

Toronto 2017 BUDGET



CAPITAL BUDGET NOTES



Information & Technology

2017 – 2026 CAPITAL BUDGET AND PLAN OVERVIEW

The Information & Technology Division provides city-wide leadership in modernizing City services through the strategic investment, development and management of the City's Information Technology (IT) systems. Key elements of the Capital Budget include:

- Enhancing the Online Citizen experience, improving access to services for residents, businesses and visitors, and delivering new services online.
- Modernizing the City's business processes and systems with a focus on employee productivity and the City's workforce and digital worker.
- Ensuring a secure, reliable and high performance IT Infrastructure that is modernized and well positioned to respond to growing business needs and citizen demands.

Information & Technology works in partnership to drive forward digital transformation that will continue to position Toronto as a Smart City that meets overarching social, economic and environmental goals that will maintain and improve quality of life in the City of Toronto.

The Preliminary 10-year Capital Plan totaling \$437.660 million has been developed in the alignment and as a part of the City's overall eCity Strategy and IT Portfolio Integrated Plan that sets direction for prioritized IT investments across the City.

The Preliminary 10-Year Capital Plan includes funds to develop and implement systems both enterprise-wide and for City Programs and Services as well as to maintain the City's technology infrastructure and network in a state of good repair.

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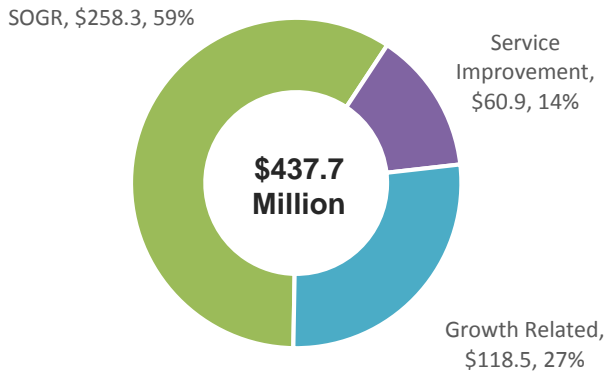
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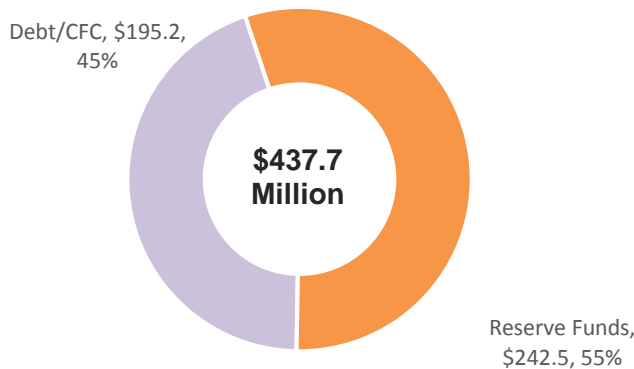
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Capital Spending and Financing

2017-2026 Capital Budget and Plan By Project Category



By Funding Source



Where the money goes:

The 2017–2026 Preliminary Capital Budget and Plan totalling \$437.660 million provides funding transform, grow and run City Business and Information Technology infrastructure and includes:

- \$60.865 million or 13.9% dedicated to Service Improvement projects to transform the Business with City-wide projects for common business processes/systems involving process re-engineering and significant change. These include re-designing toronto.ca to be more customer centric, putting more services online including modernizing building permit and municipal licensing processes online, enhancing enterprise-work management to share common processes, and improving Human Resources occupational health & safety processes.
- \$118.495 million or 27.1% dedicated to projects to grow the Business. These include specific projects to accommodate the growth and improvement of technology across Programs and Services including requirements to enhance the Data Centre to meet growing demands, upgrades to online services and internal business systems and business improvements for Municipal Licensing analytics and online capabilities
- \$258.3 million or 59% for State of Good Repair (SOGR) projects to run the Business to ensure the City's IT foundational infrastructure is reliable, secure, performing well and available to respond to changing and growing needs and citizen demands. This includes the renewal of the City's workplace technology and management and monitoring of the supporting applications and infrastructure.

Where the money comes from:

The Preliminary 10-Year Capital Plan requires:

- Debt funding of \$195.156 million (44.6%), reflecting an increase in debt funding of \$18.611 million above originally established guidelines to increase investment in technology priorities.
- Additional capital financing of \$242.504 million (55.4%) will be provided from reserve/reserve funds, primarily from the IT Sustainment Reserve (\$231.100 million).

State of Good Repair Backlog

The City has established a well-defined Lifecycle Management plan for IT assets prioritized for program needs to replace equipment before end of life and as a result does not have a backlog of State of Good Repair for IT capital assets. Funding in the 10-Year Capital Plan addresses State of Good Repair based on planned lifecycle and ensures business continuity of the City's technology.

Our Key Issues & Priority Actions

To ensure continuous service excellence and effective delivery of public facing services, I & T Division will focus on:

- **Integrated Service Delivery and Digital Enablement**
 - ✓ Ensure solutions fit in short and long-term with a corporate view of priorities and move towards integrated digital transformation to meet business objectives, gain service efficiencies and improve the customer experience and services for City Programs and Services.
 - ✓ Focus on optimal and high value investments and ensure priority through IT Governance process to projects that demonstrate high value and positioned for strong performance.
- **Ability to Sustain Business Solutions**
 - ✓ With growing demands from City Programs, there is an increased need for sustainment of systems. New or enhanced systems bring value in City Program services and efficiencies and there is a corresponding need to ensure operating impacts are funded in technology sustainment.
- **Organizational Readiness**
 - ✓ There is a requirement for City-wide transformation focus and capacity including organizational, business readiness and change management capacity to realize the value from strategic IT initiatives.
- **Secure, Agile and Accelerated IT Delivery Model**
 - ✓ Cyber-security complexity is continuing to increase with a need to ensure investments and processes are in place to prevent and respond to security demands.
 - ✓ Need to address varying levels of divisional readiness.

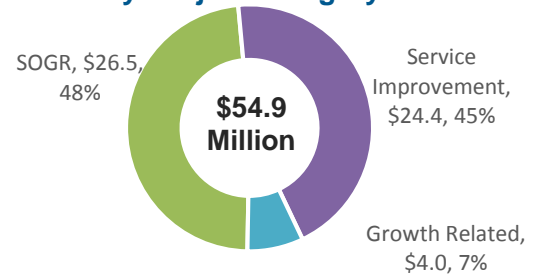
2017 Capital Budget Highlights

The 2017 Preliminary Capital Budget of \$54.992 million, excluding carry forward funding, will:

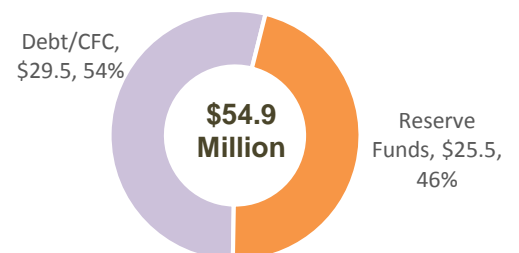
- Begin the Human Resources Occupational & Safety project (\$1.128 million);
- Begin Phase 2 of the MLS Modernization project (\$1.866 million) and
- Leverage the Time Attendance and Staff Scheduling (TASS) capability to other Divisions in the Corporation to fully realize the benefits of the CATS/TASS projects (\$0.461million).
- Continue the Consolidated Data Centre project to renovate and upgrade the Tiffield Road site to consolidate three large data centers and several small points of present used by the City divisions and agencies into two primary data centers.
- Continue work on Growth projects such as Consolidated Data Centre (\$0.847 million) and Application Portfolio Tools and Rationalization (\$0.500 million).
- Continue to work on Service Improvement projects such as Intranet Refresh (\$1,260 million), eRecruitment (\$1.891 million) and Occupational Health and Safety (\$1.128 million).



2017 Capital Budget By Project Category



By Funding Source



Actions for Consideration

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

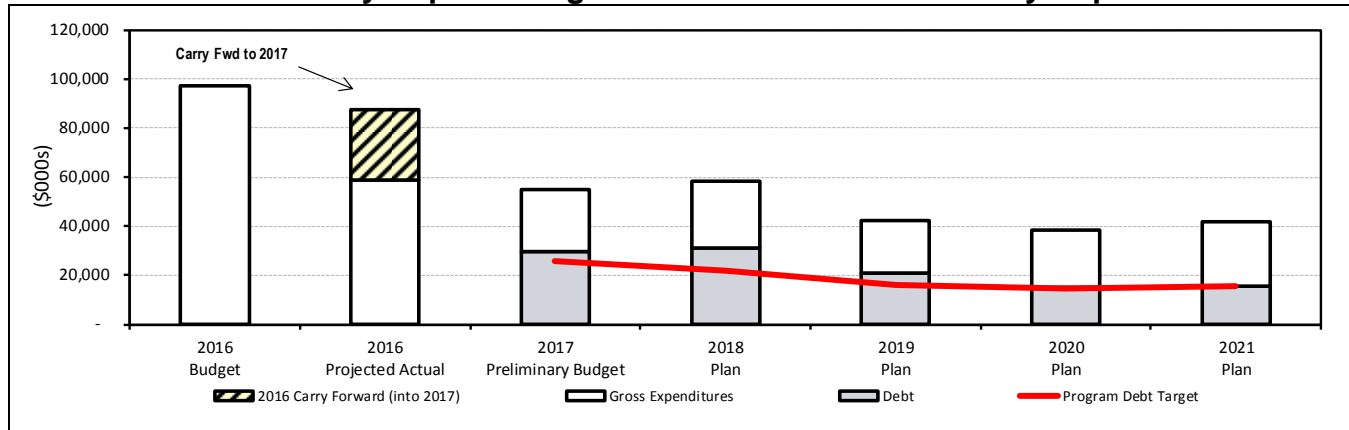
1. City Council approve the 2017 Preliminary Capital Budget for with a total project cost of \$36.062 million, and 2017 cash flow of \$83.674 million and future year commitments of \$37.190 million comprised of the following:
 - a) New Cash Flow Funds for:
 - i. 8 new / change in scope sub-projects with a 2017 total project cost of \$36.062 million that requires cash flow of \$24.454 million in 2017 and future year cash flow commitments of \$9.508 million for 2018 and \$2.020 million for 2019;
 - ii. 35 previously approved sub-projects with a 2017 cash flow of \$24.984 million; and future year cash flow commitments of \$21.146 million for 2018; \$3.012 million for 2019; and \$1.424 million for 2020;
 - iii. 8 previously approved sub-projects with carry forward funding from 2015 and prior years requiring 2017 cash flow of \$5.554 million that requires Council to reaffirm its commitment; and
 - b) 2016 approved cash flow for 50 previously approved sub-projects with carry forward funding from 2016 into 2017 totalling \$28.682 million.
2. City Council approve the 2018 - 2026 Preliminary Capital Plan for Information & Technology totalling \$345.748 in project estimates, comprised of \$27.674 million for 2018; \$37.279 million for 2019; \$36.862 million for 2020; \$41.980 million for 2021; \$40.343 million for 2022; \$39.514 million for 2023; \$37.754 million for 2024; \$40.619 million for 2025 and \$43.453 million in 2026.
3. City Council consider the operating costs of \$3.277 million net in 2017; \$4.293 million net in 2018 and \$0.191 million net in 2019 resulting from the approval of the 2017 Preliminary Capital Budget for inclusion in the 2017 and future year operating budgets.



Part 1:

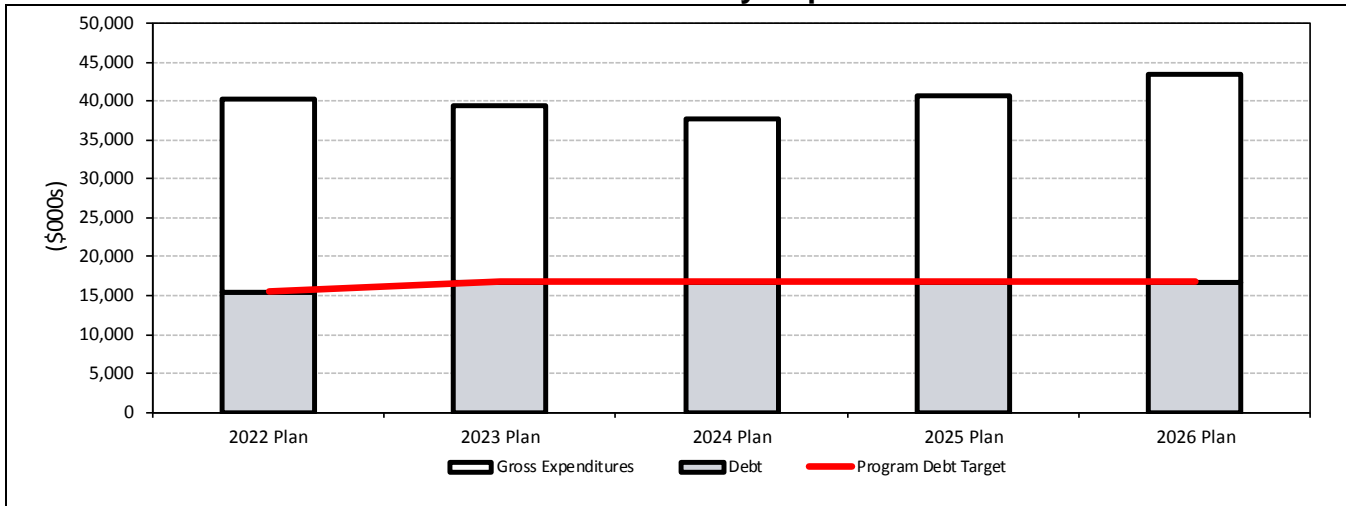
Preliminary 10-Year Capital Plan

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



2017 Prelim. Capital Budget and 2018 - 2021 Prelim. Capital Plan									
	2016		2017	2018	2019	2020	2021	2017 - 2021	5-Year Total Percent
	Budget	Projected Actual							
Gross Expenditures:									
2016 Capital Budget & Approved FY Commitments	97,394	58,837	29,896	18,263	2,286	1,594	600	52,639	22.3%
Changes to Approved FY Commitments			(4,912)	2,883	726	(170)	(600)	(2,073)	-0.9%
2017 New/Change in Scope and Future Year Commitments			24,454	9,588	2,020			36,062	15.3%
2018 - 2021 Capital Plan Estimates				27,674	37,279	36,862	41,980	143,795	60.9%
2-Year Carry Forward for Reapproval			5,554					5,554	2.4%
1-Year Carry Forward to 2017		28,682							
Total Gross Annual Expenditures & Plan	97,394	87,519	54,992	58,408	42,311	38,286	41,980	235,977	100.0%
Program Debt Target			25,778	21,997	15,904	14,666	15,500	93,845	
Financing:									
Debt			29,448	31,376	20,986	15,146	15,500	112,456	47.7%
Reserves/Reserve Funds			25,544	27,032	21,325	23,140	26,480	123,521	52.3%
Development Charges									
Provincial/Federal									
Debt Recoverable									
Other Revenue									
Total Financing			54,992	58,408	42,311	38,286	41,980	235,977	100.0%
By Project Category:									
Health & Safety									
Legislated									
SOGR			26,534	27,054	25,835	26,972	29,772	136,167	57.7%
Service Improvement			24,416	21,564	10,675	1,350	960	58,965	25.0%
Growth Related			4,042	9,790	5,801	9,964	11,248	40,845	17.3%
Total by Project Category			54,992	58,408	42,311	38,286	41,980	235,977	100.0%
Asset Value (\$) at year-end	69,090		69,090	69,090	69,090	69,090	69,090	69,090	
Yearly SOGR Backlog Estimate (not addressed by current plan)									
Accumulated Backlog Estimate (end of year)									
Backlog: Percentage of Asset Value (%)									
Debt Service Costs			442	3,619	3,769	2,553	1,934	12,317	
Operating Impact on Program Costs			3,277	4,293	191			7,761	
New Positions			17	14	1			32	

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

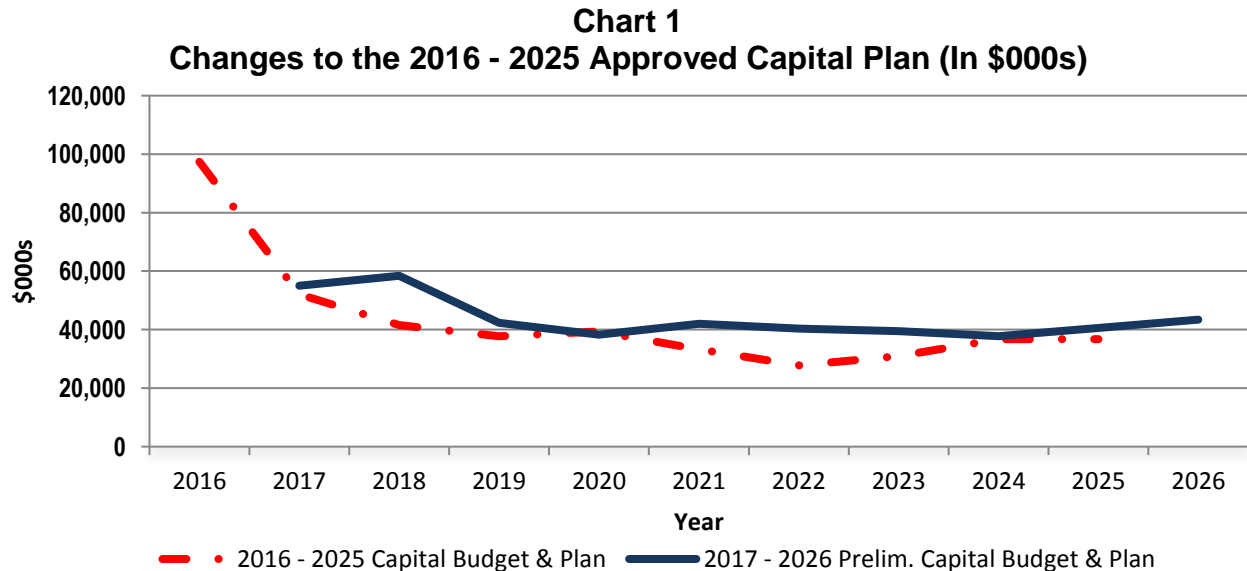


	2022 - 2026 Preliminary Capital Plan						10-Year Total Percent
	2022	2023	2024	2025	2026	2017 - 2026	
Gross Expenditures:							
2016 Capital Budget & Approved FY Commitments						52,639	12.0%
Changes to Approved FY Commitments						(2,073)	-0.5%
2017 New/Change in Scope and Future Year Commitments						36,062	8.2%
2022 - 2026 Capital Plan Estimates	40,343	39,514	37,754	40,619	43,453	345,478	78.9%
2-Year Carry Forward for Reapproval						5,554	1.3%
Total Gross Annual Expenditures & Plan	40,343	39,514	37,754	40,619	43,453	437,660	98.7%
Program Debt Target	15,500	16,800	16,800	16,800	16,800	176,545	
Financing:							
Debt	15,500	16,800	16,800	16,800	16,800	195,156	44.6%
Reserves/Reserve Funds	24,843	22,714	20,954	23,819	26,653	242,504	55.4%
Development Charges							
Provincial/Federal							
Debt Recoverable							
Other Revenue							
Total Financing	40,343	39,514	37,754	40,619	43,453	437,660	100.0%
By Project Category:							
Health & Safety							
Legislated							
SOGR	25,893	23,764	22,004	23,819	26,653	258,300	59.0%
Service Improvement	1,100	400	400			60,865	13.9%
Growth Related	13,350	15,350	15,350	16,800	16,800	118,495	27.1%
Total by Project Category	40,343	39,514	37,754	40,619	43,453	437,660	100.0%
Asset Value(\$) at year-end	69,090	69,090	69,090	69,090	69,090	69,090	
Yearly SOGR Backlog Estimate (not addressed by current plan)							
Accumulated Backlog Estimate (end of year)							
Backlog: Percentage of Asset Value (%)							
Debt Service Costs	1,972	1,998	2,137	2,137	2,137	22,698	
Operating Impact on Program Costs						7,761	
New Positions						32	

Key Changes to the 2016 - 2025 Approved Capital Plan

The 2017 Preliminary Capital Budget and the 2018 – 2026 Preliminary Capital Plan reflects an increase of \$4.079 million in capital funding from the 2016 - 2025 Approved Capital Plan.

The chart and table below provide a breakdown of the \$4.079 million or 0.9% increase in the Capital Program on an annual basis from 2016 to 2026.



(\$000s)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	10-Year Total
2016 - 2025	97,394	52,107	41,511	37,727	39,407	33,221	27,795	30,919	36,750	36,750		433,581
2017 - 2026		54,992	58,408	42,311	38,286	41,980	40,343	39,514	37,754	40,619	43,453	437,660
Change %		5.5%	40.7%	12.2%	(2.8%)	26.4%	45.1%	27.8%	2.7%	10.5%		0.9%
Change \$		2,885	16,897	4,584	(1,121)	8,759	12,548	8,595	1,004	3,869		4,079

As made evident in the chart above, the \$4.079 million increase in the Capital Program reflects modifications to the approved 2016 Capital Budget and Preliminary 10-Year capital Plan to reflect the current spending pattern of some projects and a change in scope project resulting from the approval of the IT Portfolio Integrated Plan by the Business Executive Committee.

As reflected in Table 2 on the following page, changes to the 2016 – 2025 Approved Capital Plan, specifically the \$58.020 million increase in capital funding over the nine common years of the Capital Plans (2017 – 2025) arise from the reprioritization of Information & Technology's capital projects based on the following factors:

- As a result of I&T's priority setting to ensure effectiveness in achieving overall City goals and objectives, the I&T Division adjusted the Capital Program to reprioritize programs and projects as recommended by Business Executive Committee through the IT Portfolio Integrated Plan.
- Cash flows were realigned to better reflect actual spending experience for major capital projects based on readiness to proceed, capacity to deliver and spend and project timelines.
- The Preliminary 10-Year capital Plan has been developed with a focus that Information & Technology play a crucial role in the City in the delivery of integrated solutions for City programs and services as well as the management of the overall technology foundation of the organization.

A summary of project changes for the years 2017 to 2025 totalling \$58.020 million are provided in Table 2 below:

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

\$000s	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2017 - 2025 Total
2016 - 2025 Capital Budget & Plan	97,394	52,107	41,511	37,727	39,407	33,221	27,795	30,919	36,750	36,750		336,187
2017 - 2026 Prelim. Capital Budget & Plan		54,992	58,408	42,311	38,286	41,980	40,343	39,514	37,754	40,619	43,453	394,207
Capital Budget & Plan Changes (2017 - 2025)		2,885	16,897	4,584	(1,121)	8,759	12,548	8,595	1,004	3,869		58,020

	Total Project Cost	2017	2018	2019	2020	2021	2022	2023	2024	2025	2017 - 2025	2026	Revised Total Project Cost
Previously Approved													
<i>Business Enablement Process & Tools Upgrade</i>	15,118				1,420	(752)	1,450	1,350	700		4,168	3,400	22,686
<i>Technology Infrastructure Growth</i>	30,300				1,504	810					2,314	6,500	39,114
<i>Electronic Service Delivery Portal - Bldg. Permits</i>	2,480	1,450	617								2,067		4,547
<i>Enterprise Architecture</i>	3,752	500	500	500							1,500		5,252
<i>SAP Landscape System Upgrade</i>	3,984			(1,342)	650	1,992					1,300		5,284
<i>Asset Lifecycle Management</i>	49,161	3,852	(34)	(848)	(1,601)	8,759	12,548	8,595	1,004	3,869	36,144		85,305
<i>Enterprise Solution Design & Implementation</i>	15,750				472			100	250		822	3,500	20,072
<i>Business Continuity & Disaster Recovery Program</i>	8,892	(140)	(820)	(1,320)	(1,450)	(1,450)	(1,450)	(1,450)	(1,450)		(9,530)		(638)
<i>Telecommunication Expenses Management System</i>	600	(250)	(465)	(360)							(1,075)		(475)
<i>Open Data Visualization</i>	2,156	29	(314)	(471)							(756)		1,400
<i>Employee Performance Management</i>	1,308	(375)	345	963	(1,670)						(737)		571
<i>IT Planning & Mgmt Transformation Tools</i>	17,300				(1,100)				500		(600)	3,400	20,100
<i>Enterprise Solution Delivery Management Framework</i>	645	639	107	(1,160)	(296)						(710)		(65)
<i>Intranet Refresh (Phase 1 IT web)</i>	1,730	772	(790)	(470)							(488)		1,242
<i>Asset Management Solution -Transportation</i>	665	(535)	360								(175)		490
<i>Quality Assurance Testing Software Upgrade</i>	1,496	(500)			500						-		1,496
<i>Electronic Self Service Licensing-MLS</i>	1,026	(516)	516								-		1,026
<i>Enterprise Collaboration Foundation</i>	2,163	(1,800)	300	300							(1,200)		963
<i>Enterprise eLearning</i>	2,074	(188)	188								-		2,074
<i>File Services Migration</i>	1,305	(455)	(255)	570	140						-		1,305
<i>IBMS Upgrade -Planning</i>	1,139	(619)	500	379							260		1,399
<i>Major Capital Infrastructure Project Co-ordination</i>	175	(525)	100	425							-		175
<i>Enterprise Mobility Platform</i>	2,442	(787)									(787)		1,655
<i>eRecruitment</i>	1,676	1,036									1,036		2,712
<i>Workforce BI Requirements</i>	3,326	(261)	(276)								(537)		2,789
<i>WEB Information Portal on Development Applications</i>	936	121									121		1,057
<i>Business Systems Improvements -ECS Phase 2</i>	200	300	530								830		1,030
<i>Shared Services</i>	1,832	478	594								1,072		2,904
<i>On-Line Services Animal Services</i>	2,979	416									416		3,395
<i>Application Portfolio Tools Rationalization</i>	800				(600)	(600)					(1,200)		(400)
<i>Resources to Deliver IT Capital Projects</i>	10,650		2,749								2,749		13,399
<i>Enterprise Business Intelligence</i>	1,800	39									39		1,839
<i>Organization Management and SAP Security</i>	3,364	1,810									1,810		5,174
<i>Property Information Services</i>	1,351	100									100		1,451
<i>Directory Services Transition</i>	550		(981)	981							-		550
<i>On-Line Portal Services- City Planning</i>	2,230		950	800	480						2,230		
<i>ECS Blueprint Document</i>	640	193									193		833
<i>Enterprise Project Management Solution Upgrade</i>	1,000	(500)	(226)	726	430						430		1,430
Total Previously Approved		4,284	4,195	(327)	(1,121)	8,759	12,548	8,595	1,004	3,869	41,806	16,800	253,141
New													
<i>Occupational Health & Safety</i>		1,128	1,083	279							2,490		
<i>Prevention & Public Education Improvements</i>		250									250		
<i>S DFA WellBeing Toronto</i>		96									96		
<i>TASS Business Readiness</i>		461									461		
<i>MLS Modernization -Phase 2</i>		1,419	6,416	4,282							12,117		
<i>ECS Capital Project & Program Management Process</i>		200	200								400		
<i>Consolidated Data Centre</i>		(5,153)	4,803	350									
<i>Document Management Capabilities</i>		200	200								400		
Total New		(1,399)	12,702	4,911							16,214		
Total Changes		2,885	16,897	4,584	(1,121)	8,759	12,548	8,595	1,004	3,869	58,020	16,800	253,141

Significant Capital Project Changes in Information & Technology:

Cash flow funding for the following previously approved capital projects have been adjusted based on historical spending rates, capacity and expected progress and completion of the projects, as outlined below:

Project Cost Increases:

- *Asset Lifecycle Management:* An increase of \$36.144 million is mainly for the addition of multi-function print devices as well as an increase of 5,000 net new devices to Desktop Hardware fleet, as well as an increase in desktop software requirements that reflects a move to Cloud-based Office 365.
- *Electronic Service Delivery (ESD) Portal – Building Permits:* An increase of \$2.067 million will deliver a self-service, web-enabled gateway for the anywhere/anytime provision of building permit application related services and information. The project builds on the foundation transformation of Toronto Building's (TB) holly paper-based permit related business processes to become fully electronic and paperless as part of the TB Electronic Service Delivery project.

Project Cost Decreases:

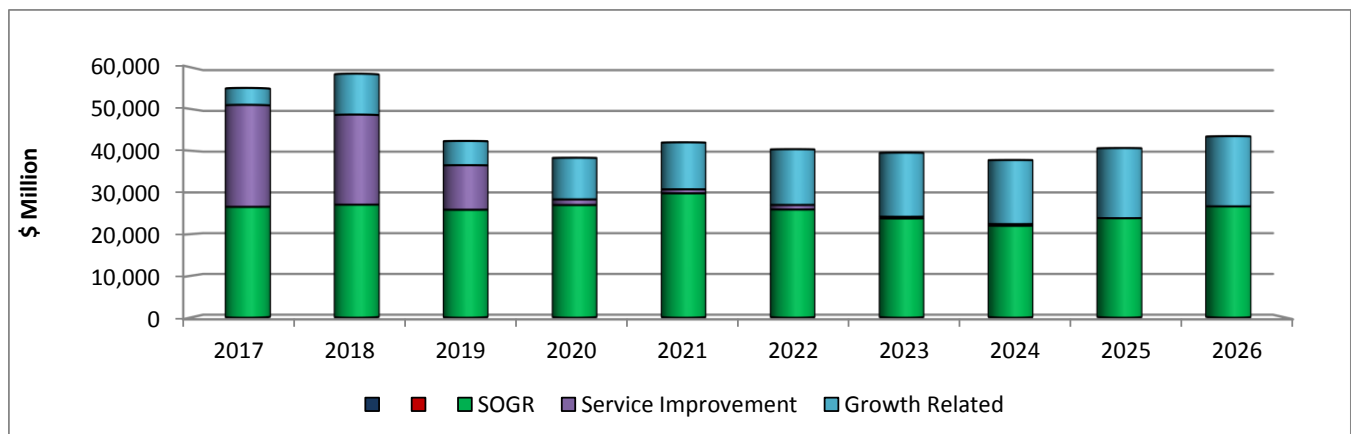
- *Business Continuity & Disaster Recovery Program:* Funding for this project was reduced by \$9.530 million as a result of review of project timelines and deliverables.

New Projects:

- New projects totalling \$16.214 million have been added to the 2017-2026 Preliminary Capital plan that includes the following projects recommended by the Business Executive Committee:
 - *Municipal Licensing and Standards Modernization Phase 2:* New funding for this project of \$12.117 million will establish contract and implement a modern, automated, digital Cloud or COTS solution (as identified/selected in Licensing Modernization Phase 1 project) in order to modernize the provision of the business, property, animal and service licenses and permits as well as all associated inspection, investigation and enforcement activities in the City of Toronto.
 - *Occupational Health and Safety:* New funding of \$2.490 million will configure Quatro Safety module for systems information to better support case management of short term non-occurring illness and injury.
 - *Time and Attendance Scheduling System (TASS):* New funding of \$0.461 million will assess the business readiness of other City divisions to leverage the eTime - Time and Attendance Scheduling System implemented by Toronto Paramedic Services and Parks, Forestry & Recreation in 2016.

2017 – 2026 Preliminary Capital Plan

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



As illustrated in the chart above, the Preliminary 10-Year Capital Plan for Information & Technology of \$437.660 million provides 59% funding for State of Good Repair (SOGR) projects as priorities and 13.9% for Service Improvement projects. Growth Related projects represent the remaining 27.1% over the 10-year period.

- The majority of cash flow funding has been dedicated to State of Good Repair projects of \$258.300 million with funding of \$225.606 million for the Asset Lifecycle Management to maintain the City's technology network, application systems and technology infrastructure.
- Service Improvement projects account for \$60.865 million which includes the Enterprise Collaboration Foundation, Transportation Work Management Solution, eRecruitment and MLS Modernization Phase 2 projects.
- Growth Related projects account for \$118.495 million or 27.1% and includes Technology Infrastructure Growth, Enterprise Solution Design and Implementation, Business Enablement Process and Tools Upgrade as well as Planning and Management Transformation Tools Upgrade projects as the City prepares for technological changes.

The following table provides details by project category, the capital projects included in the 2017 – 2026 Preliminary Capital Budget and Plan for Information & Technology Program:

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

	Total App'd Cash Flows to Date*	2017 Budget	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2017 - 2026 Total	Total Project Cost
Total Expenditures by Category													
State of Good Repair													
Asset Lifecycle Management		18,960	17,068	20,975	23,140	26,480	24,843	22,714	20,954	23,819	26,653	225,606	200,635
Network Upgrade		1,830	1,680	1,180	1,050	1,050	1,050	1,050	1,050			9,940	8,970
Domino Decommissioning Strat & Implementation		1,065	620									1,685	1,685
Enterprise Geospatial		200										200	200
2020 SAP System Upgrade					1,992	1,992						3,984	3,984
Quality Assurance Testing Software Upgrade			500	500	500							1,500	1,500
IT Risk Management Framework		660	660	660								1,980	1,980
Enterprise Solution Delivery Management Framework		639	370									1,009	1,009
Business Applications Service Monitoring		200	150	150	150	250						900	900
File Services Migration		-	455	710	140							1,305	1,305
TEMS Replacement			300	300								600	600
Directory Services Transition		350	2,002	981								3,333	3,333
SDFA WellBeing Toronto		96										96	96
Resources to Deliver IT Capital Projects		1,775	2,749									4,524	10,650
Integrated Business Management Systems		566	500	379								1,445	1,299
ECS Blueprint Document		193										193	193
Sub-Total	-	26,534	27,054	25,835	26,972	29,772	25,893	23,764	22,004	23,819	26,653	258,300	238,339
Service Improvements													
Intranet Refresh (Phase 1 IT web)		1,260	470									1,730	1,730
Open Data Visualization		494	206									700	700
Portal Foundational Components		1,500										1,500	1,500
Enterprise Collaboration Foundation		622	2,001	1,670								4,293	4,293
Property Information Services		400										400	2,451
Enterprise Mobility Platform		550	1,700	700								2,950	2,950
Enterprise Document Records Management Solution		609										609	609
Enterprise Business Intelligence		39										39	800
Enterprise Project Risk and Performance Tools				460	440	500	500					1,900	1,900
Enterprise Portfolio & Project Management Upgrade					460	600		400	400			1,860	1,860
PPM Cloud Implementation			500	726	430							1,656	1,656
Work Management Solution -Transformation		2,213	2,213									4,426	4,426
Capital Project Planning Systems Enhancements		600	570									1,170	1,170
eRecruitment		1,891	985	795								3,671	3,671
Occupational Health & Safety		1,128	1,083	279								2,490	2,490
Prevention & Public Education Improvements		250										250	250
Shared Services		608	594									1,202	1,202
TASS Business Readiness		461										461	461
Enterprise eLearning		270	646									916	2,074
Organization Management and SAP Security		3,310										3,310	3,354
WEB Business Continuity Refresh & Redesign		1,600										1,600	2,350
Employee Performance Management			345	963								1,308	1,308
Asset Management Solution -Transportation		25	360									385	1,075
WEB Information Portal Development Applications		121										121	121
MLS Modernization-Phase 2		1,419	6,416	4,282								12,117	12,117
MLS Modernization-Phase 1		515										515	515
Electronic Service Delivery Portal -Bldg. Permits		1,450	617									2,067	2,899
Electronic Self Service Licensing-MLS		99	516									615	1,026
ECS Capital Project & Program Management Process		200	200									400	400
Document Management Capabilities		200	200									400	4,000
MLS Centralized Datamart		1,866	462									2,328	2,328
On-Line Portal Services- City Planning			950	800	480							2,230	2,230
Business Systems Improvements ECS		300	530									830	830
On-Line Services Animal Services		416										416	416
Sub-Total	-	24,416	21,564	10,675	1,350	960	1,100	400	400	-	-	60,865	71,162
Growth Related													
IT Planning & Mgmt Transformation Tools					1,900	3,000	3,000	3,000	3,000	3,400	3,400	20,700	20,700
DataCentre Zones Implementation				2,500	750	250						3,500	3,500
Consolidated Data Centre		847	6,303	350								7,500	14,565
Enterprise Solution Design & Implementation					1,500	2,000	2,500	3,000	3,250	3,500	3,500	19,250	19,250
Business Enablement Process & Tools Upgrade					1,420	1,098	2,750	3,250	3,200	3,400	3,400	18,518	18,518
IT Service Process Improvement Program		641	653	665	678							2,637	2,637
Application Portfolio Tools Rationalization		500	500	650								1,650	2,450
Enterprise Architecture		500	500	500								1,500	3,752
eCity Program Renewal		454	459	311	316							1,540	1,540
Enterprise Information Security Program		400	400	400	400	400	400	400				2,800	3,445
WAN High Speed Fibre		310	450									760	760
Major Capital Infrastructure Project (TOINVIEW)		-	525	425								950	950
Systems Enhancements for Licensing Services		390										390	390
Technology Infrastructure Growth					3,000	4,500	4,700	5,700	5,900	6,500	6,500	36,800	36,800
Sub-Total	-	4,042	9,790	5,801	9,964	11,248	13,350	15,350	15,350	16,800	16,800	118,495	129,257
Total Expenditures by Category (excluding carry forward)	-	54,992	58,408	42,311	38,286	41,980	40,343	39,514	37,754	40,619	43,453	437,660	438,758

*Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2016, excluding ongoing capital projects (i.e. Civic Improvement projects)

2017 – 2026 Capital Projects

The Preliminary 10-Year Capital Plan supports Information & Technology's objectives to provide and develop City-wide enterprise and divisional business IT applications, along with an integrated and secure IT infrastructure, in support of dependable services to City Programs and the Public.

Maintaining the City's technology network, application systems and technology infrastructure in a state of good repair and delivering key multi-year initiatives such as the Consolidated Data Centre, Business Continuity and Disaster Recovery, Enterprise Document and Records Management System, the roadmap to leverage existing SAP and new SAP functionality and several Online Service Delivery related initiatives contribute to common enterprise initiatives by leveraging common foundations.

State of Good Repair (SOGR)

- SOGR projects account for \$258.300 million or 59% of the total Preliminary 10-Year Capital Plan. SOGR or Run the Business projects ensure City's IT Infrastructure is reliable, secure, performing well and available to respond to changing and growing business needs and citizen demands. The following are significant sub-projects in the plan:
 - *Asset Lifecycle Management (\$225.606 million)*: Funding is included for I&T to upgrade the IT infrastructure components to maintain state of good repair and to ensure compatibility. This will confirm all software is in line with corporate standards and includes licensing requirements of in-scope software.
 - *Technology Infrastructure (\$6.138 million)*: - Funding includes \$3.333 million to review, assess and replace the legacy file management system in keeping with current technology standards and practices.
 - *Application Systems (\$5.869 million)* - Key sub projects include upgrades and replacement of key IT service delivery and management tools
 - *Network Upgrade (\$9.940 million)* – 88% of funding allocated to the Disaster Recovery capital project to implement the required hardware and software to ensure continuity of City services in the event of outages.

Service Improvements

- Service Improvement projects account for \$60.865 million or 13.9% of the total Preliminary 10-Year Capital Plan. Service improvement projects that transform the business aim to modernize City services through process-re-engineering, automation and significant change in evolving to a digital government and include the following projects:
 - *Enterprise Collaboration Foundation, (\$4.293 million)*: Funding is provided to establish modern tools to promote communication, collaboration and information sharing between City employees and the public.
 - *Work Management Solution - Transportation Services (\$4.426 million)*: Funding is provided to improve service delivery and management of work requests for Transportation Services as part of a cross-division enterprise work management program.
 - *Licensing (MLS) Modernization Phase 2 project (\$12.117 million)* – Funding is provided to implement a modern automated business, property, animal and service licences/permits system as well as for associated inspection, investigation and enforcement activities.

Growth Related

- Major Growth Related projects total of \$118.495 or 27.1% of the total Preliminary 10-Year Capital Plan's expenditures. Growth related projects are associated adding enhancements or capabilities to divisional or enterprise applications and the growing adoption of technology systems to support City Programs and Services and include:

- *IT Planning & Management Transformation Tools (\$20.700 million)* – In order sustain growth and keep up to pace with the rapidly changing demands and expectations for information and services, City of Toronto needs to develop new solutions and provide new technologies and migrate from slower, unfriendly and outdated systems.
- *Enterprise Solution Design & Implementation (\$19.250 million)* – Funding required to enable future enhancements and developments to the City's business application systems to meet growing demand from City Programs and Services. This project will also include the development of an enterprise solutions delivery management framework that will provide guidelines, policies, standards, methodology and processes to ensure the effective sustainment and operation of the City's business systems.
- *Business Enablement Process & Tools Upgrade (\$18.518 million)* – This project will ensure future sustainment of IT application systems.
- *Technology Infrastructure Growth (\$36.800 million)* – Funding is required for changing technology, improving and taking advantage of new capabilities to keep current with industry standards. Other key sub-projects include replacement of legacy file management services and implementing new security design for the data centre IT infrastructure.

2017 Preliminary Capital Budget and Future Year Commitments

Included as a sub-set of the 10-Year Capital Plan is the 2017 Preliminary Capital Budget and Future Year Commitments, that consists of 2017 and future year cash flow for projects previously approved by Council; adjustments (Scope Change) to those previously approved projects; as well as new projects that collectively require Council approval to begin, continue or complete capital work.

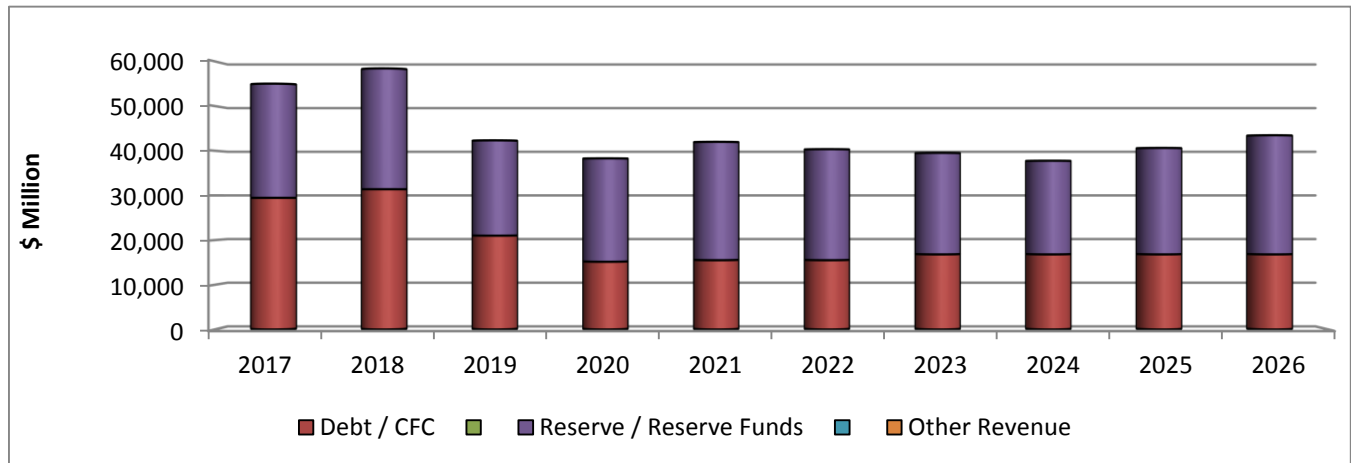
- Table 3a below lists the 2017 Preliminary Capital Budget and Future Year Commitments for Information & Technology:

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

	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Cash Flow & FY Commits
Expenditures:											
Previously Approved											
Asset Lifecycle Management	18,960	12,648									31,608
Network Upgrade	1,830										1,830
Property Information Services	400										400
Intranet Refresh (Phase 1 IT web)	1,260										1,260
Open Data Visualization	494	206									700
Portal Foundational Components	1,500										1,500
Enterprise Geospatial	200										200
Enterprise Business Intelligence	39										39
Enterprise Document Records Management Solution	609										609
Enterprise Mobility Platform	550										550
Enterprise Collaboration	622	2,001	1,670								4,293
Domino Decommissioning Strat & Implementation	1,065	620									1,685
IT Risk Management Framework	660	660	660								1,980
PPM Cloud Implementation		500	726	430							1,656
Enterprise Solution Delivery Management Framework	639										639
eCity Program Renewal	454	459	311	316							1,540
IT Service Process Improvement Program	641	653	665	678							2,637
Application Portfolio Tools Rationalization	500	500	650								1,650
Enterprise Information Security	400										400
Enterprise Architecture	500										500
Consolidated Data Centre Business Applications Service	6,000	1,500									7,500
Monitoring	200										200
Directory Services implementation	350										350
WAN High Speed Fibre	310										310
Organization Management and SAP Security	3,310										3,310
Asset Management Solution - Transportation	2,213	2,213									4,426
WEB Business Continuity Refresh & Redesign	1,600										1,600
Capital Project Planning Systems Enhancements	600										600
eRecruitment	1,891										1,891
Enterprise eLearning Resources to Deliver IT Capital Projects	1,775	2,749									4,524
Asset Management Solution - Transportation	25	360									385
ECS Blueprint Document	193										193
WEB Information Portal Development Applications	121										121
MLS Centralized Datamart	1,866	462									2,328
Business Systems Improvements	300										300
MLS Modernization Phase 1 Integrated Business Management Systems	515										515
Systems Enhancements for Licensing Services	566										566
Licensing Services	390										390
Electronic Self Service Licensing-MLS	99										99
Shared Services	608										608
Electronic Service Delivery Portal - Bldg. Permits	1,450										1,450
On-Line Services Animal Services	416										416
Subtotal	56,391	25,531	4,682	1,424							88,028
Change in Scope											
Consolidated Data Centre	(5,153)	4,803	350								-
Subtotal	(5,153)	4,803	350								-
New w/Future Year											
Occupational Health & Safety Prevention & Public Education Improvements	1,128										1,128
SDFAs WellBeing Toronto	250										250
TASS Business Readiness	96										96
MLS Modernization -Phase 2 ECS Capital Project & Program Management Process	461										461
Document Management	1,419										1,419
	200	200									400
	200	200									400
Subtotal	3,754	400									4,154
Total Expenditure	54,992	30,734	5,032	1,424							92,182
Financing:											
Debt/CFC	29,448	8,572	4,682	1,424							44,126
Reserves/Res Funds	25,544	22,162	350								48,056
Total Financing	54,992	30,734	5,032	1,424							92,182

- Approval of the 2017 Preliminary Capital Budget of \$54.992 million will result in the future year funding commitments of \$30.734 million in 2018, \$5.032 million in 2019 and \$1.424 million in 2020 for a total of \$92.182 million.

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



The Preliminary 10-Year Capital Plan of \$437.660 million cash flow funding will be financed by the following sources:

- Debt accounts for \$195.156 million or 44.6% of the financing over the 10-year period.
 - The debt funding is above the 10-year debt affordability guidelines of \$176.545 million allocated to this Program by \$18.611 million, Key unfunded capital priorities were identified as necessary to address service infrastructure. As a result, \$19.024 million in debt funding was added to the 2017-2026 Preliminary Capital Budget for the following Service Improvement projects:
 - \$12.117 million for Municipal Licensing & Standards Modernization Phase 2 project
 - \$2.490 million for Occupational Health & Safety Application 2016 - 2019.
 - \$2.230 million for OnLine Portal Services - City Planning.
 - \$0.830 million for Business System Improvements - Engineering and Construction Services.
 - \$0.461 million for Time, Attendance & Scheduling System Business Readiness.
 - \$0.400 million for Capital Project and Program Management Process - Engineering and Construction Services
 - \$0.400 million for Review and Improve Document Management Capabilities.
 - \$0.096 million for Wellbeing Toronto-Social Development Finance and Administration.
- Reserve and Reserve Funds constitute \$242.504 million or 55.4% of required funding over 10 years for the following major projects:
 - \$225.606 million for Asset Lifecycle Management from the I & T Sustainment Reserve Fund.
 - \$7.500 million for Consolidated Data Centre Projects.

State of Good Repair (SOGR) Backlog

The City has established a well-defined Lifecycle Management plan for IT assets prioritized for program needs and to replace equipment before end of life. Cash Flow funding of \$225.606 million is allocated for the lifecycle replacement and refresh of IT assets including software and hardware including servers, storage, network and desktops/notebooks. There is no backlog for these core IT assets as there are sufficient funds to replace/refresh these assets at the end of the respective lifecycles.

Although it is difficult to value IT assets, particularly software, a review is underway to establish the City's technology and applications inventory; with a more realistic asset value and identify any additional SOGR backlog requirements. The preliminary results of this undertaking are expected to be completed in the 3rd quarter of 2016.

10-Year Capital Plan: Net Operating Budget Impact

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

Projects	2017 Budget		2018 Plan		2019 Plan		2020 Plan		2021 Plan		2017 - 2021		2017 - 2026	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
Previously Approved														
<i>Business Continuity & Disaster Recovery Program</i>	189.9	1.0	40.0		50.0						279.9	1.0	279.9	1.0
<i>Portal Foundation To Cloud Gateway Foundation</i>	419.4	2.0	38.6		8.6						466.6	2.0	466.6	2.0
<i>Enterprise Collaboration Foundation</i>	130.0		(29.5)		(29.5)						71.0		71.0	
<i>Open Data Visualization</i>			379.8	2.0	161.4	1.0					541.2	3.0	541.2	3.0
<i>Enterprise Business Intelligence Framework</i>			279.8	2.0							279.8	2.0	279.8	2.0
<i>Enterprise Mobility Platform</i>			283.0	2.0							283.0	2.0	283.0	2.0
<i>Web Revitalization Implementation Sustainment Requirement</i>			124.4	1.0							124.4	1.0	124.4	1.0
<i>Time & Attendance Scheduling System (TASS)</i>	1,286.6	5.0	40.0								1,326.6	5.0	1,326.6	5.0
<i>TB Electronic Service Delivery Portal</i>	153.5	2.0	256.7	1.0							410.2	3.0	410.2	3.0
<i>Transportation Services Division (TSD) Mobile System (Field Worker)</i>	148.4	1.0	118.8	1.0							267.2	2.0	267.2	2.0
<i>MLS data Mart</i>	169.2	1.0									169.2	1.0	169.2	1.0
<i>MLS Electronic Service Delivery Portal</i>	117.0	1.0									117.0	1.0	117.0	1.0
<i>CPCA - Capital Planning Coordination Algorithm Project</i>	20.0		(20.0)											
<i>SCMT SAP Ariba - Supply Chain Management Transformation</i>	60.6	2.0	1,664.2								1,724.8	2.0	1,724.8	2.0
<i>FPARS EPM (SAP HANA)</i>	470.9	1.0									470.9	1.0	470.9	1.0
<i>Organization Management (OM) & SAP security</i>			588.7	2.0							588.7	2.0	588.7	2.0
<i>WebMethod (EAI)** (Data Integration Project)</i>			340.7	2.0							340.7	2.0	340.7	2.0
<i>Enterprise Aerial Photography Project (EAP)</i>			114.4	1.0							114.4	1.0	114.4	1.0
<i>Enterprise Systems Monitoring (ESMI)</i>	111.7	1.0	73.2								184.9	1.0	184.9	1.0
Total (Net)	3,277.2	17.0	4,292.8	14.0	190.5	1.0					7,760.5	32.0	7,760.5	32.0

The Preliminary 10-Year Capital Plan will increase future year Operating Budgets by a total of \$7.760 million net over the 2017 – 2026 period, as shown in the table above.

This is comprised of funding to sustain the following capital projects:

- The Business Continuity & Disaster Recovery project requires \$0.280 million: \$0.190 million for 1 position and maintenance support in 2017, \$0.04 million in 2018 and \$0.05 million in 2019 for maintenance support.
- The Cloud Gateway Foundation project requires \$0.419 million: \$0.265 million for 2 positions and maintenance in 2017, \$0.039 million in 2018 and \$0.009 million for maintenance support.

- The ECF – Enterprise Collaboration Foundation –project requires \$0.13 million for maintenance in 2017, and no further funding for 2018 and 2019.
- The Open Data Technology Foundation (ODTF) project requires \$0.541 million: \$0.380 million for 2 positions and maintenance support in 2018, and \$0.161 million for 1 position in 2019.
- The EBIF – Enterprise Business Intelligence Foundation project requires \$0.280 million for 2 positions in 2018.
- The Enterprise Mobility project requires \$0.283 million: \$0.247 million for 2 positions and \$0.036 maintenance in 2017.
- The Foundational Components (Employee Wi-Fi) project requires \$0.172 million: \$0.155 million for 1 position and maintenance in 2017, \$0.09 million for maintenance in both 2018 and 2019.
- The Enterprise Mobility project requires \$0.283 million: \$0.247 million for 2 positions and \$0.036 maintenance in 2017.
- The Web Revitalization Implementation Sustainment Requirement project requires \$0.124 million for 1 position in 2018.
- The TASS project requires \$1.327 million: \$1.287 million for 5 positions and maintenance support in 2017, and \$0.04 million for maintenance support in 2018.
- The TB Electronic Services Delivery Portal project requires \$0.410 million: \$0.153million for 2 positions and maintenance support in 2017, \$0.257 million for 1 position and maintenance support in 2018.
- The Transportation Services Division (TSD) Mobility System (Field Worker) project requires \$0.267 million: \$0.148 million for 1 position and maintenance support in 2017, \$0.119 million for 1 position in 2018.
- The MLS Data Mart project requires \$0.169 million: \$0.169 million for 1 position and maintenance support in 2017.
- The MLS ESD – Electronic Service Delivery (via Capital) project requires \$0.117 million for 1 position in 2017.
- The CPCA - Capital Planning Coordination Algorithm project requires \$0.02 million for maintenance in 2017, and no further funding for 2018 and 2019.
- The FPARS EPM (SAP HANA) project requires \$0.471 million: \$0.471 million for 1 new position and maintenance support in 2017.
- The Organization Management (OM) & SAP Security project requires \$0.589 million for 2 positions and maintenance support in 2018.
- The SCMT SAP Ariba – Supply Chain Management Transformation project requires \$1.725 million: \$0.06 million for 2 positions in 2017, \$0.196 million in 2018 for staff related cost to 2017's 2 positions and \$1.468 for maintenance support in 2018.
- The WebMethods (Data Integration Project) requires \$0.341 million for 2 positions and maintenance support in 2018.
- The Enterprise Aerial Photography (EAP) project requires \$0.114 million for 1 position in 2018.
- The Enterprise Systems Monitoring (ESMI) project requires \$0.185 million: \$0.112 million for 1 position in 2017 and \$0.073 million for maintenance in 2018.

The operating impact of completed capital totaling \$3.277 million and 17 positions has been included in the 2017 Preliminary Operating Budget for Information & Technology.



Part 2:

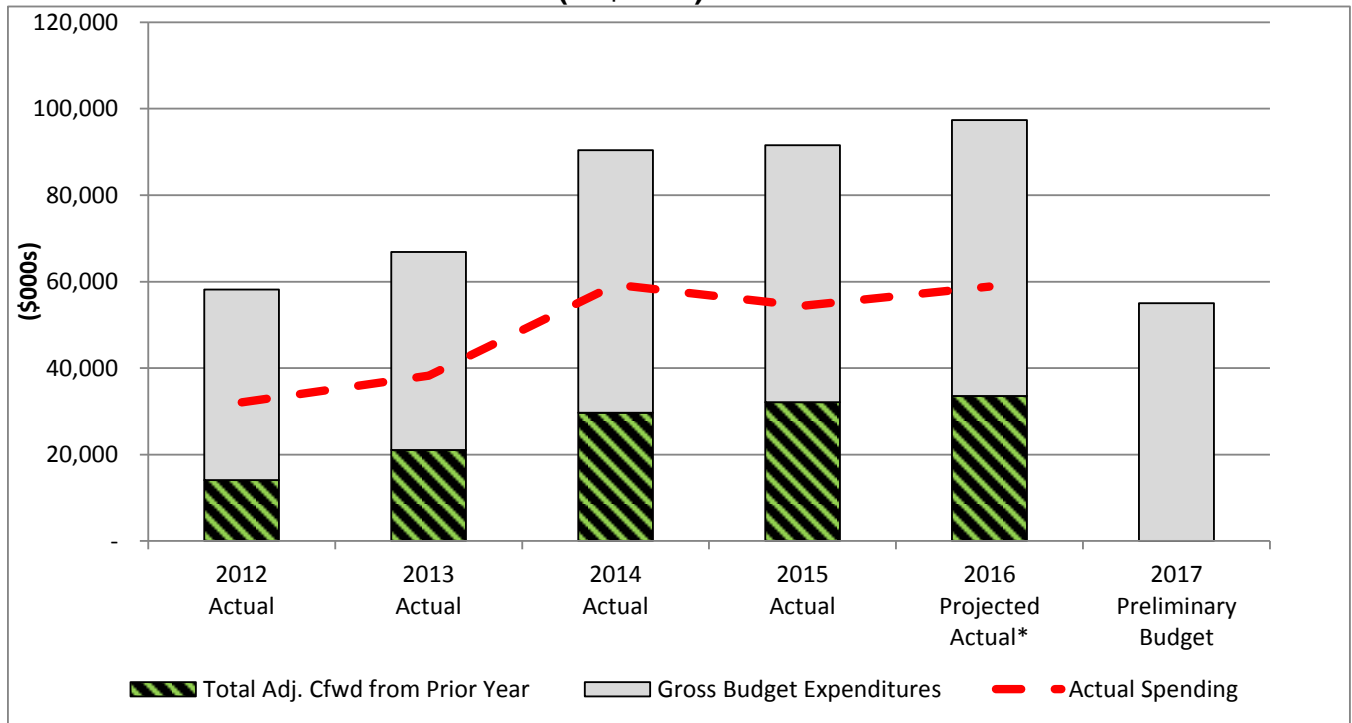
Issues for Discussion

Issues Impacting the 2017 Capital Budget

Review of Capital Projects and Spending

- City Council, at its meeting of July 12, 2016 considered the report entitled "2017 Budget Process – Budget Directions and Schedule EX16.37" and directed staff to:
 - Submit their 2017 – 2026 Capital Budget and Plans requiring that annual cash flow funding estimates be examined to more realistically match cash flow spending to project activities and timing, especially in the first 5 years of the Capital Plan's timeframe.
- Similar to prior years, all the projects included in the preliminary 10-Year Capital Plan for Information & Technology were reviewed and reprioritized while ensuring the debt requirements remain within the Program's debt target each year of the 10-Year Plan. The review placed special emphasis on:
 - Project readiness to proceed with a focus on ensuring business requirements have been completed prior to technology and implementation.
 - Program's capacity to spend and
 - Project timelines and deliverables.
- The capital estimates for all projects were reviewed and amended to align with spending capacity while taking into consideration historical spending rates. The chart below shows the spending trend of the total Capita Program for I & T since 2012. The bars for the budget are split between new cash flows and funding carried forward from prior years.

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



Category	2012			2013			2014			2015			2016			Spending Rate 5 Year 2012-2016 Avg. %
	Budget	Actual	Spending Rate %	Budget	Actual	Spending Rate %	Budget	Actual	Spending Rate %	Budget	Actual	Spending Rate %	Budget	Projected Actual *	Spending Rate %	
SOGR	47,696	24,579	51.5%	51,934	31,681	61.0%	52,026	43,225	83.1%	37,272	26,008	69.8%	36,876	23,494	63.7%	66.0%
Service Improvement	10,492	7,489	71.4%	14,939	6,588	44.1%	38,394	16,055	41.8%	54,591	28,391	52.0%	60,518	35,343	58.4%	52.5%
Total	58,188	32,068	55.1%	66,873	38,269	57.2%	90,420	59,280	65.6%	91,863	54,399	59.2%	97,394	58,837	60.4%	60.0%

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

- Spending has increased since 2012 when the majority of client driven projects experienced delays. The Business Sustainment Systems and Corporate Initiatives-Service Efficiency Studies projects met challenges in recruiting qualified resources.
- The moderate spending rate is attributed to the following:
 - The City's IT Capital Plan is aggressive compared to its peers, with a larger portion of projects that are transformational at any one time as compared to industry practices across both the public and private sectors. Transformation projects are complex, often depend on foundation components and have a significant impact on resourcing and organization change in both the IT and business areas;
 - The City is competing with many other organizations (public and private) for speciality skilled staff to implement and deliver large complex projects; and
 - IT projects, especially for large complex projects have experienced delays for a number of reasons. Quite often, insufficient time is allotted in project schedules for the time required to determine business requirements as it is to be process documentation, (dependencies, platform fit), RFP development, 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 2017 - 2026 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.
- The trend to improve capital spend rate is expected to increase annually over the next 3 years, attributable to improved project management controls, project resourcing, and IT planning processes.
- A more detailed discussion about the IT Integrated Plan is provided on page 22.

Reporting on Major Capital Projects: Status Update

In compliance with the Auditor General's recommendation for additional status reporting for large capital projects, detailed information is being provided in the Budget notes in accordance with that directive for the following major capital projects:

1. *Web Revitalization Project* is for the City's primary communications, service delivery and information sharing mechanism and customer service channel, the City's website www.toronto.ca. The *Web Revitalization Project* is a multi-year, multi phased project to update the City's online channel and the technology infrastructure that supports it. This project will continue to revitalizing the look and feel to enable client centric accessible information and services to improve customer service and overall public user experience in accessing their City.
 - The bulk of the technical assessment was completed at the end of September 2016, including major deliverables such as Solution Architecture and a Security Model. A number of deliverables (IaaS Capability Assessment, IaaS Management Model, and Cloud Services Billing & Reporting Model, Web content Management (WCM) Operational Model, WCM Cost Model, WordPress & Drupal Comparative Analysis, Search Platform Assessment, and Business Case for Moving WCM to the Cloud) are being

finalized by the team and will be complete by the middle of October 2016. The toronto.ca re-design team is catching up the 6 week time delay on their schedule which was caused by the potential labour disruption, and will be completely caught up by the end of 2016.

- The 2017 - 2026 Preliminary Capital Plan will continue to fund this project with \$1.6 million in 2017 reflecting changes in Phase 2 objectives that has been expanded to include a re-assessment of the platform, tools and architecture used to host the site in addition to reconstruction of services to deliver a modern, citizen and service oriented website.
 - Total approved project cost is \$7.0 million.
2. *eTime - Time, Attendance & Scheduling System (TASS)* is an enterprise-wide time, attendance and scheduling system that addresses the City's complex business rules and collective agreement requirements, and replaces current outdated and inefficient The solution will provide a single point of integration with the enterprise attendance management system. and will be first rolled out to meet the urgent needs for Toronto Paramedic Services (TPS) and Parks, Forestry and Recreation (PF&R) to manage their complex time, attendance and scheduling requirements.
- The time entry system upgrade was delivered City wide on September 14th enabling new Time entry and reporting capabilities. The scheduling capability for Parks, Forestry and Recreation was delivered on November 2016 and Toronto Paramedics is planned by year-end
 - Total approved project cost is \$14.955 million with project close out activity planned for early 2017.
3. The *Employee and Management Self Service (ESS) Portal Payroll* project will modernize payroll services by removing paper-based payroll/HR processes to allow City employees to access and update their payroll information and submit requests and for managers to approve electronically through secure access on the City's intranet or the public internet.
- In 2016 the Manager Self-Service (MSS) portal launched six new forms: Retirement, Layoff, Resignation, Termination, Contract Expiry and Contract Extensions. These services are accessible 24 hours a day, 7 days a week, without the use of paper and will increase process automation and enable re-utilization of staff.
 - Total approved cost of the project is \$9.78 million with project close out activity planned for early 2017.
 - The *eMail Replacement* is targeted to complete both of its phases by end of 2016. Phase one replaced the legacy corporate email system by implementing Microsoft Exchange to achieve a higher-performing email solution with increased security, reliability and application integration and decommissioned the old email environment. Phase two implemented additional business functionality of the new email system and standardized email naming convention to foster customer service excellence.
 - Total approved cost of the project is \$9.64 million.
4. The *Consolidated Data Centre (CDC)* is a corporate project that was planned to consolidate various City and agency data centres. The current 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 has accommodated this growth by expanding into the data centre shared with Toronto Water at Tiffield Road and entering into a co-location lease at a third party data centre facility.
- The Data Centre project will define and implement a data centre strategy to migrate and consolidate these multiple data centres that currently exist in the City and are at full capacity together with other City Agencies and incorporating the results of the shared service study underway.
 - I&T's 2017 - 2026 10-Year Capital Plan includes \$7.500 million for this project.

5. The City has a *Business Continuity Program* supported by a *Disaster Recovery (DR)* plan that manages the continuity of operations and service delivery to the public in the event of an unexpected outage.
 - Funding of \$9.940 million is included in I&T's 2017 - 2026 Capital Plan for this project.
6. The *Enterprise Work Management Program* is a multi-year program to implement a City-wide Work Management System to improve the maintenance and service delivery operations for 4 major divisions: Transportation Services, Toronto Water, Solid Waste Management and Parks, Forestry & Recreation.
 - Total approved project cost of \$8.13 million is the Transportation Services portion that is included in I & T's 2017-2026 Capital Plan.
 - The balance for the other 3 projects reside in their respective Capital Plan and Total \$21.160 million bringing the entire project costs to \$29.290 million.
7. The *Enterprise Documents and Records Management Project (EDRMS)* will pilot a foundational technology solution to consistently manage, share, search and dispose of physical and electronic records, according to the City of Toronto Act and various other legislation.
 - Funding of \$0.609 million is included in I&T Division's 2017-2026 Capital Plan with additional funding in the Office of the City Clerk's Capital Plan of \$4.858 million.
 - As an enterprise solution EDRMS will continue to align with other initiatives such as Enterprise Collaboration. This alignment will ensure no overlap between projects and will define clear lines of demarcation. This work is underway and ongoing.
 - The enterprise Documents and Records Management solution has been combined with the Enterprise Collaboration Foundation project to deliver a comprehensive solution.

Issues Impacting the 10-Year Capital Plan

2017 – 2026 IT Portfolio Integrated Plan

Strategic Decision Making:

- To move forward and ensure optimal investments in technology with limited resources, the Information and Technology Division in alignment to the IT Governance process, needs the ability to identify and where necessary stop projects of low value and low performance.
- In 2016, there was a considerable effort to not only review new proposed projects as part of the IT Portfolio Integrated Planning process, but also to assess existing projects in-flight. This involved significant engagement and collaboration between Information & Technology and City divisions.
- The IT governance process needs to continue to enable strategic investment agility to address project value and health aggressively. Ultimately effective and integrated solutions will require focus on high value investments.

Key Drivers for the IT Portfolio

- The 2017-2026 IT Portfolio is influenced by three drivers that are common to all City divisions: 1) the eCity Strategy and Programs, 2) the City's financial state, and 3) key initiatives and priorities identified by the Mayor and Council.
 - The IT Governance Committees kept these drivers in mind as they reviewed, assessed, and approved projects as part of the 2017 IT Capital Budget process.

- eCity Strategy and Programs
 - The eCity Strategy was approved in 2014 and is the City's corporate strategy for transforming service delivery through better use of IT. Its overarching goals are to improve in four key areas:
 - Improve access to government services
 - Improve decision making support
 - Improve workforce capabilities and
 - Improve business processes
 - The execution of the strategy is dependent upon eCity programs. Each eCity program has a vision, a mandate, and a 5-year roadmap that has been jointly developed by business and IT. The programs were a key input to the 2017 Budget process as all projects were reviewed based on three guiding principles to ensure each new initiative or existing project was:
 - Aligned to eCity strategic goals and programs
 - Coordinated and integrated to deliver a seamless experience for the public or employees
 - Not duplicated or generating redundancies across solutions/platforms
- City's Financial State
 - In May 2016, a staff report was issued that addressed the City's long-term financial direction. The analysis focused on the overall (gross) expenses and revenues. The report confirmed two key influencers: Notable expense challenges and slow revenue growth.
 - With these facts in mind, projects that identified significant efficiencies, revenue generation opportunities and modernize outcomes were given higher priority and included in the 2017-2026 IT Portfolio.
- Key Initiatives and Priorities
 - In addition to the eCity Strategy and its supporting programs, some IT initiatives are a priority for the Mayor and known as the Major IT Capital projects. Although these initiatives have high visibility and come with high costs, they also come with transformational opportunities for the City. Most notably projects noted below articulated urgency and were given a higher priority:
 - Enterprise Work and Asset Management Solution
 - Electronic Documents and Records Management Solution
 - Enterprise Collaboration
 - Web Revitalization Phase 2
 - Supply Chain Management
 - Financial Planning Analysis and Reporting System (FPARS)
 - Consolidated Data Centre
 - Business Continuity and Disaster Recover
 - Email Replacement
 - eTime (Time, Attendance and Scheduling System)

Process to Develop the IT Portfolio

- As part of the annual budget process, divisions identify their IT requirements and submit business cases to IT Portfolio as a first step to securing capital funding for their initiatives. To ensure consistency, fairness, and transparency across divisions, the process in 2016 for business case submission was aligned to the annual IT Capital Budget policy and guidelines published by the Financial Planning Division.
- *IT Project Review and Approval Process* depicts the sequence of events that start with business case submission to the IT Portfolio office to the ultimate approval of the 2017-2026 IT Portfolio by the Business Executive Committee (BEC) comprised of the City Manager, the City Clerk, the Deputy City Manager's, Executive Director Financial Planning and the Chief Information Officer (CIO).
- *2017 -2026 IT Portfolio Budget Process*
 - Divisional prioritization of IT requirements were conducted in advance of the budget cycle to help manage the IT demand and focus on high priority investments. Initial IT requirements were reduced from ~90 initiatives to 49 priority business case submissions.
 - Improved quality of business cases that clearly articulated the value of their investment. All new project submission were required to submit a quantified cost benefit analysis.
 - Coordinated and aligned with Financial Planning at each step of the review and approval process which resulted in a more integrated process.
 - Critical review of in-flight IT projects to ensure the City's existing investments have clear value, are performing well and are set up for success.
 - Active participation of governance committees (Project Review Team (PRT) and the Strategy and Portfolio Review Committee (SPRC)) to review new and in-flight projects based on the following criteria:
 - New Projects were reviewed and resulted in one of the following outcomes:
 - ✓ Tier 1 projects were approved to start in 2017 that demonstrated one of the following criteria:
 - "Must Do" projects that represent high urgency due to council/mayor priority or mandatory state of good repair
 - "High Value" projects with quantifiable benefits, high benefits: cost ratio, and that are public facing
 - "Quick Win" projects with short duration, low cost, and quantifiable benefit
 - ✓ Tier 2 project were deferred to future years that demonstrated one or more of the following criteria:
 - No burning urgency to start in 2017
 - Benefits were not clear or quantified
 - Benefits were not proportionate to cost or relatively lower value than Tier 1
 - Not ready to start in 2017 (e.g. due to dependencies)
 - Overlap with other in-flight projects
 - Existing system in place or considerable investment to date
 - A shortlist of active projects were reviewed and resulted in one of the following outcomes based on the project's cost-benefits and performance:
 - ✓ Proceed – Projects were able to articulate clear value and performance; were approved to continue in 2017

- ✓ Reduce the Budget – Projects underspent or the benefits are disproportionate to budget; were approved to continue subject to reducing their 2017 budgets and continuing to improve performance
- ✓ Defer – Projects with unclear urgency / value and no significant progress; were deferred to future years with an action to refine their cost-benefit analysis and resubmit the business case as required
- ✓ Cancel – Projects with unclear urgency / value, poor performance and/or overlap with other projects; were cancelled and asked to resubmit a new project business case if required.

Funding Model for Cloud Solutions

- *Preparing for the Shift to Operating from Capital to Operating Costs:*
 - The delivery of IT solutions is steadily moving to new options in the "cloud" or from third-party service providers. The City has developed a Cloud Computing Framework to review and assess potential for solutions.
 - With Cloud Computing there is a significantly smaller or no capital investment with the solution often being through a service or ongoing subscription to an online solution.
 - City funding approaches need to be reviewed to address long-term anticipation of a significant adoption of Cloud Computing and a shift from Capital funded investments to Operating funded investments.

Secure, Agile and Accelerated IT Delivery Model

- *Increasing Cyber-Security complexity:*
 - The demands to ensure a secure and protected City IT infrastructure and availability of City systems to ensure City Program and service delivery for citizens, businesses and visitors, requires an effective approach to address ever increasing cyber threats. The increase in cybercrime and impacts on business and government is a global issue.
 - Toronto, as Canada's largest City, is subject to ongoing threats and annually the City addresses over 50 million security events, from malware and viruses to attacks on our network and technology environment. The City needs to continue to be proactive and vigilant to monitor and address security vulnerabilities within this ever increasing complex cyber-security environment. Protection from incidents and prevention mean impacts and outages are avoided and costs from down-time saved.
 - Moving forward, the City needs to continue to invest in effective cyber-security measures with a balanced approach to also drive openness in government as well and allow for innovative and new technology solutions to be adopted. This will also require continued corporate efforts in business continuity planning and readiness as well.
 - Within the City there is a federated IT service delivery model, meaning in several divisions there is a divisional IT team delivering a portion of IT services to meet City Program requirements. This is in addition to the Information & Technology Division to fulfill corporate requirements and divisional needs where no divisional IT unit exists. The maturity and capacity of divisional IT units vary and capacity and capability to address the ever-growing and complex cyber-security demands also varies, meaning divisions are at different readiness levels to meet security requirements. This adds risk and needs to be addressed through additional compliance and where required corrective action to ensure gaps and threats are managed including accountability to standards and authority to direct actions.

Adequacy of the I & T Sustainment Equipment Reserve

- The I&T Sustainment Equipment Reserve is continually being drawn on for a growing inventory of items being added to lifecycle replacement (multi-function printing devices, telephony, etc.)
- The current forecast has the reserve being depleted in 2020. Although created in 2004, the contribution to the reserve has remained constant and the increase in demand due to growth and an ever expanding number of assets being maintained has not been addressed. Business demand for service efficiencies and public expectation for online services impacts infrastructure capacity and sustainment. These present challenges such as:
 - Large number of complex and concurrent City business transformational projects require significant resources and change management capacity from business and I&T
 - Large number of competing complex IT projects require better program and project management capacity
 - Portfolio delivery constrained by complex production environment and window for deployment
- IT is necessary that I&T complete an application inventory to enable the City to rationalize its existing technology investments and leverage existing investments before acquiring new solutions and tools.
- I&T will continue to work with City Divisions to assess applications to optimize IT technology investments and work through the IT governance process.

Unmet Needs

- The "Unmet Capital Needs" as identified in the table below, cannot be accommodated within the City's debt affordability targets given the limitations on debt servicing costs and are therefore not included in the 2017 Preliminary Capital Budget and 2018-2026 Capital Plan for Information & Technology. The projects will be included on the list of unfunded "Capital Priorities" considered for future funding in conjunction with the revenue options and tools identified in the report "The City of Toronto's Immediate and Longer-term Revenue Strategy Direction" from the City Manager and Deputy City Manager & CFO for the 2018 Budget process.

**Unmet Needs - Projects Excluded due to Funding Constraints
(In \$000s)**

Project Description	Criteria	Total Project Expenditure	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Corporate Initiatives												
Employee Performance Management (ePerformance)	4	1,489.0		1,489.0								
HR Labour Relations Information System (LRIS)	3	5,853.0		1,263.0	1,310.0	1,640.0	1,640.0					
Cap Planning and Co-ord Automation Solution (CPCA) Phase 2	4	1,470.0	250.0	650.0	570.0							
Dlan Cloud Services Implementation	5	460.0		460.0								
MLS Service Delivery Expansion	3	2,484.0		915.0	1,569.0							
Digital Innovation & Collaboration Centre	6	810.0	110.0	700.0								
Business Sustainment Systems												
Toronto Building- Managing the Customer Journey	8	200.0		200.0								
Electronic Self Service Licensing - MLS (Phase 2)	8	11,689.0	1,605.0	6,067.0	4,017.0							
Total		24,455.0	1,965.0	11,744.0	7,466.0	1,640.0	1,640.0					

Criteria (Based on the Budget Memo) to evaluate unfunded priority capital projects:

1. Approved capital projects that are over debt target due to cost escalation.
2. Capital projects to ensure legislative compliance.
3. Health & Safety or SOGR projects that need to be addressed to avoid service interruption or legal claims.
4. Capital projects that leverage an opportunity that would otherwise be missed (financial/timing/coordination).
5. Capital projects that effect operating savings/efficiencies or cost avoidance.
6. Capital projects to implement approved Council priorities.
7. SOGR projects that reduce backlog.
8. Capital projects to address a sustained service demand.

These key strategic initiatives are described below:

- The demand for IT services to continue to meet the needs of City Programs and Services continues to be high. The IT Governance structure allowed for focused decisions regarding priorities. Notwithstanding this, several needs were identified as unfunded and these will be revisited again in future years.
- *Employee Performance Management (ePerformance) (\$ 1.489 million)* – to replace current paper-based process by implementing an integrated and automated system for employee performance management.
- *HR Labour Relations Information System (LRIS) (\$5.853 million)* - to enable HR Labour Relations to comprehensively manage all labour relations information within an integrated system, including monitoring all costs associated with the grievance process.
- *Cap. Planning and Co-ord Automation Solution (CPCA) Phase 2 (\$1.470 million)*- large scale enhancement and revisions of the existing system due to business requirements moving to geospatial based project.
- *DLAN Cloud Services Implementation (\$0.460 million)* - The Office of Emergency Management has implemented the Disaster LAN (DLAN) web-based incident management system that provides information, workflow and communication tools to the City response team.
- *MLS Service Delivery Expansion (\$2.484 million)* - implementing Service Efficiency Proof of Concept for expansion of the counter services for Business Licensing.
- *Digital Innovation & Collaboration Centre (\$0.810 million)* - in partnership with the CCO this project will deliver a proof of concept for a new Digital Innovation and Collaboration Hub in support of the City's Digital Services Strategy through the revitalization of Metro Hall Room 317.
- *Toronto Building – Managing the Customer Journey (\$.200 million)* – to identify a CRM solution to improve the customer journey by facilitating, automating, and streamlining interactions with the public across all channels.
- *Electronic Self Service Licensing –MLS (Phase 2) (\$11.689 million)* - Enhancements to enable more online functionality and self-service for the backend Licensing System.



Appendices

Appendix 1

2016 Performance

2016 Key Accomplishments

In 2016, Information & Technology made significant progress and/or accomplished the following:

Enabling the Digital Citizen

- ✓ As part of the Online Service Delivery Program, enhanced the Online Citizen experience improving access to City services for residents and businesses with several new services on the City's website including:
 - Implemented numerous City website www.toronto.ca enhancements for over 16,000,000+ visitors annually, improving public access to City services.
 - Waste Wizard for Solid Waste Management Services to help residents and businesses determine how to sort and properly dispose of their unwanted items.
 - Winter Road Maintenance Online Map allowing residents to see when Toronto roads have been cleared and de-iced and support effective commuting.
 - MyWaterToronto which allows residents to view their household water usage online by day, week, month or year, helping to foster water conservation.
- ✓ Implemented enhancement for Toronto Building's permitting requirements for critical zoning as well as the upcoming Toronto Building Public Portal launch.
- ✓ Supported the Permit Parking Renewal process for Transportation Services for 53,000 citizens to renew over 105K permits annually, generating over \$9 Million in revenue.
- ✓ Launched a new On-line Tax & Water Certificate service that is available 24/7 and allows clients to obtain a certificate within 30 minutes (as compared to previous time of 5 days).
- ✓ Launched new user-friendly, mobile responsive and accessible Festivals and Events Calendar on toronto.ca that is easy to view and filter events, and submit festival, special event and exhibit information
- ✓ Implemented to eTime project to modernize City time and attendance reporting and scheduling, implementing in Parks Forestry and Recreation and Paramedic Services, automating manual processes and driving efficiencies.
- ✓ For construction planning purposes implemented a business rules and visualization systems that coordinates capital projects between asset owners who share the City's right-of-way leading to more successful project delivery (cost, time, disruptions).

Enabling Digital Government and Digital Worker

- ✓ Provided business application infrastructure (security, internet, database, servers and storage) for over 850 applications City-wide including many 7x24x365 requirements.
- ✓ Partnered with Chief Corporate Office Organization and as a part of the City Office Modernization Program in pilots to modernize several I&T Division locations which offset pressure for leased space and growing demands for space.
- ✓ Refreshed IT equipment across the City as part of life cycle management including 4,400 desktops/notebooks/tablets, ~200 servers, 400 printers, 975 monitors, and 300 network devices.
- ✓ Achieved an Overall Customer Satisfaction Rating of 90% in 2016, a 2% increase from 2015 and an 8% increase from 2014. Improvements were achieved in 12 of 13 categories (92%) and the other category remained high at 94%.
- ✓ Responded to 186,000 IT client support requests.
- ✓ Continued the Shared Services Review identifying collaboration opportunities for IT shared services.
- ✓ Implemented numerous City website enhancements to online channel for over 16,000,000 visitors annually, improving public access to City services.
- ✓ Delivered system enhancements for City's ground transportation licensing and enforcement regulations in Municipal Licensing and Standards to fully automate all 12,000 private transportation company licences and renewals.

- ✓ Improved service in 10 City Long-Term Care homes by deploying wireless capabilities allowing staff to remotely connect to the Resident Care application from mobile devices such as laptops mounted on carts
- ✓ Implemented the City's First Cloud Computing Framework improving the City's readiness state to adopt cloud services with a framework agreed to with key stakeholders. Cloud Services have significant opportunity to address growing demands for IT infrastructure and applications. Refreshed IT equipment across the City as part of life cycle management including 4,400 desktops/notebooks/tablets, ~200 servers, 400 printers, 975 monitors, and 300 network devices.

2016 Financial Performance

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

2016 Budget	As of Sept. 30, 2016		Projected Actuals at Year-End		Unspent Balance	
\$	\$	% Spent	\$	% Spent	\$ Unspent	% Unspent
97,394	32,356	33.2%	58,837	60.4%	38,557	39.6%

* Based on 2016 Third Quarter Capital Variance Report

Information and Technology's capital expenditures is currently forecasted at \$58.837 million or 60.4% of its 2016 Approved Capital Budget of \$97.394 million.

- There were a number of projects that experienced delays primarily due to the ability to secure specialist resources required for the projects' and finalizing project assessments and deliverables. This includes; Toronto Animal Services eProject, ESD Portal – Building Permits, Property Information Services, Integrated Business Management System Upgrade for Planning, Blueprint Document Management for Engineering and Construction Services, Enterprise Business Intelligence, QuatroSafety Phase 1, Workflow Automation and Tracking, Quality Assurance and Testing Software, I&T PPM Solution (Cloud) Implementation, Employee Remote Access and Employee Self Service Portal.

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

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

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

- As a result of the delays in the capital projects, as described in the 2016 Q3 Capital Variance Report, funding of \$28.682 million is being carried forward to the 2017 Preliminary Capital Budget to continue the capital work.
- A detailed review of the 2017 – 2026 Preliminary Capital Budget and Plan has been conducted and the necessary adjustments has been made to the timing of cash flow funding for unique and major capital projects such as the Consolidated Data Centre, IBMS Upgrade for Planning, Enterprise Collaboration Foundation, and File Services Migration and Enterprise Mobility Platform which are the major contributors to annual under expenditures. By deferring or reducing the cash flow funding to future years, the 2017 Preliminary Capital Budget reflects readiness to proceed and will lead to a higher rate of spending.

Appendix 3

2017 Preliminary Capital Budget; 2018 to 2026 Preliminary Capital Plan

CITY OF TORONTO

Gross Expenditures (\$000's)
Appendix 3: 2017 Preliminary Capital Budget; 2018 to 2026 Preliminary Capital Plan

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												
						2017	2018	2019	2020	2021	Total 2017-2021	Total 2022-2026	Total 2017-2026	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
<u>EOL906983 Asset Lifecycle Management</u>																									
39	39	Enterprise Storage Replacement	CW	S2	03	940	1,000	0	0	0	1,940	0	1,940	0	0	0	1,940	0	0	0	0	0	0	0	1,940
37	42	Enterprise Software Replacement	CW	S2	03	604	1,103	0	0	0	1,707	0	1,707	0	0	0	1,707	0	0	0	0	0	0	0	1,707
38	43	Enterprise Server Replacement	CW	S2	03	2,340	2,389	0	0	0	4,729	0	4,729	0	0	0	4,729	0	0	0	0	0	0	0	4,729
39	44	Enterprise Storage Replacement	CW	S6	03	0	0	1,000	1,800	1,000	3,800	5,600	9,400	0	0	0	9,400	0	0	0	0	0	0	0	9,400
9	45	Network Security Replacement	CW	S2	03	1,008	463	0	0	0	1,471	0	1,471	0	0	0	1,471	0	0	0	0	0	0	0	1,471
15	46	Desktop Hardware Replacement	CW	S2	03	9,471	8,348	0	0	0	17,819	0	17,819	0	0	0	17,819	0	0	0	0	0	0	0	17,819
0	47	Desktop Software Replacement	CW	S2	03	745	0	0	0	0	745	0	745	0	0	0	745	0	0	0	0	0	0	0	745
0	48	Network Asset Replacement	CW	S5	03	3,091	3,591	2,462	2,400	2,400	13,944	7,500	21,444	0	0	0	21,444	0	0	0	0	0	0	0	21,444
37	49	Enterprise Software Replacement	CW	S6	03	0	0	1,137	1,037	1,037	3,211	5,735	8,946	0	0	0	8,946	0	0	0	0	0	0	0	8,946
38	50	Enterprise Server Replacement	CW	S6	03	0	0	2,389	2,260	2,260	6,909	11,456	18,365	0	0	0	18,365	0	0	0	0	0	0	0	18,365
9	51	Network Security Replacement	CW	S5	03	316	342	529	840	1,203	3,230	4,428	7,658	0	0	0	7,658	0	0	0	0	0	0	0	7,658
15	52	Desktop Hardware Replacement	CW	S6	03	0	0	6,542	7,887	11,664	26,093	48,085	74,178	0	0	0	74,178	0	0	0	0	0	0	0	74,178
53	53	Desktop Software Replacement	CW	S5	03	367	487	6,916	6,916	6,916	21,602	36,179	57,781	0	0	0	57,781	0	0	0	0	0	0	0	57,781
15	54	Desktop Hardware Replacement Scope Change	CW	S3	03	3,518	-655	0	0	0	2,863	0	2,863	0	0	0	2,863	0	0	0	0	0	0	0	2,863
Sub-total						22,400	17,068	20,975	23,140	26,480	110,063	118,983	229,046	0	0	0	229,046	0	0	0	0	0	0	0	229,046
<u>ITP000223 Network Upgrade</u>																									
0	54	Disaster Recovery Pgm. (Prev. BCP)	CW	S2	03	970	0	0	0	0	970	0	970	0	0	0	970	0	0	0	0	0	0	0	970
0	57	Disaster Recovery	CW	S5	03	210	1,180	1,180	1,050	1,050	4,670	3,150	7,820	0	0	0	0	0	0	0	0	7,820	0	0	7,820
0	58	Business Continuity	CW	S5	03	650	500	0	0	0	1,150	0	1,150	0	0	0	0	0	0	0	0	1,150	0	0	1,150
0	59	Business Continuity	CW	S2	03	300	0	0	0	0	300	0	300	0	0	0	0	0	0	0	0	300	0	0	300
Sub-total						2,130	1,680	1,180	1,050	1,050	7,090	3,150	10,240	0	0	0	970	0	0	0	0	9,270	0	0	10,240
<u>ITP906881 Application Systems</u>																									
0	19	2020 SAP System Upgrade	CW	S6	03	0	0	0	1,992	1,992	3,984	0	3,984	0	0	0	0	0	0	0	0	3,984	0	0	3,984
0	28	Enterprise Solutions Design & Implementation	CW	S6	05	0	0	0	1,500	2,000	3,500	15,750	19,250	0	0	0	0	0	0	0	0	19,250	0	0	19,250

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 3: 2017 Preliminary Capital Budget; 2018 to 2026 Preliminary 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							Current and Future Year Cash Flow Commitments Financed By												
						2017	2018	2019	2020	2021	Total 2017-2021	Total 2022-2026	Total 2017-2026	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
ITP906881 Application Systems																									
58	58	Property Information Svcs (Central Prop Database)	CW	S2	04	800	0	0	0	0	800	0	800	0	0	0	800	0	0	0	0	0	0	0	800
100	109	Enterprise Mobility Platform	CW	S2	04	542	0	0	0	0	542	0	542	0	0	0	0	0	0	0	0	0	542	0	542
113	113	Ent Doc & Record Mgmt Solution (EDRMS)	CW	S2	04	140	0	0	0	0	140	0	140	0	0	0	0	140	0	0	0	0	0	0	140
0	116	Enterprise Collaboration Foundation	CW	S2	04	1,539	0	0	0	0	1,539	0	1,539	0	0	0	0	0	0	0	0	1,539	0	1,539	
0	117	Intranet Refresh (Phase 1 ITWeb)	CW	S5	04	1,260	470	0	0	0	1,730	0	1,730	0	0	0	0	0	0	0	0	1,730	0	1,730	
0	120	Open Data Visualization	CW	S4	04	494	206	0	0	0	700	0	700	0	0	0	0	0	0	0	0	700	0	700	
0	125	IT Foundational Components	CW	S2	04	2,799	0	0	0	0	2,799	0	2,799	0	0	0	0	0	0	0	0	2,799	0	2,799	
84	126	Enterprise Geospatial Program	CW	S2	03	45	0	0	0	0	45	0	45	0	0	0	0	0	0	0	0	45	0	45	
118	127	Domino Decommissioning Strat & Implementation	CW	S2	03	600	0	0	0	0	600	0	600	0	0	0	0	0	0	0	0	600	0	600	
84	130	Enterprise Geospatial Program	CW	S5	03	200	0	0	0	0	200	0	200	0	0	0	0	0	0	0	0	200	0	200	
120	132	Enterprise Business Intelligence	CW	S2	04	800	0	0	0	0	800	0	800	0	0	0	0	800	0	0	0	0	0	800	
120	134	Enterprise Business Intelligence (EBI)	CW	S2	04	39	0	0	0	0	39	0	39	0	0	0	0	0	0	0	0	39	0	39	
113	136	Ent Doc & Record Mgmt Solution (EDRMS)	CW	S4	04	609	0	0	0	0	609	0	609	0	0	0	0	0	0	0	0	609	0	609	
100	137	Enterprise Mobility Platform	CW	S5	04	550	1,700	700	0	0	2,950	0	2,950	0	0	0	0	0	0	0	0	2,950	0	2,950	
0	140	Enterprise Collaboration Foundation	CW	S4	04	622	2,001	1,670	0	0	4,293	0	4,293	0	0	0	0	0	0	0	0	4,293	0	4,293	
0	141	Domino Decommissioning Strat & Implementation	CW	S4	03	1,065	620	0	0	0	1,685	0	1,685	0	0	0	0	0	0	0	0	1,685	0	1,685	
Sub-total						12,104	4,997	2,370	3,492	3,992	26,955	15,750	42,705	0	0	0	800	0	940	0	0	40,965	0	42,705	
ITP906882 Corporate Planning & Management																									
0	13	IT Planning & Mgmt Transformation Tools	CW	S6	05	0	0	0	1,900	3,000	4,900	15,800	20,700	0	0	0	0	0	0	0	0	20,700	0	20,700	
0	82	Ent. Project Risk & Performance Tools	CW	S6	04	0	0	460	440	500	1,400	500	1,900	0	0	0	0	0	0	0	0	1,900	0	1,900	
0	102	Business Enablement Process & Tools Upgrade	CW	S6	05	0	0	0	1,420	1,098	2,518	16,000	18,518	0	0	0	0	0	0	0	0	18,518	0	18,518	
0	111	Ent Portfolio & Project Mgmt Upgrade 2021	CW	S6	04	0	0	0	0	460	460	1,400	1,860	0	0	0	0	0	0	0	0	1,860	0	1,860	
89	121	IT Risk Mgmt Framework	CW	S2	03	1,029	660	660	0	0	2,349	0	2,349	0	0	0	0	369	0	0	0	1,980	0	2,349	
0	123	Application Portfolio Tools & Rationalization	CW	S2	04	274	0	0	0	0	274	0	274	0	0	0	0	0	0	0	0	274	0	274	

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 3: 2017 Preliminary Capital Budget; 2018 to 2026 Preliminary 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							Current and Future Year Cash Flow Commitments Financed By												
						2017	2018	2019	2020	2021	Total 2017-2021	Total 2022-2026	Total 2017-2026	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
<u>ITP906882 Corporate Planning & Management</u>																									
127	131	Enterprise Solution Delivery Management Framework	CW	S5	03	639	370	0	0	0	1,009	0	1,009	0	0	0	0	0	0	0	0	0	1,009	0	1,009
0	132	I&T PPM Solution (Cloud) Implementation	CW	S2	04	250	500	726	430	0	1,906	0	1,906	0	0	0	0	0	250	0	0	1,656	0	1,906	
69	133	eCity Program Renewal	CW	S2	05	614	459	311	316	0	1,700	0	1,700	0	0	0	0	0	0	0	0	1,700	0	1,700	
0	135	IT Service Process Improvement Program	CW	S2	05	741	653	665	678	0	2,737	0	2,737	0	0	0	0	0	100	0	0	2,637	0	2,737	
46	139	Quality Assurance Testing Software Upgrade	CW	S2	03	252	0	0	0	0	252	0	252	0	0	0	0	0	252	0	0	0	0	252	
0	140	Enterprise Architecture	CW	S2	03	60	0	0	0	0	60	0	60	0	0	0	0	0	60	0	0	0	0	60	
0	141	Application Portfolio Tools & Rationalization	CW	S2	05	500	500	650	0	0	1,650	0	1,650	0	0	0	0	0	0	0	0	1,650	0	1,650	
128	143	Enterprise Information Security Pgm	CW	S5	05	400	400	400	400	400	2,000	800	2,800	0	0	0	0	0	0	0	0	2,800	0	2,800	
46	144	Quality Assurance Testing Software Upgrade	CW	S6	03	0	500	500	500	0	1,500	0	1,500	0	0	0	0	0	0	0	0	1,500	0	1,500	
0	145	Enterprise Architecture	CW	S5	05	500	500	500	0	0	1,500	0	1,500	0	0	0	0	0	0	0	0	1,500	0	1,500	
Sub-total						5,259	4,542	4,872	6,084	5,458	26,215	34,500	60,715	0	0	0	0	0	1,031	0	0	59,684	0	60,715	
<u>ITP906883 Technology Infrastructure</u>																									
0	8	Technology Infrastructure Growth	CW	S6	05	0	0	0	3,000	4,500	7,500	29,300	36,800	0	0	0	0	0	0	0	0	36,800	0	36,800	
20	30	Consolidated Data Centre	CW	S2	05	12,208	0	0	0	0	12,208	0	12,208	0	0	0	0	0	0	0	10,200	2,008	0	12,208	
0	32	Data Centre Zones Implementation	CW	S6	05	0	0	2,500	750	250	3,500	0	3,500	0	0	0	0	0	0	0	0	3,500	0	3,500	
0	54	Business Applications Service Monitoring	CW	S5	03	200	150	150	150	250	900	0	900	0	0	0	0	0	0	0	0	900	0	900	
20	55	Consolidated Data Centre	CW	S2	05	19,495	0	0	0	0	19,495	0	19,495	0	0	0	0	0	0	0	-4,220	23,715	0	19,495	
0	59	File Services Migration	CW	S6	03	0	455	710	140	0	1,305	0	1,305	0	0	0	0	0	0	0	0	1,305	0	1,305	
20	62	Consolidated Data Centre	CW	S2	05	-24,350	15,400	0	0	0	-8,950	0	-8,950	0	0	0	9,400	0	0	0	6,020	-24,370	0	-8,950	
20	66	Consolidated Data Center	CW	S2	05	0	-15,400	0	0	0	-15,400	0	-15,400	0	0	0	-3,400	0	0	0	-12,000	0	0	-15,400	
67	67	TEMS REPLACEMENT-Design	CW	S6	03	0	300	300	0	0	600	0	600	0	0	0	0	0	0	0	0	600	0	600	
68	68	DIRECTORY SERVICES TRANSITION-Design	CW	S2	03	550	0	0	0	0	550	0	550	0	0	0	0	0	550	0	0	0	0	550	
20	69	Consolidated Data Centre	CW	S2	05	0	1,500	0	0	0	1,500	0	1,500	0	0	0	1,500	0	0	0	0	0	0	1,500	
68	72	DIRECTORY SERVICES - Implementation	CW	S5	03	350	2,002	981	0	0	3,333	0	3,333	0	0	0	0	0	0	0	0	3,333	0	3,333	

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 3: 2017 Preliminary Capital Budget; 2018 to 2026 Preliminary 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											
					2017	2018	2019	2020	2021	Total 2017-2021	Total 2022-2026	Total 2017-2026	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable	Total Financing			
ITP906883 Technology Infrastructure																									
0 73	WAN High Speed Fibre Data Services	CW	S2	04	148	0	0	0	0	148	0	148	0	0	0	148	0	0	0	0	0	0	0	0	148
0 75	WAN High Speed Fibre Data Services	CW	S5	05	310	450	0	0	0	760	0	760	0	0	0	760	0	0	0	0	0	0	0	0	760
20 76	Data Center Scope Change	CW	S3	05	-5,153	4,803	350	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Sub-total					3,758	9,660	4,991	4,040	5,000	27,449	29,300	56,749	0	0	0	8,408	0	550	0	0	47,791	0			56,749
ITP907747 Corporate Initiatives																									
71 34	Employee Performance Management (e	CW	S6	04	0	345	963	0	0	1,308	0	1,308	0	0	0	0	0	0	0	0	1,308	0			1,308
42 42	Org Mgmt and SAP Security	CW	S2	04	3,951	0	0	0	0	3,951	0	3,951	0	0	0	0	641	0	0	0	3,310	0			3,951
0 44	Work Mgmt Solution-Transportation	CW	S2	04	1,993	0	0	0	0	1,993	0	1,993	0	0	0	0	0	0	0	0	1,993	0			1,993
45 45	Web Bus. Cont. Refresh & Redesign	CW	S2	04	2,395	0	0	0	0	2,395	0	2,395	0	0	0	0	2,395	0	0	0	0	0			2,395
0 47	eRecruitment	CW	S2	04	644	0	0	0	0	644	0	644	0	0	0	0	644	0	0	0	0	0			644
45 52	Web Bus. Cont. Refresh & Redesign	CW	S4	04	1,600	0	0	0	0	1,600	0	1,600	0	0	0	0	0	0	0	0	1,600	0			1,600
0 54	HR ELECTRONIC SKILLS ASS. SOLUTION	CW	S2	04	350	0	0	0	0	350	0	350	0	0	0	0	350	0	0	0	0	0			350
0 55	2016-2019 Occupational Health & Safety Application	CW	S2	04	275	0	0	0	0	275	0	275	0	0	0	0	275	0	0	0	0	0			275
6 61	Enterprise eLearning HR	CW	S2	04	414	0	0	0	0	414	0	414	0	0	0	0	414	0	0	0	0	0			414
0 62	Workforce (HR) Business Intelligence	CW	S2	04	650	0	0	0	0	650	0	650	0	0	0	0	650	0	0	0	0	0			650
0 66	Capital Project Planning Sys Enhancements	CW	S2	04	175	0	0	0	0	175	0	175	0	0	0	0	175	0	0	0	0	0			175
0 67	Major Cap Infrastructure Project Coord. (TOINView)	CW	S2	04	175	0	0	0	0	175	0	175	0	0	0	0	0	0	0	0	175	0			175
0 69	WORKFLOW AUTOMATION & TRACKING	CW	S2	04	570	0	0	0	0	570	0	570	0	0	0	0	570	0	0	0	0	0			570
0 75	Work Mgmt Solution-Transportation	CW	S4	04	2,213	2,213	0	0	0	4,426	0	4,426	0	0	0	0	0	0	0	0	4,426	0			4,426
0 80	Capital Project Planning Sys Enhancements	CW	S5	04	600	570	0	0	0	1,170	0	1,170	0	0	0	0	0	0	0	0	1,170	0			1,170
0 81	Major Cap Infrastructure Project Coord. (TOINView)	CW	S6	05	0	525	425	0	0	950	0	950	0	0	0	0	0	0	0	0	950	0			950
6 83	Enterprise eLearning HR	CW	S5	04	270	646	0	0	0	916	0	916	0	0	0	0	0	0	0	0	916	0			916
0 84	eRecruitment	CW	S5	04	1,891	985	795	0	0	3,671	0	3,671	0	0	0	0	0	0	0	0	3,671	0			3,671
0 86	OCC HEALTH & SAFETY APP 2016-2019	CW	S5	04	1,128	1,083	279	0	0	2,490	0	2,490	0	0	0	0	0	0	0	0	2,490	0			2,490

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 3: 2017 Preliminary Capital Budget; 2018 to 2026 Preliminary 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										
					2017	2018	2019	2020	2021	Total 2017-2021	Total 2022-2026	Total 2017-2026	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
ITP907747 Corporate Initiatives																								
0 89	TFS Prevention & Public Education Improvements	CW	S4	04	250	0	0	0	0	250	0	250	0	0	0	0	0	0	0	0	250	0	250	
0 91	SDFSA - Wellbeing Toronto (WT)	CW	S4	03	96	0	0	0	0	96	0	96	0	0	0	0	0	0	0	0	96	0	96	
0 93	Shared Services	CW	S5	04	608	594	0	0	0	1,202	0	1,202	0	0	0	0	0	0	0	0	1,202	0	1,202	
0 94	TASS Business Readiness	CW	S4	04	461	0	0	0	0	461	0	461	0	0	0	0	0	0	0	0	461	0	461	
Sub-total					20,709	6,961	2,462	0	0	30,132	0	30,132	0	0	0	0	0	6,114	0	0	24,018	0	30,132	
ITP907907 Resources to Deliver IT Capital Projects																								
0 1	Capital Portfolio Resource Requirements	CW	S2	03	1,383	2,749	0	0	0	4,132	0	4,132	0	0	0	4,132	0	0	0	0	0	0	4,132	
0 3	Capital Portfolio Resource Requirement	CW	S2	03	1,775	0	0	0	0	1,775	0	1,775	0	0	0	1,775	0	0	0	0	0	0	1,775	
Sub-total					3,158	2,749	0	0	0	5,907	0	5,907	0	0	0	5,907	0	0	0	0	0	0	5,907	
ITP907951 2012 Core Service Review - Service Efficiencies																								
1 1	Employee Self Service Portal, Payroll - PPEB	CW	S2	04	1,044	0	0	0	0	1,044	0	1,044	0	0	0	0	0	1,044	0	0	0	0	1,044	
0 6	Short Term Business Improvements - Transportation	CW	S2	04	531	0	0	0	0	531	0	531	0	0	0	0	0	531	0	0	0	0	531	
0 7	Asset Management Solution - Transportation	CW	S2	04	540	360	0	0	0	900	0	900	0	0	0	0	0	0	0	0	900	0	900	
5 16	TASS PPEB Time & Attendance Scheduling Mgmt	CW	S2	04	1	0	0	0	0	1	0	1	0	0	0	0	0	1	0	0	0	0	1	
Sub-total					2,116	360	0	0	0	2,476	0	2,476	0	0	0	0	0	1,576	0	0	900	0	2,476	
WES906827 COMPUTER SYSTEM INTEGRATION																								
0 11	Project Progress & Contract Tracking (PTP) - ECS	CW	S2	04	208	0	0	0	0	208	0	208	0	0	0	0	0	208	0	0	0	0	208	
Sub-total					208	0	0	0	0	208	0	208	0	0	0	0	0	208	0	0	0	0	208	
WES907128 BUSINESS SUSTAINMENT SYSTEMS																								
90 130	Blueprint Document Management - ECS	CW	S2	03	193	0	0	0	0	193	0	193	0	0	0	0	0	0	0	0	193	0	193	
0 132	Web Information Portal on Dvlpmnt Applications	CW	S2	04	121	0	0	0	0	121	0	121	0	0	0	0	0	0	0	0	121	0	121	
0 136	System Enhancements for Licensing Services - MLS	CW	S2	04	239	0	0	0	0	239	0	239	0	0	0	0	0	239	0	0	0	0	239	
0 138	Toronto Building Electronic Service Delivery	CW	S2	04	554	0	0	0	0	554	0	554	0	0	0	554	0	0	0	0	0	0	554	
0 141	Municipal Licensing&Standards(MLS)-Licens. Phase 1	CW	S2	04	284	0	0	0	0	284	0	284	0	0	0	0	0	284	0	0	0	0	284	
0 147	Inegrated Bus Mgmt Reporting Platform	CW	S2	03	57	0	0	0	0	57	0	57	0	0	0	0	0	57	0	0	0	0	57	

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 3: 2017 Preliminary Capital Budget; 2018 to 2026 Preliminary 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												
					2017	2018	2019	2020	2021	Total 2017-2021	Total 2022-2026	Total 2017-2026	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other 2	Debt - Recoverable Debt	Total Financing		
WES907128 BUSINESS SUSTAINMENT SYSTEMS																								
0 150	IBMS Upgrade - Planning	CW	S2	03	203	0	0	0	0	203	0	203	0	0	0	0	0	0	0	0	203	0	203	
0 151	Electronic Self Service Licensing-MLS	CW	S2	04	615	0	0	0	0	615	0	615	0	0	0	0	615	0	0	0	0	0	615	
0 152	Web info Portal on Development Apps	CW	S2	04	366	0	0	0	0	366	0	366	0	0	0	0	366	0	0	0	0	0	366	
142 153	MLS Centralized Datamart	CW	S2	04	2,389	462	0	0	0	2,851	0	2,851	0	0	2,851	0	0	0	0	0	0	0	2,851	
0 154	Electronic Service Delivery Portal-Bldg Permits	CW	S2	04	662	0	0	0	0	662	0	662	0	0	0	0	662	0	0	0	0	0	662	
155 155	OnLine Portal Services for City Planning	CW	S2	04	175	0	0	0	0	175	0	175	0	0	0	0	175	0	0	0	0	0	175	
0 156	MLS Modernization-Phase 2	CW	S5	04	1,419	6,416	4,282	0	0	12,117	0	12,117	0	0	0	0	0	0	0	12,117	0	0	12,117	
0 158	Business Systems Improvement-ECS	CW	S2	04	200	0	0	0	0	200	0	200	0	0	0	0	200	0	0	0	0	0	200	
158 160	Business Sys Improvements - ECS Phase 2	CW	S5	04	300	530	0	0	0	830	0	830	0	0	0	0	0	0	0	830	0	0	830	
0 161	Municipal Licensing&Standards(MLS)-Licens. Phase 1	CW	S4	04	515	0	0	0	0	515	0	515	0	0	0	0	0	0	0	515	0	0	515	
0 162	Inegrated Bus Mgmt Reporting Platform	CW	S5	03	306	0	0	0	0	306	0	306	0	0	0	0	0	0	0	306	0	0	306	
0 163	Electronic Self Service Licensing-MLS	CW	S5	04	99	516	0	0	0	615	0	615	0	0	0	0	0	0	0	615	0	0	615	
155 167	OnLine Portal Services for City Planning	CW	S6	04	0	950	800	480	0	2,230	0	2,230	0	0	0	0	0	0	0	2,230	0	0	2,230	
0 169	System Enhancements for Licensing Services - MLS	CW	S5	05	390	0	0	0	0	390	0	390	0	0	0	0	0	0	0	390	0	0	390	
0 170	Electronic Service Delivery Portal-Bldg Permits	CW	S5	04	1,450	617	0	0	0	2,067	0	2,067	0	0	0	0	0	0	0	2,067	0	0	2,067	
0 172	IBMS Upgrade - Planning	CW	S5	03	260	500	379	0	0	1,139	0	1,139	0	0	0	0	0	0	0	1,139	0	0	1,139	
0 174	ECS Capital Project and Program Management Process	CW	S5	04	200	200	0	0	0	400	0	400	0	0	0	0	0	0	0	400	0	0	400	
0 175	Review and Improve Document Management Capabilitie	CW	S5	04	200	200	0	0	0	400	0	400	0	0	0	0	0	0	0	400	0	0	400	
Sub-total					11,197	10,391	5,461	480	0	27,529	0	27,529	0	0	2,851	554	2,598	0	0	21,526	0	0	27,529	
WES907458 TAS ELECTRONIC COMMUNICATIONS																								
0 5	On-Line Services - Animal Services	CW	S2	04	416	0	0	0	0	416	0	416	0	0	0	416	0	0	0	0	0	0	416	
0 6	On-Line Services -Animal Services	CW	S2	04	219	0	0	0	0	219	0	219	0	0	0	219	0	0	0	0	0	0	219	
Sub-total					635	0	0	0	0	635	0	635	0	0	0	635	0	0	0	0	0	0	0	635
Total Program Expenditure					83,674	58,408	42,311	38,286	41,980	264,659	201,683	466,342	0	0	0	248,617	554	13,017	0	0	204,154	0	0	466,342

Report Phase 2 - Program 30 Information & Technology Program Phase 2 Sub-Project Category 01,02,03,04,05 Part B Sub-Project Status S2,S5,S6 Part C Sub-Project Status S2,S3,S4

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 3: 2017 Preliminary Capital Budget; 2018 to 2026 Preliminary Capital Plan**Information & Technology**

Sub- Project No. Project Name Priority SubProj No. Sub-project Name		Current and Future Year Cash Flow Commitments and Estimates									Current and Future Year Cash Flow Commitments and Estimates Financed By									
		Ward Stat. Cat.	2017	2018	2019	2020	2021	Total 2017-2021	Total 2022-2026	Total 2017-2026	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing
Financed By:																				
Reserves (Ind. "XQ" Ref.)			31,657	27,032	21,325	23,140	26,480	129,634	118,983	248,617	0	0	0	248,617	0	0	0	0	0	248,617
Reserve Funds (Ind."XR" Ref.)			554	0	0	0	0	554	0	554	0	0	0	0	554	0	0	0	0	554
Capital from Current			13,017	0	0	0	0	13,017	0	13,017	0	0	0	0	13,017	0	0	0	0	13,017
Other2 (External)			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Debt			38,446	31,376	20,986	15,146	15,500	121,454	82,700	204,154	0	0	0	0	0	0	0	0	204,154	204,154
Total Program Financing			83,674	58,408	42,311	38,286	41,980	264,659	201,683	466,342	0	0	0	248,617	554	13,017	0	0	204,154	466,342

Status Code	Description
S2	S2 Prior Year (With 2017 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2017 and/or Future Year Cost(Cashflow)
S4	S4 New - Stand-Alone Project (Current Year Only)
S5	S5 New (On-going or Phased Projects)
S6	S6 New - Future Year (Commencing in 2018 & Beyond)

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

Appendix 4

2017 Cash Flow and Future Year Commitments

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 4: 2017 Cash Flow and Future Year Commitments

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												
						2017	2018	2019	2020	2021	Total 2017-2021	Total 2022-2026	Total 2017-2026	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
<u>EOL906983</u> <u>Asset Lifecycle Management</u>																									
39	39	Enterprise Storage Replacement	CW	S2	03	940	1,000	0	0	0	1,940	0	1,940	0	0	0	1,940	0	0	0	0	0	0	1,940	
37	42	Enterprise Software Replacement	CW	S2	03	604	1,103	0	0	0	1,707	0	1,707	0	0	0	1,707	0	0	0	0	0	0	1,707	
38	43	Enterprise Server Replacement	CW	S2	03	2,340	2,389	0	0	0	4,729	0	4,729	0	0	0	4,729	0	0	0	0	0	0	4,729	
9	45	Network Security Replacement	CW	S2	03	1,008	463	0	0	0	1,471	0	1,471	0	0	0	1,471	0	0	0	0	0	0	1,471	
15	46	Desktop Hardware Replacement	CW	S2	03	9,471	8,348	0	0	0	17,819	0	17,819	0	0	0	17,819	0	0	0	0	0	0	17,819	
0	47	Desktop Software Replacement	CW	S2	03	745	0	0	0	0	745	0	745	0	0	0	745	0	0	0	0	0	0	745	
0	48	Network Asset Replacement	CW	S5	03	3,091	0	0	0	0	3,091	0	3,091	0	0	0	3,091	0	0	0	0	0	0	3,091	
9	51	Network Security Replacement	CW	S5	03	316	0	0	0	0	316	0	316	0	0	0	316	0	0	0	0	0	0	316	
53	53	Desktop Software Replacement	CW	S5	03	367	0	0	0	0	367	0	367	0	0	0	367	0	0	0	0	0	0	367	
15	54	Desktop Hardware Replacement Scope Change	CW	S3	03	3,518	-655	0	0	0	2,863	0	2,863	0	0	0	2,863	0	0	0	0	0	0	2,863	
Sub-total						22,400	12,648	0	0	0	35,048	0	35,048	0	0	0	35,048	0	0	0	0	0	0	35,048	
<u>ITP000223</u> <u>Network Upgrade</u>																									
0	54	Disaster Recovery Pgm. (Prev. BCP)	CW	S2	03	970	0	0	0	0	970	0	970	0	0	0	970	0	0	0	0	0	0	970	
0	57	Disaster Recovery	CW	S5	03	210	0	0	0	0	210	0	210	0	0	0	0	0	0	0	210	0	0	210	
0	58	Business Continuity	CW	S5	03	650	0	0	0	0	650	0	650	0	0	0	0	0	0	0	650	0	0	650	
0	59	Business Continuity	CW	S2	03	300	0	0	0	0	300	0	300	0	0	0	0	0	0	0	300	0	0	300	
Sub-total						2,130	0	0	0	0	2,130	0	2,130	0	0	0	970	0	0	0	0	1,160	0	0	2,130
<u>ITP906881</u> <u>Application Systems</u>																									
58	58	Property Information Svcs (Central Prop Database)	CW	S2	04	800	0	0	0	0	800	0	800	0	0	0	800	0	0	0	0	0	0	800	
100	109	Enterprise Mobility Platform	CW	S2	04	542	0	0	0	0	542	0	542	0	0	0	0	0	0	0	542	0	0	542	
113	113	Ent Doc & Record Mgmt Solution (EDRMS)	CW	S2	04	140	0	0	0	0	140	0	140	0	0	0	0	140	0	0	0	0	0	140	
0	116	Enterprise Collaboration Foundation	CW	S2	04	1,539	0	0	0	0	1,539	0	1,539	0	0	0	0	0	0	0	1,539	0	0	1,539	
0	117	Intranet Refresh (Phase 1 ITWeb)	CW	S5	04	1,260	0	0	0	0	1,260	0	1,260	0	0	0	0	0	0	0	1,260	0	0	1,260	
0	120	Open Data Visualization	CW	S4	04	494	206	0	0	0	700	0	700	0	0	0	0	0	0	0	700	0	0	700	

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 4: 2017 Cash Flow and 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													
						2017	2018	2019	2020	2021	Total 2017-2021	Total 2022-2026	Total 2017-2026	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing			
<u>ITP906881 Application Systems</u>																										
0	125	IT Foundational Components	CW	S2	04	2,799	0	0	0	0	2,799	0	2,799	0	0	0	0	0	0	0	0	0	2,799	0	2,799	
84	126	Enterprise Geospatial Program	CW	S2	03	45	0	0	0	0	45	0	45	0	0	0	0	0	0	0	0	0	45	0	45	
118	127	Domino Decommissioning Strat & Implementation	CW	S2	03	600	0	0	0	0	600	0	600	0	0	0	0	0	0	0	0	0	600	0	600	
84	130	Enterprise Geospatial Program	CW	S5	03	200	0	0	0	0	200	0	200	0	0	0	0	0	0	0	0	0	200	0	200	
120	132	Enterprise Business Intelligence	CW	S2	04	800	0	0	0	0	800	0	800	0	0	0	0	800	0	0	0	0	0	0	800	
120	134	Enterprise Business Intelligence (EBI)	CW	S2	04	39	0	0	0	0	39	0	39	0	0	0	0	0	0	0	0	0	39	0	39	
113	136	Ent Doc & Record Mgmt Solution (EDRMS)	CW	S4	04	609	0	0	0	0	609	0	609	0	0	0	0	0	0	0	0	0	609	0	609	
100	137	Enterprise Mobility Platform	CW	S5	04	550	0	0	0	0	550	0	550	0	0	0	0	0	0	0	0	0	550	0	550	
0	140	Enterprise Collaboration Foundation	CW	S4	04	622	2,001	1,670	0	0	4,293	0	4,293	0	0	0	0	0	0	0	0	0	4,293	0	4,293	
0	141	Domino Decommissioning Strat & Implementation	CW	S4	03	1,065	620	0	0	0	1,685	0	1,685	0	0	0	0	0	0	0	0	0	1,685	0	1,685	
Sub-total						12,104	2,827	1,670	0	0	16,601	0	16,601	0	0	0	800	0	940	0	0	0	14,861	0	16,601	
<u>ITP906882 Corporate Planning & Management</u>																										
89	121	IT Risk Mgmt Framework	CW	S2	03	1,029	660	660	0	0	2,349	0	2,349	0	0	0	0	0	369	0	0	0	1,980	0	2,349	
0	123	Application Portfolio Tools & Rationalization	CW	S2	04	274	0	0	0	0	274	0	274	0	0	0	0	0	0	0	0	0	274	0	274	
127	131	Enterprise Solution Delivery Management Framework	CW	S5	03	639	0	0	0	0	639	0	639	0	0	0	0	0	0	0	0	0	639	0	639	
0	132	I&T PPM Solution (Cloud) Implementation	CW	S2	04	250	500	726	430	0	1,906	0	1,906	0	0	0	0	0	250	0	0	0	1,656	0	1,906	
69	133	eCity Program Renewal	CW	S2	05	614	459	311	316	0	1,700	0	1,700	0	0	0	0	0	0	0	0	0	1,700	0	1,700	
0	135	IT Service Process Improvement Program	CW	S2	05	741	653	665	678	0	2,737	0	2,737	0	0	0	0	0	100	0	0	0	2,637	0	2,737	
46	139	Quality Assurance Testing Software Upgrade	CW	S2	03	252	0	0	0	0	252	0	252	0	0	0	0	0	252	0	0	0	0	0	252	
0	140	Enterprise Architecture	CW	S2	03	60	0	0	0	0	60	0	60	0	0	0	0	0	60	0	0	0	0	0	60	
0	141	Application Portfolio Tools & Rationalization	CW	S2	05	500	500	650	0	0	1,650	0	1,650	0	0	0	0	0	0	0	0	0	1,650	0	1,650	
128	143	Enterprise Information Security Pgm	CW	S5	05	400	0	0	0	0	400	0	400	0	0	0	0	0	0	0	0	0	400	0	400	
0	145	Enterprise Architecture	CW	S5	05	500	0	0	0	0	500	0	500	0	0	0	0	0	0	0	0	0	500	0	500	
Sub-total						5,259	2,772	3,012	1,424	0	12,467	0	12,467	0	0	0	0	0	1,031	0	0	0	11,436	0	12,467	

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 4: 2017 Cash Flow and Future Year Commitments

Information & Technology

						Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By												
Sub-Project No.	Project Name	Ward	Stat.	Cat.		2017	2018	2019	2020	2021	Total 2017-2021	Total 2022-2026	Total 2017-2026	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other 2	Debt - Recoverable Debt	Total Financing		
ITP906883 Technology Infrastructure																									
20 30	Consolidated Data Centre	CW	S2	05		12,208	0	0	0	0	12,208	0	12,208	0	0	0	0	0	0	0	10,200	2,008	0	12,208	
0 54	Business Applications Service Monitoring	CW	S5	03		200	0	0	0	0	200	0	200	0	0	0	0	0	0	0	0	0	200	0	200
20 55	Consolidated Data Centre	CW	S2	05		19,495	0	0	0	0	19,495	0	19,495	0	0	0	0	0	0	0	-4,220	23,715	0	19,495	
20 62	Consolidated Data Centre	CW	S2	05		-24,350	15,400	0	0	0	-8,950	0	-8,950	0	0	0	9,400	0	0	0	6,020	-24,370	0	-8,950	
20 66	Consolidated Data Center	CW	S2	05		0	-15,400	0	0	0	-15,400	0	-15,400	0	0	0	-3,400	0	0	0	-12,000	0	0	-15,400	
68 68	DIRECTORY SERVICES TRANSITION-Design	CW	S2	03		550	0	0	0	0	550	0	550	0	0	0	0	0	550	0	0	0	0	550	
20 69	Consolidated Data Centre	CW	S2	05		0	1,500	0	0	0	1,500	0	1,500	0	0	0	1,500	0	0	0	0	0	0	1,500	
68 72	DIRECTORY SERVICES - Implementation	CW	S5	03		350	0	0	0	0	350	0	350	0	0	0	0	0	0	0	0	350	0	350	
0 73	WAN High Speed Fibre Data Services	CW	S2	04		148	0	0	0	0	148	0	148	0	0	0	148	0	0	0	0	0	0	148	
0 75	WAN High Speed Fibre Data Services	CW	S5	05		310	0	0	0	0	310	0	310	0	0	0	310	0	0	0	0	0	0	310	
20 76	Data Center Scope Change	CW	S3	05		-5,153	4,803	350	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Sub-total						3,758	6,303	350	0	0	10,411	0	10,411	0	0	0	7,958	0	550	0	0	1,903	0	10,411	
ITP907747 Corporate Initiatives																									
42 42	Org Mgmt and SAP Security	CW	S2	04		3,951	0	0	0	0	3,951	0	3,951	0	0	0	0	0	641	0	0	3,310	0	3,951	
0 44	Work Mgmt Solution-Transportation	CW	S2	04		1,993	0	0	0	0	1,993	0	1,993	0	0	0	0	0	0	0	0	1,993	0	1,993	
45 45	Web Bus. Cont. Refresh & Redesign	CW	S2	04		2,395	0	0	0	0	2,395	0	2,395	0	0	0	0	0	2,395	0	0	0	0	2,395	
0 47	eRecruitment	CW	S2	04		644	0	0	0	0	644	0	644	0	0	0	0	0	644	0	0	0	0	644	
45 52	Web Bus. Cont. Refresh & Redesign	CW	S4	04		1,600	0	0	0	0	1,600	0	1,600	0	0	0	0	0	0	0	0	1,600	0	1,600	
0 54	HR ELECTRONIC SKILLS ASS. SOLUTION	CW	S2	04		350	0	0	0	0	350	0	350	0	0	0	0	0	350	0	0	0	0	350	
0 55	2016-2019 Occupational Health & Safety Application	CW	S2	04		275	0	0	0	0	275	0	275	0	0	0	0	0	275	0	0	0	0	275	
6 61	Enterprise eLearning HR	CW	S2	04		414	0	0	0	0	414	0	414	0	0	0	0	0	414	0	0	0	0	414	
0 62	Workforce (HR) Business Intelligence	CW	S2	04		650	0	0	0	0	650	0	650	0	0	0	0	0	650	0	0	0	0	650	
0 66	Capital Project Planning Sys Enhancements	CW	S2	04		175	0	0	0	0	175	0	175	0	0	0	0	0	175	0	0	0	0	175	
0 67	Major Cap Infrastructure Project Coord. (TOINView)	CW	S2	04		175	0	0	0	0	175	0	175	0	0	0	0	0	0	0	0	175	0	175	

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 4: 2017 Cash Flow and 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												
						2017	2018	2019	2020	2021	Total 2017-2021	Total 2022-2026	Total 2017-2026	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
WES907128 BUSINESS SUSTAINMENT SYSTEMS																									
90	130	Blueprint Document Management - ECS	CW	S2	03	193	0	0	0	0	193	0	193	0	0	0	0	0	0	0	0	0	193	0	193
0	132	Web Information Portal on Dvlprmt Applications	CW	S2	04	121	0	0	0	0	121	0	121	0	0	0	0	0	0	0	0	0	121	0	121
0	136	System Enhancements for Licensing Services - MLS	CW	S2	04	239	0	0	0	0	239	0	239	0	0	0	0	0	239	0	0	0	0	0	239
0	138	Toronto Building Electronic Service Delivery	CW	S2	04	554	0	0	0	0	554	0	554	0	0	0	0	554	0	0	0	0	0	0	554
0	141	Municipal Licensing&Standards(MLS)-Licens. Phase 1	CW	S2	04	284	0	0	0	0	284	0	284	0	0	0	0	0	284	0	0	0	0	0	284
0	147	Inegrated Bus Mgmt Reporting Platform	CW	S2	03	57	0	0	0	0	57	0	57	0	0	0	0	0	57	0	0	0	0	0	57
0	150	IBMS Upgrade - Planning	CW	S2	03	203	0	0	0	0	203	0	203	0	0	0	0	0	0	0	0	0	203	0	203
0	151	Electronic Self Service Licensing-MLS	CW	S2	04	615	0	0	0	0	615	0	615	0	0	0	0	0	615	0	0	0	0	0	615
0	152	Web info Portal on Development Apps	CW	S2	04	366	0	0	0	0	366	0	366	0	0	0	0	0	366	0	0	0	0	0	366
142	153	MLS Centralized Datamart	CW	S2	04	2,389	462	0	0	0	2,851	0	2,851	0	0	0	2,851	0	0	0	0	0	0	0	2,851
0	154	Electronic Service Delivery Portal-Bldg Permits	CW	S2	04	662	0	0	0	0	662	0	662	0	0	0	0	0	662	0	0	0	0	0	662
155	155	OnLine Portal Services for City Planning	CW	S2	04	175	0	0	0	0	175	0	175	0	0	0	0	0	175	0	0	0	0	0	175
0	156	MLS Modernization-Phase 2	CW	S5	04	1,419	0	0	0	0	1,419	0	1,419	0	0	0	0	0	0	0	0	1,419	0	1,419	
0	158	Business Systems Improvement-ECS	CW	S2	04	200	0	0	0	0	200	0	200	0	0	0	0	0	200	0	0	0	0	0	200
158	160	Business Sys Improvements - ECS Phase 2	CW	S5	04	300	0	0	0	0	300	0	300	0	0	0	0	0	0	0	0	0	300	0	300
0	161	Municipal Licensing&Standards(MLS)-Licens. Phase 1	CW	S4	04	515	0	0	0	0	515	0	515	0	0	0	0	0	0	0	0	0	515	0	515
0	162	Inegrated Bus Mgmt Reporting Platform	CW	S5	03	306	0	0	0	0	306	0	306	0	0	0	0	0	0	0	0	0	306	0	306
0	163	Electronic Self Service Licensing-MLS	CW	S5	04	99	0	0	0	0	99	0	99	0	0	0	0	0	0	0	0	0	99	0	99
0	169	System Enhancements for Licensing Services - MLS	CW	S5	05	390	0	0	0	0	390	0	390	0	0	0	0	0	0	0	0	0	390	0	390
0	170	Electronic Service Delivery Portal-Bldg Permits	CW	S5	04	1,450	0	0	0	0	1,450	0	1,450	0	0	0	0	0	0	0	0	0	1,450	0	1,450
0	172	IBMS Upgrade - Planning	CW	S5	03	260	0	0	0	0	260	0	260	0	0	0	0	0	0	0	0	0	260	0	260
0	174	ECS Capital Project and Program Management Process	CW	S5	04	200	200	0	0	0	400	0	400	0	0	0	0	0	0	0	0	0	400	0	400
0	175	Review and Improve Document Management Capabilitie	CW	S5	04	200	200	0	0	0	400	0	400	0	0	0	0	0	0	0	0	0	400	0	400
Sub-total						11,197	862	0	0	0	12,059	0	12,059	0	0	0	2,851	554	2,598	0	0	6,056	0	12,059	

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 4: 2017 Cash Flow and 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												
						2017	2018	2019	2020	2021	Total 2017-2021	Total 2022-2026	Total 2017-2026	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
<u>WES907458 TAS ELECTRONIC COMMUNICATIONS</u>																								
0	5	On-Line Services - Animal Services	CW	S2	04	416	0	0	0	0	416	0	416	0	0	0	0	0	0	0	0	0	416	
0	6	On-Line Services - Animal Services	CW	S2	04	219	0	0	0	0	219	0	219	0	0	0	0	0	0	0	0	0	219	
Sub-total						635	0	0	0	0	635	0	635	0	0	0	0	0	0	0	0	0	635	
Total Program Expenditure						83,674	30,734	5,032	1,424	0	120,864	0	120,864	0	0	0	54,169	554	13,017	0	0	53,124	0	120,864

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 4: 2017 Cash Flow and Future Year Commitments

Information & Technology

Sub- Project No. Project Name Priority SubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments and Estimates						Current and Future Year Cash Flow Commitments and Estimates Financed By									
						2017	2018	2019	2020	2021	Total 2017-2021	Total 2022-2026	Total 2017-2026	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2
Financed By:																					
Reserves (Ind. "XQ" Ref.)						31,657	22,162	350	0	0	54,169	0	54,169	0	0	0	0	0	0	0	54,169
Reserve Funds (Ind."XR" Ref.)						554	0	0	0	0	554	0	554	0	0	0	0	0	0	0	554
Capital from Current						13,017	0	0	0	0	13,017	0	13,017	0	0	13,017	0	0	0	0	13,017
Other2 (External)						0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Debt						38,446	8,572	4,682	1,424	0	53,124	0	53,124	0	0	0	0	53,124	0	53,124	
Total Program Financing						83,674	30,734	5,032	1,424	0	120,864	0	120,864	0	554	13,017	0	0	53,124	0	120,864

Status Code Description
 S2 S2 Prior Year (With 2017 and/or Future Year Cashflow)
 S3 S3 Prior Year - Change of Scope 2017 and/or Future Year Cost(Cashflow)
 S4 S4 New - Stand-Alone Project (Current Year Only)
 S5 S5 New (On-going or Phased Projects)

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

Appendix 5

2017 Preliminary Capital Budget with Financing Detail

(Phase 2) 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: 2017 Preliminary Capital Budget with Financing Detail
Information & Technology
Sub-Project Summary

Project/Financing Priority Project	Project Name	Start Date	Completion Date	2017	Financing										
				Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable	
0	<u>ITP000223</u>	<u>Network Upgrade</u>													
0	54 Disaster Recovery Pgm. (Prev. BCP)	01/01/2006	12/31/2023	970	0	0	0	970	0	0	0	0	0	0	0
0	57 Disaster Recovery	01/01/2016	12/31/2024	210	0	0	0	0	0	0	0	0	0	210	0
0	58 Business Continuity	01/01/2016	12/31/2018	650	0	0	0	0	0	0	0	0	0	650	0
0	59 Business Continuity	01/01/2016	12/31/2018	300	0	0	0	0	0	0	0	0	0	300	0
	Project Sub-total:			2,130	0	0	0	970	0	0	0	0	0	1,160	0
0	<u>ITP906881</u>	<u>Application Systems</u>													
0	116 Enterprise Collaboration Foundation	01/01/2015	12/31/2018	1,539	0	0	0	0	0	0	0	0	0	1,539	0
0	117 Intranet Refresh (Phase 1 ITWeb)	01/01/2015	12/31/2018	1,260	0	0	0	0	0	0	0	0	0	1,260	0
0	120 Open Data Visualization	05/01/2015	12/31/2017	494	0	0	0	0	0	0	0	0	0	494	0
0	125 IT Foundational Components	02/22/2015	12/31/2017	2,799	0	0	0	0	0	0	0	0	0	2,799	0
0	140 Enterprise Collaboration Foundation	01/01/2015	12/31/2018	622	0	0	0	0	0	0	0	0	0	622	0
0	141 Domino Decommissioning Strat & Implementation	01/01/2015	12/31/2018	1,065	0	0	0	0	0	0	0	0	0	1,065	0
58	58 Property Information Svcs (Central Prop Database)	01/01/2012	12/31/2017	800	0	0	0	800	0	0	0	0	0	0	0
84	126 Enterprise Geospatial Program	01/20/2015	12/31/2017	45	0	0	0	0	0	0	0	0	0	45	0
84	130 Enterprise Geospatial Program	01/01/2016	12/31/2023	200	0	0	0	0	0	0	0	0	0	200	0
100	109 Enterprise Mobility Platform	01/01/2016	12/31/2019	542	0	0	0	0	0	0	0	0	0	542	0
100	137 Enterprise Mobility Platform	01/01/2016	12/31/2019	550	0	0	0	0	0	0	0	0	0	550	0
113	113 Ent Doc & Record Mgmt Solution (EDRMS)	01/01/2014	12/31/2018	140	0	0	0	0	0	140	0	0	0	0	0
113	136 Ent Doc & Record Mgmt Solution (EDRMS)	01/01/2016	12/31/2017	609	0	0	0	0	0	0	0	0	0	609	0
118	127 Domino Decommissioning Strat & Implementation	01/01/2015	12/31/2015	600	0	0	0	0	0	0	0	0	0	600	0
120	132 Enterprise Business Intelligence	01/01/2016	12/31/2016	800	0	0	0	0	0	800	0	0	0	0	0
120	134 Enterprise Business Intelligence (EBI)	02/01/2015	06/11/2017	39	0	0	0	0	0	0	0	0	0	39	0
	Project Sub-total:			12,104	0	0	0	800	0	940	0	0	0	10,364	0
0	<u>ITP906882</u>	<u>Corporate Planning & Management</u>													
0	123 Application Portfolio Tools & Rationalization	02/01/2014	12/31/2019	274	0	0	0	0	0	0	0	0	0	274	0
0	132 I&T PPM Solution (Cloud) Implementation	01/01/2015	12/31/2018	250	0	0	0	0	0	250	0	0	0	0	0
0	135 IT Service Process Improvement Program	01/01/2016	01/01/2020	741	0	0	0	0	0	100	0	0	0	641	0
0	140 Enterprise Architecture	03/01/2016	12/31/2016	60	0	0	0	0	0	60	0	0	0	0	0
0	141 Application Portfolio Tools & Rationalization	02/01/2016	12/31/2019	500	0	0	0	0	0	0	0	0	0	500	0
0	145 Enterprise Architecture	03/01/2016	12/31/2019	500	0	0	0	0	0	0	0	0	0	500	0
46	139 Quality Assurance Testing Software Supgrade	01/01/2016	12/31/2019	252	0	0	0	0	0	252	0	0	0	0	0
69	133 eCity Program Renewal	01/01/2015	12/31/2019	614	0	0	0	0	0	0	0	0	0	614	0
89	121 IT Risk Mgmt Framework	01/01/2014	12/31/2019	1,029	0	0	0	0	0	369	0	0	0	660	0



CITY OF TORONTO

Appendix 5: 2017 Preliminary Capital Budget with Financing Detail

Information & Technology

Sub-Project Summary

Project/Financing Priority Project	Project Name	Start Date	Completion Date	2017	Financing									
				Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable
0	<u>ITP906882</u>	<u>Corporate Planning & Management</u>												
127	131 Enterprise Solution Delivery Management Framework	02/02/2015	12/31/2018	639	0	0	0	0	0	0	0	0	639	0
128	143 Enterprise Information Security Pgm	01/01/2016	12/31/2023	400	0	0	0	0	0	0	0	0	400	0
	Project Sub-total:			5,259	0	0	0	0	0	1,031	0	0	4,228	0
0	<u>ITP906883</u>	<u>Technology Infrastructure</u>												
0	54 Business Applications Service Monitoring	04/01/2016	09/30/2021	200	0	0	0	0	0	0	0	0	200	0
0	73 WAN High Speed Fibre Data Services	01/01/2016	12/31/2018	148	0	0	0	148	0	0	0	0	0	0
0	75 WAN High Speed Fibre Data Services	01/01/2016	12/31/2018	310	0	0	0	310	0	0	0	0	0	0
20	30 Consolidated Data Centre	01/01/2008	12/31/2017	12,208	0	0	0	0	0	0	10,200	2,008	0	0
20	55 Consolidated Data Centre	01/01/2013	12/31/2017	19,495	0	0	0	0	0	0	-4,220	23,715	0	0
20	62 Consolidated Data Centre	01/01/2014	12/31/2017	-24,350	0	0	0	6,000	0	0	0	-5,980	-24,370	0
20	76 Data Center Scope Change	01/01/2017	12/31/2019	-5,153	0	0	0	-5,153	0	0	0	0	0	0
68	68 DIRECTORY SERVICES TRANSITION-Design	01/01/2016	05/25/2015	550	0	0	0	0	0	550	0	0	0	0
68	72 DIRECTORY SERVICES - Implementation	01/01/2016	12/31/2017	350	0	0	0	0	0	0	0	0	350	0
	Project Sub-total:			3,758	0	0	0	1,305	0	550	0	0	1,903	0
0	<u>ITP907747</u>	<u>Corporate Initiatives</u>												
0	44 Work Mgmt Solution-Transportation	01/01/2016	12/31/2018	1,993	0	0	0	0	0	0	0	0	1,993	0
0	47 eRecruitment	01/05/2015	12/31/2019	644	0	0	0	0	0	644	0	0	0	0
0	54 HR ELECTRONIC SKILLS ASS. SOLUTION	01/01/2016	12/31/2017	350	0	0	0	0	0	350	0	0	0	0
0	55 2016-2019 Occupational Health & Safety Application	01/01/2016	12/31/2019	275	0	0	0	0	0	275	0	0	0	0
0	62 Workforce (HR) Business Intelligence	01/01/2016	12/31/2017	650	0	0	0	0	0	650	0	0	0	0
0	66 Capital Project Planning Sys Enhancements	01/01/2016	12/31/2018	175	0	0	0	0	0	175	0	0	0	0
0	67 Major Cap Infrastructure Project Coord. (TOINView)	01/31/2016	12/31/2018	175	0	0	0	0	0	0	0	0	175	0
0	69 WORKFLOW AUTOMATION & TRACKING	01/01/2016	12/31/2016	570	0	0	0	0	0	570	0	0	0	0
0	75 Work Mgmt Solution-Transportation	01/01/2016	12/31/2018	2,213	0	0	0	0	0	0	0	0	2,213	0
0	80 Capital Project Planning Sys Enhancements	01/01/2016	12/31/2018	600	0	0	0	0	0	0	0	0	600	0
0	84 eRecruitment	01/01/2016	12/31/2019	1,891	0	0	0	0	0	0	0	0	1,891	0
0	86 OCC HEALTH & SAFETY APP 2016-2019	01/01/2017	12/31/2019	1,128	0	0	0	0	0	0	0	0	1,128	0
0	89 TFS Prevention & Public Education Improvements	08/31/2016	12/31/2018	250	0	0	0	0	0	0	0	0	250	0
0	91 SDFA - Wellbeing Toronto (WT)	04/01/2017	09/01/2017	96	0	0	0	0	0	0	0	0	96	0
0	93 Shared Servces	02/17/2017	12/31/2018	608	0	0	0	0	0	0	0	0	608	0
0	94 TASS Business Readiness	10/26/2016	10/26/2016	461	0	0	0	0	0	0	0	0	461	0
6	61 Enterprise eLearning HR	06/05/2015	06/05/2015	414	0	0	0	0	0	414	0	0	0	0
6	83 Enterprise eLearning HR	01/01/2016	01/01/2018	270	0	0	0	0	0	0	0	0	270	0
42	42 Org Mgmt and SAP Security	01/01/2015	12/31/2016	3,951	0	0	0	0	0	641	0	0	3,310	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: 2017 Preliminary Capital Budget with Financing Detail

Information & Technology

Sub-Project Summary

Project/Financing Priority Project	Project Name	Start Date	Completion Date	2017	Financing									
				Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable
107	WES90712E	BUSINESS SUSTAINMENT SYSTEMS												
0	132 Web Information Portal on Dvlpmnt Applications	01/01/2014	12/31/2017	121	0	0	0	0	0	0	0	0	121	0
0	136 System Enhancements for Licensing Services - MLS	02/03/2014	12/31/2017	239	0	0	0	0	0	239	0	0	0	0
0	138 Toronto Building Electronic Service Delivery	01/01/2014	12/31/2017	554	0	0	0	0	554	0	0	0	0	0
0	141 Municipal Licensing&Standards(MLS)-Licens. Phase 1	04/04/2016	12/30/2016	284	0	0	0	0	0	284	0	0	0	0
0	147 Inegrated Bus Mgmt Reporting Platform	01/01/2016	12/31/2017	57	0	0	0	0	0	57	0	0	0	0
0	150 IBMS Upgrade - Planning	06/05/2018	12/31/2019	203	0	0	0	0	0	0	0	0	203	0
0	151 Electronic Self Service Licensing-MLS	01/01/2016	12/31/2017	615	0	0	0	0	0	615	0	0	0	0
0	152 Web info Portal on Development Apps	02/15/2016	12/31/2016	366	0	0	0	0	0	366	0	0	0	0
0	154 Electronic Service Delivery Portal-Bldg Permits	01/01/2016	12/31/2017	662	0	0	0	0	0	662	0	0	0	0
0	156 MLS Modernization-Phase 2	01/01/2017	12/31/2019	1,419	0	0	0	0	0	0	0	0	1,419	0
0	158 Business Systems Improvement-ECS	01/01/2017	12/31/2019	200	0	0	0	0	0	200	0	0	0	0
0	161 Municipal Licensing&Standards(MLS)-Licens. Phase 1	04/04/2016	12/30/2016	515	0	0	0	0	0	0	0	0	515	0
0	162 Inegrated Bus Mgmt Reporting Platform	01/01/2016	12/31/2017	306	0	0	0	0	0	0	0	0	306	0
0	163 Electronic Self Service Licensing-MLS	01/01/2016	12/31/2017	99	0	0	0	0	0	0	0	0	99	0
0	169 System Enhancements for Licensing Services - MLS	01/01/2014	12/31/2017	390	0	0	0	0	0	0	0	0	390	0
0	170 Electronic Service Delivery Portal-Bldg Permits	06/14/2016	03/30/2018	1,450	0	0	0	0	0	0	0	0	1,450	0
0	172 IBMS Upgrade - Planning	06/05/2018	12/19/2019	260	0	0	0	0	0	0	0	0	260	0
0	174 ECS Capital Project and Program Management Process	10/26/2016	10/26/2016	200	0	0	0	0	0	0	0	0	200	0
0	175 Review and Improve Document Management Capabilitie	10/26/2016	10/26/2016	200	0	0	0	0	0	0	0	0	200	0
90	130 Blueprint Document Management - ECS	01/01/2015	12/31/2016	193	0	0	0	0	0	0	0	0	193	0
142	153 MLS Centralized Datamart	01/01/2016	12/31/2018	2,389	0	0	0	2,389	0	0	0	0	0	0
155	155 OnLine Portal Services for City Planning	01/01/2016	12/31/2019	175	0	0	0	0	0	175	0	0	0	0
158	160 Business Sys Improvements - ECS Phase 2	03/01/2018	12/13/2019	300	0	0	0	0	0	0	0	0	300	0
Project Sub-total:				11,197	0	0	0	2,389	554	2,598	0	0	5,656	0
Program Total:				83,674	0	0	0	31,657	554	13,017	0	0	38,446	0

Status Code	Description
S2	S2 Prior Year (With 2017 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2017 and/or Future Year Cost/Cashflow)
S4	S4 New - Stand-Alone Project (Current Year Only)
S5	S5 New (On-going or Phased Projects)

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

Appendix 6

Reserve / Reserve Fund Review

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

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2016 *	Contributions / (Withdrawals)										2017 - 2026 Total Contributions / (Withdrawals)
			2017 Budget	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	
IT Equipment Reserve (XQ1508)	Beginning Balance	9,782	9,782	6,776	5,658	3,382	(1,059)	(8,840)	(14,984)	(18,999)	(21,254)	(26,374)	
	Withdrawals (-)												
	Asset Lifecycle Management EOL906983		(18,960)	(17,068)	(20,975)	(23,140)	(26,480)	(24,843)	(22,714)	(20,954)	(23,819)	(26,653)	(225,606)
	Resources to Deliver IT Capital Projects ITP907907		(1,775)	(2,749)									(4,524)
	Network Upgrade ITP000223-54		(970)										(970)
	Total Withdrawals		(21,705)	(19,817)	(20,975)	(23,140)	(26,480)	(24,843)	(22,714)	(20,954)	(23,819)	(26,653)	(231,100)
	Contributions (+)		18,699	18,699	18,699	18,699	18,699	18,699	18,699	18,699	18,699	18,699	
Total Contributions		18,699	18,699	18,699	18,699	18,699	18,699	18,699	18,699	18,699	18,699	-	
Total Reserve Fund Balance at Year-End		9,782	6,776	5,658	3,382	(1,059)	(8,840)	(14,984)	(18,999)	(21,254)	(26,374)	(34,328)	(231,100)

* Based on the 2016 Q3 Variance Report

* Based on the 2016 Q3 Variance Report

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

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2016 *	Contributions / (Withdrawals)										2017 - 2026 Total Contributions / (Withdrawals)
			2017 Budget	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	
Capital Financing Reserve (XQ0011)	Beginning Balance	232,041	232,041	228,202	220,987	220,637	220,637	220,637	220,637	220,637	220,637	220,637	
	Withdrawals (-)												
	Consolidated Data Centre ITP906883		(847)	(6,303)	(350)								(7,500)
	Property Information Services ITP906881-58		(400)										(400)
	WAN High Speed Fibre Data Services ITP906883-75/76		(310)	(450)									(760)
	MLS Centralized DataMart WES907128-153		(1,866)	(462)									(2,328)
	Animal Services Electronics Communications WES907458		(416)	-									(416)
Total Withdrawals		(3,839)	(7,215)	(350)									(11,404)
Other Program/Agency Net Withdrawals (-) and													
Total Reserve Fund Balance at Year-End		232,041	228,202	220,987	220,637	220,637	220,637	220,637	220,637	220,637	220,637	220,637	(11,404)

* Based on the 2016 Q3 Variance Report