

# Budget Overview

## Budget Committee

(December 16, 19, 20 & 21, 2016)

Page

### **PART I: CAPITAL PROGRAM**

Executive Summary.....	1
10-Year Capital Plan Overview.....	3
Office of the Lobbyist Registrar .....	5
Ombudsman Toronto .....	5
10-Year Capital Plan (2017 Budget, 2018 - 2026 Plan)	
Office of the Lobbyist Registrar .....	6 and 7
Ombudsman Toronto .....	8 and 9
10-Year Capital Plan Details.....	10
Office of the Lobbyist Registrar .....	10
Ombudsman Toronto .....	12
10-Year Capital Plan – Incremental Operating Impact Summary	
Office of the Lobbyist Registrar .....	14
Ombudsman Toronto .....	14

### **PART II: ISSUES FOR DISCUSSION**

10-Year Capital Plan (2017 - 2026) Issues .....	15
---	----

### **APPENDICES**

#### **Appendix 1: 2016 Capital Variance Review**

Office of the Lobbyist Registrar .....	17
Ombudsman Toronto .....	17

#### **Appendix 2: 2017 Capital Budget, 2018 to 2026 Capital Plan, Project Cost and Cash flows**

Office of the Lobbyist Registrar .....	19
Ombudsman Toronto .....	20

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

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

Cristina De Caprio  
Lobbyist Registrar  
Tel: (416) 338-5858

Susan E. Opler  
Ombudsman  
Tel: (416) 392-7061

**PART I: CAPITAL PROGRAM****Executive Summary**

- The Accountability Officers for the City of Toronto are:
  - The Auditor General's Office
  - The Office of the Integrity Commissioner
  - The Office of the Lobbyist Registrar and
  - Ombudsman Toronto
- The Accountability Officers are independent from the City's Administration and are officers of City Council.
- The Accountability Officers' 2017 – 2026 Capital Budget & Plan reflects the capital budget requirements for the Office of the Lobbyist Registrar and Ombudsman Toronto. There are no capital budget requirements for the Auditor General's Office and the Office of the Integrity Commissioner.
- The Accountability Officers' 2017 – 2026 Capital Budget & Plan has been consolidated into one Budget for purposes of inclusion in the corporate Capital Budget Summary for the City of Toronto. Each Accountability Officer is accountable for its own budget, separate from one another and pursuant to their legal mandates.
- This Note presents the requests of the two (2) Accountability Officers' 2017 – 2026 Capital Budget & Plan and acts as a reference document to accompany the 2017 – 2026 Capital Budget & Plan reports that are being submitted by the Accountability Officers directly to the Budget Committee.
- The Accountability Officers' 10-Year Capital Plan provides for the tools, systems and resources required to fulfill their statutory mandates as stipulated in the City of Toronto Act and Municipal Code Chapter 3. These projects are critical to the operations of the Offices to build public trust and confidence in government. The funding requests incorporate the Accountability Officers' State of Good Repair (SOGR) capital requirements.
- The Accountability Officers' capital budget requirements prior to 2011 were part of City Clerk's Office's approved capital budget, with the exception of the Auditor General's Office.
- The 10-Year Capital Plan totals \$1.941 million:
  - **Office of the Lobbyist Registrar** requires debt funding of \$0.871 million over the 10-year period for Lobbyist Registry State of Good Repair (SOGR). This includes a previously-approved cash flow of \$0.171 million to be carried from 2016 to 2017.
  - **Ombudsman Toronto** requires debt funding of \$1.070 million over the 10-year period to maintain State of Good Repair of its Case Management System. This includes a previously cash flow of \$0.370 million to be carried forward from 2016 to 2017.
- The 10-Year Capital Plan of \$1.941 million comprised of State of Repair Projects:
  - **Office of the Lobbyist Registrar.** \$0.871 million or 100% is for State of Good Repair Projects.
  - **Ombudsman Toronto.** \$1.070 million or 100% is for State of Good Repair Project.

- There will be no operating impacts to sustain capital systems for the Office of the Lobbyist Registrar and Ombudsman Toronto.
- Approval of the 2017-2026 Capital Plan will address the SOGR requirements of the Accountability Offices.

## **10-Year Capital Plan Overview**

### ***Office of the Lobbyist Registrar***

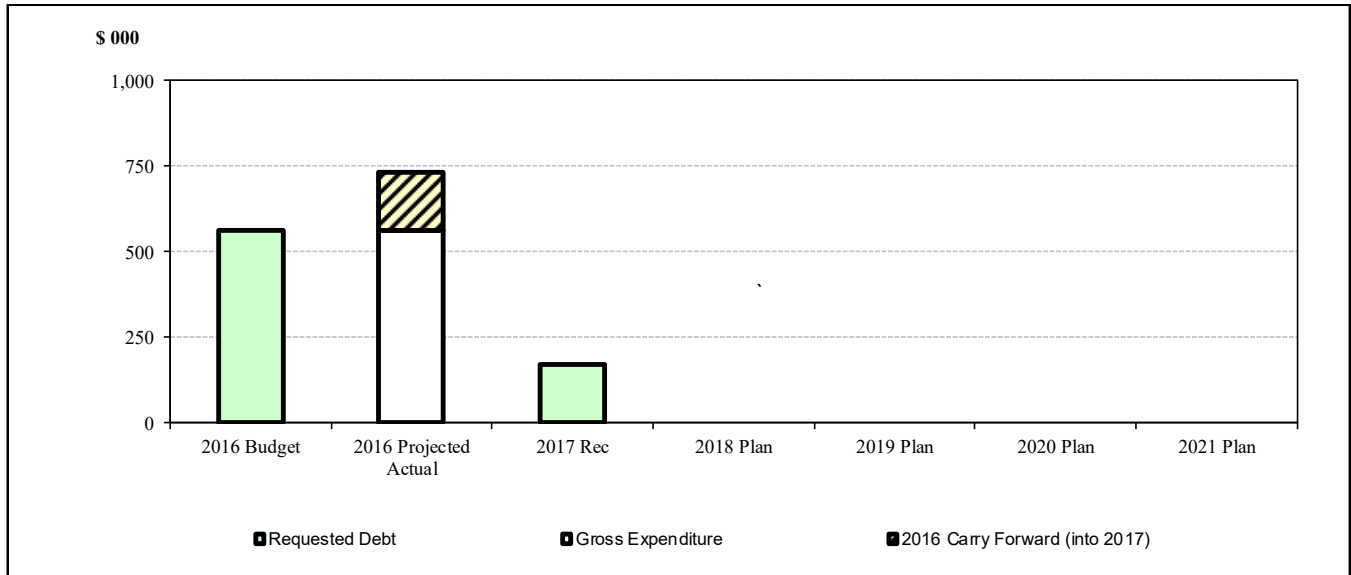
- The main objective of the 10-Year Capital Plan is to provide funding for the systems and the tools to support the mandate of the Office of the Lobbyist Registrar, per the City of Toronto Act, 2006 and Municipal By-Law 140.
- The 10-Year Capital Plan totals \$0.871 million including previously-approved cash flow of \$0.171 million to be carried forward from 2016 and is fully funded by debt.
- The 10-Year Capital Plan of \$0.871 million is 100% for a State of Good Repair project.
- There is no State of Good Repair backlog.
- The 10-Year Capital Plan will have no operating impact on the 2017 Operating Budget.

### ***Ombudsman Toronto***

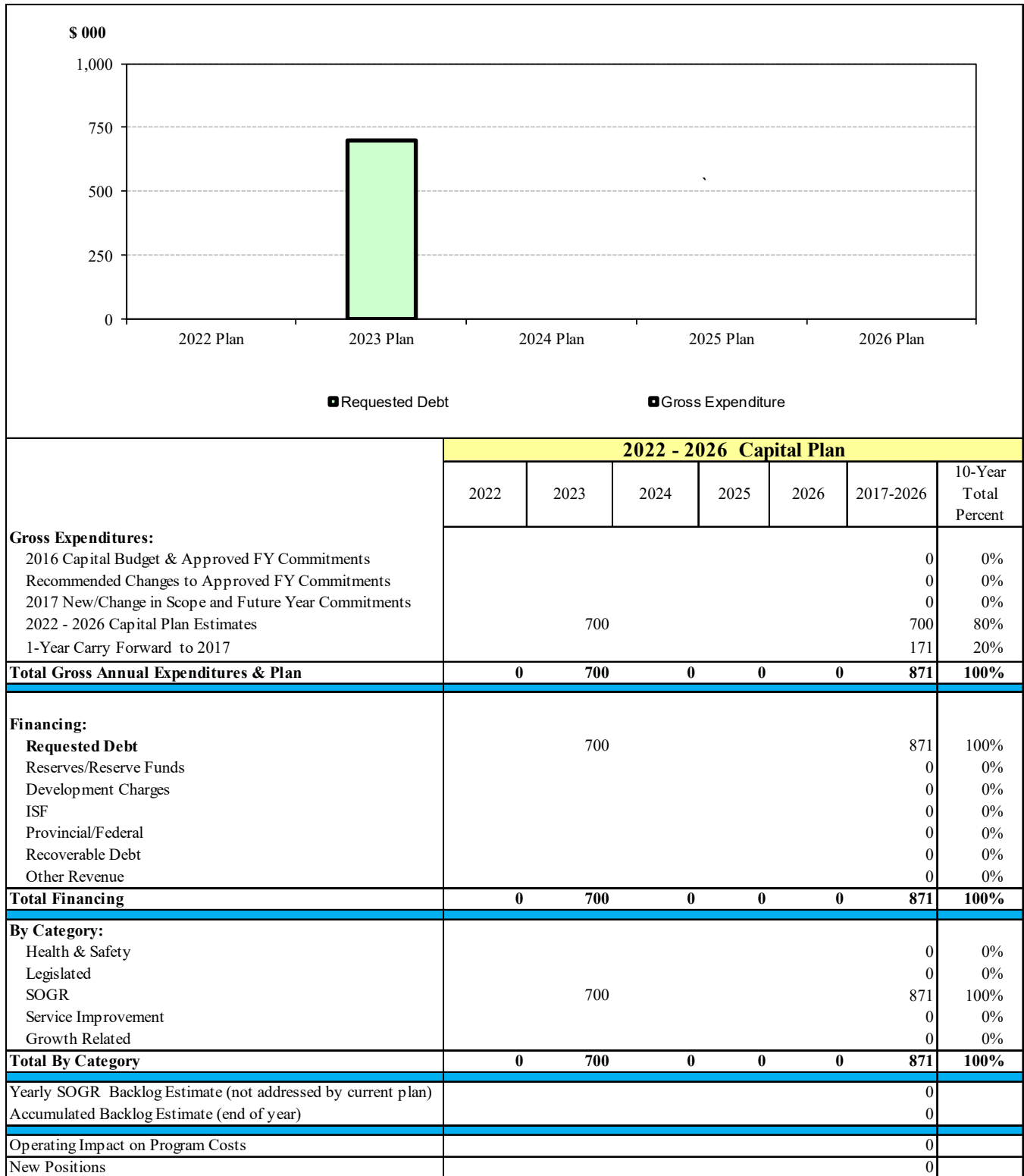
- The main objective of the 10-Year Capital Plan is to provide funding for the case management system and the tools to support Ombudsman Toronto's mandate per the City of Toronto Act, 2006.
- The 10-Year Capital Plan totals \$1.070 million to maintain the Case Management System in a State of Good Repair condition. This includes a previously-approved cash flow of \$0.370 million to be carried forward from 2016 to 2017 and is fully funded by debt.
- The 10-Year Capital Plan is fully funded by debt.
- The 10-Year Capital Plan is 100% for a State of Good Repair project.
- There is no State of Good Repair backlog.
- The 10-Year Capital Plan will have no impact on future year Operating Budgets.

10-Year Capital Plan  
2017 Budget, 2018 - 2026 Plan

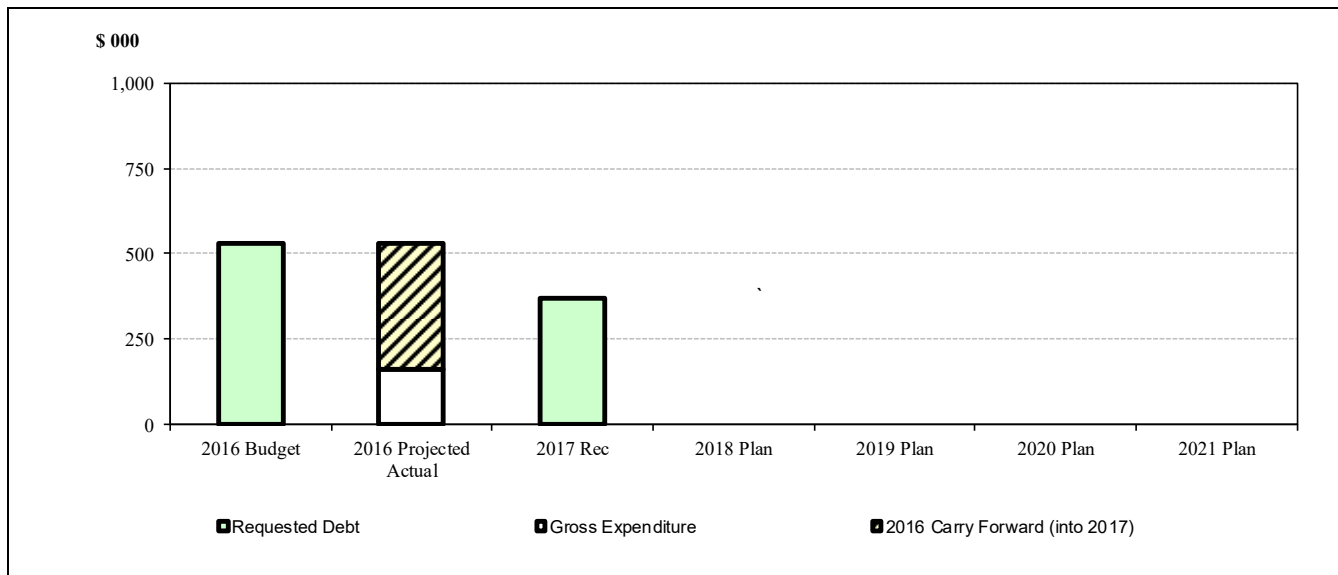
Office of the Lobbyist Registrar



	2017 Requested Budget and 2017-2021 Plan								5-Year Total Percent
	2016		2017	2018	2019	2020	2021	2017-2021	
	Budget	Projected Actual							
<b>Gross Expenditures:</b>									
2016 Capital Budget & Approved FY Commitments	559	388						0	0%
Recommended Changes to Approved FY Commitments								0	0%
2017 New/Change in Scope and Future Year Commitments								0	0%
2018- 2021 Capital Plan Estimates								0	0%
1-Year Carry Forward to 2017		171	171					171	100%
<b>Total Gross Annual Expenditures &amp; Plan</b>	<b>559</b>	<b>559</b>	<b>171</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>171</b>	<b>100%</b>
<b>Financing:</b>									
<b>Requested Debt</b>	559		171					171	100%
Reserves/Reserve Funds								0	0%
Development Charges								0	0%
ISF								0	0%
Provincial/Federal								0	0%
Debt Recoverable								0	0%
Other Revenue								0	0%
<b>Total Financing</b>	<b>559</b>	<b>0</b>	<b>171</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>171</b>	<b>100%</b>
<b>By Category:</b>									
Health & Safety								0	0%
Legislated								0	0%
SOGR	559		171					171	100%
Service Improvement								0	0%
Growth Related								0	0%
<b>Total By Category</b>	<b>559</b>	<b>0</b>	<b>171</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>171</b>	<b>100%</b>
Yearly SOGR Backlog Estimate (not addressed by current plan)								0	
Accumulated Backlog Estimate (end of year)								0	
Operating Impact on Program Costs								0	
New Positions								0	

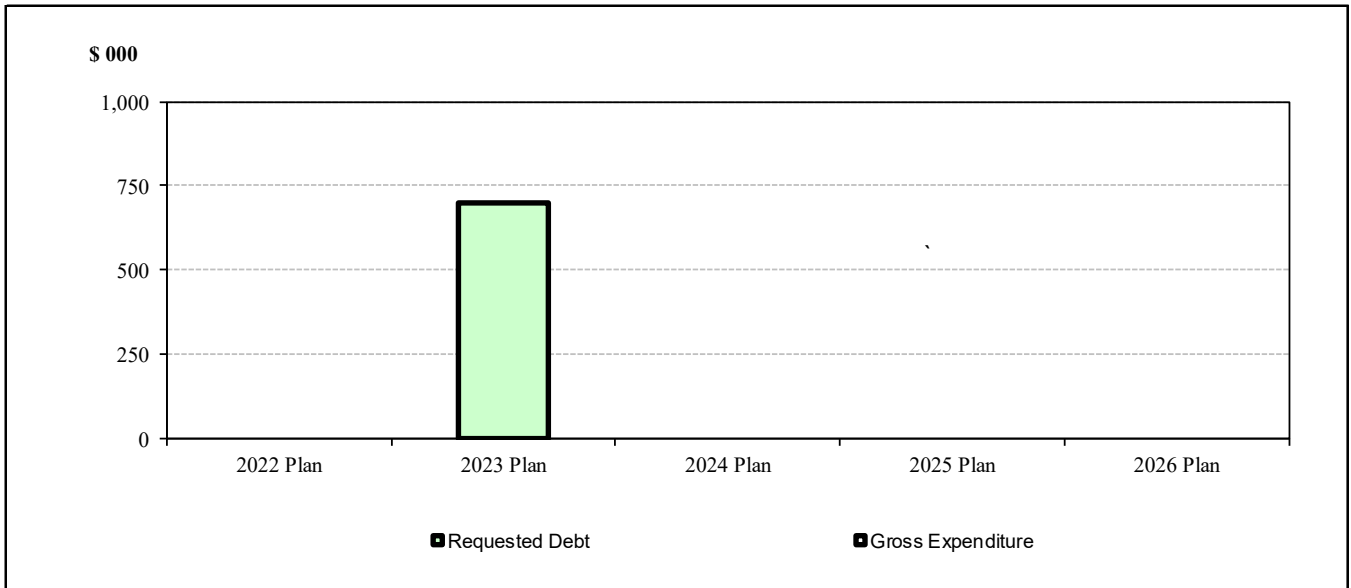


Ombudsman Toronto



	2017 Requested Budget and 2017-2021 Plan								5-Year Total Percent
	2016		2017	2018	2019	2020	2021	2017-2021	
	Budget	Projected Actual							
<b>Gross Expenditures:</b>									
2016 Capital Budget & Approved FY Commitments	530	160						0	0%
Recommended Changes to Approved FY Commitments								0	0%
2017 New/Change in Scope and Future Year Commitments								0	0%
2018- 2021 Capital Plan Estimates								0	0%
1-Year Carry Forward to 2017		370	370					370	100%
<b>Total Gross Annual Expenditures &amp; Plan</b>	<b>530</b>	<b>530</b>	<b>370</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>370</b>	<b>100%</b>
<b>Financing:</b>									
<b>Requested Debt</b>	530		370					370	100%
Reserves/Reserve Funds								0	0%
Development Charges								0	0%
ISF								0	0%
Provincial/Federal								0	0%
Debt Recoverable								0	0%
Other Revenue								0	0%
<b>Total Financing</b>	<b>530</b>		<b>370</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>370</b>	<b>100%</b>
<b>By Category:</b>									
Health & Safety								0	0%
Legislated								0	0%
SOGR	530		370					370	100%
Service Improvement								0	0%
Growth Related								0	0%
<b>Total By Category</b>	<b>530</b>		<b>370</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>370</b>	<b>100%</b>
Yearly SOGR Backlog Estimate (not addressed by current plan)								0	
Accumulated Backlog Estimate (end of year)								0	
Operating Impact on Program Costs								0	
New Positions								0	





	2022 - 2026 Capital Plan						10-Year Total Percent
	2022	2023	2024	2025	2026	2017-2026	
<b>Gross Expenditures:</b>							
2016 Capital Budget & Approved FY Commitments						0	0%
Recommended Changes to Approved FY Commitments						0	0%
2017 New/Change in Scope and Future Year Commitments						0	0%
2022 - 2026 Capital Plan Estimates		700				700	65%
1-Year Carry Forward to 2016						370	35%
<b>Total Gross Annual Expenditures &amp; Plan</b>	<b>0</b>	<b>700</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,070</b>	<b>100%</b>
<b>Financing:</b>							
<b>Requested Debt</b>		700				1,070	100%
Reserves/Reserve Funds						0	0%
Development Charges						0	0%
ISF						0	0%
Provincial/Federal						0	0%
Recoverable Debt						0	0%
Other Revenue						0	0%
<b>Total Financing</b>	<b>0</b>	<b>700</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,070</b>	<b>100%</b>
<b>By Category:</b>							
Health & Safety						0	0%
Legislated						0	0%
SOGR		700				1,070	100%
Service Improvement						0	0%
Growth Related						0	0%
<b>Total By Category</b>	<b>0</b>	<b>700</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,070</b>	<b>100%</b>
Yearly SOGR Backlog Estimate (not addressed by current plan)						0	
Accumulated Backlog Estimate (end of year)						0	
Operating Impact on Program Costs						0	
New Positions							

## 10-Year Capital Plan Details

### *Office of the Lobbyist Registrar*

#### Capital Project Highlights

- Lobbyist Registry SOGR

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

The Lobbyist Registry System has three major purposes:

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

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

Project implementation is in progress with project completion expected in the first quarter of 2017.

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

This project will have a previously-approved cash flows of \$0.171 million to be carried forward from 2016 to 2017.

- Lobbyist Registry SOGR 2023

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

(In \$Thousands)	2017 Req. Budget	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2017 - 2026 Total
<b>IT Projects</b>											
Lobbyist Registry SOGR	171										171
Lobbyist Registry SOGR 2023							700				700
<b>Total</b>	<b>171</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>700</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>871</b>

**Project Financing**

The 10-Year Capital Plan of \$0.871 million is to be fully funded by debt.

**State of Good Repair (SOGR) Backlog**

There is no State of Good Repair Backlog.

**2017 Capital Budget by Project Category**

The 2017 budget request of \$0.871 million is 100% related to State of Good Repair.

**Ombudsman Toronto**

**Capital Project Highlights**

- Case Management System for Ombudsman

In fulfilling its mandate under the *City of Toronto Act, 2006*, Ombudsman Toronto investigates complaints received from the public about the administration of City government, including its agencies and corporations. It also conducts enquiries and formal investigations on its own motion of issues with broad systemic implications, and recommends improvements to City administration.

The Case Management System (CMS) is Ombudsman Toronto's essential tool for managing its caseload, and for capturing and storing all complaints-related information, as well as information concerning own-motion enquiries and investigations. The information in the CMS is used to track complaints, enquiries and investigations, to identify trends, to provide referral information to staff, to generate reports (e.g., time required to resolve complaints, method of resolution, divisions complained about, issues investigated, recommendations made, etc.), to assist with the investigation of systemic issues, and to assist with management of the day to day handling of complaints.

The current system needs to be upgraded to ensure that the CMS is in a state of good repair, that it meets corporate and industry standards, and that it reflects new technology standards. Project implementation began in 2016 with project completion expected in 2017.

There is no change to the project cost of \$0.530 million.

This project will have a previously-approved cash flows of \$0.370 million to be carried forward from 2016 to 2017.

- Case Management System SOGR

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

(In \$Thousands)	2017 Req. Budget	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2017 - 2026 Total
<b>IT Projects</b>											
Case Management System for Ombudsman	370										370
Case Management System SOGR							700				700
<b>Total</b>	<b>370</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>700</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,070</b>

**Project Financing**

The 10-Year Capital Plan of \$1.070 million is to be fully funded by debt.

**State of Good Repair (SOGR) Backlog**

There is no State of Good Repair Backlog.

**2017 Capital Budget by Project Category**

The 2016 budget request of \$1.070 million is 100% related to State of Good Repair.

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

***Office of the Lobbyist Registrar***

The 10-Year Capital Plan is anticipated to have no impacts on future year Operating Budgets.

***Ombudsman Toronto***

The 10-Year Capital Plan is anticipated to have no impacts on future year Operating Budgets.

**PART II: ISSUES FOR DISCUSSION**

**10-Year Capital Plan (2017-2026) Issues**

*Office of the Lobbyist Registrar*

Not applicable.

*Ombudsman Toronto*

Not applicable.

**Appendix 1**  
**2016 Capital Variance Review**



***Office of the Lobbyist Registrar***

The Office of the Lobbyist Registrar has a Capital Budget of \$0.559 million in 2016 for the state of good repair of the Lobbyist Registry system. The projected actual at year end is \$0.338 million or 69.4%. Unspent cash flows of \$0.171 million will be carried forward to 2017. The project is expected to be completed in 2017.

***Ombudsman Toronto***

The Office of the Ombudsman has Capital Budget of \$0.530 million in 2016 for the state of good repair of the Case Management System. The projected actual at year-end is \$0.160 million or 30.3%. Unspent cash flows of \$0.370 million will be carried forward to 2017. The project is expected to be completed in 2017.

**Appendix 2**  
**2017 Capital Budget**  
**2018 to 2026 Capital Plan -**  
**Project Cost and Cash flows**

2017 Capital Budget, 2018 to 2026 Capital Plan – Project Cost and Cash Flows (in \$000s)

Office of the Lobbyist Registrar

	2015 & Prior Year Carry Forwards	2017 Previously Approved Cash Flow Commitments	2017 New Cash Flow Req	2017 Total Cash Flow Req	2016 Carry Forwards	Total 2017 Cash Flow (Incl 2016 CFwd)	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total Project Cost
<b>Expenditures</b>																
Lobbyist Registry SOGR		0		0	171	171										171
Lobbyist Registry SOGR 2023				0		0						700				700
<b>Total Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>171</b>	<b>171</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>700</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>871</b>
<b>Financing</b>																
Debt			0	0	171	171						700				871
Recoverable Debt				0		0										0
Other				0		0										0
Reserves/Res Funds				0		0										0
Development Charges				0		0										0
Provincial/Federal				0		0										0
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>171</b>	<b>171</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>700</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>871</b>
<b>Debt Target</b>		<b>0</b>		<b>0</b>	<b>171</b>	<b>171</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>700</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>871</b>
<b>Over (Under) Debt Target</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

2017 Capital Budget, 2018 to 2026 Capital Plan – Project Cost and Cash Flows (in \$000s)

*Ombudsman Toronto*

	2015 & Prior Year Carry Forwards	2017 Previously Approved Cash Flow Commitments	2017 New Cash Flow Req	2017 Total Cash Flow Req	2016 Carry Forwards	Total 2017 Cash Flow (Incl 2016 CFwd)	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total Project Cost
<b>Expenditures</b>																
Case Management System for Ombudsman				0	370	370										370
Case Management System SOGR				0		0						700				700
<b>Total Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>370</b>	<b>370</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>700</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,070</b>
<b>Financing</b>																
Debt			0	0	370	370						700		0		1,070
Recoverable Debt				0		0										0
Other				0		0										0
Reserves/Res Funds				0		0										0
Development Charges				0		0										0
Provincial/Federal				0		0										0
<b>Total Financing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>370</b>	<b>370</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>700</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,070</b>
<b>Debt Target</b>			<b>0</b>	<b>0</b>	<b>370</b>	<b>370</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>700</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,070</b>
<b>Over (Under) Debt Target</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>