

Internal Services

2017 Preliminary Operating Budget and 2017 - 2026 Preliminary Capital Budget & Plan

Budget Committee



Agenda

- Cluster Overview:
 - Cluster Services and Resources
- Operating Overview
 - Service Performance
 - Key Issues & Priority Actions
 - 2017 - 2019 Preliminary Operating Budget & Plan
- Capital Overview
 - Capital Performance
 - Key Issues & Priority Actions
 - 2017 – 2026 Preliminary Capital Budget & Plan

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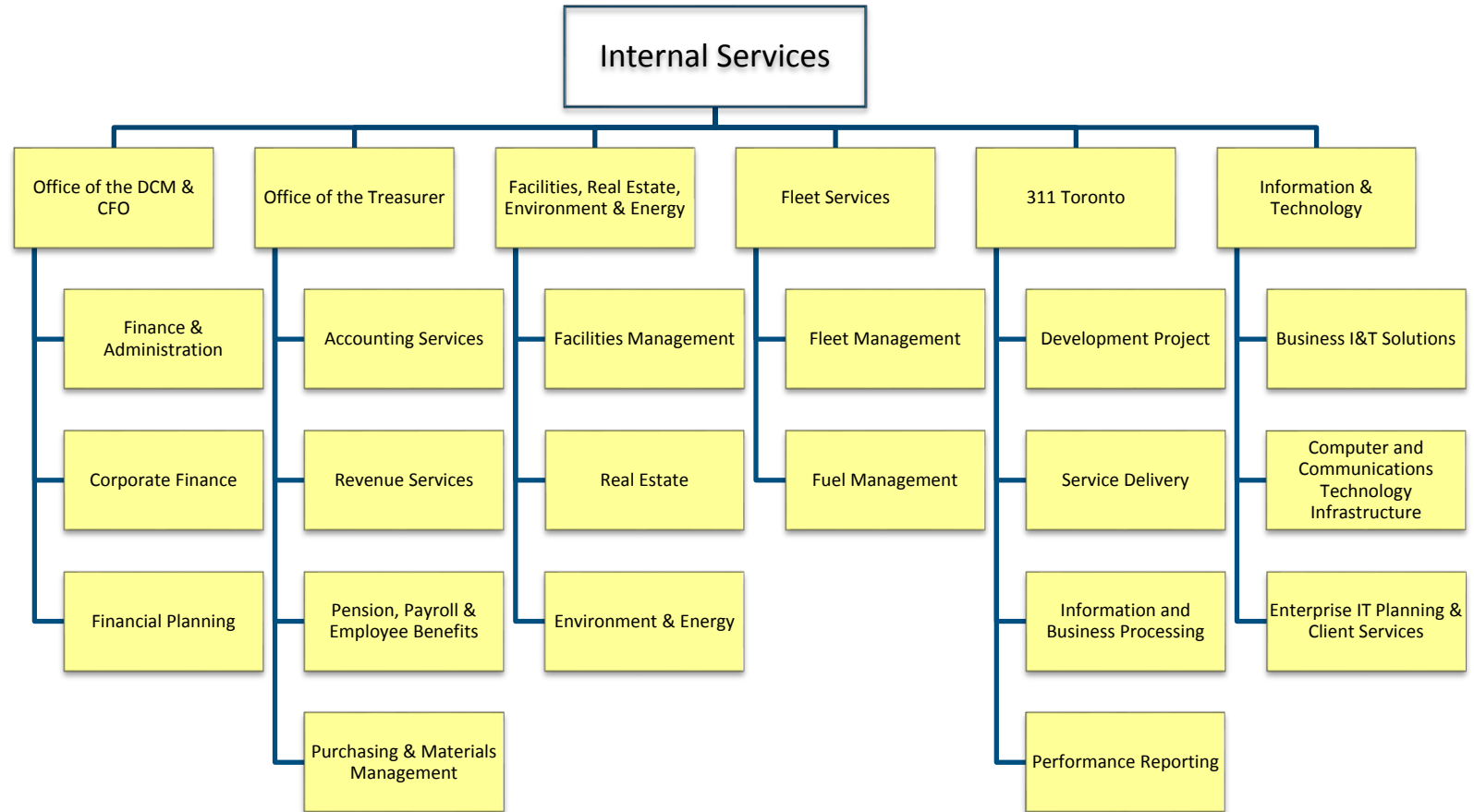
Cluster Overview



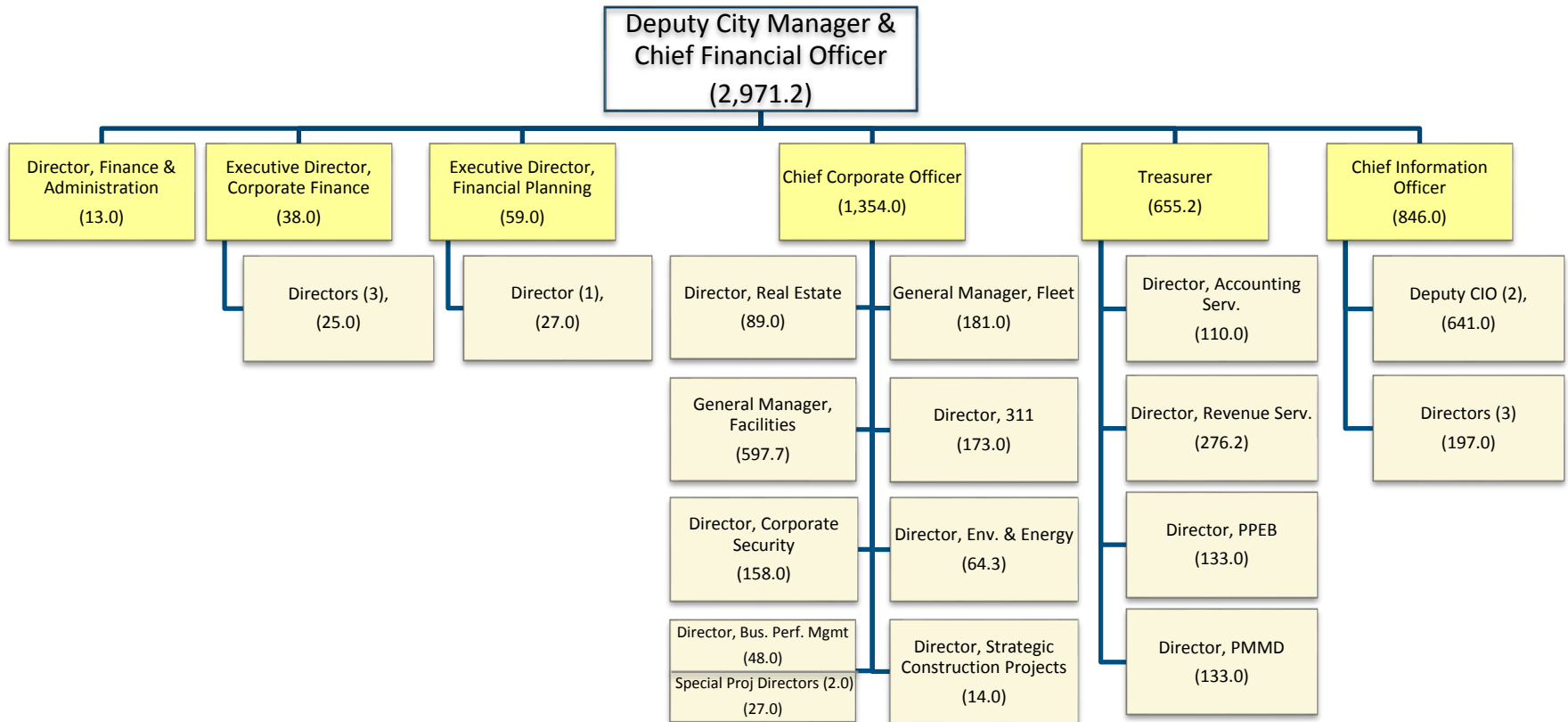
Internal Services Operating Highlights

- Met -2.6% budget reduction target
- 97.8 position reductions: 37.5 operating, 60.3 capital
- Cost drivers of \$5.3M mainly due to:
 - Operating impacts of capital \$3.3M
 - Salary and benefits for COLA, progression pay and step increases \$2.7M
- Identified \$10M in reductions:
 - Base savings \$2.3M
 - Service efficiencies \$5.6M
 - Revenue increases \$1.0M
 - Service adjustments \$1.1M

Services Delivered By Internal Services

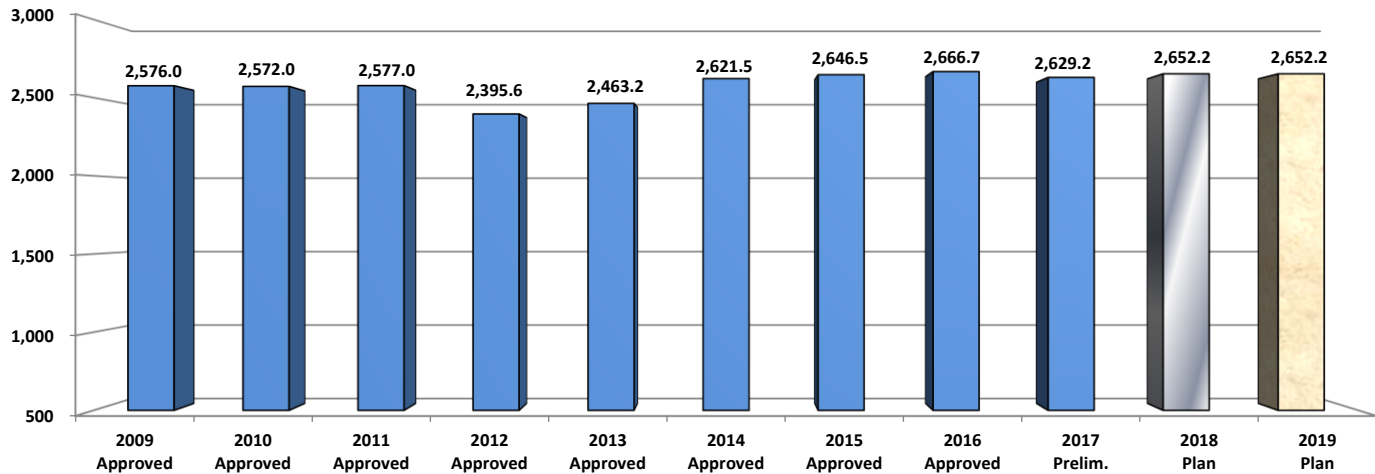


2017 Organizational Chart for Internal Services



Category	Senior Management	Management	Exempt Professional & Clerical	Union	Total
Permanent Pos	21.0	460.0	352.0	1,778.7	2,611.7
Temporary Pos	-	58.7	129.0	171.8	359.5
Total	21.0	518.7	481.0	1,950.5	2,971.2

Staffing Trend (Excludes Capital Positions)



Key Points:

- 2012: -113 positions alternate service delivery of custodial services; -56 positions efficiencies
- 2013: 58 new operating positions IT capital projects
- 2014: 55 positions administrative clean-up for provincial trades, 46.8 positions to reverse 2012 custodial ASD Phase II, 20 positions transferred to Facilities from Paramedic Services (Facilities Transformation)
- 2015: 7 positions operating impacts of capital, 7 positions transferred from other Clusters, 9 new positions (4 Security Guards in Facilities, 5 Corporate Buyers in PMMD)
- 2016: 22 positions operating impact of capital, 10 Fleet maintenance positions for Solid Waste Mgmt vehicles, 5 temporary positions for City Wide Real Estate Review, -16.8 positions deleted through efficiencies
- 2017: -37.5 positions mainly due to: efficiencies (19), modernization of payment processing (16), new Facilities Mgmt business model (12.5), minor service adjustments in I&T (12). Partially offset by operating impacts of capital (17) and PMMD Program Review implementation (8)
- 2018 & 2019 Plan: position increase mainly due to operating impacts of capital

Vacancy Analysis

	2014			2015			2016 Year-End Projections			
	Approved Positions	# of Vacancies	Net Vacancies % of Total Approved Pos.*	Approved Positions	# of Vacancies	Net Vacancies % of Total Approved Pos.*	Approved Positions	# of Vacancies as at Sep 30	# of Vacancies Projections to Dec 31	Net Vacancies % of Total Approved Pos.*
Operating	2,621.5	212.7	4.3%	2,646.5	217.0	4.4%	2,666.7	284.7	179.7	2.9%
Capital	347.5	135.5	39.0%	401.1	151.1	37.7%	402.3	134.3	105.5	26.2%
Total	2,969.0	348.2	7.9%	3,047.6	368.1	8.3%	3,069.0	419.0	285.2	5.5%

*Net of budgeted gapping

Vacancy Drivers:

- 98 operating positions (3.8%) to meet gapping target
- Vacancies due to delays in filling positions as well as recruitment challenges, filling positions by internal staff, anticipated changes for 2017 Budget
- Projected year-end vacancies: FREEE (85.7 – 68.7 operating, 17 capital), I&T (120 - 55 operating and 65 capital) and Office of the Treasurer (49.0 – 37 operating, 12 capital)

Hiring Strategies:

- Prioritization of filling critical positions first
- Developed strategies to recruit, retain and manage workforce
- Partner with Human Resources to provide a dedicated team to expedite recruitment
- Focus on career development for both non-union and union staff, and using tools such as talent management to develop talent throughout the organization



Service Performance



2016 Key Service Accomplishments

Office of the DCM & CFO

- Long Term Financial Direction and Fiscal Plan: (a) two Revenue Reports, (b) Asset Optimization, (c) 5-year expenditure and revenue forecasts, and (d) historical spending analysis
- Major Corporate Initiatives and City-Wide Projects – Toronto-York Spadina Subway Extension, Waterfront Revitalization, Port Lands Acceleration Initiative, Scarborough Subway, Eglinton Crosstown, George Street Revitalization, St. Lawrence Market North, Toronto Community Housing, Commodity Price Hedging Program, Financial Control By Law, and Financial Annual Report
- New business intelligence reporting: improved vacancy reports, new payroll reports, and new SPIRIT Dashboard bringing financial, complement and performance information together (monitoring and analytics)
- The Shared Services Project completed 77% of original Shared Services opportunities. Service improvements plus approximately \$37 million cost avoidance has been generated for City & Agencies

2016 Key Service Accomplishments

Office of the Treasurer

- Implemented all salary and benefit changes for new contracts with Locals 416 and 79
- Joint RFP process for new benefits carrier with TTC and Toronto Police Services
- Purchasing & Materials Management Division Program Review, recommending category management & strategic sourcing, and review of City warehouses
- Received prestigious GFOA Canadian Award for Financial Reporting, which recognizes high program standards for Canadian Government Accounting and Financial Reporting for the ninth (9th) consecutive year
- Received City Manager's Award in Cross Corporate Project category for newly developed self-service on-line property tax, utility billing and parking tag look-ups

Chief Corporate Officer

Facilities, Real Estate, Environment & Energy

- Business Modernization and Transformational Initiatives:
 - Project Tracking Portal - Provides up-to-date project information on scope, schedule, budget, expenditures and milestones, operational and executive reports to manage FREEE capital program
 - FM Transformation –New business model, including Project Management Office, which enables efficiencies, provides better oversight, management and expertise for the City

2016 Key Service Accomplishments

- Customer Centre of Excellence - Channel and counter strategy, service modernization and operational effectiveness
- City Wide Real Estate Review
- Office Modernization Program - modern and collaborative work space with aim of achieving 10-15% cost savings
- Revitalization of Key Landmarks:
 - St. Lawrence Market – operation of farmers market at temporary location while north market building is redeveloped
 - Union Station – development of future retail plans, with goal to make the Station a destination for commuters and the local community, post-revitalization. A Summer Market successfully launched –cultural hub on Sir John A. Macdonald Square
- Climate change leadership - Working through Council, the Mayor's office and the C40 organization, facilitated the Mayor's participation in the C40/COP21 (Climate Change Summit) in Paris
- Rockefeller Foundation's 100 Resilient Cities - Up to \$1 million awarded for creation of Chief Resilience Officer to develop strategy and action plans to increase resilience to physical, social and economic challenges
- Clean Toronto Together – 195,000 community participants in the City's annual spring clean-up
- Security Magazine's Top 500 Security Ranking – City of Toronto recognized for the 6th year; rated as the highest Canadian City, but also the highest government entity in Canada

2016 Key Service Accomplishments

Fleet Services

- Developed an alternate service delivery model to outsource preventative maintenance and repair of non-specialized Class 1-2 passenger vehicles, and allow existing City staff to re-focus efforts on core vehicle and equipment repairs. Reduces costs and improves service through lower unplanned repairs and downtime
- New chargeback/operating cost model that will drive efficiencies and fleet optimization
- First new Car Share program for all City divisions to replace internal vehicle rental program and results in lower equipment replacement reserve contributions

311 Toronto

- Implemented a redundancy site at North York Civic Centre
- Assumed responsibility of Revenue Services' Tier 1 tax and utility related calls
- Finalized memorandum of understanding between 311 Toronto and Toronto Hydro to ensure open lines of communication in the event of power outages and cost recovery approach for anomalous events

2016 Key Service Accomplishments

Information & Technology

- Increased public access to City services and information through several online web enhancements benefiting 16,000,000+ visitors annually
 - Implemented numerous toronto.ca website enhancements, including updated and mobile friendly content and online services improving public access
 - Delivered system enhancements for City's ground transportation licensing and enforcement, processing 12,000+ licenses in 3 months
 - Published 226 open data sets representing 1052 data files, in partnership with City divisions
- Modernized City business processes, systems and support
 - Resolved 37,000+ application service requests and 1,300+ change requests for 850 applications that support City programs and services
 - Managed 186,000+ IT Service Desk calls for IT support for over 29,000 City staff
 - 6,500+ staff trained in a variety of business technology solutions
 - Improved IT Customer Satisfaction to 90% overall, an increase of 2% from 2015 and 8% from 2014

Key Service Issues & Priority Actions for 2017

- **Long-Term Financial Direction**

- Multi-year expenditure management plan
- Multi-year revenue strategy
- Updated dividend policies for Toronto Hydro and Toronto Parking Authority

- **Update Financial Control Bylaw**

- Provides framework for managing City resources
- Supports transformation of City into service based and performance focused organization
- Ensures compliance with Provincial and other related legislation

- **New Investment Regulations**

- City of Toronto Act amendment concerning investments effective January 1, 2018
- More flexibility and opportunity for earning improved rates of return
- Establish independent Investment Board and new investment policy and strategy

Key Service Issues & Priority Actions for 2017

- **Resilient City-Climate Change Risk Management Policy**
 - Improve resilience to high impact extreme weather events and ability to mitigate potential damages and business disruption to City Programs and Agencies

- **Facilities Transformation**
 - New client-focused business model in Facilities Management to drive industry best practices
 - Optimize preventative and demand maintenance with state-of-good-repair plans and maximize capital projects delivery

- **Fleet Services Strategy**
 - Organizational restructuring to ensure key staff have required subject matter expertise to drive service excellence
 - Ensure required training and tools are in place to manage rapidly evolving and increasingly complex technologies and fleet business practices
 - Outsourcing all preventative maintenance and repairs for non-specialized Class 1-2 vehicles will allow Fleet Services to focus on specialized equipment critical to delivering front line City services

Key Service Issues & Priority Actions for 2017

- **Increase call volume and complexity for 311**
 - Implement better scheduling requirements, focus on quality management as a tool to coach staff in minimizing handling time, and re-structure call escalation process
 - New Customer Relationship Management technology
- **Foundational Business Intelligence and Data Governance**
 - Implement Information Analytics solution (SAP HANA) to automate City performance measures, forecasting data to drive successful business performance results
 - Deliver intelligent data analytics and enhance monitoring and reporting capability through data visualization dashboards and scorecards
- **Integrated Service Delivery and Digital Enablement**
 - Drive City business transformation, innovation, modernization and value through digital initiatives
 - Ensure integrated approach for IT solutions aligned with corporate priorities and with measurable value and benefits

Business Modernization & Transformation Initiatives

City-Wide Real Estate Review

- Improve City's real estate services delivery model across applicable Divisions, Agencies and Corporations, and set future direction for our extensive real estate holdings
- Strengthen City's ability to make strategic and informed real estate decisions, maximize value of land and property assets, streamline work and approval processes, and integrate modernized approaches to space planning

Procurement Transformation

- Modernize and automate procurement process from procurement requisition to bidding to contract management & payment
- Reengineer and optimize processes, implement new technology and enhanced performance reporting
- Introduce category management and strategic sourcing to manage key spending categories of goods and services, secure vendors strategically and lower costs

Business Modernization & Transformation Initiatives

Customer Service Strategy

- Drive transformation, increase operational effectiveness, reduce costs, and meet customers' expectations
- Modernize services by migrating in-person services to digital channels, optimize traditional channels (such as, in-person and over-the-phone), and expand accessibility and customer choice

Open Data and Open Government

- Develop Open Data Strategic Plan to focus on key priority actions to improve and drive effectiveness and value of open data
- Expand the amount of Open Data sets published

Business Modernization & Transformation Initiatives

Time and Attendance Transformation (eTime)

- Fully integrated, streamlined, and automated software solution for end-to-end scheduling, time and attendance management to replace manual processes
- Improve data integrity and controls

Shared Services

- Coordinate and implement shared services opportunities and savings with major Agencies
- Since 2014, project has resulted in cumulative savings of approximately \$37 million

Office Modernization Program

- Optimize City's real estate portfolio, with goal to reduce City's real estate footprint, reduce current and future leases and reduce energy consumption, resulting in cost savings of 10-15%

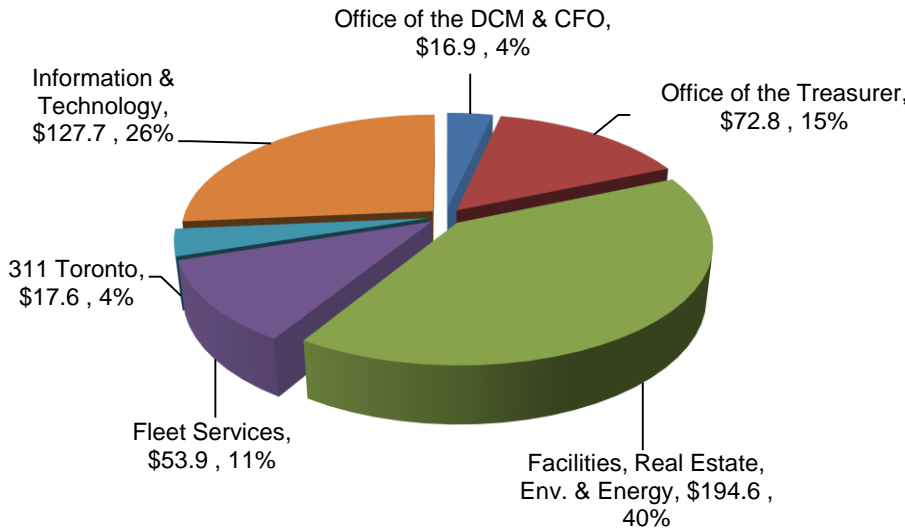


2017 – 2019 Preliminary Operating Budget & Plan

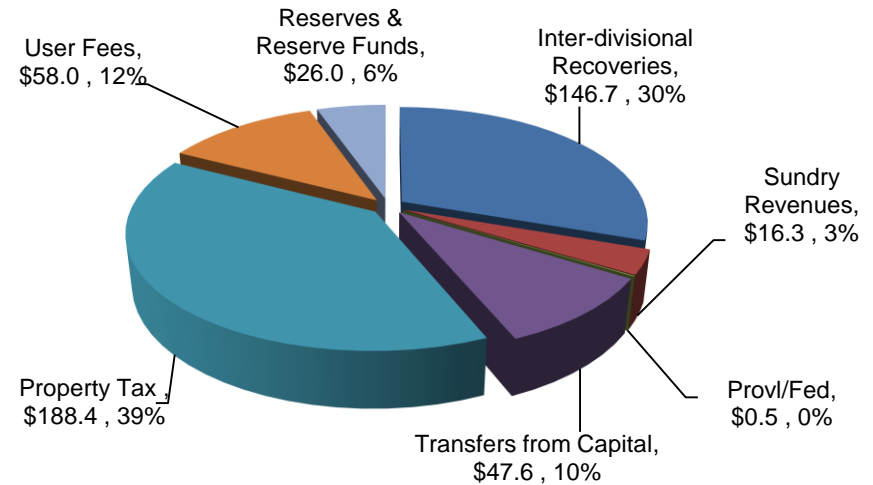


2017 Preliminary Operating Budget - Gross Expenditures by Program & Funding Source

Where the Money Goes
\$483.5 Million



Where the Money Comes From
\$483.5 Million



2017 Preliminary Operating Budget Summary

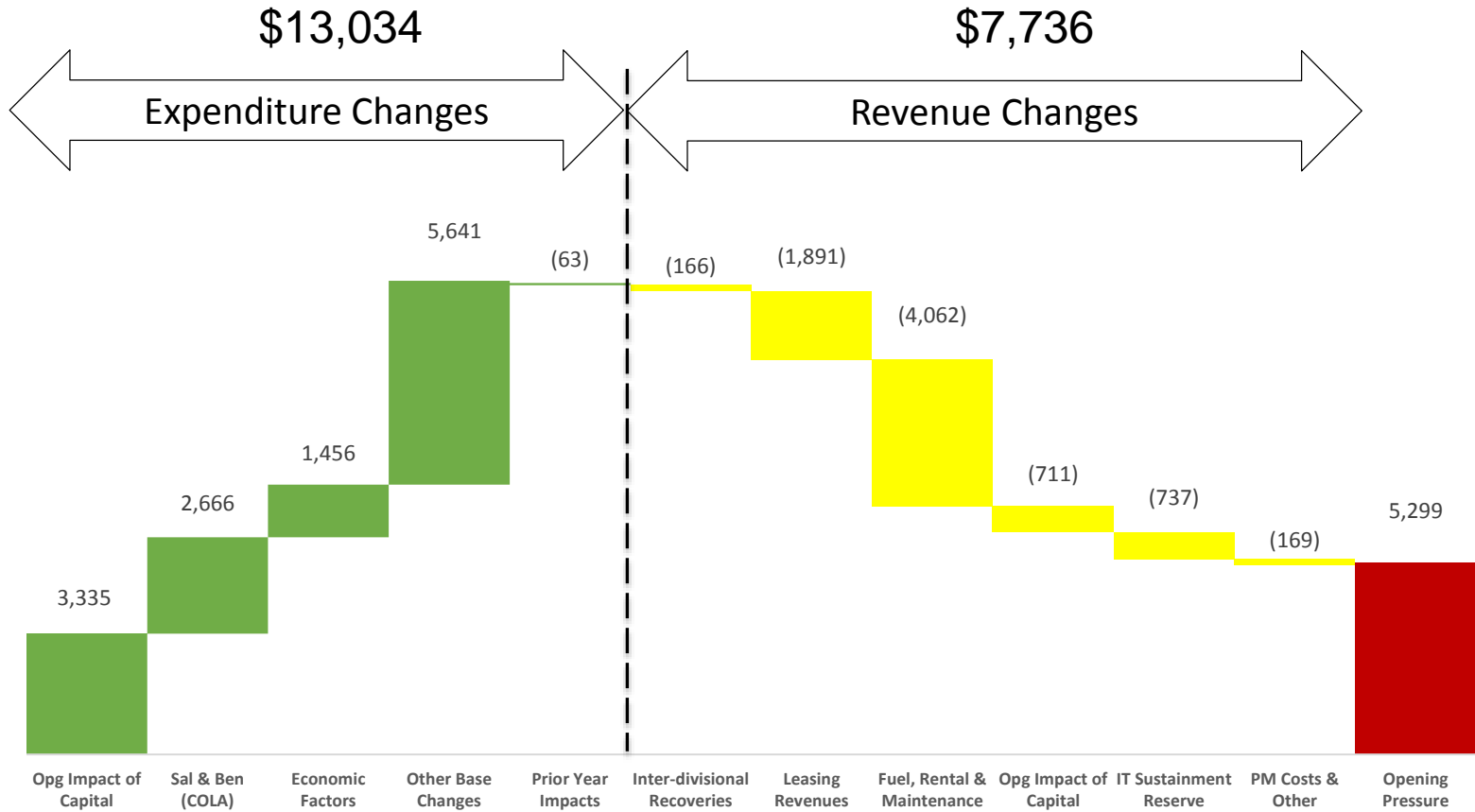
(In \$000s)	2016 Budget		2017 Preliminary Budget		Change from 2016 Over (Under)			
	Gross	Net	Gross	Net	Gross		Net	
					\$	%	\$	%
Internal Services								
Office of the DCM & CFO	16,732	9,828	16,852	9,571	120	0.7%	(256)	(2.6%)
Office of the Treasurer	76,796	28,983	72,784	28,223	(4,012)	(5.2%)	(761)	(2.6%)
Facilities, Real Estate and Env. & Energy	194,264	69,326	194,646	67,556	382	0.2%	(1,769)	(2.6%)
Fleet Services	52,088	-	53,907	(172)	1,819	3.5%	(172)	n/a
311 Toronto	18,975	9,895	17,624	9,638	(1,351)	(7.1%)	(257)	(2.6%)
Information & Technology	125,833	74,249	127,737	73,607	1,904	1.5%	(642)	(0.9%)
Internal Services	484,689	192,281	483,550	188,423	(1,139)	(0.2%)	(3,858)	(2.0%)

Key Points:

- 2.0% decrease from the 2016 approved net budget
- Base budget pressures \$5.3 million net mainly driven by operating impacts of capital and salary and benefits increase (COLA, progression pay and step increases)
- Identified base savings, service efficiencies and service adjustments totaling \$10.0 million

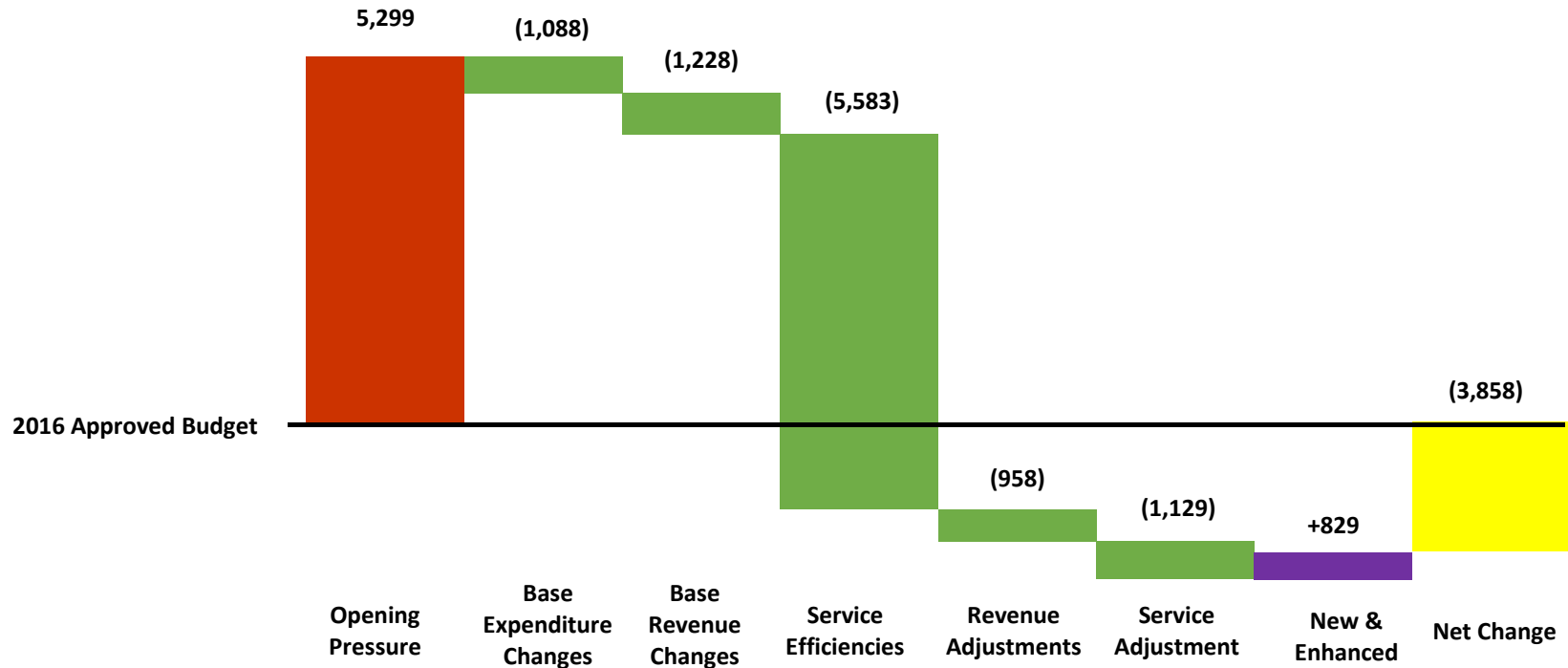
Opening Pressure

(\$000s)



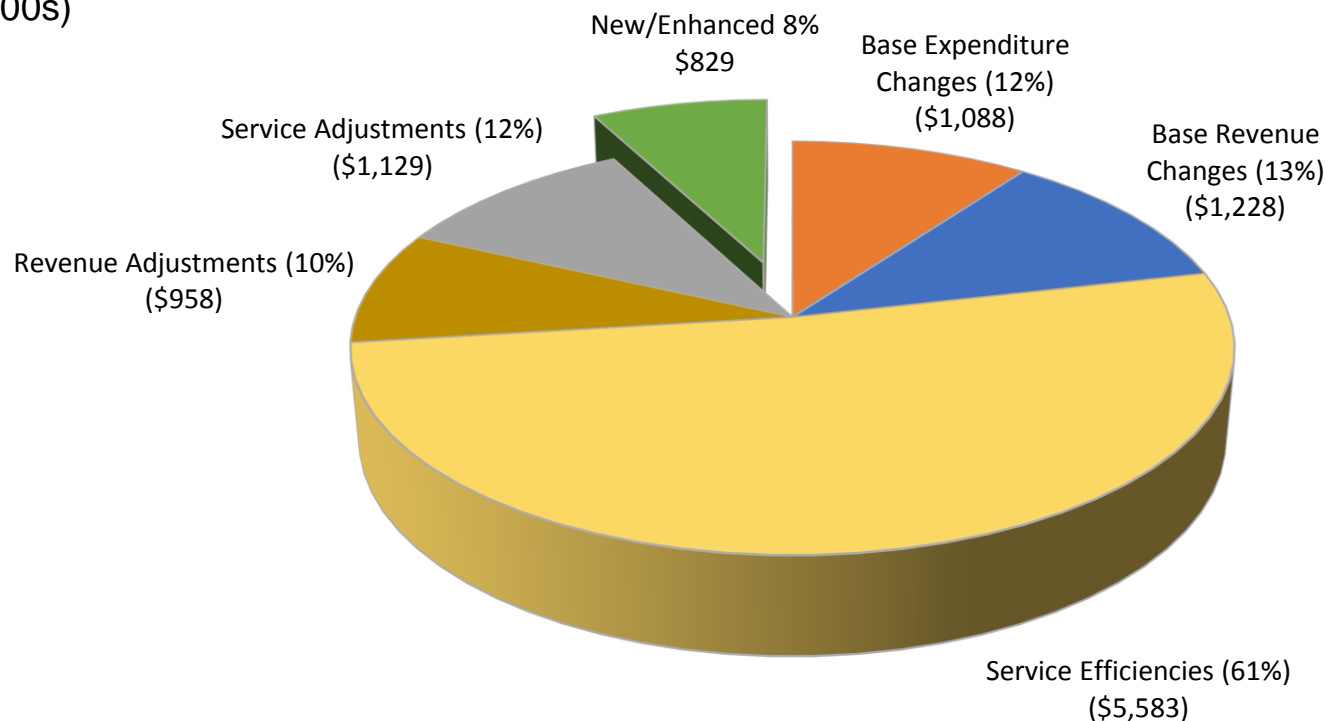
Actions Included in Preliminary Budget

(\$000s)



Actions Included in Preliminary Budget

(\$000s)



Opening Balance	\$5,299
Actions to Achieve Budget Reduction	(\$9,986)
<u>New/Enhanced Services</u>	<u>\$829</u>
2017 Preliminary Net Budget	(\$3,858)

Additional Actions to Achieve Budget Reduction Target Not Included in Preliminary Budget

Description (\$000s)	Total Service Changes			Incremental Change			
	\$	\$	#	2018 Plan		2019 Plan	
	Gross	Net	Pos.	Net	Pos.	Net	Pos.
Service Adjustments (IT)							
Inability to Provide Standby Off Hours Coverage for Critical Services	(50)	(50)					
Inability to Provide Sustainment Support for Cloud Gateway Foundation Projects	(150)	(150)	(1)				
Inability to Provide Sustainment Support for the Employee WiFi Project	(112)	(112)	(1)				
Inability to Provide Essential Services on Enterprise System Monitoring Implementation	(112)	(112)	(1)				
Increase Risk on Business Continuity & Disaster Recovery Project	(112)	(112)	(1)				
Inability to Support Completed Corporate Platforms	(753)	(753)					
Total Changes	(1,288)	(1,288)	(4)				

New/Enhanced Services included in 2017 Preliminary Operating Budget

Description (\$000s)	2017			Incremental Impact			
	Gross	Net	New Positions	2018 Plan		2019 Plan	
				Net	Position	Net	Position
Staff Initiated:							
New Risk & Insurance Mgmt Position Dedicated to Transportation	79		1				
Sr. Financial Planning Analyst Position Supporting Social Housing	100		1				
Additional Dedicated PMMD Position for Solid Waste	103		1				
PMMD Program Review Implementation	1,829	829	8	3,489	7	1,107	(1)
Total	2,110	829	11	3,489	7	1,107	(1)

Note: \$829K fully absorbed in Office of the Treasurer's budget while meeting the -2.6% budget reduction target

Additional New/Enhanced Services Not Included in Preliminary Budget

Description (\$000s)	2017			Incremental Impact			
	Gross	Net	New Positions	2018 Plan		2019 Plan	
				Net	Position	Net	Position
Staff Initiated:							
Additional Dedicated PMMD Position for PF&R	134	0	2				
Total	134	0	2	0	0	0	0

2017 User Fee Changes

Fee Description	Incremental Revenue (\$000's)
Inflationary Increase:	
Office of the Treasurer (1.5%)	196
Facilities, Real Estate and Environment & Energy (2.0%)	27
Subtotal	223
Rate Increase:	
Mortgage Administration Fee (from \$5.50 to \$10.00)	450
Subtotal	450
Total Incremental Revenue	673

2018 & 2019 Plan

Description (\$000s)	2018 - Incremental Increase					2019 - Incremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	Position	Gross Expense	Revenue	Net Expense	% Change	Position
Known Impacts:										
Prior Year Bridging Approval Impacts	239	(829)	1,068	0.6%						
Prior Year Impacts	(1,382)	(2,606)	1,224	0.6%	(6)	927	(20)	947	0.5%	(1)
Operating Impact of Capital	4,623	617	4,006	2.1%	15	202	0	202	0.1%	1
Salaries and Benefits	8,691	(8)	8,698	4.6%	0	8,290	(8)	8,299	4.1%	0
Other Base Changes	(1,213)	(1,177)	(36)	(0.0%)	0	149	(56)	205	0.1%	0
Revenue	(834)	2,113	(2,947)	(1.6%)	(3)	41	204	(162)	(0.1%)	0
Total Incremental Impact	10,124	(1,889)	12,013	6.4%	6	9,609	120	9,490	4.7%	0



Capital Overview



Capital Assets To Deliver City Services

- 457 facilities and 11.8 million square feet with \$4.6 billion replacement value
- Over 5200 vehicles and equipment with \$544 million replacement value
- 23 City owned fuel sites
- 22,000+ desktop computers and notebooks, 25,000+ phones, 10,000+ wireless devices, 2700 servers and 3 data centres
- Over 850 enterprise and business solutions/applications

Key Capital Issues

- Aging facilities and extreme weather events highlight need for building condition assessments and SOGR investments
- Revitalization of major public spaces while facilities remain open to the public, such as Union Station and St. Lawrence Market North
- Meeting AODA requirements by 2025 within funding allocations, while trying to manage existing backlog priorities
- Integrated service delivery and digital enablement to ensure systems fit in short and long-term priorities and drive innovation
- Ability to sustain business solutions because of growing demand for IT solutions
- Organizational readiness and capacity for City-wide transformation in order to realize value of IT initiatives
- Secure, agile and accelerated IT delivery model to address increasing cyber-security complexity

Priority Actions for 2017

- Digital enablement opportunities of high value and benefit across City programs and services
- Address backlog and implement state of good repair projects
- Union Station Revitalization and St. Lawrence Market North Redevelopment
- Analyze and assess critical infrastructure and energy needs and opportunities
- Business process improvements, including self service options for better customer service, financial and management information
- Implement Toronto Sustainable Energy Plan
- Address Accessibility for Ontarians with Disabilities Act (AODA) requirements across City facilities

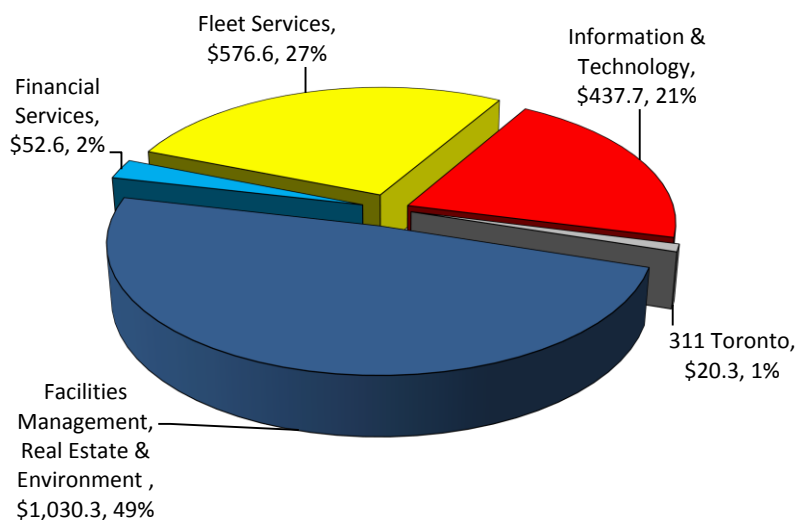


2017 – 2026 Preliminary Capital Budget & Plan

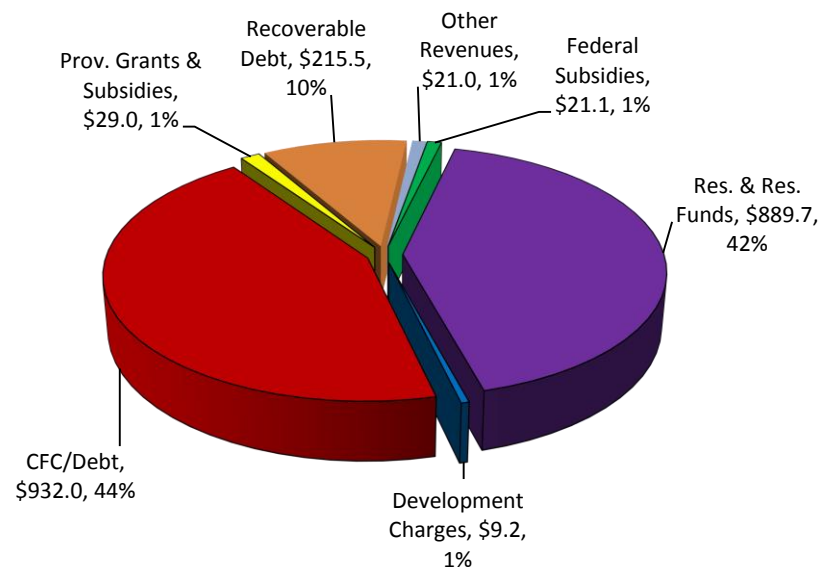


2017 – 2026 Preliminary Capital Budget and Plan Spending & Funding Sources

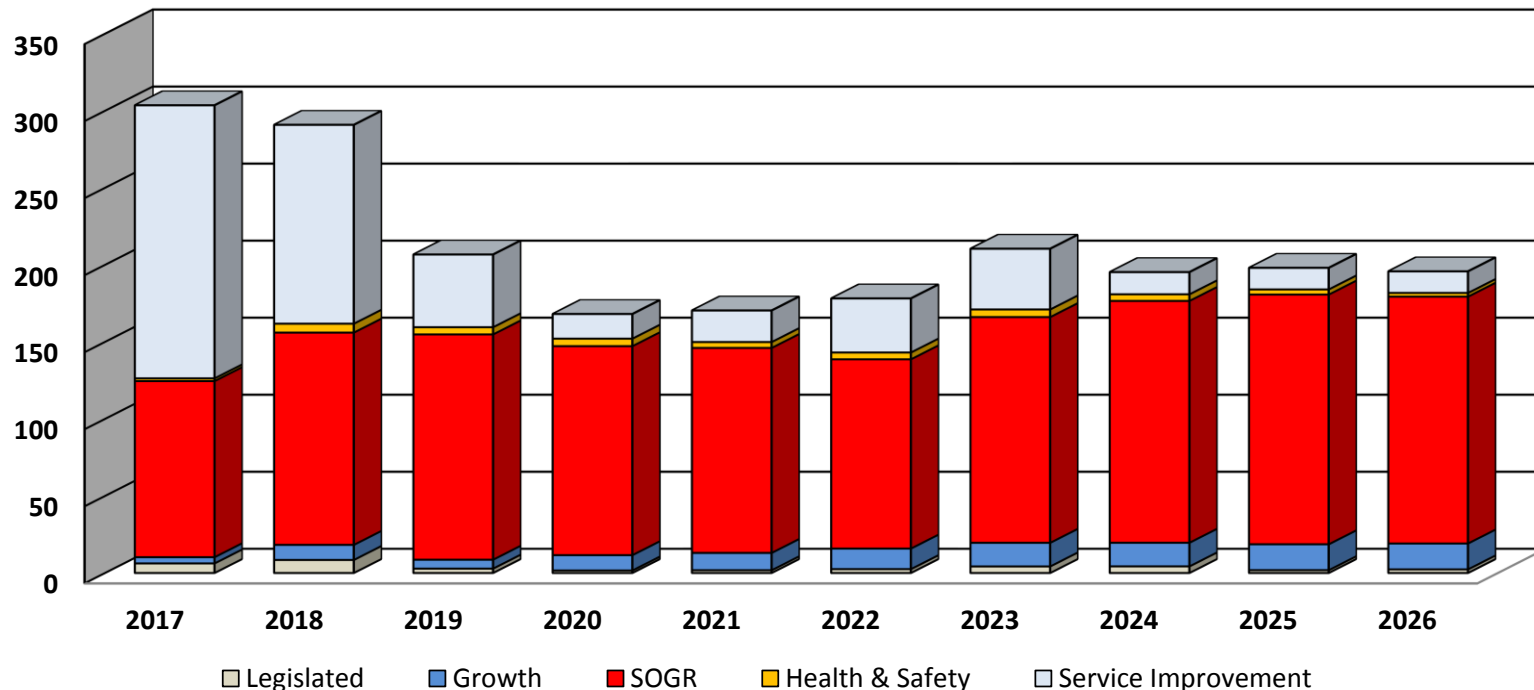
Where the Money Goes
\$2,117.5 Million



Where the Money Comes From
\$2,117.5 Million



2017 – 2026 Preliminary Capital Budget and Plan by Project Category (\$2,117.5M)



\$Million	2017 - 2026 Preliminary Capital Budget and Plan by Category									
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Legislated	6.2	8.5	2.8	1.6	1.8	2.5	4.3	4.3	1.8	2.4
Growth	4.0	9.8	5.8	10.0	11.2	13.4	15.4	15.4	16.8	16.8
SOGR	114.3	137.8	146.2	135.6	133.0	122.8	146.5	157.0	162.1	160.2
Health & Safety	1.8	5.8	4.7	4.9	3.8	4.4	5.0	4.3	3.3	2.4
Service Improvement	177.2	129.1	47.2	16.0	20.5	35.1	39.4	14.4	14.0	14.0
Total	303.6	290.9	206.7	168.1	170.4	178.2	210.5	195.3	198.1	195.8

Summary of Major Projects in the 2017 – 2026 Preliminary Capital Plan

Facilities, Real Estate, Environment & Energy

- State of Good Repair projects (\$531.1M) including structural repairs, re-roofing, mechanical and electrical renovations
- Union Station Revitalization (2017-2018: \$121.5M, Total Project: \$800.7M)
- St. Lawrence Market North Redevelopment (2017-2019: \$68.9M, Total Project: \$91.5M)
- North West Path – Phase 2 (2021-2023: \$50.0M)
- T.O. Strong Neighbourhoods Strategy (2017-2019: \$8.9M)
- Office Modernization Program (2017-2018: \$9.3M)
- Renewable Energy Program (\$43.2M)
- Combined Heat & Power (\$28.1M)
- Energy Conservation and Demand Management (\$38.0M) & Community Based Projects (\$19.4M)

Summary of Major Projects in the 2017 – 2026 Preliminary Capital Plan

Fleet Services

- Vehicle replacements (\$570.2M)
- Fleet Management System & Fuel System Integration (\$3.1M)
- Fuel site closures, upgrades and replacement (\$1.8M)
- Green Fleet Plan (\$1.6M)

311 Toronto

- Technology Solution SOGR projects (\$19.1M) including new Customer Relationship Management upgrades (\$5.6M)
- Integration and Strategy Initiative (\$1.3M) project for Municipal Licensing & Standards and Toronto Building services

Summary of Major Projects in the 2017 – 2026 Preliminary Capital Plan

Financial Services

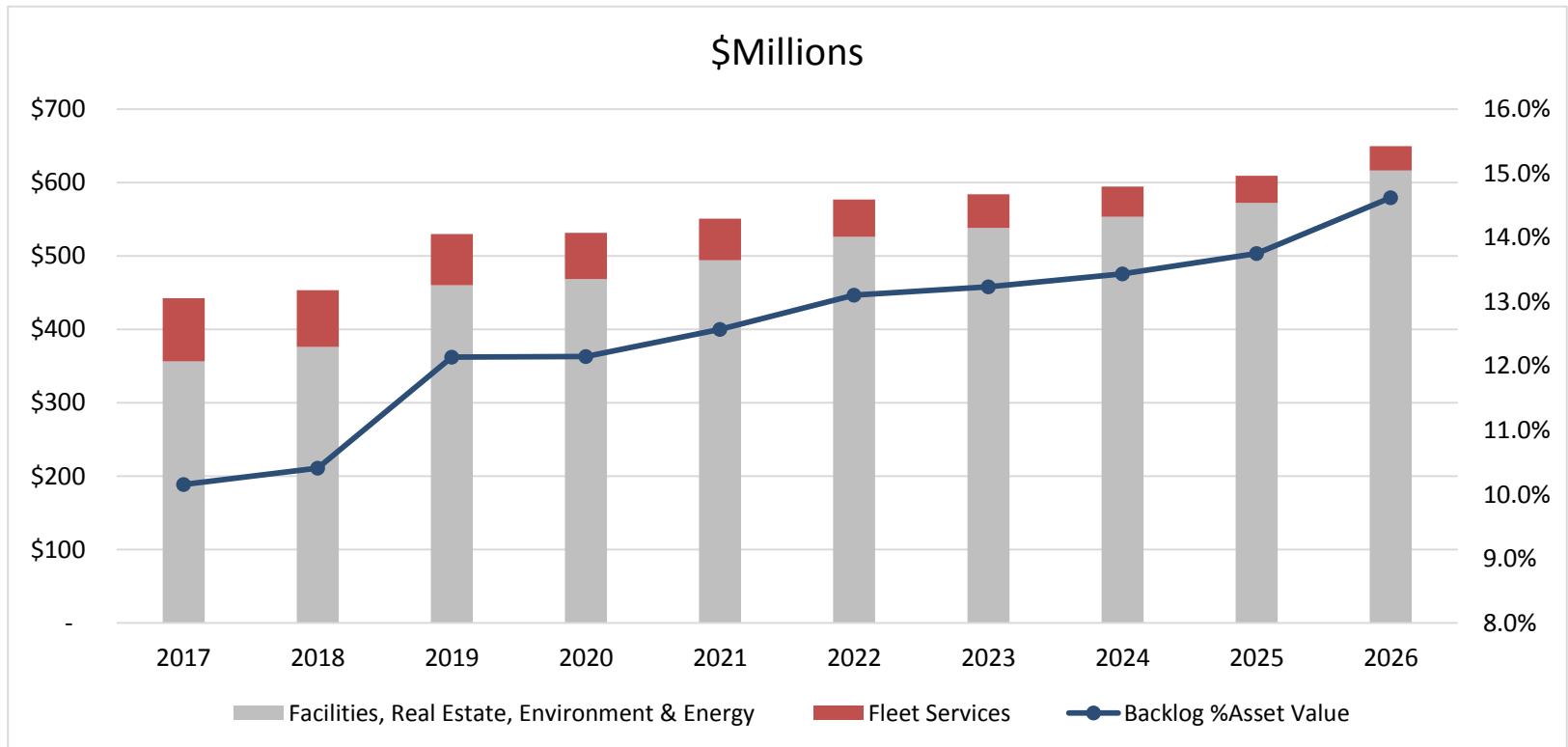
- Replace Tax Billing (\$8.1M) & Utility Billing (\$5.3M) Systems
- Supply Chain Management Transformation (\$3.0M)
- Financial Planning, Analysis & Reporting System (\$4.1M)
- Payment Card Industry (PCI) Compliance (\$5.1M)
- Integrated Asset Planning Management (\$3.3M)

Information & Technology

- Asset Lifecycle Management (\$225.6M)
- Disaster Recovery (\$8.9M) and Business Continuity Plan (\$1.1M)
- City Website Revitalization (\$1.6M)
- Work Management Solution – Transportation (\$4.4M)
- Municipal Licensing Modernization Phase 2 (\$12.1M)
- Enterprise Collaboration Foundation (\$4.3M)

State of Good Repair Backlog

Accumulated Backlog as a % of Asset Value



Unfunded Capital Projects

Project Description (\$ Million)	Total	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Facilities, Real Estate, Environment & Energy											
AODA Initiative - Ongoing	192.0	-	2.4	25.6	38.8	49.7	38.4	25.2	11.9	-	-
Electrical Resiliency Program	16.3	2.4	5.6	6.1	2.1	0.1	-	-	-	-	-
Office Modernization Program - Future Year	78.0	-	6.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0
Channel & Counter Strategy - Future Year	7.7	-	2.6	2.6	2.6	-	-	-	-	-	-
Asset Management System Replacement	2.0	-	-	1.0	1.0	-	-	-	-	-	-
City Hall - Café on the Square HVAC	1.5	0.8	0.8	-	-	-	-	-	-	-	-
Subtotal	297.5	3.2	17.3	44.3	53.5	58.8	47.4	34.2	20.9	9.0	9.0
311 Toronto											
Voice Recognition System	1.3	-	0.5	0.8	-	-	-	-	-	-	-
Digital Migration	2.0	-	1.0	1.0	-	-	-	-	-	-	-
Integration with Court Services	0.5	0.5	-	-	-	-	-	-	-	-	-
Integration with Municipal Licensing & Standards (MLS)	0.4	-	0.4	-	-	-	-	-	-	-	-
Toronto Water - Dispatching Integration	0.3	-	-	0.3	-	-	-	-	-	-	-
TTC - Scheduling & Booking	0.3	-	-	0.3	-	-	-	-	-	-	-
Subtotal	4.7	0.5	1.9	2.4	-	-	-	-	-	-	-
Financial Services											
Employee Service Centre (ESC)	0.3	0.3	-	-	-	-	-	-	-	-	-
Subtotal	0.3	0.3	-	-	-	-	-	-	-	-	-
Information & Technology											
Employee Performance Management (ePerformance)	1.5	-	1.5	-	-	-	-	-	-	-	-
HR Labour Relations Information System (LRIS)	5.9	-	1.3	1.3	1.6	1.6	-	-	-	-	-
Cap Planning and Co-ord Automation Solution (CPCA) Phase	1.5	0.3	0.7	0.6	-	-	-	-	-	-	-
DLan Cloud Services Implementation	0.5	-	0.5	-	-	-	-	-	-	-	-
Municipal Licensing & Standards Service Delivery Expansion	2.5	-	0.9	1.6	-	-	-	-	-	-	-
Digital Innovation & Collaboration Centre	0.8	0.1	0.7	-	-	-	-	-	-	-	-
Toronto Building - Managing the Customer Journey	0.2	-	0.2	-	-	-	-	-	-	-	-
Electronic Self Service Licensing - MLS (Phase 2)	11.7	1.6	6.1	4.0	-	-	-	-	-	-	-
Subtotal	24.5	2.0	11.7	7.5	1.6	1.6	-	-	-	-	-
Cluster - Total	326.9	5.9	30.9	54.1	55.2	60.4	47.4	34.2	20.9	9.0	9.0





Appendices



Operating Budget Variance as of Sep. 30, 2016

City Program/Agency	Year-to-Date							Year-End Projection						
	Gross Expenditures		Revenue		Net Variance		Alert	Gross Expenditures		Revenue		Net Variance		Alert
	\$	trend	\$	trend	\$	trend		\$	trend	\$	trend	\$	trend	
Office of the Chief Financial Officer	(0.8)	▼	(0.4)	▼	(0.4)	▼	⊕	(1.2)	▼	(0.6)	▼	(0.6)	▼	⊕
Office of the Treasurer	(4.8)	▼	(3.7)	▼	(1.1)	▼	⊕	(6.7)	▼	(4.4)	▼	(2.3)	▼	⊕
Facilities, Real Estate, Environment & Energy	(4.2)	▼	(2.4)	▼	(1.7)	▼	⊕	(2.1)	▼	(2.0)	▼	(0.2)	▼	⊕
Fleet Services	1.2	▲	1.2	▲	0.0	—	Ⓡ	1.7	▲	1.6	▲	0.2	▲	Ⓡ
Information & Technology	(10.2)	▼	(9.4)	▼	(0.8)	▼	⊕	(14.9)	▼	(13.8)	▼	(1.1)	▼	⊕
311 Toronto	(1.5)	▼	(0.9)	▼	(0.6)	▼	⊕	(1.7)	▼	(1.5)	▼	(0.2)	▼	⊕
Total	(20.3)	▼	(15.6)	▼	(4.6)	▼	⊕	(24.8)	▼	(20.6)	▼	(4.2)	▼	⊕
Year-to-Date Net Variance	⊕ 85% to 105%		Ⓢ 0% to 85%		Ⓡ >105%		Year-End	⊕ <=100%		Ⓡ >100%				

Key Points:

- Projected favourable variance in 2016 for Internal Services is mainly due to savings in salaries and benefits resulting from delays in filling vacant positions
- Fleet Services is projecting an unfavourable net variance at year-end primarily due to increased repair costs for maintaining vehicles past their optimal age

Key Cost Drivers Summary

(In \$000s)	Total Base Changes	
	\$	Position
Expenditure Changes:		
Prior Year Impacts	(63)	(59)
Operating Impacts of Capital	3,335	17
Salaries and Benefits (mainly COLA, Progression Pay, Step increases)	2,666	-
Economic Factors	1,456	-
Other Base Changes (mainly fuel and maintenance increases in Fleet)	5,641	(7)
Expenditure Changes	13,034	(49)
Revenue Changes		
Increase in Inter-divisional Recoveries	(166)	
Increase in Leasing Revenues	(1,891)	
Recovery for higher fuel consumption and fleet rental & maintenance costs	(4,062)	
Recovery for Operating Impacts from Capital - IT	(711)	
Recovery of Growth in Mtncs Costs from Sustainment Reserve - IT	(737)	
Inflationary Increase for Project Mgmt Costs Recovered from Capital - IT	(159)	
Other Revenue Changes	(10)	
Revenue Changes	(7,736)	-
Net Expenditure Changes	5,299	(49)

Key Cost Drivers - Details

(In \$000s)	Total Base Changes	
	\$	Position
Expenditure Changes:		
Prior Year Impacts		
Annualization of Position Changes in 2016	(92.6)	
Reversal of Non-Recurring Items (Delay in Hiring)	29.7	
Capital Project Delivery		(59.2)
Sub-total Prior Year Impacts	(62.9)	(59.2)
Operating Impacts of Capital		
Solar PV Operating Impacts	57.6	
Maintenance & Salary Costs - IT	3,277.2	17.0
Sub-total Operating Impacts of Capital	3,334.8	17.0
Salaries and Benefits		
COLA, Progression Pay & Step Increases	2,845.4	
Gapping Adjustment	(179.9)	
Sub-total Salaries and Benefits	2,665.5	
Economic Factors		
Utilities	1,008.5	
Non-Utility (mainly contracts)	447.4	
Sub-total Economic Factors	1,455.9	

Key Cost Drivers - Details

(In \$000s)	Total Base Changes	
	\$	Position
Other Base Changes		
Increase in Inter-divisional Charges	21.2	
Position Changes (Accounting Services, FREEE, 311)	13.4	(1.5)
Positions Transferred to Legal Services (Admin. Penalty System for Parking Violations)		(5.0)
Union Station Utilities & Operations Reconciliation	213.7	
Increase Contribution to Vehicle Reserve Fund (FREEE)	109.1	
Utility Increase (based on actual usage)	642.2	
Fuel volume adj mainly due to TTC & Fire Services	2,017.3	
Maintainance of City fleet in SOGR for SWM and Transportation (sweepers)	1,461.3	
Growth in Hardware & Software Maintenance	665.5	
Convert 3 Capital Positions to Permanent - IT	409.4	
Other Base Changes	87.9	
Sub-total Other Base Changes	5,641.0	(6.5)
Total Gross Expenditure Changes	13,034.3	(48.7)
Revenue Changes		
Increase in Inter-divisional Recoveries	(166.2)	
Increase in Leasing Revenues	(1,890.7)	
Recovery for higher fuel consumption and fleet rental & maintenance costs	(4,062.3)	
Recovery for Operating Impacts from Capital - IT	(711.0)	
Recovery of Growth in Mtncs Costs from Sustainment Reserve - IT	(736.5)	
Inflationary Increase for Project Mgmt Costs Recovered from Capital - IT	(158.7)	
Other Revenue Changes	(10.2)	
Total Revenue Changes	(7,735.6)	
Net Expenditure Changes	5,298.7	(48.7)

Actions to Achieve Budget Reduction Target

2017 Preliminary Service Change Summary

Description (\$000s)	Total Service Changes			Incremental Change			
	\$	\$	#	2018 Plan		2019 Plan	
	Gross	Net	Pos.	Net	Pos.	Net	Pos.
Base Expenditure Changes	(1,088)	(1,088)		58			
Base Revenue Changes		(1,228)					
Service Efficiencies	(9,161)	(5,583)	(45)	(1,174)		(243)	
Revenue Adjustments		(958)		(450)			
Service Adjustments	(1,979)	(1,129)	(15)				
Total Changes	(12,228)	(9,986)	(60)	(1,566)		(243)	

Actions to Achieve Budget Reduction Target - Details

Description (\$000s)	Total Service Changes			Incremental Change			
	\$	\$	#	2018 Plan		2019 Plan	
	Gross	Net	Pos.	Net	Pos.	Net	Pos.
Base Changes:							
Base Expenditure Changes							
Line-by-Line Reductions	(677.1)	(677.1)					
Gapping - IT (Defer Hiring Position as Part of Organizational Optimization)	(230.8)	(230.8)		(10.1)			
Reduce Standby Support and Overtime Pay - IT	(100.0)	(100.0)					
Other Base Changes (inc. Deferring Internet Bandwidth Upgrade, etc..) - IT	(80.0)	(80.0)		68.0			
Base Expenditure Change	(1,087.9)	(1,087.9)		57.9			
Base Revenue Changes							
User Fee due to Inflationary Increases		(222.9)					
Recover Time Limited Expenses from Tax Stabilization Reserve - IT		(1,004.7)					
Base Revenue Change		(1,227.6)					
Sub-Total	(1,087.9)	(2,315.5)		57.9			
Service Efficiencies							
Modernization of Payment Processing Function - Rev. Serv.	(621.1)	(403.7)	(16.0)	(83.2)		(45.3)	
Position Deletions - FREEE	(1,342.6)	(1,223.0)	(13.5)				
Taxi Inspection Centre Elimination - Fleet	(649.6)		(6.0)				
Reduction in Call Support Services to Toronto Public Health - 311	(208.7)	10.2	(2.5)	83.1		(3.7)	
Contracting Out Maintenance Repair for Fleet Class 1&2 Vehicles			(2.0)				
Position Changes due to Automated Meter Reading Tech. - Rev. Serv.	(132.4)		(2.0)				
Deletion of a Vacant Position - Fin. & Admin.	(121.1)	(121.1)	(1.0)	(5.5)		(5.2)	
Complement Reduction from Scheduling Efficiencies - 311	(84.6)	(84.6)	(1.0)	(1.6)		(1.6)	
Reduce Training Staff - IT	(91.4)	(91.4)	(1.0)				
Compressed Natural Gas Fuel Site Transfer to Solid Waste - Fleet	(1,775.7)						
Reduce Hardware & Software Maintenance Costs - IT	(1,145.6)	(1,145.6)					
Software Licence Rationalization - IT	(551.0)	(551.0)					

Actions to Achieve Budget Reduction Target - Details

Description (\$000s)	Total Service Changes			Incremental Change			
	\$	\$	#	2018 Plan		2019 Plan	
	Gross	Net	Pos.	Net	Pos.	Net	Pos.
Service Efficiencies							
Efficiencies from Administrative Penalty System for Parking Violations	(465.6)	(465.6)		(660.0)			
Addressing Lease Overholds	29.3	(412.2)					
Fleet Reduction/Rationalizations (49 vehicles, ,mainly in Toronto Water)	(408.8)						
Efficiencies in Facilities Preventative Maintenance	(200.0)	(200.0)		(300.0)			
Phase Out Fleet Motor Pool Vehicles	(242.8)						
Savings from Alternate Service Delivery Model - Fleet	(172.0)	(172.0)		(424.9)		(185.2)	
Fleet Fuel Savings (from \$1.04/L to \$1.03/L)	(178.3)	(6.9)		171.4			
Change in Enhanced Security at City Hall	(165.0)	(165.0)					
Fleet Reduction - FREEE	(118.5)	(118.5)					
Efficiencies in Security Preventative Maintenance	(100.1)	(100.1)					
Consolidation of Policy & Strategic Analysis Units	(69.1)	(69.1)		47.1		(1.9)	
Transition from Budget Binders to On-Line Materials	(25.0)	(25.0)					
Revise Sustainment Requirements for Time Attendance & Scheduling System	(84.7)	(84.7)					
Change in Security Service at 18 Dyas Road	(60.0)	(60.0)					
Casual & Overtime Budget Reduction - FREEE	(93.9)	(93.9)					
Overhead Cost Reduction for Solid Waste Haulage Vehicles	(83.1)						
Sub-Total	(9,161.4)	(5,583.2)	(45.0)	(1,173.6)		(242.9)	
Revenue Adjustments							
Project Management Costs Recovered from Capital - IT		(508.0)					
User Fee Increase for Mortgage Company (from \$5.50 to \$10.00)		(450.0)		(450.0)			
Sub-Total		(958.0)		(450.0)			
Service Adjustments							
Move to Standard Custodial Service Delivery for Toronto Police Locations	(849.6)		(4.0)				
Reduced Capacity to Provide Critical Application Support	(1,129.1)	(1,129.1)	(11.0)				
Sub-Total	(1,978.7)	(1,129.1)	(15.0)				
Total Changes	(12,228.0)	(9,985.8)	(60.0)	(1,565.7)		(242.9)	

2018 & 2019 Plan - Details

Description (\$000s)	2018 - Incremental Increase					2019 - Incremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	Pos.	Gross Expense	Revenue	Net Expense	% Change	Pos.
Known Impacts:										
Prior Year Bridging Approval Impacts										
Reversal of One-Time Recovery for PMMD Program Review		(1,000.0)	1,000.0	0.5%						
Reversal of One-time Fuel Price Reduction	171.4	171.4								
Reverse ISP Bandwidth Upgrade Strategy	35.0		35.0	0.0%						
Reverse Activation Network - LAN	33.0		33.0	0.0%						
Sub-total Prior Year Bridging Impacts	239.4	(828.6)	1,068.0	0.6%						
Prior Year Impact										
Annualization of Positions Changes in 2017	128.5	93.6	34.9	0.0%		4.6	11.1	(6.5)	(0.0%)	
Capital Project Delivery	(1,764.9)	(1,764.9)			(13.0)	(30.9)	(30.9)			
Savings from Administrative Penalty System for Parking Violations	(660.0)		(660.0)	(0.4%)						
Modernization of Payment Processing Function	(102.9)	(19.8)	(83.1)	(0.0%)		(45.3)		(45.3)	(0.0%)	
PMMD Program Review Implementation	2,488.6		2,488.6	1.3%	7.0	1,107.4		1,107.4	0.6%	(1.0)
City-Wide Real Estate transfer of Positions to Legal Services and HR	(1,176.2)	(914.6)	(261.6)	(0.1%)						
Savings from Alternate Service Delivery Model - Fleet	(424.9)		(424.9)	(0.2%)		(185.2)		(185.2)	(0.1%)	
Transfer of 19 Revenue Serv positions to 311	130.3		130.3	0.1%		76.1		76.1	0.0%	
Sub-total Prior Year Impacts	(1,381.5)	(2,605.7)	1,224.2	0.6%	(6.0)	926.7	(19.8)	946.5	0.5%	(1.0)

2018 & 2019 Plan - Details

Description (\$000s)	2018 - Incremental Increase					2019 - Incremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	Pos.	Gross Expense	Revenue	Net Expense	% Change	Pos.
Operating Impact of Capital										
Sustainment Positions for Analytics Reporting & Data Visualization - FPD	290.5		290.5	0.2%	2.0	11.8		11.8	0.0%	
Maintenance & Salary Costs - IT	4,332.5	616.6	3,715.9	2.0%	13.0	190.5		190.5	0.1%	1.0
Sub-total Operating Impact of Capital	4,623.0	616.6	4,006.4	2.1%	15.0	202.3		202.3	0.1%	1.0
Salaries and Benefits										
COLA, Progression, Step, Benefit Increases	8,690.8	(7.7)	8,698.5	4.6%		8,290.1	(8.4)	8,298.5	4.1%	
Sub-total Salaries & Benefits	8,690.8	(7.7)	8,698.5	4.6%		8,290.1	(8.4)	8,298.5	4.1%	
Other Base Changes										
Convert Capital Position to Operating - FPD		(146.7)	146.7	0.1%			(5.9)	5.9	0.0%	
Service Changes - FREEE	(1,200.0)	(900.0)	(300.0)	(0.2%)						
Transfer of Compressed Natural Gas Stations to Solid Waste	(67.2)	(67.2)				(49.9)	(49.9)			
Toronto Public Health Efficiencies - 311	8.5	(73.0)	81.5	0.0%		(5.3)		(5.3)	(0.0%)	
Other Base Changes	45.5	10.0	35.5	0.0%		204.1		204.1	0.1%	
Sub-total Other Base Changes	(1,213.2)	(1,176.9)	(36.3)	(0.0%)		148.9	(55.8)	204.7	0.1%	
Revenue										
Recoveries for Fuel Consumption and Mtnce	(834.3)	(318.2)	(516.1)	(0.3%)	(3.0)	41.3	533.6	(492.3)	(0.2%)	
Increase in Inter-divisional Recoveries		1,967.9	(1,967.9)	(1.0%)			(347.8)	347.8	0.2%	
Mortgage Administration User Fee		450.0	(450.0)	(0.2%)						
User Fees		13.4	(13.4)	(0.0%)			17.8	(17.8)	(0.0%)	
Sub-total Revenue Changes	(834.3)	2,113.1	(2,947.4)	(1.6%)	(3.0)	41.3	203.6	(162.3)	(0.1%)	
Total Incremental Impact	10,124.2	(1,889.2)	12,013.4	6.4%	6.0	9,609.3	119.6	9,489.7	4.7%	

Capital Budget Variance as of Sep. 30, 2016

Program	2016 Approved Cash Flow	2016 Expenditure			Trending	Alert (Benchmark 70% spending rate)
		YTD Spending	Year-End Projection	% at Year End		
311 Toronto	5.61	1.47	3.15	56.2%	↓	Y
FREEE	298.32	89.77	161.56	54.2%	↓	Y
Financial Services	28.28	5.47	15.12	53.5%	↓	Y
Fleet Services	48.22	30.50	41.97	87.0%	↑	G
I&T	97.39	32.36	58.84	60.4%	↓	Y
Total	477.83	159.56	280.65	58.7%		
Ⓞ >70% Ⓢ between 50% and 70% Ⓡ < 50% or > 100%						

Key Points (explanation of variances):

- FREEE: projected spending of 54%. Main drivers of the variance are the Union Station Revitalization and St. Lawrence Market North projects due to contractor issues, site conditions and archeological assessment of the site
- Financial Services: projected spending of 54%. Causes of variance range from revisions to project's specifications, procurement issues and challenges in recruiting project resources
- 311 Toronto: projected spending of 56%. Variance caused by scope change in project and delays in finalizing RFP

Summary of Major Projects Completed in 2016

Facilities, Real Estate, Environment & Energy

Union Station Revitalization Project

- Completion of the remaining Stage 1 work including handover to head lessee of retail space beneath the York and VIA concourses, with retail operations expected to start in Q2 2017
- Significant progress of the new Bay Street Concourse, VIA Concourse, Great Hall restoration, remaining retail areas, East Wing exterior façade, and moat areas
- The City and Head Lessee entered into a retail enhancement agreement which will generate additional revenue for both the Head Lessee and the City through sponsorship and retail tenant percentage rent
- Council approved the USR project in 2009, construction commenced in 2010, with expected completion planned for late Q1 2018

St. Lawrence Market North Redevelopment

- Demolition of the existing North Market Building, including archeological assessment and environmental remediation of the site in advance of new construction
- Completion of the archeological assessments of the site by year-end, which uncovered remnants of the 1831, 1851 and 1904 versions of the market
- Finalization of the new building design and bid documents for construction contract award in Q1 2017

Summary of Major Projects Completed in 2016

Facilities, Real Estate, Environment & Energy

State of Good Repair Program

- Currently on track to complete approx. 81 state of good repair projects at various locations across the City, including work at Civic Centres, Paramedic Services Stations, Fire Stations, City Yards, etc.

Energy Related Initiatives

- Completed LED lighting audits and retrofits for 28 arenas, resulting in approx. \$0.2 million in annual energy savings
- Completed installation of new BAS systems in 2 buildings and currently designing for 3 additional buildings
- Loans of approx. \$3.0 million to community organizations in support of energy retrofit and efficiency projects through the Community Green Energy initiative within the Sustainable Energy Plan
- Solar PV installations completed at approx. 10 locations through the MicroFIT and joint City & Toronto Hydro Solar PV programs and another 28 underway, resulting in revenue generation and promoting the use of renewable energy

Office Modernization Program Pilot

- Completion of the 15th and 2nd floors in Metro Hall, providing a modern and collaborative work space with the aim of achieving 10-15% cost savings
- Design of the North York Civic Centre 1st floor with construction to be completed in 2017

Summary of Major Projects Completed in 2016

Fleet Services

- Completion of fuel site upgrades, closures and oversight integration - ahead of schedule
 - Fleet now utilizes 1 software & hardware program to centrally manage 23 City-wide fuel sites and the associated fuel management of over 13,000 assets
 - Integrated the fueling of over 500 TTC assets and all Fire Services vehicles to Fleet Services Division (FSD) Fuel sites
- Continue the implementation of the Fuel Integration project that includes the installation of Vehicle Interface Boxes in all FSD vehicles and equipment. The program provides significantly enhanced fuel security and data capture, necessary for effective fleet management
- Oversee the delivery of 37 new Compressed Natural Gas (CNG) Collections vehicles. The CNG units support the City's consolidated Green Fleet Plan, in choosing vehicles that emit less GHGs and air pollution, while considering lifecycle cost and operational requirements

Summary of Major Projects Completed in 2016

311 Toronto

- The Contact Centre telephony system upgraded to Cisco's Unified Contact Centre Enterprise platform version 10.5
- The Contact Centre workforce management and quality management system upgraded to Verint Impact 360 version 11.1
- The Contact Centre case management and knowledge management system is being upgraded to Lagan version 15.1

Summary of Major Projects Completed in 2016

Financial Services

Financial Planning, Analysis & Reporting System (FPARS)

- Phase 1 (PBF Implementation) – launch of 5 new reports in SAP BI/BW
- Training provided to approximately 350 SAP BI/BW users and to 100 divisional staff with Enhanced Business Objects (BOBJ) to fully realize the potential of new dynamic reports

Public Budget Formulation (PBF) 8.1 Upgrade

- Implemented New PBF Test and Training Systems
- Conducted delta training for all PBF users providing new features and improvements
- Launched new PBF 8.1 upgraded system

eTime – Time Entry/Recording (formerly Cross-Application Timesheet (CATS) Implementation)

- Completed system build – go live date September 2016

Summary of Major Projects Completed in 2016

Information & Technology

- Enhanced the Online Citizen experience through the City’s website:
 - MyWaterToronto for residents to view water usage and foster conservation
 - Winter Road Maintenance Map supporting effective commuting
 - Toronto Progress Portal reporting on City performance indicators
 - Civic Engagement fostering citizen participation and involvement in government
 - Online Tax/Water Certificate 24/7 improving delivery from 7-10 days to 24 hours
- Modernized City’s business processes and systems
 - Implemented full name email addresses for 23,000+ staff fostering better and more transparent customer service
 - Modernized City time/attendance reporting and scheduling eTime system automating manual processes and driving efficiencies
 - Enhanced City’s Health & Safety system with Human Resources
 - Deployed wireless in Long-Term Care Homes improving remote resident care
 - Refreshed 4,400 desktops/notebooks/tablets for staff across City Divisions

Summary of Major Projects in the 2017 – 2026 Preliminary Capital Plan (Additional Details)

Facilities, Real Estate, Environment & Energy

- Demand Response Program (\$17.0M)
- Environmental (e.g., Emergency Environmental Remediation – Asbestos) (\$21.2M)
- Re-roofing Projects (\$24.4M)
- Structural/Building Projects (\$160.7M)
- Mechanical & Electrical Projects (\$167.4M)
- Site Work Projects (\$58.8M)
- Renovation Projects (\$82.7M)
- Emergency Capital Repair Projects (\$26.3M)
- Security Projects (\$13.5M)
- Corporate Facilities Refurbishment Program (\$2.3M)

Summary of Major Projects in the 2017 – 2026 Preliminary Capital Plan (Additional Details)

Fleet Services

- Solid Waste Fleet Replacement (\$169.3M)
- Parks, Forestry & Recreation Fleet Replacement (\$79.4M)
- Fire Fleet Replacement (\$73.4M)
- EMS Fleet Replacement (\$50.3M)
- Toronto Water Fleet Replacement (\$81.4M)
- Transportation Fleet Replacement (\$72.6M)
- Facilities Management & Real Estate Fleet Replacement (\$7.8M)
- Municipal Licensing & Standards Fleet Replacement (\$5.2M)
- Toronto Community Housing Corporate Fleet Replacement (\$6.9M)
- Library Fleet Replacement (\$3.7M)
- Zoo Fleet Replacement (\$3.3M)
- Fleet Services Fleet Replacement (\$2.9M)

Summary of Major Projects in the 2017 – 2026 Preliminary Capital Plan (Additional Details)

Financial Services

- Parking Tag Management Software Replacement (\$2.4M)
- Development Charges Background Study (\$0.5M)
- Payment Processing Equipment Replacement (\$0.8M)
- Risk Management Information System Replacement (\$0.3M)
- Electronic Self Service Tax and Utility (\$0.2M)
- eBilling Initiative (\$0.5M)
- SAP Upgrades (ECC, PBF, Payroll) (\$4.0M)
- Tax Billing System Replacement – Future Year (\$4.0M)
- Utility Billing System Replacement – Future Year (\$4.0M)

Summary of Major Projects in the 2017 – 2026 Preliminary Capital Plan (Additional Details)

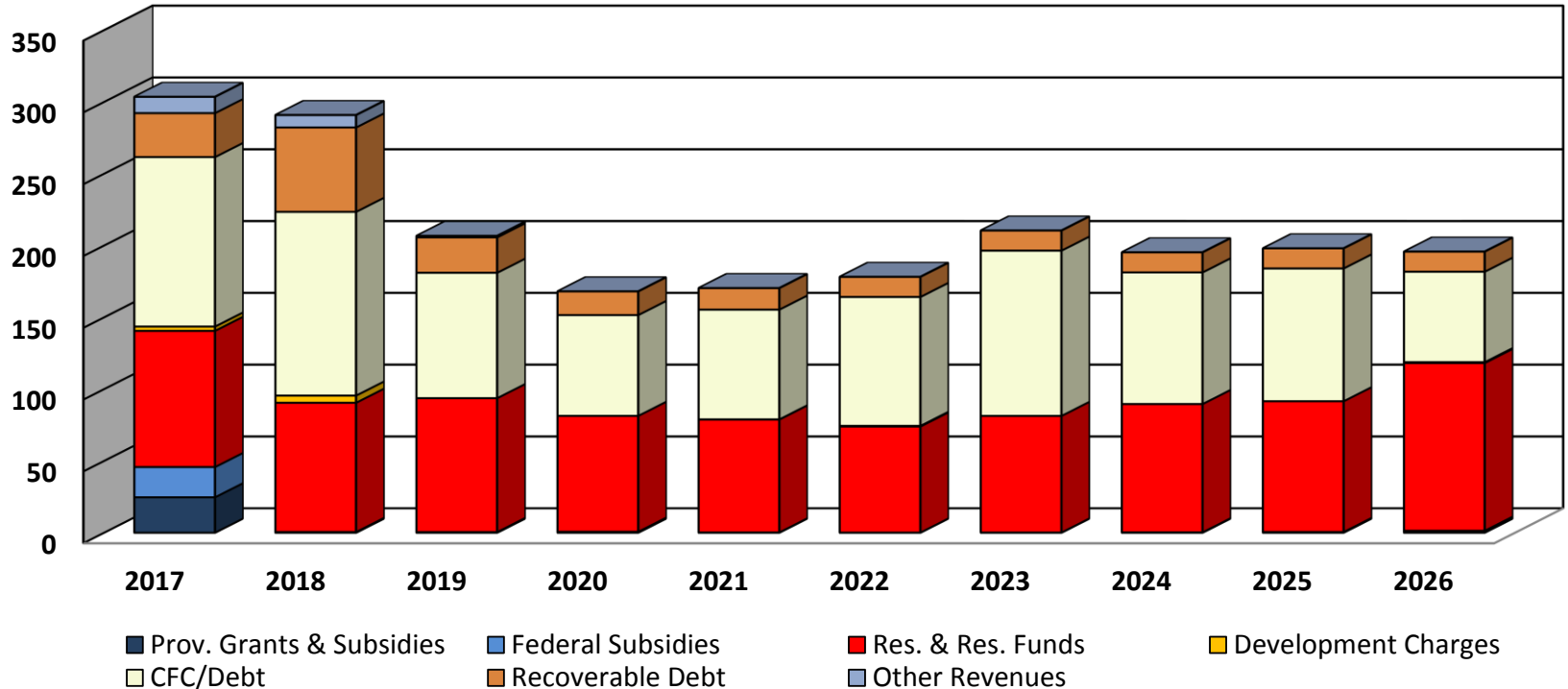
Information & Technology

- Technology Infrastructure Growth (\$36.8M)
- IT Planning & Management Transformation Tools (\$20.7M)
- Enterprise Solutions Design & Implementation (\$19.3M)
- Business Enablement Process & Tools Upgrade (\$18.5M)
- Consolidated Data Centre (\$7.5M)
- Municipal Licensing Centralized Datamart (\$2.3M)
- IT Service Process Improvement Program (\$2.6M)
- Application Portfolio Tools Rationalization (\$1.7M)
- Enterprise Information Security Program (\$2.8M)
- Domino Decommissioning Strategy & Implementation (\$1.7M)
- Enterprise Mobility Platform (\$3.0M)
- eRecruitment (\$3.7M)

Incremental Operating Impact of Capital

Net Expenditures (\$000s)	2017 Budget	
	\$	Position
Previously Approved Projects		
Solar Photovoltaic Program	57.6	0.0
IT Impacts:		
• Business Continuity & Disaster Recovery Program	189.9	1.0
• Portal Foundation To Cloud Gateway Foundation	419.4	2.0
• Enterprise Collaboration Foundation	130.0	0.0
• Time & Attendance Scheduling System (TASS)	1,286.6	5.0
• Toronto Building Electronic Service Delivery Portal	153.5	2.0
• Transportation Services Division (TSD) Mobile System (Field Worker)	148.4	1.0
• Municipal Licensing & Standards Data Mart	169.2	1.0
• Municipal Licensing & Standards Electronic Service Delivery Portal	117.0	1.0
• CPCA - Capital Planning Coordination Algorithm Project	20.0	0.0
• SCMT SAP Ariba - Supply Chain Management Transformation	60.6	2.0
• FPARS EPM (SAP HANA)	470.9	1.0
• Enterprise Systems Monitoring (ESMI)	111.7	1.0
Total	3,334.8	17.0

2017 – 2026 Preliminary Capital Budget and Plan by Funding Source (\$2,117.5M)



	2017 - 2026 Preliminary Capital Budget and Plan by Funding Source (\$M)										
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	
Prov. Grants & Subsidies	24.7	0.5	0.5	0.7	0.2	0.1	0.1	0.3	0.5	1.4	
Federal Subsidies	21.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Res. & Res. Funds	94.8	90.0	93.2	80.7	78.6	73.9	81.2	89.4	91.1	116.8	
Development Charges	3.0	5.0	0.0	0.0	0.1	0.5	0.0	0.0	0.0	0.6	
CFC/Debt	118.0	128.0	87.3	70.2	76.4	89.8	115.1	91.7	92.5	63.0	
Recoverable Debt	30.6	58.8	24.7	16.5	15.0	14.0	14.0	14.0	14.0	14.0	
Other Revenues	11.4	8.6	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Total	303.6	290.9	206.7	168.1	170.4	178.2	210.5	195.3	198.1	195.8	

