



# Toronto 2015 BUDGET

## CAPITAL PROGRAM SUMMARY



## 311 Toronto

### 2015 – 2024 CAPITAL BUDGET AND PLAN OVERVIEW

311 Toronto is the preferred first point of contact and gateway for residents, businesses and visitors, providing them with easy access to non-emergency information about City services and programs, 24 hours a day, seven days a week. In order to deliver these services, the infrastructure and technology that support the highly complex contact centre and integrated system must operate without interruption. It is therefore essential that the various assets to support these services are maintained and replaced regularly based on their lifecycles.

The 2015 – 2024 Capital Budget and Plan provides \$27.975 million to fund State of Good Repair for server, hardware / software upgrades and Service Improvement projects that enable scheduling of court dates, rooms and other City appointments through Enterprise Scheduler, enhance online and 311 mobile capabilities, build platform and capabilities for the public to register and pay for selected City services through 311 starting with Revenue Services, document business requirements to leverage Toronto Building Service Portal to include Municipal Licensing and Standards and City Planning, and develop a Channel and Counter Strategy to implement the Service Efficiency Study recommendation.

## Highlights

### Overview & Recommendations

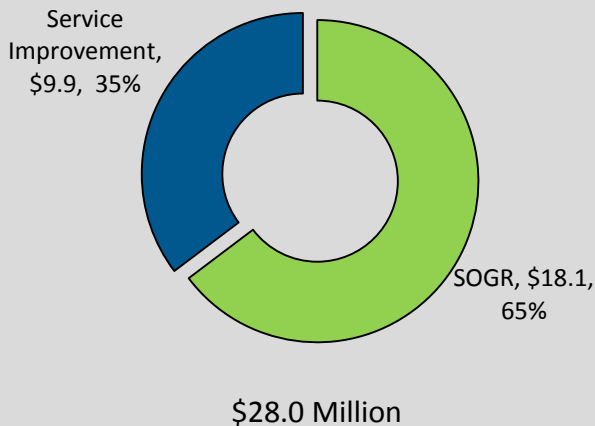
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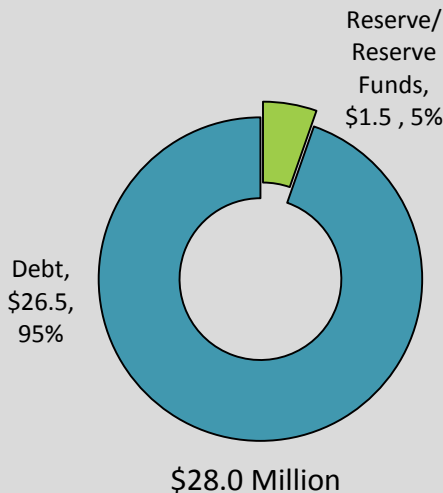
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### Capital Spending and Financing

2015-2024 Capital Budget and Plan by Expenditures Category (\$Millions)



2015-2024 Capital Budget and Plan by Funding Source



### Where does the money go?

The 2015 – 2024 Capital Budget and Plan totals \$27.975 million, which provides funding for:

- State of Good Repair (SOGR) projects that ensure hardware is upgraded every 5 years while the lifecycle replacement of the software to newer generation technology solutions occurs every 4 years to ensure continuity of operations.
- Service Improvement projects that provide service enhancements and integrations include:
  - An Enterprise Scheduler to schedule activities such as court dates and other City appointments.
  - An account management tool to look up account information, register City services and accept payments for the public through 311 beginning with Revenue Services.
  - Development of a Channel and Counter Strategy.
  - Expansion of 311's ability to provide additional services through future integrations with City Programs such as Municipal Licensing & Standards (ML&S) and Toronto Building.

### Where does the money come from?

The 10-Year Capital Plan is funded by 2 major sources, debt and reserve/reserve fund:

- Debt funding of \$26.475 million comprises 94.6% of 311 Toronto's 10-Year Capital Plan which exceeds the debt affordability guideline by \$5.531 million over the 10-year planning period due to added investments for future service integrations and a Channel and Counter Strategy.
- Additional capital financing of \$1.500 million or 5.4% will be provided from the Capital Financing Reserve.

### State of Good Repair Backlog

311 Toronto does not have a backlog of State of Good Repair for its inventory of capital assets. 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.

## Key Challenges & Priority Actions

**Core Service and Service Efficiency 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 to document the business requirements to leverage Toronto Buildings Service Portal to include Municipal Licensing & Standards and City Planning as well Channel and Counter Strategy will provide better services to the public.

**Integrated Technology Solutions** – There are recognized inherent challenges of integrating disparate IT systems with new solutions in Call Centre Operations.

- ✓ Continue to work with Corporate I&T to determine the best method of developing integration solutions such as RFP, in-house development or expansion of the current tool.

## 2015 Capital Budget Highlights

The 2015 Capital Budget for 311 Toronto of \$6.673 million, including carry forward funding, will:

- Maintain the technology solution in a State of Good Repair to ensure continuity of the 311 Contact Centre operations (\$2.691 million).
- Continue the implementation of Enterprise Scheduler and the development of account management tool with payment module that will enable the public to register and pay for City services such as Revenue Services through 311 Toronto (\$3.196 million).
- Provide new funding for the development of a Channel and Counter Strategy (\$0.486 million) as well as funding for gathering business requirements to leverage the Toronto Buildings Service Portal for Municipal Licensing & Standards (ML&S) and City Planning (\$0.300 million).



## COUNCIL APPROVED BUDGET

City Council approved the following recommendations:

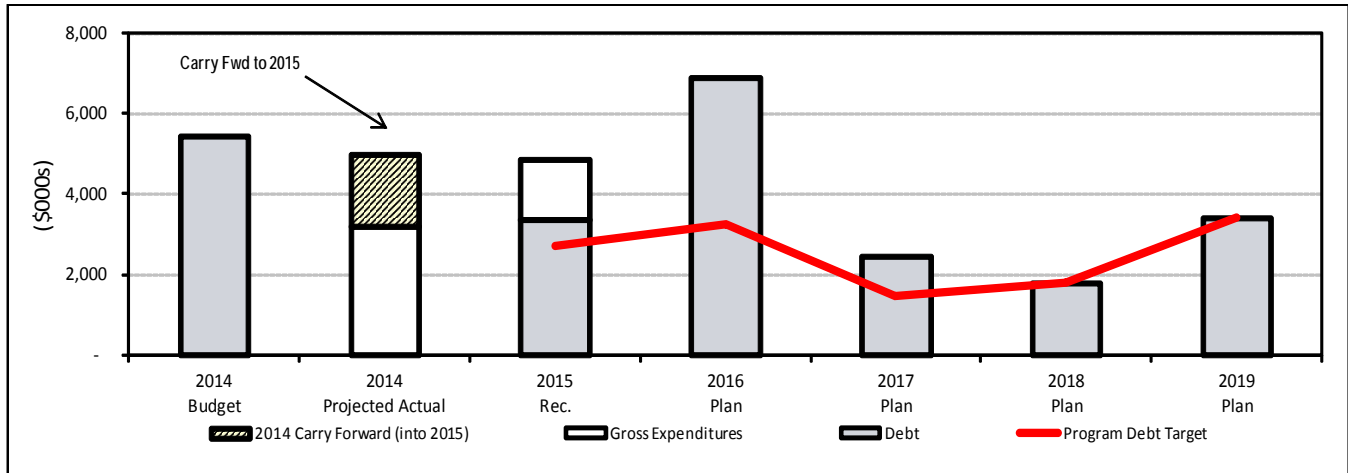
1. City Council approve the 2015 Capital Budget for 311 Toronto with a total project cost of \$4.732 million, and 2015 cash flow of \$6.672 million and future year commitments of \$5.592 million comprised of the following:
  - a) New Cash Flow Funds for:
    - i. 3 new / change in scope sub-projects with a 2015 total project cost of \$4.732 million that requires cash flow of \$0.786 million in 2015 and a future year cash flow commitments of \$3.946 million in 2016.
    - ii. 2 previously approved sub-projects with a 2015 cash flow of \$4.093 million and a future year cash flow commitments of \$1.646 million in 2016.
  - b) 2014 approved cash flow for 2 previously approved sub-projects with carry forward funding from 2014 into 2015 totalling \$1.793 million.
2. City Council approve the new debt service costs of \$0.013 million in 2015 and incremental debt costs of \$0.169 million in 2016, \$0.425 million for 2017; resulting from the approval of the 2015 Capital Budget, to be included in the 2015 and future year operating budgets.
3. City Council consider the operating costs of \$0.694 million net in 2016 resulting from the approval of the 2015 Capital Budget for inclusion in the 2015 and future year operating budgets.
4. City Council approve the 2016-2024 Capital Plan for 311 Toronto totalling \$17.504 million in project estimates, comprised of \$1.325 million for 2016; \$2.465 million for 2017; \$1.807 million for 2018; \$3.427 million for 2019; \$1.696 million for 2020; \$1.696 million for 2021; \$1.696 million for 2022; \$1.696 million for 2023; and \$1.696 million in 2024.
5. City Council approve 3.75 temporary capital positions for the delivery of 2015 capital projects and that the duration for each temporary position not exceed the life and funding of its respective project / sub-project.
6. City Council request the Director, 311 Toronto to report the results after further assessment and study regarding the future service integrations with Municipal Licensing & Standards and Toronto Building as part of the 2016 Budget process.

# Part I:

## 10-Year Capital Plan

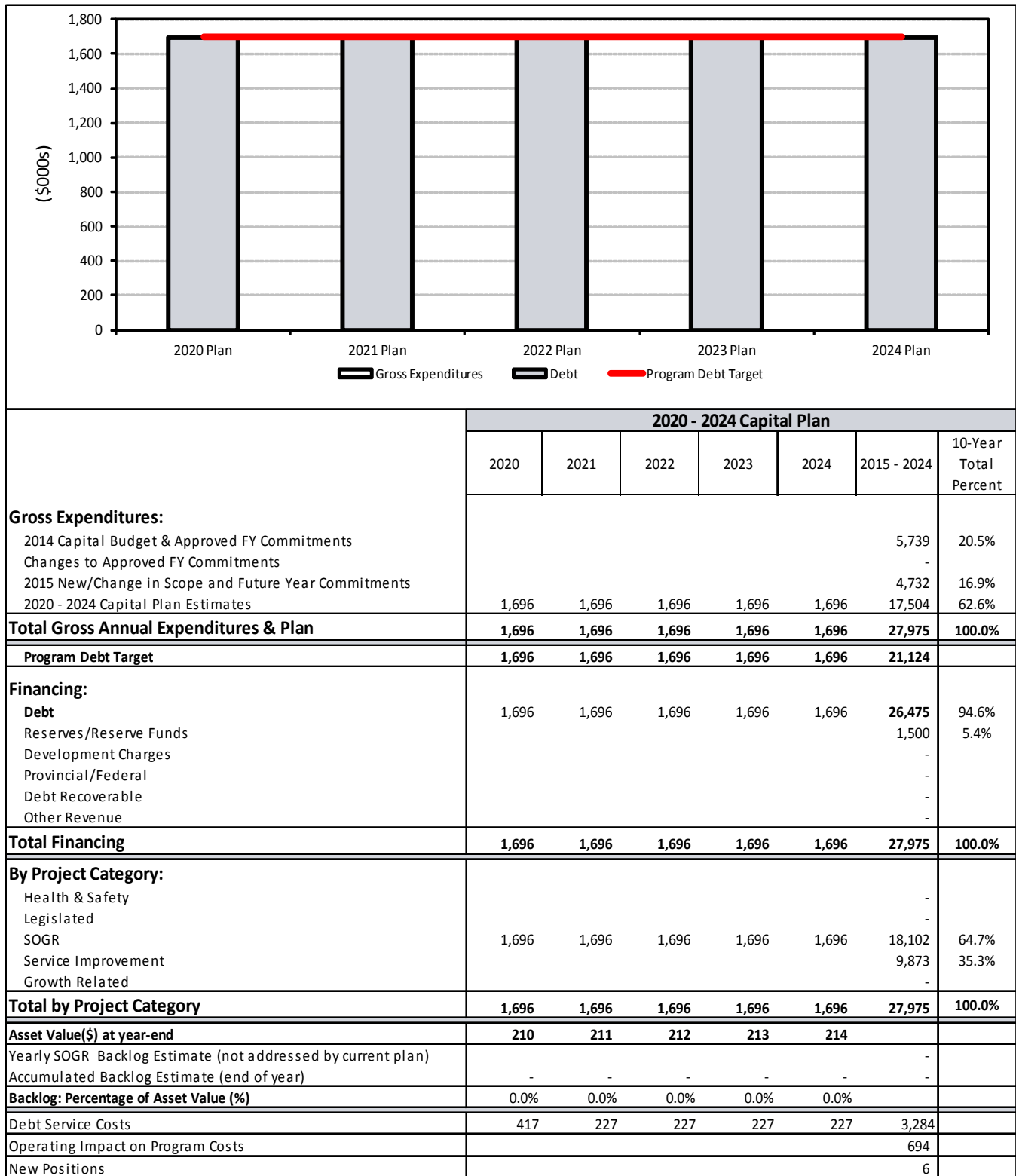
10 Year Capital Plan

**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	Actual								
<b>Gross Expenditures:</b>										
2014 Capital Budget & Approved FY Commitments	5,439	3,211	4,193	1,546				5,739		29.4%
Changes to Approved FY Commitments			(100)	100				-		
2015 New/Change in Scope and Future Year Commitments			786	3,946				4,732		24.3%
2016- 2019 Capital Plan Estimates				1,325	2,465	1,807	3,427	9,024		46.3%
2-Year Carry Forward for Reapproval								-		
1-Year Carry Forward to 2015		1,793								
<b>Total Gross Annual Expenditures &amp; Plan</b>	<b>5,439</b>	<b>5,004</b>	<b>4,879</b>	<b>6,917</b>	<b>2,465</b>	<b>1,807</b>	<b>3,427</b>	<b>19,495</b>		<b>100.0%</b>
<b>Program Debt Target</b>			<b>2,693</b>	<b>3,252</b>	<b>1,465</b>	<b>1,807</b>	<b>3,427</b>	<b>12,644</b>		
<b>Financing:</b>										
<b>Debt</b>	<b>5,439</b>	<b>3,211</b>	<b>3,379</b>	<b>6,917</b>	<b>2,465</b>	<b>1,807</b>	<b>3,427</b>	<b>17,995</b>		<b>92.3%</b>
Reserves/Reserve Funds			1,500					1,500		7.7%
Development Charges								-		
Provincial/Federal								-		
Debt Recoverable								-		
Other Revenue								-		
<b>Total Financing</b>	<b>5,439</b>	<b>3,211</b>	<b>4,879</b>	<b>6,917</b>	<b>2,465</b>	<b>1,807</b>	<b>3,427</b>	<b>19,495</b>		<b>100.0%</b>
<b>By Project Category:</b>										
Health & Safety Legislated								-		
SOGR	2,789	2,135	1,552	1,371	1,465	1,807	3,427	9,622		49.4%
Service Improvement	2,651	1,512	3,327	5,546	1,000			9,873		50.6%
Growth Related								-		
<b>Total by Project Category</b>	<b>5,439</b>	<b>3,646</b>	<b>4,879</b>	<b>6,917</b>	<b>2,465</b>	<b>1,807</b>	<b>3,427</b>	<b>19,495</b>		<b>100.0%</b>
<b>Asset Value (\$) at year-end</b>		<b>200</b>	<b>201</b>	<b>205</b>	<b>206</b>	<b>207</b>	<b>208</b>	<b>209</b>		
Yearly SOGR Backlog Estimate (not addressed by current plan)										
Accumulated Backlog Estimate (end of year)										
<b>Backlog: Percentage of Asset Value (%)</b>		<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>		
Debt Service Costs			56	500	805	314	282	1,957		
Operating Impact on Program Costs				694				694		
New Positions				6				6		

**Table 1b  
2020 - 2024 Capital Plan**



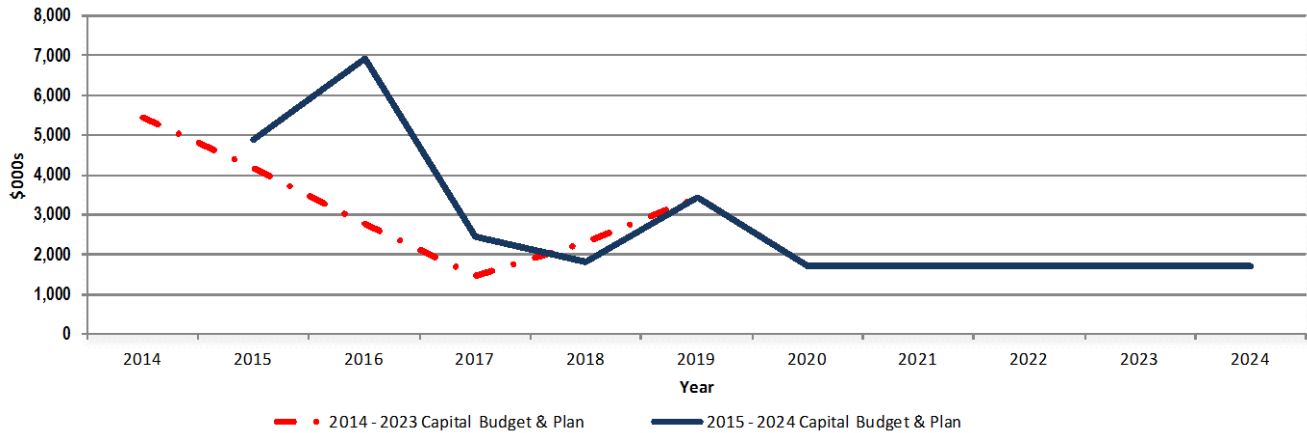


### Key Changes to the 2014 - 2023 Approved Capital Plan

The 2015 Capital Budget and the 2016 - 2024 Capital Plan reflects an increase of \$1.608 million in capital funding over a 10-year period from the 2014 to 2023 Approved Capital Plan.

The table and chart below provide a breakdown of the \$1.608 million or 6.1% increase 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	5,439	4,193	2,752	1,465	2,307	3,427	1,696	1,696	1,696	1,696		<b>26,367</b>
2015 - 2024 Capital Budget & Plan		4,879	6,917	2,465	1,807	3,427	1,696	1,696	1,696	1,696	1,696	<b>27,975</b>
Change %		16.4%	151.3%	68.3%	(21.7%)	0.0%	0.0%	0.0%	0.0%	0.0%		<b>6.1%</b>
Change \$		686	4,165	1,000	(500)	0	0	0	0	0		<b>1,608</b>

As made evident in the chart above, the \$1.608 million increase in the Capital Program reflects new capital investments being included in the 2015 – 2024 Capital Plan for 311 Toronto.

As reflected in Table 2 on the following page, changes to the 2014 – 2023 Approved Capital Plan, specifically the \$5.351 million in increased capital funding in the common nine years of the Capital Plans (2015 – 2023) arise from the reprioritization of 311 Toronto's capital projects, based on the following factors:

- Recommendations from the Service Efficiency Study completed by an external Management Consultant for the consolidation and streamlining of the City of Toronto's Counter Services.
- Additional funding required for continuing the development and further integrations beyond 2015.

A summary of project changes for the years 2015 to 2023 totalling \$5.351 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	5,439	4,193	2,752	1,465	2,307	3,427	1,696	1,696	1,696	1,696		20,928
2015 - 2024 Capital Budget & Plan		4,879	6,917	2,465	1,807	3,427	1,696	1,696	1,696	1,696	1,696	26,279
<b>Capital Budget &amp; Plan Changes (2015 - 2023)</b>		686	4,165	1,000	(500)	-	-	-	-	-	-	5,351

	Total Project Cost	2015	2016	2017	2018	2019	2020	2021	2022	2023	2015 - 2023	2024	Revised Total Project Cost
<i>Previously Approved</i>													
311 Technology Solution SOGR	21,992	500	(1,381)		(500)						(1,381)	1,696	22,307
311 Contact Centre Enhancement Initiative	9,677	(600)	1,981								1,381		11,058
<b>Total Previously Approved</b>		(100)	600	-	(500)	-	-	-	-	-	-	1,696	
<i>New</i>													
Channel & Counter Strategy		486	2,565								3,051		3,051
Integrations with MLS and Toronto Bldg		300	1,000	1,000							2,300		2,300
<b>Total New</b>		786	3,565	1,000	-	-	-	-	-	-	5,351	-	
<b>Total Changes</b>		686	4,165	1,000	(500)	-	-	-	-	-	5,351	1,696	

### Significant Capital Project Changes in 311 Toronto:

The changes to the 2014 – 2023 Approved Capital Plan arise from the reprioritization of previously approved 311 Toronto capital projects, as outlined as follows:

- An adjustment to accelerate the cash flow of \$0.500 million from 2018 to 2015 for *State of Good Repair (SOGR)* costs for the telephone and workforce management technology system upgrades. The acceleration is required to ensure the continuity of the 311 Contact Centre operations as the systems have reached the end of their life cycles earlier than identified in the initial planning.
- Adjustments to the 311 Enhancement Initiative (*Enterprise Scheduler*)
  - \$0.600 million cash flow has been deferred from 2015 to 2016 as 311 is awaiting Corporate I&T's decision on the foundational platform including the identified solution (in-house development or off the shelf product, hosted or cloud). This project is a City-wide initiative involving 311 Toronto, Facilities Management, Parks, Forestry & Recreation (PF&R) and Information & Technology (I&T) and cannot proceed without funding contributions from Programs as a joint effort to build the *Enterprise Scheduler* on one platform for reserving appointments and facilities as well as program registrations.
  - The reallocation of \$1.381 million from the *State of Good Repair (SOGR)* in 2016 for increased costs due to the end of lifecycle and uncertainty surrounding the integration with current software.

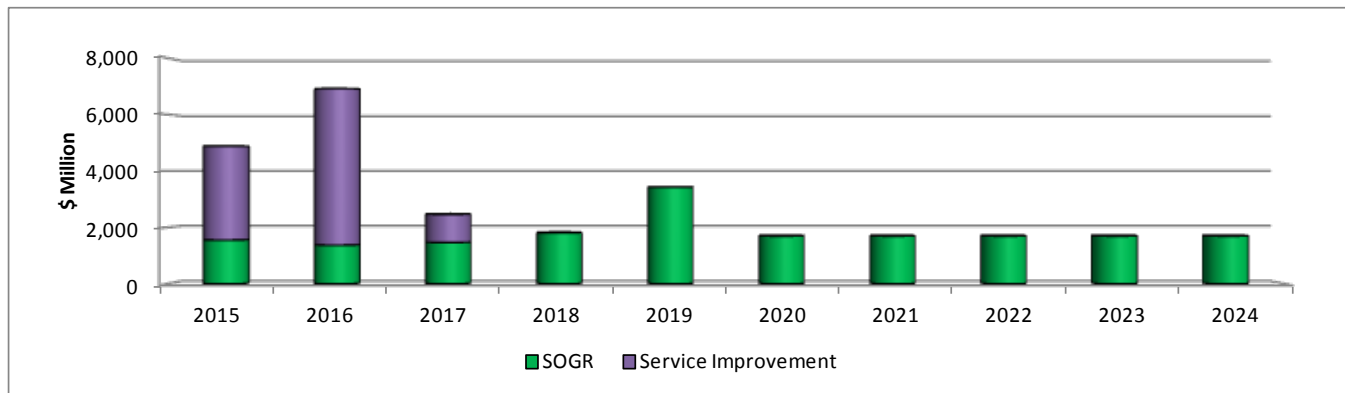
New projects totalling \$5.351 million have been added to the 2014 – 2023 Approved Capital Plan:

- The *Channel and Counter Strategy* (\$3.051 million) project will improve customer service as recommended in the Service Efficiency Study on Counter Services. This project is a critical deliverable to advance Council's vision, mission and goals for Strategic Action #19: Improve Customer Service which was affirmed by City Council at its meeting on October 8 – 11, 2013. Additional details are provided in the 2015 – 2024 Capital Plan section on the following page and the Issues for Discussion section under Part III.
- Leverage the Toronto Buildings Service Portal and capture business requirements to include Municipal Licensing and Standards and City Planning (\$0.300 million)

- Integrations with Municipal Licensing and Standards (ML&S) and Toronto Building (\$2.000 million) will commence in 2016 for these Programs which handle significant call volumes and could benefit from integrations with 311 Toronto.

2015 – 2024 Capital Plan

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



As illustrated in the chart above, the 10-Year Capital Plan for 311 Toronto of \$27.975 million provides 65% funding for State of Good Repair (SOGR) projects and 35% for Service Improvement projects.

- Cash flow funding for Service Improvement projects in the 2015 – 2024 Capital Budget and Plan will be ending in 2017 to integrate other service areas such as Municipal Licensing & Standards (ML&S) and Toronto Building which have substantial call volumes and requests from customers for information about their services.
- All funding beyond 2017 will be dedicated to ongoing sustainment to ensure technology is maintained and up-to-date.

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
<b>Total Expenditures by Category</b>													
<b>State of Good Repair</b>													
311 Technology Solution SOGR	4,205	1,552	1,371	1,465	1,807	3,427	1,696	1,696	1,696	1,696	1,696	18,102	22,307
<b>Sub-Total</b>	<b>4,205</b>	<b>1,552</b>	<b>1,371</b>	<b>1,465</b>	<b>1,807</b>	<b>3,427</b>	<b>1,696</b>	<b>1,696</b>	<b>1,696</b>	<b>1,696</b>	<b>1,696</b>	<b>18,102</b>	<b>22,307</b>
<b>Service Improvements</b>													
311 Contact Centre Enhancement Initiative	6,536	2,541	1,981									4,522	11,058
Integrations with MLS and Toronto Bldg		300	1,000	1,000								2,300	2,300
Channel & Counter Strategy		486	2,565									3,051	3,051
<b>Sub-Total</b>	<b>6,536</b>	<b>3,327</b>	<b>5,546</b>	<b>1,000</b>								<b>9,873</b>	<b>16,409</b>
<b>Total Expenditures by Category</b>	<b>10,741</b>	<b>4,879</b>	<b>6,917</b>	<b>2,465</b>	<b>1,807</b>	<b>3,427</b>	<b>1,696</b>	<b>1,696</b>	<b>1,696</b>	<b>1,696</b>	<b>1,696</b>	<b>27,975</b>	<b>38,716</b>

\*Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2015, excluding ongoing capital projects (i.e. Civic Improvement projects)

## 2015 – 2024 Capital Projects

The 10-Year Capital Plan supports 311 Toronto's objective of implementing existing and new service improvement projects while maintaining and updating the current systems.

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

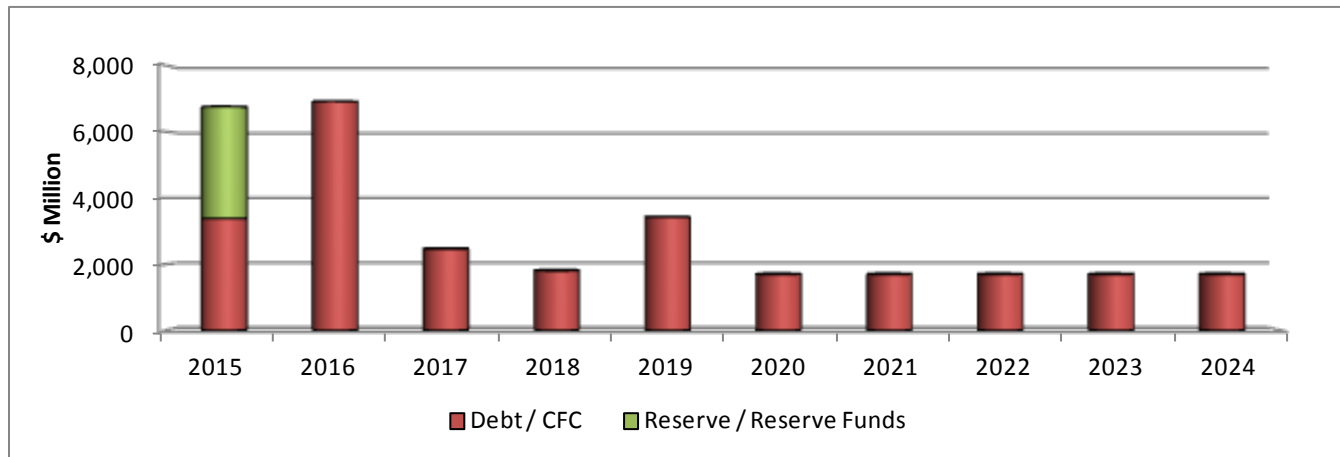
- The main focus of the 10-Year Capital Plan is to ensure hardware upgrades occur every 5 years and software replacement every 4 years, as well as replacement of servers that ensure continuity of the 311 Contact Centre operations.
- The 2015 cash flow of \$1.552 million will fund upgrades to the Workforce Management solution (\$0.7 million), Telephone system (\$0.7 million), and gathering business requirements in preparation for the Customer Relationship Management system and Knowledge Base upgrades (\$0.152 million).

### *Service Improvements*

- *311 Contact Centre Enhancement Initiative*
  - The 10-Year Capital Plan provides funding of \$2.601 million to leverage the efficiencies of the 311 technology and business by adding additional system integrations to build platform and capability, allowing 311 to process registrations and receive payments from the public for selected City services such as Revenue Services. The business process review of *Registration and Payment* module will be initiated and implemented in 2015 so that the public will be able to register and pay for City services through 311 in 2016.
  - The 10-Year Capital Plan also includes funding of \$1.921 million for the implementation of *Enterprise Scheduler* project that will allow booking court dates, rooms and other City appointments.
- *Web Portal Improvement*
  - New cash flow funding of \$0.300 million is included in the 10-Year Capital Plan to improve the web portal by adding Municipal Licensing & Standards (ML&S) and City Planning as part of the Toronto Building Portal project.
- *Integrations with Municipal Licensing & Standards (ML&S) and Toronto Building*
  - The 10-Year Capital Plan also provides funding of \$1.0 million each in 2016 and 2017 for 311 staff to prepare for possible service integrations with Municipal Licensing & Standards (ML&S) and Toronto Building which have substantial call volumes and customer information services not integrated with 311.
- *Channel and Counter Strategy*
  - This project involves a comprehensive review and analysis of existing policies and business practices, and consultation with various stakeholders and divisions that currently provide counter services in order to develop a new approach to the delivery of customer service that is service oriented, includes customer choice, leverages shared technology, staff and resources.
  - The 10-Year Capital Plan includes funding of \$3.051 million for this project. The implementation plan will be a phased approach beginning with data gathering and business process reviews in 2015 and a strategy report will be completed in Q2 2015. Once the strategy

report has been approved, a comprehensive capital budget submission will be included as part of the 2016 Budget Process.

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



The 10-Year Capital Plan of \$27.975 million will be financed by the following sources:

- Debt, which accounts for \$26.475 million or 94.6% of the financing over the 10-year period.
  - The debt funding has been increased over the 10-year debt affordability guidelines allocated to this Program by \$5.351 million to reinstate capital investments for future service *Integrations with Municipal Licensing & Standards and Toronto Building* and implement a recommendation of the Service Efficiency Study for a *Channel and Counter Strategy*.
- Reserve and Reserve Funds constitute \$1.500 million or 5.4% over 10 years. Reserve funding is available for the development of *Registration and Payment* platform and capability for City services through 311 and is provided from the Capital Financing Reserve as approved by City Council during the 2013 Budget process.

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

311 Toronto does not have a backlog of state of good repair for its inventory of capital assets. 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: Net Operating Budget Impact**

**Table 4**  
**Net Operating Impact Summary (In \$000s)**

Projects	2015 Budget		2016 Plan		2017 Plan		2018 Plan		2019 Plan		2015 - 2019		2015 - 2024	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
Previously Approved														
311 Contact Centre Enhancement Initiative			694.0	6.0							694.0	6.0	694.0	6.0
<b>Total (Net)</b>	-	-	694.0	6.0	-	-	-	-	-	-	694.0	6.0	694.0	6.0

The 10-Year Capital Plan will increase future year Operating Budgets by a total of \$0.694 million net over the 2015 – 2024 period, as shown in the table above.

Approved permanent positions will increase by 6.0 over the 10-year time frame. This is comprised of funding to sustain the following capital projects once completed:

- 311 Contact Centre Enhancement Initiative
  - \$0.694 million will be requested for consideration in 2016
    - \$0.100 million for ongoing licenses for the payment management system; and
    - \$0.594 million is for an additional 6.0 permanent positions: 2 System Development Specialists to sustain the new systems (*Payment Module* and *Enterprise Scheduler*), 1 Financial Analyst to support revenue, accounting and compliance and 3 Customer Service Representatives to support payment processing with the introduction of payments being received through 311 once it becomes operational.
  - The future operating impacts and the potential efficiency savings in other City Programs resulting from the delivery of the above capital projects will be reviewed in detail as part of the 2016 Operating Budget process.

**Table 5**  
**Capital Project Delivery: Temporary Positions**

Position Title	CAPTOR Project Number	# of Positions	Project Delivery		Salary and Benefits \$ Amount( \$000s)					
			Start Date (m/d/yr)	End Date (m/d/yr)	2015	2016	2017	2018	2019	2020 - 2024
Director, Channel & Counter Strategy	HR908138	1.00	01/01/2015	12/31/2016	170.0					
Project Manager	HR908138	1.00	01/01/2015	12/31/2016	140.0					
Project Manager	HR908138	0.25	01/01/2015	12/31/2016	23.1					
Business Analyst	HR908138	0.75	01/01/2015	12/31/2016	86.3					
Research Analyst	HR908138	0.75	01/01/2015	12/31/2016	66.5					
<b>Total</b>		<b>3.75</b>			<b>485.8</b>	-	-	-	-	-

Approval of the 2015 – 2024 Capital Budget and Plan will result in a requirement for 3.75 new temporary capital project delivery positions in 2015 to implement the *Channel and Counter Strategy*.

- Council approve these 3.75 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.

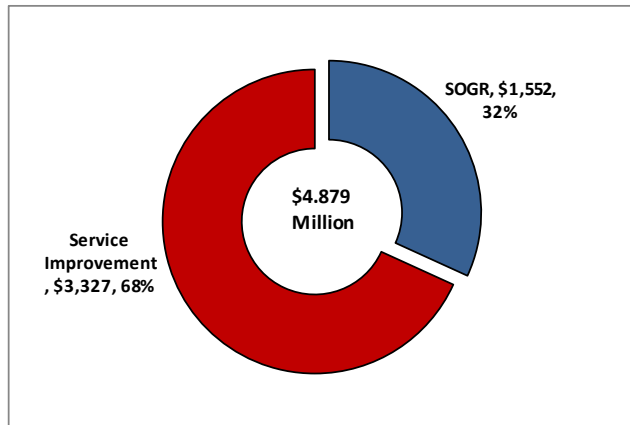


## **Part II:** 2015 Capital Budget

## 2015 Capital Budget

### 2015 Capital Budget by Project Category and Funding Source

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



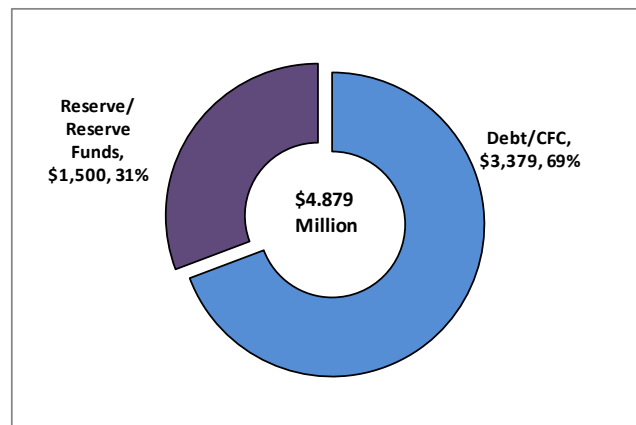
\$4.879 million

The 2015 Capital Budget, excluding funding carried forward from 2014 to 2015, requires cash flow funding of \$4.879 million.

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

- *State of Good Repair (SOGR) (\$1.552 million, 32%)*
  - Upgrade and replacement of servers to ensure continuity of the 311 Contact Centre operations.
- *Service Improvements (\$3.327 million, 68%)*
  - Comprised of the implementation of *Enterprise Scheduler* (\$0.654 million), development of a platform for *Registration and Payments* capability for selected services through 311 (\$1.887 million), business requirements to leverage the Toronto Building web portal for *Municipal Licensing & Standards (ML&S) and City Planning* (\$0.300 million), as well as development of a *Channel and Counter Strategy* (\$0.486 million).

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



\$4.879 million

The 2015 Capital Budget is financed primarily by:

- *Debt (\$3.379 million, 69%)*
  - \$3.379 million of debt financing, which is \$0.686 million above the debt target of \$2.693 million set for this Program in 2015, due to new capital project investments in future development work with *MLS and Toronto Building, Web Portal Improvement*, as well as a *Channel and Counter Strategy*.
- *Reserve and Reserve Funds (\$1.500 million, 31%)*
  - \$1.500 million of reserve and reserve fund financing for the *Registration and Payment* project, provided from the Capital Financing Reserve.



**Table 6**  
**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
<b>Expenditures</b>														
Previously Approved		1,793	4,193	5,986	1,546									7,532
Change in Scope			(100)	(100)	100									
New			486	486	3,946									4,432
New w/Future Year			300	300										300
<b>Total Expenditure</b>		1,793	4,879	6,672	5,592									12,264
<b>Financing</b>														
Debt		1,793	3,379	5,172	5,592									10,764
Other														
Reserves/Res Funds			1,500	1,500										1,500
Development Charges														
Provincial/Federal														
<b>Total Financing (including carry forward funding)</b>		1,793	4,879	6,672	5,592									12,264

Approval of the 2015 Capital Budget of \$6.672 million will result in future year commitments of \$5.592 million for the following:

- \$1.793 million in 2014 funding that will be carried forward into 2015 for completion of the *Enterprise Scheduler* to coincide with the availability of the vendor solution which is anticipated in mid 2015, and *SOGR* for telephony and speech technology system upgrade that is currently underway.
- \$4.093 million for previously approved *SOGR*, *Enterprise Scheduler* and *Registration and Payment* projects.
- \$0.786 million for new capital projects including the development of a *Channel and Counter Strategy* and the expansion of web portal for *Municipal Licensing and Standards (ML&S)* and *City Planning*.

## 2015 Capital Project Highlights

**Table 7**  
**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
311 Technology Solution SOGR	22,307	2,691	1,046				3,737						3,737
311 Contact Centre Enhancement Initiative	11,058	3,196	1,981				5,177						5,177
Integrations with MLS and Toronto Bldg	2,300	300					300						300
Channel and Counter Strategy	3,051	486	2,565				3,051						3,051
<b>Total (including carry forward funding)</b>	<b>38,716</b>	<b>6,672</b>	<b>5,592</b>				<b>12,264</b>						<b>12,264</b>

The 2015 Capital Budget provides funding of \$6.672 million to:

- Continue the upgrade and replacement of servers to ensure continuity of the 311 Contact Centre operations (\$2.691 million).

- Continue to gather business requirements for and implementation of an *Enterprise Scheduler* that provides new channels for booking City services and facilities online. Opportunities exist for scheduling a court date for speeding tickets, booking a wedding chapel, an appointment for social assistance with Social Worker or a Public Health Nurse, etc (\$1.297 million).
- Complete the assessment phase of the payment module to enable 311 to process registrations and payments from the public for selected City services such as Revenue Services (\$1.887 million).
- Explore opportunities to leverage the Toronto Building Service Portal implementation to include Municipal Licensing & Standards (ML&S) and City Planning for web enablement (\$0.300 million).
- Initiate the development of a strategy, scope and implementation plan in consultation with stakeholders for Channel and Counter initiatives. A strategy will be completed in Q2 2015 in response to a recommendation resulting from the Service Efficiency Study as part of service improvements (\$0.486 million).



## **Part III:** Issues for Discussion

## Issues for Discussion

### Issues Impacting the 2015 Capital Budget

#### *Service Efficiency Study Impacts – Channel and Counter Strategy*

- The City of Toronto engaged an external management consultant to complete a number of Service Efficiency Studies as a result of the Core Service Review. The review identified opportunities related to the City's counters, developing a one-stop counter service for access to a wide range of municipal services.
- The City of Toronto continues to offer in-person counter service, as it is a highly-utilized channel for service provision for various City Programs. An initial inventory of all counters across the City was undertaken in 2011 which identified approximately 400 counters. The City provides many and varied services in hundreds of counter locations across Toronto. Counters vary significantly in terms of the number of services provided, volume of customers, complexity of transactions, length of time per transaction, average wait times for service, and level of specialization of staff providing the service. Counter Services at Civic Centres provide a larger range of services compared to smaller counters that exist at community centres or other City facilities. While there has been some cross-corporate collaboration over the years, as well as improvements to increase accessibility, counter services have not experienced a service transformation similar to 311 Toronto, with the consolidation of multiple channels (including phone, fax, email and online) under one umbrella.
- Similar to the approach in 311 Toronto, the Channel/Counter initiative aims to deliver a transformational strategy that is service oriented and improves the overall customer experience.
- The 2015 – 2024 Capital Budget and Plan for 311 Toronto includes new funding of \$3.051 million dedicated for the development of a Channel and Counter Strategy to implement the recommendations of the Service Efficiency Study. Accordingly, an assessment of the standards, performance, and services of in-person counters is required to identify opportunities for customer service improvement, as well as efficiencies in the delivery of service. This will require a comprehensive review and analysis of existing policies and business practices, and consultation with various stakeholders and divisions that currently provide counter services. The aim is to develop a new approach in the delivery of customer service at the counters that encompasses customer choice, shared technology and efficiencies of staff and resources.
- The City of Toronto is transforming its Counter Services to better meet customer needs. A small team of project staff will begin with data gathering and business process review and prepare a strategy report in Q2 2015 with a full implementation plan for approval. The 2016 Capital Budget will include the phased implementation plan and future year budget requirements.

### Issues Impacting the 10-Year Capital Plan

#### *Integrations with Municipal Licensing & Standards (ML&S) and Toronto Building*

- At its Special Council meeting of September 26 and 27, 2011, City Council approved the elimination of new 311 Toronto development initiatives beyond 2013 resulting from a recommendation in the Core Service Review. In accordance with that decision, funding was deleted for all projects that

were not currently underway during the 2012 Capital Budget process. This decision restricted the continuation of integration with other Program systems.

- The three integrations that were underway in 2012 included Toronto Animal Services (2012), Facilities Room Bookings (2013) and Registration and Payment (deferred to 2015 to align with corporate information and technology initiatives). With the exception of Animal Services, these integration projects continue to be budgeted in the 10-Year Capital Budget and Plan for 311 Toronto.
- To date, 311 Toronto has successfully integrated with Toronto Water, Transportation Services, Solid Waste Management, Forestry and Municipal Licensing and Standards including Toronto Animal Services.
- Although the City Council decision eliminated future integrations of other City programs/services with 311, staff continuously search for ways to improve service and generate efficiencies. Where there are realizable benefits and savings, proposals are included in the annual budget submissions, including integrations with 311 Toronto.
- The 2015 – 2024 Capital Budget and Plan has included new capital funding of \$2.300 million to explore additional service integrations as well as gathering the business requirements to leverage Toronto Building Service Portal to Municipal Licensing & Standards (ML&S) and City Planning. As service integrations are prioritized based on their ability to improve efficiency and customer service, these two Programs have been selected for review and integration because they currently receive substantial call volumes and requests from customers for information about their services.
  - Municipal Licensing and Standards (ML&S) – The licensing component represents a significant part of ML&S's business. Currently, ML&S does not have adequate resources to manage the volume and therefore, additional integrations with 311 and ML&S would significantly improve customer services for residents and businesses and efficiently resolve ML&S's capacity issue.
  - Toronto Building – Speech Analytics is used by 311 Toronto to understand what customers are saying about City services. The studies indicate that a significant number of calls to 311 are related to Toronto Building and the services it provides. When customers are unable to connect with Toronto Building, they call 311 due to the easy to remember number. However, since 311 is not integrated with Toronto Building to look up accounts, statuses and information, 311 Customer Service Representatives (CSRs) are unable to assist these customers, thus requiring call transfers back to Toronto Building. These calls have also had negative impact on 311's service level since CSRs are unable to assist the customer, thus causing longer wait times for those services integrated with 311.
- The study and assessment for possible Integrations with Municipal Licensing & Standards (ML&S) and Toronto Building will determine the scope, desired outcomes and benefits, and implementation strategy commencing in 2016. City Council request that 311 Toronto report back with the results upon completion of the study and assessment as part of the 2016 Budget process. Any operating impacts and the potential efficiency savings in ML&S and Toronto Building resulting from the integrations will be reviewed in detail and reported in future budget submissions.

Future Integrations

- The success of Integrations with ML&S and Toronto Building will determine future integrations with other divisions and their services. The following is a list of other City programs which have call centre operations or customer information functions with potential opportunities to integrate service with 311:
  - Toronto Public Health
  - Toronto Employment and Social Services
  - Parks and Recreation
  - Court Services
  - Revenue Services
  - Children's Services
  - City Clerk's Office
  - Economic Development and Culture
  - Shelter, Housing and Support
  - Facilities Management (Custodial Requests)
- Integrations can provide a number of benefits, including improvements to customer service, operational efficiencies and potential savings. By having a one-stop approach where customers can access information about and/or the City's services, the customer experience is enhanced. Standardization of similar processes, responses and protocols also add to the experience and exemplifies the City as one organization. Efficiencies from economies of scale can be realized by centralizing the call centre functions, where staff are trained to handle multiple requests and services and are interchangeable.

# Appendices



## Appendix 1

### 2014 Performance

#### 2014 Key Accomplishments

In 2014, 311 Toronto accomplished the following:

- ✓ Launched the pilot online Booking Centre to allow users the ability to book rooms for City facilities online.
- ✓ Completed Business Process Reviews with multiple Programs to identify business requirements for the development of an Enterprise Scheduling tool. This will allow the public to schedule a program, training course, appointment or physical resource (room, equipment, etc) all through one easy process.
- ✓ Completed Business Requirement document capturing high-level business requirements that must be satisfied in the development and deployment of the Enterprise Scheduler solution.
- ✓ Established an Enterprise Scheduler Steering Committee for the development of an RFP for a solution and processes for the evaluation of "On Premise" versus "On Cloud" offering.
- ✓ Completed the Lagan Upgrade as part of the State of Good Repair (SOGR). This allows for improved system performance for the CSRs and new map functionality.
- ✓ Completed the audit of the 311 telephony system (CISCO) to identify system health and to prepare for an upgrade in 2015.
- ✓ Completed the business requirements for the upgrade of the 311 telephony system to be completed in 2015.
- ✓ Completed the business requirements for the upgrade of the 311 Workforce Management system to be completed in 2015.
- ✓ Expanded the online service offerings so that the public can request service for Toronto Animal Services through the 311 website.
- ✓ Developed the technical infrastructure necessary to allow 311 staff to answer calls from a City location other than the 311 Contact Centre. This redundancy site would allow 311 to continue to operate in the event that Metro Hall is evacuated. This work will contribute to the "work from home" pilot (Phase 2) of the project in 2015.
- ✓ Successfully completed pilot exercises for emergency/redundancy site with 311 staff receiving calls from the North York Civic Centre using 311 technologies.
- ✓ Established a Channel and Counter Strategy Project Management Team under the newly established Customer Service Centre of Excellence to address Strategic Action #19 - Improve Customer Service. Project Management Staff are funded by 311.
- ✓ Established a Customer Service Governance Model including a Steering Committee to oversee Strategic Action #19 - Improve Customer Service.
- ✓ Completed development and testing of Business Intelligence reporting on Toronto Animal Services service requests.

- ✓ As part of the Project Management Practice, ensuring that all capital projects are on time and on budget including system upgrades (IPCC, Verint, etc) and future development (Payment, Enterprise Scheduler).

## 2014 Financial Performance

**Table 8**  
**2014 Budget Variance Analysis (In \$000's)**

2014 Approved	2014 Actuals at Year End		Unspent Balance	
\$	\$	% Spent	\$ Unspent	% Unspent
5,439	3,211	59.0%	2,228	41.0%

## 2014 Experience

**311 Toronto** incurred expenditures of \$3.211 million or 59.0% of its 2014 Approved Capital Budget of \$5.439 million for the period ended December 31, 2014. \$2.228 million of the unspent cash flow funding, including additional carry forward funding of \$0.434 million approved by City Council at its meeting on May 6, 2015, has been carried forward to 2015.

The under-spending in 2014 was mainly driven by delays in the following projects:

- The *311 Future Integration and Strategy Initiative* project's capital expenditures totalled \$1.716 million representing 64.7% of the 2014 approved cash flow of \$2.650 million. The project includes an Enterprise Scheduler which will provide opportunities for the public to book appointments and/or facilities through 311, as well as the initial assessment phase for the integration of a payment module to be implemented as an enterprise solution in 2015. The under expenditures were due to the availability of a vendor solution which is anticipated in mid 2015. The unspent cash flow funding of \$0.935 million has been carried forward to 2015 for 311 Toronto to continue the work.
- The *311 Technology Solution SOGR* project's capital expenditures totalled \$1.495 million representing 53.6% of the 2014 approved cash flow of \$2.789 million. The project involves the upgrade and replacement of servers and software to ensure continuity of the 311 Contact Centre Operations as well as the upgrade of the Knowledge Base and Content Management Tool which will improve the administration and workflow of the existing knowledge base. The Knowledgebase upgrade project has been deferred until 2015 to coincide with vendor software availability. Partially offsetting the under-pending is the acceleration of the SOGR for the Telephone system which was originally scheduled for upgrade in 2015 has been initiated in 2014 due to the Telephony phone and speech technology system reaching the end of its lifecycle earlier than anticipated. Total unspent cash flow funding of \$1.293 million has been carried forward to 2015 for 311 Toronto to continue the upgrades of the Knowledge Base and Telephony systems.

## Impact of the 2014 Capital variance on the 2015 Budget

- As a result of the delays in the capital projects, as noted above, funding of \$2.228 million, including additional carry forward funding of \$0.434 million approved by City Council at its meeting on May

6, 2015) has been carried forward into the 2015 Capital Budget for the *Enterprise Scheduler* to coincide with the availability of a vendor solution which is anticipated in mid 2015, and *SOGR* for the telephone and workforce management systems upgrade that is currently underway.

## Appendix 2

**Table 9**  
**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
311 Technology Solution SOGR	22,307	2,691	1,371	1,465	1,807	3,427	10,761	1,696	1,696	1,696	1,696	1,696	19,241
311 Contact Centre Enhancement Initiative	13,358												
Registration and Payment		1,887	714				2,601						2,601
Enterprise Scheduler		1,297	1,267				2,564						2,564
Business Intelligence		12					12						12
Integrations with MLS and Toronto Bldg		300	1,000	1,000			2,300						2,300
Channel and Counter Strategy	3,051	486	2,565				3,051						3,051
<b>Total (including carry forward funding)</b>	<b>38,716</b>	<b>6,673</b>	<b>6,917</b>	<b>2,465</b>	<b>1,807</b>	<b>3,427</b>	<b>21,289</b>	<b>1,696</b>	<b>1,696</b>	<b>1,696</b>	<b>1,696</b>	<b>1,696</b>	<b>29,769</b>

## Appendix 3

### 2015 Capital Budget; 2016 to 2024 Capital Plan

Report Phase 2 - Program 49 311 Toronto Program Phase 2 Sub-Project Category 01,02,03,04,05,06,07 Part B Sub-Project Status S5,S6 Part C Sub-Project Status S2,S3,S4

## CITY OF TORONTO

Gross Expenditures (\$000's)  
Appendix 3

## 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													
						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>THR907676 INTEGRATION AND STRATEGY INITIATIVE</u>																									
0	1	311 Contact Centre Enhancement Initiative	CW	S2	04	2,541	600	0	0	0	3,141	0	3,141	0	0	0	1,500	0	0	0	0	1,641	0	3,141	
0	3	Integrations with Buildings and MLS	CW	S5	04	300	1,000	1,000	0	0	2,300	0	2,300	0	0	0	0	0	0	0	0	2,300	0	2,300	
0	4	311 Contact Centre Enhancement Initiative	CW	S3	04	0	1,381	0	0	0	1,381	0	1,381	0	0	0	0	0	0	0	0	1,381	0	1,381	
Sub-total						2,841	2,981	1,000	0	0	6,822	0	6,822	0	0	0	1,500	0	0	0	0	5,322	0	6,822	
<u>THR907677 311 TECHNOLOGY SOLUTION STATE OF GOO</u>																									
0	1	STATE OF GOOD REPAIR	CW	S2	03	1,552	1,046	0	0	0	2,598	0	2,598	0	0	0	0	0	0	0	0	2,598	0	2,598	
0	2	STATE OF GOOD REPAIR	CW	S6	03	0	325	1,465	1,807	3,427	7,024	8,480	15,504	0	0	0	0	0	0	0	0	15,504	0	15,504	
Sub-total						1,552	1,371	1,465	1,807	3,427	9,622	8,480	18,102	0	0	0	0	0	0	0	0	18,102	0	18,102	
<u>THR908138 CHANNEL AND COUNTER STRATEGY</u>																									
0	1	Channel and Counter Strategy	CW	S4	04	486	2,565	0	0	0	3,051	0	3,051	0	0	0	0	0	0	0	0	3,051	0	3,051	
Sub-total						486	2,565	0	0	0	3,051	0	3,051	0	0	0	0	0	0	0	0	0	3,051	0	3,051
<b>Total Program Expenditure</b>						<b>4,879</b>	<b>6,917</b>	<b>2,465</b>	<b>1,807</b>	<b>3,427</b>	<b>19,495</b>	<b>8,480</b>	<b>27,975</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>26,475</b>	<b>0</b>	<b>27,975</b>	

Report Phase 2 - Program 49 311 Toronto Program Phase 2 Sub-Project Category 01,02,03,04,05,06,07 Part B Sub-Project Status S5,S6 Part C Sub-Project Status S2,S3,S4

**CITY OF TORONTO****Gross Expenditures (\$000's)****Appendix 3****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											
						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:																							
		Reserves (Ind. "XQ" Ref.)				1,500	0	0	0	0	1,500	0	1,500	0	0	0	0	0	0	0	1,500		
		Debt				3,379	6,917	2,465	1,807	3,427	17,995	8,480	26,475	0	0	0	0	0	0	26,475	0	26,475	
<b>Total Program Financing</b>						<b>4,879</b>	<b>6,917</b>	<b>2,465</b>	<b>1,807</b>	<b>3,427</b>	<b>19,495</b>	<b>8,480</b>	<b>27,975</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>26,475</b>	<b>0</b>	<b>27,975</b>

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

## 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											
						2015	2016	2017	2018	2019	Total 2015-2019	Total 2020-2024	Total 2015-2024	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	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	3,196	600	0	0	0	3,796	0	3,796	0	0	0	1,500	0	0	0	0	2,296	0	3,796
0	3	Integrations with Buildings and MLS	CW	S5	04	300	0	0	0	0	300	0	300	0	0	0	0	0	0	0	0	300	0	300
0	4	311 Contact Centre Enhancement Initiative	CW	S3	04	0	1,381	0	0	0	1,381	0	1,381	0	0	0	0	0	0	0	0	1,381	0	1,381
Sub-total						3,496	1,981	0	0	0	5,477	0	5,477	0	0	0	1,500	0	0	0	0	3,977	0	5,477
<u>THR907677 311 TECHNOLOGY SOLUTION STATE OF GOO</u>																								
0	1	STATE OF GOOD REPAIR	CW	S2	03	2,691	1,046	0	0	0	3,737	0	3,737	0	0	0	0	0	0	0	0	3,737	0	3,737
Sub-total						2,691	1,046	0	0	0	3,737	0	3,737	0	0	0	0	0	0	0	0	3,737	0	3,737
<u>THR908138 CHANNEL AND COUNTER STRATEGY</u>																								
0	1	Channel and Counter Strategy	CW	S4	04	486	2,565	0	0	0	3,051	0	3,051	0	0	0	0	0	0	0	0	3,051	0	3,051
Sub-total						486	2,565	0	0	0	3,051	0	3,051	0	0	0	0	0	0	0	0	3,051	0	3,051
<b>Total Program Expenditure</b>						<b>6,673</b>	<b>5,592</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12,265</b>	<b>0</b>	<b>12,265</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>10,765</b>	<b>0</b>	<b>12,265</b>

Report Phase 2 - Program 49 311 Toronto Program Phase 2 Part B Sub-Project Status S2 Part C Sub-Project Status S2,S3,S4,S5 Sub-Project Category 01,02,03,04,05,06,07 User Fields ALL

**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									
						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
Financed By:																					
		Reserves (Ind. "XQ" Ref.)				1,500	0	0	0	0	1,500	0	1,500	0	0	0	0	0	0	0	1,500
		Debt				5,173	5,592	0	0	0	10,765	0	10,765	0	0	0	0	0	10,765	0	10,765
<b>Total Program Financing</b>						<b>6,673</b>	<b>5,592</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12,265</b>	<b>0</b>	<b>12,265</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,765</b>	<b>0</b>	<b>12,265</b>

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

(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	2015	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>THR907676</b>	<b>INTEGRATION AND STRATEGY INITIATIVE</b>													
0	1	311 Contact Centre Enhancement Initiative	01/01/2012	12/31/2016	3,196	0	0	0	1,500	0	0	0	0	1,696	0
0	3	Integrations with Buildings and MLS	01/01/2015	12/31/2017	300	0	0	0	0	0	0	0	0	300	0
		<b>Project Sub-total:</b>			<b>3,496</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>1,996</b>	<b>0</b>
<b>0</b>	<b>THR907677</b>	<b>311 TECHNOLOGY SOLUTION STATE OF GOOD REPAIR</b>													
0	1	STATE OF GOOD REPAIR	01/01/2012	12/31/2016	2,691	0	0	0	0	0	0	0	0	2,691	0
		<b>Project Sub-total:</b>			<b>2,691</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,691</b>	<b>0</b>
<b>0</b>	<b>THR908138</b>	<b>CHANNEL AND COUNTER STRATEGY</b>													
0	1	Channel and Counter Strategy	11/27/2014	11/27/2014	486	0	0	0	0	0	0	0	0	486	0
		<b>Project Sub-total:</b>			<b>486</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>486</b>	<b>0</b>
		<b>Program Total:</b>			<b>6,673</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>5,173</b>	<b>0</b>

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 6

### Reserve / Reserve Fund Review

**Table 11: Reserve / Reserve Fund Review - Corporate  
(\$000s)**

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2014 *	Contributions / (Withdrawals)										2015 - 2024 Total Contributions / (Withdrawals)
			2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	
Capital Financing Reserve XQ0011	Beginning Balance	355,683	355,683	354,183	354,183	354,183	354,183	354,183	354,183	354,183	354,183	354,183	
	(Withdrawals)												
	311 Contact Centre Enhancement - Registration and Payment Integration		(1,500)										(1,500)
	Total Withdrawals		(1,500)										(1,500)
Other Program / Agency Net (Withdrawals) and													
<b>Total Reserve Fund Balance at Year-End</b>		<b>355,683</b>	<b>354,183</b>	<b>354,183</b>	<b>354,183</b>	<b>354,183</b>	<b>354,183</b>	<b>354,183</b>	<b>354,183</b>	<b>354,183</b>	<b>354,183</b>	<b>354,183</b>	<b>(1,500)</b>

\* Based on the 9 Month Variance Report