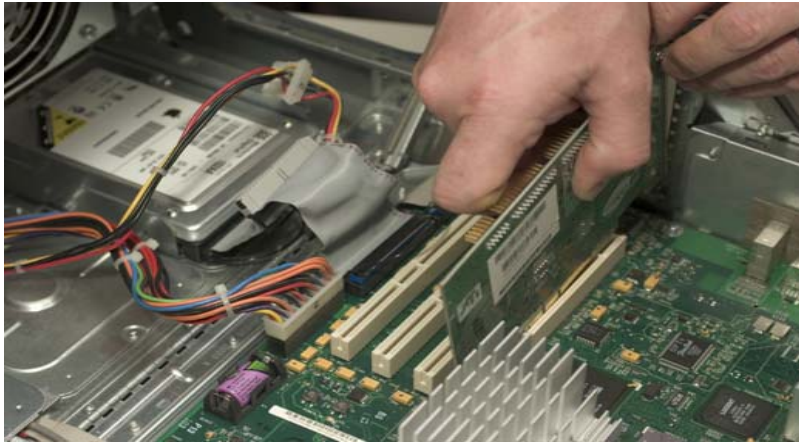




Toronto 2015 BUDGET

CAPITAL ANALYST NOTES



Information & Technology

2015 – 2024 CAPITAL BUDGET AND PLAN OVERVIEW

The Information & Technology Division provides leadership for the planning, development and management of the City's Information Technology (IT) systems. The Information & Technology Division partners with all City divisions to deliver business IT solutions for City programs and services and manages the overall investment in IT, optimizing and ensuring alignment with City business objectives.

Information & Technology delivers over 800 key enterprise and business application solutions at the City. This includes the City's website, key public-facing online services for residents, businesses and visitors of Toronto, the City's corporate systems including financial and human resources, as well as the City's IT infrastructure, including the network, data centres, servers and computers. Information & Technology also manages the delivery of over 100 key technology projects in partnership with City Programs and the Public.

Additional investments of \$33.828 million are included in the 10-Year Recommended Plan for strategic investments to transform Human Resource workforce planning and management, payroll and other business processes throughout the City.

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Highlights

Overview & Recommendations

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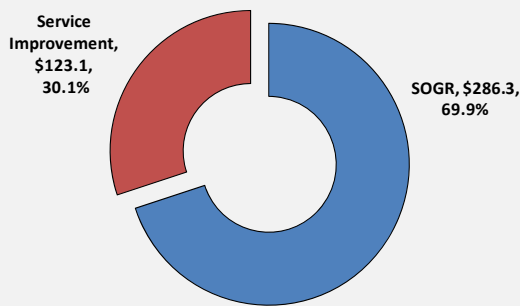
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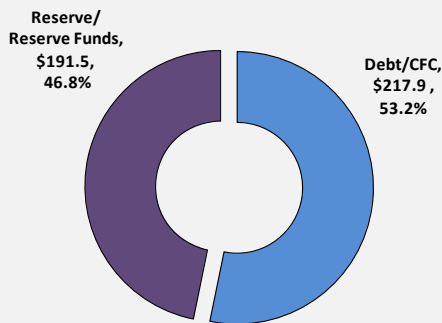
Capital Spending and Financing

2015-2024 Capital Budget and Plan by Expenditures Category (\$Millions)



\$409.4 Million

2015-2024 Capital Budget and Plan by Funding Source (\$Millions)



\$409.4 Million

Where does the money go?

The 2015–2024 Recommended Capital Budget and Plan totals \$409.415 million (excluding carry forward funding) and provides funding for the following major projects:

- State of Good Repair projects of \$286.327 million, which includes the lifecycle replacements of the City's technology assets.
- Service Improvement projects of \$123.088 million, including:
 - Foundational Components that provide the necessary information technology components to deliver information and services efficiently and effectively;
 - Corporate Planning & Management Systems;
 - Growth in the Technology Infrastructure;
 - Application Systems; and
 - Corporate Initiatives such as the implementation of Efficiency Study Projects.

Where does the money come from?

The 2015-2024 Recommended Capital Plan is funded from the following sources:

- Debt funding of \$217.885 million comprises 53.2% of the Information & Technology' 10-Year Capital Plan.
- Reserves and Reserve Funds provide funding of \$191.530 million or 46.8%.

State of Good Repair Backlog

There is no backlog for State of Good Repair for Information & Technology.

Key Challenges & Priority Actions

Improve access to government services

- ✓ Funding of \$20.294 million is included in the 10-Year Recommended Capital Plan for projects that will provide the public with multi-channel access to the City's services and information, and governing processes that are easy to use and find.

Improve decision-making support for City managers, staff and the public.

- ✓ The 10-Year Recommended Capital Plan includes funding of \$8.319 million for Information Management and Business Intelligence projects that will provide access to meaningful, reliable service information to make informed decisions.

Improve workforce capabilities by improving learning opportunities and increasing use of IT to accomplish work.

- ✓ The 10-Year Recommended Capital Plan includes funding of \$7.956 million for projects that will improve the ability of employees in using information technology, enabling them to work smarter and more efficiently.

Improve business processes

- ✓ The 2015-2024 Recommended Capital Plan includes funding of \$6.664 million for projects that will increase the use of common systems, simplify information sharing and increase business process automation and integration.

2015 Capital Budget Highlights

The 2015 Recommended Capital Budget for Information & Technology of \$65.232 million, including carry forward funding, will fund:

- Life-Cycle replacement and refresh of IT assets, including desktops and notebook computers, servers, networks and business solution applications, to ensure continuous delivery of City services (\$17.790 million);
- Replacement of the of Email system, which will migrate the City to the industry standard platform (\$5.558 million);
- Disaster recovery to ensure continuity of operations and service delivery to the public due to unexpected disruptions to business processes or systems (\$2.500 million); and
- Time, Attendance and Scheduling Solution (\$2.251 million) and Employee Self Service Portal Payroll Modernization (\$1.300 million);



Recommendations

The City Manager and Chief Financial Officer recommend that:

1. City Council approve the 2015 Recommended Capital Budget for Information & Technology with a total project cost of \$69.235 million, and 2015 cash flow of \$65.232 million and future year commitments of \$41.607 million comprised of the following:
 - a) New Cash Flow Funds for:
 - i. 51 new / change in scope sub-projects with a 2015 total project cost of \$69.235 million that requires cash flow of \$48.879 million in 2015 and a future year cash flow commitment of \$6.590 million in 2016.
 - ii. 9 previously approved sub-projects with a 2015 cash flow of \$10.575 million; and a future year cash flow commitment of \$10.667 million in 2016; \$7.630 million in 2017; \$16.060 million in 2018 and \$0.660 million in 2019.
 - b) 2014 approved cash flow for 8 previously approved sub-projects with carry forward funding from 2014 into 2015 totalling \$5.778 million.
2. City Council approve the new debt service costs of \$0.593 million in 2015 and incremental debt costs of \$4.587 million in 2016; \$5.120 million in 2017; \$3.035 million in 2018; \$2.590 million in 2019; \$2.203 million in 2020; \$2.078 million in 2021; \$2.078 million in 2022, \$2.109 million in 2023 and \$0.012 million for 2024 resulting from the approval of the 2015 Recommended Capital Budget, to be included in the 2015 and future year operating budgets.
3. City Council consider operating costs of \$0.625 million net in 2015, \$5.254 million in 2016; \$3.055 million in 2017 and \$0.980 million in 2018 emanating from the approval of the 2015 Capital Budget for inclusion in the 2015 and future year operating budgets.
4. City Council approve the 2016-2024 Recommended Capital Plan for Information & Technology totalling \$308.354 million in project estimates, comprised of \$39.941 million in 2016; \$33.010 million for 2017; \$32.841 million for 2018; \$35.552 million for 2019; \$39.125 million for 2020; \$32.421 million for 2021; \$27.795 million for 2022; \$30.919 million for 2023; and \$36.750 million in 2024; and
5. City Council approve 49.0 temporary capital positions for the delivery of 2015 capital projects and that the duration for each temporary position not exceed the life and funding of its respective project / sub-project.

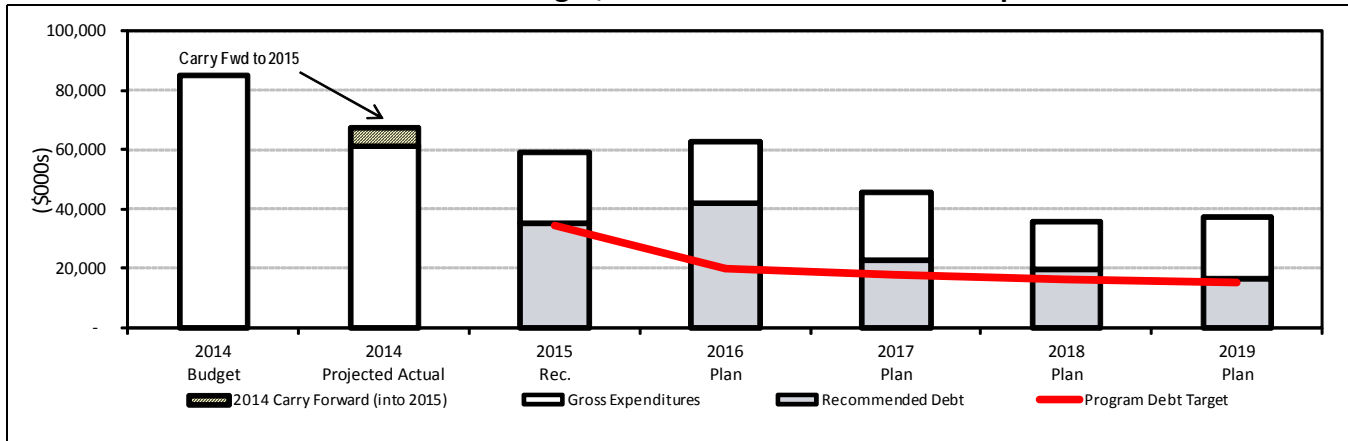


Part I:

10-Year Capital Plan

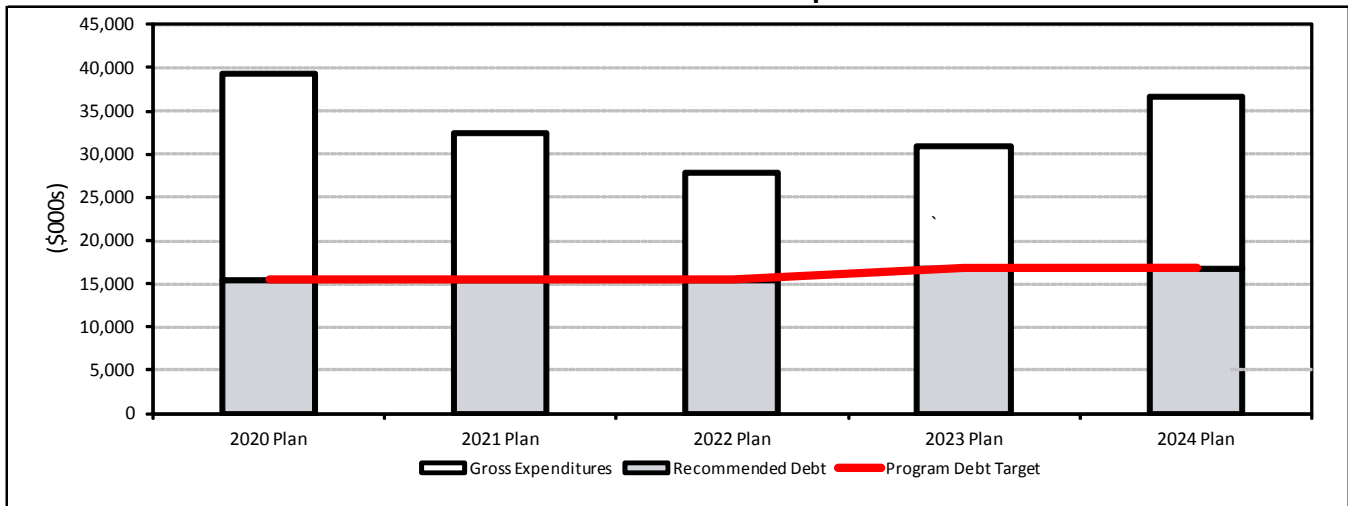
10 Year Capital Plan

Table 1a
2015 Recommended Budget, 2016-2019 Recommended Capital Plan



	2015 Rec'd Capital Budget and 2016 - 2019 Rec'd Capital Plan								5-Year Total Percent
	2014		2015	2016	2017	2018	2019	2015 - 2019	
	Budget	Projected Actual							
Gross Expenditures:									
2014 Capital Budget & Approved FY Commitments	85,197	61,611	24,819	11,270	7,630	16,060	660	60,439	25.0%
Recommended Changes to Approved FY Commitments			(14,895)	(603)				(15,498)	(6.4%)
2015 New/Change in Scope and Future Year Commitments			48,879	12,579	5,353	(13,115)	1,457	55,153	22.8%
2016- 2019 Capital Plan Estimates				39,941	33,010	32,841	35,552	141,344	58.4%
2-Year Carry Forward for Reapproval				651				651	0.3%
1-Year Carry Forward to 2015		5,778							
Total Gross Annual Expenditures & Plan	85,197	67,389	59,454	63,187	45,993	35,786	37,669	242,089	100.0%
Program Debt Target			34,604	20,147	17,616	16,090	15,500	103,957	
Financing:									
Recommended Debt			35,709	42,259	23,249	19,922	16,646	137,785	56.9%
Reserves/Reserve Funds			23,745	20,928	22,744	15,864	21,023	104,304	43.1%
Development Charges									
Provincial/Federal									
Debt Recoverable									
Other Revenue									
Total Financing			59,454	63,187	45,993	35,786	37,669	242,089	100.0%
By Project Category:									
Health & Safety									
Legislated									
SOGR			29,135	23,015	26,048	23,313	30,758	132,269	54.6%
Service Improvement			30,319	40,172	19,945	12,473	6,911	109,820	45.4%
Growth Related									
Total by Project Category			59,454	63,187	45,993	35,786	37,669	242,089	100.0%
Asset Value (\$) at year-end		97,533	104,713	104,713	104,713	104,713	104,713		
Yearly SOGR Backlog Estimate (not addressed by current plan)									
Accumulated Backlog Estimate (end of year)									
Backlog: Percentage of Asset Value (%)									
Debt Service Costs			593	4,587	5,120	3,035	2,590	15,926	
Operating Impact on Program Costs			625	5,254	3,055	980		9,914	
New Positions			3	42	16	3		64	

Table 1b
2020 - 2024 Recommended Capital Plan



	2020 - 2024 Rec'd Capital Plan							10-Year Total Percent
	2020	2021	2022	2023	2024	2015 - 2024		
Gross Expenditures:								
2014 Capital Budget & Approved FY Commitments							60,439	14.8%
Recommended Changes to Approved FY Commitments							(15,498)	(3.8%)
2015 New/Change in Scope and Future Year Commitments	316						55,469	13.5%
2020 - 2024 Capital Plan Estimates	39,125	32,421	27,795	30,919	36,750	308,354	75.3%	
2-Year Carry Forward for Reapproval							651	0.2%
Total Gross Annual Expenditures & Plan	39,441	32,421	27,795	30,919	36,750	409,415	100.0%	
Program Debt Target	15,500	15,500	15,500	16,800	16,800	184,057		
Financing:								
Recommended Debt	15,500	15,500	15,500	16,800	16,800	217,885	53.2%	
Reserves/Reserve Funds	23,941	16,921	12,295	14,119	19,950	191,530	46.8%	
Development Charges								
Provincial/Federal								
Debt Recoverable								
Other Revenue								
Total Financing	39,441	32,421	27,795	30,919	36,750	409,415	100.0%	
By Project Category:								
Health & Safety								
Legislated								
SOGR	36,633	29,861	25,495	28,219	33,850	286,327	69.9%	
Service Improvement	2,808	2,560	2,300	2,700	2,900	123,088	30.1%	
Growth Related								
Total by Project Category	39,441	32,421	27,795	30,919	36,750	409,415	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	2,203	2,078	2,078	2,109	2,252	26,646		
Operating Impact on Program Costs							9,914	
New Positions							64	

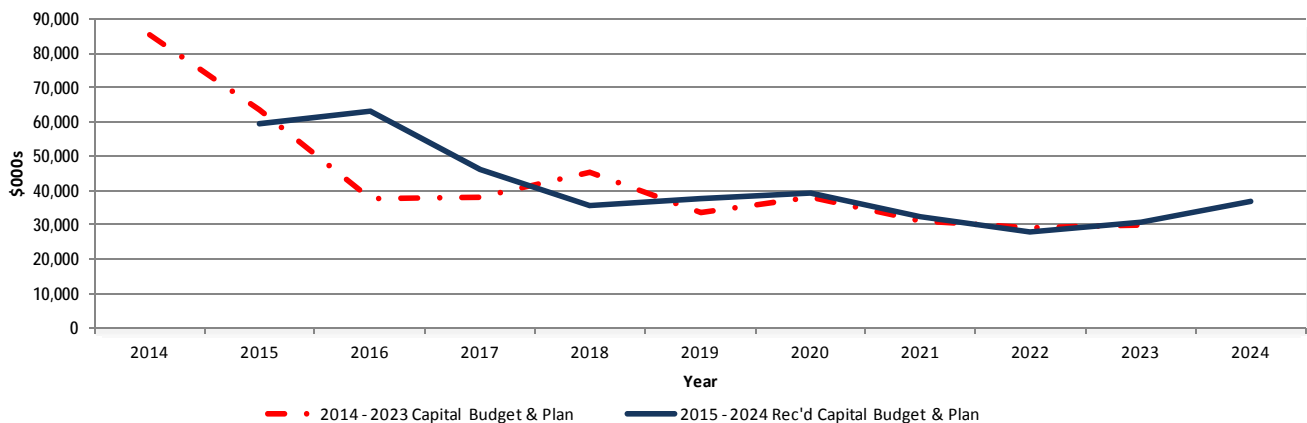
Note: New position requirements will be determined in the future, during the project definition phase for projects completing in following 2016.

Key Changes to the 2014 - 2023 Approved Capital Plan

The 2015 Recommended Capital Budget and the 2016 - 2024 Recommended Capital Plan reflects a decrease of \$22.134 million in capital funding over a 10 year period from the 2014 to 2023 Approved Capital Plan.

The table and chart below provide a breakdown of the \$22.134 million or 5.1% decrease in the Capital Program on an annual basis from 2014 to 2024.

Chart 1
Changes to the 2014 - 2023 Approved Capital Plan (In \$000s)



(\$000s)	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	10-Year Total
2014 - 2023 Capital Budget & Plan	85,197	63,620	37,718	37,921	45,198	33,651	37,924	31,304	29,164	29,852		431,549
2015 - 2024 Rec'd Capital Budget & Plan		59,454	63,187	45,993	35,786	37,669	39,441	32,421	27,795	30,919	36,750	409,415
Change %		(6.5%)	67.5%	21.3%	(20.8%)	11.9%	4.0%	3.6%	(4.7%)			(5.1%)
Change \$		(4,166)	25,469	8,072	(9,412)	4,018	1,517	1,117	(1,369)	1,067		(22,134)

As made evident in the chart above, the \$22.134 million decrease in the Capital Program reflects minor modifications to reflect the current spending pattern of some projects and the changing requirements to maintain updated lifecycle technology for Information & Technology capital assets.

- As a result of Information & Technology goals to focus on priority setting and to continue to assess the overall IT projects framework to ensure effectiveness in achieving City objectives, the I&T Division in partnership with City business leadership, has developed an IT Portfolio Integrated Plan, laying out a roadmap view of the priority programs and projects required to realize the eCity strategic goals through the City's IT Governance.
- Many of the capital projects included in the 2014 Approved Capital Budget will require new funding in 2016 and future years primarily to maintain the City's technology infrastructure and network in a state of good repair, develop and implement application systems and provide service improvements including enhancements to the City's website and electronic service delivery capabilities. Investments will begin to decelerate in 2020 reflecting the lifecycle of upgrades to systems.

As reflected in Table 2 on the following page, changes to the 2014 – 2023 Approved Capital Plan, specifically the recommended \$26.313 million in increased capital funding in the nine common years of the Capital Plans (2015 – 2023) arise from the reprioritization of Information & Technology' capital projects, based on the following factors:

- Cash flows are realigned to better reflect actual spending experience for major capital projects based on readiness to proceed and capacity to deliver and spend.
- Additional investments for service enhancements and opportunities to transform business processes.

A summary of project changes for the years 2015 to 2023 totalling \$26.313 million are provided in Table 2 below:

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

\$000s	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2015 - 2023 Total
2014 - 2023 Capital Budget & Plan	85,197	63,620	37,718	37,921	45,198	33,651	37,924	31,304	29,164	29,852		346,352
2015 - 2024 Rec'd Capital Budget & Plan		59,454	63,187	45,993	35,786	37,669	39,441	32,421	27,795	30,919	36,750	372,665
Capital Budget & Plan Changes (2015 - 2023)		(4,166)	25,469	8,072	(9,412)	4,018	1,517	1,117	(1,369)	1,067		26,313

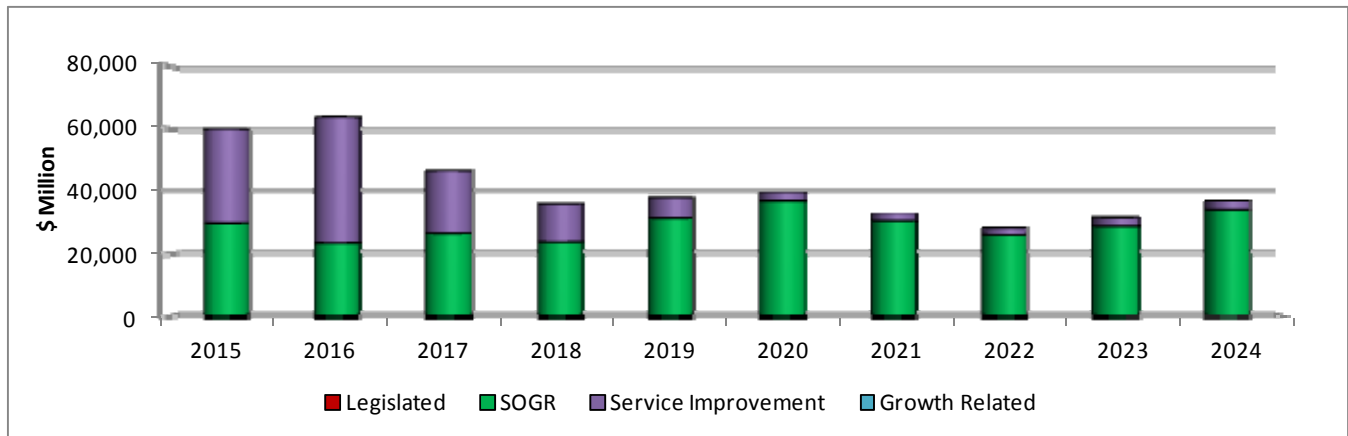
	Total Project Cost	2015	2016	2017	2018	2019	2020	2021	2022	2023	2015 - 2023	2024	Revised Total Project Cost
Previously Approved													
Asset Lifecycle Management	163,328	(5,028)	1,252	573	1,394	2,872	1,517	1,117	(1,369)	1,067	3,395		166,723
Application Systems	38,110	(694)	(659)	(1,256)	(318)	(517)	(530)	(700)	(500)	(1,000)	(6,174)		31,936
Corporate Planning & Management	62,297	(470)	(1,020)	(2,560)	(1,580)	(1,543)	(1,260)	10	(500)	(700)	(9,623)		52,674
Technology Infrastructure	61,894		(993)	(1,950)	(16,564)	604	1,790	690	1,000	1,700	(13,723)		48,171
Corporate Initiatives	3,240	(288)									(288)		2,952
Service Efficiency Studies	32,010	(4,324)	5,393								1,069		33,079
Business Sustainment Systems	12,351	(2,623)	1,506	422							(695)		11,656
Total Previously Approved		(13,427)	5,479	(4,771)	(17,068)	1,416	1,517	1,117	(1,369)	1,067	(26,039)		347,191
New													
Application Systems		769	3,749	3,836	2,506	1,456					12,316		12,316
Corporate Planning & Management			263	1,160	296						1,719		1,719
Corporate Initiatives		8,095	14,749	5,841	4,392	1,146					34,223		34,223
Business Sustainment Systems		397	1,229	2,006	462						4,094		4,094
Total New		9,261	19,990	12,843	7,656	2,602					52,352		52,352
Total Changes		(4,166)	25,469	8,072	(9,412)	4,018	1,517	1,117	(1,369)	1,067	26,313		399,543

Significant Capital Project Changes in Information & Technology:

The following Information & Technology capital projects have been allocated increased funding to address key priorities outlined below:

- Additional funding of \$6.996 million is required for the *WEB Business Content Refresh & Redesign* as part of the City's WEB Revitalization project.
- Additional funding of \$1.374 million to complete the *Enterprise eLearning-HR* project that will modernize and continue to improve the City's learning landscape, aligning to the Talent Blue Print for continuous improvement and building workforce capacity over 2016 to 2018;
- The *Work Management Solution – Transportation* project requires additional funding of \$5.819 million beginning in 2016 to implement a common work management solution and replace legacy work management systems that will harmonize work management business processes, and scheduling and management of maintenance activities.
- An additional \$2.107 million in cash flow funding is required to complete PPEB's *Employee Self Service Portal, Payroll* project to allow all employees to access their payroll information and enhance the functionality to allow employees to update their personal information online via a secure portal.
- \$1.300 million is added for the *Time Attendance and Scheduling Management* project, an enterprise-wide time, attendance and scheduling system that addresses the City's complex business rules and collective agreement requirements and standardizes the processes for reporting time and attendance.
- Funding of \$7.073 million is recommended for the *Enterprise Collaboration Foundation* project to implement the SharePoint Infrastructure foundation, a strategic tool for specific application collaboration, business intelligence and workflow at an Enterprise level. Funding of \$2.198 million is recommended for the *IT Web Refresh* project to incorporate new web channel standards and technologies, as part of transition to a service-orientated resource for the City's IT services.
- An increase of \$3.395 million is required for the replacement of computer software, servers, storage and enterprise software due to new email system exchange upgrade, and hardware (multifunctional devices).
- New funding of \$6.290 million for the *eRecruitment* initiative, a new recruitment system that will enable smoother workflows and will result in efficiencies and savings in City staff time for conducting recruitment activities
- New funding of \$2.045 million for *Employee Performance Management*, a system that connects employee performance management, talent assessments and development plans and provides for the sharing of this information.
- The *Organization Management and SAP Security* project requires new cash flow funding of \$4.864 million to begin alignment of workflow, security, structural authorization and organization structure in SAP with other components and automate the information sharing process.

Chart 2
2015 – 2024 Capital Plan by Project Category (In \$000s)



As illustrated in the chart above, the 10-Year Recommended Capital Plan for Information & Technology of \$409.415 million predominately provides funding for State of Good Repair projects, which represent 69.9% of total funding over the 10-year period.

- State of Good Repair projects, which account for \$286.327 million ensure the reliability and security of IT services to support effective and efficient delivery of services to the public and ensure the continued integrity and reliability of the City’s IT infrastructure and applications. Projects are dedicated to the upgrade or lifecycle replacement of the City's technology assets, including the email system.
- Service Improvement projects account for \$123.088 million or 30.1% of funding included in the 10-Year Recommended Capital Plan. The projects are mainly directed at transforming business processes in order to increase capability, productivity, provide more choice of access to City services and better information to support decision making.

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

	Total App'd Cash Flows to Date*	2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2015 - 2024 Total	Rec'd Total Project Cost
Total Expenditures by Category													
State of Good Repair													
Asset Lifecycle Management		17,790	14,276	13,608	15,102	21,023	23,941	16,921	12,295	14,119	19,950	169,025	169,025
Network Upgrade		2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	25,000	25,000
Application Systems		200	200	200	500	2,342	3,312	2,000	2,500	2,900	3,000	17,154	17,154
Corporate Planning & Mgmt		2,347	2,839	3,740	4,365	3,214	2,916	4,500	3,500	3,000	2,500	32,921	32,921
Technology Infrastructure		5,858	3,200	6,000	846	1,679	3,964	3,940	4,700	5,700	5,900	41,787	41,787
Business Sustainment Systems		440										440	440
Sub-Total		29,135	23,015	26,048	23,313	30,758	36,633	29,861	25,495	28,219	33,850	286,327	286,327
Service Improvements													
Application Systems		3,320	6,554	7,590	4,506	2,410						24,380	24,380
Corporate Planning & Mgmt		2,810	1,513	1,041	1,253	1,565	2,078	2,310	2,300	2,700	2,900	20,470	20,470
Technology Infrastructure		782		1,155	1,860	1,790	730	250				6,567	6,567
Corporate Initiatives		8,759	14,749	5,841	4,392	1,146						34,887	34,887
Resource to Deliver IT Capital Projects		3,550	1,775									5,325	5,325
Service Efficiencies Study												-	-
Employee Self Service Portal, Payroll -PPEB		2,017										2,017	2,017
Web Business Content Refresh & Design		882	750									1,632	1,632
Portal Foundation Components		500	1,500									2,000	2,000
Short Term Business Improvements- Transportation		600	530									1,130	1,130
Work Management Solution- Transportation		1,105	1,205									2,310	2,310
Time, Attendance & Scheduling Management-PPEB		2,251	5,996									8,247	8,247
Asset Management Solution- Transportation		150	515	560								1,225	1,225
Computer System Integration		587	588									1,175	1,175
Business Sustainment Systems		2,174	4,497	3,758	462							10,891	10,891
TAS Electronic Communications		532										532	532
Sub-Total		30,019	40,172	19,945	12,473	6,911	2,808	2,560	2,300	2,700	2,900	122,788	122,788
Total Expenditures by Category		59,154	63,187	45,993	35,786	37,669	39,441	32,421	27,795	30,919	36,750	409,115	409,115

*Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2015, excluding ongoing capital projects (i.e. Civic Improvement projects)

2015 – 2024 Recommended Capital Projects

The 10-Year Recommended Capital Plan supports Information & Technology's objectives to ensure the City's technology infrastructure and network are maintained in a state of good repair to minimize business disruption; develop and implement application systems; and enable service improvements, including enhancement of the City's web and electronic service delivery capabilities. The Recommended 2015-2024 Capital Plan was developed with the understanding that Information & Technology plays the crucial roles of both supporting the City's business processes and being a catalyst for supporting City programs and services and service delivery.

State of Good Repair

- *Lifecycle Replacements of Technology Assets (\$169.025 million)*
 - Technology is constantly changing and improving. In order to take advantage of new functionalities and keep current with industry standards, assets need to be replaced.

- The replacement of assets, including desktops and notebook computers, servers, networks and business solution applications is necessary to ensure continuous and improve delivery of the City's services.
- *Disaster Recovery and Business Continuity Plan (\$25.000 million)*
 - The project provides funding to develop and maintain, a harmonized Business Continuity / Disaster Recovery program that ensures continuity of operations and service delivery in the event of an unexpected outage of business processes and/or Information Technology to protect the City from and allow services to continue during and after a catastrophe.
 - The program will increase the resiliency of technology investments; ensure they are recoverable, with back up support systems in place which can respond to the ongoing business needs of the City's Divisions, so that essential City services are protected.
- The completion of the replacement of the City of Toronto's *E-mail System (\$5.558 million)*
 - The project will migrate the current email system, GroupWise which has been in use since 1998 to Microsoft Exchange 2013 in order to leverage the expertise of a market leader in enterprise e-mail solutions and strengthen and modernize the enterprise e-mail system of the City.
 - The solution will be scalable, reliable, and interoperable with the City Division business applications and leverage the City's investment in the large agencies' current e-mail systems.
- The *Data Centre Zones* project (\$3.580 million)
 - The consolidation of datacentres will integrate hardware and applications from several different locations into one facility. Rationalization and standardization of the core infrastructure will improve implementation and turnaround times for all applications and allow the City to use power and cooling capacity more efficiently for the most critical applications and infrastructure.
 - A new Consolidated Datacentre will include core infrastructure the meets the enterprise architecture model to allow for growth in zones as new hardware is installed. This project will support production, quality assurance, and development zones with controlled migration of applications and associated infrastructure between these zones.
- The *Corporate Planning and Management* program supports eCity Vision and Enterprise Architecture projects totalling \$32.921 million.
 - These projects provide funding for initiatives such as the IT Planning & Management Transformation Tools, e-City Program Renewal, IT Risk Management and Application Portfolio Tools to better manage the critical lifecycle of software tools.
- The *Application Systems Development* projects total \$17.154 million over 10 years and includes the SAP Landscape project to upgrade the current SAP Technologies, Enterprise Solutions Design and Implementation, and Enterprise Geospatial Program.

Service Improvements

- The Efficiency Study Implementation Projects include allocated funding of \$18.861 million in the 10-Year Recommended Capital Plan. Projects have been selected to address the City's overall technical as well as specific business management requirements over the period of 2015-2017 and

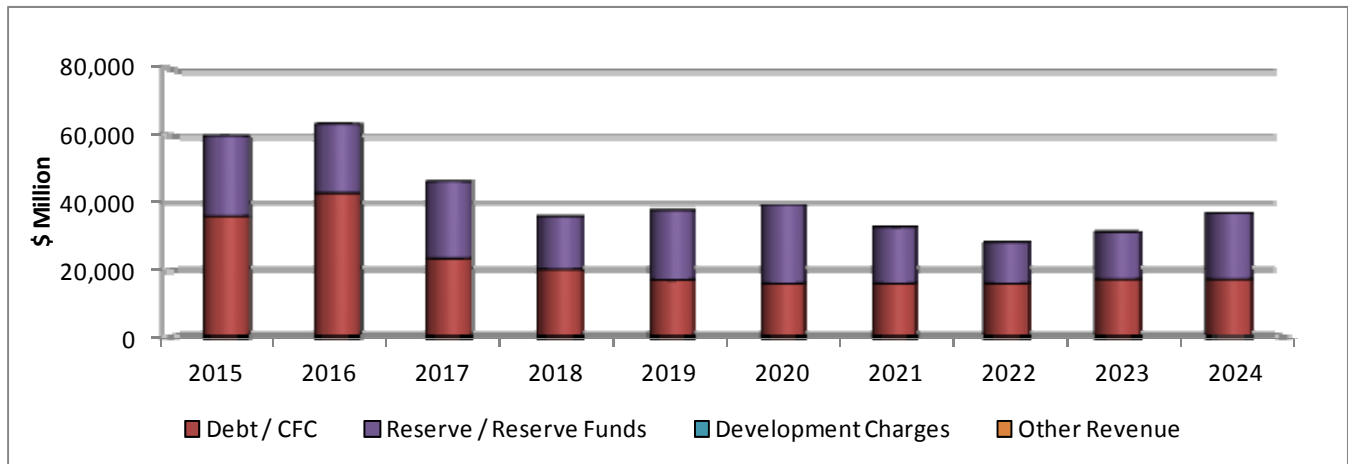
will lay the foundation for business process re-engineering, its automation, and future service efficiencies. They include:

- *Employee Self-Service (ESS)* with cash flow funding of \$2.017 million for the final phase to expand the project enabling unionized employees to access their pay statements, T4 slips and time balances electronically, and enhance the functionality to allow employees to update their personal information such as addresses and other basic personal information online via a secure portal.
- *Time, Attendance & Scheduling System (TASS)* with cash flow funding of \$10.787 million is an enterprise-wide time, attendance and scheduling system that addresses the City's complex business rules and collective agreement requirements, and replaces the current outdated and silo divisional systems that are restrictive, labour intensive and ineffective. TASS will provide a solution that has a single point of integration with Payroll Timesheets system (CATS) being implemented by the Pension, Payroll and Employee Benefits Division.
- The *Portal Foundation Components* project with cash flow funding of \$6.200 million to better engage and inform the public by providing fact-based information on the City's performance. It consists of two sub-projects: Identity Management and Authentication (IDMA) and Electronic Forms (eForms), which are both an essential part of Electronic Service Delivery.
 - IDMA will allow the City to validate end users' identities and is a basic prerequisite for online service delivery.
 - eforms will allow for the interaction of a form with the public clients in an electronic format.
- The *IT WEB Refresh* project included funding of \$2.198 million to refresh and redesign I&T Division's web-site to incorporate new web channel standards, technologies, and updated to shift to a service-orientated resource from a information-oriented resource for the City's IT services. This ITD intranet project will serve as a prototype and a catalyst to support this shift for the rest of the City's intranet.
- The Business Sustainment Systems projects (\$10.891 million) include: the Computer System Integration, Licensing Interactive Voice Response (IVR) for Business, eService for Municipal Licensing & Standards (ML&S), City Planning Technical Enhancements, Zoning By-law Integration, and Animal Services Electronic Communications projects.
- New Corporate Initiatives with additional investment of \$35.578 million including the following projects:
 - Additional funding of \$1.374 million required to complete Phase II of *e-Learning*, an initiative that is modernizing the City's learning landscape aligning to the Talent Blue Print that focuses on building workforce capacity.
 - The solution, Learning Management System (LMS) provides a platform for the delivery of training content webinars and e-learning modules which can supplement classroom training.

- LMS provides each Division the capacity to manage their training records and distribute Division specific training, and the City the capacity to efficiently administer, track and report on both classroom and e-learning training.
- \$2.045 million for Employee Performance Management, a system that automates the employee performance management process by connecting employee performance management, talent assessments development plans, and provide for sharing of this information;
- \$6.290 million for eRecruitment, a new recruitment system that will enable smoother work flows and result in efficiencies in staff time in recruitment activities;
- \$3.613 million for Workforce Business Intelligence, a solution that will integrate data from many systems and provide City senior managers with increased insight into workforce planning and management;
- \$6.996 million for Web Business Content and Redesign, which will provide the platform for the City to further develop the web as a primary channel for service delivery;
- \$4.864 million for repairs to and configuration of Organization Management and SAP Security in order to realize automation of processes and dissemination of information, a foundational component of SAP, for which many other projects and systems are dependent.
- \$5.819 million for Transportation Services' *Work Management Solution* to improve service and work management delivery for Transportation Services as a member in a cross divisional enterprise program.
 - This project will eliminate the redundancy of duplicate timesheet entry, staff profiles, equipment, materials, budget and cost information, harmonize work management business processes and replace legacy work management systems towards a common work management solution;
- An additional \$2.107 million cash flow funding is required to complete PPEB's Employee Self Service Portal project and \$1.300 million for the Time Attendance and Scheduling Management project.
- Funding of \$5.325 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 Application Systems projects such as the *Enterprise Mobility Platform* initiative that will deliver key technology components required to enable access to the City's information and services through mobile devices (\$5.700 million), *Enterprise Collaboration Foundation* (\$7.073 million) to promote communication, collaboration and information sharing between the City's employees and the public.

Chart 3
2015 – 2024 Capital Plan by Funding Source (In \$000s)



The 10-Year Recommended Capital Plan of \$409.415 million will be financed by the following sources:

- Debt accounts for \$217.885 million or 53.2% of the financing over the 10-year period.
 - Debt funding has been increased over the recommended guideline due to the following strategic and critical investments:
 - \$1.374 million for Phase II of *e-Learning*.
 - \$2.045 million for *Employee Performance Management*.
 - \$6.290 million for *eRecruitment*.
 - \$3.613 million for *Workforce Business Intelligence*.
 - \$6.996 million for *Web Business Content and Redesign*.
 - \$4.864 million for *Organization Management and SAP Security*.
 - \$2.107 million PPEB's *Employee Self Service Portal, Payroll-PPEB* project
 - \$1.300 million for the *Time Attendance and Scheduling Management* project.
 - \$5.819 million for *Transportation Services Work Management Solution*.
- Reserves/Reserve Funds (detailed in Appendix 6) constitute \$191.530 million or 46.8% of required funding mainly for the Asset Life Cycle Management and Network Upgrade projects.

State of Good Repair (SOGR) Backlog

Information & Technology does not have any backlog of state of good repair projects.

- \$169.025 million is dedicated in I&T Division's 10-Year Recommended Capital Plan for the lifecycle replacement and refresh of I&T's software and hardware, servers, and desktops. There is no backlog as there are sufficient funds to replace/refresh these assets at the end of the respective lifecycles.

- The need to develop a comprehensive Disaster Recovery plan for the City's IT capital assets is the only project which has been deferred due to changing operational requirements of each Program and the complexity and resources required to assess current situation, future requirements and analyze gaps in order to implement IT solutions to ensure key core IT infrastructure is resilient and recoverable.
 - In conjunction with the Office of Emergency Management, Information and Technology has initiated a Business Continuity Plan and IT Disaster Recovery program.
 - I &T has established a Disaster Recovery data centre and has been actively developing the necessary IT infrastructure (network, server and storage hardware and software) that will enable the recovery of the City's business applications in the event the City's primary data centre is lost or destroyed.
 - The backup of IT services, including eMail, Internet Access, File/Print and many others are already in place.
 - The next step is to complete divisional Business Impact Assessments, which will be used to identify business needs, critical systems, processes, applications and recovery time requirements. These assessments will guide the prioritized implementation of specific application by application recovery plans.
 - Scalable solutions will be developed that allow for growth as the City's IT environment changes and grows over the next few years.
- The Business Continuity Plan (BCP) and Disaster Recovery (DR) capital project of \$25.000 provides funding to complete the assessments and application recovery plans and to implement the requisite hardware and software.
- Assets identified to date have been valued at \$104.713 million. These are comprised of servers, storage technologies, desktops, notebooks, thin client devices, monitors, and multifunction printing devices, which have a planned lifecycle of 4 years.
- Although it is difficult to value IT assets, particularly software, a review is ongoing to establish the City's technology and applications inventory, with more realistic asset values and identify any additional SOGR backlog requirements. A preliminary review indicates that there are no backlogs as funding for repairs / replacements are included the 10-Year Recommended Capital Plan.

10-Year Capital Plan: Net Operating Budget Impact

Table 4
Net Operating Impact Summary (In \$000s)

Projects	2015 Rec'd Budget		2016 Plan		2017 Plan		2018 Plan		2019 Plan		2015 - 2019		2015 - 2024	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
Previously Approved														
Application Systems	169.3	3.0	1,470.8	7.0	395.0	2.0					2,035.1	12.0	2,035.1	
Corporate Planning & Management	95.0		1,060.5	6.0	165.0						1,320.5	6.0	1,320.5	6.00
Technology Infrastructure	237.0		226.0	2.0	(126)	1.0					336.0	3.0	336.0	3.00
2012 Core Service Review- Service Efficiencies	55.0		1007.3	13.0	1359.8	2.0					2,422.1	15.0	2,422.1	15.00
Corporate Initiatives	69.0		392.0	2.0	200.0						661.0	2.0	661.0	2.00
Business Sustainment Unit			222.0	3.0	304.0	5.0					526.0	8	526.0	8.00
Application Systems			88.0		124.0	1.0					212.0	1.0	212.0	1.00
New Projects - 2015														
Business Sustainment Unit			66.5	3.0	410.6	3.0					477.1	6	477.1	6.00
Corporate Initiatives							337.0	3.0			337.0	3	337.0	3.00
New Projects - Future Years														
Application Systems			721.0	6.0	223.0	2.0	600.0				1,544.0	8.0	1,544.0	8.00
Technology Infrastructure							43.0				43.0		43.0	
Total Recommended (Net)	625.3	3.0	5,254.1	42.0	3,055.4	16.0	980.0	3.0			9,913.8	64.0	9,913.8	64.0

The 10-Year Recommended Capital Plan will increase future year Operating Budgets by a total of \$9.914 million net over the 2015 – 2024 period. Approved positions will increase by 64 over the 10-year time frame.

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

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

- The SAP Landscape Upgrade project requires \$0.445 million: \$0.137 million in salaries and benefits for three positions to support new integrated SAP technologies as a result of the implementation of the FPARS project and software and hardware maintenance; \$0.307 million in 2016 for salary costs and \$0.137 million for hardware and software maintenance.
- The Business Continuity & Disaster Recovery project requires \$0.730 million: \$0.069 million for licences in 2015, \$0.392 million for 2 positions and maintenance support in 2016, and \$0.269 million in 2017 for maintenance support.
- The PPEB Enterprise Time & Attendance Management Scheduling project requires \$1.567 million: \$0.055 million for maintenance and support in 2015, \$0.590 million for 7 new positions and maintenance and support in 2016 and \$0.922 million for salaries and benefits and maintenance costs in 2017.
- The Testing Tools Upgrade project requires \$0.750 million with \$0.095 million for annual maintenance of the Testing suite of the Quality Assurance project, \$0.390 million for 2 new positions and maintenance costs in 2016 and \$0.260 million will be required to assist in implementing the tools for developing methodology and completing the assessments on the project in 2017.
- The Enterprise Systems Management Implementation project requires \$0.458 million with \$0.065 million in 2015 for maintenance support, \$0.299 million for 2 additional staff in 2016, and \$0.094 million in 2017 for an additional staff and maintenance of the Service Desk and Business Service Management Modules.

- The new Email Archiving system that interfaces with GroupWise will require maintenance in 2015 of \$0.172 million.
- Enterprise Information Security Program requires \$0.157 million with \$0.032 million for maintenance in 2015, \$0.093 for 1 new position and maintenance in 2016 and \$0.032 million for maintenance support in 2017.
- The Enterprise Mobility Platform project which addresses the mobile needs of the Public and City workforce will require \$0.310 million for 3 resources and \$0.200 million for software licences in each of 2016 and 2017.
- The WEB Business Content Refresh project requires \$0.417 million for 6 positions in 2016, and \$0.493 million in 2017 for 2 additional positions and maintenance to support the new technology.
- One new position to monitor inputs and outputs of enterprise business processes for the IT Performance Reporting project is required at a cost of \$0.140 million in 2016.
- The WEB method technology projects require \$0.790 million for 6 positions in 2016, and \$0.090 million in 2016 and \$0.005 million in 2017 for post system maintenance.
- The Enterprise Portfolio Management tools project will require \$0.280 million for one resource in 2016 to provide user access and support and maintain system data.
- The implementation of an Enterprise Collaboration tool will require seven positions at a cost of \$0.616 million in 2016 and \$0.168 million in 2017 as well as maintenance costs of \$0.105 million in 2016 and \$0.005 million in 2017.
- The introduction of a centralized Datamart for Municipal Licensing and Standards will require maintenance of \$0.061 million in 2016 and 2017 as well as two new positions at a cost of \$0.220 million in 2017.

**Table 5
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)	2015	2016	2017	2018	2019	2020 - 2024
Enterprise Technical Support Specialist	ITP906881-118	1.0	Feb-15	Dec-18	93	93	93	93		
Project Manager IT	ITP906881-118	0.25	Feb-15	Dec-18	34	34	34	34		
System Development Specialist	ITP906881-118	1.0	Feb-15	Dec-18	93	93	93	93		
Corporate Application Project Leader	ITP906881-122	1.0	Feb-15	Dec-18	93	93	93	93		
Project Manager IT	ITP906881-122	1.0	Feb-15	Dec-18	136	136	136	136		
Project Manager IT	ITP906882-124	0.75	Feb-15	Dec-17	102	102	102			
Budget Analyst	ITP906882-126	1.0	Feb-15	Dec-18	93	93	93	93		
Financial Analyst Corp Financial Reporting	ITP906882-126	2.0	Feb-15	Dec-18	230	230	230	230		
Project Manager IT	ITP906882-51	1.0	Feb-15	Dec-18	115	115	115	115		
Project Coordinator	ITP906883-55	1.0	Feb-15	Dec-18	93	93	93	93		
Project Manager IT	ITP906883-55	1.0	Feb-15	Dec-18	136	136	136	136		
Business Transformation Consultant	ITP907747-30	0.5	Feb-15	Dec-16	110	110				
Project Manager IT	ITP907747-35	1.0	Feb-15	Dec-18	136	136	136	136		
Project Manager IT	ITP907747-37	1.0	Feb-15	Dec-18	136	136	136	136		
Business Transformation Consultant	ITP907747-40	0.5			93	93	93	93		
Project Manager IT	ITP907747-40	1.0	Feb-15	Dec-18	136	136	136	136		
DATA ANALYSTS	ITP907747-42	2.0	Feb-15	Dec-18	170	186	186	186		
INFRASTRUCTURE/TECHNICAL ADMIN BASIS	ITP907747-42	2.0	Feb-15	Dec-18	172	172	172	172		
PROJECT MANAGER IT	ITP907747-42	1.0	Feb-15	Dec-18	136	136	136	136		
SECURITY SPECIALIST	ITP907747-42	4.0	Feb-15	Dec-18	372	372	372	372		
SYSTEM DEVELOPMENT SPECIALIST	ITP907747-42	3.0	Feb-15	Dec-18	279	279	279	279		
SYSTEM/BUSINESS ANALYST	ITP907747-42	3.0	Feb-15	Dec-18	279	279	279	279		
Tester	ITP907747-42	1.0	Feb-15	Dec-18	186	186	186	186		
Project Manager IT	ITP907951-14	1.0	Feb-15	Dec-18	136	136	136	136		
Project Manager IT	ITP907951-5	1.0	Feb-15	Dec-15	97					
Project Manager IT	ITP907951-5	1.0	Feb-15	Dec-15	103					
Project Manager IT	ITP907951-5	1.0	Feb-15	Dec-15	120					
Project Manager IT	ITP907951-6	1.0	Feb-15	Dec-16	110	110	110	110		
Project Manager IT	WES906827-10	1.0	Feb-15	Dec-16	109	109				
Project Manager IT	WES906827-10	1.0	Feb-15	Dec-16	113	113				
Project Manager IT	132/WES907128-139	1.0	Feb-15	Dec-18	136	136	136	136		
Project Manager IT	137/WES907128-136	1.0	Feb-15	Dec-18	136	136	136	136		
Application Technical Support Specialist 2	WES907128-142	3.0	Feb-15	Dec-18	279	279	279	279		
Business Transformation Consultant	WES907128-142	1.0	Feb-15	Dec-18	93	93	93	93		
Project Manager IT	WES907128-142	1.0	Feb-15	Dec-18	54.4	54.4	54.4	54.4		
Senior Systems Integrator	WES907128-142	2.0	Feb-15	Dec-16	110	110				
Project Manager IT	ITP906881-86	1.0	Feb-15	Dec-18	136	136	136	136		
Project Manager IT	ITP907951-3	1.0	Feb-15	Dec-18	136	136	136	136		
Total		49.0			5291	4987	4545	4443		

Approval of the 2015 – 2024 Recommended Capital Budget and Plan will require 49 new temporary capital positions to deliver the following capital projects in 2015:

- 16 temporary positions for the Organization Management and SAP Security project.
- 7 temporary positions for the Municipal Licensing Information Management and Business Intelligent project.

- 3 temporary positions in 2015 for the Time and Attendance & Scheduling Management Solution (TAMS) project.
- 3 temporary positions for the Enterprise Portfolio Management Tools project.
- 2.25 temporary positions for the Domino Decommissioning Strategy & Implementation project.
- 2 temporary positions Shared Services Application Portfolio Assessment project.
- 2 temporary positions for the Employee Self-Serve application (ESS) project.
- 1.75 temporary positions for the Enterprise Project Management Solution and Delivery Service Program.
- 2 temporary positions for the technology infrastructure Consolidated Data Centre project
- 0.5 temporary position to complete phase II of the Enterprise eLearning project.
- 1.0 temporary position to work on the new eRecruitment system.
- 1.5 temporary positions to create a solution to integrate data in the Workforce Business Intelligence project.
- 1.0 temporary position for the Short Term Business Improvements in Transportation Services.
- 2 temporary positions for the Project Progress & Contract Tracking project in Engineering & Construction Services.
- 2 temporary positions for the Enterprise Business Intelligent Strategy & Plan.
- 1 temporary position for the Portfolio Foundation Component project.
- 1 temporary position for the Quatro Safety project.

It is recommended that Council approve these 49 temporary capital positions for the delivery of new 2015 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.

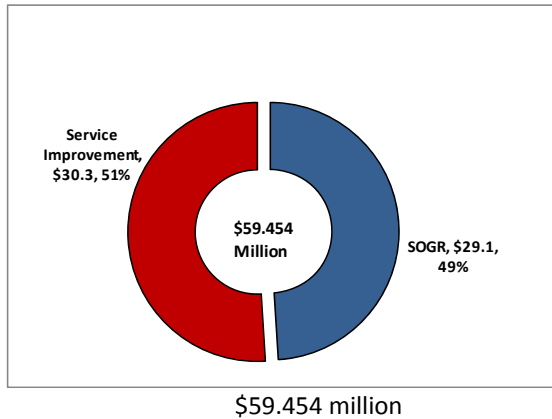


Part II: 2015 Capital Budget

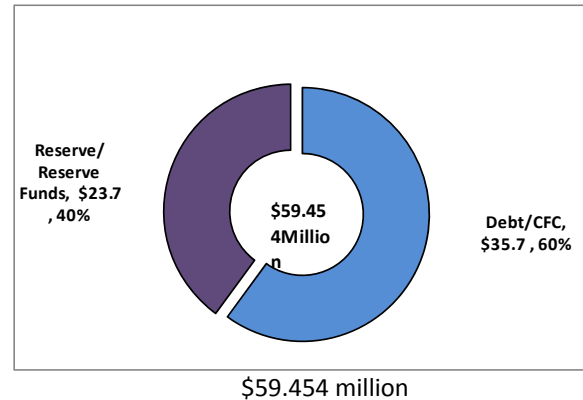
2015 Recommended Capital Budget

2015 Capital Budget by Project Category and Funding Source

2015 Capital Budget by Project Category
(in \$000s)



2015 Capital Budget by Funding Source
(in \$000s)



The 2015 Recommended Capital Budget, excluding funding carried forward from 2014 to 2015, requires cash flow funding of \$59.454 million.

The 2015 Capital Budget expenditures are allocated to the following project categories:

- **State of Good Repair (\$29.135 million, 49%)**
 - Funding is provided for the *Lifecycle Asset Replacement* project of \$17.790 million, *e-Mail Replacement System* project of \$5.558 million and the *Business Continuity & Disaster Recovery* projects of \$2.500 million.
- **Service Improvement (\$30.319 million, 51%)**
 - Projects include the *Efficiency Study Implementation* with recommended funding of \$7.805 million to continue these projects.
 - *Corporate Initiatives* projects include \$2.723 million for the *Organization Management & SAP Security* and \$2.584 million for the *WEB Business Content and Redesign* project.
 - Funding of \$3.550 million is also recommended to begin to implement the Corporate IT capital portfolio, and \$1.900 million for the *Portal Foundation Components* project.

The 2015 Recommended Capital Budget is financed primarily by:

- **Debt (\$35.709 million, 60%)**
 - Debt financing is over the debt guideline set for this Program by \$1.105 million in 2015.
 - New debt funding was added in 2015 to begin the *Organization Management and SAP Security* project.
- **Reserve/Reserve Funds (\$23.745 million, 40%)**
 - Funding is provided for the *Lifecycle Asset Replacement* project of \$17.790 million, *e-Mail Replacement System* project of \$3.455 million and the *Business Continuity & Disaster Recovery* projects of \$2.500 million.

Table 6
2015 Recommended Cash Flow & Future Year Commitments (In \$000s)

	2014 Carry Forward Funding	2015 Rec'd Cash Flow	Total 2015 Cash Flow (Incl 2014 C/Fwd)	2016	2017	2018	2019	2020	2021	2022	2023	2024	Total 2015 Rec'd Cash Flow & FY Commits
Expenditures													
Previously Approved	5,778	10,575	16,353	10,667	7,630	16,060	660						51,370
Change in Scope		1,900	1,900	500	1,500	(15,400)							(11,500)
New		532	532										532
New w/Future Year		46,447	46,447	12,079	3,853	2,285	1,457	316					66,437
Total Expenditure	5,778	59,454	65,232	23,246	12,983	2,945	2,117	316					106,839
Financing													
Debt	4,222	35,709	39,931	18,999	6,013	2,945	2,117	316					70,321
Other													
Reserves/Res Funds	1,556	23,745	25,301	4,247	6,970								36,518
Development Charges													
Total Financing (including carry forward funding)	5,778	59,454	65,232	23,246	12,983	2,945	2,117	316					106,839

Approval of the 2015 Recommended Capital Budget of \$65.232 million, including carry-forward funding from 2014 to 2015 will result in the following:

- \$5.778 million in 2014 funding that will be carried forward into 2015 for projects underway including *Enterprise Business Intelligence Strategy & Plan, Central Property Repository, Enterprise Document & Records Management Solution, Business Process and Rules Management* as well as *Application Portfolio Tools and Rationalization, Portal Foundation Component of the Service Efficiency initiative and Toronto Building's Electronic Service Delivery Portal*.
- Recommended multi-year funding of \$10.575 million in 2015, which will require future year commitments of \$10.667 million in 2016, \$7.630 million in 2017, \$16.060 million in 2018 and \$0.660 million in 2019 for previously approved projects including the *Business Continuity & Disaster Recovery project, Enterprise Business Intelligence Strategy & Plan, Central Property Repository, Enterprise Document & Records Management Solution, Business Process and Rules Management* as well as *Application Portfolio Tools and Rationalization*. Also includes the *Resources to deliver IT Capital Projects* and the *Portal Foundation Components and Transportation's Work Management Solution of the Service Efficiency initiative and Toronto Building's Electronic Service Delivery Portal*.
- New project funding of \$0.532 million in 2015 for the *On-line Services- Animal Services* project.
- Recommended multi-year funding of \$46.447 million in 2015, which will require future year commitments of \$12.079 million in 2016, \$3.853 million in 2017, \$2.285 million in 2018, \$1.457 million in 2019 and \$0.316 million in 2020 for new capital projects such as \$17.790 million for replacement of the City's technology assets, \$4.717 million for the *Business Continuity & Disaster Recovery project*, \$3.900 million for *Portal Foundation Components*, \$12.379 million in *Corporate Planning & Management*, \$10.000 million for the *Consolidated Data Centre operations* and \$5.558 million for the *e-Mail Replacement project*.

2015 Recommended Capital Project Highlights

Table 7
2015 Recommended Capital Project Highlights (in \$000s)

Project	Total Project Cost	2015	2016	2017	2018	2019	2015 - 2019	2020	2021	2022	2023	2024	2015 - 2024 Total
Asset Lifecycle Management	169,025	17,790					17,790						17,790
Network Upgrade	22,183	2,500	1,247	970			4,717						4,717
Application Systems	40,883	4,566	1,190	1,630			7,386						7,386
Corporate Planning & Mgmt	50,091	6,427	1,626	1,580	1,459	971	12,063	316					12,379
Technology Infrastructure	23,654	6,640	3,000	6,000			15,640						15,640
Corporate Initiatives	34,887	8,759	9,908	2,243	1,486	1,146	23,542						23,542
Business Sustainment Systems	11,331	4,876					4,876						4,876
Service Efficiencies Study	10,772	9,005	4,500	560			14,065						14,065
Resource to Deliver IT Capital Projects	7,500	3,550	1,775				5,325						5,325
Computer System Integration	1,175	587					587						587
TAS Electronic Communications	532	532					532						532
Total (including carry forward funding)		65,232	23,246	12,983	2,945	2,117	106,523	316					106,839

The 2015 Recommended Capital Budget, including funds carried forward from 2014 into 2015, provides funding of \$65.232 million to:

- Complete the following projects:
 - Migration of the current GroupWise email system to Microsoft Exchange 2013, including implementing the In-Place Archiving component. The new email solution will comply with federal, provincial and municipal regulatory and legal requirements (\$5.558 million).
 - *Electronic Documents and Records Management System (EDRMS)* to provide a common infrastructure that supports initiatives that rely heavily on digital information (\$0.646 million);
 - Development of a *Central Property Database/One Address Repository* that will link and integrate all property based information systems, databases and other repositories across all City divisions (\$0.951 million);
 - The *Business Intelligence Data Warehouse Strategy* project provides a City framework to address the increased demand for business analysis and reporting that enable the manipulation of cross-service operational, financial, performance and reporting of historic data (\$0.100 million);
 - *Application Portfolio Tools and Rationalization* project to develop industry best practices and tools needed to manage applications for the corporation. The Managed Application Portfolio is a definitive and authoritative inventory of business applications that includes: characteristics of each application (age, # of users, cost); technology platform(s) used; business capabilities enabled by applications and data subject areas in applications (\$0.400 million);
 - *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 (\$0.646 million);
 - The *e-City Architecture* project, which aims to provide a disciplined approach to electronic service delivery implementation in a planned and cost effective manner to meet customer

service requirements from Programs and the public, as part of realizing the City's e-City vision (\$0.992 million); and

- The *Toronto Building Electronic Service Delivery* project which will improve service delivery and reduce the duplication of effort. The key elements of the eService vision is to ensure the City is accessible and responsive to the services required by the public; providing a channel of choice where the public can choose website, email, regular mail, telephone (line or cell), fax, self-kiosk, or over-the-counter channel for accessing services; providing one stop service for multiple divisions offering common services such as payment and authentication for a more consistent City-wide experience (\$2.662 million).
- Continue the following projects:
 - Replacement and refresh of IT assets based on lifecycle management for hardware, software, servers, storage and desktop computers (\$17.790 million);
 - *Disaster Recovery Program* for business continuity assurances (\$2.500 million);
 - *Enterprise Information Management* project to fill the gaps in policy, communications, training materials, and technology solutions required to manage electronic information, as well as establish the Information Management Program. The program will support the enforcement of policies by developing the standards and procedures required to manage the City's electronic information resources according to policy (\$2.226 million);
 - The *Enterprise Project Management (EPM) Rollout-Phase 2* will deliver the second phase of implementing the EPM solution which includes producing tools and processes that enable: resource capacity management, cross-divisional access to standardized PM tools, templates and processes, and improved visibility and awareness of status and progress of I&T projects (\$2.127 million);
 - Service Efficiencies Studies implementation including *Time, Attendance and Management Scheduling* projects; *Portal Foundation*, refresh and redesign of the City's web business content, *Transportation Services' Work Management Solution*, and the final phase of the *Employee Self Serve Portal* (\$14.065 million); and
 - Modernizing the City's learning landscape infrastructure with technologies that can provide an enterprise-wide Learning Management System (LMS) as part of the e-Learning project; and
 - The Capital Portfolio Resources Requirements recruitment of staff to help address the backlog of IT corporate projects (\$5.325 million).
- Begin the following projects:
 - *Web Business Content and Redesign* to further develop the web as a primary channel for service delivery \$0.882 million);
 - Process automation with the *Organization Management and SAP Security*, a foundational component of SAP (\$2.723 million);
 - The *Portal Foundation* projects with funding of \$1.900 million to better engage and inform the public on the City's performance on programs, services;

- Modernizing and improving the City's hiring processes through the *e-Recruitment* project (\$0.787 million); and
- Improving workforce capabilities with the new *Workforce Business Intelligence* solution (\$0.886 million).



Part III:

Issues for Discussion

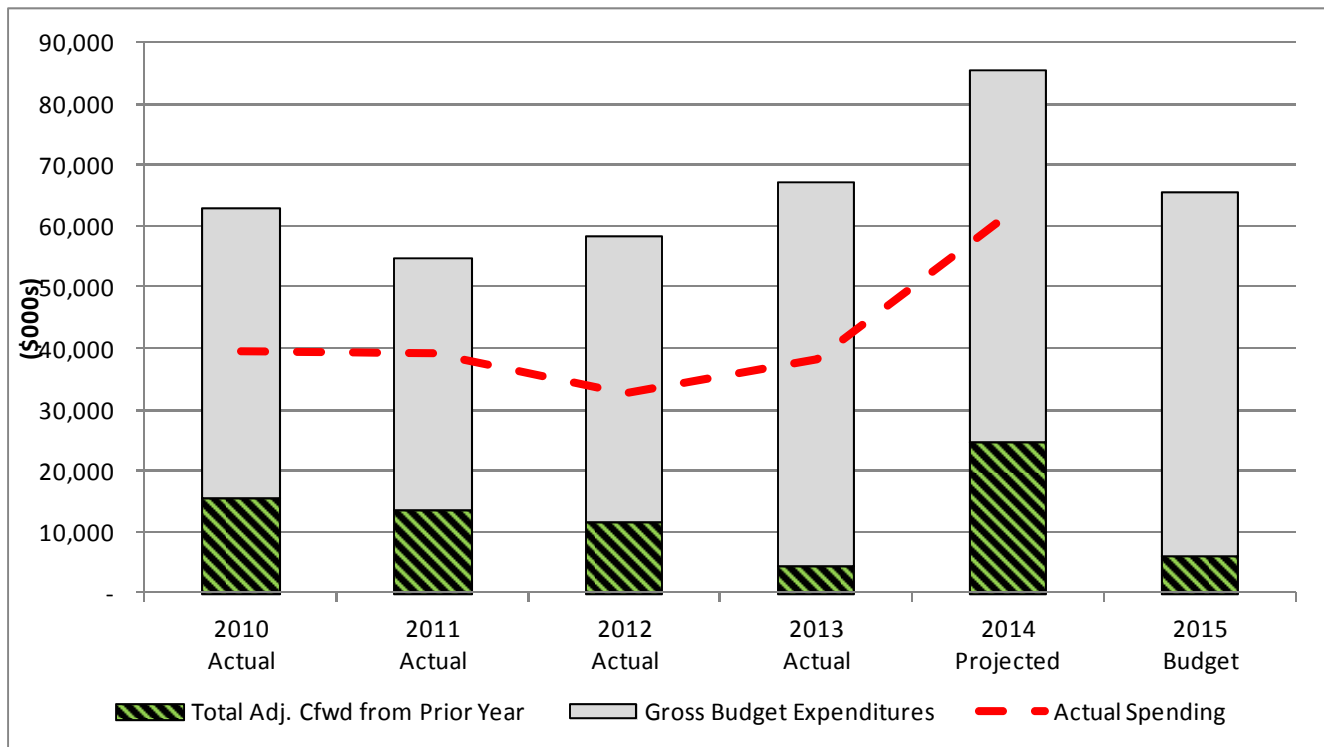
Issues for Discussion

Issues Impacting the 2015 Capital Budget

Capacity to Spend

Historical trends for Information & Technology indicate an average spending rate of 65% of its approved capital budgets over the past 5 years.

The following table illustrates Information & Technology' rate of spending from 2010 to 2014:



The main causes for the historical moderate spend rate are:

- Spending has been steady over the last five years with the exception of 2012 where the majority of client driven projects experienced delays: Business Sustainment Systems and Corporate Initiatives-Service Efficiency Studies due to challenges in recruiting qualified resources.
- The City's I&T Capital Plan is aggressive compared to its peers, with a larger portion of projects that are transformational. Transformation projects are complex, often depend on foundation components and have large impact on resourcing and organization change across the City;
- Shortage of qualified resources required for delivering large complex projects – The City is competing with many other organizations (public and private) for capable staff to implement and deliver projects;
- Delays in filling vacant positions – In addition to competing for scarce resources, the process to fill positions is lengthy, particularly when there are numerous vacancies. and

- Procurement Delays – Procuring for IT solutions, especially for large complex projects have experienced delays for a number of reasons. It is a lengthy process. Quite often, insufficient time is allotted in project schedules for the time required to determine business requirements, (dependencies, platform fit), RFP developments, issuances and evaluation, competition for / lack of qualified vendors, project scope and complex contracts resulting in protracted negotiations requiring Legal Services involvement.

In establishing the 2015-2014 IT Integrated Portfolio Plan, projects were reviewed for readiness, dependencies, capacity to deliver and historical spending. Cash flow funding was then adjusted for many projects, including some being deferred or cancelled, to better align with expected delivery of projects. A more detailed discussion about the IT Integrated Portfolio Plan is provided on page 32.

Additional Reporting for Major Capital Projects

In compliance with the Auditor General's recommendation for additional status reporting for large capital projects, the following projects have been identified to report regularly beginning in 2015:

1. The *e-Recruitment* project meets the criteria of a "major capital project" due to its transformative nature, which will have significant impact to processes city-wide. Human Resource technology projects are funded through I&T's 10-Year Capital Budget and Plan, which includes \$1.676 million for this project.

A business process review determined that the current recruiting system, Talentflow had reached its maximum effective lifecycle. It does not provide an 'enterprise' hiring solution and does not support an automated end-to-end hiring process. In addition, it has limited reporting capabilities, which makes it unable to provide accurate data required for making effective decisions for resourcing and budgeting, and is not compliant with the Accessibility for Ontario with Disabilities Act (AODA) regulations.

The review recommended replacing Talentflow with new recruitment software to support current recruitment functionality, introduce recruitment capabilities for hiring managers and align with the new social media recruitment launch that will address the new and enhanced recruitment business needs at the City.

The procurement of a new recruitment system will enable smoother workflows and will result in efficiencies and savings in City staff time for conducting recruitment activities, including return to work placements and hiring manager recruitment functionalities such as screening applicants. Tracking of these activities in electronic format creates an auditable record of the City's people management processes. It will also ensure compliance with City policies, and legislation such as the requirements of AODA, Workplace Safety Insurance Board, Ministry of Labour and Municipal Freedom of Information and Protection of Privacy Act (MFIPPA), and provisions of collective agreements.

As part of the City's priorities and objectives of Enabling Employees, Enabling Management and Transforming the Back Office, expectations are to deliver solutions which are scalable to enterprise-wide processes. Other enterprise initiatives will also impact this project such as corporate hardware and operating system upgrades, web revitalization, and business and

enterprise architecture directions. Interdependencies also exist with other initiatives such as E-Learning, requirements for Business Intelligence / Business Warehouse solutions and ESS/MSS.

Benefits of the project include:

- Enhance service delivery (improved HR Services);
 - Automated and web enabled HR processes and transactions achieving business efficiencies - new and enhanced HR software applications will improve staff utilization, streamline processes and reduced processing time;
 - Access to accurate HR and related information to inform business decisions;
 - Demonstrated transparency in workforce and talent management processes;
 - Improved internal controls; and
 - Financial savings resulting from efficiencies (e.g. cost avoidance).
2. The *Consolidated Data Centre* also meets the criteria for a "major capital project" because it may involve construction of a new facility and of its importance to city-wide operations.

The *Consolidated Data Centre* is a corporate project that was planned to consolidate various City and agency data centres into a single facility. Currently, the City's primary data centre is located at 703 Don Mills Road. This data centre has been at capacity for years, due to the steady growth in the number of software applications and amount of data stored by City divisions. I&T Division staff have accommodated this growth by expanding into the data centre shared with Toronto Water at Tiffield Road (which was intended to be dedicated to disaster recovery only) and entering into a co-location lease of the TELUS data centre facility on Laird Avenue.

Agencies which have expressed interest are the Toronto Public Library, Toronto Police Services, and Toronto Transit Commission (TTC), have opted not to be part of the project. At this time, the planned and budgeted construction of the consolidated data centre has been suspended. The potential for IT Shared Services between the City and its Agencies is being evaluated, with recommendations expected in 2015. In the meantime, the City will continue to manage with its current approach of using 703 Don Mills and Tiffield Road, supplemented by a co-location lease of data centre facilities at TELUS.

The Consolidated Data Centre included in the City's 2015-2024 Recommended Capital Plan has been reduced to \$10.000 million to reflect the change in plans and other options subject to the results of the detailed study.

The reporting requirements will include an initial report identifying the implementation plan for each project including timelines for expected milestones / spending, and completion, with expected benefits. Ongoing regular reports to be reported through the Quarterly Variance Reports will provide updates to the status of the project, including timelines of expected completion compared to original schedule, total spending to date and total projected costs with comparisons to original budget and expected benefits.

Issues Impacting the 10 Year Capital Plan

Revised IT Governance Structure

The City's senior executive leaders have approved a revised IT Governance Structure. The new Governance will be agile and responsive in driving integrated solutions that maximize value from technology investments and meet business objectives.

With redefined committees, processes and accountability, the new structure will coordinate, align and steer strategic decision making and support effective IT program and project delivery across the City. The governance model identifies key performance indicators to ensure discipline and clear decision-making, to ultimately realize value-added outcomes for the City.

Following various efforts in developing the components of the eCity strategy to guide the City's investments in Information and Technology, the Business Executive Committee (the committee responsible for directing and approving investments in IT) approved a new IT governance framework to improve the City's ability to make decisions in guiding the execution of the eCity strategy in June 2013.

A project to implement the IT governance framework was completed in July 2014. The framework included a new set of governance principles and changes to the role and membership of existing committees. The governance model also identifies key performance indicators to measure the success of the IT Governance framework, provide measurable information to support clear decision-making and to realize value-added outcomes for the eCity Strategy. IT projects will be governed by a new enhanced committee structure that will review and approve strategy, set project priorities, oversee project performance and measure benefits utilizing established, documented and communicated processes throughout the project lifecycle.

Background

At its meeting of October 25, 2012, the Audit Committee considered a report from the Auditor General entitled "eCity Initiative – Improvements Needed in Governance, Management and Accountability." The Auditor General's Audit Work Plan included a review of the eCity Vision framework. The eCity Vision framework endorsed by City Council in 2002 envisioned the use of information technology to create an "enabled City" to make services and information available to the public through multiple channels. The objective of this review was to determine if there is an adequate accountability and governance framework in place for the City to successfully achieve the eCity Vision by 2015.

The report stated "IT Governance Structure Needs Improvement" and identifies the following issues:

- No clear ownership and accountability for the eCity governance structure;
- Need to improve process to identify and report project risks and issues to a governance committee;
- Limited monitoring and reporting on the status of eCity projects;
- Governance committee reporting structure, roles and responsibilities that are not clearly defined; and
- A governance model that does not fully address resource management, prioritization and funding of eCity capital projects.

Recommendation # 1 of the Auditor General's Report stated that:

"City Council request the Chief Information Officer, in consultation with the Business Executive Committee, to ensure that the IT governance framework is aligned with the strategic goals and objectives of the eCity Integrated Work Plan once it has been finalized."

The report and appendices can be viewed at:

<http://www.toronto.ca/legdocs/mmis/2012/au/bgrd/backgroundfile-50908.pdf>

<http://www.toronto.ca/legdocs/mmis/2012/au/bgrd/backgroundfile-50909.pdf>

<http://www.toronto.ca/legdocs/mmis/2012/au/bgrd/backgroundfile-50910.pdf>

Response and Actions

In order to address the issues identified in the Auditor General's report, the Business Executive Committee approved a new IT governance framework to improve the City's ability to make decisions in guiding the execution of the eCity strategy in June 2013, and initiated a project to implement the IT governance framework.

As part of this initiative, the IT governance framework was refined with revised committees, processes and memberships to direct and oversee IT projects across the City. The new framework clearly defined the following 4 areas:

1. Projects in Scope for IT Governance

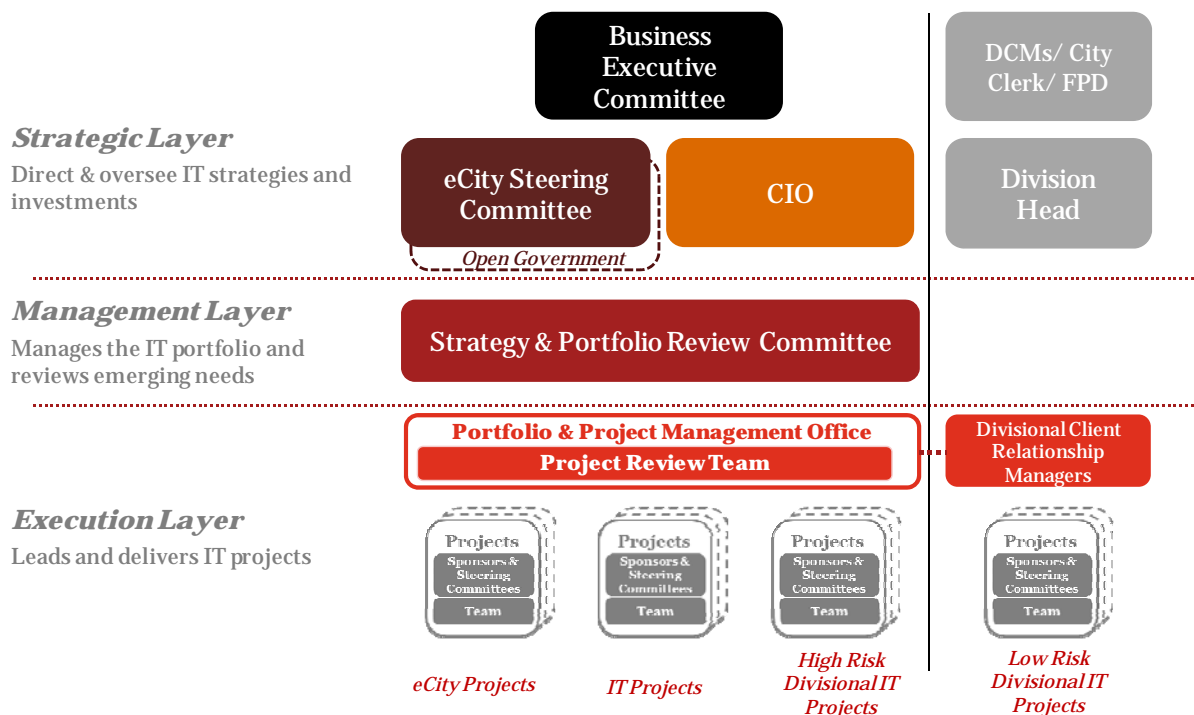
- Developing the City's technology capabilities, such as a new system, revisions or updates to existing systems, business process improvements that will involve developing or enhancing an IT solution, enhancements to the technology infrastructure that supports business systems, procuring a fully managed solution that interfaces with the City's corporate IT infrastructure or other business systems.
- Projects are categorized into 3 types (each assessed for high or low risk):
 - 1) eCity (transformational)
 - Project has a transformational impact on the City's processes
 - Project impacts multiple divisions or has significant potential to impact multiple divisions in the future
 - Project contributes to the eCity Strategy and to the City's strategic actions
 - 2) IT Project (Run & Grow)
 - Project is specific to a division(s) need and is primarily delivered by the I&T division
 - Project establishes or maintains foundational technology to support the City's business requirements
 - 3) Divisional IT Project
 - Project is specific to a division's need and is primarily delivered by the business division
 - Project achieves the division's strategy and /or is related to a business capability specific to a division

2. IT Governance Structure

A more enhanced committee structure was created to govern IT projects, with roles & responsibilities defined for the committees. These include accountabilities, authorities, key performance indicators, process metrics and frequency of meetings.

The new structure optimizes layers of governance to three layers: strategic, management and execution. It will provide transparency in defining eCity strategic objectives for IT projects; how decisions are made and who makes them (e.g. project approvals); recommending an IT Integrated Plan that maximizes contribution to eCity objectives within capacity thresholds; effective and efficient execution and management of IT Projects; and ensure benefits are realized.

The following diagram illustrates the new IT Governance Structure:



Details on the roles and responsibilities of each committee and team can be viewed in the IT Governance Report at: <http://insideto.toronto.ca/itweb/governance/pdf/ITGovernanceReport.pdf>

3. IT Governance Membership

Membership roles have been defined for each governing body. Details can be viewed in the report.

4. IT Governance and Project Gating Process

IT projects will be governed across a lifecycle from strategy to execution. By establishing well documented and communicated processes, project decisions will be made in an informed and

expedient manner to support project delivery at various gates and checkpoints through the project lifecycle.

1. Strategic Planning - Define the business priorities for IT and the corresponding plan to achieve them
2. Concept Appraisal - Approve new project concepts that are driven by and / or aligned with the IT Portfolio Integrated Plan.
3. Project Definition, Planning & Implementation - Review projects to ensure solutions are designed and delivered according to standards, and report on the execution of projects to ensure they are performing to plan.
4. Project Closure & Measure Benefits - Ensure new solutions are sustained and the full project benefits are measured and realized.

The 2015-2014 IT Integrated Plan, which is reflected in the City's 2015-2024 Recommended Capital Budget and Plan was the first IT Portfolio Integrated Plan approved under the new governance structure. As the new governance structure is in its infancy stage and still evolving, projects did not go through a formal gating process.

The Project Review Team is currently establishing the IT Project Gating Process, which will include 5 gates: Concept, Definition, Planning, Implementation and Closing. Each gate will include evaluation criteria, reporting requirements (e.g. planning will require the "as is" documentation) and approvals prior to progressing to the next gate. This process will strengthen accountability by ensuring:

- proposals are evaluated and needs are genuine;
- projects meet technology, information, and platform and security standards;
- processes are standardized and documented;
- all requirements are identified, resources are efficiently and adequately allocated;
- cost escalations and delays are minimized through regular status reporting, including change requests;
- progress and milestones are achieved;
- capital projects are completed and funding is spent; and
- benefits are measured and realized.

Once the process is established and approved, projects will begin to go through the gating process. During 2015, projects that have not started will be selected for gating. The majority of the focus will be on high risk IT projects to be submitted to the project review team for review at the various gates. However, all projects will need to meet a minimum set of requirements for standards, resources & reporting.

With redefined committees, processes and accountability, the new structure will coordinate, align and steer strategic decision making and support effective IT program and project delivery across the City. The new Governance will be agile and responsive in driving integrated solutions that maximize value from technology investments and meet business objectives.

2015-2024 IT Portfolio Integrated Plan

The mandate of the new IT Governance structure is to define the eCity Strategy (clear strategic objectives for IT projects) and the number and types of IT projects to undertake and implement in an IT Portfolio that maximizes contribution to strategic objectives, and ensure effective and efficient execution and management of IT Projects and benefits are realized.

eCity Strategy

The eCity Strategy that sets the City's business goals and objectives for IT and the strategic programs needed to achieve those goals is guided and directed by the City's 2013-2018 Strategic Actions – 1) City Building; 2) Economic Vitality; 3) Environmental Sustainability; 4) Social Development; 5) Good Governance; and 6) Fiscal Sustainability. The framework's focus and priorities contribute to the execution of sequenced projects to deliver eCity, divisional and operational needs as part of the IT Portfolio Integrated Plan.

The eCity Strategy and IT Portfolio Integrated Plan are also influenced by a number of other inputs. These include City Council direction, mandated initiatives, the I&T Business Plan, divisional business needs and the City's business capabilities to deliver services. Collectively, these inputs inform the eCity priorities and key focus areas for IT to enable more accessible, efficient and improved services.

eCity Objectives

Residents, Businesses, Employees and City Council expect information and services that are accessible, simple, integrated and tailored to their needs. They would like the options to interact with the City anytime, anywhere, by any channel or device. In order to support this vision, the City has the following eCity goals and objectives.

- **Improve Access to Government Services** by improving **channel choices** and **channel usability**. The public will enjoy multi-channel access and interaction to the City's services and information, and governing processes that are easy to use and find. Improvement in access and civic participation will promote self-service and transparency.
- **Improve Decision Making Support** by improving **information quality** and **analytical capability**. City managers, staff and the public will have access to meaningful, reliable information that fulfills their requirements to make informed decisions. Information at the City of Toronto will be transparent and open.
- **Improve Workforce Capabilities** by improving **learning opportunities** and increasing **use of IT to accomplish work**. City employees will improve their ability to use information technology. Employees will be enabled to work smarter, better, and more efficiently with information technology. Employee productivity will be maximized with the aid of information technology.
- **Improve Business Processes** by increasing the **use of common business systems**, simplifying **information sharing**, and increasing **process automation and integration**. The City will transform its business processes to gain efficiencies and cost savings while ensuring the consistent quality of its work to gain trust in its services and information.

eCity Programs

In order to achieve eCity objectives, twelve eCity business programs under four themes have been identified as the key focus areas over the next 5 years – all of which are supported by a common technology foundation. Each program has a defined purpose and desired outcome, and a coordinated set of projects to transform a specific business capability across the City. Projects under eCity Programs tend to have a transformational impact on the City's processes, impacts multiple divisions or have significant potential to impact multiple divisions in the future, and contributes to one or more eCity objectives. These projects are governed by the eCity Steering Committee.

Theme 1 – Enable Citizens

1. *On-Line Service Delivery* strives to provide residents, businesses, visitors and suppliers of the City with a channel of choice to obtain personalized and integrated services.
2. *Case Management* strives to assess and implement opportunities to establish common business systems for managing service encounters with the City's customers in order to coordinate service delivery and increase service quality across divisions.

Theme 2 – Enable Employees and Management

1. *Social Networking & Collaboration Program* strives to promote communication, collaboration and information sharing between the City's employees and with the public.
2. *Information Management & Business Intelligence* aims to develop a Business Intelligence (BI)/Data warehouse strategy to provide a City-wide framework to address and manage data quality, information sharing and performance metrics. This program also supports increased access to information and the protection of privacy.
3. *Project Management's* goals are to implement and enhance City wide project/program management and coordination capability, resulting in improved project selection, project performance, enhanced customer satisfaction and the realization of project benefits.
4. *Work & Asset Management* strives to implement an enterprise Work & Asset management system in order to enhance existing processes to plan, manage, track and report on work orders across the City's divisions.
5. *Employee Productivity* strives to become an employer of choice by empowering employees with an integrated set of services, information and tools to be able to excel at their jobs and to have a seamless experience that balances work with their personal lives.

Theme 3 – Transform Back Office

1. *Procurement & Supply Chain* strives to transform the City's procurement and supply chain capabilities through better use of information technology in order to streamline and automate procurement processes, improve transparency of purchasing, enhance warehouse services, and improve contract & vendor management across the City's divisions.
2. *Time, Attendance & Payroll* strives to implement a City-wide time and attendance management system in order to enhance existing processes for employee scheduling, time entry and payroll.
3. *Human Resource Transformation* strives to provide Residents, Employees and Managers of the City access to web-enabled, integrated enterprise HR systems to enable managers to make

informed, and fact based decisions while improving capabilities to manage the development of the City's Workforce including training, employee performance management and recruitment.

4. *Finance Transformation* strives to improve the end-to-end financial planning and management function across the City through streamlining processes, implementing common systems, and improving the quality of information to support decision making.

Theme 4 – Enable Government

1. *Open Government* strives to inform and engage the public in local decision making and in the planning, innovation and evaluation of City strategies, initiatives and policies; and to provide accessible, timely and relevant City information to the public and stakeholders.

Foundational Components

Foundational Components strives to provide the City's business divisions, partners and employees the necessary information technology components to efficiently and effectively deliver information and services. These components are dependencies for the other programs to achieve their objectives.

IT Projects

Projects are specific to a divisional need and are primarily delivered by the I&T division, or establishes / maintains foundational technology to support the City's business requirements. The governing body for these projects is the Chief Information Officer.

Divisional IT Projects

Projects are specific to a division's need and is primarily delivered by the business division, achieve the division's strategy and / or are related to a business capability specific to a division. The governing bodies for these projects are Divisional Heads for low risk projects and the eCity Steering Committee for high risk projects.

The 2015-2024 IT Portfolio Integrated Plan defines a 5-year plan of projects the City will deliver to achieve the eCity Strategy and meet divisional and operational IT needs. The 2015-2024 IT Portfolio Integrated Plan aims to provide a prioritized, sequenced and realistic roadmap of projects for the City to deliver by:

- Informing the 2015-2024 Recommended Capital Budget and Plan for the IT investments to focus in 2015, and planned for 2016-2019;
- Defining the project required to deliver each eCity program;
- Defining expected outputs, timelines and budget for projects;
- Defining owners for projects who are accountable for delivery;
- Providing the basis for IT governance committees to review progress against plan, and evaluate impact of new projects; and
- Continuing to evolve as new needs emerge.

A great deal of work went into developing and recommending the 2015-2024 IT Portfolio Integrated Plan. Over 200 projects were submitted by the divisions through the 2015 Capital Budget process, including 26 unfunded projects totalling \$86 million.

The City retained Pricewaterhouse Coopers LLP (PwC) to assist with the overall review of its IT Governance Model. As mentioned above, staff from both I&T Division and FPD and the eCity Steering Committee worked with PwC to define the eCity Strategy, objectives / programs and expected outputs for each objective as part of the review. These definitions set the framework to evaluate and prioritize the City's IT projects. Through numerous discussions with program staff, projects were either placed into one of the 12 eCity programs that most reflected its objectives, or categorized as a Foundational Component, IT Project or Divisional IT Project. Projects which are fully aligned with eCity programs, mandated (e.g. regulatory requirements, industry compliance), nearly completed (implementation stage), critical SOGR, or foundational were given priority.

In addition, the IT Portfolio Management Office and Financial Planning Division (FPD) led numerous rounds of reviews with FPD Analysts and programs in order to ensure cash flow funding aligned with dependencies, phase of the project and capacity to deliver and spend. As a result of the reviews, cash flows were adjusted for many projects and some projects were deferred or cancelled.

Both exercises informed the number and types of IT projects to undertake and implement, which formed the recommended 2015-2019 IT Portfolio Integrated Plan and 2015-2024 Recommended Capital Budget and Plan.

Highlights of the 2015-2024 IT Portfolio Integrated Plan:

- \$26.823 million for 19 projects to enable online delivery of services;
- \$94.976 million in investments to increase capabilities and provide better tools to staff and management in order to increase productivity and improve service delivery;
- \$67.587 million to Transform the Back Office, modernizing and streamlining processes, which will generate efficiencies and potential savings.
- Cash flow funding of \$41.916 million for 15 previously unfunded projects, including:
 - Additional funding of \$1.374 million required to complete Phase II of e-Learning;
 - \$2.045 million for Employee Performance Management, a system that automates the employee performance management process by connecting employee performance management, talent assessments development plans, and provide for sharing of this information;
 - \$6.290 million for eRecruitment, a new recruitment system that will enable smoother work flows and result in efficiencies in staff time in recruitment activities;
 - \$3.613 million for Workforce Business Intelligence, a solution that will integrate data from many systems and provide City leaders with increased insight into workforce planning and management;
 - \$6.996 million for Web Business Content and Redesign, which will provide the platform for the City to further develop the web as a primary channel for service delivery;
 - \$4.864 million for repairs to and configuration of Organization Management and SAP Security in order to realize automation of processes and dissemination of information. , a foundational component of SAP, in which many other projects and systems are dependent.
 - \$2.150 million for Supply chain Management Transformation; and
 - \$2.300 million for Future Integrations for 311 Toronto.

The following table summarizes the number and value of projects in each eCity Program:

2015-2024 IT Portfolio Integrated Plan*
\$000s

Category / Program	# of Projects	2015	2016	2017	2018	2019	2020-2024	2015-2024
eCity Projects								
<u>Enable Citizens</u>								
Online Service Delivery	19	10,047	12,520	2,776	500	500	480	26,823
Case Management	2	150	1,107	486	300			2,043
Total	21	10,197	13,627	3,262	800	500	480	28,866
<u>Enable Employees and Management</u>								
Information Management & Business Intelligence	21	7,128	13,139	4,754	2,186	2,501	4,740	34,448
Work & Asset Management Transformation	13	6,173	7,973	8,632	6,034	1,000	3,500	33,312
Project Management	6	2,577	2,023	466	800	440	3,860	10,166
Employee Productivity	7	8,476	1,983	1,549	617		1,513	14,138
Social Networking & Collaboration	2		515	616	683	483	615	2,912
Total	49	24,354	25,633	16,017	10,320	4,424	14,228	94,976
<u>Transform the Back Office</u>								
Procurement & Supply Chain Transformation	4	1,863	1,291	387	141			3,682
Time & Attendance & Payroll Transformation	5	6,192	12,972	494	261			19,919
Human Resources Transformation	9	2,841	2,380	3,917	2,929	1,603	348	14,018
Finance Transformation	9	2,889	2,531	7,638	8,935	200	7,775	29,968
Total	27	13,785	19,174	12,436	12,266	1,803	8,123	67,587
<u>Enable Government</u>								
Open Government	7	725	100	565	1,420	1,371	2,380	6,561
Total eCity Projects	104	49,061	58,534	32,280	24,806	8,098	25,211	197,990
<u>Foundational Projects</u>								
IT Projects	54	28,006	26,683	27,936	24,392	34,910	159,010	300,937
Divisional IT	21	10,430	23,614	6,783	5,248	3,505	22,897	72,477
TOTAL IT Portfolio Integrated Plan	185	93,570	118,353	72,490	57,962	48,198	207,118	597,691

* The IT Portfolio Integrated Plan comprises of the City's IT Projects, which are included in the respective Divisions' 2015-2024 Recommended Capital Budget and Plan.



Appendices

Appendix 1 2014 Performance

2014 Key Accomplishments

In 2014, Information & Technology accomplished the following:

- ✓ Implemented new Public Budget Formulation (PBF) data tools to support service-based budgeting and enhancing overall City financial planning and management;
- ✓ Modernized the City’s traditional (Centrex) phone lines to VoIP with 75% of the projected to date and notice of acceptance of installations at 100% of sites , realizing over \$4 million of savings and setting the foundation for new City collaboration solutions;
- ✓ Enterprise Learning Project (ELI) successfully delivered Toronto Fire as first divisional release with a seamless data transfer of employee data from SAP into the ELI system ;
- ✓ Initiated Enterprise Performance Management component of FPARS ;
- ✓ Revised the Toronto Public Health internet website as part of the Public Health Web Rebrand Project Online Service Delivery to share technical resources and conduct user needs sessions;
- ✓ Facilities and Real Estate Service Request portal launched to allow transmission of service requests electronically from the divisions;
- ✓ Enhanced the Toronto Building Digitization process to allow for electronic submission of building permit applications, issuance of building permits, processing and circulation of building plans and permit approvals as well as digitization of existing building records and over the phone payment line for permit fees ;
- ✓ Implemented improved information reporting and analysis capabilities in Toronto Public Health providing metrics, scorecards, and dashboards to monitor program performance and outcomes;
- ✓ Completed Children Services Information System (CSIS_) application functionality to support and enhance online budget submissions from Home Child Care Agencies, Special Needs and Family Resource Centres; and
- ✓ Migrated IBMS client-server based system to a web based architecture for Toronto Building, City Planning and Municipal Licensing & Standards (MLS) customers.

2014 Financial Performance

**Table 8
2014 Budget Variance Analysis (In \$000's)**

2014 Approved	As of Sept. 30, 2014		Projected Actuals at Year End		Unspent Balance	
	\$	% Spent	\$	% Spent	\$ Unspent	% Unspent
85,197	37,328	43.8%	61,611	72.3%	23,586	27.7%

*Based on the Third Quarter Variance Report

2014 Experience

Information and Technology's capital expenditures totalled \$37.328 million or 43.8% of its 2014 Approved Capital Budget of \$85.197 million for the period ended September 30, 2014; and spending is projected to be \$61.611 million or 72.3% in 2014.

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

- *The Integrated Telecom Infrastructure* project's capital expenditures are projected to be \$4.431 million or 72.7% of the 2014 approved cash flow funding. Over 90% of the phone lines have been moved to the new vendor. It is expected that the rollover of the Contact Centres will be completed in the fourth quarter of 2014.
- *Toronto Building Electronic Service Delivery* capital expenditures are projected to be \$1.456 million or 38.2% of the approved 2014 cash flow funding. The variance is due to delays in purchasing the portal infrastructure and recruiting qualified project resources.
- *Capital Resource Requirements* are 65% complete as a result of capital delivery capacity issue. Projected under-spending in 2014 is \$0.979 million due mainly to challenges in recruiting resources with the necessary skills.
- *Enterprise Time Attendance and Scheduling Management* project capital expenditures are projected to be \$0.200 million or 4.3% of the approved 2014 cash flow funding of \$4.601 million. The project has been delayed as the RFP has taken much longer to release to market than anticipated. It is estimated that \$4.401 million cash flow will be unspent in 2014.
- *Employee Self Serve Portal* capital expenditures are projected to be \$4.348 million or 57.9% of the approved 2014 cash flow funding of \$7.507 million. The project has been delayed due to RFP and statement of work negotiations. This project is proceeding as the preparation and documentation phase is now complete and the blueprinting phase has commenced. It is estimated that \$3.159 million will be unspent at year-end.
- *Enterprise Document Records Management System* project capital expenditures are forecasted to be \$0.282 million or 22.8% of its 2014 approved cash flow funding of \$1.234 million. The project has been delayed as various anticipated, but necessary industry surveys were conducted. Sponsors and executive sponsors have agreed to a project reset approach which has resulted in projected under-spending of \$0.952 million in 2014.

Impact of the 2014 Capital variance on the 2015 Recommended Budget

- Funding of \$5.778 million has been identified to carry forward from 2014 to the 2015 Recommended Capital Budget as a result of the delays in the capital projects as noted above. Additional carry forward is anticipated.

Appendix 2

Table 9
2015 Rec'd Capital Budget; 2016 to 2024 Rec'd Capital Plan (\$'000s)

Project	Total Project Cost	2015	2016	2017	2018	2019	2015 - 2019	2020	2021	2022	2023	2024	2015 - 2024 Total
Asset Lifecycle Management	169,025	17,790	14,276	13,608	15,102	21,023	81,799	23,941	16,921	12,295	14,119	19,950	169,025
Network Upgrade	22,183	2,500	2,500	2,500	2,500	2,500	12,500	2,500	2,500	2,500	2,500	2,500	25,000
Application Systems	40,883	4,566	6,754	7,790	5,006	4,752	28,868	3,312	2,000	2,500	2,900	3,000	42,580
Corporate Planning & Mgmt	50,091	6,427	4,352	4,781	5,618	4,779	25,957	4,994	6,810	5,800	5,700	5,400	54,661
Technology Infrastructure	23,654	6,640	3,200	7,155	2,706	3,469	23,170	4,694	4,190	4,700	5,700	5,900	48,354
Corporate Initiatives	34,887	8,759	14,749	5,841	4,392	1,146	34,887						34,887
Business Sustainment Systems	11,331	4,876	4,497	3,758	462		13,593						13,593
Service Efficiencies Study	10,772	9,005	10,496	560			20,061						20,061
Resource to Deliver IT Capital Projects	7,500	3,550	1,775				5,325						5,325
Computer System Integration	1,175	587	588				1,175						1,175
TAS Electronic Communications	532	532					532						532
Total (including carry forward funding)		65,232	63,187	45,993	35,786	37,669	247,867	39,441	32,421	27,795	30,919	36,750	415,193

Appendix 3

2015 Rec'd Capital Budget; 2016 to 2024 Rec'd Capital Plan

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 3: 2015 Rec'd Capital Budget; 2016-2024 Rec'd 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														
						2015	2016	2017	2018	2019	Total 2015-2019	Total 2020-2024	Total 2015-2024	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>																										
15	34	Desktop Hardware Replacement 2015	CW	S5	03	11,370	6,911	6,776	8,348	8,164	41,569	39,932	81,501	0	0	0	81,501	0	0	0	0	0	0	0	81,501	
8	35	Network Asset Replacement 2015	CW	S5	03	1,242	1,380	1,591	1,591	1,662	7,466	7,700	15,166	0	0	0	15,166	0	0	0	0	0	0	0	15,166	
9	36	Network Security Replacement 2015	CW	S5	03	458	672	1,008	463	694	3,295	4,244	7,539	0	0	0	7,539	0	0	0	0	0	0	0	7,539	
0	37	Enterprise Software Replacement 2015	CW	S5	03	451	437	604	1,103	1,137	3,732	4,235	7,967	0	0	0	7,967	0	0	0	0	0	0	0	7,967	
0	38	Enterprise Server Replacement 2015	CW	S5	03	2,601	2,256	2,340	2,389	2,389	11,975	11,296	23,271	0	0	0	23,271	0	0	0	0	0	0	0	23,271	
0	39	Enterprise Storage Replacement - 2015	CW	S5	03	880	880	940	1,000	1,000	4,700	5,700	10,400	0	0	0	10,400	0	0	0	0	0	0	0	10,400	
0	40	Desktop Software Replacement 2015	CW	S5	03	788	1,740	349	208	5,977	9,062	14,119	23,181	0	0	0	23,181	0	0	0	0	0	0	0	23,181	
Sub-total						17,790	14,276	13,608	15,102	21,023	81,799	87,226	169,025	0	0	0	169,025	0	0	0	0	0	0	0	169,025	
<u>ITP000223 Network Upgrade</u>																										
0	54	Business Continuity & Disaster Recovery Pgm. 2013	CW	S2	03	1,310	1,247	970	0	0	3,527	0	3,527	0	0	0	3,527	0	0	0	0	0	0	0	3,527	
0	55	Business Continuity & DR - 2015 & Future Year	CW	S5	03	1,190	1,253	1,530	2,500	2,500	8,973	12,500	21,473	0	0	0	0	0	0	0	0	0	21,473	0	21,473	
Sub-total						2,500	2,500	2,500	2,500	2,500	12,500	12,500	25,000	0	0	0	3,527	0	0	0	0	0	0	21,473	0	25,000
<u>ITP906881 Application Systems</u>																										
0	19	ERP (SAP) System Upgrade 2019	CW	S6	03	0	0	0	0	1,342	1,342	1,342	2,684	0	0	0	0	0	0	0	0	2,684	0	0	2,684	
0	28	Enterprise Solutions Design & Implementation	CW	S6	03	0	0	0	500	1,000	1,500	12,370	13,870	0	0	0	0	0	0	0	0	13,870	0	0	13,870	
58	58	DM-Central Property Database/One Address Repositor	CW	S2	04	651	0	0	0	0	651	0	651	0	0	0	651	0	0	0	0	0	0	0	651	
44	86	Ent. Bus Intelligence Strategy & Plan	CW	S2	03	100	0	0	0	0	100	0	100	0	0	0	0	0	100	0	0	0	0	0	100	
0	102	Central Property Repository	CW	S2	04	300	0	0	0	0	300	0	300	0	0	0	300	0	0	0	0	0	0	0	300	
0	104	Ent Doc & Record Mgmt Solution (EDRMS) 2014	CW	S2	04	646	0	0	0	0	646	0	646	0	0	0	0	0	0	0	0	646	0	0	646	
0	109	Enterprise Mobility Platform	CW	S6	04	0	1,600	1,700	1,700	700	5,700	0	5,700	0	0	0	0	0	0	0	0	5,700	0	0	5,700	
0	111	Property Info Service (Central Property Repository)	CW	S6	04	0	400	300	300	0	1,000	0	1,000	0	0	0	1,000	0	0	0	0	0	0	0	1,000	
0	113	Ent Doc & Record Mgmt Solution (EDRMS) 2014	CW	S5	04	0	305	254	0	254	813	0	813	0	0	0	0	0	0	0	0	813	0	0	813	
84	114	Ent Geospatial Program 2015	CW	S5	03	200	200	200	0	0	600	0	600	0	0	0	0	0	0	0	0	600	0	0	600	
0	116	Enterprise Collaboration Foundation	CW	S6	04	0	2,581	1,991	1,516	985	7,073	0	7,073	0	0	0	0	0	0	0	0	7,073	0	0	7,073	

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 3: 2015 Rec'd Capital Budget; 2016-2024 Rec'd 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										
					2015	2016	2017	2018	2019	Total 2015-2019	Total 2020-2024	Total 2015-2024	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other 2	Debt - Recoverable	Total Financing		
ITP907747 Corporate Initiatives																								
0 44	Work Mgmt Solution-Transportation FY Requirements	CW	S6	04	0	1,393	2,213	2,213	0	5,819	0	5,819	0	0	0	0	0	0	0	0	5,819	0	5,819	
0 45	Web Bus. Cont. Refresh & Redesign-FY Requirements	CW	S5	04	2,584	4,412	0	0	0	6,996	0	6,996	0	0	0	0	0	0	0	0	6,996	0	6,996	
0 46	Ent Time, Att. & Sched. Mgmt-FY Requirements	CW	S6	04	0	2,107	0	0	0	2,107	0	2,107	0	0	0	0	0	0	0	0	2,107	0	2,107	
Sub-total					8,759	14,749	5,841	4,392	1,146	34,887	0	34,887	0	0	0	0	0	0	0	0	34,887	0	34,887	
ITP907907 Resources to Deliver IT Capital Projects																								
0 1	Capital Portfolio Resource Requirements	CW	S2	04	3,550	1,775	0	0	0	5,325	0	5,325	0	0	0	1,383	0	0	0	0	3,942	0	5,325	
Sub-total					3,550	1,775	0	0	0	5,325	0	5,325	0	0	0	1,383	0	0	0	0	3,942	0	5,325	
ITP907951 2012 Core Service Review - Service Efficiencies																								
1 1	Employee Self Service Portal, Payroll - PPEB	CW	S2	04	717	0	0	0	0	717	0	717	0	0	0	0	0	0	0	0	717	0	717	
0 2	Web Business Content Refresh & Redesign	CW	S2	04	882	750	0	0	0	1,632	0	1,632	0	0	0	0	0	0	0	0	1,632	0	1,632	
3 3	Portal Foundation Components	CW	S2	04	2,000	1,500	0	0	0	3,500	0	3,500	0	0	0	0	0	0	0	0	3,500	0	3,500	
0 4	Work Management Solution - Transportation	CW	S2	04	1,105	1,205	0	0	0	2,310	0	2,310	0	0	0	0	0	0	0	0	2,310	0	2,310	
5 5	Ent Time, Attendance & Scheduling Mgmt - PPEB	CW	S5	04	2,251	5,996	0	0	0	8,247	0	8,247	0	0	0	0	0	0	0	0	8,247	0	8,247	
0 6	Short Term Business Improvements - Transportation	CW	S2	04	600	530	0	0	0	1,130	0	1,130	0	0	0	0	0	0	0	0	1,130	0	1,130	
0 7	Asset Management Solution - Transportation	CW	S5	04	150	515	560	0	0	1,225	0	1,225	0	0	0	0	0	0	0	0	1,225	0	1,225	
1 8	Ent Employee Self Service Portal, Payroll Moderniz	CW	S5	04	1,300	0	0	0	0	1,300	0	1,300	0	0	0	0	0	0	0	0	1,300	0	1,300	
Sub-total					9,005	10,496	560	0	0	20,061	0	20,061	0	0	0	0	0	0	0	0	0	20,061	0	20,061
WES906827 COMPUTER SYSTEM INTEGRATION																								
0 10	Project Progress & Contract Tracking (PTP) - ECS	CW	S5	04	587	588	0	0	0	1,175	0	1,175	0	0	0	0	0	0	0	0	1,175	0	1,175	
Sub-total					587	588	0	0	0	1,175	0	1,175	0	0	0	0	0	0	0	0	0	1,175	0	1,175
WES907128 BUSINESS SUSTAINMENT SYSTEMS																								
67 121	Zoning By-law System Updates - City Planning	CW	S5	04	150	205	0	0	0	355	0	355	0	0	0	0	0	0	0	0	355	0	355	
0 127	Electronic Service Delivery Portal - Bldg Permits	CW	S2	04	1,006	0	0	0	0	1,006	0	1,006	0	0	0	0	0	0	0	0	1,006	0	1,006	
0 128	Toronto Building Electronic Service Delivery	CW	S2	04	1,256	0	0	0	0	1,256	0	1,256	0	0	1,256	0	0	0	0	0	0	0	1,256	
90 130	Blueprint Document Management - ECS	CW	S5	03	440	0	0	0	0	440	0	440	0	0	0	0	0	0	0	0	440	0	440	

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 3: 2015 Rec'd Capital Budget; 2016-2024 Rec'd Capital Plan

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												
						2015	2016	2017	2018	2019	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		
											2015-2019	2020-2024	2015-2024												
WES907128 BUSINESS SUSTAINMENT SYSTEMS																									
0	132	Web Information Portal on Dvlpmnt Applications	CW	S5	04	330	366	0	0	0	696	0	696	0	0	0	0	0	0	0	0	696	0	696	
0	133	Integrated Business Mgmt System Upgrade - Planning	CW	S5	04	260	260	879	0	0	1,399	0	1,399	0	0	0	0	0	0	0	0	1,399	0	1,399	
107	134	Electronic Self Service Licensing - MLS	CW	S5	04	261	498	483	0	0	1,242	0	1,242	0	0	0	0	0	0	0	0	1,242	0	1,242	
0	135	Integrated Bus Mgmt Reporting Platform - Planning	CW	S5	04	86	0	0	0	0	86	0	86	0	0	0	0	0	0	0	0	86	0	86	
0	136	System Enhancements for Licensing Services - MLS	CW	S6	04	0	390	390	0	0	780	0	780	0	0	0	0	0	0	0	0	780	0	780	
0	137	Electronic Service Delivery Portal - Bldg Permits	CW	S5	04	400	350	0	0	0	750	0	750	0	0	0	0	0	0	0	0	750	0	750	
0	138	Toronto Building Electronic Service Delivery	CW	S6	04	0	1,199	0	0	0	1,199	0	1,199	0	0	0	891	0	0	0	0	308	0	1,199	
0	139	System Enhancements for City Planning Services	CW	S5	04	290	0	0	0	0	290	0	290	0	0	0	0	0	0	0	0	290	0	290	
0	141	Municipal Licensing&Standards(MLS)-Licens. Phase 1	CW	S6	04	0	115	140	0	0	255	0	255	0	0	0	0	0	0	0	0	255	0	255	
0	142	Municipal Licensing & Std-Info Mgmt & Bus. Intel.	CW	S5	04	397	1,114	1,866	462	0	3,839	0	3,839	0	0	0	3,839	0	0	0	0	0	0	3,839	
Sub-total						4,876	4,497	3,758	462	0	13,593	0	13,593	0	0	0	5,095	891	0	0	0	7,607	0	13,593	
WES907458 TAS ELECTRONIC COMMUNICATIONS																									
0	5	On-Line Services - Animal Services	CW	S4	04	532	0	0	0	0	532	0	532	0	0	0	532	0	0	0	0	0	0	532	
Sub-total						532	0	0	0	0	532	0	532	0	0	0	532	0	0	0	0	0	0	0	532
Total Program Expenditure						65,232	63,187	45,993	35,786	37,669	247,867	167,326	415,193	0	0	0	192,195	891	0	100	0	222,007	0	415,193	

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 3: 2015 Rec'd Capital Budget; 2016-2024 Rec'd 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											
						2015	2016	2017	2018	2019	Total 2015-2019	Total 2020-2024	Total 2015-2024	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.)						25,301	20,037	22,744	15,864	21,023	104,969	87,226	192,195	0	0	0	192,195	0	0	0	0	192,195	
Reserve Funds (Ind."XR" Ref.)						0	891	0	0	0	891	0	891	0	891	0	0	0	0	0	891		
Other1 (Internal)						100	0	0	0	0	100	0	100	0	0	0	100	0	0	0	100		
Other2 (External)						0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Debt						39,831	42,259	23,249	19,922	16,646	141,907	80,100	222,007	0	0	0	0	0	222,007	0	222,007		
Total Program Financing						65,232	63,187	45,993	35,786	37,669	247,867	167,326	415,193	0	0	0	192,195	891	0	100	0	222,007	415,193

- Status Code Description**
 S2 S2 Prior Year (With 2015 and/or Future Year Cashflow)
 S3 S3 Prior Year - Change of Scope 2015 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 2016 & 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

2015 Recommended Cash Flow and Future Year Commitments

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 4: 2015 Recommended Cash Flow & Future Year Commitments

Information & Technology

Sub- Project No. Project Name PrioritySubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By												
						2015	2016	2017	2018	2019	Total 2015-2019	Total 2020-2024	Total 2015-2024	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
<u>EOL906983</u> <u>Asset Lifecycle Management</u>																									
15	34	Desktop Hardware Replacement 2015	CW	S5	03	11,370	0	0	0	0	11,370	0	11,370	0	0	0	11,370	0	0	0	0	0	0	11,370	
8	35	Network Asset Replacement 2015	CW	S5	03	1,242	0	0	0	0	1,242	0	1,242	0	0	0	1,242	0	0	0	0	0	0	1,242	
9	36	Network Security Replacement 2015	CW	S5	03	458	0	0	0	0	458	0	458	0	0	0	458	0	0	0	0	0	0	458	
0	37	Enterprise Software Replacement 2015	CW	S5	03	451	0	0	0	0	451	0	451	0	0	0	451	0	0	0	0	0	0	451	
0	38	Enterprise Server Replacement 2015	CW	S5	03	2,601	0	0	0	0	2,601	0	2,601	0	0	0	2,601	0	0	0	0	0	0	2,601	
0	39	Enterprise Storage Replacement - 2015	CW	S5	03	880	0	0	0	0	880	0	880	0	0	0	880	0	0	0	0	0	0	880	
0	40	Desktop Software Replacement 2015	CW	S5	03	788	0	0	0	0	788	0	788	0	0	0	788	0	0	0	0	0	0	788	
Sub-total						17,790	0	0	0	0	17,790	0	17,790	0	0	0	17,790	0	0	0	0	0	0	17,790	
<u>ITP000223</u> <u>Network Upgrade</u>																									
0	54	Business Continuity & Disaster Recovery Pgm. 2013	CW	S2	03	1,310	1,247	970	0	0	3,527	0	3,527	0	0	0	3,527	0	0	0	0	0	0	3,527	
0	55	Business Continuity & DR - 2015 & Future Year	CW	S5	03	1,190	0	0	0	0	1,190	0	1,190	0	0	0	0	0	0	0	0	1,190	0	1,190	
Sub-total						2,500	1,247	970	0	0	4,717	0	4,717	0	0	0	3,527	0	0	0	0	1,190	0	4,717	
<u>ITP906881</u> <u>Application Systems</u>																									
58	58	DM-Central Property Database/One Address Repositor	CW	S2	04	651	0	0	0	0	651	0	651	0	0	0	651	0	0	0	0	0	0	651	
44	86	Ent. Bus Intelligence Strategy & Plan	CW	S2	03	100	0	0	0	0	100	0	100	0	0	0	0	0	100	0	0	0	0	100	
0	102	Central Property Repository	CW	S2	04	300	0	0	0	0	300	0	300	0	0	0	300	0	0	0	0	0	0	300	
0	104	Ent Doc & Record Mgmt Solution (EDRMS) 2014	CW	S2	04	646	0	0	0	0	646	0	646	0	0	0	0	0	0	0	0	646	0	646	
84	114	Ent Geospatial Program 2015	CW	S5	03	200	0	0	0	0	200	0	200	0	0	0	0	0	0	0	0	200	0	200	
0	118	Domino Decommissioning Strat & Implementation	CW	S5	04	569	260	0	0	0	829	0	829	0	0	0	0	0	0	0	0	829	0	829	
0	122	Shared Services Application Portfolio Assessment	CW	S5	04	200	430	130	0	0	760	0	760	0	0	0	0	0	0	0	0	760	0	760	
0	125	Portal Foundation Components - Scope Change	CW	S3	04	1,900	500	1,500	0	0	3,900	0	3,900	0	0	0	0	0	0	0	0	3,900	0	3,900	
Sub-total						4,566	1,190	1,630	0	0	7,386	0	7,386	0	0	0	951	0	0	100	0	6,335	0	7,386	
<u>ITP906882</u> <u>Corporate Planning & Management</u>																									
0	51	Ent Project Mgmt Solution Upgrade 2015	CW	S5	03	750	670	466	340	0	2,226	0	2,226	0	0	0	0	0	0	0	0	2,226	0	2,226	
0	69	eCity Program Renewal	CW	S5	03	291	296	454	459	311	1,811	316	2,127	0	0	0	0	0	0	0	0	2,127	0	2,127	

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 4: 2015 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							Current and Future Year Cash Flow Commitments Financed By															
						2015	2016	2017	2018	2019	Total 2015-2019	Total 2020-2024	Total 2015-2024	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing					
<u>ITP906882 Corporate Planning & Management</u>																												
0	79	Application Portfolio Tools & Rationalization	CW	S2	03	400	0	0	0	0	400	0	400	0	0	0	0	0	0	0	0	0	0	0	0	400	0	400
89	100	IT Risk Management Framework	CW	S2	03	440	0	0	0	0	440	0	440	0	0	0	0	0	0	0	0	0	0	0	0	440	0	440
0	115	Business Process and Rules Management	CW	S2	04	870	0	0	0	0	870	0	870	0	0	0	0	0	0	0	0	0	0	0	0	870	0	870
89	121	IT Risk Mgmt Framework - 2014 Scope Change	CW	S2	03	220	660	660	660	660	2,860	0	2,860	0	0	0	0	0	0	0	0	0	0	0	2,860	0	2,860	
46	122	Quality Assurance Testing Software Upgrade	CW	S5	03	646	0	0	0	0	646	0	646	0	0	0	0	0	0	0	0	0	0	0	646	0	646	
124	124	Enterprise Solution Delivery Service Program	CW	S5	04	300	0	0	0	0	300	0	300	0	0	0	0	0	0	0	0	0	0	0	300	0	300	
0	126	Enterprise Portfolio Mgmt Tools	CW	S5	04	500	0	0	0	0	500	0	500	0	0	0	0	0	0	0	0	0	0	0	500	0	500	
0	127	IT Service Process Improvement Pgm	CW	S5	04	618	0	0	0	0	618	0	618	0	0	0	0	0	0	0	0	0	0	0	618	0	618	
0	128	Enterprise Information Security Pgm	CW	S5	04	400	0	0	0	0	400	0	400	0	0	0	0	0	0	0	0	0	0	0	400	0	400	
0	129	Enterprise Architecture - 2014	CW	S5	04	992	0	0	0	0	992	0	992	0	0	0	0	0	0	0	0	0	0	0	992	0	992	
Sub-total						6,427	1,626	1,580	1,459	971	12,063	316	12,379	0	0	0	0	0	0	0	0	0	0	0	12,379	0	12,379	
<u>ITP906883 Technology Infrastructure</u>																												
20	30	Consolidated Data Centre	CW	S2	03	2,065	94,225	10,855	0	0	107,145	0	107,145	0	0	0	23,696	0	0	0	57,532	25,917	0	0	107,145	0	107,145	
20	55	Consolidated Data Centre	CW	S2	03	28,695	-61,765	19,495	0	0	-13,575	0	-13,575	0	0	0	-5,100	0	0	0	-33,362	24,887	0	0	-13,575	0	-13,575	
20	62	Consolidated Data Centre 2014 Scope Change	CW	S2	03	-30,460	-29,460	-24,350	15,400	0	-68,870	0	-68,870	0	0	0	-5,896	0	0	0	-12,170	-50,804	0	0	-68,870	0	-68,870	
0	63	Email Replacement	CW	S5	03	5,558	0	0	0	0	5,558	0	5,558	0	0	0	1,382	0	0	0	0	0	0	0	4,176	0	5,558	
0	64	Configuration Mgmt Database Implementation	CW	S5	04	480	0	0	0	0	480	0	480	0	0	0	0	0	0	0	0	0	0	0	480	0	480	
0	65	Enterprise Systems Management Implementation	CW	S5	04	302	0	0	0	0	302	0	302	0	0	0	0	0	0	0	0	0	0	0	302	0	302	
20	66	Consolidated Data Center 2015 Scope Change	CW	S3	03	0	0	0	-15,400	0	-15,400	0	-15,400	0	0	0	-3,400	0	0	0	-12,000	0	0	0	-15,400	0	-15,400	
Sub-total						6,640	3,000	6,000	0	0	15,640	0	15,640	0	0	0	10,682	0	0	0	0	0	0	0	4,958	0	15,640	
<u>ITP907747 Corporate Initiatives</u>																												
6	30	Enterprise eLearning- HR	CW	S5	04	664	0	0	0	0	664	0	664	0	0	0	0	0	0	0	0	0	0	0	664	0	664	
0	35	eRecruitment	CW	S5	04	787	889	1,982	1,486	1,146	6,290	0	6,290	0	0	0	0	0	0	0	0	0	0	0	6,290	0	6,290	
37	37	QuatroSafety Phase 1	CW	S5	04	890	0	0	0	0	890	0	890	0	0	0	0	0	0	0	0	0	0	0	890	0	890	

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 4: 2015 Recommended Cash Flow & Future Year Commitments

Information & Technology

Sub- Project No. Project Name PrioritySubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments						Current and Future Year Cash Flow Commitments Financed By													
						2015	2016	2017	2018	2019	Total 2015-2019	Total 2020-2024	Total 2015-2024	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
WES907128 BUSINESS SUSTAINMENT SYSTEMS																									
90	130	Blueprint Document Management - ECS	CW	S5	03	440	0	0	0	0	440	0	440	0	0	0	0	0	0	0	0	440	0	440	
0	132	Web Information Portal on Dvlpmnt Applications	CW	S5	04	330	0	0	0	0	330	0	330	0	0	0	0	0	0	0	0	330	0	330	
0	133	Integrated Business Mgmt System Upgrade - Planning	CW	S5	04	260	0	0	0	0	260	0	260	0	0	0	0	0	0	0	0	260	0	260	
107	134	Electronic Self Service Licensing - MLS	CW	S5	04	261	0	0	0	0	261	0	261	0	0	0	0	0	0	0	0	261	0	261	
0	135	Integrated Bus Mgmt Reporting Platform - Planning	CW	S5	04	86	0	0	0	0	86	0	86	0	0	0	0	0	0	0	0	86	0	86	
0	137	Electronic Service Delivery Portal - Bldg Permits	CW	S5	04	400	0	0	0	0	400	0	400	0	0	0	0	0	0	0	0	400	0	400	
0	139	System Enhancements for City Planning Services	CW	S5	04	290	0	0	0	0	290	0	290	0	0	0	0	0	0	0	0	290	0	290	
0	142	Municipal Licensing & Std-Info Mgmt & Bus. Intel.	CW	S5	04	397	0	0	0	0	397	0	397	0	0	0	397	0	0	0	0	0	0	397	
Sub-total						4,876	0	0	0	0	4,876	0	4,876	0	0	0	1,653	0	0	0	0	3,223	0	4,876	
WES907458 TAS ELECTRONIC COMMUNICATIONS																									
0	5	On-Line Services - Animal Services	CW	S4	04	532	0	0	0	0	532	0	532	0	0	0	532	0	0	0	0	0	0	532	
Sub-total						532	0	0	0	0	532	0	532	0	0	0	532	0	0	0	0	0	0	0	532
Total Program Expenditure						65,232	23,246	12,983	2,945	2,117	106,523	316	106,839	0	0	0	36,518	0	0	100	0	70,221	0	106,839	

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 4: 2015 Recommended Cash Flow & Future Year Commitments

Information & Technology						Current and Future Year Cash Flow Commitments and Estimates						Current and Future Year Cash Flow Commitments and Estimates Financed By											
<u>Sub-Project No.</u>	<u>Project Name</u>	<u>Ward</u>	<u>Stat.</u>	<u>Cat.</u>																			
Priority	SubProj No.	Sub-project Name			2015	2016	2017	2018	2019	Total 2015-2019	Total 2020-2024	Total 2015-2024	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.)			25,301	4,247	6,970	0	0	36,518	0	36,518	0	0	0	36,518	0	0	0	0	0	0	36,518
		Other1 (Internal)			100	0	0	0	0	100	0	100	0	0	0	0	0	0	100	0	0	0	100
		Other2 (External)			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		Debt			39,831	18,999	6,013	2,945	2,117	69,905	316	70,221	0	0	0	0	0	0	0	0	70,221	0	70,221
Total Program Financing					65,232	23,246	12,983	2,945	2,117	106,523	316	106,839	0	0	0	36,518	0	0	100	0	70,221	0	106,839

- Status Code Description**
- S2 S2 Prior Year (With 2015 and/or Future Year Cashflow)
 - S3 S3 Prior Year - Change of Scope 2015 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

2015 Recommended Capital Budget with Financing Detail

(Phase 2) 30-Information & Technology

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

Type: B Sub-Project Status: S2

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



CITY OF TORONTO

**Appendix 5: 2015 Recommended Capital Projects with Financing Details
Information & Technology
Sub-Project Summary**

Project/Financing

Priority Project Project Name

Project/Financing	Priority	Project	Project Name	Start Date	Completion Date	2015	Financing									
						Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable
0		EOL906983	Asset Lifecycle Management													
0	37		Enterprise Software Replacement 2015	01/01/2014	12/31/2023	451	0	0	0	451	0	0	0	0	0	0
0	38		Enterprise Server Replacement 2015	01/01/2014	12/31/2023	2,601	0	0	0	2,601	0	0	0	0	0	0
0	39		Enterprise Storage Replacement - 2015	01/01/2014	12/31/2023	880	0	0	0	880	0	0	0	0	0	0
0	40		Desktop Software Replacement 2015	01/01/2014	12/31/2023	788	0	0	0	788	0	0	0	0	0	0
9	36		Network Security Replacement 2015	01/18/2014	12/31/2023	458	0	0	0	458	0	0	0	0	0	0
15	34		Desktop Hardware Replacement 2015	01/01/2014	12/31/2023	11,370	0	0	0	11,370	0	0	0	0	0	0
			Project Sub-total:			16,548	0	0	0	16,548	0	0	0	0	0	0
0		ITP000223	Network Upgrade													
0	54		Business Continuity & Disaster Recovery Pgm. 2013	01/01/2006	12/31/2023	1,310	0	0	0	1,310	0	0	0	0	0	0
0	55		Business Continuity & DR - 2015 & Future Year	01/01/2015	12/31/2023	1,190	0	0	0	0	0	0	0	1,190	0	0
			Project Sub-total:			2,500	0	0	0	1,310	0	0	0	1,190	0	0
0		ITP906881	Application Systems													
0	102		Central Property Repository	01/01/2014	12/31/2017	300	0	0	0	300	0	0	0	0	0	0
0	104		Ent Doc & Record Mgmt Solution (EDRMS) 2014	01/01/2014	12/31/2018	646	0	0	0	0	0	0	0	646	0	0
0	118		Domino Decommissioning Strat & Implementation	01/01/2015	12/31/2015	569	0	0	0	0	0	0	0	569	0	0
0	122		Shared Services Application Portfolio Assessment	05/01/2015	12/31/2017	200	0	0	0	0	0	0	0	200	0	0
0	125		Portal Foundation Components - Scope Change	02/22/2015	12/31/2017	1,900	0	0	0	0	0	0	0	1,900	0	0
44	86		Ent. Bus Intelligence Strategy & Plan	01/01/2014	12/31/2014	1,100	0	0	0	0	0	100	0	1,000	0	0
58	58		DM-Central Property Database/One Address Repositor	01/01/2014	12/31/2015	651	0	0	0	651	0	0	0	0	0	0
			Project Sub-total:			5,366	0	0	0	951	0	100	0	4,315	0	0
0		ITP906882	Corporate Planning & Management													
0	51		Ent Project Mgmt Solution Upgrade 2015	01/01/2015	12/31/2018	750	0	0	0	0	0	0	0	750	0	0
0	69		eCity Program Renewal	01/01/2015	12/31/2019	291	0	0	0	0	0	0	0	291	0	0
0	79		Application Portfolio Tools & Rationalization	02/01/2014	12/31/2019	400	0	0	0	0	0	0	0	400	0	0
0	115		Business Process and Rules Management	01/01/2014	12/31/2018	870	0	0	0	0	0	0	0	870	0	0
0	126		Enterprise Portfolio Mgmt Tools	01/01/2014	12/31/2014	500	0	0	0	0	0	0	0	500	0	0
46	122		Quality Assurance Testing Software Upgrade	01/01/2014	12/31/2019	646	0	0	0	0	0	0	0	646	0	0
89	100		IT Risk Management Framework	01/01/2014	12/31/2015	440	0	0	0	0	0	0	0	440	0	0
89	121		IT Risk Mgmt Framework - 2014 Scope Change	01/01/2014	12/31/2019	220	0	0	0	0	0	0	0	220	0	0
124	124		Enterprise Solution Delivery Service Program	01/01/2014	12/31/2015	300	0	0	0	0	0	0	0	300	0	0
			Project Sub-total:			4,417	0	0	0	0	0	0	0	4,417	0	0
0		ITP906883	Technology Infrastructure													
0	63		Email Replacement	01/01/2014	01/31/2017	5,558	0	0	0	1,382	0	0	0	4,176	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: 2015 Recommended Capital Projects with Financing Details
Information & Technology
Sub-Project Summary

Project/Financing				2015	Financing										
Priority	Project	Project Name	Start Date	Completion Date	Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable
0 WES90712E BUSINESS SUSTAINMENT SYSTEMS															
0	139	System Enhancements for City Planning Services	01/01/2014	12/31/2015	290	0	0	0	0	0	0	0	0	290	0
0	142	Municipal Licensing & Std-Info Mgmt & Bus. Intel.	04/06/2015	06/30/2017	397	0	0	0	397	0	0	0	0	0	0
67	121	Zoning By-law System Updates - City Planning	01/18/2015	12/31/2017	150	0	0	0	0	0	0	0	0	150	0
107	134	Electronic Self Service Licensing - MLS	01/01/2014	12/31/2016	261	0	0	0	0	0	0	0	0	261	0
Project Sub-total:					4,436	0	0	0	1,653	0	0	0	0	2,783	0
0 WES90745E TAS ELECTRONIC COMMUNICATIONS															
0	5	On-Line Services - Animal Services	01/01/2015	12/31/2015	532	0	0	0	532	0	0	0	0	0	0
Project Sub-total:					532	0	0	0	532	0	0	0	0	0	0
1 WES906827 COMPUTER SYSTEM INTEGRATION															
0	10	Project Progress & Contract Tracking (PTP) - ECS	01/01/2015	12/31/2016	587	0	0	0	0	0	0	0	0	587	0
Project Sub-total:					587	0	0	0	0	0	0	0	0	587	0
Program Total:					61,558	0	0	0	24,059	0	100	0	0	37,399	0

Status Code Description
 S2 S2 Prior Year (With 2015 and/or Future Year Cashflow)
 S3 S3 Prior Year - Change of Scope 2015 and/or Future Year Cost/Cashflow)
 S4 S4 New - Stand-Alone Project (Current Year Only)
 S5 S5 New (On-going or Phased Projects)

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

Appendix 6

Reserve / Reserve Fund Review

Table 10: Reserve / Reserve Fund Review - Corporate (\$000s)

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2013 *	Contributions / (Withdrawals)										2015 - 2024 Total Contributions / (Withdrawals)
			2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	
Capital Financing Reserve (XQ0011)	Beginning Balance	355,683											
	Contributions / (Withdrawals)												
	Consolidated Data Centre ITP906883		(300)	(3,000)	(6,000)								(9,300)
	One Address Repositor ITP906881-58,111		(651)	(400)	(300)	(300)							(1,651)
	MLS- IT Strategic Plan WES907128-142		(397)	(1,114)	(1,866)	(462)							(3,839)
	Animal Service Electronics Communications WES907458-5		(532)										(532)
Telecommunications Development Reserve XQ1712	Beginning Balance	226											
	eMail System Strategy Implementation ITP906883-63		(226)										(226)
Telecom Public Policy Benefits Reserve XQ1713	Beginning Balance	5,035											
	eMail System Strategy Implementation ITP906883-63		(1,156)										(1,156)
Building Division Reserve Fund XR1305	Beginning Balance	27,731											
	Toronto Building eService WES907128-138			(891)									(891)
	Contributions / Interest												
Total Program Contributions / (Withdrawals)			(3,262)	(5,405)	(8,166)	(762)							(17,595)

* Based on the 3rd Quarter Variance Report

Reserve/Reserve Fund Review - Program Specific

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2014 *	Contributions / (Withdrawals)										2015 - 2024 Total Contributions / (Withdrawals)
			2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	
IT Equipment Reserve XQ1508	Beginning Balance	9,375	9,375	5,391	6,367	8,313	9,735	5,236	(2,181)	(2,578)	1,651	4,056	
	Contributions / (Withdrawals)												
	Asset Lifecycle Management EOL906883		(17,790)	(14,276)	(13,608)	(15,102)	(21,023)	(23,941)	(16,921)	(12,295)	(14,119)	(19,950)	(169,025)
	Resources to deliver IT Capital Projects ITP907907		(1,383)										(1,383)
	Network Upgrade ITP000223-54		(1,310)	(1,247)	(970)								(3,527)
	Total Withdrawals		(20,483)	(15,523)	(14,578)	(15,102)	(21,023)	(23,941)	(16,921)	(12,295)	(14,119)	(19,950)	(173,935)
	Contributions / Interest		16,499	16,499	16,524	16,524	16,524	16,524	16,524	16,524	16,524	16,524	165,190
Total Reserve Fund Balance at Year-End		9,375	5,391	6,367	8,313	9,735	5,236	(2,181)	(2,578)	1,651	4,056	630	

* Based on the 3rd Quarter Variance Report