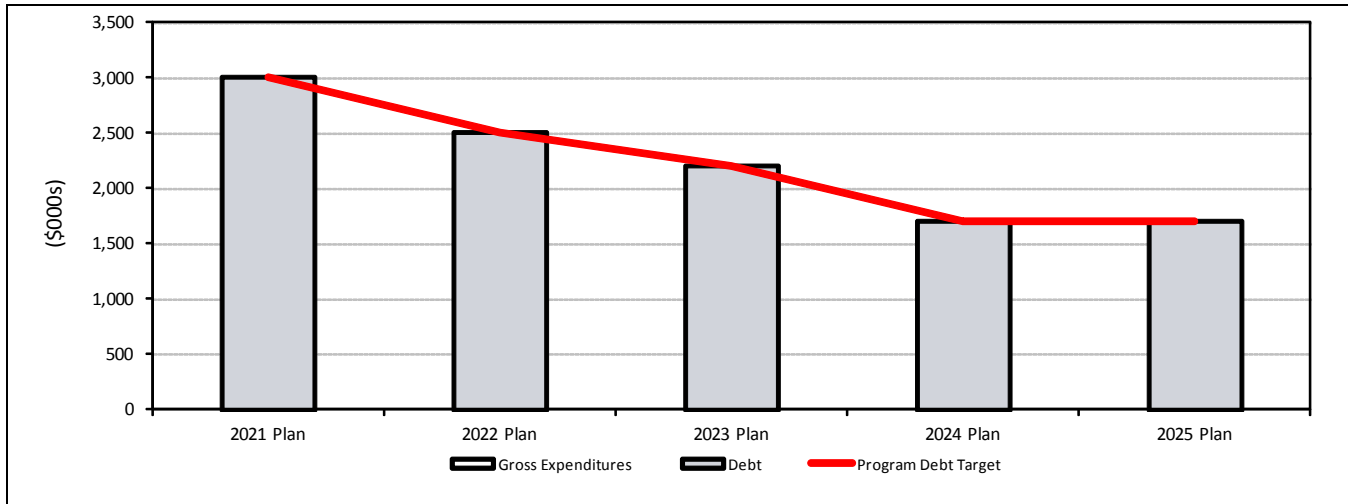
10 Year Capital Plan

Table 1a
2016 Preliminary Budget, 2017-2020 Preliminary Capital Plan



	2016 Capital Budget and 2017 - 2020 Capital Plan								5-Year Total Percent
	2015		2016	2017	2018	2019	2020	2016 - 2020	
	Budget	Projected Actual							
Gross Expenditures:									
2015 Capital Budget & Approved FY Commitments			2,047	813				2,860	16.8%
Changes to Approved FY Commitments									
2016 New/Change in Scope and Future Year Commitments			1,788	69				1,857	10.9%
2017 - 2020 Capital Plan Estimates				1,335	4,233	3,373	3,400	12,341	72.3%
2-Year Carry Forward for Reapproval									
1-Year Carry Forward to 2016		476							
Total Gross Annual Expenditures & Plan	5,364	5,364	3,835	2,217	4,233	3,373	3,400	17,058	100.0%
Program Debt Target			3,392	3,388	3,363	3,373	3,400	16,916	
Financing:									
Debt			3,375	2,217	4,233	3,373	3,400	16,598	97.3%
Reserves/Reserve Funds									
Development Charges									
Provincial/Federal			460					460	2.7%
Debt Recoverable									
Other Revenue									
Total Financing	-	-	3,835	2,217	4,233	3,373	3,400	17,058	100.0%
By Project Category:									
Health & Safety									
Legislated			460					460	2.7%
SOGR				60	1,243	800	2,325	4,428	26.0%
Service Improvement			3,375	2,157	2,990	2,573	1,075	12,170	71.3%
Growth Related									
Total by Project Category	-	-	3,835	2,217	4,233	3,373	3,400	17,058	100.0%
Asset Value (\$) at year-end									
Yearly SOGR Backlog Estimate (not addressed by current plan)									
Accumulated Backlog Estimate (end of year)									
Backlog: Percentage of Asset Value (%)									
Debt Service Costs			19	173	242	539	445	1,418	
Operating Impact on Program Costs									
New Positions									

**Table 1b
2021 - 2025 Capital Plan**



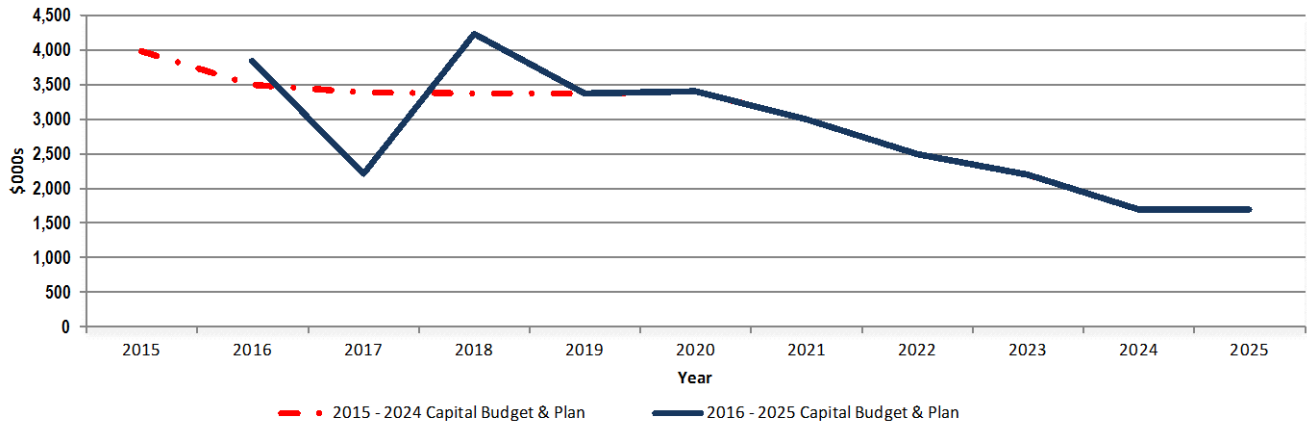
	2021 - 2025 Capital Plan						
	2021	2022	2023	2024	2025	2016 - 2025	10-Year Total Percent
Gross Expenditures:							
2015 Capital Budget & Approved FY Commitments						2,860	10.2%
Changes to Approved FY Commitments							
2016 New/Change in Scope and Future Year Commitments						1,857	6.6%
2021 - 2025 Capital Plan Estimates	3,000	2,500	2,200	1,700	1,700	23,441	83.2%
2-Year Carry Forward for Reapproval							
Total Gross Annual Expenditures & Plan	3,000	2,500	2,200	1,700	1,700	28,158	100.0%
Program Debt Target	3,000	2,500	2,200	1,700	1,700	28,016	
Financing:							
Debt	3,000	2,500	2,200	1,700	1,700	27,698	98.4%
Reserves/Reserve Funds							
Development Charges							
Provincial/Federal						460	1.6%
Debt Recoverable							
Other Revenue							
Total Financing	3,000	2,500	2,200	1,700	1,700	28,158	100.0%
By Project Category:							
Health & Safety							
Legislated						460	1.6%
SOGR	2,304	2,114	787			9,633	34.2%
Service Improvement	696	386	1,413	1,700	1,700	18,065	64.2%
Growth Related							
Total by Project Category	3,000	2,500	2,200	1,700	1,700	28,158	100.0%
Asset Value(\$) at year-end							
Yearly SOGR Backlog Estimate (not addressed by current plan)							
Accumulated Backlog Estimate (end of year)							
Backlog: Percentage of Asset Value (%)							
Debt Service Costs	439	385	323	279	224	3,068	
Operating Impact on Program Costs							
New Positions							

Key Changes to the 2015 - 2024 Approved Capital Plan

The 2016 Capital Budget and the 2017 - 2025 Capital Plan reflects a decrease of \$2.230 million in capital expenditures from the 2015 - 2024 Approved Capital Plan.

The table and chart below provide a breakdown of the \$2.230 million or 7.3% decrease in the Capital Program on an annual basis from 2015 to 2025.

Chart 1
Changes to the 2015 -2024 Approved Capital Plan (In \$000s)



(\$000s)	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	10-Year Total
2015 - 2024 Capital Budget & Plan	3,972	3,492	3,388	3,363	3,373	3,400	3,000	2,500	2,200	1,700		30,388
2016 - 2025 Capital Budget & Plan		3,835	2,217	4,233	3,373	3,400	3,000	2,500	2,200	1,700	1,700	28,158
Change %		9.8%	(34.6%)	25.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		(7.3%)
Change \$		343	(1,171)	870	0	0	0	0	0	0		(2,230)

As made evident in the chart above, the \$2.230 million decrease in the Capital Program reflects lower capital funding requirements in 2025 as compared to 2015 and some major cash flow changes in 2016, 2017 and 2021 based on updated project information and previous experience.

As reflected in Table 2 on the following page, changes to the 2015 – 2024 Approved Capital Plan, specifically the \$0.042 million increase in capital funding over the nine common years of the Capital Plans (2016 – 2024) arise from the reprioritization of Toronto Public Health's capital projects based on the following factors:

- Project costs and cash flows were adjusted based on more current information and the need to leverage existing and future corporate solutions as well as adjusting project timelines to correspond to Provincial system changes and requirements.
- Increased funding from the Infectious Disease Control Information System project of \$0.360 million that is 100% provincially funded.

A summary of project changes for the years 2016 to 2024 totalling \$0.042 million are provided in Table 2 below:

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

\$000s	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2016 - 2024 Total
2015 - 2024 Capital Budget & Plan	3,972	3,492	3,388	3,363	3,373	3,400	3,000	2,500	2,200	1,700		26,416
2016 - 2025 Capital Budget & Plan		3,835	2,217	4,233	3,373	3,400	3,000	2,500	2,200	1,700	1,700	26,458
Capital Budget & Plan Changes (2016 - 2024)		343	(1,171)	870	-	-	-	-	-	-	-	42

	Total Project Cost	2016	2017	2018	2019	2020	2021	2022	2023	2024	2016 - 2024	2025	Revised Total Project Cost
Previously Approved													
CDC Wireless Rollout	1,840	125									125		1,965
HF/HL Point of Care-2013	4,884	489									489		5,373
Healthy Environment Inspection (Mobile)	1,544	632									632		2,176
Infectious Disease Control System	2,645	360									360		3,005
TPH Datamart Data Warehouse - Phase 2	2,080	(50)	69								19		2,099
TPH Datamart Data Warehouse - Phase 3	1,384			(2)	(1)						(3)		1,381
Electronic Medical Records	2,040	(323)	(376)	963							264		2,304
Staff Scheduling	697	(375)	(322)								(697)		
Document and Records Management System	2,427				(687)	(870)	(870)		684	868	(875)	868	2,420
Public eLearning	637				25	379	300				704		1,341
Mobile Enablement	1,513					(384)	36	81	74	562	369	540	2,422
Geographic Information Enablement	600								191	(330)	(139)	292	753
Inspection Management	3,314					1,279	426	367			2,072		5,386
Public Health Systems State of Good Repair	6,184			(535)	(981)	(861)	(692)	(1,066)	(949)	(1,100)	(6,184)		
Collaboration	1,372	(515)	(616)	(241)							(1,372)		
Community Collaboration	1,540			(442)	(483)	(615)					(1,540)		
Dental & Oral Health Information System	1,848		(528)	(940)	(380)						(1,848)		
Total Previously Approved	36,549	343	(1,773)	(1,197)	(2,507)	(1,072)	(800)	(618)			(7,624)	1,700	30,625
New													
TPH Library Management System			60	1,243							1,303		1,303
Socio Demographic Data Collection			287	572	634	346					1,839		1,839
TPH Common Geographical Interface (CGI)					1,073						1,073		1,073
Public Health Service Delivery Tracking					800	726	800				2,326		2,326
Reporting Environment Enhancement								618			618		618
PH Multilingual Website			255	252							507		507
Total New	-		602	2,067	2,507	1,072	800	618			7,666		7,666
Total Changes	36,549	343	(1,171)	870							42	1,700	38,291

Significant Capital Project Changes in Toronto Public Health:

Cash flow funding for the following previously approved capital projects have been adjusted based on historical spending rates, capacity and expected progress and completion of the projects, as outlined below:

Change in Scope Projects:

- *Communicable Disease Control (CDC) Wireless Rollout* – Project costs have increased by \$0.125 million to include CDC managers in piloting paperless processing and additional resources to manage development and implementation of the technical project deliverables.
- *HF/HL Point of Care* – Project costs have increased by \$0.489 million to address a recent change in the Toronto Community Health Information System (TCHIS) infrastructure where users were continually "booted out" of the application and losing critical data in the process.
- *Healthy Environment Inspection (Mobile)* – Project costs have increased by \$0.632 million to include special events and mobile premises inspections.
- *Infectious Disease Control System* – Project cost has increased by \$0.360 million to incorporate required changes to develop a web interface which can be imported to the Provincial system, Panorama, which will be 100% funded by the Province.

Re-prioritization of Capital Projects:

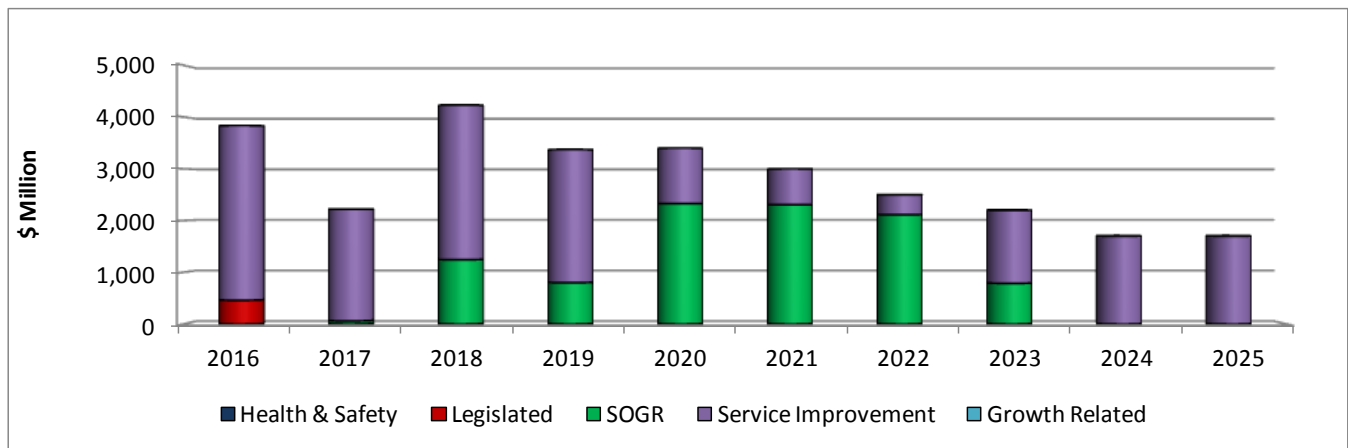
- *Electronic Medical Records* – Funding increased \$0.264 million to provide required project definition and planning activities prior to project implementation.
- *Staff Scheduling* – Project has been cancelled as a result of a city-wide review of IT projects undertaken by Corporate IT after considering readiness and capacity in the system.
- *Document and Records Management Systems* - Moved to 2023 from 2019 as a corporate solution has not been defined.
- *Public eLearning* – Project funding has been increased by \$0.704 million as the scope of the project has been expanded to include payment handling.
- *Mobile Enablement* – Moved from 2020 to 2021 and an increase in cost of \$0.369 million to include mobile access for dental hygienists.
- *Geographic Information Enablement* - Accelerated by one year from 2024 to 2023 and an increase in project cost of \$0.153 million as it includes funding to 2025.
- *Inspection Management* – Cost has increased by \$2.072 million due to revised project assumptions where contracted services, software licenses and project resources estimates were revised.
- *The Public Health Systems State of Good Repair* project was deleted and replaced by six separate projects, with the following 3 projects included in the 10-Year Capital Plan and funding for the 3 other projects is not included. (Please refer to "Issues for Discussion" Section – Unmet Needs on page 25.)

Included in the 10-Year Capital Plan are the following:

- *Library Management System (\$1.303 million)*
- *Public Health Service Delivery Tracking (\$2.326 million)*
- *Reporting Environment Enhancement (\$0.618 million)*
- The following three projects were not included in the 2015 – 2024 Approved Capital Plan but have been added to the 2016-2025 Capital Plan to enable TPH to collect and deliver information and to better understand the health needs of the residents of the City of Toronto.
 - *Socio Demographic Data Collection (\$1.839 million)*
 - *TPH Common Geographical Interface (CGI) (\$1.073 million)*
 - *PH Multilingual Website (\$0.507 million)*

2016 – 2025 Preliminary Capital Plan

Chart 2
2016 – 2025 Capital Plan by Project Category (In \$000s)



As illustrated in the chart above, the 10-Year Capital Plan for Toronto Public Health of \$28.158 million provides 64.2% funding for Service Improvement projects as priorities, 34.2% for State of Good Repair projects and Legislative mandated project represents the remaining 1.6% over the 10-year period.

- Most of the cash flow funding has been dedicated to Service Improvement projects (\$18.065 million) to support TPH's objective to develop and implement IT systems and improve service delivery to meet the public's demand for access to TPH information and services, enhance TPH's ability to collect and share critical health information with multiple sources to better respond to health risks and to provide systems that will enhance staff performance and high quality service to clients.
- State of Good Repair projects (\$9.633 million) will ensure the enhancement or replacement of systems that have reached their end of life due to technical obsolescence and inability to satisfy new legislation/business requirements.
- One legislated project (\$0.460 million) is 100% funded by the Province to implement a provincially mandated national public health information system designed to meet the specific infectious disease control requirements of both the Province and the complex needs of the City of Toronto .

The following table provides details by project category within the 2016 – 2025 Capital Budget and Plan for Toronto Public Health.

Table 3
Summary of Capital Projects by Category (In \$000s)

	Total App'd Cash Flows to Date*	2016 Budget	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2016 - 2025 Total	Total Project Cost
Total Expenditures by Category													
Legislated													
<i>Infectious Disease Control System</i>	2,639	460										460	3,099
Sub-Total	2,639	460										460	3,099
State of Good Repair													
<i>Inspection Management</i>						1,599	1,504	1,496	787			5,386	5,386
<i>TPH Library Management System</i>			60	1,243								1,303	1,303
<i>TPH Service Delivery Tracking</i>					800	726	800					2,326	2,326
<i>Reporting Environment Enhancement</i>								618				618	618
Sub-Total			60	1,243	800	2,325	2,304	2,114	787			9,633	9,633
Service Improvements													
<i>CDC Wireless Rollout</i>	995	970										970	1,965
<i>HF/HL Point of Care</i>	4,809	564										564	5,373
<i>Healthy Environment Inspection (Mobile)</i>	1,306	870										870	2,176
<i>TPH Multilingual Website</i>			255	252								507	507
<i>Public eLearning</i>					312	729	300					1,341	1,341
<i>Mobile Enablement</i>							396	386	538	562	540	2,422	2,422
<i>TPH Datamart Warehouse - Phase 2</i>	478	739	882									1,621	2,099
<i>TPH Datamart Warehouse - Phase 3</i>				827	554							1,381	1,381
<i>Socio-Demographic Data Collection</i>			287	572	634	346						1,839	1,839
<i>TPH Common Geographical Interface (CGI)</i>					1,073							1,073	1,073
<i>Geographic Information Enablement</i>									191	270	292	753	753
<i>Document and Records Management System</i>									684	868	868	2,420	2,420
<i>Electronic Medical Record</i>		232	733	1,339								2,304	2,304
Sub-Total	7,588	3,375	2,157	2,990	2,573	1,075	696	386	1,413	1,700	1,700	18,065	25,653
Total Expenditures by Category (excluding carry forward)	10,227	3,835	2,217	4,233	3,373	3,400	3,000	2,500	2,200	1,700	1,700	28,158	38,385

2016 – 2025 Capital Projects

The 10-Year Capital Plan is comprised primarily of information technology projects that support improvement of service delivery by developing and enhancing information technology systems which will improve TPH's ability to provide superior client service, operational efficiencies, improved management decision making and compliance with provincial mandatory requirements.

Legislated

- *Infectious Disease Control Information System* project with funding of \$0.460 million or 1.6% of the total 10-Year Plan is 100% provincially funded project that will utilize TPH expertise and diverse requirements to assist in the on-going development and implementation of the pan-Canadian Panorama System for infectious disease control.
- State of Good Repair projects provide cash flow funding of \$9.633 or 34.2% of the total 10-Year Capital Plan for 4 current systems that are due for enhancement/replacement over the 10-year period:
 - *Inspection Management (\$5.386 million)* – will replace six existing Healthy Environments and Communicable Disease Control inspection applications with a single application that provides enhanced inspection management functionality and will utilize current technology such as cloud computing.
 - *TPH Library Management System (\$1.303 million)* – will provide staff with enhanced functionality such as inventory control processes over various pamphlet services, document request capabilities, and advanced search capability.
 - *Public Health Service Delivery Tracking (\$2.326 million)* – will develop a system that will assist with the tracking of activities pertaining to Eat Smart, Health Options at Work, One-on-one Mentoring, Condom Distribution, and tracking Provincial grants.

- *Reporting Environment Enhancement* (\$0.618 million) – will replace the reporting environment with a new standard technical framework for creating operational reports, redesign & enhance reporting application utilized by the Communicable Disease Control and Healthy Environments programs.

Service Improvements

- Service Improvement projects account for \$18.065 million or 64.2% of the total 10-Year Capital Plan's expenditures.
 - The following 3 projects will provide TPH staff with the tools and systems to enhance workforce capabilities such as improving knowledge sharing and team based productivity, improve the ability to schedule and deploy resources and enable staff to deliver services from alternate work locations
 - *CDC Wireless Rollout project* (\$0.970 million) will enable staff in Vaccine Preventable Disease (VPD), Tuberculosis (TB) and Personal Service Setting (PSS) components of the Control of Infectious Disease /Infection Control (CID/IC) program to enter and access information remotely while in the field through wireless technology and to improve and increase service delivery of the Communicable Disease Control (CDC) portfolio.
 - *HF/HL Point of Care project* (\$0.564 million) will implement wireless devices which will allow communication with Toronto Community Health Information System (TCHIS) and synchronize data between the mobile units and TCHIS database.
 - *Healthy Environment Inspection project* (\$0.870 million) will implement mobile application and devices for Food Safety, Pools & Spas, Rabies, and Bed Bugs inspections, leveraging the corporate Remote Computing System (RCS) solution.
 - The following 3 projects will ensure that TPH meets the public's demand for access to TPH information and services by improving use of social media channels and mobile devices.
 - *Public Health Multilingual Website project* (\$0.507 million) will create a translated website of public health related information that is accessible in languages targeted to specific audiences to improve sharing of information.
 - *Public eLearning project* (\$1.341 million) will implement a system to enhance the ability to create, deliver and manage public health eLearning for Toronto citizens.
 - *Mobile Enablement project* (\$2.422 million) will, in part, provide mobile applications for use by the public to provide information pertaining to pre and post-natal support, health alerts, and agencies providing public health services.
 - The 3 projects listed below will assist in TPH's decision making process by ensuring improved access to quality information in business systems and data warehouse and strong analytical capabilities through the use of various analytical and GIS tools.
 - *Datamart Data Warehouse (Phases 2 and 3)* (\$3.002 million) will continue to build on Phase 1 accomplishments by supporting further improvements in reporting, performance measurement and decision making across twenty additional data sources within TPH programs. Phase 3 will add an additional twelve additional data sources.
 - *Socio-Demographic Data Collection and Reporting project* (\$1.839 million) will implement an automated mechanism to collect socio-demographic data across TPH programs and

integrate with service data residing in various systems in order to better understand client needs and improve decision making around service delivery.

- *TPH Common Geographical Interface (CGI) project* (\$1.073 million) will develop a reusable system that will facilitate the integration of mapping information from various providers within applications. Although this system is being developed for use by TPH, it can be used across the City where there is a similar need.
 - *Geographic Information Enablement project* (\$0.753 million) will enhance the capacity to display location based information geographically (on maps) including reading ward profiles, health surveillance query information, and heat maps.
 - *The Document and Records Management System project* (\$2.420 million) will extend the use of Enterprise Document Management System to improve search functionality, electronic storage and ease in sharing to promote higher staff productivity and improve customer service through quick access to these documents.
- The Electronic Medical Records project (\$2.304 million) will deliver a client information system to provide a comprehensive electronic record of patients' health-related information for people attending sexual health and methadone clinics creating efficiencies in business processes and improved client care.

2016 Capital Budget and Future Year Commitments

Included as a sub-set of the 10-Year Capital Plan is the 2016 Capital Budget and Future Year Commitments, that consists of 2016 and future year cash flows for projects previously approved by Council; adjustments (Scope Change) to those previously approved projects; as well as new projects that collectively require Council approval to begin, continue or complete capital work.

- Table 3a below lists the 2016 Cash Flow and Future Year Commitments for Toronto Public Health:

Table 3a
2016 Cash Flow and Future Year Commitments (in \$000s)

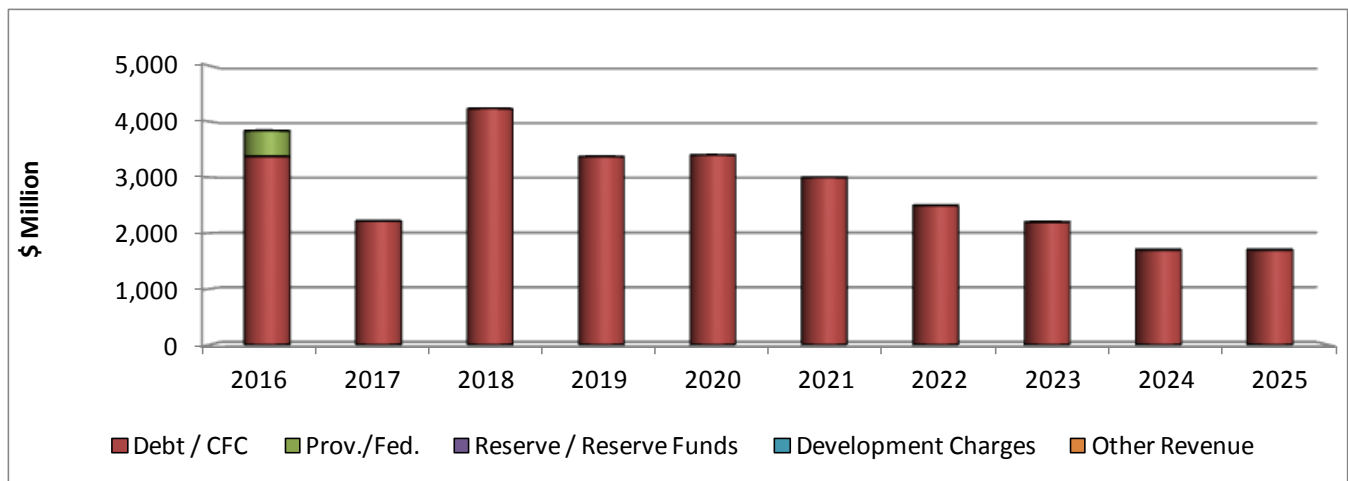
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total 2016 Cash Flow & FY Commits
Expenditures:											
Previously Approved											
<i>Infectious Disease Control System</i>	100										100
<i>CDC Wireless Rollout</i>	845										845
<i>HF/HL Point of Care</i>	75										75
<i>TPH Datamart Warehouse - Phase 2</i>	789	813									1,602
<i>Healthy Environment Inspection (Mobile)</i>	238										238
Subtotal	2,047	813									2,860
Change in Scope											
<i>Infectious Disease Control System</i>	360										360
<i>CDC Wireless Rollout</i>	125										125
<i>HF/HL Point of Care</i>	489										489
<i>TPH Datamart Warehouse - Phase 2</i>	(50)	69									19
<i>Healthy Environment Inspection (Mobile)</i>	632										632
Subtotal	1,556	69									1,625
New											
<i>Electronic Medical Record</i>	232										232
Subtotal	232										232
Total Expenditure	3,835	882									4,717
Financing:											
Debt/CFC	3,375	882									4,257
Provincial/Federal	460										460
Total Financing	3,835	882									4,717

Approval of the 2016 Capital Budget of \$3.835 million will result in the future cash flows commitments of \$0.882 million in 2017 for a total of 4.717 million.

- The 2016 Capital Budget provides funding of \$2.047 million for previously approved projects that are already underway with future year commitments of \$0.813 million in 2017 for a total of \$2.860 million.
 - Infectious Disease Control System
 - CDC Wireless Roll-out
 - HF/HL Point of Care
 - TPH Datamart Data Warehouse – Phase 2
 - Healthy Environment Inspection (Mobile)
- The change in scope funding increase of \$1.556 million cash flow reflects adjustment to previously approved projects to address the followings:
 - Increase in cost to include CDC managers in piloting paperless processing and additional resources to manage development and implementation of technical project deliverables for the *Communicable Disease Control (CDC) Wireless Rollout* project.
 - Increase in cost to address recent changes in the Toronto Community Health Information System (TCHIS) infrastructure for the *HF/HL Point of Care* project.

- Increase in cost to include special events and mobile premises inspection for the *Health Environment Inspection (Mobile) Project*
- Increase in cost to develop a web interface which can be imported to the Provincial system, Panorama which will be 100% funded by the Province for the *Infectious Disease Control System* project.
- A slight change in cost estimate for the *TPH Datamart Data Warehouse – Phase 2* project.
- The new project, Electronic Medical Records will require funding of \$0.232 million in 2016.

Chart 3
2016 – 2025 Capital Plan by Funding Source (In \$000s)



The 10-Year Capital Plan of \$28.158 million cash flow funding will be financed by the following sources:

- Debt accounts for \$27.698 million or 98.4% of the financing over the 10-year period.
 - The debt funding is below the 10-year debt affordability guidelines of \$28.016 million allocated to this Program by \$0.318 million, dedicated to SOGR and Service Improvement projects:
 - A City-wide review of IT projects resulted in the cancellation of one project and increased the project cost of another project, for a net reduction of \$0.318 million in debt funding.
- Provincial funding represents the remaining \$0.460 million or 1.6% of funding for the 10-Year Capital Plan.
 - Provincial funding is solely allocated to the Legislated *Infectious Disease Control Information System (IDCIS)* project that focuses on the development of pan-Canadian Panorama System requirements and design to ensure the system meets the specific infectious disease control requirements for TPH.

State of Good Repair (SOGR) Backlog

- Toronto Public Health's 10-Year Plan does not account for the SOGR backlog of its facilities as all asset management projects for existing buildings occupied by TPH were transferred to Facilities Management and Real Estate Division (FMRE) in 2010 to ensure that consistency in maintenance standards are applied throughout City facilities.

- The 10-Year Capital Plan dedicates funding of \$9.633 million over the 10-year plan for the replacement of TPH's software and hardware systems that are expected to be obsolete.

10-Year Capital Plan: Net Operating Budget Impact

- The 10-Year Capital Plan is comprised entirely of Information Technology projects to streamline business process, provide efficiencies and improve service delivery.
- TPH has identified savings in administrations costs and service efficiencies upon completion of certain service improvement projects, however, these savings are expected to be offset by annual operating costs to maintain, sustain and improve delivery of programs offered by Public Health.
- See the "Issues for Discussion" on page 21 for more detailed information.

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

Position Title	CAPTOR Project Number	# of Positions	Project Delivery		Salary and Benefits \$ Amount(\$000s)						
			Start Date	End Date (m/d/yr)	2016	2017	2018	2019	2020	2020 - 2024	
Infectious Disease Control Information System	TPH907843										
Systems Integrator 1		2.0	01/01/2016	12/31/2016	199.2						
Registered Practical Nurse		0.5	01/01/2016	03/31/2016	41.8						
Supervisor Envrl Information & Education		0.3	01/01/2016	03/31/2016	30.1						
Support Assistant A		1.3	01/01/2016	12/31/2016	102.7						
Support Assistant B		0.5	01/01/2016	03/31/2016	33.9						
HF/HL Point of Care	TPH907777										
Project Lead Quality Assurance		1.0	01/01/2016	12/31/2015	149.6						
Systems Integrator 1		2.0	01/01/2016	12/31/2015	222.2						
CDC Wireless	TPH907776										
Appl & Tech Supp Specialist 2		1.0	01/01/2016	12/31/2015	99.9						
Public Health Inspector		1.0	01/01/2016	12/31/2015	99.9						
Quality Improvement Specialist		1.0	01/01/2016	12/31/2015	111.1						
Seniors System Integrator PH		1.0	01/01/2016	12/31/2015	149.6						
Support Assistant A		0.8	04/01/2016	12/31/2015	63.6						
Systems Integrator 1		2.0	01/01/2016	12/31/2015	222.2						
Healthy Environment Inspection (Mobile)	TPH908044										
Appl & Tech Supp Specialist 2		1.0	01/01/2016	12/31/2016	99.9						
Manager Healthy Environments		1.0	01/01/2016	12/31/2016	160.7						
Systems Integrator 1		1.0	01/01/2016	12/31/2016	111.1						
Datamart Data Warehouse Phase 2	907789-2&4										
Systems Integrator 1		1.0	01/01/2016	12/31/2016	111.1	112.3					
Health Information Analyst		1.0	01/01/2016	12/31/2016	84.8	85.7					
Electronic Medical Records Phase 1	TPH907843										
Systems Integrator 1		1.0	01/01/2016	12/31/2016	111.1						
Seniors System Integrator PH		0.4	01/01/2016	12/31/2016	48.6						
Quality Improvement Specialist		0.5	01/01/2016	12/31/2016	55.5						
Total		21.2			2,308.6	198.0					

As shown in the table above, approval of the 2016 Capital Budget will require the extension of 21.2 positions to implement 6 capital projects in 2016, a decrease of 12.4 positions from the 2015 approved temporary positions of 33.6 capital funded positions.



Part II:

Issues for Discussion

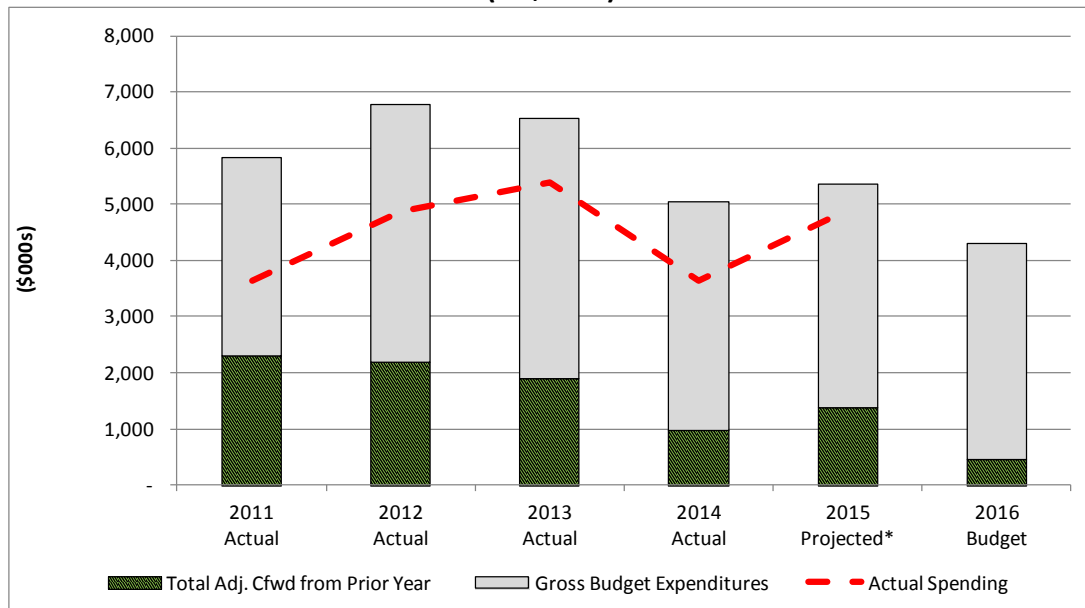
Issues for Discussion

Issues Impacting the 2016 Capital Budget

Review of 2016 – 2025 Capital Requirements

- During the 2015 Budget process, City Council directed that the Deputy City Manager & Chief Financial Officer commence a detailed review of the City's 2016 – 2025 capital requirements as part of the City's 2016 Capital Budget process to ensure that debt affordability targets continue to be maintained, and report the results to Budget Committee early in the 2016 Budget process.
- Every year, as part of the annual administrative review process, capital projects are reviewed and reprioritized based on the Program's requirements, taking into consideration the debt target for each year of the 10-Year Capital Plan as well as factors that have historically contributed to major capital under spending.
- In the past, TPH's spending rate was impacted by various factors including alignment of project deliverables with provincial/ corporate timelines, timely hiring of qualified staff and delivery of software/hardware by vendors etc.
- The chart below shows the spending trend of the total capital program for TPH since 2011. The budget bars are split between new cash flows and funding carried forward from prior years.

**Chart 1: Budget vs. Actual
(In \$000s)**



**Table 4: Capital Spending Rate
(In \$000s)**

	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Projected*	2016 Budget	Average 2011-2015
Gross Budget Expenditures	3,539	4,581	4,611	4,060	3,972	3,835	4,153
Total Adj. Cfd from Prior Year	2,300	2,197	1,911	979	1,392	476	1,756
Total Approved Annual Cash Flow	5,839	6,778	6,522	5,039	5,364	4,311	5,908
Actual Spending	3,642	4,866	5,384	3,647	4,888		4,485
Actual Spending Rate	62%	72%	83%	72%	91%		76%

* Based on 2015 9-month Capital Variance Report

- As a result of these annual reviews, TPH average spending rate over the last 5 years improved from a 62% spending rate to a projected high of 91% in 2015.
- As a result of the review for 2016, projects have been reprioritized and project costs were further refined to ensure that the Program has the capacity to implement capital projects and that each project is ready to proceed as planned.

Operating Impact of the 10-Year Capital Plan

- The 10-Year Plan for TPH is comprised entirely of Information Technology projects that are designed to streamline business processes, assist in a more efficient delivery of programs and services to, and on behalf of, the residents of Toronto and are mainly funded from debt.
- As per the City's Capital Budgeting Policies and Guidelines, all IT projects are approved for implementation only after the project's cost-benefit analysis provides justification of future benefits (financial, operational or value added).
- This practice ensures the implementation of the Auditor General's recommendations included in Report AU11.4 "*Financial Planning Analysis and Reporting System (FPARS) – a Large Business Transformation/ Information Technology Project*" which required that "such review to include a financial analysis to identify, quantify and document anticipated financial and operational benefits for implementation". Attached is the link to the report:
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2013.AU11.4>
- During the 2015 Budget process, City Council recommended that Toronto Public Health work with Financial Planning to capture any operating savings to be realized from the implementation of proposed system enhancements as well as identify on-going system maintenance costs for inclusion in future year budget submissions.
- TPH 2016-2025 Capital Budget and Plan Request identified total savings of approximately \$2.555 million that may be realized in 2017 and 2018 with the completion of 3 capital projects, *Healthy Environment (HE) Inspection – Mobile, CDC Wireless Roll-out, and HF/HL Point of Care* anticipated to be completed by the end of 2016. However, TPH is assuming that all cost savings will fund solution sustainment costs at the identified level and any residual savings would automatically be re-invested in TPH to increase service levels.
 - Healthy Environment (HE) Inspection – Mobile* project - (\$2.176 million, 2014-2016) – The project will implement a mobile application and wireless devices under the Healthy Environment Program. The following benefits and efficiencies will be realized upon project completion in 2016:

- Eliminate duplicate data capture for program inspections and investigations requests.
 - Improve Inspector productivity and allow support staff to focus on serving the public rather than on Toronto Healthy Environments Information System (THEIS) data entry.
 - Access THEIS remotely from any location with Internet access.
 - Facilitate efficient batch processing, automating the management of processes and delivery of results.
- As noted in the Table 1 below, while operating savings of \$0.862 million gross have been identified for 2017, \$0.858 million is planned to be reinvested in solution sustainment (\$0.195 million) and service enhancements (\$0.663 million).

Table 1: HE Inspection (Mobile) Operating Efficiencies

HE Inspection (Mobile) - 2017	Savings		Costs		Description of Costs	
	\$	FTE	\$	FTE		
Description of Savings:				Description of Costs		
Reduced time to prepare for food safety inspection	(540.0)	(5.4)	100.0	1.0	Support on-going operation of mobile devices for HE inspectors	
Reduced time to prepare for pool and spa inspection	(68.0)	-0.7	88.0	0.8	Support and maintain mobile application including modifications	
Reduced data entry and filing	(254.0)	(3.3)	7.0		Data and connectivity services for additional mobile devices	
Sub-total	(862.0)	(9.4)	195.0	1.8		
				Service Level Changes		
				608.0	6.1	Additional staff to perform additional 2,687 inspection per year
				55.0	0.7	Improve customer service and data entry
Sub-total			663.0	6.8		
TOTAL SAVINGS			(4.0)	(0.8)		

- *CDC Wireless Roll-out project* (\$1.965 million, 2014-2016) – This project will enable staff in Vaccine Preventable Disease (VPD), Tuberculosis (TB) and Personal Service Setting (PSS) components of the CID/IC programs to enter and access and enter data remotely. The following benefits and efficiencies will be realized in 2017 when the project is completed in 2016.
- Reduced time for assistants in performing post immunization clinic data entry activities
 - Reduced travel and office preparation time for Public Health Inspectors who perform Personal Service Settings (PSS) inspections
 - Reduced time for TB Home Visitors and Registered Practical Nurses to record charting information
- Table 2 below shows that the 2017 operating savings of \$0.315 million gross will be used to provide for solution sustainment costs of \$151.5 million and service level changes of \$0.164 million.

Table 2: CDC Wireless Operating Efficiencies

CDC Wireless - 2017	Savings		Costs		Description of Costs
	\$	FTE	\$	FTE	
Description of Savings:					
Reduced time for VPD Support Assistants in performance post immunization clinic data entry	(91.0)	(1.3)	122.0	1.2	Additional IT staff to support ongoing operation of mobile devices and mobile application
Reduced time for VPD Registered Practical Nurses to record Cold Chain inspection results	(19.0)	(0.2)	29.5		Data & Connectivity costs for mobile devices
Public Health Inspectors who perform PSS inspections	(110.0)	(1.1)			
Reduced time for Support Assistant Bs to enter PSS inspection results	(30.0)	(0.4)			
Reduced time for TB Home Visitors and Registered Practical Nurses to record charting information	(65.0)	(0.9)			
Sub-total	(315.0)	(3.9)	151.5	1.2	
					Service Level Changes
			30.0	0.4	Additional staff to enter 6,600 records per year as required by the Immunization School Assessment Program
			5.5	0.1	Perform an additional 57 day nurseries visits per year
			49.0	0.5	Perform an additional 450 PSS inspections, re-inspections, complaint inspection and enforcement
			24.0	0.3	Provide clerical support for an additional 450 PSS inspection processes
			55.0	0.7	Perform an additional 1,100 home visits per year for TB clients
Sub-total			163.5	2.0	
TOTAL SAVINGS	-	(0.7)			

- *HF/HL Point of Care* project (\$5.373 million, 2013-2016) – This project will implement wireless devices which will communicate securely with the TCHIS (Toronto Community Health Information System) and synchronize data between the mobile units and the TCHIS database. The benefits include the following
 - Improve the quality of care through Point of Care (POC) access
 - Improve the accuracy of documentation,
 - Improve the compliance with documentation guidelines, standards and policies,
 - Provide increased accountability, and
 - Enhance the infrastructure of the TCHIS system.
- Table 3 below shows that although the project will provide operating savings of \$1.378 million in 2016/2017, there will be an equivalent cost comprised of \$0.660 million to sustain this solution and the balance of \$0.694 million to be directed to service level changes.

Table 3: HF/HL Point of Care Operating Efficiencies

HF/HL Point of Care - 2016/2017	Savings		Costs		Description of Costs
	\$	FTE	\$	FTE	
Description of Savings:					
Reduced time to travel back to Office to retrieve/ enter client/service information	(1,378.3)	(14.0)	98.0	1.0	IT Support for ongoing operation of mobile devices for CDIP/HC/HF POC Users
			196.0	2.0	Program Support for ongoing training, quality and professional compliance for CDIP/HC/HF POC Users (2 EU PHNs)
			108.0	1.0	IT support and maintain mobile applications including modifications
			199.5		Annual Data & Connectivity costs for Mobile Devices
			52.5		Device sustainment cost per Year (\$300/2*350)
			6.1		Annual MDM licensing (\$35/2*350)
Sub-total	(1,378.3)	(14.0)	660.1	4.0	
					Service Improvements required by the Ontario Public Health Standards
			128.9		Expand postpartum mood disorder support program to add 3 service sites in west neighbourhood improvement areas 128.88
			104.7		Expand services at 13 TPH breastfeeding clinics by one half day per week in each clinic providing breastfeeding counselling as required by Ontario Public Health Standards.
			128.9		Provide 20 additional group parenting education programs as required by Ontario Public Health Standards to 300 families increasing the reach of group parenting education program to 75% on neighbourhood improvement areas (from current level of 40%)
			67.1		Provide an additional 250 sexual health promotion education sessions to 3,750 students required to support implementation of new provincial health education curriculum
			43.0		Provide 4 additional Healthy Schools Substance Misuse youth peer leadership programs for 50 peer leaders within neighbourhood improvement areas
					Service improvements also support the City's poverty reduction strategy:
			107.4		Increase outreach and service provision to 8 schools in neighbourhood improvement areas to deliver healthy eating, physical activity and injury prevention services
			48.3		agencies throughout Investing in Youth Engagement program reaching approximately 165 youth from priority populations, including aboriginal youth, LGBTQ2S youth, youth involved with the law, under housed youth and youth in transition in accordance with OPHS and prioritized in the TPH Strategic Plan
			13.4		Provide an additional 18 education and skill building sessions on chronic disease, diabetes prevention, and injury prevention to 550 adults from priority populations, including aboriginal and newcomer adults
			52.6		Provide service to an additional 35 vulnerable adults and seniors in response to demand for service from community and Councillors through SPIDER program
Sub-total			694.4	7.0	
TOTAL SAVINGS	(23.8)	7.0			

- As mentioned earlier, TPH's capital IT projects are mainly funded from debt. The three capital projects noted above are 100% funded from debt at a total cost of \$9.514 million over a period of 4 years (2013-2016). The financial benefits arising from the realized efficiencies total \$2.555 million that are planned to be reinvested by TPH must be captured as realized savings.
- Beginning with the 2017 Budget process, Toronto Public Health budget all benefits and/or operational savings to be realized from the implementation of Information Technology projects

separately in its Operating Budget Submission and submit separate business cases for solution sustainment costs and service level enhancements for consideration and approval as part of the annual budget process.

Issues Referred to the 2016 Capital Budget Process

Toronto Public Health 2016 – 2025 Capital Budget and Plan Request

- The Board of Health (BOH) at its meeting of November 30, 2015 considered HL8.11 report “Toronto Public Health 2016-2025 Capital Budget and Plan Request” and recommended to the Budget Committee for its consideration during the 2016 Budget process:
 1. City Council approve a 2016 Recommended Capital Budget for Toronto Public Health with a total project cost increase of \$5.550 million and a 2016 cash flow of \$4.327 million and future year commitments of \$4.558 million. The 2016 Capital Budget is comprised of the following:
 - a. New cash flow funding for:
 - i. Three new sub-projects and five change in scope sub-projects with a 2016 total project cost increase of \$5.550 million that requires an increase in cash flow of \$1.805 million in 2016 and future year commitments of \$2.033 million in 2017; and \$1.712 million in 2018; and
 - ii. Five previously approved sub-projects with a 2016 cash flow of \$2.047 million and future year commitments of \$0.813 million in 2017.
 - b. 2015 approved cash flow for four previously approved sub-projects with carry forward funding from 2015 to 2016 totalling \$0.475 million;
- The 2016-2025 Preliminary Capital Plan presented here is consistent with the Board of Health's recommendation except for the following:
- In determining the Program's readiness and capacity to spend, Corporate IT undertook a City-wide review of all IT projects included in the 10-year plan in 2015. Based on that review, following changes were made to the program submission:
 - Increase in funding of \$0.489 million for the Electronic Medical Records project resulting in a total project cost of \$2.304 million over a three-year period (2016-2018).
 - Defer the TPH Library Management System project by 1 year from 2016 to 2017 with no change in project cost.
 - Cancel the Staff Scheduling System Project with a total project cost of 0.807 million (2016-2017).
- TPH's 2016-2025 Capital Budget and Plan Request included a request for additional funding of \$12.867 million for 8 capital projects (listed on Table 5 below) to provide technological improvements to further improve service delivery while complying with mandatory provincial requirements.

Table 5: Unfunded Capital Projects

		2016	2017	2018	2019	Total
New Projects with Funding over the Debt Target		\$000s				
1	Community Collaboration Strategy	255				255
2	Community Collaboration		485	475	607	1,567
3	Collaboration		548	800		1,348
4	Dental & Oral Health Information Systems		972	1,809	666	3,447
5	Public Health Community Information System		1,036	1,017	1,028	3,081
6	Public Notice Advisories		555	472		1,027
7	Pre-school Speech and Language		696	737		1,433
8	Chemical Tacking Information System			133	576	709
TOTAL			4,292	5,443	2,877	12,867

- These "below the line" projects have been reviewed by the Business Executive Committee (BEC) and prioritized these projects based on established prioritization criteria applied to all IT projects. As a result of the review, changes have been made as illustrated in the next section "Unmet Needs".

Unmet Needs

- As a result of a City-wide review of debt capacity/business technology priorities for 2016, the BEC recommended two capital projects planned to start in 2017. The remaining 6 projects will be subject to a further review in time for the 2017 Budget process.

Table 6: "Below the Line" Projects Reviewed by BEC

		2016	2017	2018	2019	Total
New Projects		\$000s				
1	Community Collaboration Strategy		255			255
2	Collaboration			345	805	1,150
Sub-total (Recommended by Business Executive Committee)			255	345	805	1,405
3	Community Collaboration		485	475	607	1,567
4	Dental & Oral Health Information Systems		972	1,809	666	3,447
5	Public Health Community Information System		1,036	1,017	1,028	3,081
6	Public Notice Advisories		555	472		1,027
7	Pre-school Speech and Language		696	737		1,433
8	Chemical Tacking Information System			133	576	709
TOTAL			3,999	4,988	3,682	12,669

- It is important to note that three of the above capital projects were previously included in TPH's 2015-2014 Capital Budget and Plan with total debt funding of \$4.760 million over the 10-Year Plan. These projects are:
 - Collaboration project (\$1.648 million).
 - Community Collaboration project (\$1.566 million).
 - Dental & Oral health Information Systems Project (\$3.447 million).
- As a result of TPH's annual review of capital projects for the 2016-2025 Capital Budget and Plan based on priority and dependency on other projects, TPH moved these projects to "below the Line" and re-allocated debt funding in the 2016-2025 Capital Budget and Plan to offset increased projects costs for previously approved projects and new projects.



Appendices

Appendix 1

2015 Performance

2015 Key Accomplishments

In 2015, Toronto Public Health made significant progress and/or accomplished the following:

- ✓ Completed work on the Web Re:Brand project to redesign the TPH website and implement content management software to automate the web posting process in order to improve the accuracy, relevance and timeliness of web content.

Continued progress on the following projects:

- ✓ Continued work on HF/HL Point of Care project to develop and implement TCHIS application enhancements and select and implement wireless mobile devices to enable secure communications between the TCHIS application and the mobile devices units while in the field.
 - In 2015, Phase 3 was completed which includes utilizing agile methodology, development of Releases 1 and 2 of the TCHIS Lite mobile web app; GIS Release 1 of Mapping application (MapUs). All Phase 3 mobile devices have been purchased with 362 devices rolled out to end users; and developed a plan to improve system architecture.
- ✓ Continued work on the Infectious Disease Control System project that will implement a new provincial public health system which will encompass an immunization information system and a vaccine ordering and distribution system.
 - In 2015, the project team continued to work closely with the Province on developing and pilot testing the Panorama Disconnected Use application, and planning the development of the integration of our "parent portal" to PHIX (Public Health Immunization Exchange) projects.
- ✓ Continued work on the Healthy Environments (HE) Inspection System project to provide Public Health Inspectors remote access to the Toronto Healthy Environments Information System (THEIS) and provide mobile functionality.
 - In 2015, the project implemented HE Mobile Inspection application for the Food Safety Pilot group; completed the rollout of the application for all Food Safety program inspectors; implemented the Food Safety Risk Assessment module; developed and implemented the Pool and Spa Inspection mobile application for the pilot group; developed and implemented a Time Activity Tracking web application for all HE users.
- ✓ Continued work on the Communicable Disease Control (CDC) Wireless Rollout project. 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) program to access and enter data directly from health information management systems while in the field.
 - In 2015, devices were rolled out to the VPD program nurses for Panorama and CCIS (cold chain inspections) use; TB DOT and rolled out devices to the TB program.
- ✓ Continued work on the Datamart Data Warehouse Phase 2 project to develop priority Data Governance functions; integrate the data warehouse with results scorecard to report provincial accountability measures; add new data into the data warehouse from 30 data sources, and integrate with the Geographic Information System.

- In 2015, the project established a Data Steward group and conducted monthly Data Governance workshops with the Data Stewards; drafted a TPH Data Policy and Procedure, updated existing and developed new dashboards for Food Safety, Safe Water and Personal Service Setting programs; and created new dashboards and analytics for Dental and VPD programs.

2015 Financial Performance

**Table 9
2015 Budget Variance Analysis (In \$000's)**

2015 Approved	As of Sept. 30, 2015		Projected Actuals at Year End		Unspent Balance	
\$	\$	% Spent	\$	% Spent	\$ Unspent	% Unspent
5,364	3,468	64.7%	4,888	91.1%	476	8.9%

* Based on 2015 Third Quarter Capital Variance Report

2015 Experience

At its meeting on December 9, 2015, Council approved the 2015 Capital Variance Report for the nine months ended September 30, 2015. Please refer to the attached link for the staff report regarding the details of variance explanations and year-end projections for [Program/Agency Name]:

Decision Document: <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2015.BU13.7>

Impact of the 2015 Capital Variance on the 2016 Budget

- As a result of the capital projects delays, as described in the 2015 Q3 Capital Variance Report, funding of \$0.476 million is being carried forward to the 2016 Capital Budget to continue the capital work.
- A detailed review of the 2016 – 2025 Capital Budget and Plan has been conducted and the necessary adjustments have been made to the timing of cash flow funding for major projects such as the Electronic Medical Records and Document Records Management System projects which could be major contributors to annual under expenditures.
- By deferring the cash flow funding to future years, the 2016 Capital Budget reflects capital project timelines and readiness to proceed and will lead to a higher rate of spending for 2016.

Appendix 2

Table 10
2016 d Capital Budget; 2017 to 2025 Capital Plan (\$000s)

Project	Total Project Cost	Prior Year Carry Forward	2016	2017	2018	2019	2020	2016 - 2020	2021	2022	2023	2024	2025	2016 - 2025 Total
Legislated:														
<i>Infectious Disease Control System</i>			460					460						460
Sub-Total			460					460						460
State of Good Repair:														
<i>Inspection Management</i>							1,599	1,599	1,504	1,496	787			5,386
<i>TPH Library Management System</i>				60	1,243			1,303						1,303
<i>TPH Service Delivery Tracking</i>						800	726	1,526	800					2,326
<i>Reporting Environment Enhancement</i>										618				618
Sub-Total				60	1,243	800	2,325	4,428	2,304	2,114	787			9,633
Service Improvements:														
<i>CDC Wireless Rollout</i>	143	970						1,113						1,113
<i>HF/HL Point of Care</i>	238	564						802						802
<i>Document and Records Management System</i>										684	868	868		2,420
<i>TPH Datamart Warehouse - Phase 2</i>	47	739	882					1,668						1,668
<i>TPH Datamart Warehouse - Phase 3</i>					827	554		1,381						1,381
<i>Healthy Environment Inspection (Mobile)</i>	48	870						918						918
<i>TPH Multilingual Website</i>			255	252				507						507
<i>Electronic Medical Record</i>		232	733	1,339				2,304						2,304
<i>Public eLearning</i>						312	729	1,041	300					1,341
<i>Geographic Information Enablement</i>										191	270	292		753
<i>Socio-Demographic Data Collection</i>			287	572	634	346		1,839						1,839
<i>TPH Common Geographical Interface (CGI)</i>						1,073		1,073						1,073
<i>Mobile Enablement</i>									396	386	538	562	540	2,422
Sub-Total	476	3,375	2,157	2,990	2,573	1,075	12,646	696	386	1,413	1,700	1,700		18,541
Total	476	3,835	2,217	4,233	3,373	3,400	17,534	3,000	2,500	2,200	1,700	1,700		28,634

Appendix 3

2016 Capital Budget; 2017 to 2025 Capital Plan

CITY OF TORONTO

Gross Expenditures (\$000's)
Appendix 3

Toronto Public Health

Sub- Project No. Project Name Priority SubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments						Current and Future Year Cash Flow Commitments Financed By													
						2016	2017	2018	2019	2020	Total 2016-2020	Total 2021-2025	Total 2016-2025	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
<u>TPH908152 Public Health Service Delivery Tracking</u>																									
0	1	Public Health Service Delivery Tracking	CW	S6	03	0	0	0	800	726	1,526	800	2,326	0	0	0	0	0	0	0	0	2,326	0	2,326	
Sub-total						0	0	0	800	726	1,526	800	2,326	0	0	0	0	0	0	0	0	0	2,326	0	2,326
<u>TPH908158 Mobile Enablement</u>																									
1	1	Mobile Enablement	CW	S6	04	0	0	0	0	0	0	2,422	2,422	0	0	0	0	0	0	0	0	2,422	0	2,422	
Sub-total						0	0	0	0	0	0	2,422	2,422	0	0	0	0	0	0	0	0	0	2,422	0	2,422
<u>TPH908159 Reporting Environment Enhancement</u>																									
1	1	Reporting Environment Enhancement	CW	S6	03	0	0	0	0	0	0	618	618	0	0	0	0	0	0	0	0	618	0	618	
Sub-total						0	0	0	0	0	0	618	618	0	0	0	0	0	0	0	0	0	618	0	618
Total Program Expenditure						3,835	2,217	4,233	3,373	3,400	17,058	11,100	28,158	460	0	0	0	0	0	0	0	0	27,698	0	28,158

Report Phase 2 - Program 33 Toronto Public Health Program Phase 2 Sub-Project Category 01,02,03,04,05,06,07 Part B Sub-Project Status S5,S6 Part C Sub-Project Status S2,S3,S4

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 3**Toronto Public Health**

Sub- Priority	Project No. SubProj No.	Project Name Sub-project Name	Ward	Stat. Cat.	Current and Future Year Cash Flow Commitments and Estimates						Current and Future Year Cash Flow Commitments and Estimates Financed By									
					2016	2017	2018	2019	2020	Total 2016-2020	Total 2021-2025	Total 2016-2025	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2
Financed By:																				
		Provincial Grants & Subsidies			460	0	0	0	0	460	0	460	460	0	0	0	0	0	0	460
		Debt			3,375	2,217	4,233	3,373	3,400	16,598	11,100	27,698	0	0	0	0	0	0	27,698	27,698
Total Program Financing					3,835	2,217	4,233	3,373	3,400	17,058	11,100	28,158	460	0	0	0	0	0	27,698	28,158

Status Code	Description
S2	S2 Prior Year (With 2016 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2016 and/or Future Year Cost(Cashflow)
S4	S4 New - Stand-Alone Project (Current Year Only)
S5	S5 New (On-going or Phased Projects)
S6	S6 New - Future Year (Commencing in 2017 & Beyond)

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

Appendix 4

2016 Cash Flow and Future Year Commitments

Report Phase 2 - Program 33 Toronto Public Health Program Phase 2 Sub-Project Category 01,02,03,04,05,06,07 Part B Sub-Project Status S2 Part C Sub-Project Status S2,S3,S4,S5

CITY OF TORONTO

Gross Expenditures (\$000's)
Appendix 4

Toronto Public Health						Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By												
Sub- Priority	Project No. SubProj No.	Project Name Sub-project Name	Ward	Stat.	Cat.	2016	2017	2018	2019	2020	Total 2016-2020	Total 2021-2025	Total 2016-2025	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
<u>TPH907776 CDC Wireless Rollout</u>																									
1	1	CDC Wireless Rollout	CW	S2	04	988	0	0	0	0	988	0	988	0	0	0	0	0	0	0	0	988	0	988	
1	2	CDC Wireless Rollout 2016 Increase	CW	S3	04	125	0	0	0	0	125	0	125	0	0	0	0	0	0	0	0	125	0	125	
Sub-total						1,113	0	0	0	0	1,113	0	1,113	0	0	0	0	0	0	0	0	0	1,113	0	1,113
<u>TPH907777 HF/HL Point of Care 2013</u>																									
1	1	HF/HL Point of Care	CW	S2	04	313	0	0	0	0	313	0	313	0	0	0	0	0	0	0	0	313	0	313	
1	2	HF HL Point of Care 2016 Increase	CW	S3	04	489	0	0	0	0	489	0	489	0	0	0	0	0	0	0	0	489	0	489	
Sub-total						802	0	0	0	0	802	0	802	0	0	0	0	0	0	0	0	0	802	0	802
<u>TPH907789 TPH Datamart Data Warehouse</u>																									
1	2	TPH Datamart Data Warehouse Phase 2	CW	S2	04	836	813	0	0	0	1,649	0	1,649	0	0	0	0	0	47	0	0	1,602	0	1,649	
1	4	TPH Datamart Data Warehouse Phase 2-2016	CW	S3	04	-50	69	0	0	0	19	0	19	0	0	0	0	0	0	0	0	19	0	19	
Sub-total						786	882	0	0	0	1,668	0	1,668	0	0	0	0	0	47	0	0	0	1,621	0	1,668
<u>TPH907843 Infectious Disease Control System</u>																									
0	1	Infectious Disease Control System	CW	S2	02	100	0	0	0	0	100	0	100	100	0	0	0	0	0	0	0	0	0	100	
1	2	Infectious Disease Control Information System	CW	S3	02	360	0	0	0	0	360	0	360	360	0	0	0	0	0	0	0	0	0	360	
Sub-total						460	0	0	0	0	460	0	460	460	0	0	0	0	0	0	0	0	0	0	460
<u>TPH908044 Healthy Environment Inspection (Mobile)</u>																									
1	1	Healthy Environment Inspection (Mobile)	CW	S2	04	286	0	0	0	0	286	0	286	0	0	0	0	0	0	0	0	286	0	286	
1	2	Healthy Environment Inspection (Mobile) 2016	CW	S3	04	632	0	0	0	0	632	0	632	0	0	0	0	0	0	0	0	632	0	632	
Sub-total						918	0	0	0	0	918	0	918	0	0	0	0	0	0	0	0	0	918	0	918
<u>TPH908046 Electronic Medical Record</u>																									
1	1	Electronic Medical Record	CW	S4	04	232	0	0	0	0	232	0	232	0	0	0	0	0	0	0	0	232	0	232	
Sub-total						232	0	0	0	0	232	0	232	0	0	0	0	0	0	0	0	0	232	0	232
Total Program Expenditure						4,311	882	0	0	0	5,193	0	5,193	460	0	0	0	0	47	0	0	0	4,686	0	5,193

Report Phase 2 - Program 33 Toronto Public Health Program Phase 2 Sub-Project Category 01,02,03,04,05,06,07 Part B Sub-Project Status S2 Part C Sub-Project Status S2,S3,S4,S5

CITY OF TORONTO**Gross Expenditures (\$000's)****Appendix 4****Toronto Public Health**

Sub- Priority	Project No. SubProj No.	Project Name Sub-project Name	Ward	Stat. Cat.	Current and Future Year Cash Flow Commitments and Estimates						Current and Future Year Cash Flow Commitments and Estimates Financed By										
					2016	2017	2018	2019	2020	Total 2016-2020	Total 2021-2025	Total 2016-2025	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt
Financed By:																					
		Provincial Grants & Subsidies			460	0	0	0	0	460	0	460	460	0	0	0	0	0	0	460	
		Capital from Current			47	0	0	0	0	47	0	47	0	0	0	47	0	0	0	47	
		Debt			3,804	882	0	0	0	4,686	0	4,686	0	0	0	0	0	4,686	0	4,686	
Total Program Financing					4,311	882	0	0	0	5,193	0	5,193	460	0	0	0	47	0	0	4,686	5,193

Status Code	Description
S2	S2 Prior Year (With 2016 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2016 and/or Future Year Cost(Cashflow)
S4	S4 New - Stand-Alone Project (Current Year Only)
S5	S5 New (On-going or Phased Projects)

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

Appendix 5

2016 Capital Budget with Financing Detail

(Phase 2) 33-Toronto Public Health Sub-Project Category: 01,02,03,04,05,06,07 Type: B Sub-Project Status: S2 Type: C Sub-Project Status: S2,S3,S4



CITY OF TORONTO

**Appendix 5
Toronto Public Health
Sub-Project Summary**

Project/Financing

Priority Project Project Name

Priority	Project	Project Name	Start Date	Completion Date	2016 Cash Flow	Financing									
						Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable
0 TPH907843 Infectious Disease Control System															
0	1	Infectious Disease Control System	07/01/2013	03/31/2016	100	100	0	0	0	0	0	0	0	0	
1	2	Infectious Disease Control Information System	10/08/2012	03/31/2016	360	360	0	0	0	0	0	0	0	0	
Project Sub-total:					460	460	0	0	0	0	0	0	0	0	
1 TPH907776 CDC Wireless Rollout															
1	1	CDC Wireless Rollout	01/01/2014	12/31/2016	988	0	0	0	0	0	0	0	988	0	
1	2	CDC Wireless Rollout 2016 Increase	01/01/2016	12/31/2016	125	0	0	0	0	0	0	0	125	0	
Project Sub-total:					1,113	0	0	0	0	0	0	0	1,113	0	
1 TPH907777 HF/HL Point of Care 2013															
1	1	HF/HL Point of Care	01/01/2013	12/31/2016	313	0	0	0	0	0	0	0	313	0	
1	2	HF HL Point of Care 2016 Increase	05/26/2015	05/26/2015	489	0	0	0	0	0	0	0	489	0	
Project Sub-total:					802	0	0	0	0	0	0	0	802	0	
1 TPH907789 TPH Datamart Data Warehouse															
1	2	TPH Datamart Data Warehouse Phase 2	01/01/2015	12/31/2019	836	0	0	0	0	0	47	0	789	0	
1	4	TPH Datamart Data Warehouse Phase 2- 2016	01/02/2015	12/31/2019	-50	0	0	0	0	0	0	0	-50	0	
Project Sub-total:					786	0	0	0	0	0	47	0	739	0	
1 TPH908044 Healthy Environment Inspection (Mobile)															
1	1	Healthy Environment Inspection (Mobile)	01/01/2014	12/31/2016	286	0	0	0	0	0	0	0	286	0	
1	2	Healthy Environment Inspection (Mobile) 2016	01/01/2015	12/31/2016	632	0	0	0	0	0	0	0	632	0	
Project Sub-total:					918	0	0	0	0	0	0	0	918	0	
1 TPH908046 Electronic Medical Record															
1	1	Electronic Medical Record	01/01/2016	12/31/2018	232	0	0	0	0	0	0	0	232	0	
Project Sub-total:					232	0	0	0	0	0	0	0	232	0	
Program Total:					4,311	460	0	0	0	0	47	0	0	3,804	0

Status Code Description
 S2 S2 Prior Year (With 2016 and/or Future Year Cashflow)
 S3 S3 Prior Year - Change of Scope 2016 and/or Future Year Cost/Cashflow)
 S4 S4 New - Stand-Alone Project (Current Year Only)

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

