

Toronto 2018 BUDGET



CAPITAL BUDGET NOTES



311 Toronto

2018 – 2027 CAPITAL BUDGET AND PLAN OVERVIEW

311 Toronto is a preferred first point of contact and gateway for residents, businesses and visitors, providing them with easy access to non-emergency information about City services and programs, 24 hours a day, seven days a week in over 180 languages. To deliver these services, the infrastructure and technology that support the highly complex contact centre and integrated system must operate without interruption. It is essential that the various assets to support these services are maintained and replaced regularly based on their lifecycles.

311 Toronto's 10-Year Preliminary Capital Budget and Plan of \$29.521 million in debt funding for 311 Toronto for State of Good Repair projects for server, hardware / software upgrades including the Customer Relationship Management (CRM) Solution, enhancement of the Email Management System (EWMS), Business Intelligence Portal, SharePoint and Verint upgrades. Service Improvement projects relate specifically to service integrations with Municipal Licensing and Standards (ML&S) and Toronto Building that require support on significant call volumes received.

CONTENTS

Overview

1. 10-Year Preliminary Capital Plan [5](#)
2. Issues for Discussion [16](#)

Appendices

1. 2017 Performance [23](#)
2. 2018 Preliminary Capital Budget [25](#)
3. 2018 Preliminary Capital Budget; 2019 - 2027 Capital Plan [26](#)
4. 2018 Cash Flow and Future Year Commitments [27](#)
5. 2018 Preliminary Capital Budget with Financing Detail [28](#)
6. Reserve / Reserve Fund Review N/A

CONTACTS

Program:

Gary A. Yorke

Director

Tel: (416) 338-7789

Email: Gary.A.Yorke@toronto.ca

Corporate:

Marie Barcellos

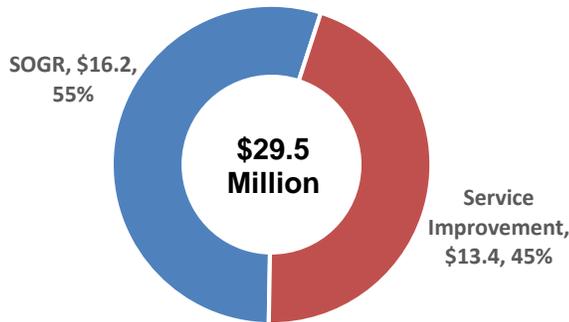
Manager, Financial Planning

Tel: (416) 392-8393

E-Mail: Marie.Barcellos@toronto.ca

CAPITAL SPENDING AND FINANCING

**2018 - 2027 Preliminary Capital Budget and Plan
By Project Category**

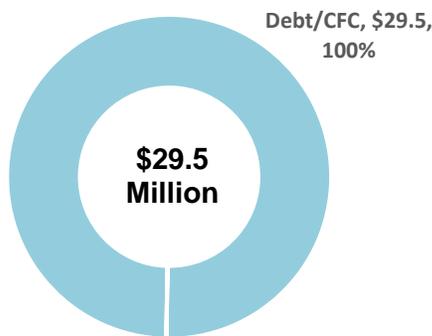


Where the money goes:

The 2018 - 2027 Preliminary Capital Budget and Plan totalling \$29.521 million provides funding for:

- State of Good Repair (SOGR) projects that ensure hardware is upgraded every 5 years while the lifecycle replacement of the software to newer generation technology solutions occurs regularly allowing for continuity of operations.
- Service Improvement projects that expands 311's service offerings and integrations include an expansion of 311's ability to provide additional services through future integrations with City Programs such as Toronto Building, which handle significant call volumes and could benefit from integrations with 311 Toronto.

By Funding Source



Where the money comes from:

The 10-Year Preliminary Capital Budget and Plan is 100% debt funded.

State of Good Repair Backlog

311 Toronto does not have a backlog of State of Good Repair for its inventory of capital assets. Funding included in the 10-Year Preliminary Capital Budget and Plan addresses all state of good repair projects based on planned lifecycle replacement and ensures continuity of the 311 Solution.

OUR KEY ISSUES & PRIORITY ACTIONS

- **Integrated Technology Solutions** – There are recognized inherent challenges of integrating disparate information technology (IT) systems with new solutions in Call Centre Operations. City Programs use legacy systems that are not fully compatible with current 311 IT infrastructure.
 - ✓ The Program will continue to work with Corporate I&T to determine the best method of developing integration solutions, development of the future Customer Relationship (CRM) tool, Digital Migration and Channel & Counter Strategies.
- **Integration with City Programs** – Integration can provide a number of benefits, including improvements to customer service, operational efficiencies and potential long-term savings. Leveraging 311 Toronto's expertise in customer service, technology and infrastructure will allow efficiencies from economies of scale to be realized.
- **Digital and Channel Migration**
 - ✓ Move to lower cost channels
 - ✓ Enhance overall customer service experience
 - ✓ Execute the Digital Migration and Channel & Counter Strategies.

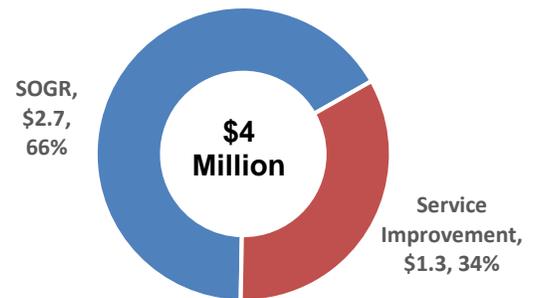


2018 CAPITAL BUDGET HIGHLIGHTS

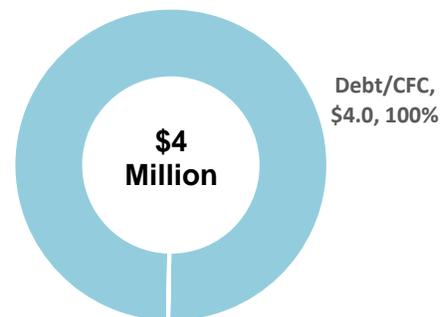
The 2018 Preliminary Capital Budget and Plan for 311 Toronto of \$3.996 million, excluding carry forward funding, will:

- Continue the Customer Relationship Management (CRM) project as part of 311 Toronto's service improvement (\$2.279 million).
- Upgrade the licenses for the SharePoint solution, which is at the end of its lifecycle and requires an upgrade to the latest version to ensure business continuity.
- Transition 16 manual transactions to a digital offering for pre-authorized tax & utility payments and ownership updates, tax and water relief program for low income seniors and persons with a disability; parking permit refunds, temp parking permit), accessible parking, oversized load/vehicle permit (annual & single trip), disposal bin & re-paving permit.

2018 Preliminary Capital Budget By Project Category



By Funding Source



Actions for Consideration

Approval of the 2018 Preliminary Capital Budget as presented in these notes requires that:

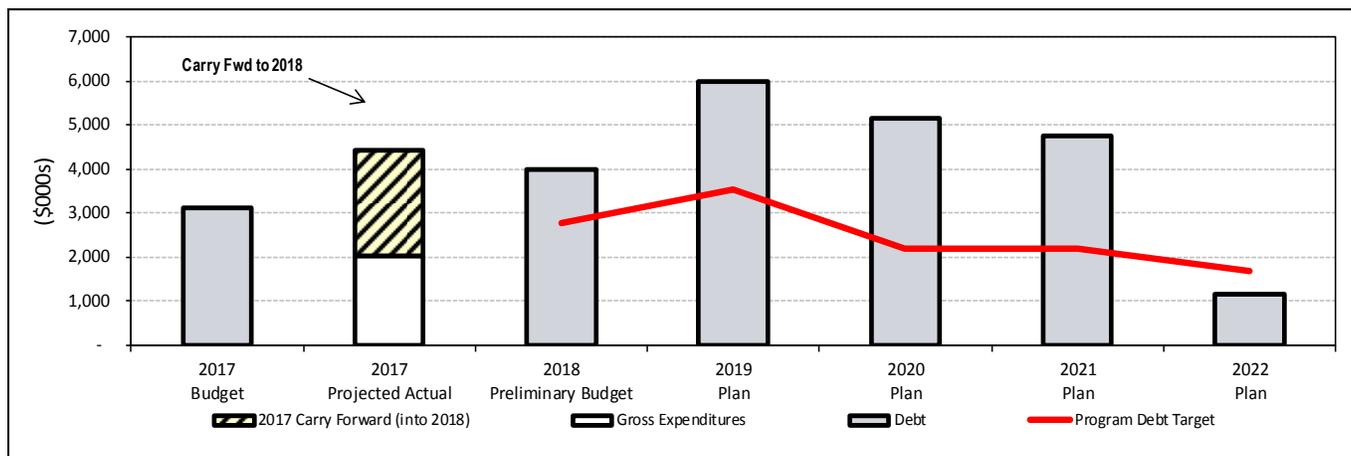
1. City Council approve the 2018 Preliminary Capital Budget for 311 Toronto with a total project cost of \$8.688 million, and 2018 cash flow of \$6.391 million and future year commitments of \$5.692 million comprised of the following:
 - a) New Cash Flow Funds for:
 - i. 5 new / change in scope sub-projects with a 2018 total project cost of \$8.688 million that requires cash flow of \$2.996 million in 2018 and future year cash flow commitments of \$2.938 million in 2019, \$1.887 million for 2020; \$0.210 million for 2021 and \$0.657 million for 2022; and
 - ii. 1 previously approved sub-project with carry forward funding from 2016 and prior years requiring 2018 cash flow of \$1.000 million that requires Council to reaffirm its commitment.
 - b) 2017 approved cash flow for 4 previously approved sub-projects with carry forward funding from 2017 into 2018 totalling \$2.395 million
2. City Council approve the 2019 - 2027 Preliminary Capital Plan for 311 Toronto totalling \$19.833 million in project estimates, comprised of \$3.065 million for 2019; \$3.265 million for 2020; \$4.534 million for 2021; \$0.489 million for 2022; \$1.696 million for 2023; \$1.696 million for 2024; \$1.696 million for 2025; \$1.696 million in 2026 and \$1.696 million in 2027.
3. City Council consider the operating costs of \$0.311 million net in 2018, \$0.171 million net for 2019, and \$0.012 million net for 2020 resulting from the approval of the 2018 Preliminary Capital Budget for inclusion in the 2018 and future year operating budgets.



Part 1

10-Year Preliminary Capital Plan

**Table 1a
10-Year Capital Plan
2018 Preliminary Capital Budget and 2019 - 2022 Capital Plan**



		2018 Preliminary Capital Budget and 2019 - 2022 Capital Plan									
		2017		2018	2019	2020	2021	2022	2018 - 2022	5-Year Total Percent	
		Budget	Projected Actual								
Gross Expenditures:											
	2017 Capital Budget & Approved FY Commitments	3,119	2,024								
	Changes to Approved FY Commitments										
	2018 New/Change in Scope and Future Year Commitments			2,996	2,938	1,887	210	657	8,688	41.3%	
	2019 - 2022 Capital Plan Estimates				3,065	3,265	4,534	489	11,353	54.0%	
	2-Year Carry Forward for Reapproval			1,000						1,000	4.8%
	1-Year Carry Forward to 2018										
			2,395								
Total Gross Annual Expenditures & Plan		3,119	4,419	3,996	6,003	5,152	4,744	1,146	21,041	100.0%	
Program Debt Target				2,770	3,522	2,179	2,179	1,696	12,346		
Financing:											
	Debt	3,119	2,024	3,996	6,003	5,152	4,744	1,146	21,041	100.0%	
	Reserves/Reserve Funds										
	Development Charges										
	Provincial/Federal										
	Debt Recoverable										
	Other Revenue										
Total Financing		3,119		3,996	6,003	5,152	4,744	1,146	21,041	100.0%	
By Project Category:											
	Health & Safety										
	Legislated										
	SOGR	1,481	797	2,657	2,828	2,227	1,319	589	9,620	45.7%	
	Service Improvement	1,638	1,227	1,339	3,175	2,925	3,425	557	11,421	54.3%	
	Growth Related										
Total by Project Category		3,119		3,996	6,003	5,152	4,744	1,146	21,041	100.0%	
Asset Value (\$) at year-end											
Yearly SOGR Backlog Estimate (not addressed by current plan)											
Accumulated Backlog Estimate (end of year)											
Backlog: Percentage of Asset Value (%)											
Debt Service Costs				60	522	744	647	532	2,504		
Operating Impact on Program Costs				311	171	12			494		
New Positions				4					4		

Table 1b
10-Year Capital Plan
2023 - 2027 Preliminary Capital Plan

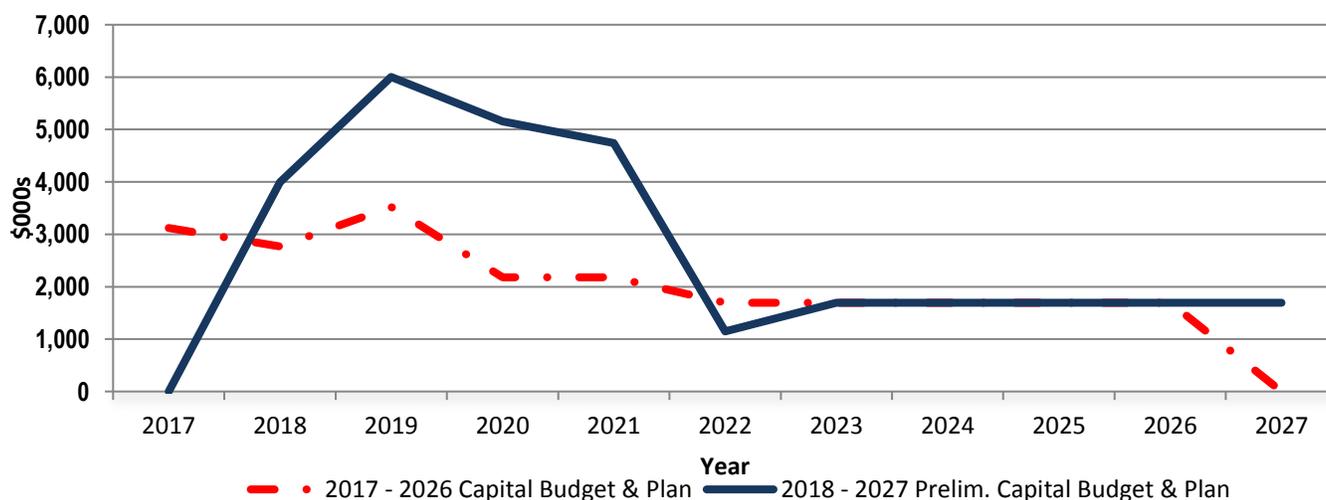
	2023 - 2027 Preliminary Capital Plan						10-Year Total Percent
	2023	2024	2025	2026	2027	2018 - 2027	
Gross Expenditures:							
2017 Capital Budget & Approved FY Commitments						8,688	29.4%
Changes to Approved FY Commitments						19,833	67.2%
2018 New/Change in Scope and Future Year Commitments						1,000	3.4%
2023 - 2027 Capital Plan Estimates	1,696	1,696	1,696	1,696	1,696		
2-Year Carry Forward for Reapproval							
Total Gross Annual Expenditures & Plan	1,696	1,696	1,696	1,696	1,696	29,521	96.6%
Program Debt Target	1,696	1,696	1,696	1,696	1,696	20,826	
Financing:							
Debt	1,696	1,696	1,696	1,696	1,696	29,521	100.0%
Reserves/Reserve Funds							
Development Charges							
Provincial/Federal							
Debt Recoverable							
Other Revenue							
Total Financing	1,696	1,696	1,696	1,696	1,696	29,521	100.0%
By Project Category:							
Health & Safety							
Legislated							
SOGR	1,696	1,696		1,446	1,696	16,154	54.7%
Service Improvement			1,696	250		13,367	45.3%
Growth Related							
Total by Project Category	1,696	1,696	1,696	1,696	1,696	29,521	100.0%
Asset Value(\$) at year-end							
Yearly SOGR Backlog Estimate (not addressed by current plan)							
Accumulated Backlog Estimate (end of year)							
Backlog: Percentage of Asset Value (%)							
Debt Service Costs	157	216	216	216	216	3,524	
Operating Impact on Program Costs						494	
New Positions						4	

Key Changes to the 2017 - 2026 Approved Capital Plan

The 2018 Preliminary Capital Budget and the 2019 - 2027 Preliminary Capital Plan reflects an increase of \$7.272 million in capital funding from the 2017 - 2026 Approved Capital Plan.

The chart and table below provide a breakdown of the \$7.272 million or 32.7% increase in the Capital Program on an annual basis from 2017 - 2027.

Chart 1
Changes to the 2017 - 2026 Approved Capital Plan (In \$000s)



(\$000s)	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	10-Year Total
2017 - 2026	3,119	2,770	3,522	2,179	2,179	1,696	1,696	1,696	1,696	1,696		22,249
2018 - 2027		3,996	6,003	5,152	4,744	1,146	1,696	1,696	1,696	1,696	1,696	29,521
Change %		44.3%	70.4%	136.4%	117.7%	(32.4%)	0.0%	0.0%	0.0%	0.0%		32.7%
Change \$		1,226	2,481	2,973	2,565	(550)	0	0	0	0		7,272

Annual cash flow adjustments in the Capital Program as reflected in the table above reflect strategic changes and revised assumptions on the timing of necessary capital investments and spending included in the 2018 – 2027 Preliminary Capital Budget and Plan for 311 Toronto.

Change in the year over year 10-Year Capital Plan of \$7.272 million is mainly attributable to the transfer of the Channel & Counter (C&C) Strategy project from Facilities, Real Estate, Environment & Energy (FREEE) to 311 Toronto in 2017. Previously, C&C Strategy project expenditure and funding resided in FREEE's 2017 Council Approved 2017 – 2026 Capital Budget and Plan.

As reflected in Table 2 on the following page, changes to the 2017 - 2026 Approved Capital Plan, specifically the \$8.695 million increase in capital funding over the nine common years of the Capital Plans (2018 – 2026) arise from the previously approved Channel & Counter Strategy sub-project with carry forward funding from 2016 and prior years requiring 2018 – 2021 cash flow.

A summary of project changes for the years 2017 to 2026 are provided in Table 2 below:

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

\$000s	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2018 - 2026 Total
2017 - 2026 Capital Budget & Plan	3,119	2,770	3,522	2,179	2,179	1,696	1,696	1,696	1,696	1,696		19,130
2018 - 2027 Preliminary Capital Budget & Plan		3,996	6,003	5,152	4,744	1,146	1,696	1,696	1,696	1,696	1,696	27,825
Capital Budget & Plan Changes (2018 - 2026)		1,226	2,481	2,973	2,565	(550)	-	-	-	-	-	8,695

	Total Project Cost	2018	2019	2020	2021	2022	2023	2024	2025	2026	2018 - 2026	2027	Revised Total Project Cost
Changes to Previously Approved Commitments in 10-Year Capital Plan													
<i>Channel & Counter Strategy</i>	3,551	1,000	2,565	2,565	2,565						8,695		12,246
Total Changes to Previously Approved Commitments	3,551	1,000	2,565	2,565	2,565	-	-	-	-	-	8,695	-	-
Changes to Previously Approved Plan Estimates													
<i>Business Intelligence</i>		28	250	(500)				(500)		250	(472)		
<i>CRM Upgrade and Replacement</i>	750	972	1,178	1,677	(1,000)	(896)	(200)			(500)	1,231		1,981
<i>Email Management System (EWMS)</i>		(408)	100	100	100	100					(8)		
<i>Integrations with Toronto Building</i>		(205)	(795)	250	750								
<i>SharePoint Upgrade</i>	191		300	(300)	100	50		(250)			(100)		91
<i>Unified Contact Centre Enterprise (UCCE) Telephony Maintenance and Upgrade</i>			(1,000)	450	(500)		696		(1,000)	1,000	(354)		
<i>Verint Upgrade</i>		(500)		(800)	619	(800)		846		(800)	(1,435)	700	
<i>SOGR - Various</i>			(727)	(579)	(179)	439	(496)	(96)	(696)	50	(2,284)	996	
Total Changes to Previously Approved Plan Estimates	941	(113)	(694)	298	(110)	(1,107)	-	-	(1,696)	-	(3,422)	-	-
New to the 10-Year Capital Plan													
<i>Digital Migration / Online Services</i>		284	300			557			1,696		2,837		
<i>Readiness Assessment (Various)</i>		55	110	110	110						385		
<i>Telework Assessment</i>			200								200		
Total New		339	610	110	110	557	-	-	1,696	-	3,422	1,696	
Total Changes	4,492	1,226	2,481	2,973	2,565	(550)	-	-	-	-	8,695	1,696	

Significant Capital Project Changes in 311 Toronto:

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

Changes to Previously Approved Projects' Future Year Commitments

Project Cost Increases:

- *Channel & Counter Strategy* – Due to delays in identifying the transactions to be digitally transitioned, the 2-year carry forward funding from 2016 and prior years requiring 2018 cash flow of \$1.000 million has been included in the 2018 Preliminary Capital Budget. This will enable continued transition of manual procedures to a digital platform.
 - Additional funding of \$7.695 million from 2019 -2021 is to improve access to City services by providing customers with online channel choices for pre-authorized tax & utility payments, permit applications, as well as to establish the physical presence of new and improved counters that enhance the overall customer service experience. The channel project will continue to strategically transition services to lower cost channels with a focused approach and input from a multitude of stakeholders, including the residents of the City.

Changes to Previously Approved Planned Project Estimates

Through a review of its planned activities with regards to capacity to spend and readiness to proceed, 311 Toronto has revised its estimates for SOGR projects and the Verint upgrade initiative, by \$2.284 million and \$1.435 million, respectively. The funding was reallocated to:

- *CRM Upgrade or Replacement* – funding of \$1.231 million for the 10-Year Preliminary Capital Budget & Plan was revised to deliver a pilot implementation of a cloud-based CRM solution capable of supporting the 311 business model (channels, services, and partners) for integration with Toronto Water and Municipal Licensing & Standards (ML&S).

- Assessing the success of the pilot implementation will drive the decision and strategy on the selection of a CRM tool.
- Currently, 311 Toronto operates sub-optimally largely due to limitations, issues and risks imposed by the existing CRM technology (Lagan Enterprise Case Management (ECM)), in the areas of service request handling, service transaction processing, and service information updating.
- The solution for CRM capabilities represents a significant part of 311 technology investments for automation support of customer servicing capabilities regarding service requests, information inquiries, customer feedback and complaints, and customer outreach/engagement.
- This is an essential tool used by 311 to meet its existing business mandate and expand its offerings to existing and future partners.

Changes in the remaining projects of Sharepoint, Business Intelligence, Email Management System (EWMS), Integrations with Toronto Building, and Unified Contact Centre Enterprise (UCCE) Telephony Maintenance and Upgrade are a reflection of 311 Toronto's review of anticipated project activities to be executed over the 10-Year Preliminary Capital Budget & Plan.

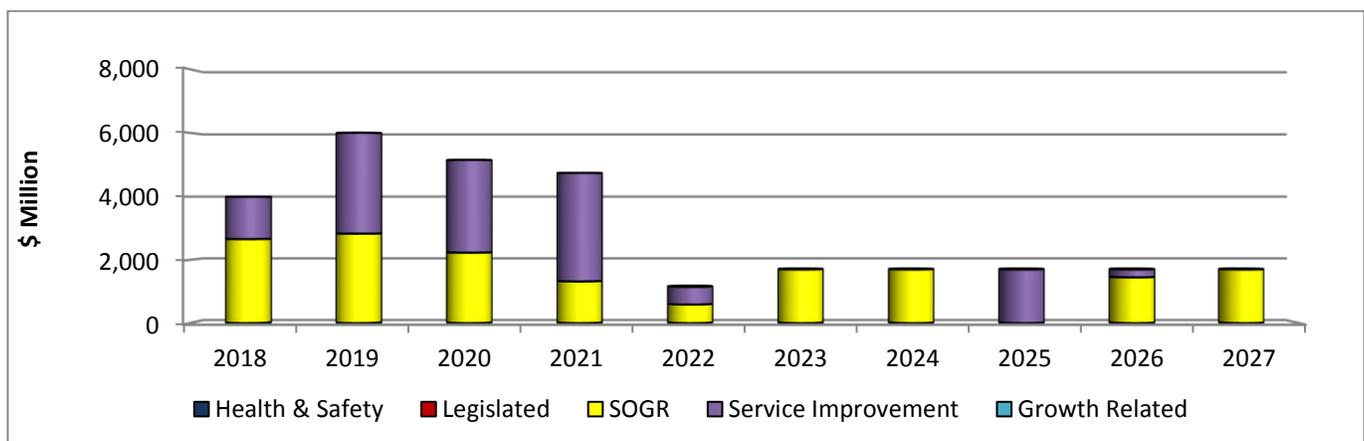
New to the 10-Year Preliminary Capital Plan

The following capital projects are new to the 10-Year Capital Plan:

- *Digital Migration / Online Services* – funding of \$2.837 million was re-allocated to this initiative to assess and conduct digital migration of 311 data to improve knowledge sharing and access to information, and increased operational efficiency by moving customers towards lower cost channels.
- *Readiness Assessment* – initiative of \$0.385 million to determine feasibility of integration and further collaboration between 311 and other agencies and divisions.
- *Telework Assessment* – Related to completing risk assessment on the technology and HR policies for \$0.200 million.

2018 – 2027 Preliminary Capital Plan

Chart 2
2018 – 2027 Preliminary Capital Plan by Project Category (In \$000s)



As illustrated in Chart 2 above, the 10-Year Preliminary Capital Plan for 311 Toronto of \$29.521 million provides 54.7% funding for State of Good Repair (SOGR) projects as priorities and 45.3% for Service Improvement projects.

- The level of cash flow funding dedicated to State of Good Repair projects for hardware and software upgrades makes up the majority of project funding to ensure continuity of the 311 Contact Centre operations and that technology is maintained and up-to-date.
- Service Improvement projects allow 311 Toronto to conduct assessment of digital migration of data to improve knowledge sharing in initiatives such as Digital Migration / Online Services and Channel and Counter Strategy.

Table 3 below details all capital projects, by category, included in the 2018 - 2027 Preliminary Capital Budget and Plan for 311 Toronto:

Table 3
2018 - 2027 Capital Plan by Project Category (In \$000s)

	Total App'd Cash Flows to Date*	2018 Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2018 - 2027 Total
Total Expenditures by Category												
State of Good Repair												
<i>Business Intelligence</i>		278	250									528
<i>CRM Upgrade and Replacement</i>	750	2,279	2,178	1,677								6,134
<i>Email Management System (EWMS)</i>		100	100	100	100	100						500
<i>Unified Contact Centre Enterprise (UCCE) Telephony Maintenance and Upgrade</i>				450	500		1,696			1,000		3,646
<i>SharePoint Upgrade</i>	191		300		100	50		50				500
<i>Verint Upgrade</i>					619			1,646			700	2,965
<i>SOGR - Various</i>						439				446	996	1,881
Sub-Total	941	2,657	2,828	2,227	1,319	589	1,696	1,696		1,446	1,696	16,154
Service Improvements												
<i>Business Intelligence</i>										250		250
<i>Channel & Counter Strategy</i>	3,551	1,000	2,565	2,565	2,565							8,695
<i>Digital Migration / Online Services</i>		284	300			557			1,696			2,837
<i>Integrations with Toronto Building</i>				250	750							1,000
<i>Readiness Assessment (Various)</i>		55	110	110	110							385
<i>Telework Assessment</i>			200									200
Sub-Total	3,551	1,339	3,175	2,925	3,425	557			1,696	250		13,367
Total Expenditures by Category (excluding carry forward)	4,492	3,996	6,003	5,152	4,744	1,146	1,696	1,696	1,696	1,696	1,696	29,521

*Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2017, excluding ongoing capital projects (i.e. Civic Improvement projects)

2018 - 2027 Capital Projects

The 10-Year Preliminary Capital Plan supports 311 Toronto's objective of implementing existing and new service improvement projects while maintaining and updating current systems to ensure continuity of its operations.

State of Good Repair (SOGR)

- SOGR projects account for \$16.154 million or 54.7% of the total 10-Year Preliminary Capital Plan.
- The 10-Year Preliminary Capital Plan incorporates an investment of \$16.154 million dedicated to the following new SOGR capital projects:
 - *Customer Relationship Management (CRM) Upgrade or Replacement (\$6.134 million)* – This project will deliver a pilot implementation of a cloud-based CRM solution to support the 311 business model for integration with Toronto Water and ML&S. The RFP was successfully completed with negotiations currently underway with the vendor. In order to procure the best product for the best value to the City, this project is to work with the City Manager's Office (CMO), Purchasing Materials and Management Division (PMMD) and Legal Services to procure the most qualified CRM solution for service integration with Toronto Water (3

services) and ML&S (2 services) under the "Toronto At Your Service" business model which is the City's customer service initiative to provide excellent customer service meeting the public's expectations.

- *SharePoint Upgrade (\$0.500 million)* – This initiative is to upgrade the current version of the web-based application from 2010 to 2013 as the existing software is at the end of its useful life. The upgrade is required to ensure ongoing sustainability and will improve Business Intelligence (BI) reporting with enhanced features and functionalities.
- *Unified Contact Centre Enterprise (UCCE) Telephony (\$3.646 million)* – Upgrade of the UCCE telephony system will support the ongoing efficiency and effectiveness of call support services provided to the public.
 - The upgrade will allow incoming calls to continue to be handled efficiently and distributed to specific groups or teams of agents as required.
- *Verint Upgrade (\$2.965 million)* – Upgrade of the Verint Enterprise software used in 311 operations to drive smarter engagement with customers, enhance employee productivity, and deliver the real-time guidance is needed to help improve the overall customer experience.
- *SOGR-Various (\$1.881 million)* – Funding for various small-scale state-of-good repair projects are anticipated over the 10-year Plan.
- *Business Intelligence (\$0.528 million)* – Enhancing data integration that will facilitate data mining and analysis will allow 311 Toronto to improve information delivery and data availability.
- *Email Management System (EWMS) (\$0.500 million)* – The Enterprise Work Order Management System is an enterprise-wide initiative that looks to enhance the information shared between divisions. This will allow 311 to provide customers relevant updates on any follow up encounters.

Service Improvements

- Service Improvement projects account for \$13.367 million or 45.3% of the total 10-Year Preliminary Capital Plan's spending.
 - *Integrations with Toronto Building (\$1.000 million)* – The 10-Year Preliminary Capital Plan also includes funding of \$0.250 million in 2020 and \$0.750 million in 2021 for service integration opportunities with Toronto Building by merging its Integrated Business Management System (IBMS) with 311 Toronto's Customer Relationship Management (CRM) system to support Toronto Building's considerable call volumes and customer information services, once the CRM system is implemented.
 - The proposed integration will improve how Toronto Building services are currently being delivered as these requests and general inquiries would be handled by 311 Toronto 24 hours a day, 7 days a week.
 - This will improve the customer experience as clients will have multiple channels available for all their service needs. Funding will primarily be used for integration of 311's current Customer Relationship Management (CRM) platform and Toronto Building Integrated Business Management System (IBMS), building Enterprise Application Integration (EAI) Middleware for the integration process, Knowledge Base data entry, and staff training.
 - *Channel & Counter Strategy (\$8.695 million)* – This project provides improved access to City services by providing customers with digital channel choices and increases the usability of less costly online channels. 311 Toronto will continue partnering with the Centre of Excellence to implement the Channel & Counter strategy project.
 - This project will begin by transitioning 16 manual transactions to a digital platform for pre-authorized tax & utility payments and ownership updates, tax and water relief program for low income seniors and

persons with a disability; parking permit refunds, temp parking permit, accessible parking, oversized load/vehicle permit (annual & single trip), disposal bin & re-paving permit.

- *Digital Migration / Online Services (\$2.837 million)* – This project provides funds to assess and conduct the digital migration of 311 data to improve knowledge sharing, easier access to information and increased operational efficiency by moving customers towards lower cost channels.
- *Readiness Assessment (\$0.385 million)* – This project provides funds to determine the feasibility of integration and further collaboration between 311 and City Programs and Agencies, such as Toronto Public Service (TPS) Parking Enforcement.
- *Telework Assessment (\$0.200 million)* – This project funds a risk assessment on the technology and HR policies that would need to be in place before any further development.
- *Business Intelligence (\$0.250 million)* - Data integration that will facilitate data mining and analysis.

2018 Preliminary Capital Budget and Future Year Commitments

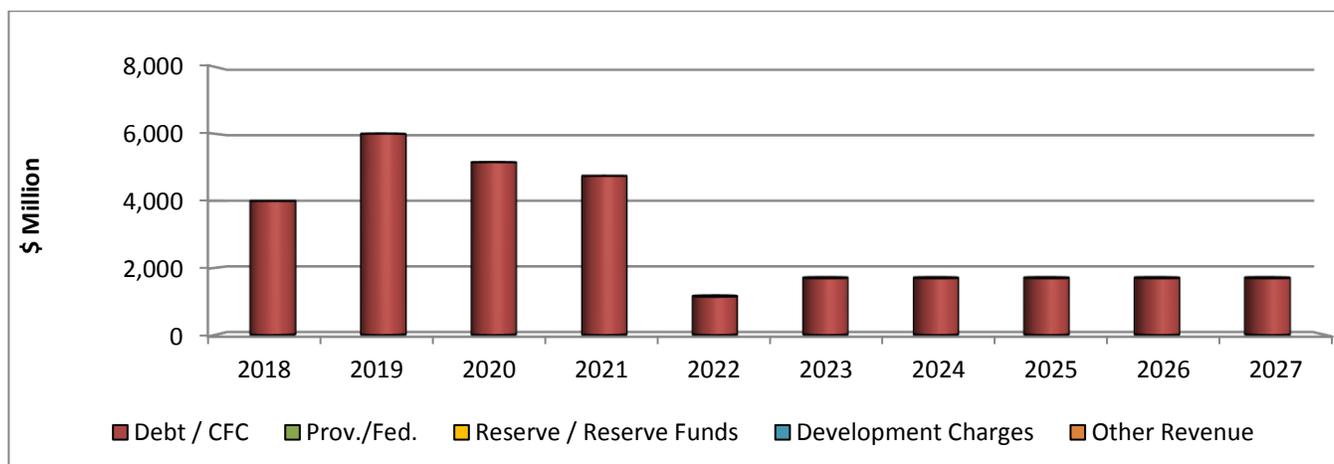
Included as a sub-set of the 10-Year Capital Plan is the 2018 Preliminary Capital Budget and Future Year Commitments, that consists of 2018 and future year cash flow funding estimates for projects previously approved by Council; adjustments (Scope Change) to those previously approved projects; as well as new projects which collectively, require Council approval to begin, continue or complete capital work.

Table 3a below lists the capital projects to be funded by the 2018 Preliminary Capital Budget and associated Future Year Commitments for 311 Toronto:

Table 3a
2018 Cash Flow & Future Year Commitments (In \$000s)

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total 2018 Cash Flow & FY Commits
Expenditures:											
Previously Approved											
<i>Channel & Counter Strategy</i>	1,000										1,000
Subtotal	1,000										1,000
New w/Future Year											
<i>Business Intelligence</i>	278	250									528
<i>CRM Upgrade and Replacement</i>	2,279	2,178	1,677								6,134
<i>Email Management System (EWMS)</i>	100	100	100	100	100						500
<i>Digital Migration / Online Services</i>	284	300			557						1,141
<i>Readiness Assessment (Various)</i>	55	110	110	110							385
Subtotal	2,996	2,938	1,887	210	657						8,688
Total Expenditure	3,996	2,938	1,887	210	657						9,688
Financing:											
Debt/CFC	3,996	2,938	1,887	210	657						9,688
Total Financing	3,996	2,938	1,887	210	657						9,688

Chart 3
2018 – 2027 Preliminary Capital Plan by Funding Source (In \$000s)



The 10-Year Preliminary Capital Plan of \$29.521 million will be financed solely by debt.

- The debt funding meets the 10-year debt affordability guidelines of \$29.521 million allocated to this Program, dedicated to SOGR and Service Improvement projects:

SOGR:

- CRM Upgrade or Replacement (\$6.134 million)
- Unified Contact Centre Enterprise (UCCE) Telephony Maintenance and Upgrade (\$3.646 million)
- Verint Upgrade (\$2.965 million)
- SOGR - Various (\$1.881 million)
- Business Intelligence (\$0.528 million)
- Email Management System (EWMS) (\$0.500 million)
- SharePoint Upgrade (\$0.500 million)

Service Improvement:

- Digital Migration / Online Services (\$2.837 million)
- Channel and Counter Strategy (\$8.695 million)
- Integrations with Toronto Building (\$1.000 million)
- Readiness Assessment (Various) (\$0.385 million)
- Business Intelligence (\$0.250 million)
- Telework Assessment (\$0.200 million)

State of Good Repair (SOGR) Backlog

311 Toronto does not have a backlog of state of good repair for its inventory of capital assets. Funding included in the 10-Year Capital Plan addresses all state of good repair projects based on planned lifecycle without backlogs and ensures continuity of the 311 Solution.

10-Year Capital Plan: Net Operating Budget Impact

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

Projects	2018 Budget		2019 Plan		2020 Plan		2018 - 2022		2018 - 2027	
	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position
Previously Approved										
<i>CRM Upgrade and Replacement</i>	311.0	4.0	171.0		12.0		494.0	4.0	494.0	4.0
Total (Net)	311.0	4.0	171.0	-	12.0	-	494.0	4.0	494.0	4.0

The 10-Year Capital Plan will increase future year Operating Budgets by a total of \$0.494 million net over the 2018 - 2027 period due to the addition of 4.0 new temporary capital positions related to Customer Relationship Management (CRM).

Table 6
Capital Project Delivery: New Temporary Positions

Position Title	CAPTOR Project Number	# of Positions	Project Delivery		Salary and Benefits \$ Amount(\$000s)					
			Start Date	End Date (m/d/yr)	2018	2019	2020	2021	2022	2023 - 2027
BUSINESS ANALYST 311	THR907677-17	3.0	05/01/2018	04/30/2021	230.6	356.4	365.5			
PROJECT MANAGER WORK PACKAGE LEADER	THR907677-17	1.0	05/01/2018	04/30/2021	80.5	125.5	128.7			
Total		4.0			311.0	481.9	494.1			

Approval of the 2018 – 2027 Preliminary Capital Budget and Plan will require the creation of 4.0 new temporary capital positions.

- The temporary positions will continue to 2020 to aid in the process of converting the existing LAGAN ECM application into a CRM Cloud Solution in order to reduce technical complexity, integration costs and time and expand the scope of City services available through 311 Toronto.

It is recommended that Council approve the 4.0 new temporary capital positions for the delivery of the above capital projects / sub-projects and that the duration for each temporary position not exceed the life of the funding of its respective capital projects / sub-projects.



Part 2

Issues for Discussion

Issues Impacting the 2018 Capital Budget

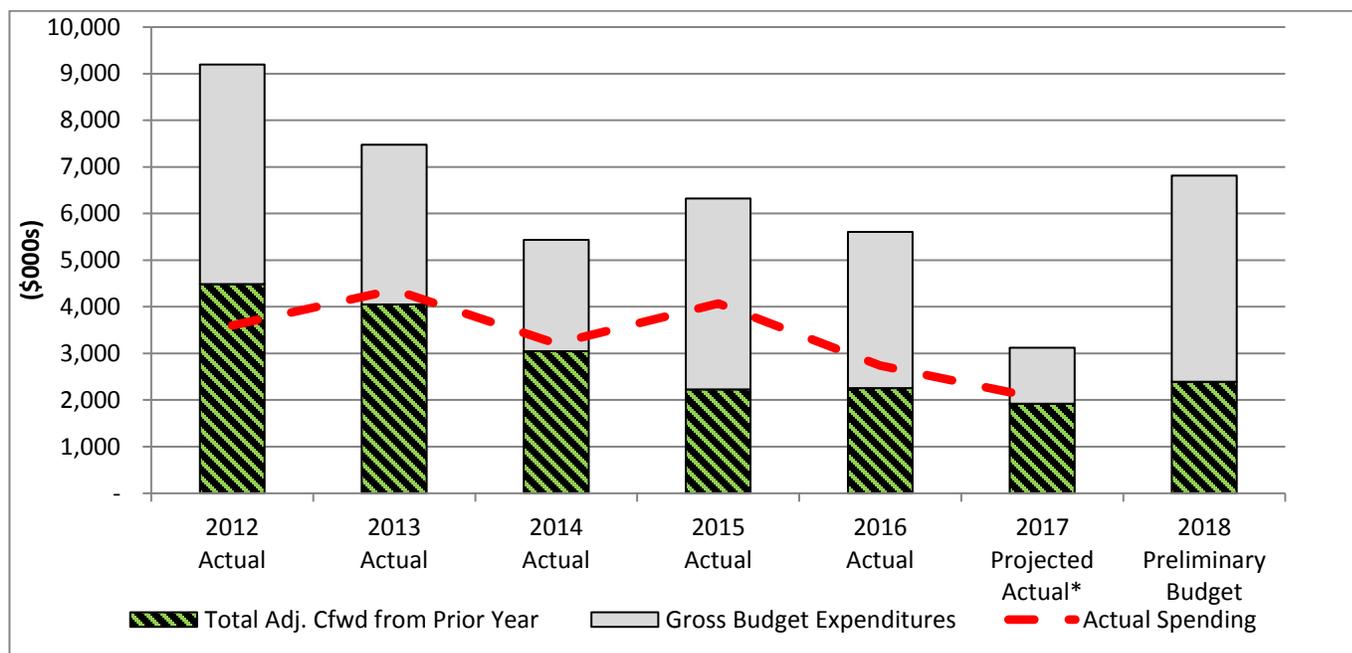
Review of Capital Projects and Spending

- City Council, at its meeting of May 25, 2017 considered the report entitled "2018 Budget Process – Budget Directions and Schedule EX25.18" and directed that City Programs and Agencies submit their 2018 – 2027 Capital Budget and Plans requiring that:
 - Annual cash flow funding estimates be examined to more realistically match cash flow spending to project activities and timing, especially in the first 5 years of the Capital Plan's timeframe.
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.EX25.18>
- The 2018 – 2027 Preliminary Capital Budget and Plan for 311 Toronto has been established following a review of capital requirements based on the reprioritization of capital needs; a review of the Program's spending capacity and the readiness to proceed of planned projects; as well as the ability to reduce overall debt funding and/or leverage non-debt funding sources.
- 311 Toronto has experienced an average annual spending rate over the past five years 2012 - 2016 of 52.8%, with 2017 projected spending to be 64.9%.
 - The 2017 projected spending rate is mainly attributable to the projected year-end Service Improvement expenditures of 74.9% based on enhancements on the Knowledge Base upgrade, City Booking and Scheduling Solutions (CBSS), and Payment Module projects, as well as, Integrations with Municipal Licensing & Standards (MLS) upgrades scheduled to be completed by the end of 2017 / early 2018.
 - The spending rate is affected by SOGR projects such as the Verint and Lagan / Knowledge Base (KB), SharePoint and Customer Relationship Management, with a projected year-end rate of 53.8% due to delays attributable to slow vendor negotiations for Customer Relationship Management (CRM) Upgrade and Replacement. The solution may not be implemented until Q1 of 2018.
- The following tables illustrates 311 Toronto's rate of spending from 2012 to 2017.

Chart 5
Capacity to Spend – Budget vs. Actual
(In \$000s)

Category	2012			2013			2014			2015			2016			Spending Rate 5 Year 2012-2016 Avg. %	2017		
	Budget	Actual	Spending Rate %		Budget	Projected Actual *	Spending Rate %												
SOGR	1,039	274	26.4%	2,547	1,142	44.9%	2,789	1,495	53.6%	2,846	2,510	88.2%	2,092	1,552	74.2%	61.6%	1,481	797	53.8%
Service Improvement	8,160	3,325	40.7%	4,927	3,222	65.4%	2,651	1,716	64.7%	3,476	1,557	44.8%	3,513	1,187	33.8%	48.4%	1,638	1,227	74.9%
Total	9,199	3,599	39.1%	7,474	4,364	58.4%	5,439	3,211	59.0%	6,321	4,068	64.4%	5,605	2,739	48.9%	52.8%	3,119	2,024	64.9%

* 2017 Projection based on the 2017 Q3 Capital Variance Report



2018 - 2027 Preliminary Capital Plan vs Debt Targets

- The Program's 2018 Preliminary Capital Budget and 2019 - 2027 Preliminary Capital Plan exceeds the debt target over the 10 years as follows:

(\$000s)	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
2018 - 2027 Preliminary Capital Plan	3,996	6,003	5,152	4,744	1,146	1,696	1,696	1,696	1,696	1,696	29,521
Debt Funding Required	3,996	6,003	5,152	4,744	1,146	1,696	1,696	1,696	1,696	1,696	29,521
Program Debt Target	2,770	3,522	2,179	2,179	1,696	1,696	1,696	1,696	1,696	1,696	20,826
Over/(Under) Debt Target	1,226	2,481	2,973	2,565	(550)						8,695

- Transfer of the *Channel & Counter Strategy* project from FREEE and the inclusion of a 2-year carry forward of \$1.000 million has caused 311 Toronto to exceed debt target from 2018 – 2021.

Reporting on Existing Major Capital Projects: Status Update

In compliance with the Auditor General's recommendations to strengthen accountability, additional status reporting on all major capital projects is required in order to strengthen accountability, manage risks, improve controls and ensure successful implementation/completion of major capital projects.

Customer Relationship Management (CRM)

Stage Gating	Total Project Cost (\$000s)	2017		2018 Preliminary Budget	2019 Plan	2020 Plan
		Year-end Projected Actual	Carry forward			
1. Initiation & Development	1,558	175	575	808		
2. Preliminary Design and Preparation	1,471			1,471		
3. Procurement and Construction	3,855				2,178	1,677
Total	6,884	175	575	2,279	2,178	1,677

(\$000s) Total Project Cost			2017		2018	2019	2020	Projection to End of Project	End Date		On Budget	On Time
Initial Approval Date	Approved	Life to Date Expenditures as at Dec 31, 2016	Budget	Year-End Projection*	Preliminary Budget	Plan	Plan		Planned	Revised		
2017	750		750	175	2,279	2,178	1,677	6,884	2020	2020	Ⓢ	Ⓢ

* Based on 2017 Q3 Capital Variance Report

On/Ahead of Schedule
 Minor Delay < 6 months
 Significant Delay > 6 months



>70% of Approved Project Cost
 Between 50% and 70%
 < 50% or > 100% of Approved Project Cost

Project Scope:

- An enhanced Customer Relationship Management (CRM) solution was needed to support 311's transition to and realization of the "Toronto At Your Service" Business Model.

Project Deliverables and Status:

- Phase 1 – RFP Process and Pilot Implementation – 311 Toronto is partnering with Toronto Water (TW) and Municipal Licensing & Standards (MLS) Divisions to access the impacts of the CRM cloud-based solution prior to a full divisional rollout.

2017 deliverables completed and currently in progress in Phase 1 are:

- City of Toronto issued RFP #3406-17-0066 - Enterprise CRM Cloud Solution in March 2017 to select a qualified proponent of a cloud based Enterprise CRM platform. Salesforce.com Canada Corporation was the successful proponent
- 311, TW, and MLS will implement at the below 5 location based service requests, in addition to booking / scheduling of appointments for TW using the CRM cloud-based solution. The expansion will include assisted and non-assisted channels such as email, web, and online self-serve options through the cloud-based CRM solution

The five (5) service request types selected for Phase 1 include:

Division	Service Request
Municipal Licensing & Standards	Noise
Municipal Licensing & Standards	Signs
Toronto Water	Water Service Line Turn On
Toronto Water	Water Service Line Turn Off
Toronto Water	Water Service Line – Low Pressure / Low Flow Appointment

- Phase 2 - Transformation of Business Processes and Customer Experience Through Corporate CRM
 - After the completion of Phase 1, 311 Toronto will lead the Transformation of Business Processes and Customer Experience Through Corporate CRM (Phase 2) Project which will assess and transition all remaining 311 Toronto services, channels and business processes from Lagan Enterprise Case Management (ECM) to the enterprise cloud CRM solution in order to provide an enhanced citizen-centered experience and efficiently manage 1.3 million interactions with Toronto residents, businesses & visitors through the 311 Contact Centre.
 - Phase 2 will also involve the definition and development of a governance model / roadmap for an Enterprise CRM Program.

Phase 2 deliverables include:

- Ability to establish a common approach to branding, standards, processes, training, measures and technology

2. Ability to standardize 311's Tier 1 Service Delivery Model which will enhance customer experience and interaction with their first point of contact to city services
3. Ability to provide common routine services across multi-channels with seamless integration between 311, City divisions and third-party service delivery partners
4. Automation of business processes with the addition of workflows
5. Enhancement of self-serve channels
6. Improved processes in integrating with divisional back-end systems; i.e. reduced technical complexity of CRM-backend integration, as well as shorter implementation periods and lower costs
7. Improved data integration and reporting capabilities to support the analysis of trends and ultimately better decision making
8. Mature "Close-the-Loop" Experience whereby customers receive consistent and proactive updates on service request progress and/or follow-ups, alongside automated communication and notifications via email and SMS technology
9. Ability to realize capabilities such as:
 - Managing Customer Accounts
 - Managing General Inquiries
 - Managing Intake and Resolution of Tier 1 Service Requests
 - Managing Intake and Escalation of Tier 2 Service Requests
 - Managing Issues / Incidents
 - Managing Customer Complaints
 - Managing Knowledge Base
 - Managing Call Centre (IVR, routing, queuing)
 - Managing Service Performance
 - Integrating Social Listening into CRM
 - Managing Self-Services

Project Challenges:

- As part of the CRM Phase 1 and Phase 2 Project, one primary challenge will be the need to continue to support, from a maintenance and operating costs perspective, our existing on premise Lagan CRM and Knowledge Base technology simultaneously with the new cloud-based CRM solution. In addition, as this is a new space for 311 Toronto, expertise in the implementation of CRM cloud-based solutions and dedicated resources, both from the business teams and technical teams, will be a critical requirement to ensure project success.

Financial Update:

- As of December 31, 2017, 311 Toronto projects a total cumulative expenses since the inception of the project of \$0.175 million.
- The 2018 – 2027 Preliminary Capital Budget and Plan reflects the timing of cash flows of the total project cost of \$6.884 million with regards to the 3 stages of CRM project. As noted in the table below, funding will mainly be attributable to the Procurement and Construction Phase in 2019 and 2020.

Issues Impacting the 10-Year Capital Plan

Unmet Needs

- The "Unmet Capital Needs" as identified in the table below, cannot be accommodated within the City's debt targets given the limitations on debt servicing costs and are therefore not included in the 2018 Capital Budget and 2019-2027 Capital Plan for 311 Toronto. The projects will be included on the list of "Unfunded Capital Priorities" and considered for in future budget processes.

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

Project Description (In \$000s)	Total Project Expenditure	Non-Debt Funding	Debt Required	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
CRM Implementation	1,700.0		1,700.0		1,700.0								
Voice Recognition System	1,250.0		1,250.0		500.0	750.0							
Teleworking	500.0		500.0		500.0								
Live Chat	1,000.0		1,000.0			1,000.0							
TTC - Scheduling & Booking	300.0		300.0			300.0							
Digital Migration	2,000.0		2,000.0									2,000.0	
Total	6,750.0		6,750.0		2,700.0	2,050.0						2,000.0	

*Projects are related to 311 Toronto's overall '311 Digital Transformation' initiative.

An update on these key strategic initiatives is detailed below:

- CRM Implementation (\$1.700 million) – Initiative to upgrade the CRM technology to allow a greater focus on customer service delivery. The CRM Cloud Solution will reduce technical complexity, integration costs and time, and expand the scope of City services available through 311 Toronto. CRM will also act as a major platform to complete the technology and digital migration roadmaps and will eventually be implemented across the City as an enterprise wide solution. The unmet need of \$1.700 million is earmarked for deployment and procurement and construction phase of CRM.
- Voice Recognition System (\$1.250 million) – Initiatives to enhance the customer service experience by integrating a voice recognition system into 311 Toronto's call centre operations.
- Teleworking (\$0.500 million) – 311 Toronto will be participating in a telework pilot program in building the infrastructure for Customer Service Representatives (CSRs) to answer calls or process service requests from home.
- Live Chat (\$1.000 million) – Live Chat allows customers to interact with 311 live agents via texting while online.
- Toronto Transit Commission (TTC) – Scheduling & Booking (\$0.300 million) – 311 Toronto currently performs room bookings on behalf of the Facilities, Real Estate, Environment & Energy (FREEE) Division. TTC has expressed interest in utilizing the resources of 311 Toronto for room booking and scheduling. As a result, an assessment would be required to identify the level of effort for the project.
- Digital Migration (\$2.000 million) - Initiative to conduct digital migration of 311 data to move from higher cost channels to lower cost channels such as online platforms, and to increase operational efficiency.

Future Integration Opportunities

- Future integration opportunities with other divisions are being examined pending completion of the new Customer Relationship Management (CRM) Solution. The new CRM Solution will result in lower implementation / integration costs which will give 311 Toronto the flexibility and resource availability to move forward on the customer service integrations with other City Programs and Agencies.



Appendices

Appendix 1

2017 Performance

2017 Key Accomplishments

In 2017, 311 Toronto made significant progress and/or accomplished the following:

- ✓ *Account Management Tool* – Tax and utility look up tools to be developed to allow Contact Centre agents to assist customers with some of their account information.
 - Business requirements and technical design completed.
 - Prototypes developed.
 - The tool went live in 2017.
- ✓ *Customer Relationship Management (CRM) Tool Assessment* – An assessment is being conducted to review the 311 Toronto business model that aligns with the City's customer service strategy and define future state CRM technology that will support this business model
 - Seed fund approved for this project.
 - 311 As-Is state assessment was completed.
 - Technology capacity assessment was completed.
 - Project Design Proposal was completed.
 - The RFP was successfully executed with Sales Force as successfully bidder.
- ✓ *Channel & Counter Strategy / Digital Migration*
 - Project Charter for Phase 1 approved by Executive members
 - Project Scope boundaries finalized for the 4 counter services planned for migration in Phase 1.
 - Project planning started and expected to be completed by the end of Q4 2017
 - Technical Solution Architecture expected to be finalized by the end of Q4 2017

2017 Financial Performance

2017 Budget Variance Analysis (in \$000's)

2017 Budget	As of Sept. 30, 2017		Projected Actuals at Year-End		Unspent Balance	
	\$	% Spent	\$	% Spent	\$ Unspent	% Unspent
3,119	1,230	39.4%	2,024	64.9%	1,095	35.1%

* Based on 2017 Q3 Capital Variance Report

311 Toronto is currently forecasting to spend \$2.024 million, or 64.9% of its 2017 Approved Capital Budget. The low projected year-end spend rate is due to delays in the Program's Service Improvement capital projects, specifically related to the finalization of Request for Proposals (RFP) and coordination issues with other projects

For additional information regarding the 2017 Q3 capital variances and year-end projections for 311 Toronto, please refer to the attached link for the report entitled "*Capital Variance Report for the Nine-Month Period Ended September 30, 2017*" considered by City Council at its meeting on December 6, 2017.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.BU37.1>

Impact of the 2017 Capital Variance on the 2018 Preliminary Capital Budget

- 311's Service Improvement capital projects has a projected year-end spend rate of 74.9% driven by the below capital initiatives:
 - The Future Integration and Strategy Initiatives has a projected year-end spend rate of 81.7%. These service improvement initiatives include funding for enhancements such as the Knowledge Base upgrade, City Booking and Scheduling Solutions (CBSS), and Payment Module project. The CBSS and Payment Module are currently experiencing delays from project coordination as they are enterprise-wide initiatives with implications across many Divisions. These two projects are currently on hold by I&T due to system security issues relating to Cloud initiatives.
 - The Integrations with Municipal Licensing & Standards (MLS) project is part of the CRM upgrade with a focus on MLS codes within 311 Toronto. This project is to be completed by the end of 2017 / early 2018 with a year-end projected spend rate of 61.1%, which reflects the impact of project delays experienced on the CRM initiative.
- As a result of the delays in the capital projects, as described in the 2017 Q3 Capital Variance Report, funding of \$2.395 million is being carried forward to the 2018 Capital Budget to continue the capital work.
- A detailed review of the 2018 – 2027 Preliminary Capital Budget and Plan has been conducted and the necessary adjustments have been made to the timing of cash flow funding for capital projects such as Integrations with Toronto Building. By deferring the cash flow funding to future years, the 2019 Preliminary Capital Budget reflects readiness to proceed and will lead to a higher rate of spending.

Appendix 2

**2018 Preliminary Capital Budget;
2019 - 2027 Capital Plan Including Carry Forward (\$000s)**

Project	Prior Year Carry Forward	2018	2019	2020	2021	2022	2018 - 2022	2023	2024	2025	2026	2027	2018 - 2027 Total
State of Good Repair:													
<i>Email Management System (EWMS)</i>		100	100	100	100	100	500						500
<i>(UCCE) Telephony Maintenance and Verint Upgrade</i>				450	500	619	950	1,696			1,000		3,646
<i>CRM Upgrade and Replacement</i>	575	2,279	2,178	1,677			6,709		1,646			700	6,709
<i>Business Intelligence</i>		278	250				528						528
<i>SharePoint Upgrade</i>	109		300		100	50	559		50				609
<i>SOGR - Various</i>						439	439				446	996	1,881
Sub-Total	684	2,657	2,828	2,227	1,319	589	10,304	1,696	1,696		1,446	1,696	16,838
Service Improvements:													
<i>Integrations with MLS</i>	211						211						211
<i>Channel & Counter Strategy</i>	1,500	1,000	2,565	2,565	2,565		10,195						10,195
<i>Integrations with Toronto Building</i>				250	750		1,000						1,000
<i>Business Intelligence</i>											250		250
<i>Readiness Assessment (Various)</i>		55	110	110	110		385						385
<i>Digital Migration / Online Services</i>		284	300			557	1,141		1,696				2,837
<i>Telework Assessment</i>			200				200						200
Sub-Total	1,711	1,339	3,175	2,925	3,425	557	13,132			1,696	250		15,078
Total	2,395	3,996	6,003	5,152	4,744	1,146	23,436	1,696	1,696	1,696	1,696	1,696	31,916

Appendix 3

2018 Preliminary Capital Budget; 2019 - 2027 Capital Plan

CITY OF TORONTO

Gross Expenditures (\$000's)

311 Toronto

Sub- Project No. Project Name PrioritySubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments						Current and Future Year Cash Flow Commitments Financed By													
						2018	2019	2020	2021	2022	Total 2018-2022	Total 2023-2027	Total 2018-2027	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
THR907676 INTEGRATION AND STRATEGY INITIATIVE																									
0	5	Integrations with MLS (CRM Pilot)	CW	S2	04	211	0	0	0	0	211	0	211	0	0	0	0	0	0	0	0	211	0	211	
0	7	Integrations with Buildings	CW	S6	04	0	0	250	750	0	1,000	0	1,000	0	0	0	0	0	0	0	0	1,000	0	1,000	
Sub-total						211	0	250	750	0	1,211	0	1,211	0	0	0	0	0	0	0	0	1,211	0	1,211	
THR907677 311 TECHNOLOGY SOLUTION STATE OF GOO																									
0	2	STATE OF GOOD REPAIR	CW	S6	03	0	0	0	0	439	439	1,442	1,881	0	0	0	0	0	0	0	0	1,881	0	1,881	
0	5	CRM upgrade or replacement	CW	S2	03	575	0	0	0	0	575	0	575	0	0	0	0	0	575	0	0	0	0	575	
0	11	EWMS	CW	S4	03	100	100	100	100	100	500	0	500	0	0	0	0	0	0	0	0	500	0	500	
0	13	SharePoint upgrade	CW	S2	03	109	0	0	0	0	109	0	109	0	0	0	0	0	109	0	0	0	0	109	
0	14	UCCE (Telephony) Maintenance and Upgrade	CW	S6	03	0	0	450	500	0	950	2,696	3,646	0	0	0	0	0	0	0	0	3,646	0	3,646	
0	15	Verint Upgrade	CW	S6	03	0	0	0	619	0	619	2,346	2,965	0	0	0	0	0	0	0	0	2,965	0	2,965	
0	17	CRM Upgrade and Replacement	CW	S4	03	2,279	2,178	1,677	0	0	6,134	0	6,134	0	0	0	0	0	0	0	0	6,134	0	6,134	
0	18	Business Intelligence	CW	S4	03	278	250	0	0	0	528	0	528	0	0	0	0	0	0	0	0	528	0	528	
0	19	SharePoint Upgrade	CW	S6	03	0	300	0	100	50	450	50	500	0	0	0	0	0	0	0	0	500	0	500	
0	20	Readiness Assessment(Various)	CW	S4	04	55	110	110	110	0	385	0	385	0	0	0	0	0	0	0	0	385	0	385	
0	21	Digital Migration / Online Srv	CW	S4	04	284	300	0	0	557	1,141	0	1,141	0	0	0	0	0	0	0	0	1,141	0	1,141	
0	22	Telework Assessment	CW	S6	04	0	200	0	0	0	200	0	200	0	0	0	0	0	0	0	0	200	0	200	
0	24	Business Intelligent	CW	S6	04	0	0	0	0	0	0	250	250	0	0	0	0	0	0	0	0	250	0	250	
0	25	Digital Migration / Online Srv	CW	S6	04	0	0	0	0	0	0	1,696	1,696	0	0	0	0	0	0	0	0	1,696	0	1,696	
Sub-total						3,680	3,438	2,337	1,429	1,146	12,030	8,480	20,510	0	0	0	0	0	684	0	0	19,826	0	20,510	
THR908138 CHANNEL AND COUNTER STRATEGY																									
0	1	Channel and Counter Strategy	CW	S2	04	2,500	0	0	0	0	2,500	0	2,500	0	0	0	0	0	0	0	0	2,500	0	2,500	
2	2	Channel and Counter Strategy - Phase 2	CW	S6	04	0	2,565	2,565	2,565	0	7,695	0	7,695	0	0	0	0	0	0	0	0	7,695	0	7,695	
Sub-total						2,500	2,565	2,565	2,565	0	10,195	0	10,195	0	0	0	0	0	0	0	0	0	10,195	0	10,195
Total Program Expenditure						6,391	6,003	5,152	4,744	1,146	23,436	8,480	31,916	0	0	0	0	0	684	0	0	31,232	0	31,916	

CITY OF TORONTO

Gross Expenditures (\$000's)

311 Toronto

		Current and Future Year Cash Flow Commitments and Estimates									Current and Future Year Cash Flow Commitments and Estimates Financed By								
		2018	2019	2020	2021	2022	Total 2018-2022	Total 2023-2027	Total 2018-2027	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing
<u>Sub- Project No.</u>	<u>Project Name</u>																		
Priority	SubProj No.	Sub-project Name	Ward	Stat.	Cat.														
Financed By:																			
		Capital from Current				684	0	0	0	0	684	0	684	0	0	0	0	0	684
		Debt				5,707	6,003	5,152	4,744	1,146	22,752	8,480	31,232	0	0	0	0	0	31,232
Total Program Financing						6,391	6,003	5,152	4,744	1,146	23,436	8,480	31,916	0	0	0	0	0	31,916

- Status Code Description**
 S2 S2 Prior Year (With 2018 and/or Future Year Cashflow)
 S3 S3 Prior Year - Change of Scope 2018 and/or Future Year Cost(Cashflow)
 S4 S4 New - Stand-Alone Project (Current Year Only)
 S5 S5 New (On-going or Phased Projects)
 S6 S6 New - Future Year (Commencing in 2019 & Beyond)
- Category Code Description**
 01 Health and Safety C01
 02 Legislated C02
 03 State of Good Repair C03
 04 Service Improvement and Enhancement C04
 05 Growth Related C05
 06 Reserved Category 1 C06
 07 Reserved Category 2 C07

Appendix 4

2018 Cash Flow and Future Year Commitments

CITY OF TORONTO

Gross Expenditures (\$000's)

311 Toronto

Sub- Project No. Project Name PrioritySubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments						Current and Future Year Cash Flow Commitments Financed By												
						2018	2019	2020	2021	2022	Total 2018-2022	Total 2023-2027	Total 2018-2027	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
THR907676 INTEGRATION AND STRATEGY INITIATIVE																								
0	5	Integrations with MLS (CRM Pilot)	CW	S2	04	211	0	0	0	0	211	0	211	0	0	0	0	0	0	0	211	0	211	
Sub-total						211	0	0	0	0	211	0	211	0	0	0	0	0	0	0	0	211	0	211
THR907677 311 TECHNOLOGY SOLUTION STATE OF GOO																								
0	5	CRM upgrade or replacement	CW	S2	03	575	0	0	0	0	575	0	575	0	0	0	0	575	0	0	0	0	575	
0	11	EWMS	CW	S4	03	100	100	100	100	100	500	0	500	0	0	0	0	0	0	0	500	0	500	
0	13	SharePoint upgrade	CW	S2	03	109	0	0	0	0	109	0	109	0	0	0	0	109	0	0	0	0	109	
0	17	CRM Upgrade and Replacement	CW	S4	03	2,279	2,178	1,677	0	0	6,134	0	6,134	0	0	0	0	0	0	0	6,134	0	6,134	
0	18	Business Intelligence	CW	S4	03	278	250	0	0	0	528	0	528	0	0	0	0	0	0	0	528	0	528	
0	20	Readiness Assessment(Various)	CW	S4	04	55	110	110	110	0	385	0	385	0	0	0	0	0	0	0	385	0	385	
0	21	Digital Migration / Online Srv	CW	S4	04	284	300	0	0	557	1,141	0	1,141	0	0	0	0	0	0	0	1,141	0	1,141	
Sub-total						3,680	2,938	1,887	210	657	9,372	0	9,372	0	0	0	0	684	0	0	8,688	0	9,372	
THR908138 CHANNEL AND COUNTER STRATEGY																								
0	1	Channel and Counter Strategy	CW	S2	04	2,500	0	0	0	0	2,500	0	2,500	0	0	0	0	0	0	0	2,500	0	2,500	
Sub-total						2,500	0	0	0	0	2,500	0	2,500	0	0	0	0	0	0	0	0	2,500	0	2,500
Total Program Expenditure						6,391	2,938	1,887	210	657	12,083	0	12,083	0	0	0	0	684	0	0	11,399	0	12,083	

CITY OF TORONTO

Gross Expenditures (\$000's)

311 Toronto

Sub- Priority	Project No. SubProj No.	Project Name Sub-project Name	Ward	Stat.	Cat.	Current and Future Year Cash Flow Commitments and Estimates						Current and Future Year Cash Flow Commitments and Estimates Financed By												
						2018	2019	2020	2021	2022	Total 2018-2022	Total 2023-2027	Total 2018-2027	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
Financed By:																								
		Capital from Current				684	0	0	0	0	684	0	684	0	0	0	0	0	684	0	0	0	0	684
		Debt				5,707	2,938	1,887	210	657	11,399	0	11,399	0	0	0	0	0	0	0	0	11,399	0	11,399
Total Program Financing						6,391	2,938	1,887	210	657	12,083	0	12,083	0	0	0	0	0	684	0	0	11,399	0	12,083

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

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

Appendix 5

2018 Preliminary Capital Budget with Financing Detail

(Phase 2) 49-311 Toronto Sub-Project Category: 01,02,03,04,05,06,07 Type: B Sub-Project Status: S2 Type: C Sub-Project Status: S2,S3,S4,S5



CITY OF TORONTO

**311 Toronto
Sub-Project Summary**

Project/Financing

Priority Project Project Name

Project/Financing	Priority Project	Project Name	Start Date	Completion Date	2018 Cash Flow	Financing							Debt	Debt - Recoverable	
						Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1			Other 2
0 THR907676 INTEGRATION AND STRATEGY INITIATIVE															
0		5 Integrations with MLS (CRM Pilot)	01/01/2016	12/31/2018	211	0	0	0	0	0	0	0	211	0	
Project Sub-total:					211	0	0	0	0	0	0	0	211	0	
0 THR907677 311 TECHNOLOGY SOLUTION STATE OF GOOD REPAIR															
0		5 CRM upgrade or replacement	01/01/2017	01/01/2018	575	0	0	0	0	0	575	0	0	0	
0		11 EWMS	01/01/2018	12/31/2022	100	0	0	0	0	0	0	0	100	0	
0		13 SharePoint upgrade	09/20/2016	09/20/2024	109	0	0	0	0	0	109	0	0	0	
0		17 CRM Upgrade and Replacement	01/01/2018	12/31/2026	2,279	0	0	0	0	0	0	0	2,279	0	
0		18 Business Intelligence	09/28/2016	12/31/2019	278	0	0	0	0	0	0	0	278	0	
0		20 Readiness Assessment(Various)	01/01/2018	12/31/2021	55	0	0	0	0	0	0	0	55	0	
0		21 Digital Migration / Online Srv	06/05/2017	06/05/2019	284	0	0	0	0	0	0	0	284	0	
Project Sub-total:					3,680	0	0	0	0	0	684	0	0	2,996	0
0 THR908138 CHANNEL AND COUNTER STRATEGY															
0		1 Channel and Counter Strategy	11/27/2014	12/31/2022	2,500	0	0	0	0	0	0	0	2,500	0	
Project Sub-total:					2,500	0	0	0	0	0	0	0	2,500	0	
Program Total:					6,391	0	0	0	0	0	684	0	0	5,707	0

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

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