



Toronto 2016 BUDGET

CAPITAL BUDGET NOTES



Highlights

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Information & Technology

2016 – 2025 CAPITAL BUDGET AND PLAN OVERVIEW

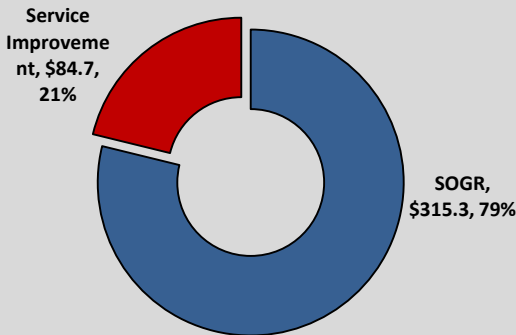
The Information & Technology Division provides leadership for the strategic investment, development and management of the City's Information Technology (IT) systems. Key elements of the Capital Budget and Plan include:

- Enhancing the Online Citizen experience, improving access to services for residents and businesses and delivering new services online
- Modernizing the City's business processes and systems with a focus on employee productivity and the next generation Toronto public service digital worker.
- Ensuring a secure, reliable and high performance IT Infrastructure that is modernized and well positioned to respond to growing business needs and citizen demands.

The 10-Year Capital Plan totals \$400.063 million. I&T's Capital Budget & Plan is a subset of an overall City-Wide IT Strategy and IT Portfolio Integrated Plan. The overall IT Plan sets the direction for prioritized IT investments across the City to move towards a Smart City that meets overarching social, economic and environmental City goals that will maintain and improve the quality of life in the City of Toronto.

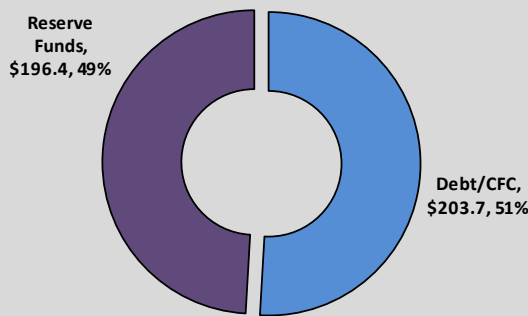
Capital Spending and Financing

2016 - 2025 Capital Budget and Plan by Expenditures Category



\$400.063 Million

2016 - 2025 Capital Budget and Plan by Funding Source



\$400.063 Million

Where does the money go?

The 2016 - 2025 Capital Budget and Plan totalling \$400.063 million (excluding carry forward funding) to transform, grow and run City business and information technology infrastructure includes:

- \$77.858 million (19.5%) is dedicated to Service Improvement projects to Transform the Business with City-wide projects for common business processes/systems involving process re-engineering and significant change. These include re-designing toronto.ca to be more customer-centric, modernizing building permit and municipal licensing processes online, expanding animal services online and rolling out of employee and manager self-services.
- \$103.321 million (25.8%) of which \$6.863 million is for Service Improvement, and \$96.458 is for State of Good Repair projects to Grow the Business. These include specific projects to enhance the Data Centre to meet growing demands, upgrades to online services and internal business systems and to deliver business improvements for Transportation and enhancing City Planning zoning by-law management.
- \$218.884 million (54.7%) is for State of Good Repair projects to Run the Business to ensure the City's foundational IT Infrastructure is reliable, secure, performing well and available to respond to changing and growing business needs and citizen demands. This includes renewal of City's workplace technology and supporting infrastructure.

Where does the money come from?

The 2016 - 2025 Capital Plan is funded from the following sources:

- Debt funding of \$203.671 million comprises 50.9% of the Information & Technology's 10-Year Capital Plan's funding.
- Reserves and Reserve Funds provide funding of \$196.392 million or 49.1%.

State of Good Repair Backlog

The City has established a well-defined Lifecycle Management plan for IT assets prioritized for program needs to replace equipment before end of life and as a result does not have a backlog of State of Good Repair for IT capital assets. Funding in the 10-Year Capital Plan addresses State of Good Repair based on planned lifecycle and ensures business continuity of the City's technology.

Key Issues & Priority Actions

In setting priorities for business transformation and innovation, the City's IT Strategy and IT Portfolio Integrated Plan, several Programs have been established to guide initiatives that will transform business services or capabilities in the City, and drive value-added business outcomes. Project investments within the Programs initiate the necessary transformation for service and information delivery and integration. The Programs include:

- ✓ Online Service Delivery
- ✓ Case Management
- ✓ Work and Asset Management
- ✓ Procurement and Supply Chain
- ✓ Project Management
- ✓ Time Attendance and Payroll
- ✓ Finance Transformation
- ✓ Employee Productivity
- ✓ Human Resources Transformation
- ✓ Information Management and Business Intelligence
- ✓ Open Government, Open Data
- ✓ IT Foundation which is shared and leveraged across Programs

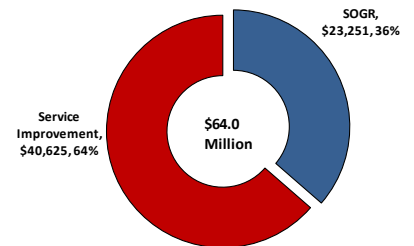
2016 Capital Budget Highlights

The 2016 Capital Budget for Information & Technology of \$63.876 million, excluding carry forward funding, will:

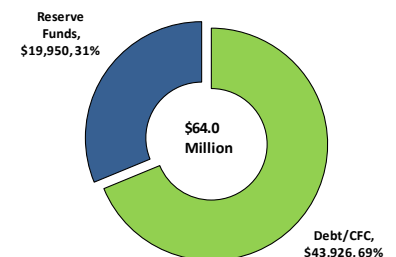
- Run the Business with renewal of City workplace technology and supporting infrastructure to ensure continuous delivery of City services (\$12.691 million).
- Transform the Business with Time Attendance and Payroll initiatives with modernized and common systems in staff scheduling and payroll processes (\$9.603 million);
- Transform the Business with IT Foundation initiatives for workforce mobility, collaboration and business intelligence/data analytics capabilities (\$5.895 million).
- Transform the Business with Online Service Delivery initiatives for www.toronto.ca to enhance access to services and establish a more customer-centric design (\$5.162 million);
- Grow the Business with the Data Centre to meet growing IT Infrastructure in support of business needs (\$1.500 million);



2016 Capital Budget by Project Category (in \$000s)



2016 Capital Budget by Funding Source (in \$000s)



Actions for consideration

Approval of the 2016 Preliminary Budget as presented in these notes requires that:

1. City Council approve the 2016 Capital Budget for Information & Technology with a total project cost of \$387.791 million, and 2016 cash flow of \$63.876 million and future year commitments of \$52.639 million comprised of the following:
 - a) New Cash Flow Funds for:
 - i. 70 new / change in scope sub-projects that requires cash flow of \$43.592 million in 2016 and future year cash flow commitments of \$20.216 million for 2017; \$17.603 million for 2018; \$1.626 million for 2019; \$1.594 million for 2020; and \$0.600 million for 2021;
 - ii. 10 previously approved sub-projects with a 2016 cash flow of \$17.430 million; and future year cash flow commitments of \$9.680 million for 2017; \$0.660 million for 2018; and \$0.660 million for 2019;
 - iii. 4 previously approved sub-projects with carry forward funding from 2014 and prior years requiring 2016 cash flow of \$2.854 million that requires Council to reaffirm its commitment; and
 - b) 2015 approved cash flow for 46 previously approved sub-projects with carry forward funding from 2015 into 2016 totalling \$27.110 million.
2. City Council approve the 2017 - 2025 Capital Plan for Information & Technology totalling \$65.718 million in project estimates, comprised of \$4.792 million in 2017; \$6.651 million for 2018; \$7.353 million for 2019; \$10.172 million for 2020; and \$36.750 million in 2025.

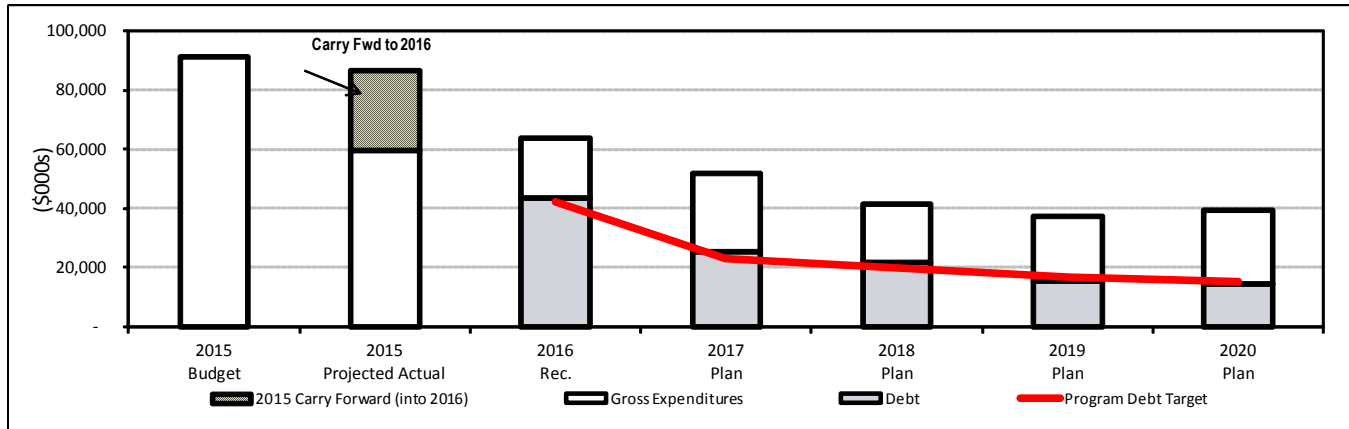


Part I:

10-Year Capital Plan

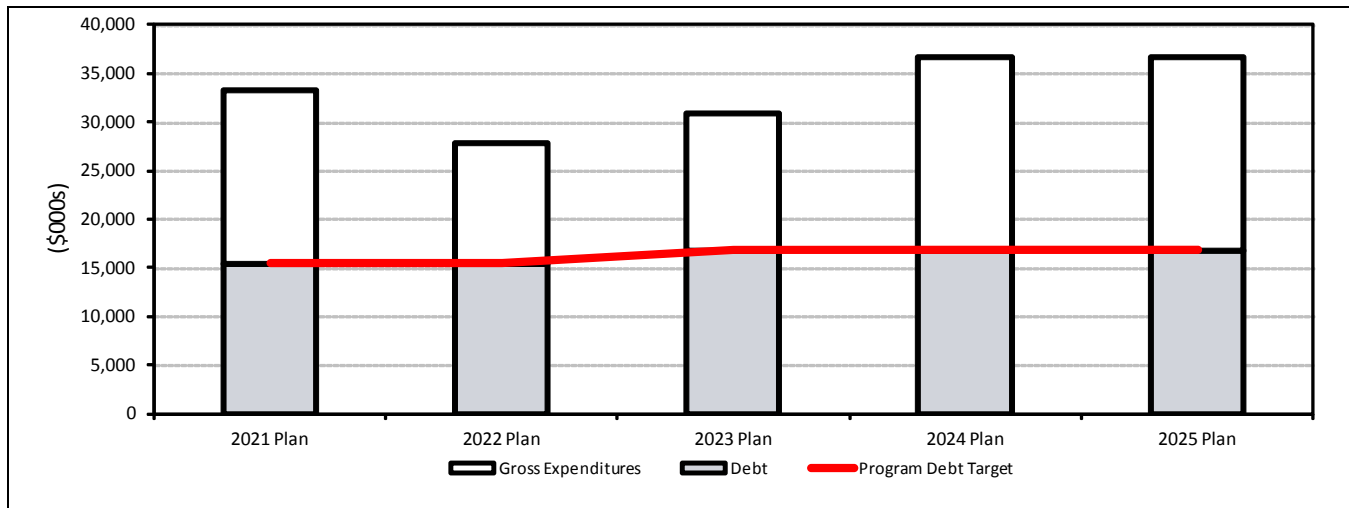
10 Year Capital Plan

Table 1a
2016 Preliminary Budget, 2017-2020 Preliminary Capital Plan



	2016 Capital Budget and 2017 - 2020 Capital Plan								
	2015		2016	2017	2018	2019	2020	2016 - 2020	5-Year Total Percent
	Budget	Projected Actual							
Gross Expenditures:									
2015 Capital Budget & Approved FY Commitments	91,564	59,569	63,187	45,993	35,786	37,669	39,441	222,076	94.7%
Changes to Approved FY Commitments			(45,671)	(18,894)	(18,529)	(8,921)	(11,800)	(103,815)	(44.2%)
2016 New/Change in Scope and Future Year Commitments			43,506	20,216	17,603	1,626	1,594	84,545	36.0%
2017 - 2020 Capital Plan Estimates				4,792	6,651	7,353	10,172	28,968	12.3%
2-Year Carry Forward for Reapproval								2,854	1.2%
1-Year Carry Forward to Reapproval		27,110	2,854						
Total Gross Annual Expenditures & Plan	91,564	59,569	63,876	52,107	41,511	37,727	39,407	234,628	100.0%
Program Debt Target			42,259	23,249	19,922	16,646	15,500	117,576	
Financing:									
Debt			43,926	25,778	21,997	15,904	14,666	122,271	52.1%
Reserves/Reserve Funds			19,950	26,329	19,514	21,823	24,741	112,357	47.9%
Development Charges								-	
Provincial/Federal								-	
Debt Recoverable								-	
Other Revenue								-	
Total Financing	-		63,876	52,107	41,511	37,727	39,407	234,628	100.0%
By Project Category:									
Health & Safety								-	
Legislated								-	
SOGR			23,251	31,343	29,265	32,811	36,697	153,367	65.4%
Service Improvement			40,625	20,764	12,246	4,916	2,710	81,261	34.6%
Growth Related								-	
Total by Project Category	-		63,876	52,107	41,511	37,727	39,407	234,628	100.0%
Asset Value (\$) at year-end		61,145	61,881	61,881	61,881	61,881	61,881	61,881	
Yearly SOGR Backlog Estimate (not addressed by current plan)									
Accumulated Backlog Estimate (end of year)									
Backlog: Percentage of Asset Value (%)									
Debt Service Costs			582	4,986	3,252	2,769	2,069	13,658	
Operating Impact on Program Costs			620	1,649	876	-	-	3,145	
New Positions			13	16	3	-	-	32	

**Table 1b
2021 - 2025 Preliminary Capital Plan**



	2021 - 2025 Capital Plan						
	2021	2022	2023	2024	2025	2016 - 2025	10-Year Total Percent
Gross Expenditures:							
2015 Capital Budget & Approved FY Commitments	32,421	27,795	30,919	36,750		349,961	87.5%
Changes to Approved FY Commitments	200					(103,615)	-25.9%
2016 New/Change in Scope and Future Year Commitments	600					85,145	21.3%
2021 - 2025 Capital Plan Estimates					36,750	65,718	16.4%
2-Year Carry Forward for Reapproval						2,854	0.7%
Total Gross Annual Expenditures & Plan	33,221	27,795	30,919	36,750	36,750	400,063	100.0%
Program Debt Target	15,500	15,500	16,800	16,800	16,800	198,976	
Financing:							
Debt	15,500	15,500	16,800	16,800	16,800	203,671	50.9%
Reserves/Reserve Funds	17,721	12,295	14,119	19,950	19,950	196,392	49.1%
Development Charges						-	
Provincial/Federal						-	
Debt Recoverable						-	
Other Revenue						-	
Total Financing	33,221	27,795	30,919	36,750	36,750	400,063	100.0%
By Project Category:							
Health & Safety						-	
Legislated						-	
SOGR	31,661	26,695	30,519	36,350	36,750	315,342	78.8%
Service Improvement	1,560	1,100	400	400		84,721	21.2%
Growth Related						-	
Total by Project Category	33,221	27,795	30,919	36,750	36,750	400,063	100.0%
Asset Value(\$) at year-end	61,881	61,881	61,881	61,881	61,881	61,881	
Yearly SOGR Backlog Estimate (not addressed by current plan)							
Accumulated Backlog Estimate (end of year)							
Backlog: Percentage of Asset Value (%)							
Debt Service Costs	1,950	2,042	2,070	2,214	2,214	24,147	
Operating Impact on Program Costs	-	-	-	-	-	3,145	
New Positions						32	

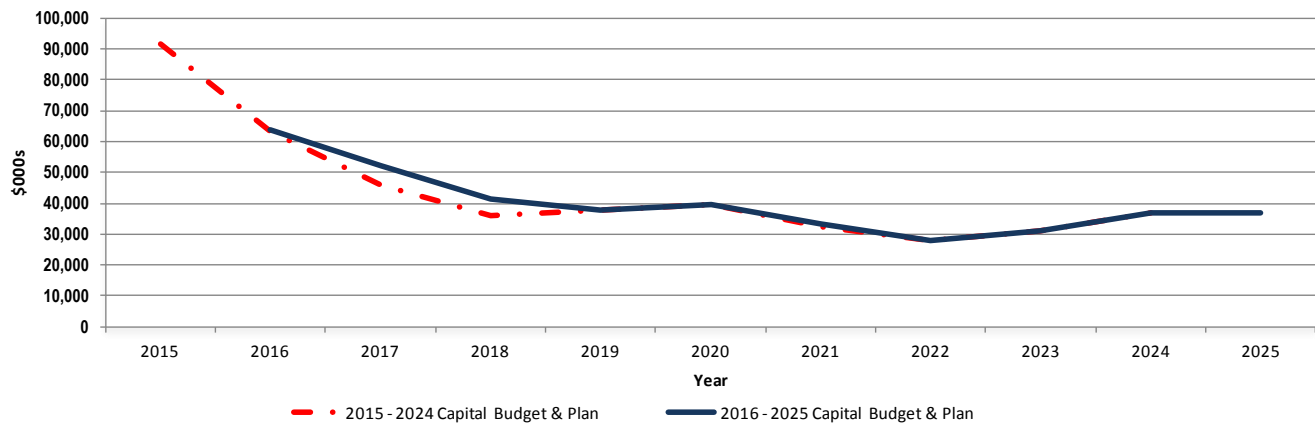
Key Changes to the 2015 - 2024 Approved Capital Plan

The City has taken a more focused approach to IT investment and priorities through the IT Governance structure led by senior business executive and IT leaders at the City's Business Executive Committee. The Business Executive Committee (BEC) reprioritized projects based on business value and need in context of the City's overall IT Portfolio Integrated Plan. Criteria included Urgency, Corporate Value, Achievability, and Business Capacity. This reprioritization focussed the IT Investment to ensure the effective execution and delivery of projects and optimal use of IT Capital funds across the City in all divisions.

As a result of this reprioritization and focus, the 2016 Capital Budget and the 2017 - 2025 Capital Plan reflects a decrease of \$41.462 million in capital funding from the 2015 - 2024 Approved Capital Plan. It should also be noted that previous year Carry-Forward funding was included in the figures used for the 2015 Approved Plan and subsequent reductions applied.

The table and chart below provide a breakdown of the \$41.462 million or 9.4% decrease in the Capital Program on an annual basis from 2015 to 2025.

Chart 1
Changes to the 2015 -2024 Approved Capital Plan (In \$000s)



(\$000s)	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	10-Year Total
2015 - 2024 Capital Budget & Plan	91,564	63,187	45,993	35,786	37,669	39,441	32,421	27,795	30,919	36,750		441,525
2016 - 2025 Capital Budget & Plan		63,876	52,107	41,511	37,727	39,407	33,221	27,795	30,919	36,750	36,750	400,063
Change %		1.1%	13.3%	16.0%	0.2%	(0.1%)	2.5%	0.0%	0.0%	0.0%		(9.4%)
Change \$		689	6,114	5,725	58	(34)	800	0	0	0		(41,462)

As reflected in Table 2 on the following page, changes to the 2016 – 2024 Approved Capital Plan, specifically the \$13.352 million increase in capital funding over the nine common years of the Capital Plans (2016 – 2024) arise from the reprioritization of Information & Technology's capital projects based on the following factors:

- As a result of I&T's priority setting to ensure effectiveness in achieving overall City goals and objectives, the I&T Division adjusted the Capital Program to reprioritize programs and projects as recommended by Business Executive Committee through the IT Portfolio Integrated Plan.
- Cash flows were realigned to better reflect actual spending experience for major capital projects based on readiness to proceed and capacity to deliver and spend.

- Many of the capital projects included in the 2015 Approved Capital Budget will require new funding in 2016 and future years, primarily:
 - To continue to run the business to maintain the City’s technology infrastructure in a state of good repair and ensure future business needs for a stable, secure and high performance IT Infrastructure are met. This includes replacement and renewal of IT assets including the City's network, computer software and hardware, servers and storage to address changing technology, emerging trends and associated business demands.
 - To grow the business by developing and implementing enhancements to existing application systems and provide service improvements including enhancements to the City’s website and electronic service delivery capabilities.

A summary of project changes for the years 2016 to 2024 totalling \$13.352 million are provided in Table 2 below:

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

\$000s	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2016 - 2024 Total
2015 - 2024 Capital Budget & Plan	91,564	63,187	45,993	35,786	37,669	39,441	32,421	27,795	30,919	36,750		349,961
2016 - 2025 Capital Budget & Plan		63,876	52,107	41,511	37,727	39,407	33,221	27,795	30,919	36,750	36,750	363,313
Capital Budget & Plan Changes (2016 - 2024)		689	6,114	5,725	58	(34)	800	-	-	-	-	13,352

	Total Project Cost	2016	2017	2018	2019	2020	2021	2022	2023	2024	2016 - 2024	2025	Revised Total Project Cost
<i>Previously Approved</i>													
Asset Lifecycle Management		(1,585)	1,500	2,000	800	800	800				4,315	19,950	24,265
Disaster Recovery	25,000	(1,000)	(530)								(1,530)		23,470
Application Systems	16,519	288	726	795	(399)	(942)					468		16,987
Corporate Planning & Management	10,415	(33)	(1,126)	(1,457)	27	736					(1,853)		8,562
Consolidated Data Centre	11,300	(1,500)		1,500							-		11,300
Data Centre Zones Implementation	3,580		(500)	(1,000)	1,000	170	250				(80)		3,500
Technology Infrastructure Growth	26,729			(846)	(1,679)	(2,468)	(250)				(5,243)	6,500	27,986
Employee Performance Management (EPM)	2,045	(883)	(552)	(235)		1,670					-		2,045
Workforce BI Requirements	3,613	(276)		276							-		3,613
eRecruitment	6,290		(1,127)	(501)	(351)						(1,979)		4,311
Capital Portfolio Resource Requirements	7,500	(392)	1,775								1,383		8,883
Employee Self Service Portal, Payroll-PPEB	6,996	1,500									1,500		8,496
Electronic Service Delivery Portal-Bldg Permits	750	1,016									1,016		1,766
Electronic Self Service Licensing -MLS	1,242	117	132								249		1,491
MLS Licensing Phase 1	4,094	280	375								655		4,749
Integrated Bus Mgmt Reporting Platform	1,485	300	306								606		2,091
WEB Revitalization Projects	6,996		1,600								1,600		8,596
Organizational Management & SAP Security	4,864	(1,500)	1,500								-		4,864
On-Line Animal Services	532	219									219		751
Total Previously Approved		(3,449)	4,079	532	(602)	(34)	800				1,326	26,450	167,726
<i>New</i>													
Enterprise Business Intelligence		800									800		800
Wan High Speed Fibre Data Services		213	310	450							973		973
Telecommunication Expense Management System Replacement			250	765	660						1,675		1,675
Directory Services		550	350	2,983							3,883		3,883
HR Electronic Skills Assessment		550									550		550
2016-2019 Occ Health & Safety Application		350									350		350
Capital Project Planning System Enhancements		250	600	570							1,420		1,420
Major Cap Infrastructure Project Coord. (TOInview)		175	525	425							1,125		1,125
Workflow Automation & Tracking		850									850		850
OnLine Portal Services for City Planning		200									200		200
Business System Improvements - ECS		200									200		200
Total New		4,138	2,035	5,193	660						12,026		12,026
Total Changes		689	6,114	5,725	58	(34)	800				13,352	26,450	179,752

Significant Capital Project Changes in Information & Technology:

Cash flow funding for the following previously approved capital projects have been adjusted based on historical spending rates, capacity and expected progress and completion of the projects, as outlined below:

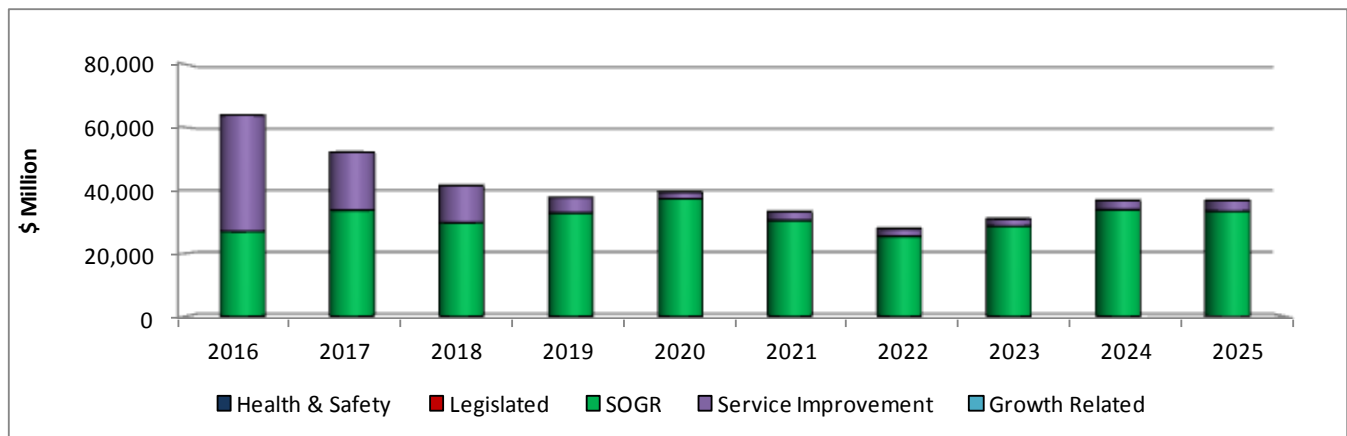
- **Asset Lifecycle Management:** An increase of \$6.400 million is required for the replacement of computer software, servers, storage and enterprise software due to new City email system and hardware (multifunctional devices).
- **Technology Infrastructure Growth:** Further review of the technology growth determined that the future years should be reduced by \$5.243 million for the period ending in 2024.

New projects totalling \$12.026 million have been added to the 2016 – 2025 Approved Capital Plan including:

- **Directory Services Transition:** Cash flow funding of \$3.883 million over 2016 to 2018 is to replace current technical directory infrastructure that was built 15+ years ago. Funding is to engage professional services to conduct an assessment and prepare requirements for an RFP for implementation to migrate to a new directory. This approach is subject to change.
- **Telecom Expense Management System Replacement:** A business analysis was conducted to review options for a new solution or to outsource the service. Cash flow of \$1.675 million over 2017-2019 has been included in anticipation of future requirements to meet the AGO's recommendation to better track telecom expenses.

2016 – 2025 Preliminary Capital Plan

Chart 2
2016 – 2025 Capital Plan by Project Category (In \$000s)



As illustrated in the chart above, the 10-Year Capital Plan for Information & Technology of \$400.063 million provides 79% funding for State of Good Repair (SOGR) projects as priorities and 21% for Service Improvement projects.

The following table provides details capital projects by category included in the 2016 – 2025 Capital Budget and Plan for Information & Technology:

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

	Total App'd Cash Flows to Date*	2016 Budget	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2016 - 2025 Total	Total Project Cost
Total Expenditures by Category													
State of Good Repair													
Asset Lifecycle Management		12,691	15,108	17,102	21,823	24,741	17,721	12,295	14,119	19,950	19,950	175,500	182,411
Network Upgrade		1,500	1,970	2,500	2,500	2,500	2,500	2,500	2,500	2,500		20,970	18,753
Application Systems		1,897	1,395	620	1,342	2,370	2,000	2,500	2,900	3,000	3,500	21,524	21,524
Corporate Planning & Mgmt		3,169	2,655	2,935	3,696	4,690	5,250	4,700	5,300	5,000	6,800	44,195	43,724
Technology Infrastructure		2,050	7,255	6,108	3,450	2,396	4,190	4,700	5,700	5,900	6,500	48,249	39,449
Resource to Deliver IT Capital Projects		1,383	1,775									3,158	1,383
Business Sustainment Systems		561	1,185									1,746	2,006
Sub-Total	-	23,251	31,343	29,265	32,811	36,697	31,661	26,695	30,519	36,350	36,750	315,342	309,250
Service Improvements													
Application Systems		5,945	7,121	5,181	3,011							21,258	18,085
Corporate Planning & Mgmt		1,150	1,000	1,226	1,110	1,040	1,560	1,100	400	400		8,986	9,933
Technology Infrastructure		413	310	450								1,173	1,173
Corporate Initiatives		15,470	8,387	4,927	795	1,670						31,249	24,696
Computer System Integration		588										588	588
Business Sustainment Systems		6,049	3,386	462								9,897	10,555
TAS Electronic Communications		219										219	219
												-	-
Service Efficiencies Study													
Employee Self Service Portal, Payroll -PPEB		1,500										1,500	1,300
Web Business Content Refresh & Design		750										750	750
Portal Foundation Components		1,500										1,500	1,500
Short Term Business Improvements- Transportation		530										530	530
Work Management Solution- Transportation												-	-
Time, Attendance & Scheduling Management-PPEB		5,996										5,996	5,996
Asset Management Solution- Transportation		515	560									1,075	1,075
Sub-Total	-	40,625	20,764	12,246	4,916	2,710	1,560	1,100	400	400	-	84,721	76,400
Total Expenditures by Category (excluding carry forward)	-	63,876	52,107	41,511	37,727	39,407	33,221	27,795	30,919	36,750	36,750	400,063	385,650

*Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2016, excluding ongoing capital projects (i.e. Civic Improvement projects)

2016 – 2025 Capital Projects

The 10-Year Capital Plan focuses on key opportunities to streamline processes, integrate services and deliver business value while attracting and developing a motivated and engaged high performance team to meet these objectives.

State of Good Repair (SOGR) - Run the Business

SOGR or Run the Business projects ensure City's IT Infrastructure is reliable, secure, performing well and available to respond to changing and growing business needs and citizen demands. The projects account for \$315.342 million or 79% of the total 10-Year Capital Plan. The following are examples of significant sub-projects in the plan.

- *Asset Lifecycle Management (\$175.500 million):* I&T continues to upgrade the IT infrastructure components to maintain the state of good repair and to ensure compatibility. This will confirm all software is in line with corporate standards and includes licensing requirements of in-scope software.
- *Technology Infrastructure (\$48.249 million) includes:* Funding of \$27.986 million is forecasted for changing technology, improving and taking advantage of new capabilities to keep current with industry standards. Other key sub-projects include replacement of 15+ years old directory services and establishing secure data centre zones for IT infrastructure.
- *Corporate Planning & Management (\$44.195 million):* Key sub-projects include upgrades and replacement of key IT service delivery and management tools.

- *Application Systems (\$21.524 million)*: The *Enterprise Solutions Design & Implementation* sub-project requiring \$14.928 million is to ensure future sustainment of IT application systems.
- *Network Upgrade (\$20.970 million)*: The Business Continuity Plan (BCP) and Disaster Recovery (DR) capital project will implement the requisite hardware and software to ensure continuity of City services in the event of outages.

Service Improvements & Service Efficiency Study – Transform and Grow the Business

Service Improvement and Service Efficiency Study projects involve both transformation projects that aim to modernize City services through process re-engineering, automation and evolving to a digital government, as well as growth projects addressing enhancements to divisional applications.

Service Improvement projects account for \$84.721 million or 21% of the total 10-Year Capital Plan. The following are examples of significant sub-projects in the Capital Plan.

- *Corporate Initiatives (\$31.249 million)* include, but not limited to:
 - \$7.024 million for Transportation Services' *Work Management Solution* to improve service delivery and management of work requests for Transportation Services as part of a cross divisional enterprise program;
 - \$3.524 million for eRecruitment, a recruitment system that will enable smoother work flows and result in efficiencies in staff time in recruitment activities; and
 - \$5.162 million for the Web Revitalization projects which will provide the platform for the City to further develop the web as a primary channel for service delivery.
- The *Application Systems* projects (\$21.258 million) include, but are not limited to:
 - *Enterprise Collaboration Foundation* (\$7.656 million) to establish modern tools to promote communication, collaboration and information sharing between City's employees and the public;
 - *Enterprise Mobility Platform* initiative that will deliver key technology components required to enable access to the City's information and services through mobile devices (\$5.279 million); and
 - *IT Intranet Refresh* project with funding of \$2.218 million to refresh and redesign I&T Division's web-site to improve usability, incorporate modern web technologies, and deliver value-added information and services to City employees. This IT division intranet project will serve as a prototype and a catalyst to support this shift for the rest of the City's intranet.
- The *Corporate Planning & Management* program (\$8.986 million) includes key sub-projects to rationalize the IT application portfolio and modernize enterprise portfolio and project management tools.
- The *Business Sustainment Systems* projects (\$6.455 million) include: *Toronto Building Electronic Service Delivery* (\$1.199 million), *eService for Municipal Licensing & Standards* (\$1.230 million) and *Electronic Service Delivery Portal* for Building permits (\$1.074 million).
- The Efficiency Study Implementation Projects include allocated funding of \$11.351 million in the 10-Year Capital Plan. Projects have been selected to address the City's overall technical as

well as specific business management requirements over the period of 2016-2017 and will lay the foundation for business process re-engineering, automation, and future service efficiencies. Examples of significant sub-projects include:

- *Time, Attendance & Scheduling System (TASS)* project's total project cost is \$12.848 million, with cash flow funding of \$8.103 million to re-engineer and streamline staff scheduling and time-entry processes for the Toronto Public Service. An enterprise-wide time, attendance and scheduling system will be an enabler to change that addresses the City's complex business rules and collective agreement requirements, and replaces the current outdated and silo divisional systems that are restrictive, labour intensive and ineffective. It is expected to be implemented in Park, Forestry and Recreation and Toronto Paramedics Services in 2016.
- The *Portal Foundation Components* project's total project cost is \$8.415 million, with cash flow funding \$3.500 million to better engage and inform the public by providing fact-based information on the City's performance. It consists of sub-projects that are foundational to delivering the transformation plan such as Identity Management and Authentication (IDMA) for public and employees, and Electronic Forms (eForms), which are both an essential part of Electronic Service Delivery.
- Pension Payroll and Employee Benefits *Employee Self Service Portal* project requires an addition of \$1.500 million cash flow funding to complete the implementation in 2016.

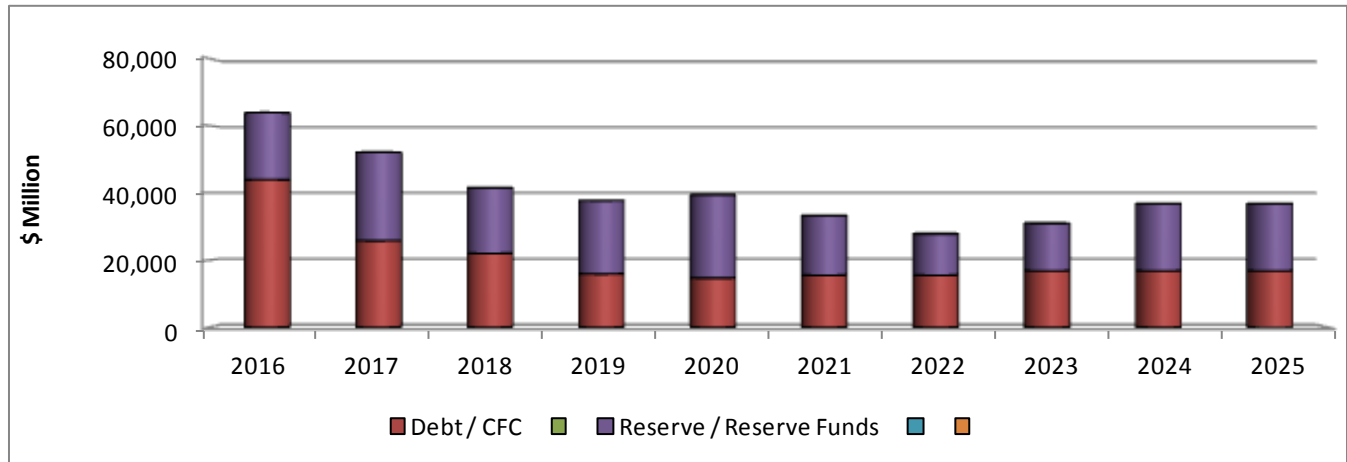
2016 Capital Budget and Future Year Commitments

- Included as a sub-set of the 10-Year Capital Plan is the 2016 Budget and Future Year Commitments, that consists of 2016 and future year cash flows for projects previously approved by Council; adjustments (Scope Change) to those previously approved projects; as well as new projects that collectively require Council approval to begin, continue or complete capital work.
- Table 3a below lists the 2016 Cash Flow and Future Year Commitments for Information & Technology:

Table 3a
2016 Cash Flow & Future Year Commitments (In \$000s)

	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total 2016 Cash Flow & FY Commits
Expenditures:											
Previously Approved											-
<i>Service Efficiency Studies</i>	10,791	560									11,351
<i>Network Upgrade</i>	1,500	970									2,470
<i>Application Systems</i>	5,980	1,881									7,861
<i>Corporate Planning & Management</i>	660	660	660								1,980
<i>Consolidated Data Centre</i>	1,500	6,000	1,500								9,000
<i>eMail Replacement</i>	200										200
<i>Corporate Initiatives</i>	15,761	1,500									17,261
<i>Resources to Deliver IT Capital Projects</i>	1,775										1,775
<i>Project Progress & Central Tracking-ECS</i>	588										588
<i>Business Sustainment Systems</i>	4,806	2,787	462								8,055
<i>OnLine Animal Services</i>	219										219
Change in Scope											
<i>Resources to Deliver IT Capital Projects</i>	(392)	1,775									1,383
New w/Future Year											
<i>Asset Lifecycle Management</i>	12,691	11,668	13,303								37,662
<i>Corporate Planning & Management</i>	3,659	2,095	2,338	2,286	1,594	600					12,572
<i>Enterprise Business Intelligence</i>	800										800
<i>Directory Services</i>	550										550
<i>Wan High Speed Fibre Data Services</i>	213										213
<i>Corporate Initiatives</i>	2,175										2,175
<i>OnLine Portal Services -City Planning</i>	200										200
<i>Business Systems Improvements -ECS</i>	200										200
											-
Total Expenditure	63,876	29,896	18,263	2,286	1,594	600					116,515
Financing:											
Debt/CFC	43,926	7,366	2,998	2,286	1,594	600					58,770
Reserves/Res Funds	19,950	22,530	15,265								57,745
Total Financing	63,876	29,896	18,263	2,286	1,594	600					116,515

Chart 3
2016 – 2025 Capital Plan by Funding Source (In \$000s)



The 10-Year Capital Plan of \$400.063 million cash flow funding will be financed by the following sources:

- Debt accounts for \$203.671 million or 50.9% of the financing over the 10-year period.
 - The debt funding is above the 10-year debt affordability guideline of \$198.976 million allocated to this Program by \$4.695 million, that is dedicated to SOGR and Service Improvement projects:
 - \$0.550 million for HR Electronic Skills Assessment Solution.
 - \$0.350 million for Occupational Health & Safety Application 2016 - 2019.
 - \$1.420 million for Capital Project Planning System Enhancements.
 - \$0.850 million for Workflow Automation & Tracking.
 - \$1.125 million for Major Capital Infrastructure Project co-ordination.
 - \$0.200 million for OnLine Portal Services for City Planning.
 - \$0.200 million for Business System Improvements-Engineering and Construction Services.
- Reserve and Reserve Funds constitute \$196.392 million or 49.1% of required funding over 10 years for the following major projects:
 - \$175,500 million for Asset Lifecycle Management from the I & T Sustainment Reserve Fund.
 - \$2.217 million for Network Upgrade Projects.

State of Good Repair (SOGR) Backlog

The City has established a well-defined Lifecycle Management plan for IT assets prioritized for program needs and to replace equipment before end of life. \$175.500 million is allocated for the lifecycle replacement and refresh of IT assets including software and hardware including servers, storage, network and desktops/notebooks. There is no backlog for these core IT assets as there are sufficient funds to replace/refresh these assets at the end of the respective lifecycles.

10-Year Capital Plan: Net Operating Budget Impact

Table 5
Net Operating Impact Summary (In \$000s)

Projects	2016 Budget		2017 Plan		2018 Plan		2019 Plan		2020 Plan		2016 - 2020		2016 - 2025	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
Previously Approved														
<i>Business Continuity & Disaster Recovery Program</i>	61.8	1.0	306.0	1.0	44.2						412.0	2.0	412.0	2.0
<i>Enterprise Business Intelligence Framework</i>	123.0	2.0	412.0	4.0	402.0	2.0					937.0	8.0	937.0	8.0
<i>Web Revitalization Implementation Sustainment Requirement</i>			272.0	4.0	305.1	1.0					577.1	5.0	577.1	5.0
<i>Enterprise Systems Management Implementation</i>	61.9	1.0	193.0	2.0	73.2						328.1	3.0	328.1	3.0
<i>Testing Tools Upgrade</i>	165.0		113.0	1.0							278.0	1.0	278.0	1.0
<i>Project Portfolio Management</i>	70.0		70.0								140.0		140.0	
<i>IT Performance Reporting</i>			140.0	1.0										
<i>Enterprise Information Security Program</i>			93.8	1.0	32.0						125.8	1.0	125.8	1.0
<i>Facilities Mgmt Div -PTP Implementation</i>	77.5	1.0	55.0								132.5	1.0	132.5	1.0
<i>Capital Planning & Coordination Automation</i>	132.5	1.0	138.5	1.0							271.0	2.0	271.0	2.0
<i>TB Electronic Service Delivery Portal</i>	126.4	2.0	270.4	2.0	133.0						4.0		4.0	
<i>System Enhancement IBMS (MLS)</i>	60.8	1.0	54.2											
<i>Integrated Bus. Mgmt Reporting</i>	66.8	1.0	54.2											
<i>IT Risk Management Framework</i>			93.8	1.0	31.2									
<i>Data Integration</i>			180.0	3.0	161.5									
<i>Supply Chain Management Transformation</i>				1.0							1.0		1.0	
New Projects - 2016														
<i>Enterprise Collaboration Foundation</i>	110.1	2.0	320.8	1.0	52.0						482.9	3.0	482.9	3.0
Total (Net)	1,055.8	12.0	2,766.6	23.0	1,234.2	3.0					3,684.3	31.0	3,684.3	31.0

The 10-Year Capital Plan will increase future year Operating Budgets by a total of \$3.684 million net over the 2016 – 2025 period, as shown in the table above. Approved positions will increase by 31 over the 10-year time frame.

- With the IT Capital investment in new business systems to meet enterprise and division-specific business needs growing, there is also a corresponding investment need in both the ongoing infrastructure and the required skills and expertise to ensure the continued availability and support of the systems. With 54 Transform and Grow Service Improvement Projects in I&T 10-Year Capital Plan, I&T will be faced with significant operating pressures once these projects have been completed.

This is comprised of funding to sustain the following capital projects:

- The Business Continuity & Disaster Recovery project requires \$0.412 million: \$0.062 million for 1 position in 2016, and \$0.306 million in 2017 for 2 positions and maintenance support.
- The Enterprise Business Intelligence Framework Project requires \$0.937 million: \$0.123 for 2 positions in 2016, \$0.412 million for 4 new positions in 2017 and \$0.402 million for 2 new positions in 2018.
- The WEB method technology projects require \$0.272 million for 4 positions in 2017, and \$0.305 million in 2018 for 1 additional position for post system maintenance.
- The Testing Tools Upgrade project requires \$0.278 million with \$0.165 million for annual maintenance of the Testing suite of the Quality Assurance project commencing in 2016 and \$0.113

million for 1 new position in 2017 to assist in implementing the tools for developing the methodology and completing the assessments.

- The Enterprise Systems Management Implementation project requires \$0.328 million with \$0.062 million in 2016 for 1 new position, \$0.193 million in 2017 for 2 new positions and \$0.073 million in 2018 for support costs to sustain the Service Desk and Business Service Management Modules.
- Enterprise Information Security Program requires \$0.125 million with \$0.093 million for 1 new position and maintenance in 2016 and \$0.032 million for maintenance support in 2017.
- 9 new positions are required to support client driven projects at a cost of \$0.870 million gross and \$0 million net, recovered from clients. Projects include Facilities Management Project Tracking Portal Implementation, major capital infrastructure office Capital Planning and Coordination Automation (CPCA), Toronto Building Service Delivery Portal and Purchasing & Materials Management Division 2016 Warehouse Management.
- The Enterprise Collaboration Foundation Project requires \$0.488 million: \$0.115 million in 2016 for 2 new positions; \$0.321 million in 2017 for 2 new positions, and \$0.052 million in 2018.

These future operating impacts will be reviewed each year as part of the annual Operating Budget process to determine actual need.



Part II:

Issues for Discussion

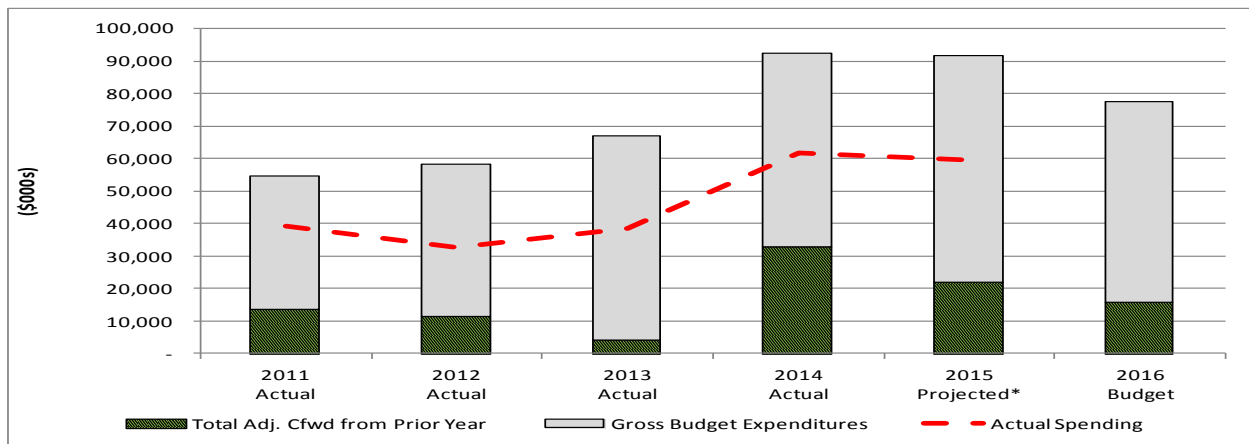
Issues for Discussion

Issues Impacting the 2016 Capital Budget

Review of Capital Projects and Spending

During the 2015 Budget process, City Council directed that the Deputy City Manager & Chief Financial Officer commence a detailed review of the City's 2016 - 2025 capital requirements as part of the City's 2016 Capital Budget process to ensure that debt affordability targets continue to be maintained, and report the results to Budget Committee early in the 2016 Budget process.

- Historical trends for Information & Technology indicate an average spending rate of 64% of its approved capital budgets over the past 5 years. The following table illustrates Information & Technology's rate of spending from 2011 to 2015:



Category	2011			2012			2013			2014			2015 Projected *			Spending Rate 5 Year Avg. %
	Approved Budget	Actual	Spending Rate %	Approved Budget	Actual	Spending Rate %	Approved Budget	Actual	Spending Rate %	Approved Budget	Actual	Spending Rate %	Approved Budget	Actual	Spending Rate %	
SOGR	42,984	32,639	76%	47,696	24,579	52%	51,934	31,681	61%	52,026	43,225	83%	36,930	28,183	76%	69%
Service Improvement	10,261	5,485	53%	10,492	7,489	71%	14,939	6,588	44%	38,394	16,055	42%	54,633	31,386	57%	52%
Total	53,245	38,124	72%	58,188	32,068	55%	66,873	38,269	57%	90,420	59,280	66%	91,563	59,569	65%	63%

* Based on 2015 9-month Capital Variance Report

The main causes for the historical moderate spend rate are:

- Spending has increased since 2012 where the majority of client driven projects experienced delays: The Business Sustainment Systems and Corporate Initiatives-Service Efficiency Studies projects met challenges in recruiting qualified resources.
- The moderate spending rate is attributed to the following:
 - The City's IT Capital Plan is aggressive compared to its peers, with a larger portion of projects that are transformational as compared to industry practices across both public and private realms. Transformation projects are complex, often depend on foundation components and have a significant impact on resourcing and organization change in both the IT and business areas;

- Shortage of qualified resources required for delivering large complex projects – The City is competing with many other organizations (public and private) for speciality skilled staff to implement and deliver projects; and
- IT projects, especially for large complex projects have experienced delays for a number of reasons. It is a lengthy process. Quite often, insufficient time is allotted in project schedules for the time required to determine business requirements, (dependencies, platform fit), RFP development, issuances and evaluation, competition for / lack of qualified vendors, project scope and complex contracts resulting in protracted negotiations requiring Legal Services involvement.

In establishing the 2016 - 2025 IT Integrated Portfolio Plan, projects were reviewed for readiness, dependencies, capacity to deliver and historical spending. Cash flow funding was then adjusted for many projects, including some being deferred or cancelled, to better align with expected delivery of projects.

The trend to improve capital spend rate is expected to increase annually over the next 3 years, attributable to improved project management controls, project resourcing, and IT planning processes.

A more detailed discussion about the IT Integrated Plan is provided on page 22.

Major Capital Projects – Status Updates

In compliance with the Auditor General's recommendation for additional status reporting for large capital projects, the following projects have been reported on a quarterly basis in 2015:

1. *Web Revitalization Project* is for the City's primary communications, service delivery and information sharing mechanism and customer service channel, the City's website www.toronto.ca. The *Web Revitalization Project* is a multiyear, multi phased project to update the City's online channel and the technology infrastructure that supports it. This project will continue to revitalize the look and feel to enable client centric accessible information and services to improve customer service and overall public user experience in accessing their City.
 - The business needs and product requirements, and Technology Blueprint Outline and the Conceptual Architecture are complete. Service bundling analysis of 70 'best-in-class' government websites and a market review of Web Content Management Applications together with a new model to manage web content on www.toronto.ca have been established. A new design for www.toronto.ca is planned for completion by the first quarter of 2016.
 - The 2016 - 2025 Capital Plan will continue to fund this project with \$5.162 million in 2016 and \$1.6 million in 2017 reflecting changes in Phase 2 objectives that has been expanded to include a re-assessment of the platform, tools and architecture used to host the site in addition to reconstruction of services to deliver a modern, citizen and service oriented website.
 - Total project cost is \$8.052 million.
2. *Time, Attendance & Scheduling System (TASS)* is an enterprise-wide time, attendance and scheduling system that addresses the City's complex business rules and collective agreement requirements, and replaces current outdated and silo divisional systems that are restrictive, labour intensive and ineffective. The solution will provide a single point of integration with the enterprise

attendance reporting (CATS-SAP), and will be first rolled out to meet the urgent needs for Toronto Paramedic Services (TPS) and Parks, Forestry and Recreation (PF&R) to manage their complex time, attendance and scheduling requirements.

- Vendor contracts were signed in June 2015 and the preparation phase is near completion. Work is underway to validate the requirements and complete the design document for the solution.
 - The I&T's 10-Year Capital Plan, includes \$8.103 million to complete this project in 2016. City-wide roll out plan and future budget implications will be developed based on the first rollout.
 - Total project cost is \$12.848 million.
3. The *Employee and Management Self Service* (ESS) Portal Payroll project will modernize payroll services by removing paper-based payroll/HR processes to allow City employees to access and update their payroll information and submit requests and for managers to approve electronically through secure access on the City's intranet or the public internet.
- The City successfully rolled-out four forms to employees: Bank Details Form; Payroll Request Form; Employee Life Events; Employee Life Events (with Dependents). Union employees have the ability to can Opt-In to use ESS. Wave 2 development began in July, 2015 with planned rollout in September, 2016. To complete this project, the I&T's 10-Year Capital Plan, includes \$1.500 million in 2016, thus bringing the total cost of the project to \$6.996 million.
4. The *eMail Replacement* project successfully migrated 100 % of users (22,500) and their data from GroupWise to Microsoft Outlook, effectively concluding migration phase 1 of the project by July 31, 2015. Post migration activity planning commenced in August for target completion in 2016. The I&T's 10-Year Capital Plan includes \$0.200 million to complete this project in 2016.
5. The Consolidated Data Centre is a corporate project that was planned to consolidate various City and agency data centres. The current data centre has been at capacity for years, due to the steady growth in the number of software applications and amount of data stored by City divisions. I&T Division has accommodated this growth by expanding into the data centre shared with Toronto Water at Tiffield Road and entering into a co-location lease at the TELUS data centre facility on Laird Avenue.
- Implementation is pending the outcome of IT Infrastructure Shared Services Analysis and Data Centre Consolidation Strategy. Reports have been submitted regarding Shared Services for IT Infrastructure, and Data Centre Strategy. A comprehensive review of options for a City of Toronto Data Centre Strategy is being completed with the assistance of Facilities Management. Expected completion is expected in the first quarter of 2016. Opportunities to collaborate with Divisions and leverage Agencies data centre facilities plans are being considered. The I&T's 2016 - 2025 10-Year Capital Plan includes \$9.000 million for this project.
6. The City has developed and maintained a *Business Continuity Program* supported by a *Disaster Recovery* (DR) plan that manages the continuity of operations and service delivery to the public in the event of an unexpected outage caused by a major disaster for business processes or associated information technology.
- 382 Business Continuity plans have been completed and others are in progress. Disaster recovery plans exist for several services, infrastructure components, and key applications (such

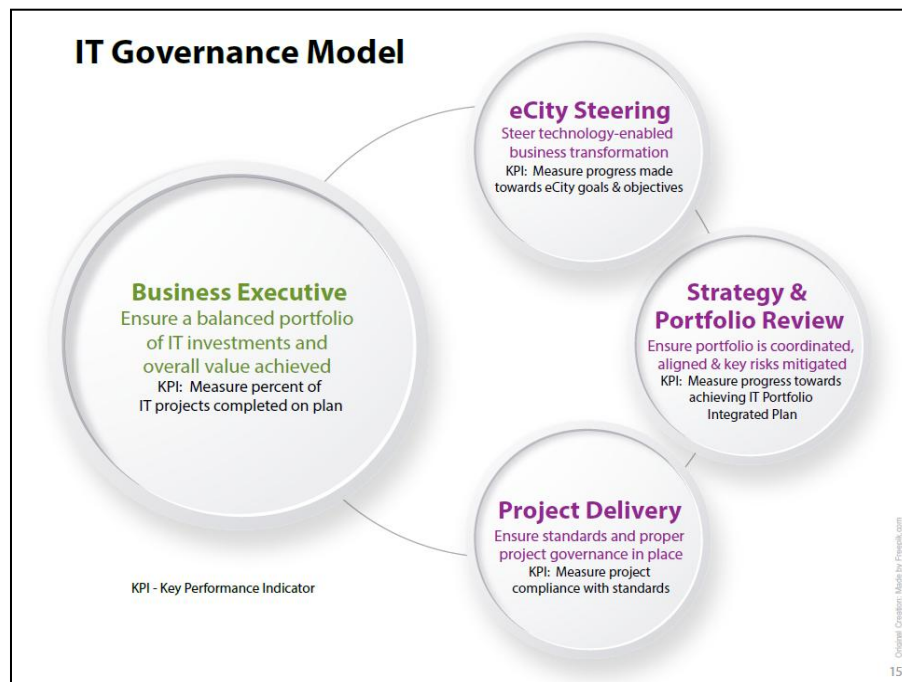
as the IBMS system used for building permits/inspections, business and vehicles licenses, and planning/development applications). Additional plans are being developed.

- Recovery and resilience requirements are being analysed to determine new disaster recovery strategies and identify gaps (gap analysis 70% complete) in recovery time objectives.
 - Funding of \$20.970 million is included in the I&T's 2016 - 2025 Capital Plan for this project.
7. The *Enterprise Work Management Program* is a multi-year program to implement a City-wide Work Management System to improve the maintenance and service delivery operations for 4 major divisions: Transportation Services, Toronto Water, Solid Waste Management and Parks, Forestry & Recreation.
- A Request for Proposals was issued and closed on October 27, 2015. Evaluation phase started and individual project planning is underway. Funding of \$9.091 million is included in the respective program's 2016 Capital Budgets and Plans.
8. The *Enterprise Documents and Records Management Project* (EDRMS) will pilot a foundational technology solution to consistently manage, share, search and dispose of physical and electronic records, according to the City of Toronto Act and various other legislation.
- In 2015 an analysis of technologies available to the City were explored. Based on the business and functional needs of the City, the technical capabilities and relative cost of the solutions as well as legal and procurement considerations, the City determined to make use of the Province's vendor of record for enterprise information management to implement a City-wide solution in 2016/17. Funding of 0.920million is included in the respective program's 2016 Capital Budgets and Plans.

Issues Impacting the 10-Year Capital Plan

IT Governance Framework

- A revised IT governance structure was established and approved for implementation in May 2014. As part of this initiative, the IT governance framework was refined with revised committees, processes and membership to direct and oversee IT projects across the City. The purpose of this framework is to coordinate, align and steer strategic decision making and support effective IT program and project delivery across the organization.
- The governance model directs actions on the priorities, funding, implementation and sustainment of the City's IT projects. The following diagram illustrates the IT Governance Structure.



IT Governance Gating Process:

- In 2015, a Gating Process came into effect for new IT projects starting in 2016. IT projects that are active in 2015 continued to follow previous years' process for review by IT Portfolio and Financial Planning and was not included in the IT Governance Gating Process.
- Projects are reviewed at each gate to manage risk and improve quality through the project stages to improve project success rates and reduce failures. Each gate has evaluation criteria, reporting requirements (e.g. planning will require the "as is" documentation), reviews and approvals prior to progressing to the next gate.
- High Risk IT projects must be reviewed at each gate according to the IT Governance Gating Process which includes 5 gates: Concept, Definition, Planning, Implementation and Closing:
 - Gate 1 - Concept, for projects which have not yet begun, where the feasibility of ideas to resolve business problems along with expected benefits are articulated;
 - Gate 2 - Definition, which includes defining the project scope, who and what is required to plan the solution to the business problem, a definitive estimate for Design phase and a high level cost estimate for Implementation;
 - Gate 3 – Planning, which includes the definition of the proposed solution to be implemented, definitive estimates for Implementation and measurable Benefits;
 - Gate 4 - Implementation, which includes schedule, benefits measurement, resources, sustainment requirements and operating impact information;
 - Gate 5 – Project Close-Out, which requires reporting on the realization of benefits and lessons learned.

IT Governance – Value to the City:

Review of 2016 IT project submissions through the new IT governance established in the first quarter of 2015 led to a number of benefits including:

- Deferral of \$4.5 million and cancellation of \$2.6 million for the City to focus 2016 investment to higher priorities
 - Cancellation of “duplicate” projects: Division’s needs served by existing projects or solutions.
 - Deferral of “not ready” projects: As a result of dependencies or requiring further definition.
 - Cancellation or deferral of “low priority” projects: To focus on fewer higher priority projects.
- Focused investments that will deliver meaningful results to the public and improve City’s capacity to deliver in the future:
 - 2016 Priorities focus on projects that are public-facing, foundational or urgent
 - Focus on delivering fewer projects successfully will reduce the backlog of projects and free up resources to take on new projects in the future
- Improved clarity of business cases in scope, resources and budget estimation
- Strategic alignment and business executive engagement
 - Collaborative prioritization of projects with committee members representing all City clusters
 - Promote re-use of existing solutions (eg. Staff Scheduling, Business Intelligence and Mobile)

2016 - 2025 IT Portfolio Integrated Plan:

- After extensive engagement with the business, Financial Planning, Information & Technology, and IT Governance committees, the Strategy and Portfolio Review Committee (SPRC) recommended priorities for the 2016 IT Portfolio Integrated Plan which was approved by Business Executive Committee (BEC) for budget consideration.
- All IT projects were reviewed for their strategic alignment, potential benefits, business capability commonalities, project deliverables and resource requirements. In addition active projects were assessed to ensure cash flow funding aligned with dependencies, phase of the project and capacity to deliver and spend. The reviews resulted in adjustment of cash flows for many projects.
- 224 IT projects were submitted in the 10 year capital plan by divisions through the 2016 Capital Budget process, including 29 unfunded projects totalling \$54.9 million. The 2016 IT project portfolio submission included 114 Active Projects and 55 new projects for consideration.
- The Strategy and Review Committee reviewed and prioritized new IT project submissions based on the following criteria:
 - High Urgency (Mayor/Council Priority, Mandatory Foundation, Contractual/SOGR)
 - High Corporate Value (Corporate Value, Strategic Change, Public Facing Wide impact)
 - Achievability (Scope clear, time defined, pre-planned & business case clear)
 - Business Capacity (Business capacity, history of delivery, small number of projects for division)

Unfunded Needs

- The demand for IT services to continue to meet the needs of City Programs and Services continues to be high. The IT Governance structure allowed for focused decisions regarding priorities. Notwithstanding this, several needs were identified as unfunded and these will be revisited again in future years.
- As part of the 2016 Budget process, Information & Technology identified \$71.335 million of key unfunded capital priorities were identified as necessary to address state of good repair funding and service infrastructure needs as shown below:

Project Description	Total Project Expenditure	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
HR Electronic Skills Assessment Solution	550.0	550.0									
Business Syst Enhancements and Integrations with External Partners	1,390.0	250.0	570.0	570.0							
business Systems Improvements-ToINView	1,125.0	175.0	525.0	425.0							
Quatro Safety- 2016-2019 Occupational Health & Safety Application	3,344.0	866.0	1,066.0	1,076.0	336.0						
Workflow Automation & Tracking	1,035.0	1,035.0									
Business Systems Improvement - ECS	1,045.0	395.0	650.0								
OnLine Portal Services -City Planning	1,395.0	380.0	1,015.0								
HR Sys Web Enablement & Labour Rel. Info. Sys.-LRIS	3,760.0		951.0	908.0	909.0	815.0	177.0				
Employee Performance Management	1,489.0			1,489.0							
Equity Lens- Online app for Analysing Equity & Diversity Impact	430.0	430.0									
Municipal Licensing and Standards (MLS) - Licensing System Modernization Project Phase 2	9,843.0		2,923.0	4,101.0	2,819.0						
Total	25,406.0	4,081.0	7,700.0	8,569.0	4,064.0	815.0	177.0	-	-	-	-

- As a result of a City-wide review of debt capacity for 2016 and beyond, additional debt of \$6.735 million is added to Information & Technology’s 2016-2025 Capital Budget and Plan based on recommendation of Budget Executive Committee.
- The unfunded needs have decreased from \$25.406 million debt to \$18.671 million debt.
- The unfunded needs of Information & Technology will be reviewed once again through the 2017 IT Portfolio Integrated Plan Gating and Budget Processes.



Appendices

Appendix 1

2015 Performance

2015 Key Accomplishments

In 2015, information & Technology made significant progress and/or accomplished the following:

- ✓ Launched a Smart City Framework to drive forward and plan for opportunities to enhance quality of life for residents and performance of City services, reduce costs, improve customer service, and transform citizen experiences.
- ✓ Enhanced the Online Citizen experience improving access to City services for residents and businesses with several new services on the City's website including:
 - Online Tax, Utility Bill and Parking Ticket Lookup/Court Details improving convenience and access to information.
 - Electronic building permit submission eliminating 7000+ counter visits.
 - Self-Serve receipts for Recreation program (\$0.200 million annual savings.)
 - Online Toronto Road Restriction Map, empowering citizens with information to make choices for trips and improve commute times.
 - Online real-time counter wait times available for Courts and Municipal Licensing offices, providing convenience to citizens.
 - Automated renewal for the City's Welcome Policy, simplifying program access for 70,000+ residents.
 - New City Events/Festival Calendar engaging citizens across the City.
 - Published 20 new Open Data sets (over 190 in total) driving forward transparency and openness in government.
- ✓ Modernized City's business processes and systems with a focus on employee productivity and the next generation Toronto Public Service digital worker. Drove out over \$6 million in annual savings through:
 - New office productivity software and e-mail system for over 22,500 staff, positioning the City for enhanced collaboration.
 - Modernized the City telephone system converting over 17,600 phones and realizing \$4+ million in annually savings.
 - Enhanced City vehicle fleet fuel tracking piloted across 10+ sites, 500+ vehicles over 200,000 fuel transactions, expected to realize \$1 million in savings annually.
 - Mobile Work Management for Road Inspections (\$0.500 million in annual savings).
 - Mobile City Facilities work-order processing that is paperless, enhancing the process end-to-end.
 - Enhanced staff remote access to the City's network for Pan Am Games and to support the City's office modernization and telework plans.

2015 Financial Performance

**Table 9
2015 Budget Variance Analysis (In \$000's)**

2015 Approved	As of Sept. 30, 2015		Projected Actuals at Year End		Unspent Balance	
\$	\$	% Spent	\$	% Spent	\$ Unspent	% Unspent
91,564	33,471	36.6%	59,569	65.1%	31,995	34.9%

* Based on 2015 Third Quarter Capital Variance Report

2015 Experience

At its meeting on December 9, 2015, Council approved the 2015 Capital Variance Report for the nine months ended September 30, 2015. Please refer to the attached link for the staff report regarding the details of variance explanations and year-end projections for Information & Technology:

<http://www.toronto.ca/legdocs/mmis/2015/ex/bgrd/backgroundfile-85867.pdf>

Impact of the 2015 Capital Variance on the 2016 Budget

- As a result of the delays in the capital projects, as described in the 2015 Q3 Capital Variance Report, funding of \$27.110 million is being carried forward to the 2016 Capital Budget to continue the capital work.
- A detailed review of the 2016 – 2025 Capital Budget and Plan has been conducted and the necessary adjustments have been made to the timing of cash flow funding for unique and major capital projects such as Asset lifecycle Management, Portal Foundation Components, Email Replacement, Organizational Management and SAP Security Service Efficiencies which are the major contributors to annual under expenditures. By deferring the cash flow funding to future years, the 2016 Capital Budget reflects readiness to proceed and will lead to a higher rate of spending.

Appendix 2

Table 10
2016 Capital Budget; 2017 to 2025 Capital Plan (\$000s)

9	Total Project Cost	Prior Year Carry Forward	2016	2017	2018	2019	2020	2016 - 2020	2021	2022	2023	2024	2025	2016 - 2025 Total
State of Good Repair:														
<i>Asset Lifecycle Management</i>		3,181	12,691	15,108	17,102	21,823	24,741	94,646	17,721	12,295	14,119	19,950	19,950	178,681
<i>Business Continuity & Disaster Recovery</i>		1,045	1,500	1,970	2,500	2,500	2,500	12,015	2,500	2,500	2,500	2,500		22,015
<i>Application Systems</i>		100	1,897	1,395	620	1,342	2,370	7,724	2,000	2,500	2,900	3,000	3,500	21,624
<i>Corporate Planning & Management</i>		478	3,169	3,155	3,435	4,346	5,290	19,873	4,000	3,400	3,400	2,500	3,400	36,573
<i>Technology Infrastructure</i>		2,633	2,050	7,005	5,343	2,790	2,396	22,217	4,190	4,700	5,700	5,900	6,500	49,207
<i>Resources to Deliver IT-Capital Projects</i>		2,285	1,383	1,775				5,443						5,443
<i>Business Sustainment Systems</i>		249	561	1,185				1,995						1,995
Sub-Total		9,971	23,251	31,593	29,000	32,801	37,297	163,913	30,411	25,395	28,619	33,850	33,350	315,538
Service Improvements:														
<i>Application Systems</i>		3,573	5,945	7,121	5,181	3,011		24,831						24,831
<i>Corporate Planning & Management</i>		1,924	1,150	500	726	460	440	5,200	2,810	2,400	2,300	2,900	3,400	19,010
<i>Technology Infrastructure</i>		947	413	560	1,215	660		3,795						3,795
<i>Corporate Initiatives</i>		3,981	15,470	8,387	4,927	795	1,670	35,230						35,230
<i>Project Progress & Contract Tracking-ECS</i>		59	588					647						647
<i>Business Sustainment Systems</i>		929	6,049	3,386	462			10,826						10,826
<i>On-line Services- Animal Services</i>		613	219					832						832
<i>Work Management Solution -Transportation</i>		413						413						413
<i>Short Term Business Improvements -Transportation</i>		82	530					612						612
<i>Asset Management Solution -Transportation</i>		150	515	560				1,225						1,225
<i>Employee Self Service Portal</i>		2,017	1,500					3,517						3,517
<i>Portal Foundation Components</i>		200	1,500					1,700						1,700
<i>Web Revitalization Project</i>			750					750						750
<i>Time, Attendance & Scheduling System</i>		2,251	5,996					8,247						8,247
Sub-Total		17,139	40,625	20,514	12,511	4,926	2,110	97,825	2,810	2,400	2,300	2,900	3,400	111,635
Total		27,110	63,876	52,107	41,511	37,727	39,407	261,738	33,221	27,795	30,919	36,750	36,750	427,173

Appendix 3

2016 Capital Budget; 2017 to 2025 Capital Plan

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 3: 2016 Capital budget; 2017-2025 Capital Plan

Information & Technology

Sub-Project No.	Project Name	Ward	Stat.	Cat.	Current and Future Year Cash Flow Commitments									Current and Future Year Cash Flow Commitments Financed By											
					2016	2017	2018	2019	2020	Total 2016-2020	Total 2021-2025	Total 2016-2025	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable	Total Financing			
ITP906881 Application Systems																									
118	127	Domino Decommissioning Strat & Implementation	CW	S5	03	1,267	1,065	620	0	0	2,952	0	2,952	0	0	0	0	0	0	0	0	0	2,952	0	2,952
0	128	Shared Services Application Portfolio Assessment	CW	S5	03	430	130	0	0	0	560	0	560	0	0	0	0	0	0	0	0	0	560	0	560
120	132	Enterprise Business Intelligence	CW	S5	04	800	0	0	0	0	800	0	800	0	0	0	0	0	0	0	0	0	800	0	800
0	133	Property Info Services FY Needs	CW	S6	04	0	49	0	0	0	49	0	49	0	0	0	49	0	0	0	0	0	0	0	49
113	136	Ent Doc & Record Mgmt Solution (EDRMS)	CW	S6	04	0	609	0	0	0	609	0	609	0	0	0	0	0	0	0	0	0	609	0	609
Sub-total						7,842	8,516	5,801	4,353	2,370	28,882	13,900	42,782	0	0	0	700	0	0	0	0	0	42,082	0	42,782
ITP906882 Corporate Planning & Management																									
0	13	IT Planning & Mgmt Transformation Tools	CW	S6	03	0	0	0	0	3,000	3,000	14,900	17,900	0	0	0	0	0	0	0	0	0	17,900	0	17,900
0	82	Ent. Project Risk & Performance Tools	CW	S6	04	0	0	0	460	440	900	1,000	1,900	0	0	0	0	0	0	0	0	0	1,900	0	1,900
0	102	Business Enablement Process & Tools Upgrade	CW	S6	03	0	0	0	0	0	0	10,950	10,950	0	0	0	0	0	0	0	0	0	10,950	0	10,950
0	111	Ent Portfolio & Project Mgmt Upgrade 2021	CW	S6	04	0	0	0	0	0	0	1,860	1,860	0	0	0	0	0	0	0	0	0	1,860	0	1,860
89	121	IT Risk Mgmt Framework	CW	S2	03	660	660	660	660	0	2,640	0	2,640	0	0	0	0	0	0	0	0	0	2,640	0	2,640
0	123	Application Portfolio Tools & Rationalization	CW	S5	04	400	500	500	650	600	2,650	600	3,250	0	0	0	0	0	0	0	0	0	3,250	0	3,250
127	131	Enterprise Solution Delivery Management Framework	CW	S6	03	0	0	263	1,160	296	1,719	0	1,719	0	0	0	0	0	0	0	0	0	1,719	0	1,719
0	132	Enterprise PM Solution Upgrade	CW	S5	04	250	500	726	0	0	1,476	0	1,476	0	0	0	0	0	0	0	0	0	1,476	0	1,476
69	133	eCity Program Renewal	CW	S5	03	296	454	459	311	316	1,836	0	1,836	0	0	0	0	0	0	0	0	0	1,836	0	1,836
0	135	IT Service Process Improvement Program	CW	S5	03	613	641	653	665	678	3,250	0	3,250	0	0	0	0	0	0	0	0	0	3,250	0	3,250
126	137	Enterprise Portfolio Mgmt Tools	CW	S5	04	500	0	0	0	0	500	0	500	0	0	0	0	0	0	0	0	0	500	0	500
128	138	Enterprise Information Security Pgm	CW	S5	03	400	400	400	400	400	2,000	1,200	3,200	0	0	0	0	0	0	0	0	0	3,200	0	3,200
46	139	Quality Assurance Testing Software Supgrade	CW	S5	03	450	500	500	500	0	1,950	0	1,950	0	0	0	0	0	0	0	0	0	1,950	0	1,950
0	140	Enterprise Architecture	CW	S5	03	750	0	0	0	0	750	0	750	0	0	0	0	0	0	0	0	0	750	0	750
Sub-total						4,319	3,655	4,161	4,806	5,730	22,671	30,510	53,181	0	0	0	0	0	0	0	0	0	53,181	0	53,181
ITP906883 Technology Infrastructure																									
0	8	Technology Infrastructure Growth	CW	S6	03	0	0	0	0	1,496	1,496	26,490	27,986	0	0	0	0	0	0	0	0	0	27,986	0	27,986

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 3: 2016 Capital budget; 2017-2025 Capital Plan

Information & Technology

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														
						2016	2017	2018	2019	2020	Total 2016-2020	Total 2021-2025	Total 2016-2025	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing				
WES907128 BUSINESS SUSTAINMENT SYSTEMS																											
0	136	System Enhancements for Licensing Services - MLS	CW	S5	04	390	390	0	0	0	780	0	780	0	0	0	0	0	0	0	0	0	0	780	0	780	
0	138	Toronto Building Electronic Service Delivery	CW	S5	04	1,199	0	0	0	0	1,199	0	1,199	0	0	0	0	891	0	0	0	0	308	0	1,199		
0	141	Municipal Licensing&Standards(MLS)-Licens. Phase 1	CW	S5	04	394	515	0	0	0	909	0	909	0	0	0	0	0	0	0	0	0	909	0	909		
67	144	Zoning By-law System Updates - City Planning	CW	S5	04	205	0	0	0	0	205	0	205	0	0	0	0	0	0	0	0	0	205	0	205		
0	147	Inegrated Bus Mgmt Reporting Platform	CW	S5	03	301	306	0	0	0	607	0	607	0	0	0	0	0	0	0	0	0	607	0	607		
0	150	IBMS Upgrade - Planning	CW	S5	03	260	879	0	0	0	1,139	0	1,139	0	0	0	0	0	0	0	0	0	1,139	0	1,139		
0	151	Electronic Self Service Licensing-MLS	CW	S5	04	615	615	0	0	0	1,230	0	1,230	0	0	0	0	0	0	0	0	0	1,230	0	1,230		
0	152	Web info Portal on Development Apps	CW	S5	04	366	0	0	0	0	366	0	366	0	0	0	0	0	0	0	0	0	366	0	366		
0	153	MLS Centralized Datamart	CW	S5	04	1,114	1,866	462	0	0	3,442	0	3,442	0	0	0	3,442	0	0	0	0	0	0	0	3,442		
0	154	Electronic Service Delivery Portal-Bldg Permits	CW	S5	04	1,074	0	0	0	0	1,074	0	1,074	0	0	0	0	0	0	0	0	0	1,074	0	1,074		
155	155	OnLine Portal Services for City Planning	CW	S5	04	200	0	0	0	0	200	0	200	0	0	0	0	0	0	0	0	0	200	0	200		
0	158	Business Systems Improvement-ECS	CW	S5	04	200	0	0	0	0	200	0	200	0	0	0	0	0	0	0	0	0	200	0	200		
Sub-total						6,610	4,571	462	0	0	11,643	0	11,643	0	0	0	3,442	1,183	0	0	0	0	7,018	0	11,643		
WES907458 TAS ELECTRONIC COMMUNICATIONS																											
0	6	On-Line Services -Animal Services	CW	S5	04	219	0	0	0	0	219	0	219	0	0	0	219	0	0	0	0	0	0	0	0	219	
Sub-total						219	0	0	0	0	219	0	219	0	0	0	219	0	0	0	0	0	0	0	0	219	
Total Program Expenditure						63,876	52,107	41,511	37,727	39,407	234,628	165,435	400,063	0	0	0	195,209	1,183	0	0	0	203,671	0	400,063			

Report Phase 2 - Program 30 Information & Technology Program Phase 2 Sub-Project Category 01,02,03,04,05 Part B Sub-Project Status S5,S6 Part C Sub-Project Status S2,S3,S4

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 3: 2016 Capital budget; 2017-2025 Capital Plan**Information & Technology**

Sub- Project No. Project Name Priority SubProj No. 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											
						2016	2017	2018	2019	2020	Total 2016-2020	Total 2021-2025	Total 2016-2025	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.)						18,767	26,329	19,514	21,823	24,741	111,174	84,035	195,209	0	0	0	0	0	0	195,209			
Reserve Funds (Ind."XR" Ref.)						1,183	0	0	0	0	1,183	0	1,183	0	0	0	0	0	1,183				
Other2 (External)						0	0	0	0	0	0	0	0	0	0	0	0	0	0				
Debt						43,926	25,778	21,997	15,904	14,666	122,271	81,400	203,671	0	0	0	0	0	203,671				
Total Program Financing						63,876	52,107	41,511	37,727	39,407	234,628	165,435	400,063	0	0	0	195,209	1,183	0	0	203,671	0	400,063

Status Code	Description
S2	S2 Prior Year (With 2016 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2016 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 2017 & 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

2016 Cash Flow and Future Year Commitments

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 4: 2016 Cash Flow & Future Year Commitments

Information & Technology

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											
						2016	2017	2018	2019	2020	Total 2016-2020	Total 2021-2025	Total 2016-2025	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
EOL906983 <u>Asset Lifecycle Management</u>																								
15	34	Desktop Hardware Replacement	CW	S2	03	3,070	0	0	0	0	3,070	0	3,070	0	0	0	3,070	0	0	0	0	0	0	3,070
37	37	Enterprise Software Replacement	CW	S2	03	25	0	0	0	0	25	0	25	0	0	0	25	0	0	0	0	0	0	25
39	39	Enterprise Storage Replacement	CW	S2	03	7	0	0	0	0	7	0	7	0	0	0	7	0	0	0	0	0	0	7
40	40	Desktop Software Replacement	CW	S2	03	79	0	0	0	0	79	0	79	0	0	0	79	0	0	0	0	0	0	79
0	41	Network Asset Replacement	CW	S5	03	1,880	0	0	0	0	1,880	0	1,880	0	0	0	1,880	0	0	0	0	0	0	1,880
37	42	Enterprise Software Replacement	CW	S5	03	437	604	1,103	0	0	2,144	0	2,144	0	0	0	2,144	0	0	0	0	0	0	2,144
38	43	Enterprise Server Replacement	CW	S5	03	2,256	2,340	2,389	0	0	6,985	0	6,985	0	0	0	6,985	0	0	0	0	0	0	6,985
39	44	Enterprise Storage Replacement	CW	S5	03	880	940	1,000	0	0	2,820	0	2,820	0	0	0	2,820	0	0	0	0	0	0	2,820
9	45	Network Security Replacement	CW	S5	03	672	1,008	463	0	0	2,143	0	2,143	0	0	0	2,143	0	0	0	0	0	0	2,143
15	46	Desktop Hardware Replacement	CW	S5	03	5,500	6,776	8,348	0	0	20,624	0	20,624	0	0	0	20,624	0	0	0	0	0	0	20,624
0	47	Desktop Software Replacement	CW	S5	03	1,066	0	0	0	0	1,066	0	1,066	0	0	0	1,066	0	0	0	0	0	0	1,066
Sub-total						15,872	11,668	13,303	0	0	40,843	0	40,843	0	0	0	40,843	0	0	0	0	0	0	40,843
ITP000223 <u>Network Upgrade</u>																								
0	54	Business Continuity & Disaster Recovery Pgm.	CW	S2	03	2,292	970	0	0	0	3,262	0	3,262	0	0	0	3,262	0	0	0	0	0	0	3,262
0	56	Business Continuity & DR	CW	S5	03	253	0	0	0	0	253	0	253	0	0	0	0	0	0	0	253	0	0	253
Sub-total						2,545	970	0	0	0	3,515	0	3,515	0	0	0	3,262	0	0	0	0	253	0	3,515
ITP906881 <u>Application Systems</u>																								
58	58	Property Information Svcs (Central Prop Database)	CW	S2	04	800	502	0	0	0	1,302	0	1,302	0	0	0	1,302	0	0	0	0	0	0	1,302
100	100	Enterprise Mobility Platform	CW	S2	04	522	0	0	0	0	522	0	522	0	0	0	0	0	0	0	522	0	0	522
100	109	Enterprise Mobility Platform	CW	S5	04	1,020	0	0	0	0	1,020	0	1,020	0	0	0	0	0	0	0	1,020	0	0	1,020
113	113	Ent Doc & Record Mgmt Solution (EDRMS)	CW	S2	04	540	0	0	0	0	540	0	540	0	0	0	0	0	0	0	540	0	0	540
84	114	Ent Geospatial Aerial Photography Pgm	CW	S2	03	100	0	0	0	0	100	0	100	0	0	0	0	0	100	0	0	0	0	100
0	116	Enterprise Collaboration Foundation	CW	S5	04	2,163	0	0	0	0	2,163	0	2,163	0	0	0	0	0	0	0	2,163	0	0	2,163
118	118	Domino Decommissioning Strat & Implementation	CW	S2	04	223	0	0	0	0	223	0	223	0	0	0	0	0	223	0	0	0	0	223

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 4: 2016 Cash Flow & Future Year Commitments

Information & Technology

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												
						2016	2017	2018	2019	2020	Total 2016-2020	Total 2021-2025	Total 2016-2025	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
<u>ITP906882 Corporate Planning & Management</u>																									
0	140	Enterprise Architecture	CW	S5	03	750	0	0	0	0	750	0	750	0	0	0	0	0	0	0	0	750	0	750	
Sub-total						6,721	2,755	2,998	2,286	1,594	16,354	600	16,954	0	0	0	0	0	2,402	0	0	14,552	0	16,954	
<u>ITP906883 Technology Infrastructure</u>																									
29	29	Integrated Telecommunications Infrastructure (ITI)	CW	S2	04	645	0	0	0	0	645	0	645	0	0	0	645	0	0	0	0	0	0	645	
20	30	Consolidated Data Centre	CW	S2	03	94,814	10,855	0	0	0	105,669	0	105,669	0	0	0	21,578	0	0	0	57,532	26,559	0	105,669	
20	55	Consolidated Data Centre	CW	S2	03	-61,765	19,495	0	0	0	-42,270	0	-42,270	0	0	0	-21,064	0	0	0	-43,752	22,546	0	-42,270	
20	62	Consolidated Data Centre	CW	S2	03	-29,460	-24,350	15,400	0	0	-38,410	0	-38,410	0	0	0	12,475	0	0	0	-1,780	-49,105	0	-38,410	
56	63	Email Replacement	CW	S2	03	2,044	0	0	0	0	2,044	0	2,044	0	0	0	2,044	0	0	0	0	0	0	2,044	
0	64	Configuration Mgmt Database Implementation	CW	S2	04	206	0	0	0	0	206	0	206	0	0	0	0	0	206	0	0	0	0	206	
0	65	Enterprise Systems Management Implementation	CW	S2	04	96	0	0	0	0	96	0	96	0	0	0	0	0	96	0	0	0	0	96	
20	66	Consolidated Data Center Scope Change	CW	S2	03	0	0	-15,400	0	0	-15,400	0	-15,400	0	0	0	-3,400	0	0	0	-12,000	0	0	-15,400	
68	68	DIRECTORY SERVICES TRANSITION-Design	CW	S5	03	550	0	0	0	0	550	0	550	0	0	0	0	0	0	0	550	0	0	550	
0	69	Consolidated Data Centre	CW	S3	03	-1,500	0	1,500	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
0	70	eMail Replacement	CW	S5	04	200	0	0	0	0	200	0	200	0	0	0	0	0	0	0	0	200	0	200	
0	73	WAN High Speed Fibre Data Services	CW	S5	04	213	0	0	0	0	213	0	213	0	0	0	213	0	0	0	0	0	0	213	
Sub-total						6,043	6,000	1,500	0	0	13,543	0	13,543	0	0	0	12,491	0	302	0	0	750	0	13,543	
<u>ITP907747 Corporate Initiatives</u>																									
37	37	QuatroSafety Phase 1	CW	S2	04	440	0	0	0	0	440	0	440	0	0	0	0	0	440	0	0	0	0	440	
0	40	Workforce Business Intelligence Scope Change	CW	S2	04	605	0	0	0	0	605	0	605	0	0	0	0	0	605	0	0	0	0	605	
42	42	Org Mgmt and SAP Security	CW	S2	04	4,777	0	0	0	0	4,777	0	4,777	0	0	0	0	2,636	0	0	2,141	0	0	4,777	
0	44	Work Mgmt Solution-Transportation	CW	S5	04	2,598	0	0	0	0	2,598	0	2,598	0	0	0	0	0	0	0	2,598	0	0	2,598	
45	45	Web Bus. Cont. Refresh & Redesign	CW	S2	04	4,412	0	0	0	0	4,412	0	4,412	0	0	0	0	0	0	0	4,412	0	0	4,412	
0	46	TASS - Ent Time, Att. & Sched. Mgmt	CW	S5	04	2,107	0	0	0	0	2,107	0	2,107	0	0	0	0	0	0	0	2,107	0	0	2,107	
0	47	eRecruitment	CW	S5	04	889	0	0	0	0	889	0	889	0	0	0	0	0	0	0	889	0	0	889	

Report Phase 2 - Program 30 Information & Technology Program Phase 2 Sub-Project Category 01,02,03,04,05 Part B Sub-Project Status S2 Part C Sub-Project Status S2,S3,S4,S5

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 4: 2016 Cash Flow & Future Year Commitments**Information & Technology**

Sub- Project No. Project Name Priority SubProj No. 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												
						2016	2017	2018	2019	2020	Total 2016-2020	Total 2021-2025	Total 2016-2025	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.)						27,481	22,781	15,265	0	0	65,527	0	65,527	0	0	0	0	0	0	65,527				
Reserve Funds (Ind."XR" Ref.)						1,183	0	0	0	0	1,183	0	1,183	0	1,183	0	0	0	0	1,183				
Capital from Current						11,596	0	0	0	0	11,596	0	11,596	0	11,596	0	0	0	0	11,596				
Other2 (External)						0	0	0	0	0	0	0	0	0	0	0	0	0	0					
Debt						50,426	7,366	2,998	2,286	1,594	64,670	600	65,270	0	0	0	0	65,270	0	65,270				
Total Program Financing						90,686	30,147	18,263	2,286	1,594	142,976	600	143,576	0	0	0	65,527	1,183	11,596	0	0	65,270	0	143,576

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

2016 Capital Budget with Financing Detail

(Phase 2) 30-Information & Technology

Sub-Project Category: 01,02,03,04,05

Type: B Sub-Project Status: S2

Type: C Sub-Project Status: S2,S3,S4,S5



CITY OF TORONTO

Appendix 5: 2016 Capital Budget with Financing Detail
Information & Technology
Sub-Project Summary

Project/Financing Priority Project	Project Name	Start Date	Completion Date	2016	Financing											
				Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable		
0	<u>ITP00223</u>	<u>Network Upgrade</u>														
0	54 Business Continuity & Disaster Recovery Pgm.	01/01/2006	12/31/2023	2,292	0	0	0	2,292	0	0	0	0	0	0	0	0
0	56 Business Continuity & DR	01/01/2016	12/31/2023	253	0	0	0	0	0	0	0	0	0	253	0	0
	Project Sub-total:			2,545	0	0	0	2,292	0	0	0	0	0	253	0	0
0	<u>ITP906881</u>	<u>Application Systems</u>														
0	116 Enterprise Collaboration Foundation	01/01/2015	12/31/2018	2,163	0	0	0	0	0	0	0	0	0	2,163	0	0
0	122 Shared Services Application Portfolio Assessment	05/01/2015	12/31/2017	150	0	0	0	0	0	150	0	0	0	0	0	0
0	125 Portal Foundation Components	02/22/2015	12/31/2017	2,400	0	0	0	0	0	0	0	0	0	2,400	0	0
0	128 Shared Services Application Portfolio Assessment	05/01/2015	12/31/2017	430	0	0	0	0	0	0	0	0	0	430	0	0
58	58 Property Information Svcs (Central Prop Database)	01/01/2014	12/31/2017	800	0	0	0	800	0	0	0	0	0	0	0	0
84	114 Ent Geospatial Aerial Photography Pgm	01/20/2015	12/31/2017	100	0	0	0	0	0	100	0	0	0	0	0	0
84	126 Ent Geospatial Aerial Photography Pgm	01/20/2015	12/31/2017	200	0	0	0	0	0	0	0	0	0	200	0	0
100	100 Enterprise Mobility Platform	01/01/2014	12/31/2017	522	0	0	0	0	0	0	0	0	0	522	0	0
100	109 Enterprise Mobility Platform	01/01/2016	12/31/2019	1,020	0	0	0	0	0	0	0	0	0	1,020	0	0
113	113 Ent Doc & Record Mgmt Solution (EDRMS)	01/01/2014	12/31/2018	540	0	0	0	0	0	0	0	0	0	540	0	0
118	118 Domino Decommissioning Strat & Implementation	01/01/2015	12/31/2015	223	0	0	0	0	0	223	0	0	0	0	0	0
118	127 Domino Decommissioning Strat & Implementation	01/01/2015	12/31/2015	1,267	0	0	0	0	0	0	0	0	0	1,267	0	0
120	132 Enterprise Business Intelligence	01/01/2016	12/31/2016	800	0	0	0	0	0	0	0	0	0	800	0	0
120	134 EBI	06/11/2015	06/11/2015	900	0	0	0	0	0	0	0	0	0	900	0	0
	Project Sub-total:			11,515	0	0	0	800	0	473	0	0	0	10,242	0	0
0	<u>ITP906882</u>	<u>Corporate Planning & Management</u>														
0	123 Application Portfolio Tools & Rationalization	02/01/2016	12/31/2019	400	0	0	0	0	0	0	0	0	0	400	0	0
0	127 IT Service Process Improvement Pgm	01/01/2014	12/31/2020	605	0	0	0	0	0	605	0	0	0	0	0	0
0	129 Enterprise Architecture	01/01/2014	12/31/2018	856	0	0	0	0	0	856	0	0	0	0	0	0
0	132 Enterprise PM Solution Upgrade	01/01/2015	12/31/2018	250	0	0	0	0	0	0	0	0	0	250	0	0
0	135 IT Service Process Improvement Program	06/05/2015	06/05/2015	613	0	0	0	0	0	0	0	0	0	613	0	0
0	140 Enterprise Architecture	03/01/2016	12/31/2016	750	0	0	0	0	0	0	0	0	0	750	0	0
46	139 Quality Assurance Testing Software Supgrade	01/01/2016	12/31/2019	450	0	0	0	0	0	0	0	0	0	450	0	0
51	51 Ent. Project Mgmt Solution Upgrade	01/01/2015	12/31/2018	447	0	0	0	0	0	447	0	0	0	0	0	0
69	69 eCity Program Renewal	01/01/2015	12/31/2019	31	0	0	0	0	0	31	0	0	0	0	0	0
69	133 eCity Program Renewal	01/01/2015	12/31/2019	296	0	0	0	0	0	0	0	0	0	296	0	0
89	121 IT Risk Mgmt Framework	01/01/2014	12/31/2019	660	0	0	0	0	0	0	0	0	0	660	0	0
124	124 Enterprise Solution Delivery Service Program	01/01/2014	12/31/2015	300	0	0	0	0	0	300	0	0	0	0	0	0
126	126 Enterprise Portfolio Mgmt Tools	01/01/2014	12/31/2014	123	0	0	0	0	0	123	0	0	0	0	0	0



CITY OF TORONTO
Appendix 5: 2016 Capital Budget with Financing Detail
Information & Technology
Sub-Project Summary

Project/Financing Priority Project	Project Name	Start Date	Completion Date	2016	Financing												
				Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable			
0	<u>ITP906882</u>																
	Corporate Planning & Management																
126	137 Enterprise Portfolio Mgmt Tools	01/01/2016	12/31/2016	500	0	0	0	0	0	0	0	0	0	0	500	0	
128	128 Enterprise Information Security Pgm	01/01/2014	12/31/2023	40	0	0	0	0	0	40	0	0	0	0	0	0	
128	138 Enterprise Information Security Pgm	01/01/2016	12/31/2023	400	0	0	0	0	0	0	0	0	0	0	400	0	
	Project Sub-total:			6,721	0	0	0	0	0	2,402	0	0	0	4,319	0		
0	<u>ITP906883</u>																
	Technology Infrastructure																
0	64 Configuration Mgmt Database Implementation	01/01/2014	12/31/2015	206	0	0	0	0	0	206	0	0	0	0	0	0	
0	65 Enterprise Systems Management Implementation	01/01/2014	12/31/2015	96	0	0	0	0	0	96	0	0	0	0	0	0	
0	69 Consolidated Data Centre	01/01/2016	12/31/2018	-1,500	0	0	0	-1,500	0	0	0	0	0	0	0	0	
0	70 eMail Replacement	06/05/2015	06/05/2015	200	0	0	0	0	0	0	0	0	0	200	0	0	
0	73 WAN High Speed Fibre Data Services	01/01/2016	12/31/2018	213	0	0	0	213	0	0	0	0	0	0	0	0	
20	30 Consolidated Data Centre	01/01/2008	12/31/2017	94,814	0	0	0	21,578	0	0	0	47,332	25,904	0	0	0	
20	55 Consolidated Data Centre	01/01/2013	12/31/2017	-61,765	0	0	0	-21,064	0	0	0	-39,532	-1,169	0	0	0	
20	62 Consolidated Data Centre	01/01/2014	12/31/2017	-29,460	0	0	0	3,075	0	0	0	-7,800	-24,735	0	0	0	
29	29 Integrated Telecommunications Infrastructure (ITI)	01/01/2009	12/31/2014	645	0	0	0	645	0	0	0	0	0	0	0	0	
56	63 Email Replacement	01/01/2014	01/31/2017	2,044	0	0	0	2,044	0	0	0	0	0	0	0	0	
68	68 DIRECTORY SERVICES TRANSITION-Design	01/01/2016	05/25/2015	550	0	0	0	0	0	0	0	0	0	550	0	0	
	Project Sub-total:			6,043	0	0	0	4,991	0	302	0	0	0	750	0		
0	<u>ITP907747</u>																
	Corporate Initiatives																
0	40 Workforce Business Intelligence Scope Change	01/01/2015	03/30/2018	605	0	0	0	0	0	605	0	0	0	0	0	0	
0	44 Work Mgmt Solution-Transportation	01/01/2016	12/31/2018	2,598	0	0	0	0	0	0	0	0	2,598	0	0	0	
0	46 TASS - Ent Time, Att. & Sched. Mgmt	01/01/2016	12/31/2016	2,107	0	0	0	0	0	0	0	0	2,107	0	0	0	
0	47 eRecruitment	01/05/2015	12/31/2019	889	0	0	0	0	0	0	0	0	889	0	0	0	
0	54 HR ELECTRONIC SKILLS ASS. SOLUTION	01/01/2016	12/31/2017	550	0	0	0	0	0	0	0	0	550	0	0	0	
0	55 2016-2019 Occupational Health & Safety Application	01/01/2016	12/31/2019	350	0	0	0	0	0	0	0	0	350	0	0	0	
0	62 Workforce BI Requirements	01/01/2016	12/31/2017	2,190	0	0	0	0	0	0	0	0	2,190	0	0	0	
0	66 Capital Project Planning Sys Enhancements	01/01/2016	12/31/2018	250	0	0	0	0	0	0	0	0	250	0	0	0	
0	67 Major Cap Infrastructure Project Coord. (TOINView)	01/31/2016	12/31/2018	175	0	0	0	0	0	0	0	0	175	0	0	0	
0	69 WORKFLOW AUTOMATION & TRACKING	01/01/2016	12/31/2016	850	0	0	0	0	0	0	0	0	850	0	0	0	
6	61 Enterprise eLearning HR	06/05/2015	06/05/2015	458	0	0	0	0	0	0	0	0	458	0	0	0	
37	37 QuatroSafety Phase 1	02/01/2015	12/30/2022	440	0	0	0	0	0	440	0	0	0	0	0	0	
42	42 Org Mgmt and SAP Security	01/01/2015	12/31/2016	4,777	0	0	0	0	0	2,636	0	0	2,141	0	0	0	
42	72 Oth Mgmt and SAP Security	01/01/2015	12/31/2017	-1,500	0	0	0	0	0	0	0	0	-1,500	0	0	0	



CITY OF TORONTO
Appendix 5: 2016 Capital Budget with Financing Detail
Information & Technology
Sub-Project Summary

Project/Financing Priority Project	Project Name	Start Date	Completion Date	2016	Financing										
				Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable	
0	<u>ITP907747 Corporate Initiatives</u>														
45	45 Web Bus. Cont. Refresh & Redesign	01/01/2015	12/31/2017	4,412	0	0	0	0	0	0	0	0	0	4,412	0
	Project Sub-total:			19,151	0	0	0	0	0	3,681	0	0	0	15,470	0
0	<u>ITP907907 Resources to Deliver IT Capital Projects</u>														
0	1 Capital Portfolio Resource Requirements	01/01/2013	12/31/2017	4,060	0	0	0	0	0	0	0	0	0	4,060	0
0	3 Capital Portfolio Resource Requirement	01/01/2014	12/31/2018	-392	0	0	0	1,383	0	0	0	0	0	-1,775	0
	Project Sub-total:			3,668	0	0	0	1,383	0	0	0	0	0	2,285	0
0	<u>ITP907951 2012 Core Service Review - Service Efficiencies</u>														
0	2 Web Business Content Refresh & Redesign	01/17/2013	12/31/2016	750	0	0	0	0	0	0	0	0	0	750	0
0	4 Work Management Solution - Transportation	01/17/2013	12/31/2016	413	0	0	0	0	0	0	0	0	0	413	0
0	6 Short Term Business Improvements - Transportation	01/01/2013	12/31/2016	612	0	0	0	0	0	0	0	0	0	612	0
0	7 Asset Management Solution - Transportation	02/01/2015	12/31/2017	665	0	0	0	0	0	150	0	0	0	515	0
1	1 Employee Self Service Portal, Payroll - PPEB	01/17/2013	12/31/2015	2,217	0	0	0	0	0	0	0	0	0	2,217	0
1	8 Ent Employee Self Service Portal, Payroll Moderniz	02/01/2014	12/31/2015	1,300	0	0	0	0	0	1,300	0	0	0	0	0
3	3 Portal Foundation Components	01/17/2013	12/31/2016	1,700	0	0	0	0	0	0	0	0	0	1,700	0
5	5 Ent Time, Attendance & Scheduling Mgmt - PPEB	01/01/2014	12/31/2016	2,251	0	0	0	0	0	2,251	0	0	0	0	0
5	16 TASS PPEB Time & Attendance Scheduling Mgmt	06/05/2016	12/31/2016	5,996	0	0	0	0	0	0	0	0	0	5,996	0
	Project Sub-total:			15,904	0	0	0	0	0	3,701	0	0	0	12,203	0
0	<u>WES907456 TAS ELECTRONIC COMMUNICATIONS</u>														
0	4 TAS Electronic Communcations	01/01/2011	12/31/2013	613	0	0	0	613	0	0	0	0	0	0	0
0	6 On-Line Services -Animal Services	01/01/2016	12/31/2016	219	0	0	0	219	0	0	0	0	0	0	0
	Project Sub-total:			832	0	0	0	832	0	0	0	0	0	0	0
1	<u>WES906827 COMPUTER SYSTEM INTEGRATION</u>														
0	10 Project Progress & Contract Tracking (PTP) - ECS	01/01/2015	12/31/2016	59	0	0	0	0	0	59	0	0	0	0	0
0	11 Project Progress & Contract Tracking (PTP) - ECS	01/01/2015	12/31/2016	588	0	0	0	0	0	0	0	0	0	588	0
	Project Sub-total:			647	0	0	0	0	0	59	0	0	0	588	0
8	<u>EOL906983 Asset Lifecycle Management</u>														
0	41 Network Asset Replacement	01/01/2016	12/31/2025	1,880	0	0	0	1,880	0	0	0	0	0	0	0
0	47 Desktop Software Replacement	01/01/2016	12/31/2025	1,066	0	0	0	1,066	0	0	0	0	0	0	0
9	45 Network Security Replacement	01/01/2016	12/31/2018	672	0	0	0	672	0	0	0	0	0	0	0
15	34 Desktop Hardware Replacement	01/01/2014	12/31/2023	3,070	0	0	0	3,070	0	0	0	0	0	0	0
15	46 Desktop Hardware Replacement	01/01/2016	12/31/2018	5,500	0	0	0	5,500	0	0	0	0	0	0	0
37	37 Enterprise Software Replacement	01/01/2014	12/31/2023	25	0	0	0	25	0	0	0	0	0	0	0
37	42 Enterprise Software Replacement	01/01/2016	12/31/2025	437	0	0	0	437	0	0	0	0	0	0	0

(Phase 2) 30-Information & Technology

Sub-Project Category: 01,02,03,04,05

Type: B Sub-Project Status: S2

Type: C Sub-Project Status: S2,S3,S4,S5



CITY OF TORONTO
Appendix 5: 2016 Capital Budget with Financing Detail
Information & Technology
Sub-Project Summary

Project/Financing Priority Project	Project Name	Start Date	Completion Date	2016	Financing									
				Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable
8	<u>EOL906983</u>	<u>Asset Lifecycle Management</u>												
38	43 Enterprise Server Replacement	01/01/2016	12/31/2018	2,256	0	0	0	2,256	0	0	0	0	0	0
39	39 Enterprise Storage Replacement	01/01/2014	12/31/2023	7	0	0	0	7	0	0	0	0	0	0
39	44 Enterprise Storage Replacement	06/03/2015	06/03/2015	880	0	0	0	880	0	0	0	0	0	0
40	40 Desktop Software Replacement	01/01/2014	12/31/2023	79	0	0	0	79	0	0	0	0	0	0
Project Sub-total:				15,872	0	0	0	15,872	0	0	0	0	0	0
107	<u>WES90712E</u>	<u>BUSINESS SUSTAINMENT SYSTEMS</u>												
0	128 Toronto Building Electronic Service Delivery	01/01/2014	12/31/2017	292	0	0	0	0	292	0	0	0	0	0
0	132 Web Information Portal on Dvlpmnt Applications	01/01/2014	12/31/2016	281	0	0	0	0	0	281	0	0	0	0
0	133 Integrated Business Mgmt System Upgrade - Planning	01/01/2014	12/31/2017	3	0	0	0	0	0	0	0	0	3	0
0	135 Integrated Bus Mgmt Reporting Platform - Planning	01/01/2014	12/31/2016	86	0	0	0	0	0	86	0	0	0	0
0	136 System Enhancements for Licensing Services - MLS	02/03/2014	12/31/2017	390	0	0	0	0	0	0	0	0	390	0
0	137 Electronic Service Delivery Portal - Bldg Permits	01/01/2014	12/31/2015	319	0	0	0	0	0	319	0	0	0	0
0	138 Toronto Building Electronic Service Delivery	01/01/2014	12/31/2017	1,199	0	0	0	0	891	0	0	0	308	0
0	139 System Enhancements for City Planning Services	01/01/2014	12/31/2015	163	0	0	0	0	0	163	0	0	0	0
0	141 Municipal Licensing&Standards(MLS)-Licens. Phase 1	04/04/2016	12/30/2016	394	0	0	0	0	0	0	0	0	394	0
0	142 MLS Datamart	04/06/2015	06/30/2017	197	0	0	0	197	0	0	0	0	0	0
0	147 Inegrated Bus Mgmt Reporting Platform	01/01/2016	12/31/2017	301	0	0	0	0	0	0	0	0	301	0
0	150 IBMS Upgrade - Planning	06/05/2015	06/05/2015	260	0	0	0	0	0	0	0	0	260	0
0	151 Electronic Self Service Licensing-MLS	01/01/2016	12/31/2017	615	0	0	0	0	0	0	0	0	615	0
0	152 Web info Portal on Development Apps	02/15/2016	12/31/2016	366	0	0	0	0	0	0	0	0	366	0
0	153 MLS Centralized Datamart	01/01/2016	12/31/2018	1,114	0	0	0	1,114	0	0	0	0	0	0
0	154 Electronic Service Delivery Portal-Bldg Permits	01/01/2016	12/31/2017	1,074	0	0	0	0	0	0	0	0	1,074	0
0	158 Business Systems Improvement-ECS	01/01/2016	12/31/2018	200	0	0	0	0	0	0	0	0	200	0
67	121 Zoning By-law System Updates - City Planning	01/18/2015	12/31/2017	47	0	0	0	0	0	47	0	0	0	0
67	144 Zoning By-law System Updates - City Planning	01/18/2015	12/31/2017	205	0	0	0	0	0	0	0	0	205	0
90	130 Blueprint Document Management - ECS	01/01/2015	12/31/2016	49	0	0	0	0	0	49	0	0	0	0
107	134 Electronic Self Service Licensing - MLS	01/01/2014	12/31/2016	33	0	0	0	0	0	33	0	0	0	0
155	155 OnLine Portal Services for City Planning	01/01/2016	12/31/2018	200	0	0	0	0	0	0	0	0	200	0
Project Sub-total:				7,788	0	0	0	1,311	1,183	978	0	0	4,316	0
Program Total:				90,686	0	0	0	27,481	1,183	11,596	0	0	50,426	0

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

Appendix 6

Reserve / Reserve Fund Review

Table 11: Reserve / Reserve Fund – Program Specific (\$000s)

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2015 *	Contributions / (Withdrawals)										2016 - 2025 Total Contributions / (Withdrawals)
			2016 Budget	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	
IT Equipment Reserve XQ1508	Beginning Balance	9,782	9,782	13,338	14,184	15,781	12,657	6,615	7,593	13,997	18,577	17,326	
	Withdrawals (-)												
	Asset Lifecycle Management EOL906883		(12,691)	(15,108)	(17,102)	(21,823)	(24,741)	(17,721)	(12,295)	(14,119)	(19,950)	(19,950)	(175,500)
	Resources to deliver IT Capital Projects ITP907907		(1,383)	(1,775)									(3,158)
	Network Upgrade ITP000223-54		(1,247)	(970)									(2,217)
	Total Withdrawals		(15,321)	(17,853)	(17,102)	(21,823)	(24,741)	(17,721)	(12,295)	(14,119)	(19,950)	(19,950)	(180,875)
	Contributions (+)		18,877	18,699	18,699	18,699	18,699	18,699	18,699	18,699	18,699	18,699	187,168
Total Contributions		18,877	18,699	18,699	18,699	18,699	18,699	18,699	18,699	18,699	18,699	187,168	
Total Reserve Fund Balance at Year-End		9,782	13,338	14,184	15,781	12,657	6,615	7,593	13,997	18,577	17,326	16,075	6,293
* Based on the 2015 Q3 Variance Report													

Table 12: Reserve / Reserve Fund Review - Corporate (\$000s)

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2015 *	Contributions / (Withdrawals)										2016 - 2025 Total Contributions / (Withdrawals)
			2016 Budget	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	
Capital Financing Reserve (XQ0011)	Beginning Balance	232,041	283,688	279,059	270,583	268,171	268,171	268,171	268,171	268,171	268,171	268,171	
	Withdrawals (-)												
	Consolidated Data Centre ITP906883		(1,500)	(6,000)	(1,500)								(9,000)
	Property Information Services ITP906881-58		(400)	(300)									(700)
	MLS- Centralized DataMart WES907128-153		(1,114)	(1,866)	(462)								(3,442)
	WAN High Speed Fibre Data Services ITP906883-73		(197)	(310)	(450)								(957)
	Animal Service Electronics Communications WES907458-6		(219)										(219)
Total Withdrawals		(3,430)	(8,476)	(2,412)								(14,318)	
Contributions (+)													-
Telecom Public Policy Benefits Reserve XQ1713	Beginning Balance	51,647											
	eMail Replacement ITP906883-70		(200)										(200)
Total Withdrawals		(200)											
Building Division Reserve Fund XR1305	Beginning Balance	51,647											
	Toronto Building eService WES907128-138		(1,199)										(1,199)
Total Withdrawals		(1,199)											
Other Program/Agency Net Withdrawals (-) and Contributions (+)													
Total Reserve Fund Balance at Year-End		283,688	279,059	270,583	268,171	268,171	268,171	268,171	268,171	268,171	268,171	268,171	(14,318)