



City Budget 2013

Information & Technology Capital Budget Analyst Notes

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

2013 - 2022 Capital Program

2013 CAPITAL BUDGET ANALYST BRIEFING NOTES

BUDGET COMMITTEE NOVEMBER 29, 2012

TABLE OF CONTENTS

PART I: RECOMMENDATIONS	2
PART II: 2013 – 2022 CAPITAL PLAN	
10-Year Capital Plan Summary	4
10-Year Capital Plan Overview.....	6
10-Year Capital Plan Operating Impact Summary	13
PART III: 2013 RECOMMENDED CAPITAL BUDGET	
2013 Capital Budget by Project Category and Funding Source	17
2013 Recommended Cash Flow & Future Year Commitments	18
2013 Recommended Capital Project Highlights	19
PART IV: ISSUES FOR DISCUSSION	
2013 and Future Year Issues	21
Issues Referred to the 2013 Capital Budget Process	N/A
APPENDICES	
Appendix 1: 2012 Performance	25
Appendix 2:10-Year Recommended Capital Plan Project Summary	28
Appendix 3: 2013 Recommended Capital Budget; 2014 to 2022 Capital Plan.....	29
Appendix 4: 2013 Recommended Cash Flow & Future Year Commitments	30
Appendix 5: 2013 Recommended Capital Projects with Financing Details	31
Appendix 6: 2013 Reserve / Reserve Fund Review.....	32

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PART I: RECOMMENDATIONS

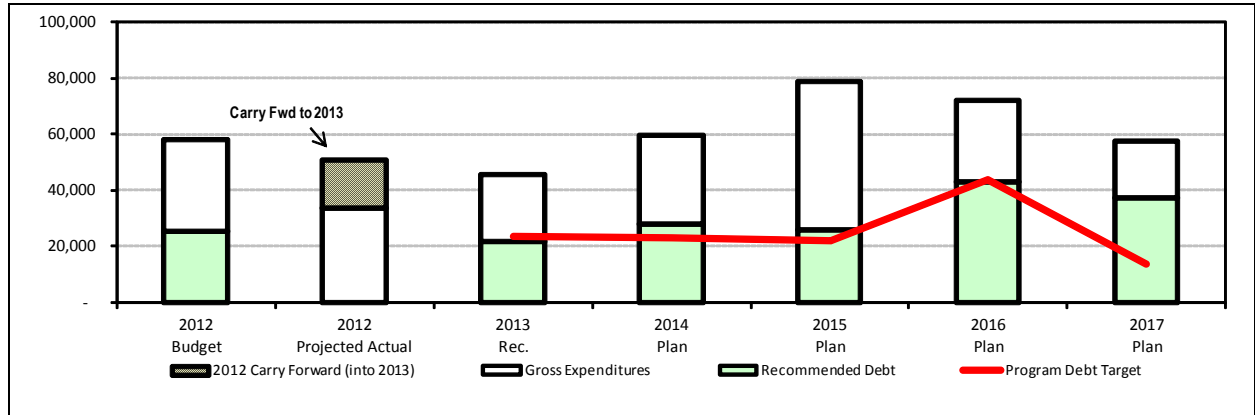
The City Manager and Acting Chief Financial Officer recommend that:

1. City Council approve the 2013 Recommended Capital Budget for Information & Technology with a total project cost of \$45.530 million, and 2013 cash flow of \$62.802 million and future year commitments of \$124.230 million comprised of the following:
 - a) New Cash Flow Funding for:
 - i) 35 new / change in scope sub-projects with a 2013 total project cost of \$45.530 million that requires cash flow of \$32.358 million in 2013 and a future year cash flow commitment of \$12.448 million in 2014; \$35.753 million in 2015; (\$57.761 million) in 2016; \$20.736 million in 2017; \$0.653 million in 2018; \$0.665 million in 2019 and \$0.678 million in 2020;
 - ii) 6 previously approved sub-projects with a 2013 cash flow of \$11.580 million; and a future year cash flow commitment of \$3.913 million in 2014; \$2.065 million in 2015; \$94.225 million in 2016; and \$10.855 million in 2016;
 - iii) 3 previously approved sub-project with carry forward funding from 2011 and prior years requiring 2013 cash flow of \$1.881 million which forms part of the affordability target that requires Council to reaffirm its commitment; and
 - b) 2012 approved cash flow for 35 previously approved sub-projects with carry forward funding from 2012 into 2013 totaling \$16.983 million.
2. City Council approve new debt service costs of \$0.387 million in 2013 and incremental debt costs of \$2.766 million in 2014, \$7.665 million in 2015, \$0.622 million in 2016, and \$7.257 million in 2017, \$3.970 million in 2018, \$2.353 million in 2019, \$1.562 million in 2020 and \$1.562 million in 2021 resulting from the approval of the 2013 Recommended Capital Budget, to be included in the 2013 and future year operating budgets.
3. City Council approve the 2014-2022 Recommended Capital Plan for Information & Technology totaling \$163.220 million in project estimates, comprised of \$11.384 million in 2014; \$17.067 million in 2015; \$17.853 million in 2016; \$17.261 million in 2017; \$18.953 million in 2018; \$18.531 million in 2019; \$22.240 million in 2020; \$21.676 million in 2021; and \$18.255 million in 2022.
4. City Council consider operating costs of \$2.552 million net in 2013, \$2.834 million net in 2014, \$1.189 million net in 2015, \$2.276 million net in 2016, \$4.627 million net in 2017 and \$0.166 million net in 2018, emanating from the approval of the 2013 Recommended Capital Budget for inclusion in the 2013 and future year operating budgets.
5. City Council approve 39.5 temporary capital positions for the delivery of new 2013 capital projects and that the duration for each temporary position not exceed the life and funding of its respective projects / sub-projects.

6. The 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.

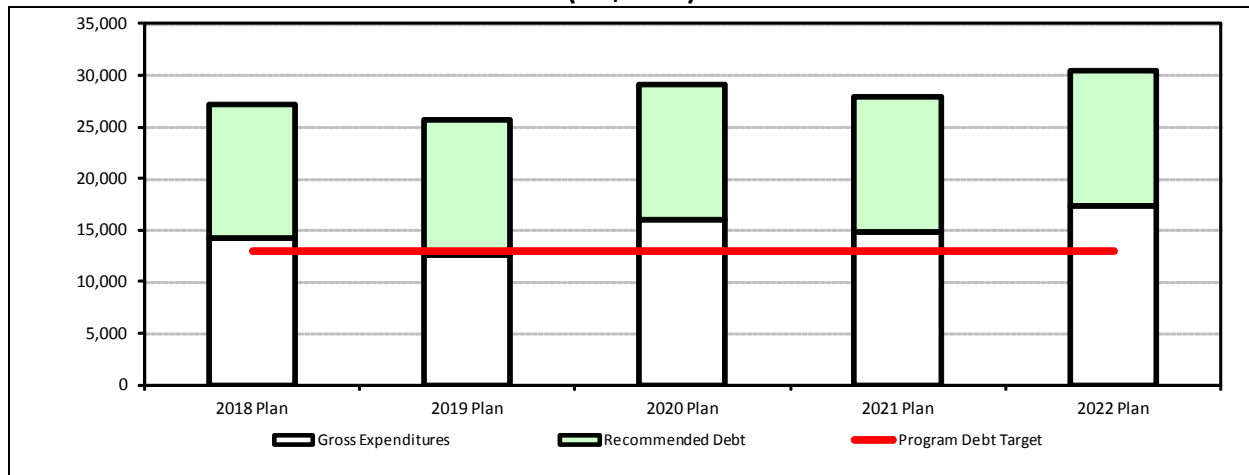
PART II: 2013 – 2022 CAPITAL PROGRAM

**10-Year Capital Plan
2013 Recommended Budget, 2014 - 2017 Recommended Plan
(In \$000s)**



	2013 Rec. Budget and 2014-2017 Plan								5-Year Total Percent
	2012		2013	2014	2015	2016	2017	2013-2017	
	Budget	Projected Actual							
Gross Expenditures:									
2012 Capital Budget & Approved FY Commitment	58,188	33,865	47,860	43,150	39,105	130,329	35,769	296,213	94.3%
Recommended Changes to Approved FY Commitments			(36,280)	(39,237)	(41,170)	(36,104)	(24,914)	(177,705)	(56.6%)
2013 New/Change in Scope and Future Year Commitments			32,358	44,348	63,819	(39,644)	29,406	130,287	41.5%
2014- 2017 Capital Plan Estimates				11,384	17,067	17,853	17,261	63,565	20.2%
2-Year Carry Forward for Reapproval			1,881					1,881	0.6%
1-Year Carry Forward to 2013		16,983							
Total Gross Annual Expenditures & Plan	58,188	33,865	45,819	59,645	78,821	72,434	57,522	314,241	100.0%
Program Debt Target	15,148		23,331	23,241	21,762	43,829	13,655	125,818	
Financing:									
Recommended Debt	25,800		22,093	28,344	26,266	43,047	37,370	157,120	50.0%
Reserves/Reserve Funds	32,387		23,726	31,301	42,165	21,587	14,172	132,951	42.3%
Development Charges									
Provincial/Federal									
Debt Recoverable									
Other Revenue					10,390	7,800	5,980	24,170	7.7%
Total Financing	58,187		45,819	59,645	78,821	72,434	57,522	314,241	100.0%
By Project Category:									
Health & Safety									
Legislated									
SOGR	37,555		31,657	30,810	57,695	61,240	50,726	232,128	73.9%
Service Improvement	20,632		14,162	28,835	21,126	11,194	6,796	82,113	26.1%
Growth Related									
Total by Project Category	58,187		45,819	59,645	78,821	72,434	57,522	314,241	100.0%
Asset Value (\$) at year-end	59,422		61,400	61,400	61,400	61,400	61,400		
Yearly SOGR Backlog Estimate (not addressed by current plan)									
Accumulated Backlog Estimate (end of year)	12,727		7,507	3,527	2,217	970			
Backlog: Percentage of Asset Value (%)	21.4%		12.2%	5.7%	3.6%	1.6%			
Debt Service Costs			387	2,766	7,665	622	7,257	18,697	
Operating Impact on Program Costs			2,552	2,834	1,189	2,276	4,627	13,478	
New Positions			13	11	7	5	5	41	

**10-Year Capital Plan
2018-2022 Recommended Plan
(In \$000s)**



	2018-2022 Capital Plan						10-Year Total Percent
	2018	2019	2020	2021	2022	2013-2022	
Gross Expenditures:							
2012 Capital Budget & Approved FY Commitments						296,213	65.2%
Recommended Changes to Approved FY Commitments						(177,705)	(39.1%)
2013 New/Change in Scope and Future Year Commitments	8,237	7,105	6,863	6,245	12,180	170,917	37.6%
2-Year Carry Forward for Reapproval						1,881	0.4%
2018 - 2022 Capital Plan Estimates	18,953	18,531	22,240	21,676	18,255	163,220	35.9%
Total Gross Annual Expenditures & Plan	27,190	25,636	29,103	27,921	30,435	454,526	100.0%
Program Debt Target	13,000	13,000	13,000	13,000	13,000	190,818	
Financing:							
Recommended Debt	13,000	13,000	13,000	13,000	13,000	222,120	49.0%
Reserves/Reserve Funds	14,190	12,636	16,103	14,921	17,435	208,236	45.8%
Development Charges							
Provincial/Federal							
Debt Recoverable							
Other Revenue						24,170	5.3%
Total Financing	27,190	25,636	29,103	27,921	30,435	454,526	100.0%
By Project Category:							
Health & Safety							
Legislated							
SOGR	22,020	21,636	22,953	22,021	24,535	345,293	76.0%
Service Improvement	5,170	4,000	6,150	5,900	5,900	109,233	24.0%
Growth Related							
Total by Project Category	27,190	25,636	29,103	27,921	30,435	454,526	100.0%
Asset Value(\$) at year-end							
Yearly SOGR Backlog Estimate (not addressed by current plan)							
Accumulated Backlog Estimate (end of year)							
Backlog: Percentage of Asset Value (%)							
Debt Service Costs	3,970	2,353	1,562	1,562		28,143	
Operating Impact on Program Costs	166					13,644	
New Positions						41	

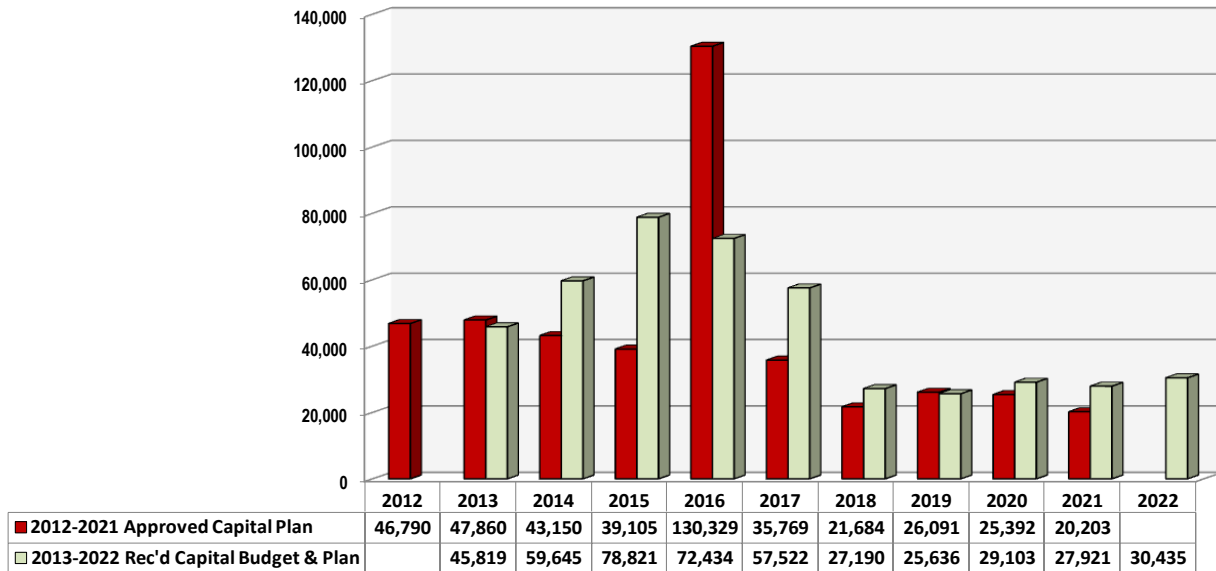
10-Year Capital Plan Overview

- The Information and Technology Division is responsible for City wide (Enterprise) and critical divisional IT applications, along with an integrated and secure IT infrastructure, to provide dependable services to City Programs and to the Public.
- The 2013 Recommended Capital Budget and 2014-2022 Recommended Capital Plan focuses on maintaining Information & Technology's core portfolio of assets in a state of good repair (SOGR) for the City's technology network, application systems and technology infrastructure, developing and implementing IT business solutions, and ensuring a secure, reliable and dependable IT infrastructure in support of City Programs' service delivery, and ultimately to the Public.
- Over the 10-Year planning horizon, Information and Technology will implement several multi-year initiatives, such as a new Consolidated Data Centre, implementation of an E-mail System, a comprehensive SAP foundation to support City IT Programs, an Integrated Telecom Infrastructure, and multiple divisional projects incrementally contributing to common enterprise initiatives and leveraging common foundations.
- The 10-year Recommended Capital Plan totals \$454.526 million, excluding carry forward funding; of which \$314.241 million or 69.1% is projected for the first five years and \$140.285 million or 30.9% is required in the second five years. The first five years is significantly higher as it includes funding assigned to the establishment of a new Consolidated Data Centre (\$105.000 million), Asset Replacement (\$78.121 million) and technology to support Efficiency Study Implementations (\$35.516 million).
- The 10-year Recommended Capital Plan requires new debt funding of \$222.120 million and exceeds the debt affordability guideline over the ten years by \$31.302 million.
 - Debt funding of \$222.120 million comprises 49% of the Information & Technology 10-year capital financing.
 - The balance of the financing will come from reserve funding (\$208.236 million or 45.8%) and funding (\$24.170 million or 5.3%) from the TTC and the Toronto District School Board for their participation in the Consolidated Data Centre project.
- 76% or \$345.293 million over the 10-year planning horizon is allocated to projects that maintain the City's technology assets in a state of good repair. These include replacement of the City's inventory of servers, storage technologies, desktops, notebooks, thin client devices, monitors and multi function device for copying and printing as well as the data centre project.
- The 10-Year Recommended Capital Plan will impact future year Operating Budgets for Information & Technology by a total of \$13.644 million net over the ten-year period for licensing, on-going maintenance for new, completed information technology systems and support costs.
- During 2012, a comprehensive review of IT projects city-wide was undertaken. In total \$557.435 million has been recommended corporately, with \$348.442 million included in this 10-Year Recommended Capital Plan and \$208.993 million included in various Programs' 10-

Year Recommended Capital Plans. The 10-Year Recommended IT Portfolio addresses foundational requirements and addresses business specific needs including technology to enable the realization of service efficiencies.

Key Changes to the 2012 - 2021 Approved Capital Plan

**Changes to the 2012 -2021 Approved Capital Plan
(In \$000s)**



The 2013 Recommended Capital Budget and the 2014 - 2022 Recommended Capital Plan reflects an increase of \$38.209 million or 12.9% from the 2012 to 2021 Approved Capital Plan.

The major changes to the 2012-2021 Approved Capital Plan are outlined below:

- Funding has decreased by \$10.096 million due to revised business plans for enterprise content information and business intelligence projects.
- A significant increase totalling \$45.374 million for the replacement of computer software, servers, storage and enterprise software due to upgrades and additional licenses is required over the 10-year period. Replacements include deploying Windows 7 in 2013 across the City, preparing mobile device management for tablets and Adobe, directory and software office upgrades.
- Debt funding for the Consolidated Data Centre has increased by \$28.847 million as earlier estimates had anticipated a P3 participation. The City's application to the Federal government was rejected.
- Several projects have been reduced. They include the Corporate Planning & Management project (\$5.242 million) and Future Year Technology Infrastructure Replacements (\$10.593 million). These two projects have been reduced to partially mitigate against the Program's debt increase over target.
- Funding for new resources required to support the recommended IT capital program city-wide requires \$13.650 million over the period 2013 to 2016.

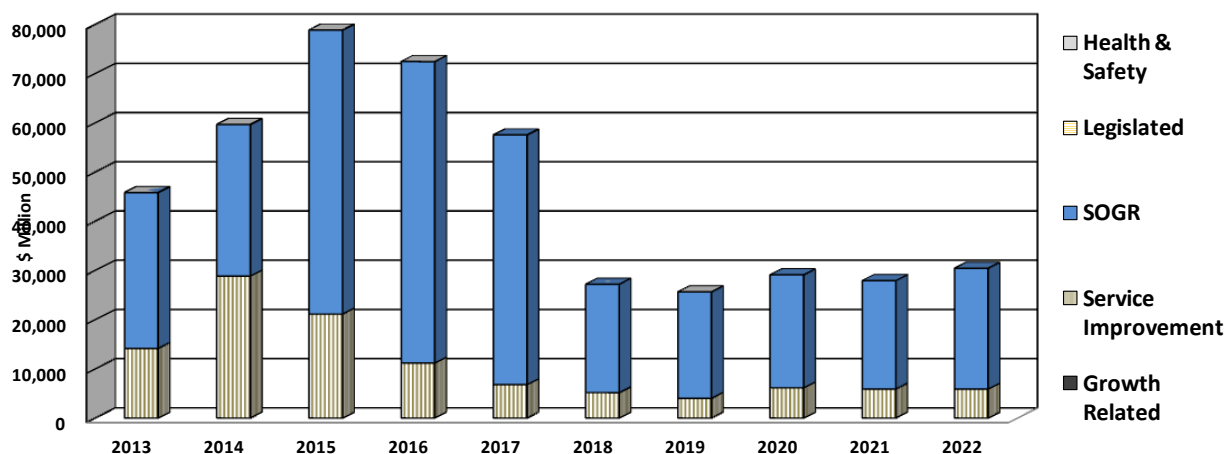
- A new project has been added for the replacement of the existing City E-mail infrastructure and services with a City-managed long-term strategic software system.
- The following chart details the key project cash flow changes to the 2012 – 2021 Approved Capital Plan.

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

Key Projects	Total Project Cost	2013	2014	2015	2016	2017	2018	2019	2020	2021	2013 - 2021	Revised Total Project Cost
Previously Approved												
Application Systems	41,464	(1,342)	(1,676)	(1,980)	(1,424)	(1,350)	(1,624)	(700)			(10,096)	31,368
Corporate Planning & Management	37,817	(1,399)	(909)								(2,308)	35,509
Corporate Initiatives	45,686	(6,048)	4,501	2,163	(1,552)						(936)	44,750
Total Previously Approved	124,967	(8,789)	1,916	183	(2,976)	(1,350)	(1,624)	(700)			(13,340)	111,627
New												
Asset Lifecycle Management	45,374	1,082	1,955	3,513	2,651	2,258	5,506	12,636	8,055	7,718	45,374	45,374
Network Upgrade	(2,456)	(1,759)	(697)								(2,456)	(2,456)
Application Systems	5,942	1,617	1,376	(353)	(54)	500	1,356	1,100	400		5,942	5,942
Corporate Planning & Management	(1,880)	1,912	1,141	31	(1,945)	(1,035)	(1,136)	(848)			(1,880)	(1,880)
Technology Infrastructure	(9,988)	2,110	4,230	31,029	(58,739)	18,430	(2,373)	(2,473)	(1,650)	(552)	(9,988)	(9,988)
Business Sustainment Systems	907	394	(109)	922	(50)	(250)					907	907
Capital Portfolio Resource Requirements	13,650	3,000	5,325	3,550	1,775						13,650	13,650
Total New	8,631	8,356	13,221	38,692	(56,362)	19,903	3,353	10,415	6,805	7,166	51,549	51,549
Total Changes	133,598	(433)	15,137	38,875	(59,338)	18,553	1,729	9,715	6,805	7,166	38,209	163,176

2013 – 2022 Recommended Capital Plan

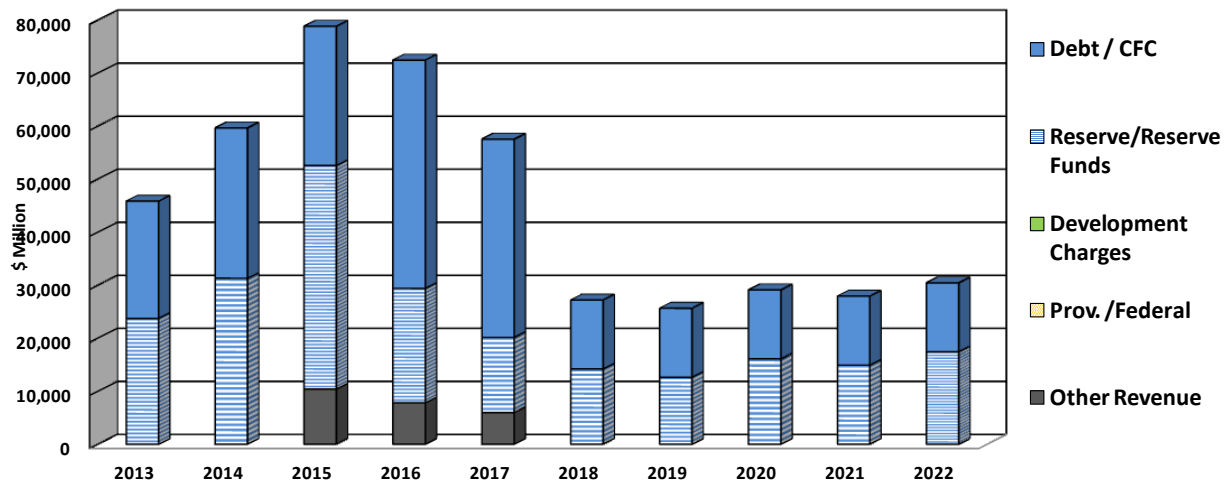
2013–2022 Capital Plan by Project Category
(In \$000s)



The 10-Year Recommended Capital Plan of \$454.526 million is comprised of \$345.293 million or 76% for State of Good Repair and \$109.233 million or 24% for Service Improvement projects.

- State of Good Repair projects, which ensure the reliability and security of IT services to support effective services to the public, continue to drive the Information & Technology capital program to ensure the continued integrity and reliability of the City's IT infrastructure and applications. Over the first 5 years, investment in these projects will total \$232.128 million or 73.9%. In the second 5 years, SOGR funding totals \$113.165 million or 80.7%.
 - \$78.121 million of the total planned cash flow for SOGR projects will be spent on lifecycle replacement of desktops hardware, software, storage and servers as well as network security and multifunction devices using an eprint strategy during the first 5 years. In addition, \$75.285 million will be required in the second 5 years for these systems replacements.
 - In the first 5 years, \$116.356 million or 33.7% of total SOGR is mainly for the construction of a new Data Centre. Construction will begin in 2016.
- Service Improvement projects account for \$109.233 million or 24% of funding included in the 10-Year Recommended Capital Plan of which, \$82.113 million or 75.2% is in the first five years. A total of \$35.516 million is allocated to technology projects to implement Service Efficiency Study recommendations, additional resources to implement the IT capital plan (\$13.650 million) and upgrading systems for business requirements in Cluster B (\$13.547 million).
- The second 5 years includes \$12.300 million for Future Business Sustainment Systems, \$9.200 million for Portfolio Initiative Upgrades and \$3.500 million for the Client relationship Management Framework Upgrade.

2013–2022 Capital Plan by Funding Source
(In \$000s)



The 10-Year Recommended Capital Plan of \$454.526 million will be financed by \$222.120 million of debt, \$208.236 million from Reserve / Reserve funds and Other Revenue comprised of \$24.170 million.

- Information & Technology’s 10-Year Recommended Capital Plan is primarily funded by debt, which accounts for \$222.120 million or 49% of recommended financing. Debt funding exceeds the 10-year debt affordability target of \$190.818 by \$31.302 million mainly due to the revised financing arising from the unsuccessful application for federal funding for the construction of the Consolidated Data Centre (\$28.847 million).

 - Debt for the first 5 years totals \$157.120 million or 50% of total funding for the period. This is significantly above the debt affordability guideline as a result of the revised financing requirements for the Consolidated Data Centre.
 - Debt for the second 5 years of the Recommended Capital Plan totals \$65.000 million or 46.3% of the total funding for the period.
- Reserves and Reserve funds total \$208.236 million or 45.8% of funding for the 10-Year Capital Plan.

 - In the first 5 years, Reserves/Reserves Fund total \$132.951 million or 42.3% of funding of which \$27.477 million is allocated to the Consolidated Data Centre project. The remaining \$105.474 million include the sustainment program (\$86.540 million) to replace the City’s hardware, software servers and networks.
 - In years 2018-2022, the level of Reserve/Reserve Funds drops to \$75.285 million or 53.7% of capital financing for the period.
 - Other Revenues of \$24.170 million or 5.3% will provide financing in years 2015 to 2017. This reflects the contributions from the TTC and the TDSB for their partnership in the Consolidated Data Centre project.

Major Capital Initiatives by Category

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

	Total Project Cost	2013 Rec. Budget	2014 Plan	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2013-2022 Total
State of Good Repair (SOGR)												
Asset Lifecycle Management	153,406	14,937	13,993	16,481	19,508	13,202	14,190	12,636	16,103	14,921	17,435	153,406
Network Upgrade	8,419	2,375	2,517	1,310	1,247	970						8,419
Application Systems	26,371	4,316	2,969	989	1,782	2,050	2,660	3,763	2,642	2,600	2,600	26,371
Corporate Planning & Management	31,043	2,539	3,136	3,856	2,997	3,748	3,570	3,687	2,310	2,600	2,600	31,043
Technology Infrastructure	125,204	7,280	7,770	34,844	35,706	30,756	1,600	1,550	1,898	1,900	1,900	125,204
Business Sustainment Systems	850	210	425	215								850
Sub-Total	345,293	31,657	30,810	57,695	61,240	50,726	22,020	21,636	22,953	22,021	24,535	345,293
Service Improvements												
Application Systems	6,790	1,080	1,230	1,140	670	1,100	1,120	450				6,790
Corporate Planning & Management	5,418	859	359			700	700	700	700	700	700	5,418
Technology Infrastructure	6,366	1,078	808		2,280	1,650	150	150	250			6,366
Corporate Initiatives	38,069	5,285	16,571	12,765	3,448							38,069
Portfolio Management Initiatives	10,300				400	700	1,200	200	2,600	2,600	2,600	10,300
Capital Portfolio Resource Requirements	13,650	3,000	5,325	3,550	1,775							13,650
Computer System Integration	2,493	672	646	587	588							2,493
Business Sustainment Systems	25,847	2,188	3,596	3,084	2,033	2,646	2,000	2,500	2,600	2,600	2,600	25,847
TAS Electronics Communications	300		300									300
Sub-Total	109,233	14,162	28,835	21,126	11,194	6,796	5,170	4,000	6,150	5,900	5,900	109,233
Total	454,526	45,819	59,645	78,821	72,434	57,522	27,190	25,636	29,103	27,921	30,435	454,526

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

State of Good Repair (SOGR) Projects

- SOGR projects within the 10-Year Recommended Capital Plan total \$345.293 million or 76%.
- Major SOGR projects include ongoing SOGR for lifecycle replacements of technology assets (\$153.406 million) and the construction of a Consolidated Data Centre with construction beginning in 2016 (\$105.000 million).
 - SOGR projects also include a City of Toronto E-mail System and for the Corporate Planning and Management for the eCity Vision and Enterprise Architecture projects totalling \$31.043 million. These projects provide for initiatives such as eCity Security, IT Service Management and the eCity Architecture to better manage the critical lifecycle of software tools.
- The Application Systems development projects total \$26.371 million over 10 years and include the SAP Landscape project to establish the current SAP Technologies to facilitate Data Warehouse, Web Based Portal applications, and various functionality such as analysis and reporting to support applications including the Financial Planning Analysis and Reporting System (FPARS), the Property Tax and Water Billing projects and the 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 \$35.516 million or 32.5%. Projects recommended have been selected to address the City's technical as well as specific business requirements over the period 2013-2016 and will lay the foundation for business process re-engineering, its automation and future service efficiencies.
- The Business Sustainment Systems project(\$25.847 million) will deliver various projects: the Computer System Integration, Case Management System, and Licensing IVR for Business, eService for MLS, City Planning Technical Enhancements, Zoning By-law Integration and Animal Services Electronic Communications projects.
- Funding of \$13.650 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 Initiatives planned to begin in 2016 to leverage I &T solutions and tools required to enhance competencies and to better manage IT investment in capital projects and budgets (\$10.300 million), the Enterprise Information Management project which provides a consistent base across the City for management and maintenance of information (\$4.890 million) and the Toronto Building eService project providing city services to residents and businesses with on-line services (\$4.200 million).

State of Good Repair (SOGR) Backlog

- The 10-Year Recommended Capital Plan dedicates \$232.128 million to SOGR spending in the first 5 years of the Plan and \$113.165 million in the second five years of the Plan.
- The need to develop a comprehensive Disaster Recovery plan for the City is the only SOGR backlog identified to date.
- Assets identified to date have been valued at \$61.400 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, it is recommended that a review be undertaken to establish: i) the City's technology and applications inventory; ii) a more realistic asset value for the Program; and iii) identify any additional SOGR backlog requirements.

10-Year Capital Plan Impact on the Operating Budget

Operating Impact Summary
(In \$000s)

Program Costs, Revenues and Net (\$000s)	2013 Rec. Budget	2014 Plan	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2013-2022 Total
2013 Recommended Capital Budget											
Program Gross Expenditure	2,552.0										2,552.0
Program Revenue											
Program Costs (Net)	2,552.0										2,552.0
Approved Positions	13.0										13.0
Recommended 10-Year Capital Plan											
Program Gross Expenditure		2,834.0	1,189.0	2,276.0	4,627.0	166.0					11,092.0
Program Revenue											
Program Costs (Net)		2,834.0	1,189.0	2,276.0	4,627.0	166.0					11,092.0
Approved Positions		11	7	5	5						28
Total											
Program Gross Expenditure	2,552.0	2,834.0	1,189.0	2,276.0	4,627.0	166.0					13,644.0
Program Revenue											
Program Cost (Net)	2,552.0	2,834.0	1,189.0	2,276.0	4,627.0	166.0					13,644.0
Approved Positions	13	11	7	5	5						41

Approval of the 2013 Recommended Capital Budget will result in an operating budget increase of \$2.552 million.

The 10-Year Recommended Capital Plan will increase future year Operating Budgets by a total of \$13.644 million net over the 2013 – 2022 period. Approved positions will increase by 41 over the 10-year time frame. Specifically, the following funding is projected:

- \$0.320 million is required in 2013 for software and hardware maintenance costs resulting from the completion of the Enterprise Architecture Infrastructure project (\$0.300 million) and the Enterprise Geospatial Program (\$0.020 million). An additional \$0.050 million is required in 2014 for maintenance support.
- \$0.152 million is required for the Enterprise Content Management project for three application specialists to provide sustainment skills post implementation of the new Enterprise EDRMS applications and infrastructure with specialized servers. An additional \$0.152 million will be required in 2014.
- The Enterprise Resource Capacity Management project requires one new position in 2013 to provide application and user support at a cost of \$0.136 million.
- \$0.032 million in 2013 and \$0.042 million in 2014 is required for the Quality Assurance project for annual maintenance of the HP Testing suite. In 2014, 2 resources (\$0.226 million) will be required to assist in implementing the tools developing methodology and completing the assessment on the project.
- \$0.040 million is required in 2013 for software and hardware maintenance costs resulting from the completion of the IT service Management project with an additional \$0.075 million required from 2014 to 2020.
- The SAP Landscape Upgrade project requires six additional staff to support nine new technologies as a result of the implementation of the FPARS project. In 2013, \$1.231 million required with \$0.358 million for salaries and benefits for three positions and \$0.873 million for additional SAP licenses and maintenance costs. In 2014, \$0.358 million for salaries and

benefits is required for another three positions and \$0.875 million for on-going hardware and software maintenance.

- One new position to sustain the new Email Archiving system that interfaces with GroupWise for archiving requirements is required at a cost of \$0.053 million in 2013 and \$0.052 million in 2014. The system will require maintenance in 2014 (\$0.010 million) and 2015 (\$0.171 million).
- The Enterprise Systems Management Implementation project requires \$0.050 million in 2013, \$0.040 million in 2014 and \$0.040 million in 2015 for maintenance of the Service Desk and Business Service Management Modules installed in 2011 and 2012. Two additional staff will be required in 2014 (\$0.222 million) and one additional staff in 2015 (\$0.105 million) to perform new integrations features between the Service Desk and asset management.
- One new position to sustain the new Microsoft Active Directory which provides security to over 600 servers across the City and 20,000 desktops is required at a cost of \$0.052 million in 2013 and \$0.053 million in 2014.
- The Integrated Telecom Infrastructure project requires \$0.150 million in 2013 and \$0.150 million in 2016, for upgrades in the DSL lines from Bell to Cogeco fibre to provide more bandwidth and prepare for future solutions. An additional four resources is required in 2015 to manage asset, acquisition and service requests from all divisions.
- One new position to support the new Bentley Project Wise system which is the key engineering drawing and document management tool for Technical Services is required at a cost of \$0.126 million in 2014.
- One new position to monitor inputs and outputs of enterprise business processes for the IT Performance Reporting project is required at a cost of \$0.110 million in 2014.
- A new compliant service responsibility for the Configuration Management Database Implementation project will require one new permanent resource in 2016 at a cost of \$0.136 million and another resource in 2017 at a cost of \$0.105 million.
- The Disaster Recovery project requires \$0.015 million in 2013 for an internal circuit upgrade. Six additional resources will be required in 2014 to 2017 with salaries and benefits totalling \$0.630 million and \$0.795 million to develop, train, test and maintain the City's disaster recovery plans.
- \$0.025 million is required in 2017 for the business intelligence strategy.
- The Consolidated Data Centre will require one position in 2016 and three more resources in 2017 to support the infrastructure with salaries and benefits totalling \$0.441 million and \$5.184 million in maintenance costs over the two year period.
- The WEB Foundation Continuation project will require \$0.304 million for 4 resources in 2013 to maintain the system after implementation in 2012. Another \$0.101 million for salaries and \$0.034 million for software licenses in 2013 and 2014 is required.
- 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.

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

Project	2013 Rec. Budget		2014 Plan		2015 Plan		2016 Plan		2017 Plan		2013 - 2017 Capital Budget Plan		2018 - 2022 Capital Plan	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
Previously Approved Projects														
Enterprise Application Integration	280										280	-		
eCity Enterprise Architecture	20		50								70			
Enterprise Geospatial Program	20										20			
EDRMS	152	3	152								304	3		
Resource Capacity Mgmt.	136	1									136			
Quality Assurance	32		268	2							300	2		
IT Service Management	40		20		15		10		10		95		20	
SAP Landscape Upgrade	1,231	3	1,283	3							2,514	6		
eMail Archiving Solutions	53	1	62		171						286			
Enterprise Systems Management	50		262	2	145	1					457	3		
Microsoft Active Directory	52	1	53								105			
Integrated Telecom Infrastructure	150				368	4	150				668			
IT Performance Reporting			126	1							126	1		
Document Mgmt. ProjectWise			110	1							110			
New Projects - 2013														
Disaster Recovery	15		330	2	490	2	285	1	305	1	1,425		146	
Business Intelligence									25		25			
Consolidated Data Centre							1,443	1	4,182	3	5,625			
WEB Foundation	321	4	118								439			
Configuration Mgmt. Database							136	1	105	1	241			
Enterprise Portfolio Mgmt. Tools							252	2			252			
New Projects - Future Year														
Total Recommended (Net)	2,552	13	2,834	11	1,189	7	2,276	5	4,627	5	13,478	15	166	

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)	2013	2014	2015	2016	2017	2018 - 2022	
SENIOR SYSTEMS INTEGRATOR	FNS907828	1.0	7/1/2013	7/30/2014	60	60					
SENIOR FINANCIAL & SYSTEMS ANALYST	FNS907828	1.0	7/1/2013	7/30/2014	60	60					
SENIOR SYSTEMS INTEGRATOR IT (PM)	WES907128-20/118	1.0	1/1/2013	12/31/2014	115	115					
SENIOR SYSTEMS INTEGRATOR IT (PM)	WES907128-120	1.0	1/1/2013	12/31/2014	100	100					
SYSTEMS INTEGRATOR 1 (BA)	WES907128-120	1.0	1/1/2013	12/31/2014	100	100					
SYSTEMS INTEGRATOR 2	WES907128-120	1.0	1/1/2013	12/31/2014	100	100					
SYSTEMS INTEGRATOR 2	WES907128-120	1.0	1/1/2013	12/31/2014	110	110					
SENIOR SYSTEMS INTEGRATOR IT (PM/Tech Ld)	WES907128-67	1.0	1/1/2013	12/31/2015	75	80	100				
SYSTEM INTEGRATOR 1	WES907128-67	1.0	1/1/2013	12/31/2015	75	80	100				
SENIOR SYSTEM INTEGRATOR	WES907128-106	1.0	1/1/2013	12/31/2016	115	115	115	115			
SYSTEM DEVELOPMENT SPECIALIST	WES906827-8	1.0	1/1/2013	12/31/2016	115	115	115	115			
ENTERPRISE TECHNICAL SUPPORT SPECIALIST	EOL906983-17	1.0	1/1/2013	12/31/2022	100	100	100	100	500		
ENTERPRISE TECHNICAL SUPPORT SPECIALIST	EOL906983-17	1.0	1/1/2013	12/31/2022	100	100	100	100	500		
ENTERPRISE TECHNICAL SUPPORT SPECIALIST	EOL906983-16	1.0	1/1/2013	12/31/2022	100	100	100	100	500		
SENIOR SYSTEMS INTEGRATOR IT - 2	IPT906882-96	2.0	01/01/13	12/31/2017	240	240	240	240			
SENIOR SYSTEMS INTEGRATOR IT	IPT906882-97	1.0	01/01/13	12/31/2015	25	75					
SENIOR SYSTEMS INTEGRATOR IT	IPT906882-97	1.0	01/01/13	12/31/2015	25	75					
ENTERPRISE IT TRAINING DESIGN DEVELOPER - 2	IPT906881-92	2.0	01/01/13	12/31/2015	200	200					
IT PROJECT LEAD	IPT906881-92	1.0	01/01/13	12/31/2015	100	100					
OPEN TEXT RESOURCES - 5	IPT906881-92	5.0	01/01/13	12/31/2015	500	400	75				
SENIOR SYSTEMS INTEGRATOR IT - 1.5	IPT906881-92	1.5	01/01/13	12/31/2015	150	100					
SYSTEM DEVELOPMENT SPECIALIST - 4	IPT906881-92	4.0	01/01/13	12/31/2015	400	400					
SYSTEMS INTEGRATOR - 2	IPT906881-92	2.0	01/01/13	12/31/2015	200	200					
WEB COORDINATOR - 3	IPT906881-92	3.0	01/01/13	12/31/2015	300	300					
WEB EDITOR - 3	IPT906881-92	3.0	01/01/13	12/31/2015	300	300					
Total		39.5			3,765	3,725	1,045	770	1,500		

Approval of the 2013 Recommended Capital Budget will require 39.5 new temporary capital positions to deliver the following capital projects:

- 25.5 temporary resources are required to implement various technology projects to implement recommended service efficiency studies. These projects are the ESD Portal

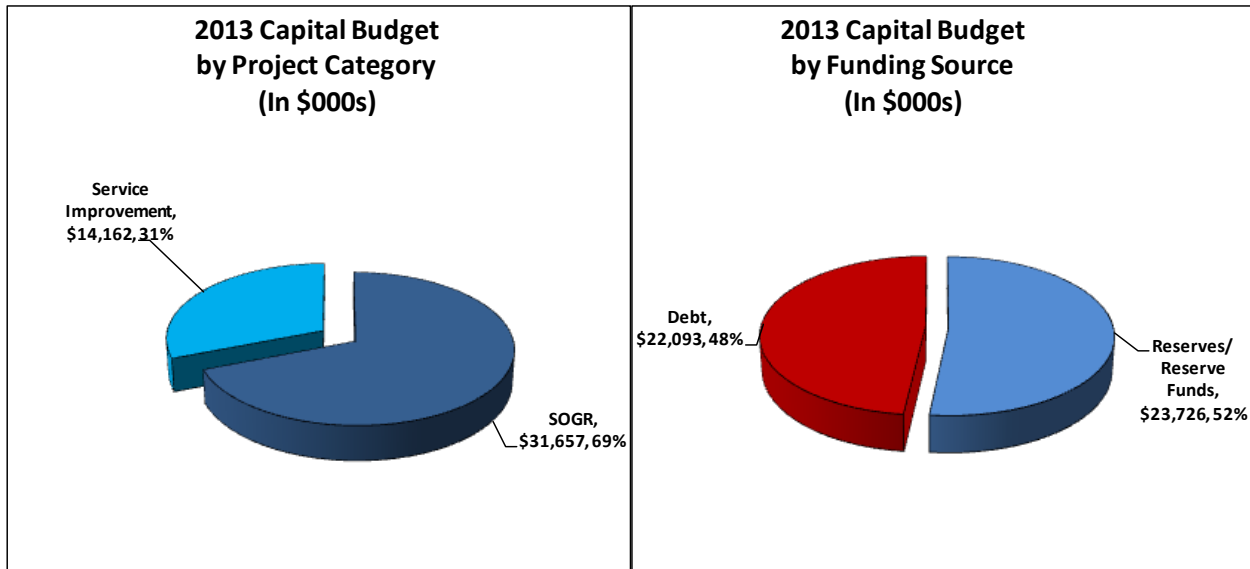
Foundation, Identity Management and Authentication and the WEB Content Business implementation Rollout projects. An additional 2 positions are required for the design phase of the ESS Portal, Payroll Modernization & Infrastructure initiative in the Payroll, Pension and Employee Benefits Division.

- 5 temporary capital positions (2 Senior Systems Integrator IT and 3 Systems Integrators) are required to complete the MLS Case Management System.
- 2 temporary capital positions (1 Senior Systems Integrator IT and 1 Systems Integrator) are required to complete the Zoning By-law Integration Cross Divisional project.
- 1 temporary capital position (System Development Specialist) is required for the Computer System Integration project in Toronto Water.
- 3 temporary capital positions (Enterprise Technical Support Specialists) are required for the Enterprise Systems Management – Implementation.
- 1 temporary capital position (Senior Systems Integrator IT) is required for the Toronto Building eService project.

It is recommended that Council approve these 39.5 temporary capital positions for the delivery of new 2013 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.

PART III - 2013 RECOMMENDED CAPITAL BUDGET

2013 Capital Budget by Project Category and Funding Source



The 2013 Recommended Capital Budget, excluding funding carried forward from 2012 to 2013, requires new cash flow funding of \$45.819 million.

- State of Good Repair projects account for \$31.657 million or 69% of the cash flow funding for 2013. On-going lifecycle asset replacements require \$14.937 million in funding while the design build stage of the Consolidated Data Centre requires \$7.280 million and Application Systems for the continuation of the WEB Foundation project amounts to \$4.316 million in 2013.
- Service Improvement projects represent 31% or \$14.162 million of the 2013 Recommended Capital Budget's expenditures and are primarily allocated to the Efficiency Study Implementation Project (\$4.802 million). Funding is also included for the 58 resources required to address the backlog of projects and to start to implement the corporate IT portfolio (\$3.000 million) and the Business Sustainment Systems Program (\$2.188 million).
- The 2013 Recommended Capital Budget for Information & Technology is funded primarily by debt, which accounts for 48% or \$22.093 million of 2013 financing. This is \$1.238 million above the debt affordability guideline of \$23.331 million set for this Program in 2013.

**2013 Recommended Cash Flow & Future Year Commitments
(In \$000s)**

	2011 & Prior Year Carry Forward	2012 Previously Approved Cash Flow Commitments	2013 New Cash Flow Rec'd	2013 Total Cash Flow Rec'd	2012 Carry Forwards	Total 2013 Cash Flow (Incl 2012 C/Fwd)	2014	2015	2016	2017	2018	2019	2020	2021	2022	Total Cost
Expenditures																
Previously Approved	1,881	11,580		13,461	16,983	30,444	3,913	2,065	94,225	10,855						141,502
Change in Scope			3,348	3,348		3,348	3,458	29,135	(61,765)	19,495						(6,329)
New			3,000	3,000		3,000	5,325	3,550	1,775							13,650
New w/Future Year			26,010	26,010		26,010	3,665	3,068	2,229	1,241	653	665	678			38,209
Total Expenditure	1,881	11,580	32,358	45,819	16,983	62,802	16,361	37,818	36,464	31,591	653	665	678			187,032
Financing																
Debt		5,533	17,160	22,693	9,023	31,716	4,007	5,774	27,139	25,011	653	665	678			95,643
Other								10,390	7,800	5,980						24,170
Reserves/Res Funds	1,881	6,047	15,198	23,126	7,960	31,086	12,354	21,654	1,525	600						67,219
Development Charges Provincial/Federal																
Total Financing	1,881	11,580	32,358	45,819	16,983	62,802	16,361	37,818	36,464	31,591	653	665	678			187,032

Information & Technology's 2013 Recommended Capital Budget is \$62.802 including carry forward funding of \$16.983 million, provides \$11.580 million for previously approved projects already underway and \$32.358 million for new/change in scope projects.

- The change in scope project funding decrease of \$6.329 million results mainly from the revised plan for the Consolidation Data Centre decrease of \$8.475 million as a result of the change in direction from the P3 partnership.
- New projects total \$32.358 million planned for 2013 include IT Capital Portfolio Resource Requirements for 58 new positions to address the backlog of city-wide IT capital projects for \$3.000 million, \$8.714 million to replace the city's technology assets, \$4.802 million for the Efficiency Study Implementation project and Enterprise Architecture at \$1.930 million. An additional \$2.375 million is required to continue with the disaster recovery project, the IT Service Management Rollout (\$4.787 million) and Toronto Building ESD initiative (\$1.369 million).
- Debt of \$31.716 million will fund 50.5% of the recommended 2013 capital projects and Reserves will fund \$31.086 million or 49.5% of the 2013 Recommended Capital Budget's cash flow requirements.
- Approval of the 2013 Recommended Capital Budget will result in a commitment to future year cash flow funding for previously approved projects of \$111.058 million and new/change in scope projects of \$13.172 million.

2013 Recommended Capital Project Highlights

2013 Recommended Capital Project Highlights
(In \$000s)

Project	Total Project Cost	2013	2014	2015	2016	2017	2013 - 2017	2018	2019	2020	2021	2022	2013 - 2022 Total
Asset Lifecycle Management	153,406	15,559	13,993	16,481	19,508	13,202	78,743						78,743
Network Upgrade	8,419	2,375	2,517	1,310	1,247	970	8,419						8,419
Application Systems	33,161	7,051	4,199	2,129	2,452	3,150	18,981						18,981
Corporate Planning & Management	36,461	3,732	3,495	3,856	2,997	4,448	18,528						18,528
Technology Infrastructure	131,570	15,665	8,578	34,844	37,986	32,406	129,479	1,750					131,229
Corporate Initiatives	38,069	10,381	16,571	12,765	3,448		43,165						43,165
Capital Portfolio Resource Requirements	13,650	3,000	5,325	3,550	1,775		13,650						13,650
Computer System Integration	2,493	678	646	587	588		2,499						2,499
Business Sustainment Systems	17,395	3,540	4,021	3,299	2,033	2,646	15,539						15,539
TMMS Uniface Upgrade	17	17					17						17
TAS Electronic Communications	804	804					804						804
Total (including carry forward funding)		62,802	59,345	78,821	72,034	56,822	329,824	1,750					331,574

The 2013 Recommended Capital Budget provides funding of \$62.802 million to:

Complete the following projects:

- SAP Landscape Upgrade with \$2.300 million that supports the FPARS PBF implementation project, the Quality Assurance Tools implementation Project, the Zoning By-Law Review and the Open Data Project.

Continue

- The replacement and refresh of IT assets based on lifecycle management for hardware, software, servers and storage, and desktop computers (\$15.559 million).
- The Disaster Recovery Program for business continuity assurances (\$2.375 million).
- The Quality Assurance Tools Implementation project to establish a sound testing infrastructure for systems that will increase confidence in the system applications, and to incorporate quality assurance and testing processes that will integrate technology, people and processes (\$0.279 million).
- The Electronic Documents and Records Management System (EDRMS) to provide a common infrastructure that supports initiatives that rely heavily on digital information (\$0.647 million).
- The Integrated Telecom Infrastructure project to establish an integrated voice/data telecommunications infrastructure with unified messaging allowing for Voice over Internet Protocol (\$7.366 million).
- The Consolidated Data Centre project to manage the current locations, prepare Request For Proposal for the design stage and work with the design architects to create detailed specifications. \$5.044 million will be used to optimize the data centre functions in the City while ensuring proper disaster recovery and business continuity capabilities.
- The SAP Landscape Upgrade project supports the FPARS, the Property Tax and Water Billing as well as the Employee Self Serve Portal, Payroll Modernization & Infrastructure and the Time and Attendance Scheduling Efficiency 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.

- The e-City Architecture project with \$0.792 million will provide a disciplined approach to electronic service delivery implementation in a planned and cost effective manner to meet customer service requirements from the Programs and the public to realize the City's e-City vision.
- The Web Foundation project to advance the work of strategic planning, deployment and implementation of the website revitalization vision articulated by the eCity committees. The work of this project is a vital component of the construction of a framework to facilitate service bundling activities and the implementation of the "My Toronto" user interface, key features of the eCity and eService strategies (\$1.529 million).
- The Central Property Database/One Address Repository to develop a central property database that will be utilized to link and integrate all property based information systems, databases and other repositories across all City divisions (\$0.600 million).
- The Enterprise Application Integration (EAI) to link applications within a single organization in order to simplify and automate business processes to the greatest extent possible, while at the same time avoiding having to make sweeping changes to the existing applications or data structures (\$0.500 million).
- 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 (\$0.423 million).
 - This strategy will be facilitated and accelerated by the systems and tools implemented as part of the FPARS project that will deliver financial, human resources and performance data in the SAP business warehouse with analytics and reporting capability using business intelligence tools.
- The Enterprise Geospatial Program with an analysis of emerging technologies that relate to geospatial environment in the context of the City business needs (\$0.400 million).
- The Enterprise Information Management project to fill the gaps in policy, communications, training materials and technology solutions required to manage electronic information, as well as establish the Information Management Program. The program will support the enforcement of policies by developing the standards and procedures required to manage the City's electronic information resources according to policy (\$0.496 million).
- The Enterprise Project Management (EPM) Rollout-Phase 2 will deliver the second phase of implementing the EPM solution that includes producing tools and processes that enable: resource capacity management, cross-divisional access to standardized PM tools, templates and processes, and improved visibility and awareness on status and progress of I&T projects(\$0.263 million).

Begin

- The Capital Portfolio Resources Requirements recruitment of staff to help address the backlog of IT corporate projects (\$3.000 million).

PART IV: ISSUES FOR DISCUSSION**2013 Issues and Future Year Issues***Debt Target*

- The 2013 Recommended Capital Budget and 2014 to 2022 Recommended Capital Plan exceeds the debt affordability target of \$190.818 million by \$31.302 million. This is attributable to the increased debt requirement as a result of revised plan for the Consolidated Data Centre (\$28.847 million). In addition, allocation of funding set aside for the implementation of technology solutions to respond to recommendations of the service efficiency study has exceeded the total allocated debt target of \$37.310 million by \$0.516 million. The Software Renewal Strategy has also resulted in the Program's 1-Year Recommended Capital Plan being over target by \$1.939 million.

Consolidated Data Centre Status Update

- The Consolidated Date Centre is a major initiative in the 10-Year Recommended Capital Plan for the Information and Technology Division. Its objective is to establish a long-term solution for the City to consolidate all computer systems in one location. It will consolidate the disparate Data Centres that are presently scattered and operated by different Programs and Agencies such as the Toronto Police, Fire Services, EMS, the Toronto Zoo, and TTC. Information and Technology staff have already had discussions with some of the Programs and Agencies on the feasibility and use of a single consolidated Data Centre in the future. Upon completion, this project will be used to accommodate growth in IT services to meet the needs of the user community. Funding in the amount of \$105.000 million is included in the 10-Year Recommended Capital Plan for Information and Technology.
 - The initiative to consolidate data centres and computer rooms is one of the best practices being followed by all public sector organizations and is considered to be a superior alternative to outsourcing data centre services for large organizations.
 - Three high level options were identified in a study report titled "City of Toronto Data Centre Facility Long-Term Strategy: Recommendations and Options" dated November 26, 2007.
 - The project started in 2008 with the option to build a new facility in two phases and an RFP for feasibility and design was issued. Several configurations were provided and detailed cost estimates were produced for the City and partners.
 - The most suitable configuration was then selected for a P3 business case in 2010 where federal funding of 25% of the project could be obtained.
 - In the first quarter of 2012 the City's application for P3 funding was rejected as it did not meet the final criteria for infrastructure projects. As a result the City had to restart the process of finding the best solution given the lessons learned to date.
 - A new feasibility study RFP was released in August 2012 for building a 10,000 square foot Tier III energy efficient data centre at 3301 Markham Road with the ability to expand by 5,000 square feet.

The 2013-2021 Recommended Capital Plan includes debt funding to replace federal funding that might have been available had the P3 application been accepted. Work is currently underway to complete a new feasibility study and options. Once the feasibility study is completed, IT staff will report back on any adjustments to project scope, scale and financing on the preferred option.

SOGR Backlog and Asset Inventory

The City invests on average about \$61.000 million per year in IT asset purchases and/or asset development. To date, the asset value of the IT inventory has not been properly catalogued. Similarly, SOGR backlog has not been properly identified. This is partially due to the nature of the assets, (software and other less tangible assets).

The program has identified various needs – such as the replacement of the City's Data Centre, SAP upgrades, and Disaster Recovery Plans in the form of project needs, but has not yet quantified the backlog associated with the absence of the assets.

It is recommended that the Information and Technology Program, in conjunction with Accounting Services and Financial Planning, establish asset values and inventory, including an inventory of application software, as well as identifying related SOGR backlog associated with these assets to be included with the 2013-2022 Capital Budget submission.

Comprehensive City-Wide Information and Technology Capital Projects/Strategies

- The Financial Planning Division and IT staff undertook a comprehensive review of all IT capital projects city-wide for the 2013 budget process. The goal was to establish an IT portfolio of capital projects to ensure IT foundation technologies are in place in order to meet business needs, develop an IT 'road map' based on eCity strategic goals and ensure that resources are available to deliver the projects. The results of the review were threefold:
 - A 10 year City-wide IT portfolio of IT capital projects has been established with the respective projects forming the basis of recommended IT projects in the Corporate IT's 2013-2021 Recommended Capital Plan as well as in specific City Programs' 2013-2021 Recommended Capital Plans. There is a recommended allocation of the service efficiency funding approved during the 2012 capital budget process.
 - A resource strategy is recommended to ensure that resources are available to deliver the projects.
- Corporate IT Portfolio
 - A comprehensive review of all IT projects city-wide was undertaken during the summer of 2012. The goal was to optimize the City's investment in IT systems corporately and to ensure the City is identifying opportunities to leverage technology funding by working together in an enterprise-wide direction. Projects were viewed individually as well as in conjunction with foundational components and similar business needs across various programs. In some cases, collaboration has been fostered through 'Champion Group' planning. Needs were viewed with an enterprise perspective to ensure that synergies and efficiencies were promoted.

- The final portfolio is comprised of 104 total number of project in 2013; 77 of which are already underway and 19 new projects as well as 8 new service efficiency projects identified as essential to provide business need capability as quickly as possible.
- Efficiency projects include a work management solution; web content initiative to support e-Service delivery and staff scheduling and time reporting projects.
- Allocation of Service Efficiency Funding
 - In anticipation of the need to have technology form part of the implementation plan for various service efficiency studies \$40.000 million was allocated to IT's 2012 – 2021 Approved Capital Plan for this purpose. During the 2012 capital budget process, \$2.310 million was allocated for technology projects to support service efficiency studies. The remaining \$35.000 million is included in the 2013-2022 Recommended Capital Plan.
 - A Steering Committee has been established to provide oversight and direction to the City's Service Efficiency Studies program. The Steering Committee is comprised of the City Manager and the Deputy City Managers and is supported by the Director, Strategic & Corporate Policy and other key senior staff as required. The Steering Committee has confirmed allocation of the remaining \$35.000 million technology funding as reflected in the Recommended 10-Year Capital Plan for I & T.
 - The projects recommended have been selected to address both foundational technical needs as well as business-specific needs. They currently all reside within the I&T Recommended 10-Year Capital Plan. Some of the projects are within the realm of the I&T capital program and some relate to various other projects. It may be more appropriate to transfer these projects to the program responsible for implementation and sustainment. Similarly, the operating impacts of capital, currently outlined in these analyst briefing notes may be transferred to the appropriate business area.
- Additional Resources Required for Delivery of the City's IT Project Portfolio
 - Following the establishment of the Recommended IT Portfolio, an extensive review of resources available to deliver the capital program was undertaken. The completion rate on IT projects city wide has been extremely low. This is a result of both increased demand for IT solutions as well as constraints on resources as a result of budget reductions over the last five years. In order to implement the the recommended capital project plan, additional resources need to be retained. It has been determined that an additional 58 resources will be required to implement the capital program recommended across the City in the IT Portfolio.
 - A financing strategy has been developed to phase in the impact on the Information & Technology's operating budgets over the next few years. A combination of use of the Sustainment Reserve, capital and operating funding is being recommended to fund the 58 resources required. The strategy has been reflected in the Information and Technology Division's 2013 Recommended Operating Budget and 2014 and 2015 Outlooks.

E-Mail Strategy

At its meeting of November 27 and 28, 2012, City Council adopted a report entitled 'City of Toronto E-mail System Strategy' with Confidential Attachment. A strategy was presented that describes a plan to develop a long term strategic software system that will meet the needs of the City and its major Agencies. Information about the specific elements of the strategy have been kept confidential to protect the economic interests of the City. Funding is included in the 10-Year Recommended Capital Plan; however, in order to ensure confidentiality, the projects is not identified separately.

Appendix 1

2012 Performance

2012 Key Accomplishments

In 2012, Information & Technology accomplished the following:

- ✓ Supported the City Services Benefit Card privacy impact assessment, threat risk assessment and vulnerability assessment to mitigate privacy and security risks to the City.
- ✓ Implemented Employee Self-Serve new pay stub electronic distribution to non-union employees and are developing additional employee opportunities.
- ✓ Completed Email Strategy, recommendations.
- ✓ Continued to support Financial Planning & Accounting System – development of IT components for implementation in 2013/2014.
- ✓ Implemented Toronto Business Portal new services portal to businesses with the first 3 MLS Licences in alignment with the overall Electronic Service Delivery architecture.
- ✓ Continued the implementation of the Electronic Document and Record Management system for Revenue Services Division and Clerk's Office.
- ✓ Enhanced Project Tracking Portal for large/complex infrastructure projects.
- ✓ Accommodated 311 service requests for the Toronto Maintenance Management System (TMMS) project.
- ✓ Implemented 40% of all sites on the Cogeco Lit Fibre Network.
- ✓ Commenced implementation of Telecommunications Infrastructure Contract and Unified Communication project, completion planned for Q2 2013.
- ✓ Established a relationship with Toronto Community Housing Corporation to provide co-location of back-up facilities on City's contracted site provided by Telus.
- ✓ Completed Toronto Police Service Information Technology Opportunity Review – a review of shared service opportunities.
- ✓ Completed my Resident Portal implementation plan for the development of a portal allowing residents to access their services.
- ✓ Implemented IT Asset Management Plan to address resource issues.
- ✓ Replaced legacy Toronto Fire Services application with a eLearning system to ensure uninterrupted delivery & tracking of critical training for Fire Services staff.
- ✓ Completed a thorough review of the Fire Services Division IT security requirements.

2012 Capital Variance Review

2012 Budget to Actual Comparison

(In \$000s)

2012 Approved	Actuals as of Sept. 30, 2012 (3rd Quarter Variance)		Projected Actuals at Year End		Unspent Balance	
	\$	% Spent	\$	% Spent	\$ Unspent	% Unspent
58,188	19,943	34.3%	33,865	58.2%	24,323	41.8%

Capital expenditures for the period ending September 30, 2012 total \$19.943 million or 34.3% of the 2012 Approved Capital Budget of \$58.188 million. Projected spending to year end is anticipated to be \$33.865 million or 58.2%.

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

- The *SAP Landscape Upgrade* project capital expenditures totalled \$1.162 million representing 19.5% of the 2012 approved cash flow of \$5.960 million during the nine months ended September 30, 2012. The SAP project has been purposefully delayed to coincide with the implementation of the *Public Budgeting Formulation (PBF)* project, which was delayed to the second quarter to complete contract negotiations with the selected vendor –IBM. It is estimated that \$3.651 million or 61.1% of the 2012 approved cash flow will be spent by year-end. The unspent funds of \$2.309 million will be carried forward to 2013.
- The *Toronto Animal Service eProject's* capital expenditures totalled \$0.031 million representing 0.3% of the 2012 approved cash flow of \$1.039 million during the nine months ended September 30, 2012. It is estimated that \$0.156 million or 15.0% of the 2012 approved cash flow will be spent by year-end as the project is being re-scoped. The initiatives planned for 2012 will enable the field officers with mobile devices and wireless technology to update their business system remotely and wireless connectivity in shelters as well as a revamp of ePet system to leverage the City's corporate eDonations solution which will be initiated in the latter part of 2012 and completed in 2013. Unspent funds of \$0.350 million will be carried forward to 2013.
- The *ML&S Case Management System* project's capital expenditures totalled \$0.140 million representing 15.6% of the 2012 approved cash flow of \$0.898 million during the nine months ended September 30, 2012. This project is on hold pending a review. Unspent funds of \$0.758 million will be carried forward to 2013.
- The *Consolidated Data Centre* project's capital expenditures totalled \$0.834 million representing 37.2% of the 2012 approved cash flow of \$2.239 million during the nine months ended September 30, 2012. It is estimated that \$1.225 million or 54.7% of the 2012 approved cash flow will be spent by year-end. The focus in 2012 is to complete the feasibility and design and solidify a firm plan to ensure the facility is operational in 2017. The unspent funds of \$1.084 million will be carried forward to 2013.

- The *Integrated Telecom Infrastructure* project's capital expenditures totalled \$1.158 million representing 13.1% of the 2012 approved cash flow of \$8.876 million during the nine months ended September 30, 2012. It is estimated that \$1.606 million or 18.1% of the 2012 approved cash flow will be spent by year end. The low spending rate is due to vendor delays in delivering contracted milestones. This will delay the migration of approximately 8,262 lines into 2013. The unspent funds of \$7.270 million will be carried forward to 2013.

Appendix 2

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

Project	2013	2014	2015	2016	2017	2013 - 2017	2018	2019	2020	2021	2022	2013 - 2022
Asset Lifecycle Management	15,559	13,993	16,481	19,508	13,202	78,743	14,190	12,636	16,103	14,921	17,435	154,028
Network Upgrade	2,375	2,517	1,310	1,247	970	8,419						8,419
Application Systems	7,051	4,199	2,129	2,452	3,150	18,981	3,780	4,213	2,642	2,600	2,600	34,816
Corporate Planning & Management	3,732	3,495	3,856	2,997	4,448	18,528	4,270	4,387	3,010	3,300	3,300	36,795
Technology Infrastructure	15,665	8,578	34,844	37,986	32,406	129,479	1,750	1,700	2,148	1,900	1,900	138,877
Corporate Initiatives	10,381	16,571	12,765	3,448		43,165						43,165
Capital Portfolio Resource Requirements	3,000	5,325	3,550	1,775		13,650						13,650
Computer System Integration	678	646	587	588		2,499						2,499
Business Sustainment Systems	3,540	4,021	3,299	2,033	2,646	15,539	2,000	2,500	2,600	2,600	2,600	27,839
TAS Electronics Communications	804	300				1,104						1,104
Portfolio Management Initiatives				400	700	1,100	1,200	200	2,600	2,600	2,600	10,300
TMMS Uniface Upgrade	17					17						17
Total (including carry forwards)	62,802	59,645	78,821	72,434	57,522	331,224	27,190	25,636	29,103	27,921	30,435	471,509

Appendix 3

**2013 Recommended Capital Budget;
2014 to 2022 Capital Plan**

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 3: 2013 Recommended Capital Budget; 2014 to 2022 Capital Plan

Information & Technology

						Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By													
						2013	2014	2015	2016	2017	Total 2013-2017	Total 2018-2022	Total 2013-2022	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing			
Sub- Priority	Project No. SubProj No.	Project Name Sub-project Name	Ward	Stat.	Cat.																					
<u>EOL906983 Asset Lifecycle Management</u>																										
8	8	Network Lifecycle Asset Management	CW	S5	03	1,685	1,751	1,242	1,380	1,591	7,649	7,953	15,602	0	0	0	15,602	0	0	0	0	0	0	0	15,602	
9	9	Network Security Technology Refresh 2013	CW	S5	03	606	485	701	645	557	2,994	2,072	5,066	0	0	0	5,066	0	0	0	0	0	0	0	5,066	
6	13	Desktop Software	CW	S2	03	-15	0	0	0	0	-15	0	-15	0	0	0	-15	0	0	0	0	0	0	0	-15	
15	15	Desktop Hardware	CW	S2	03	6,206	0	0	0	0	6,206	0	6,206	0	0	0	6,206	0	0	0	0	0	0	0	6,206	
6	16	Desktop Software	CW	S5	03	600	549	785	6,615	1,049	9,598	8,683	18,281	0	0	0	18,281	0	0	0	0	0	0	0	18,281	
0	17	Enterprise Software	CW	S5	03	839	739	364	350	367	2,659	1,916	4,575	0	0	0	4,575	0	0	0	0	0	0	0	4,575	
0	18	Servers, Storage & Enterprise Software	CW	S2	03	350	0	0	0	0	350	0	350	0	0	0	350	0	0	0	0	0	0	0	350	
15	20	Desktop Hardware	CW	S6	03	0	7,244	10,302	7,776	6,598	31,920	38,975	70,895	0	0	0	70,895	0	0	0	0	0	0	0	70,895	
15	21	Desktop Hardware	CW	S3	03	1,424	0	0	0	0	1,424	0	1,424	0	0	0	1,424	0	0	0	0	0	0	0	1,424	
8	22	Network Lifecycle Asset Mgmt	CW	S2	03	304	0	0	0	0	304	0	304	0	0	0	304	0	0	0	0	0	0	0	304	
0	25	Enterprise Servers 2013	CW	S5	03	2,060	2,425	2,401	2,056	2,140	11,082	10,558	21,640	0	0	0	21,640	0	0	0	0	0	0	0	21,640	
0	26	Enterprise Storage - 2013	CW	S5	03	1,500	800	686	686	900	4,572	5,128	9,700	0	0	0	9,700	0	0	0	0	0	0	0	9,700	
Sub-total						15,559	13,993	16,481	19,508	13,202	78,743	75,285	154,028	0	0	0	154,028	0	0	0	0	0	0	0	154,028	
<u>ITP000223 Network Upgrade</u>																										
0	54	Disaster Recovery/Business Continuity	CW	S5	03	2,375	2,517	1,310	1,247	970	8,419	0	8,419	0	0	0	8,419	0	0	0	0	0	0	0	8,419	
Sub-total						2,375	2,517	1,310	1,247	970	8,419	0	8,419	0	0	0	8,419	0	0	0	0	0	0	0	0	8,419
<u>ITP906881 Application Systems</u>																										
0	19	SAP-2019 Upgrade	CW	S6	03	0	0	0	0	0	0	2,684	2,684	0	0	0	0	0	0	0	2,684	0	0	0	2,684	
0	28	Application & Solution Systems Dvlpmnt	CW	S6	03	0	0	284	1,128	1,400	2,812	8,827	11,639	0	0	0	0	0	0	0	0	11,639	0	0	11,639	
58	58	DM-Central Property Database/One Address Repository	CW	S5	04	600	800	500	0	0	1,900	0	1,900	0	0	0	1,900	0	0	0	0	0	0	0	1,900	
27	66	Enterprise Application Integration Licensing (Web)	CW	S2	03	500	435	0	0	0	935	0	935	0	0	0	0	0	0	0	935	0	0	0	935	
68	68	SAP Landscape Upgrade	CW	S2	03	2,300	0	0	0	0	2,300	0	2,300	0	0	0	620	0	840	0	0	840	0	0	2,300	
8	70	Information Mgmt Strategy	CW	S2	03	60	0	0	0	0	60	0	60	0	0	0	0	0	60	0	0	0	0	0	60	
44	72	Bus Intelligence DW Strategy&Plan	CW	S2	03	23	0	0	0	0	23	0	23	0	0	0	0	0	23	0	0	0	0	0	23	

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 3: 2013 Recommended Capital Budget; 2014 to 2022 Capital Plan

Information & Technology

Sub- Project No. Project Name PrioritySubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By											
						2013	2014	2015	2016	2017	Total 2013-2017	Total 2018-2022	Total 2013-2022	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
<u>ITP906881 Application Systems</u>																								
0	78	Open Data	CW	S2	03	112	0	0	0	0	112	0	112	0	0	0	0	0	112	0	0	0	0	112
59	81	Web Foundation Continuation	CW	S5	03	1,529	1,388	0	0	0	2,917	0	2,917	0	0	0	0	0	0	0	0	2,917	0	2,917
83	83	EDRMS (formerly Enterprise Content Management)	CW	S2	03	110	0	0	0	0	110	0	110	0	0	0	0	0	0	0	0	110	0	110
84	84	Enterprise Geospatial Program	CW	S5	03	400	400	200	200	200	1,400	0	1,400	0	0	0	0	0	0	0	0	1,400	0	1,400
44	86	Bus Intelligence DW Strategy&Plan	CW	S5	03	400	100	0	0	250	750	500	1,250	0	0	0	0	0	0	0	0	1,250	0	1,250
83	89	Ent Doc & Record Mgmt Solution (EDRMS) 2013	CW	S5	03	537	646	305	254	0	1,742	254	1,996	0	0	0	0	0	0	0	0	1,996	0	1,996
84	90	Geospatial Integration Continuation	CW	S6	03	0	0	200	200	200	600	1,000	1,600	0	0	0	0	0	0	0	0	1,600	0	1,600
48	91	Enterprise Geospatial Software Upgrade	CW	S6	03	0	0	0	0	0	0	1,000	1,000	0	0	0	0	0	0	0	0	1,000	0	1,000
8	95	Enterprise Info Mgmt - IT - 2013	CW	S5	04	480	430	640	670	1,100	3,320	1,570	4,890	0	0	0	0	0	0	0	0	4,890	0	4,890
Sub-total						7,051	4,199	2,129	2,452	3,150	18,981	15,835	34,816	0	0	0	2,520	0	1,035	0	0	31,261	0	34,816
<u>ITP906882 Corporate Planning & Management</u>																								
0	13	Corporate Planning & Mgmt Refresh	CW	S6	03	0	0	0	400	0	400	6,700	7,100	0	0	0	0	0	0	0	0	7,100	0	7,100
11	30	IT Service Mgmt (formerly) ITIL	CW	S2	03	66	0	0	0	0	66	0	66	0	0	0	0	0	66	0	0	0	0	66
46	46	Quality Assurance Tools Implementation	CW	S2	04	279	0	0	0	0	279	0	279	0	0	0	0	0	39	0	0	240	0	279
0	51	EPM Work Mgmt Solution Upgrade	CW	S6	03	0	0	0	0	600	600	800	1,400	0	0	0	0	0	0	0	0	1,400	0	1,400
18	63	eCity Information Security	CW	S5	03	200	200	200	0	0	600	0	600	0	0	0	0	0	0	0	0	600	0	600
0	69	eCity Program Renewal	CW	S6	03	0	0	582	592	907	2,081	2,171	4,252	0	0	0	0	0	0	0	0	4,252	0	4,252
68	75	Enterprise Portfolio Mgmt Tools	CW	S2	03	32	0	0	0	0	32	0	32	0	0	0	0	0	32	0	0	0	0	32
46	78	Quality Assurance & Testing Tools Upgrade	CW	S6	03	0	400	446	226	0	1,072	0	1,072	0	0	0	0	0	0	0	0	1,072	0	1,072
0	79	Application Portfolio Solution Implementation	CW	S6	03	0	200	500	650	600	1,950	1,100	3,050	0	0	0	0	0	0	0	0	3,050	0	3,050
0	80	Testing Environment 2016 Tools Upgrade	CW	S6	03	0	0	0	500	500	1,000	1,000	2,000	0	0	0	0	0	0	0	0	2,000	0	2,000
36	81	Ent Project Mgmt Rollout - Phase 2	CW	S2	03	103	0	0	0	0	103	0	103	0	0	0	0	0	103	0	0	0	0	103
0	82	Project Risk Mgmt & KPI Tools	CW	S6	03	0	0	0	0	500	500	1,000	1,500	0	0	0	0	0	0	0	0	1,500	0	1,500
87	87	eCity Enterprise Architecture	CW	S2	03	46	0	0	0	0	46	0	46	0	0	0	0	0	46	0	0	0	0	46

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 3: 2013 Recommended Capital Budget; 2014 to 2022 Capital Plan

Information & Technology

						Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By											
Sub-Project No.	Project Name	Ward	Stat.	Cat.	2013	2014	2015	2016	2017	Total 2013-2017	Total 2018-2022	Total 2013-2022	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
ITP906882 Corporate Planning & Management																								
88	88	eCity Strategic Planning	CW	S2	04	47	0	0	0	0	47	0	47	0	0	0	0	0	47	0	0	0	47	
89	89	Risk Mgmt Framework	CW	S2	03	300	300	0	0	0	600	0	600	0	0	0	0	0	0	0	0	600	0	600
90	90	IT Performance Reporting (IT Ent KPI Imp)	CW	S2	03	1	0	0	0	0	1	0	1	0	0	0	0	0	1	0	0	0	1	
0	91	Enterprise Portfolio Mgmt Tools	CW	S5	03	150	440	670	0	0	1,260	0	1,260	0	0	0	0	0	0	0	0	1,260	0	1,260
11	92	IT Service Mgmt Project(ITIL)	CW	S5	03	496	407	618	629	641	2,791	1,996	4,787	0	0	0	0	0	0	0	0	4,787	0	4,787
36	93	Ent Project Mgmt Rollout - Phase 2	CW	S5	03	370	250	0	0	0	620	0	620	0	0	0	0	0	0	0	0	620	0	620
89	100	Risk Mgmt 2013 Scope Change	CW	S3	03	174	108	440	0	0	722	0	722	0	0	0	0	0	0	0	0	722	0	722
87	101	Enterprise Architecture	CW	S5	03	699	831	400	0	0	1,930	0	1,930	0	0	0	0	0	0	0	0	1,930	0	1,930
0	102	Client Relationship Mgmt/Framework Upgrade	CW	S6	04	0	0	0	0	700	700	3,500	4,200	0	0	0	0	0	0	0	0	4,200	0	4,200
88	103	eCity Strategic Plan	CW	S5	04	619	359	0	0	0	978	0	978	0	0	0	0	0	0	0	0	978	0	978
90	104	IT Performance Reporting (IT Ent Imp)	CW	S5	03	150	0	0	0	0	150	0	150	0	0	0	0	0	0	0	0	150	0	150
Sub-total					3,732	3,495	3,856	2,997	4,448	18,528	18,267	36,795	0	0	0	0	0	0	334	0	0	36,461	0	36,795
ITP906883 Technology Infrastructure																								
0	8	Future Year Technology Infrastructure Replacements	CW	S6	03	0	0	320	400	406	1,126	8,848	9,974	0	0	0	0	0	0	0	0	9,974	0	9,974
29	29	Integrated Telecom Infrastructure (ITI)	CW	S2	04	7,366	808	0	0	0	8,174	0	8,174	0	0	0	8,174	0	0	0	0	0	0	8,174
20	30	Consolidated Data Centre	CW	S2	03	5,044	2,370	2,065	94,225	10,855	114,559	0	114,559	0	0	0	27,477	0	1,084	0	57,532	28,466	0	114,559
0	32	Data Centre Zones Implementation	CW	S6	04	0	0	0	2,080	1,500	3,580	0	3,580	0	0	0	0	0	0	0	0	3,580	0	3,580
5	40	eMail Archiving Solutions	CW	S2	03	-65	0	0	0	0	-65	0	-65	0	0	0	0	0	-65	0	0	0	0	-65
51	51	I&T Enterprise Systems Mgmt - Implementation	CW	S5	03	1,210	590	250	0	0	2,050	0	2,050	0	0	0	0	0	0	0	0	2,050	0	2,050
31	52	CONFIGURATION MGMT DATABASE IMPLEMENTATION I&T	CW	S5	03	360	290	330	0	0	980	0	980	0	0	0	0	0	0	0	0	980	0	980
0	54	Business Service Mgmt	CW	S6	04	0	0	0	200	150	350	550	900	0	0	0	0	0	0	0	0	900	0	900
20	55	Consolidated Data Centre	CW	S3	03	1,750	3,350	28,695	-61,765	19,495	-8,475	0	-8,475	0	0	0	0	0	0	0	-33,362	24,887	0	-8,475
0	56	Software Renewal Strategy	CW	S6	03	0	1,170	3,184	2,846	0	7,200	0	7,200	0	0	0	5,261	0	0	0	0	1,939	0	7,200
Sub-total					15,665	8,578	34,844	37,986	32,406	129,479	9,398	138,877	0	0	0	40,912	0	1,019	0	24,170	72,776	0	138,877	

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 3: 2013 Recommended Capital Budget; 2014 to 2022 Capital Plan

Information & Technology

Sub- Project No. Project Name PrioritySubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By												
						2013	2014	2015	2016	2017	Total 2013-2017	Total 2018-2022	Total 2013-2022	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
<u>ITP907747 Corporate Initiatives</u>																									
7	2	e-Human Resource Strategy	CW	S2	04	704	0	0	0	0	704	0	704	0	0	0	0	0	704	0	0	0	0	704	
6	6	E-Learning Tech and Transformation	CW	S2	04	1,120	0	0	0	0	1,120	0	1,120	0	0	0	0	0	1,120	0	0	0	0	1,120	
7	7	e-Human Resource Strategy	CW	S5	04	483	618	0	0	0	1,101	0	1,101	0	0	0	0	0	0	0	1,101	0	1,101		
8	8	Toronto Progress Portal - Web	CW	S2	04	367	0	0	0	0	367	0	367	0	0	0	0	0	367	0	0	0	0	367	
9	9	Corp Civic Engage Information System	CW	S2	04	595	0	0	0	0	595	0	595	0	0	0	0	0	595	0	0	0	0	595	
0	11	Efficiency Study Implementation	CW	S2	04	2,310	0	0	0	0	2,310	0	2,310	0	0	0	0	0	2,310	0	0	0	0	2,310	
0	12	Efficiency Study Implementation	CW	S5	04	4,802	15,103	12,163	3,448	0	35,516	0	35,516	0	0	0	0	0	0	0	35,516	0	35,516		
8	13	Toronto Progress Portal - Web	CW	S6	04	0	109	0	0	0	109	0	109	0	0	0	0	0	0	0	109	0	109		
6	14	eLearning Tech & Transformation	CW	S6	04	0	602	602	0	0	1,204	0	1,204	0	0	0	0	0	0	0	1,204	0	1,204		
0	15	Corp Civic Engagement Info Sys 2014	CW	S6	04	0	139	0	0	0	139	0	139	0	0	0	0	0	0	0	139	0	139		
Sub-total						10,381	16,571	12,765	3,448	0	43,165	0	43,165	0	0	0	0	0	5,096	0	0	38,069	0	43,165	
<u>ITP907815 Portfolio Management Initiatives</u>																									
0	1	Portfolio Initiative Upgrades	CW	S6	04	0	0	0	400	700	1,100	9,200	10,300	0	0	0	0	0	0	0	10,300	0	10,300		
Sub-total						0	0	0	400	700	1,100	9,200	10,300	0	0	0	0	0	0	0	0	10,300	0	10,300	
<u>ITP907907 Resources to Deliver IT Capital Projects</u>																									
0	1	Capital Portfolio Resource Requirements	CW	S4	04	3,000	5,325	3,550	1,775	0	13,650	0	13,650	0	0	0	6,557	0	0	0	0	7,093	0	13,650	
Sub-total						3,000	5,325	3,550	1,775	0	13,650	0	13,650	0	0	0	6,557	0	0	0	0	7,093	0	13,650	
<u>WES906827 COMPUTER SYSTEM INTEGRATION</u>																									
0	7	Computer System Integration	CW	S2	04	6	0	0	0	0	6	0	6	0	0	0	0	0	6	0	0	0	0	6	
0	8	Computer System Integration	CW	S5	04	672	646	587	588	0	2,493	0	2,493	0	0	0	0	0	0	0	2,493	0	2,493		
Sub-total						678	646	587	588	0	2,499	0	2,499	0	0	0	0	0	6	0	0	2,493	0	2,499	
<u>WES907128 BUSINESS SUSTAINMENT SYSTEMS</u>																									
20	20	Case Mgt System -MLS Enhanced Computer Technology	CW	S2	04	648	0	0	0	0	648	0	648	0	0	0	648	0	0	0	0	0	0	648	
0	43	Licensing IVR for Business, Trade & Mobile License	CW	S6	04	0	155	252	0	0	407	0	407	0	0	0	0	0	0	0	407	0	407		
0	45	Future Business Sustainment Systems	CW	S6	04	0	0	0	265	2,500	2,765	12,300	15,065	0	0	0	0	0	0	0	15,065	0	15,065		

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 3: 2013 Recommended Capital Budget; 2014 to 2022 Capital Plan

Information & Technology

Sub-Project No.	Project Name	Ward	Stat.	Cat.	Current and Future Year Cash Flow Commitments									Current and Future Year Cash Flow Commitments Financed By												
					2013	2014	2015	2016	2017	Total 2013-2017	Total 2018-2022	Total 2013-2022	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other 2	Debt - Recoverable Debt	Total Financing				
WES907128 BUSINESS SUSTAINMENT SYSTEMS																										
67	67 Zoning By-law Integration Cross Divisional	CW	S5	04	150	200	200	0	0	550	0	550	0	0	0	0	0	0	0	0	0	0	550	0	550	
62	73 Toronto Building e-services	CW	S2	04	240	0	0	0	0	240	0	240	0	0	0	41	0	199	0	0	0	0	0	0	240	
64	83 Licensing System Enhancements	CW	S2	04	11	0	0	0	0	11	0	11	0	0	0	0	0	11	0	0	0	0	0	0	11	
90	90 Doc Mgmt System - ProjectWise	CW	S2	03	210	0	0	0	0	210	0	210	0	0	0	0	0	0	0	0	0	210	0	0	210	
39	91 IBMS / OAR Upgrade	CW	S2	03	10	0	0	0	0	10	0	10	0	0	0	0	0	10	0	0	0	0	0	0	10	
0	92 IBMS Migration to AMANDAI	CW	S5	04	260	220	335	375	146	1,336	0	1,336	0	0	0	0	0	0	0	0	0	1,336	0	0	1,336	
64	98 Licencing System Enhancements - ML&S	CW	S5	04	100	0	0	0	0	100	0	100	0	0	0	0	0	0	0	0	0	100	0	0	100	
58	101 CPIT - IBMS Phase 2	CW	S2	04	58	0	0	0	0	58	0	58	0	0	0	0	0	58	0	0	0	0	0	0	58	
60	102 CP - App Info Centre	CW	S2	04	27	0	0	0	0	27	0	27	0	0	0	0	0	27	0	0	0	0	0	0	27	
28	103 IBMS Cross Divisional	CW	S2	04	-5	0	0	0	0	-5	0	-5	0	0	0	0	0	-5	0	0	0	0	0	0	-5	
89	106 Toronto Building ESD	CW	S5	04	1,363	1,397	1,432	453	0	4,645	0	4,645	0	0	0	0	2,390	0	0	0	0	2,255	0	0	4,645	
107	107 eService for MLS	CW	S2	04	123	0	0	0	0	123	0	123	0	0	0	0	0	123	0	0	0	0	0	0	123	
0	110 MLS & IBMS Enhancements	CW	S2	04	30	0	0	0	0	30	0	30	0	0	0	0	0	30	0	0	0	0	0	0	30	
107	112 eService for MLS	CW	S5	04	240	479	375	375	0	1,469	0	1,469	0	0	0	0	0	0	0	0	0	1,469	0	0	1,469	
114	114 CP-CPIT IBMS Enhancements (City Plng TechPhase 2)	CW	S5	04	75	100	100	375	0	650	0	650	0	0	0	0	0	0	0	0	0	650	0	0	650	
90	117 Doc Man - Projectwise - Phase 2	CW	S6	03	0	425	215	0	0	640	0	640	0	0	0	0	0	0	0	0	0	640	0	0	640	
20	118 Case Mgmt System - MLS	CW	S6	04	0	640	0	0	0	640	0	640	0	0	0	640	0	0	0	0	0	0	0	0	640	
0	119 CP App Info Centre - Portal Implementation	CW	S6	04	0	0	180	190	0	370	0	370	0	0	0	0	0	0	0	0	0	370	0	0	370	
0	120 IBMS Advancement	CW	S5	04	0	405	210	0	0	615	0	615	0	0	0	0	0	0	0	0	0	615	0	0	615	
Sub-total					3,540	4,021	3,299	2,033	2,646	15,539	12,300	27,839	0	0	0	1,329	2,390	453	0	0	0	23,667	0	0	27,839	
WES907456 TMMS UNIFACE UPGRADE																										
0	3 TMMS Uniface Upgrade	CW	S2	03	17	0	0	0	0	17	0	17	0	0	0	0	0	17	0	0	0	0	0	0	17	
Sub-total					17	0	0	0	0	17	0	17	0	0	0	0	0	17	0	0	0	0	0	0	0	17
WES907458 TAS ELECTRONIC COMMUNICATIONS																										

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 3: 2013 Recommended Capital Budget; 2014 to 2022 Capital Plan

Information & Technology

Sub- Project No. Project Name PrioritySubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments						Current and Future Year Cash Flow Commitments Financed By												
						2013	2014	2015	2016	2017	Total 2013-2017	Total 2018-2022	Total 2013-2022	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
<u>WES907458 TAS ELECTRONIC COMMUNICATIONS</u>																								
0	4	TAS Electronic Communcations	CW	S2	04	804	0	0	0	0	804	0	804	0	0	0	0	0	0	0	0	804		
0	5	TAS Electronic Communications	CW	S6	04	0	300	0	0	0	300	0	300	0	0	0	0	0	0	0	0	300		
Sub-total						804	300	0	0	0	1,104	0	1,104	0	0	0	0	0	0	0	0	1,104		
Total Program Expenditure						62,802	59,645	78,821	72,434	57,522	331,224	140,285	471,509	0	0	0	214,869	2,390	7,960	0	24,170	222,120	0	471,509

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 3: 2013 Recommended Capital Budget; 2014 to 2022 Capital Plan

Information & Technology

Sub- Project No. Project Name Priority SubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments and Estimates						Current and Future Year Cash Flow Commitments and Estimates Financed By												
						2013	2014	2015	2016	2017	Total 2013-2017	Total 2018-2022	Total 2013-2022	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
Financed By:																								
Reserves (Ind. "XQ" Ref.)						31,759	30,537	41,529	21,587	14,172	139,584	75,285	214,869	0	0	0	0	0	0	214,869				
Reserve Funds (Ind."XR" Ref.)						990	764	636	0	0	2,390	0	2,390	0	2,390	0	0	0	0	2,390				
Capital from Current						7,960	0	0	0	0	7,960	0	7,960	0	0	7,960	0	0	0	7,960				
Other2 (External)						0	0	10,390	7,800	5,980	24,170	0	24,170	0	0	0	24,170	0	0	24,170				
Debt						22,093	28,344	26,266	43,047	37,370	157,120	65,000	222,120	0	0	0	222,120	0	0	222,120				
Total Program Financing						62,802	59,645	78,821	72,434	57,522	331,224	140,285	471,509	0	0	0	214,869	2,390	7,960	0	24,170	222,120	0	471,509

- Status Code Description**
 S2 S2 Prior Year (With 2013 and/or Future Year Cashflow)
 S3 S3 Prior Year - Change of Scope 2013 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 2014 & Beyond)

- Category Code Description**
 01 Health and Safety C01
 02 Legislated C02
 03 State of Good Repair C03
 04 Service Improvement and Enhancement C04
 05 Growth Related C05
 06 Reserved Category 1 C06
 07 Reserved Category 2 C07

Appendix 4

**2013 Recommended Cash Flow and
Future Year Commitments**

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 4: 2013 Recommended Cash Flow & Future Year Commitments

Information & Technology

Sub- Priority	Project No. SubProj No.	Project Name Sub-project Name	Ward	Stat.	Cat.	Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By											
						2013	2014	2015	2016	2017	Total 2013-2017	Total 2018-2022	Total 2013-2022	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
<u>EOL906983 Asset Lifecycle Management</u>																								
8	8	Network Lifecycle Asset Management	CW	S5	03	1,685	0	0	0	0	1,685	0	1,685	0	0	0	1,685	0	0	0	0	0	0	1,685
9	9	Network Security Technology Refresh 2013	CW	S5	03	606	0	0	0	0	606	0	606	0	0	0	606	0	0	0	0	0	0	606
6	13	Desktop Software	CW	S2	03	-15	0	0	0	0	-15	0	-15	0	0	0	-15	0	0	0	0	0	0	-15
15	15	Desktop Hardware	CW	S2	03	6,206	0	0	0	0	6,206	0	6,206	0	0	0	6,206	0	0	0	0	0	0	6,206
6	16	Desktop Software	CW	S5	03	600	0	0	0	0	600	0	600	0	0	0	600	0	0	0	0	0	0	600
0	17	Enterprise Software	CW	S5	03	839	0	0	0	0	839	0	839	0	0	0	839	0	0	0	0	0	0	839
0	18	Servers, Storage & Enterprise Software	CW	S2	03	350	0	0	0	0	350	0	350	0	0	0	350	0	0	0	0	0	0	350
15	21	Desktop Hardware	CW	S3	03	1,424	0	0	0	0	1,424	0	1,424	0	0	0	1,424	0	0	0	0	0	0	1,424
8	22	Network Lifecycle Asset Mgmt	CW	S2	03	304	0	0	0	0	304	0	304	0	0	0	304	0	0	0	0	0	0	304
0	25	Enterprise Servers 2013	CW	S5	03	2,060	1,000	1,000	1,000	0	5,060	0	5,060	0	0	0	5,060	0	0	0	0	0	0	5,060
0	26	Enterprise Storage - 2013	CW	S5	03	1,500	0	0	0	0	1,500	0	1,500	0	0	0	1,500	0	0	0	0	0	0	1,500
Sub-total						15,559	1,000	1,000	1,000	0	18,559	0	18,559	0	0	0	18,559	0	0	0	0	0	0	18,559
<u>ITP000223 Network Upgrade</u>																								
0	54	Disaster Recovery/Business Continuity	CW	S5	03	2,375	237	600	600	600	4,412	0	4,412	0	0	0	4,412	0	0	0	0	0	0	4,412
Sub-total						2,375	237	600	600	600	4,412	0	4,412	0	0	0	4,412	0	0	0	0	0	0	4,412
<u>ITP906881 Application Systems</u>																								
58	58	DM-Central Property Database/One Address Repositor	CW	S5	04	600	0	0	0	0	600	0	600	0	0	0	0	0	0	0	600	0	0	600
27	66	Enterprise Application Integration Licensing (Web)	CW	S2	03	500	435	0	0	0	935	0	935	0	0	0	0	0	0	0	935	0	0	935
68	68	SAP Landscape Upgrade	CW	S2	03	2,300	0	0	0	0	2,300	0	2,300	0	0	0	620	0	840	0	0	840	0	2,300
8	70	Information Mgmt Strategy	CW	S2	03	60	0	0	0	0	60	0	60	0	0	0	0	0	60	0	0	0	0	60
44	72	Bus Intelligence DW Strategy&Plan	CW	S2	03	23	0	0	0	0	23	0	23	0	0	0	0	0	23	0	0	0	0	23
0	78	Open Data	CW	S2	03	112	0	0	0	0	112	0	112	0	0	0	0	0	112	0	0	0	0	112
59	81	Web Foundation Continuation	CW	S5	03	1,529	0	0	0	0	1,529	0	1,529	0	0	0	0	0	0	0	1,529	0	0	1,529
83	83	EDRMS (formerly Enterprise Content Management)	CW	S2	03	110	0	0	0	0	110	0	110	0	0	0	0	0	0	0	110	0	0	110

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 4: 2013 Recommended Cash Flow & Future Year Commitments

Information & Technology

Sub-Project No.	Project Name	Ward	Stat.	Cat.	Current and Future Year Cash Flow Commitments									Current and Future Year Cash Flow Commitments Financed By										
					2013	2014	2015	2016	2017	Total 2013-2017	Total 2018-2022	Total 2013-2022	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
ITP906881 Application Systems																								
84	84	Enterprise Geospatial Program	CW	S5	03	400	400	0	0	0	800	0	800	0	0	0	0	0	0	0	800	0	800	
44	86	Bus Intelligence DW Strategy&Plan	CW	S5	03	400	0	0	0	0	400	0	400	0	0	0	0	0	0	0	400	0	400	
83	89	Ent Doc & Record Mgmt Solution (EDRMS) 2013	CW	S5	03	537	0	0	0	0	537	0	537	0	0	0	0	0	0	0	537	0	537	
8	95	Enterprise Info Mgmt - IT - 2013	CW	S5	04	480	0	0	0	0	480	0	480	0	0	0	0	0	0	0	480	0	480	
Sub-total						7,051	835	0	0	0	7,886	0	7,886	0	0	0	620	0	1,035	0	0	6,231	0	7,886
ITP906882 Corporate Planning & Management																								
11	30	IT Service Mgmt (formerly) ITIL	CW	S2	03	66	0	0	0	0	66	0	66	0	0	0	0	0	66	0	0	0	0	66
46	46	Quality Assurance Tools Implementation	CW	S2	04	279	0	0	0	0	279	0	279	0	0	0	0	39	0	0	240	0	279	
18	63	eCity Information Security	CW	S5	03	200	200	200	0	0	600	0	600	0	0	0	0	0	0	0	600	0	600	
68	75	Enterprise Portfolio Mgmt Tools	CW	S2	03	32	0	0	0	0	32	0	32	0	0	0	0	32	0	0	0	0	32	
36	81	Ent Project Mgmt Rollout - Phase 2	CW	S2	03	103	0	0	0	0	103	0	103	0	0	0	0	103	0	0	0	0	103	
87	87	eCity Enterprise Architecture	CW	S2	03	46	0	0	0	0	46	0	46	0	0	0	0	46	0	0	0	0	46	
88	88	eCity Strategic Planning	CW	S2	04	47	0	0	0	0	47	0	47	0	0	0	0	47	0	0	0	0	47	
89	89	Risk Mgmt Framework	CW	S2	03	300	300	0	0	0	600	0	600	0	0	0	0	0	0	0	600	0	600	
90	90	IT Performance Reporting (IT Ent KPI Imp)	CW	S2	03	1	0	0	0	0	1	0	1	0	0	0	0	1	0	0	0	0	1	
0	91	Enterprise Portfolio Mgmt Tools	CW	S5	03	150	0	0	0	0	150	0	150	0	0	0	0	0	0	0	150	0	150	
11	92	IT Service Mgmt Project(ITIL)	CW	S5	03	496	407	618	629	641	2,791	1,996	4,787	0	0	0	0	0	0	0	4,787	0	4,787	
36	93	Ent Project Mgmt Rollout - Phase 2	CW	S5	03	370	0	0	0	0	370	0	370	0	0	0	0	0	0	0	370	0	370	
89	100	Risk Mgmt 2013 Scope Change	CW	S3	03	174	108	440	0	0	722	0	722	0	0	0	0	0	0	0	722	0	722	
87	101	Enterprise Architecture	CW	S5	03	699	831	400	0	0	1,930	0	1,930	0	0	0	0	0	0	0	1,930	0	1,930	
88	103	eCity Strategic Plan	CW	S5	04	619	0	0	0	0	619	0	619	0	0	0	0	0	0	0	619	0	619	
90	104	IT Performance Reporting (IT Ent Imp)	CW	S5	03	150	0	0	0	0	150	0	150	0	0	0	0	0	0	0	150	0	150	
Sub-total						3,732	1,846	1,658	629	641	8,506	1,996	10,502	0	0	0	0	0	334	0	0	10,168	0	10,502
ITP906883 Technology Infrastructure																								

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 4: 2013 Recommended Cash Flow & Future Year Commitments

Information & Technology

Sub- Priority	Project No. SubProj No.	Project Name Sub-project Name	Ward	Stat.	Cat.	Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By												
						2013	2014	2015	2016	2017	Total 2013-2017	Total 2018-2022	Total 2013-2022	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
<u>ITP906883 Technology Infrastructure</u>																									
29	29	Integrated Telecom Infrastructure (ITI)	CW	S2	04	7,366	808	0	0	0	8,174	0	8,174	0	0	0	8,174	0	0	0	0	0	0	0	8,174
20	30	Consolidated Data Centre	CW	S2	03	5,044	2,370	2,065	94,225	10,855	114,559	0	114,559	0	0	0	27,477	0	1,084	0	57,532	28,466	0	114,559	
5	40	eMail Archiving Solutions	CW	S2	03	-65	0	0	0	0	-65	0	-65	0	0	0	0	0	-65	0	0	0	0	-65	
51	51	I&T Enterprise Systems Mgmt - Implementation	CW	S5	03	1,210	590	250	0	0	2,050	0	2,050	0	0	0	0	0	0	0	0	2,050	0	2,050	
31	52	CONFIGURATION MGMT DATABASE IMPLEMENTATION I&T	CW	S5	03	360	0	0	0	0	360	0	360	0	0	0	0	0	0	0	360	0	0	360	
20	55	Consolidated Data Centre	CW	S3	03	-1,290	350	1,655	-80,455	19,255	-60,485	0	-60,485	0	0	0	0	0	0	0	-52,732	-7,753	0	-60,485	
Sub-total						12,625	4,118	3,970	13,770	30,110	64,593	0	64,593	0	0	0	35,651	0	1,019	0	4,800	23,123	0	64,593	
<u>ITP907747 Corporate Initiatives</u>																									
7	2	e-Human Resource Strategy	CW	S2	04	704	0	0	0	0	704	0	704	0	0	0	0	0	704	0	0	0	0	704	
6	6	E-Learning Tech and Transformation	CW	S2	04	1,120	0	0	0	0	1,120	0	1,120	0	0	0	0	0	1,120	0	0	0	0	1,120	
7	7	e-Human Resource Strategy	CW	S5	04	483	0	0	0	0	483	0	483	0	0	0	0	0	0	0	0	483	0	483	
8	8	Toronto Progress Portal - Web	CW	S2	04	367	0	0	0	0	367	0	367	0	0	0	0	367	0	0	0	0	0	367	
9	9	Corp Civic Engage Information System	CW	S2	04	595	0	0	0	0	595	0	595	0	0	0	0	595	0	0	0	0	0	595	
0	11	Efficiency Study Implementation	CW	S2	04	2,310	0	0	0	0	2,310	0	2,310	0	0	0	0	2,310	0	0	0	0	0	2,310	
0	12	Efficiency Study Implementation	CW	S5	04	4,802	0	0	0	0	4,802	0	4,802	0	0	0	0	0	0	0	4,802	0	0	4,802	
Sub-total						10,381	0	0	0	0	10,381	0	10,381	0	0	0	0	5,096	0	0	0	5,285	0	10,381	
<u>ITP907907 Resources to Deliver IT Capital Projects</u>																									
0	1	Capital Portfolio Resource Requirements	CW	S4	04	3,000	5,325	3,550	1,775	0	13,650	0	13,650	0	0	0	6,557	0	0	0	0	7,093	0	13,650	
Sub-total						3,000	5,325	3,550	1,775	0	13,650	0	13,650	0	0	0	6,557	0	0	0	0	7,093	0	13,650	
<u>WES906827 COMPUTER SYSTEM INTEGRATION</u>																									
0	7	Computer System Integration	CW	S2	04	6	0	0	0	0	6	0	6	0	0	0	0	6	0	0	0	0	0	6	
0	8	Computer System Integration	CW	S5	04	672	0	0	0	0	672	0	672	0	0	0	0	0	0	0	672	0	0	672	
Sub-total						678	0	0	0	0	678	0	678	0	0	0	0	6	0	0	672	0	0	678	
<u>WES907128 BUSINESS SUSTAINMENT SYSTEMS</u>																									
20	20	Case Mgt System -MLS Enhanced Computer Technology	CW	S2	04	648	0	0	0	0	648	0	648	0	0	0	648	0	0	0	0	0	0	648	

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 4: 2013 Recommended Cash Flow & Future Year Commitments

Information & Technology

Sub- Priority	Project No. SubProj No.	Project Name Sub-project Name	Ward	Stat.	Cat.	Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By														
						2013	2014	2015	2016	2017	Total	Total	Total	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing				
											2013-2017	2018-2022	2013-2022														
WES907128 BUSINESS SUSTAINMENT SYSTEMS																											
67	67	Zoning By-law Integration	Cross Divisional	CW	S5	04	150	0	0	0	0	150	0	150	0	0	0	0	0	0	0	0	0	150	0	150	
62	73	Toronto Building e-services		CW	S2	04	240	0	0	0	0	240	0	240	0	0	41	0	199	0	0	0	0	0	0	240	
64	83	Licensing System Enhancements		CW	S2	04	11	0	0	0	0	11	0	11	0	0	0	0	11	0	0	0	0	0	0	11	
90	90	Doc Mgmt System - ProjectWise		CW	S2	03	210	0	0	0	0	210	0	210	0	0	0	0	0	0	0	0	210	0	0	210	
39	91	IBMS / OAR Upgrade		CW	S2	03	10	0	0	0	0	10	0	10	0	0	0	0	10	0	0	0	0	0	0	10	
0	92	IBMS Migration to AMANDAI		CW	S5	04	260	0	0	0	0	260	0	260	0	0	0	0	0	0	0	0	260	0	0	260	
64	98	Licensing System Enhancements - ML&S		CW	S5	04	100	0	0	0	0	100	0	100	0	0	0	0	0	0	0	0	100	0	0	100	
58	101	CPIT - IBMS Phase 2		CW	S2	04	58	0	0	0	0	58	0	58	0	0	0	0	58	0	0	0	0	0	0	58	
60	102	CP - App Info Centre		CW	S2	04	27	0	0	0	0	27	0	27	0	0	0	0	27	0	0	0	0	0	0	27	
28	103	IBMS Cross Divisional		CW	S2	04	-5	0	0	0	0	-5	0	-5	0	0	0	0	-5	0	0	0	0	0	0	-5	
89	106	Toronto Building ESD		CW	S5	04	1,363	0	0	0	0	1,363	0	1,363	0	0	0	990	0	0	0	0	373	0	0	1,363	
107	107	eService for MLS		CW	S2	04	123	0	0	0	0	123	0	123	0	0	0	0	123	0	0	0	0	0	0	123	
0	110	MLS & IBMS Enhancements		CW	S2	04	30	0	0	0	0	30	0	30	0	0	0	0	30	0	0	0	0	0	0	30	
107	112	eService for MLS		CW	S5	04	240	0	0	0	0	240	0	240	0	0	0	0	0	0	0	0	240	0	0	240	
114	114	CP-CPIT IBMS Enhancements (City Plng TechPhase 2)		CW	S5	04	75	0	0	0	0	75	0	75	0	0	0	0	0	0	0	0	75	0	0	75	
Sub-total							3,540	0	0	0	0	3,540	0	3,540	0	0	0	689	990	453	0	0	1,408	0	0	3,540	
WES907456 TMMS UNIFACE UPGRADE																											
0	3	TMMS Uniface Upgrade		CW	S2	03	17	0	0	0	0	17	0	17	0	0	0	0	17	0	0	0	0	0	0	17	
Sub-total							17	0	0	0	0	17	0	17	0	0	0	0	17	0	0	0	0	0	0	17	
WES907458 TAS ELECTRONIC COMMUNICATIONS																											
0	4	TAS Electronic Communucations		CW	S2	04	804	0	0	0	0	804	0	804	0	0	0	804	0	0	0	0	0	0	0	804	
Sub-total							804	0	0	0	0	804	0	804	0	0	0	804	0	0	0	0	0	0	0	0	804
Total Program Expenditure							59,762	13,361	10,778	17,774	31,351	133,026	1,996	135,022	0	0	0	67,292	990	7,960	0	4,800	53,980	0	0	0	135,022

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 4: 2013 Recommended Cash Flow & Future Year Commitments

Information & Technology

Sub- Project No. Project Name Priority SubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments and Estimates						Current and Future Year Cash Flow Commitments and Estimates Financed By												
						2013	2014	2015	2016	2017	Total 2013-2017	Total 2018-2022	Total 2013-2022	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
Financed By:																								
Reserves (Ind. "XQ" Ref.)						31,102	8,170	6,303	11,920	9,797	67,292	0	67,292	0	0	0	0	0	0	67,292				
Reserve Funds (Ind."XR" Ref.)						990	0	0	0	0	990	0	990	0	990	0	0	0	0	990				
Capital from Current						7,960	0	0	0	0	7,960	0	7,960	0	7,960	0	0	0	0	7,960				
Other2 (External)						0	0	0	0	4,800	4,800	0	4,800	0	0	0	4,800	0	0	4,800				
Debt						19,710	5,191	4,475	5,854	16,754	51,984	1,996	53,980	0	0	0	0	53,980	0	53,980				
Total Program Financing						59,762	13,361	10,778	17,774	31,351	133,026	1,996	135,022	0	0	0	67,292	990	7,960	0	4,800	53,980	0	135,022

Status Code Description
 S2 S2 Prior Year (With 2013 and/or Future Year Cashflow)
 S3 S3 Prior Year - Change of Scope 2013 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

2013 Recommended Capital Project with Financing Details

(Phase 2) 30-Information & Technology

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

Type: B Sub-Project Status: S2

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



CITY OF TORONTO

Appendix 5: 2013 Recommended Capital Projects with Financing Details
Information & Technology
Sub-Project Summary

Project/Financing Priority Project	Project Name	Start Date	Completion Date	2013	Financing												
				Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable			
0	<u>EOL906983</u>																
	<u>Asset Lifecycle Management</u>																
0	17 Enterprise Software	1/1/2013	12/31/2022	839	0	0	0	839	0	0	0	0	0	0	0	0	0
0	18 Servers, Storage & Enterprise Software	1/1/2011	12/31/2012	350	0	0	0	350	0	0	0	0	0	0	0	0	0
0	25 Enterprise Servers 2013	1/18/2013	12/31/2022	2,060	0	0	0	2,060	0	0	0	0	0	0	0	0	0
0	26 Enterprise Storage - 2013	1/18/2013	12/31/2022	1,500	0	0	0	1,500	0	0	0	0	0	0	0	0	0
6	13 Desktop Software	1/1/2011	12/12/2012	-15	0	0	0	-15	0	0	0	0	0	0	0	0	0
6	16 Desktop Software	1/1/2013	12/31/2022	600	0	0	0	600	0	0	0	0	0	0	0	0	0
8	8 Network Lifecycle Asset Management	1/17/2013	12/31/2022	1,685	0	0	0	1,685	0	0	0	0	0	0	0	0	0
8	22 Network Lifecycle Asset Mgmt	1/1/2010	12/31/2012	304	0	0	0	304	0	0	0	0	0	0	0	0	0
9	9 Network Security Technology Refresh 2013	1/18/2013	12/31/2022	606	0	0	0	606	0	0	0	0	0	0	0	0	0
15	15 Desktop Hardware	1/1/2011	12/31/2013	6,206	0	0	0	6,206	0	0	0	0	0	0	0	0	0
15	21 Desktop Hardware	1/1/2013	12/31/2013	1,424	0	0	0	1,424	0	0	0	0	0	0	0	0	0
	Project Sub-total:			15,559	0	0	0	15,559	0	0	0	0	0	0	0	0	0
0	<u>ITP000223</u>																
	<u>Network Upgrade</u>																
0	54 Disaster Recovery/Business Continuity	1/1/2006	12/31/2017	2,375	0	0	0	2,375	0	0	0	0	0	0	0	0	0
	Project Sub-total:			2,375	0	0	0	2,375	0	0	0	0	0	0	0	0	0
0	<u>ITP906881</u>																
	<u>Application Systems</u>																
0	78 Open Data	1/1/2011	12/31/2012	112	0	0	0	0	0	112	0	0	0	0	0	0	0
8	70 Information Mgmt Strategy	1/1/2011	12/31/2011	60	0	0	0	0	0	60	0	0	0	0	0	0	0
8	95 Enterprise Info Mgmt - IT - 2013	1/18/2013	12/31/2019	480	0	0	0	0	0	0	0	0	0	480	0	0	0
27	66 Enterprise Application Integration Licensing (Web	1/1/2012	12/31/2014	500	0	0	0	0	0	0	0	0	0	500	0	0	0
44	72 Bus Intelligence DW Strategy&Plan	1/1/2012	12/31/2015	23	0	0	0	0	0	23	0	0	0	0	0	0	0
44	86 Bus Intelligence DW Strategy&Plan	1/1/2012	12/31/2019	400	0	0	0	0	0	0	0	0	0	400	0	0	0
58	58 DM-Central Property Database/One Address Repositor	1/3/2011	12/31/2015	600	0	0	0	0	0	0	0	0	0	600	0	0	0
59	81 Web Foundation Continuation	1/1/2013	12/31/2014	1,529	0	0	0	0	0	0	0	0	0	1,529	0	0	0
68	68 SAP Landscape Upgrade	1/1/2010	6/30/2013	2,300	0	0	0	620	0	840	0	0	0	840	0	0	0
83	83 EDRMS (formerly Enterprise Content Management)	1/1/2010	12/31/2013	110	0	0	0	0	0	0	0	0	0	110	0	0	0
83	89 Ent Doc & Record Mgmt Solution (EDRMS) 2013	1/1/2010	12/31/2018	537	0	0	0	0	0	0	0	0	0	537	0	0	0
84	84 Enterprise Geospatial Program	1/1/2012	12/30/2017	400	0	0	0	0	0	0	0	0	0	400	0	0	0
	Project Sub-total:			7,051	0	0	0	620	0	1,035	0	0	0	5,396	0	0	0
0	<u>ITP906882</u>																
	<u>Corporate Planning & Management</u>																
0	91 Enterprise Portfolio Mgmt Tools	1/1/2010	12/31/2015	150	0	0	0	0	0	0	0	0	0	150	0	0	0
11	30 IT Service Mgmt (formerly) ITIL	1/1/2012	12/25/2012	66	0	0	0	0	0	66	0	0	0	0	0	0	0
11	92 IT Service Mgmt Project(ITIL)	1/1/2013	8/31/2020	496	0	0	0	0	0	0	0	0	0	496	0	0	0

(Phase 2) 30-Information & Technology

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

Type: B Sub-Project Status: S2

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



CITY OF TORONTO

Appendix 5: 2013 Recommended Capital Projects with Financing Details

Information & Technology

Sub-Project Summary

Project/Financing Priority Project	Project Name	Start Date	Completion Date	2013	Financing											
				Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable		
0	<u>ITP907907</u>	<u>Resources to Deliver IT Capital Projects</u>														
0	1 Capital Portfolio Resource Requirements	1/1/2013	12/31/2017	3,000	0	0	0	1,369	0	0	0	0	0	1,631	0	
	Project Sub-total:			3,000	0	0	0	1,369	0	0	0	0	0	1,631	0	
0	<u>WES907126</u>	<u>BUSINESS SUSTAINMENT SYSTEMS</u>														
0	92 IBMS Migration to AMANDAI	1/1/2013	12/31/2017	260	0	0	0	0	0	0	0	0	0	260	0	
0	110 MLS & IBMS Enhancements	1/18/2012	12/31/2012	30	0	0	0	0	0	30	0	0	0	0	0	
20	20 Case Mgt System -MLS Enhanced Computer Technology	1/1/2007	12/31/2011	648	0	0	0	648	0	0	0	0	0	0	0	
28	103 IBMS Cross Divisional	1/1/2009	12/31/2012	-5	0	0	0	0	0	-5	0	0	0	0	0	
39	91 IBMS / OAR Upgrade	1/1/2010	12/17/2012	10	0	0	0	0	0	10	0	0	0	0	0	
58	101 CPIT - IBMS Phase 2	1/1/2011	12/31/2012	58	0	0	0	0	0	58	0	0	0	0	0	
60	102 CP - App Info Centre	1/1/2011	12/31/2012	27	0	0	0	0	0	27	0	0	0	0	0	
62	73 Toronto Building e-services	9/11/2008	9/11/2008	240	0	0	0	41	0	199	0	0	0	0	0	
64	83 Licencing System Enhancements	1/1/2010	12/31/2011	11	0	0	0	0	0	11	0	0	0	0	0	
64	98 Licencing System Enhancements - ML&S	1/1/2010	12/31/2013	100	0	0	0	0	0	0	0	0	0	100	0	
67	67 Zoning By-law Integration Cross Divisional	1/18/2013	12/31/2015	150	0	0	0	0	0	0	0	0	0	150	0	
89	106 Toronto Building ESD	1/1/2009	12/31/2016	1,363	0	0	0	0	990	0	0	0	0	373	0	
90	90 Doc Mgmt System - ProjectWise	1/1/2009	12/31/2015	210	0	0	0	0	0	0	0	0	0	210	0	
107	107 eService for MLS	5/12/2011	12/31/2012	123	0	0	0	0	0	123	0	0	0	0	0	
107	112 eService for MLS	1/18/2013	12/31/2016	240	0	0	0	0	0	0	0	0	0	240	0	
114	114 CP-CPIT IBMS Enhancements (City Plng TechPhase 2)	1/18/2013	12/31/2016	75	0	0	0	0	0	0	0	0	0	75	0	
	Project Sub-total:			3,540	0	0	0	689	990	453	0	0	0	1,408	0	
0	<u>WES907456</u>	<u>TMMS UNIFACE UPGRADE</u>														
0	3 TMMS Uniface Upgrade	1/1/2009	12/31/2012	17	0	0	0	0	0	17	0	0	0	0	0	
	Project Sub-total:			17	0	0	0	0	0	17	0	0	0	0	0	
0	<u>WES907456</u>	<u>TAS ELECTRONIC COMMUNICATIONS</u>														
0	4 TAS Electronic Communcations	1/1/2011	12/31/2013	804	0	0	0	804	0	0	0	0	0	0	0	
	Project Sub-total:			804	0	0	0	804	0	0	0	0	0	0	0	
1	<u>WES906827</u>	<u>COMPUTER SYSTEM INTEGRATION</u>														
0	7 Computer System Integration	1/1/2012	12/31/2015	6	0	0	0	0	0	6	0	0	0	0	0	
0	8 Computer System Integration	1/1/2012	12/31/2016	672	0	0	0	0	0	0	0	0	0	672	0	
	Project Sub-total:			678	0	0	0	0	0	6	0	0	0	672	0	
Program Total:				59,762	0	0	0	31,102	990	7,960	0	0	0	19,710	0	

Status Code	Description
S2	S2 Prior Year (With 2013 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2013 and/or Future Year Cost(Cashflow)
S4	S4 New - Stand-Alone Project (Current Year Only)
S5	S5 New (On-going or Phased Projects)

Category Code	Description
01	Health and Safety C01
02	Legislated C02
03	State of Good Repair C03
04	Service Improvement and Enhancement C04
05	Growth Related C05

Appendix 6

2013 Reserve / Reserve Fund Review (In \$000s)

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2012 *	Contributions / (Withdrawals)										2013-2022 Total Contributions / (Withdrawals)
			2013 Rec. Budget	2014 Plan	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	
IT Equipment Reserve XQ1508	Beginning Balance as of Jan. 1, 2012		26,782	15,377	9,953	6,778	2,547	4,899	7,233	11,121	11,542	13,145	
	Contributions / (Withdrawals)												
	Asset Lifecycle Management EOL906883	26,782	(15,559)	(13,993)	(16,481)	(19,508)	(13,202)	(14,190)	(12,636)	(16,103)	(14,921)	(17,435)	(154,028)
	Integrated Telecom Infrastructure ITP906883-29		(7,366)	(808)									(8,174)
	Capital Portfolio Resource Requirements ITP907907		(1,369)	(3,805)	(1,383)								(6,557)
	Network Upgrade ITP000223		(2,375)	(2,517)	(1,310)	(1,247)	(970)						(8,419)
	Application Systems ITP906881		(1,220)	(800)	(500)								(2,520)
	Total Proposed (Withdrawals)		(27,889)	(21,923)	(19,674)	(20,755)	(14,172)	(14,190)	(12,636)	(16,103)	(14,921)	(17,435)	(179,698)
Total Proposed Contributions /		16,484	16,499	16,499	16,524	16,524	16,524	16,524	16,524	16,524	16,524	16,524	165,150
Total Reserve Fund Balance at Year-End		26,782	15,377	9,953	6,778	2,547	4,899	7,233	11,121	11,542	13,145	12,234	

* 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, 2012 *	Contributions / (Withdrawals)										2013-2022 Total Contributions / (Withdrawals)
			2013 Rec. Budget	2014 Plan	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	
Capital Financing Reserve XQ0011	Beginning Balance as of Jan. 1, 2012	92,090											
	Consolidated Data Centre ITP 906883-30		(627)	(3,154)	(2,707)	(20,989)							(27,477)
	Animal Service Electronics Communications		(804)	(300)									(1,104)
Telecommunications Development Reserve XQ1712	Beginning Balance as of Jan. 1, 2012	226											
	eMail System Strategy Implementation ITP906883-56		(226)										(226)
Telecom Public Policy Benefits Reserve XQ1713	Beginning Balance as of Jan. 1, 2012	5,035											
	eMail System Strategy Implementation ITP906883-56		(944)	(3,184)	(907)								(5,035)
Building Division Reserve Fund XR1305	Beginning Balance as of Jan. 1, 2012	15,181											
	Toronto Building eService		(1,679)	(1,404)	(636)								(3,719)
Total Program Proposed Contributions / (Withdrawals)			(4,280)	(8,042)	(4,250)	(20,989)							(37,561)

* Based on the 3rd Quarter Variance Report