![TORONTO]

City Budget

2012

Information and Technology
Capital Budget Analyst Notes

The City of Toronto's budget is presented by program and service, in Analyst Note format. The City's Capital Budget funds major infrastructure.

2012–2021 Capital Program

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PART I: RECOMMENDATIONS

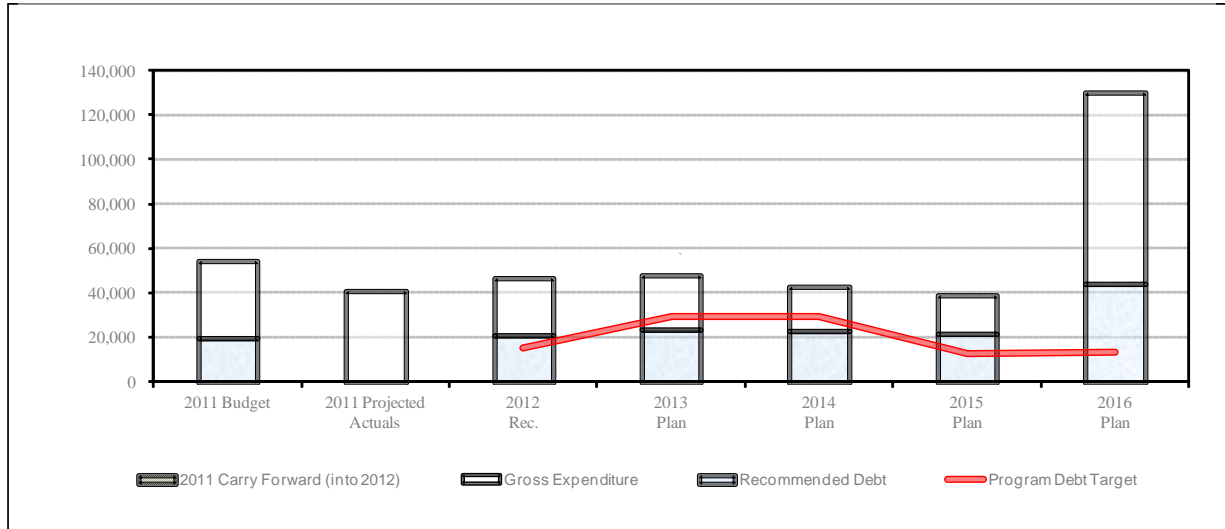The City Manager and Chief Financial Officer recommend that:

1. Council approve the 2012 Recommended Capital Budget for Information and Technology with a total project cost of $26.972 million, and 2012 cash flow of $46.790 million and future year commitments of $128.615 million comprised of the following:

   a) New Cash Flow Funding for:

      i) 26 new sub-projects with a 2012 total project cost of $26.972 million that requires cash flow of $22.131 million in 2012 and a future year commitment of $1.980 million in 2013, $1.908 million in 2014, $0.953 million in 2015; and

      ii) 35 previously approved/change in scope sub-projects with a 2012 cash flow of $24.659 million and a future year commitment of $15.131 million in 2013, $5.386 million in 2014, $3.018 million in 2015, $94.225 million in 2016, $10.855 million in 2017;

2. Council approve new debt service costs of $0.288 million in 2012 and incremental debt costs of $2.013 million in 2013 and $2.967 million in 2014, $2.927 million in 2015, $3.210 million in 2016, $4.973 million in 2017, $1.724 million in 2018, $1.654 million in 2019, $1.654 million in 2020, and $1.654 million in 2021, resulting from the approval of the 2012 Recommended Capital Budget, to be included in the 2012 and future year operating budgets;

3. Council approve the 2013–2021 Recommended Capital Plan for Information and Technology totaling $260.968 million in project estimates, comprised of $32.729 million in 2013; $37.764 million in 2014; $36.087 million in 2015; $36.104 million in 2016; $24.914 million in 2017; $21.684 million in 2018; $26.091 million in 2019; $25.392 million in 2020; and, $20.203 million in 2021;

4. Council consider operating impacts of $0.618 million net in 2012; $2.402 million net in 2013; $2.563 million net in 2014; $1.226 million net in 2015; $2.187 million net in 2016; $4.102 million net in 2017; $0.156 million net in 2018; $0.010 million net in 2019; $0.010 million in 2020; and $0.010 million in 2021 emanating from the

approval of the 2012 Recommended Capital Budget and 2013–2021 Capital Plan for inclusion in the 2012 Operating Budget and future year operating budgets; and

5. Council approve 12 temporary capital positions for the delivery of 2012 capital projects/sub-projects and that the duration for each temporary position not exceed the life and funding of its respective capital project/sub-project.
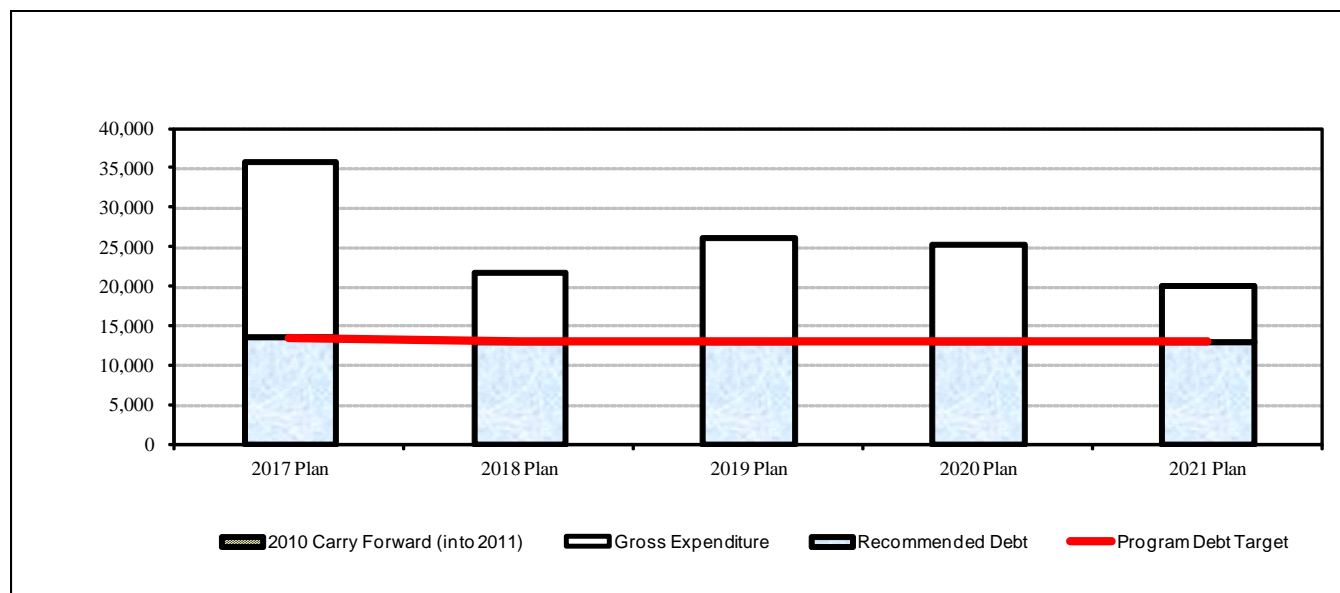
PART II: 2012 – 2021 CAPITAL PROGRAM

10–Year Capital Plan
2012 Recommended Budget, 2013–2016 Recommended Plan
(In $000s)

	2011		2012	2013	2014	2015	2016	2012-2016	5-Year Total
	Budget	Projected Actual							
Gross Expenditures:									
2011 Capital Budget & Approved FY Commitments	54,428	40,632	66,673	51,537	30,707	4,940	3,311	157,168	51%
Recommended Changes to Approved FY Commitments			(42,232)	(30,334)	7,098	28,600	20,331	(16,537)	(5%)
2012 New/Change in Scope and Future Year Commitments			22,349	(6,072)	(32,419)	(30,522)	70,583	23,919	8%
2013 - 2016 Capital Plan Estimates				32,729	37,764	36,087	36,104	142,684	46%
1-Year Carry Forward to 2012									
2-Year Carry Forward for Reapproval									
Total Gross Annual Expenditures & Plan	**54,428**	**40,632**	**46,790**	**47,860**	**43,150**	**39,105**	**130,329**	**307,234**	**100%**
Program Debt Target	**19,594**		**15,148**	**29,500**	**29,368**	**12,950**	**13,400**	**100,366**	
Financing:									
Recommended Debt	**19,594**		**20,843**	**23,331**	**23,241**	**21,762**	**43,829**	133,006	43%
Reserves/Reserve Funds	34,834		25,947	24,529	19,909	17,343	39,168	126,896	41%
Development Charges									
ISF									
Provincial/Federal								17,642	17,642	6%
Other							29,690	29,690	10%
Total Financing	**54,428**		**46,790**	**47,860**	**43,150**	**39,105**	**130,329**	**307,234**	**100%**
By Project Category:									
Health & Safety									
Legislated									
SOGR	37,555		26,061	30,484	25,347	24,693	121,531	228,116	74%
Service Improvement	16,873		20,729	17,376	17,803	14,412	8,798	79,118	26%
Growth Related									
Total By Project Category	**54,428**		**46,790**	**47,860**	**43,150**	**39,105**	**130,329**	**307,234**	**100%**
Asset Value - end of each year ($)		57,281	60,825	60,825	60,825	60,825	60,825		
Yearly SOGR Backlog Estimate (not addressed by current plan)									
Accumulated Backlog Estimate (end of year)		11,863	11,209	9,095	8,885	8,675	8,528		
Backlog: Percentage of Asset Value (%)		20.7%	18.4%	15.0%	14.6%	14.3%	14.0%		
Debt Service Costs			288	2,013	2,967	2,927	3,210	11,405	
Operating Impact on Program Costs			618	2,402	2,563	1,226	2,187	8,996	
New Positions				14	9	9	6	38	

10-Year Capital Plan
2017-2021 Recommended Plan
(In $000s)

	2017	2018	2019	2020	2021	2012-2021	10-Year Total Percent
2017 - 2021 Capital Plan							
Gross Expenditures:							
2011 Capital Budget & Approved FY Commitments	3,210	2,114	1,190			163,682	38%
Recommended Changes to Approved FY Commitments	(100)	(1,374)	(450)			(18,461)	(4%)
2-Year Carry Forward for Reapproval							
2012 New/Change in Scope and Future Year Commitments	7,745	(740)	(740)			30,184	7%
2017 - 2021 Capital Plan Estimates	24,914	21,684	26,091	25,392	20,203	260,968	60%
Total Gross Annual Expenditures & Plan	**35,769**	**21,684**	**26,091**	**25,392**	**20,203**	**436,373**	**100%**
Program Debt Target	**13,400**	**13,000**	**13,000**	**13,000**	**13,000**	**165,766**	
Financing:							
Recommended Debt	**13,655**	**13,000**	**13,000**	**13,000**	**13,000**	198,661	46%
Reserves/Reserve Funds	11,914	8,684	13,091	12,392	7,203	180,180	41%
Development Charges							
ISF							
Provincial/Federal	10,200					27,842	6%
Other Revenue						29,690	7%
Total Financing	**35,769**	**21,684**	**26,091**	**25,392**	**20,203**	**436,373**	**100%**
By Project Category:							
Health & Safety							
Legislated							
SOGR	34,273	20,564	25,641	25,392	20,203	354,189	81%
Service Improvement	1,496	1,120	450			82,184	19%
Growth Related							
Total By Project Category	**35,769**	**21,684**	**26,091**	**25,392**	**20,203**	**436,373**	**100%**

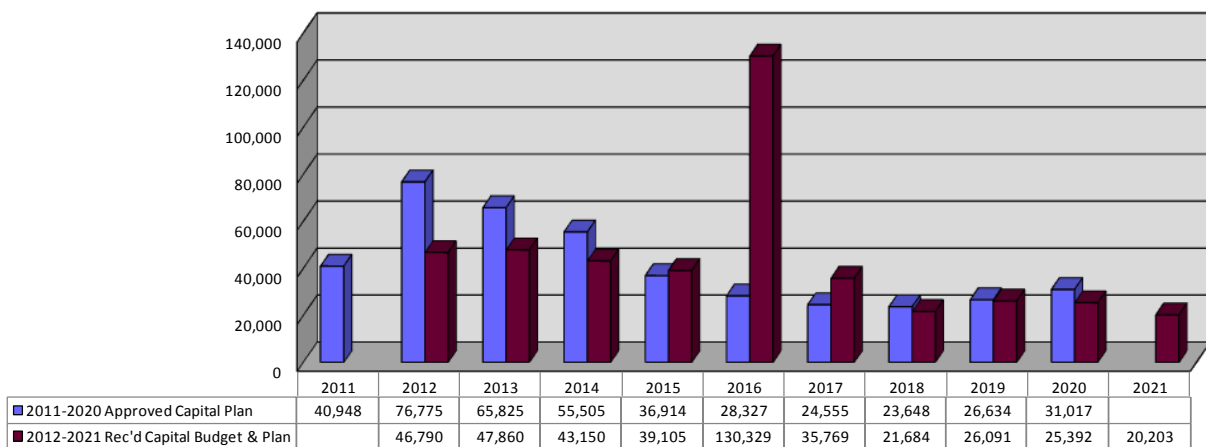|		2017	2018	2019	2020	2021	2012-2021	
Asset Value - end of each year ($)	60825	**60,825**	**60,825**	**60,825**	**60,825**	**60,825**		
Yearly SOGR Backlog Estimate (not addressed by current plan)								
Accumulated Backlog Estimate (end of year)	8,528	5,117	2,047	0	0	0		
Backlog: Percentage of Asset Value (%)	14.0%	8.4%	3.4%	0.0%	0.0%	0.0%		
Debt Service Costs		4,973	1,724	1,654	1,654	1,654	23,064	
Operating Impact on Program Costs		4,102	156	10	10	10	13,284	
New Positions		0	0	0	0	0	38	

10-Year Capital Plan Overview

- The Information and Technology Division is responsible for City wide (Enterprise) and critical divisional IT applications, along with an integrated and secure IT infrastructure, to provide dependable services to City Programs and to the Public.

- Information and Technology's 10-Year Recommended Capital Plan is focused to maintain the state of good repair of the City's technology network, application systems and technology infrastructure, developing and implementing IT business solutions, and ensuring a secure, reliable and dependable IT infrastructure in support of City Programs' service delivery, and ultimately to the Public.

- Over the 10-Year planning horizon, Information and Technology will implement several multi-year initiatives, such as a new Consolidated Data Centre, a comprehensive SAP foundation to support City IT Programs, an Integrated Telecom Infrastructure, and multiple divisional projects incrementally contributing to common enterprise initiatives and leveraging common foundations.

- The 2012-2021 Recommended Capital Plan totals $436.373 million, excluding 2011 carry forward funding into 2012, of which $307.234 million or 70.4% is projected for the first 5 years, with the final 5 years requiring funding of $129.139 million or 29.6%.

- The 10-Year Recommended Capital Plan is funded 46% or $196.661 million by debt. The balance of the Plan's financing is comprised of funding from reserves and reserve funds of 41% or $180.180 million, and 7% or $29.690 million from Other Revenue sources, including funding from the TTC and the Toronto District School Board for their participation in the Consolidated Data Centre project, which will also receive Federal funding of $27.842 million or 6% from the Federal Public-Private Partnership Program.

- The recommended debt of $198.661 million is above the debt target for the 10-Year Capital Plan of $165.766 million, by $32.895 million. This is due to pursuing the Consolidated Data Centre as a Public-Private Partnership project, with a contribution from the Federal Government of 25% of eligible costs offset by the addition of a $40.000 million new investment funding 2012-2016 to implement technological infrastructure to support development and implementation of the outcomes of the service efficiency studies.

- 81% or $354.189 million over the 10-year planning horizon is allocated to projects that maintain the City's technology assets in a state of good repair.

  - The Information and Technology's asset inventory of servers, storage technologies, desktops, notebooks, thin client devices, monitors and printers have a replacement value approximately $60.825 million.

- By the end of 2011, there will be an estimated $11.863 million in state of good repair (SOGR) backlog, which as a percentage of total asset value is 19%. The 2012 Recommended Capital Budget and 2013-2021 Recommended Capital Plan provides funding that will reduce the SOGR backlog to $7.558 million or 12.4% of I&T's assets replacement value by 2021.

- The 10-Year Recommended Capital Plan will impact future year Operating Budgets for Information and Technology by a total of $13.284 million net over the ten-year period for licensing, maintenance and support costs.

- Projects included in the 10 Year Recommended Capital Plan for I&T are corporate and cross clusters in nature, i.e. they satisfy business requirements of all City Programs. Program specific IT projects are included in the various Programs' 10 Year Recommended Capital Plan.

- An estimated $826.441 million is recommended for all IT projects for City Programs and Agencies. The I&T Division's 10 Year Recommended Capital Plan accounts for $281.923 million or 34.1% of the total.

- The 10-Year Recommended Capital Plan includes $40.000 million over the 2012-2016 period for technology investments that will be required to implement and support the Service Efficiency and Core Service Reviews' recommendations that efficiency savings dependent upon technology investments can be realized.

Key Changes to the 2011 – 2020 Approved Capital Plan

Changes to the 2011-2020 Approved Capital Plan
(In $000s)

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
■ 2011-2020 Approved Capital Plan	40,948	76,775	65,825	55,505	36,914	28,327	24,555	23,648	26,634	31,017	
■ 2012-2021 Rec'd Capital Budget & Plan		46,790	47,860	43,150	39,105	130,329	35,769	21,684	26,091	25,392	20,203

- The 2012 Recommended Capital Budget and 2013 to 2021 Recommended Capital Plan is $26.225 million or 6.4% higher than the 2011 to 2020 Approved Capital Plan. The changes to the 2011-2020 Approved Capital Plan reflect Information and Technology

staff's re-prioritization of its capital projects, and lower pricing for desktop hardware. The changes are mainly attributed to the following:

Asset Lifecycle Management:

- Significant cost savings of $19.313 million for desktops and notebooks purchases from a new reseller contract will be realized over the 10-Year period. The cash flow funding recommended in 2012 to 2021 Capital Plan is based on updated desktop prices slated for replacement and the much lower desktop hardware pricing.
- The decrease in cash flow funding for computer hardware replacement of $19.313 million is partially offset by increases for replacements of computer software, servers, storage and enterprise software totaling $4.616 million due to upgrades and additional licenses.

Technology Infrastructure:

- The Consolidated Data Centre is on track for becoming a Public-Private Partnership (P3 Canada) project with confirmation that this project is seriously being considered a successful candidate. If successful, the City will have a funding contribution from the Federal Government of 25% of eligible costs. This has resulted in a change-in-scope for the project with an increase in total space for additional costs of $21.960, which is less than the total Federal contributions of $27.842 million. P3 Canada examines project on a 20 years horizon, and therefore serves longer term needs. As a result the proposed P3 partnership cash flows have been significantly revised in the first 5 years of the 10-Year Recommended Capital Plan.

Corporate Planning & Management – eCity Vision and Enterprise Architecture

- An increase of $3.826 million is allocated in years 2016 to 2021 for the eCity Vision and Enterprise Architecture projects as a result of a re-prioritization of capital work.
- The eCity Information Security and Enterprise Project Management Rollout projects increased cash flow funding of $0.635 million to manage IT resource utilization, availability and demand.

Business Sustainment Systems

- The projected need for future year Business Sustainment projects in Cluster B with future cash flow estimates has decreased by $11.388 million for years 2016 to 2020 as a result of a re-assessment of future years funding requirements.

Efficiency Study Implementation

- As a result of both the Core Service Reviews and Service Efficiency Studies currently underway, a need has been identified to fund information and technology systems to support the implementation of proposals arising out of the Reviews.

- $40.000 million has been added over the 2012–2016 period for the Core Service and Service Efficiency Reviews' outcomes implementation. Many of the efficiency study's findings identify the need to implement technology solutions to realize efficiencies.

- The recommended changes to the 2011–2020 Approved Capital Plan are detailed below:

Summary of Project Changes
(In $000s)

| Key Projects	Total Project Cost	2012	2013	2014	2015	2016	2017	2018	2019	2020	2012 - 2020	Revised Total Project Cost
Asset Lifecycle Management	126,370	320	1,735	(3,360)	(9,419)	3,432	1,017	(1,964)	(543)	(5,625)	(14,407)	111,963
Application Systems	41,464	(510)	(696)	50	1,140						(16)	41,448
Corporate Planning & Mgmt -eCity	37,817	415	520	400	100	872	454	850	850	600	5,061	42,878
Technology Infrastructure	118,621	(34,950)	(29,095)	(19,540)	1,365	93,825	12,105	1,650	1,650	1,900	28,910	147,531
Business Sustainment Systems	22,636	(75)	(424)	100		(1,127)	(2,362)	(2,500)	(2,500)	(2,500)	(11,388)	11,248
Efficiency Study Implementation		5,000	10,000	10,000	10,000	5,000					40,000	40,000
Total Change	**346,908**	**(29,800)**	**(17,960)**	**(12,350)**	**3,186**	**102,002**	**11,214**	**(1,964)**	**(543)**	**(5,625)**	**48,160**	**395,068**

2012 – 2021 Recommended Capital Plan

2012-2021 Capital Plan by Project Category
(In $000s)
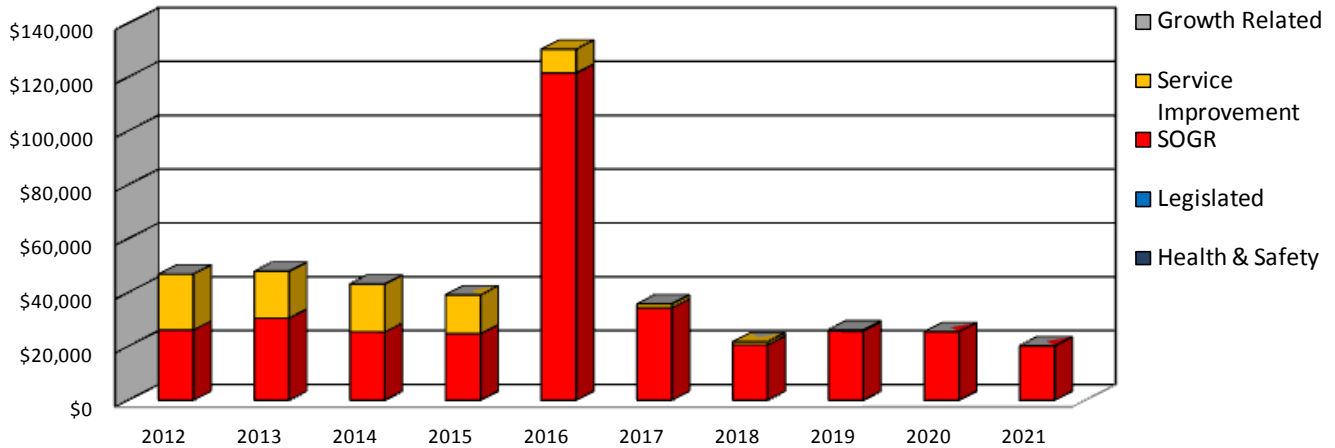
- The 2012-2021 Recommended Capital Plan totals $436.373 million, excluding 2011 carry forward funding into 2012, of which $354.189 million or 81% of project funding is allocated to State of Good Repair projects, and $82.184 million or 19% for Service Improvement projects.

- State of Good Repair projects, which ensure the reliability and security of IT services to support effective services to the public, continue to drive the Information and Technology capital program to ensure the continued integrity and reliability of the City's IT infrastructure and applications. Over the first 5 years, investment in these projects will total $228.116 million or 74.0%. In the second 5 years, SOGR funding totals $126.073 million or 97.6%.

  ➢ The funding for State of Good Repair projects shows a slight decreasing trend in the first four years and a significant increase in 2016, when construction of the Consolidated Data Centre project will begin. This project will be completed as a Public-Private Partnership initiative under P3 Canada, subject to final confirmation from P3 Canada.

- Service Improvement projects represent 19% or $82.184 million of the 10-Year Recommended Capital Plan.

  ➢ During the first 5 years, $79.118 million will be invested in recommended projects for such projects as:

    o The Integrated Telecom Infrastructure to implement unified voice messaging and Voice over Internet Protocol;

- o The Human Resources projects, including an E-Learning Technologies, an E-HR Strategy, a Corporate Civic Engagement Information System, and a web-based Toronto Progress Portal project;

- o Upgrading systems for business sustainment in Cluster B; and

- o New technology to implement the Efficiency Studies recommendations.

- In years 6 to 10, the investment in Service Improvement projects, $3.066 million will decline to $3.066 million as the focus will be on SOGR projects in the future years.

2012-2021 Capital Plan by Funding Source
(In $000s)
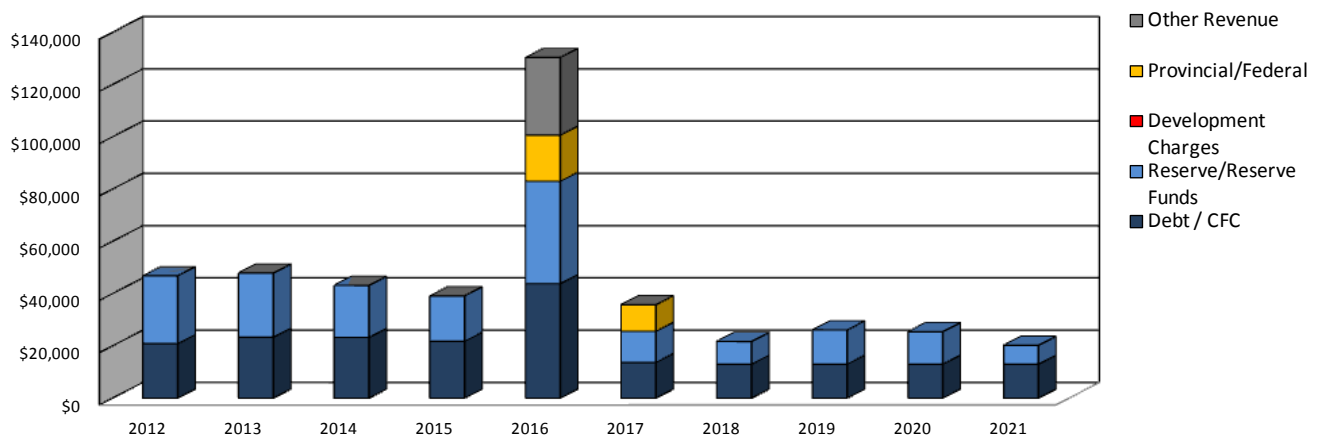
- The 2012-2021 Recommended Capital Plan is funded from the following sources: debt in the amount of $198.661 million or 46%; Reserves and Reserve Funds totaling $180.180 million or 41%. Federal funding of $27.842 million or 6% and Other Revenue totaling $29.690 million or 7%.

- Debt funding amounts to $198.661 million for the 10-Year Recommended Capital Plan.

  - ➢ In the first 5 years, debt funding totals $133.006 million or 43% of capital financing for this period. This exceeds the debt target by $32.640 million. This is attributed to funding to assist the City in implementing initiatives responding to the results of the Service Efficiency Reviews. A total of $40.000 million has been included in the first 5 years of the 10-Year Capital Plan period.

  - ➢ In the second 5 years, debt funding totals $65.655 million or 51% of capital financing for this period. The recommended debt in the second 5 years exceeds the target by $0.255 million.

- Reserve/Reserve Funds total $180.180 million and represent 41.0% of funding for the 10-Year Capital Plan.

➢ In the first 5 years, Reserves/Reserve Funds total $126.896 million or 41.3% of funding of which $29.824 million or 23.5% is allocated to the Consolidated Data Centre project. The remainder $97.072 million funds the sustainment program to replace the City's hardware, software, servers and networks.

➢ In years 2017-2021 the level of Reserve/Reserve Funds funding drops to $53.284 million or 41.3% of capital financing for this period.

- Federal funding of $17.642 million is allocated in 2016 and $10.200 million in 2017 representing the Federal Government's contribution towards the P3 Consolidated Data Centre project.

- Other Revenue totals $29.690 million also allocated in years 2016 and 2017. This reflects the contributions from the TTC and the TDSB for their participation in the P3 Consolidated Data Centre project as these two organizations will also utilize the data centre for their purposes.

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

	Total Project Cost	2012 Rec. Budget	2013 Plan	2014 Plan	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2012-2021 Total
State of Good Repair (incl. H&S , & Leg.)												
Asset Lifecycle Management	119,166	11,134	13,855	12,038	12,968	16,857	10,944	8,684	13,091	12,392	7,203	119,166
Network Upgrade	12,549	1,674	4,134	3,214	1,310	1,247	970					12,549
Application Systems	38,333	7,268	4,350	3,500	3,322	3,260	2,900	2,690	2,993	3,670	4,380	38,333
Corporate Planning & Mgmt-eCity Vision	44,302	2,448	2,765	3,635	4,778	4,942	5,483	5,217	5,584	5,080	4,370	44,302
Technology Infrastructure	138,887	2,795	5,170	2,960	2,315	95,225	13,976	3,973	3,973	4,250	4,250	138,887
Business Sustainment Systems	752	542	210									752
TMMS Uniface Upgrade	200	200										200
Sub-Total	354,189	26,061	30,484	25,347	24,693	121,531	34,273	20,564	25,641	25,392	20,203	354,189
Service Improvements												
Applicatons Systems	7,495	705	1,080	1,230	1,140	670	1,100	1,120	450			7,495
Corporate Planning & Mgmt-eCity Vision	2,946	1,168	1,119	659								2,946
Technology Infrastructure	12,894	7,428	1,078	1,388	1,500	1,500						12,894
Corporate Initiatives	45,686	8,133	11,333	11,220	10,000	5,000						45,686
Computer System Integration	1,794	476	672	646								1,794
Business Sustainment Systems	10,496	2,246	1,794	2,660	1,772	1,628	396					10,496
TAS Electronic Communications	873	573	300									873
Sub-Total	82,184	20,729	17,376	17,803	14,412	8,798	1,496	1,120	450	0	0	82,184
Total	436,373	46,790	47,860	43,150	39,105	130,329	35,769	21,684	26,091	25,392	20,203	436,373

Major Capital Initiatives

- The mix of projects included in the 10-Year Recommended Capital Plan supports Information and Technology's objectives to enable information and technology leadership. The Capital Plan will provide services to the City to support effective program delivery by maintaining the City's technology network, application systems and technology infrastructure in a state of good repair, and to enable service improvements and operational efficiencies through the innovative application of information technology.

State of Good Repair (SOGR), Health & Safety, & Legislated

- The main focus of the 10-Year Recommended Capital Plan is to undertake on-going state of good repair projects, as highlighted below:
  - ➢ Asset Lifecycle Management projects will require a total of $119.166 million for the lifecycle replacement of technology assets, including hardware, software, servers, storage and enterprise software and technology equipment for the City's computing network. Cash flow funding is fairly consistent over the 10 year planning horizon.
  - ➢ The Network Upgrade project which includes the Disaster Recovery project requires $12.549 million in 2012 to 2017 to ensure that the I&T Program has fully

functioning business continuity and information technology (IT) disaster recovery (DR) programs which are aligned with current requirements.

➢ The Application Systems Development projects totaling $38.333 million over 10 years, includes the SAP Landscape project to establish the current SAP Technologies to facilitate Data Warehouse, Web Based Portal applications, and various functionality such as analysis and reporting to support applications, such as the Financial Planning Analysis and Reporting System (FPARS), the Property Tax and Water Billing projects as well as the Web Foundations project to establish the pillars for web based applications.

➢ Projects for Corporate Planning and Management initiatives for the eCity Vision and Enterprise Architecture total $47.248 million. These include projects for e-City Security, IT Service Management, and the eCity Enterprise Architecture.

➢ Technology Infrastructure projects require $151.781 million. Notable projects include the Consolidated Data Centre, the Enterprise Systems Management and, the Integrated Telecom Infrastructure projects.

➢ The Consolidated Data Centre will accommodate future enterprise computer systems for 2016 and beyond. This project will optimize the number and type of facilities performing data centre functions in the City while ensuring proper disaster recovery and business continuity capabilities. The Toronto District School Board and the TTC will share the space and will contribute their pro-rata share of the project costs of 14.8% and 11.1% respectively.

Service Improvements

• Funding in the amount of $82.184 million has been allocated to complete Service Improvement Projects that include the following:

➢ The Enterprise Information Management project which will provide a consistent base across the City for the management and maintenance of information. In addition, to help the City meet service delivery objectives, the project is expected to define policy information management principles in conjunction with education, awareness and outreach to City staff.

➢ The Toronto Building eService project is realizing the eCity vision of providing the city services anywhere, any time to residents, developers, and business community. It will enable Toronto Building services online, including submission, collaboration, issuance, and access to background records' history completely on-line.

➢ The Integrated Telecom Infrastructure project will convert the Centrex voice lines to Voice over Internet Protocol (VoIP), and establish a high capacity Wide Area Network data services (WAN) to implement advanced communication methodologies, protocols, and transmission technologies for delivery of voice and data communications and multimedia sessions.

State of Good Repair (SOGR) Backlog

SOGR Funding & Backlog
(In $000s)
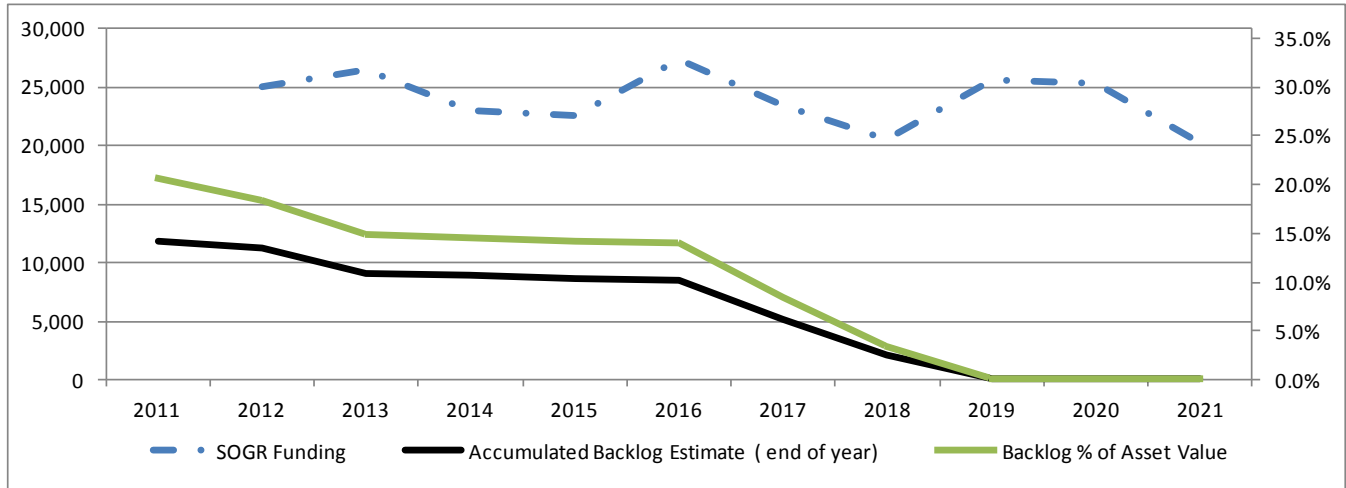
- The Information and Technology Program is responsible for the management of the City's IT assets, that are comprised of servers, storage technologies, desktops, notebooks, thin client devices, monitors and printers having a replacement value of approximately $60.825 million.

- The SOGR backlog which is estimated to be $11.863 million by December 31, 2010, represents 19% of the Program's assets replacement value. It is comprised solely of the Disaster Recovery Project backlog.

- The 10-Year Recommended Capital Plan will provide funding for Information and Technology's current SOGR needs, with amounts that are steady at the $25.000 million mark per year. The funding will also address the SOGR backlog as well.

- The backlog will be steadily decreased over the 10-Year period and will be eliminated by 2019.

10-Year Capital Plan: Operating Impact Summary
(In $000s)

	2012 Rec. Budget	2013 Plan	2014 Plan	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2012-2021 Total
2012 Recommended Capital Budget											
Program Gross											0
Program Revenue											0
Program Cost (Net)	618										618
Approved Positions											0
Recommended 10-Year Capital Plan											0
Program Gross											0
Program Revenue											0
Program Cost (Net)		2,402	2,563	1,226	2,187	4,102	156	10	10	10	12,666
Approved Positions		14	9	9	6						38
Total											
Program Gross											0
Program Revenue											0
Program Net	618	2,402	2,563	1,226	2,187	4,102	156	10	10	10	13,284
Approved Positions	0	14	9	9	6	0	0	0	0	0	38

- The 2012 to 2021 Recommended Capital Plan is forecasted to impact future years' Information and Technology Operating Budgets by $13.284 million net over the 10 year period. This is comprised of increased costs for licensing, hardware and software maintenance, as well as on-going systems support staff once the projects are completed and operationalized.

- Approval of the 2012 Recommended Capital Budget will increase the 2012 Operating Budget for Information and Technology by $0.618 million. This is for maintenance, licensing and support costs for projects expected to be completed in 2011, including:

  ➢ The SAP Landscape Upgrade project requires licensing and maintenance costs of $0.267 million in 2012.

  ➢ $0.136 million is required for the Disaster Recovery project, $0.080 million for the Enterprise Architecture.

  ➢ $0.020 million for the Quality Assurance.

  ➢ $0.042 for the Desktop Security Tools.

  ➢ $0.048 million for the Enterprise Systems Management Implementation.

  ➢ $0.006 million for the eMail Archiving.

  ➢ $0.019 million for the Telecom Expense Management System.

  ➢ The incremental operating impact in future years for staffing, licensing and maintenance costs is $2.402 million in 2013, $2.563 million in 2014, $1.226 million in 2015, $2.187 million in 2016, $4.102 million in 2017, $0.156 million in 2018, $0.010 million in 2019, $0.010 million in 2020, and $0.010 million in 2021.

- A total of 38 positions at a cost of $3.611 million is forecasted as new resource requirements from 2013-2016, to support and sustain the projects when they are completed. The positions by project are shown in the following table:

Projects	2013		2014		2015		2016		2012-2016 TOTAL		2017-2021 TOTAL	
	# Positions	Salaries	# Positions	Salaries	# Positions	Salaries	# Positions	Salaries	# Positions	Salaries	# Positions	Salaries
eMail Archiving Solutions	1	80							1	80		
Microsoft Active Directory	1	85							1	85		
Electronic Doc Rec Mgmt System	3	150		150					3	300		
Doc Management - ProjectWise			1	110					1	110		
Project Portfolio Mgmt	1	110							1	110		
Disaster Recovery			2	160	3	250	1	80	6	490		
Enterprise Systems Mgmt	2	180	2	180					4	360		
SAP Landscape Upgrade	6	480		240					6	720		
Quality Assurance			2	226					2	226		
Configuration Mgmt Database			2	180					2	180		
Integrated Telecomm Infrastructure					4	360			4	**360**		
IT Portfolio & Investment Mgmt							2	220	2	220		
Consolidated Data Centre					2	140	3	230	5	370		
Total	14	1,085	9	1,246	9	750	6	530	38	3,611	0	0

- The 2013 operating impact from the completion of capital projects in 2012 is estimated at $1.085 million net as a result of 14 incremental positions to support and maintain the following projects:

  ➢ The E-Mail Archiving Solutions is an interface to the GroupWise email system for archiving requirements. The position, an Enterprise Technical Support Specialist, is to support and maintain the system with 22,000 users after the system is implemented.

  ➢ The Microsoft Active Directory which provides security to over 600 servers across the City and 20,000 desktops. An Enterprise Technical Support Specialist is needed to sustain the Directory to centrally manage 20,000 desktops from a single central location.

  ➢ The Electronic Document Records Management System (EDRMS) will require 2 Application Administrators and 1 Enterprise Technical Support Specialist to sustain the EDRMS applications and infrastructure which will provide workflow management and corporate information management for approximately 1,000 users and their desktops starting in 2013.

  ➢ The Project Portfolio Management system will need 1 Senior System Integrator to support all Portfolio Management applications.

  ➢ The Enterprise Systems Management Implementation has identified a need for 2 Enterprise Technical Support Specialists to support the new IT asset management system.

  ➢ The SAP Landscape Upgrade project will require 6 Senior Technical Support Specialists to support SAP functions and operations in the SAP Competency Centre, the Technology Infrastructure Service's server and storage sustainment, and to support FPARS as the SAP module called the Public Sector Budget Formulation (PBF) component is introduced in 2013.

- The forecasted operating impacts from capital in years 2014 to 2016 totals $2.526 million for staffing resources of 24 positions over 3 years to support and sustain the following projects after they are completed:

  ➢ The Disaster Recovery project

  ➢ The Integrated Telecom Infrastructure project

  ➢ The IT Portfolio & Investment Management project

  ➢ The Consolidated Data Centre

- There will be an opportunity to further review the future forecasted operating impacts from capital as projects become operational.

Capital Project Delivery, Temporary Positions
(In $000s)

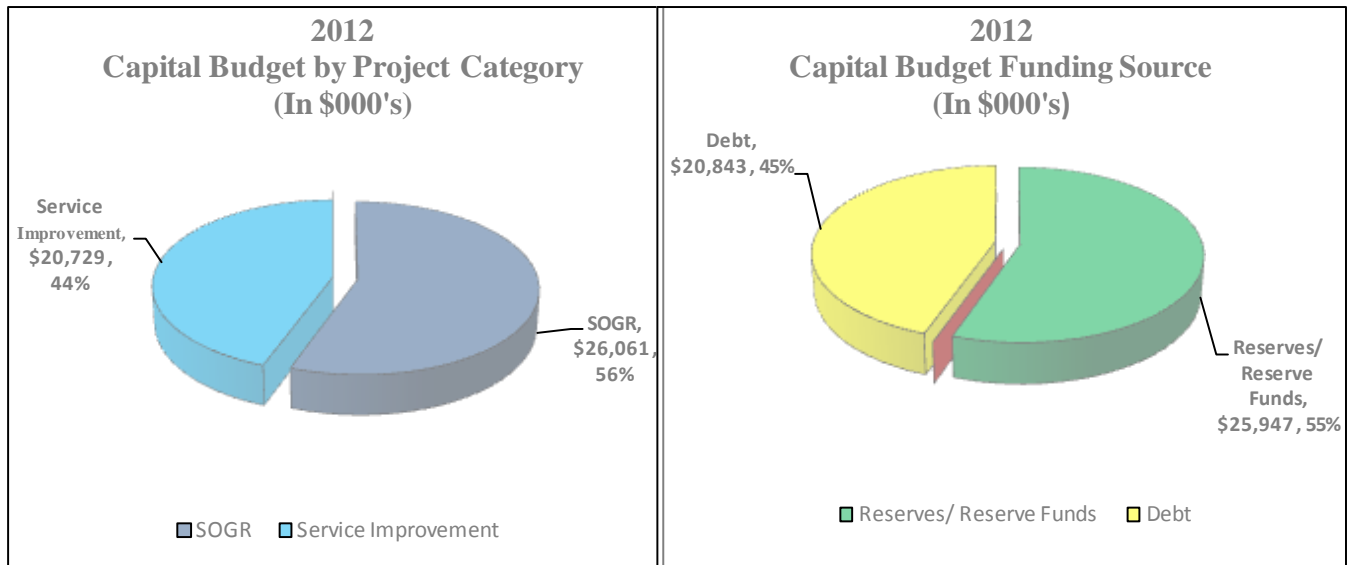| Position Title	CAPTOR Project Number	# of Positions	Project Delivery		Salary and Benefits $ Amount (In $000s)				
			Start Date	End Date	2012	2013	2014	2015	2016 to 2021
Senior Systems Integrator IT	WES907128-20	1.00	1/1/12	12/31/12	105.0				
Systems Development Specialist	WES907128-20	1.00	1/1/12	12/31/12	95.0				
Senior Systems Integrator IT	WES907128-73/89	2.00	1/1/12	12/31/12	230.0				
Systems Development Specialist	WES907128-73/89	1.00	1/1/12	12/31/12	95.0				
Technology Anaylst 1	WES907128-73/89	1.00	1/1/12	12/31/12	85.0				
Senior Systems Integrator IT	WES907128-100	1.00	1/1/12	12/31/12	115.0				
Systems Development Specialist	WES907128-100	1.00	1/1/12	12/31/12	95.0				
Senior Systems Integrator IT	WES907458-2	1.00	1/1/12	12/31/12	115.0				
Systems Development Specialist	WES907458-2	1.00	1/1/12	12/31/12	95.0				
Senior IT Analyst	ITP906883-21	1.00	1/1/12	12/31/12	100.0				
Enterprise Technical Support Specialist	ITP906883-21	1.00	1/1/12	12/31/12	170.0				
Total Temporary Positions		12.00			1,300.0				

- Approval of the 2012 Recommended Capital Budget will require 12 new temporary capital positions to deliver capital projects as listed below:

  ➢ 2 temporary capital positions (Enterprise Technical Support Specialist and a Senior IT Analyst) are required for the Enterprise Systems Management - Implementation;

  ➢ 2 temporary capital positions (1 Senior Systems Integrator IT and 1 Systems Development Specialist) are required to complete the MLS Case Management System;

  ➢ 4 temporary capital positions (2 Senior Systems Integrator IT, 1 System Development Specialist, and 1 Technology Analyst) are required to build the Toronto Building e-Service project;

  ➢ 2 temporary capital positions (1 Systems Development Specialist and 1 Senior Systems Integrator IT) are required for the MLS e-Service project; and,

➢ 2 temporary capital positions (1 Systems Development Specialist and 1 Senior Systems Integrator IT) are required for the Animal Services Electronic Communication project.

These positions are effective January 2, 2012 for a one year period.

PART III – 2012 RECOMMENDED CAPITAL BUDGET

2012 Capital Budget by Project Category and Funding Source

2012
Capital Budget by Project Category
(In $000's)

Service Improvement, $20,729, 44%

SOGR, $26,061, 56%

☐ SOGR ☐ Service Improvement

2012
Capital Budget Funding Source
(In $000's)

Debt, $20,843, 45%

Reserves/ Reserve Funds, $25,947, 55%

☐ Reserves/ Reserve Funds ☐ Debt

- The 2012 Recommended Capital Budget, excluding funding carry forward from 2011 to 2012, requires new 2012 cash flow funding of $46.790 million, with $26.061 million or 56% allocated to State of Good Repair projects, and $20.729 million or 44% allocated to Service Improvement projects.

- The 2012 Recommended Capital Budget is funded $20.843 million or 45% from Debt, and $25.947 million or 55% from Reserves and Reserve Funds.

- The recommended debt funding of $20.843 million exceeds the 2012 debt affordability target of $15.148 million by $5.695 million or 37.6%. This is largely attributed to the new project funding of $5.000 million (of a total $40.000 million over 5 years) to implement technology solutions to realize efficiency savings coming out of the efficiency studies recommendations.

- Reserves and Reserve Funds provide $25.947 million or 62% of total financing primarily directed to fund the Asset Lifecycle Management projects.

2012 Recommended Cash Flow & Future Year Commitments

(In $000s)

	2010 & Prior Year Carry Forward	2012 Previously Approved Cash Flow Commitments	2012 New Cash Flow Rec'd	2012 Total Cash Flow Rec'd	2011 Carry Forwards	Total 2012 Cash Flow (Incl 2010 C/Fwd)	2013	2014	2015	2016	2017	2018	2019	2020	2021	Total Cost
Expenditures																
Previously Approved		24,441		24,441		24,441	21,203	37,805	33,540	23,642	3,110	740	740			145,221
Change in Scope		218		218		218	(8,052)	(34,327)	(31,475)	70,583	7,745	(740)	(740)			3,212
New			98	98		98										98
New w/Future Year			22,033	22,033		22,033	1,980	1,908	953							26,874
Total Expenditure	0	24,659	22,131	46,790	0	46,790	15,131	5,386	3,018	94,225	10,855	0	0	0	0	175,405
Financing																
Debt		6,416	14,427	20,843		20,843	3,570	2,208	953	25,829	655					54,058
Other				0		0				29,690						29,690
Reserves/Res Funds		18,243	7,704	25,947		25,947	11,561	3,178	2,065	21,064						63,815
Development Charges																0
ISF				0		0										0
Provincial/Federal						0				17,642	10,200					27,842
Total Financing	0	24,659	22,131	46,790	0	46,790	15,131	5,386	3,018	94,225	10,855	0	0	0	0	175,405

*Please refer to Appendix 4 for detailed project listings

- The 2012 Recommended Capital Budget, excluding 2011 funding carry forward to 2012, requires new cash flow of $46.790 million with debt funding of $20.843 million.

- New cash flow of $46.790 million is comprised of $24.659 million for previously approved projects/and change-in-scope projects, and $22.131 million for new projects.

- Approval of the 2012 Recommended Capital Budget will result in a commitment of $15.131 million in 2013, $5.386 million in 2014, $3.018 million in 2015, $94.225 million in 2016, and $10.855 million in 2017.

2012 Recommended Capital Project Highlights

2012 Recommended Capital Projects
(In $000s)

Project	Total Project Cost	2012	2013	2014	2015	2016	2012 - 2016	2017	2018	2019	2020	2021	2012 - 2021
Asset Lifecycle Management	17,357	11,134	6,223				17,357						17,357
Network Upgrade	1,674	1,674					1,674						1,674
Application Systems	9,353	7,973	1,149	231			9,353						9,353
Corporate Planning & Mgmt - eCity Vision	7,439	3,616	1,539	1,331	953		7,439						7,439
Technology Infrastructure	125,584	10,223	5,038	3,178	2,065	94,225	114,729	10,855					125,584
Corporate Initiatives	8,133	8,133					8,133						8,133
Computer System Integration	1,794	476	672	646			1,794						1,794
Business Sustainment Systems	2,998	2,788	210				2,998						2,998
Toronto Maintenance Mgmt System (TMMS) Uniface Upgrade	200	200					200						200
Toronto Animial Services Electronic Communication	873	573	300				873						873
Total - excluding carry forward	**175,405**	**46,790**	**15,131**	**5,386**	**3,018**	**94,225**	**164,550**	**10,855**	**0**	**0**	**0**	**0**	**175,405**

The 2012 Recommended Capital Budget provides funding of $46.790 million to:

- *Complete*

  - The Open Data project, the eCity Information Security project, the CRM Support Framework project, the Configuration Management Database Implementation project, the HR Electronic Skill Testing Solution project, the MLS Case Management System project, the City Planning Technology Enhancements project, and the TMMS Uniface Upgrade project, all in 2012.

- *Continue*

  - The replacement and refresh of IT assets based on lifecycle management for hardware, software, servers and storage, and desktop computers.

  - The Disaster Recovery Program for business continuity assurances.

  - The Quality Assurance Tools Implementation project to establish a sound testing infrastructure for systems that will increase confidence in the system applications, and to incorporate quality assurance and testing processes that will integrate technology, people and processes.

  - The Integrated Telecom Infrastructure project to establish an integrated voice/data telecommunications infrastructure with unified messaging allowing for Voice over Internet Protocol.

  - The Consolidated Data Centre project to create a consolidated I & T data centre that can house future enterprise computer systems. This project will optimize the data centre functions in the City while ensuring proper disaster recovery and business continuity capabilities. The Toronto District School Board and the TTC

will share the space of the Consolidated Data Centre and will contribute their pro-rata share of the project costs of 14.8% and 11.1% respectively.

➢ The e-City Architecture project to provide a disciplined approach to electronic service delivery implementation in a planned and cost effective manner to meet customer service requirements from the Programs and the public to realize the City's e-City vision.

➢ The Electronic Documents and Records Management System (EDRMS) to provide a common infrastructure that supports initiatives that rely heavily on digital information. Currently, business units across many City Divisions, manage their own divisional documents and records, and employ different resources and tools, resulting in fragmented working environments. The EDRMS project will provide a common infrastructure that supports initiatives that rely on digital information by establishing all the key elements to make available solution to all Programs.

➢ The Web Foundation project to advance the work of strategic planning, deployment and implementation of the website revitalization vision articulated by the eCity committees. The work of this project is a vital component of the construction of a framework to facilitate service bundling activities and the implementation of the "My Toronto" user interface, key features of the eCity and eService strategies.

➢ The SAP Landscape Upgrade project support the FPARS, Property Tax and Water Billing projects by installing the necessary SAP technical infrastructure that is common to all of these initiatives. This includes installing SAP's data warehouse, enterprise portal, application integration and business intelligence applications.

- *Begin*

  ➢ The Central Property Database/One Address Repository to develop a central property database that will be utilized to link and integrate all property based information systems, databases and other repositories across all City divisions.

  ➢ The Enterprise Application Integration (EAI) to link applications within a single organization in order to simplify and automate business processes to the greatest extent possible, while at the same time avoiding having to make sweeping changes to the existing applications or data structures.

  ➢ The Business Intelligence Date Warehouse Strategy project to address the increased demand for business reports that manipulate and report on cross-business operational, financial and historic data

  ➢ The Enterprise Geospatial Program – 2012 project that includes:

An assessment of existing geospatial environments including data, technology, tools, usage and support in the context of Enterprise Architecture.
A review and evaluation of divisional requirements for geospatial data and technology in foreseeable future.
An analysis of emerging technologies that relate to geospatial environment in the context of the City business needs.

➢ The Enterprise Information Management project to fill the gaps in policy, communications, training materials and technology solutions required to manage electronic information, as well as establish the Information Management Program. The program will support the enforcement of policies by developing the standards and procedures required to manage the City's electronic information resources according to policy.

➢ The Enterprise Project Management (EPM) Rollout-Phase 2 will deliver the second phase of implementing the EPM solution that includes producing tools and processes that enable: resource capacity management, cross-divisional access to standardized PM tools, templates and processes, and improved visibility and awareness on status and progress of I&T projects.

PART IV: ISSUES FOR DISCUSSION

2012 and Future Year Issues

2012 Issues

10-Year Plan Recommended Debt versus Debt Target

- The debt target for Information and Technology's 10-year Capital Plan was set at $165.766 million. The recommended debt of $198.661 million is over the target by $32.895 million. This is primarily due to the addition of $40.000 million being recommended to provide funding to invest in technological solutions that enable the City's Core Service Review and Service Efficiency Study's recommendations to be implemented.

Consolidated Data Centre

- The 2011 Approved Capital Budget and 2012-2020 Capital Plan included funding of $95.005 million to build a new Data Centre to meet the City's escalating data storage and disaster recovery needs. Since the approval of the Plan, Information and Technology staff has been investigating the possibility of qualifying for funding from the P3 Canada Program. This is a Federal Government's program to promote Public-Private Partnerships. Eligible capital projects receive up to 25% of the capital cost.
- Staff has recently been advised that the project is eligible for consideration. A staff report on the application to P3 Canada is being prepared for the Government Management Committee's consideration at its meeting of January 30, 2012.
- The P3 Canada Program requires specific City Council approval of the Consolidated Data Centre project, and committed funds, in order to be approved for Public-Private Partnership.
- The P3 Consolidated Data Centre's total space is 7,000 sq feet larger than originally contemplated in the original City build concept. This is because P3 Canada examines projects on a 20 years horizon, and therefore a longer term needs assessment. The expanded scope increases the project costs by $21.960 million, and compares favourably with the Federal contributions of $27.842 million.
- The 2012 Recommended Capital Budget and 2013-2021 Capital Plan includes $114.520 million, with an estimate of Federal funding in the amount of $27.842 million for this project.
- The Federal contribution reduces the City's debt financing by a net of $6.901 million.

Efficiency Study Implementation

- The 10-Year Recommended Capital Plan for Information and Technology includes $40.000 million for this purpose, with cash flow phased in over the 5 years, 2012-2016 with $5.000 million in 2012, $10.000 million in each of 2013, 2014 and 2015 and $5.000 million in 2016.

- Although the specific technological needs are not known at this time, it is expected that systems that address asset management and work order management, for instance, will be required to achieve efficiency savings in the near future. For example: the efficiency study for the Toronto Library indicated that operational efficiencies can be achieved at the Ellesmere delivery hub facility through the installation of automated sorters. Currently each staff at the delivery hub sorts approximately 3,938 items per 7 hour shift. With an average sorting time of 2.5 seconds per item, the automated sorter can handle 3,938 items in 2.7 hours; that is 4.3 hours or 61% faster than sorting the items manually.

Core Service Review Impacts

- At its meeting of September 26, 2011, City Council approved the report 'Core Service Review-Final Report to Executive Committee' from the City Manager. The report directed the City Manager to undertake various reviews. The following pertain to Information and Technology:
  - Information and Technology continue to investigate strategic sourcing of IT infrastructure, Business IT Solutions, Client Support and IT Service Improvement.
  - Information and Technology continue to pursue standardization of enterprise applications.
  - Information and Technology consider further consolidation of IT functions into a shared service centre.
  - Information and Technology continue to develop and examine indicators beyond availability and timeliness.

Appendix 1

2011 Performance

2011 Key Accomplishments

In 2011 Information and Technology achieved the following:

- ✓ I&T successfully contributed to completion or progress in the following business projects that impact Toronto citizens and businesses:
  - ➢ Established the Electronic Service Delivery (ESD) program, an enterprise approach to advancing eService capabilities at the City.
  - ➢ Completed 311 Phase III development including allowing 3rd party application developers to create mobile applications to access 311, integration with Toronto Animal Services customer requests, ability for the public to subscribe to Instant Messages from 311 for request status, and enhanced 311 reporting.
  - ➢ Completed Toronto Water's Automated Meter Reading implementation project including wireless infrastructure to support ward by ward replacement of aged water meters and automated collection of consumption data, as well as system integration and workflow automation for Toronto Water and Revenue Services.
  - ➢ Completed several business architecture projects in support of key enterprise and program initiatives including Enterprise Document & Records Management (EDRMS), eLearning, Elections, eProcurement, and Accounts Payable and Toronto Building.
- ✓ Completed a Business Intelligence Strategy for the City in collaboration with City Divisions and Offices.
- ✓ Completed a target business and systems capability model for the City.
- ✓ Completed business impact analysis and application portfolio for business continuity planning.
- ✓ Completed the City's Quality Assurance Strategy with a commitment to service excellence and continuous improvement.
- ✓ Completed the Major Incident Process with the Office of Emergency Management.

- ✓ Completed 65 risk assessments (privacy, threat and vulnerability analysis), over 40 security and privacy consulting engagements for City programs, and 95 policy/exception requests.

- ✓ Completed rolling out over 3300 computers (as of Q3 2011) as part of the City IT Asset Lifecycle management refresh project.

- ✓ Completed implementation of the productivity suite upgrade to Microsoft Office 2007 and the conversion of Access Databases.

2011 Capital Variance Review

2011 Budget to Actuals Comparison – Total Gross Expenditures
(In $000s)

2011 Approved	Actuals as of September 30th (3nd Qtr Variance)		Projected Actuals at Year End		Unspent Balance	
$	$	% Spent	$	% Spent	$	% Unspent
54,428	19,587	36.0%	40,632	74.7%	13,796	25.3%

- Information and Technology is projecting spending of $40.632 million or 74.7% of the 2011 Approved Capital Budget by year-end.

- The Projected year-end under spending is largely attributed to the following projects:

  - ➢ Some projects are behind schedule due to staffing resource constraints resulting from the hiring slowdown and recruitment challenges. These include: The Computer System Integration project, the Mainframe Applications Replacement project, the Toronto Building Electronic Service project, the Integrated Business Management System (IBMS) project, the City Planning Applications Information Centre project, the MLS Case Management System, and the MLS eService projects.

  - ➢ The SAP Landscape Upgrade project has deferred $1.826 million in hardware and software purchases as a result of delays in the Financial Planning, Analysis, and Reporting System (FPARS) project's procurement process that required its RFP to be re-issued after a successful proponent was not identified in the first RFP process.

  - ➢ The Electronic Documents and Records Management System (EDRMS) project will be under-spent by $0.785 million because the RFP issuance took longer than expected. The RFP closed on June 24th. Evaluation concluded in September,

and a contract is expected to be awarded to the selected vendor in January 2012.

➢ Corporate Enterprise initiatives, such as the eLearning Technologies, the e-Human Resource Strategy, and the Corporate Civic Engagement projects are progressing more slowly than anticipated because of the need to scope the projects and identify technical requirements and specifications. In addition, the search for the right software, and acquisition of expert resources has taken longer than expected. These projects will be under-spent by $1.894 million.

2011 Funding to be Carried Forward to 2012

- The projected unspent amount of $13.376 million will reviewed at year-end, and the actual unspent funding will be recommended to be carried forward from 2011 into 2012.

Appendix 2

10 – Year Recommended Capital Plan Project Summary

Project ($,000)	2012 Budget	2013	2014	2015	2016	2017	2018	2019	2020	2021	2012-2021 Total
Asset Lifecycle Management	11,134	13,855	12,038	12,968	16,857	10,944	8,684	13,091	12,392	7,203	119,166
Network Upgrade	1,674	4,134	3,214	1,310	1,247	970					12,549
Applicaton Systems	7,973	5,430	4,730	4,462	3,930	4,000	3,810	3,443	3,670	4,380	45,828
Corporate Planning & Management - eCity vision	3,616	3,884	4,294	4,778	4,942	5,483	5,217	5,584	5,080	4,370	47,248
Technology Infrastructure	10,223	6,248	4,348	3,815	96,725	13,976	3,973	3,973	4,250	4,250	151,781
Corporate Initiatives	8,133	11,333	11,220	10,000	5,000						45,686
Computer System Integration	476	672	646								1,794
Business Sustainment Systems	2,788	2,004	2,660	1,772	1,628	396					11,248
TMMS Uniface Upgrade	200										200
TAS Electronic Communications	573	300									873
Total	46,790	47,860	43,150	39,105	130,329	35,769	21,684	26,091	25,392	20,203	436,373

Appendix 3

2012 Recommended Capital Budget; 2013 to 2021 Capital Plan

Appendix 4

2012 Recommended Cash Flow and Future Year Commitments

Appendix 5

2012 Recommended Capital Project with Financing Details

Appendix 6

2012 Reserve / Reserve Fund Review

Reserve/Reserve Fund Review - Program Specific

Table 1 Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec. 31,	Proposed Withdrawals									
			2012 Rec. Budget	2013 Plan	2014 Plan	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2012 - 2021 Total
IT Equipment Reserve XQ1508	Beginning Balance	$8,042	$8,042	$4,917	$1,163	$1,211	$3,093	($8,250)	($2,871)	$5,738	$9,940	$14,841	
	Asset Lifecycle Mgmt		($11,134)	($13,855)	($12,038)	($12,968)	($16,857)	($10,944)	($8,684)	($13,091)	($12,392)	($7,203)	**($119,166)**
	Network upgrade		($1,674)	($4,134)	($3,214)	($1,310)	($1,247)	($970)					**($12,549)**
	Consolidated Data Centre		($183)	($1,980)	($1,185)	($1,033)	($10,532)						**($14,912)**
	Integrated Telecom Infrastructure		($7,428)	($1,078)	($808)								**($9,314)**
	Total Proposed Withdrawals		($20,419)	($21,047)	($17,245)	($15,311)	($28,636)	($11,914)	($8,684)	($13,091)	($12,392)	($7,203)	**($155,941)**
	Projected Contributions		$17,293	$17,293	$17,293	$17,193	$17,293	$17,293	$17,293	$17,293	$17,293	$17,293	**$172,830**
TOTAL RESERVE FUND BALANCE AT YEAR-END		**$8,042**	**$4,917**	**$1,163**	**$1,211**	**$3,093**	**($8,250)**	**($2,871)**	**$5,738**	**$9,940**	**$14,841**	**$24,931**	

Reserve/Reserve Fund Review - Corporate

Table 2 Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec. 31,	Proposed Withdrawals									
			2012 Rec. Budget	2013 Plan	2014 Plan	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2012 - 2021 Total
Corporate Financing Reserve XQ0011	Beginning Balance												
	Consolidated Data Centre		(183)	(1,980)	(1,185)	(1,033)	(10,532)						**(14,912)**
Building Division Reserve Fund XR1305	Toronto Building eService		(839)	(602)	(679)	(500)							**(2,620)**
Capital Financing Reserve XQ001	Animal Services Elec Comm		(573)	(300)									**(873)**
	SAP Landscape Upgrade		($3,232)										**($3,232)**
	Central Property Database		($300)	($600)	($800)	($500)							**($2,200)**
	Total Proposed Withdrawals		**($4,105)**	**($900)**	**($800)**	**($500)**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**($6,305)**