2021 Budget Notes
Technology Services Division

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Description

The Technology Services Division (TSD) provides city-wide leadership in modernizing and innovating City services through strategic technology investments that advances principles of access, affordability and resiliency with equity as a driving factor: This includes:

- Providing a standardized and best practice technology environment to enable program and service delivery supporting the aspirations of a digital government.
- Collaborating in partnership with all stakeholders (including the Federal and Provincial Governments, community organizations, residents and businesses) to ensure efficient and effective modernization of solutions with the goal of improving the public experience to access City services.
- Ensuring fiscal stewardship in delivery of results based outcomes to enhance business processes and technology implementations.

Why We Do It

Our services align to the City's Digital Infrastructure Plan, demonstrating a commitment to equity and inclusion, supporting a Well Run City, creating social, economic and environmental benefits, ensuring privacy and security and enabling democracy and transparency. The Technology Services Division (TSD) leads innovative technology services and solutions that effectively supports the delivery City services to its stakeholders by ensuring:

- The City's technology environment is resilient, robust and agile.
- City divisions, residents and businesses experience reliable business continuity enabled from a digital infrastructure that meets their service delivery requirements.

The City of Toronto aims to deliver these outcomes equitably, efficiently and with excellent customer service to help improve the lives of Torontonians and work to earn their trust and confidence.

What Service We Provide

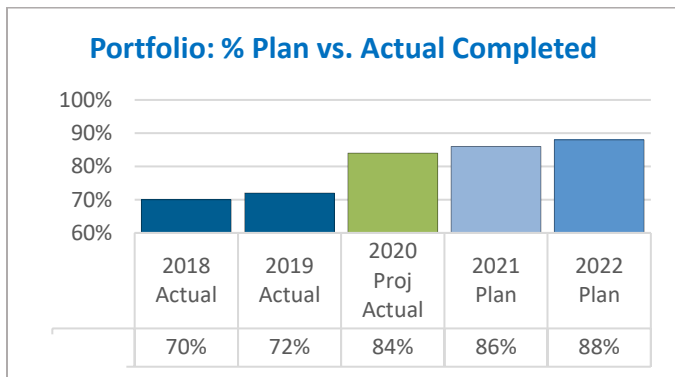| |
|---|
| **Business Technology Solutions**
 Who We Serve: City and Agency Staff, Businesses, Residents, & Visitors
 What We Deliver: Customer centric sustainable digital solutions
 How Much Resources (gross operating budget): $53.7 million |
| **Computer & Communications Technology Infrastructure**

 Who We Serve: City and Agency Staff , Businesses, Residents, & Visitors
 What We Deliver: Stable and scalable technology infrastructure
 How Much Resources (gross operating budget): $57.8 million |
| **Enterprise Technology Services Planning & Client Services**

 Who We Serve: City and Agency Staff, Businesses, Residents, & Visitors
 What We Deliver: Investment yielding measured outcomes
 How Much Resources (gross operating budget): $26.9 million |

Budget at a Glance

2021 OPERATING BUDGET

$Million	2021	2022	2023
Revenues	$35.3	$34.7	$34.7
Gross Expenditures	$138.3	$153.9	$155.0
Net Expenditures	$103.0	$119.3	$120.3
Approved Positions	763.0	763.0	767.0

2021 - 2030 10-YEAR CAPITAL PLAN

$Million	2021	2022-2030	Total
Gross Expenditures	$67.4	$254.9	$322.3
Debt	$43.6	$31.3	$74.8

Note: Includes 2020 carry forward funding to 2021

How Well We Are Doing – Behind the Numbers

Portfolio: % Plan vs. Actual Completed

	2018 Actual	2019 Actual	2020 Proj Actual	2021 Plan	2022 Plan
	70%	72%	84%	86%	88%

- Gauges performance in completing projects as well as capacity to take on new projects
- As the ratio of completed projects to those planned increases, benefits are realized, and resources can take on new project demands
- Project completion rates reflect an increase from 2018 as a result of greater programmatic alignment of projects to enable better prioritization decisions, leading to the convergence of project planning and completion rates
- Earlier identification of required resources ensures projects are delivered on time

% Availability of Business Applications

	2018 Actual	2019 Actual	2020 Proj Actual	2021 Plan	2022 Plan
	99.97%	99.97%	99.95%	99.95%	99.95%
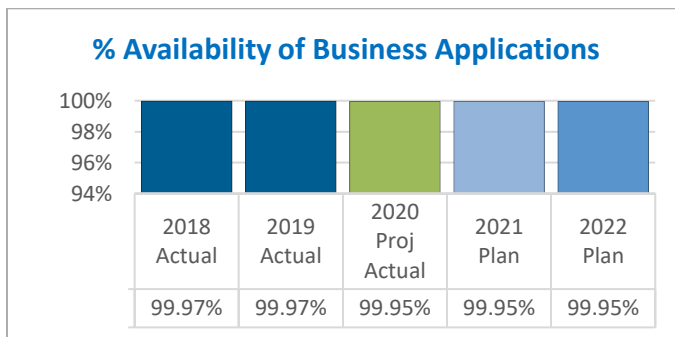
- Measures the availability of all business applications managed by TSD
- The availability of business applications has been maintained as a result of better planning and fewer incidents
- Deviations mainly due to scheduled maintenance/upgrades

Telework: Actual Usage vs Capacity

Capacity / Usage (peak concurrent users):
- 2018 Actual: Capacity 3,000, Usage 1,000
- 2019 Actual: Capacity 3,000, Usage 1,000
- 2020 Actual: Capacity 10,000, Usage 8,200
- 2021 Plan: Capacity 10,000
- 2022 Plan: Capacity 10,000

■ Capacity ■ Usage (peak concurrent users)
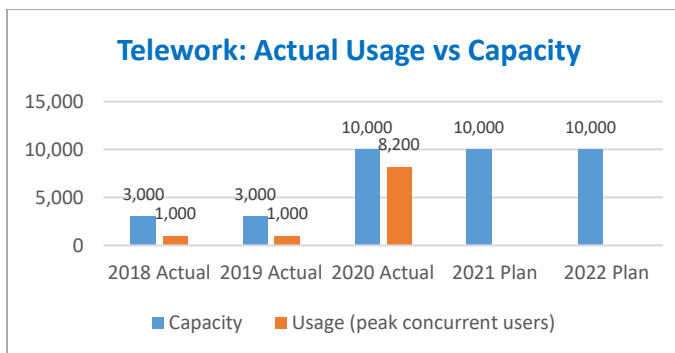
- Large increase in capacity and usage in 2020 due to COVID-19 work from home directive, demonstrating the resilience in expanding remote and digital capabilities.
- This does not include Agencies, Boards, Commissions and Corporations, which will be accounted for by the Workplace Modernization Program

How Well We Are Doing

Service	Service Measure	2018 Actual	2019 Actual	2020 Target	2020 Projection	2021 Target	2022 Target	Status
Service Level Measures/Outcome Measures								
Business Technology Solutions	% Availability of Business Applications	99.97%	99.97%	99.95%	99.95%	99.95%	99.95%	●
Business Technology Solutions	Improve Technology Customer Experience: Customer Satisfaction with Technology Service Desk	81%	80%	90%	90%	90%	90%	●
Computer & Enterprise Technology Planning & Client Services	Deliver Technology Projects to enable City Programs and Services Delivery: Technology Projects: % Plan vs. Actual Completed	70%	72%	90%	90%	90%	92%	●
Computer & Communications Technology Infrastructure	% Availability of Technology Network Infrastructure Services	99.99%	99.98%	99.50%	99.50%	99.50%	99.50%	●
Computer & Communications Technology Infrastructure	Ensure continued availability of City Technology Infrastructure / Systems: % Availability of Toronto.ca	99.99%	99.99%	99.50%	99.50%	99.50%	99.50%	●

COVID 19 IMPACT AND RECOVERY

2020 Impact	2021 Impact and Recovery

Financial Impact (Operating)

The $8.8 million net unbudgeted expenditures incurred due to COVID includes:

- $7.1 million in acquiring additional capital assets (incl. servers, laptops, monitors, tablets, firewall, etc.) to increase technology capacity to enable city-wide teleworking $2.4 million to increase internet bandwidth, and other technology/staff support costs to support Town Hall meetings/events and city-wide teleworking
- $0.6 million loss in capital and project staff revenue recoveries resulting from COVID redeployment

Savings due to COVID

- $1.3 million underspend related to staffing due to the allocation and prioritization of resources to the City's COVID-19 pandemic response

Financial Impact (Operating)

The City continues to incur the following operating expenditures as a result of expanding the its remote and digital capabilities to support mobile work, virtual council and remote teams, in 2020:

- $1.0 million in enhancing security capability for teleworking.
- $0.9 million in increasing internet, cloud subscriptions, hardware/software maintenances, etc. to enable City-wide staff to telework and host Town Hall meetings/events.
- $0.6 million in acquiring cloud subscriptions for digital signatures, voice agent inquiries, and Chabot to meet modernized business needs.

Financial Impact (Capital)

- The 2020 capital budget was adjusted to reflect changes due to allocation of funding to support COVID costs, delays in coordination of procurement activities and non-availability of resources due to redeployment.
- $15.8 million in capital projects delayed as part of the City's capital slowdown to enable potential offsets to COVID-19 impacts. This includes five new 2020 projects that were cancelled or deferred to 2021 totalling $3.3 million and 44 on-going projects reduced/deferred to 2021 totalling $12.5 million. $4.1 million of the deferred funding was included in the 2021 Budget (COVID-19 Financial Impact Slide) to continue with the ongoing projects
- Division received capital budget infusion to account for additional technology capital assets procured due to COVID

Financial Impact (Capital)

Impacts for 2021
- Desktop Hardware will incur additional costs as the City transitions to 90% notebooks and increased telework
- Internet services will incur $1.3 million due to increased number of remote users
- New Projects in 2021 related to COVID: *ConnectTO – Network Utility* ($0.4 million), *Office 365* ($5.0 million)

Service Level Changes

- Conducted 270 virtual Council, City-wide Town Halls and Public consultations
- Increased Cloud Computing capabilities from 10% to 15%
- Moved of TELUS Data Centre
- Implemented 311 Chatbot and evolved to Voice-Chatbot
- Increased telework capacity from 3,000 to 10,000
- 952K+ participants conducted 199K+ WebEx meetings
- Increased the mobile computers by 44% from 8,600 to 12,400
- Implemented Digital Signatures
- Increased and enhanced internet capacity
- Enabled additional remotely controlled devices
- Enhanced Server capacity
- Enterprise Tableau Licensing to support reporting

Service Level Changes

Review of service levels to reflect changes may be required for technology upgrades and improvements

EXPERIENCES, CHALLENGES AND PRIORITIES

Our Experience and Success

- Demonstrated resilience and expanded the City's remote and digital capabilities (use of collaboration tools, virtual council and public deputations, Chatbot etc.) within a few weeks to deliver services and support a digital society and a mobile workplace in response to the pandemic
- Support of City-wide Service consolidation using Technology as a lever in the area of 311
- Implemented the Coronavirus Rapid Entry (CORES) Case and Contact Management System used by Toronto Public Health to document data related to the pandemic and share data with the Ministry of Health, in-house
- Collaborated with other Divisions to deliver over 25 different digital solutions (MLS Online Permitting and Licensing, P&E Redeployment Survey, Online Staff Inquiries Management System, Voluntary Separation Program, etc.) to assist with the COVID-19 response efforts
- Developed a new online intake portal to enable and supported the initial launch of the Concepts to Keys program, which the City set up to transform, enhance and improve how the City of Toronto attracts, facilitates and regulates development activity
- Partnered with other technology and telecommunications companies and provided free public internet access to 25 Tower Neighbourhood buildings (over 13,000 people), in City shelters, Long-term Care Homes, recreation centres to support digital equity
- Managed donations of over $1,000,000 in equipment from technology companies such as 500 free smart phones with 6 months of free service to the Toronto Aboriginal Support Services Council and communication devices for shelters to support digital equity
- Tiffield Data Center construction completed successfully in Mar 2020 will allow consolidation of multiple production data centers and provide shared space to agencies
- Upgraded the City's Museums & Arts Services Historic sites, such as Fort York and enabled more technologically advanced programming for the Economic Development & Culture Division
- Partnered with Shelter Support & Housing Administration Division and Toronto Public Health and developed Use Cases to be implemented using Artificial Intelligence and machine learning for the benefit of Toronto Housing availability and affordability
- Successfully obtained Council adoption on Digital Infrastructure Plan principles and work plan
- Continued with stakeholder engagement and public feedback by establishing a Digital Infrastructure Plan Community Advisory Group

Key Challenges and Risks

- Sustainable funding model for transition to a "Cloud First" environment
- Prioritization of capital funding may impede timely, new and innovative technology service provisioning
- COVID-19 response and recovery efforts resulting in fatigue and impact/delay divisional technology services centralization as well as shared services with Agencies and Corporations
- Ability to respond quickly to constant change and greater demands on technology services due to resource constraints

Priority Actions

- Accelerated investment to build the resilient teleworking technology infrastructure required to enable a remote workforce, digital service delivery channels and the Workplace Modernization program
- Investment to implement recommendations of the Auditor General that will address City-wide risk and result in a secure, reliable and high performing technology environment that is modernized and well-positioned to respond to growing business needs and resident demands
- Improve integrated service delivery by streamlining software development and technology operations leveraging new approaches
- Leverage cloud computing to bring a consistent standard approach to delivering business solutions
- Implement strategically aligned work intake and governance model to optimize capacity vs. demand management, improve management of risk and improve service delivery capabilities

RECOMMENDATIONS

The City Manager and Chief Financial Officer and Treasurer recommend that:

1. City Council approve the 2021 Operating Budget for Technology Services of $138.303 million gross, $35.262 million revenue and $103.041 million net for the following services:

Service:	Gross Expenditures ($000s)	Revenue ($000s)	Net Expenditures ($000s)
Business Technology Solutions	$53,657.4	$21,112.2	$32,545.2
Computer & Communications Technology Infrastructure	$57,759.1	$11,655.3	$46,103.8
Enterprise Technology Services Planning & Client Services	$26,886.3	$2,494.0	$24,392.3
Total Program Budget	**$138,302.8**	**$35,261.5**	**$103,041.2**

2. City Council approve the 2021 staff complement for Technology Services of 763.0 positions comprised of 136.0 capital position and 627.0 operating positions.

3. City Council approve the 2021 new user fees, technical adjustments to user fees, market rate user fee changes, rationalized user fees, and other fee changes above the inflationary adjusted rate for Technology Services identified in Appendix 9, for inclusion in the Municipal Code Chapter 441 "Fees and Charges".

4. City Council approve 2021 Capital Budget for Technology Services with cash flows and future year commitments totaling $100.471 million as detailed by project in Appendix 6a.

5. City Council approve the 2022-2030 Capital Plan for Technology Services totalling $221.864 million in project estimates as detailed by project in Appendix 6b.

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2021
OPERATING BUDGET

2021 OPERATING BUDGET OVERVIEW

Table 1: 2021 Operating Budget by Service

(In $000s)	2019 Actual	2020 Budget	2020 Projection *	2021 Base Budget	2021 New / Enhanced	2021 Budget	Change v. 2020 Projection	
By Service	$	$	$	$	$	$	$	%
Revenues								
Business Technology Solutions	20,495.6	22,760.0	17,980.8	21,112.2		21,112.2	3,131.4	17.4%
Computer & Communications Technology Infrastructure	10,265.6	11,815.8	9,906.4	11,655.3		11,655.3	1,748.9	17.7%
Enterprise Technology Services Planning & Client Services	2,305.3	2,614.1	954.5	2,494.0		2,494.0	1,539.6	161.3%
Total Revenues	**33,066.5**	**37,190.0**	**28,841.6**	**35,261.5**		**35,261.5**	**6,419.9**	**22.3%**
Expenditures								
Business Technology Solutions	48,349.5	54,456.7	47,814.0	53,657.4		53,657.4	5,843.4	12.2%
Computer & Communications Technology Infrastructure	43,029.7	44,881.4	56,419.4	55,496.7	2,262.4	57,759.1	1,339.7	2.4%
Enterprise Technology Services Planning & Client Services	26,494.4	27,429.9	22,762.6	26,886.3		26,886.3	4,123.7	18.1%
Total Gross Expenditures	**117,873.7**	**126,768.0**	**126,996.0**	**136,040.4**	**2,262.4**	**138,302.8**	**11,306.8**	**8.9%**
Net Expenditures	**84,807.1**	**89,578.1**	**98,154.4**	**100,778.9**	**2,262.4**	**103,041.2**	**4,886.9**	**5.0%**
Approved Positions	**840.0**	**791.0**	**791.0**	**763.0**		**763.0**	**(28.0)**	**(3.5%)**

*2020 Projection based on Q3 Variance Report

COSTS TO MAINTAIN EXISTING SERVICES

Total 2021 Base Budget expenditures of $136.040 million gross reflecting an increase of $9.044 million in spending above 2020 projected year-end actuals (prior to enhancements), predominantly arising from:

- Annualized costs of expanding the City's remote and digital capabilities due to the pandemic,

- Additional resources required to support Toronto Public Health's COVID-19 Case & Contact Management system, and

- Investments required to enhance and accelerate the development of the City's digital service infrastructure and support the Workplace Modernization Program to drive future savings/ efficiencies.

Given the financial impacts of COVID-19 on 2020 actuals, a further comparison of the 2021 Recommended Budget (excluding 2021 COVID-19) to the 2020 Council approved Budget is provided below:

- *2021 Base Budget of $100.779 million in net expenditures reflects an $8.727 million net increase from the 2020 Council approved Budget, when excluding $2.474 million in estimated COVID-19 financial impacts.*

COSTS TO ENHANCE SERVICES

New and Enhanced Service expenditures of $2.262 million gross, enabling:

- Mitigation and management of City-wide risk and implementation of Auditor General recommendations

EQUITY IMPACTS OF BUDGET CHANGES

No significant equity impacts: The changes in Technology Services' 2021 Operating Budget do not have any significant equity impacts.

2021 OPERATING BUDGET KEY DRIVERS

The 2021 Operating Base Budget for Technology Services is $136.040 million gross or 7.1% higher than the 2020 Projected Actuals. Table 2a below summarizes the key cost drivers for the base budget, while Table 2b summarizes New and Enhanced requests.

Table 2a: 2021 Key Drivers – Base Budget

Key Cost Drivers	2019 Actuals	2019 Budget	2020 Budget	2020 Projection*	2021 Base Budget	Change vs. 2020 Projection $	Change vs. 2020 Projection %
Expenditures							
1 Salaries and Benefits	89,249.1	101,405.7	93,512.7	87,616.5	91,349.7	3,733.2	4.3%
2 Materials & Supplies	38.5	46.9	62.8	17.5	63.3	45.8	262.5%
3 Equipment	1,256.9	852.1	614.8	195.0	617.3	422.3	216.5%
4 Service and Rent	26,895.3	28,098.4	32,365.5	30,815.7	41,332.0	10,516.4	34.1%
5 Contribution To Capital							
6 Contribution To Reserves	308.2	211.9	212.2	211.8	204.2	(7.5)	-3.6%
7 COVID-19 Impact				8,139.6	2,473.8	(5,665.8)	-69.6%
Total Expenditures	**117,748.2**	**130,615.1**	**126,768.0**	**126,996.0**	**136,040.4**	**9,044.4**	**7.1%**
Revenues							
1 Provincial Subsidies							
2 User Fees & Donations	193.4	143.5	139.8	214.5	137.8	(76.7)	(100.0%)
3 Draw from Reserve Funds	2,929.7	4,675.3	5,189.4	3,722.9	4,994.9	1,272.0	34.2%
4 Other Revenues (Inc. IDR's)	29,818.5	39,761.1	31,860.8	25,529.3	30,128.8	4,599.5	18.0%
5 COVID-19 Impact				(625.1)		625.1	(100.0%)
Total Revenues	**32,941.7**	**44,579.7**	**37,190.0**	**28,841.6**	**35,261.5**	**6,419.9**	**22.3%**
Net Expenditures	**84,806.5**	**86,035.4**	**89,578.1**	**98,154.4**	**100,778.9**	**2,624.5**	**2.7%**
Approved Positions	**840.0**	**840.0**	**791.0**	**791.0**	**763.0**	**(28.0)**	**(3.5%)**

*2020 Projection based on Q3 Variance Report

Salaries & Benefits:

2020 projection reflects impacts of the allocation of resources to prioritize the COVID-19 pandemic response. 2021 reflects hiring required for accelerated digital modernization and resuming capital projects to support digitization.

Materials and Supplies:

Reflects annualized utility costs attributed to new data centre.

Services and Rents:

Increase mainly due to operating impacts from completed projects and price increases due to contractual terms/consumer price index increase.

COVID-19 Impacts:

Operating expenditures as a result of expanding the City's remote and digital capabilities to support mobile work, virtual council and remote teams.

Other Revenue Changes:

Reflects capital recoveries from resuming the capital program and recoveries from eligible Divisions to support operational business needs.

Table 2b: 2021 Balancing Actions

Recommendation	Savings Type	2021				2022		
		Revenue	Gross	Net	Positions	Gross	Net	Positions
Better price via contract negotiation	VBOR		(748.1)	(748.1)				
Hana Decommission	VBOR		(668.0)	(668.0)				
Data Centre Centralization	VBOR		(161.5)	(161.5)				
Change Enterprise Print Manager Maintenance from Subscription Model to Perpetual	VBOR		(66.8)	(66.8)				
Desktop Management System Maintenance Reduction Due to Cybersecurity Enhancement	VBOR		(65.8)	(65.8)				
Process Efficiencies and Maintenance Reduction from Telephone Expense Management System Enhancements	Efficiencies		(210.0)	(210.0)	(2)	(76.2)	(76.2)	
Reduction in Professional Services from Managed Services for SuccessFactors	Efficiencies		(200.0)	(200.0)				
Line-By-Line Reductions	Other		(247.9)	(247.9)		(247.9)	(247.9)	
Voluntary Separation Package	Other		(868.8)	(868.8)		868.75	868.8	
Software/Hardware Maintenance Reduction from Office 365 Implementation	VBOR					(265.0)	(265.0)	
Savings from Moving Secure File Tool to Cloud	VBOR					(19.00)	(19.00)	
Software License Maintenance Savings from Webmethod Decommissioning	VBOR					(300.0)	(300.0)	
Audio Video Savings by Switching from Cable to Streaming	VBOR					(103.6)	(103.6)	
Total Balancing Actions			**(3,236.8)**	**(3,236.8)**	**(2)**	**(66.7)**	**(66.7)**	**-**

Balancing actions in the recommended budget help offset operational pressures driven by the City's goal of improving services through digitization:

- $0.248 million reduction in operating expenditures reflects savings from a line-by-line review based on historical actuals.
- $0.748 million reduction as a result of better negotiations and pricing on technology maintenance contracts.
- $0.869 million one-time reduction (2021 only) resulting from Voluntary Separation Package.
- $0.801 million reduction attributed to implementing new technologies, eliminating co-located data centre rent by centralization, switching licensing model for enterprise print management maintenance, and savings as a result of Hana implementation.
- $0.410 million in efficiencies from eliminating 2 vacant positions by implementing the telecom expenditure management (TEMS) project and the managed services for the human capital management system (SuccessFactors).

Table 2c: 2021 New / Enhanced

New / Enhanced Request	2021				2022 Annualized Gross	Equity Impact	Supports Key Issue / Challenge
	Revenue	Gross	Net	Positions			
In $ Thousands							
City-Wide Security Risk Management & Mitigation							
1 Implement Segregation/Segmentation & Security Control Tool - AU4.1(7)		1,711.8	1,711.8		1,711.8	None	Auditor General recommended to mitigate City risks
2 Increase Network and Security capacity from Managed Security Service Provider Implementation		453.8	453.8		453.8	None	Auditor General recommended to mitigate City risks
3 Implement Asset Management Tool to Control/Restrict unauthorized Access to Open Data - AU7 13(2)(a)&(b) & AU 4.1		96.7	96.7		96.7	None	Auditor General recommended to mitigate City risks
Total New / Enhanced		**2,262.4**	**2,262.4**		**2,262.4**		

Investments totalling $2.262 million in 2021 are included in the recommended budget to address citywide risk and implement Auditor General Recommendations:

- $0.097 million to replace End of Life hardware used to control and restrict unauthorized access to local area networks.
- $1.712 million for hardware and software to implement adequate network security segregation and security controls based on business needs, risk and emerging architecture.
- $0.454 million to support managed security services by expanding the existing technology infrastructure/capacity.

Note:

1. For additional information on 2021 key cost drivers refer to Appendix 2 as well as Appendix 3 for a more detailed listing and descriptions of the 2020 Service Changes and Appendix 4 for the 2021 New and Enhanced Service Priorities, respectively.

2022 & 2023 OUTLOOKS

Table 3: 2022 and 2023 Outlooks

($000s)	2020 Projection*	2021 Budget	2022 Outlook	2023 Outlook
Revenues	28,841.6	35,261.5	34,656.8	34,673.7
Gross Expenditures	126,996.0	138,302.8	153,918.3	155,000.4
Net Expenditures	**98,154.5**	**103,041.2**	**119,261.5**	**120,326.7**
Approved Positions	**791.0**	**763.0**	**763.0**	**767.0**

*2020 Projection based on Q3 Variance Report

Key drivers

The 2022 Outlook with total gross expenditures of $153.918 million reflects an anticipated $15.615 million or 11.3 per cent increase in gross expenditures above the 2021 Operating Budget. The 2023 Outlook expects a further increase of $1.082 million or 0.7 per cent above 2022 gross expenditures.

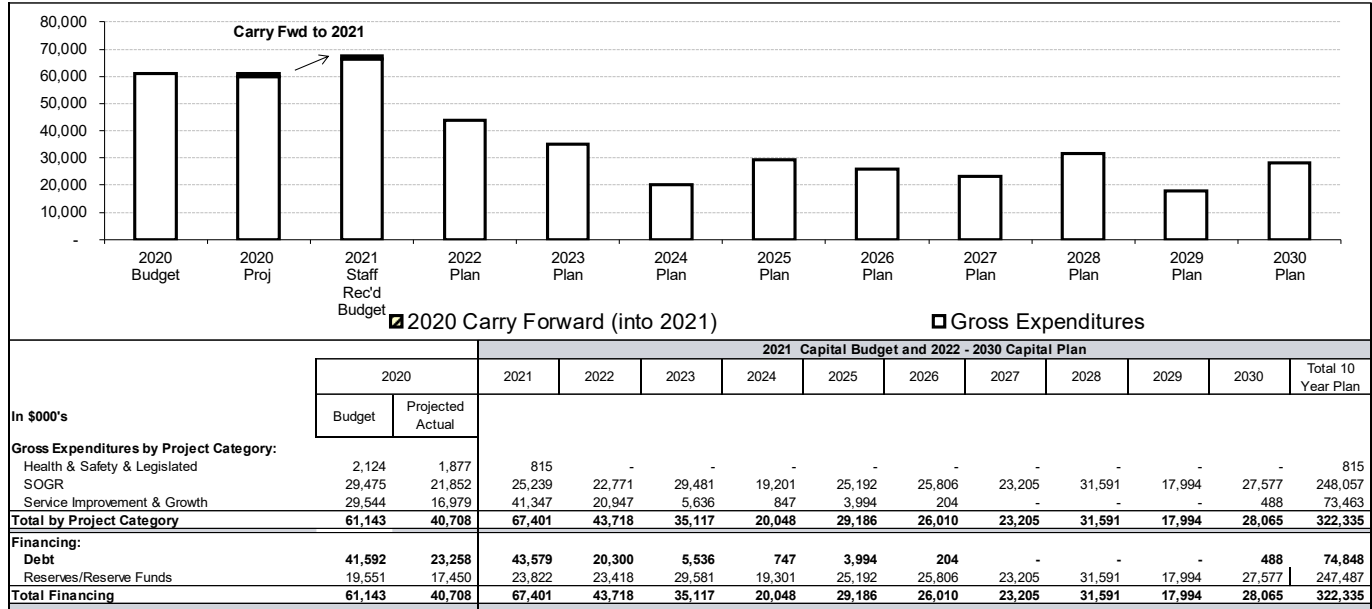These changes arise from the following:

- **Impacts of 2020 decisions**
  Additional $12.729 million to complete the implementation of Office 365 to modernize communication/collaboration and enhance productivity. **(2022 Only)**

- **Salaries and Benefits**
  Increase in Salaries and benefits reflective of collective agreement obligations. **(2022 2023)**

2021 – 2030

CAPITAL BUDGET AND PLAN

2021   2030 CAPITAL BUDGET & PLAN OVERVIEW

Chart 1: 10-Year Capital Plan Overview

($000)

In $000's	2020		2021 Capital Budget and 2022 - 2030 Capital Plan										
	Budget	Projected Actual	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total 10 Year Plan
Gross Expenditures by Project Category:													
Health & Safety & Legislated	2,124	1,877	815	-	-	-	-	-	-	-	-	-	815
SOGR	29,475	21,852	25,239	22,771	29,481	19,201	25,192	25,806	23,205	31,591	17,994	27,577	248,057
Service Improvement & Growth	29,544	16,979	41,347	20,947	5,636	847	3,994	204	-	-	-	488	73,463
Total by Project Category	**61,143**	**40,708**	**67,401**	**43,718**	**35,117**	**20,048**	**29,186**	**26,010**	**23,205**	**31,591**	**17,994**	**28,065**	**322,335**
Financing:													
Debt	**41,592**	**23,258**	**43,579**	**20,300**	**5,536**	**747**	**3,994**	**204**	-	-	-	**488**	**74,848**
Reserves/Reserve Funds	19,551	17,450	23,822	23,418	29,581	19,301	25,192	25,806	23,205	31,591	17,994	27,577	247,487
Total Financing	**61,143**	**40,708**	**67,401**	**43,718**	**35,117**	**20,048**	**29,186**	**26,010**	**23,205**	**31,591**	**17,994**	**28,065**	**322,335**

Changes to Existing Projects
($19.5 Million)

- *Modernized Data Center Architecture* will modernize the City's technology infrastructure, system development capabilities and methodologies to support and meet City strategic initiatives and priorities

- Consolidation of the *Enterprise Work Management Solution* project within TSD

New Projects
($10.7 Million)

- *Office 365 implementation* includes hardware and configuration

- *ServiceNow* replaces TSD's Project Portfolio Management System.

- *Access Control Self-Serve* will upgrade access control software platforms.

- *ConnectTO* begins preliminary work in support of the Council work plan to develop the City's first Digital Infrastructure Plan.

Capital Needs Constraints
($5.4 Million)

- *Desktop Hardware Replacement*

Note:

For additional information, refer to Appendix 6 for a more detailed listing of the 2021 and 2022-2030 Capital Budget & Plan by project; Appendix 7 for Reporting on Major Capital Projects – Status Update; and Appendix 8 for Capital Needs Constraints, respectively

2021 – 2030 CAPITAL BUDGET AND PLAN

$322.3 Million 10-Year Gross Capital Program

A Well-Run City	Fiscal Responsibility	Housing	Mobility	Infrastructure
$62.3M 18%	$1.0M 1%	$1.1M 1%	$15.5M 5%	$242.5M 75%
MLS System Modernization *Modernized Data Center* *Enterprise Work Management Solution* *Office365*	*Telecom Expense Management Replacement -* Transitioning management and reporting to third party for improved service delivery	Toronto Property System *Artificial Intelligence for Shelter, Support and Housing Administration and Toronto Public Health* - Utilizing data to improve outcomes	*Geospatial Strategy Roadmap* – Utilizing data to improve outcomes *ConnectTO* – Maximization of City Asset to deploy public Wi-Fi	*Technology Lifecycle Management -* Infrastructure. Refresh – E.g. Laptop and tablet replacement – transitioning from desktops

Future year capital investment will change as the Technology Services Division (TSD) transitions to a Cloud First Strategy. Cloud adoption brings about a shift on the profile of how investments are funded. As most cloud services are subscription-based, this model sees a shift to more Operating Expenditures as opposed to Capital Expenditures. Capital Investment will continue to be needed to support the expedient delivery of these cloud services. The first big investment in 2021 in this area with the implementation of Office 365 in support of Workplace Modernization Requirements. Benefits include:

- Greater cost agility with infrastructure as a service – Cloud services have a high degree of cost variability, so expenses can quickly go down if demand for services is reduced.
- Increase retained cash - By using cloud/on-demand services, the City does not have to invest upfront to buy technology infrastructure via regular refresh cycles.
- Reduced Opportunity Costs - Opportunity costs are defined as the value foregone by pursuing a certain course of action. By choosing to use cloud/on-demand, the City can free up cash to invest in other parts of the corporation

### How the Capital Program is Funded

City of Toronto		Provincial Funding	Federal Funding
$322.3 M **100%**		**$0.0 M** **0%**	**$0.0 M** **0%**
Debt	$ 74.8 M		
Reserve Draws	$ 247.5 M		

CAPACITY TO SPEND REVIEW

The 10-Year Capital Plan has been developed with consideration of historical demonstrated ability to spend within any given year of the ten year capital plan. A review was undertaken to ensure budgets align with Technology Service's ability to spend and the markets capacity to deliver.

A key component in determining an appropriate level of annual cash flows includes historical capacity to spend reviews by project categories (Chart 2 below) as well as the level of projected 2020 underspending that will be carried forward into 2021 to complete capital work.

Chart 2 – Capacity to Spend
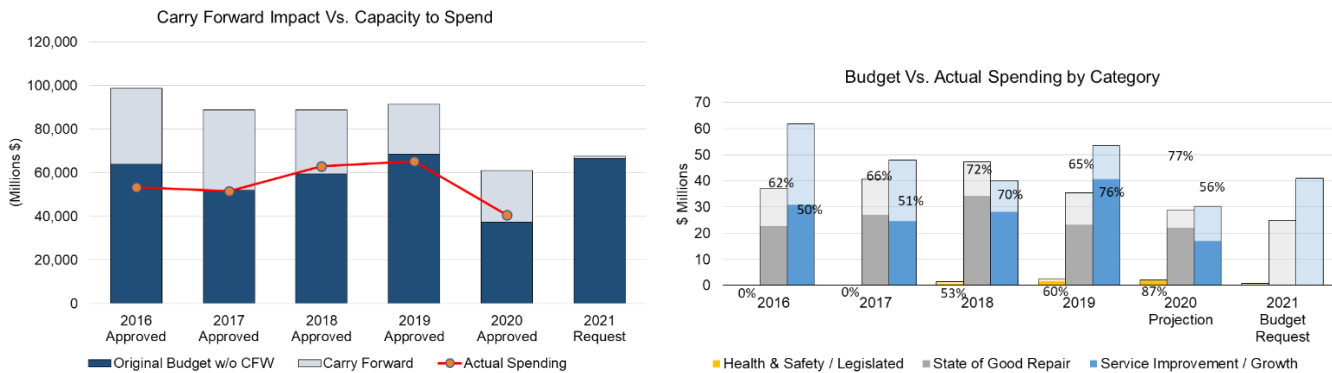
Capacity to Spend Review Impact on the 10-Year Plan

Based on the review of historical capital spending constraints and a capacity to spend review, $1.096 million in capital spending originally cash flowed in 2020 has been deferred to 2021. Adjustments to the Capital Plan are noted below:

- *MLS Systems Modernization* reduced 2020 budget by $2.771 million and deferred $1.207 million to 2022 based on project timelines and capacity to spend

- Eighteen TSD projects have decreased their 2021 budget ask based on TSD's divisional priorities, resource constraints, timelines and capacity to spend. The collective total decrease is $6.212 million in 2021 compared to the previously submitted 2021 budget.

- *Desktop Software Replacement* has reduced the 2021 budget by $15.3 million with the transition to *Office365*. Alternatively, *Office365* Project was added for $8.784 million over 2021, 2022 and 2023.

- *Enterprise Work Management Solution* Program has been consolidated across four divisions (Toronto Water, Solid Waste, Parks Forestry & Recreation, and Transportation) for the total budget to reside in TSD. The consolidation has a net zero impact across The City, however it increases the TSD budget by $9.053 million in 2021 and $8.162 million in 2022.

- *Telephony Upgrade* Project from 311 was transferred to TSD in 2021 resulting in an increase of $1.315 million in 2021 to TSD's budget with an offsetting $1.315 decrease in 311's budget.

- Projects included in TSD's 2021 budget fall within the following phases
  a. 30-100% design completed, procurement-ready - $37.5M (56% of budget); 22 projects (43%)
  b. 5%-30% design completed, procurement-ready - $11.2M (17% of budget); 13 projects (25%)
  c. 5%-30% design completed, not procurement-ready - $7.5M (11% of budget); 8 projects (16%)
  d. 0%-5% design completed, with estimates - $11.2M (17% of budget) & 8 projects (16%)

STATE OF GOOD REPAIR (SOGR) FUNDING & BACKLOG

The chart below depicts the SOGR funding and accumulated backlog estimates for key asset classes in Technology Services such as Lifecycle Management (Desktop Hardware, Software, Servers, etc.).

Chart 3: Total SOGR Funding & Backlog

State of Good Repair (SOGR) Funding & Backlog
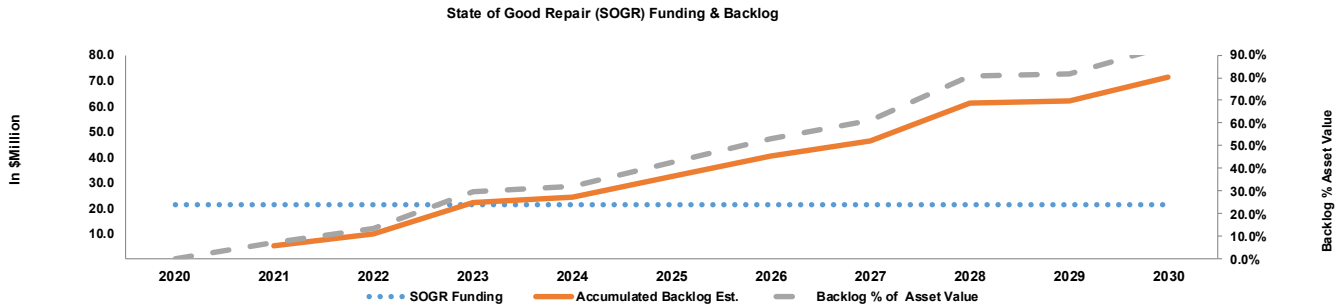
$ Million	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
SOGR Funding	21.3	21.3	21.3	21.3	21.3	21.3	21.3	21.3	21.3	21.3	21.3
Accumulated Backlog Est.		5.4	10.0	22.4	24.4	32.5	40.4	46.3	61.3	62.0	71.5
Backlog % of Asset Value	0.0%	7.3%	13.6%	29.6%	32.1%	42.7%	53.1%	61.0%	80.7%	81.6%	94.1%
Total Asset Value	75.7	73.2	74.1	75.6	76.0	76.0	76.0	76.0	76.0	76.0	76.0

The TSD Life Cycle Management (LCM) programs ensure investments are made so that TSD solutions are kept reliable, current, compliant, and supported for continued client satisfaction for all TSD systems. Technology Infrastructure Services management continually reviews and assesses the technologies that are being sustained by the LCM program to ensure alignment with leadership visions and directions, such as Public Cloud First and ModernTO, while also keeping in mind the constant changes in the technology landscape such as new technologies and increased Cyber Security Risks.

- 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. Based on this plan, it is forecasted that there will be a backlog starting in 2021 and additional funding is required to support it.

- Over 49% ($121 million) of TSD's 2021 - 2030 Life Cycle Management Costs is to refresh desktops and laptops. Due to COVID restart/recovery the 10-year refresh includes the cost of 24,000 units split in a ratio of 90% laptops and 10% desktops.

- Over 22% ($56 million) is to refresh Network Assets and includes the cost to implement the AG recommendation for Network Access controls & Network Segmentation

- Over 8% ($20 million) is to support Internet Services and includes the impact of increasing the number of remote workers and the number of network related hardware due to COVID.

The increasing backlog has been identified as part of the 2021 budget process following a change in provided hardware (i.e. notebooks). Technology Services will work with FPD to address the projected backlog growth as part of future budget process.

OPERATING IMPACT OF COMPLETED CAPITAL PROJECTS

The 10-Year Capital Plan will Budget will impact future year Operating Budgets by $8.277 million net over the 2021-2030 period, primarily due to the completion of the below mentioned projects expected to be completed in 2021 and 2022, as shown in Table 4 below.

Table 4: Net Operating Impact Summary

(In $000's)

Projects	2021 Budget		2022 Plan		2023 Plan		2024 Plan		2025 Plan		2021-2025		2021-2030	
	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions
Previously Approved														
Artificial Intelligence (AI) for SSHA and TPH			784	2							784	2		
Corporate Geospatial Strategy Roadmap Implementation	85				311	3					396	3		
Ent Doc & Record Mgmt Solutions (EDRMS) ITD			1,000		5,000						6,000			
Kronos Upgrade			4		4						8			
Open Data Master Plan Implementation	30										30			
TEMS Replacement	474		474								948			
TOConnect Wi-Fi Program			111	1							111	1		
Sub-Total: Previously Approved	**589**		**2,373**	**3**	**5,315**	**3**					**8,277**	**6**		
Total (Net)	**589**		**2,373**	**3**	**5,315**	**3**					**8,277**	**6**		

APPENDICES

Appendix 1

COVID-19 Financial Impact - Operating

COVID-19 Impacts	($000s)					
	2020			2021		
	Revenues	Gross	Net	Revenues	Gross	Net
Revenue Loss						
Capital & Project Manager Revenue Recoveries	(625.1)		625.1			
Sub-Total	**(625.1)**		**625.1**			
Expenditure Increase						
Salaries & Benefits (Over-Time)		461.9	461.9			
Voluntary Separation Packages		498.0	498.0			
Laptop/Desktops/Monitors/iPads/Table PCs		4,564.6	4,564.6			
Servers/Appliances/Maintenance		2,514.5	2,514.5		538.1	538.1
Internet/Cloud Subscription		562.9	562.9		1,590.4	1,590.4
Audio Visual/Live Streaming		667.5	667.5		345.3	345.3
Remote Support/Software Development Licenses		60.3	60.3			
RSA Token		69.0	69.0			
Application Development		32.0	32.0			
Wireless monthly charges		26.3	26.3			
Misc. (Cell phone charges, training, masks, sanitizers, etc.)		37.2	37.2			
Sub-Total		**9,494.2**	**9,494.2**		**2,473.8**	**2,473.8**
Savings due to Underspending						
N/A						
Sub-Total						
Savings due to Management Actions						
Non-Critical and Essential Staff Hiring Freeze		(1,354.7)	(1,354.7)			
Sub-Total		**(1,354.7)**	**(1,354.7)**			
Support from Other Levels of Gov't						
N/A						
Sub-Total						
Total COVID-19 Impact	**(625.1)**	**8,139.6**	**8,764.7**		**2,473.8**	**2,473.8**

Appendix 2

2021 Operating Budget by Revenue / Expenditure Category

Category (In $000s)	2018 Actual** $	2019 Actual** $	2020 Budget $	2020 Projection* $	2021 Budget $	2021 Change from 2020 Projected Actual	
						$	%
Provincial Subsidies							
Federal Subsidies							
Other Subsidies							
User Fees & Donations	191.7	193.4	139.8	214.5	137.8	(76.7)	(35.7%)
Licences & Permits Revenue							
Transfers From Capital	17,746.2	19,483.9	21,243.5	14,320.1	18,853.5	4,533.3	31.7%
Contribution From Reserves/Reserve Funds	3,388.6	2,929.7	5,189.4	3,722.9	4,994.9	1,272.0	34.2%
Sundry and Other Revenues	147.7	320.8	164.0	161.9	164.0	2.1	1.3%
Inter-Divisional Recoveries	9,978.3	10,013.8	10,453.3	10,422.1	11,111.4	689.2	6.6%
Total Revenues	31,452.4	32,941.7	37,190.0	28,841.6	35,261.5	6,419.9	22.3%
Salaries and Benefits	85,148.7	89,249.1	93,512.7	87,616.5	91,349.7	3,733.2	4.3%
Materials & Supplies	58.6	38.5	62.8	17.5	63.3	45.8	262.5%
Equipment	1,140.5	1,256.9	614.8	195.0	617.3	422.3	216.5%
Service and Rent	27,426.8	26,895.3	32,365.5	30,815.7	46,068.2	15,252.5	49.5%
Contribution To Capital	15.3						
Contribution To Reserves/Reserve Funds	140.0	308.2	212.2	211.8	204.2	(7.5)	(3.6%)
Other Expenditures				8,139.6		(8,139.6)	(100.0%)
Inter-Divisional Charges							
Total Gross Expenditures	113,929.9	117,748.2	126,768.0	126,996.0	138,302.8	11,306.8	8.9%
Net Expenditures	82,477.5	84,806.5	89,578.1	98,154.4	103,041.2	4,886.9	5.0%
Approved Positions	849.0	840.0	791.0	791.0	763.0	(28.0)	(3.5%)

* Year-End Projection Based on Q3 2020 Variance Report

** Prior Year Actuals adjusted retroactively to remove interdepartmental charges and recoveries

Appendix 3

Summary of 2021 Service Changes

Form ID		Corporate Services Program - Technology Services	Adjustments				2022 Plan Net Change	2023 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
2021 Staff Recommended Base Budget Before Service Changes:			**138,160.6**	**35,261.5**	**102,899.1**	**765.00**	**16,987.0**	**1,453.8**

22395   Better Pricing Via Contract Negotiations

51   No Impact   **Description:**

A reduction in software maintenance and telephone costs.

Service Level Impact:

N/A

Equity Statement:

This proposal is unlikely to have an equity impact.

  Service: Business Technology Solutions

	Gross Expenditure	Revenue	Net	Approved Positions	2022	2023
Total Staff Recommended Changes:	(72.7)	0.0	(72.7)	0.00	0.0	0.0

  Service: Computer & Communications Technology Infrastructure

Total Staff Recommended Changes:	(624.5)	0.0	(624.5)	0.00	0.0	0.0

  Service: Enterprise Technology Services Planning & Client Services

Total Staff Recommended Changes:	(50.9)	0.0	(50.9)	0.00	0.0	0.0
Staff Recommended Service Changes:	**(748.1)**	**0.0**	**(748.1)**	**0.00**	**0.0**	**0.0**

22397   SAP Enterprise HANA Solution

51   No Impact   **Description:**

Decrease of $668k in costs due to rationalization of licenses, decommissioning obsolete database server and migration to lower cost hardware.

Service Level Impact:

N/A

Equity Statement:

This proposal is unlikely to have an equity impact.

Form ID		Corporate Services Program - Technology Services	Adjustments				2022 Plan Net Change	2023 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		

Service: Computer & Communications Technology Infrastructure

		Total Staff Recommended Changes:	(668.0)	0.0	(668.0)	0.00	0.0	0.0
		Staff Recommended Service Changes:	**(668.0)**	**0.0**	**(668.0)**	**0.00**	**0.0**	**0.0**

22398		Data Centre Centralization
51	No Impact	**Description:**

Decrease of $161K in rental operating cost due to reduced rate of $55/sq ft.

Service Level Impact:

N/A

Equity Statement:

This proposal is unlikely to have an equity impact.

Service: Computer & Communications Technology Infrastructure

		Total Staff Recommended Changes:	(161.5)	0.0	(161.5)	0.00	0.0	0.0
		Staff Recommended Service Changes:	**(161.5)**	**0.0**	**(161.5)**	**0.00**	**0.0**	**0.0**

22399		Enterprise Print Manager Maintenance - Perpetual Model
51	No Impact	**Description:**

Enterprise Print Manager (VPSX & IPM) maintenance reduction of $67K. This savings is a result of change in licensing model from perpetual to subscription over the next 3 yrs.

Service Level Impact:

N/A

Equity Statement:

This proposal is unlikely to have an equity impact.

Service: Computer & Communications Technology Infrastructure

| Form ID | | Corporate Services | Adjustments | | | | 2022 Plan Net Change | 2023 Plan Net Change |
Category	Equity Impact	Program - Technology Services	Gross Expenditure	Revenue	Net	Approved Positions		
		Total Staff Recommended Changes:	(66.8)	0.0	(66.8)	0.00	0.0	0.0
		Staff Recommended Service Changes:	**(66.8)**	**0.0**	**(66.8)**	**0.00**	**0.0**	**0.0**

22400	Desktop Mngmt System Maint Reduction Due to Cybersecurity
51 No Impact	**Description:**

Reduction in 2021 due to decrease in Syamtec Endpoint Protection maintenance cost by 50% due to Crowdstrike.

Service Level Impact:

N/A

Equity Statement:

This proposal is unlikely to have an equity impact.

Service: Computer & Communications Technology Infrastructure

			Gross Expenditure	Revenue	Net	Approved Positions	2022 Plan Net Change	2023 Plan Net Change
		Total Staff Recommended Changes:	(65.8)	0.0	(65.8)	0.00	0.0	0.0
		Staff Recommended Service Changes:	**(65.8)**	**0.0**	**(65.8)**	**0.00**	**0.0**	**0.0**

22453	Efficiencies and Maintenance Reduction from Enhancements
51 No Impact	**Description:**

Delimiting two vacant positions due to efficiencies from the new Telecom Expense Management (TEM) solution.

Service Level Impact:

N/A

Equity Statement:

This proposal is unlikely to have an equity impact.

Service: Computer & Communications Technology Infrastructure

			Gross Expenditure	Revenue	Net	Approved Positions	2022 Plan Net Change	2023 Plan Net Change
		Total Staff Recommended Changes:	(140.1)	0.0	(140.1)	(1.30)	(1.9)	(2.4)

Category:

51 - Efficiency Change   52 - Revenue Change   59 - Service Change

Run Date: 12/12/2020 16:09:02

TORONTO

Form ID		Corporate Services Program - Technology Services	Adjustments				2022 Plan Net Change	2023 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		

Service: Enterprise Technology Services Planning & Client Services

Total Staff Recommended Changes:	(69.9)	0.0	(69.9)	(0.70)	(1.0)	(1.2)

Staff Recommended Service Changes:	**(210.0)**	**0.0**	**(210.0)**	**(2.00)**	**(2.9)**	**(3.6)**

22454	Reduction In Managed Services for SuccessFactors
51 No Impact	**Description:**

Savings of $200K from elimination of professional service costs for self-service in SAP Employee Central module.

Service Level Impact:

N/A

Equity Statement:

This proposal is unlikely to have an equity impact.

Service: Business Technology Solutions

Total Staff Recommended Changes:	(200.0)	0.0	(200.0)	0.00	0.0	0.0

Staff Recommended Service Changes:	**(200.0)**	**0.0**	**(200.0)**	**0.00**	**0.0**	**0.0**

22523	Soft/Hardware Maintenance Reduction- O365 Implementation
51 No Impact	**Description:**

Adopt and rollout Office 365 set of tools and provide all City of Toronto staff with a unified platform of modern, integrated collaboration, communication and office productivity tools, accessible anytime, from anywhere, using any device of their choice. Savings will be achieved through the following areas:Windows Servers Hardware and System Software MaintenanceCitrix NetScaler LBIron PortNetApp Support

Service Level Impact:

N/A

Equity Statement:

This proposal is unlikely to have an equity impact.

Form ID		Corporate Services	Adjustments				2022 Plan Net Change	2023 Plan Net Change
Category	Equity Impact	Program - Technology Services	Gross Expenditure	Revenue	Net	Approved Positions		

Service: Computer & Communications Technology Infrastructure

		Total Staff Recommended Changes:	0.0	0.0	0.0	0.00	(265.0)	(385.0)
		Staff Recommended Service Changes:	**0.0**	**0.0**	**0.0**	**0.00**	**(265.0)**	**(385.0)**

22525   Savings from Moving Secure File Tool To Cloud

51   No Impact **Description:**

Decommissioning previous secure file system: Tumbleweed.

Service Level Impact:

Equity Statement:

This proposal is unlikely to have an equity impact.

Service: Computer & Communications Technology Infrastructure

		Total Staff Recommended Changes:	0.0	0.0	0.0	0.00	(19.0)	0.0
		Staff Recommended Service Changes:	**0.0**	**0.0**	**0.0**	**0.00**	**(19.0)**	**0.0**

22526   Ventraq Maintenance Savings

51   No Impact **Description:**

The division will decommission the old system (Ventraq) and eliminate the annual maintenance of $76K starting in 2022.

Service Level Impact:

N/A

Equity Statement:

This proposal is unlikely to have an equity impact.

Service: Computer & Communications Technology Infrastructure

Form ID		Corporate Services Program - Technology Services	Adjustments				2022 Plan Net Change	2023 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
		Total Staff Recommended Changes:	0.0	0.0	0.0	0.00	(41.1)	0.0
		Service: Enterprise Technology Services Planning & Client Services						
		Total Staff Recommended Changes:	0.0	0.0	0.0	0.00	(35.0)	0.0
		Staff Recommended Service Changes:	**0.0**	**0.0**	**0.0**	**0.00**	**(76.2)**	**0.0**

22527		Savings from Webmethod Decommissioning AG
51	No Impact	

Description:

Decommissioning Software AG Support Fees (WebMethods).

Service Level Impact:

N/A

Equity Statement:

This proposal is unlikely to have an equity impact.

		Service: Business Technology Solutions						
		Total Staff Recommended Changes:	0.0	0.0	0.0	0.00	(300.0)	0.0
		Staff Recommended Service Changes:	**0.0**	**0.0**	**0.0**	**0.00**	**(300.0)**	**0.0**

22528		Audio Visual Savings by Switching from Cable to Streaming
51	No Impact	

Description:

Achieve cost reductions through the implementation of AppSpace Streaming TV & Digital Signage.

Service Level Impact:

N/A

Equity Statement:

This proposal is unlikely to have an equity impact.

Category:

51 - Efficiency Change   52 - Revenue Change   59 - Service Change

Run Date: 12/12/2020 16:09:02

Form ID		Corporate Services	Adjustments				2022 Plan Net Change	2023 Plan Net Change
Category	Equity Impact	Program - Technology Services	Gross Expenditure	Revenue	Net	Approved Positions		

Service: Computer & Communications Technology Infrastructure

	Gross Expenditure	Revenue	Net	Approved Positions	2022 Plan Net Change	2023 Plan Net Change
Total Staff Recommended Changes:	0.0	0.0	0.0	0.00	(103.6)	0.0
Staff Recommended Service Changes:	**0.0**	**0.0**	**0.0**	**0.00**	**(103.6)**	**0.0**

Summary:

	Gross Expenditure	Revenue	Net	Approved Positions	2022 Plan Net Change	2023 Plan Net Change
Staff Recommended Service Changes:	**(2,120.2)**	**0.0**	**(2,120.2)**	**(2.00)**	**(766.7)**	**(388.6)**
Staff Recommended Base Budget:	**136,040.4**	**35,261.5**	**100,778.9**	**763.00**	**16,220.3**	**1,065.2**

Run Date: 12/12/2020 16:09:02

Category:

51 - Efficiency Change   52 - Revenue Change   59 - Service Change

Appendix 4

Summary of 2021 New / Enhanced Service Priorities Included in Budget

Form ID		Corporate Services Program - Technology Services	Adjustments				2022 Plan Net Change	2023 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
21691		Tool to Control Access To Open Data - AU7.13(2a,b), AU4.1						
74	No Impact	**Description:**						

Increase base budget by new funding of $96,729 to purchase Cisco Identity Services Engine (ISE) hardware (including Guest Wi-Fi) and Cisco Digital Network Architecture (DNA) Center Appliance. Current network system is Aruba Clearpass which is used for City's Wi-Fi (Guest & City Staff). Aruba Clearpass will be decommissioned starting approximately 2021 Q3.

Service Level Impact:

The future service level will add client and server-based access control and authentication protocols to restrict unauthorized clients from connecting to local area networks (LAN).

Equity Statement:

This proposal is unlikely to have an equity impact.

Service: Computer & Communications Technology Infrastructure

	Gross Expenditure	Revenue	Net	Approved Positions	2022	2023
Total Staff Recommended Changes:	96.7	0.0	96.7	0.00	0.0	0.0
Staff Recommended New/Enhanced Services:	**96.7**	**0.0**	**96.7**	**0.00**	**0.0**	**0.0**

22511		Implement Segregation/Segmentation Security Control-AU4.1(7)
74	No Impact	**Description:**

Implementation of Network Security Segregation including hardware & software (Tetration, Stealthwatch, EA) to address the Auditor General's Recommendations from 2019.

Service Level Impact:

This proposal will to ensure adequate segregation/segmentation and that security controls are applied based on business needs, risk and emerging architecture.

Equity Statement:

This proposal is unlikely to have an equity impact.

Service: Computer & Communications Technology Infrastructure

	Gross Expenditure	Revenue	Net	Approved Positions	2022	2023
Total Staff Recommended Changes:	1,711.8	0.0	1,711.8	0.00	0.0	0.0

Category:
71 - Operating Impact of New Capital Projects   74 - New Services
72 - Enhanced Services-Service Expansion   75 - New Revenues

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Run Date: 12/13/2020 19:20:56

Form ID		Corporate Services	Adjustments				2022 Plan Net Change	2023 Plan Net Change
Category	Equity Impact	Program - Technology Services	Gross Expenditure	Revenue	Net	Approved Positions		
		Staff Recommended New/Enhanced Services:	**1,711.8**	**0.0**	**1,711.8**	**0.00**	**0.0**	**0.0**

22512		Increase Network & Security Capacity frm MSSP Implementation
74	No Impact	**Description:**

Increase base budget by a total of $454K annually to support the implementation of MSSP by expanding the existing technology infrastructure/capacity.

Service Level Impact:

Additional capacity to support managed security services will be added.

Equity Statement:

This proposal is unlikely to have an equity impact.

Service: Computer & Communications Technology Infrastructure

	Gross Expenditure	Revenue	Net	Approved Positions	2022	2023
Total Staff Recommended Changes:	453.8	0.0	453.8	0.00	0.0	0.0
Staff Recommended New/Enhanced Services:	**453.8**	**0.0**	**453.8**	**0.00**	**0.0**	**0.0**

Summary:

	Gross Expenditure	Revenue	Net	Approved Positions	2022	2023
Staff Recommended New / Enhanced Services:	**2,262.4**	**0.0**	**2,262.4**	**0.00**	**0.0**	**0.0**

Category:

71 - Operating Impact of New Capital Projects   74 - New Services

72 - Enhanced Services-Service Expansion   75 - New Revenues

Run Date: 12/13/2020 19:20:56

Appendix 5

Summary of 2021 New / Enhanced Service Priorities Not Included in Budget

N/A

Appendix 6

2021 Capital Budget;
2022 - 2030 Capital Plan Including Carry Forward Funding

Project Code	(In $000s)	2021 Budget	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2021 - 2030 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
	New Projects														
IT001	311 - Verint Upgrade	606										606			606
IT002	311 - UCCE(Telephony) Upgrade	2,712			407	3,654	204				488	7,465			7,465
IT003	ServiceNow	1,505	2,663	2,663								6,831			6,831
IT004	ConnectTO - Network Utility	350										350			350
IT005	Access Control Self Serve	460										460			460
IT006	Office 365	5,034	2,260	1,490								8,784			8,784
	Existing Projects														
IT007	AODA Compliance Public Facing	515										515	515		
IT008	EDHR - Complaints Management System	300										300	300		
IT009	Corporate Geospatial Strategy Roadmap Implementation	240										240			240
IT010	Open Data Master Plan Implementation	376										376			376
IT011	Justice Video Network (JVN) Implementation for Courtrooms	520										520			520
IT012	Collection Software Development Process - Business Requirem	60										60			60
IT013	SDFA- Online Grant Management System	108										108			108
IT014	CLASS Replacement Planning	72										72			72
IT015	Enterprise Business Intelligence Implementation	400										400			400
IT016	Cloud Deployment - Construction Project and Document Manag	2,150										2,150			2,150
IT017	Ent Doc & Record Mgmt Solutions (EDRMS) ITD	2,500	1,117									3,617			3,617
IT018	Workforce (HR) Business Intelligence - Phase 2	861										861			861
IT019	eTime Scheduling Enterprise Rollout	500										500			500
IT020	Occupational Health & Safety App 2016-2019 (QS Non-Occ)	140										140			140
IT021	HR Labour Relations Information System (LRIS)	524										524			524
IT022	Enterprise Work Management Solution	9,053	8,162	1,483	440	340						19,478			19,478
IT023	Electronic Service Delivery Portal - Bldg Permits	974										974			974
IT024	MLS Systems Modernization	1,533	1,207									2,740			2,740
IT025	Business Systems Imp - ECS Phase 2	63										63			63
IT026	Online Portal Services for City Planning	565										565			565
IT027	Toronto Building - CRM - Enhanced Complaint Management Pro	485										485			485
IT028	Artificial Intelligence (AI) for SSHA and TPH	763										763			763
IT029	Data Centre Zones Implementation	1,592										1,592			1,592
IT030	TOConnect Wi-Fi Program	239										239			239
IT031	Modernized Data Center Architecture	6,960	5,537									12,497			12,497
IT032	Domino Decommissioning Strategy & Implementation Project	368										368		368	
IT033	Directory Services Transition - Phase 2	1,217										1,217		1,217	
IT034	Museums & Heritage Services IT Infrastructure SOGR	375										375		375	
IT035	Toronto Property System (TPS) refresh	300										300		300	
IT036	Information Mgmt Infrastructure - Enterprise Classification	986	953									1,939		1,939	
IT037	Project Tracking Portal (PTP) Expansion & Enhancement 2	69										69		69	
IT038	Kronos Upgrade	70										70		70	

Project Code	(In $000s)	2021 Budget	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2021 - 2030 Total		Health & Safety & Legislated	SOGR	Growth & Improved Service
IT039	IBMS – Review and Transformation	361										361			361	
IT040	Business Applications Service Monitoring	220										220			220	
IT041	TEMS Replacement	50										50			50	
IT042	IT Service Process Improvement Pgm	85										85			85	
IT043	Disaster Recovery Program	500										500			500	
IT044	Directory Services Implementation	453										453			453	
IT045	Desktop Hardware Replacement 2016	4,888	11,345	19,201	6,648	10,628	12,449	12,381	20,288	7,368	10,596	115,790			115,790	
IT046	Desktop Software Replacement 2015	422	250	253	255	258	441	263	265	268	270	2,945			2,945	
IT047	Network Asset Replacement 2015	7,963	5,793	4,973	5,632	4,985	6,001	5,121	5,846	4,651	6,281	57,244			57,244	
IT048	Enterprise Server Replacement 2015	2,260	2,110	2,025	2,340	2,340	2,340	2,340	2,340	2,340	2,340	22,775			22,775	
IT049	Enterprise Storage Replacement - 2015	1,550	825	785	1,785	920	925	700	925	700	1,625	10,740			10,740	
IT050	Enterprise Software Replacement 2015	1,718	801	1,088	1,187	1,187	1,187	1,187	1,187	1,187	1,187	11,916			11,916	
IT051	Internet Services Replacement	1,383	694	1,156	1,354	4,874	2,464	1,213	740	1,481	5,278	20,637			20,637	
	Total Expenditures (including carry forward from 2020)	**67,401**	**43,718**	**35,117**	**20,048**	**29,186**	**26,010**	**23,204**	**31,591**	**17,994**	**28,065**	**322,335**		**815**	**248,057**	**73,463**

Appendix 6a

2021 Cash Flow and Future Year Commitments Including Carry Forward Funding

Project Code	(In $000s)	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total 2021 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
	New Projects														
IT001	311 - Verint Upgrade	606										606			606
IT002	311 - UCCE(Telephony) Upgrade	2,712			407	3,654	204				488	7,465			7,465
IT003	ServiceNow	1,505	2,663	2,663								6,831			6,831
IT004	ConnectTO - Network Utility	350										350			350
IT005	Access Control Self Serve	460										460			460
IT006	Office 365	5,034	2,260	1,490								8,784			8,784
	Existing Projects														
IT007	AODA Compliance Public Facing	515										515	1,053	(538)	
IT008	EDHR - Complaints Management System	300										300	30	270	
IT009	Corporate Geospatial Strategy Roadmap Impleme	240										240	510	(270)	
IT010	Open Data Master Plan Implementation	376										376	1,203	(827)	
IT011	Justice Video Network (JVN) Implementation for C	520										520		520	
IT012	Collection Software Development Process - Busine	60										60		60	
IT013	SDFA- Online Grant Management System	108										108		108	
IT014	CLASS Replacement Planning	72										72	75	(3)	
IT015	Enterprise Business Intelligence Implementation	400										400		400	
IT016	Cloud Deployment - Construction Project and Docu	2,150										2,150	2,150		
IT017	Ent Doc & Record Mgmt Solutions (EDRMS) ITD	2,500	1,117									3,617	2,067	1,550	
IT018	Workforce (HR) Business Intelligence - Phase 2	861										861	463	398	
IT019	eTime Scheduling Enterprise Rollout	500										500		500	
IT020	Occupational Health & Safety App 2016-2019 (QS	140										140	140		
IT021	HR Labour Relations Information System (LRIS)	524										524	200	324	
IT022	Enterprise Work Management Solution	9,053	8,162	1,483	440	340						19,478			19,478
IT023	Electronic Service Delivery Portal - Bldg Permits	974										974	974		
IT024	MLS Systems Modernization	1,533	1,207									2,740	5,511	(2,771)	
IT025	Business Systems Imp - ECS Phase 2	63										63		63	
IT026	Online Portal Services for City Planning	565										565	434	131	
IT027	Toronto Building - CRM - Enhanced Complaint Ma	485										485	389	96	

Project Code	(In $000s)	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total 2021 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
IT028	Artificial Intelligence (AI) for SSHA and TPH	763										763	2,350	(1,587)	
IT029	Data Centre Zones Implementation	1,592										1,592		1,592	
IT030	TOConnect Wi-Fi Program	239										239	239		
IT031	Modernized Data Center Architecture	6,960	5,537									12,497			12,497
IT032	Domino Decommissioning Strategy & Implementa	368										368	144	224	
IT033	Directory Services Transition - Phase 2	1,217										1,217	1,250	(33)	
IT034	Museums & Heritage Services IT Infrastructure SO	375										375			375
IT035	Toronto Property System (TPS) refresh	300										300			300
IT036	Information Mgmt Infrastructure - Enterprise Classi	986	953									1,939			1,939
IT037	Project Tracking Portal (PTP) Expansion & Enhanc	69										69	69		
IT038	Kronos Upgrade	70										70	70		
IT039	IBMS – Review and Transformation	361										361	1,593	(1,232)	
IT040	Business Applications Service Monitoring	220										220	220		
IT041	TEMS Replacement	50										50			50
IT042	IT Service Process Improvement Pgm	85										85	85		
IT043	Disaster Recovery Program	500										500	4,302	(3,802)	
IT044	Directory Services Implementation	453										453	453		
IT045	Desktop Hardware Replacement 2016	4,888										4,888			4,888
IT046	Desktop Software Replacement 2015	422										422	422		
IT047	Network Asset Replacement 2015	7,963										7,963	6		7,957
IT048	Enterprise Server Replacement 2015	2,260										2,260			2,260
IT049	Enterprise Storage Replacement - 2015	1,550										1,550			1,550
IT050	Enterprise Software Replacement 2015	1,718										1,718			1,718
IT051	Internet Services Replacement	1,383										1,383	114		1,269
	Total Expenditure (including carry forward from 2020)	67,401	21,900	5,636	847	3,994	204				488	100,471	26,517	(2,163)	76,118

Appendix 6b

2022 - 2030 Capital Plan

Project Code	(In $000s)	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2021 - 2030 Total		Health & Safety & Legislated	SOGR	Growth & Improved Service
	Existing Projects														
IT045	*Desktop Hardware Replacement 2016*	11,345	19,201	6,648	10,628	12,449	12,381	20,288	7,368	10,596	**110,903**			**110,903**	
IT046	*Desktop Software Replacement 2015*	250	253	255	258	441	263	265	268	270	**2,523**			**2,523**	
IT047	*Network Asset Replacement 2015*	5,793	4,973	5,632	4,985	6,001	5,121	5,846	4,651	6,281	**49,281**			**49,281**	
IT048	*Enterprise Server Replacement 2015*	2,110	2,025	2,340	2,340	2,340	2,340	2,340	2,340	2,340	**20,515**			**20,515**	
IT049	*Enterprise Storage Replacement - 2015*	825	785	1,785	920	925	700	925	700	1,625	**9,190**			**9,190**	
IT050	*Enterprise Software Replacement 2015*	801	1,088	1,187	1,187	1,187	1,187	1,187	1,187	1,187	**10,198**			**10,198**	
IT051	*Internet Services Replacement*	694	1,156	1,354	4,874	2,464	1,213	740	1,481	5,278	**19,254**			**19,254**	
	Total Expenditures (including carry forward from 2020)	**21,818**	**29,481**	**19,201**	**25,192**	**25,807**	**23,204**	**31,591**	**17,994**	**27,577**	**221,864**			**221,864**	

Appendix 7

Reporting on Major Capital Projects: Status Update

Division/Project name	2020 Cash Flow			Total Project		Status	Start Date	End Date		On Budget	On Time
	Appr.	YTD Spend	YE Projec Spend	Appr. Budget	Life to Date			Planned	Revised		
Program Name											
Project Name: **Consolidated Data Centre**	781	752	781	39,040	22,291	On Track	May-14	Dec-19	Sep-20	Ⓖ	Ⓨ
Comments:	The project is at 80% completion at the end of December 2019 because of a labour disruption that affected completion of the Toronto Water building. The strike ended on June 30th and project schedule was revised with completion in September 2020. Awaiting final billing.										
Explanation for Delay:											
Project Name **Enterprise Work Management System**	628	510	628	9,396	6,530	Minor Delay	Jan-13	Dec-25	Dec-22	Ⓖ	Ⓨ
Comments:	The vendor is currently engaged with solution design and implementation planning is well underway. As the implementation is across multiple divisions, the program was initally spilt in three phases. Technology foundation completed in July 2020, and the first go live release is in 2021. The road map is as such to minimize implementation risk, allow for comprehensive sustainment planning and maximize benefit realization. Scope has been consolidated and limited to phase 1, with new completion date 2022. Starting with 2021 Budget, this program will be consolidated across the 4 Divisions (SW, PFR, Transportation & TW) to be one program under TSD.										
Explanation for Delay:	There was a delay in the procurement process by 8 months due to renegotiation of vendor scope and City responsibilities. This consequently delayed selection and scoring. In addition, there was a 4 months delay in the preceding prerequisite work package A (WPA) which pushed work package B (WPB) and deferred the planned/forecasted; hardware, licensing and vendor etc. costs.										
Project Name **Enterprise Documents and Records Management**	2,950	1,575	1,971	8,398	4,683	nificant Delay	Mar-14	Dec-17	Dec-21	Ⓖ	Ⓡ
Comments:	Release 2a of the Toronto Records (T-Recs) solution was successfully deployed to production at the end of March 2020. In addition, a small block of physical records data was migrated from the legacy Livelink Records Server (LLRS) to T-Recs for four business units within CIMS. Development of T-Recs Releases 2b and 3 have been put on hold due to the COVID-19 Pandemic. T-Recs Capital Budget reduced due to COVID-19. Open Text tasks were deferred to 2021. The team is re-planning the migration of physical records data from LLRS to T-Recs.										
Explanation for Delay:	Additional time was invested in determining how T-Recs could satisfy business needs with out-of-the-box functionality instead of customizations. T-Recs Releases 2b and 3 put onhold due to COVID-19 Pandemic response. Restart date for release 2b is unknown at this time. Due to budget reductions, T-Recs release 3 and the migration of physical records data from LLRS to T-Recs defered until 2021.										
Project Name **Disaster Recovery Program**	886	340	543	4,532	2,002	Significant Delay	Jan-13	Dec-24	Dec-24	Ⓖ	Ⓨ
Comments:	Disaster Recovery (DR) is being aligned with the Tiffield Data Centre (Consolidated Data Centre project) to ensure that there is a governance framework that supports the DR strategy and meets our business and IT infrastructure resiliency needs. An updated work plan will reflect this approach.										
Explanation for Delay:	Project delayed by more than six months due to resource constraints that are being addressed with TSD SMT engagement. New PD is developing a revised scope & strategy definition										

On/Ahead of Schedule   Ⓖ   >70% of Approved Project Cost
Minor Delay < 6 months   Ⓨ   Between 50% and 70%
Significant Delay > 6 months   Ⓡ   < 50% or > 100% of Approved

Appendix 8

Summary of Capital Needs Constraints

(In $ Millions)

Project Description	Total Project	Non-Debt	Debt Required	Cash Flow (In $ Millions)									
				2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Desktop Hardware Replacement - This represents the portion of the LCM Continuity schedule that becomes unfunded in 2021 due to shortfall in reserve	5.38	5.38		5.38									
Total Needs Constraints (Not Included)	**5.38**	**5.38**		**5.38**									

Appendix 9

2021 User Fee Changes
(Excludes User Fees Adjusted for Inflation)
Table 9a - New User Fees
N/A

Table 9b – Fees Above Inflation
N/A

Table 9c - User Fees for Discontinuation

Rate ID	Rate Description	Service	Fee Category	Fee Basis	2020 Approved Rate	Year Introduced	Reason for Discontinuation
IT003	Property data map (1:2,000)	Technology Services	Full Cost Recovery	Per map	$7.21	1999	No longer supported by chapter 441-section c
IT004	Municipal map book-1:4,000	Technology Services	Full Cost Recovery	Per book	$48.17	1999	No longer supported by chapter 441-section c
IT005	Municipal map book set - 1:4,000	Technology Services	Full Cost Recovery	Per set	$168.60	1999	No longer supported by chapter 441-section c
IT006	Set of four property data map district book -1:2,000	Information and Products	Full Cost Recovery	Per set	$1,565.36	1999	No longer supported by chapter 441-section c
IT019	Parcel mapping (electronic)	Technology Services	Full Cost Recovery	Per sq. km.	$144.50	2004	No longer supported by chapter 441-section c
IT020	Orthoimage 0.075m resolution quad tiles (electronic)	Technology Services	Full Cost Recovery	Per image tile	$30.10	2004	No longer supported by chapter 441-section c
IT022	Electronic images of 2003 aerial photos (black and white 1:6,000) Electronic images of 2005 aerial photos (colour, 8,5 cm resolution)	Technology Services	Full Cost Recovery	Per image tile	$18.07	2004	No longer supported by chapter 441-section c
IT023	Create enterpise stereoscopic electronic models. DVP - 2003 imagery, 7.5 cm resolution DVP/iTIFF - 2001 imagery, 8.5 cm resolution DVP, ISM/TIFF - 1999 imagery, 15 cm resolution	Technology Services	Full Cost Recovery	Per Model	$60.20	2004	No longer supported by chapter 441-section c
IT024	Ravine Ward Map 11"x17" PDF or Paper drawing	Technology Services	Full Cost Recovery	Per map	$12.03	2004	No longer supported by chapter 441-section c
IT025	Ravine By-Law Maps 11"x17" PDF or Paper drawing	Information and Products	Full Cost Recovery	Per map	$4.82	2004	No longer supported by chapter 441-section c
IT026	Ravine and Natural Features Protection Line Certification (Digital or Paper)	Technology Services	Full Cost Recovery	Per Request	$78.26	2007	Transfer to PFR
IT027	Archival former Toronto topographic map, 1985	Information and Products	Full Cost Recovery	Per map	$7.21	2004	No longer supported by chapter 441-section c
IT029	File formats - ESRI Shape File, DGN, DWG, DXF (per dataset)	Information and Products	Full Cost Recovery	Per Dataset	$1,565.36	2004	No longer supported by chapter 441-section c
IT030	File formats - ESRI Shape File, DGN, DWG, DXF (per feature)	Information and Products	Full Cost Recovery	Per Feature	$391.34	2004	No longer supported by chapter 441-section c

Table 9d - User Fees for Technical Adjustments

Rate ID	Rate Description	Service	Fee Category	Fee Basis	2020 Approved Rate	2021 Budget Rate	Reason for Adjustment
IT001	Property Data Map - PDF 11" x 17" 1:4000	Technology Services	Full Cost Recovery	Per map	$4.83	$4.94	Enhanced Description
IT002	Citywide Map - Streets and PDM Index - PDF 36" x 70"	Technology Services	Full Cost Recovery	Per map	$30.10	$30.79	Enhanced Description
IT026	Ravine and Natural Features Protection Line Certification (Digital or Paper)	Technology Services	Full Cost Recovery	Per Request	$78.26	$78.26	Enhanced Description
IT031	Community Council / District Map - PDF 24"x26"	Information and Products	Full Cost Recovery	Per District	$18.07	$18.49	Enhanced Description
IT032	Educational Package - PDM set, Street Centreline, Digital Terrain Model & Orthoimagery	Technology Services	Full Cost Recovery	Per Package	$2,408.22	$2,463.61	Enhanced Description

Table 9e - User Fees for Transfers

Rate ID	Rate Description	Fee Category	Fee Basis	2020 Approved Rate	2021 Budget Rate	Transfer From	Transfer To
IT026	Ravine and Natural Features Protection Line Certification (Digital or Paper)	Full Cost Recovery	Per Request	$78.26	$78.26	IT026	Transfer to PFR

Table 9f - User Fees for Rationalization
N/A

Appendix 10

Inflows and Outflows to/from Reserves and Reserve Funds

2021 Operating Budget

Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name		Contributions / (Withdrawals)		
		2021	2022	2023
XR1505	**Beginning Balance**	11,618	10,800	11,299
Vehicle for Hire	*Withdrawals (-)*			
	Technology Services Withdrawals - Operating	-640	0	0
	Other Division/Agency Withdrawals - Operating	-5,588	-4,913	-4,919
	Technology Services Withdrawals - Capital	0	0	0
	Other Division/Agency Withdrawals - Capital	0	0	0
	Total Withdrawals	-6,228	-4,913	-4,919
	Contributions (+)			
	Technology ServicesContributions - Operating	0	0	0
	Other Division/Agency Contributions - Operating	5,387	5,387	5,387
	Contributions - Other	0	0	0
	Total Contributions	5,387	5,387	5,387
	Total Reserve / Reserve Fund Draws / Contributions	-841	474	468
	Interest Income	24	25	38
	Balance at Year-End	10,800	11,299	11,806

Reserve / Reserve Fund Name		Contributions / (Withdrawals)		
		2021	2022	2023
XQ1509	**Beginning Balance**	57	68	78
Vehicle Reserve - IT Vehicles	*Withdrawals (-)*			
	Technology Services Withdrawals - Operating	0	0	0
	Other Division/Agency Withdrawals - Operating	0	0	0
	Technology Services Withdrawals - Capital	0	0	0
	Other Division/Agency Withdrawals - Capital	0	0	0
	Total Withdrawals	0	0	0
	Contributions (+)			
	Technology Services Operating Contributions	10	10	10
	Other Division/Agency Contributions - Operating	0	0	0
	Contributions - Other	0	0	0
	Total Contributions	10	10	10
	Total Reserve / Reserve Fund Draws / Contributions	10	10	10
	Balance at Year-End	68	78	88

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name		Contributions / (Withdrawals)		
		2021	2022	2023
XR1010	**Beginning Balance**	30,142	14,678	18
Insurance	*Withdrawals (-)*			
	Technology Services Withdrawals - Operating	-116	-116	-116
	Other Division/Agency Withdrawals - Operating	-77,629	-79,735	-81,953
	Technology Services Withdrawals - Capital	0	0	0
	Other Division/Agency Withdrawals - Capital	-389	0	0
	Total Withdrawals	-78,134	-79,851	-82,069
	Contributions (+)			
	Technology Services Operating Contributions	194	194	194
	Other Division/Agency Contributions - Operating	62,429	64,980	84,426
	Contributions - Other	0	0	0
	Total Contributions	62,623	65,174	84,620
	Total Reserve / Reserve Fund Draws / Contributions	-15,511	-14,677	2,551
	Interest Income	47	17	4
	Balance at Year-End	14,678	18	2,573

Inflows and Outflows to/from Reserves and Reserve Funds
<u>2021 – 2030 Capital Budget and Plan</u>

Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name		Contributions / (Withdrawals)									
		2021	2022	2023	2024 ∞	2025 ∞	2026 ∞	2027 ∞	2028 ∞	2029 ∞	2030 ∞
XQ1508	**Beginning Balance**	7,826	4,475	-509	-13,156	-15,523	-23,881	-32,854	-39,225	-53,982	-55,142
Vehicle Reserve - IT Sustainment	*Withdrawals (-)*										
	Technology Services Withdrawals - Operating	-4,239	-4,239	-4,239	-4,239	-4,239	-4,239	-4,239	-4,239	-4,239	-4,239
	Other Division/Agency Withdrawals - Operating	-224	-224	-224	-224	-224	-224	-224	-224	-224	-224
	Technology Services Withdrawals - Capital	-20,184	-21,818	-29,481	-19,201	-25,192	-25,806	-23,205	-31,591	-17,994	-27,577
	Other Division/Agency Withdrawals - Capital	0	0	0	0	0	0	0	0	0	0
	Total Withdrawals	-24,647	-26,281	-33,944	-23,664	-29,655	-30,269	-27,668	-36,054	-22,457	-32,040
	Contributions (+)										
	Technology Services Operating Contributions	0	0	0	0	0	0	0	0	0	0
	Other Division/Agency Contributions - Operating	21,297	21,297	21,297	21,297	21,297	21,297	21,297	21,297	21,297	21,297
	Contributions - Other	0	0	0	0	0	0	0	0	0	0
	Total Contributions	21,297	21,297	21,297	21,297	21,297	21,297	21,297	21,297	21,297	21,297
	Total Reserve / Reserve Fund Draws / Contributions	-3,350	-4,984	-12,647	-2,367	-8,358	-8,972	-6,371	-14,757	-1,160	-10,743
	Balance at Year-End	4,475	-509	-13,156	-15,523	-23,881	-32,854	-39,225	-53,982	-55,142	-65,885

∞ *Using 2023 PBF Contributions, figures have been projected for 2024-2030 contributions*

Due to increased lifecycle management costs to support growth and increased remote working due to COVID-19, additional pressures are present on Technology's Services Sustainment Reserve (i.e. replacing desktops with laptops). The program continues to work with Financial Planning to manage the reserve balance while budget funding for commitments will be confirmed prior to any expenses being incurred.

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name		Contributions / (Withdrawals)									
		2021	2022	2023	2024 ∞	2025 ∞	2026 ∞	2027 ∞	2028 ∞	2029 ∞	2030 ∞
XR1404	**Beginning Balance**	70,080	59,812	48,055	39,681	41,160	47,742	64,455	80,573	102,011	129,546
Waste Management	*Withdrawals (-)*										
	Technology Services Withdrawals - Operating	0	0	0	0	0	0	0	0	0	0
	Other Division/Agency Withdrawals - Operating	0	0	0	0	0	0	0	0	0	0
	Technology Services Withdrawals - Capital	-2,446	-1,350	-300	0	0	0	0	0	0	0
	Other Division/Agency Withdrawals - Capital‡	-25,095	-23,716	-20,349	-20,919	-20,014	-19,405	-13,290	-13,475	-12,583	-31,812
	Total Withdrawals	-27,541	-25,066	-20,649	-20,919	-20,014	-19,405	-13,290	-13,475	-12,583	-31,812
	Contributions (+)										
	Technology Services Contributions - Operating	0	0	0	0	0	0	0	0	0	0
	Other Division/Agency Contributions - Operating	17,137	13,185	12,131	22,065	26,009	35,239	28,271	33,483	38,303	40,298
	Contributions - Other	0	0	0	0	0	0	0	0	0	0
	Total Contributions	17,137	13,185	12,131	22,065	26,009	35,239	28,271	33,483	38,303	40,298
	Total Reserve / Reserve Fund Draws / Contributions	-10,404	-11,881	-8,518	1,145	5,995	15,833	14,981	20,007	25,720	8,486
	Interest Income	136	124	145	334	587	879	1,137	1,431	1,815	2,114
	Balance at Year-End	59,812	48,055	39,681	41,160	47,742	64,455	80,573	102,011	129,546	140,146

∞ *Using 2023 PBF Contributions, figures have been projected for 2024-2030 contributions*
‡ *Solid Waste Management has been modified with a spend rate of 80.00% and Operating Contributions to tie directly to the Rate Model*

Reserve / Reserve Fund		Contributions / (Withdrawals)									
		2021	2022	2023	2024 ∞	2025 ∞	2026 ∞	2027 ∞	2028 ∞	2029 ∞	2030 ∞
XR6003	**Beginning Balance**	983,063	1,030,788	934,873	854,545	811,510	806,567	860,866	945,681	1,049,211	1,184,189
Water Capital	*Withdrawals (-)*										
	Technology Services Withdrawals - Operating	0	0	0	0	0	0	0	0	0	0
	Other Division/Agency Withdrawals - Operating	-4,846	-584	0	0	0	0	0	0	0	0
	Technology Services Withdrawals - Capital	-557	-100	-100	-100	0	0	0	0	0	0
	Other Division/Agency Withdrawals - Capital‡	-352,959	-511,415	-507,315	-490,741	-467,342	-421,535	-403,414	-401,645	-384,050	-374,574
	Total Withdrawals	-358,362	-512,099	-507,415	-490,841	-467,342	-421,535	-403,414	-401,645	-384,050	-374,574
	Contributions (+)										
	Technology Services Contributions - Operating	0	0	0	0	0	0	0	0	0	0
	Other Division/Agency Contributions - Operating	403,975	413,926	424,140	440,920	451,710	462,765	474,069	489,540	501,522	513,795
	Contributions - Other	0	0	0	0	0	0	0	0	0	0
	Total Contributions	403,975	413,926	424,140	440,920	451,710	462,765	474,069	489,540	501,522	513,795
	Total Reserve / Reserve Fund Draws / Contributions	45,613	-98,173	-83,276	-49,921	-15,632	41,230	70,654	87,895	117,472	139,221
	Interest Income	2,112	2,258	2,948	6,886	10,689	13,069	14,160	15,636	17,506	19,810
	Balance at Year-End	1,030,788	934,873	854,545	811,510	806,567	860,866	945,681	1,049,211	1,184,189	1,343,220

∞ *Using 2023 PBF Contributions, figures have been projected for 2024-2030 contributions*
‡ *Water Program has been modified with a spend rate of 85.00% and Operating Contributions to tie directly to the Rate Model*

Reserve / Reserve Fund Name	Contributions / (Withdrawals)									
	2021	2022	2023	2024 ∞	2025 ∞	2026 ∞	2027 ∞	2028 ∞	2029 ∞	2030 ∞
XR1305 **Beginning Balance**	115,346	104,012	89,894	75,747	61,896	48,203	34,431	20,441	6,230	-8,190
Building Code Act Service Improvement										
Withdrawals (-)										
Technology Services Withdrawals - Operating	0	0	0	0	0	0	0	0	0	0
Other Division/Agency Withdrawals - Operating	-12,168	-15,429	-15,508	-15,508	-15,508	-15,508	-15,508	-15,508	-15,508	-15,508
Technology Services Withdrawals - Capital	-485	0	0	0	0	0	0	0	0	0
Other Division/Agency Withdrawals - Capital	0	0	0	0	0	0	0	0	0	0
Total Withdrawals	-12,653	-15,429	-15,508	-15,508	-15,508	-15,508	-15,508	-15,508	-15,508	-15,508
Contributions (+)										
Technology ServicesContributions - Operating	0	0	0	0	0	0	0	0	0	0
Other Division/Agency Contributions - Operating	1,089	1,089	1,089	1,089	1,089	1,089	1,089	1,089	1,089	1,089
Contributions - Other	0	0	0	0	0	0	0	0	0	0
Total Contributions	1,089	1,089	1,089	1,089	1,089	1,089	1,089	1,089	1,089	1,089
Total Reserve / Reserve Fund Draws / Contributions	-11,564	-14,340	-14,420	-14,420	-14,420	-14,420	-14,420	-14,420	-14,420	-14,420
Interest Income	230	223	273	569	727	648	430	209	0	0
Balance at Year-End	104,012	89,894	75,747	61,896	48,203	34,431	20,441	6,230	-8,190	-22,610

Appendix 11

Glossary

Approved Position: Permanent or temporary positions that support the delivery of City services and service levels as approved by Council.

Actuals: An actual financial amount paid (or received) for the delivery of City services (these exclude any commitments to be paid in the future).

Capacity to Spend: Ability to spend money along with the capacity to deliver projects as demonstrated by historic spending patterns and approved contractual obligations.

Capital Budget: A Capital Budget is the City's plan to acquire / build assets or extend the useful life of existing assets; an example of a capital expenditure is the construction of a new community centre.

Capital Needs Constraints: The capital needs that cannot be accommodated within the capital plan that the Division or Agency have the capacity to deliver.

Complement: Positions that support the delivery of City services and service levels as approved by Council.

Efficiencies: Reductions in the cost of delivering a service without a reduction in service level.

New / Enhanced: New and enhanced service changes resulting in an increase in service levels from what was previously approved by Council.

Operating Budget: An Operating Budget is the City's annual plan to provide services to the residents of Toronto; the budget includes all revenues and expenses needed to provided services; an example of an operating cost would be the cost to run the TTC subways.

Operating Impact of Completed Capital Projects: The additional expense (or savings) and positions needed to operate or maintain a new asset; an example would be the additional expense and staff needed to operate a recently completed community centre.

Rate Supported Budget: Budget fully funded by user fees such as Solid Waste, Toronto Water and Toronto Parking Authority

Staff Recommended Operating / Capital Budget: An operating or capital budget recommended by City Manager and Chief Financial Officer and Treasurer to City Council for consideration and approval.

State of Good Repair (SOGR): The cost of maintaining assets to ensure they are able to support the delivery of City services and meet service outcomes

Tax Supported Budget: Budget funded by property taxes.

User Fees: Program generated fee and rental revenue for the use of its services (such as the TTC fare, ice rental fees and various City permits).

Value Based Outcome Review (VBOR): The City conducted a Value Based Outcome Review in 2019 for all of its operations and agencies to identify specific opportunities and strategies to maximize the use of tax dollars, enhance its financial sustainability while achieving service outcomes. These opportunities will help the City chart its financial course in the next four years.

Voluntary Separation Program – On July 28th, 2020, City Council approved the implementation of a Voluntary Separation Program for staff who are eligible to retire with an unreduced pension providing a lump sum payment of up to three months' salary to eligible employees, subject to the terms of the program guidelines, funded through savings generated from a combination of permanently eliminating vacated positions and/or holding the positions vacant for a minimum of six months.