



## 311 Toronto

### **2014 – 2023 CAPITAL BUDGET AND PLAN OVERVIEW**

#### **2014 – 2023 Capital Budget and Plan Highlights**

311 Toronto provides non-emergency municipal information and services on a 24/7 basis using a customer-focused "end-to-end" integrated service delivery model. In order to achieve this, the infrastructure and technology that supports the highly complex contact centre and integrated system must continue to operate efficiently and effectively without interruption. It is therefore essential that the various assets to support these services are maintained and replaced regularly based on their lifecycles.

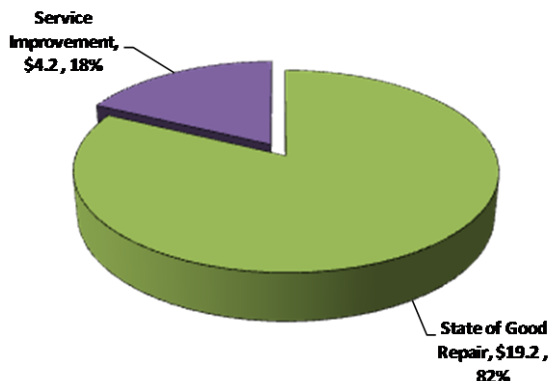
The 2014–2023 Capital Budget and Plan provides State of Good Repair (SOGR) funding for server, hardware/software maintenance and a Service Improvement project for integration of additional enhancements to allow customers to register and make payments for Recreation programs through 311 Toronto.

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Capital Spending and Financing

2014-2023 Capital Budget and Plan Expenditures  
\$23.322 Million

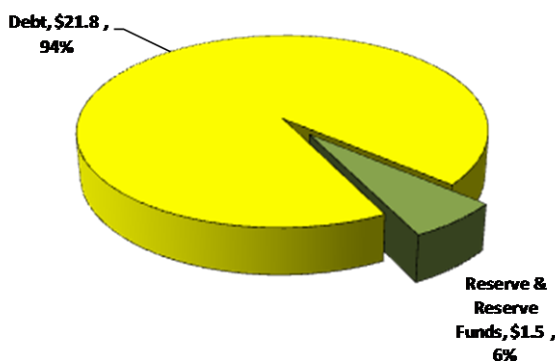


Where does the money go?

The 2014–2023 Capital Budget and Plan totals \$23.322 million, excluding carry forward funding, which provides funding for State of Good Repair (SOGR) projects of \$19.171 million and Service Improvement projects of \$4.151 million.

- Hardware requires upgrading every 5 years while the lifecycle replacement of the software to newer generation technology solutions occurs every 4 years to ensure continuity of operations.
- The service improvement projects provide additional enhancements and integrations. Phase 2 of the Cross Divisional Scheduler provides opportunities for booking the wedding chapel, community centres or appointments for social assistance with Public Health Nurses and Social Workers through 311. A payment module will be developed and implemented to enable 311 to process payments for City services and register Recreation programs for the public.

2014-2023 Capital Budget and Plan by Funding Source  
\$23.322 Million



Where does the money come from?

The 10-year Capital Plan requires new debt funding of \$21.822 million, which is in line with the debt affordability guideline in each year of the 10-year planning period for 311 Toronto.

- Debt funding of \$21.822 million provides 93.6% of 311 Toronto's 10-year Capital Plan.
- Additional capital financing of \$1.500 million or 6.4% will be provided from the Capital Financing Reserve, funded from proceeds from the use of surplus operating funds in accordance with the City's surplus management policy.

## Key Challenges and Priority Actions

**Integrated Technology Solutions** – There are recognized inherent challenges of integrating disparate IT systems with new solutions. 311 Toronto continue to work with Corporate IT to determine the best method for developing integration solutions such as RFP, in-house development or expansion of the current tool.

**Staffing and Employee Retention** – Retaining long term staff who have in-depth knowledge of the 311 systems is a challenge due to the temporary nature of capital positions. 311 Toronto will continue to develop strategies to address staffing including developing permanent core Project Management positions.

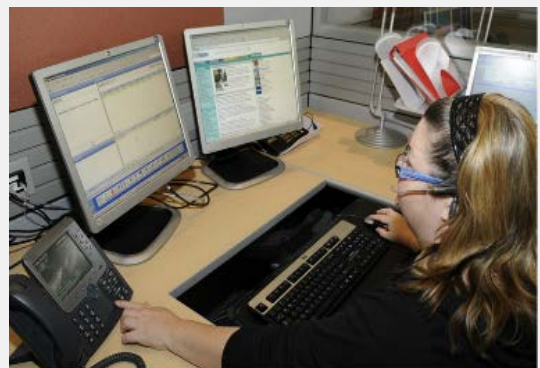
**Core Service Review Impacts** – City Council approved the elimination of new 311 Toronto development initiatives beyond 2013. Funding was removed for all projects that were not currently underway. There will be an ongoing challenge to improving customer services when development and further integrations end in 2015. Ongoing expansion to the service model and collaboration of funding for future integrations will provide better services to the public.

**Counter Service Strategy** – Further study is required to identify the needs and develop a strategic plan with respect to counter service improvements prior to the 2015 Budget process.

## Capital Budget Highlights

The 2014 Capital Budget for 311 Toronto of \$5.240 million will:

- Maintain the technology solution in a state of good repair to ensure continuity of the 311 Contact Centre operations (\$2.619 million).
- Continue Service Improvements by implementing Phase 2 of the Cross Divisional Scheduler and initiating assessment phase of integration of a payment module that will enable the public to register and pay for Recreation programs through 311 Toronto (\$2.621 million).



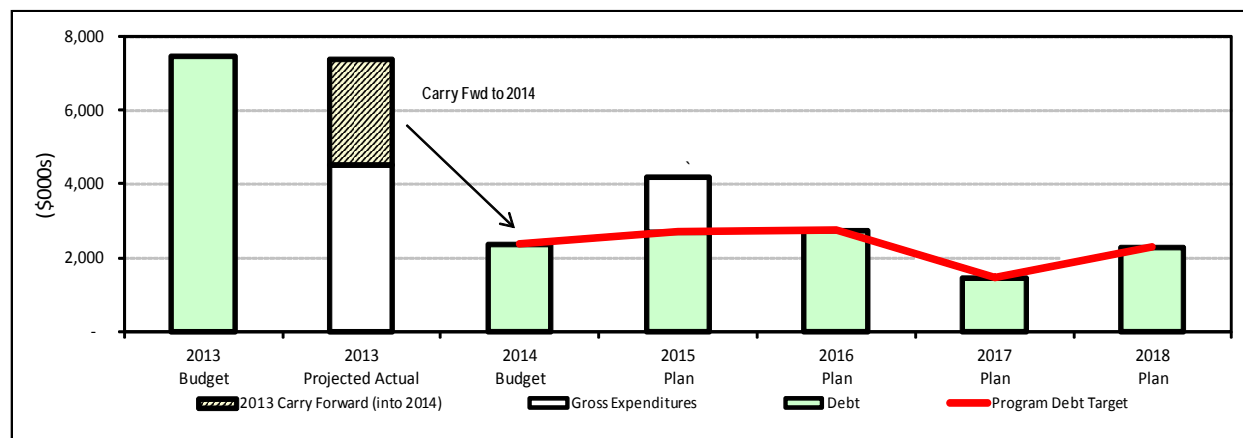
## II: COUNCIL APPROVED BUDGET

City Council approved the following recommendations:

1. City Council approve the 2014 Capital Budget for 311 Toronto with 2014 cash flow of \$5.240 million and future year commitments of \$5.739 million comprised of the following:
  - a) New Cash Flow Funding for:
    - i) 3 previously approved sub-projects with a 2014 cash flow of \$2.394 million; and a future year cash flow commitment of \$4.193 million in 2015; and \$1.546 million in 2016.
    - b) 2013 approved cash flow for 2 previously approved sub-projects with carry forward funding from 2013 into 2014 totaling \$2.846 million.
2. City Council approve new debt service costs of \$0.042 million in 2014 and incremental debt costs of \$0.293 million in 2015 and \$0.325 million in 2016 resulting from the approval of the 2014 Capital Budget, to be included in the 2014 and future year operating budgets.
3. City Council approve the 2015-2023 Capital Plan for 311 Toronto totaling \$15.198 million in project estimates, comprised of \$1.206 million in 2016; \$1.465 million in 2017; \$2.307 million in 2018; \$3.427 million in 2019; \$1.696 million in 2020; \$1.696 million in 2021; \$1.696 million in 2022; and \$1.696 million in 2023.
4. City Council consider operating costs of \$0.206 million net in 2014, \$0.200 million net in 2015; and \$0.479 million net in 2016, emanating from the approval of the 2014 Capital Budget for inclusion in the 2014 and future year operating budgets.

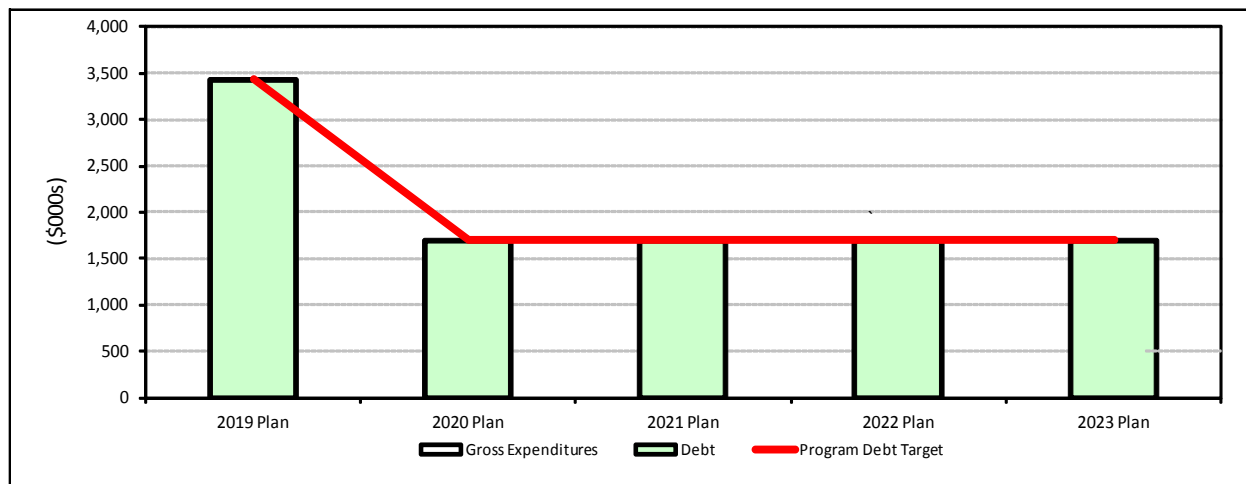
### III: 10-YEAR CAPITAL PLAN

#### 10 - Year Capital Plan 2014 Budget, 2015 – 2018 Plan (In \$000s)



	2013		2014 Budget and 2015 - 2018 Plan					2014 - 2018	5-Year Total Percent
	Budget	Projected Actual	2014	2015	2016	2017	2018		
<b>Gross Expenditures:</b>									
2013 Capital Budget & Approved FY Commitments	7,474	4,538	2,394	4,193	1,546	-	-	8,133	62.0%
Changes to Approved FY Commitments								-	
2014 New/Change in Scope and Future Year Commitments								-	
2015- 2018 Capital Plan Estimates					1,206	1,465	2,307	4,978	38.0%
2-Year Carry Forward for Reapproval								-	
1-Year Carry Forward to 2014		2,846						-	
<b>Total Gross Annual Expenditures &amp; Plan</b>	<b>7,474</b>	<b>4,538</b>	<b>2,394</b>	<b>4,193</b>	<b>2,752</b>	<b>1,465</b>	<b>2,307</b>	<b>13,111</b>	<b>100.0%</b>
<b>Program Debt Target</b>			<b>2,394</b>	<b>2,693</b>	<b>2,752</b>	<b>1,465</b>	<b>2,307</b>	<b>11,611</b>	
<b>Financing:</b>									
<b>Debt</b>	<b>7,474</b>		<b>2,394</b>	<b>2,693</b>	<b>2,752</b>	<b>1,465</b>	<b>2,307</b>	<b>11,611</b>	<b>88.6%</b>
Reserves/Reserve Funds				1,500				1,500	11.4%
Development Charges								-	
Provincial/Federal								-	
Debt Recoverable								-	
Other Revenue								-	
<b>Total Financing</b>	<b>7,474</b>		<b>2,394</b>	<b>4,193</b>	<b>2,752</b>	<b>1,465</b>	<b>2,307</b>	<b>13,111</b>	<b>100.0%</b>
<b>By Project Category:</b>									
Health & Safety								-	
Legislated								-	
SOGR	2,547		1,384	1,052	2,752	1,465	2,307	8,960	68.3%
Service Improvement	4,927		1,010	3,141				4,151	31.7%
Growth Related								-	
<b>Total by Project Category</b>	<b>7,474</b>		<b>2,394</b>	<b>4,193</b>	<b>2,752</b>	<b>1,465</b>	<b>2,307</b>	<b>13,111</b>	<b>100.0%</b>
<b>Asset Value (\$) at year-end</b>									
Yearly SOGR Backlog Estimate (not addressed by current plan)									
Accumulated Backlog Estimate (end of year)									
<b>Backlog: Percentage of Asset Value (%)</b>									
Debt Service Costs			42	293	325	308	191	1,159	
Operating Impact on Program Costs			206	200	479			885	
New Positions			4		4			8	

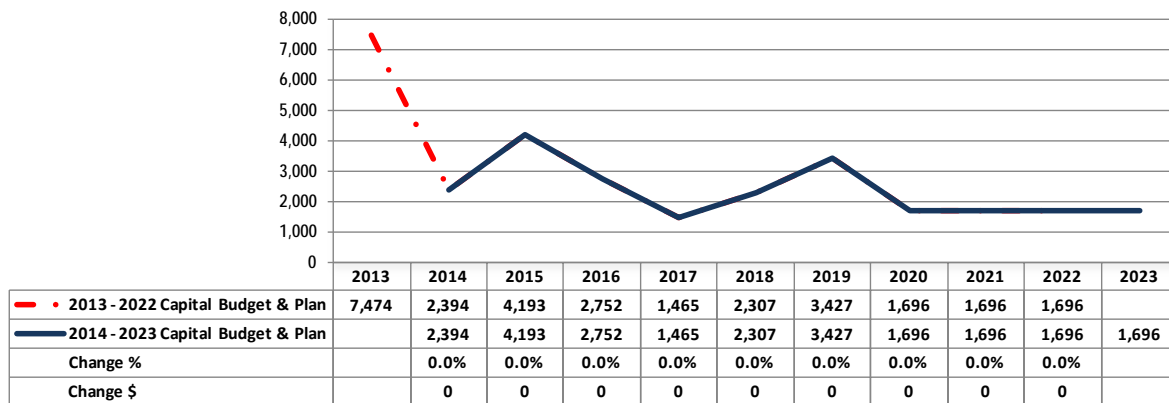
**10 - Year Capital Plan  
2019 - 2023 Plan  
(In \$000s)**



	2019 - 2023 Capital Plan						10-Year Total Percent
	2019	2020	2021	2022	2023	2014 - 2023	
<b>Gross Expenditures:</b>							
2013 Capital Budget & Approved FY Commitments						8,133	34.9%
Changes to Approved FY Commitments						-	
2014 New/Change in Scope and Future Year Commitments						-	
2019 - 2023 Capital Plan Estimates	3,427	1,696	1,696	1,696	1,696	15,189	65.1%
<b>Total Gross Annual Expenditures &amp; Plan</b>	<b>3,427</b>	<b>1,696</b>	<b>1,696</b>	<b>1,696</b>	<b>1,696</b>	<b>23,322</b>	<b>100.0%</b>
<b>Program Debt Target</b>	<b>3,427</b>	<b>1,696</b>	<b>1,696</b>	<b>1,696</b>	<b>1,696</b>	<b>21,822</b>	
<b>Financing:</b>							
<b>Debt</b>	3,427	1,696	1,696	1,696	1,696	21,822	93.6%
Reserves/Reserve Funds						1,500	6.4%
Development Charges						-	
Provincial/Federal						-	
Debt Recoverable						-	
Other Revenue						-	
<b>Total Financing</b>	<b>3,427</b>	<b>1,696</b>	<b>1,696</b>	<b>1,696</b>	<b>1,696</b>	<b>23,322</b>	<b>100.0%</b>
<b>By Project Category:</b>							
Health & Safety						-	
Legislated						-	
SOGR	3,427	1,696	1,696	1,696	1,696	19,171	82.2%
Service Improvement						4,151	17.8%
Growth Related						-	
<b>Total by Project Category</b>	<b>3,427</b>	<b>1,696</b>	<b>1,696</b>	<b>1,696</b>	<b>1,696</b>	<b>23,322</b>	<b>100.0%</b>
<b>Asset Value(\$)</b> at year-end							
Yearly SOGR Backlog Estimate (not addressed by current plan)	-	-	-	-	-		
Accumulated Backlog Estimate (end of year)	-	-	-	-	-		
<b>Backlog: Percentage of Asset Value (%)</b>							
Debt Service Costs	297	382	204	204	204	2,450	
Operating Impact on Program Costs						885	
New Positions						8	

### Key Changes to the 2013 - 2022 Approved Capital Plan

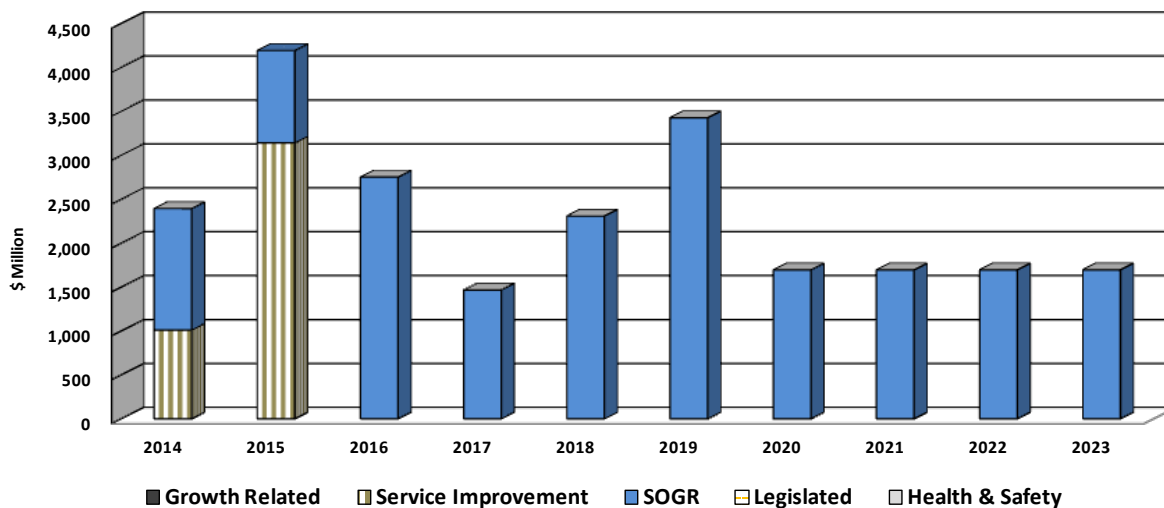
Changes to the 2013 -2022 Approved Capital Plan  
(In \$000s)



The 2014 Capital Budget and the 2015 - 2023 Capital Plan is consistent with the 2013 to 2022 Approved Capital Plan.

### 2014 – 2023 Capital Plan

2014 – 2023 Capital Plan by Project Category  
(In \$000s)

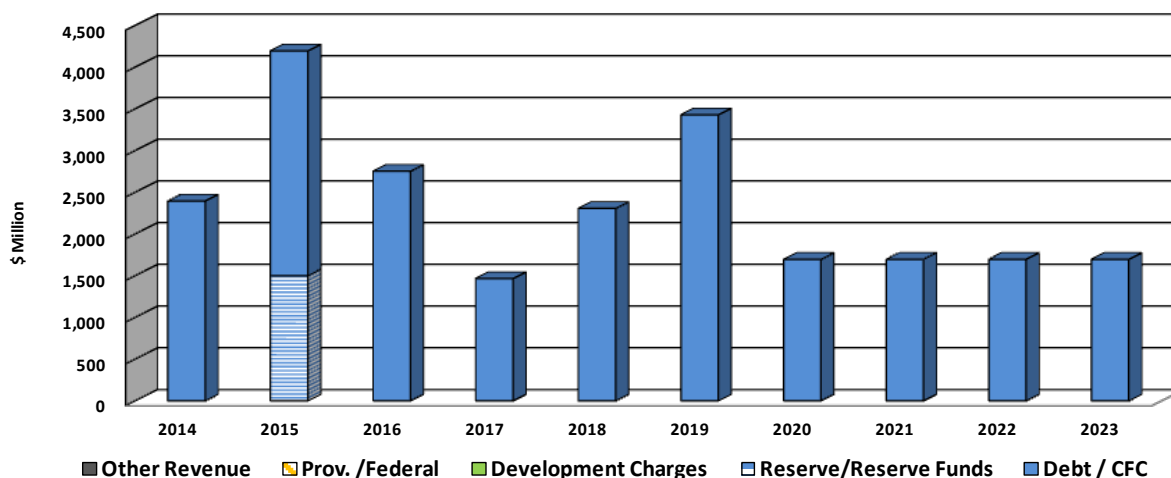


- The 10-Year Capital Plan for 311 Toronto of \$23.322 million provides funding for State of Good Repair (SOGR) projects of \$19.171 million and Service Improvement projects of \$4.151 million.
- State of Good Repair (SOGR) projects total \$19.171 million or 82.2% of total funding over the 10-Year Capital Plan period. Hardware requires upgrading every 5 years while lifecycle

replacement of software for new generation technology solutions occurs every 4 years to ensure continuity of operations. In addition, servicing and supporting the integration of new and upgraded technology components of 311 will also be addressed through ongoing project management.

- Funding for the refresh of servers, hardware and software upgrades to the most currently supported release will continue in 2014. Total funding over the first five years is \$8.960 million and \$10.211 million in the last 5 years.
- Beginning in 2016, all funding will be dedicated to ongoing sustainment.
- Service Improvement projects in the first two years of the 10-Year Capital Plan provide integration of additional enhancements. These enhancements will utilize the efficiencies of the 311 technology to improve services currently available to citizens and leverage the existing staff resources. Expanded services include the following:
  - Phase 2 Cross Divisional Scheduler will add new channels for booking City services on-line removing the needs for customers to make phone calls to different Programs and their contacts. Opportunities exist for scheduling a court date for speeding tickets, booking the wedding chapel, an appointment for social assistance with Social Worker or Public Health Nurse, etc.
  - A payment module will be developed and implemented to enable 311 Toronto to process payments for City services and register Recreation programs for the public.

**2014–2023 Capital Plan by Funding Source  
(In \$000s)**



- The 10-Year Capital Plan of \$23.332 million will be financed by \$21.822 million of debt and \$1.500 million from Reserve / Reserve funds.
- Debt accounts for \$11.611 million or 88.6% of the financing for the 2014 Budget and 2015 – 2018 Capital Plan, and \$21.822 million or 93.6% of the 10-Year Capital Plan.



- The debt funding in each year meets the 10-year debt affordability guidelines allocated to this Program totaling \$21.822 million.
- Reserve and Reserve Funds constitute \$1.500 million or 11.4% of required funding in the first 5 years and 6.4% over 10 years. Reserve funding is for the Recreation Integration project and is provided from the Capital Financing Reserve.

## Capital Initiatives by Category

### Summary of Capital Initiatives by Category (In \$000s)

	2014 Budget	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2014 - 2023 Total
<b>Total Expenditures by Category</b>											
<b>State of Good Repair</b>											
311 Technology Solution SOGR	1,384	1,052	2,752	1,465	2,307	3,427	1,696	1,696	1,696	1,696	19,171
<b>Sub-Total</b>	<b>1,384</b>	<b>1,052</b>	<b>2,752</b>	<b>1,465</b>	<b>2,307</b>	<b>3,427</b>	<b>1,696</b>	<b>1,696</b>	<b>1,696</b>	<b>1,696</b>	<b>19,171</b>
<b>Service Improvements</b>											
311 Contact Centre Enhancement Initiative	1,010	3,141									4,151
<b>Sub-Total</b>	<b>1,010</b>	<b>3,141</b>	-	-	-	-	-	-	-	-	<b>4,151</b>
<b>Total Expenditures by Category</b>	<b>2,394</b>	<b>4,193</b>	<b>2,752</b>	<b>1,465</b>	<b>2,307</b>	<b>3,427</b>	<b>1,696</b>	<b>1,696</b>	<b>1,696</b>	<b>1,696</b>	<b>23,322</b>

## Major Capital Initiatives

The 10-Year Capital Plan supports 311 Toronto's objective of completing service improvement projects by 2015 and then shifts focus to maintaining and updating the current systems.

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

- The main focus of the 10-Year Capital Plan is to ensure hardware upgrades occur every 5 years and software replacement every 4 years, as well as replacement of servers that support and ensure continuity of the 311 Contact Centre operations. In addition, the 10-Year Capital Plan provides ongoing funding for sustaining the technology solutions once integrated.
- Funding in 2014 will enable an upgrade to the content management tool which will improve the administration and workflow of the existing knowledge base. This upgrade will allow both 311 and Divisional content owners the ability to better manage their content. Other enhancements to the 311 knowledge base will include the creation of a glossary and improved ease of use for the 311 Customer Service Representatives, Council staff, City staff and the public.

### *Service Improvements*

- The 311 Contact Centre Enhancement Initiative will leverage the efficiencies of the 311 technology and business by adding additional system integrations to allow 311 to process registrations and receive payments from the public for City services. The business process review of payment module for Recreation registration will be completed in 2014, with implementation in 2015 so that the public will be able to register and pay for Recreation programs through 311.

## State of Good Repair (SOGR) Backlog

311 Toronto does not have any backlog of state of good repair projects. Funding included in the 10-Year Capital Plan addresses all state of good repair projects based on planned lifecycle without backlogs and ensures continuity of the 311 Solution.

## 10-Year Capital Plan: Impact on the Operating Budget

### Operating Impact Summary (In \$000s)

Program Costs, Revenues and Net (\$000s)	2014 Budget	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2014 - 2023 Total
<b>2014 Capital Budget</b>											
Program Gross Expenditure	206.0	200.0	479.0								885.0
Program Revenue											-
Program Costs (Net)	206.0	200.0	479.0	-	-	-	-	-	-	-	885.0
Approved Positions	4.0		4.0								8.0
<b>2015 - 2023 Capital Plan</b>											
Program Gross Expenditure											-
Program Revenue											-
Program Costs (Net)	-	-	-	-	-	-	-	-	-	-	-
Approved Positions											-
<b>Total</b>											
Program Gross Expenditure	206.0	200.0	479.0	-	-	-	-	-	-	-	885.0
Program Revenue	-	-	-	-	-	-	-	-	-	-	-
Program Costs (Net)	206.0	200.0	479.0	-	-	-	-	-	-	-	885.0
Approved Positions	4.0	-	4.0	-	-	-	-	-	-	-	8.0

The 10-Year Capital Plan will increase Operating Budgets by a total of \$0.834 million net and approved positions by 8.0 over the 2014 – 2023 time frame.

Funding is required to sustain the following:

- 311 Contact Centre Enhancement Initiative
  - \$0.206 million net for 4.0 new staff will be required in mid 2014 with an annualized cost of \$0.200 million net in 2015. The 4 permanent positions including 2 Business Analysts, 1 Research Analyst, and 1 Web Coordinator will be needed to support the sustainability and configuration of integrated services including the launch of the cross divisional scheduler in 2013. In addition, staff are required for the expansion of 311's existing online services.
  - \$0.425 million net for additional 4.0 permanent positions including 1 Financial Analyst, 1 Accounting Assistant and 2 Customer Service Representatives will be required in 2016 to support payment processing, revenue, accounting and compliance with the introduction of recreation program payments being received through 311.
  - \$0.051 million net will also be required in 2016 for the system licensing fees pertinent to Recreation integration.

- The future operating impacts from these capital projects and the potential efficiency savings generated from Recreation Integration will be reviewed in detail each year as part of the annual Operating Budget process.

**Net Operating Impact by Project  
(In \$000s)**

Projects	2014 Budget		2015 Plan		2016 Plan		2017 Plan		2018 Plan		2014 - 2018 Budget & Plan		2019 - 2023 Capital Plan	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
<b>Previously Approved projects</b>														
311 Contact Centre Enhancement Initiative	206.0	4.0	200.0	-	479.0	4.0					885.0	8.0		
<b>New Projects -2014</b>														
Nil											-	-		
<b>New Projects - Future Year</b>														
Nil											-	-		
<b>Total Approved (Net)</b>	206.0	4.0	200.0	-	479.0	4.0	-	-	-	-	885.0	8.0	-	-

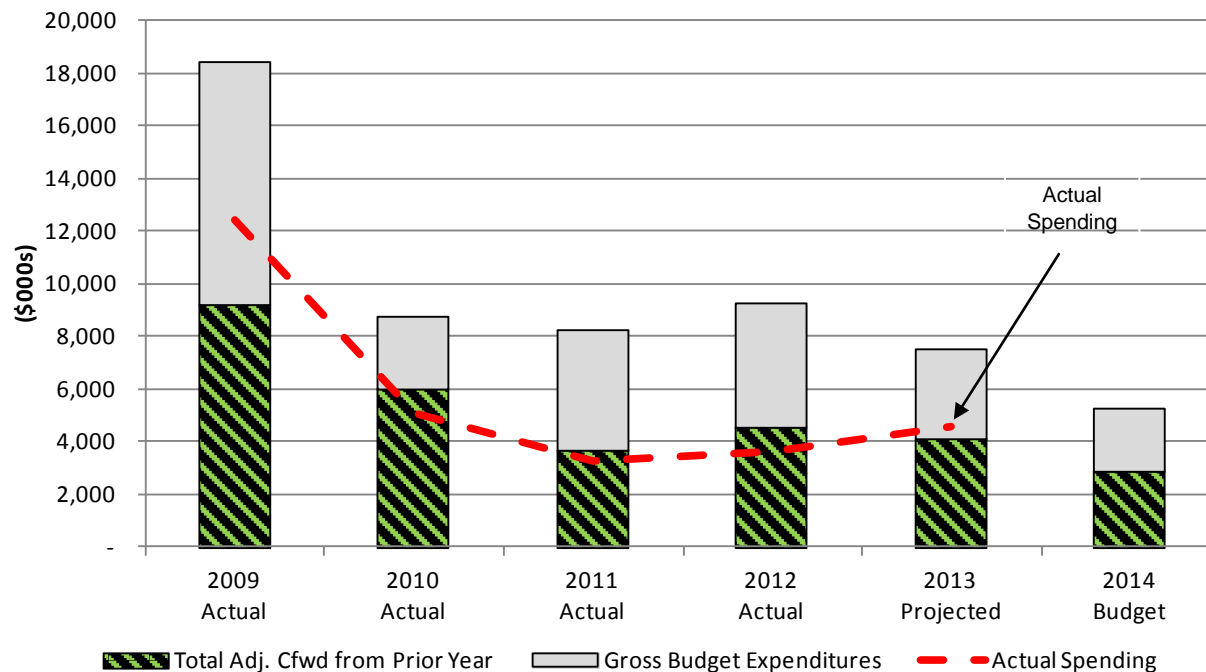
**Capital Project Delivery: Temporary Positions**

Position Title	CAPTOR Project Number	# of Positions	Project Delivery		Salary and Benefits \$ Amount( \$000s)						
			Start Date	End Date (m/d/yr)	2014	2015	2016	2017	2018	2019 - 2023	
Nil											
<b>Total</b>											

Approval of the 2014 – 2023 Capital Budget and Plan will not require any new temporary capital positions to deliver the previously approved capital projects.

Capacity to Spend

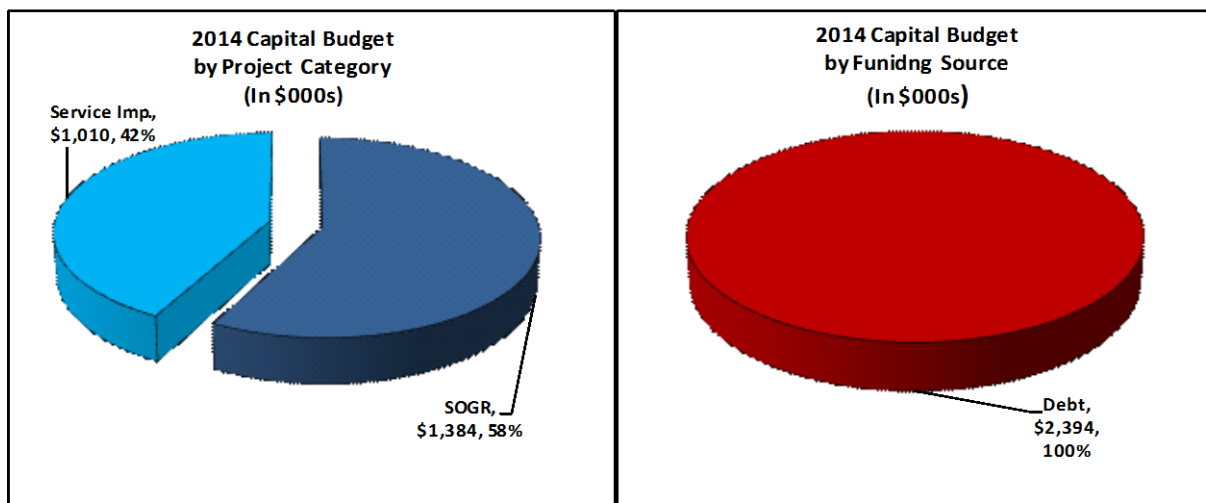
Capacity to Spend – Budget vs. Actual  
(In \$000s)



- In recent years, 311 Toronto has under-spent its Approved Capital Budget, experiencing with an average annual spending rate of 55% compared to annual cash flow funding.
- The low historical spending rates were attributed to staff turnover, employee retention issues, challenges in recruiting staff in temporary positions, and aligning with Corporate initiatives such as facility room bookings (scheduler), instant messaging, open Application Programming Interface (API) and registration payments.
- Since the implementation of Recreation Registration has been delayed until 2015, resources and capacity has been redirected to complete the Cross Divisional Scheduler implementation project and focus on SOGR as planned for 2013. 311 Toronto is projecting capital expenditures to be \$4.538 million or 60.7% by year-end in 2013.
- A review of 311 Toronto's capacity to spend has been undertaken and the cash flow funding in the 2014 – 2023 Capital Budget and Plan has been adjusted to align with 311 Toronto's readiness to proceed with the capital projects.

### IV: 2014 CAPITAL BUDGET

#### 2014 Capital Budget by Project Category and Funding Source



The 2014 Capital Budget, excluding funding carried forward from 2013 to 2014, requires new 2014 cash flow funding of \$2.394 million.

- State of Good Repair projects total \$1.384 million and account for 57.8% of the 2014 Capital Budget for upgrade and replacement of servers to ensure continuity of the 311 Contact Centre operations.
- Service Improvement projects account for \$1.010 million and represent 42.2% of the 2014 Capital Budget and is comprised of the 311 Contact Centre Enhancement Initiative for Phase 2 Cross Divisional Scheduler and Recreation Integration.
- The 2014 Capital Budget for 311 Toronto is funded entirely from debt. This meets the debt affordability guideline of \$2.394 million set for this Program in 2014.

#### 2014 Cash Flow & Future Year Commitments (In \$000s)

	2012 & Prior Year Carry Forward	2013 Previously Approved Cash Flow Commitments	2014 New Cash Flow	2014 Total Cash Flow	2013 Carry Forwards	Total 2014 Cash Flow (Incl 2013 C/Fwd)	2015	2016	2017	2018	2019	2020	2021	2022	2023	Total Cost
<b>Expenditures</b>																
Previously Approved		2,394		2,394	2,846	5,240	4,193	1,546								10,979
Change in Scope				-		-										-
New				-		-										-
New w/Future Year				-		-										-
<b>Total Expenditure</b>	-	2,394	-	2,394	2,846	5,240	4,193	1,546	-	-	-	-	-	-	-	10,979
<b>Financing</b>																
Debt		2,394		2,394	2,846	5,240	2,693	1,546								9,479
Other				-		-										-
Reserves/Res Funds				-		-	1,500									1,500
Development Charges				-		-										-
Provincial/Federal				-		-										-
<b>Total Financing (including carry forward funding)</b>	-	2,394	-	2,394	2,846	5,240	4,193	1,546	-	-	-	-	-	-	-	10,979

311 Toronto's 2014 Capital Budget is \$5.240 million including carry forward funding of \$2.846 million and provides \$2.394 million for previously approved projects already underway.

Approval of the 2014 Capital Budget will result in future year commitment of \$4.193 million in 2015 and \$1.546 million in 2016 for the following:

- State of Good Repair - \$2.598 million
- 311 Contact Centre Enhancement Initiative - \$3.141 million for the Recreation Integration implementation

## 2014 Capital Project Highlights

### 2014 Capital Project Highlights (In \$000s)

Project	Total Project Cost	2014	2015	2016	2017	2018	2014 - 2018	2019	2020	2021	2022	2023	2014 - 2023 Total
311 Technology Solution SOGR	6,803	2,619	1,052	1,546			5,217						5,217
311 Contact Centre Enhancement Initiative	14,223	2,621	3,141				5,762						5,762
<b>Total (including carry forward funding)</b>	<b>21,026</b>	<b>5,240</b>	<b>4,193</b>	<b>1,546</b>	-	-	10,979	-	-	-	-	-	10,979

The 2014 Capital Budget provides funding of \$5.240 million, including carry forward funding of \$2.846 million, to:

- Continue the upgrade and replacement of servers to ensure continuity of the 311 Contact Centre operations.
- Upgrade to the Knowledgebase and content management tool which will improve the administration and workflow of the existing knowledge base. This upgrade will allow both 311 and Divisional content owners the ability to better manage their content. Other enhancements to the 311 knowledge base will include the creation of a glossary and improved ease of use for the 311 Customer Service Representatives, Council staff, City staff and the public.
- Continue to gather business requirements from Divisions for Phase 2 of the Cross Divisional Scheduler that provides new channels for booking City services online removing the needs for customers to make phone calls to different Programs and their contacts. Opportunities exist for scheduling a court date for speeding tickets, booking the wedding chapel, an appointment for social assistance with Social Worker or Public Health Nurse, etc.
- Complete the assessment phase of the payment module to enable 311 to process registrations and payments from the public for Recreation and other City services.

## V: ISSUES FOR DISCUSSION

### Key Program Issues

#### *Core Service Review Impacts*

- At its Special Council meeting of September 26 and 27, 2011, City Council approved the elimination of new 311 Toronto development initiatives beyond 2013. In accordance with that decision, funding was removed for all projects that were not currently underway as part of the 2012 Capital Budget process. This decision limited the continuation of integration with other Divisional systems. There will be an ongoing challenge to maintaining and advancing customer services when development and further integrations end in 2015.
- The three integrations that were underway at the time of the Core Service Review included Facilities Room Bookings and Municipal Licensing & Standards - Toronto Animal Services and Recreation Registration. These initiatives continue to be budgeted in the 10-Year Capital Plan.

### Issues Referred to the 2014 Capital Budget Process

#### *Service Level Review Process*

- At its meeting of September 9, 2013, Government Management Committee (GMC) requested the Chief Corporate Officer to report to the October 15, 2013 GMC with information on the following:
  - Divisions that currently have call centre or customer information functions that are not integrated in 311.

In response to this request, 311 Toronto has undertaken a review and identified the following Divisions:

- Toronto Public Health
- Toronto Employment and Social Services
- Parks and Recreation
- Court Services
- Revenue Services
- Children's Services
- City Clerks
- Economic Development and Culture
- Shelter Housing and Support
- Municipal Licensing and Standards (Licensing)

- Facilities Management (Custodial Requests)
- Toronto Building

The current 10-Year Capital Plan does not include funding for 311 integrations with any of the above Divisions.

- A status update on the Counter Service Review.

In response to this request, the Chief Corporate Officer will identify next steps with respect to counter service improvements. Staff will review the opportunities identified by the Counter Service Efficiency Study consultant in more detail before any action is considered. It is anticipated that staff will submit a report to GMC on the findings and recommendations prior to the 2015 Budget process.

- At the same meeting, Government Management Committee referred the following motion to Budget Committee for consideration:
  - That the Director, 311 Toronto report directly to City Council on the reasons why existing 311 technology and data are not yet being fully leveraged in 311 operations.



## Appendix 1

### 2013 Performance

#### 2013 Key Accomplishments

In 2013, 311 Toronto accomplished the following:

- ✓ Continued work on the Business Intelligence Portal – Phase 2 completed and Phase 3 to be completed in 2014.
- ✓ Completed Phase 1 of the Cross Divisional Scheduler which allows 311 Toronto to book civic meeting rooms to be deployed in the fourth quarter.
- ✓ Completed knowledge base pictures. The glossary will be added as part of the knowledge base update in 2014.
- ✓ Completed 80% of the Lagan software upgrade and full rollover will be completed in Q1 2014.

#### 2013 Capital Variance Review

##### 2013 Budget to Actual Comparison (In \$000s)

2013 Approved	Actuals as of Sept. 30, 2013 (3rd Quarter Variance)		Projected Actuals at Year End		Unspent Balance	
	\$	\$	% Spent	\$	% Spent	\$ Unspent
7,474	3,103	41.5%	4,538	60.7%	2,936	39.3%

Capital expenditures for the 9 months period ending September 30, 2013 totaled \$3.103 million or 41.5% of the 2013 Approved Capital Budget of \$7.474 million.

The projected year-end under-spending is largely attributable to the following projects:

- The *Future Integration and Strategy* project's capital expenditure totalled \$1.636 million representing 36.0% of the 2013 approved cash flow of \$4.542 million. Phase 1 of the Cross Divisional Scheduler, which allows 311 Toronto to book civic meeting rooms, is completed and will be deployed in the fourth quarter. Phase 2 is underway as 311 Toronto, in conjunction with Corporate I&T Enterprise Architecture is gathering business requirements from other Divisions that also require on-line booking, but due to unforeseen delays in hiring resources, the project will continue into 2014. As a result, it is estimated that \$2.931 million or 64.5% of the 2013 approved cash flow will be spent by year-end with a \$1.611 million be carried forward into 2014.
- The *311 Technology Solution SOGR* project's capital expenditures totalled \$1.180 million representing 46.3% of the 2013 approved cash flow of \$2.547 million. Due to unforeseen delays in hiring resources, the upgrade/replacement of servers, hardware and software will not be completed as planned until Q1 2014. As a result, it is estimated that \$1.312 million

or 51.5% of the 2013 approved cash flow will be spent by year-end and \$1.235 million will be carried forward to 2014 to complete this work.

## Appendix 2

### 10-Year Capital Plan Project Summary (In \$000s)

Project	2014 Budget	Plan									2014 - 2023
		2015	2016	2017	2018	2019	2020	2021	2022	2023	
311 Technology Solution SOGR	2,619.1	1,052.0	2,752.0	1,465.0	2,307.0	3,427.0	1,696.0	1,696.0	1,696.0	1,696.0	<b>20,406.1</b>
311 Contact Centre Enhancement Initiative	2,621.1	3,141.0									<b>5,762.1</b>
<b>Total (Including carry forward funding)</b>	<b>5,240.2</b>	<b>4,193.0</b>	<b>2,752.0</b>	<b>1,465.0</b>	<b>2,307.0</b>	<b>3,427.0</b>	<b>1,696.0</b>	<b>1,696.0</b>	<b>1,696.0</b>	<b>1,696.0</b>	<b>26,168.2</b>

## **Appendix 3**

### **2014 Capital Budget; 2015 to 2023 Capital Plan**

**CITY OF TORONTO**

**Gross Expenditures (\$000's)  
Appendix 3**

**311 Toronto**

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												
						2014	2015	2016	2017	2018	Total 2014-2018	Total 2019-2023	Total 2014-2023	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
<u>THR907676 INTEGRATION AND STRATEGY INITIATIVE</u>																								
0	1	311	Contact Centre Enhancement Initiative	CW	S2 04	2,621	3,141	0	0	0	5,762	0	5,762	0	0	0	1,500	0	0	0	4,262	0	5,762	
Sub-total						2,621	3,141	0	0	0	5,762	0	5,762	0	0	0	1,500	0	0	0	0	4,262	0	5,762
<u>THR907677 311 TECHNOLOGY SOLUTION STATE OF GOC</u>																								
0	1		STATE OF GOOD REPAIR	CW	S2 03	2,619	1,052	1,546	0	0	5,217	0	5,217	0	0	0	0	0	0	0	5,217	0	5,217	
0	2		STATE OF GOOD REPAIR	CW	S6 03	0	0	1,206	1,465	2,307	4,978	10,211	15,189	0	0	0	0	0	0	0	15,189	0	15,189	
Sub-total						2,619	1,052	2,752	1,465	2,307	10,195	10,211	20,406	0	0	0	0	0	0	0	0	20,406	0	20,406
<b>Total Program Expenditure</b>						<b>5,240</b>	<b>4,193</b>	<b>2,752</b>	<b>1,465</b>	<b>2,307</b>	<b>15,957</b>	<b>10,211</b>	<b>26,168</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>24,668</b>	<b>0</b>	<b>26,168</b>

**CITY OF TORONTO**

**Gross Expenditures (\$000's)**

**Appendix 3**

**311 Toronto**

Sub- Priority	Project No. SubProj No.	Project Name Sub-project Name	Ward	Stat.	Cat.	Current and Future Year Cash Flow Commitments and Estimates						Current and Future Year Cash Flow Commitments and Estimates Financed By											
						2014	2015	2016	2017	2018	Total 2014-2018	Total 2019-2023	Total 2014-2023	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:																							
		Reserves (Ind. "XQ" Ref.)				0	1,500	0	0	0	1,500	0	1,500	0	0	0	0	0	0	0	1,500		
		Debt				5,240	2,693	2,752	1,465	2,307	14,457	10,211	24,668	0	0	0	0	0	24,668	0	24,668		
<b>Total Program Financing</b>						5,240	4,193	2,752	1,465	2,307	15,957	10,211	26,168	0	0	0	1,500	0	0	0	24,668	0	26,168

- Status Code Description**  
 S2 S2 Prior Year (With 2014 and/or Future Year Cashflow)  
 S3 S3 Prior Year - Change of Scope 2014 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 2015 & 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**  
**2014 Cash Flow and**  
**Future Year Commitments**

**CITY OF TORONTO**

**Gross Expenditures (\$000's)  
Appendix 4**

**311 Toronto**

Sub- Priority	Project No. SubProj No.	Project Name Sub-project Name	Ward	Stat.	Cat.	Current and Future Year Cash Flow Commitments						Current and Future Year Cash Flow Commitments Financed By												
						2014	2015	2016	2017	2018	Total 2014-2018	Total 2019-2023	Total 2014-2023	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
<u>THR907676 INTEGRATION AND STRATEGY INITIATIVE</u>																								
0	1	311 Contact Centre Enhancement Initiative	CW	S2	04	2,621	3,141	0	0	0	5,762	0	5,762	0	0	0	1,500	0	0	0	0	4,262	0	5,762
Sub-total						2,621	3,141	0	0	0	5,762	0	5,762	0	0	0	1,500	0	0	0	0	4,262	0	5,762
<u>THR907677 311 TECHNOLOGY SOLUTION STATE OF GOC</u>																								
0	1	STATE OF GOOD REPAIR	CW	S2	03	2,619	1,052	1,546	0	0	5,217	0	5,217	0	0	0	0	0	0	0	0	5,217	0	5,217
Sub-total						2,619	1,052	1,546	0	0	5,217	0	5,217	0	0	0	0	0	0	0	0	5,217	0	5,217
<b>Total Program Expenditure</b>						5,240	4,193	1,546	0	0	10,979	0	10,979	0	0	0	1,500	0	0	0	0	9,479	0	10,979



**CITY OF TORONTO**

**Gross Expenditures (\$000's)**

**Appendix 4**

**311 Toronto**

Sub- Priority	Project No. SubProj No.	Project Name Sub-project Name	Ward	Stat.	Cat.	Current and Future Year Cash Flow Commitments and Estimates						Current and Future Year Cash Flow Commitments and Estimates Financed By									
						2014	2015	2016	2017	2018	Total 2014-2018	Total 2019-2023	Total 2014-2023	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2
Financed By:																					
		Reserves (Ind. "XQ" Ref.)				0	1,500	0	0	0	1,500	0	1,500	0	0	0	0	0	0	0	1,500
		Debt				5,240	2,693	1,546	0	0	9,479	0	9,479	0	0	0	0	9,479	0	9,479	
<b>Total Program Financing</b>						5,240	4,193	1,546	0	0	10,979	0	10,979	0	0	0	0	9,479	0	10,979	

<b>Status Code</b>	<b>Description</b>
S2	S2 Prior Year (With 2014 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2014 and/or Future Year Cost(Cashflow)
S4	S4 New - Stand-Alone Project (Current Year Only)
S5	S5 New (On-going or Phased Projects)

<b>Category Code</b>	<b>Description</b>
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**  
**2014 Capital Project with Financing Details**

(Phase 2) 49-311 Toronto Sub-Project Category: 01,02,03,04,05,06,07 Type: B Sub-Project Status: S2 Type: C Sub-Project Status: S2,S3,S4,S5



**CITY OF TORONTO**

**Appendix 5**

**311 Toronto**

**Sub-Project Summary**

**Project/Financing**

**Priority Project Project Name**

Priority Project	Project Name	Start Date	Completion Date	2014	Financing										
				Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable	
<b>0</b>	<b><u>THR907676</u></b>	<b><u>INTEGRATION AND STRATEGY INITIATIVE</u></b>													
0	1 311 Contact Centre Enhancement Initiative	1/1/2012	12/31/2021	2,621	0	0	0	0	0	0	0	0	0	2,621	0
	<b>Project Sub-total:</b>			2,621	0	0	0	0	0	0	0	0	0	2,621	0
<b>0</b>	<b><u>THR907677</u></b>	<b><u>311 TECHNOLOGY SOLUTION STATE OF GOOD REPAIR</u></b>													
0	1 STATE OF GOOD REPAIR	1/1/2012	12/31/2016	2,619	0	0	0	0	0	0	0	0	0	2,619	0
	<b>Project Sub-total:</b>			2,619	0	0	0	0	0	0	0	0	0	2,619	0
	<b>Program Total:</b>			5,240	0	0	0	0	0	0	0	0	0	5,240	0

<b>Status Code</b>	<b>Description</b>
S2	S2 Prior Year (With 2014 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2014 and/or Future Year Cost\Cashflow)
S4	S4 New - Stand-Alone Project (Current Year Only)
S5	S5 New (On-going or Phased Projects)

<b>Category Code</b>	<b>Description</b>
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 6

### 2014 Reserve / Reserve Fund Review (In \$000s)

#### Reserve/Reserve Fund Review – Corporate

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2013 *	Contributions / (Withdrawals)										2014-2023 Total Contributions / (Withdrawals)
			2014 Budget	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	
Capital Financing Reserve XQ0011	Beginning Balance as of Jan. 1, 2013	527,121	527,121	464,262	395,579	323,476	239,477	157,577	88,694	11,818	(66,009)	(147,061)	
	Contributions / (Withdrawals)												
	311 Contact Centre Enhancement Initiative - Recreation Integration			(1,500)									(1,500)
	Total Withdrawals			(1,500)									(1,500)
	Contributions / Interest												
Total Program Contributions / (Withdrawals)				(1,500)									(1,500)
Other program / Agency Net Withdrawals and Contributions			(62,859)	(68,683)	(72,103)	(83,999)	(81,900)	(68,883)	(76,876)	(77,827)	(81,052)	(89,854)	
Total Reserve Fund Balance at Year-End			464,262	395,579	323,476	239,477	157,577	88,694	11,818	(66,009)	(147,061)	(236,915)	(1,500)

\* Based on the 3rd Quarter Variance Report