

Internal Corporate Services

2018 Preliminary Operating Budget and 2018 - 2027 Preliminary Capital Budget & Plan

Budget Committee



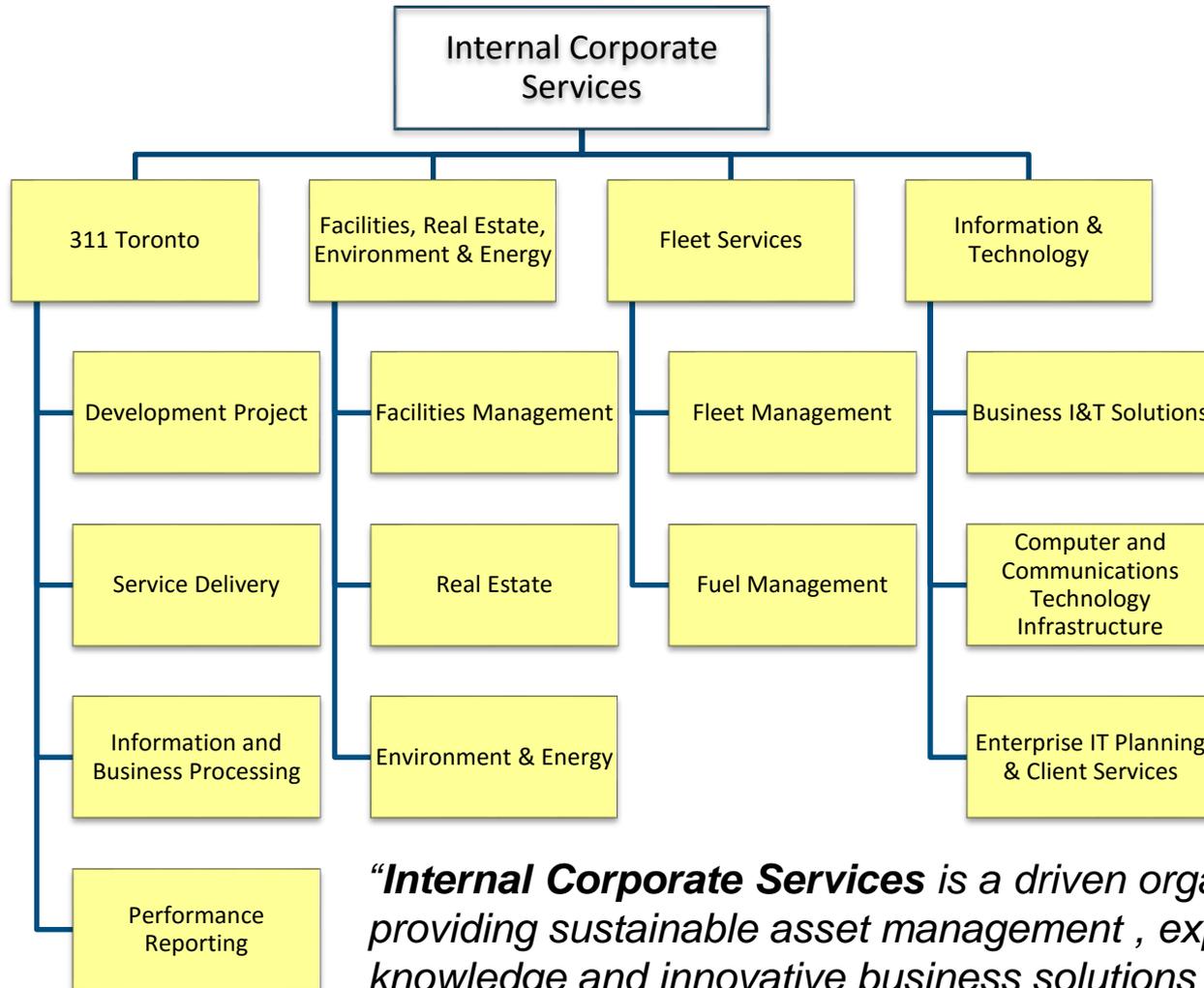
- Cluster Overview:
 - Cluster Services and Resources
- Operating Budget Overview
 - 2017 Service Performance
 - 2018 Program Issues
 - 2018 - 2020 Preliminary Operating Budget & Plan
- Capital Budget Overview
 - 2017 Capital Performance
 - 2018 Program Issues
 - 2018 - 2027 Preliminary Capital Budget & Plan



Cluster Overview



Services Delivered By Internal Corporate Services



“Internal Corporate Services is a driven organization providing sustainable asset management , expert knowledge and innovative business solutions that support a quality customer experience.

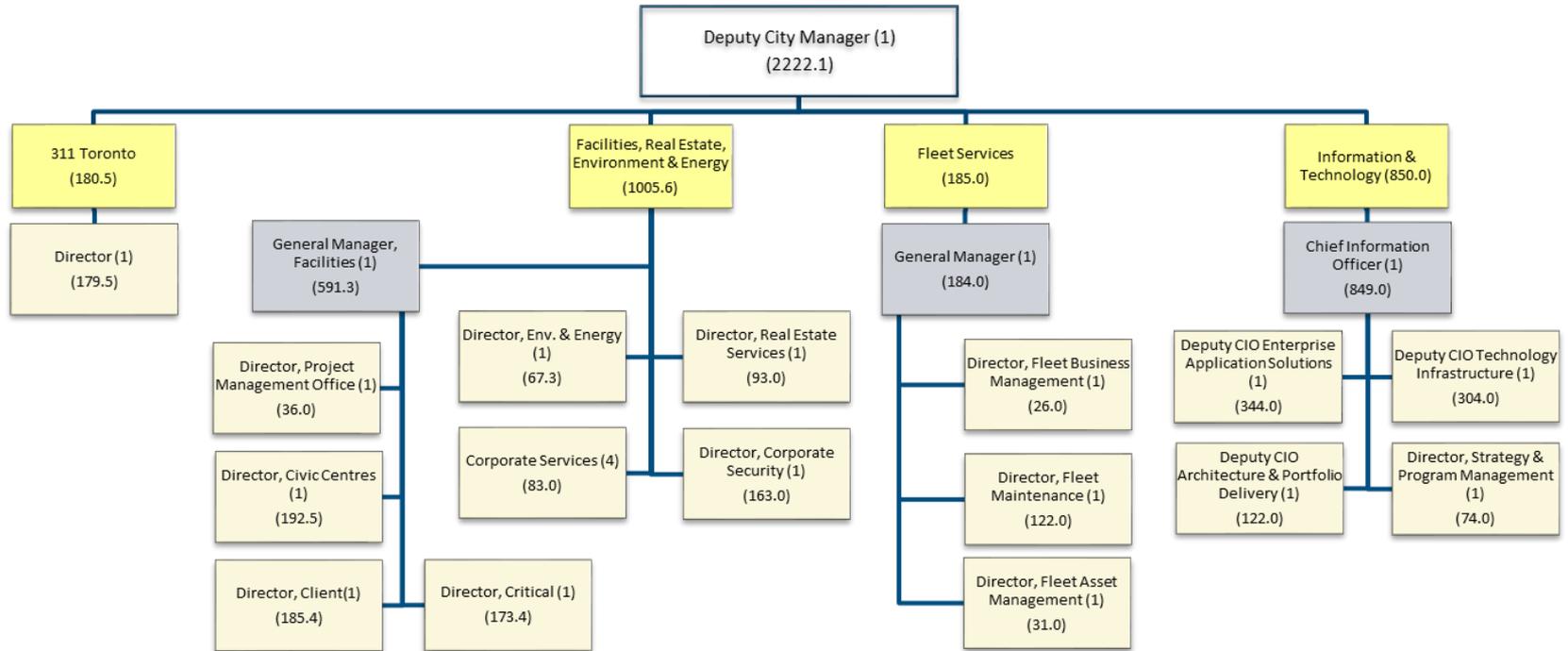
Capital Assets To Deliver City Services



- 24/7 Contact centre, access to non-emergency City services, in 180+ languages
- 311 website access to online services, as well as links to mobile apps
- City-wide real estate service delivery model supporting a real estate portfolio of over 6,700 buildings, 106 million sq ft and 28,800 acres of leased and owned lands
- Managing 452 facilities & 11.8 million sq ft, est. replacement value approx. \$4.2 billion
- Manage over 700 leases of City space, \$48 million in annual lease revenues
- Over 5,500 vehicles and equipment with est. replacement value of \$549 million and 23 City-owned fuel sites
- 850 enterprise, business solutions & software applications, support of City Programs and services delivery
- Managing a complex and integrated network, connecting over 700 City facilities and 5,000 network components
- Maintains 25,000+ desktop computers, tablets and notebooks, 25,000 phones, 10,000+ wireless devices and 2700 servers and 3 data centres

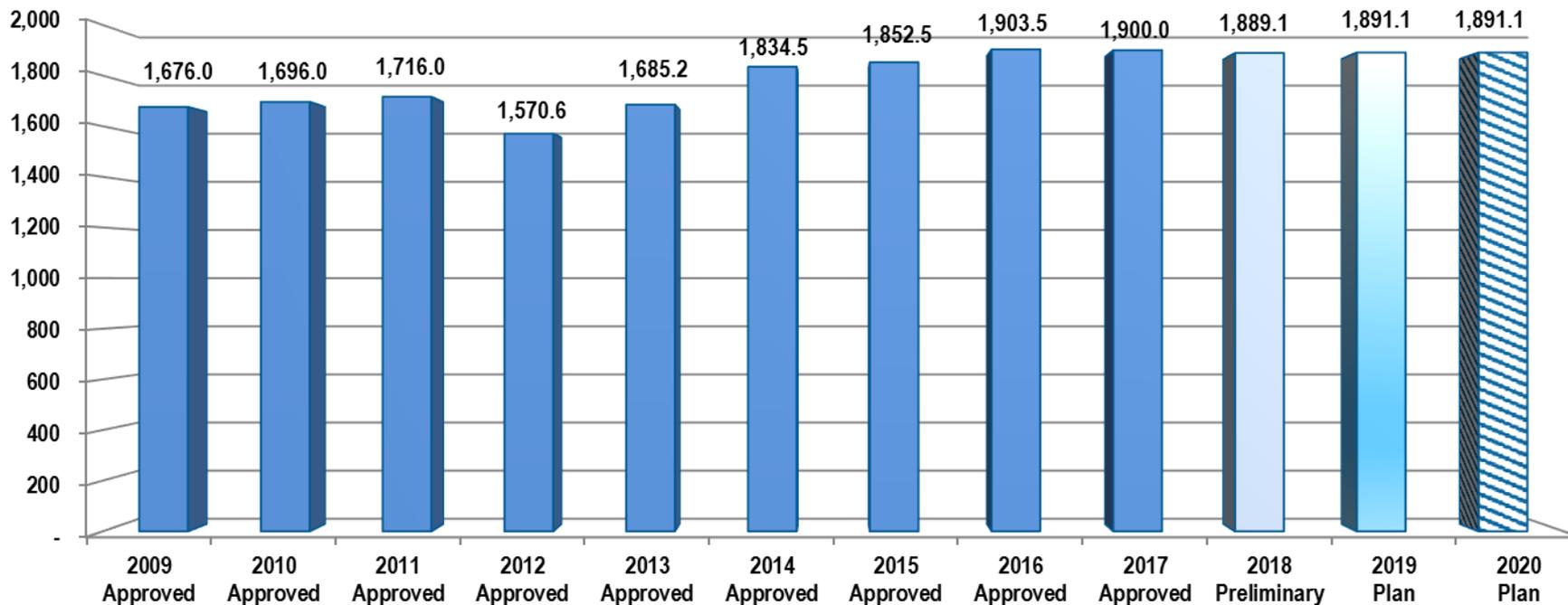
See Appendix A for detailed account

2018 Organizational Chart for Internal Corporate Services



Budget	Category	Senior Management	Management with Direct Reports	Management without Direct Repts / Exempt Professional & Clerical	Union	Total
Operating	Permanent Pos	13.0	260.0	323.0	1232.3	1828.3
	Temporary Pos	0.0	0.0	32.7	26.1	58.8
Capital	Permanent Pos	0.0	10.0	33.0	34.0	77.0
	Temporary Pos	0.0	12.0	144.0	103.0	259.0
Total	Total	13.0	282.0	532.7	1395.4	2223.1

Staffing Trend (Excludes Capital Positions)



Key Points

- **Net reduction of 10.9 positions in 2018**

(Excludes positions for new/enhanced services not included in the 2018 Preliminary Operating Budget)

- 5 additional positions for operational sustainment of I&T and Fleet capital projects
- Offset by:
 - Reduction of 9.8 positions due to changes in operational requirements across Internal Corporate Services
 - Reduction of 6.1 positions from service efficiencies in FREEE and 311

Vacancy Analysis



	2015			2016			2017 Year-End Projections			
	# of Vacancies	Vacancies % of Total Approved Pos.	Approved Pos. Equivalent	# of Vacancies	Vacancies % of Total Approved Pos.	Approved Pos. Equivalent	# of Vacancies as at Sep 30 *	# of Vacancies Projections to Dec 31	Vacancies % of Total Approved Pos.	Approved Pos. Equivalent
Operating	146.5	7.9%	1,852.5	221.7	11.6%	1,903.5	224.8	178.0	9.4%	1,903.0
Capital	131.1	38.0%	345.1	120.3	34.6%	347.3	90.0	82.0	25.4%	323.0
Total	277.6	12.6%	2,197.6	342.0	15.2%	2,250.8	314.8	260.0	11.7%	2,226.0

* Based on the 2017 9-month Quarterly Variance Report

Key Points:

- The cluster has achieved a **3.5% improvement** in its vacancy rate compared to 2016
- Hiring Strategies:
 - Prioritization of filling critical positions first
 - Developed strategies to recruit, retain and manage workforce (e.g. increased use of “Talent Pipeline” strategy to reduce fill-time for high turnover positions in 311, FM and Security)
 - 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
 - Analyzed barriers for hard-to-fill positions and developing training and recruitment initiatives to address skill gaps and vacancies (FM and Fleet).

Operating Budget Overview



2017 Key Service Accomplishments



Modernization

- **Upgraded and stabilized technology infrastructure and systems for improved customer service**
 - Unified Contact Centre Enterprise (UCCE) upgrade
 - Replacement of 311 knowledge base, upgrade to lagan system
- **Leveraged procurement** to provide City Programs and Agencies a streamlined process to procure vehicles/ equipment based on existing Fleet Services specifications.
- **Modernized City business processes, systems and IT support** - that enabled response to 186,000 service desk requests, resolved 37,000 application requests and 1300+ changes across 850 City applications and supported over 25,000 City Staff
- **Enhanced the Online Citizen experience for City Services** (16+ million visits annually) - i.e. MyWatertoronto, RentSafeTO and Waste Wizard
- **Expanded Open Data for the City** - to 246 datasets and 1,100+ data files

2017 Key Service Accomplishments



Transformation

- **City-Wide Real Estate Model** - Centralizes real estate activities City wide
- **Etobicoke Civic Centre** - Proceeding with Phase Two of the Major Capital Project Approval for the potential relocation of the Etobicoke Civic Centre
- **Implementation of TransformTO strategies** – Ontario Municipal Challenge Fund - \$250M project value
- **Digital transformational solutions for Municipal Licensing** – implemented a digital process to allow simplified process for over 60,000 Vehicle for Hire licenses to be issued since 2016
- **Office Modernization** - Optimizing space and costs and driving modernized business practices with pilots at Metro Hall and NYCC

Operational Effectiveness

- **Quicker, easier and seamless mobile access for staff** - from anywhere at any time through expanded WiFi access in 10 main City facilities
- **Talent Development** - Mentorship Program, job shadowing, project mgmt. certification
- **Alternate service delivery model in Fleet** - for preventative maintenance and repairs
- **Centralized 23 City Wide fleet fuel sites** -fueling over 7100 assets, using 1 software/hardware program
- **Live Green Partnership & Innovations-** raised \$480,000 in cash and in-kind sponsorships

Operating Budget Variance as of Sep. 30, 2017

City Program In \$ Millions	Year-to-Date							Year-End Projection						
	Gross Expenditures		Revenue		Net Variance		Alert	Gross Expenditures		Revenue		Net Variance		Alert
	\$	trend	\$	trend	\$	trend		\$	trend	\$	trend	\$	trend	
ICS Total	(4.2)	▼	4.7	▲	(8.8)	▼	Ⓞ	(16.2)	▼	(14.7)	▼	(1.5)	▼	Ⓞ
Year-to-Date Net Variance	85% to 105%	Ⓢ	0% to 85%	Ⓡ	>105%		Year-End	Ⓞ	<=100%	Ⓡ	>100%			

Key Points:

- ICS is projecting a year-end positive variance of \$1.505 million or 1.0% compared to the 2017 Approved Net Operating Budget
- Underspending is primarily in salaries and benefits driven by vacancies and delays in capital project implementation resulting in under expenditures, but also a corresponding under recovery from capital.

Key Issues & Challenges for 2018 and Beyond

- Optimization of planned maintenance and maximization of capital project delivery
- The need to modernize tools, technologies and work spaces to meet operational demands
- Integrated service delivery and digital enablement – need to drive policies that encourage innovation
- Attracting, developing and retaining talent in competitive and highly skilled industries
- Operational and Business Processes & Continuity
- Creating secure, agile and accelerated IT Delivery model based on business demands

Service Objectives & Key Priority Actions

- **Building City Wide Integrated Portfolio Plan** – support work of TRA
- **Driving Customer Service Excellence** – CRM pilot, enhancing digital customer experience
- **Environmental** – reducing environmental footprint and increasing renewable energy
- **Leasing revenues** – maximizing revenues and portfolio optimization
- **Transformation Initiatives** – improving operational and business processes
- **People Development** – attracting talent, developing high performance teams, hiring strategies and talent management
- **Partnerships** – leveraging partnerships with City divisions, agencies and vendors
- **Operational Effectiveness** – creating a data driven culture

Business Modernization & Transformation Initiatives

Digital Modernization

Enterprise-wide Customer Relationship Management (CRM) - The development of a new CRM to enable the City to provide a superior level of customer service

Online Service Delivery Program - Digital Migration Strategy - Create lower cost channel options for users including online and self-serve

Channel Strategy - New service delivery model to provide customers with channel choices and increase the usability of less costly online channels

Major Transformation Initiatives

City Wide Real Estate Review - New centralized real estate service delivery model

Office Modernization Program - Continuation of the program with 3 floors in 2018 with long-term strategy in Q1 2018

TransformTO - City-wide initiative lead by the EED which aims to move Toronto towards achieving Council's 2050 goal to reduce Green House Gas (GHG) emissions by 80%.

City-Wide Fleet Consolidation - Continued exploration of the opportunity for management and oversight of fleet for all Divisions and City Agencies

Business Modernization & Transformation Initiatives

Operational Effectiveness

Work & Asset Management

- Delivery of efficient maintenance programs that maintain the City's infrastructure

Information Management & Business Intelligence

- Implementing technology that provides data and analytics to support evidence-based decision making

Other Major Program support

- Programs such as Employee Productivity, Human Resources Transformation, Procurement & Supply Chain Transformation, Time & Attendance & Payroll Transformation, IT Foundational Components, Finance Transformation, Project Management and Open Government.



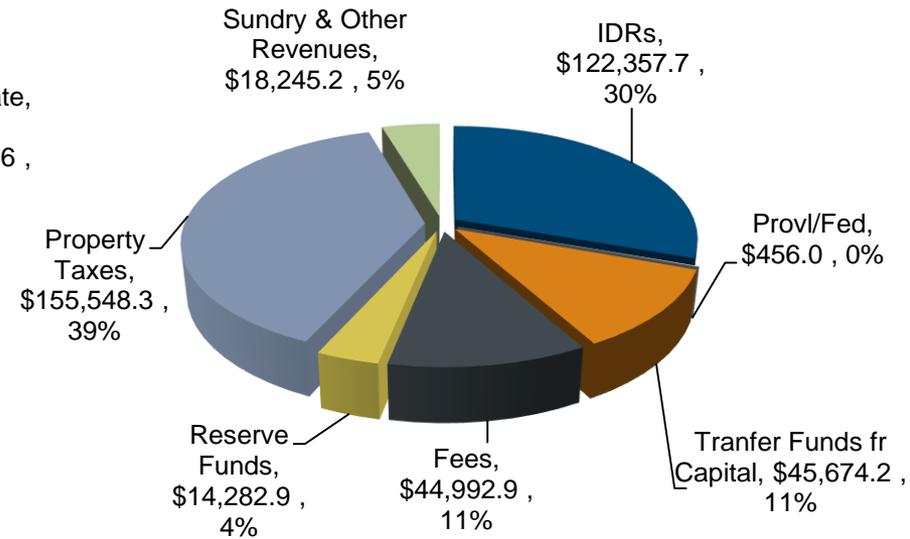
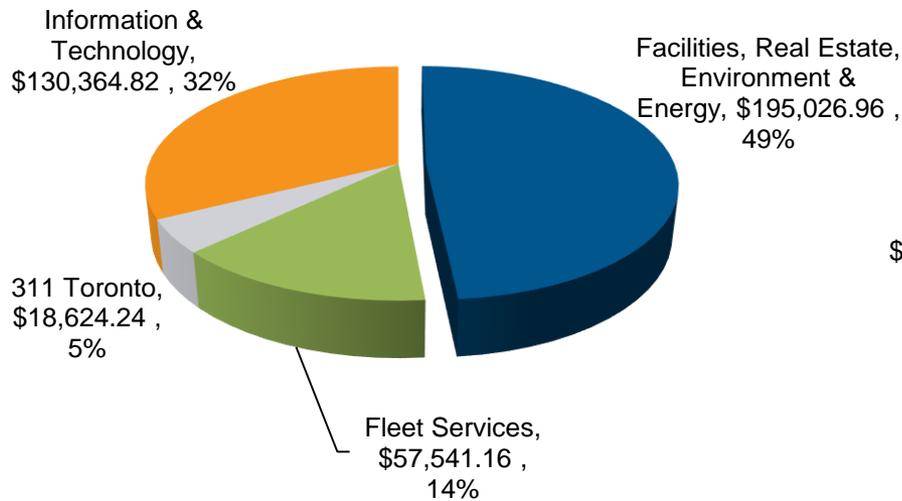
2018 - 2020 Preliminary Operating Budget & Plan



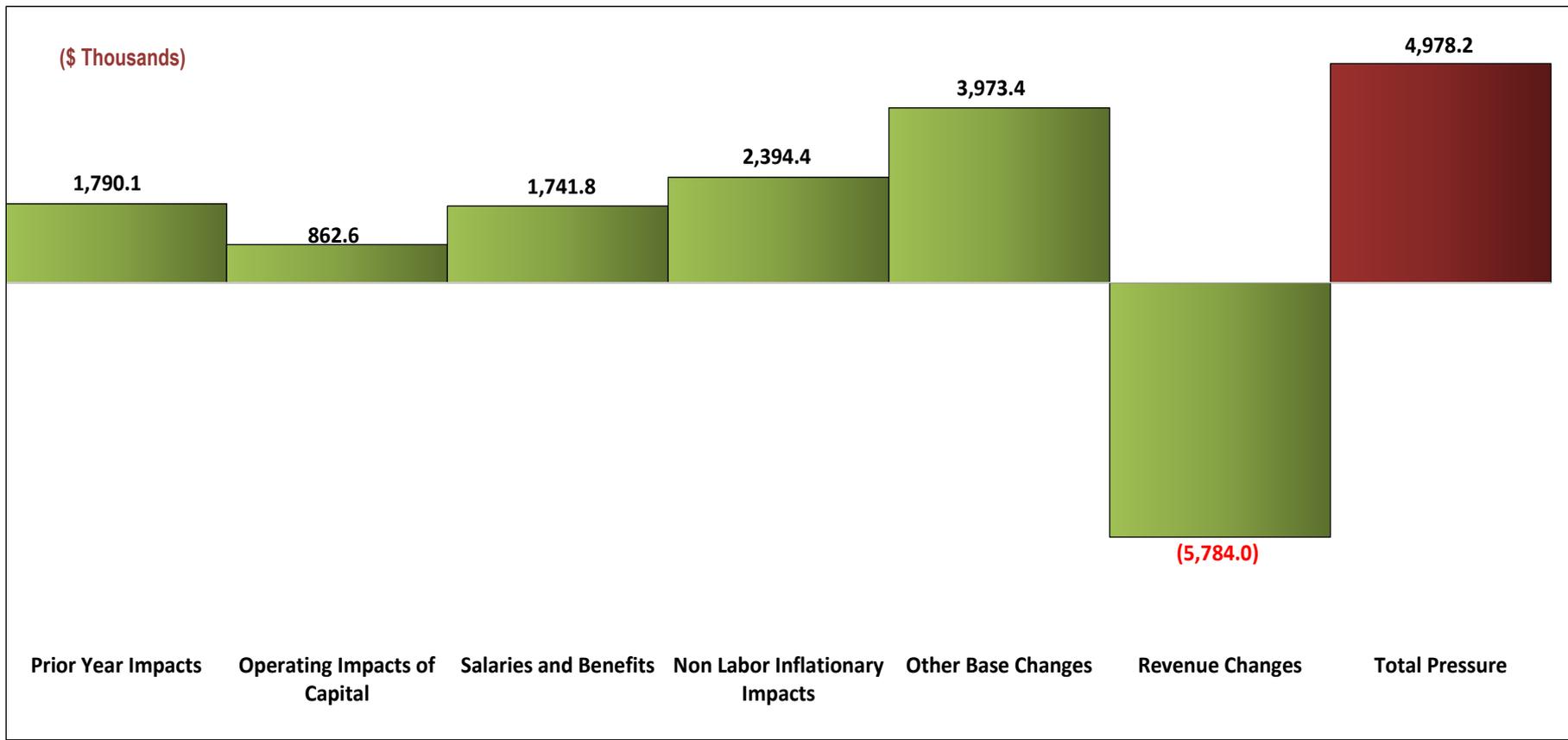
2018 Preliminary Operating Budget Gross Expenditures by Program & Funding Source

Where the Money Goes
\$401.557 Million

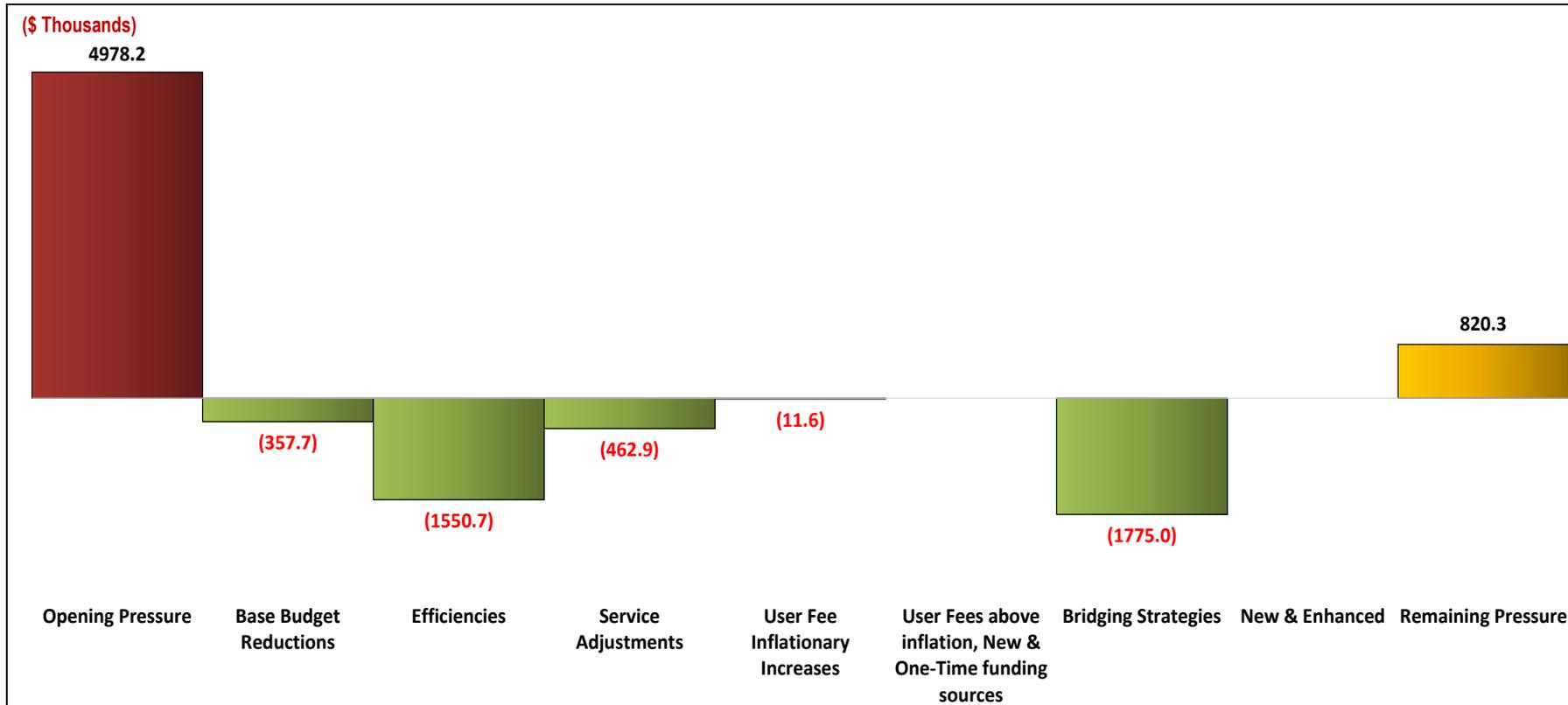
Where the Money Comes From
\$ 401.557 Million



2018 Operating Budget Key Cost Drivers



Actions to Achieve Budget Target Included in 2018 Preliminary Service Change Summary



2018 Preliminary Operating Budget Summary

Internal Corporate Services

(In \$000s)	2017 Budget		2018 Preliminary Budget		Change from 2017 Over (Under)			
	Gross	Net	Gross	Net	Gross		Net	
					\$	%	\$	%
Internal Corporate Services								
Facilities, Real Estate, Environment & Energy	195,315	69,603	195,027	69,602	(288)	-0.1%	(1)	0.0%
Fleet Services	54,207	(10)	57,541	(302)	3,334	6.2%	(293)	(3078.2%)
311 Toronto	17,997	9,826	18,624	9,825	627	3.5%	(0)	0.0%
Information & Technology	128,435	75,310	130,365	76,423	1,930	1.5%	1,114	1.5%
Internal Corporate Services	395,955	154,728	401,557	155,548	5,602	1.4%	820	0.5%

Key Points:

- Overall budget increase of 0.5% over 2017 for ICS Cluster, driven by corporate pressures placed on the I&T division resulting from rapid growth and adoption of technology solutions and the introduction of corporate net new transformational technology solutions.
- Base budget pressures of \$5 million mainly driven by inflationary increase, salaries and benefit increase (COLA, progression pay, step increases and annualization) and operating impacts from capital projects.
- Identified base savings, service efficiencies and service level adjustments totaling \$4.2 million to offset this pressure.

New/Enhanced Services Included in 2018 Preliminary Operating Budget

Category (\$000s)	Type	2018			Incremental Impact			
		Gross	Net	Positions	2019 Plan		2020 Plan	
					Net	Positions	Net	Positions
Communication/Training/HR Management:								
CSR Training on Tax & Utility Calls	Staff Initiated	290.5						
Sub-Total		290.5	0.0	0.0	0.0	0.0	0.0	0.0
Total		290.5	0.0	0.0	0.0	0.0	0.0	0.0

Key Points:

- Cost to backfill Customer Service Representatives (CSR) attending tax and utility call training
- Funded by the Tax Stabilization Reserve

2018 Complement Changes

	2017 Approved Staff Complement	2018 Complement Changes									
		Prior Year Impact	Operating Impacts of Capital	Capital Project Delivery Changes	Base Changes	Efficiencies	Service Changes Included	Total Base Change	New/Enh Service Priorities Included	Total 2018 Preliminary Budget	Change from 2017 Approved
Operating											
311 Toronto	165.0					(1.5)		(1.5)		163.5	(1.5)
FREEE	928.0				(4.8)	(4.6)		(9.4)		918.6	(9.4)
Fleet Services	178.0		1.0		(2.0)			(1.0)		177.0	(1.0)
Information & Technology	629.0		4.0		(3.0)			1.0		630.0	1.0
Subtotal - Operating	1,900.0		5.0		(9.8)	(6.1)		(10.9)		1,889.1	(10.9)
Capital											
311 Toronto	13.0			4.0				4.0		17.0	4.0
FREEE	83.0			6.0				6.0		89.0	6.0
Fleet Services	8.0									8.0	
Information & Technology	222.0			(2.0)				(2.0)		220.0	(2.0)
Subtotal - Capital	326.0			8.0				8.0		334.0	8.0
Total Complement	2,226.0		5.0	8.0	(9.8)	(6.1)		(2.9)		2,223.1	(2.9)

Key Points:

- Base reductions of 9.8 positions primarily due to completed projects and changes in client requirements.
- Efficiency reductions of 6.1 positions resulting from standardization of services across City Divisions with no impact to current service levels.

New/Enhanced Services Not Included in 2018 Preliminary Operating Budget

Description (\$000s)	2018			Incremental Impact			
	Gross	Net	Positions	2019 Plan		2020 Plan	
				Net	Positions	Net	Positions
Referred to the Budget Process:							
TransformTO							
TransformTO - Acc. Work Plan - Leading by Example	330.0	96.2	4.0	100.3	3.0	4.3	0.0
TransformTO - Community Energy Planning & Low-Carbon Thermal	555.0	555.0	8.0	510.9	1.0	122.9	0.0
TransformTO Coordination	353.3	353.3	3.0	431.6	0.0	-70.6	0.0
TransformTO - Better Buildings Programs	1,136.2	1,093.2	10.0	1,652.2	6.0	661.4	0.0
TransformTO - Improve Fleet Fuel Efficiency	172.4	172.4	2.0	96.2	0.0	6.9	0.0
Sub-Total Referred to Budget Process - TransformTO	2,546.9	2,270.2	27.0	2,791.1	10.0	724.8	0.0
Staff Initiated:							
Enhanced Security Measures at Toronto City Hall	778.6	778.6	10.0	19.7		19.8	
New Paramedics Custodial & Op. Maintenance-1300 Wilson Ave	220.0						
Day 2 Support Required for UCCE Technology Infrastructure	95.0	95.0					
Equip. to Support Enhanced Maintenance and Quality Mgmt	15.0						
Equip. to Support Horticulture and Urban Agriculture	36.2						
Sub-Total Staff Initiated	1,144.8	873.6	10.0	19.7	0.0	19.8	0.0
Total	3,691.8	3,143.8	37.0	2,810.9	10.0	744.7	0.0

Description (\$000s)	2019 - Incremental Increase					2020 - Incremental Increase				
	Gross	Revenue	Net	% Change	Position	Gross	Revenue	Net	% Change	Position
Known Impacts:										
Prior Year Bridging Approval Impacts	-	(1,775.0)	1,775.0	1.1%	-	-	(1,775.0)	1,775.0	1.1%	-
Prior Year Impact	(664.7)	(936.1)	271.4	0.2%	(5.0)	21.6	17.4	4.2	0.0%	-
Operating Impact of Capital	476.1	150.8	325.3	0.2%	1.0	(27.5)	(47.2)	19.7	0.0%	(1.0)
Economic Factors	885.1	-	885.1	0.6%	-	812.1	-	812.1	0.5%	-
Salaries and Benefits	4,941.6	-	4,941.6	3.2%	(2.0)	3,840.0	117.0	3,723.0	2.3%	-
Other Base Changes	167.7	(220.2)	387.9	0.2%	-	31.7	3.4	28.3	0.0%	-
Revenue	-	541.7	(541.7)	-0.3%	-	-	369.9	(369.9)	-0.2%	-
Service Efficiencies	(3.1)	-	(3.1)	0.0%	-	(3.5)	-	(3.5)	0.0%	-
New & Enhanced	170.9	170.9	(0.0)	0.0%	-	(278.3)	(278.3)	-	0.0%	-
Total Incremental Impact	5,973.5	(2,068.0)	8,041.5	5.2%	(6.0)	4,396.2	(1,592.7)	5,988.9	3.7%	(1.0)

Key Points:

- Incremental increase primarily driven by salaries and benefits adjustments for COLA, Step increases/Progression Pay & Benefits

Capital Budget Overview

Summary of Key Milestones & Projects Completed in 2017



- **Union Station Revitalization Project (\$800.7 million)**
 - Continued turnover of completed areas to head lessee for retail fit out and revenue generation
- **St. Lawrence Market North Redevelopment (\$91.5 million)**
 - Finalized archeological assessment and new building design. Construction. contract award in Q1 2018
- **State of Good Repair Program (SOGR)**
 - Managing 300+ SOGR and client improvement projects spanning multiple years.
 - Expect to complete 312 building audits by year-end as part of the AODA program
- **Energy related initiatives**
 - Completed LED lighting retrofits for 20 City of Toronto pools, Metro Hall, City Hall, and Old City Hall, resulting in approximately \$0.42 million in annual energy savings
 - Completed solar PV installations at 46 locations
- **Office Modernization Program**
 - Completed the 15th & 2nd floors in Metro Hall, 1st floor of North York Civic
 - 2017 program for 3 additional floors at Metro Hall (MH 6th floor – SSHA, MH 11th floor – TESS, MH 18th floor – Toronto Water) in progress
 - 3 additional locations planned for 2018

Summary of Key Milestones & Projects Completed in 2017



- **Customer Relationship Management (CRM) Tool Assessment**
 - RFP finalized with vendor and pilot to be by Q2 of 2018
- **Knowledge Base Upgrade (311)**
- **Channel & Counter Strategy / Digital Migration**
 - Phase I = 4 services online, Phase II program developed for 2018
- **Completed the centralization of 23 City Wide fuel sites**
 - that fuel over 7,100 assets.
- **Partnering with Solid Waste Management on CNG technology**
 - for curbside residential collections vehicles. To date, approx. 40% of the collections units have been replaced by CNG vehicles
- **Completed the installation of one DC Fast charging station**
 - substantially reducing electric vehicle charging time. Two new electric vehicles added to the City's fleet

Summary of Key Milestones & Projects Completed in 2017



- **Enhanced the Online Citizen experience through the City's website:**
 - Winter Road Maintenance Online Map supports effective commuting
 - MyWaterToronto allows residents to view water usage and foster water conservation
 - RentSafeTO informs the public and tenants on building maintenance and upkeep
 - Waste Wizard for Solid Waste Management Services helps to sort and properly dispose unwanted items
- **Administrative Penalty System Project**
 - improves process to dispute parking violations
- **New Payment Service Provider project**
 - transitioned the City to a new payment provider with over 700 point of sale terminals across 230 locations ensuring continuity of service and improving payment options
- **Pension Payroll and Employee Benefits Cross-Application Timesheet**
 - replaces manual processes driving efficiencies
- **Online Equity and Diversity Impact assessment tool**
 - that promotes rigour and consistency in assessing equity outcomes across the City

Capital Budget Variance as of Sep. 30, 2017

Citizen Centred Services "Internal Corporate Services"	2017 Approved Cash Flow	2017 Expenditure			Alert (Benchmark 70% spending rate)
		YTD Spending	Year-End Projection	% at Year End	
311 Toronto	3.12	1.23	2.02	64.9%	Ⓢ
FREEE*	291.14	91.56	155.28	53.3%	Ⓢ
Fleet Services	49.85	29.41	44.83	89.9%	Ⓢ
I&T	88.88	24.36	59.86	67.4%	Ⓢ
TOTAL	432.99	146.57	262.00	60.5%	Ⓢ

Ⓢ >70%
 Ⓢ between 50% and 70%
 Ⓢ < 50% or > 100%

*Includes Union Station Revitalization (\$137.8M) and Strategic Property Acquisitions (\$10.0M). Adjusted year-end forecast is 59% excluding special purpose funding to provide a true measure of FREEE capital program delivery.

Key Points:

- Year-over-year increase in forecasted spending on capital intensive divisions, including:
 - I&T - 13.2% point increase
 - Facilities Management, SOGR – 13.9% point increase
 - Environment & Energy Division – 19.4% point increase
- On the core FM SOGR program forecasted spending is 70% with over 50% (\$43.4 million) of the 2018 plan already committed against vendor contracts, demonstrating a high readiness to deliver for 2018.

Key Issues & Challenges for 2018 and Beyond

- **Program Delivery** - continued improvement in SOGR program completion
- **AODA compliance** – working to meet AODA requirements by 2025
- **Facility Resiliency** - programs to address aging facility infrastructure & resiliency
- **Tools & Technology** – develop programs to support development of data driven culture
- **Organizational Readiness** - capacity, change management and transformation focus
- **Balance of program requirements and funding** – strive to support future programs with challenging budgets through improvements in operational efficiency and modernization

Service Objectives & Key Priority Actions

- **Reviewing/implementing ASD models** – Facilities, Fleet
- **Customer Service Excellence** – enhancing the customer experience through CRM and digital migration
- **Facilities State of Good Repair (SOGR)** – achieving 80% completion while addressing critical backlog, also align to city wide real estate integrated plan
- **Major Capital Project Delivery** – Substantial completion Union Station, Commence construction St Lawrence Market North, Finalize GSR Procurement option
- **Green Fleet** – continuation of Green Fleet Consolidation Plan
- **IT Capital Program Delivery**
 - % completed project deliverables as per annual plan – Target 88%
 - Project Timelines Met (on schedule) Vs. Planned – Target 78%



2018 – 2027 Preliminary Capital Budget & Plan



Key Projects Included in 2018 - 2027 Preliminary Capital Budget & Plan

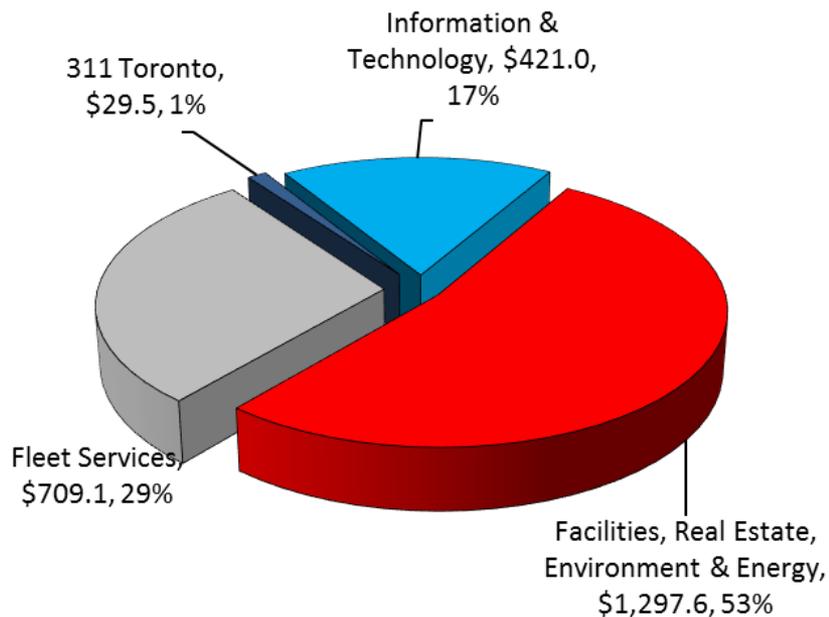
- **State of Good Repair and Asset Lifecycle replacement (SOGR) (\$1,477.0 million)**
 - Facility SOGR to maintain City facilities (\$568 million)
 - Fleet vehicle replacements (\$702.0 million)
 - Asset lifecycle management of I&T assets and infrastructure (\$207 million)
- **Union Station Revitalization Project (\$30.5 million remaining of a \$800.7 million project cost)**
 - Complete remaining stage 2/3 works (Bay Concourse, moats, VIA Concourse and retail areas)
- **North West PATH – Phase 2 (\$50.0 million)**
- **St. Lawrence Market North Redevelopment (\$77.6 million remaining of a \$91.5 million project cost)**
 - Award construction contract and build the new St. Lawrence Market North facility
- **Accessibility for Ontarians with Disabilities Act (AODA) (\$196.2 million)**
- **CRM Update and Replacement (\$6.1 million)**

Key Projects Included in 2018 - 2027 Preliminary Capital Budget & Plan

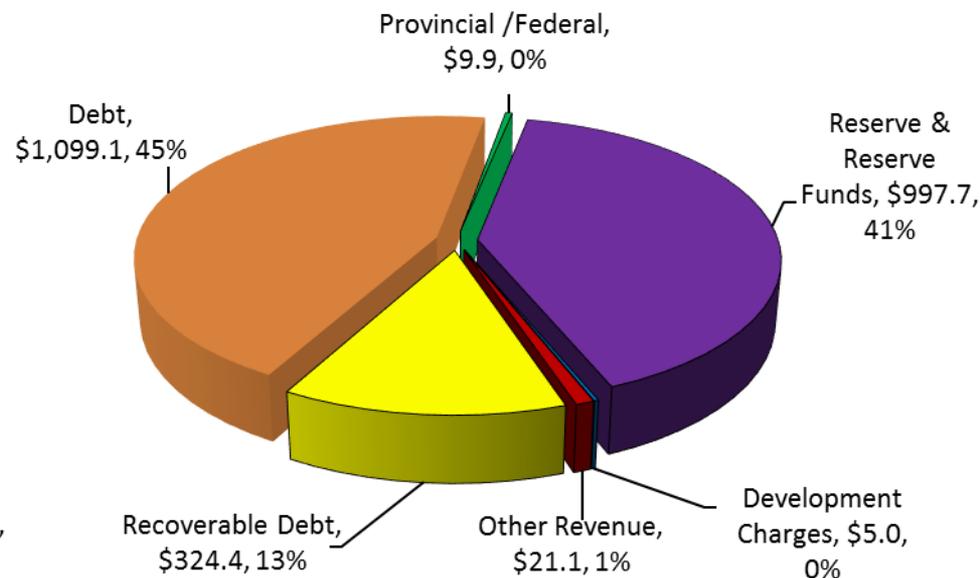
- **Channel & Counter Strategy (\$8.7 million)**
- **Office Modernization Program (\$12.0 million)**
 - Continue roll out of pilot projects while larger strategy is developed
- **TransformTO (\$116.5 million)**
 - Projects to rollout across City facilities in support of TransformTO strategies
- **Key modernization initiatives for Transportation and MLS (\$25.5 million)**
 - Work Management Solution for Transportation (\$15.3 million)
 - MLS Modernization Phase 2 work (\$10.2 million)
- **Consolidated Data Centre (\$10.2 million)**
- **Enterprise Technology Solutions (\$22.1 million)**
 - Enterprise Business Intelligence Implementation (\$5.0 million)
 - Enterprise Collaboration Foundation (\$4.3 million)
 - SAP System Upgrade (\$4.0 million)
 - Directory Services (\$3.1 million)
 - eTime Enterprise Rollout (\$2.9 million)
 - Open Data Master Plan Implementation (\$2.8 million)

2018 - 2027 Preliminary Capital Budget & Plan Spending & Funding Sources

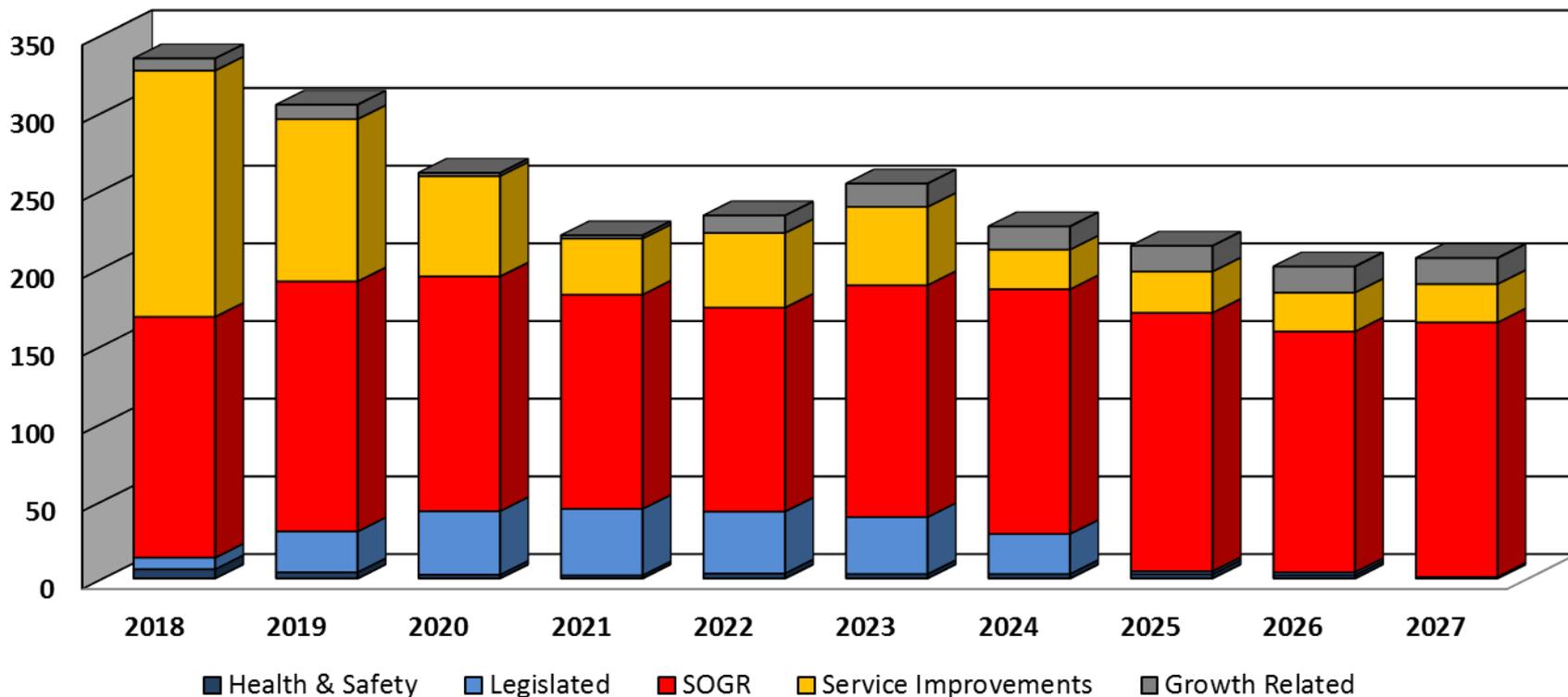
Where the Money Goes
\$2,457.2 Million



Where the Money Comes From
\$2,457.2 Million



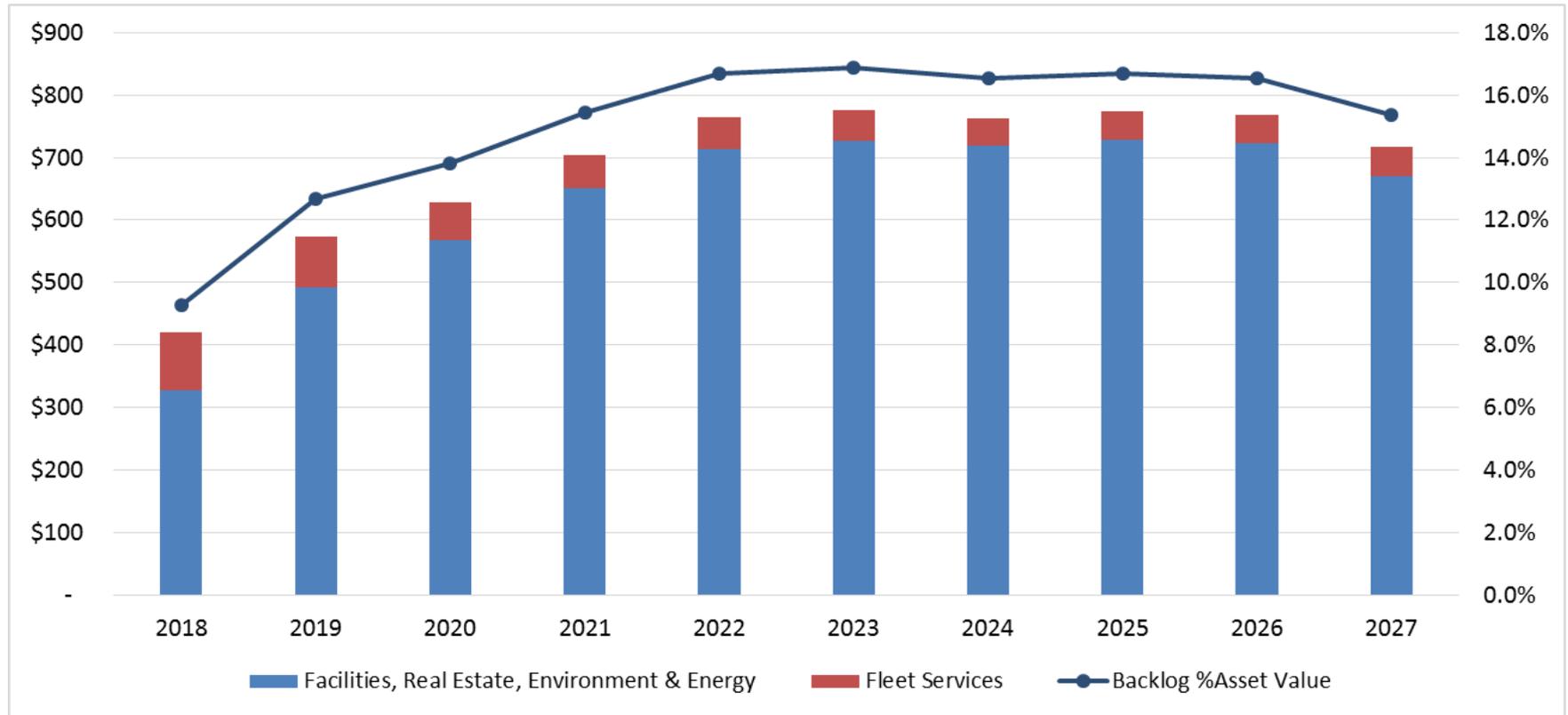
2018 - 2027 Preliminary Capital Budget & Plan by Project Category



\$ Million	2018 - 2027 Preliminary Capital Budget and Plan by Category									
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Health & Safety	6.0	4.0	2.4	2.0	3.3	2.9	2.9	2.9	2.2	0.9
Legislated	7.4	26.3	40.9	42.8	39.8	36.7	25.8	1.8	1.8	0.2
SOGR	155.0	160.9	151.1	137.9	131.3	149.2	157.5	166.3	155.0	163.8
Service Improvements	158.5	104.4	64.6	36.2	48.1	50.4	25.4	26.6	25.1	24.7
Growth Related	7.8	9.3	2.1	2.0	11.3	15.0	15.0	16.6	16.8	16.8

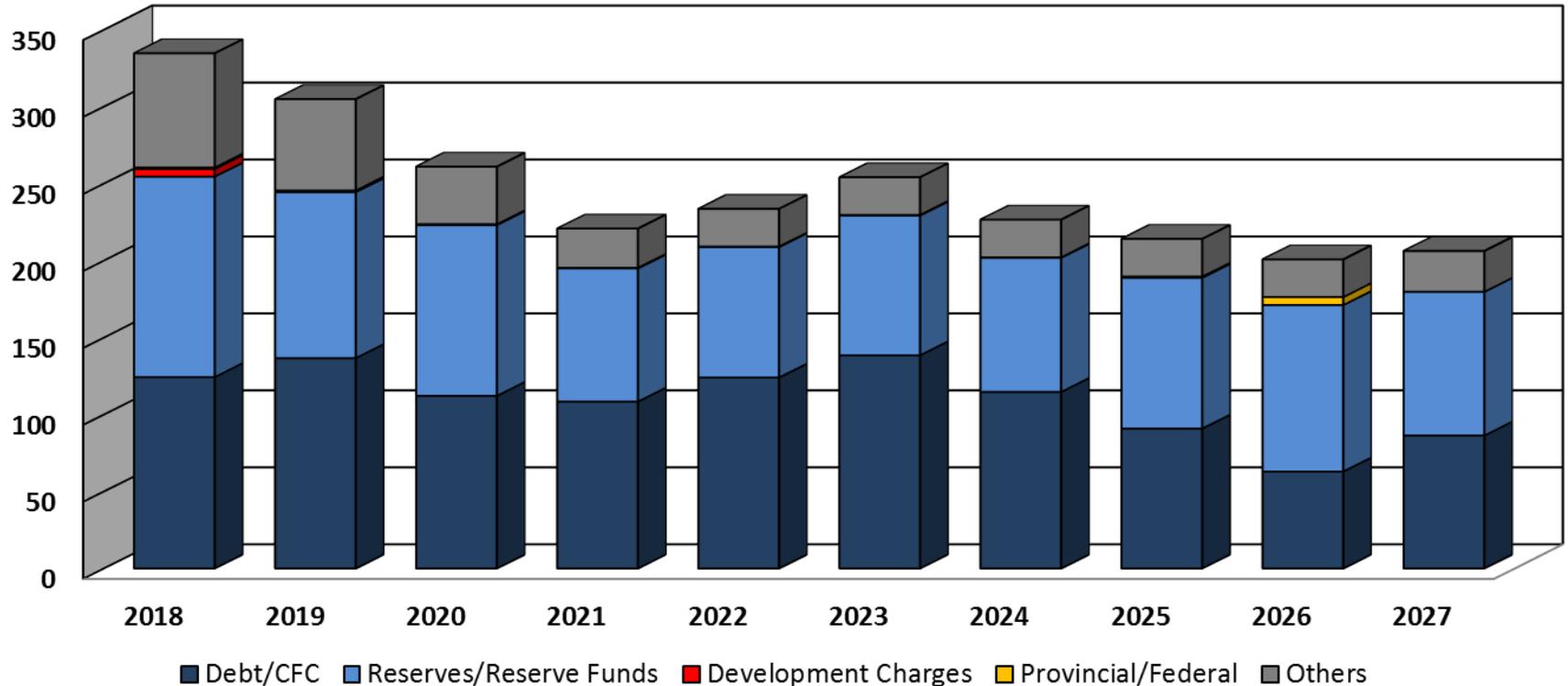
State of Good Repair Backlog

Accumulated Backlog as a % of Asset Value



- Increase in SOGR backlog driven by greater emphasis on completing BCA's over next 5 years to improve asset lifecycle management and identify critical SOGR needs

2018 - 2027 Preliminary Capital Budget and Plan by Funding Source



2018 - 2027 Preliminary Capital Budget and Plan by Funding Source										
\$ Million	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Debt/CFC	124.3	136.7	112.2	108.5	124.0	138.5	114.7	90.9	63.0	86.4
Reserves/Reserve Funds	130.2	107.9	110.9	86.5	84.8	90.9	87.1	98.0	108.1	93.4
Development Charges	5.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Provincial/Federal	0.9	1.0	0.6	0.4	0.4	0.4	0.3	0.8	5.2	0.0
Others	74.2	59.4	37.4	25.5	24.5	24.5	24.5	24.5	24.5	26.5

Incremental Operating Impact of Capital

Net Expenditures (\$000s)	2018 Prelim. Budget		2019 Plan		2020 Plan		2021 - 2027 Plan		2018 - 2027 Total	
	\$	Position	\$	Position	\$	Position	\$	Position	\$	Position
Previously Approved Projects										
<i>Enterprise Collaboration Foundation</i>	140.9	1.0	3.7		3.7				148.3	1.0
<i>Web Revitalization Project</i>	251.5	2.0	8.6		7.2				267.2	2.0
<i>Cross Application Time Sheet (CATS) / Time, Attendance & Scheduling System (TASS)</i>	111.8		19.4		2.6				133.8	0.0
<i>Cloud Gateway Foundation Project</i>	26.0								26.0	0.0
<i>Access Anywhere (Employee WIFI Foundation)</i>	62.2		59.8						122.0	0.0
<i>Disaster Recovery Program (DRP)</i>	20.1								20.1	0.0
<i>Directory Services Transition Project</i>	19.0								19.0	0.0
Total	631.5	3.0	91.4	0.0	13.5	0.0	0.0	0.0	736.4	3.0

Key Points:

- A total of \$0.736 million and 3.0 positions are required from 2018 – 2020 to aid in implementation and sustain various completed capital projects

Unfunded Capital Projects

Project Description (\$ Million)	Total Project Cost	Non-Debt Funding	Debt Required	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Facilities, Real Estate, Environment & Energy													
<i>Fire Hall Generators - Additional Funding</i>	5.5		5.5		5.5								
<i>Electrical Resiliency - Phase 1</i>	16.7		16.7	3.1	13.5								
<i>Fire Services - Security Upgrades</i>	2.3		2.3		0.8	0.8	0.8						
<i>Electrical Resiliency - Future Years</i>	15.3		15.3		1.2	4.7	7.7	1.7					
<i>Office Modernization Program (OMP) - Future Year</i>	81.0		81.0		9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0
Subtotal	120.7	-	120.7	3.1	30.0	14.5	17.5	10.7	9.0	9.0	9.0	9.0	9.0
311 Toronto													
<i>CRM Implementation</i>	1.7		1.7		1.7								
<i>Voice Recognition System</i>	1.3		1.3		0.5	0.8							
<i>Teleworking</i>	0.5		0.5		0.5								
<i>Live Chat</i>	1.0		1.0			1.0							
<i>TTC - Scheduling & Booking</i>	0.3		0.3			0.3							
<i>Digital Migration</i>	2.0		2.0									2.0	
Subtotal	6.8	-	6.8	-	2.7	2.1	-	-	-	-	-	2.0	-
Cluster - Total	127.4	-	127.4	3.1	32.7	16.5	17.5	10.7	9.0	9.0	9.0	11.0	9.0





Appendices



Appendix A: Capital Assets To Deliver City Services



Program	Type of Capital Assets
311 Toronto	<ul style="list-style-type: none"> ▪ 24/7 Contact centre provides easy access to non-emergency City services, programs and information in 180+ languages ▪ 311 website (Toronto.ca/311) access to online services, service requests and tracking, as well as links to mobile apps for some service requests
FREEE	<ul style="list-style-type: none"> ▪ 462 City-owned facilities and 11.8 million square feet with a replacement value of approx. \$4.2 billion
Fleet Services	<ul style="list-style-type: none"> ▪ Over 5,500 vehicles and equipment with estimated replacement value of \$549 million ▪ 23 City-owned fuel sites
Information & Technology	<ul style="list-style-type: none"> ▪ 850 enterprise and business solutions and software applications in support of City Programs and services delivery ▪ Manages a complex and integrated network that connects over 700 City facilities and 5,000 network components ▪ Maintains 25,000+ desktop computers, tablets and notebooks, 25,000 phones, 10,000+ wireless devices and 2700 servers and 3 data centres



Operating Appendices

Appendix B: 2017 Key Service Accomplishments

Program	Key Accomplishments
311 Toronto	<ul style="list-style-type: none"> ✓ Over 1.3 million customer transactions per year ✓ Upgraded technology infrastructure and systems for improved customer service ✓ Implemented Tomcat as the system platform replacing Websphere, to support the case management system ✓ Stabilized the technology infrastructure with a telephony audit and subsequent Unified Contact Centre Enterprise (UCCE) upgrade
FREEE	<ul style="list-style-type: none"> ✓ City-Wide Real Estate Model – Council approved that centralizes real estate activities across the City government with an expanded city-wide scope ✓ TransformTO - Ontario Municipal Challenge Fund - 29 proposals submitted; \$250 Million project value ✓ Office Modernization Pilot - continues with Toronto Water, Shelter, Support & Housing Administration, and Toronto Employment & Social Services. ✓ Security Magazine's Top 500 Security Ranking - City of Toronto recognized for the 7th straight year ✓ Live Green Partnership & Innovations raised approximately \$480,000 in cash and in-kind sponsorships. ✓ Staff Development - Mentorship Program to all staff and partnering TESS management, and organizational development tool roll-out

Appendix B: 2017 Key Service Accomplishments



Program	Key Accomplishments
<p>FREEE</p>	<ul style="list-style-type: none"> ✓ Asset based Preventive Maintenance Pilot launched which included asset tagging. This will contribute to the strategic management of our assets ✓ Facilities Management Office has launched. This will provide the entire division with strategic and ongoing business support ✓ Obtained council authority to undertake the necessary due diligence required to proceed with Phase Two of the Major Capital Project Approval for the potential relocation of the Etobicoke Civic Centre; ✓ Obtained council authority to proceed with the development of the Bridletowne Neighbourhood Centre Community Hub in conjunction with the Scarborough Rouge Hospital and the YMCA of Greater Toronto; ✓ Presented the portfolio optimization strategy for Toronto Police Services, Toronto Fire Services, and Toronto Paramedic Services

Appendix B: 2017 Key Service Accomplishments



Program	Key Accomplishments
Fleet Services	<ul style="list-style-type: none"> ✓ Alternate service delivery model for preventative maintenance and repairs for non-specialized class 1-2 vehicles. ✓ Completed centralization and oversight of 23 City Wide fuel sites that fuel over 7100 assets and now utilize 1 common software and hardware program. ✓ Leveraged procurement leadership to provide other City Programs and Agencies with the ability to procure vehicles or equipment based on existing Fleet Services specifications.
Information & Technology	<ul style="list-style-type: none"> ✓ Modernized City business processes, systems and support <ul style="list-style-type: none"> ✓ Provided IT support on 1.4 million general inquiries and service requests made to 311 Toronto ✓ Responded to 186,000 IT service desk calls annually and supported over 25,000 City staff ✓ Resolved 37,000+ application requests and 1,300+ changes for over 850 City applications ✓ Enhanced the Online Citizen experience for City Services (16+ million visits annually) <ul style="list-style-type: none"> ✓ New online services such as MyWaterToronto and RentSafeTO, Waste Wizard and several more ✓ Expanded Open Data for the City to 246 datasets and 1,100+ data files ✓ Municipal Licensing digital transformation and innovation by implementing an end to end digital process for over 60,000 Vehicle for Hire licenses since 2016

Appendix C: Operating Budget Variance as of Sep. 30, 2017

City Program In \$ Millions	Year-to-Date							Year-End Projection						
	Gross Expenditures		Revenue		Net Variance		Alert	Gross Expenditures		Revenue		Net Variance		Alert
	\$	trend	\$	trend	\$	trend		\$	trend	\$	trend	\$	trend	
311 Toronto	(0.5)	▼	(0.4)	▼	(0.1)	▼	Ⓞ	(0.9)	▼	(0.6)	▼	(0.3)	▼	Ⓞ
FREEE	(0.1)	▼	2.0	▲	(2.0)	▼	Ⓞ	(6.2)	▼	(5.8)	▼	(0.4)	▼	Ⓞ
Fleet Services	6.4	▲	8.3	▲	(1.9)	▼	Ⓞ	5.0	▲	5.1	▲	(0.1)	▼	Ⓞ
Information & Technology	(10.0)	▼	(5.2)	▼	(4.8)	▼	Ⓞ	(14.1)	▼	(13.4)	▼	(0.8)	▼	Ⓞ
ICS Total	(4.2)	▼	4.7	▲	(8.8)	▼	Ⓞ	(16.2)	▼	(14.7)	▼	(1.5)	▼	Ⓞ
Year-to-Date Net Variance	85% to 105%	Ⓢ	0% to 85%	Ⓡ	>105%		Year-End	Ⓞ	<=100%	Ⓡ	>100%			

Key Issues & Challenges for 2018 and Beyond

<p>311 Toronto</p>	<p>Issues:</p> <ul style="list-style-type: none"> • Additional Calls to be transferred from 911 • Employee Development and Staff Engagement for succession planning
	<p>Challenges:</p> <ul style="list-style-type: none"> • Implementation of new Customer Relationship Management (CRM) • Increase in total contacts along with an increased complexity of calls <ul style="list-style-type: none"> • Focused digital migration strategy that incorporates the overall customer service strategy
<p>FREEE</p>	<p>Issues:</p> <ul style="list-style-type: none"> • Optimize preventative and demand maintenance with state-of-good-repair plans and maximize capital projects delivery • Improving resilience to high impact extreme weather
	<p>Challenges:</p> <ul style="list-style-type: none"> • Manage increasing energy costs • Scale up of TransformTO while managing day-to-day business • Managing the ongoing operations and lease management of St. Lawrence Market and Union Station in concurrence with large scale redevelopment projects • Attracting, developing and retaining staff in a competitive market for talent and managing the loss of institutional knowledge

Appendix D: Key Issues & Challenges for 2018 and Beyond

Fleet Services	<p>Issues:</p> <ul style="list-style-type: none"> • Cost and Financial Management <ul style="list-style-type: none"> • Capital reserve contribution shortfalls, vehicle reserve backlogs and associated impact of maintaining past-optimum life assets • Facilities to meet operational demands <ul style="list-style-type: none"> • Shortage of Bays due to 2016 Fire at Ellesmere Yard (replacement plan in progress) • Aging and insufficient work space – best practices and vehicle technology
	<p>Challenges:</p> <ul style="list-style-type: none"> • Structure and Staffing <ul style="list-style-type: none"> • Attracting and retaining fully qualified and knowledgeable staff • Operational and Business Processes <ul style="list-style-type: none"> • Fleet Management Information System (FMIS) data capture and management needs improvement; outdated Driver Training system • Continue to improve Preventative Maintenance and reduce downtime
Information & Technology	<p>Issues:</p> <ul style="list-style-type: none"> • Integrated service delivery and digital enablement • Adjust risk appetite/policies to drive innovation • Ability to sustain business solutions due to growing demand for IT Solutions • Prepare for shift to operating from capital (with services/cloud)
	<p>Challenges:</p> <ul style="list-style-type: none"> • Organizational Readiness <ul style="list-style-type: none"> • Address Organizational Capacity/Business Readiness/Change Management and need for City-wide transformation focus and capacity • Secure, Agile and Accelerated IT Delivery Model <ul style="list-style-type: none"> • Increase in cyber-security complexity

Appendix E: Service Objectives & Key Priority Actions

311 Toronto	<p>Service Objectives:</p> <ul style="list-style-type: none"> ▪ Managing relationships with other stakeholders ▪ Sharing resources, information and business insight with other stakeholders ▪ Support open data
	<p>Key Priority Actions:</p> <ul style="list-style-type: none"> ✓ CRM Pilot Phase 1 Implementation ✓ Continued implementation of industry wide best practices ✓ Enhance the use of speech analytics
FREEE	<p>Service Objectives:</p> <ul style="list-style-type: none"> ▪ Automation of core facility operations business processes ▪ Maximize lease revenues and portfolio optimization ▪ Reduce energy demand and greenhouse gases and increase renewable energy ▪ Focus on providing strategic facility functions and ongoing business support
	<p>Key Priority Actions:</p> <ul style="list-style-type: none"> ✓ Work Collaboratively with the new Toronto Realty Agency ✓ Synchronize preventative and demand maintenance with state-of-good-repair plans and maximize our ability to deliver on projects ✓ Invest in the growth and development of staff through talent management & training

Appendix E: Service Objectives & Key Priority Actions

Fleet Services	<p>Service Objectives:</p> <ul style="list-style-type: none"> ▪ People Development ▪ Client Service Delivery Excellence ▪ Operational and Business Process Improvements
	<p>Key Priority Actions:</p> <ul style="list-style-type: none"> ✓ Structure and Staffing ✓ Operational and Business Processes ✓ Fleet Sustainability and Facilities
Information & Technology	<p>Service Objectives:</p> <ul style="list-style-type: none"> ▪ Leverage partnership opportunities with City Divisions, agencies and vendors ▪ Ensure effective IT investment priority setting through IT governance
	<p>Key Priority Actions:</p> <ul style="list-style-type: none"> ✓ Drive City business transformation and modernization initiatives ✓ Continue implementing integrated resource planning for IT services ✓ Attract and develop a high performance team and succession planning

Appendix F:

Business Modernization & Transformation Initiatives

Program	Transformation Initiative
311 Toronto	<p>Enterprise-wide Customer Relationship Management (CRM)</p> <ul style="list-style-type: none"> ▪ The development of a new CRM to enable the City and 311 to provide a superior level of customer service. <p>Digital Migration Strategy</p> <ul style="list-style-type: none"> ▪ Through market research, create lower cost channel options for users including online and self-serve <p>Channel Strategy</p> <ul style="list-style-type: none"> ▪ New service delivery model to provide customers with channel choices and increase the usability of less costly online channels
FREEE	<ul style="list-style-type: none"> ▪ City Wide Real Estate Review – new centralized real estate service delivery model ▪ Office Modernization Program – continuation of the program with 3 floors in 2018 ▪ TransformTO Accelerated Plan – City-wide initiative lead by the EED which aims to move Toronto towards achieving Council’s 2050 goal to reduce Green House Gas (GHG) emissions by 80%.

Appendix F:

Business Modernization & Transformation Initiatives

Program	Transformation Initiative
Fleet Services	<p>TransformTO</p> <ul style="list-style-type: none"> ▪ Lead the analysis and implementation of green fleet technologies that will drive actions necessary to achieve the TransformTO goal of 45% green fleet by 2030 <p>City-Wide Fleet Consolidation</p> <ul style="list-style-type: none"> ▪ Continued exploration of the opportunity for management and oversight of fleet for all Divisions and City Agencies
Information & Technology	<ul style="list-style-type: none"> ▪ Online Service Delivery - Increase online self-serve functionality and providing more service offerings through lower cost channels. ▪ Work & Asset Management - to maintain the City's infrastructure more efficiently ▪ Enterprise Customer Relationship Management/Case Management - better manage contact and interactions with clients and partners, supporting seamless customer service and ensures easy access to City information and services. ▪ Information Management & Business Intelligence - Implementing technology that provides data and analytics to support evidence-based decision making. ▪ Finance Transformation - enable accurate and timely access of financial management information. ▪ 7 Other Major Programs - Includes programs such as Employee Productivity, Human Resources Transformation, Procurement & Supply Chain Transformation, Time & Attendance & Payroll Transformation, IT Foundational Components, Project Management and Open Government.

Appendix G: 2018 User Fee Changes



Fee Description	% Increase	Incremental Revenue (\$000's)
Inflationary Increase:		
Facilities, Real Estate and Environment & Energy	2.0	31.0
Information & Technology		(19.4)
Subtotal		11.6
Total Incremental Revenue		11.6

Key Points:

- FREE user fees adjusted for inflation.
- I&T plans to put more items from the mapping catalogue up on the City's Open Data Website resulting in a reduction to the associated user fees.



Capital Appendices

Summary of Key Milestones & Projects Completed in 2017



Program	Key Projects
311 Toronto	<ul style="list-style-type: none"> ✓ Customer Relationship Management (CRM) Tool Assessment <ul style="list-style-type: none"> ▪ RFP has been finalized with Salesforce as the chosen vendor. The pilot solution will be implemented by Q2 of 2018. Project is currently on track. ✓ Knowledge Base Upgrade <ul style="list-style-type: none"> ▪ Successfully completed the KB upgrade that enhanced stability, ease of use and user friendliness. ✓ Channel & Counter Strategy / Digital Migration <ul style="list-style-type: none"> ▪ Project Charter - Phase 1 approved by Executive members including migration of 4 counter services and project planning & Technical Solution Architecture to be finalized by year-end
Fleet Services	<ul style="list-style-type: none"> ✓ Completed the centralization and oversight of 23 City Wide fuel sites that fuel over 7,100 assets. The 23 City fuel sites now utilize 1 common software and hardware program ✓ Continue to partner with Solid Waste Management to implement CNG technology on curbside residential collections vehicles. To date, approx. 40% of the collections units have been replaced by CNG vehicles ✓ Continued to maintain the City of Toronto's Commercial Vehicle Operator's Registration (CVOR) rating at a satisfactory level with the Ministry of Transportation ✓ Completed the installation of one DC Fast charging station substantially reducing electric vehicle charging time. Two new electric vehicles added to the City's fleet

Summary of Key Milestones & Projects Completed in 2017



Program	Key Projects
<p>FREEE</p>	<ul style="list-style-type: none"> ✓ Union Station Revitalization Project (\$800.7 million) <ul style="list-style-type: none"> ▪ Continued turnover of completed areas to head lessee for retail fit out and revenue generation ✓ St. Lawrence Market North Redevelopment (\$91.5 million) <ul style="list-style-type: none"> ▪ Finalized archeological assessment and new building design ▪ Construction contract award in Q1 2018 ✓ State of Good Repair Program <ul style="list-style-type: none"> ▪ Managing 300+ SOGR and client improvement projects spanning multiple years ▪ Expect to complete 312 building audits by year-end as part of the AODA program ✓ Energy related initiatives <ul style="list-style-type: none"> ▪ Completed LED lighting retrofits for 20 City of Toronto pools, Metro Hall, City Hall, and Old City Hall, resulting in approximately \$0.42 million in annual energy savings ▪ Completed solar PV installations at 46 locations ✓ Office Modernization Program <ul style="list-style-type: none"> ▪ Completed the 15th & 2nd floors in Metro Hall, 1st floor of North York Civic ▪ Developed and commenced the 2017 program for 3 additional floors at Metro Hall (MH 6th floor – SSHA, MH 11th floor – TESS, MH 18th floor – Toronto Water) ▪ 3 additional locations planned for 2018 ✓ Project Management Office Capital completion rate is trending to 70% after years around 50-55% ✓ New forecasting methodology developed which drives the completion rate ✓ New Process Manual and updated tools and documents which will launch next week. <p>This will standardize and streamline project delivery</p>

Summary of Key Milestones & Projects Completed in 2017



Program	Key Projects
Information & Technology	<ul style="list-style-type: none"> ✓ Enhanced the Online Citizen experience through the City’s website: <ul style="list-style-type: none"> ▪ Winter Road Maintenance Online Map supports effective commuting ▪ MyWaterToronto allows residents to view water usage and foster water conservation ▪ RentSafeTO informs the public and tenants on building maintenance and upkeep ▪ Waste Wizard for Solid Waste Management Services helps to sort and properly dispose unwanted items. ✓ Administrative Penalty System improves process to dispute parking violations in Toronto ✓ Payment Service Provider project transitioned the City to a new payment provider with over 700 point of sale terminals across 230 locations ensuring continuity of service and improving payment options ✓ Pension Payroll and Employee Benefits Cross-Application Timesheet replaces manual processes driving efficiencies ✓ Enterprise Business Intelligence (BI) improves City analytics ✓ Implemented an online Equity and Diversity Impact assessment tool that promotes rigour and consistency in assessing equity outcomes across the City ✓ An additional 17 projects have been completed in 2017

Appendix I: Key Issues & Challenges for 2018 and Beyond

<p>311 Toronto</p>	<p>Issues:</p> <ul style="list-style-type: none"> ▪ Integrated Technology Solutions – Recognized inherent challenges associated with the integration of multiple existing IT systems with new solutions and upgraded software and hardware ▪ Increased call volumes as well as complexity
	<p>Challenges:</p> <ul style="list-style-type: none"> ▪ Regular upgrade and replacement required for uninterrupted service ▪ City Programs use legacy systems that are not fully compatible with current 311 IT infrastructure
<p>FREEE</p>	<p>Issues:</p> <ul style="list-style-type: none"> ▪ Aging facility infrastructure ▪ Meeting AODA requirements by 2025 ▪ Revitalization of major public spaces while remaining open to the public
	<p>Challenges:</p> <ul style="list-style-type: none"> ▪ Lack of technologies and tools available to assist in managing and reporting on the capital portfolio ▪ Vulnerability of facilities to unexpected extreme events ▪ Coordination with key stakeholders on all major capital projects while maintaining base building services

Appendix I: Key Issues & Challenges for 2018 and Beyond

Fleet Services	<p>Issues:</p> <ul style="list-style-type: none"> ▪ Adequacy of Vehicle Capital Reserve contribution ▪ SOGR backlog and associated impact of maintaining past-optimum life assets
	<p>Challenges:</p> <ul style="list-style-type: none"> ▪ Divisions/Agencies deferring the replacement of vehicles and equipment to future years due to financial pressures in other areas ▪ Lengthy procurement process and delivery time
Information & Technology	<p>Issues:</p> <ul style="list-style-type: none"> ▪ Integrated service delivery and digital enablement <ul style="list-style-type: none"> ▪ Adjust risk appetite/policies to drive innovation ▪ Ability to sustain business solutions due to growing demand for IT solutions <ul style="list-style-type: none"> ▪ Prepare for shift to operation from capital (with services/cloud)
	<p>Challenges:</p> <ul style="list-style-type: none"> ▪ Organizational Readiness <ul style="list-style-type: none"> ▪ Address organizational capacity/business readiness/change management and need for City-wide transformation focus and capacity ▪ Secure, Agile and Accelerated IT Delivery Model <ul style="list-style-type: none"> ▪ Increase in cyber-security complexity

Appendix J: Key Objectives & Priority Actions

<p>311 Toronto</p>	<p>Objectives:</p> <ul style="list-style-type: none"> ▪ Enterprise-wide Customer Relationship Management technology focus ▪ Implement the digital migration and channel & counter strategies to improve access to City services to realize “Toronto At Your Service” Business Model ▪ Continued stability on all the infrastructure and software to ensure continuity of operations
	<p>Key Priority Actions:</p> <ul style="list-style-type: none"> ✓ Develop an enterprise-wide CRM solution ✓ Integration with City Programs ✓ Digital and Channel Migration - Continue with the push to online for services currently offered on counters
<p>FREEE</p>	<p>Objectives:</p> <ul style="list-style-type: none"> ▪ Identify and address critical backlog issues across a portfolio of over 400 sites ▪ Update building condition assessments across the portfolio using industry measures and benchmarks ▪ Delivering on time and on budget results for all projects within the capital program
	<p>Key Priority Actions:</p> <ul style="list-style-type: none"> ✓ A planned investment in state of good repair projects in 2018 with an objective to execute on at least 80% of the plan ✓ Build project management skills and discipline and leverage external contractors for project delivery ✓ Further development on key City assets in conjunction with Toronto Realty Agency ✓ Ongoing management and progress of strategic capital project initiatives

Appendix J: Key Objectives & Priority Actions

<p>Fleet Services</p>	<p>Objectives:</p> <ul style="list-style-type: none"> ▪ Continuation of City’s Consolidated Green Fleet Plan – align with TransformTO objectives ▪ Continue to implement Council approved Alternative Service Delivery model <p>Key Priority Actions:</p> <ul style="list-style-type: none"> ✓ Continue to work with client divisions to execute the 3-point action plan to drive the lowest total costs of fleet ownership.
<p>Information & Technology</p>	<p>Objectives:</p> <ul style="list-style-type: none"> ▪ Leverage partnership opportunities with City Divisions, agencies and vendors ▪ Ensure effective IT investment priority setting through IT governance <p>Key Priority Actions:</p> <ul style="list-style-type: none"> ✓ Drive City business transformation and modernization initiatives ✓ Continue implementing integrated resource planning for IT services ✓ Attract and develop a high performance team and succession planning

Appendix K: Key Projects Included in 2018 - 2027 Preliminary Capital Budget & Plan

Program	Capital Project Description	\$ Million
311 Toronto	▪ CRM Upgrade and Replacement	\$6.1M
	▪ Channel & Counter Strategy	\$8.7M
FREEE	▪ State of Good Repair projects to maintain assets, including structural repairs, re-roofing, and renovations to mechanical and electrical work	\$567.8M
	▪ Accessibility for Ontarians with Disabilities Act (AODA)	\$196.2M
	▪ Union Station Revitalization (Total project budget - \$800.7M)	\$30.5M
	▪ St. Lawrence Market North Redevelopment (Total project budget - \$91.5M)	\$77.6M
	▪ North West Path – Phase 2 (Total project \$50.0M)	\$49.6M
	▪ Office Modernization Program	\$12.0M
	▪ Transform TO	\$116.5M

Appendix K: Key Projects Included in 2018 - 2027 Preliminary Capital Budget & Plan

Program	Capital Project Description	\$ Million
Fleet Services	▪ Vehicle replacements	\$702.7M
	▪ Fleet Management System & Fuel System Integration	\$1.3M
	▪ Fuel site closures, upgrades and replacement	\$2.5M
	▪ Green Fleet Plan	\$1.6M
Information & Technology	▪ Work Management Solution – Transportation	\$15.3M
	▪ Consolidated Data Centre	\$10.2M
	▪ Municipal Licensing Services (MLS) Modernization Phase 2	\$10.1M
	▪ Enterprise Business Intelligence Implementation	\$5.0M
	▪ Enterprise Collaboration Foundation	\$4.3M
	▪ SAP System Upgrade	\$4.0M
	▪ Directory Services	\$3.1M
	▪ eTime Enterprise Rollout	\$2.9M
	▪ Open Data Master Plan Implementation	\$2.8M
	▪ Asset Lifecycle Management	\$206.8M