

# Toronto 2017 BUDGET



## CAPITAL BUDGET NOTES



## Financial Services

### 2017 – 2026 CAPITAL BUDGET AND PLAN OVERVIEW

Financial Services' 10-year Capital Plan funds capital investments for: Accounting Services; Payroll, Pension and Employee Benefits; Revenue Services; Purchasing & Materials Management; Corporate Finance and Financial Planning.

Financial Services' 10-year Capital Plan has been developed with the objective of balancing the need to maintain current technology for enterprise-wide financial processes in a state of good repair with implementing service improvements that maximize their use. The majority of capital projects in the Capital Plan is technology oriented with an increasing focus on transforming City-wide financial processes and modernizing their enabling technology.

The Preliminary 10-year Capital Plan totaling \$52.552 million allocates funding for capital investments currently identified to maintain the existing technology infrastructure in a state of good repair and provides for system solutions that implement best and leading financial planning and management processes.

The 10-year Capital Plan allocates new funding of \$1.5 million for the *Finance Accounting Systems Transformation (FAST)* project to begin planning and scoping of this transformation project. The project, in its initial phase, will document current and future accounting processes and determine existing and available SAP functionality the City can leverage to modernize financial reporting and analysis processes.

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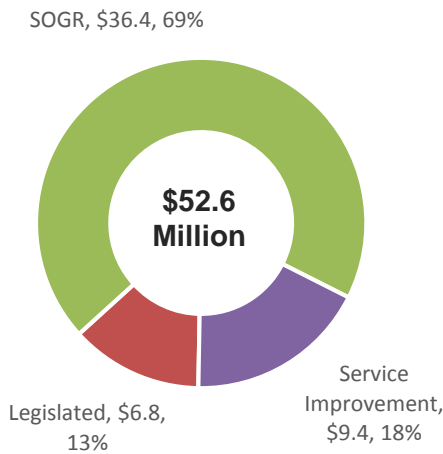
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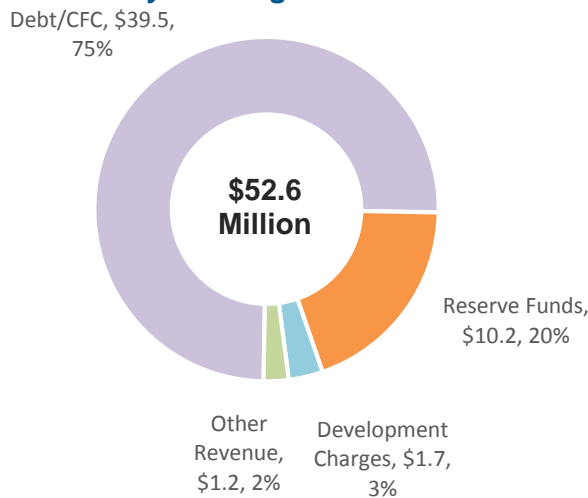
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**Capital Spending and Financing**  
**2017-2026 Capital Budget and Plan**  
**By Project Category**



**By Funding Source**



**Where the money goes:**

The 2017–2026 Preliminary Capital Budget and Plan totalling \$52.552 million provides funding for:

- State of Good Repair (SOGR) projects, representing the largest portion of funding, will maintain existing systems in a state of good repair and facilitate the need for flexible and timely information.
- Service Improvement projects will leverage information technology to transform business processes that improve financial planning, forecasting, reporting and analytics, providing better financial and management information for divisional, corporate and Council decision-making.
- Legislated projects are required to make the City compliant with the Payment Card industry.

**Where the money comes from:**

The Preliminary 10-Year Capital Plan requires:

- New debt funding of \$39.406 million comprises 75% of the Program's 10-Year capital funding which exceeds the debt guideline over the 10 year planning period primarily to accommodate the new SAP foundation project.
- Reserve Funds of \$10.222 million (20%) provide funding for the Utility Billing System and the insurance Risk Management projects.
- Development Charges of \$1.690 million or 3% fund the City's Development Charges Background Studies, and
- Other Funding sources of \$1.234 million or 2% from Rate Supported Programs partially fund the Utility Billing project.

**State of Good Repair Backlog**

Financial Services does not have a backlog of State of Good Repair for its inventory of system applications. Funding included in the Preliminary 10-Year Capital Plan addresses all state of good repair projects based on planned lifecycle without backlogs and ensures continuity of the City's technology.

**Our Key Issues & Priority Actions**

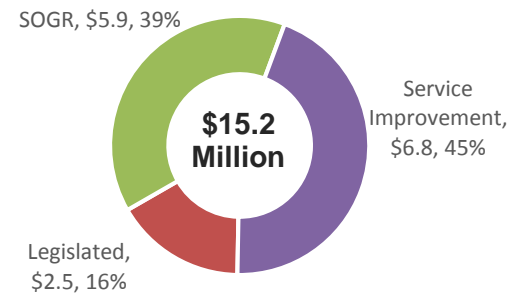
- **Focus on business process transformation and system modernization** resulting in better financial & management information for program and corporate decision making, implementing best practices and self-service options for vendors, clients and employees.

  - ✓ The Preliminary 10-Year Capital Plan includes funding of \$3.035 million to improve the overall quality and timelines of the City's procurement process. The procurement and accounts payable streamlining with new vendor and will automate manual efforts, improve customer service and generate savings from pooled demand of services throughout the entire organization.
  - ✓ Funding of \$4.143 million is provided to continue with the *Enterprise Performance Management* phase of the *FPARS* project. This phase's deliverables focuses on establishing the data governance and business intelligence framework in preparation for the rollout and use of forecasting, modelling and simulation tools as well as automated and integrated performance reporting, self-service data analytics and data visualization for staff, Council and the public.
  
- **High demand for both IT and other divisional internal staff resources** – Competing demands for limited IT and other divisional internal staff resources combined with efforts to consolidate initiatives across various Programs have impacted the ability to meet projected time lines in previous years.

  - ✓ Financial Services is actively monitoring these issues and working closely with Corporate I & T to mitigate delays where possible. It is expected that in 2016, the Programs will see a marked improvement in spending rates due to these efforts.



**2017 Capital Budget By Project Category**

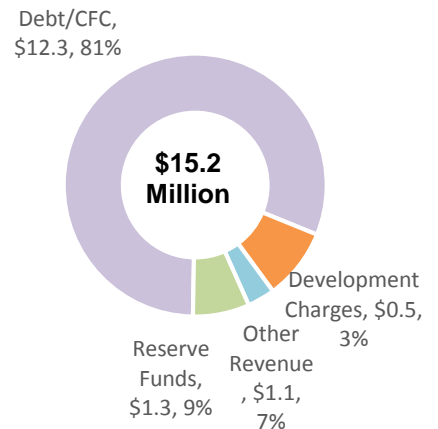


**2017 Capital Budget Highlights**

The 2017 Preliminary Capital Budget for Financial Services of \$15.193 million, excluding carry forward funding, will:

- Begin the *Finance Accounting Systems Transformation* project (\$1.500 million) with seed funding to assess and validate opportunities to leverage SAP technology;
- Continue the implementation of the *PCI Compliance* project (\$1.979 million);
- Continue with the *Supply Chain Management Transformation* (\$1.426 million);
- Continue with the *Tax & Utility Replacement* projects (\$4.465 million); and
- Continue Enterprise Performance Management (EPM) Phase 2 of the *FPARS* project (\$3.143 million).

**By Funding Source**



## Actions for Consideration

Approval of the 2017 Preliminary Capital Budget as presented in these notes requires that:

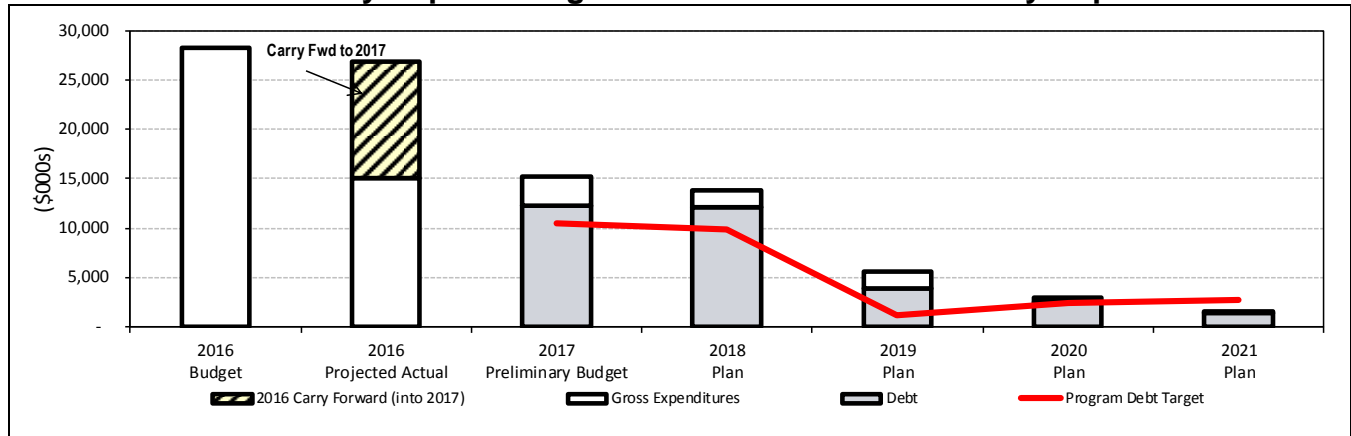
1. City Council approve the 2017 Preliminary Capital Budget for Financial Services with a total project cost of \$4.736 million, and 2017 cash flow of \$26.904 million and future year commitments of \$19.242 million comprised of the following:
  - a) New Cash Flow Funds for:
    - i. 4 new / change in scope sub-projects with a 2017 total project cost of \$4.736 million that requires cash flow of \$2.180 million in 2017 and future year cash flow commitments of \$2.556 million in 2018;
    - ii. 13 previously approved sub-projects with a 2017 cash flow of \$11.247 million; and future year cash flow commitments of \$11.263 million in 2018; and \$5.423 million in 2019;
    - iii. 6 previously approved sub-projects with carry forward funding from 2015 and prior years requiring 2017 cash flow of \$1.766 million that requires Council to reaffirm its commitment; and
  - b) 2016 approved cash flow for 11 previously approved sub-projects with carry forward funding from 2016 into 2017 totalling \$11.711 million.
2. City Council approve the 2018 - 2026 Preliminary Capital Plan for Financial Services totalling \$18.117 million in project estimates, comprised of \$0.200 million for 2019; \$2.939 million for 2020; \$1.611 million for 2021; \$1.230 million for 2022; \$1.0 million for 2023; \$3.550 million for 2024; \$4.889 million for 2025 and \$2.698 million for 2026.
3. City Council consider the operating costs of \$1.938 million net in 2018 resulting from the approval of the 2017 Preliminary Capital Budget for inclusion in the 2017 and future year operating budgets.



# Part 1:

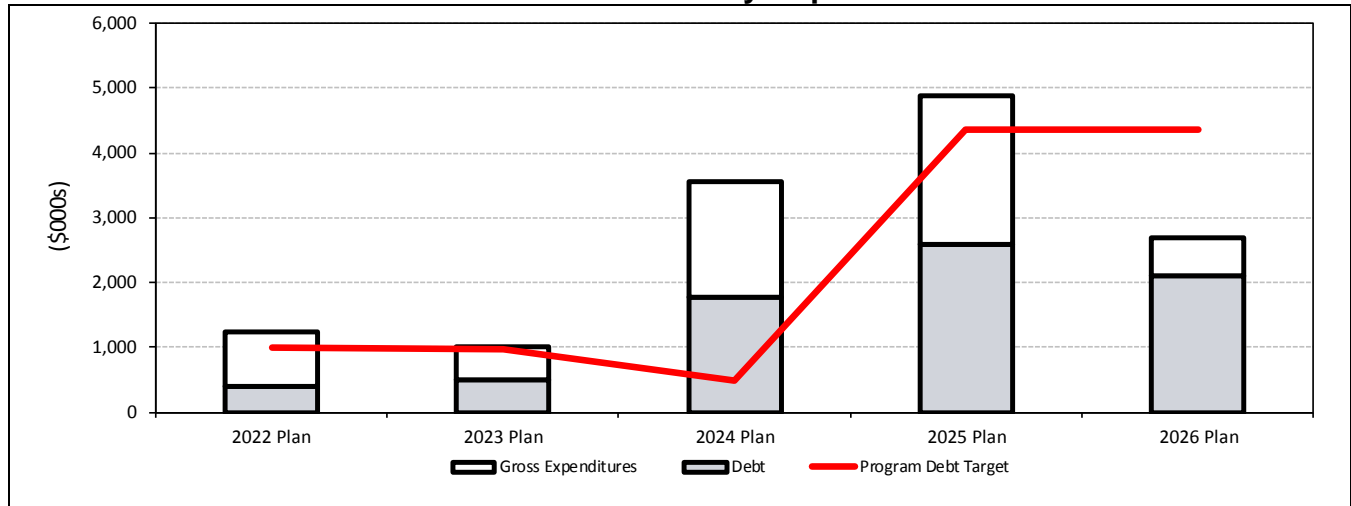
## Preliminary 10-Year Capital Plan

**Figure 1a  
10-Year Capital Plan  
2017 Preliminary Capital Budget and 2018 - 2021 Preliminary Capital Plan**



	2016		2017 Prelim. Capital Budget and 2018 - 2021 Prelim. Capital Plan					5-Year Total Percent	
	Budget	Projected Actual	2017	2018	2019	2020	2021		2017 - 2021
<b>Gross Expenditures:</b>									
2016 Capital Budget & Approved FY Commitments	28,284	15,122	10,413	13,564	956			24,933	63.6%
Changes to Approved FY Commitments			834	(2,301)	4,467			3,000	7.7%
2017 New/Change in Scope and Future Year Commitments			2,180	2,556				4,736	12.1%
2018 - 2021 Capital Plan Estimates					200	2,939	1,611	4,750	12.1%
2-Year Carry Forward for Reapproval								1,766	4.5%
1-Year Carry Forward to 2017		11,711	1,766						
<b>Total Gross Annual Expenditures &amp; Plan</b>	<b>28,284</b>	<b>15,122</b>	<b>15,193</b>	<b>13,819</b>	<b>5,623</b>	<b>2,939</b>	<b>1,611</b>	<b>39,185</b>	<b>100.0%</b>
<b>Program Debt Target</b>			<b>10,518</b>	<b>9,839</b>	<b>1,156</b>	<b>2,439</b>	<b>2,751</b>	<b>26,703</b>	
<b>Financing:</b>									
Debt			12,287	12,081	3,886	2,439	1,361	32,054	81.8%
Reserves/Reserve Funds			1,334	1,561	1,737	500	125	5,257	13.4%
Development Charges			515				125	640	1.6%
Provincial/Federal Debt Recoverable									
Other Revenue			1,057	177				1,234	3.1%
<b>Total Financing</b>			<b>15,193</b>	<b>13,819</b>	<b>5,623</b>	<b>2,939</b>	<b>1,611</b>	<b>39,185</b>	<b>100.0%</b>
<b>By Project Category:</b>									
Health & Safety									
Legislated			2,494	3,166			125	5,785	14.8%
SOGR			5,919	8,044	5,623	2,939	1,486	24,011	61.3%
Service Improvement			6,780	2,609				9,389	24.0%
Growth Related									
<b>Total by Project Category</b>			<b>15,193</b>	<b>13,819</b>	<b>5,623</b>	<b>2,939</b>	<b>1,611</b>	<b>39,185</b>	<b>100.0%</b>
<b>Asset Value (\$) at year-end</b>									
Yearly SOGR Backlog Estimate (not addressed by current plan)									
Accumulated Backlog Estimate (end of year)									
<b>Backlog: Percentage of Asset Value (%)</b>									
Debt Service Costs			184	1,492	1,367	465	289	3,798	
Operating Impact on Program Costs				1,938				1,938	
New Positions									

**Table 1b  
10-Year Capital Plan  
2022 - 2026 Preliminary Capital Plan**



	2022 - 2026 Preliminary Capital Plan							10-Year Total Percent
	2022	2023	2024	2025	2026	2017 - 2026		
<b>Gross Expenditures:</b>								
2016 Capital Budget & Approved FY Commitments						24,933	47.4%	
Changes to Approved FY Commitments						3,000	5.7%	
2017 New/Change in Scope and Future Year Commitments						4,736	9.0%	
2022 - 2026 Capital Plan Estimates	1,230	1,000	3,550	4,889	2,698	18,117	34.5%	
2-Year Carry Forward for Reapproval						1,766	3.4%	
<b>Total Gross Annual Expenditures &amp; Plan</b>	<b>1,230</b>	<b>1,000</b>	<b>3,550</b>	<b>4,889</b>	<b>2,698</b>	<b>52,552</b>	<b>96.6%</b>	
<b>Program Debt Target</b>	<b>1,000</b>	<b>975</b>	<b>500</b>	<b>4,364</b>	<b>4,364</b>	<b>37,906</b>		
<b>Financing:</b>								
<b>Debt</b>	<b>390</b>	<b>500</b>	<b>1,775</b>	<b>2,589</b>	<b>2,098</b>	<b>39,406</b>	<b>75.0%</b>	
Reserves/Reserve Funds	390	500	1,775	2,300		10,222	19.5%	
Development Charges	450				600	1,690	3.2%	
Provincial/Federal								
Debt Recoverable								
Other Revenue						1,234	2.3%	
<b>Total Financing</b>	<b>1,230</b>	<b>1,000</b>	<b>3,550</b>	<b>4,889</b>	<b>2,698</b>	<b>52,552</b>	<b>100.0%</b>	
<b>By Project Category:</b>								
Health & Safety								
Legislated	450				600	6,835	13.0%	
SOGR	780	1,000	3,550	4,889	2,098	36,328	69.1%	
Service Improvement						9,389	17.9%	
Growth Related								
<b>Total by Project Category</b>	<b>1,230</b>	<b>1,000</b>	<b>3,550</b>	<b>4,889</b>	<b>2,698</b>	<b>52,552</b>	<b>100.0%</b>	
<b>Asset Value(\$)</b> at year-end								
Yearly SOGR Backlog Estimate (not addressed by current plan)								
Accumulated Backlog Estimate (end of year)								
<b>Backlog: Percentage of Asset Value (%)</b>								
Debt Service Costs	154	52	89	242	320	4,655		
Operating Impact on Program Costs						1,938		
New Positions								

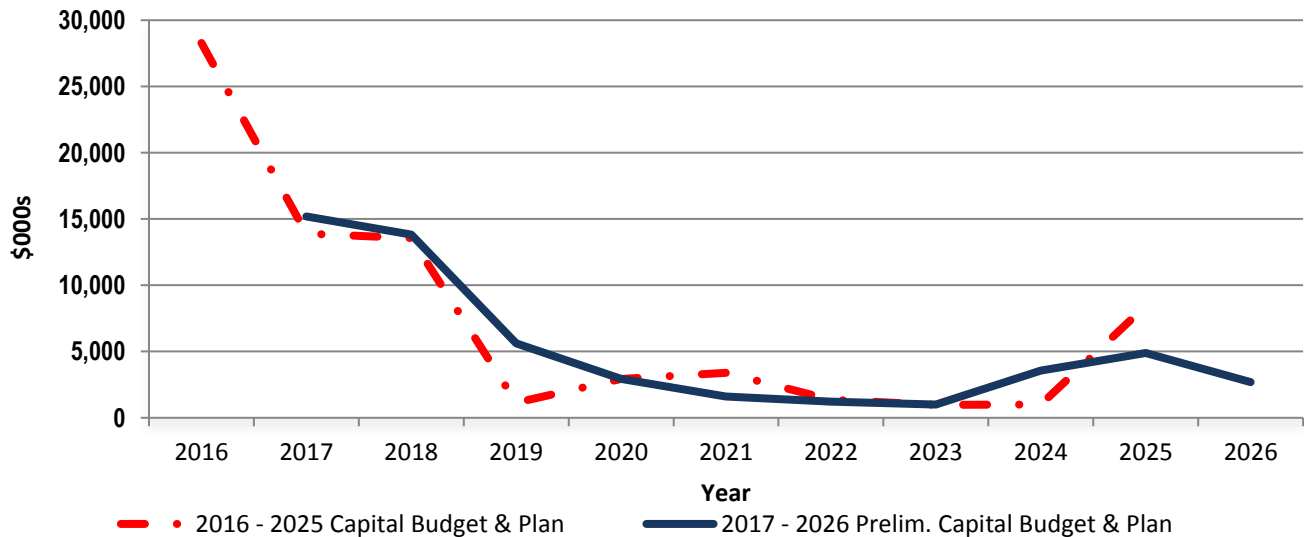


**Key Changes to the 2016 - 2025 Approved Capital Plan**

The 2017 Preliminary Capital Budget and the 2018 – 2026 Preliminary Capital Plan reflects a decrease of \$22.470 million in capital funding from the 2016 - 2025 Approved Capital Plan.

The chart and table below provide a breakdown of the \$22.470 million or 30.0% decrease in the Capital Program on an annual basis from 2016 to 2026.

**Chart 1**  
**Changes to the 2016 - 2025 Approved Capital Plan (In \$000s)**



(\$000s)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	10-Year Total
2016 - 2025	28,284	13,899	13,564	1,156	2,939	3,391	1,375	975	1,000	8,439		75,022
2017 - 2026		15,193	13,819	5,623	2,939	1,611	1,230	1,000	3,550	4,889	2,698	52,552
Change %		9.3%	1.9%	386.4%	0.0%	(52.5%)	(10.5%)	2.6%	255.0%	(42.1%)		(30.0%)
Change \$		1,294	255	4,467	0	(1,780)	(145)	25	2,550	(3,550)		(22,470)

As made evident in the chart above, the \$22.470 million decrease in the Capital Program is attributed to the difference in capital spending approved in 2016 as compared to planned capital investments in the year 2026.

As reflected in Table 2 on the following page, changes to the 2016 – 2025 Approved Capital Plan, specifically the \$3.116 million increase in capital funding over the nine common years of the Capital Plans (2017 – 2025) arise from the reprioritization of Financial Services' capital projects based on the following factors:

- Cash flows were realigned to better reflect actual spending experience for previously approved capital projects based on readiness to proceed, alignment with project activities and timelines, compliance with legislated standards and capacity to deliver and spend.
- An investment of \$1.5 million to seed fund the discovery work for the Finance Accounting System Transformation project that had been included as an unfunded priority in prior years.
- An increase in 2017 and 2018 cash flows, without a change in total project cost attributed to carrying forward unspent cash flows from prior years for the FPARS project, required for the completion of Phase 2 of the Enterprise Performance Management (EPM). The delay was the result of later than planned implementation of the HANA technology platform which enables business benefits from automation of data, data analytics and data visualization.



A summary of project changes for the years 2017 to 2025 totalling \$3.116 million are provided in Table 2 below:

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

	Total App'd Cash Flows to Date*	2017 Budget	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2017 - 2026 Total	Total Project Cost
<b>Legislated</b>													
<i>PCI Compliance</i>		1,979	3,166									5,145	10,362
<i>Development Charges Background Study</i>		515										515	770
<b>Future Year Upgrades</b>													
<i>Development Charges Background Study</i>						125	450				600	1,175	1,175
<b>Sub-Total</b>		<b>2,494</b>	<b>3,166</b>			<b>125</b>	<b>450</b>				<b>600</b>	<b>6,835</b>	<b>12,307</b>
<b>State of Good Repair</b>													
<i>Tax Billing System Upgrade</i>		2,679	2,730	2,730								8,139	9,922
<i>Utility Billing System Upgrade</i>		1,786	1,738	1,737								5,261	5,971
<i>Integrated Asset Planning &amp; Management</i>		533	2,806									3,339	5,000
<i>Parking Tag Mgmt. Software Upgrade</i>		650	770	956								2,376	2,592
<i>Risk Mgmt. Information System Upgrade</i>		250										250	1,892
<i>Public Budget Formulation (PBF) 8.1 Upgrade</i>		21										21	2,650
<b>Future Year Upgrades</b>													
<i>SAP Upgrades (ECC, PBF, Payroll)</i>				200	2,439	1,361						4,000	4,000
<i>Investment &amp; Debt Mgmt. System Upgrade</i>					500					600		1,100	1,100
<i>Risk Mgmt. Information System Upgrade</i>						125						125	125
<i>Payment Processing Equipment Upgrade</i>							780					780	780
<i>Tax Billing System Replacement</i>								500	1,775	1,700		3,975	3,975
<i>Utility Billing System Replacement</i>								500	1,775	1,700		3,975	3,975
<i>Parking Tag Mgmt. Software Replacement</i>										889	1,123	2,012	3,000
<i>Capital Migration to New System</i>											975	975	2,975
<b>Sub-Total</b>	-	<b>5,919</b>	<b>8,044</b>	<b>5,623</b>	<b>2,939</b>	<b>1,486</b>	<b>780</b>	<b>1,000</b>	<b>3,550</b>	<b>4,889</b>	<b>2,098</b>	<b>36,328</b>	<b>47,957</b>
<b>Service Improvements</b>													
<i>Financial Planning Analysis &amp; Reporting System</i>		3,143	1,000									4,143	60,820
<i>Electronic Self Service Tax &amp; Utility</i>		242										242	551
<i>eBilling Initiative</i>		469										469	469
<i>Supply Chain Management Transformation</i>		1,426	1,609									3,035	8,019
<i>Finance Accounting Systems Transformation</i>		1,500										1,500	1,500
<b>Sub-Total</b>	-	<b>6,780</b>	<b>2,609</b>									<b>9,389</b>	<b>71,359</b>
<b>Total Expenditures by Category (excluding carry forward)</b>	-	<b>15,193</b>	<b>13,819</b>	<b>5,623</b>	<b>2,939</b>	<b>1,611</b>	<b>1,230</b>	<b>1,000</b>	<b>3,550</b>	<b>4,889</b>	<b>2,698</b>	<b>52,552</b>	<b>131,623</b>

\*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)

**Significant Capital Project Changes in Financial Services:**

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:

- *The Financial Planning, Analysis & Reporting Systems* project requires previously approved and unspent funding of \$3.143 million to be carried forward into 2017 to continue with the implementation of all of the deliverables for the second phase of this project, *Enterprise Performance Management*, including the installation of the HANA platform and forecasting and modelling tools along with the foundation upon which analytics, reporting and data visualization will be provided for use City-wide.
  - An additional \$1.0 million has been deferred to 2018 to align with project timelines given the above.
- Additional 2016 carry forward cash flow funding of \$1.145 million is also required to complete the legislated – *Payment Card Industry (PCI) Compliance* project.

**Project Cost Decreases:**

- *The Risk Management Information System* upgrade project costs have been reduced by \$0.250 million following review and recommendations from the City staff led Business Executive Committee (BEC).

Deferrals/Accelerations:

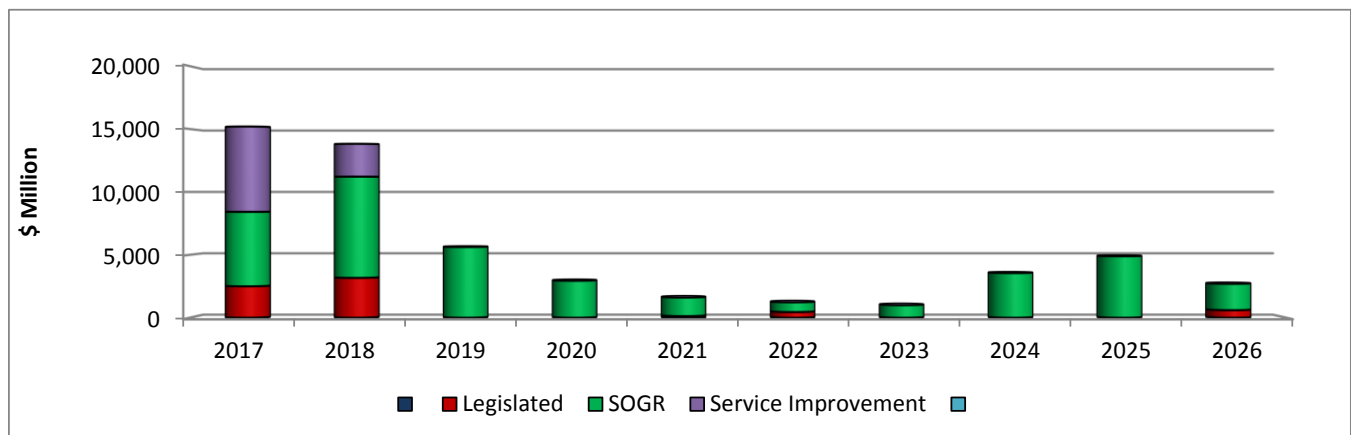
- The *Workflow & Document Management Technology* project is not proceeding and capital funding allocated to this project has been re-allocated.
  - To date, a Workflow/Document Management solution suitable for the Revenue Services' initially-identified needs has not been able to be sourced on the open market, despite repeated procurement attempts.
  - The Program's requirements for an electronic document and records management system (EDRMS) have evolved since the capital project was initiated, to the point where changing technologies and planned enhancements to the City's tax and utility billings systems will eliminate the requirement for a standalone workflow/document management solution capable of being integrated with the City's current systems.
- The *Capital Migration to New System* project has been deferred to begin in 2026 with \$2.0 million in projects costs deferred to 2027, outside of the 10-year planning period.

New Projects:

- *The Finance Accounting Systems Information (FAST)* project totalling \$1.5 million of new debt funding is required for scoping and identification of best practice opportunities of using Simple Finance as a driver for transforming the finance processes and reporting capabilities..
- The focus of this design phase will be to streamline processes and improve reporting capabilities by leveraging existing SAP functionality that has not been implemented to date.

2017 – 2026 Preliminary Capital Plan

**Chart 2**  
**2017 – 2026 Preliminary Capital Plan by Project Category (In \$000s)**



As illustrated in the chart above, the Preliminary 10-Year Capital Plan for Financial Services of \$52.552 million provides 69.1% funding for State of Good Repair (SOGR) projects as priorities, 17.9% for Service Improvement projects and Legislative projects represent 13% over the 10-year period.

- State of Good Repair projects account for \$36.328 million for upgrades and future years replacements of information systems to improve accuracy and timeliness of information, standardize reporting practices across the City and facilitate improved information distribution to Programs, Committees and Council.
- Service Improvement projects account for \$9.389 million which includes the completion of the *FPARS* project and implementation of the *Supply Chain Management Transformation* project as well as the new initial phase of the *Finance Accounting Systems Transformation* project.

- Legislated projects account for \$6.835 million of the Capital Plan, which includes funding to complete the *PCI Compliance* project and the periodic review of the *Development Charges Background Study*.

The following table provides details by project category within the 2017 – 2026 Preliminary Capital Budget and Plan for Financial Services:

**Table 3**  
**2017 - 2026 Capital Plan by Project Category (In \$000s)**

	Total App'd Cash Flows to Date*	2017 Budget	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2017 - 2026 Total	Total Project Cost
<b>Legislated</b>													
<i>PCI Compliance</i>	6,021	1,979	3,166									5,145	10,362
<i>Development Charges Background Study</i>		515										515	770
<b>Future Year Upgrades</b>													
<i>Development Charges Background Study</i>						125	450				600	1,175	1,175
<b>Sub-Total</b>		<b>2,494</b>	<b>3,166</b>			<b>125</b>	<b>450</b>				<b>600</b>	<b>6,835</b>	<b>12,307</b>
<b>State of Good Repair</b>													
<i>Tax Billing System Upgrade</i>		2,679	2,730	2,730								8,139	9,922
<i>Utility Billing System Upgrade</i>		1,786	1,738	1,737								5,261	5,971
<i>Integrated Asset Planning &amp; Management</i>		533	2,806									3,339	5,000
<i>Parking Tag Mgmt. Software Upgrade</i>		650	770	956								2,376	2,592
<i>Risk Mgmt. Information System Upgrade</i>		250										250	1,892
<i>Public Budget Formulation (PBF) 8.1 Upgrade</i>		21										21	2,650
<b>Future Year Upgrades</b>													
<i>SAP Upgrades (ECC, PBF, Payroll)</i>				200	2,439	1,361						4,000	4,000
<i>Investment &amp; Debt Mgmt. System Upgrade</i>					500					600		1,100	1,100
<i>Risk Mgmt. Information System Upgrade</i>						125						125	125
<i>Payment Processing Equipment Upgrade</i>							780					780	780
<i>Tax Billing System Replacement</i>								500	1,775	1,700		3,975	3,975
<i>Utility Billing System Replacement</i>								500	1,775	1,700		3,975	3,975
<i>Parking Tag Mgmt. Software Replacement</i>										889	1,123	2,012	3,000
<i>Capital Migration to New System</i>											975	975	2,975
<b>Sub-Total</b>	-	<b>5,919</b>	<b>8,044</b>	<b>5,623</b>	<b>2,939</b>	<b>1,486</b>	<b>780</b>	<b>1,000</b>	<b>3,550</b>	<b>4,889</b>	<b>2,098</b>	<b>36,328</b>	<b>47,957</b>
<b>Service Improvements</b>													
<i>Financial Planning Analysis &amp; Reporting System</i>	51,900	3,143	1,000									4,143	60,820
<i>Electronic Self Service Tax &amp; Utility</i>		242										242	551
<i>eBilling Initiative</i>		469										469	469
<i>Supply Chain Management Transformation</i>		1,426	1,609									3,035	8,019
<i>Finance Accounting Systems Transformation</i>		1,500										1,500	1,500
<b>Sub-Total</b>	<b>51,900</b>	<b>6,780</b>	<b>2,609</b>									<b>9,389</b>	<b>71,359</b>
<b>Total Expenditures by Category (excluding carry forward)</b>	<b>51,900</b>	<b>15,193</b>	<b>13,819</b>	<b>5,623</b>	<b>2,939</b>	<b>1,611</b>	<b>1,230</b>	<b>1,000</b>	<b>3,550</b>	<b>4,889</b>	<b>2,698</b>	<b>52,552</b>	<b>131,623</b>

\*Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2017, excluding ongoing capital projects (i.e. Civic Improvement projects)

**2017 – 2026 Capital Projects**

The Preliminary 10-Year Capital Plan for Financial Services' has been developed to balance the need to maintain existing technology infrastructure in a state of good repair to support city-wide services as well as implementing service improvements to maximize the use of the City's current financial information systems. The emphasis of the 10-Year Capital Plan is systems oriented, focusing on technological improvements to enhance city-wide financial processes.

*State of Good Repair (SOGR)*

- SOGR projects account for \$36.328 million or 69.1% of the total Preliminary 10-Year Capital Plan.
- The *Tax Billing System Replacement* project will entail a system redesign and upgrade to accommodate new technology and new approved programs that will improve on the efficiency and automation of billing and revenue processing operations; and to incorporate new web-based technology to support self-service options and improved customer service.

- Funding for this replacement project over the 10-Year Capital Plan period includes \$8.139 million in initial SOGR funding as well as \$3.975 million for Future Upgrades.
- The *Utility Billing System Replacement* project requires \$9.236 million in funding over 2017-2019 to upgrade the system to ensure it will meet current and future business needs.
  - The system supports the current billing process and combines both Water and Solid Waste into one utility bill.
  - Improvements are required to the operating system in order to accommodate new technology that will generate efficiencies, cost-savings and enhanced service delivery.
- The *SAP Upgrade (ECC, PBF and Payroll)* project requires \$4.000 million in funding to make improvements to the planning and resource allocation system and continue to implement its corporate management framework.
  - This upgrade will improve the quality of the Programs' business planning by consolidating information to support decisions relative to resource allocation and levels of service.
- The *Integrated Asset Planning & Management* (formerly the CAPTOR Migration to New System) project requires \$3.339 million in funding to proceed with the current assessment of the City's asset (capital) planning and budgeting and executing processes to establish a base on strategic asset planning and management best practices city-wide business requirements for an integrated common, asset planning, budget and management system.
  - This system will replace the current CAPTOR budget system implemented in 1999 as an interim solution and now is due for a major upgrade and/or replacement.
  - A future upgrade (Capital Migration to New system) is planned for 2026 to 2027 at an estimated cost of \$2.975 million to ensure the City's capital program software is up to date with current technology.
- The *Parking Tags Software Replacement System* requires \$4.388 million in funding for current and future upgrades, for lifecycle replacement due to changing technology.
  - This system processes parking tickets that generate annual revenues to the City and must be kept current to ensure continued revenue flows, and improved customer service.

#### *Service Improvements*

- Service Improvement projects account for \$9.389 million or 17.9% of the total Preliminary 10-Year Capital Plan.
- The *Financial Planning Analysis & Reporting System (FPARS)* project is a complex, large scale, enterprise business transformation and technology project, utilizing new SAP technologies and implementing best and leading business practices.
- The 10-year Capital Plan includes previously approved funding of \$4.143 million to continue work on the *Enterprise Performance Management* phase (phase 2) of the *FPARS* project. This phase of the project will implement the technology platform (SAP HANA) and business intelligence and data governance framework to support the development and rollout of automated and integrated performance reporting; forecasting, analytics and predictive modelling tools; self-service analytics and reporting and data visualization for the City.
  - Together, these deliverables will provide the City forecasting, predictive modelling and data analytics capabilities using financial, service and performance data as well as enhanced reporting capabilities that includes data visualization.
  - Value realization and project close out activities are planned in 2018, including change management, training and sustainment activities.
- The *Supply Chain Management Transformation* project requires \$3.035 million over 2017 and 2018 representing a total project cost of \$8.019 million over three years.

- This project was merged in 2016 with the approved eProcurement Implementation, Supply Chain Management Transformation and Accounts Payable Process Improvements projects.
  - This project will improve customer service to City Programs and their associated vendors, generating savings from pooled demand.
  - The project will also improve productivity by automating the source-to-pay process, improve overall transparency, enhance City Store services through online ordering/inventory tracking and improve contract lifecycle management.
  - Additional improvements will include category, contract and vendor performance management. In addition, this project is expected to enhance the quality and the number of bids and proposals received.
- The *Finance Accounting Systems Transformation (FAST)* project requires new funding in 2017 of \$1.500 million. This project is part of the SAP Modernization Roadmap that was adopted as the strategic direction and foundational for the Simply Finance implementation project planned.
    - The opportunities identified in the SAP Value Engineering report provide insight as to the areas in comparison to best practices that is possible for the city to achieve. With greater integration and capacity of Simple Finance, business processes will be streamlined and reduce the number of offline information sources which will improve the quality of information.
    - The ability to meet City and Program information needs and provide for improved operating and performance reporting with expanded and leveraged core information needs where required. Timely information will be available for increased analytic and deep analysis with minimal data replication.

#### *Legislated*

- Major Legislated projects total \$6.835 or 13.0% of the total Preliminary 10-Year Capital Plan.
- The *PCI Compliance Version Upgrade* project requires funding of \$5.145 million over the next 3 years for PCI DSS (Payment Card Industry Data Security Standard) compliance from DSS 2.0 to the required 3.0 version as the City is subject to PCI DSS compliance standards.
  - The Payment Card Industry (PCI) Compliance project will make the City achieve compliance with the Payment Card Industry's Data Security Standards (PCI DSS). The Payment Card Industry Data Security Standards provide the required standards for organizations that accept, process and/or store credit card payments.
  - The standards include network architecture, applications security, data transport, data storage and access, vulnerability testing as well as defining the areas that require documented processes, policies and standards.
  - Presently, the City is not fully PCI DSS compliant and as the PCI DSS requirements continue to evolve this project requires the funds to ensure that the City will meet compliance and avoid fines that the City is currently paying.
  - Furthermore, continued non-compliance may result in additional fines or prevention of the City from accepting credit card payments. The City processes over 1 million credit/debit transactions annually.

### **2017 Preliminary Capital Budget and Future Year Commitments**

Included as a sub-set of the 10-Year Preliminary Capital Plan is the 2017 Preliminary Capital Budget and Future Year Commitments, that consists of 2017 and future year cash flow 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.

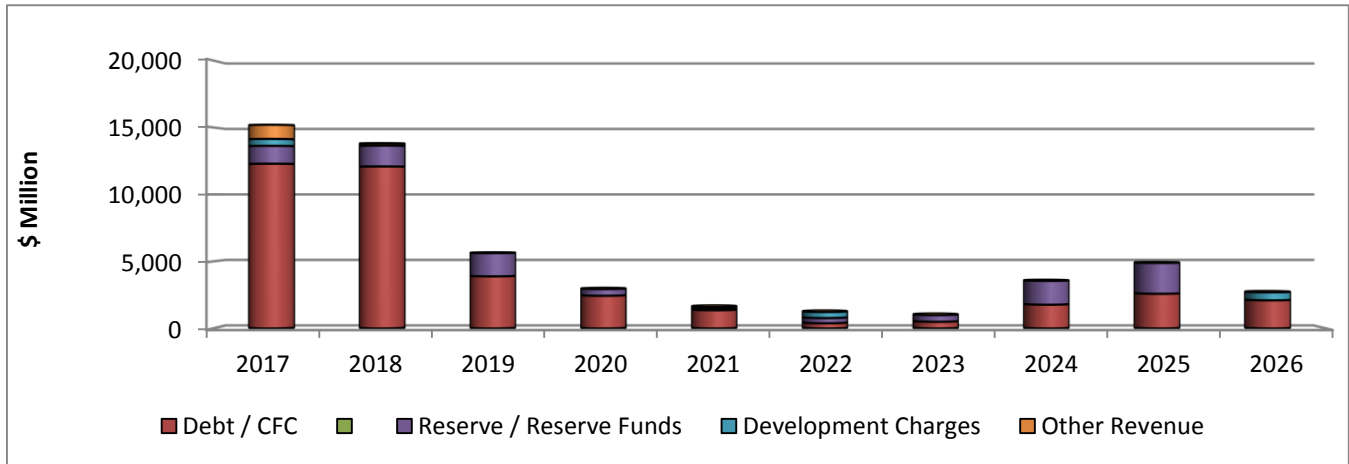
- Table 3a below lists the 2017 Preliminary Capital Budget and Future Year Commitments for Financial Services:

**Table 3a  
2017 Cash Flow & Future Year Commitments (In \$000s)**

	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total 2017 Cash Flow & FY Commits
<b>Expenditures:</b>											
Previously Approved											
<i>Financial Planning, Analysis &amp; Reporting System (FPARS)</i>	3,143	1,000									4,143
<i>Risk Mgmt. Information System Replacement</i>	250	250									500
<i>Integrated Asset Planning Management (IAPM)</i>	322										322
<i>PCI Compliance</i>	1,979	3,166									5,145
<i>Development Charges</i>											
<i>Background Study 2016</i>	515										515
<i>Electronic Self Service Tax &amp; Utility</i>	242										242
<i>Supply Chain Management Transformation (SCMT)</i>	1,426	1,609									3,035
<i>Public Budget Formulation (PBF)</i>	21										21
<i>Tax &amp; Utility Replacement</i>	4,465	4,468	4,467								13,400
<i>Parking Tag Mgmt. Software</i>	650	770	956								2,376
<b>Subtotal</b>	<b>13,013</b>	<b>11,263</b>	<b>5,423</b>								<b>29,699</b>
Change in Scope											
<i>Risk Mgmt. Information System Replacement</i>		(250)									(250)
<b>Subtotal</b>	<b>-</b>	<b>(250)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(250)</b>
New w/Future Year											
<i>Integrated Asset Planning Management (IAPM)</i>	211	2,806									3,017
<i>eBilling Initiative</i>	469										469
<i>Finance Accounting Systems Transformation (FAST)</i>	1,500										1,500
<b>Subtotal</b>	<b>2,180</b>	<b>2,806</b>									<b>4,986</b>
<b>Total Expenditure</b>	<b>15,193</b>	<b>13,819</b>	<b>5,423</b>								<b>34,435</b>
<b>Financing:</b>											
Debt/CFC	12,287	12,081	3,686								28,054
Other	1,057	177									1,234
Reserves/Res Funds	1,334	1,561	1,737								4,632
Development Charges	515										515
<b>Total Financing</b>	<b>15,193</b>	<b>13,819</b>	<b>5,423</b>								<b>34,435</b>

- Approval of the 2017 Preliminary Capital Budget of \$15.193 million will result in the future year funding commitments of \$13.819 million in 2018 and \$5.423 million in 2019 for a total of \$34.435 million.

**Chart 3**  
**2017 – 2026 Preliminary Capital Plan by Funding Source (In \$000s)**



The Preliminary 10-Year Capital Plan of \$52.552 million cash flow funding will be financed by the following sources:

- Debt accounts for \$39.406 million or 75.0% of the financing over the 10-year period.
  - \$1.5 million in additional debt funding above the 10-year debt affordability guidelines of \$37.906 million is included in the 10-Year Capital Budget and Plan to begin planning and scoping the Finance Accounting Systems Transformation project.
- Reserve and Reserve Funds provide and the Capital Financing Reserve constitute \$10.222 million or 19.5% of required funding over 10 years for the eligible Solid Waste Management and the Insurance projects:
  - Reserve-funded projects include a portion of the Utility Billing System Upgrade (\$8.180 million);
  - Investment and Debt Management System Upgrade (\$1.100 million);
  - Risk Management Information System Replacement (\$0.375 million);
  - Payment Processing Equipment Replacement (\$0.390 million);
  - Electronic Self Service Tax and Utility (\$0.075 million); and
  - eBilling Initiative (\$0.102 million).
- Development Charges, which represent \$1.690 million or 3.2% of the Preliminary 10-Year Capital Budget and Plan's funding sources, will fully fund periodic updates to the Development Charges per legislation.
- Other sources of funding account for \$1.234 million or 2.3% of total capital financing:
  - Funding is primarily from Rate Supported Programs for the Utility Billing System, Electronic Self-Serve Tax and Utility project, and the eBilling Initiative.



10-Year Capital Plan: Net Operating Budget Impact

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

Projects	2017 Budget		2018 Plan		2019 Plan		2020 Plan		2021 Plan		2017 - 2021		2017 - 2026	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
Previously Approved <i>Supply Chain Management Transformation</i>			1,938.0								1,938.0		1,938.0	
<b>Total (Net)</b>			1,938.0								1,938.0		1,938.0	

The Preliminary 10-Year Capital Plan will increase future year Operating Budgets by \$1.938 million net in 2018, as shown in the table above.

This is comprised of funding to sustain the Supply Chain Management Transformation project that will require \$1.938 million in operating funding for hardware and maintenance, software license and subscription and support expenses in 2018.

The future operating impacts will be reviewed each year as part of the annual Operating Budget process.



# Part 2:

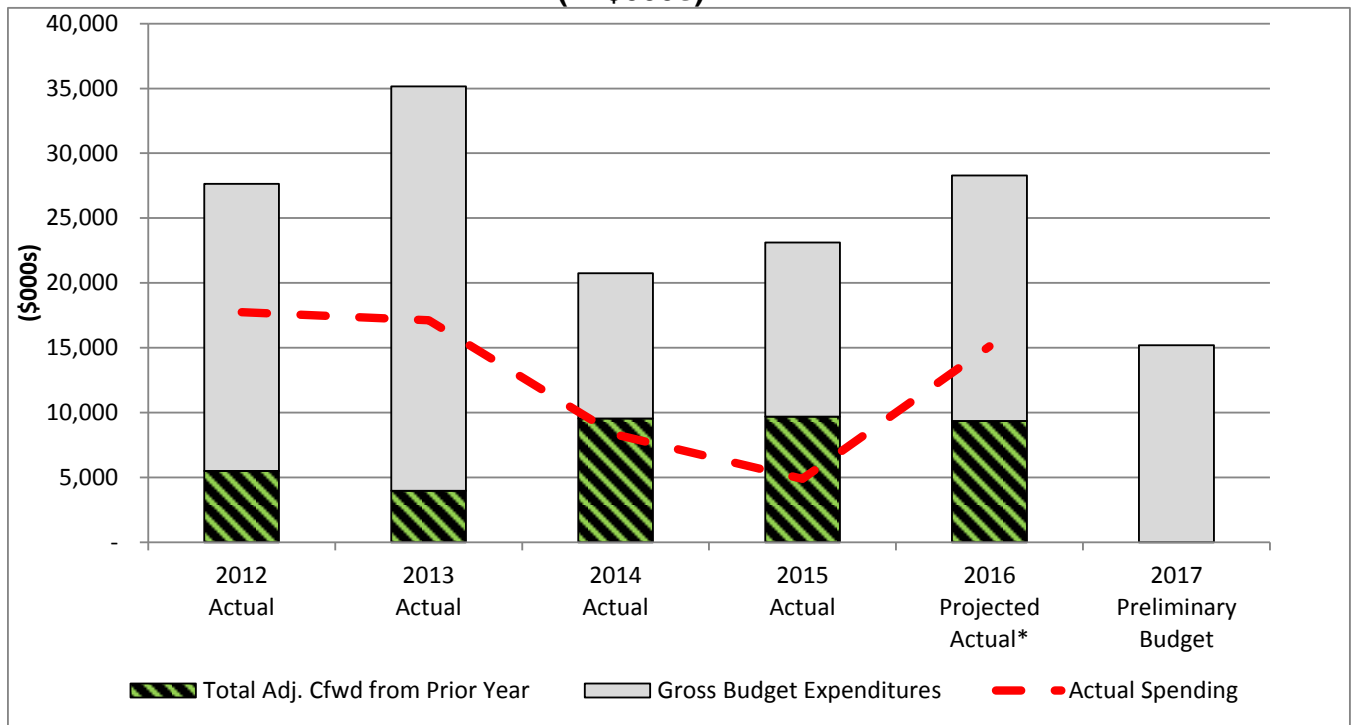
## Issues for Discussion

## Issues Impacting the 2017 Capital Budget

### Review of Capital Projects and Spending

- City Council, at its meeting of July 12, 2016 considered the report entitled "2017 Budget Process – Budget Directions and Schedule EX16.37" and directed staff to:
  - Submit their 2017 – 2026 Capital Budget and Plans requiring that annual cash flow funding estimates be examined to more realistically match cash flow spending to project activities and timing, especially in the first 5 years of the Capital Plan's timeframe.
- As reflected in the table below, Financial Services over the 2012-2016 period experienced an average spending rate of 46.8% or \$12.638 million on an average annual Capital Budget of \$26.990 million. This reflects an improved spend rate over previous years mostly due to a 2016 projected year-end spend rate of 53.5%.
  - The projected 53.5% spending rate for 2016 is an improvement over the 2015 expenditure rate of 21.2%.

**Capacity to Spend-Budget vs Actual  
(In \$000s)**



Category	2012			2013			2014			2015			2016			Spending Rate 5 Year 2012-2016 Avg. %
	Budget	Actual	Spending Rate %	Budget	Actual	Spending Rate %	Budget	Actual	Spending Rate %	Budget	Actual	Spending Rate %	Budget	Projected Actual *	Spending Rate %	
Legislated	1,555	658	42.3%	1,247	306	24.5%	715	478	66.9%	2,450	553	22.6%	4,272	832	19.5%	27.6%
SOGR	5,008	376	7.5%	7,697	415	4542.0%	4,542	688	15.1%	7,067	3,377	47.8%	10,658	7,358	69.0%	34.9%
Service Improvement	20,935	16,701	79.8%	26,071	16,194	62.1%	15,234	7,160	47.0%	13,354	964	7.2%	13,216	6,882	52.1%	53.9%
Growth Related	138	-	0.0%	138	197	142.8%	263	-	0.0%	250	-	0.0%	138	50	36.2%	26.6%
<b>Total</b>	<b>27,636</b>	<b>17,735</b>	<b>64.2%</b>	<b>35,153</b>	<b>17,112</b>	<b>48.7%</b>	<b>20,754</b>	<b>8,326</b>	<b>40.1%</b>	<b>23,121</b>	<b>4,894</b>	<b>21.2%</b>	<b>28,284</b>	<b>15,122</b>	<b>53.5%</b>	<b>46.8%</b>

Note - 2016 Projection based on the 2016 Q3 Capital Variance Report

- In establishing the 2017 - 2026 Capital Program, Financial Services projects were reviewed for readiness, dependencies, capacity to deliver and historical spending as part of the IT 2017-2026 Integrated Portfolio Plan.
  - Cash flow funding was then adjusted to better align with expected delivery of projects. Timelines and actuals for the Integrated Asset Planning and Management project's funds of \$2.484 million deferred from 2017 to 2018; the Risk Management Information System project funded from Insurance Reserve was decreased by \$0.250 million in 2017 and the Employee Service Centre (ESC) project for seed funding of \$0.255 million was deferred to 2018.
- The capacity to spend or move forward on several IT related projects was primarily hindered by the projects' close connection with other Divisional IT projects. As a result, a delay in one project has delayed the deliverables of new projects. Despite these dependencies, the projects are proceeding with completion dates within the first five years 2017-2021 Capital Plan.
- Financial Services Capital Plan includes Accounting Services; Payroll, Pension and Employee Benefits; Financial Planning; Revenue Services; Corporate Finance; and Purchasing and Materials Management Programs.
  - Projects that Financial Services is responsible for are large, City-wide, more complex to implement, requires consultation and collaboration with partner/client Programs to ensure business needs are met and have significant impact on resources and organizational change.
- Capital spending for Financial Services' projects will continue to be monitored in 2017, with spending reported quarterly through the City's variance reports and staff will report on any future adjustments as required, as part of the 2018 Budget process.

### **Reporting on Major Capital Projects: Status Update**

- In compliance with the Auditor General's recommendation for additional status reporting for large capital projects, Financial Services identified the SAP supported *Payroll Timesheets Upgrade (CATS)* and the Financial Planning and Reporting Analysis System (FPARS) projects to report quarterly beginning in 2016, due to the transformative nature of the projects which will have significant impact to processes city-wide.

#### **Payroll Timesheets Upgrade project (CATS)**

- The *Payroll Timesheets Upgrade project (CATS)* is a state of good repair project to replace the City's current time entry application which is heavily customized, outdated and no longer supported by SAP.
- CATS is current SAP best practice and will provide a secure, sustainable and fully supported application that will be a single point of integration with a time, attendance and scheduling solution.
  - The CATS Implementation project with an overall project cost of \$7.540 million was successfully implemented in production as schedule on September 14, 2016. The 45 day post go-live support and warranty period ended October 30th, 2016. The transition and hand-over to the City Sustainment team for the CATS solution was completed on October 28th, 2016. The roll out of Employee Self Service & Manager Self Service for time reporting functions is being piloted to selected City Programs.
  - Spending to the end of 2016 is expected to be \$5.414 million and is under budget by \$0.3 million in 2016 due to efficiencies realized through phased staffing instead of filling project positions for the duration of the project as well as Outsourcing Functional Spec and SAP development from City to the Vendor.
  - The Upgrade of the *SAP Cross Application Timesheet* together with the Rollout Time & Scheduling will be implemented in Toronto Paramedic Services and Parks Forestry & Recreation in 2016. City-wide roll out plan and budget implications based on 2016 rollout will be developed for 2017.

**The Financial Planning Analysis and Reporting System (FPARS) Project**

- The *Financial Planning Analysis and Reporting System (FPARS) Project* is a complex, large scale, enterprise business transformation and technology project, utilizing new SAP technologies to support the City's transition towards a service-based and performance focused organization.
- The FPARS project includes two major phases:
  1. Establishing multi-year service-based planning and budgeting by implementing SAP's Public Budget Formulation (PBF), Reporting Analytics, and Complement Planning and Management functionality as well as re-engineering accounting and payroll transactional processes through SAP's Enterprise Central Component (ECC) and performance to form the basis for planning, budgeting, reporting and evaluating City Services as in Program Maps.
  2. The implementation of Enterprise Performance Management (EPM) functionality to deliver reporting, analytics and score-carding solutions for the City. The solution is to enable the Programs to manage their performance in order to plan, budget, monitor, and analyze their business more effectively by providing a comprehensive view of the organization. With a shared purpose, real time information where ever possible, easy to use tools and streamlined processes, it will be much simpler to align divisional operational procedures with the City's overall strategies. Through increased insight, and access to the right information at the right time, the solution will provide the organization with fact-based guidance for value-based decision making.

- FPARS Project Deliverables and Status

Phase 1 – PBF Implementation – completed in May 2015 and is in sustainment mode.

2016 deliverables completed in Phase 1 are:

1. Service Inventory for City Programs
  - City's Service Inventory includes 155 distinct services offered to the public to support direct service delivery and good governance.
  - Service inventory is the basis for organizing information in the City. It has been used to align key information initiatives including multi-Year Service Planning and Budget, performance measures and customer service initiative such as Web-Revitalization.
2. Service Planning
  - FPARS has completed technical work in PBF that enables the entry of service planning information (e.g. strategic goals, service objectives targets and priority actions) for reporting purposes.
3. Multi-Year Service-Based Budgeting
  - In preparation for the 2017 Budget, an upgraded version of PBF (8.1) has been released, including new functionality (Audit and Reporting), as well as enhanced business intelligence reporting and analytics.
4. Processes to Organize Financial, Complement and Performance Data in a Service View
  - Development of further dynamic reporting capabilities, including HR vacancy reports and detailed payroll reports have been finalized in 2016, supporting planning and strategic workforce information and reporting needs.
5. Processes and Tools to Analyze and Report on Service Performance and Results
  - Advanced training on reporting has been provided in order to leverage PBF, new HR and payroll reports to their fullest potential.

- The SPIRIT dashboard has been launched in 2016 for use by Program Management for monitoring and reporting. Training has been provided to all City Program Areas, including senior management, on the dashboard's data, capabilities and utilization.

Phase 2 – Enterprise Performance Management (EPM) – will further leverage service information in order to **organize, integrate, automate, and analyze** performance measures, processes, and systems to drive successful business performance results.

- Through EPM, the team will be leveraging automation tools, for capturing performance measurement and service and financial data, and utilizing this information for **forecasting, simulating and reporting** purposes.
- Discovery work is underway to define requirements, leading to a Proof of Concept (Fit Gap) and implementation of the best toolsets to automate performance management process in 2017.

Phase 2 deliverables include:

1. Foundational BI & Data Governance
    - To develop Data Governance and common Business Intelligence Framework across the City of Toronto
  2. Performance Inventory
    - Organize, integrate, automate, and analyze performance measures, processes, and systems to drive the successful business performance results that will support monitoring, evaluating and reporting.
  3. Automation/Technology
    - Implement with HANA the latest tools and expert resources, to improve performance and provide capability to users to use forecast data analytics and reporting capabilities
  4. SAP Reporting Strategy (Self Service Analytics & Reporting Capability)
    - Analyze existing SAP reports and develop new consolidated BI reports
  5. Forecasting, Analytics & Predictive Modelling Toolsets
    - Develop strategy, plan and implement predictive modelling and analytic tools for forecasting
  6. Data Visualization Through Dashboards & Scorecards
    - Develop and implement strategy through latest technology in order to develop self-service reports to City staff and the public.
- Financial Impact
    - As of December 31, 2015, total cumulative expenses since the inception of the project was \$56.1 million (including the Information & Technology costs) with an additional \$11.3 million projected to be spent by the end of May of 2018.
    - The 2016 projected project costs are anticipated to be \$4.7 million, with a total projected cost as of Dec 31, 2016 of \$60.8 million.
    - The 2017 plan is \$5.6 million (including carry forward funding of \$2.470 million) and \$1.0 million in 2018, with a total projected cost as of May 31, 2018 of \$67.4 million and total projected underspend of \$2.3 million, as summarized below in Table 1.

**Table 1**  
**FPARS Budget Total Project Cost Summary**  
**(\$ Million)**

Cost Description	Total Project Costs	Life to Date Cost Dec 31, 2015	Projected Costs 2016	Projected Cash Flow 2017	Cash Flow 2018	Projected Cost to End of Project
Actual Costs prior to 2009 (Configured Solution)	6.0	6.0				6.0
FPARS Project Business Transformation & Implementation	54.8	41.2	4.7	5.6	1.0	52.5
<b>Subtotal: FPARS Project</b>	<b>60.8</b>	<b>47.2</b>	<b>4.7</b>	<b>5.6</b>	<b>1.0</b>	<b>58.5</b>
Information Technology Division Costs prior to 2009 (Configured Solution)	2.3	2.3				2.3
Information Technology Division SAP Upgrade Allocated Costs	3.9	3.9				3.9
Information Technology SAP/PBF License Costs	2.7	2.7				2.7
<b>Subtotal: Associated IT Costs</b>	<b>8.9</b>	<b>8.9</b>				<b>8.9</b>
<b>Total FPARS</b>	<b>69.7</b>	<b>56.1</b>	<b>4.7</b>	<b>5.6</b>	<b>1.0</b>	<b>67.4</b>

- In terms of immediate benefits that have been achieved to date, ongoing salary and benefit savings of \$17.627 million (Table 2) have been realized in the operating budget through the use of the PBF budgeting tool's personnel expenditure planning (PEP) that has automated the budgeting for salaries and benefits.

**Table 2**  
**FPARS Saving to Date**  
**(\$ Millions)**

Operating Savings	2015 Net	2016 Net	2017 Net	Saving To Date
Fleet Services	0.150			0.150
311 Toronto	0.191			0.191
Facilities Management & Real Estate	1.003			1.003
Office of the Chief Financial Officer	0.034			0.034
Office of the Treasurer	0.300			0.300
Information & Technology	1.039			1.039
Legal Services	0.750			0.750
Toronto Water	2.178			2.178
Parks, Forestry & Recreation		1.897	4.128	6.025
Social Development, Finance & Administration		0.054		0.054
Children Services		1.675		1.675
Court Services		0.26		0.260
Shelter, Support & Housing Administration		0.805		0.805
Fire Services		3.163		3.163
<b>Total Operating Savings</b>	<b>5.645</b>	<b>7.854</b>	<b>4.128</b>	<b>17.627</b>
2014 - 2023 Capital Budget and Plan Savings	2.030			2.030
<b>Total Capital Savings</b>	<b>2.030</b>			<b>2.030</b>

- Going forward
  - EPM Proof of Concept for a sub set of eight to ten Programs is planned to be delivered by mid-2017. An RFP process is also planned to procure external services to implement the project for the balance of the City Programs.
  - In the fourth quarter of 2016 and the second quarter of 2017 the development and implementation of Proof of Concept for a sub set of eight to ten Programs will occur for measures and forecast. Solution implementation is planned for the third to fourth quarter of 2017.



## Issues Impacting the 10-Year Capital Plan

### ***The Supply Chain Management Transformation (SCMT) Project: Implementation***

- The SCMT project is a complex, large scale, enterprise business transformation and technology project, utilizing new SAP technologies. This is a cumulative project which is founded on four distinct sub-projects enabling the Purchasing and Materials Management Division (PMMD) and Accounting Services to capitalize on business process efficiencies.
- It represents a core component to improve the efficiency and effectiveness of the City's Purchasing and Materials Management purchases across the City.
- The implementation of new technology to automate the procurement process is a core component to support the Shared Services Project as it enables streamlined and consistent procurement for the City of Toronto and its associated Agencies and is also a core component to support the implementation of Category Management.
- The project will:
  - Improve customer service to City Programs and their associated vendors, generate savings from pooled demand.
  - Improve productivity by automating the source-to-pay process, improve overall transparency, enhance City store services through online ordering/inventory tracking, improve contract lifecycle management; and
  - Improve category, contract and vendor performance management. In addition, the project is expected to enhance the quality and the number of bids and proposals received.
- This platform will improve the overall quality and timeliness of the City's procurement process, which is expected to generate greater quality and value within future procurement agreements. The procurement and accounts payable streamlining with the new vendor will automate source-to-pay activities that are currently highly manual and labour intensive, and will reduce/remove bottlenecks from current business practices.
- This will result in a decrease in total cycle time to conduct competitive calls and drive an improvement in service delivery by PMMD where client Programs will be able to obtain their contracts in a more timely fashion.
- The Project will enhance materials management functionality within the current SAP platform and is projected to improve City Stores capability and expand current service, which will involve enabling City Stores processes with web ordering for internal customers and more consistent and reliable practices to supply materials from central stores to internal customers throughout the City.
- The City and SAP Canada have recently concluded the Master Cloud Services Agreement and Order Form for SAP Ariba to begin implementation of the Project in 2017.
- The Financial Services 2017 -2026 Preliminary Capital Plan includes funding of \$3.035 million, representing a total project cost of \$8.019 million over three years.
- Based on preliminary cost benefit analyses, cost/service efficiency savings for PMMD is estimated at approximately 127 hours per FTE (or equivalent to 2.6 buyers). Additional savings are expected across the organization as the expected as the project is implemented.
  - Increasing the ability to capture discounts for early invoice payments may produce an additional savings of approximately \$0.200 million to \$0.300 million.
  - Cost recovery from SAP Maintenance costs (unused software) - \$2.497 million or \$0.500 million per year over 5 years.

- Could reduce the procurement cycle time by up to 65% as evidenced by the Province when they implemented their procurement solution,

**Unmet Needs**

- As part of the 2017 Budget process, Financial Services identified \$1.755 million in key unfunded capital priorities as necessary to address service improvements funding and transformation needs.
- As a result of a City-wide capital review to free up debt funding capacity, the 2017 Preliminary Capital Budget for Financial Services includes an additional \$1.5 million in debt funding for the Finance Accounting Systems Transformation (FAST) project validate opportunities identified in the SAP Value Engineering review as part of the SAP Modernization Roadmap.

The remaining "Unmet Needs" identified in the table below cannot be accommodated within the City's debt affordability limits and is therefore not included in the 2017- 2026 Capital Budget and Plan for Financial Services at this time.

**Unmet Capital Needs  
(In \$000s)**

Project Description	Total Project Expenditure	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Employee Service Centre (ESC)	255.0	255.0									
<b>Total</b>	255.0	255.0									

- The Employee Service Centre (ESC) project is a new IT capital project required for Pension, Payroll & Employee Benefits Division. In 2014 PPEB completed a program review which identified a number of opportunities for improved accountability, customer service and increased efficiencies.
- Funding of \$0.255 million required to develop a technology solution to implement the results of the program review was deferred to 2018 by the Business Executive Committee and remains as an unfunded capital priority that will be reviewed once again in 2018 through the 2018 IT Portfolio Integrated Plan Gating and Budget Process.



# Appendices

# Appendix 1

## 2016 Performance

### 2016 Key Accomplishments

In 2016, Financial Services made significant progress and/or accomplished the following:

- ✓ For the Financial Planning, Analysis & Reporting System (*FPARS*) project:
  - Completed the implementation of Public Budget Formulation (PBF) phase 1 –launch of 5 new reports.
  - Provided training to approximately 350 SAP BI/BW users.
  - Completed technical work in PBF that enables the entry of service planning information for reporting purposes.
  - Implement a new upgrade version of PBF 8.1 in time for the 2017 Budget process, in time, under budget and no defects including new functionality (Audit and Reporting).
  - Implemented NEW PBF (8.1) test and training systems.
  - Developed further dynamic reporting capabilities, including HR vacancy reports and detailed payroll reports. Rolled out first vacancy reports.
  - Analyzed existing SAP reports and developed new consolidated BI reports.
  - Service Level Inventory for City divisions including 155 distinct services.
  - HANA Architecture reviewed and designed in order to develop ITAPP and single source-request.
  - Continuing to improve and strengthen the existing Performance Measures inventory. Applying plain language to the Service Levels included in the Budget Notes.
- ✓ eTime-Time Entry/Recording (formerly Cross –Application Timesheet (CATS) implementation).
  - Completed system build, went live September 14, 2016
  - Scheduled testing with formal quality assurance.
- ✓ PCI Compliance
  - PCI implementation roadmap approved
  - Revised and adapted PCI Governance Model
- ✓ Electronic Self Service Tax and Utility
  - Minor enhancements made to incorporate ownership updates.
  - Completed presentation for e-billing and identify how it will integrate with the current Tax & Utility look-ups.

## 2016 Financial Performance

## 2016 Budget Variance Analysis (in \$000's)

2016 Budget	As of Sept. 30, 2016		Projected Actuals at Year-End		Unspent Balance	
	\$	% Spent	\$	% Spent	\$ Unspent	% Unspent
28,284	5,472	19.3%	15,122	53.5%	13,162	46.5%

\* Based on 2016 Third Quarter Capital Variance Report

**Financial Services'** capital expenditures is currently forecasted to be \$15.122 million or 53.5% of its 2016 Approved Capital Budget of \$28.284 million. There were a number of projects that experienced delays including:

- The Supply Chain Management Transformation (SCMT) project under spending of \$3.5 million due to delays in revisions to the project's specifications.
- The PCI Compliance project under spending of \$3.2 million is as a result of a delay in establishing the project team which in turn resulted in staff turnover impacting the project start.
- The FPARS project is projecting an under spending of \$2.2 million due to a delay in the Phase 1 implementation of the PBF Implementation, procurement of hardware and software including the purchase of HANA.
- The Integrated Asset Planning Management (IAPM) is projecting an under spending of \$1.2 million due to coordinating with other projects as well as a delay in the hiring of resources.

For additional information regarding the 2016 Q3 capital variances and year-end projections for Financial Services, please refer to the attached link for the report entitled "*Capital Variance Report for the Nine-Month Period Ended September 30, 2016*" considered by City Council at its meeting on December 13, 2016.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.BU26.5>

## Impact of the 2016 Capital Variance on the 2017 Preliminary Capital Budget

- As a result of delays, as described in the 2016 Q3 Capital Variance Report, funding of \$11.711 million is being carried forward to the 2017 Preliminary Capital Budget to continue the capital work.
- A detailed review of the 2017 – 2026 Preliminary Capital Budget and Plan has been conducted and the necessary adjustments have been made to the timing of cash flow funding for major capital projects - Supply Chain Management Transformation, PCI Compliance, Financial Planning Analysis & Reporting System, Integrated Asset Planning Management and Tax and Utility Billing System which are the major contributors to annual under expenditures.
  - By deferring the cash flow funding to future years, the 2017 Preliminary Capital Budget reflects readiness to proceed and will lead to a higher rate of spending.

## Appendix 2

### 2017 Preliminary Capital Budget; 2018 to 2026 Preliminary Capital Plan (\$000s)

Project	Total Project Cost	Prior Year Carry Forward	2017	2018	2019	2020	2021	2017 - 2021	2022	2023	2024	2025	2026	2017 - 2026 Total
<b>Legislated:</b>														
PCI Compliance	10,362	2,021	1,979	3,166				7,166						7,166
Development Charges Background Studies	770	125	515					640						640
<b>Future Upgrades</b>														
Development Charges Background Studies	1,175						125	125	450				600	1,175
<b>Sub-Total</b>		2,146	2,494	3,166			125	7,931	450				600	8,981
<b>State of Good Repair:</b>														
Tax Billing System Upgrade	9,922	560	2,679	2,730	2,730			8,699						8,699
Integrated Asset Planning & Management	5,000	1,433	533	2,806				4,772						4,772
SAP- Supported Cross Application Timesheet (CATS)	7,540	256						256						256
Utility Billing System Upgrade	5,971	560	1,786	1,738	1,737			5,821						5,821
Parking Tag Mgmt. Software Upgrade	2,592		650	770	956			2,376						2,376
Risk Mgmt. Information System Upgrade	2,017	698	250				125	1,073						1,073
Public Budget Formulation 8.1 Upgrade	2,650		21					21						21
<b>Future Upgrades</b>														
SAP Upgrades (ECC, PBF, Payroll)	4,000				200	2,439	1,361	4,000						4,000
Investment & Debt Mgmt. System Upgrade	1,100					500		500				600		1,100
Payment Processing Equipment Upgrade	780								780					780
Tax Billing System Upgrade	3,975									500	1,775	1,700		3,975
Utility Billing System Upgrade	3,975									500	1,775	1,700		3,975
Capital Migration to New System	2,975												975	975
Parking Tag Mgmt. Software Upgrade	3,000											889	1,123	2,012
<b>Sub-Total</b>		3,507	5,919	8,044	5,623	2,939	1,486	27,518	780	1,000	3,550	4,889	2,098	39,835
<b>Service Improvements:</b>														
Financial Planning Analysis & Reporting System	60,820	2,470	3,143	1,000				6,613						6,613
Electronic Self Service Tax & Utility	551	199	242					441						441
eBilling Initiative	469		469					469						469
Supply Chain Management Transformation	8,019	3,251	1,426	1,609				6,286						6,286
Finance Accounting Systems Transformation	1,500		1,500					1,500						1,500
<b>Sub-Total</b>		5,920	6,780	2,609				15,309						15,309
<b>Growth Related:</b>														
Tax Increment Financing Implementation	160	138						138						138
<b>Sub-Total</b>		138						138						138
<b>Total</b>		11,711	15,193	13,819	5,623	2,939	1,611	50,896	1,230	1,000	3,550	4,889	2,698	64,263

## Appendix 3

### 2017 Preliminary Capital Budget; 2018 to 2026 Preliminary Capital Plan







**CITY OF TORONTO**

Gross Expenditures (\$000's)

**Appendix 3: 2017 Preliminary Capital Budget: 2018 to 2026 Preliminary Capital Plan**

Financial Services						Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By											
Sub-Project No.	Project Name	Ward	Stat.	Cat.	2017	2018	2019	2020	2021	Total 2017-2021	Total 2022-2026	Total 2017-2026	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other 2	Debt - Recoverable	Total Financing		
<u>FNS908137 SAP Upgrades (ECC, PBF, Payroll)</u>																								
0	1	SAP Upgrades (ECC, PBF, Payroll)	CW	S6	03	0	0	200	2,439	1,361	4,000	0	4,000	0	0	0	0	0	0	0	0	4,000	0	4,000
		Sub-total				0	0	200	2,439	1,361	4,000	0	4,000	0	0	0	0	0	0	0	0	4,000	0	4,000
<u>FNS908284 eBilling Initiative</u>																								
0	1	eBilling Initiative	CW	S4	04	469	0	0	0	0	469	0	469	0	0	0	0	102	0	132	0	235	0	469
		Sub-total				469	0	0	0	0	469	0	469	0	0	0	0	102	0	132	0	235	0	469
<u>FNS908343 Development Charges Background Study 2026</u>																								
0	1	Development Charges Background Study 2026	CW	S6	02	0	0	0	0	0	0	600	600	0	0	600	0	0	0	0	0	0	0	600
		Sub-total				0	0	0	0	0	0	600	600	0	0	600	0	0	0	0	0	0	0	600
<u>FNS908403 Finance Accounting Systems Transformation (FAST)</u>																								
2	1	Finance Accounting Systems Transformation (FAST)	CW	S4	04	1,500	0	0	0	0	1,500	0	1,500	0	0	0	0	0	0	0	0	1,500	0	1,500
		Sub-total				1,500	0	0	0	0	1,500	0	1,500	0	0	0	0	0	0	0	0	1,500	0	1,500
<u>TRE906809 Tax &amp; Utility Replacement</u>																								
1	1	Tax Billing System	CW	S2	03	3,239	2,730	2,730	0	0	8,699	0	8,699	0	0	0	0	0	0	0	0	8,699	0	8,699
1	2	Utility Billing System	CW	S2	03	2,346	1,738	1,737	0	0	5,821	0	5,821	0	0	0	0	4,325	0	1,496	0	0	0	5,821
		Sub-total				5,585	4,468	4,467	0	0	14,520	0	14,520	0	0	0	0	4,325	0	1,496	0	8,699	0	14,520
<u>TRE906811 Parking Tag Mgmt Software Replacement</u>																								
1	1	Parking Tag Mgmt Software Replacement	CW	S2	03	168	0	0	0	0	168	0	168	0	0	0	0	0	0	0	0	168	0	168
1	2	Parking Tag Mgmt Software Replacement II	CW	S2	03	482	770	956	0	0	2,208	0	2,208	0	0	0	0	0	0	0	0	2,208	0	2,208
		Sub-total				650	770	956	0	0	2,376	0	2,376	0	0	0	0	0	0	0	0	2,376	0	2,376
<u>TRE906817 Tax Billing System Replacement 2023</u>																								
3	1	Tax Billing System Replacement 2023	CW	S6	03	0	0	0	0	0	0	3,975	3,975	0	0	0	0	0	0	0	0	3,975	0	3,975
		Sub-total				0	0	0	0	0	0	3,975	3,975	0	0	0	0	0	0	0	0	3,975	0	3,975
<u>TRE906818 Parking Tag Mgmt Software Replacement 2025</u>																								
3	1	Parking Tag Mgmt Software Replacement 2025	CW	S6	03	0	0	0	0	0	0	2,012	2,012	0	0	0	0	0	0	0	0	2,012	0	2,012
		Sub-total				0	0	0	0	0	0	2,012	2,012	0	0	0	0	0	0	0	0	2,012	0	2,012
<b>Total Program Expenditure</b>						26,904	13,819	5,623	2,939	1,611	50,896	13,367	64,263	0	0	1,953	1,100	9,961	0	1,752	0	49,497	0	64,263

**CITY OF TORONTO**

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

**Appendix 3: 2017 Preliminary Capital Budget: 2018 to 2026 Preliminary Capital Plan**

Financial Services					Current and Future Year Cash Flow Commitments and Estimates						Current and Future Year Cash Flow Commitments and Estimates Financed By											
Sub-Project No.	Project Name	Ward	Stat.	Cat.	2017	2018	2019	2020	2021	Total 2017-2021	Total 2022-2026	Total 2017-2026	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:																						
	Development Charges				778	0	0	0	125	903	1,050	1,953	0	0	1,953	0	0	0	0	0	0	1,953
	Reserves (Ind. "XQ" Ref.)				0	0	0	500	0	500	600	1,100	0	0	0	1,100	0	0	0	0	0	1,100
	Reserve Funds (Ind."XR" Ref.)				2,173	1,561	1,737	0	125	5,596	4,365	9,961	0	0	0	0	9,961	0	0	0	0	9,961
	Other1 (Internal)				1,575	177	0	0	0	1,752	0	1,752	0	0	0	0	0	0	1,752	0	0	1,752
	Debt				22,378	12,081	3,886	2,439	1,361	42,145	7,352	49,497	0	0	0	0	0	0	0	0	49,497	49,497
<b>Total Program Financing</b>					<b>26,904</b>	<b>13,819</b>	<b>5,623</b>	<b>2,939</b>	<b>1,611</b>	<b>50,896</b>	<b>13,367</b>	<b>64,263</b>	<b>0</b>	<b>0</b>	<b>1,953</b>	<b>1,100</b>	<b>9,961</b>	<b>0</b>	<b>1,752</b>	<b>0</b>	<b>49,497</b>	<b>64,263</b>

Status Code	Description
S2	S2 Prior Year (With 2017 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2017 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 2018 & 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

### 2017 Cash Flow and Future Year Commitments

**CITY OF TORONTO**

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

**Appendix 4: 2017 Cash Flow and Future Year Commitments**

**Financial Services**

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												
						2017	2018	2019	2020	2021	Total 2017-2021	Total 2022-2026	Total 2017-2026	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
<u>CFO906795 Fin. Plan. Analysis &amp; Reporting System (FPARS)</u>																									
1	3	FPARS -Conceptual Design, Implem. & Extension	CW	S2	04	1,757	0	0	0	0	1,757	0	1,757	0	0	0	0	0	0	0	1,757	0	1,757		
0	7	SAP Business Process Change & Technology Transfer	CW	S2	04	3,856	1,000	0	0	0	4,856	0	4,856	0	0	0	0	0	0	0	4,856	0	4,856		
Sub-total						5,613	1,000	0	0	0	6,613	0	6,613	0	0	0	0	0	0	0	0	6,613	0	6,613	
<u>CFO906798 Risk Mgmt Information System Replacement</u>																									
1	1	Risk Mgmt Information System Replacement	CW	S2	03	948	250	0	0	0	1,198	0	1,198	0	0	0	0	1,198	0	0	0	0	1,198		
0	7	BEC Reduction October 26, 2016	CW	S3	03	0	-250	0	0	0	-250	0	-250	0	0	0	0	-250	0	0	0	0	-250		
Sub-total						948	0	0	0	0	948	0	948	0	0	0	0	948	0	0	0	0	0	948	
<u>CFO906892 Integrated Asset Planning Management (IAPM)</u>																									
3	1	IAPM - Planning and Scoping	CW	S2	03	1,755	0	0	0	0	1,755	0	1,755	0	0	0	0	0	0	0	1,755	0	1,755		
0	2	IAPM - Planning and Scoping	CW	S5	03	211	2,806	0	0	0	3,017	0	3,017	0	0	0	0	0	0	0	3,017	0	3,017		
Sub-total						1,966	2,806	0	0	0	4,772	0	4,772	0	0	0	0	0	0	0	0	4,772	0	4,772	
<u>FNS907437 Tax Increment Financing Implementation</u>																									
2	1	Tax Increment Financing Implementation	CW	S2	05	138	0	0	0	0	138	0	138	0	0	138	0	0	0	0	0	0	138		
Sub-total						138	0	0	0	0	138	0	138	0	0	138	0	0	0	0	0	0	0	138	
<u>FNS907438 PCI Compliance</u>																									
1	1	PCI Compliance	CW	S2	02	4,000	3,166	0	0	0	7,166	0	7,166	0	0	0	0	0	0	0	0	7,166	0	7,166	
Sub-total						4,000	3,166	0	0	0	7,166	0	7,166	0	0	0	0	0	0	0	0	0	7,166	0	7,166
<u>FNS907443 Development Charges Background Study 2016</u>																									
3	1	Development Charges Background Study 2016	CW	S2	02	640	0	0	0	0	640	0	640	0	0	640	0	0	0	0	0	0	640		
Sub-total						640	0	0	0	0	640	0	640	0	0	640	0	0	0	0	0	0	0	640	
<u>FNS907850 CATS - Payroll Timesheets Upgrade (Additional)</u>																									
0	1	CATS - Payroll Timesheets Upgrade	CW	S2	03	256	0	0	0	0	256	0	256	0	0	0	0	0	0	0	0	256	0	256	
Sub-total						256	0	0	0	0	256	0	256	0	0	0	0	0	0	0	0	0	256	0	256
<u>FNS908049 Electronic Self Service Tax and Utility</u>																									
0	1	Electronic Self Service Tax and Utility	CW	S2	04	441	0	0	0	0	441	0	441	0	0	0	0	96	0	124	0	221	0	441	
Sub-total						441	0	0	0	0	441	0	441	0	0	0	0	96	0	124	0	221	0	441	

**CITY OF TORONTO**

Gross Expenditures (\$000's)

**Appendix 4: 2017 Cash Flow and Future Year Commitments**

<b>Financial Services</b>						<b>Current and Future Year Cash Flow Commitments</b>							<b>Current and Future Year Cash Flow Commitments Financed By</b>											
Sub-Project No.	Project Name	Ward	Stat.	Cat.		2017	2018	2019	2020	2021	Total 2017-2021	Total 2022-2026	Total 2017-2026	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
<b><u>FNS908076 Supply Chain Management Transformation</u></b>																								
0	1	Supply Chain Management Transformation (SCMT 1)	CW	S2	04	4,677	1,609	0	0	0	6,286	0	6,286	0	0	0	0	0	0	0	0	6,286	0	6,286
		Sub-total				4,677	1,609	0	0	0	6,286	0	6,286	0	0	0	0	0	0	0	0	6,286	0	6,286
<b><u>FNS908077 Public Budget Formulation (PBF) 8.1 Upgrade</u></b>																								
0	2	Public Budget Formulation (PBF) 8.1 Upgrade	CW	S2	03	21	0	0	0	0	21	0	21	0	0	0	0	0	0	0	0	21	0	21
		Sub-total				21	0	0	0	0	21	0	21	0	0	0	0	0	0	0	0	21	0	21
<b><u>FNS908284 eBilling Initiative</u></b>																								
0	1	eBilling Initiative	CW	S4	04	469	0	0	0	0	469	0	469	0	0	0	0	102	0	132	0	235	0	469
		Sub-total				469	0	0	0	0	469	0	469	0	0	0	0	102	0	132	0	235	0	469
<b><u>FNS908403 Finance Accounting Systems Transformation (FAST)</u></b>																								
2	1	Finance Accounting Systems Transformation (FAST)	CW	S4	04	1,500	0	0	0	0	1,500	0	1,500	0	0	0	0	0	0	0	0	1,500	0	1,500
		Sub-total				1,500	0	0	0	0	1,500	0	1,500	0	0	0	0	0	0	0	0	1,500	0	1,500
<b><u>TRE906809 Tax &amp; Utility Replacement</u></b>																								
1	1	Tax Billing System	CW	S2	03	3,239	2,730	2,730	0	0	8,699	0	8,699	0	0	0	0	0	0	0	0	8,699	0	8,699
1	2	Utility Billing System	CW	S2	03	2,346	1,738	1,737	0	0	5,821	0	5,821	0	0	0	0	4,325	0	1,496	0	0	0	5,821
		Sub-total				5,585	4,468	4,467	0	0	14,520	0	14,520	0	0	0	0	4,325	0	1,496	0	8,699	0	14,520
<b><u>TRE906811 Parking Tag Mgmt Software Replacement</u></b>																								
1	1	Parking Tag Mgmt Software Replacement	CW	S2	03	168	0	0	0	0	168	0	168	0	0	0	0	0	0	0	0	168	0	168
1	2	Parking Tag Mgmt Software Replacement II	CW	S2	03	482	770	956	0	0	2,208	0	2,208	0	0	0	0	0	0	0	0	2,208	0	2,208
		Sub-total				650	770	956	0	0	2,376	0	2,376	0	0	0	0	0	0	0	0	2,376	0	2,376
<b>Total Program Expenditure</b>						26,904	13,819	5,423	0	0	46,146	0	46,146	0	0	778	0	5,471	0	1,752	0	38,145	0	46,146



**CITY OF TORONTO**

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

**Appendix 4: 2017 Cash Flow and Future Year Commitments**

Financial Services						Current and Future Year Cash Flow Commitments and Estimates						Current and Future Year Cash Flow Commitments and Estimates Financed By											
Sub-Project No.	Project Name	Ward	Stat.	Cat.		Total	Total	Total	Provincial	Federal	Development	Reserve	Capital	Debt -	Total								
Priority	SubProj No.	Sub-project Name			2017	2018	2019	2020	2021	2017-2021	2022-2026	2017-2026	Grants and Subsidies	Subsidy	Charges	Reserves	Funds	from Current	Other 1	Other2	Recoverable Debt	Financing	
Financed By:																							
		Development Charges			778	0	0	0	0	778	0	778	0	0	778	0	0	0	0	0	0	0	778
		Reserve Funds (Ind."XR" Ref.)			2,173	1,561	1,737	0	0	5,471	0	5,471	0	0	0	0	5,471	0	0	0	0	0	5,471
		Other1 (Internal)			1,575	177	0	0	0	1,752	0	1,752	0	0	0	0	0	0	1,752	0	0	0	1,752
		Debt			22,378	12,081	3,686	0	0	38,145	0	38,145	0	0	0	0	0	0	0	0	38,145	0	38,145
<b>Total Program Financing</b>					26,904	13,819	5,423	0	0	46,146	0	46,146	0	0	778	0	5,471	0	1,752	0	38,145	0	46,146

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

## 2017 Preliminary Capital Budget with Financing Detail



(Phase 2) 24-Financial Services 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: 2017 Preliminary Capital Budget with Financing Detail**

**Financial Services  
Sub-Project Summary**

Project/Financing Priority Project	Project Name	Start Date	Completion Date	2017	Financing										
				Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable	
<b>2</b>	<b><u>CFO906798 Risk Mgmt Information System Replacement</u></b>														
1	1 Risk Mgmt Information System Replacement	01/01/2009	12/31/2018	948	0	0	0	0	948	0	0	0	0	0	0
	<b>Project Sub-total:</b>			948	0	0	0	0	948	0	0	0	0	0	0
<b>3</b>	<b><u>CFO906892 Integrated Asset Planning Management (IAPM)</u></b>														
0	2 IAPM - Planning and Scoping	01/01/2014	12/31/2018	211	0	0	0	0	0	0	0	0	211	0	
3	1 IAPM - Planning and Scoping	01/01/2014	12/31/2018	1,755	0	0	0	0	0	0	0	0	1,755	0	
	<b>Project Sub-total:</b>			1,966	0	0	0	0	0	0	0	0	1,966	0	
<b>4</b>	<b><u>TRE906811 Parking Tag Mgmt Software Replacement</u></b>														
1	1 Parking Tag Mgmt Software Replacement	01/01/2006	12/31/2019	168	0	0	0	0	0	0	0	0	168	0	
1	2 Parking Tag Mgmt Software Replacement II	01/01/2007	12/31/2019	482	0	0	0	0	0	0	0	0	482	0	
	<b>Project Sub-total:</b>			650	0	0	0	0	0	0	0	0	650	0	
<b>6</b>	<b><u>TRE906809 Tax &amp; Utility Replacement</u></b>														
1	1 Tax Billing System	01/01/2007	12/31/2019	3,239	0	0	0	0	0	0	0	0	3,239	0	
1	2 Utility Billing System	01/07/2007	12/31/2019	2,346	0	0	0	0	1,027	0	1,319	0	0	0	
	<b>Project Sub-total:</b>			5,585	0	0	0	0	1,027	0	1,319	0	3,239	0	
	<b>Program Total:</b>			26,904	0	0	778	0	2,173	0	1,575	0	22,378	0	

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

## Appendix 6

### Reserve / Reserve Fund Review

#### Reserve / Reserve Fund – Program Specific (\$000s)

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2016 *	Contributions / (Withdrawals)										2017 - 2026 Total Contributions / (Withdrawals)
			2017 Budget	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	
Waste Management (XR1404)	Beginning Balance		126,976	125,892	124,331	122,594	122,594	122,594	122,204	121,704	119,929	118,229	
	Withdrawals (-)												
	<i>Electronic Self Service Tax and Utility FNS908049</i>		(75)										(75)
	<i>Utility Billing System Replacement TRE906809-2</i>		(907)	(1,561)	(1,737)								(4,205)
	<i>Utility Billing System Replacement FNS907445-1</i>								(500)	(1,775)	(1,700)		(3,975)
	<i>Payment Processing Equipment Replacement FNS907444-1</i>							(390)					(390)
	<i>eBilling Initiative FNS908084</i>		(102)										(102)
	<b>Total Withdrawals</b>		<b>(1,084)</b>	<b>(1,561)</b>	<b>(1,737)</b>	<b>-</b>	<b>-</b>	<b>(390)</b>	<b>(500)</b>	<b>(1,775)</b>	<b>(1,700)</b>	<b>-</b>	<b>(8,747)</b>
	Contributions (+)												
	<b>Total Contributions</b>			<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Reserve Fund Balance at Year-End</b>		<b>-</b>	<b>125,892</b>	<b>124,331</b>	<b>122,594</b>	<b>122,594</b>	<b>122,594</b>	<b>122,204</b>	<b>121,704</b>	<b>119,929</b>	<b>118,229</b>	<b>118,229</b>	<b>(8,747)</b>

\* Based on the 2016 Q3 Variance Report

\* Based on the 2016 Q3 Variance Report

#### Reserve / Reserve Fund Review - Corporate (\$000s)

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2016 *	Contributions / (Withdrawals)										2017 - 2026 Total Contributions / (Withdrawals)
			2017 Budget	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	
Capital Financing Reserve XQ0011	Beginning Balance	197,451	197,451	197,451	197,451	197,451	196,951	196,951	196,951	196,951	196,951	196,351	
	Withdrawals (-)												
	<i>Investment &amp; Debt Management Systems Replacement FNS907439</i>					(500)						(600)	(1,100)
	<b>Total Withdrawals</b>					<b>(500)</b>					<b>(600)</b>	<b>(1,100)</b>	
Insurance Reserve Fund XR1010	Beginning Balance	19,645											
	Withdrawals (-)												
	<i>Risk Management Information System Replacement CFO906798, CFO906800</i>		(250)				(125)						(375)
	<b>Total Withdrawals</b>		<b>(250)</b>				<b>(125)</b>					<b>(375)</b>	
<b>Other Program/Agency Net Withdrawals (-) and Contributions (+)</b>													
<b>Total Reserve Fund Balance at Year-End</b>			<b>197,451</b>	<b>197,451</b>	<b>197,451</b>	<b>196,951</b>	<b>196,951</b>	<b>196,951</b>	<b>196,951</b>	<b>196,951</b>	<b>196,351</b>	<b>196,351</b>	<b>(1,100)</b>

\* Based on the 2016 Q3 Variance Report

\* Based on the 2016 Q3 Variance Report