

## Information & Technology

### 2014 – 2023 CAPITAL BUDGET AND PLAN OVERVIEW

#### 2014 – 2023 Capital Budget and Plan Highlights

Information & Technology delivers over 700 enterprise and business solution applications, maintains the City website with over 41,000 pages, 2 million views weekly and supports over 100 key Technology projects in partnership with City Programs and the Public.

The 2014-2023 Recommended Capital Plan aligns with this Council's priorities and eCity goals. This Capital Plan will enable Toronto's IT infrastructure to continue its crucial role of supporting what the City requires to improve access to government services, decision-making support, workforce capabilities and improve business processes.

It includes state of good repair funding to maintain 20,000 desktops and notebook computers, 23,000 telephones and over 11,000 wireless devices, 3 data centres and more than 120,000 service desk calls annually.

The 10-Year Recommended Plan also allocates funding for service improvement projects, including enhancement of the City's web and electronic service delivery capabilities.

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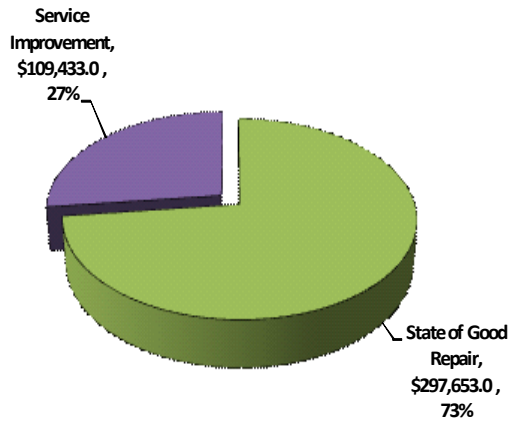
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Capital Spending and Financing

2014-2023 Capital Budget and Plan Expenditures  
\$407.086 Million

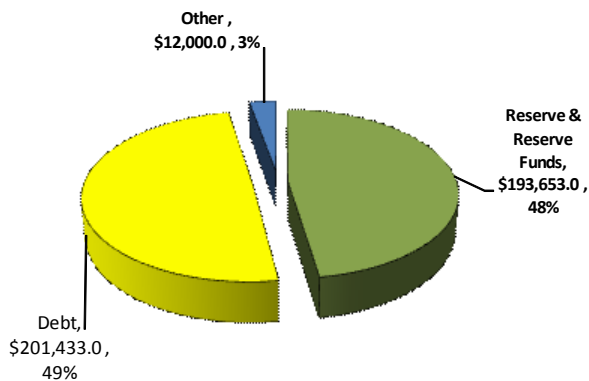


Where does the money go?

The 2014–2023 Recommended Capital Budget and Plan totals \$407.086 million (excluding carry forward funding). It provides funding for State of Good Repair projects of \$297.653 million and Service Improvement projects of \$109.433 million.

Significant investment in the 2014-2023 Recommended Capital Plan is for lifecycle replacement of the City's technology assets (\$163.328 million), and upgrades to the City's technology network (\$25.017 million), technology infrastructure (\$53.489 million) and application systems development (\$20.884 million).

2014-2023 Capital Budget and Plan by Funding Source  
\$407.086 Million

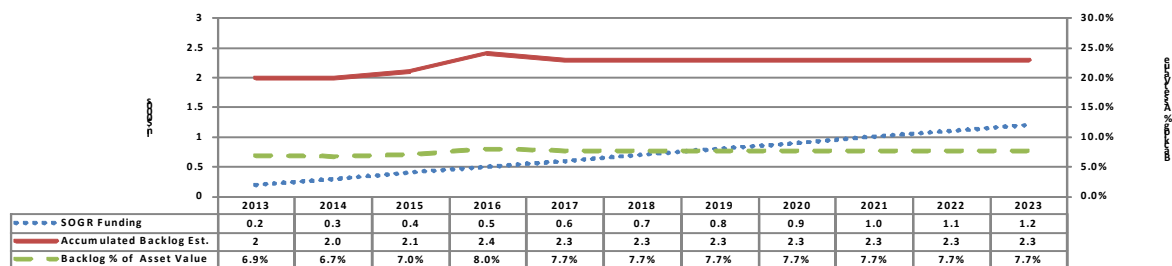


Where does the money comes from?

The 10-year Recommended Capital Plan requires new debt funding of \$201.433 million, which is \$15.394 million below the debt affordability guideline for the 10-year planning period.

- Debt funding of \$201.433 million comprises 49.5% of the Information & Technology's 10-year capital funding.
- Reserves and Reserve Funds provide funding of \$193.653 million or 47.6%.
- Third party funding totals \$12.0 million.

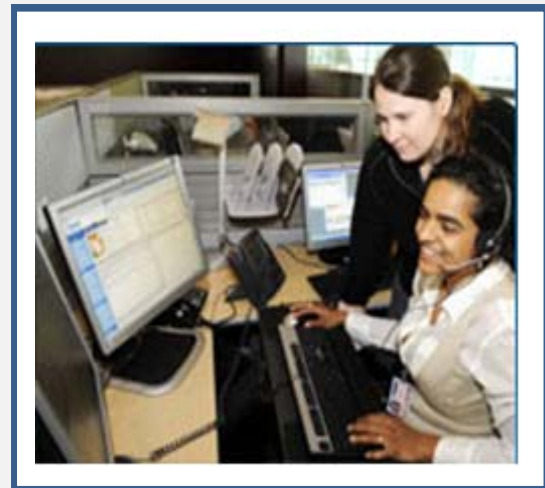
State of Good Repair (SOGR) Backlog



The 10-Year Recommended Capital Plan spending on State of Good Repair is \$297.653 million of which \$163.328 million will replace lifecycle assets.

## Key Challenges and Priority Actions

- **Website Improvement Expectations** - Increasing business demand for service efficiencies and public expectation for online services are placing pressures on infrastructure capacity and sustainment. The 10-Year Recommended Capital Plan makes significant investments enabling business process to be more efficient through web based solutions.
- **Project Delivery with Scarce I&T Resources** - Complex I&T projects are at risk of being delayed or not starting/completing as they require and compete for significant business and I&T resources. The 10-Year Recommended Capital Plan includes funding for 58 I&T pool positions approved in the 2013 Budget to support project delivery.
- **Procurement Challenges** - Complex procurements and contracts often result in delays. Analysis of the process to identify the bottlenecks will determine strategies to accelerate the process. Additional support from Purchasing and Materials Management Division for procurement and contracts is included in the 2014 Recommended Operating Budget.



## 2014 Capital Budget Highlights

The 2014 Recommended Capital Budget for I&T of \$60.734 million will fund:

- State of good repair projects for:
  - Life-Cycle replacement and refresh of IT assets (\$17.648 million);
  - Email Replacement (\$3.879 million); and
  - Disaster Recovery (\$2.517 million).
- Service Improvement projects:
  - Time, Attendance and Scheduling Solution (\$4.601 million);
  - Employee Self Serve Payroll Portal (\$5.617 million);
  - Web Development (\$3.538 million); and
  - Enterprise Architecture (\$2.010 million).



## II: RECOMMENDATIONS

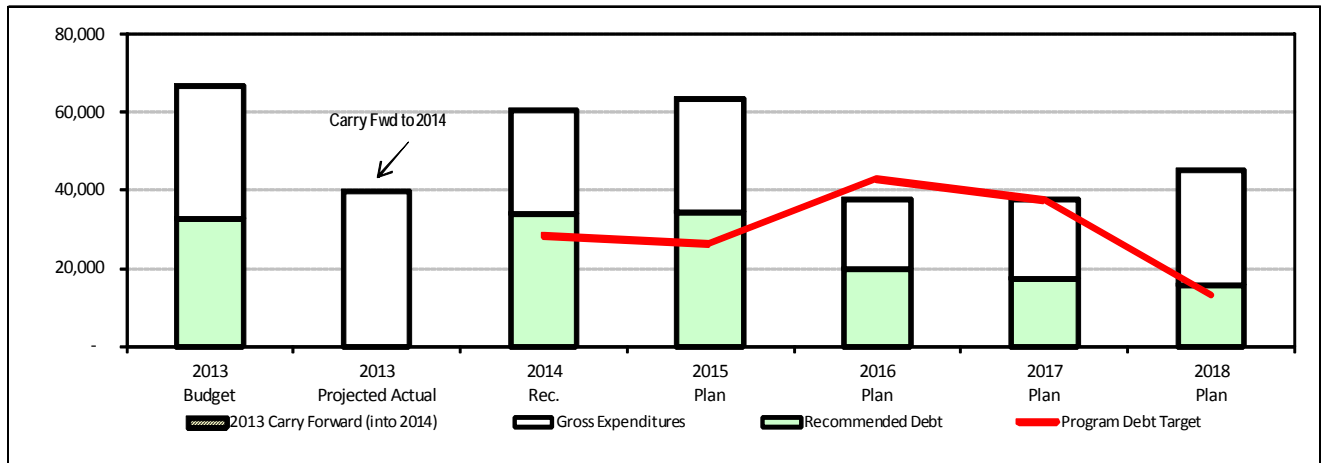
### Recommendations

The City Manager and Chief Financial Officer recommend that:

1. City Council approve the 2014 Recommended Capital Budget for Information & Technology with a total project cost reduction of (\$13.643 million), and 2014 cash flow of \$60.734 million and future year commitments of \$60.439 million comprised of the following:
  - a) New Cash Flow Funding for:
    - i) 5 change in scope sub-projects with a 2014 total project cost reduction of (\$73.027 million) that requires cash flow of (\$7.248 million) in 2014 and a future year cash flow commitment of (\$30.009 million) in 2015; (\$28.800 million) in 2016; (\$23.690 million) in 2017; \$16.060 million in 2018; and \$0.660 million in 2019;
    - ii) 39 new sub-projects with a 2014 total project cost of \$59.384 million that requires cash flow of \$44.117 million in 2014 and a future year cash flow commitment of \$14.664 million in 2015 and \$0.603 million in 2016;
    - iii) 9 previously approved sub-projects with a 2014 cash flow of \$20.115 million; and a future year cash flow commitment of \$40.164 million in 2015; \$39.467 million in 2016 and \$31.320 million in 2017;
    - iv) 3 sub-projects from previously approved projects with carry forward funding from 2012 and prior years requiring 2014 cash flow of \$3.750 million which forms part of the affordability target that requires Council to reaffirm its commitment; and
2. City Council approve new debt service costs of \$0.598 million in 2014 and incremental debt costs of \$4.117 million in 2015; \$3.908 million in 2016; \$2.378 million in 2017; \$2.091 million in 2018; \$1.924 million in 2019; \$1.864 million in 2020; \$1.864 million in 2021; \$1.864 million in 2022 and \$1.886 million in 2023 resulting from the approval of the 2014 Recommended Capital Budget, to be included in the 2014 and future year operating budgets.
3. City Council approve the 2015-2023 Recommended Capital Plan for Information & Technology totalling \$101.965 million in project estimates, comprised of \$2.563 million in 2015; \$4.817 million in 2016; \$9.785 million in 2017; \$11.453 million in 2018; \$12.325 million in 2019; \$14.422 million in 2020; \$15.100 million in 2021; \$15.100 million in 2022 and \$16.400 million in 2023.
4. City Council consider operating costs of \$0.628 million net in 2014; \$4.915 million in 2015; \$3.632 million; \$5.535 million in 2017 and \$1.243 million in 2018 emanating from the approval of the 2014 Recommended Capital Budget for inclusion in the 2014 and future year operating budgets.
5. City Council approve 31 temporary capital positions for the delivery of new 2014 capital projects and that the duration for each temporary position not exceed the life and funding of its respective project / sub-project.

### III: 10-YEAR CAPITAL PLAN

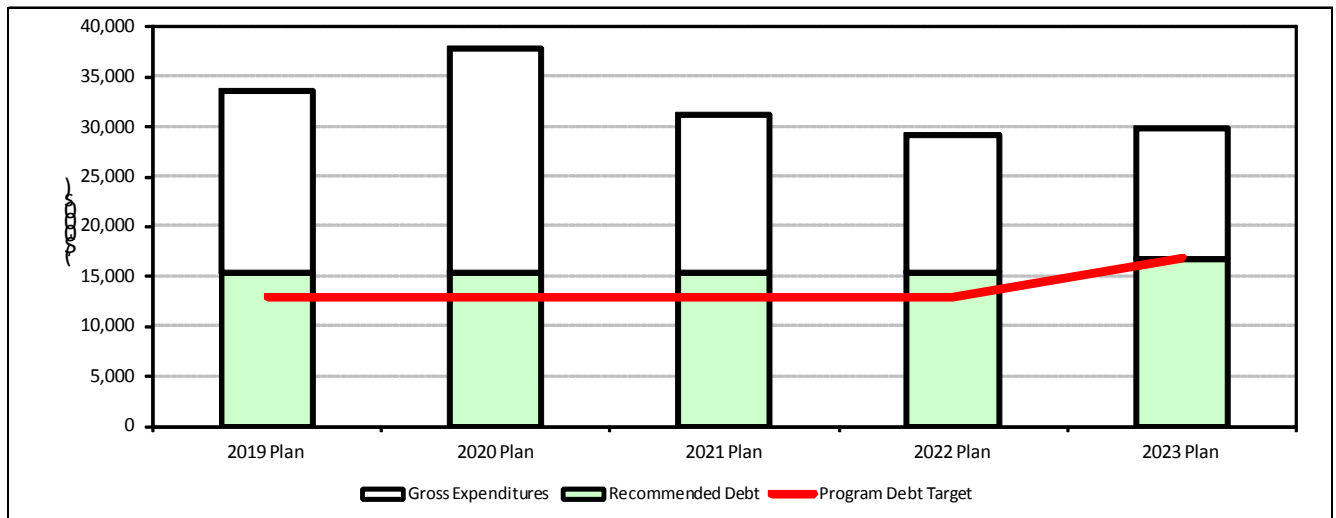
#### 10 - Year Capital Plan 2014 Recommended Budget, 2015 – 2018 Recommended Plan (In \$000s)



|  |               | 2014 Budget and 2015 - 2018 Plan |                  |               |               |               |               |                | 5-Year Total Percent |
|--|---------------|----------------------------------|------------------|---------------|---------------|---------------|---------------|----------------|----------------------|
|  |               | 2014                             | 2015             | 2016          | 2017          | 2018          | 2014 - 2018   |                |                      |
|  |               | Budget                           | Projected Actual |               |               |               |               |                |                      |
| <b>Gross Expenditures:</b>                                   |               |                                  |                  |               |               |               |               |                |                      |
| 2013 Capital Budget & Approved FY Commitments                | 66,873        | 40,114                           | 59,645           | 78,821        | 72,434        | 57,522        | 27,190        | 295,612        | 120.6%               |
| Recommended Changes to Approved FY Commitments               |               |                                  | (39,530)         | (38,657)      | (32,967)      | (26,202)      | (27,190)      | (164,546)      | -67.1%               |
| 2014 New/Change in Scope and Future Year Commitments         |               |                                  | 36,869           | 20,893        | (6,566)       | (3,184)       | 33,745        | 81,757         | 33.3%                |
| 2015- 2018 Capital Plan Estimates                            |               |                                  |                  | 2,563         | 4,817         | 9,785         | 11,453        | 28,618         | 11.7%                |
| 2-Year Carry Forward for Reapproval                          |               |                                  |                  | 3,750         |               |               |               | 3,750          | 1.5%                 |
| 1-Year Carry Forward to 2014                                 |               |                                  |                  |               |               |               |               |                |                      |
| <b>Total Gross Annual Expenditures &amp; Plan</b>            | <b>66,873</b> | <b>40,114</b>                    | <b>60,734</b>    | <b>63,620</b> | <b>37,718</b> | <b>37,921</b> | <b>45,198</b> | <b>245,191</b> | <b>100.0%</b>        |
| <b>Program Debt Target</b>                                   | <b>23,331</b> |                                  | <b>28,344</b>    | <b>26,266</b> | <b>43,047</b> | <b>37,370</b> | <b>13,000</b> | <b>148,027</b> |                      |
| <b>Financing:</b>  |               |                                  |                  |               |               |               |               |                |                      |
| Recommended Debt   | 33,111        |                                  | 34,176           | 34,604        | 20,147        | 17,616        | 16,090        | 122,633        | 50.0%                |
| Reserves/Reserve Funds                                       | 33,762        |                                  | 26,558           | 29,016        | 17,571        | 20,305        | 17,108        | 110,558        | 45.1%                |
| Development Charges  |               |                                  |                  |               |               |               |               |                |                      |
| Provincial/Federal   |               |                                  |                  |               |               |               |               |                |                      |
| Debt Recoverable   |               |                                  |                  |               |               |               |               |                |                      |
| Other Revenue  |               |                                  |                  |               |               |               | 12,000        | 12,000         | 4.9%                 |
| <b>Total Financing</b>                                       | <b>66,873</b> |                                  | <b>60,734</b>    | <b>63,620</b> | <b>37,718</b> | <b>37,921</b> | <b>45,198</b> | <b>245,191</b> | <b>100.0%</b>        |
| <b>By Project Category:</b>                                  |               |                                  |                  |               |               |               |               |                |                      |
| Health & Safety  |               |                                  |                  |               |               |               |               |                |                      |
| Legislated   |               |                                  |                  |               |               |               |               |                |                      |
| SOGR   | 38,959        |                                  | 26,439           | 33,963        | 22,533        | 28,835        | 39,011        | 150,781        | 61.5%                |
| Service Improvement  | 27,914        |                                  | 34,295           | 29,657        | 15,185        | 9,086         | 6,187         | 94,410         | 38.5%                |
| Growth Related   |               |                                  |                  |               |               |               |               |                |                      |
| <b>Total by Project Category</b>                             | <b>66,873</b> |                                  | <b>60,734</b>    | <b>63,620</b> | <b>37,718</b> | <b>37,921</b> | <b>45,198</b> | <b>245,191</b> | <b>100.0%</b>        |
| <b>Asset Value (\$) at year-end</b>                          |               | <b>59,314</b>                    | <b>62,063</b>    | <b>62,063</b> | <b>62,063</b> | <b>62,063</b> | <b>62,063</b> |                |                      |
| Yearly SOGR Backlog Estimate (not addressed by current plan) |               |                                  |                  |               |               |               |               |                |                      |
| Accumulated Backlog Estimate (end of year)                   |               |                                  |                  |               |               |               |               |                |                      |
| <b>Backlog: Percentage of Asset Value (%)</b>                |               | 0.0%                             | 0.0%             | 0.0%          | 0.0%          | 0.0%          | 0.0%          |                |                      |
| Debt Service Costs   |               |                                  | 598              | 4,117         | 3,908         | 2,378         | 2,091         | 13,092         |                      |
| Operating Impact on Program Costs                            |               |                                  | 628              | 4,915         | 3,632         | 5,535         | 1,243         | 15,953         |                      |
| New Positions  |               |                                  | 1                | 26            | 12            | 11            | 6             | 56             |                      |



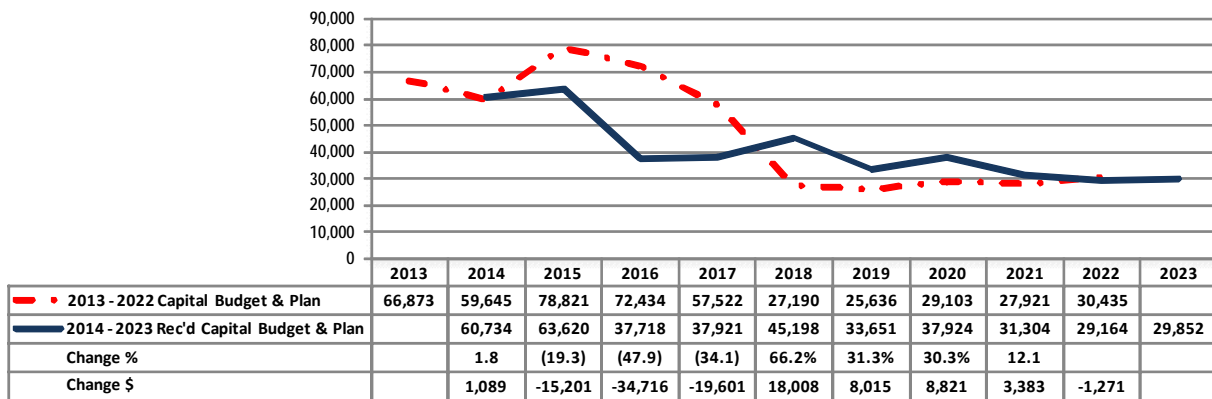
**10 - Year Capital Plan  
2019 - 2023 Recommended Plan  
(In \$000s)**



|  | 2019 - 2023 Capital Plan |               |               |               |               |                |  | 10-Year Total Percent |
|--|--------------------------|---------------|---------------|---------------|---------------|----------------|--|-----------------------|
|  | 2019                     | 2020          | 2021          | 2022          | 2023          | 2014 - 2023    |  |                       |
| <b>Gross Expenditures:</b>                                   |                          |               |               |               |               |                |  |                       |
| 2013 Capital Budget & Approved FY Commitments                | 25,636                   | 29,103        | 27,921        | 30,435        |               | 408,707        |  | 100.4%                |
| Recommended Changes to Approved FY Commitments               | (4,970)                  | (5,601)       | (11,717)      | (16,371)      | 13,452        | (189,753)      |  | -46.6%                |
| 2014 New/Change in Scope and Future Year Commitments         | 660                      |               |               |               |               | 82,417         |  | 20.2%                 |
| 2-Year Carry Forward for Reapproval                          |                          |               |               |               |               | 3,750          |  | 0.9%                  |
| 2019 - 2023 Capital Plan Estimates                           | 12,325                   | 14,422        | 15,100        | 15,100        | 16,400        | 101,965        |  | 25.0%                 |
| <b>Total Gross Annual Expenditures &amp; Plan</b>            | <b>33,651</b>            | <b>37,924</b> | <b>31,304</b> | <b>29,164</b> | <b>29,852</b> | <b>407,086</b> |  | <b>100.0%</b>         |
| <b>Program Debt Target</b>                                   | <b>13,000</b>            | <b>13,000</b> | <b>13,000</b> | <b>13,000</b> | <b>16,800</b> | <b>216,827</b> |  |                       |
| <b>Financing:</b>  |                          |               |               |               |               |                |  |                       |
| <b>Recommended Debt</b>                                      | <b>15,500</b>            | <b>15,500</b> | <b>15,500</b> | <b>15,500</b> | <b>16,800</b> | <b>201,433</b> |  | 49.5%                 |
| Reserves/Reserve Funds                                       | 18,151                   | 22,424        | 15,804        | 13,664        | 13,052        | 193,653        |  | 47.6%                 |
| Development Charges  |                          |               |               |               |               |                |  |                       |
| Provincial/Federal   |                          |               |               |               |               |                |  |                       |
| Debt Recoverable   |                          |               |               |               |               |                |  |                       |
| Other Revenue  |                          |               |               |               |               | 12,000         |  | 2.9%                  |
| <b>Total Financing</b>                                       | <b>33,651</b>            | <b>37,924</b> | <b>31,304</b> | <b>29,164</b> | <b>29,852</b> | <b>407,086</b> |  | <b>100.0%</b>         |
| <b>By Project Category:</b>                                  |                          |               |               |               |               |                |  |                       |
| Health & Safety  |                          |               |               |               |               |                |  |                       |
| Legislated   |                          |               |               |               |               |                |  |                       |
| SOGR   | 30,316                   | 34,636        | 28,504        | 26,564        | 26,852        | 297,653        |  | 73.1%                 |
| Service Improvement  | 3,335                    | 3,288         | 2,800         | 2,600         | 3,000         | 109,433        |  | 26.9%                 |
| Growth Related   |                          |               |               |               |               |                |  |                       |
| <b>Total by Project Category</b>                             | <b>33,651</b>            | <b>37,924</b> | <b>31,304</b> | <b>29,164</b> | <b>29,852</b> | <b>407,086</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   | 1,924                    | 1,864         | 1,864         | 1,864         | 1,886         | 22,494         |  |                       |
| Operating Impact on Program Costs                            |                          |               |               |               |               | 15,953         |  |                       |
| New Positions  |                          |               |               |               |               | 56             |  |                       |

Key Changes to the 2013 - 2022 Approved Capital Plan

Changes to the 2013 -2022 Approved Capital Plan  
(In \$000s)



The 2014 Recommended Capital Budget and the 2015 - 2023 Recommended Capital Plan reflects a decrease of \$31.473 million from the 2013 to 2022 Approved Capital Plan.

The major changes to the 2013 – 2022 Approved Capital Plan as outlined below:

- A decrease of \$74.590 million in the approved funding is for a new Consolidated Data Centre as the Program is revisiting its initial proposal to construct a new facility. Staff has commenced a more detailed review of IT Infrastructure Shared Services opportunities, which will include the development of a data centre strategy.
- The Network Upgrade project's cash flow change of \$16.473 million of which \$12.500 million is allocated to Disaster Recovery and Business Continuity project as work continues to develop a comprehensive plan through complete assessments, recovery plans and install hardware and software required for the project.
- The Application Systems project's cash flow change of \$5.615 million includes \$6.600 million is to build the City's Enterprise Mobility Platform (with cash flow decreases in other projects).
- The Corporate Planning and Management project reflects a cash flow increase of \$12.534 million includes \$10.936 million in the last 5 years for replacement of transformation tools, and quality assurance testing, , enterprise architecture information, and risk management framework.
- An increase of \$11.807 million is required for the replacement of computer software, servers, storage and enterprise software due to new email system exchange upgrade, hardware increase for multifunctional devices and revised deployment schedule and vendor pricing.

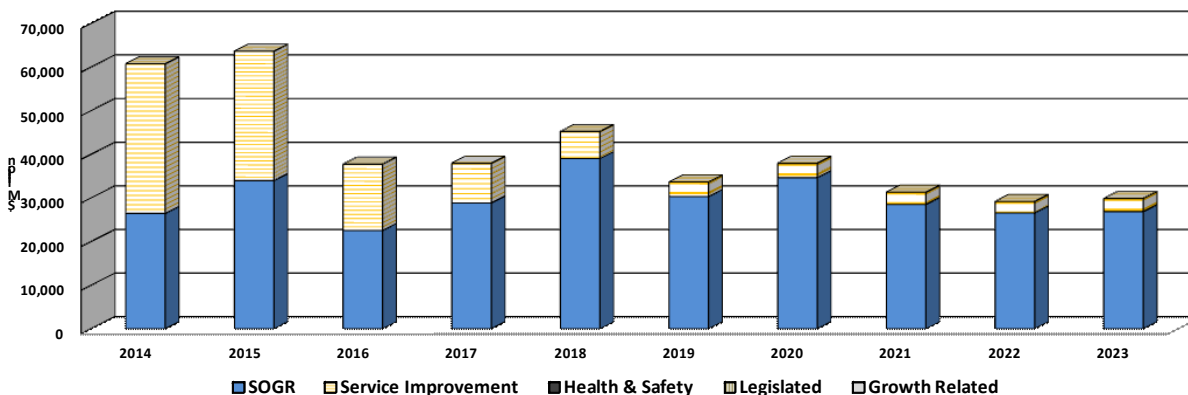
The following chart details the key project cash flow changes to the 2014 – 2023 Approved Capital Plan.

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

|  | Total Project Cost | 2014            |                | 2015            |                | 2016            |                 | 2017            |                 | 2018           |                | 2014 - 2018     |                 | 2014 - 2022     |                 | Revised Total Project |
|--|--------------------|-----------------|----------------|-----------------|----------------|-----------------|-----------------|-----------------|-----------------|----------------|----------------|-----------------|-----------------|-----------------|-----------------|-----------------------|
|  |                    | Gross           | Debt           | Gross           | Debt           | Gross           | Debt            | Gross           | Debt            | Gross          | Debt           | Gross           | Debt            | Gross           | Debt            |                       |
| <b>Previously Approved</b>                 |                    |                 |                |                 |                |                 |                 |                 |                 |                |                |                 |                 |                 |                 |                       |
| Asset Lifecycle Management                 | 153,406            | (5,749)         |                | (5,179)         |                | (10,732)        |                 | (6,604)         |                 | (5,960)        |                | (34,224)        | -               | (64,574)        | -               | 153,406               |
| Application Systems                        | 41,464             | (1,876)         | (1,076)        | (1,645)         | (1,145)        | (1,124)         | (1,124)         | (1,550)         | (1,550)         | (1,624)        | (1,624)        | (7,819)         | (6,519)         | (8,519)         | (7,219)         | 41,464                |
| Corporate Planning & Mgmt                  | 37,817             | (1,049)         | (1,049)        | (670)           | (670)          |                 |                 |                 |                 |                |                | (1,719)         | (1,719)         | (1,719)         | (1,719)         | 37,817                |
| Technology Infrastructure                  | 131,570            | (290)           | (290)          | (330)           | (330)          |                 |                 |                 |                 |                |                | (620)           | (620)           | (620)           | (620)           | 131,570               |
| Core Service Review - Service Efficiencies | 37,037             | (885)           | (885)          | (34)            | 66             | 1,655           | 1,615           | 560             | 560             |                |                | 1,296           | 1,356           | 1,296           | 1,356           | 37,037                |
| Resources to Deliver IT Capital Projects   | 13,650             | (4,164)         | (359)          |                 |                |                 |                 |                 |                 |                |                | (4,164)         | (359)           | (4,164)         | (359)           | 13,650                |
| Business Sustainment Systems               | 26,697             | (2,956)         | (2,192)        | (2,904)         | (2,268)        | (1,578)         | (1,578)         | (146)           | (146)           |                |                | (7,584)         | (6,184)         | (7,584)         | (6,184)         | 26,697                |
| <b>Total Previously Approved</b>           | <b>441,641</b>     | <b>(16,969)</b> | <b>(5,851)</b> | <b>(10,762)</b> | <b>(4,347)</b> | <b>(11,779)</b> | <b>(1,087)</b>  | <b>(7,740)</b>  | <b>(1,136)</b>  | <b>(7,584)</b> | <b>(1,624)</b> | <b>(54,834)</b> | <b>(14,045)</b> | <b>(85,884)</b> | <b>(14,745)</b> | <b>441,641</b>        |
| <b>New/Change in Scope</b>                 |                    |                 |                |                 |                |                 |                 |                 |                 |                |                |                 |                 |                 |                 |                       |
| Asset Lifecycle Management                 |                    | 9,404           |                | 11,516          |                | 4,248           |                 | 6,437           |                 | 5,478          |                | 37,083          | -               | 76,381          | -               | 76,381                |
| Network Upgrade                            |                    |                 |                | 1,190           | 1,190          | 1,253           | 1,253           | 1,530           | 1,530           | 2,500          | 2,500          | 6,473           | 6,473           | 16,473          | 16,473          | 16,473                |
| Application Systems                        |                    | 3,395           | 3,095          | 2,961           | 2,561          | 2,336           | 2,036           | 3,610           | 3,310           | 662            | 662            | 12,964          | 11,664          | 14,964          | 12,834          | 14,964                |
| Corporate Planning & Mgmt                  |                    | 3,956           | 3,956          | 2,441           | 2,441          | 1,712           | 1,712           | 1,033           | 1,733           | 1,432          | 1,432          | 10,574          | 11,274          | 14,253          | 24,553          | 14,253                |
| Technology Infrastructure                  |                    | (2,571)         | 1,224          | (27,874)        | 2,689          | (33,793)        | (28,161)        | (23,301)        | (23,321)        | 17,520         | 2,120          | (70,019)        | (45,449)        | (64,698)        | (9,359)         | (64,698)              |
| Corporate Initiatives                      |                    | 820             | 820            | 350             | 350            |                 |                 |                 |                 | 1,170          | 1,170          | 1,170           | 1,170           | 1,170           | 1,170           | 1,170                 |
| Business Sustainment Systems               |                    | 3,354           | 2,588          | 4,445           | 3,554          | 1,307           | 1,307           | (1,170)         | (1,150)         | (2,000)        | (2,000)        | 5,936           | 4,299           | (4,364)         | (9,261)         | (4,364)               |
| TAS Electronic Communications              |                    | (300)           |                | 532             |                |                 |                 |                 |                 |                |                | 232             | -               | 232             | -               | 232                   |
| <b>Total New</b>                           | <b>-</b>           | <b>18,058</b>   | <b>11,683</b>  | <b>(4,439)</b>  | <b>12,785</b>  | <b>(22,937)</b> | <b>(21,853)</b> | <b>(11,861)</b> | <b>(17,898)</b> | <b>25,592</b>  | <b>4,714</b>   | <b>(10,569)</b> | <b>54,411</b>   | <b>36,410</b>   | <b>54,411</b>   |                       |
| <b>Total Changes</b>                       | <b>441,641</b>     | <b>1,089</b>    | <b>5,832</b>   | <b>(15,201)</b> | <b>8,438</b>   | <b>(34,716)</b> | <b>(22,940)</b> | <b>(19,601)</b> | <b>(19,034)</b> | <b>18,008</b>  | <b>3,090</b>   | <b>(50,421)</b> | <b>(24,614)</b> | <b>(31,473)</b> | <b>21,665</b>   | <b>496,052</b>        |

**2014 – 2023 Recommended Capital Plan**

**2014 – 2023 Capital Plan by Project Category  
(In \$000s)**



The 10-Year Recommended Capital Plan for Information & Technology of \$407.086 million provides funding of \$297.653 million or 73.1% for State of Good Repair (SOGR) projects and \$109.433 million or 26.9% for Service Improvement projects.

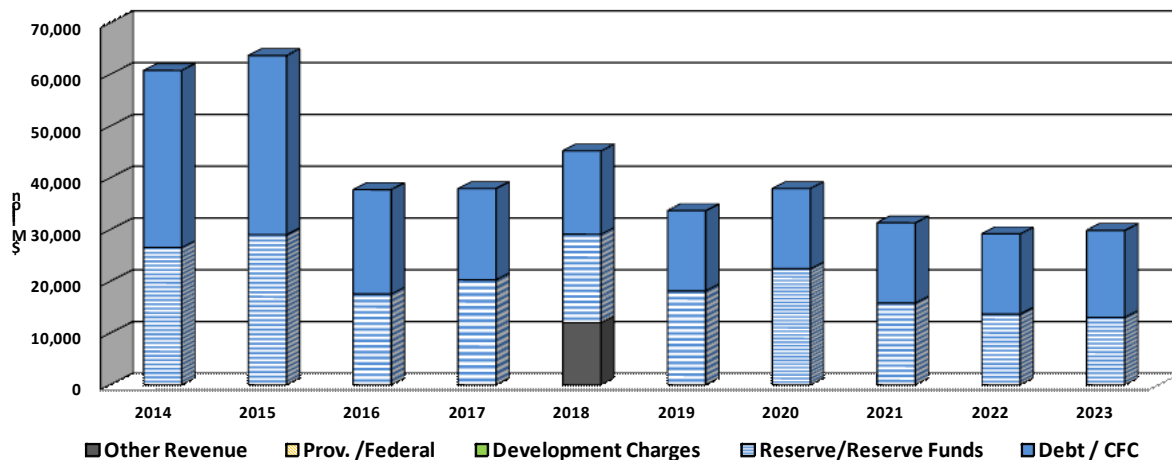
- State of Good Repair projects ensure the reliability and security of IT services to support effective and efficient delivery of services to the public and ensure the continued integrity and reliability of the City’s IT infrastructure and applications.
  - Over the first 5 years, investment in these projects will total \$150.781 million or 61.5% of total project funding. Key SOGR projects include \$80.233 million for periodic asset lifecycle replacement; \$24.700 million for the co-location lease facility of the data



centres; \$12.517 million for the disaster recovery and business continuity project and \$9.637 million for the replacement of the City's current email system.

- In the second 5 years, SOGR funding totals \$146.872 million or 49.3% with \$83.095 million allocated for lifecycle asset replacements; \$31.641 million for eCity Enterprise Architecture and Enterprise System Management Implementation; \$12.500 million for the Disaster Recovery and Business Continuity project and \$15.849 million for Technology Infrastructure.
- Service Improvement projects account for \$109.433 million or 26.9% of funding included in the 10-Year Recommended Capital Plan.
  - \$94.410 million or 86.3% will be spent in the first 5 years, including \$30.714 million for technology projects to implement Service Efficiency Study recommendations to address the City's technical as well as specific business requirements; \$16.526 million for systems applications (enterprise mobility platform, document and management solutions), \$14.799 million in corporate planning management projects; \$11.711 million for upgrading systems for business requirements in Cluster B, and \$6.486 million for additional resources to implement the IT capital plan.
  - The second 5 years total \$15.023 million for the Business Sustainment Systems projects, Upgrades to the Portfolio Initiative and Business Process and Tools Enablement.

**2014–2023 Capital Plan by Funding Source  
(In \$000s)**



The 10-Year Recommended Capital Plan of \$407.086 million will be financed by \$201.433 million of debt, \$193.653 million from Reserve / Reserve funds and \$12.000 million from Other Revenues.

- Debt accounts for \$122.633 million or 50% of the funding for the 2014 Budget and 2015 – 2018 Capital Plan and \$201.433 million or 49.5% of the 10-Year Recommended Capital Plan's funding sources.

- The recommended debt funding is below the 10-year debt affordability guideline of \$216.827 million allocated to this Program by \$15.394 million. This is primarily due the decision to not proceed with the construction of a new data centre.
- Reserve (detailed in Appendix 6) constitute \$110.558 million or 45.1% of required funding in the first 5 years and \$83.095 million in the second 5 years, representing 42.9% of the 10-Year Recommended Capital Plan's funding sources.
- Other sources of revenue represent 2.9% or \$12.000 million of total capital funding. This reflects the notional contributions from Toronto Public Library, Toronto Police Services and the Toronto Transit Commission for their partnership in the Consolidated Data Centre project.

## Capital Initiatives by Category

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

|   | 2014<br>Budget | 2015<br>Plan  | 2016<br>Plan  | 2017<br>Plan  | 2018<br>Plan  | 2019<br>Plan  | 2020<br>Plan  | 2021<br>Plan  | 2022<br>Plan  | 2023<br>Plan  | 2014 - 2023<br>Total |
|---|----------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|----------------------|
| <b>Total Expenditures by Category</b>   |                |               |               |               |               |               |               |               |               |               |                      |
| <b>State of Good Repair</b>             |                |               |               |               |               |               |               |               |               |               |                      |
| Asset Lifecycle Management              | 17,648         | 22,818        | 13,024        | 13,035        | 13,708        | 18,151        | 22,424        | 15,804        | 13,664        | 13,052        | 163,328              |
| Network Upgrade                         | 2,517          | 2,500         | 2,500         | 2,500         | 2,500         | 2,500         | 2,500         | 2,500         | 2,500         | 2,500         | 25,017               |
| Application Systems                     | 735            | 200           | 540           | 1,660         | 1,194         | 3,113         | 3,842         | 2,700         | 3,000         | 3,900         | 20,884               |
| Corporate Planning & Mgmt               | 1,460          | 2,147         | 2,976         | 4,140         | 4,699         | 4,557         | 3,216         | 4,000         | 3,700         | 3,400         | 34,295               |
| Technology Infrastructure               | 3,879          | 5,858         | 3,493         | 7,500         | 16,910        | 1,995         | 2,654         | 3,500         | 3,700         | 4,000         | 53,489               |
| Business Sustainment Systems            | 200            | 440           |               |               |               |               |               |               |               |               | 640                  |
| <b>Sub-Total</b>                        | <b>26,439</b>  | <b>33,963</b> | <b>22,533</b> | <b>28,835</b> | <b>39,011</b> | <b>30,316</b> | <b>34,636</b> | <b>28,504</b> | <b>26,564</b> | <b>26,852</b> | <b>297,653</b>       |
| <b>Service Improvements</b>             |                |               |               |               |               |               |               |               |               |               |                      |
| Application Systems                     | 4,983          | 3,245         | 3,124         | 3,550         | 1,624         | 700           |               |               |               |               | 17,226               |
| Corporate Planning & Mgmt               | 4,942          | 3,480         | 2,133         | 2,041         | 2,203         | 1,765         | 3,038         | 2,800         | 2,600         | 3,000         | 28,002               |
| Technology Infrastructure               | 1,838          | 782           | 700           | 1,605         | 2,360         | 870           | 250           |               |               |               | 8,405                |
| Corporate Initiatives                   | 2,288          | 952           |               |               |               |               |               |               |               |               | 3,240                |
| Resource to Deliver IT Capital Projects | 1,161          | 3,550         | 1,775         |               |               |               |               |               |               |               | 6,486                |
| 2012 Study Implementation               | 14,218         | 12,129        | 5,103         | 560           |               |               |               |               |               |               | 32,010               |
| Computer System Integration             | 646            | 587           | 588           |               |               |               |               |               |               |               | 1,821                |
| Business Sustainment Systems            | 4,219          | 4,400         | 1,762         | 1,330         |               |               |               |               |               |               | 11,711               |
| TAS Electronic Communications           |                | 532           |               |               |               |               |               |               |               |               | 532                  |
| <b>Sub-Total</b>                        | <b>34,295</b>  | <b>29,657</b> | <b>15,185</b> | <b>9,086</b>  | <b>6,187</b>  | <b>3,335</b>  | <b>3,288</b>  | <b>2,800</b>  | <b>2,600</b>  | <b>3,000</b>  | <b>109,433</b>       |
| <b>Total Expenditures by Category</b>   | <b>60,734</b>  | <b>63,620</b> | <b>37,718</b> | <b>37,921</b> | <b>45,198</b> | <b>33,651</b> | <b>37,924</b> | <b>31,304</b> | <b>29,164</b> | <b>29,852</b> | <b>407,086</b>       |

## Major Capital Initiatives

The 10-Year Recommended Capital Plan supports Information & Technology's objectives to ensure the City's technology infrastructure and network are maintained in a state of good repair to avoid business disruption; develop and implement application systems; and enable service improvements, including enhancement of the City's web and electronic service delivery capabilities.

### State of Good Repair

- Major SOGR projects include ongoing lifecycle replacements of technology assets (\$163.328 million) and implementation of a Disaster Recovery and Business Continuity

Plan to protect the City from and allow services to continue during and after a catastrophe (\$25.017 million).

- SOGR projects include the replacement of the City of Toronto E-mail System and evaluation of next generation Technology Infrastructure growth (\$28.789 million), the Consolidated Data Centre project (\$24.700 million), and the Corporate Planning and Management for the eCity Vision and Enterprise Architecture projects totalling \$34.295 million. These projects also provide funding for initiatives such as the eCity Security, IT Service Management and eCity Architecture Initiatives to better manage the critical lifecycle of software tools.
- The Application Systems Development projects total \$20.884 million over 10 years and include the SAP Landscape project to upgrade the current SAP Technologies to facilitate Data Warehouse, Web Based Portal applications, and various functionalities such as analysis and reporting to support applications, including the Financial Planning Analysis and Reporting System (FPARS), Property Tax and Water Billing projects and Web Foundations project to establish the pillars for web based applications.

#### *Service Improvement Projects*

- The Efficiency Study Implementation Project is the largest service improvement project included in the 10-Year Recommended Capital Plan with allocated funding of \$32.010 million or 29.3%. Projects have been selected to address the City's overall technical as well as specific business requirements over the period 2014-2017 and will lay the foundation for business process re-engineering, its automation, and future service efficiencies. They include WEB Business Content Refresh and Redesign, Portal Foundation Components and Work Management Solution and short term Business Improvements in Transportation, Pension, Payroll and Employee Benefits, Time, Attendance and Scheduling, and Employee self-Serve Portal projects.
- The Business Sustainment Systems project (\$11.711 million) will deliver various projects: the Computer System Integration, Licensing Interactive Voice Response (IVR) for Business, eService for Municipal Licensing & Standards (ML&S), City Planning Technical Enhancements, Zoning By-law Integration, and Animal Services Electronic Communications projects.
- Funding of \$6.486 million is included in the 10-Year Recommended Capital Plan for 58 additional resources to deliver and modernize the City's business processes and capabilities, enhance customer service opportunities, improve accountability, increase efficiencies and deliver services in an effective and timely manner.
- Other significant Service Improvement projects include the Portfolio Management Mobility Platform initiative that will deliver key technology components required to enable access to the City's information and services (\$6.600 million), Business Enablement Solutions and tools to enhance competencies and better manage IT investments in capital projects and budgets (\$11.310 million), Enterprise Information Management project, which provides a consistent base across the City for management and maintenance of information (\$4.410

million) and Toronto Building eService project providing City services on-line to residents and businesses (\$4.200 million).

### State of Good Repair (SOGR) Backlog

- The 10-Year Recommended Capital Plan dedicates \$150.781 million to SOGR spending in the first 5 years and \$146.782 million in the second five years of the Plan.
- All but \$163.328 million is for the lifecycle replacement and refresh of I&T's software and hardware, servers, and desktops. There is no backlog as there are sufficient funds to replace/refresh these assets at the end of the respective lifecycles.
- The need to develop a comprehensive Disaster Recovery plan for the City is the only SOGR backlog identified to date.
  - In conjunction with the Office of Emergency Management, Information and Technology has initiated a Business Continuity Plan and IT Disaster Recovery program.
  - I &T has established a Disaster Recovery data centre and has been actively developing the necessary IT infrastructure (network, server and storage hardware and software) that will enable the recovery of the City's business applications in the event the City's primary data centre is lost or destroyed.
  - The backup of IT services, including eMail, Internet Access, File/Print and many others are already in place. The next step is to complete divisional Business Impact Assessments, which will be used to identify business needs, critical systems, processes, applications and recovery time requirements. These assessments will guide the prioritized implementation of specific application by application recovery plans.
- The Business Continuity Plan (BCP) and Disaster Recovery (DR) capital project of \$25.017 provides funding to complete the assessments and application recovery plans and to implement the requisite hardware and software.
- Assets identified to date have been valued at \$62.063 million. These are comprised of servers, storage technologies, desktops, notebooks, thin client devices, monitors, and multifunction printing devices, which have a planned lifecycle of 4 years.
- Although it is difficult to value IT assets, particularly software, a review is underway to establish the City's technology and applications inventory, with more realistic asset values and identify any additional SOGR backlog requirements. A preliminary review indicates that there are no backlogs as funding for repairs are included the 10-Year Recommended Capital Plan. The review is expected to be completed in the first quarter of 2014, and results will be available for inclusion in the 2015 -2024 Capital Plan.

## 10-Year Capital Plan: Impact on the Operating Budget

Operating Impact Summary  
(In \$000s)

| Program Costs, Revenues and Net (\$000s) | 2014 Rec'd Budget | 2015 Plan | 2016 Plan | 2017 Plan | 2018 Plan | 2019 Plan | 2020 Plan | 2021 Plan | 2022 Plan | 2023 Plan | 2014 - 2023 Total |
|--|-------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-------------------|
| <b>2014 Recommended Capital Budget</b>   |                   |           |           |           |           |           |           |           |           |           |                   |
| Program Gross Expenditure                | 728.0             |           |           |           |           |           |           |           |           |           | 728.0             |
| Program Revenue                          | 100.0             |           |           |           |           |           |           |           |           |           | 100.0             |
| Program Costs (Net)                      | 628.0             |           |           |           |           |           |           |           |           |           | 628.0             |
| Approved Positions                       | 1.0               |           |           |           |           |           |           |           |           |           | 1.0               |
| <b>2015 - 2023 Capital Plan</b>          |                   |           |           |           |           |           |           |           |           |           |                   |
| Program Gross Expenditure                |                   | 4,914.7   | 3,632.3   | 5,535.0   | 1,243.0   |           | 373.0     |           |           |           | 15,698.0          |
| Program Revenue                          |                   |           |           |           |           |           |           |           |           |           |                   |
| Program Costs (Net)                      |                   | 4,914.7   | 3,632.3   | 5,535.0   | 1,243.0   |           | 373.0     |           |           |           | 15,698.0          |
| Approved Positions                       |                   | 26.0      | 12.0      | 11.0      | 6.0       |           | 2.0       |           |           |           | 57.0              |
| <b>Total</b>                             |                   |           |           |           |           |           |           |           |           |           |                   |
| Program Gross Expenditure                | 728.0             | 4,914.7   | 3,632.3   | 5,535.0   | 1,243.0   |           | 373.0     |           |           |           | 16,426.0          |
| Program Revenue                          | 100.0             |           |           |           |           |           |           |           |           |           | 100.0             |
| Program Costs (Net)                      | 628.0             | 4,914.7   | 3,632.3   | 5,535.0   | 1,243.0   |           | 373.0     |           |           |           | 16,326.0          |
| Approved Positions                       | 1.0               | 26.0      | 12.0      | 11.0      | 6.0       |           | 2.0       |           |           |           | 58.0              |

The 10-Year Recommended Capital Plan will increase future year Operating Budgets by a total of \$16.326 million net over the 2014 – 2023 period. Approved positions will increase by 58 over the 10-year time frame.

These operating requirements will be reviewed annually in the budget process to determine actual need.

**This is comprised of operating costs for the following major projects:**

- One position to support the new Bentley Project Wise system, a key engineering drawing and document management tool for Engineering and Construction Services is required at a cost of \$0.139 million in 2014 and \$0.006 million in 2015 and 2016 for maintenance.
- The SAP Landscape Upgrade project requires \$0.804 million: \$0.212 million in 2014 for additional SAP licenses and maintenance costs and in 2015, \$0.412 million in salaries and benefits for three positions to support new technologies as a result of the implementation of the FPARS project and \$0.180 million for hardware and software maintenance.
- The WEB Technology Foundation and Continuation projects will require \$0.369 million for 3 positions in 2015 for post implementation system maintenance in 2014 and \$0.167 million for software licenses.
- The PPEB Employee Self-Serve Portal project requires \$0.327 million for maintenance and support.
- The PPEB Enterprise Time & Attendance Management Scheduling project requires \$0.577 million for maintenance and support.
- The Electronic Service Delivery Portal Foundation project requires \$1.583 million for twelve new positions for maintenance and support.

- The Enterprise Mobility Platform project which addresses the mobile needs of the Public and City workforce will require \$0.460 million for 3 resources and \$0.500 million for software licences.
- The Enterprise Systems Management Implementation project requires \$0.100 million in 2014, \$0.212 million and 2 additional staff in 2015, and \$0.011 million in 2016 for maintenance of the Service Desk and Business Service Management Modules installed in 2011 and 2012.
- The new enterprise Electronic Document Records Management System applications and infrastructure with specialized servers will require \$0.050 million in 2014 for maintenance and support.
- The Disaster Recovery project requires four positions at a cost of \$0.420 million (\$0.210 million for 2 positions in years 2015 and 2016), and \$0.580 million to develop, train, test and maintain the City's disaster recovery plans (\$0.280 million in 2015 and \$0.300 million in 2016) once the project is completed.
- One new position to monitor inputs and outputs of enterprise business processes for the IT Performance Reporting project is required at a cost of \$0.141 million in 2015.
- The Enterprise Portfolio Management tools project will require \$0.252 million for two resources in 2016 to provide user access and support and maintain system data.
- \$0.021 million in 2014 and \$0.021 million in 2015 are required for annual maintenance of the Testing suite of the Quality Assurance project. In 2015, 2 resources (\$0.279 million) will be required to assist in implementing the tools for developing methodology and completing the assessments on the project.
- The new Email Archiving system that interfaces with GroupWise will require maintenance in 2015 of \$0.171 million.
- The Consolidated Data Centre will require one position in 2016 to support the technology infrastructure, with salaries and benefits totalling \$0.126 million and \$1.317 million for maintenance costs in 2016.
- A new compliant service responsibility for the Configuration Management Database Implementation project will require a new permanent position in 2016 at a cost of \$0.136 million and another position in 2017 at a cost of \$0.105 million to sustain the functionality.



**Net Operating Impact by Project  
(In \$000s)**

| Projects                                       | 2014 Rec'd Budget |           | 2015 Plan    |           | 2016 Plan    |           | 2017 Plan    |           | 2018 Plan    |           | 2014 - 2018 Budget & Plan |           | 2019 - 2023 Capital Plan |           |
|--|-------------------|-----------|--------------|-----------|--------------|-----------|--------------|-----------|--------------|-----------|---------------------------|-----------|--------------------------|-----------|
|  | \$000s            | Positions | \$000s       | Positions | \$000s       | Positions | \$000s       | Positions | \$000s       | Positions | \$000s                    | Positions | \$000s                   | Positions |
| <b>Previously Approved projects</b>            |                   |           |              |           |              |           |              |           |              |           |                           |           |                          |           |
| Business Sustainment Unit                      | 139               | 1         | 6            |           | 6            |           |              |           |              |           | 151                       | 1         |                          |           |
| Application Systems                            | 227               |           | 694          | 4         | 15           |           |              |           |              |           | 936                       | 4         |                          |           |
| Corporate Planning & Management                | 21                |           | 570          | 4         | 264          | 2         | 25           |           | 210          | 1         | 1,090                     | 7         |                          |           |
| Technology Infrastructure                      | 25                |           | 522          | 3         | 1,592        | 2         | 4,287        | 4         | 193          |           | 6,619                     | 9         |                          |           |
| 2012 Core Service Review- Service Efficiencies | 216               |           | 2,313        | 12        | 605          | 4         | 613          | 5         | 670          | 5         | 4,417                     | 26        |                          |           |
| Network Upgrade                                |                   |           | 490          | 2         | 510          | 2         | 410          | 2         | 146          |           | 1,556                     | 6         |                          |           |
| Corporate Initiatives                          |                   |           |              |           |              |           |              |           | 24           |           | 24                        |           |                          |           |
| <b>New Projects -2014</b>                      |                   |           |              |           |              |           |              |           |              |           |                           |           |                          |           |
| Application Systems                            |                   |           | 320          | 1         | 640          | 2         | 200          |           |              |           | 1,160                     | 3         |                          |           |
| <b>Total Recommended (Net)</b>                 | <b>628</b>        | <b>1</b>  | <b>4,915</b> | <b>26</b> | <b>3,632</b> | <b>12</b> | <b>5,535</b> | <b>11</b> | <b>1,243</b> | <b>6</b>  | <b>15,953</b>             | <b>56</b> |                          |           |

**Capital Project Delivery: Temporary Positions**

| Position Title                                       | CAPTOR Project Number | # of Positions | Project Delivery |                   | Salary and Benefits \$ Amount( \$000s) |                |              |              |      |             |  |
|--|-----------------------|----------------|------------------|-------------------|--|----------------|--------------|--------------|------|-------------|--|
|  |                       |                | Start Date       | End Date (m/d/yr) | 2014                                   | 2015           | 2016         | 2017         | 2018 | 2019 - 2023 |  |
| Systems Integrator 2                                 | ES907128-126          | 1.0            | 1/1/2014         | 12/31/2015        | 94.0                                   | 98.0           |              |              |      |             |  |
| Systems Integrator 1                                 | ES907128-126          | 1.0            | 1/1/2014         | 12/31/2015        | 105.0                                  | 109.0          |              |              |      |             |  |
| Systems Integrator 1                                 | ES907128-122          | 1.0            | 1/1/2014         | 12/31/2017        | 105.0                                  | 109.0          | 109.0        | 109.0        |      |             |  |
| Systems Integrator                                   | ITP906882-79          | 1.0            | 1/1/2014         | 12/31/2016        | 150.0                                  | 150.0          | 150.0        |              |      |             |  |
| Systems Integrator                                   | ITP906883-56          | 1.0            | 1/1/2014         | 12/31/2015        | 150.0                                  | 150.0          |              |              |      |             |  |
| Enterprise Technical Support Specialist              | ITP906883-56          | 4.0            | 1/1/2014         | 12/31/2015        | 400.0                                  | 400.0          |              |              |      |             |  |
| Enterprise Technical Support Specialist              | ITP906883-56          | 2.0            | 1/1/2014         | 12/31/2017        | 200.0                                  | 200.0          | 200.0        | 200.0        |      |             |  |
| Senior Financial & Systems Analyst                   | ITP907951-5           | 3.0            | 1/1/2014         | 12/31/2014        | 200.0                                  |                |              |              |      |             |  |
| Senior Financial & Systems Analyst                   | ITP907951-5           | 1.0            | 8/1/2014         | 12/31/2014        | 50.0                                   |                |              |              |      |             |  |
| Senior Financial & Systems Analyst                   | ITP907951-5           | 5.0            | 9/1/2014         | 12/31/2014        | 200.0                                  |                |              |              |      |             |  |
| Senior Business Analysts Pay and Benefits Processing | ITP907951-5           | 2.0            | 9/1/2014         | 12/31/2014        | 80.0                                   |                |              |              |      |             |  |
| Supervisor Production Support                        | ITP907951-1           | 1.0            | 1/1/2014         | 12/31/2014        | 120.0                                  |                |              |              |      |             |  |
| Senior Business Analyst                              | ITP907951-1           | 1.0            | 3/1/2014         | 7/31/2014         | 50.0                                   |                |              |              |      |             |  |
| Payroll Benefits Pension Service Rep. 1              | ITP907951-1           | 3.0            | 5/1/2014         | 12/31/2014        | 240.0                                  |                |              |              |      |             |  |
| Senior Financial & Systems Analyst                   | ITP907951-1           | 2.0            | 1/1/2014         | 12/31/2014        | 240.0                                  |                |              |              |      |             |  |
| Trainer Business Process                             | ITP907951-1           | 2.0            | 6/1/2014         | 12/31/2014        | 140.0                                  |                |              |              |      |             |  |
| <b>Total</b>   |                       | <b>31.0</b>    |                  |                   | <b>2,524.0</b>                         | <b>1,216.0</b> | <b>459.0</b> | <b>309.0</b> |      |             |  |

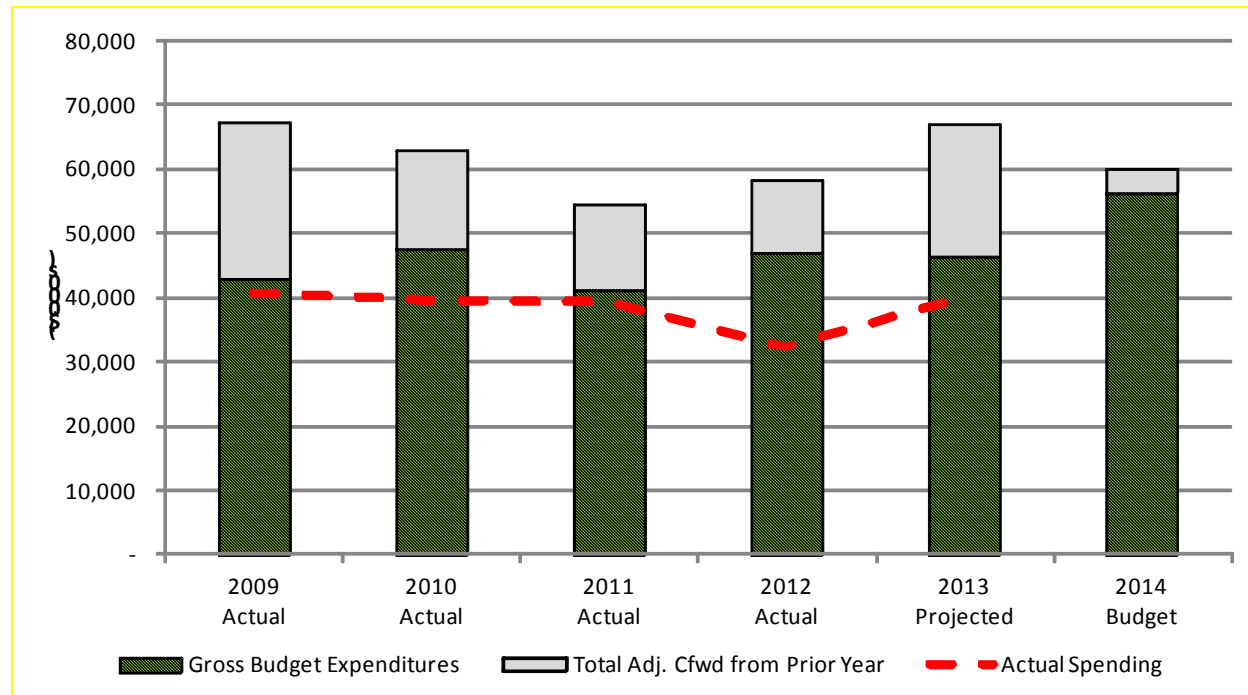
Approval of the 2014 – 2023 Recommended Capital Budget and Plan will require 31 new temporary capital positions to deliver the following capital projects in 2014:

- 7 temporary positions to continue with the eMail Replacement project.
- 11 temporary positions in 2014 for the Time and Attendance Management & Scheduler Solution (TAMS) project.
- 9 temporary positions in 2014 for the Employee Self-Serve application (ESS) project.
- 3 temporary positions for the IBMS migration to AMANDAI and MLS Enhancement projects.
- 1 position for the Application Portfolio Solution.

It is recommended that Council approve these 11 temporary capital positions for the delivery of new 2014 capital projects / sub-projects and that the duration for each temporary position does not exceed the life of the funding of its respective capital projects / sub projects.

**Capacity to Spend**

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

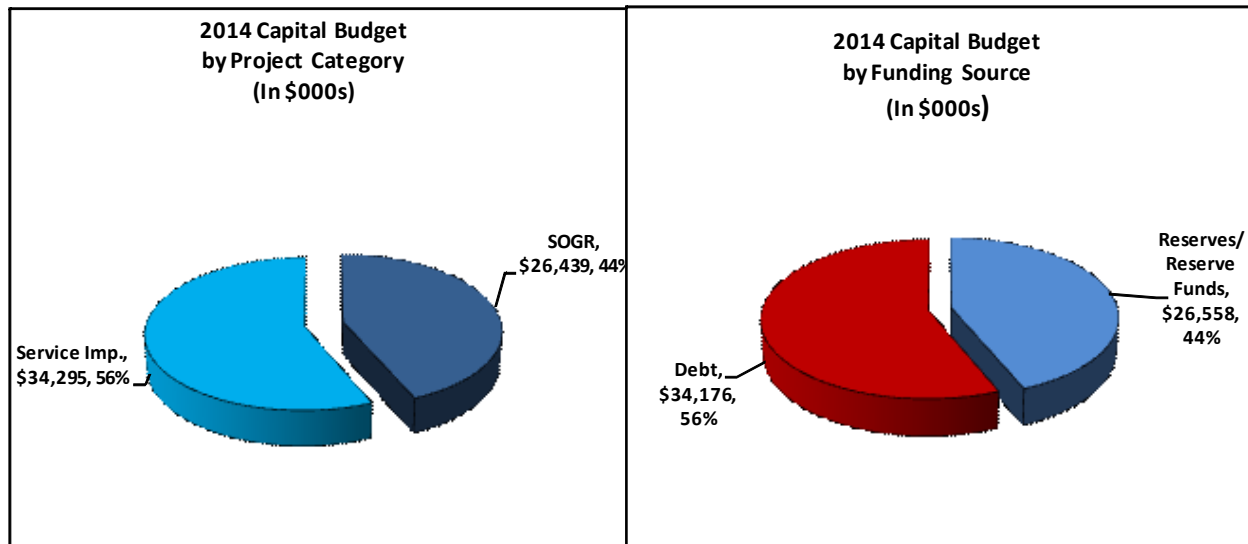


- The average spending over the last 4 years (2009 to 2012) is approximately \$37.9 million or 65% of the annual Capital Budget.
- The projected spending rate for 2013 is 60%.
- Spending has been steady over the last five years with the exception of 2012 where the majority of client driven projects experienced delays: Business Sustainment Systems and Corporate Initiatives-Service Efficiency Studies due to challenges in recruiting qualified resources.
- The moderate spending rate is attributed to the following:
  - The City's I&T Capital Plan is aggressive compared to its peers, with a larger portion of projects that are transformational. Transformation projects are complex, often depend on foundation components and have large impact on resourcing and organization change;

- Shortage of qualified resources required for delivering large complex projects – The City is competing with many other organizations (public and private) for capable staff to implement and deliver projects;
  - Delays in filling vacant positions – In addition to competing for scarce resources, the process to fill positions is lengthy, particularly when there are numerous vacancies. I&T is projecting to have 171 vacant positions by the end of 2013, of which 78 are capital funded positions for project delivery; and
  - Procurement Delays – Procuring for IT solutions, especially for large complex projects have experienced delays for a number of reasons. It is a lengthy process. Quite often, insufficient time is allotted in project schedules for the time required to determine business requirements, (dependencies, platform fit), RFP developments, issuances and evaluation, competition for / lack of qualified vendors, project scope and complex contracts resulting in protracted negotiations requiring Legal Services involvement.
- The 2014-2023 Recommended Capital Plan generally and the 2014 Operating Budget in particular will address the above by:
    - Focusing on key projects by gradually reducing the portion of transformation projects from 30% in 2014 to 14% by 2018 to be more in line with peers;
    - Requiring separate design and scope phases for all new large I&T projects in the 10-Year Recommended Capital Plan;
    - Expediting the process to fill vacant positions (funding of \$2.532 million is included in the 2014 Operating Budget to sustain the 58 pooled capital positions approved in the 2013 Budget); and
    - Purchasing and Materials Management Division has included in its 2014 Recommended Operating Budget for additional resources to support procurement.

## IV: 2014 RECOMMENDED CAPITAL BUDGET

### 2014 Capital Budget by Project Category and Funding Source



*Note: Excludes carry forward funding*

The 2014 Recommended Capital Budget, excluding funding carried forward from 2013 to 2014, requires 2014 cash flow funding of \$60.734 million.

- State of Good Repair projects account for \$26.439 million or 43.5% of the 2014 Capital Budget's project expenditures. Funding is provided for the lifecycle asset replacement project of \$17.648 million and for the eMail Replacement System project of \$3.879 million.
- Service Improvement projects total for \$34.295 million and account for 56.5% of the cash flow funding recommended in the 2014 Capital Budget.
  - The most significant Service Improvement project for 2014 is the Efficiency Study Implementation that has recommended funding of \$14.218 million to continue these main projects.
  - Funding is also provided for the 58 positions required to address the backlog of projects and begin to implement the corporate IT capital portfolio (\$1.161 million), the Business Sustainment Systems Program (\$4.219 million), Applications Systems (\$4.983 million) and Corporate Planning and Management (\$4.942 million).
- Debt funding for the 2014 Capital Budget for Information & Technology amounts to \$34.176 million or 56.2% of total recommended funds, which is \$5.832 million over the debt affordability guideline of \$28.344 million set for this Program in 2014.
- Reserve and Reserve Funds constitute \$26.558 million or 43.8% of the 2014 recommended funding sources.

**2014 Recommended Cash Flow & Future Year Commitments  
(In \$000s)**

|  | 2012 & Prior Year Carry Forward | 2013 Previously Approved Cash Flow Commitments | 2014 New Cash Flow Rec'd | 2014 Total Cash Flow Rec'd | 2013 Carry Forwards | Total 2014 Cash Flow (Incl 2013 C/Fwd) | 2015          | 2016          | 2017         | 2018          | 2019       | 2020 | 2021 | 2022 | 2023 | Total Cost     |
|--|---------------------------------|--|--------------------------|----------------------------|---------------------|--|---------------|---------------|--------------|---------------|------------|------|------|------|------|----------------|
| <b>Expenditures</b>                                      |                                 |  |                          |                            |                     |  |               |               |              |               |            |      |      |      |      |                |
| Previously Approved                                      | 3,750                           | 20,115   |                          | 23,865                     |                     | 23,865                                 | 40,164        | 39,467        | 31,320       |               |            |      |      |      |      | 134,816        |
| Change in Scope  |                                 |  | (7,248)                  | (7,248)                    |                     | (7,248)                                | (30,009)      | (28,800)      | (23,690)     | 16,060        | 660        |      |      |      |      | (73,027)       |
| New  |                                 |  | 718                      | 718                        |                     | 718                                    |               |               |              |               |            |      |      |      |      | 718            |
| New w/Future Year  |                                 |  | 43,399                   | 43,399                     |                     | 43,399                                 | 14,664        | 603           |              |               |            |      |      |      |      | 58,666         |
| <b>Total Expenditure</b>                                 | <b>3,750</b>                    | <b>20,115</b>                                  | <b>36,869</b>            | <b>60,734</b>              |                     | <b>60,734</b>                          | <b>24,819</b> | <b>11,270</b> | <b>7,630</b> | <b>16,060</b> | <b>660</b> |      |      |      |      | <b>121,173</b> |
| <b>Financing</b>   |                                 |  |                          |                            |                     |  |               |               |              |               |            |      |      |      |      |                |
| Debt   | 1,137                           | 9,094  | 23,945                   | 34,176                     |                     | 34,176                                 | 14,806        | 7,023         | 660          | 660           | 660        |      |      |      |      | 57,985         |
| Other  |                                 |  |                          |                            |                     |  |               |               |              | 12,000        |            |      |      |      |      | 12,000         |
| Reserves/Res Funds                                       | 2,613                           | 11,021   | 12,924                   | 26,558                     |                     | 26,558                                 | 10,013        | 4,247         | 6,970        | 3,400         |            |      |      |      |      | 51,188         |
| Development Charges                                      |                                 |  |                          |                            |                     |  |               |               |              |               |            |      |      |      |      |                |
| <b>Total Financing (including carry forward funding)</b> | <b>3,750</b>                    | <b>20,115</b>                                  | <b>36,869</b>            | <b>60,734</b>              |                     | <b>60,734</b>                          | <b>24,819</b> | <b>11,270</b> | <b>7,630</b> | <b>16,060</b> | <b>660</b> |      |      |      |      | <b>121,173</b> |

The Information & Technology's 2014 Recommended Capital Budget is \$60.734 million and provides \$20.115 million for previously approved projects already underway and \$36.869 million for new/change in scope projects.

Approval of the 2014 Recommended Capital Budget will result in future year commitment of \$24.819 million in 2015, \$11.270 million in 2016, \$7.630 million in 2017, \$16.060 million in 2018 and \$0.660 million in 2019.

- Previously approved projects include the Service Efficiency Studies (\$8.552 million), Resources to Deliver IT Capital Projects (\$5.325 million) and the Consolidated Data Centre project (\$5.720 million).
- The change in scope project funding decrease of \$7.248 million reflects a revised plan from construction to other options, including a potential co-lease option with partners for the Consolidated Data Centre.
- New projects totalling \$44.117 million planned for 2014 include \$17.648 million to replace the City's technology assets, \$4.601 million to continue Efficiency Studies Implementation projects, \$2.010 million for Enterprise Architecture project, \$3.879 million for the eMail Replacement project, \$1.388 million for the Web Technology Foundation project and \$2.262 million for the Toronto Building Electronic Service Delivery project.

## 2014 Recommended Capital Project Highlights

**2014 Recommended Capital Project Highlights**  
(In \$000s)

| Project  | Total Project Cost | 2014          | 2015          | 2016          | 2017          | 2018          | 2014 - 2018    | 2019          | 2020          | 2021          | 2022          | 2023          | 2014 - 2023 Total |
|--|--------------------|---------------|---------------|---------------|---------------|---------------|----------------|---------------|---------------|---------------|---------------|---------------|-------------------|
| Asset Lifecycle Management                     | 163,328            | 17,648        | 22,818        | 13,024        | 13,035        | 13,708        | 80,233         | 18,151        | 22,424        | 15,804        | 13,664        | 13,052        | 163,328           |
| Network Upgrade                                | 21,963             | 2,517         | 2,500         | 2,500         | 2,500         | 2,500         | 12,517         | 2,500         | 2,500         | 2,500         | 2,500         | 2,500         | 25,017            |
| Application Systems                            | 37,675             | 5,718         | 3,445         | 3,664         | 5,210         | 2,818         | 20,855         | 3,813         | 3,842         | 2,700         | 3,000         | 3,900         | 38,110            |
| Corporate Planning & Mgmt                      | 61,449             | 6,402         | 5,627         | 5,109         | 6,181         | 6,902         | 30,221         | 6,322         | 6,254         | 6,800         | 6,300         | 6,400         | 62,297            |
| Technology Infrastructure                      | (38,204)           | 5,717         | 6,640         | 4,193         | 9,105         | 19,270        | 44,925         | 2,865         | 2,904         | 3,500         | 3,700         | 4,000         | 61,894            |
| Corporate Initiatives                          | 3,240              | 2,288         | 952           |               |               |               | 3,240          |               |               |               |               |               | 3,240             |
| Resources to Deliver IT Capital Projects       | 13,650             | 1,161         | 3,550         | 1,775         |               |               | 6,486          |               |               |               |               |               | 6,486             |
| 2012 Core Service Review- Service Efficiencies | 14,073             | 14,218        | 12,129        | 5,103         | 560           |               | 32,010         |               |               |               |               |               | 32,010            |
| Business Sustainment Systems                   | 12,351             | 4,419         | 4,840         | 1,762         | 1,330         |               | 12,351         |               |               |               |               |               | 12,351            |
| TAS Electronic Communications                  | 532                |               | 532           |               |               |               | 532            |               |               |               |               |               | 532               |
| Computer System Integration                    | 1,821              | 646           | 587           | 588           |               |               | 1,821          |               |               |               |               |               | 1,821             |
| <b>Total (including carry forward funding)</b> | <b>291,878</b>     | <b>60,734</b> | <b>63,620</b> | <b>37,718</b> | <b>37,921</b> | <b>45,198</b> | <b>245,191</b> | <b>33,651</b> | <b>37,924</b> | <b>31,304</b> | <b>29,164</b> | <b>29,852</b> | <b>407,086</b>    |

The 2014 Recommended Capital Budget provides funding of \$60.734 million to:

- Complete the following projects:
  - The Business Intelligence Data Warehouse Strategy project to address the increased demand for business reports that manipulate and report on cross-business operational, financial and historic data (\$0.535 million);
  - The SAP Landscape Upgrade project which supports the FPARS and the Property Tax and Water Billing projects by installing the necessary SAP technical infrastructure that is common to these initiatives. This includes installing SAP's data warehouse, enterprise portal, application integration and business intelligence applications (\$1.319 million);
  - The Web Technology Foundation project to advance the work of strategic planning, deployment and implementation of the website revitalization vision articulated by the eCity committees. The work of this project is a vital component of the construction of a framework to facilitate service bundling activities and the implementation of the "My Toronto" user interface, key features of the eCity and eService strategies (\$1.388 million).
- Continue the following projects:
  - Replacement and refresh of IT assets based on lifecycle management for hardware, software, servers, storage and desktop computers (\$17.648 million);
  - Disaster Recovery Program for business continuity assurances (\$2.517 million);
  - Quality Assurance Tools Implementation project to establish a sound testing infrastructure for systems that will increase confidence in the system applications, and to incorporate quality assurance and testing processes that will integrate technology, people and processes (\$0.400 million);
  - Application Portfolio Tools and Rationalization project to develop industry best practices and tools needed to manage applications for the corporation. The Managed



Application Portfolio is a definitive and authoritative inventory of business applications that includes: characteristics of each application (age, # of users, cost); technology platform(s) used; business capabilities enabled by applications and data subject areas in applications (\$0.400 million);

- To modernize and improve the City's learning infrastructure with technologies that can provide: Enterprise-wide Learning Management System (LMS); Learning Content Management; Self Paced/Asynchronous Learning; Virtual learning; Authoring Tools; Off the Shelf Packaged Courses (\$1.188 million);
- Enterprise Information Management project to fill the gaps in policy, communications, training materials, and technology solutions required to manage electronic information, as well as establish the Information Management Program. The program will support the enforcement of policies by developing the standards and procedures required to manage the City's electronic information resources according to policy (\$0.430 million);
- Development of a Central Property Database/One Address Repository that will link and integrate all property based information systems, databases and other repositories across all City divisions (\$0.300 million);
- Electronic Documents and Records Management System (EDRMS) to provide a common infrastructure that supports initiatives that rely heavily on digital information (\$0.646 million);
- Enterprise Application Integration (EAI) to link applications within a single organization in order to simplify and automate business processes, without major changes to existing applications or data structures (\$1.717 million);
- The Enterprise Project Management (EPM) Rollout-Phase 2 will deliver the second phase of implementing the EPM solution which includes producing tools and processes that enable: resource capacity management, cross-divisional access to standardized PM tools, templates and processes, and improved visibility and awareness of status and progress of I&T projects;
- The e-City Architecture project to provide a disciplined approach to electronic service delivery implementation in a planned and cost effective manner to meet customer service requirements from the Programs and the public to realize the City's e-City vision (\$2.010 million);
- The Integrated Telecom Infrastructure project to establish an integrated voice/data telecommunications infrastructure with unified messaging allowing for Voice over Internet Protocol (\$0.808 million);
- Service Efficiencies Studies including Employee Self Serve Portal; Time, Attendance and Management Scheduling projects; Portal Foundation, refresh and redesign of the City's web business content, Transportation Services Works Management Solution, and short term business improvements (\$14.218 million);

- 
- The Capital Portfolio Resources Requirements recruitment of staff to help address the backlog of IT corporate projects (\$1.161 million); and
  - The Toronto Building Electronic Service Delivery project will improve the people centricity of service delivery, reduce the duplication of effort. The key elements of the eService vision are being accessible and responsive availability as the services are required by the public; providing a channel of choice where the public can choose website, email, regular mail, telephone (line or cell), fax, self-kiosk, or over-the-counter channel for accessing services; providing one stop services from multiple divisions use common enabling services such as payment and authentication for a more consistent City-wide experience (\$2.823 million).
  - Begin the following project:
    - Enterprise Mobility project which will deliver the key technology components required to enable the public (i.e. residents, local businesses and visitors) and City employees access to City information and services from anywhere at any time. The public will use the platform to use applications and data on their mobile device and employees will use it to retrieve and capture City information (\$0.900 million).
    - Migration of the current GroupWise email system to Microsoft Exchange 2013, including implementing the In-Place Archiving component. The new email solution will comply with federal, provincial and municipal regulatory and legal requirements (\$3.879 million).

## V: ISSUES FOR DISCUSSION

### Key Program Issues

#### *Web Revitalization Project*

The Web Revitalization Project is a multi-year and multi-phased project that will revitalize and transform the City of Toronto's external website. The end goal is to make Toronto.ca more engaging, intuitive and service-focused. The project has two phases:

**Phase 1:** Web content migration and roll-out of the City's web content management tool - "Open Text" and

**Phase 2:** Introduction of a new topic-based navigation and user-focused design, which will bundle information and services together.

Many governments and organizations have made the transition to Web Content Management (WCM), moving away from outdated software and static HTML web pages. WCM functions like a database, making web content reusable and easier to manage, as well as simplifying future redesigns. Content is entered once and can be used in multiple places on the web. WCM allows non-technical staff to manage and update their own web content.

Once rolled out, toronto.ca will be mobile-friendly and meet W3C web accessibility requirements as outlined by the *Accessibility for Ontarians with Disabilities Act, 2005 (AODA)*. WCM pages are also print-friendly making it easy to take content offline.

Funding included in the 2014-2023 Recommended Capital Plan is allocated to introducing a new design for toronto.ca and bundling information and services together to make the City's website more engaging, intuitive, and service-focused.

The first phase of the project is underway. The goal is to migrate all of the select content into WCM and train divisional and communications staff to use the tool by the end of 2013. Phase one scope includes linking or integrating with existing applications, but does not include re-writing existing applications or developing new applications.

Many Program areas have already been migrated to the web content management system and others are scheduled for migration by the end of 2013. Close to 350 staff have already been WCM trained and 385 staff attended the 12 Web Writing and Standards sessions that were held throughout the year.

Phase 2 of the project will focus on re-thinking the City's online presence with a new design and enhanced interactive services and features. This phase of the project will be initiated at the end of 2013 through consultations with divisional and other stakeholders, and will be implemented in 2014 and beyond in partnership with City Programs.

#### *Data Centre Consolidation*

The Consolidated Data Centre is a corporate project that was planned to consolidate various City and agency data centres into a single facility. Currently, the City's primary data centre is located at 703 Don Mills Road. This data centre has been at capacity for years, due to the

steady growth in the number of software applications and amount of data stored by City divisions. I&T staff have accommodated this growth by expanding into the data centre shared with Toronto Water at Tiffield Road (which was intended to be dedicated to disaster recovery) and entering into a co-location lease of the TELUS data centre facility on Laird Avenue.

The potential for IT Shared Services between the City and its Agencies is yet to be determined and will be the subject of a detailed study over 2013-2014. The only Agencies which have notionally committed to date are the Toronto Public Library (TPL), Toronto Police Services (TPS), and Toronto Transit Commission (TTC). At this time, the planned and budgeted construction of the consolidated data centre has been suspended until the detailed study of the feasibility and scope of Shared Services for IT Infrastructure, including data centre options for the City and its Agencies is completed in 2014. In the meantime, the City will continue to manage with its current approach of using 703 Don Mills and Tiffield Road, supplemented by a co-location lease of data centre facilities at TELUS.

The Consolidated Data Centre included in the City's 2014-2023 Recommended Capital Plan has been reduced from \$99.290 million in the 2013 – 2022 Capital Plan to \$24.700 million to reflect the change in direction and other options are subject to the results of the detailed study. Funding of \$12.700 million will come from Reserves and notional commitments of \$12.000 million from the TPL, TPS and TTC. Funding for these projects will be adjusted as discussions proceed.

#### *Disaster Recovery/Business Continuity*

Mandated by the Toronto Emergency Management Program Committee, I & T has partnered with the Office of the Emergency Management (OEM) to jointly develop and manage a new City-wide Business Continuity Program. The 2014 – 2023 Recommended Capital Plan includes \$25.017 million for the Business Continuity Plan (BCP) and Disaster Recovery (DR) Capital Project will complete assessments, establish application recovery plans and implement the requisite hardware and software. Capital funding for this City-wide initiatives is included in the 10-Year Recommended Capital Plan for I & T and will be funded from the I & T Equipment Sustainment Reserve in 2014, but will gradually shift over to debt beginning in 2015 to be fully funded by debt in 2018.

I & T staff is currently mitigating issues and providing back up services. I & T has established a Disaster Recovery Data Centre and is actively implementing the necessary IT infrastructure (network, server and storage hardware and software) that will enable the recovery of the City's business applications if some facet of the City's primary data centre is lost for a period of time.

The City is well positioned to respond to "foreseeable" issues that may arise, including localized equipment failures, cyber threats, power interruptions, flooding, civil unrest, labour disruptions and severe weather. Investments have been made in the areas of security and detection / response, redundancy has been built into most critical infrastructure components and qualified people are in place to respond as required. I & T has the appropriate service level agreements in place with major equipment suppliers/partners. Recent incidents confirmed that I & T successfully responded to and mitigated threats as the systems stood up to concentrated hacking attempts.

However, the City has not invested in a 100% "up time" environment. In the event that the main Data Centre at 703 Don Mills Road is deemed inoperable, for example, the limited capabilities of the other data centres would not likely meet the needs of the organization.

I & T has entered into a 3 year strategic partnership with the Office of Emergency Management to complete enterprise wide Business Impact Assessments (BIAs). . The BIA's will identify critical systems, processes applications, and recovery time. With this data, I & T will then be able to make informed decisions, including prioritizing investments and implementation of specific application recovery plans and recommendations to support a go forward strategy. Completion of divisional Business Impact Analyses is expected by the end 2014.

### **Issues Referred to the 2014 Capital Budget Process**

- The 2013-2023 Recommended Capital Budget included a recommendation that Information and Technology Program, in conjunction with Accounting Services and Financial Planning, establish asset values and inventory, as well as identifying related SOGR backlog associated with these assets to be included with the 2014-2023 Capital Budget submission.
  - A review is underway by Financial Planning Division, Accounting Services and I & T to establish the City's technology and applications inventory; focussing on establishing a realistic asset values and software inventory and to identify any additional SOGR backlog not previously identified. Currently, several staff are researching historical records and documenting current intangible assets to produce an asset inventory. The results of this undertaking will be completed in the first quarter of 2014 and will be included in Information and Technology's 2015 Capital submission.

## Appendix 1

### 2013 Performance

#### 2013 Key Accomplishments

In 2013, Information & Technology accomplished the following:

- ✓ Migrated City web pages for 18 divisions, making the City website mobile friendly, easier to search and relevant to the public;
- ✓ Implemented new Public Budget Formulation (PBF) capabilities to support service-based budgeting and enhancing overall City financial planning and management;
- ✓ Modernized the City's traditional (Centrex) phone lines to VoIP with 75% of the projected to date, realizing over \$3 million of savings and setting the foundation for new City collaboration solutions;
- ✓ Implemented an enterprise solution for electronic forms for the public;
- ✓ Implemented Facilities Parking application that manages City parking allocations and provides taxable parking reports to Canada Revenue Agency;
- ✓ Implemented enhancements to access constituent information more readily in the field for constituency management;
- ✓ Enhanced the 311 service request function to provide Councillors and citizens a text message on service request status;
- ✓ Implemented improved information reporting and analysis capabilities in Toronto Public Health providing metrics, scorecards, and dashboards to monitor program performance and outcomes;
- ✓ Improved the City Planning and Toronto Building processes by creating a single tool for regulating land use and evaluating development proposals, and geospatial enabling on maps to staff and the public;
- ✓ Completed digitization process in Toronto Building which can be utilized by other divisions and enabled the use of digitized drawings with the issuance of building permits;
- ✓ Deployed Enterprise Project Management solution for all of I&T Division and 311 Project team; and
- ✓ Completed an eManagement strategy to guide internal City business capability improvement and solution priorities.



## 2013 Capital Variance Review

2013 Budget to Actual Comparison  
(In \$000s)

| 2013 Approved | Actuals as of Sept. 30, 2013<br>(3rd Quarter Variance) |         | Projected Actuals at Year End |         | Unspent Balance |           |
|---------------|--|---------|-------------------------------|---------|-----------------|-----------|
|               | \$   | % Spent | \$                            | % Spent | \$ Unspent      | % Unspent |
| 66,873        | 22,419   | 33.5%   | 40,114                        | 60.0%   | 26,759          | 40.0%     |

Capital expenditures for the 9 months ending September 30, 2013 totalled \$22.419 million or 33.5% of the 2013 Approved Capital Budget of \$66.873 million; and spending is projected to be \$40.144 million or 60.0% by year-end.

The projected project year-end under-spending is largely attributable to the following projects:

- *The Consolidated Data Centre Project* year-end expenditures are forecast at \$0.425 million or 7.4% of the approved 2013 cash flow of \$5.710 million. The City will not be proceeding with the construction of a new data centre and will be focusing on a detailed study to determine the potential for IT Shared Services and co-location between the City and its agencies in 2013 and 2014. The options the City will consider will be subject to the results of the study.
- *The Integrated Telecom Infrastructure Project's* capital expenditures are projected to be \$1.543 million or 24.5% of the 2013 approved cash flow of \$6.288 million by year-end. The low spending rate is due to payment processing delays.
- *The Toronto Animal Services eProject's* expenditures are projected to be \$0.215 million or 23.9% of the approved 2013 cash flow by year-end. Due to the challenge in recruiting qualified resources, focus in 2013 has been on enabling field officers with mobile devices and wireless technology to update their business system remotely through wireless connectivity into shelters and a revamp of ePet to leverage the City's corporate eDonation solution. The project is being re-scoped and business needs will be reviewed for 2014, as reflected in the 10-Year Recommended Capital Plan.
- *Toronto Building Electronic Service Delivery* capital expenditures are projected to be \$0.929 million or 40.6% of the approved 2013 cash flow of \$2.361 million by year-end. The variance is due to delays in filling vacancies and executing the portal assessment contract.
- *Resources to Deliver IT Capital Projects* with a cash flow of \$3.0 million will not be spent in 2013 due to delay in posting positions.

## Appendix 2

### 10-Year Recommended Capital Plan Project Summary (In \$000s)

| Project  | 2014          | Plan          |               |               |               |               |               |               |               |               | 2014 -         |
|--|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|----------------|
|  | Budget        | 2015          | 2016          | 2017          | 2018          | 2019          | 2020          | 2021          | 2022          | 2023          | 2023           |
| Asset Lifecycle Management                     | 17,648        | 22,818        | 13,024        | 13,035        | 13,708        | 18,151        | 22,424        | 15,804        | 13,664        | 13,052        | 163,328        |
| Network Upgrade                                | 2,517         | 2,500         | 2,500         | 2,500         | 2,500         | 2,500         | 2,500         | 2,500         | 2,500         | 2,500         | 25,017         |
| Application Systems                            | 5,718         | 3,445         | 3,664         | 5,210         | 2,818         | 3,813         | 3,842         | 2,700         | 3,000         | 3,900         | 38,110         |
| Corporate Planning & Mgmt                      | 6,402         | 5,627         | 5,109         | 6,181         | 6,902         | 6,322         | 6,254         | 6,800         | 6,300         | 6,400         | 62,297         |
| Technology Infrastructure                      | 5,717         | 6,640         | 4,193         | 9,105         | 19,270        | 2,865         | 2,904         | 3,500         | 3,700         | 4,000         | 61,894         |
| Corporate Initiatives                          | 2,288         | 952           |               |               |               |               |               |               |               |               | 3,240          |
| Resources to Deliver IT Capital Projects       | 1,161         | 3,550         | 1,775         |               |               |               |               |               |               |               | 6,486          |
| 2012 Core Service Review- Service              | 14,218        | 12,129        | 5,103         | 560           |               |               |               |               |               |               | 32,010         |
| Business Sustainment Systems                   | 4,419         | 4,840         | 1,762         | 1,330         |               |               |               |               |               |               | 12,351         |
| TAS Electronic Communications                  |               | 532           |               |               |               |               |               |               |               |               | 532            |
| Computer System Integration                    | 646           | 587           | 588           |               |               |               |               |               |               |               | 1,821          |
| <b>Total (Including carry forward funding)</b> | <b>60,734</b> | <b>63,620</b> | <b>37,718</b> | <b>37,921</b> | <b>45,198</b> | <b>33,651</b> | <b>37,924</b> | <b>31,304</b> | <b>29,164</b> | <b>29,852</b> | <b>407,086</b> |

## **Appendix 3**

### **2014 Recommended Capital Budget; 2015 to 2023 Capital Plan**

**CITY OF TORONTO**

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

**Appendix 3: 2014 Recommended Capital Budget: 2015-2023 Capital Plan**

**Information & Technology**

| Sub- Project No. Project Name<br>PrioritySubProj No. Sub-project Name Ward Stat. Cat. |     |   |    |    |    | Current and Future Year Cash Flow Commitments |        |        |        |        |                    | Current and Future Year Cash Flow Commitments Financed By |                    |                                       |                    |                        |          |                  |                            |         |        |                               |                    |        |         |        |
|---|-----|---|----|----|----|---|--------|--------|--------|--------|--------------------|---|--------------------|---------------------------------------|--------------------|------------------------|----------|------------------|----------------------------|---------|--------|-------------------------------|--------------------|--------|---------|--------|
|   |     |   |    |    |    | 2014  | 2015   | 2016   | 2017   | 2018   | Total<br>2014-2018 | Total<br>2019-2023  | Total<br>2014-2023 | Provincial<br>Grants and<br>Subsidies | Federal<br>Subsidy | Development<br>Charges | Reserves | Reserve<br>Funds | Capital<br>from<br>Current | Other 1 | Other2 | Debt -<br>Recoverable<br>Debt | Total<br>Financing |        |         |        |
| <u>EOL906983</u> <u>Asset Lifecycle Management</u>                                    |     |   |    |    |    |   |        |        |        |        |                    |   |                    |                                       |                    |                        |          |                  |                            |         |        |                               |                    |        |         |        |
| 15  | 20  | Desktop Hardware Replacement 2014                 | CW | S5 | 03 | 8,108   | 10,223 | 6,342  | 6,427  | 7,755  | 38,855             | 38,366  | 77,221             | 0                                     | 0                  | 0                      | 77,221   | 0                | 0                          | 0       | 0      | 0                             | 0                  | 0      | 77,221  |        |
| 8   | 27  | Network Asset Replacement 2014                    | CW | S5 | 03 | 1,751   | 1,242  | 1,380  | 1,591  | 1,591  | 7,555              | 7,862   | 15,417             | 0                                     | 0                  | 0                      | 15,417   | 0                | 0                          | 0       | 0      | 0                             | 0                  | 0      | 15,417  |        |
| 9   | 28  | Network Security Replacement 2014                 | CW | S5 | 03 | 366   | 655    | 644    | 998    | 281    | 2,944              | 3,980   | 6,924              | 0                                     | 0                  | 0                      | 6,924    | 0                | 0                          | 0       | 0      | 0                             | 0                  | 0      | 6,924   |        |
| 0   | 30  | Enterprise Software Replacement 2014              | CW | S5 | 03 | 975   | 364    | 350    | 367    | 366    | 2,422              | 1,950   | 4,372              | 0                                     | 0                  | 0                      | 4,372    | 0                | 0                          | 0       | 0      | 0                             | 0                  | 0      | 4,372   |        |
| 0   | 31  | Enterprise Server Replacement 2014                | CW | S5 | 03 | 2,625   | 2,628  | 2,256  | 2,340  | 2,389  | 12,238             | 11,345  | 23,583             | 0                                     | 0                  | 0                      | 23,583   | 0                | 0                          | 0       | 0      | 0                             | 0                  | 0      | 23,583  |        |
| 0   | 32  | Enterprise Storage Replacement - 2014             | CW | S5 | 03 | 800   | 686    | 686    | 900    | 914    | 3,986              | 4,964   | 8,950              | 0                                     | 0                  | 0                      | 8,950    | 0                | 0                          | 0       | 0      | 0                             | 0                  | 0      | 8,950   |        |
| 0   | 33  | Desktop Software Replacement 2014                 | CW | S5 | 03 | 3,023   | 7,020  | 1,366  | 412    | 412    | 12,233             | 14,628  | 26,861             | 0                                     | 0                  | 0                      | 26,861   | 0                | 0                          | 0       | 0      | 0                             | 0                  | 0      | 26,861  |        |
| Sub-total   |     |   |    |    |    | 17,648  | 22,818 | 13,024 | 13,035 | 13,708 | 80,233             | 83,095  | 163,328            | 0                                     | 0                  | 0                      | 163,328  | 0                | 0                          | 0       | 0      | 0                             | 0                  | 0      | 163,328 |        |
| <u>ITP000223</u> <u>Network Upgrade</u>   |     |   |    |    |    |   |        |        |        |        |                    |   |                    |                                       |                    |                        |          |                  |                            |         |        |                               |                    |        |         |        |
| 0   | 54  | Business Continuity & Disaster Recovery Pgm. 2013 | CW | S2 | 03 | 2,517   | 1,310  | 1,247  | 970    | 0      | 6,044              | 0   | 6,044              | 0                                     | 0                  | 0                      | 6,044    | 0                | 0                          | 0       | 0      | 0                             | 0                  | 0      | 6,044   |        |
| 0   | 55  | Business Continuity & DR - Future Year            | CW | S6 | 03 | 0   | 1,190  | 1,253  | 1,530  | 2,500  | 6,473              | 12,500  | 18,973             | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 0      | 0                             | 18,973             | 0      | 18,973  |        |
| Sub-total   |     |   |    |    |    | 2,517   | 2,500  | 2,500  | 2,500  | 2,500  | 12,517             | 12,500  | 25,017             | 0                                     | 0                  | 0                      | 6,044    | 0                | 0                          | 0       | 0      | 0                             | 0                  | 18,973 | 0       | 25,017 |
| <u>ITP906881</u> <u>Application Systems</u>   |     |   |    |    |    |   |        |        |        |        |                    |   |                    |                                       |                    |                        |          |                  |                            |         |        |                               |                    |        |         |        |
| 0   | 19  | ERP (SAP) System Upgrade 2019                     | CW | S6 | 03 | 0   | 0      | 0      | 0      | 0      | 0                  | 2,684   | 2,684              | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 0      | 2,684                         | 0                  | 0      | 2,684   |        |
| 0   | 28  | Enterprise Solutions Design & Implementation      | CW | S6 | 03 | 0   | 0      | 340    | 1,460  | 1,194  | 2,994              | 13,871  | 16,865             | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 0      | 16,865                        | 0                  | 0      | 16,865  |        |
| 27  | 66  | Business Application Integration Licenses         | CW | S2 | 03 | 435   | 0      | 0      | 0      | 0      | 435                | 0   | 435                | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 0      | 435                           | 0                  | 0      | 435     |        |
| 44  | 86  | Ent. Bus Intelligence Strategy & Plan             | CW | S2 | 03 | 100   | 0      | 0      | 0      | 0      | 100                | 0   | 100                | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 0      | 100                           | 0                  | 0      | 100     |        |
| 0   | 99  | ERP (SAP) System Upgrade 2014                     | CW | S3 | 04 | 1,319   | 0      | 0      | 0      | 0      | 1,319              | 0   | 1,319              | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 0      | 1,319                         | 0                  | 0      | 1,319   |        |
| 0   | 100 | Enterprise Mobility Platform                      | CW | S5 | 04 | 900   | 1,900  | 1,900  | 1,900  | 0      | 6,600              | 0   | 6,600              | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 0      | 6,600                         | 0                  | 0      | 6,600   |        |
| 0   | 101 | Enterprise Information Management                 | CW | S5 | 04 | 430   | 640    | 670    | 1,100  | 1,120  | 3,960              | 450   | 4,410              | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 0      | 4,410                         | 0                  | 0      | 4,410   |        |
| 0   | 102 | Central Property Repository                       | CW | S5 | 04 | 300   | 400    | 300    | 300    | 0      | 1,300              | 0   | 1,300              | 0                                     | 0                  | 0                      | 1,300    | 0                | 0                          | 0       | 0      | 0                             | 0                  | 0      | 1,300   |        |
| 0   | 103 | Web Technology Foundation - Phase 2014            | CW | S5 | 04 | 1,388   | 0      | 0      | 0      | 0      | 1,388              | 0   | 1,388              | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 0      | 1,388                         | 0                  | 0      | 1,388   |        |
| 0   | 104 | Ent Doc & Record Mgmt Solution (EDRMS) 2014       | CW | S5 | 04 | 646   | 305    | 254    | 0      | 254    | 1,459              | 0   | 1,459              | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 0      | 1,459                         | 0                  | 0      | 1,459   |        |
| 0   | 106 | Ent. Business Intelligence Strategy & Plan        | CW | S6 | 04 | 0   | 0      | 0      | 250    | 250    | 500                | 250   | 750                | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 0      | 750                           | 0                  | 0      | 750     |        |

**CITY OF TORONTO**

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

**Appendix 3: 2014 Recommended Capital Budget: 2015-2023 Capital Plan**

**Information & Technology**

| Sub- Project No. Project Name<br>Priority/SubProj No. Sub-project Name Ward Stat. Cat. |     |   |    |    |    | Current and Future Year Cash Flow Commitments |       |       |       |       |                    |                    | Current and Future Year Cash Flow Commitments Financed By |                                       |                    |                        |          |                  |                            |         |        |                               |                    |        |
|--|-----|---|----|----|----|---|-------|-------|-------|-------|--------------------|--------------------|---|---------------------------------------|--------------------|------------------------|----------|------------------|----------------------------|---------|--------|-------------------------------|--------------------|--------|
|  |     |   |    |    |    | 2014  | 2015  | 2016  | 2017  | 2018  | Total<br>2014-2018 | Total<br>2019-2023 | Total<br>2014-2023  | Provincial<br>Grants and<br>Subsidies | Federal<br>Subsidy | Development<br>Charges | Reserves | Reserve<br>Funds | Capital<br>from<br>Current | Other 1 | Other2 | Debt -<br>Recoverable<br>Debt | Total<br>Financing |        |
| <u>ITP906881 Application Systems</u>   |     |   |    |    |    |   |       |       |       |       |                    |                    |   |                                       |                    |                        |          |                  |                            |         |        |                               |                    |        |
| 84   | 107 | Ent Geospatial Aerial Photography Pgm 2014    | CW | S5 | 03 | 200   | 200   | 200   | 200   | 0     | 800                | 0                  | 800   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 800    | 0                             | 800                |        |
| Sub-total  |     |   |    |    |    | 5,718   | 3,445 | 3,664 | 5,210 | 2,818 | 20,855             | 17,255             | 38,110  | 0                                     | 0                  | 0                      | 1,300    | 0                | 0                          | 0       | 0      | 36,810                        | 0                  | 38,110 |
| <u>ITP906882 Corporate Planning &amp; Management</u>                                   |     |   |    |    |    |   |       |       |       |       |                    |                    |   |                                       |                    |                        |          |                  |                            |         |        |                               |                    |        |
| 0  | 13  | IT Planning & Mgmt Transformation Tools       | CW | S6 | 03 | 0   | 0     | 250   | 1,000 | 1,700 | 2,950              | 15,086             | 18,036  | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 18,036 | 0                             | 18,036             |        |
| 0  | 51  | Ent Project Mgmt Solution Upgrade 2015        | CW | S6 | 03 | 0   | 250   | 670   | 466   | 340   | 1,726              | 0                  | 1,726   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 1,726  | 0                             | 1,726              |        |
| 0  | 69  | eCity Program Renewal                         | CW | S6 | 03 | 0   | 291   | 296   | 454   | 459   | 1,500              | 627                | 2,127   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 2,127  | 0                             | 2,127              |        |
| 46   | 78  | Quality Assurance Testing Software Upgrade    | CW | S5 | 03 | 400   | 446   | 450   | 500   | 500   | 2,296              | 500                | 2,796   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 2,796  | 0                             | 2,796              |        |
| 0  | 79  | Application Portfolio Tools & Rationalization | CW | S5 | 03 | 400   | 500   | 650   | 600   | 600   | 2,750              | 500                | 3,250   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 3,250  | 0                             | 3,250              |        |
| 0  | 82  | Ent. Project Risk & Performance Tools         | CW | S6 | 03 | 0   | 0     | 0     | 460   | 440   | 900                | 1,500              | 2,400   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 2,400  | 0                             | 2,400              |        |
| 89   | 89  | IT Risk Management Framework                  | CW | S2 | 03 | 300   | 0     | 0     | 0     | 0     | 300                | 0                  | 300   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 300    | 0                             | 300                |        |
| 89   | 100 | IT Risk Management Framework                  | CW | S2 | 03 | 108   | 440   | 0     | 0     | 0     | 548                | 0                  | 548   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 548    | 0                             | 548                |        |
| 0  | 102 | Business Enablement Process & Tools Upgrade   | CW | S6 | 04 | 0   | 0     | 250   | 500   | 700   | 1,450              | 8,000              | 9,450   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 9,450  | 0                             | 9,450              |        |
| 0  | 111 | Ent Portfolio & Project Mgmt Upgrade 2020     | CW | S6 | 04 | 0   | 0     | 0     | 0     | 0     | 0                  | 1,860              | 1,860   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 1,860  | 0                             | 1,860              |        |
| 0  | 114 | Enterprise Solution Delivery Service Program  | CW | S5 | 04 | 345   | 300   | 0     | 0     | 0     | 645                | 0                  | 645   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 645    | 0                             | 645                |        |
| 0  | 115 | Business Process and Rules Management         | CW | S5 | 04 | 870   | 1,170 | 870   | 500   | 250   | 3,660              | 0                  | 3,660   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 3,660  | 0                             | 3,660              |        |
| 0  | 116 | Enterprise Portfolio Mgmt Tools               | CW | S5 | 04 | 250   | 0     | 0     | 0     | 0     | 250                | 0                  | 250   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 250    | 0                             | 250                |        |
| 0  | 117 | IT Service Process Improvement Pgm            | CW | S5 | 04 | 567   | 618   | 613   | 641   | 653   | 3,092              | 1,343              | 4,435   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 4,435  | 0                             | 4,435              |        |
| 0  | 118 | Enterprise Information Security Pgm           | CW | S5 | 04 | 400   | 400   | 400   | 400   | 400   | 2,000              | 2,000              | 4,000   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 4,000  | 0                             | 4,000              |        |
| 0  | 119 | Enterprise Architecture - 2014                | CW | S5 | 04 | 2,010   | 992   | 0     | 0     | 200   | 3,202              | 0                  | 3,202   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 3,202  | 0                             | 3,202              |        |
| 0  | 120 | eCity Strategic Planning - 2014               | CW | S5 | 04 | 500   | 0     | 0     | 0     | 0     | 500                | 0                  | 500   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 500    | 0                             | 500                |        |
| 89   | 121 | IT Risk Mgmt Framework - 2014 Scope Change    | CW | S3 | 03 | 252   | 220   | 660   | 660   | 660   | 2,452              | 660                | 3,112   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 3,112  | 0                             | 3,112              |        |
| Sub-total  |     |   |    |    |    | 6,402   | 5,627 | 5,109 | 6,181 | 6,902 | 30,221             | 32,076             | 62,297  | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 0      | 62,297                        | 0                  | 62,297 |
| <u>ITP906883 Technology Infrastructure</u>   |     |   |    |    |    |   |       |       |       |       |                    |                    |   |                                       |                    |                        |          |                  |                            |         |        |                               |                    |        |
| 0  | 8   | Technology Infrastructure Growth              | CW | S6 | 03 | 0   | 0     | 293   | 1,500 | 1,510 | 3,303              | 15,849             | 19,152  | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 19,152 | 0                             | 19,152             |        |





**CITY OF TORONTO**

**Gross Expenditures (\$000's)**  
**Appendix 3: 2014 Recommended Capital Budget: 2015-2023 Capital Plan**

**Information & Technology**

| Sub-<br>Priority                              | Project No.<br>SubProj No. | Project Name<br>Sub-project Name                   | Ward | Stat. | Cat. | Current and Future Year Cash Flow Commitments                    |        |       |      |      |                    |                    | Current and Future Year Cash Flow Commitments Financed By |                                       |                    |                        |          |                  |                            |         |        |                               |                    |   |        |       |        |       |
|---|----------------------------|--|------|-------|------|--|--------|-------|------|------|--------------------|--------------------|---|---------------------------------------|--------------------|------------------------|----------|------------------|----------------------------|---------|--------|-------------------------------|--------------------|---|--------|-------|--------|-------|
|   |                            |  |      |       |      | 2014   | 2015   | 2016  | 2017 | 2018 | Total<br>2014-2018 | Total<br>2019-2023 | Total<br>2014-2023  | Provincial<br>Grants and<br>Subsidies | Federal<br>Subsidy | Development<br>Charges | Reserves | Reserve<br>Funds | Capital<br>from<br>Current | Other 1 | Other2 | Debt -<br>Recoverable<br>Debt | Total<br>Financing |   |        |       |        |       |
|   |                            |  |      |       |      | <b>ITP907951 2012 Core Service Review - Service Efficiencies</b> |        |       |      |      |                    |                    |   |                                       |                    |                        |          |                  |                            |         |        |                               |                    |   |        |       |        |       |
| 1   | 1                          | Employee Self Service Portal, Payroll - PPEB       | CW   | S2    | 04   | 4,552  | 717    | 0     | 0    | 0    | 5,269              | 0                  | 5,269   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 0      | 0                             | 0                  | 0 | 5,269  | 0     | 5,269  |       |
| 0   | 2                          | Web Business Content Refresh & Redesign            | CW   | S2    | 04   | 2,150  | 882    | 750   | 0    | 0    | 3,782              | 0                  | 3,782   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 0      | 0                             | 0                  | 0 | 3,782  | 0     | 3,782  |       |
| 0   | 3                          | Portal Foundation Components                       | CW   | S2    | 04   | 1,200  | 800    | 1,500 | 0    | 0    | 3,500              | 0                  | 3,500   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 0      | 0                             | 0                  | 0 | 3,500  | 0     | 3,500  |       |
| 0   | 4                          | Work Management Solution - Transportation          | CW   | S2    | 04   | 50   | 1,105  | 1,205 | 0    | 0    | 2,360              | 0                  | 2,360   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 0      | 0                             | 0                  | 0 | 2,360  | 0     | 2,360  |       |
| 0   | 5                          | Ent Time, Attendance & Scheduling Mgmt - PPEB      | CW   | S5    | 04   | 4,601  | 7,644  | 603   | 0    | 0    | 12,848             | 0                  | 12,848  | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 0      | 0                             | 0                  | 0 | 12,848 | 0     | 12,848 |       |
| 0   | 6                          | Short Term Business Improvements - Transportation  | CW   | S2    | 04   | 600  | 600    | 530   | 0    | 0    | 1,730              | 0                  | 1,730   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 0      | 0                             | 0                  | 0 | 1,730  | 0     | 1,730  |       |
| 0   | 7                          | Asset Management Solution - Transportation         | CW   | S6    | 04   | 0  | 150    | 515   | 560  | 0    | 1,225              | 0                  | 1,225   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 0      | 0                             | 0                  | 0 | 1,225  | 0     | 1,225  |       |
| 1   | 8                          | Ent Employee Self Service Portal, Payroll Moderniz | CW   | S3    | 04   | 1,065  | 231    | 0     | 0    | 0    | 1,296              | 0                  | 1,296   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 0      | 0                             | 0                  | 0 | 1,296  | 0     | 1,296  |       |
| Sub-total                                     |                            |  |      |       |      | 14,218   | 12,129 | 5,103 | 560  | 0    | 32,010             | 0                  | 32,010  | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 0      | 0                             | 0                  | 0 | 32,010 | 0     | 32,010 |       |
| <b>WES906827 COMPUTER SYSTEM INTEGRATION</b>  |                            |  |      |       |      |  |        |       |      |      |                    |                    |   |                                       |                    |                        |          |                  |                            |         |        |                               |                    |   |        |       |        |       |
| 0   | 9                          | Project Progress & Contract Tracking (PTP) - ECS   | CW   | S5    | 04   | 646  | 587    | 588   | 0    | 0    | 1,821              | 0                  | 1,821   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 0      | 0                             | 0                  | 0 | 1,821  | 0     | 1,821  |       |
| Sub-total                                     |                            |  |      |       |      | 646  | 587    | 588   | 0    | 0    | 1,821              | 0                  | 1,821   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 0      | 0                             | 0                  | 0 | 0      | 1,821 | 0      | 1,821 |
| <b>WES907128 BUSINESS SUSTAINMENT SYSTEMS</b> |                            |  |      |       |      |  |        |       |      |      |                    |                    |   |                                       |                    |                        |          |                  |                            |         |        |                               |                    |   |        |       |        |       |
| 90  | 117                        | Blueprint Document Management - ECS                | CW   | S5    | 03   | 200  | 440    | 0     | 0    | 0    | 640                | 0                  | 640   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 0      | 0                             | 0                  | 0 | 640    | 0     | 640    |       |
| 20  | 118                        | Municipal Licensing & Stds - IT Strategic Plan     | CW   | S5    | 04   | 150  | 0      | 0     | 0    | 0    | 150                | 0                  | 150   | 0                                     | 0                  | 0                      | 150      | 0                | 0                          | 0       | 0      | 0                             | 0                  | 0 | 0      | 0     | 150    |       |
| 0   | 119                        | Web Information Portal on Dvlpmnt Applications     | CW   | S5    | 04   | 240  | 234    | 366   | 0    | 0    | 840                | 0                  | 840   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 0      | 0                             | 0                  | 0 | 840    | 0     | 840    |       |
| 67  | 121                        | Zoning By-law System Updates - City Planning       | CW   | S6    | 04   | 0  | 150    | 250   | 0    | 0    | 400                | 0                  | 400   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 0      | 0                             | 0                  | 0 | 400    | 0     | 400    |       |
| 0   | 122                        | Integrated Business Mgmt System Upgrade - Planning | CW   | S5    | 04   | 250  | 780    | 702   | 879  | 0    | 2,611              | 0                  | 2,611   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 0      | 0                             | 0                  | 0 | 2,611  | 0     | 2,611  |       |
| 107   | 123                        | Electronic Self Service Licensing - MLS            | CW   | S5    | 04   | 150  | 469    | 0     | 0    | 0    | 619                | 0                  | 619   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 0      | 0                             | 0                  | 0 | 619    | 0     | 619    |       |
| 0   | 125                        | Integrated Bus Mgmt Reporting Platform - Planning  | CW   | S5    | 04   | 606  | 530    | 0     | 0    | 0    | 1,136              | 0                  | 1,136   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 0      | 0                             | 0                  | 0 | 1,136  | 0     | 1,136  |       |
| 0   | 126                        | System Enhancements for Licensing Services - MLS   | CW   | S5    | 04   | 396  | 340    | 0     | 0    | 0    | 736                | 0                  | 736   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 0      | 0                             | 0                  | 0 | 736    | 0     | 736    |       |
| 0   | 127                        | Electronic Service Delivery Portal - Bldg Permits  | CW   | S5    | 04   | 1,006  | 400    | 0     | 0    | 0    | 1,406              | 0                  | 1,406   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 0      | 0                             | 0                  | 0 | 1,406  | 0     | 1,406  |       |
| 0   | 128                        | Toronto Building Electronic Service Delivery       | CW   | S5    | 04   | 1,256  | 1,287  | 444   | 451  | 0    | 3,438              | 0                  | 3,438   | 0                                     | 0                  | 0                      | 2,147    | 0                | 0                          | 0       | 0      | 0                             | 0                  | 0 | 1,291  | 0     | 3,438  |       |

**CITY OF TORONTO**

Gross Expenditures (\$000's)

**Appendix 3: 2014 Recommended Capital Budget: 2015-2023 Capital Plan**

**Information & Technology**

| Sub- Project No. Project Name<br>PrioritySubProj No. Sub-project Name Ward Stat. Cat. |     |  |    |    |    | Current and Future Year Cash Flow Commitments |        |        |        |        |                    |                    | Current and Future Year Cash Flow Commitments Financed By |                                       |                    |                        |                     |                  |                            |         |        |                               |                    |         |   |     |
|---|-----|--|----|----|----|---|--------|--------|--------|--------|--------------------|--------------------|---|---------------------------------------|--------------------|------------------------|---------------------|------------------|----------------------------|---------|--------|-------------------------------|--------------------|---------|---|-----|
|   |     |  |    |    |    | 2014  | 2015   | 2016   | 2017   | 2018   | Total<br>2014-2018 | Total<br>2019-2023 | Total<br>2014-2023  | Provincial<br>Grants and<br>Subsidies | Federal<br>Subsidy | Development<br>Charges | Reserve<br>Reserves | Reserve<br>Funds | Capital<br>from<br>Current | Other 1 | Other2 | Debt -<br>Recoverable<br>Debt | Total<br>Financing |         |   |     |
| <u>WES907128 BUSINESS SUSTAINMENT SYSTEMS</u>   |     |  |    |    |    |   |        |        |        |        |                    |                    |   |                                       |                    |                        |                     |                  |                            |         |        |                               |                    |         |   |     |
| 0   | 129 | System Enhancements for City Planning Services | CW | S5 | 04 | 165   | 210    | 0      | 0      | 0      | 375                | 0                  | 375   | 0                                     | 0                  | 0                      | 0                   | 0                | 0                          | 0       | 0      | 0                             | 0                  | 375     | 0 | 375 |
| Sub-total   |     |  |    |    |    | 4,419   | 4,840  | 1,762  | 1,330  | 0      | 12,351             | 0                  | 12,351  | 0                                     | 0                  | 0                      | 2,297               | 0                | 0                          | 0       | 0      | 10,054                        | 0                  | 12,351  |   |     |
| <u>WES907458 TAS ELECTRONIC COMMUNICATIONS</u>  |     |  |    |    |    |   |        |        |        |        |                    |                    |   |                                       |                    |                        |                     |                  |                            |         |        |                               |                    |         |   |     |
| 0   | 5   | On-Line Services - Animal Services             | CW | S6 | 04 | 0   | 532    | 0      | 0      | 0      | 532                | 0                  | 532   | 0                                     | 0                  | 0                      | 532                 | 0                | 0                          | 0       | 0      | 0                             | 0                  | 0       | 0 | 532 |
| Sub-total   |     |  |    |    |    | 0   | 532    | 0      | 0      | 0      | 532                | 0                  | 532   | 0                                     | 0                  | 0                      | 532                 | 0                | 0                          | 0       | 0      | 0                             | 0                  | 0       | 0 | 532 |
| <b>Total Program Expenditure</b>  |     |  |    |    |    | 60,734  | 63,620 | 37,718 | 37,921 | 45,198 | 245,191            | 161,895            | 407,086   | 0                                     | 0                  | 0                      | 193,653             | 0                | 0                          | 0       | 12,000 | 201,433                       | 0                  | 407,086 |   |     |

**CITY OF TORONTO**

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

**Appendix 3: 2014 Recommended Capital Budget: 2015-2023 Capital Plan**

**Information & Technology**

| Sub- Project No. Project Name<br>Priority SubProj No. Sub-project Name Ward Stat. Cat. |  |  |  |  | Current and Future Year Cash Flow Commitments and Estimates |               |               |               |               |                    | Current and Future Year Cash Flow Commitments and Estimates Financed By |                    |                                       |                    |                        |                     |                  |                            |          |               |                               |                    |                |
|--|--|--|--|--|---|---------------|---------------|---------------|---------------|--------------------|---|--------------------|---------------------------------------|--------------------|------------------------|---------------------|------------------|----------------------------|----------|---------------|-------------------------------|--------------------|----------------|
|  |  |  |  |  | 2014  | 2015          | 2016          | 2017          | 2018          | Total<br>2014-2018 | Total<br>2019-2023  | Total<br>2014-2023 | Provincial<br>Grants and<br>Subsidies | Federal<br>Subsidy | Development<br>Charges | Reserve<br>Reserves | Reserve<br>Funds | Capital<br>from<br>Current | Other 1  | Other2        | Debt -<br>Recoverable<br>Debt | Total<br>Financing |                |
| Financed By:   |  |  |  |  |   |               |               |               |               |                    |   |                    |                                       |                    |                        |                     |                  |                            |          |               |                               |                    |                |
| Reserves (Ind. "XQ" Ref.)  |  |  |  |  | 26,558  | 29,016        | 17,571        | 20,305        | 17,108        | 110,558            | 83,095  | 193,653            | 0                                     | 0                  | 0                      | 0                   | 0                | 0                          | 0        | 193,653       |                               |                    |                |
| Other2 (External)  |  |  |  |  | 0   | 0             | 0             | 0             | 12,000        | 12,000             | 0   | 12,000             | 0                                     | 0                  | 0                      | 0                   | 12,000           | 0                          | 0        | 12,000        |                               |                    |                |
| Debt   |  |  |  |  | 34,176  | 34,604        | 20,147        | 17,616        | 16,090        | 122,633            | 78,800  | 201,433            | 0                                     | 0                  | 0                      | 0                   | 0                | 201,433                    | 0        | 201,433       |                               |                    |                |
| <b>Total Program Financing</b>   |  |  |  |  | <b>60,734</b>   | <b>63,620</b> | <b>37,718</b> | <b>37,921</b> | <b>45,198</b> | <b>245,191</b>     | <b>161,895</b>  | <b>407,086</b>     | <b>0</b>                              | <b>0</b>           | <b>0</b>               | <b>193,653</b>      | <b>0</b>         | <b>0</b>                   | <b>0</b> | <b>12,000</b> | <b>201,433</b>                | <b>0</b>           | <b>407,086</b> |

|                    |  |
|--------------------|--|
| <b>Status Code</b> | <b>Description</b>   |
| S2                 | S2 Prior Year (With 2014 and/or Future Year Cashflow)                  |
| S3                 | S3 Prior Year - Change of Scope 2014 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 2015 & Beyond)                     |

|                      |   |
|----------------------|---|
| <b>Category Code</b> | <b>Description</b>                      |
| 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**  
**2014 Recommended Cash Flow and**  
**Future Year Commitments**

**CITY OF TORONTO**

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

**Appendix 4: 2014 Recommended Cash Flow & Future Year Commitments**

**Information & Technology**

| Sub- Project No. Project Name<br>PrioritySubProj No. Sub-project Name Ward Stat. Cat. |     |   |    |    |    | Current and Future Year Cash Flow Commitments |       |       |      |      |                    |                    | Current and Future Year Cash Flow Commitments Financed By |                                       |                    |                        |          |                  |                            |         |        |                               |                    |        |       |
|---|-----|---|----|----|----|---|-------|-------|------|------|--------------------|--------------------|---|---------------------------------------|--------------------|------------------------|----------|------------------|----------------------------|---------|--------|-------------------------------|--------------------|--------|-------|
|   |     |   |    |    |    | 2014  | 2015  | 2016  | 2017 | 2018 | Total<br>2014-2018 | Total<br>2019-2023 | Total<br>2014-2023  | Provincial<br>Grants and<br>Subsidies | Federal<br>Subsidy | Development<br>Charges | Reserves | Reserve<br>Funds | Capital<br>from<br>Current | Other 1 | Other2 | Debt -<br>Recoverable<br>Debt | Total<br>Financing |        |       |
| <u>EOL906983</u> <u>Asset Lifecycle Management</u>                                    |     |   |    |    |    |   |       |       |      |      |                    |                    |   |                                       |                    |                        |          |                  |                            |         |        |                               |                    |        |       |
| 15  | 20  | Desktop Hardware Replacement 2014                 | CW | S5 | 03 | 8,108   | 0     | 0     | 0    | 0    | 8,108              | 0                  | 8,108   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 0      | 0                             | 0                  | 8,108  |       |
| 8   | 27  | Network Asset Replacement 2014                    | CW | S5 | 03 | 1,751   | 0     | 0     | 0    | 0    | 1,751              | 0                  | 1,751   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 0      | 0                             | 0                  | 1,751  |       |
| 9   | 28  | Network Security Replacement 2014                 | CW | S5 | 03 | 366   | 0     | 0     | 0    | 0    | 366                | 0                  | 366   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 0      | 0                             | 0                  | 366    |       |
| 0   | 30  | Enterprise Software Replacement 2014              | CW | S5 | 03 | 975   | 0     | 0     | 0    | 0    | 975                | 0                  | 975   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 0      | 0                             | 0                  | 975    |       |
| 0   | 31  | Enterprise Server Replacement 2014                | CW | S5 | 03 | 2,625   | 0     | 0     | 0    | 0    | 2,625              | 0                  | 2,625   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 0      | 0                             | 0                  | 2,625  |       |
| 0   | 32  | Enterprise Storage Replacement - 2014             | CW | S5 | 03 | 800   | 0     | 0     | 0    | 0    | 800                | 0                  | 800   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 0      | 0                             | 0                  | 800    |       |
| 0   | 33  | Desktop Software Replacement 2014                 | CW | S5 | 03 | 3,023   | 7,020 | 0     | 0    | 0    | 10,043             | 0                  | 10,043  | 0                                     | 0                  | 0                      | 10,043   | 0                | 0                          | 0       | 0      | 0                             | 0                  | 10,043 |       |
| Sub-total   |     |   |    |    |    | 17,648  | 7,020 | 0     | 0    | 0    | 24,668             | 0                  | 24,668  | 0                                     | 0                  | 0                      | 24,668   | 0                | 0                          | 0       | 0      | 0                             | 0                  | 24,668 |       |
| <u>ITP000223</u> <u>Network Upgrade</u>   |     |   |    |    |    |   |       |       |      |      |                    |                    |   |                                       |                    |                        |          |                  |                            |         |        |                               |                    |        |       |
| 0   | 54  | Business Continuity & Disaster Recovery Pgm. 2013 | CW | S2 | 03 | 2,517   | 1,310 | 1,247 | 970  | 0    | 6,044              | 0                  | 6,044   | 0                                     | 0                  | 0                      | 6,044    | 0                | 0                          | 0       | 0      | 0                             | 0                  | 6,044  |       |
| Sub-total   |     |   |    |    |    | 2,517   | 1,310 | 1,247 | 970  | 0    | 6,044              | 0                  | 6,044   | 0                                     | 0                  | 0                      | 6,044    | 0                | 0                          | 0       | 0      | 0                             | 0                  | 0      | 6,044 |
| <u>ITP906881</u> <u>Application Systems</u>   |     |   |    |    |    |   |       |       |      |      |                    |                    |   |                                       |                    |                        |          |                  |                            |         |        |                               |                    |        |       |
| 27  | 66  | Business Application Integration Licenses         | CW | S2 | 03 | 435   | 0     | 0     | 0    | 0    | 435                | 0                  | 435   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 0      | 435                           | 0                  | 435    |       |
| 44  | 86  | Ent. Bus Intelligence Strategy & Plan             | CW | S2 | 03 | 100   | 0     | 0     | 0    | 0    | 100                | 0                  | 100   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 100    | 0                             | 0                  | 100    |       |
| 0   | 99  | ERP (SAP) System Upgrade 2014                     | CW | S3 | 04 | 1,319   | 0     | 0     | 0    | 0    | 1,319              | 0                  | 1,319   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 1,319  | 0                             | 0                  | 1,319  |       |
| 0   | 100 | Enterprise Mobility Platform                      | CW | S5 | 04 | 900   | 0     | 0     | 0    | 0    | 900                | 0                  | 900   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 900    | 0                             | 0                  | 900    |       |
| 0   | 101 | Enterprise Information Management                 | CW | S5 | 04 | 430   | 0     | 0     | 0    | 0    | 430                | 0                  | 430   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 430    | 0                             | 0                  | 430    |       |
| 0   | 102 | Central Property Repository                       | CW | S5 | 04 | 300   | 0     | 0     | 0    | 0    | 300                | 0                  | 300   | 0                                     | 0                  | 0                      | 300      | 0                | 0                          | 0       | 0      | 0                             | 0                  | 300    |       |
| 0   | 103 | Web Technology Foundation - Phase 2014            | CW | S5 | 04 | 1,388   | 0     | 0     | 0    | 0    | 1,388              | 0                  | 1,388   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 1,388  | 0                             | 0                  | 1,388  |       |
| 0   | 104 | Ent Doc & Record Mgmt Solution (EDRMS) 2014       | CW | S5 | 04 | 646   | 0     | 0     | 0    | 0    | 646                | 0                  | 646   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 646    | 0                             | 0                  | 646    |       |
| 84  | 107 | Ent Geospatial Aerial Photography Pgm 2014        | CW | S5 | 03 | 200   | 0     | 0     | 0    | 0    | 200                | 0                  | 200   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 200    | 0                             | 0                  | 200    |       |
| Sub-total   |     |   |    |    |    | 5,718   | 0     | 0     | 0    | 0    | 5,718              | 0                  | 5,718   | 0                                     | 0                  | 0                      | 300      | 0                | 0                          | 0       | 0      | 5,418                         | 0                  | 5,718  |       |
| <u>ITP906882</u> <u>Corporate Planning &amp; Management</u>                           |     |   |    |    |    |   |       |       |      |      |                    |                    |   |                                       |                    |                        |          |                  |                            |         |        |                               |                    |        |       |
| 46  | 78  | Quality Assurance Testing Software Upgrade        | CW | S5 | 03 | 400   | 0     | 0     | 0    | 0    | 400                | 0                  | 400   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 400    | 0                             | 0                  | 400    |       |
| 0   | 79  | Application Portfolio Tools & Rationalization     | CW | S5 | 03 | 400   | 0     | 0     | 0    | 0    | 400                | 0                  | 400   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 400    | 0                             | 0                  | 400    |       |

**CITY OF TORONTO**

Gross Expenditures (\$000's)

**Appendix 4: 2014 Recommended Cash Flow & Future Year Commitments**

**Information & Technology**

| Sub- Project No. Project Name<br>Priority/SubProj No. Sub-project Name Ward Stat. Cat. |     |  |    |    |    | Current and Future Year Cash Flow Commitments |         |         |         |        |                    |                    | Current and Future Year Cash Flow Commitments Financed By |                                       |                    |                        |          |                  |                            |         |         |                               |                    |         |       |
|--|-----|--|----|----|----|---|---------|---------|---------|--------|--------------------|--------------------|---|---------------------------------------|--------------------|------------------------|----------|------------------|----------------------------|---------|---------|-------------------------------|--------------------|---------|-------|
|  |     |  |    |    |    | 2014  | 2015    | 2016    | 2017    | 2018   | Total<br>2014-2018 | Total<br>2019-2023 | Total<br>2014-2023  | Provincial<br>Grants and<br>Subsidies | Federal<br>Subsidy | Development<br>Charges | Reserves | Reserve<br>Funds | Capital<br>from<br>Current | Other 1 | Other2  | Debt -<br>Recoverable<br>Debt | Total<br>Financing |         |       |
| <u>ITP906882 Corporate Planning &amp; Management</u>                                   |     |  |    |    |    |   |         |         |         |        |                    |                    |   |                                       |                    |                        |          |                  |                            |         |         |                               |                    |         |       |
| 89   | 89  | IT Risk Management Framework                       | CW | S2 | 03 | 300   | 0       | 0       | 0       | 0      | 300                | 0                  | 300   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 0       | 0                             | 300                | 0       | 300   |
| 89   | 100 | IT Risk Management Framework                       | CW | S2 | 03 | 108   | 440     | 0       | 0       | 0      | 548                | 0                  | 548   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 0       | 0                             | 548                | 0       | 548   |
| 0  | 114 | Enterprise Solution Delivery Service Program       | CW | S5 | 04 | 345   | 0       | 0       | 0       | 0      | 345                | 0                  | 345   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 0       | 0                             | 345                | 0       | 345   |
| 0  | 115 | Business Process and Rules Management              | CW | S5 | 04 | 870   | 0       | 0       | 0       | 0      | 870                | 0                  | 870   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 0       | 0                             | 870                | 0       | 870   |
| 0  | 116 | Enterprise Portfolio Mgmt Tools                    | CW | S5 | 04 | 250   | 0       | 0       | 0       | 0      | 250                | 0                  | 250   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 0       | 0                             | 250                | 0       | 250   |
| 0  | 117 | IT Service Process Improvement Pgm                 | CW | S5 | 04 | 567   | 0       | 0       | 0       | 0      | 567                | 0                  | 567   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 0       | 0                             | 567                | 0       | 567   |
| 0  | 118 | Enterprise Information Security Pgm                | CW | S5 | 04 | 400   | 0       | 0       | 0       | 0      | 400                | 0                  | 400   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 0       | 0                             | 400                | 0       | 400   |
| 0  | 119 | Enterprise Architecture - 2014                     | CW | S5 | 04 | 2,010   | 0       | 0       | 0       | 0      | 2,010              | 0                  | 2,010   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 0       | 2,010                         | 0                  | 2,010   |       |
| 0  | 120 | eCity Strategic Planning - 2014                    | CW | S5 | 04 | 500   | 0       | 0       | 0       | 0      | 500                | 0                  | 500   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 0       | 0                             | 500                | 0       | 500   |
| 89   | 121 | IT Risk Mgmt Framework - 2014 Scope Change         | CW | S3 | 03 | 252   | 220     | 660     | 660     | 660    | 2,452              | 660                | 3,112   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 0       | 0                             | 3,112              | 0       | 3,112 |
| Sub-total  |     |  |    |    |    | 6,402   | 660     | 660     | 660     | 660    | 9,042              | 660                | 9,702   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 0       | 0                             | 9,702              | 0       | 9,702 |
| <u>ITP906883 Technology Infrastructure</u>   |     |  |    |    |    |   |         |         |         |        |                    |                    |   |                                       |                    |                        |          |                  |                            |         |         |                               |                    |         |       |
| 29   | 29  | Integrated Telecommunications Infrastructure (ITI) | CW | S2 | 04 | 808   | 0       | 0       | 0       | 0      | 808                | 0                  | 808   | 0                                     | 0                  | 0                      | 808      | 0                | 0                          | 0       | 0       | 0                             | 0                  | 0       | 808   |
| 20   | 30  | Consolidated Data Centre                           | CW | S2 | 03 | 2,370   | 2,065   | 94,225  | 10,855  | 0      | 109,515            | 0                  | 109,515   | 0                                     | 0                  | 0                      | 26,850   | 0                | 0                          | 0       | 57,532  | 25,133                        | 0                  | 109,515 |       |
| 20   | 55  | Consolidated Data Centre                           | CW | S2 | 03 | 3,350   | 28,695  | -61,765 | 19,495  | 0      | -10,225            | 0                  | -10,225   | 0                                     | 0                  | 0                      | -1,750   | 0                | 0                          | 0       | -33,362 | 24,887                        | 0                  | -10,225 |       |
| 0  | 56  | Email Replacement                                  | CW | S5 | 03 | 3,879   | 0       | 0       | 0       | 0      | 3,879              | 0                  | 3,879   | 0                                     | 0                  | 0                      | 3,879    | 0                | 0                          | 0       | 0       | 0                             | 0                  | 0       | 3,879 |
| 0  | 60  | Configuration Mgmt Database Implementation         | CW | S5 | 04 | 440   | 0       | 0       | 0       | 0      | 440                | 0                  | 440   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 0       | 0                             | 440                | 0       | 440   |
| 0  | 61  | Enterprise Systems Management Implementation       | CW | S5 | 04 | 590   | 0       | 0       | 0       | 0      | 590                | 0                  | 590   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 0       | 0                             | 590                | 0       | 590   |
| 0  | 62  | Consolidated Data Centre 2014 Scope Change         | CW | S3 | 03 | -5,720  | -30,460 | -29,460 | -24,350 | 15,400 | -74,590            | 0                  | -74,590   | 0                                     | 0                  | 0                      | -12,400  | 0                | 0                          | 0       | -12,170 | -50,020                       | 0                  | -74,590 |       |
| Sub-total  |     |  |    |    |    | 5,717   | 300     | 3,000   | 6,000   | 15,400 | 30,417             | 0                  | 30,417  | 0                                     | 0                  | 0                      | 17,387   | 0                | 0                          | 0       | 12,000  | 1,030                         | 0                  | 30,417  |       |
| <u>ITP907747 Corporate Initiatives</u>   |     |  |    |    |    |   |         |         |         |        |                    |                    |   |                                       |                    |                        |          |                  |                            |         |         |                               |                    |         |       |
| 8  | 13  | Toronto Progress Web Portal                        | CW | S4 | 04 | 109   | 0       | 0       | 0       | 0      | 109                | 0                  | 109   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 0       | 0                             | 109                | 0       | 109   |
| 6  | 14  | Enterprise eLearning- HR                           | CW | S5 | 04 | 602   | 0       | 0       | 0       | 0      | 602                | 0                  | 602   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 0       | 0                             | 602                | 0       | 602   |
| 0  | 15  | Civic Engagement - Engage Toronto 2014             | CW | S4 | 04 | 139   | 0       | 0       | 0       | 0      | 139                | 0                  | 139   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 0       | 0                             | 139                | 0       | 139   |

**CITY OF TORONTO**

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

**Appendix 4: 2014 Recommended Cash Flow & Future Year Commitments**

**Information & Technology**

| Sub- Project No. Project Name<br>PrioritySubProj No. Sub-project Name Ward Stat. Cat. |     |  |    |    |    | Current and Future Year Cash Flow Commitments |        |       |      |      |                    |                    | Current and Future Year Cash Flow Commitments Financed By |                                       |                    |                        |          |                  |                            |         |        |                               |                    |        |     |
|---|-----|--|----|----|----|---|--------|-------|------|------|--------------------|--------------------|---|---------------------------------------|--------------------|------------------------|----------|------------------|----------------------------|---------|--------|-------------------------------|--------------------|--------|-----|
|   |     |  |    |    |    | 2014  | 2015   | 2016  | 2017 | 2018 | Total<br>2014-2018 | Total<br>2019-2023 | Total<br>2014-2023  | Provincial<br>Grants and<br>Subsidies | Federal<br>Subsidy | Development<br>Charges | Reserves | Reserve<br>Funds | Capital<br>from<br>Current | Other 1 | Other2 | Debt -<br>Recoverable<br>Debt | Total<br>Financing |        |     |
| <u>ITP907747 Corporate Initiatives</u>  |     |  |    |    |    |   |        |       |      |      |                    |                    |   |                                       |                    |                        |          |                  |                            |         |        |                               |                    |        |     |
| 0   | 16  | Workforce Business Intelligence Requirements - HR  | CW | S4 | 04 | 250   | 0      | 0     | 0    | 0    | 250                | 0                  | 250   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 250    | 0                             | 250                |        |     |
| 0   | 17  | Enterprise eLearning - HR - 2014 Scope Chg         | CW | S5 | 04 | 350   | 0      | 0     | 0    | 0    | 350                | 0                  | 350   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 350    | 0                             | 350                |        |     |
| 0   | 26  | Emergency Operations Centre Software               | CW | S4 | 04 | 220   | 0      | 0     | 0    | 0    | 220                | 0                  | 220   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 220    | 0                             | 220                |        |     |
| 7   | 27  | Human Resources Process Automation - 2014          | CW | S5 | 04 | 618   | 0      | 0     | 0    | 0    | 618                | 0                  | 618   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 618    | 0                             | 618                |        |     |
| Sub-total   |     |  |    |    |    | 2,288   | 0      | 0     | 0    | 0    | 2,288              | 0                  | 2,288   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 0      | 2,288                         | 0                  | 2,288  |     |
| <u>ITP907907 Resources to Deliver IT Capital Projects</u>                             |     |  |    |    |    |   |        |       |      |      |                    |                    |   |                                       |                    |                        |          |                  |                            |         |        |                               |                    |        |     |
| 0   | 1   | Capital Portfolio Resource Requirements            | CW | S2 | 04 | 5,325   | 3,550  | 1,775 | 0    | 0    | 10,650             | 0                  | 10,650  | 0                                     | 0                  | 0                      | 5,188    | 0                | 0                          | 0       | 5,462  | 0                             | 10,650             |        |     |
| 0   | 2   | Capital Resource Requirements - Scope Change       | CW | S3 | 04 | -4,164  | 0      | 0     | 0    | 0    | -4,164             | 0                  | -4,164  | 0                                     | 0                  | 0                      | -3,805   | 0                | 0                          | 0       | -359   | 0                             | -4,164             |        |     |
| Sub-total   |     |  |    |    |    | 1,161   | 3,550  | 1,775 | 0    | 0    | 6,486              | 0                  | 6,486   | 0                                     | 0                  | 0                      | 1,383    | 0                | 0                          | 0       | 0      | 5,103                         | 0                  | 6,486  |     |
| <u>ITP907951 2012 Core Service Review - Service Efficiencies</u>                      |     |  |    |    |    |   |        |       |      |      |                    |                    |   |                                       |                    |                        |          |                  |                            |         |        |                               |                    |        |     |
| 1   | 1   | Employee Self Service Portal, Payroll - PPEB       | CW | S2 | 04 | 4,552   | 717    | 0     | 0    | 0    | 5,269              | 0                  | 5,269   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 5,269  | 0                             | 5,269              |        |     |
| 0   | 2   | Web Business Content Refresh & Redesign            | CW | S2 | 04 | 2,150   | 882    | 750   | 0    | 0    | 3,782              | 0                  | 3,782   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 3,782  | 0                             | 3,782              |        |     |
| 0   | 3   | Portal Foundation Components                       | CW | S2 | 04 | 1,200   | 800    | 1,500 | 0    | 0    | 3,500              | 0                  | 3,500   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 3,500  | 0                             | 3,500              |        |     |
| 0   | 4   | Work Management Solution - Transportation          | CW | S2 | 04 | 50  | 1,105  | 1,205 | 0    | 0    | 2,360              | 0                  | 2,360   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 2,360  | 0                             | 2,360              |        |     |
| 0   | 5   | Ent Time, Attendance & Scheduling Mgmt - PPEB      | CW | S5 | 04 | 4,601   | 7,644  | 603   | 0    | 0    | 12,848             | 0                  | 12,848  | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 12,848 | 0                             | 12,848             |        |     |
| 0   | 6   | Short Term Business Improvements - Transportation  | CW | S2 | 04 | 600   | 600    | 530   | 0    | 0    | 1,730              | 0                  | 1,730   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 1,730  | 0                             | 1,730              |        |     |
| 1   | 8   | Ent Employee Self Service Portal, Payroll Moderniz | CW | S3 | 04 | 1,065   | 231    | 0     | 0    | 0    | 1,296              | 0                  | 1,296   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 1,296  | 0                             | 1,296              |        |     |
| Sub-total   |     |  |    |    |    | 14,218  | 11,979 | 4,588 | 0    | 0    | 30,785             | 0                  | 30,785  | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 0      | 30,785                        | 0                  | 30,785 |     |
| <u>WES906827 COMPUTER SYSTEM INTEGRATION</u>  |     |  |    |    |    |   |        |       |      |      |                    |                    |   |                                       |                    |                        |          |                  |                            |         |        |                               |                    |        |     |
| 0   | 9   | Project Progress & Contract Tracking (PTP) - ECS   | CW | S5 | 04 | 646   | 0      | 0     | 0    | 0    | 646                | 0                  | 646   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 646    | 0                             | 646                |        |     |
| Sub-total   |     |  |    |    |    | 646   | 0      | 0     | 0    | 0    | 646                | 0                  | 646   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 0      | 0                             | 646                | 0      | 646 |
| <u>WES907128 BUSINESS SUSTAINMENT SYSTEMS</u>   |     |  |    |    |    |   |        |       |      |      |                    |                    |   |                                       |                    |                        |          |                  |                            |         |        |                               |                    |        |     |
| 90  | 117 | Blueprint Document Management - ECS                | CW | S5 | 03 | 200   | 0      | 0     | 0    | 0    | 200                | 0                  | 200   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 200    | 0                             | 200                |        |     |
| 20  | 118 | Municipal Licensing & Stds - IT Strategic Plan     | CW | S5 | 04 | 150   | 0      | 0     | 0    | 0    | 150                | 0                  | 150   | 0                                     | 0                  | 0                      | 150      | 0                | 0                          | 0       | 0      | 0                             | 150                |        |     |
| 0   | 119 | Web Information Portal on Dvlprmnt Applications    | CW | S5 | 04 | 240   | 0      | 0     | 0    | 0    | 240                | 0                  | 240   | 0                                     | 0                  | 0                      | 0        | 0                | 0                          | 0       | 240    | 0                             | 240                |        |     |

**CITY OF TORONTO**

Gross Expenditures (\$000's)

**Appendix 4: 2014 Recommended Cash Flow & Future Year Commitments**

**Information & Technology**

| Sub- Project No. Project Name<br>PrioritySubProj No. Sub-project Name Ward Stat. Cat. |     |  |    |    |    | Current and Future Year Cash Flow Commitments |        |        |       |        |                    | Current and Future Year Cash Flow Commitments Financed By |                    |                                       |                    |                        |                     |                  |                            |         |        |                               |                    |         |       |       |
|---|-----|--|----|----|----|---|--------|--------|-------|--------|--------------------|---|--------------------|---------------------------------------|--------------------|------------------------|---------------------|------------------|----------------------------|---------|--------|-------------------------------|--------------------|---------|-------|-------|
|   |     |  |    |    |    | 2014  | 2015   | 2016   | 2017  | 2018   | Total<br>2014-2018 | Total<br>2019-2023  | Total<br>2014-2023 | Provincial<br>Grants and<br>Subsidies | Federal<br>Subsidy | Development<br>Charges | Reserve<br>Reserves | Reserve<br>Funds | Capital<br>from<br>Current | Other 1 | Other2 | Debt -<br>Recoverable<br>Debt | Total<br>Financing |         |       |       |
| <b>WES907128 BUSINESS SUSTAINMENT SYSTEMS</b>   |     |  |    |    |    |   |        |        |       |        |                    |   |                    |                                       |                    |                        |                     |                  |                            |         |        |                               |                    |         |       |       |
| 0   | 122 | Integrated Business Mgmt System Upgrade - Planning | CW | S5 | 04 | 250   | 0      | 0      | 0     | 0      | 250                | 0   | 250                | 0                                     | 0                  | 0                      | 0                   | 0                | 0                          | 0       | 0      | 0                             | 0                  | 250     | 0     | 250   |
| 107   | 123 | Electronic Self Service Licensing - MLS            | CW | S5 | 04 | 150   | 0      | 0      | 0     | 0      | 150                | 0   | 150                | 0                                     | 0                  | 0                      | 0                   | 0                | 0                          | 0       | 0      | 0                             | 0                  | 150     | 0     | 150   |
| 0   | 125 | Integrated Bus Mgmt Reporting Platform - Planning  | CW | S5 | 04 | 606   | 0      | 0      | 0     | 0      | 606                | 0   | 606                | 0                                     | 0                  | 0                      | 0                   | 0                | 0                          | 0       | 0      | 0                             | 0                  | 606     | 0     | 606   |
| 0   | 126 | System Enhancements for Licensing Services - MLS   | CW | S5 | 04 | 396   | 0      | 0      | 0     | 0      | 396                | 0   | 396                | 0                                     | 0                  | 0                      | 0                   | 0                | 0                          | 0       | 0      | 0                             | 0                  | 396     | 0     | 396   |
| 0   | 127 | Electronic Service Delivery Portal - Bldg Permits  | CW | S5 | 04 | 1,006   | 0      | 0      | 0     | 0      | 1,006              | 0   | 1,006              | 0                                     | 0                  | 0                      | 0                   | 0                | 0                          | 0       | 0      | 0                             | 1,006              | 0       | 1,006 |       |
| 0   | 128 | Toronto Building Electronic Service Delivery       | CW | S5 | 04 | 1,256   | 0      | 0      | 0     | 0      | 1,256              | 0   | 1,256              | 0                                     | 0                  | 1,256                  | 0                   | 0                | 0                          | 0       | 0      | 0                             | 0                  | 0       | 0     | 1,256 |
| 0   | 129 | System Enhancements for City Planning Services     | CW | S5 | 04 | 165   | 0      | 0      | 0     | 0      | 165                | 0   | 165                | 0                                     | 0                  | 0                      | 0                   | 0                | 0                          | 0       | 0      | 0                             | 0                  | 165     | 0     | 165   |
| Sub-total   |     |  |    |    |    | 4,419   | 0      | 0      | 0     | 0      | 4,419              | 0   | 4,419              | 0                                     | 0                  | 0                      | 1,406               | 0                | 0                          | 0       | 0      | 0                             | 0                  | 3,013   | 0     | 4,419 |
| <b>Total Program Expenditure</b>  |     |  |    |    |    | 60,734  | 24,819 | 11,270 | 7,630 | 16,060 | 120,513            | 660   | 121,173            | 0                                     | 0                  | 0                      | 51,188              | 0                | 0                          | 0       | 12,000 | 57,985                        | 0                  | 121,173 |       |       |



**CITY OF TORONTO**

Gross Expenditures (\$000's)

**Appendix 4: 2014 Recommended Cash Flow & Future Year Commitments**

**Information & Technology**

| Sub- Project No. Project Name<br>Priority SubProj No. Sub-project Name Ward Stat. Cat. |  |  |  |  |  | Current and Future Year Cash Flow Commitments and Estimates |               |               |              |               |                    | Current and Future Year Cash Flow Commitments and Estimates Financed By |                    |                                       |                    |                        |                     |                  |                            |                |
|--|--|--|--|--|--|---|---------------|---------------|--------------|---------------|--------------------|---|--------------------|---------------------------------------|--------------------|------------------------|---------------------|------------------|----------------------------|----------------|
|  |  |  |  |  |  | 2014  | 2015          | 2016          | 2017         | 2018          | Total<br>2014-2018 | Total<br>2019-2023  | Total<br>2014-2023 | Provincial<br>Grants and<br>Subsidies | Federal<br>Subsidy | Development<br>Charges | Reserve<br>Reserves | Reserve<br>Funds | Capital<br>from<br>Current | Other 1        |
| Financed By:   |  |  |  |  |  |   |               |               |              |               |                    |   |                    |                                       |                    |                        |                     |                  |                            |                |
| Reserves (Ind. "XQ" Ref.)  |  |  |  |  |  | 26,558  | 10,013        | 4,247         | 6,970        | 3,400         | 51,188             | 0   | 51,188             | 0                                     | 0                  | 0                      | 0                   | 0                | 0                          | 51,188         |
| Other2 (External)  |  |  |  |  |  | 0   | 0             | 0             | 0            | 12,000        | 12,000             | 0   | 12,000             | 0                                     | 0                  | 0                      | 12,000              | 0                | 0                          | 12,000         |
| Debt   |  |  |  |  |  | 34,176  | 14,806        | 7,023         | 660          | 660           | 57,325             | 660   | 57,985             | 0                                     | 0                  | 0                      | 0                   | 57,985           | 0                          | 57,985         |
| <b>Total Program Financing</b>   |  |  |  |  |  | <b>60,734</b>   | <b>24,819</b> | <b>11,270</b> | <b>7,630</b> | <b>16,060</b> | <b>120,513</b>     | <b>660</b>  | <b>121,173</b>     | <b>0</b>                              | <b>0</b>           | <b>0</b>               | <b>12,000</b>       | <b>57,985</b>    | <b>0</b>                   | <b>121,173</b> |

| Status Code | Description  |
|-------------|--|
| S2          | S2 Prior Year (With 2014 and/or Future Year Cashflow)                  |
| S3          | S3 Prior Year - Change of Scope 2014 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

## 2014 Recommended Capital Project with Financing Details





## CITY OF TORONTO

## Appendix 5: 2014 Recommended Capital Project with Financing Details

## Information &amp; Technology

## Sub-Project Summary

| Project/Financing<br>Priority Project | Project Name  | Start Date | Completion Date | 2014 Financing |                             |                 |                   |              |               |                      |          |          |          |                    |          |   |
|---------------------------------------|---|------------|-----------------|----------------|-----------------------------|-----------------|-------------------|--------------|---------------|----------------------|----------|----------|----------|--------------------|----------|---|
|                                       |   |            |                 | Cash Flow      | Provincial Grants Subsidies | Federal Subsidy | Developmt Charges | Reserves     | Reserve Funds | Capital From Current | Other 1  | Other 2  | Debt     | Debt - Recoverable |          |   |
| <b>0</b>                              | <b><u>ITP906882 Corporate Planning &amp; Management</u></b>             |            |                 |                |                             |                 |                   |              |               |                      |          |          |          |                    |          |   |
| 87                                    | 110 Enterprise Architecture   | 1/18/2013  | 12/31/2015      | 831            | 0                           | 0               | 0                 | 0            | 0             | 0                    | 0        | 0        | 0        | 831                | 0        |   |
| 89                                    | 89 IT Risk Management Framework   | 1/1/2009   | 12/31/2015      | 300            | 0                           | 0               | 0                 | 0            | 0             | 0                    | 0        | 0        | 0        | 300                | 0        |   |
| 89                                    | 100 IT Risk Management Framework  | 1/1/2014   | 12/31/2015      | 108            | 0                           | 0               | 0                 | 0            | 0             | 0                    | 0        | 0        | 0        | 108                | 0        |   |
| 89                                    | 121 IT Risk Mgmt Framework - 2014 Scope Change                          | 1/1/2014   | 12/31/2019      | 252            | 0                           | 0               | 0                 | 0            | 0             | 0                    | 0        | 0        | 0        | 252                | 0        |   |
|                                       | <b>Project Sub-total:</b>   |            |                 | <b>7,840</b>   | <b>0</b>                    | <b>0</b>        | <b>0</b>          | <b>0</b>     | <b>0</b>      | <b>0</b>             | <b>0</b> | <b>0</b> | <b>0</b> | <b>7,840</b>       | <b>0</b> |   |
| <b>0</b>                              | <b><u>ITP906883 Technology Infrastructure</u></b>                       |            |                 |                |                             |                 |                   |              |               |                      |          |          |          |                    |          |   |
| 0                                     | 56 Email Replacement  | 1/1/2014   | 1/31/2017       | 3,879          | 0                           | 0               | 0                 | 3,879        | 0             | 0                    | 0        | 0        | 0        | 0                  | 0        | 0 |
| 0                                     | 60 Configuration Mgmt Database Implementation                           | 1/1/2014   | 12/31/2015      | 440            | 0                           | 0               | 0                 | 0            | 0             | 0                    | 0        | 0        | 0        | 440                | 0        |   |
| 0                                     | 61 Enterprise Systems Management Implementation                         | 1/1/2014   | 12/31/2015      | 590            | 0                           | 0               | 0                 | 0            | 0             | 0                    | 0        | 0        | 0        | 590                | 0        |   |
| 0                                     | 62 Consolidated Data Centre 2014 Scope Change                           | 1/1/2014   | 12/31/2017      | -5,720         | 0                           | 0               | 0                 | -6,504       | 0             | 0                    | 0        | 0        | 0        | 784                | 0        |   |
| 20                                    | 30 Consolidated Data Centre   | 1/1/2008   | 12/31/2017      | 2,370          | 0                           | 0               | 0                 | 3,154        | 0             | 0                    | 0        | 0        | 0        | -784               | 0        |   |
| 20                                    | 55 Consolidated Data Centre   | 1/1/2013   | 12/31/2017      | 3,350          | 0                           | 0               | 0                 | 3,350        | 0             | 0                    | 0        | 0        | 0        | 0                  | 0        |   |
| 29                                    | 29 Integrated Telecommunications Infrastructure (ITI)                   | 1/1/2009   | 12/31/2014      | 808            | 0                           | 0               | 0                 | 808          | 0             | 0                    | 0        | 0        | 0        | 0                  | 0        |   |
|                                       | <b>Project Sub-total:</b>   |            |                 | <b>5,717</b>   | <b>0</b>                    | <b>0</b>        | <b>0</b>          | <b>4,687</b> | <b>0</b>      | <b>0</b>             | <b>0</b> | <b>0</b> | <b>0</b> | <b>1,030</b>       | <b>0</b> |   |
| <b>0</b>                              | <b><u>ITP907747 Corporate Initiatives</u></b>                           |            |                 |                |                             |                 |                   |              |               |                      |          |          |          |                    |          |   |
| 0                                     | 15 Civic Engagement - Engage Toronto 2014                               | 1/1/2014   | 12/31/2014      | 139            | 0                           | 0               | 0                 | 0            | 0             | 0                    | 0        | 0        | 0        | 139                | 0        |   |
| 0                                     | 16 Workforce Business Intelligence Requirements - HR                    | 1/1/2014   | 12/31/2014      | 250            | 0                           | 0               | 0                 | 0            | 0             | 0                    | 0        | 0        | 0        | 250                | 0        |   |
| 0                                     | 17 Enterprise eLearning - HR - 2014 Scope Chg                           | 1/1/2014   | 12/31/2015      | 350            | 0                           | 0               | 0                 | 0            | 0             | 0                    | 0        | 0        | 0        | 350                | 0        |   |
| 0                                     | 26 Emergency Operations Centre Software                                 | 3/1/2014   | 2/1/2015        | 220            | 0                           | 0               | 0                 | 0            | 0             | 0                    | 0        | 0        | 0        | 220                | 0        |   |
| 6                                     | 14 Enterprise eLearning- HR   | 1/1/2014   | 12/31/2015      | 602            | 0                           | 0               | 0                 | 0            | 0             | 0                    | 0        | 0        | 0        | 602                | 0        |   |
| 7                                     | 27 Human Resources Process Automation - 2014                            | 1/1/2014   | 12/31/2014      | 618            | 0                           | 0               | 0                 | 0            | 0             | 0                    | 0        | 0        | 0        | 618                | 0        |   |
| 8                                     | 13 Toronto Progress Web Portal  | 1/1/2014   | 12/31/2014      | 109            | 0                           | 0               | 0                 | 0            | 0             | 0                    | 0        | 0        | 0        | 109                | 0        |   |
|                                       | <b>Project Sub-total:</b>   |            |                 | <b>2,288</b>   | <b>0</b>                    | <b>0</b>        | <b>0</b>          | <b>0</b>     | <b>0</b>      | <b>0</b>             | <b>0</b> | <b>0</b> | <b>0</b> | <b>2,288</b>       | <b>0</b> |   |
| <b>0</b>                              | <b><u>ITP907907 Resources to Deliver IT Capital Projects</u></b>        |            |                 |                |                             |                 |                   |              |               |                      |          |          |          |                    |          |   |
| 0                                     | 1 Capital Portfolio Resource Requirements                               | 1/1/2014   | 12/31/2017      | 5,325          | 0                           | 0               | 0                 | 3,805        | 0             | 0                    | 0        | 0        | 0        | 1,520              | 0        |   |
| 0                                     | 2 Capital Resource Requirements - Scope Change                          | 1/1/2014   | 12/31/2016      | -4,164         | 0                           | 0               | 0                 | -3,805       | 0             | 0                    | 0        | 0        | 0        | -359               | 0        |   |
|                                       | <b>Project Sub-total:</b>   |            |                 | <b>1,161</b>   | <b>0</b>                    | <b>0</b>        | <b>0</b>          | <b>0</b>     | <b>0</b>      | <b>0</b>             | <b>0</b> | <b>0</b> | <b>0</b> | <b>1,161</b>       | <b>0</b> |   |
| <b>0</b>                              | <b><u>ITP907951 2012 Core Service Review - Service Efficiencies</u></b> |            |                 |                |                             |                 |                   |              |               |                      |          |          |          |                    |          |   |
| 0                                     | 2 Web Business Content Refresh & Redesign                               | 1/17/2013  | 12/31/2016      | 2,150          | 0                           | 0               | 0                 | 0            | 0             | 0                    | 0        | 0        | 0        | 2,150              | 0        |   |
| 0                                     | 3 Portal Foundation Components  | 1/17/2013  | 12/31/2016      | 1,200          | 0                           | 0               | 0                 | 0            | 0             | 0                    | 0        | 0        | 0        | 1,200              | 0        |   |
| 0                                     | 4 Work Management Solution - Transportation                             | 1/17/2013  | 12/31/2016      | 50             | 0                           | 0               | 0                 | 0            | 0             | 0                    | 0        | 0        | 0        | 50                 | 0        |   |
| 0                                     | 5 Ent Time, Attendance & Scheduling Mgmt - PPEB                         | 1/1/2014   | 12/31/2016      | 4,601          | 0                           | 0               | 0                 | 0            | 0             | 0                    | 0        | 0        | 0        | 4,601              | 0        |   |
| 0                                     | 6 Short Term Business Improvements - Transportation                     | 1/1/2013   | 12/31/2016      | 600            | 0                           | 0               | 0                 | 0            | 0             | 0                    | 0        | 0        | 0        | 600                | 0        |   |



**CITY OF TORONTO**

**Appendix 5: 2014 Recommended Capital Project with Financing Details**

**Information & Technology**

**Sub-Project Summary**

| Project/Financing<br>Priority Project | Project Name  | Start Date | Completion Date | 2014          | Financing                   |                 |                   |               |               |                      |          |          |               |                    |
|---------------------------------------|---|------------|-----------------|---------------|-----------------------------|-----------------|-------------------|---------------|---------------|----------------------|----------|----------|---------------|--------------------|
|                                       |   |            |                 | Cash Flow     | Provincial Grants Subsidies | Federal Subsidy | Developmt Charges | Reserves      | Reserve Funds | Capital From Current | Other 1  | Other 2  | Debt          | Debt - Recoverable |
| <b>0</b>                              | <b><u>ITP907951</u> 2012 Core Service Review - Service Efficiencies</b> |            |                 |               |                             |                 |                   |               |               |                      |          |          |               |                    |
| 1                                     | 1 Employee Self Service Portal, Payroll - PPEB                          | 1/17/2013  | 12/31/2015      | 4,552         | 0                           | 0               | 0                 | 0             | 0             | 0                    | 0        | 0        | 4,552         | 0                  |
| 1                                     | 8 Ent Employee Self Service Portal, Payroll Moderniz                    | 2/1/2014   | 12/31/2015      | 1,065         | 0                           | 0               | 0                 | 0             | 0             | 0                    | 0        | 0        | 1,065         | 0                  |
|                                       | <b>Project Sub-total:</b>   |            |                 | <b>14,218</b> | <b>0</b>                    | <b>0</b>        | <b>0</b>          | <b>0</b>      | <b>0</b>      | <b>0</b>             | <b>0</b> | <b>0</b> | <b>14,218</b> | <b>0</b>           |
| <b>0</b>                              | <b><u>WES907126</u> BUSINESS SUSTAINMENT SYSTEMS</b>                    |            |                 |               |                             |                 |                   |               |               |                      |          |          |               |                    |
| 0                                     | 119 Web Information Portal on Dvlpmnt Applications                      | 1/1/2014   | 12/31/2016      | 240           | 0                           | 0               | 0                 | 0             | 0             | 0                    | 0        | 0        | 240           | 0                  |
| 0                                     | 122 Integrated Business Mgmt System Upgrade - Planning                  | 1/1/2014   | 12/31/2017      | 250           | 0                           | 0               | 0                 | 0             | 0             | 0                    | 0        | 0        | 250           | 0                  |
| 0                                     | 125 Integrated Bus Mgmt Reporting Platform - Planning                   | 1/1/2014   | 12/31/2016      | 606           | 0                           | 0               | 0                 | 0             | 0             | 0                    | 0        | 0        | 606           | 0                  |
| 0                                     | 126 System Enhancements for Licensing Services - MLS                    | 2/3/2014   | 12/31/2015      | 396           | 0                           | 0               | 0                 | 0             | 0             | 0                    | 0        | 0        | 396           | 0                  |
| 0                                     | 127 Electronic Service Delivery Portal - Bldg Permits                   | 1/1/2014   | 12/31/2015      | 1,006         | 0                           | 0               | 0                 | 0             | 0             | 0                    | 0        | 0        | 1,006         | 0                  |
| 0                                     | 128 Toronto Building Electronic Service Delivery                        | 1/1/2014   | 12/31/2017      | 1,256         | 0                           | 0               | 0                 | 1,256         | 0             | 0                    | 0        | 0        | 0             | 0                  |
| 0                                     | 129 System Enhancements for City Planning Services                      | 1/1/2014   | 12/31/2015      | 165           | 0                           | 0               | 0                 | 0             | 0             | 0                    | 0        | 0        | 165           | 0                  |
| 20                                    | 118 Municipal Licensing & Stds - IT Strategic Plan                      | 1/1/2014   | 12/31/2016      | 150           | 0                           | 0               | 0                 | 150           | 0             | 0                    | 0        | 0        | 0             | 0                  |
| 90                                    | 117 Blueprint Document Management - ECS                                 | 1/1/2014   | 12/31/2015      | 200           | 0                           | 0               | 0                 | 0             | 0             | 0                    | 0        | 0        | 200           | 0                  |
| 107                                   | 123 Electronic Self Service Licensing - MLS                             | 1/1/2014   | 12/31/2016      | 150           | 0                           | 0               | 0                 | 0             | 0             | 0                    | 0        | 0        | 150           | 0                  |
|                                       | <b>Project Sub-total:</b>   |            |                 | <b>4,419</b>  | <b>0</b>                    | <b>0</b>        | <b>0</b>          | <b>1,406</b>  | <b>0</b>      | <b>0</b>             | <b>0</b> | <b>0</b> | <b>3,013</b>  | <b>0</b>           |
| <b>1</b>                              | <b><u>WES906827</u> COMPUTER SYSTEM INTEGRATION</b>                     |            |                 |               |                             |                 |                   |               |               |                      |          |          |               |                    |
| 0                                     | 9 Project Progress & Contract Tracking (PTP) - ECS                      | 1/1/2014   | 12/31/2016      | 646           | 0                           | 0               | 0                 | 0             | 0             | 0                    | 0        | 0        | 646           | 0                  |
|                                       | <b>Project Sub-total:</b>   |            |                 | <b>646</b>    | <b>0</b>                    | <b>0</b>        | <b>0</b>          | <b>0</b>      | <b>0</b>      | <b>0</b>             | <b>0</b> | <b>0</b> | <b>646</b>    | <b>0</b>           |
| <b>Program Total:</b>                 |   |            |                 | <b>61,972</b> | <b>0</b>                    | <b>0</b>        | <b>0</b>          | <b>26,558</b> | <b>0</b>      | <b>0</b>             | <b>0</b> | <b>0</b> | <b>35,414</b> | <b>0</b>           |

|                    |  |
|--------------------|--|
| <b>Status Code</b> | <b>Description</b>   |
| S2                 | S2 Prior Year (With 2014 and/or Future Year Cashflow)                  |
| S3                 | S3 Prior Year - Change of Scope 2014 and/or Future Year Cost/Cashflow) |
| S4                 | S4 New - Stand-Alone Project (Current Year Only)                       |
| S5                 | S5 New (On-going or Phased Projects)                                   |

|                      |   |
|----------------------|---|
| <b>Category Code</b> | <b>Description</b>                      |
| 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

### 2014 Reserve / Reserve Fund Review (In \$000s)

#### Reserve/Reserve Fund Review - Program Specific

| Reserve / Reserve Fund Name                   | Project / SubProject Name and Number               | Projected Balance as at Dec 31, 2013 * | Contributions / (Withdrawals) |              |              |              |              |              |              |              |              |              | 2014 - 2023 Total Contributions / (Withdrawals) |
|---|--|--|-------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|---|
|   |  |  | 2014 Budget                   | 2015 Plan    | 2016 Plan    | 2017 Plan    | 2018 Plan    | 2019 Plan    | 2020 Plan    | 2021 Plan    | 2022 Plan    | 2023 Plan    |   |
| IT Equipment Reserve XQ1508                   | Beginning Balance                                  | 14,551                                 | 14,551                        | 10,885       | 1,873        | 4,126        | 6,645        | 9,461        | 7,834        | 1,934        | 2,654        | 5,514        |   |
|   | Contributions / (Withdrawals)                      |  |                               |              |              |              |              |              |              |              |              |              |   |
|   | Asset Lifecycle Management EOL906883               |  | (17,648)                      | (22,818)     | (13,024)     | (13,035)     | (13,708)     | (18,151)     | (22,424)     | (15,804)     | (13,664)     | (13,052)     | (163,328)                                       |
|   | Resources to deliver IT Capital Projects ITP907907 |  |                               | (1,383)      |              |              |              |              |              |              |              |              | (1,383)   |
|   | Network Upgrade ITP000223-54                       |  | (2,517)                       | (1,310)      | (1,247)      | (970)        |              |              |              |              |              |              | (6,044)   |
|   | Total Withdrawals                                  |  | (20,165)                      | (25,511)     | (14,271)     | (14,005)     | (13,708)     | (18,151)     | (22,424)     | (15,804)     | (13,664)     | (13,052)     | (170,755)                                       |
| Contributions / Interest                      |  | 16,499                                 | 16,499                        | 16,524       | 16,524       | 16,524       | 16,524       | 16,524       | 16,524       | 16,524       | 16,524       | 165,190      |   |
| <b>Total Reserve Fund Balance at Year-End</b> |  | <b>14,551</b>                          | <b>10,885</b>                 | <b>1,873</b> | <b>4,126</b> | <b>6,645</b> | <b>9,461</b> | <b>7,834</b> | <b>1,934</b> | <b>2,654</b> | <b>5,514</b> | <b>8,986</b> |   |

\* Based on the 3rd Quarter Variance Report

#### Reserve/Reserve Fund Review – Corporate

| Reserve / Reserve Fund Name                        | Project / SubProject Name and Number   | Projected Balance as at Dec 31, 2013 * | Contributions / (Withdrawals) |                |                |                |           |           |           |           |           |           | 2014 - 2023 Total Contributions / (Withdrawals) |
|--|--|--|-------------------------------|----------------|----------------|----------------|-----------|-----------|-----------|-----------|-----------|-----------|---|
|  |  |  | 2014 Budget                   | 2015 Plan      | 2016 Plan      | 2017 Plan      | 2018 Plan | 2019 Plan | 2020 Plan | 2021 Plan | 2022 Plan | 2023 Plan |   |
| Capital Financing Reserve (XQ0011)                 | Beginning Balance  | 527,121                                |                               |                |                |                |           |           |           |           |           |           |   |
|  | Contributions / (Withdrawals)  |  |                               |                |                |                |           |           |           |           |           |           |   |
|  | Consolidated Data Centre ITP906883-30  |  | -                             | (300)          | (3,000)        | (6,000)        | (3,400)   |           |           |           |           |           | (12,700)  |
|  | Application Systems ITP906881-102  |  | (300)                         | (400)          | (300)          | (300)          |           |           |           |           |           |           | (1,300)   |
|  | Integrated Telecom Infrastructure ITP906883-29                                 |  | (808)                         |                |                |                |           |           |           |           |           |           | (808)   |
|  | MLS- IT Strategic Plan WES907128-118 Animal Service Electronics Communications |  | (150)                         |                | (532)          |                |           |           |           |           |           |           | (532)   |
| Telecommunications Development Reserve XQ1712      | Beginning Balance  | 226                                    |                               |                |                |                |           |           |           |           |           |           |   |
|  | eMail System Strategy Implementation ITP906883-56                              |  | (226)                         |                |                |                |           |           |           |           |           |           | (226)   |
| Telecom Public Policy Benefits Reserve XQ1713      | Beginning Balance  | 5,035                                  |                               |                |                |                |           |           |           |           |           |           |   |
|  | eMail System Strategy Implementation ITP906883-56                              |  | (3,653)                       | (1,382)        |                |                |           |           |           |           |           |           | (5,035)   |
| Building Division Reserve Fund XR1305              | Beginning Balance  | 26,800                                 |                               |                |                |                |           |           |           |           |           |           |   |
|  | Toronto Building eService  |  | (1,256)                       | (891)          |                |                |           |           |           |           |           |           | (2,147)   |
| Contributions / Interest                           |  |  |                               |                |                |                |           |           |           |           |           |           |   |
| <b>Total Program Contributions / (Withdrawals)</b> |  |  | <b>(6,393)</b>                | <b>(3,505)</b> | <b>(3,300)</b> | <b>(6,300)</b> |           |           |           |           |           |           | <b>(22,898)</b>                                 |

\* Based on the 3rd Quarter Variance Report