



Toronto **2015** **BUDGET**

CAPITAL ANALYST NOTES



Toronto Public Health

2015 – 2024 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.

The 2015-2024 Capital Plan provides funding to develop and implement information technology (IT) systems designed to enhance TPH's ability to collect and share critical health information with multiple sources to better respond to health risks, while meeting Provincial reporting and accountability requirements.

Toronto Public Health's 10-Year Capital Plan of \$30.388 million focuses on supporting TPH's vision to invest in technology to improve client service, operations, management decision making and compliance with provincial mandatory requirements.

Highlights

Overview

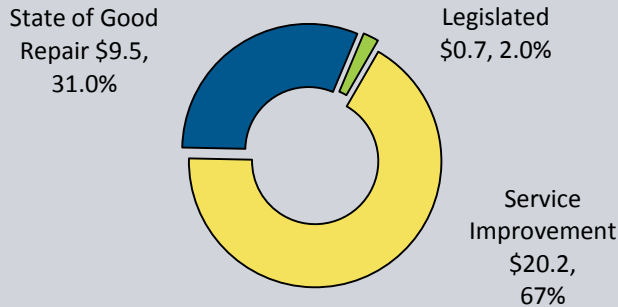
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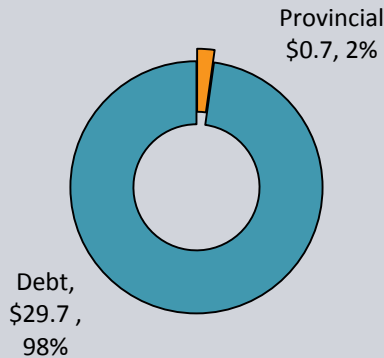
Capital Spending and Financing

2015-2024 Capital Budget and Plan by Expenditures Category



\$30.388 Million

2015-2024 Capital Budget and Plan by Funding Source



\$30.388 Million

Where does the money go?

The 2015–2024 Capital Budget and Plan totals \$30.388 million for 14 service improvement projects to develop or enhance technology systems and applications, 2 SOGR projects for enhancement and lifecycle replacement of software systems/applications and one Legislated project. Major projects include:

- Infectious Disease Control Information System which is 100% Provincially funded
- Communicable Disease Control (CDC) Wireless Rollout
- Healthy Environments Inspection System
- Inspection Management
- Electronic Medical Records

Where does the money come from?

The 10-Year Capital Plan requires new debt funding of \$29.712 million, which is in line with the debt guideline in each year of the 10-year planning period.

- Provincial funding of \$0.676 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.

However, the 2015 Capital Budget and 2016-2024 Capital Plan includes funding of \$6.184 million for a Public Health Systems State of Good Repair program starting in 2018 for life cycle replacement or enhancement of various software systems/ applications housed in Toronto Public Health. As well, funding of \$3.314 million has been allocated for a new Inspection Management capital project, expected to begin in 2020, that will replace six existing Health Environments and Communicable Disease Control Inspection applications with a single application.

Our Key Challenges & Priority Actions

TPH Investment in Technology & SOGR Projects - TPH has over 50 individual public health technology applications which will need to be replaced/enhanced in the next 10-years requiring significant investments. It is therefore critical that costs are contained and minimized by leveraging Corporate and provincial initiatives, Tools and Applications.

- ✓ TPH, in consultation with the Chief Information Officer (CIO), has ensured that TPH's 2015 Capital Budget's IT projects are aligned with eCity strategy and will continue to work with the CIO for inclusion of projects in the future year capital budgets.

TPH Investment in Online and Wireless Technology Projects -

There is an increasing demand, divisional as well as from the community at large, for remote and online access to Public Health information services.

- ✓ The 10-Year Capital Budget and Plan includes capital projects of \$5.589 million which will provide staff with mobile devices and applications and remote access to PH database, as well as \$0.637 million for a Public eLearning project which will implement an online system that will provide online training and enable online registration, payments etc. for the public.

2015 Capital Budget Highlights

The 2015 Capital Budget for Toronto Public Health of \$5.233 million, including carry forward funding, will:

- Begin *Phase 2* of the multi-year *Datamart Data Warehouse project* (\$0.478 million) to continue to create an integrated health information Environment.
- Continue to implement the legislated *Infectious Disease Control System* project (\$0.576 million) which implements a new provincial public health system.
- Continue to fund the *Healthy Families/Healthy Living Point of Care System* (\$2.533 million) and *CDC Wireless Rollout* (\$1.087 million) projects to provide wireless devices and remote access for TPH staff to applicable Public Health Information Systems and the *Healthy Environments Inspection Mobile* (\$0.559 million) project that will provide Public Health Inspectors remote access to the Toronto Healthy Environments Information System (THEIS).



Council Approved Budget

City Council approved the following recommendations:

1. City Council approve the 2015 Recommended Capital Budget for Toronto Public Health with a total project cost of \$3.191 million, and 2015 cash flow of \$5.233 million and future year commitments of \$2.860 million comprised of the following:
 - a) New Cash Flow Funds for:
 - i. One new sub-project and four change in scope sub-projects with a 2015 total project cost of \$3.191 million that requires cash flow of \$1.015 million in 2015 and increases/ (decreases) in future year cash flow commitments of \$1.363 million in 2016; and \$0.813 million for 2017.
 - ii. Three previously approved sub-projects with a 2015 cash flow of \$2.957 million; and future years cash flow commitments of \$0.684 million in 2016; and
 - b) 2014 approved cash flow for three previously approved sub-projects with carry forward funding from 2014 into 2015 totalling \$1.261 million.
2. City Council approve the new debt service costs of \$0.010 million in 2015 and incremental debt costs of \$0.092 million in 2016, \$0.156 million for 2017; and \$0.089 million for 2018; resulting from the approval of the 2015 Recommended Capital Budget, to be included in the 2015 and future year operating budgets.
3. City Council approve the 2016-2024 Recommended Capital Plan for Toronto Public Health totalling \$23.556 million in project estimates, comprised of \$1.445 million in 2016; \$2.575 million for 2017; \$3.363 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; and \$1.700 million in 2024.
4. City council approve 33.5 temporary positions for the delivery of new 2015 capital projects and that the duration for each temporary position not exceed the life and funding of its respective project/sub-project.
5. City Council request all sub-projects with third party financing be approved conditionally, subject to the receipt of such financing in 2015 and if such funding is not forthcoming, their priority and funding be reassessed by City Council relative to other City-financed priorities and needs.
6. City Council request 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.

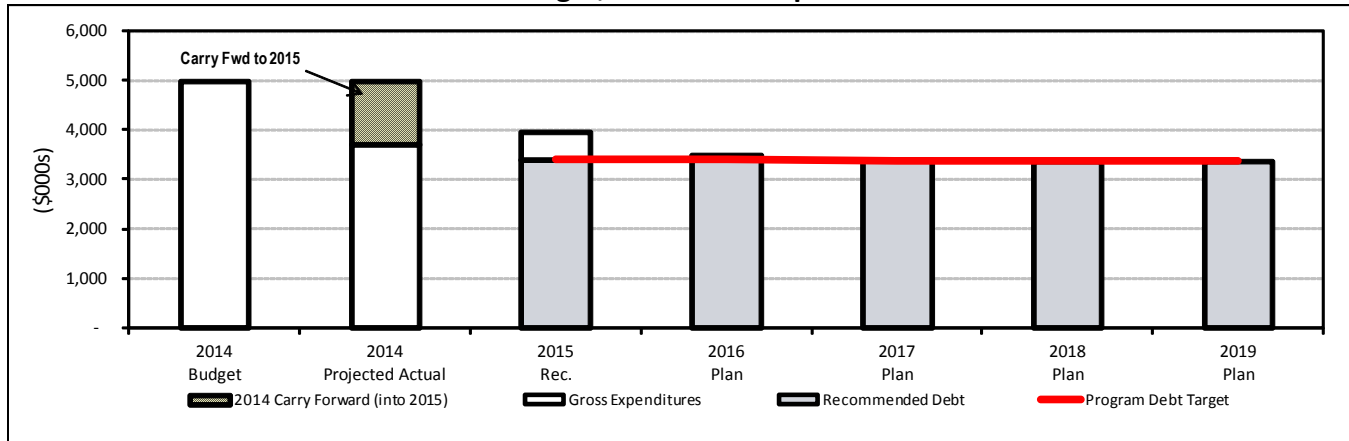


Part I:

10-Year Capital Plan

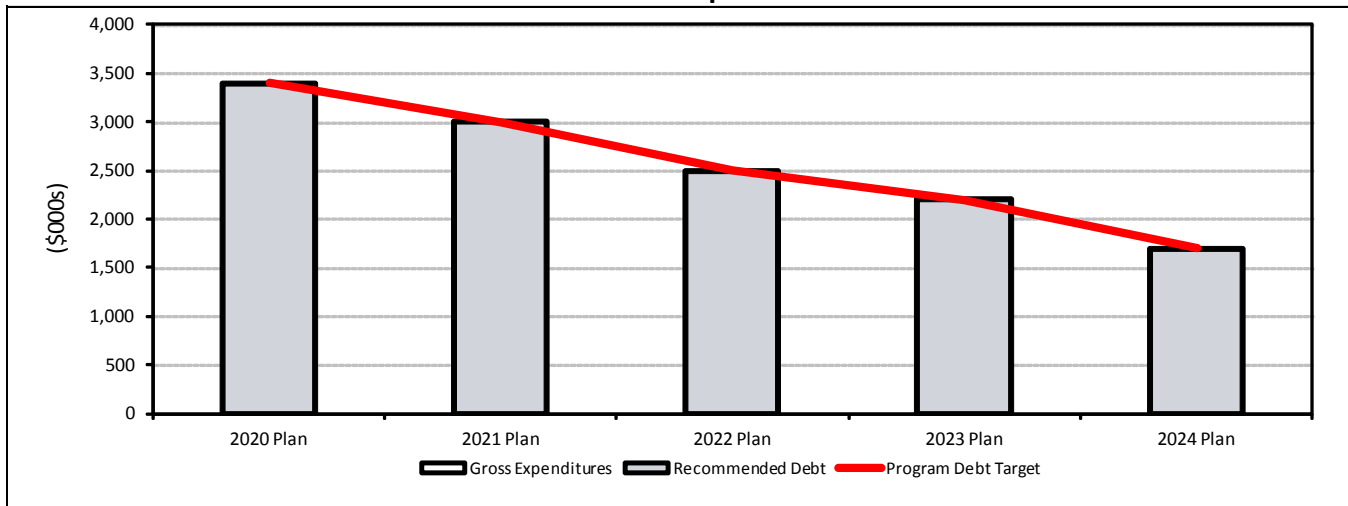
10 Year Capital Plan

Table 1a
2015 Budget, 2016-2019 Capital Plan



	2015 Capital Budget and 2016 - 2019 Capital Plan								
	2014		2015	2016	2017	2018	2019	2015 - 2019	5-Year Total Percent
	Budget	Projected Actual							
Gross Expenditures:									
2014 Capital Budget & Approved FY Commitments	4,991	3,729	2,957	684				3,641	20.7%
Changes to Approved FY Commitments									
2015 New/Change in Scope and Future Year Commitments			1,015	1,363	813			3,191	18.1%
2016- 2019 Capital Plan Estimates				1,445	2,575	3,363	3,373	10,756	61.2%
2-Year Carry Forward for Reapproval									
1-Year Carry Forward to 2015		1,261							
Total Gross Annual Expenditures & Plan	4,991	4,990	3,972	3,492	3,388	3,363	3,373	17,588	100.0%
Program Debt Target			3,396	3,392	3,388	3,363	3,373	16,912	
Financing:									
Debt			3,396	3,392	3,388	3,363	3,373	16,912	96.2%
Reserves/Reserve Funds									
Development Charges									
Provincial/Federal			576	100				676	3.8%
Debt Recoverable									
Other Revenue									
Total Financing			3,972	3,492	3,388	3,363	3,373	17,588	100.0%
By Project Category:									
Health & Safety Legislated			576	100				676	3.8%
SOGR						535	981	1,516	8.6%
Service Improvement			3,396	3,392	3,388	2,828	2,392	15,396	87.5%
Growth Related									
Total by Project Category			3,972	3,492	3,388	3,363	3,373	17,588	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			56	422	448	454	451	1,831	
Operating Impact on Program Costs									
New Positions									

Table 1b
2020 - 2024 Capital Plan



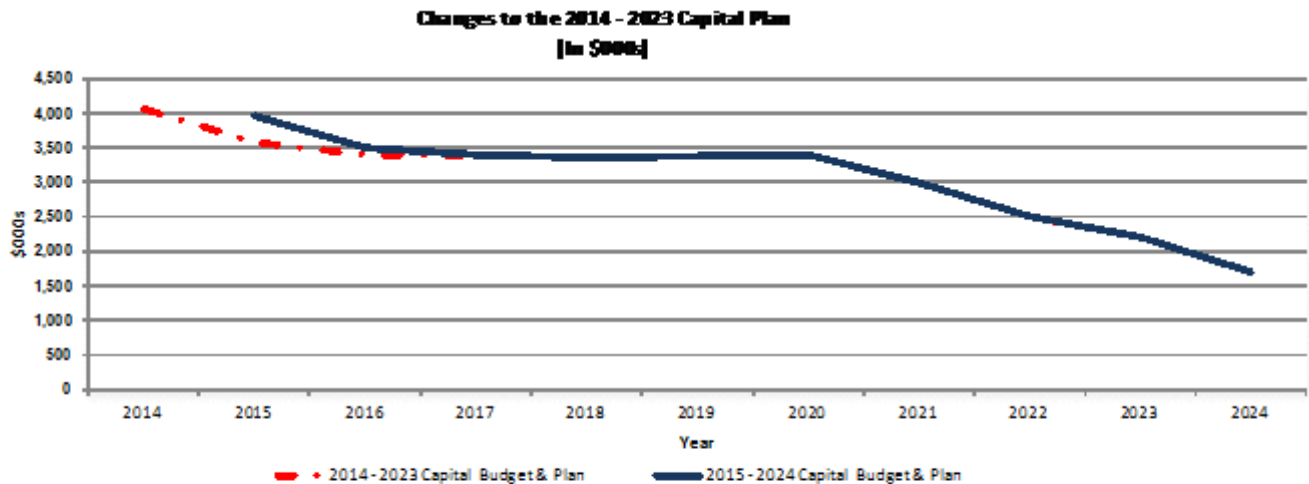
	2020 - 2024 Capital Plan							10-Year Total Percent
	2020	2021	2022	2023	2024	2015 - 2024		
Gross Expenditures:								
2014 Capital Budget & Approved FY Commitments						3,641	12.0%	
Changes to Approved FY Commitments								
2015 New/Change in Scope and Future Year Commitments						3,191	10.5%	
2020 - 2024 Capital Plan Estimates	3,400	3,000	2,500	2,200	1,700	23,556	77.5%	
Total Gross Annual Expenditures & Plan	3,400	3,000	2,500	2,200	1,700	30,388	100.0%	
Program Debt Target	3,400	3,000	2,500	2,200	1,700	29,712		
Financing:								
Debt	3,400	3,000	2,500	2,200	1,700	29,712	97.8%	
Reserves/Reserve Funds								
Development Charges								
Provincial/Federal						676	2.2%	
Debt Recoverable								
Other Revenue								
Total Financing	3,400	3,000	2,500	2,200	1,700	30,388	100.0%	
By Project Category:								
Health & Safety								
Legislated						676	2.2%	
SOGR	1,181	1,770	2,195	1,736	1,100	9,498	31.3%	
Service Improvement	2,219	1,230	305	464	600	20,214	66.5%	
Growth Related								
Total by Project Category	3,400	3,000	2,500	2,200	1,700	30,388	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	453	446	390	328	283	3,730		
Operating Impact on Program Costs								
New Positions								

Key Changes to the 2014 - 2023 Approved Capital Plan

The 2015 Capital Budget and the 2016 - 2024 Capital Plan reflects a decrease of \$1.867 million in capital funding from the 2014 to 2023 Approved Capital Plan.

The table and chart below provide a breakdown of the \$1.867 million or 5.8% decrease in the Capital Program on an annual basis from 2014 to 2024.

Chart 1
Changes to the 2014 - 2023 Approved Capital Plan (In \$000s)



(\$000s)	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	10-Year Total
2014 - 2023 Capital Budget & Plan	4,060	3,579	3,392	3,388	3,363	3,373	3,400	3,000	2,500	2,200		32,255
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
Change %		11.0%	2.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		-5.8%
Change \$		393	100	0	0	0	0	0	0	0		-1,867

As made evident in the chart above, the \$1.867 million decrease in the Capital Program is the result of significant service improvement technology projects planned between 2014-2022, while the outer years (2018-2024) focus primarily on maintaining existing systems and applications in a state of good repair.

As reflected in Table 2 on the following page, changes to the 2014 – 2023 Approved Capital Plan, specifically the \$0.493 million in increased capital funding in the nine common years of the Capital Plans (2015 – 2023), arise from the reprioritization of Toronto Public Health's capital projects, based on the following factors:

- Increased funding from the Ministry of Health and Long Term Care for the *Infectious Disease Control Information System* project of \$0.493 million.
- A thorough review of the program's cash flow requirements based on the need to leverage corporate solutions, maximize resources and follow Provincial requirements, while taking into account business application readiness to proceed and updated project cost estimates.

A summary of project changes for the years 2015 to 2023 totalling \$0.493 million are provided in Table 2 below:

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

\$000s	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2015 - 2023 Total
2014 - 2023 Capital Budget & Plan	4,060	3,579	3,392	3,388	3,363	3,373	3,400	3,000	2,500	2,200		28,195
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	28,688
Capital Budget & Plan Changes (2015 - 2023)		393	100	-	-	-	-	-	-	-	-	493

	Total Project Cost	2015	2016	2017	2018	2019	2020	2021	2022	2023	2015 - 2023	2024	Revised Total Project Cost
Previously Approved													
HF/HL Point of Care	4,968	(159)	75								(84)		4,884
Healthy Environments Inspection System	677	384	483								867		1,544
CDC Wireless Rollout	2,005	(81)	(84)								(165)		1,840
TPH Datamart Data Warehouse - Phase 2	3,711	(144)	(105)	(172)	(970)	(240)					(1,631)		2,080
TPH Datamart Data Warehouse - Phase 3					829	555					1,384		1,384
Infectious Disease Control System	2,104	393	100								493		2,597
Dental & Oral Health Information System	1,893			3	(48)						(45)		1,848
Documents and Records Management System	2,796		(1,021)	(868)	(295)	75	870	870			(369)		2,427
Public Health Systems State of Good Repair	9,794		(793)	(1,010)	(575)	(409)	(412)	(315)	(690)	(506)	(4,710)	1,100	6,184
Public Health Service Delivery Transformation and Enablement	3,821						(1,447)	(1,154)	(610)	(610)	(3,821)		
Internet & Intranet Strategy Implementation	2,539					(751)	(680)	(839)	(134)	(135)	(2,539)		
Total Previously Approved		393	(1,345)	(2,047)	(1,059)	(770)	(1,669)	(1,438)	(1,434)	(1,251)	(10,620)	1,100	
New													
Staff Scheduling			375	322							697		697
Collaboration			515	616	241						1,372		1,372
Electronic Medical Records			555	1,109	376						2,040		2,040
Community Collaboration					442	483	615				1,540		1,540
Public eLearning						287	350				637		637
Mobile Enablement							384	360	305	464	1,513		1,513
Inspection Management							320	1,078	1,129	787	3,314		3,314
Geographic Information Enablement												600	600
Total New			1,445	2,047	1,059	770	1,669	1,438	1,434	1,251	11,113	600	600
Total Changes		393	100								493	1,700	1,700

Significant Capital Project Changes in Toronto Public Health:

The following previously approved Toronto Public Health capital projects have been allocated increased funding to address key priorities outlined below:

- The *Healthy Environments Inspection (Mobile)* project will require additional funding of \$0.867 million to complete the rollout of mobile application and devices to Food Safety and Pools & Spas and develop a mobile application to support Rabies investigations. In 2016, the project will rollout the Rabies Investigations and develop and rollout application and devices to support Bed Bug inspections.
- The *Infectious Disease Control Information System (IDCIS)* project cost will increase by \$0.493 million as a result of the increased provincial funding made available. This will allow the project to continue until March 31, 2016 and to rollout the Inventory Management functionality to 7 Communicable Disease Control (CDC) programs as well as develop "Panorama Disconnected Use" a mobile application that will be used out in the field when there is no wireless connection to a server based application and to develop the capability to upload child immunization information

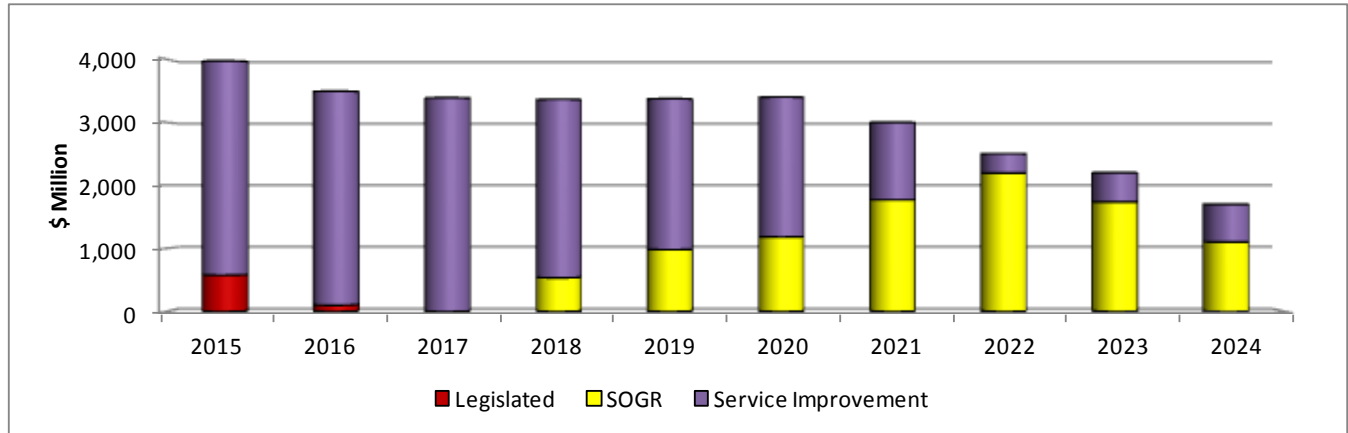
directly into Panorama from the Vaccine Preventable Disease (VPD) online internet form. In 2016, the project will finalize, rollout and support the new functionality of Panorama Disconnected Use, as well as update the processes, policies and procedures of using Panorama in the field.

Significant reductions have been made to the following project costs:

- The *HF/HL Point of Care* project cost has been reduced by \$0.084 million as a result of corporate delays in implementing the Mobile Device Management solution during 2013 and 2014 which has resulted in deferring the implementation of mobile devices into 2015. The average cost of mobile devices has been reduced and middleware hardware is no longer required.
- The *CDC Wireless Rollout* project cost has been reduced by \$0.165 million as a result of the review done by TPH on the IT resources required to deliver this project, resulting in a decrease in associated salary and benefits for an Application and Technical Support Specialist position.
- The *Datamart Data Warehouse – Phase 2* project cost has been reduced by \$0.247 million and the project has been divided into two distinct phases (Phase 2 and Phase 3). Activities originally planned in Phase 2 for the Healthy Families, Chronic Disease and Injury Prevention and Healthy Community Programs were accelerated and completed during Phase 1. Further, the roadmap and costing assumptions have been revised based on Phase 1 experience.
- The *Document & Records Management System* project cost has been reduced by \$0.369 million as a result of the cancellation of the current vendor contract by Corporate I&T, due to contractual obligations not being fulfilled. The I&T division is developing a new strategy and once it is approved a new vendor will be secured, after which TPH will adjust the cash flow funding required for consideration through the 2016 Budget Process.
- The *Public Health Systems State of Good Repair* project cost has been reduced by \$3.610 million as a result of inspection related applications being removed and added to a newly created future year project, Inspection Management project (\$3.314 million) which will replace 6 existing Healthy Environments and Communicable Disease Control Inspection applications with a single application that will provide enhanced inspection management functionality.
- The *Public Health Enablement and Service Delivery Transformation* and the *Intranet Strategy Implementation* project costs have been reduced by \$3.821 million and \$2.539 million, respectively due to the completion of TPH's IT strategy in 2014 which identified seven new future year IT (\$8.399 million in total) projects that replaced the Public Health Enablement and Service Delivery Transformation and the Intranet Strategy Implementation projects:
 - *Staff Scheduling* (2016 - 2017, \$0.697 million)
 - *Collaboration* (2016 - 2018, \$1.372 million)
 - *Electronic Medical Records* (2016 - 2018, \$2.040 million)
 - *Community Collaboration* (2018 - 2020, \$1.540 million)
 - *Public eLearning* (2019 - 2020, \$0.637 million)
 - *Mobile Enablement* (2020 - 2023, \$1.513 million)
 - *Geographic Information Enablement* (2024, \$0.600 million)

2015 – 2024 Capital Plan

Chart 2
2015 – 2024 Capital Plan by Project Category (In \$000s)



The 10-Year Capital Plan for Toronto Public Health of \$30.388 million predominately provides funding of \$20.214 million for 14 Service Improvement projects, which represents 67% of total funding over the 10-year period.

- In the first five years, capital funding (excluding the legislated project) is only for service improvement projects and averages \$3.392 million. TPH will complete eight service improvement projects by 2019, and in the later 5 years finish three and start two new service improvement projects.

 - Focusing on service improvement projects is consistent with TPH's objective to develop and implement IT systems designed to enhance TPH's ability to collect and share critical health information with multiple sources to better respond to health risks, while meeting Provincial reporting and accountability requirements.
- SOGR projects are the primary focus in the last half of the 10-year Capital Plan and represent 31% or \$9.498 million of total funding. These projects will support lifecycle replacement of obsolete systems and applications as well as support the new systems implemented through the service improvement projects.
- One legislated project accounts for \$0.676 million and represent 2% of total funding. Previously approved, the Infectious Disease Control Information System project is provincially legislated, 100% funded by the Province and focuses on the development of pan-Canadian Panorama System requirements and design to ensure the system meets specific infectious disease control requirements for TPH.

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

	Total App'd Cash Flows to Date*	2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2015 - 2024 Total	Total Project Cost
Total Expenditures by Category													
Legislated													
Infectious Disease Control Information System	1,920	576	100									676	2,596
Sub-Total	1,920	576	100									676	2,596
State of Good Repair													
Public Health Systems State of Good Repair Inspection Management					535	981	861	692	1,066	949	1,100	6,184	6,184
							320	1,078	1,129	787		3,314	3,314
Sub-Total					535	981	1,181	1,770	2,195	1,736	1,100	9,498	9,498
Service Improvements													
CDC Wireless Rollout	602	638	600									1,238	1,840
HF/HL Point of Care	2,913	1,896	75									1,971	4,884
Dental & Oral Health Information System				528	940	380						1,848	1,848
Document and Records Management System						687	870	870				2,427	2,427
TPH Datamart Data Warehouse - Phase 2		478	789	813								2,080	2,080
TPH Datamart Data Warehouse - Phase 3					829	555						1,384	1,384
Healthy Environment Inspection (Mobile)	677	384	483									867	1,544
Collaboration			515	616	241							1,372	1,372
Electronic Medical Record			555	1,109	376							2,040	2,040
Staff Scheduling			375	322								697	697
Public eLearning						287	350					637	637
Mobile Enablement							384	360	305	464		1,513	1,513
Geographic Information Enablement											600	600	600
Community Collaboration					442	483	615					1,540	1,540
Sub-Total	4,192	3,396	3,392	3,388	2,828	2,392	2,219	1,230	305	464	600	20,214	24,406
Total Expenditures by Category	6,112	3,972	3,492	3,388	3,363	3,373	3,400	3,000	2,500	2,200	1,700	30,388	36,500

*Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2015, excluding ongoing capital projects.

2015 – 2024 Capital Projects

The 10-Year Capital Plan supports Toronto Public Health's objectives to reduce health inequalities, improve the health of Toronto's diverse communities and anticipate and respond to emerging public health threats by providing funding to develop and enhance 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

- The *Infectious Disease Control Information System (IDCIS)* project with total funding of \$0.676 million is a Legislated project to develop and implement a province-wide Infectious Disease Control Information System, in conjunction with the Ministry of Health and Long Term Care (MOHLTC). The IDCIS will be a flexible tool that will allow for the input and processing of data relating to cases, contacts, and outbreaks of infectious diseases, immunizations against those diseases, and management of vaccine inventories. This will improve care and protection for all Torontonians and will improve the exchange of information with other jurisdictions in the province and across Canada as required.

State of Good Repair (SOGR)

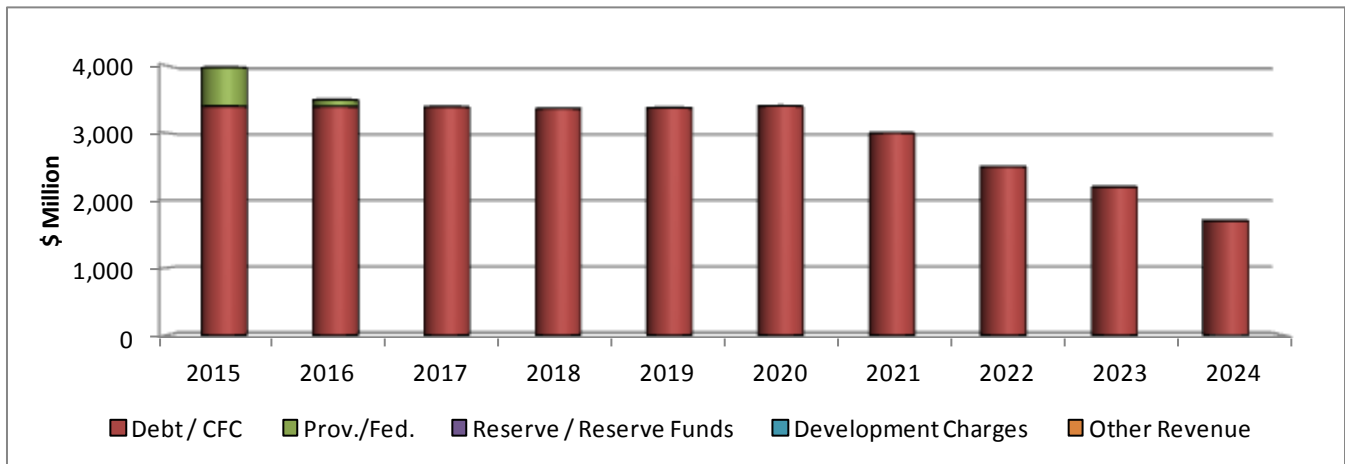
- *TPH's State of Good Repair* project will provide funding of \$6.184 million to enhance or replace systems that have reached their end of life due to technical obsolescence and inability to satisfy new legislation/business requirements.
 - TPH has identified seventeen systems for replacement over the 2018 to 2024 plan period.
- The *Inspection Management* project will provide funding of \$3.314 million to replace six existing Healthy Environments and Communicable Disease Control Inspection applications with a single application that will incorporate mobile and cloud technology in order to improve services and provide enhanced inspection management functionality.

Service Improvements

- The *CDC Wireless Rollout* project with total funding of \$1.238 million will enable staff in Vaccine Preventable Disease (VBD), 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.
- The *HF/HL Point of Care* project with total funding of \$1.971 million will implement wireless devices which will allow communication with the TCHIS (Toronto Community Health Information System) and implement a mobile application to satisfy the requirements of staff working in the field including functionality to support workload management, documentation of custom interactions, and generation of service requests.
- The *Dental & Oral Health Information System* project will provide funding of \$1.848 million to implement an integrated Oral Health Information System to support service delivery process of public dental clinics.
- The *Document and Records Management System* project will provide funding of \$2.427 million to 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 *TPH Datamart / Data Warehouse – Phase 2* project with total funding of \$2.080 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. The project will continue to create an integrated health information Environments to meet the Ministry of Health and Long Term care reporting requirements, the Ontario Public Health Standards and provide analysis to enable TPH and other stakeholders to make meaningful and informed decisions about public health programs and services.
- The *TPH Datamart / Data Warehouse – Phase 3* project will provide funding of \$1.384 million to continue to build on Phase 2 accomplishments by including or linking twelve additional data sources.
- The *Healthy Environments Inspection System (Mobile)* project with total funding of \$0.867 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 Collaboration project will provide funding of \$1.372 million to implement corporate Unified Communication and Collaboration solutions within TPH to facilitate knowledge sharing and team based productivity through collaborating around documents and ideas, and enabling real time employee interactions from any City location. Allowing employees and teams to create knowledge-based networks is critical as Toronto Public Health is a knowledge-intensive organization.
- The Electronic Medical Records project will provide funding of \$2.040 million to 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.
- The Staff Scheduling project will provide funding of \$0.697 million to deliver a staff scheduling system that integrates internal staff and external Agency staff information, location of services, and rule requirements in order to maximize efficiency and flexibility and to allow for improved reporting, analytics and communication with stakeholders.
- The Public eLearning project with funding of \$0.637 million will implement a system that enhances the ability to create, deliver and manage eLearning for Toronto citizens. System components will include registration, content design and development, payment handling and reporting. e-Learning modules include online training for:
 - Community agency staff to administer nutrition screening;
 - The public education on breast feeding and infant feeding; and
 - Agency resources on immunization clinic protocols.
- The Mobile Enablement project will provide funding of \$1.513 million to deploy mobile functionality to Public Health professionals in order to access and enter client and service data remotely for the needle exchange, sexually transmitted infections, and Communicable Disease liaison programs; and 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 Geographic Information Enablement project will provide funding of \$0.600 million to enhance systems capacity to display location based information geographically (on maps) including reading ward profiles, health surveillance query information, and heat maps (e.g. identifying who is vaccinated in an area.) Enhanced GIS capability within TPH, including health statistics related to wards and neighbourhoods, will provide valuable inputs into decision making for service provision.
- The *Community Collaboration* project with funding of \$1.540 million will deliver web based solutions which facilitate interaction with the public, partner agencies and businesses and improve information sharing, including mandatory data collection, data sharing with service delivery partners, and general interaction with the public. This project will provide TPH with the tools required to better:
 - Interact with the public such as web conferencing tools, and online chatting;
 - Interact with business partners in the sharing of data related to joint clients; and
 - Allow a means of submitting information to TPH by the public and businesses.

Chart 3
2015 – 2024 Capital Plan by Funding Source (In \$000s)



The 10-Year Capital Plan of \$30.388 million will be financed by the following two funding sources:

- Debt, which accounts for \$29.712 million or 97.8% of the financing over the 10-year period.
 - The debt funding meets the debt allocated to the Program for each year of the 10-Year Plan period.
- Provincial funding represents the remaining \$0.676 million or 2.2% 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.

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. Although there will be operational savings following the completion of certain service improvement projects, in areas such as administration costs, business process automation and reduced transportation costs, there will also be a requirement for ongoing maintenance of IT applications and program improvements. The resulting service improvements and operational benefits following completion of these projects far exceed the annual operating costs to maintain, sustain and improve delivery of programs offered by Public Health.

The tables below detail the savings and subsequent operational costs, beginning in 2016, for three projects that are underway:

HF HL Point of Care (POC)	
Financial Benefits and Annual Operating Costs Description	Beginning 2016 ('000's)
Financial Benefits	
Reduced time for front line staff to manage client referrals and records, access knowledge base and coordinate and plan care - 4 FTE	\$ (346)
Reduced time for management to produce and analyze staff service reports and program planning data - 1 FTE	\$ (137)
Reduced time for support assistants to enter data and manage what was previously a paper-based system of client records - 1 FTE	\$ (73)
Reduced meterage costs due to decreased need to go into the office to obtain client referrals, records, and health promotion information	\$ (63)
Total Financial Benefits	\$ (619)
Annual Operating Costs	
Support on-going operation of mobile devices used by 450 nurses / professionals including hardware setup and configuration, software configuration and installation, hardware and software problem resolution, escalate issues when required, manage incidents, and answer technical support questions - 2 FTE	\$ 195
Develop and revise curriculum and training materials to stay current with new software releases and technologies. Delivers end-user training in a high staff movement environment - 1 FTE	\$ 94
Support mobile infrastructure management and configuration of corporate standard components and policies managed by I&T Division - 0.2 FTE	\$ 20
Data and connectivity services for mobile devices	\$ 225
Server hardware maintenance	\$ 23
Replacement of obsolete mobile devices	\$ 62
Total Operational Cost	\$ 619

HE Inspection (Mobile)	
Financial Benefits and Annual Operating Costs Description	Beginning 2017
Financial Benefits	
Reduced time to prepare in the office for HE inspections and investigations - 2 FTE	\$ (204)
Reduced data plan costs due to reduced data transmission requirement of new solution	\$ (18)
Total Financial Benefits	\$ (222)
Annual Operating Costs	
Support on-going operation of mobile devices used by HE inspectors and investigators including hardware setup and configuration, software configuration and installation, hardware and software problem resolution, escalate issues when required, manage incidents, and answer technical support questions - 1 FTE	\$ 102
Support and maintain Mobile application including modifications to support changing business needs and improvements to the user interface - 1 FTE	\$ 113
Data and connectivity services for additional mobile devices	\$ 7
Total Operational Cost	\$ 222

CDC Wireless	
Financial Benefits and Annual Operating Costs Description	Beginning 2017 ('000's)
Financial Benefits	
Reduced time for support assistants within the VPD Immunization program to enter data and print inspection forms - 1.7 FTE	\$ (127)
Reduced time for support assistants within the Personal Service Setting program to enter data from paper inspection records into complex database - 1 FTE	\$ (84)
Reduced requirement for Personal Service Setting inspectors to travel to the office to deliver forms and reduced office preparation time - 0.56 FTE	\$ (56)
Reduced time for TB DOT home visitors to enter data in the office - .5 FTE	\$ (34)
Total Financial Benefits	\$ (301)
Annual Operating Costs	
Support on-going operation of mobile devices (connected to TB DOT, CCIS, Panorama, and ICIS applications)	\$ 204
Data and connectivity services for mobile devices	\$ 97
Total Operational Cost	\$ 301

As the operating impacts do not begin until 2016, the Program will 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.

Table 6
Capital Project Delivery: Temporary Positions

Position Title	CAPTOR Project Number	# of Positions	Project Delivery		Salary and Benefits \$ Amount(\$000s)						
			Start Date	End Date (m/d/yr)	2015	2016	2017	2018	2019	2020 - 2024	
CDC Wireless	TPH907776										
Systems Integrator 1		2.0	01/01/2015	12/31/2016	219.9	224.7					
Senior Systems Integrator PH and Systems Integrator 1		0.3	01/01/2015	04/30/2015	49.0						
Appl & Tech Supp Specialist 2		1.0	01/01/2015	12/31/2016	98.9	101.0					
Appl & Tech Supp Specialist 2		1.0	01/01/2015	12/31/2015	98.9						
Consultant Health Promotion		1.0	01/01/2015	12/31/2016	110.0	112.4					
		5.3			576.5	438.1					
Web Rebrand TPH Implementation	TPH907766										
Systems Integrator 1		0.2	01/01/2015	02/28/2015	18.3						
Datamart Data Warehouse Phase 2	TPH907789										
Systems Integrator 1		1.0	01/01/2015	12/31/2017	110.0	112.4	113.5				
Health Information Analyst		0.5	07/01/2015	12/31/2016	42.0	42.9					
		1.5			151.9	155.3	113.5				
Healthy Environment Inspection (Mobile)	TPH907768										
Systems Integrator 1		1.0	01/01/2015	12/31/2016	110.0	112.4					
Manager Healthy Environments		1.0	01/01/2015	12/31/2016	157.8	160.7					
		2.0			267.7	273.1					
HF/HL Point of Care	TPH907777										
Project Lead TCHIS Quality Assurance		1.0	01/01/2015	06/30/2016	146.9	74.8					
Appl & Tech Supp Specialist 1		1.0	01/01/2015	12/01/2015	104.2						
Appl & Tech Supp Specialist 2		2.0	01/01/2015	12/01/2015	197.7						
Consultant Health Promotion		1.0	01/01/2015	12/31/2015	110.0						
Public Health Nurse		3.0	01/01/2015	12/31/2015	296.6						
Support Assistant B		0.3	01/01/2015	12/31/2015	18.9						
Systems Integrator 1		4.0	01/01/2015	12/31/2015	439.8						
Systems Integrator 2		5.0	01/01/2015	12/31/2015	494.3						
I&T Div Wireless Impl Resource (Wage Grade 15)		1.0	01/01/2015	12/31/2015	110.0						
		18.3			1,918.3	74.8					
Infectious Disease Control Information System	TPH907843										
Systems Integrator 1		2.0	01/01/2015	03/31/2016	219.9	57.1					
Quality Improvement Specialist		0.3	01/01/2015	03/31/2015	27.5						
Registered Practical Nurse		0.8	01/01/2015	03/31/2015	56.8						
Supervisor Call Centre VPD		0.3	01/01/2015	03/31/2015	31.6						
Support Assistant A		1.7	01/01/2015	03/31/2016	144.4	42.9					
Support Assistant B		0.8	01/01/2015	03/31/2015	61.6						
Support Assistant C		0.5	01/01/2015	12/31/2015	33.9						
		6.3			575.7	100.0					
Total		33.5			3,508.4	1,041.4	113.5				

Approval of the 2015 – 2024 Capital Budget and Plan will result in a requirement for 33.5 temporary capital project delivery positions to implement the following capital projects as outlined above:

- *CDC Wireless* project (5.3 temporary positions): 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 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.
- *Datamart Data Warehouse – Phase 2* project (1.5 temporary positions): This next phase of the multi-year Datamart Data Warehouse will add twenty additional data sources into the data warehouse to continue to create an integrated health information environment to meet Ministry of Health and Long Term care reporting requirements, Ontario Public Health Standards and provide analysis to make informed decisions about public health programs and services as well as allow for timely and efficient response to requests for information from media, Council, and the Ministry.

- *Healthy Environments (HE) Inspection System* project (2.0 temporary positions): This project will provide Public Health Inspectors with remote 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.
- *HF/HL Point of Care* project (18.3 temporary positions): This project will allow secure ePass enabled mobile and wireless connectivity with the TCHIS system and implement a mobile application to satisfy the requirements of staff working in the field including functionality to support workload management, documentation of custom interactions, and generation of service requests.
- *Infectious Disease Control System (IDCIS)* project (6.3 temporary positions): This project will implement a new provincial public health system which will encompass an immunization information system, a vaccine ordering and distribution system and health alerts.

Council approved these 33.5 temporary capital positions for the delivery of the above capital projects / sub-projects and that the duration for each temporary position does not exceed the life of the funding of its respective capital projects / sub projects.

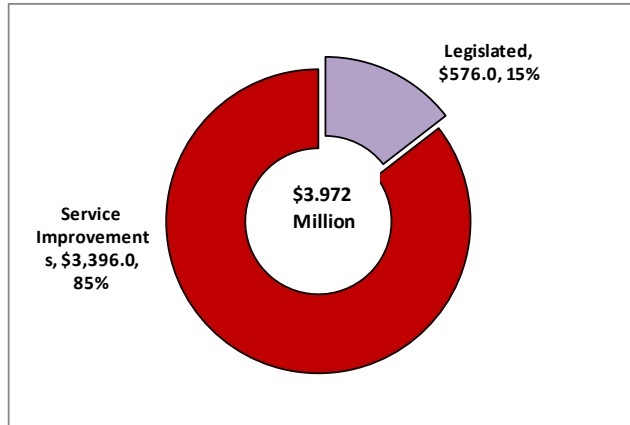


Part II:
2015 Capital Budget

2015 Capital Budget

2015 Capital Budget by Project Category and Funding Source

2015 Capital Budget by Project Category
(in \$000s)



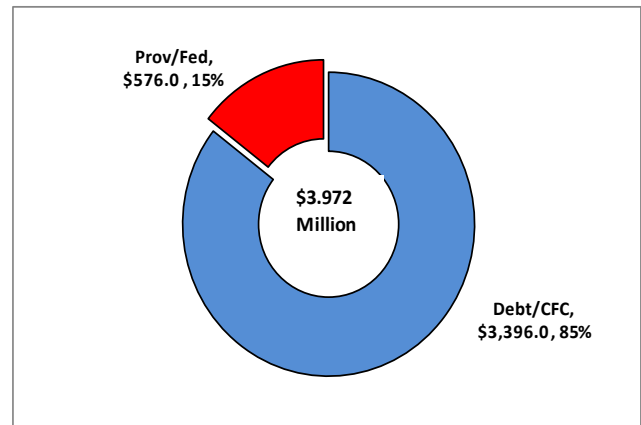
\$3.972 million

The 2015 Capital Budget, excluding funding carried forward from 2014 to 2015, requires cash flow funding of \$3.972 million.

The 2015 Capital Budget expenditures are allocated into the following categories:

- *Legislated (\$0.576 million, 14.5%)*
 - Continue to fund the previously approved *Infectious Disease Control Information System*.
- *Service Improvements (\$3.396 million, 85.5%)*
 - Continue three ongoing projects and begin the second Phase of the *TPH Datamart Data Warehouse*.

2015 Capital Budget by Funding Source
(in \$000s)



\$3.972 million

The 2015 Capital Budget is financed primarily by:

- *Debt (\$3.396 million, 85.5%)*
 - The debt meets the 2015 debt target allocated to this program and funds service improvement projects.
- *Provincial and Federal Grants and Subsidies (\$0.576 million, 14.5%)*
 - Will fund 100% of the project costs for the *Infectious Disease Control Information System*.

Table 7
2015 Cash Flow & Future Year Commitments (In \$000s)

	2013 and Prior Year Carry Forwards	2014 Carry Forwards	2015 Cash Flow	Total 2015 Cash Flow (Incl 2014 C/Fwd)	2016	2017	2018	2019	2020	2021	2022	2023	2024	Total 2015 Cash Flow & FY Commits
Expenditures														
Previously Approved		1,261	2,957	4,218	684									4,902
Change in Scope			537	537	574									1,111
New														
New w/Future Year			478	478	789	813								2,080
Total Expenditure		1,261	3,972	5,233	2,047	813								8,093
Financing														
Debt		1,261	3,396	4,657	1,947	813								7,417
Other														
Reserves/Res Funds														
Development Charges														
Provincial/Federal			576	576	100									676
Total Financing (including carry forward funding)		1,261	3,972	5,233	2,047	813								8,093

Approval of the 2015 Capital Budget of \$5.233 million will result in the following:

- \$1.261 million in 2014 funding that will be carried forward into 2015 for 3 previously approved projects currently underway: *the HF/FL Point of Care*, *the CDC Wireless Rollout* and *the Health Environments Inspection* projects.
- Funding of \$2.957 million in 2015 with future year commitments of \$0.684 million in 2016 is for 3 previously approved projects currently underway and expected to be completed in 2016: *the HF/FL Point of Care*, *CDC Wireless Rollout* and *the Infectious Disease Control System* projects.
- Change of scope of \$0.537 million in 2015 and a further increase of \$0.574 million in 2016, reflects additional provincial funding for the *Infectious Disease Control System* (\$0.493 million); an increase in scope to develop and rollout mobile applications to support Rabies investigations and Bed Bug inspections for the *Healthy Environments Inspection (Mobile)* project (\$0.867 million); a reduction in a support resource required for the *CDC Wireless Rollout* project (\$0.165 million decrease); and a reduction in the cost of mobile devices and middle hardware no longer being required for the *HF/HL Point of care* project (\$0.084 million decrease).
- New funding of \$0.478 million in 2015 which will require future year commitments of \$0.789 million in 2016 and \$0.813 million in 2017 is for the *Phase 2* of the *Datamart Data Warehouse* project to continue to utilize City wide business intelligence tools to better monitor performance and analyze trends and meet mandatory reporting requirements.

2015 Capital Project Highlights

Table 8
2015 Capital Project Highlights (in \$000s)

Project	Total Project Cost	2015	2016	2017	2018	2019	2015 - 2019	2020	2021	2022	2023	2024	2015 - 2024 Total
TPH Datamart Data Warehouse - Phase 2	2,080	478	789	813			2,080						2,080
Infectious Disease Control System	2,596	576	100				676						676
HF/HL Point of Care	4,884	2,533	75				2,608						2,608
CDC Wireless Rollout	1,840	1,087	600				1,687						1,687
Healthy Environment Inspection (Mobile)	1,544	559	483				1,042						1,042
Total (including carry forward funding)	12,944	5,233	2,047	813			8,093						8,093

The 2015 Capital Budget, including funds carried forward from 2014 into 2015, provides funding of \$5.233 million to:

- Begin the next phase of the *TPH Datamart Data Warehouse – Phase 2* (\$0.478 million) project that will add twenty additional data sources to the data warehouse in order to continue to create an integrated health information Environments to meet the Ministry of Health and Long Term care reporting requirements, the Ontario Public Health Standards and provide analysis to make informed decisions about public health programs and services.
- Continue the implementation of the following projects expected to be completed in 2016:
 - The *Infectious Disease Control Information System* project (\$0.576 million) that will implement a new provincial public health system which will encompass an immunization information system, a vaccine ordering and distribution system and health alerts.
 - The *Healthy Families/Healthy Living (HF/HL) Point of Care System* project (\$2.533 million) to implement wireless devices in 2015 which will securely communicate with the Toronto Community Healthy Information System (TCHIS) and synchronize data between the mobile units and TCHIS database. In 2016, the project will close and cash flows will be required for transition to operations activities.
 - The *CDC Wireless Rollout* project (\$1.087 million) that will provide wireless devices for staff in Vaccine Preventable Disease (VPD), TB and Person Service Settings (PSS) and components of the Control of Infectious Disease/Infection Control (CID/IC) program to enter and access information remotely.
 - The *Healthy Environments Inspection Mobile* project (\$0.559 million) that will provide Public Health Inspectors remote access to the Toronto Healthy Environments Information System (THEIS). In 2015, the roll out of mobile application and devices to Food Safety and Pools & Spas will be completed and mobile application to support Rabies investigations will be developed.



Part III:

Issues for Discussion

Issues for Discussion

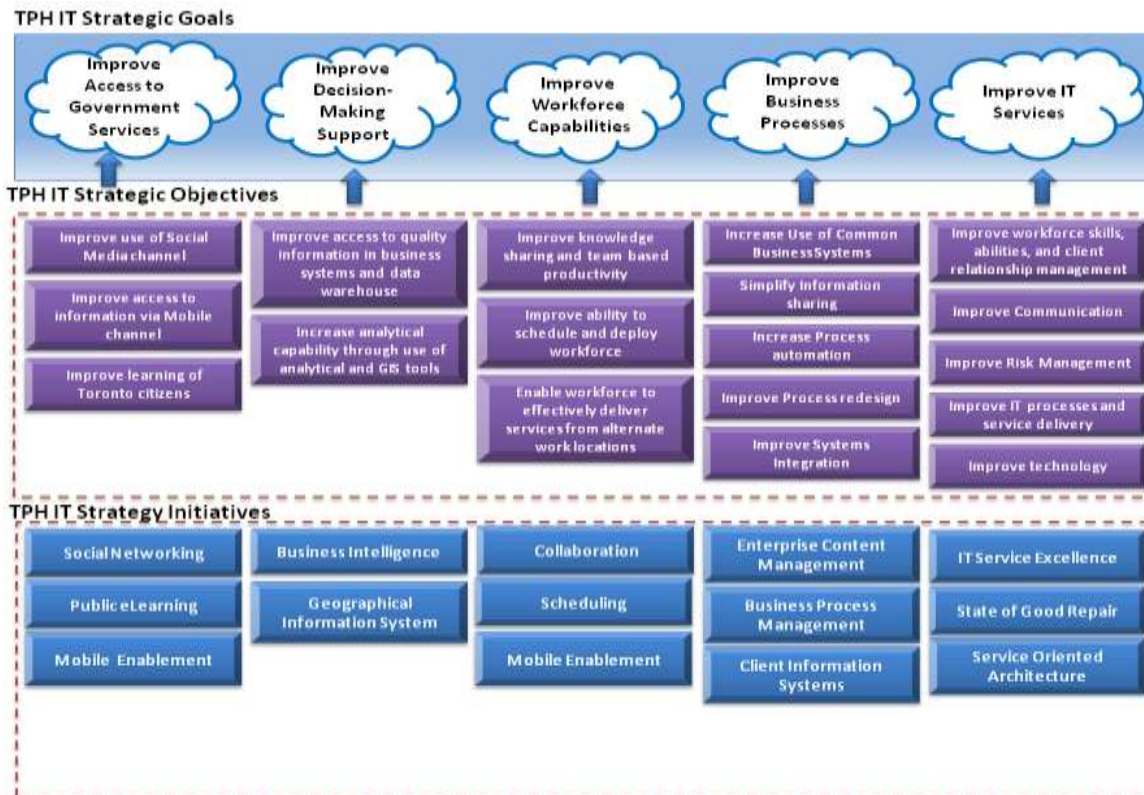
Issues Impacting the 2015 Capital Budget

Investment in Toronto Public Health (TPH) Technology Projects

- The 2015 Capital Budget and 10-Year Capital Plan for Toronto Public Health is entirely comprised of information technology projects. The Medical Officer of Health, in consultation with the Chief Information Officer, has ensured that the investment in Public Health technology has satisfied the recommendations approved by City Council as part of the 2014 Budget process as follows:

Alignment of Toronto Public Health IT strategy with the Corporate IT strategy

- Five Strategic IT goals included within TPH's IT Strategy are aligned with those contained in the eCity strategy with the first four goals being identical:
 1. Improve access to government services;
 2. Improve decision-making support;
 3. Improve workforce capabilities;
 4. Improve business processes;
 5. Improve IT Services
- Further, the eighteen TPH IT Strategic objectives contained within the TPH IT Strategy support the achievement of the five strategic goals as illustrated in the chart below:



Existing stand-alone applications are integrated into larger, cost effective solutions, wherever feasible

- The TPH IT Strategy identified initiatives to achieve this goal which have been incorporated in its 2015-2024 Capital Budget and Plan. The table below identifies these initiatives, their enabling projects, and the integration that will be carried out through the implementation of these projects to deliver cost effective solutions, while leveraging corporate solutions wherever possible:

TPH IT Strategy Initiatives	TPH Capital Projects	Integration
Mobile Enablement	HF HL Point of Care	The mobile application/technical Environments developed for MLS and Buildings will be utilized in the HE Inspection (Mobile) project and one of the sub-projects of the CDC wireless Rollout projects.
	HE Inspection (Mobile)	
	CDC Wireless Rollout	
Business Intelligence	Datamart Data Warehouse Phase 2 and 3	A number of disparate reporting solutions will be replaced with a single data source and set of analytical/reporting tools required by Public Health programs.
Geographical Information System	Geographical Information Enablement	Existing corporate Geospatial Competency Centre (GCC) tools will be used to provide solutions for a wide range of mapping requirements identified within TPH.
Client information Systems	Electronic Medical Record	Two systems will be replaced with a single system to support the management of medical records at sexual health and methadone clinics.
	Dental & Oral Health Information System	A number of outdated stand-alone systems will be replaced with a single system that is integrated with the provincial system.
	Infectious Disease Control Information System	Once implemented, the IDCIS will replace several existing provincial systems, i.e. Immunization Record Information System (IRIS) and Biological Inventory Ordering System (BIOS).
State of Good Repair	PH Systems State of Good Repair	Through the State of Good Repair project, existing applications that have reached their end of life will be reviewed and either replaced, retired or rolled into an existing application or other initiative.
	Inspection Management	Six separate inspection system components will be replaced with a single application to provide enhanced inspection functionality and leverage future corporate case management capabilities.

Future technology solutions identified are cost effective, leverage Provincial or City initiatives and can be integrated with the existing tools or applications.

- TPH is an active participant in the I&T Division's Application and Data Inventory initiative. The purpose of this initiative is to build a comprehensive and definitive inventory of business applications across all City programs in order to identify applications that are not strategically aligned with the business needs and to identify and initiate the removal and/or replacement of technologies to make the operations and management more efficient.
- The initiative currently underway, will assist in building a database of applications and associated metadata that will serve as the basis for identifying common components and future enterprise wide application development or acquisition.

Issues Impacting the 10-Year Capital Plan

TPH State of Good Repair Project

- As TPH continues to invest in Information Technology projects to improve service delivery, \$9.498 million or 31.3% of the funding in TPH's 10-Year Capital Plan is dedicated towards maintaining the growing systems and applications in a state of good repair.
- TPH has identified 17 systems/applications for replacement over a 7 year span starting in 2018, for a total cost of \$6.184 million, that includes lifecycle replacements and cost of replacement upgrades.
- TPH, in consultation with the Chief Information Officer (CIO), has ensured that TPH's 2015 Capital Budget's IT projects are aligned with eCity strategy and will continue to work with the CIO for inclusion of projects in the future year capital budgets.
- The following table provides details of the 17 systems/applications (total 50) due for replacement over the next 10 years and the year of replacement:

System Name	Description	Year Implemented	Planned Replacement Year	Costs Reported in 2014	Revised Costs for 2015 Budget
TPH Advisories - Beaches	Maintains water sample results and publishes them to the Beaches Water Quality site.	2011	2022	185	215
TPH Advisories - Heat Alerts	When a heat alert is issued, info is posted and unposted as required and published to the Heat Alert Advisory site.	2011	2022	216	216
ChemTRAC Communication Management	Facilitates the logging of communications, including all calls, email, faxes, mail, etc.	2011	2022	185	193
ChemTRAC Public Chemical Reporting	A public disclosure system that provides chemical use and release information from facilities that are required to report.	2011	2022	237	237
ChemTRAC Registration	The site allows identified facilities to report their corporate information, chemical release and usage as well as environmental information.	2011	2022	185	185
ChemTRAC open data	A real time chemical disclosure website for informing the public about the storage of "priority substances" in Toronto	2012	2024	195	249
DineSafe	A public disclosure system that provides information posted by the TPH Health Food Premises Inspection and Disclosure system.	2012	2023	265	296
Eat Smart	The system helps RDs to track all stages of the Eat Smart program from application to expiry and interfaces with Food Handler for certification purposes.	1999	2017	226	271
Preschool Speech & Language DANIC	Tracks children referred for assessment, training for parents and consultations with caregivers. Contains an inventory of Speech and Language service providers throughout the Toronto	1998	2018	521	521
PSL ISCIS	A Ministry system that tracks children who have been identified as hard of hearing or deaf and the services and support they receive.	1995	2023	265	265
Integrated Services for Children Information System (ISCIS)	This is a MOHLTC initiative that captures information from TPH through the Healthy Babies Healthy Children program.	2007	2023	265	265
Library Management System	TPH application for managing the acquisition, cataloguing and circulation of material including books, periodicals, BOH reports and policy documents.	1998	2018	0	929.5
AIDS and Drug Prevention Grants Program	Collects contact and financial data of organizations who are applying for AIDS and drug prevention program grants. Tracks requests, suggested and approved amounts.	2000	2019	0	345
Cold Chain Inspection System (CCIS)	Workflow management and reporting system for Cold Chain inspections and incident processes reported to MOH. Cold Chain inspections are conducted in doctors offices, pharmacies, and other locations where vaccines requiring refrigeration are stored..	2012	2023	0	505
TB DOT (Directly Observed Therapy)	TBDOT Intranet web application and reporting system captures information on TB patients who are on a program where they are directly observed taking their medication and on their signs, symptoms, and details of home visits. Java based web app, with Oracle db and Oracle reports. The application uses the TCHIS infrastructure.	2010	2020	0	997
Body Safe	BodySafe web app posts information on inspection of personal services settings (PSS). It provides the most recent inspection results for establishments that provide hairstyling, barbering services, tattooing, micropigmentation, ear and body piercing, electrolysis, manicure, pedicure and aesthetics. It's a Java based web app (for Internet), with Oracle db.	2013	2024	0	247
Pools and Spa Disclosure	The Pools and Spa Disclosure Web application provides pools and spa inspection results to the public.	2013	2024	0	247
Total				2,745	6,184

Issues Referred to the 2015 Capital Budget Process

Toronto Public Health 2015 – 2024 Capital Budget and Plan Request

- The Board of Health (BOH) at its meeting of November 17, 2014 considered HL 34.13 entitled “Toronto Public Health 2015-2024 Capital Budget and Plan Request” and recommended to the Budget Committee for its consideration during the 2015 Budget process:
 1. City Council approve a 2015 Recommended Capital Budget for Toronto Public Health with a total project cost increase of \$3.191 million and a 2015 cash flow of \$5.233 million and future year commitments of \$2.860 million. The 2015 Capital Budget is comprised of the following:
 - a. new cash flow funding for:
 - i. One new sub-project and four change in scope sub-projects with a 2015 total project cost increase of \$3.191 million that requires an increase in cash flow of \$1.015

million in 2015 and future year commitments of \$1.363 million in 2016; and \$0.813 million in 2017;

- ii. Three previously approved sub-projects with a 2015 cash flow of \$2.957 million and future year commitments of \$0.684 million in 2016.
- b. 2014 approved cash flow for three previously approved sub-project with carry forward funding from 2014 into 2015 totalling \$1.261 million; and
- The 2015-2024 Capital Plan presented here is consistent with the Board of Health's recommendation.

Appendices

Appendix 1

2014 Performance

2014 Key Accomplishments

In 2014, Toronto Public Health accomplished the following:

- ✓ Completed the *HF/HL Systems Integration* project to develop and integrate several different systems into the Toronto Community Health Information System (TCHIS) framework as well as completed requirements for Records Retention and Demographic Profiles for client functionality; implemented TCHIS enhancements and developed phase 1 functionality of the Geographic Information System.
- ✓ 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 work on the *Infectious Disease Control System* project that will implement a new provincial public health system which will encompass an immunization information system, a vaccine ordering and distribution system. In 2014, completed the Privacy Impact Assessment/Threat Risk Assessment; prepared policies and procedures; trained VPD staff on Panorama use and implemented Panorama in July 2014.
- ✓ 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 and access to required information while in the field.
- ✓ 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 2014, the Food Safety program and Pools and Spa Inspection program functional requirements were completed.
- ✓ Commenced 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) 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.

2014 Financial Performance

Table 9
2014 Budget Variance Analysis (In \$000's)

2014 Approved	Actuals at Year End		Unspent Balance	
	\$	\$	% Spent	% Unspent
5,039	3,647	72.4%	1,392	27.6%

2014 Experience

- Toronto Public Health (TPH) capital expenditures for the period ended December 31, 2014 totalled \$3.647 million or 72.4% of its 2014 Approved Capital Budget of \$5.039 million. \$1.392 million of the unspent cash flow funding has been carried forward to 2015.
- Of the funds spent, \$0.488 million was incurred for the *HF/HL Systems Integration* project that was completed in 2014 representing 100% of the 2014 approved cash flow funding. The project completed at a cost of \$5.645 million (100% of the approved project cost of \$5.645 million) and enhances PHN's ability to provide better quality service to more clients by enabling access to comprehensive client files and TPH resources.
- The under-spending in 2014 is mainly driven by delays in the following projects:
 - The *Web Re-Brand TPH Implementation* project's capital expenditures totalled \$0.252 million representing 83.3% of the 2014 approved cash flow of \$0.303 million. Due to delays in converting PDF documents to ensure AODA compliance due to vendor issues, the unspent funds of \$0.051 million was carried forward to 2015 to complete the conversion.
 - The *HF/HL Point of Care* project's capital expenditures totalled \$ 1.537 million representing 68.8 % of the 2014 approved cash flow of \$2.234. As a result of delays in the establishment of the corporate mobile and GIS infrastructure in 2013 and 2014, as well as initial delays in purchasing and testing mobile devices deferred the rollout of some devices and planned enhancement to the application into 2015. The unspent funds of \$0.697 million were carried forward to 2015.
 - The *CDC Wireless Rollout* project expenditures totalled \$0.135 million representing 22.5% of the approved 2014 cash flow of \$0.602 million. There were delays in the hiring of the project team in 2014. As a result, the completion of the TB Directly Observed Therapy (DOT) mobile application and rollout of devices were deferred until 2015. Additional contract resources will be acquired in 2015, funded from carry forward, to accelerate completion of the mobile application. The unspent funds of \$0.466 million were carried forward into 2015.
 - The *Healthy Environment Inspection System* project's capital expenditures totalled \$0.501 million representing 74.0% of the 2014 approved cash flow of \$0.677 million. Due to difficulty in finding and hiring qualified staff in 2014 and the vendor's inability to supply required tablets, unspent funding of \$0.176 million was carried forward into 2015 to complete planned 2014 deliverables.

Impact of the 2014 Capital Variance on the 2015 Budget

- Based on Q3 Year-End projections, carry forward funding of \$1.261 million was included in the 2015 Budget. Toronto Public Health has reviewed their 10-Year Capital Plan to ensure that sufficient resources and funding are available to deliver the projects.
- Subsequent to Q3, the 2014 Approved Capital Budget increased to \$5.039 million and the required carry forward funding was \$1.392 million.

Appendix 2

Table 10
2015 Capital Budget; 2016 to 2024 Capital Plan (\$000s)

Project	Total Project Cost	2015	2016	2017	2018	2019	2015 - 2019	2020	2021	2022	2023	2024	2015 - 2024 Total
CDC Wireless Rollout	1,840	1,087	600				1,687						1,687
HF/HL Point of Care	4,884	2,533	75				2,608						2,608
Dental & Oral Health Information System	1,848			528	940	380	1,848						1,848
Documents and Records Management System	2,427					687	687	870	870				2,427
Public Health Systems State of Good Repair	6,184				535	981	1,516	861	692	1,066	949	1,100	6,184
TPH Datamart Data Warehouse - Phase 2	2,080	478	789	813			2,080						2,080
TPH Datamart Data Warehouse - Phase 3	1,384				829	555	1,384						1,384
Collaboration	1,372		515	616	241		1,372						1,372
Infectious Disease Control System	2,596	576	100				676						676
Health Environment Inspection (Mobile)	1,544	559	483				1,042						1,042
Electronic Medical Record	2,040		555	1,109	376		2,040						2,040
Staff Scheduling	697		375	322			697						697
Public eLearning	637					287	287	350					637
Mobile Enablement	1,513							384	360	305	464		1,513
Geographic Information Enablement	600											600	600
Community Collaboration	1,540				442	483	925	615					1,540
Inspection Management	3,314							320	1,078	1,129	787		3,314
Total (including carry forward funding)	36,500	5,233	3,492	3,388	3,363	3,373	18,849	3,400	3,000	2,500	2,200	1,700	31,649

Appendix 3

2015 Capital Budget; 2016 to 2024 Capital Plan

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 3: 2015 Capital Budget; 2016 to 2024 Capital Plan

Toronto Public Health

Sub- Project No. Project Name PrioritySubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments						Current and Future Year Cash Flow Commitments Financed By													
						2015	2016	2017	2018	2019	Total 2015-2019	Total 2020-2024	Total 2015-2024	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Capital from Current Funds	Other 1	Other2	Debt - Recoverable Debt	Total Financing			
<u>TPH908053 Inspection Management</u>																									
0	1	Inspection Management	CW	S6	03	0	0	0	0	0	0	3,314	3,314	0	0	0	0	0	0	0	0	0	3,314	0	3,314
Sub-total						0	0	0	0	0	0	3,314	3,314	0	0	0	0	0	0	0	0	0	3,314	0	3,314
Total Program Expenditure						5,233	3,492	3,388	3,363	3,373	18,849	12,800	31,649	31,649	676	0	0	0	0	478	0	0	30,495	0	31,649

Report Phase 5 - Program 33 Toronto Public Health Program Phase 5 Sub-Project Category 01,02,03,04,05,06,07 Part B Sub-Project Status S2,S5,S6 Part C Sub-Project Status S2,S3,S4

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 3: 2015 Capital Budget; 2016 to 2024 Capital Plan

Toronto Public Health						Current and Future Year Cash Flow Commitments and Estimates						Current and Future Year Cash Flow Commitments and Estimates Financed By									
Sub-Project No.	Project Name	Ward Stat. Cat.	2015	2016	2017	2018	2019	Total 2015-2019	Total 2020-2024	Total 2015-2024	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
Financed By:																					
Provincial Grants & Subsidies			576	100	0	0	0	676	0	676	676	0	0	0	0	0	0	0	0	0	676
Capital from Current			478	0	0	0	0	478	0	478	0	0	0	0	0	478	0	0	0	0	478
Debt			4,179	3,392	3,388	3,363	3,373	17,695	12,800	30,495	0	0	0	0	0	0	0	0	30,495	0	30,495
Total Program Financing			5,233	3,492	3,388	3,363	3,373	18,849	12,800	31,649	676	0	0	0	0	478	0	0	30,495	0	31,649

Status Code	Description
S2	S2 Prior Year (With 2015 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2015 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 2016 & 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

2015 Cash Flow and Future Year Commitments

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 4: 2015 Cash Flow and Future Year Commitments

Toronto Public Health

Sub- Project No. Project Name PrioritySubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By												
						2015	2016	2017	2018	2019	Total 2015-2019	Total 2020-2024	Total 2015-2024	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	1,168	684	0	0	0	1,852	0	1,852	0	0	0	0	0	0	0	1,852	0	1,852		
1	2	CDC Wirelss Rollout 2015	CW	S3	04	-81	-84	0	0	0	-165	0	-165	0	0	0	0	0	0	0	-165	0	-165		
Sub-total						1,087	600	0	0	0	1,687	0	1,687	0	0	0	0	0	0	0	1,687	0	1,687		
<u>TPH907777 HF/HL Point of Care 2013</u>																									
1	1	HF/HL Point of Care	CW	S2	04	2,692	0	0	0	0	2,692	0	2,692	0	0	0	0	0	0	0	2,692	0	2,692		
1	2	HF HL Point of Care	CW	S3	04	-159	75	0	0	0	-84	0	-84	0	0	0	0	0	0	0	-84	0	-84		
Sub-total						2,533	75	0	0	0	2,608	0	2,608	0	0	0	0	0	0	0	2,608	0	2,608		
<u>TPH907789 TPH Datamart Data Warehouse</u>																									
1	2	TPH Datamart Data Warehouse Phase 2	CW	S4	04	478	789	813	0	0	2,080	0	2,080	0	0	0	0	0	478	0	0	1,602	0	2,080	
Sub-total						478	789	813	0	0	2,080	0	2,080	0	0	0	0	0	478	0	0	1,602	0	2,080	
<u>TPH907843 Infectious Disease Control System</u>																									
0	1	Infectious Disease Control System	CW	S2	02	183	0	0	0	0	183	0	183	183	0	0	0	0	0	0	0	0	0	183	
1	2	Additional Funding	CW	S3	02	393	100	0	0	0	493	0	493	493	0	0	0	0	0	0	0	0	0	493	
Sub-total						576	100	0	0	0	676	0	676	676	0	0	0	0	0	0	0	0	0	0	676
<u>TPH908044 Healthy Environment Inspection (Mobile)</u>																									
1	1	Healthy Environment Inspection (Mobile)	CW	S2	04	175	0	0	0	0	175	0	175	0	0	0	0	0	0	0	0	175	0	175	
1	2	Healthy Environment Inspection (Mobile)	CW	S3	04	384	483	0	0	0	867	0	867	0	0	0	0	0	0	0	0	867	0	867	
Sub-total						559	483	0	0	0	1,042	0	1,042	0	0	0	0	0	0	0	0	1,042	0	1,042	
Total Program Expenditure						5,233	2,047	813	0	0	8,093	0	8,093	676	0	0	0	0	478	0	0	6,939	0	8,093	

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 4: 2015 Cash Flow and Future Year Commitments

Toronto Public Health						Current and Future Year Cash Flow Commitments and Estimates						Current and Future Year Cash Flow Commitments and Estimates Financed By												
Sub-Project No.	Project Name	Ward	Stat.	Cat.		2015	2016	2017	2018	2019	Total 2015-2019	Total 2020-2024	Total 2015-2024	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
Financed By:																								
Provincial Grants & Subsidies						576	100	0	0	0	676	0	676	676	0	0	0	0	0	0	0	0	0	676
Capital from Current						478	0	0	0	0	478	0	478	0	0	0	0	0	478	0	0	0	0	478
Debt						4,179	1,947	813	0	0	6,939	0	6,939	0	0	0	0	0	0	0	0	6,939	0	6,939
Total Program Financing						5,233	2,047	813	0	0	8,093	0	8,093	676	0	0	0	0	478	0	0	6,939	0	8,093

- Status Code Description**
 S2 S2 Prior Year (With 2015 and/or Future Year Cashflow)
 S3 S3 Prior Year - Change of Scope 2015 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

2015 Capital Budget with Financing Detail



CITY OF TORONTO

Appendix 5: 2015 Capital Budget with Financing Detail

Toronto Public Health

Sub-Project Summary

Project/Financing

Priority Project Project Name

Project/Financing	Priority	Project Name	Start Date	Completion Date	2015 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	05/31/2015	183	183	0	0	0	0	0	0	0	0	
	1	2 Additional Funding	01/01/2015	03/31/2016	393	393	0	0	0	0	0	0	0	0	
	Project Sub-total:				576	576	0	0	0	0	0	0	0	0	
1 TPH907776 CDC Wireless Rollout															
	1	1 CDC Wireless Rollout	01/01/2014	12/31/2016	1,168	0	0	0	0	0	0	0	1,168	0	
	1	2 CDC Wirelss Rollout 2015	01/01/2015	12/01/2016	-81	0	0	0	0	0	0	0	-81	0	
	Project Sub-total:				1,087	0	0	0	0	0	0	0	1,087	0	
1 TPH907777 HF/HL Point of Care 2013															
	1	1 HF/HL Point of Care	01/01/2013	12/31/2015	2,692	0	0	0	0	0	0	0	2,692	0	
	1	2 HF HL Point of Care	01/01/2015	12/31/2016	-159	0	0	0	0	0	0	0	-159	0	
	Project Sub-total:				2,533	0	0	0	0	0	0	0	2,533	0	
1 TPH907789 TPH Datamart Data Warehouse															
	1	2 TPH Datamart Data Warehouse Phase 2	01/01/2015	12/31/2019	478	0	0	0	0	0	478	0	0	0	
	Project Sub-total:				478	0	0	0	0	0	478	0	0	0	
1 TPH908044 Healthy Environment Inspection (Mobile)															
	1	1 Healthy Environment Inspection (Mobile)	01/01/2014	12/31/2014	175	0	0	0	0	0	0	0	175	0	
	1	2 Healthy Environment Inspection (Mobile)	01/01/2015	12/31/2016	384	0	0	0	0	0	0	0	384	0	
	Project Sub-total:				559	0	0	0	0	0	0	0	559	0	
Program Total:					5,233	576	0	0	0	0	478	0	0	4,179	0

Status Code Description

S2	S2 Prior Year (With 2015 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2015 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 2016 & 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