



311 Toronto

What We Do

We provide the City of Toronto a one-window brand and customer service system that supports residents, businesses and visitors. 311 Toronto provides access to non-emergency City services, programs and information 24 hours a day, seven days a week. Information inquiries or requests are received via multiple channels such as phone, online, email, mobile phone applications and Twitter. 311 Toronto delivers the following services:

- 311 Project Management Office Development
- 311 Front Line Service Delivery
- 311 Information & Business Processing including Content Management
- 311 Metrics and Performance Reporting

311 Toronto capital projects relate specifically to management of significant call volumes received and service integration with client City Divisions and Agencies.

Why We Do It

We play an essential role as the gateway to City information for programs and services available to residents, business owners or visitors. Using modern approaches, dedicated and knowledgeable staff are available 24/7, 365 days per year, to provide a quality customer experience through multiple channels of communication.

Our Experience & Success

- Successfully launched Salesforce, E-CRM for phase 1 with multiple channels. The new CRM will help revolutionize customer service within the City along with adding simplicity and ease of navigation
- Successfully made enhancements to 311's open data service request data set. For greater transparency additional fields such as ward boundary, SR status, and division name were added
- Created and implemented a balanced scorecard to monitor quality assurance. The scorecard ensures consistency, accuracy and empathy are key pillars of each customer service interactions
- Successfully implemented a Shift Swap policy to allow greater flexibility and agility into the work force management and scheduling function.
- Collaborated on the task force between MLS, Toronto Police Service and 311 to redirect noise complaints and non emergency 911 calls to 311.

Key Challenges

- The Staff Recommended 2019 Operating Budget is \$0.188 million or 1.9% above the 2018 approved budget while maintaining current service levels as customer contacts have risen from 2.0 million in 2014 to over 3.6 million in 2018.
- Maintaining service levels as call volumes and complexities increase
- Replace and upgrade existing technologies while ensuring the stability of existing platforms
- Talent retention, especially within the 311 Project Management Office
- Readiness for key partners to modernize and transform customer service processes

Priority Actions

- Focus on the Phase 2 implementation of Enterprise Customer Relationship Management (E-CRM) tool to meet the high customer service standards 311 strives for
- As costs continue to rise, 311 is exploring opportunities to provide an enhanced level of self-service options by focusing on Digital Migration and Channel Counter Strategies
- Continue working on Enterprise Work Order Management System (EWMS) project to enhance the information available to residents for work order status updates
- Ensure staff are trained on industry wide best practices in order to strive for continuous improvement

Budget At A Glance

STAFF RECOMMENDED OPERATING BUDGET			
\$Million	2019	2020	2021
Gross Expenditures	\$19.3	\$19.6	\$19.4
Revenues	\$9.2	\$9.2	\$8.9
Net Expenditures	\$10.1	\$10.4	\$10.5
Approved Positions	183.0	183.0	183.0

STAFF RECOMMENDED 10-YEAR CAPITAL PLAN			
\$Million	2019	2020-2028	Total
Gross Expenditures	\$4.0	\$23.2	\$27.2
Debt	\$4.0	\$23.2	\$27.2

Note: Excluding 2018 carry forward funding to 2019

Our Key Service Levels



80% of calls received answered within approved service standards (75 secs)



Average time spent by CSR on call (per Service Level) : **270** seconds



70% of customer contacts resolved at first point of contact (First Contact Resolution Rate)

Source of images: www.icons8.com

Key Service Deliverables

Had over **+3.6 million** customer touchpoints

Access to non-emergency City services for residents and businesses provided in over 180 languages 24/7

Handled **+225,000** tax and utility related calls

Delivered training to over 175 end-users with 311 and Court Services within virtual office. This capability allows Court Services to manage, execute and track service requests.

Enhanced integrated support of the Tier 1 function of all Revenue Services property tax, account lookup, and water billing

Who We Serve

311 Development

- City & Agency Staff

Beneficiaries

- Businesses
- Residents
- Visitors

311 Service Delivery

- City & Agency Staff

Beneficiaries

- Businesses
- Residents
- Visitors

311 Information & Business Processing

- City Staff

Beneficiaries

- Businesses
- Not-for-Profit / NGOs
- Provincial & Federal Governments
- Residents
- Special Purpose Bodies
- Visitors

311 Performance Reporting

- City Staff
- Council

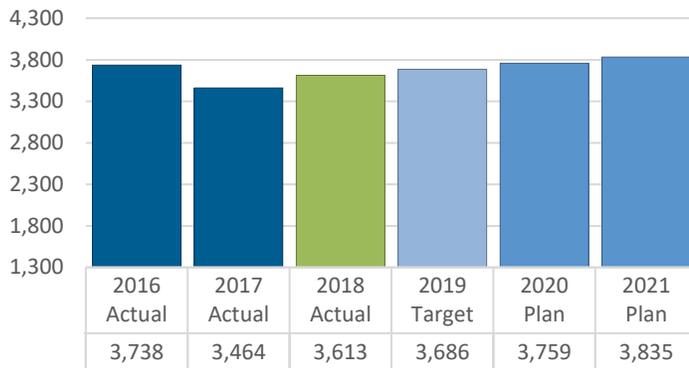
Beneficiaries

- Businesses
- Residents
- Visitors

How Well We Are Doing

Performance Measures

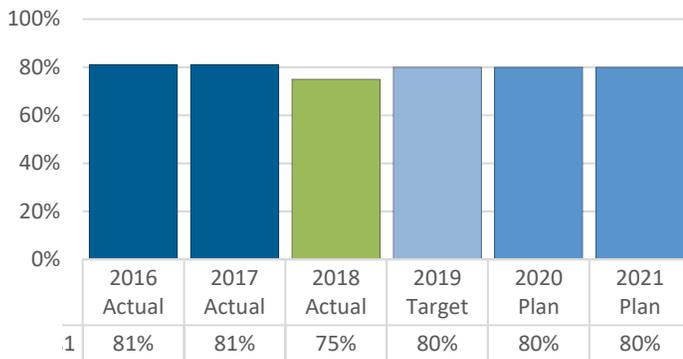
Total Number of Customer Contacts (000s)



Behind the Numbers

- This measure indicates the number of customer contacts made by 311 Toronto and includes the following channels: phone, email, fax, online and self services.
- The number of contacts is expected to rise as the City's population grows. Other factors that affect this measure are major weather events that subsequently require City staff to perform necessary repairs or clean up tasks.

% of calls received by 311 Toronto that have been answered within a specified number of seconds



- 311 answers 80% of incoming calls within 75 seconds, which is approved by City Council as a target service level.
- The 2018 service level was below the approved service level target due to increases in call complexities, including calling in for multiple issues at a time as well as increased absenteeism.
- 311 has established a round table working group with Legal Services and Human Resources to address the increase in absenteeism

Average handle time for customer contacts in seconds



- This measure indicates the average length of time, in seconds, required to resolve enquiries.
- The 2018 actual is above the approved service level target due to increases in call complexities and an increase in calls with multiple issues requiring resolutions. Generally, service requests take double the time of general inquiries to resolve.

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2019 - 2028 STAFF RECOMMENDED CAPITAL BUDGET & PLAN

ISSUES FOR DISCUSSION

APPENDICES

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2. 2019 Operating Budget by Service
3. 2019 Service Levels
4. Summary of 2019 Recommended Service Changes
5. Summary of 2019 Recommended New & Enhanced Service Priorities
6. 2019 User Fee Rate Changes
7. 2019 Capital Budget; 2020 - 2028 Capital Plan
8. 2019 Cash Flow & Future Year Commitments
9. 2019 Capital Budget with Financing Detail
10. Reserve and Reserve Fund Review

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RECOMMENDATIONS

RECOMMENDATIONS

The City Manager and Chief Financial Officer & Treasurer recommend that:

1. City Council approve the 2019 Staff Recommended Operating Budget for 311 Toronto of \$19.328 million gross, \$10.148 million net for the following services:

Service:	Gross (\$000s)	Net (\$000s)
Project Management Office Development	2,505.8	384.3
Front Line Service Delivery	15,334.9	8,275.8
Information & Business Processing	1,257.2	1,257.2
Metrics & Performance Reporting	230.2	230.2
Total Program Budget	19,328.1	10,147.5

2. City Council approve the 2019 service levels for 311 Toronto as outlined in Appendix 3 of this report, and associated staff complement of 183.0 positions, comprising of 17.0 capital positions and 166.0 operating positions.

3. City Council approve the 2019 Staff Recommended Capital Budget for 311 Toronto with a total project cost of \$8.475 million, and 2019 cash flow of \$6.217 million and future year commitments of \$10.164 million comprised of the following:

a. New Cash Flow Funds for:

1. Four new / change in scope sub-projects with a 2019 total project cost of \$8.475 million that requires cash flow of \$1.365 million in 2019 and future year cash flow commitments of \$4.505 million for 2020; \$2.555 million for 2021; and \$0.050 million for 2022;

2. Five previously approved sub-projects with a 2019 cash flow of \$2.638 million; and future year cash flow commitments of \$1.887 million for 2020; \$0.210 million for 2021; \$0.657 million for 2022; and \$0.300 million for 2023; and

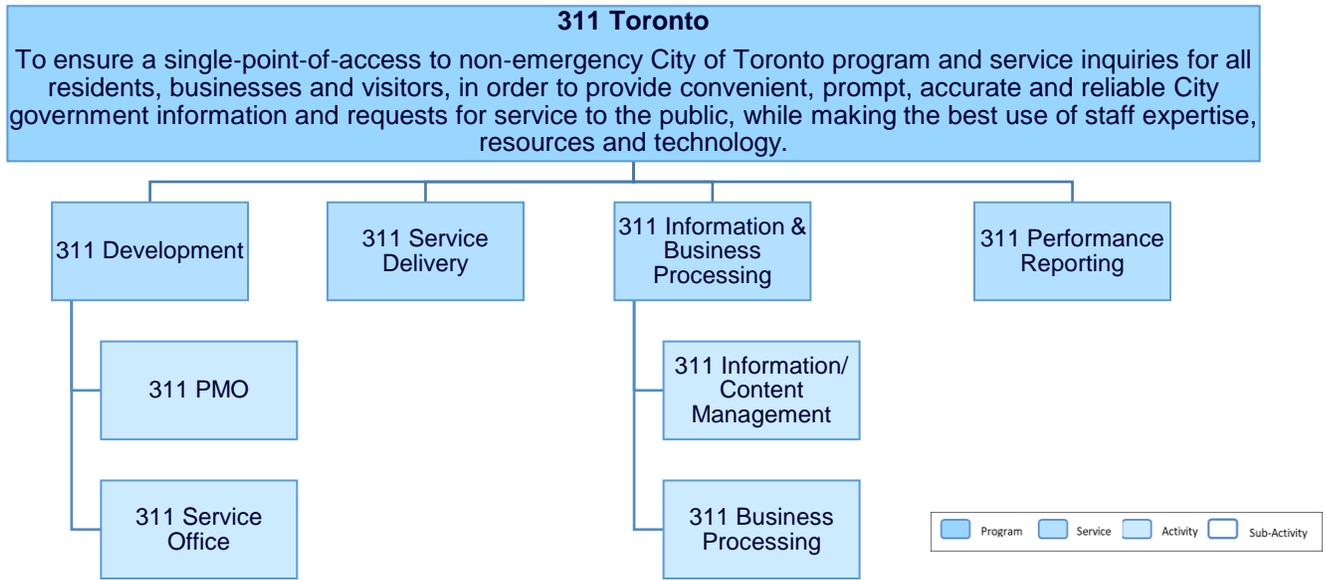
b. 2018 approved cash flow for four previously approved sub-projects with carry forward funding from 2018 into 2019 totalling \$2.214 million.

4. City Council approve the 2020 - 2028 Staff Recommended Capital Plan for 311 Toronto totalling \$13.054 million in project estimates, comprised of \$1.819 million for 2020; \$0.250 million for 2021; \$1.189 million for 2022; \$1.316 million for 2023; \$1.696 million for 2024; \$1.696 million for 2025; \$1.696 million for 2026; \$1.696 million for 2027, and \$1.696 million for 2028.



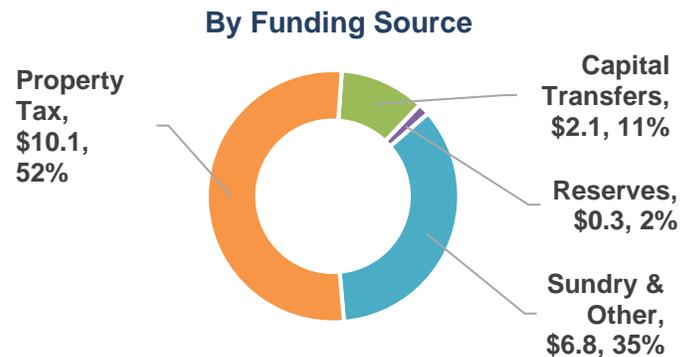
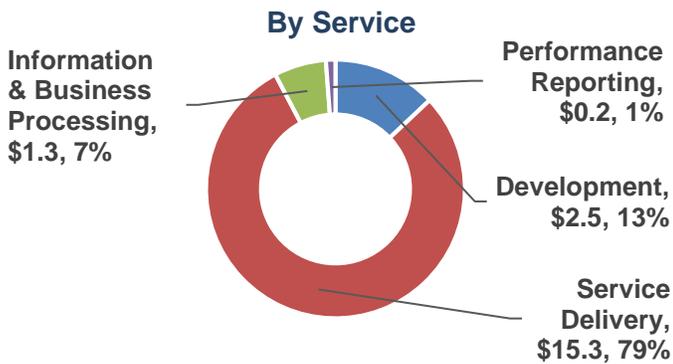
2019 STAFF RECOMMENDED OPERATING BUDGET

PROGRAM MAP



2019 OPERATING BUDGET HIGHLIGHTS

2019 Staff Recommended Operating Budget \$19.3



- **1.9%** Budget increase over the 2018 Approved Net Operating Budget to maintain existing service levels and meet additional service demands.
- **\$0.200M** New/enhanced funding to handle increased volume of inquiries for Toronto Public Health and Toronto Building.
- **2020/2021** Increases primarily for known inflationary adjustments for salaries, benefits and contracts.

2019 OPERATING BUDGET OVERVIEW

Table 1: 2019 Staff Recommended Operating Budget and Plan by Service

(In \$000s)	2018		2019			Changes		Incremental Change	
	Budget	Projected Actual*	Base	New / Enhanced	Total Staff Recommended Budget			2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	\$	%	\$	\$
Development									
Gross Expenditures	2,279.2		2,505.8		2,505.8	226.5	9.9%	60.6	43.7
Revenue	1,939.8		2,121.5		2,121.5	181.7	9.4%	0.0	0.0
Net Expenditures	339.5		384.3		384.3	44.8	13.2%	60.6	43.7
Service Delivery									
Gross Expenditures	14,971.9		15,134.8	200.1	15,335.0	363.1	2.4%	137.8	(246.4)
Revenue	6,859.0		6,859.0	200.1	7,059.1	200.1	2.9%	0.0	(290.5)
Net Expenditures	8,112.9		8,275.8	(0.0)	8,275.8	163.0	2.0%	137.8	44.1
Information & Business Processing									
Gross Expenditures	1,279.3		1,257.2		1,257.2	(22.1)	(1.7%)	33.6	24.5
Revenue			0.0		0.0	0.0	-	0.0	0.0
Net Expenditures	1,279.3		1,257.2		1,257.2	(22.1)	(1.7%)	33.6	24.5
Performance Reporting									
Gross Expenditures	227.9		230.2		230.2	2.2	1.0%	6.0	4.4
Revenue			0.0		0.0	0.0	-	0.0	0.0
Net Expenditures	227.9		230.2		230.2	2.2	1.0%	6.0	4.4
Total									
Gross Expenditures	18,758.4		19,128.0	200.1	19,328.1	569.7	3.0%	237.9	(173.9)
Revenue	8,798.8		8,980.5	200.1	9,180.6	381.8	4.3%	0.0	(290.5)
Total Net Expenditures	9,959.6		10,147.5	(0.0)	10,147.5	187.9	1.9%	237.9	116.6
Approved Positions	180.5	0.0	180.5	2.5	183.0	2.4	1.4%	0.0	0.0

* Year-End Projection Based on Q3 2018 Variance Report

Base Changes

(\$0.188M Net)

- Salary & benefit increases.

New/Enhanced Service Priorities

(\$0.200M Gross/ \$0 Net)

- 2.5 full time equivalent Customer Service Representatives (CSR) to handle increased volume of inquiries for Toronto Public Health and Toronto Building.
- The cost will be fully recovered from Toronto Public Health and Toronto Building, including the annualized costs in the future year plan.

Future Year Plan

- Inflationary increases in salaries and benefits.
- Annualized cost for additional Customer Service Representatives to respond to the volume of inquiries for Toronto Public Health and Toronto Building which are fully funded by these Programs.

2019 Staff Recommended Operating Budget Changes by Service

The 2019 Staff Recommended Operating Budget for 311 Toronto is \$0.188 million net or 1.9% higher than the 2018 Council Approved Operating Budget. Table 2 below summarizes the key cost drivers to maintain current service levels, and recommended new and enhanced service priorities to meet outcomes. Note, no additional service reductions are being recommended and the recommended changes will not affect current service levels.

Table 2: 2019 Staff Recommended Operating Budget Changes by Service

(In \$000s)	Services				Total	
	Development	Service Delivery	Information & Business Processing	Performance Reporting	\$	Positions
	\$	\$	\$	\$	\$	
2018 Council Approved Operating Budget (Net)	339.5	8,112.9	1,279.3	227.9	9,959.6	180.5
Base Expenditure Changes						
Prior Year Impacts						
Non-Union Cost of Living Allowance		(39.1)			(39.1)	
Salaries and Benefits						
Inflationary Increases in Salaries & Benefits	226.5	205.6	(22.1)	2.2	412.3	
Other Base Expenditure Changes						
Inflationary Increases in Recoveries from Divisions		(3.5)			(3.5)	
Sub-Total Base Expenditure Changes	226.5	163.0	(22.1)	2.2	369.6	(0.0)
Base Revenue Changes						
Revenue Changes to Match with PMO Projections	(181.7)				(181.7)	
Sub-Total Base Revenue Changes	(181.7)				(181.7)	
Total Base Changes	44.8	163.0	(22.1)	2.2	187.9	(0.0)
New & Enhanced Services						
New Service Priorities						
New CSR to Handle Increased Volume for Toronto Building & Public Health inquiries (\$0.200 million gross)		(0.0)			(0.0)	2.5
Sub-Total New & Enhanced Services¹		(0.0)			(0.0)	2.5

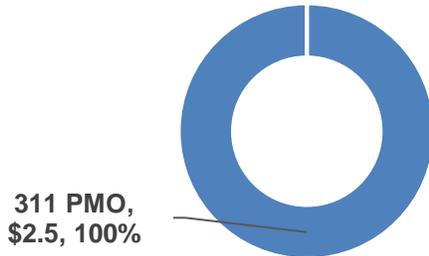
Note:

- For additional information, refer to [Appendix 5](#) (page 36) for the 2019 Staff Recommended New and Enhanced Service Priorities, respectively.

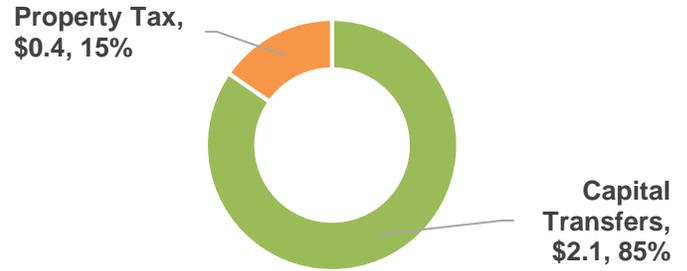
311 Project Management Office Development provides overall leadership in project planning, divisional coordination, and capital expenditure approvals in order to ensure business deliverables are met and enhance the 311 Toronto Program.

2019 Staff Recommended Operating Budget \$2.5M

By Activity



By Funding Source



Refer to [Appendix 2](#) (page 33) for the 2019 Staff Recommended Operating Budget by Service.

Key Service Levels



100% of Projects Completed on Time (Schedule)



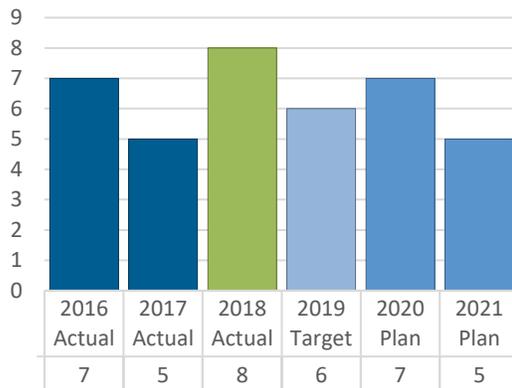
100% of Projects Completed within Budget

Source of images: www.icons8.com

Refer to [Appendix 3](#) (page 35) for a complete list of the 2019 Staff Recommended Service Levels for this Service.

Service Performance Measures

Number of Projects Planned

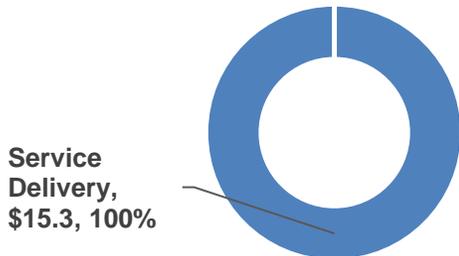


- 311 Toronto's 2019 -2028 Capital Budget and Plan consists mainly of State-of-Good-Repair (SOGR) projects to maintain and/or improve current service levels.
- 2019-2020 reflect recommended projects included in 311's 10 year Capital Plan.

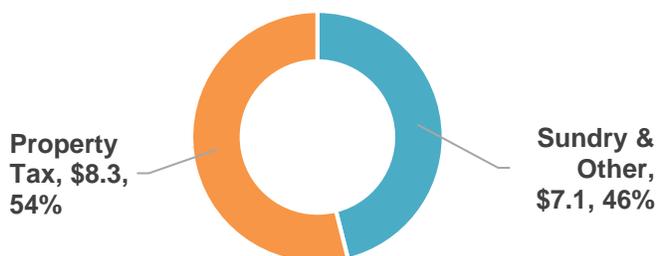
311 Front Line Service Delivery Service Delivery provides quality customer service to residents, businesses and visitors requesting information on programs and services provided by City Divisions. The public can access 311 through a variety of channels such as "live" agent at the Contact Centre, email, fax, mail, website and Mobile App.

2019 Staff Recommended Operating Budget \$15.3M

By Activity



By Funding Source



Refer to [Appendix 2](#) (page 33) for the 2019 Staff Recommended Operating Budget by Service.

Key Service Levels



80% of calls received by 311 Toronto that have been answered within approved service standards (75 secs)



70% of customer contacts resolved at first point of contact (First Contact Resolution Rate)



120 Average speed of answer - the average time it takes (in seconds) before a call is answered before the up-front recording / IVR



270 Average time spent (in seconds) by a 311 Customer Service Representative on a call including both talk time and wrap up time

Source of images: www.icons8.com

Refer to [Appendix 3](#) (page 35) for a complete list of the 2019 Staff Recommended Service Levels for this Service.

Service Performance Measures

% of calls received by 311 Toronto that have been answered within a specified number of seconds



- The actual for 2018 is below the approved service level target due to increases in call complexities, including calling in for multiple issues at a time as well as increased absenteeism.

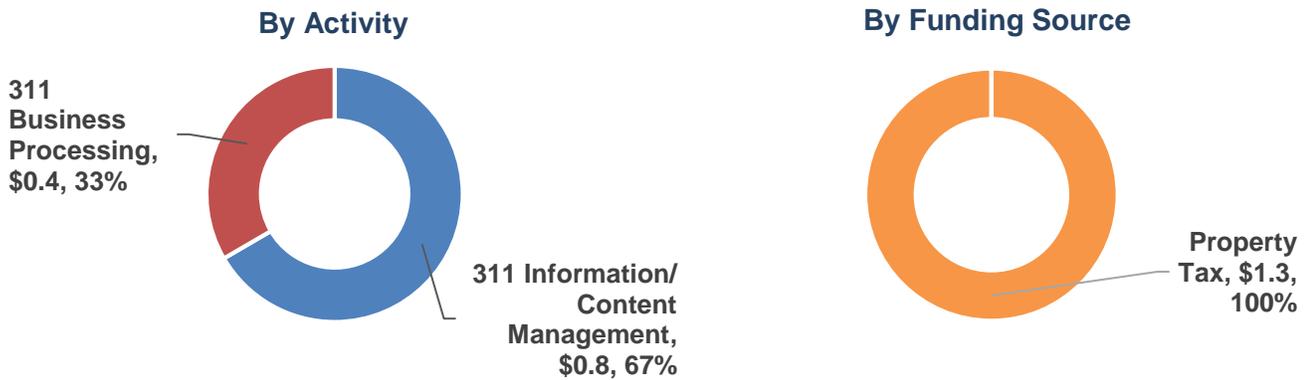
Average handle time for customer contacts in seconds



- The average handle time is affected by the complexity of general inquiries and service requests. Generally, service requests take double the time of general inquiries to resolve.

311 Information & Business Processing includes content management to ensure accurate and consistent information contained in the Knowledge Base for all City services. Ensure the quality of business processes for the delivery of integrated City services.

2019 Staff Recommended Operating Budget \$1.3M



Refer to [Appendix 2](#) (page 33) for the 2019 Staff Recommended Operating Budget by Service.

Key Service Levels



5 days to fulfill knowledge base solution content update request



100% of Information / Content Reviewed Annually

Source of images: www.icons8.com

Refer to [Appendix 3](#) (page 35) for a complete list of the 2019 Staff Recommended Service Levels for this Service.

Service Performance Measures

% information/content reviewed annually



% service requests through a business process review

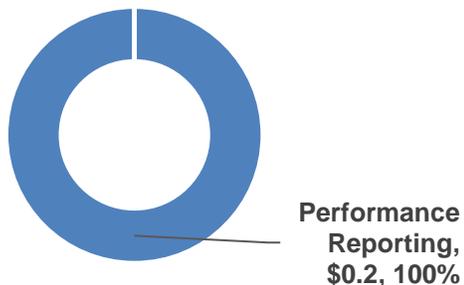


- On average, approximately 110 changes are made to the Knowledge Base in a day as new information is received from City Programs.
- Business process reviews ensure that all service requests (SR) available through 311 have been through a formal business process review exercise to ensure service quality with the applicable integrated division.
- There are currently over 659 Service Request types that are available with 311.

311 Metrics and Performance Reporting provides 311 performance metrics and divisional service data to internal clients and monitor the availability of the Business Intelligence (BI) system by measuring system uptime and downtime during regular business hours, (i.e. Monday to Friday 8:30 am to 4:30 pm) and assess whether the BI system is able to fully meet the demand of end users.

2019 Staff Recommended Operating Budget \$0.2M

By Activity



By Funding Source



Refer to [Appendix 2](#) (page 33) for the 2019 Staff Recommended Operating Budget by Service.

Key Service Levels



Number of Users Trained on BI Reporting Tool: **48**



Number of times viewed or consulted BI Portal: **2000**

Source of images: www.icons8.com

Refer to [Appendix 3](#) (page 35) for a complete list of the 2019 Staff Recommended Service Levels for this Service.

Service Performance Measures

% of Uptime of Reporting Portal (System Availability)



- 311 Toronto has not experienced any unplanned downtime in the Business Intelligence System since launch. When maintenance and software patches are performed, they are carried out overnight, to minimize the impact on system availability.

2018 OPERATING PERFORMANCE

2018 Service Performance

Key Service Accomplishments:

- Successfully launched SALESFORCE, E-CRM for Phase 1 with multiple channels i.e., phone, web.
- Collaborated with Shelter, Support and Housing Administration (SSHA) to clean up the housing waitlist.
- Upgraded the contact centre case management system to Verint Engagement Management version 15.1.1 delivering enhanced case search, security features including security permissions based on roles, and synchronized system login with Novell ID and password.
- Delivered training to over 175 end-users with 311 and Court Services within virtual office. This capability allows Court Services to manage, execute and track service requests.
- Tested the redundancy site ensure 311 could provide uninterrupted services in the event of an emergency.
- Provided after hours support to the IT Help Desk in logging certain service requests.
- Created and implemented a balanced scorecard to monitor quality assurance and ensure a continued focus of customer service.
- Enhanced integrated support of the Tier 1 function of all Revenue Services property tax, account lookup, and water billing calls.
- Refined the call escalation process to provide an enhanced customer service experience.
- Successfully maintained "Music On Hold", which showcases local musical talent and promotes local artists.
- Successfully launched Mayor and Councillor escalation pilot line.
- Set up 3 new Internal Service Requests for Toronto Hydro to track reports of power outage, streetlight out, and graffiti complaints.
- Successfully made enhancements to 311's open data service request data set introducing a number of process improvements to ensure data quality, efficiency and transparency.

Status Update on 2018 Council Approved New & Enhanced Services

During the 2018 Budget process, City Council approved \$0.386 million gross and \$0.95 million net for new and enhanced services in the 2018 Operating Budget for 311 Toronto. A status on their implementation and results to-date are highlighted below:

Day 2 Support Required for Unified Contact Centre Enterprise (UCCE)

- The proposal was to improve customer service for users of the 311 Toronto service by reducing the risk of an overall telephony system outage by proactively monitoring system performance of Cisco Unified Contact Centre Enterprise (UCCE) version 10.5 that was deployed to the 311 Contact Centre in 2016 and contains a full suite of components that comprise the overall telephony solution, as well as support the email channel. The technology is mission critical for 311 Toronto to deliver services to its residents.
- The Day 2 support for UCCE is currently in the procurement process with an estimated award in Q1 2019.

Customer Service Representative (CSR) Training on Tax & Utility Calls

- The proposal was to backfill CSRs while 311 Toronto's CSRs undergo training on how to handle tax and utility calls, thus maintaining current service levels for a gross expenditure cost of \$0.291 million gross in 2018 and 2019 fully funded from the Tax Stabilization Reserve.
- The tax and utility training was put on hold due to the New Customer Relationship Management (CRM) pilot and associated training and staff requirements. 311 Toronto has been developing a roadmap to run this training concurrently along with the new CRM. The withdrawals from the Tax Stabilization Reserve have been re-budgeted for 2019 and 2020.

2018 Financial Performance

Table 3: Budget vs. Actual by Category of Expenditures and Revenues

Category (In \$000s)	2017 Actual	2018 Budget	2018 Projected Actual *	2019 Total Staff Recommended Budget	2019 Change from 2018 Approved Budget	
	\$	\$	\$	\$	\$	%
Salaries and Benefits	15,660.0	17,076.1	16,325.9	17,649.4	573.3	3.4%
Materials & Supplies	11.2	12.4	12.4	12.4		
Equipment	95.6	100.3	50.3	100.3		
Service and Rent	792.7	1,340.3	790.5	1,340.3	(0.0)	(0.0%)
Contribution To Reserves/Reserve Funds	27.8	27.8	27.8	27.8		
Inter-Divisional Charges	182.4	201.4	201.4	197.9	(3.5)	(1.8%)
Total Gross Expenditures	16,769.8	18,758.4	17,408.3	19,328.1	569.7	3.0%
Inter-Divisional Recoveries	6,411.4	6,550.5	6,616.8	6,750.6	200.1	3.1%
Transfers From Capital	943.2	1,939.8	902.9	2,121.5	181.7	9.4%
Contribution From Reserves/Reserve Funds		290.5		290.5		
Sundry and Other Revenues		18.0	18.0	18.0		
Total Revenues	7,354.6	8,798.8	7,537.7	9,180.6	381.8	4.3%
Total Net Expenditures	9,415.2	9,959.6	9,870.6	10,147.5	187.9	1.9%
Approved Positions		180.5		183.0	2.5	1.4%

* Year-End Projection Based on Q3 2018 Variance Report

311 Toronto is projecting to be underspent by \$0.089 million at year-end. The underspending in Gross Expenditure is due to vacancies in the Project Management Office with no net impact, being offset by under recoveries from capital projects. The remaining surplus is attributed to underspending in contracts.

For additional information regarding the 2018 Q3 operating variances and year-end projections, please refer to the attached link for the report entitled "Operating Variance Report for the Nine-Month Period Ended September 30, 2018", adopted by City Council at its meeting on December 13, 2018.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2019.CC1.7>

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2019 – 2028 STAFF RECOMMENDED CAPITAL BUDGET AND PLAN

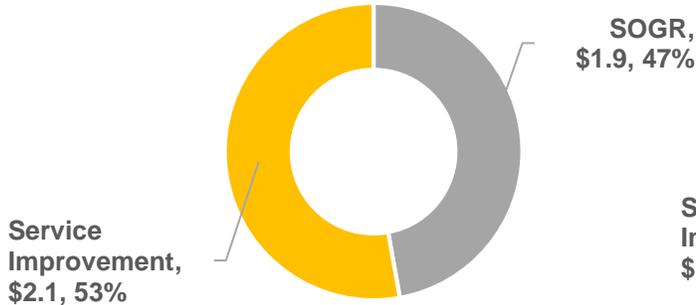
10-YEAR CAPITAL PLAN HIGHLIGHTS

2019 Staff Recommended Capital Budget \$4.003M

2019-2028 Staff Recommended Capital Budget and Plan \$27.221M

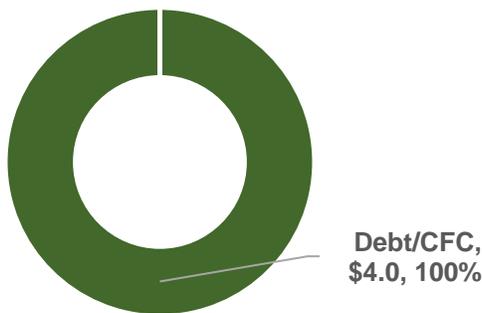
By Project Category

By Project Category



By Funding Source

By Funding Source



1
YEAR

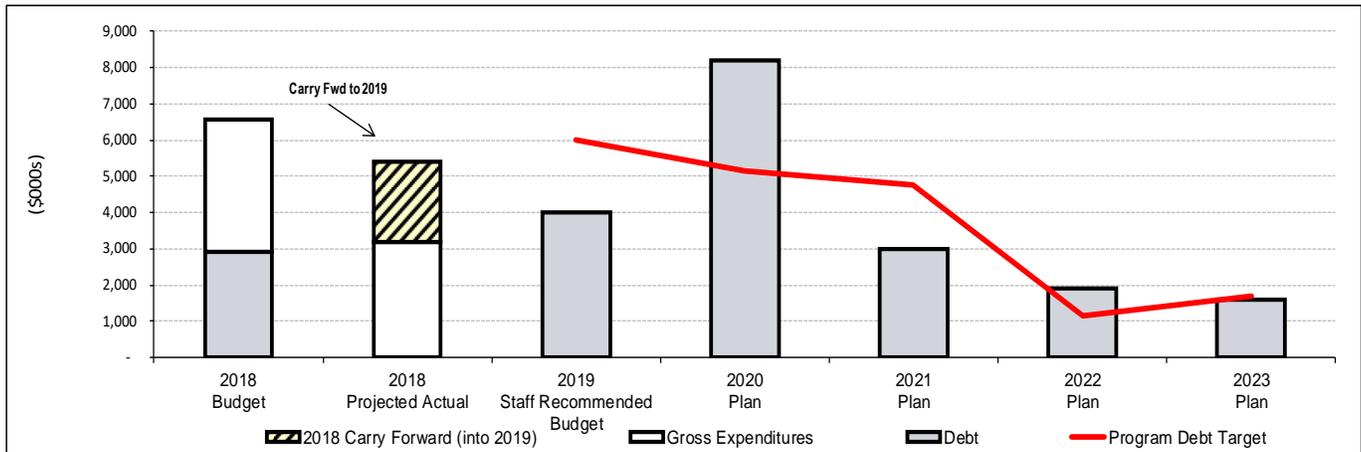
- **\$1.538M** Continues the *CRM Upgrade and Replacement* to extend the solution to Toronto Water, Solid Waste, and Municipal Licensing & Standards
- **\$1.565M** For the *Channel and Counter Strategy - Phase 2* project to transition manual transactions to a digital platform
- **\$0.500M** To enhance the current Knowledge Based system.

10
YEARS

- **\$10.478** Service Improvement projects to modernize and integrate IT systems.
- **\$16.743M** State of Good Repair projects for technology upgrades and replacement.

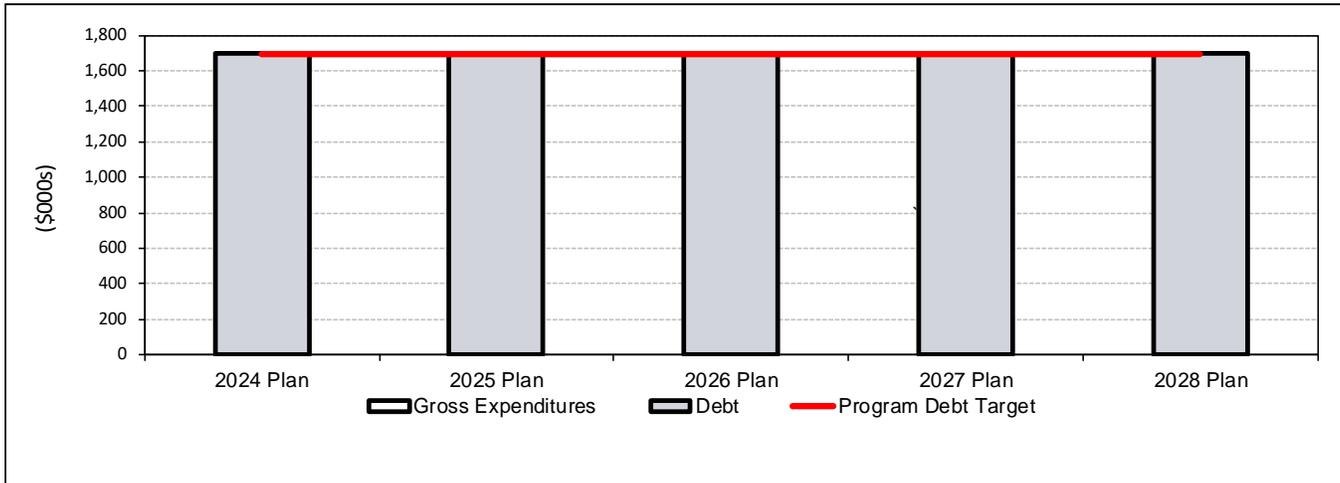
2019 – 2028 CAPITAL BUDGET & PLAN OVERVIEW

Chart 1: 10-Year Capital Plan Overview



		2019 Staff Recommended Capital Budget and 2020 - 2023 Capital Plan								
		2018		2019	2020	2021	2022	2023	2019 - 2023	5-Year Total Percent
		Budget	Projected Actual							
Gross Expenditures by Project Category:										
Health & Safety Legislated		-	-	-	-	-	-	-	-	-
SOGR		3,485	-	1,888	4,596	400	589	1,000	8,473	45.2%
Service Improvement		3,086	-	2,115	3,615	2,615	1,307	616	10,268	54.8%
Growth Related		-	-	-	-	-	-	-	-	-
Total by Project Category		6,571	3,201	4,003	8,211	3,015	1,896	1,616	18,741	100.0%
Program Debt Target				6,003	5,152	4,744	1,146	1,696	18,741	
Financing:										
Debt		2,922		4,003	8,211	3,015	1,896	1,616	18,741	100.0%
Reserves/Reserve Funds		-	-	-	-	-	-	-	-	-
Development Charges		-	-	-	-	-	-	-	-	-
Provincial/Federal		-	-	-	-	-	-	-	-	-
Debt Recoverable		-	-	-	-	-	-	-	-	-
Other Revenue		3,649	-	-	-	-	-	-	-	-
Total Financing		6,571		4,003	8,211	3,015	1,896	1,616	18,741	100.0%
By Status:										
2018 Capital Budget & Approved Future Year (FY) Commitments		6,571	3,201	2,938	1,887	210	657	-	5,692	30.4%
Changes to Approved FY Commitments		-	-	(300)	-	-	-	300	-	-
2019 New/Change in Scope & FY Commitments		-	-	1,365	4,505	2,555	50	-	8,475	45.2%
2020 - 2023 Capital Plan Estimates		-	-	-	1,819	250	1,189	1,316	4,574	24.4%
2-Year Carry Forward for Reapproval		-	-	-	-	-	-	-	-	-
1-Year Carry Forward to 2019		-	2,214	-	-	-	-	-	-	-
Total Gross Annual Expenditures & Plan		6,571	5,415	4,003	8,211	3,015	1,896	1,616	18,741	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		-	-	158	708	928	343	235	2,372	
Operating Impact on Program Costs		-	-	-	-	-	-	-	-	-
New Positions		-	-	-	-	-	-	-	-	-

Chart 2: 10-Year Capital Plan Overview (Continued)



	2024 - 2028 Staff Recommended Capital Plan						
	2024	2025	2026	2027	2028	2019 - 2028	10-Year Total Percent
Gross Expenditures by Project Category:							
Health & Safety	-	-	-	-	-	-	
Legislated	-	-	-	-	-	-	
SOGR	1,696	1,626	1,696	1,626	1,626	16,743	61.5%
Service Improvement	-	70	-	70	70	10,478	38.5%
Growth Related	-	-	-	-	-	-	
Total by Project Category	1,696	1,696	1,696	1,696	1,696	27,221	100.0%
Program Debt Target	1,696	1,696	1,696	1,696	1,696	27,221	
Financing:							
Debt	1,696	1,696	1,696	1,696	1,696	27,221	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	27,221	100.0%
By Status:							
2018 Capital Budget & Approved Future Year (FY) Commitments	-	-	-	-	-	5,692	20.9%
Changes to Approved FY Commitments	-	-	-	-	-	-	
2019 New/Change in Scope & FY Commitments	-	-	-	-	-	8,475	31.1%
2024 - 2028 Capital Plan Estimates	1,696	1,696	1,696	1,696	1,696	13,054	48.0%
2-Year Carry Forward for Reapproval	-	-	-	-	-	-	
Total Gross Annual Expenditures & Plan	1,696	1,696	1,696	1,696	1,696	27,221	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	214	221	221	221	221	3,471	
Operating Impact on Program Costs	-	-	-	-	-	-	
New Positions	-	-	-	-	-	-	

Staff Recommended 10-Year Capital Plan by Project Category

Table 4: Summary of Capital Projects by Project Category

(In \$000s)	Total App'd Cash Flows to Date*	2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2019 - 2028 Total	Total Project Cost
Total Expenditures by Category													
State of Good Repair													
<i>Business Intelligent</i>		-	250	250	-	-	-	-	250	-	-	750	750
<i>Enterprise Work Management System (EWMS)</i>		100	100	100	100	-	-	-	-	-	-	400	400
<i>SharePoint Upgrade</i>		-	-	-	-	-	50	-	400	100	-	550	550
<i>UCCE (Telephony) Maintenance and Upgrade</i>		-	950	-	-	1,000	-	-	340	-	-	2,290	2,290
<i>Verint Upgrade</i>		-	619	-	-	-	1,646	-	-	700	700	3,665	3,665
<i>Business Intelligence</i>	278	250	-	-	-	-	-	-	-	-	-	250	528
<i>CRM Upgrade and Replacement</i>	2,279	1,538	2,677	50	50	-	-	-	-	-	-	4,315	6,594
<i>SOGR - Various</i>		-	-	-	439	-	-	1,626	706	826	926	4,523	4,523
Sub-Total	2,557	1,888	4,596	400	589	1,000	1,696	1,626	1,696	1,626	1,626	16,743	19,300
Service Improvement													
<i>Channel and Counter Strategy - Phase 2</i>	2,500	1,565	3,565	2,565	-	-	-	-	-	-	-	7,695	10,195
<i>Integrations with Toronto Buildings</i>		-	-	-	750	250	-	-	-	-	-	1,000	1,000
<i>Readiness Assessment (Various)</i>		-	-	-	-	66	-	70	-	70	70	276	276
<i>Readiness Assessment (Various)</i>		50	50	50	-	-	-	-	-	-	-	150	150
<i>Digital Migration / Online Srv</i>	284	-	-	-	557	300	-	-	-	-	-	857	1,141
<i>Knowledge Based Enhancement</i>		500	-	-	-	-	-	-	-	-	-	500	500
Sub-Total	2,784	2,115	3,615	2,615	1,307	616	-	70	-	70	70	10,478	13,262
Total Expenditures by Category (excluding carry forward from 2018)	5,341	4,003	8,211	3,015	1,896	1,616	1,696	1,696	1,696	1,696	1,696	27,221	32,562

*Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2018, excluding ongoing capital projects (i.e. Civic Improvement projects)

2019 - 2028 Key Capital Projects

Capital projects funded in the 10-Year Staff Recommended Capital Plan are focused on leveraging technological capabilities to meet the highest customer service levels. This is achieved through investing in State of Good Repair activities critical to reducing risk to both mission critical systems and supporting systems such as business intelligence, and service improvement initiatives to address rising costs and call complexities. The delivery of these capital projects will help achieve 311 Toronto's strategic direction and service objective to implement 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 \$16.743 million or 61.5% of the total 10-Year Staff Recommended Capital Plan's expenditures to ensure that the lifecycle replacement of hardware and software to newer generation technology solutions occurs regularly allowing for continuity of operations:
 - The *Universal Call Centre Enterprise (UCCE) (Telephony) Maintenance and Upgrade* project (\$2.290 million) funds technology allowing 311 to take and record all phone calls received within the call centre. Life cycle management dictates that this technology needs to be upgraded or enhanced every 3 or 4 years.
 - The *Verint Upgrade* project (\$3.665 million) is a planned estimate to upgrade the Verint system in 2020 and again in 2024 and in 2027/2028. Verint is a forecasting and scheduling tool used by 311 to optimally schedule staff to ensure enough representation is available for the volume of contacts for a given period of time.
 - The *Business Intelligence* project (\$1.000 million) provides funding to provide users of 311's Business Intelligence with an improved centralized reporting and analytical capability through correlation of data, which will translate into increased operational efficiencies within 311 and Integrated Service Divisions. It will also provide the foundation for the reporting required to accommodate the City's changes to its Ward boundaries

- The *Customer Relationship Management (CRM) Upgrade and Replacement* project (\$4.315 million) provides annual cash flow funding of \$1.538 million in 2019; \$2.677 million in 2020; and \$0.050 million in each of 2021 and 2022 following successful pilot of a Cloud-based CRM solution capable of supporting the 311 business model (channels, services, and partners). The project will re-integrate all 311 Toronto services with current client divisions as well as provide a stable platform for future integrations with City divisions.

Service Improvement

- Service Improvement projects amount to \$10.478 million or 38.5% of the total 10-Year Staff Recommended Capital Plan's expenditures that enable 311 Toronto to expand its service offerings which handle significant call volumes:
 - The *Channel and Counter Strategy - Phase 2* project, with a ten year total of \$7.695 million (\$1.565 million 2019). This project will 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. Currently, the project is working on service digitalization for Revenue and Transportation Services to implement online credit card payments for property taxes and utility.
 - *Integration with Toronto Building* (\$1.000 million). This project enables service integration 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. 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 an Enterprise Application Integration (EAI) Middleware for the integration process, Knowledge Base data entry, and staff training.
 - The *Readiness Assessment* (\$0.426 million). The project is required to determine the feasibility of integration and further collaboration between 311 and other agencies and divisions such as Toronto Police Services (TPS) Parking Tag Enforcement.
 - *The Digital Migration / Online Services* project (\$0.857 million) will 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.

State of Good Repair (SOGR) Funding & 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.

Operating Impact of Completed Capital Projects

Table 5: Net Operating Impact Summary

Projects	2019 Budget		2020 Plan		2021 Plan		2022 Plan		2023 Plan		2019 - 2023		2019 - 2028	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
Previously Approved	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<i>Sub-Total: Previously Approved</i>	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total (Net)	-	-	-	-	-	-	-	-	-	-	-	-	-	-

The Staff Recommended 10-Year Capital Plan does not result in any operating impacts or requests for additional temporary positions.

The operating impacts, including benefits, are not expected to occur before 2021. The Program continues working on defining these metrics and will include them in a future budget submission.

2018 CAPITAL PERFORMANCE

2018 Project Delivery

During 2018, 311 Toronto accomplished the following capital projects and activities.

- Successfully launched SALESFORCE, E-CRM for Phase 1 of the *CRM Upgrade and Replacement* project with multiple channels i.e., phone, web. The project continues in 2019.
- As part of the *Channel & Counter Strategy / Digital Migration - Phase 1*, the processes were developed to apply Agile practices in 311 PMO, which improves product quality and is more focused on business needs.
- Channel & Counter Strategy / Digital Migration - Phase 2. Gathered requirements, analyzed and documented detailed use cases, and completed development of core modules for the following divisional counter services:
 - Transportation Services – On street Permit Parking and On Street Parking Waitlist Applications
 - Revenue Services – Property Tax and Utility Bill Payments
- Gathered detailed business requirements for 311 Digital Display Board and software upgrade, included in 311's SOGR plan, which will improve overall user experience and provide a product with longer support expectancy.
- Implemented Tomcat, as the system platform replacing Websphere, to support the case management system.
- Successfully made enhancements to 311's open data service request data set introducing process improvements to ensure data quality, efficiency and transparency.

Status Update on Council Approved New Capital Projects in the 2018 Capital Budget

During the 2018 Budget process, City Council approved the capital projects totalling \$3.422 million cash flow funding and \$3.222 million debt included in the 2018 Capital Budget for 311 Toronto. The implementation status is detailed below:

- *Digital Migration / Online Services* – Funding of \$2.837 million was approved in 2018 with a 2018 cash flow of \$0.284 million. The project has begun with the assessment of processes to improve knowledge sharing and access to information, and increase operational efficiency by moving customers towards lower cost channels. Spending in 2018 has been less than planned as the project is being reviewed to align with the Customer Service Strategy. The Staff Recommended 10-Year Capital Plan includes \$0.100 million approved in 2018 to be carried forward into 2019 to complete this work.
- *Readiness Assessment* – Funding of \$0.385 million was approved in 2018 with a cash flow of \$0.055 million in 2018, to determine the feasibility of further integration and collaboration between 311 and other agencies and divisions. The project was put on hold in 2018 while the division focuses on current project initiatives already underway. The Staff Recommended 10-Year Capital Plan anticipates work to continue on this project in 2019.

2018 Financial Performance

Table 6: Budget vs. Actual by Project Category

Project Category (In \$ Millions)	2017			2018			2019	
	Budget	Actual	Spending Rate %	Budget	Projected Actual *	Spending Rate %	Staff Recommended Capital Budget (excl. 1 Yr Carry Forward)	Staff Recommended Capital Budget (incl. 1 Yr Carry Forward)
Health & Safety	-	-		-	-		-	-
Legislated	-	-		-	-		-	-
SOGR	1.481	0.650	43.9%	3.485	1.382	39.7%	1.888	3.477
Service Improvement	1.638	1.130	69.0%	3.086	1.818	58.9%	2.115	2.740
Growth Related	-	-		-	-		-	-
Total	3.119	1.780	57.1%	6.571	3.200	48.7%	4.003	6.217

Note - 2018 projection based on the Q3 capital variance submission

To a large extent, the low average spending rate has historically been attributed to staff turnover, employee retention issues, challenges in recruiting staff in temporary positions, and aligning with Corporate initiatives such as facility room bookings (scheduler), instant messaging, open Application Programming Interface (API) and the Payment Module project.

The projection to year-end indicates the 2018 approved cash flow will be 48.7% spent, mainly driven by delays in the Customer Relationship Management (CRM) and Channel & Counter Strategy projects.

For additional information regarding the 2018 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, 2018" adopted by City Council at its meeting on December 13, 2018.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2019.CC1.8>

Impact of the 2018 Capital Variance on the 2019 Staff Recommended Capital Budget

- As a result of the delays in the capital projects described in the 2018 Q3 Capital Variance Report, funding of \$2.214 million is being carried forward from 2018 for inclusion in the 2019 Staff Recommended Capital Budget to continue the capital work.
- The 2019 - 2028 Staff Recommended Capital Budget and Plan includes revised cash flow funding estimates with realigned cash flow estimates in 2019 based on the revised project timeline and activities and capacity to spend.



ISSUES FOR DISCUSSION

ISSUES IMPACTING THE 2019 BUDGET

2019 Budget Overview

2019 Operating Budget:

- 311 Toronto provides the residents, business owners and visitors access to information, programs and services - 24 hours a day, seven days a week in over 180 languages. For 2019, the Staff Recommended Operating Budget of \$19.328 million gross and \$10.148 million net represents a 1.9% increase from the 2018 Approved Net Operating Budget. These increases are mainly driven by salary and benefit increases relating to inflationary increases in Salaries & Benefits across all services within 311 Toronto.
- Actions proposed by the Program to offset budget pressures would have impacted 2018 Council Approved call response time service level of 80% of calls within 75 seconds. It was therefore recommended that no further actions be taken to reduce the budget further as any actions would have negatively impacted the 311 service. Call volumes and complexities have been rising, and 311 Toronto continues to span its services by integrating with other divisions. For 2018, current projections indicate that 75% of calls will be answered within 75 seconds.
- In addition, 311 Toronto has taken other actions to improve its operational efficiency. They include:
 - Improved its operational efficiency by upgrading the 311 Knowledge Base with improved user friendliness features as well as enhanced stability, and ease of use in creating, editing, and organizing content. End users will be able to perform searches more efficiently, thus being able to provide better customer service
 - Reorganized its structure to establish clear lines of roles, responsibilities, and reporting relationships to provide an enhanced customer service experience
 - Established an organized management framework along with the creation of a Quality Assurance and Performance Management Unit to enhance quality control and ensure uniformity across the customer service spectrum
 - Continued to focus on digital migration to lower costs through its capital program including the Customer Relationship Management (CRM) tool and Digital Migration, and Channel & Counter Strategy.
- 311 Toronto, Municipal, Licensing & Standards, and Toronto Police Services have collaborated to establish a unified approach to manage non-emergency calls currently being routed to 311 Toronto. Currently, 311 Toronto has managed these calls for TPS without any impact to their service levels; however, it is anticipated that call volumes and service requests to 311 Toronto will increase. To mitigate this, 311 Toronto continues to work closely with Toronto Police Services and Municipal, Licensing & Standards to ensure a smooth transition of diverting non-emergency calls to 311 Toronto such as noise complaints and animal control.
- New funds of \$0.200 million gross and \$0 net is also included in the 2019 Staff Recommended Operating Budget for 2.5 full time equivalent Customer Service Representatives (CSR) to handle increased volume of inquiries for Toronto Public Health and Toronto Building. The request will be fully recovered from Toronto Public Health and Toronto Building.

10-Year Capital Plan:

- The Staff Recommended 2019 - 2028 Capital Plan provides investments of \$27.221 million for State of Good Repair and Service Improvement initiatives that will focus on implementation of an enterprise-wide Customer Relation Management (CRM) technology and ensure a solid customer service base for 311 Toronto's future.
- This Staff Recommended 10-Year Capital Plan reflects a decrease of \$2.300 million or 7.8% in capital funding when compared to the 2018 - 2027 Approved Capital Plan. Cash flow changes over the nine common years of the Capital Plans are net \$0. Key changes are summarized as follows:

- Re-alignment of funding of \$1.7 million from the *Digital Migration* project to SOGR in 2025 to 2026 as a reflection of the Program's readiness to spend.
 - Acceleration of funding for the *Unified Contact Centre Enterprise (UCCE) Telephony Maintenance and Upgrade* and *Verint Upgrade* projects as a reflection of the Program's capacity to spend and readiness to proceed.
- Despite added capital investments as noted above, 311 Toronto still requires over \$33.350 million in capital funding that could not be accommodated in the 10 year Capital Plan due to debt affordability constraints. These unmet capital needs are discussed in detail in the following section.

In summary, 311 Toronto faces many service challenges and mounting budget pressures. Both the Staff Recommended 2019 Operating Budget and 2019 – 2028 Capital Budget and Plan will continue to support and implement the 311's strategic direction which includes greater emphasis on maintaining SOGR for critical IT infrastructure to ensure the 311 Contact Centre operates efficiently without service interruption. The primary focus for the next few years will be the implementation of the CRM and Channel & Counter Strategy projects.

Additional Service Demands

Capital Unmet Needs Not Included in the 2019 – 2028 Staff Recommended Capital Budget and Plan

The "Unmet Capital Needs" identified by 311 Toronto, are noted in the table below and will require additional debt funding to proceed. The "Unmet Capital Needs" identified below cannot be accommodated within the City's current debt targets given the limitations on debt servicing costs and therefore were not included in the 10-Year Capital Plan for 311. These projects will be included on the list of unfunded "Capital Priorities" considered for funding in the future budget processes.

Table 8: Unmet Capital Needs Not Included in the Staff Recommended 10-Year Capital Plan

Project Description (In \$Millions)	Total Project	Non-Debt Funding	Debt Required	Cash Flow (In \$ Millions)									
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
NOT INCLUDED													
<i>Integration with TPH</i>	2.000	-	2.000	-	-	-	0.750	0.500	0.750	-	-	-	-
<i>Enterprise Wide CRM</i>	31.150	-	31.150	-	2.200	0.950	4.000	4.000	4.000	4.000	4.000	4.000	4.000
Total Unmet Needs (Not Included)	33.350	-	33.350	-	2.400	0.950	4.750	4.500	4.750	4.000	4.000	4.000	4.000

- The *Integration with Toronto Public Health (TPH)* requires \$2.000 million to meet TPH's need to further expand its use of 311 services by integrating some functions of its customer delivery service processes into the 311 information and service request management system. This project will establish the integrated process and components required to allow for 311 to provide the public with 24X7 access to information and service requests pertaining to TPH.
- The implementation of the *Enterprise-Wide CRM* project requires an estimated \$31.200 million to procure and implement an enterprise-wide Cloud CRM solution to address the limitations of 311's current technology and provide the foundation to implement multi-channel service delivery across various divisions in the City. The current project is piloting the solution for Toronto Water, and Municipal Licensing & Standards with substantial integration planned to be complete in 2019. After the pilot, phase 2 will re-integrate all city divisions currently integrated with 311.

ISSUES IMPACTING FUTURE YEARS

Implementation of new Customer Relationship Management (CRM)

- 311 Toronto is currently working on upgrading the CRM technology with a greater focus on customer service delivery. The new CRM technology will allow 311 to develop a major platform to complete the technology and digital migration roadmaps, which will eventually be utilized in the evolution of "Toronto at Your Service" and be implemented across the City as an enterprise-wide solution.
- Although there is sufficient funding over the next 2 years for 311 to integrate all remaining 311 Toronto services, channels and business processes from Lagan Enterprise Case Management (ECM) to the enterprise cloud CRM solution, further funding will be required in the future to complete the technology and digital migration roadmaps that will eventually be implemented across the City as an enterprise wide solution.
- The Staff Recommended 2019 – 2028 Capital Budget and Plan includes funding of \$4.315 million for 311 Toronto to upgrade the CRM technology to allow a greater focus on customer service delivery.
- Under the current system, integration of data with other City divisions is highly complex, time consuming, and constrained by technological limitations.
- The new CRM Cloud solution will be able to reduce technical complexity, lower integration costs and time, as well as expand the scope of City services available through 311 Toronto.
- It is recommended that the Program report back on the total costs and benefits of the CRM solution, along with a full implementation plan during the 2020 budget process.

ISSUES REFERRED TO THE 2019 BUDGET PROCESS

Requested Report Backs

The following Council Recommendations require report backs in 2019 which have potential future financial implications

Improving Toronto's 311 Service Response Times

- On July 23, 2018, City Council adopted Member Motion (MM44.17) "*Improving Toronto's 311 Service Response Times*" (<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.MM44.17>) requiring a review of response time standards for 311 intake calls and emails and implementation of specific measures including a report back to the Government Management Committee in the first quarter of 2019 on the average time it takes to complete service requests by issues type and Division for each of Toronto's Municipal districts.
- The Program is currently working on the request and anticipates providing a report back during Q1 2019.

REPORTING ON 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. The following projects have been reported on a quarterly basis during 2018:

CRM Upgrade and Replacement Project

Project Overview and Deliverables

- *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.
- *Phase 2 - Transformation of Business Processes and Customer Experience through Corporate CRM* 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. Phase 2 will also involve the definition and development of a governance model / roadmap for an Enterprise CRM Program.

Financial Update

Project name (In \$000s)	Initial Approval Date	Approved Project Cost	Life to Date Expenditures as at Dec 31, 2017	2018		2019	2020	Projection To End of Project	Status	End Date		On Budget	On Time
				Budget	Year-End Projection *	Budget	Plan			Planned	Revised		
CRM Upgrade and Replacement	2017	7,644	517	3,276	1,669	1,538	2,677	7,644	On Track	Dec-21	Dec-21	Ⓢ	Ⓢ

* 2018 year-end projection based on the Q3 capital variance

On Budget	On Time
> 70% of Approved Project Cost	Ⓢ On/Ahead of Schedule
Between 50% and 70%	Ⓢ Minor Delay < 6 months
< 50% or >100% of Approved Project Cost	Ⓢ Significant Delay > 6 months

Project Status

- Phase 1 has experienced delays in the procurement process with delays in signing the Master Service Agreement (MSA) which is critical to the future rollout of the CRM initiative on an enterprise-wide scale as it considers all risks and liabilities to the City. The MSA has since been signed with the vendor and a proof of concept (POC) is expected to be completed in Q1 2019.

2019 Plan

- The 2019 plan includes funds for 311, Toronto Water and Municipal Licensing & Standards to implement a sample of 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.

Key Project Challenges

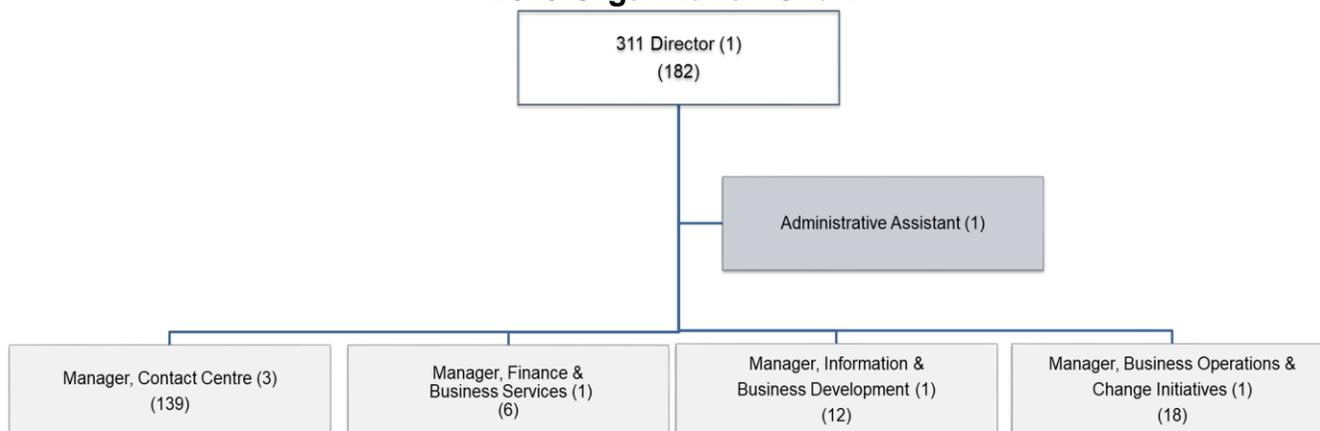
- The project has experienced delays due to procurement issues, but has since reached agreement with the vendor in relation to the master service agreement. Phase 1 was successfully launched in Q4 2018 with completion expected in Q1 2019.



APPENDICES

Appendix 1

2019 Organization Chart



The 2019 total staff complement includes the Director of 311 Toronto and staff for a total of 183.0 positions, comprising 17.0 capital positions and 166.0 operating positions as summarized in the table below.

2019 Total Complement

	Category	Senior Management	Management with Direct Reports	Management without Direct Reports/Exempt Professional & Clerical	Union	Total
Operating	Permanent	1.0	16.0	8.0	121.0	146.0
	Temporary			-	18.0	18.0
	Total Operating	1.0	16.0	8.0	139.0	164.0
Capital	Permanent		1.0	1.0	-	2.0
	Temporary			12.0	5.0	17.0
	Total Capital	-	1.0	13.0	5.0	19.0
Grand Total		1.0	17.0	21.0	144.0	183.0

Appendix 2

2019 Operating Budget by Service

311 Project Management Office Development

(In \$000s)	2018	2019			Changes		Incremental Change	
	Approved Budget	Base	New / Enhanced	Total Staff Recommended Budget			2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	%	\$	\$
311 PMO								
Gross Expenditures	2,279.2	2,505.8	0.0	2,505.8	226.5	9.9%	60.6	43.7
Revenue	1,939.8	2,121.5	0.0	2,121.5	181.7	9.4%	0.0	0.0
Net Expenditures	339.5	384.3	0.0	384.3	44.8	13.2%	60.6	43.7
Total								
Gross Expenditures	2,279.2	2,505.8	0.0	2,505.8	226.5	9.9%	60.6	43.7
Revenue	1,939.8	2,121.5	0.0	2,121.5	181.7	9.4%	0.0	0.0
Total Net Expenditures	339.5	384.3	0.0	384.3	44.8	13.2%	60.6	43.7
Approved Positions	20.6	20.6	0.0	20.6	0.0		0.0	0.0

311 Front Line Service Delivery

(In \$000s)	2018	2019			Changes		Incremental Change	
	Approved Budget	Base	New / Enhanced	Total Staff Recommended Budget			2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	%	\$	\$
Service Delivery								
Gross Expenditures	14,971.9	15,134.8	200.1	15,335.0	363.1	2.4%	137.8	(246.4)
Revenue	6,859.0	6,859.0	200.1	7,059.1	200.1	2.9%	0.0	(290.5)
Net Expenditures	8,112.9	8,275.8	(0.0)	8,275.8	163.0	2.0%	137.8	44.1
Total								
Gross Expenditures	14,971.9	15,134.8	200.1	15,335.0	363.1	2.4%	137.8	(246.4)
Revenue	6,859.0	6,859.0	200.1	7,059.1	200.1	2.9%	0.0	(290.5)
Total Net Expenditures	8,112.9	8,275.8	(0.0)	8,275.8	163.0	2.0%	137.8	44.1
Approved Positions	145.8	145.8	2.5	148.3	2.4	1.7%	0.0	0.0

311 Information & Business Processing

(In \$000s)	2018	2019			Changes		Incremental Change	
	Approved Budget	Base	New / Enhanced	Total Staff Recommended Budget			2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	%	\$	\$
311 Information/ Content Management								
Gross Expenditures	862.3	837.3	0.0	837.3	(25.0)	(2.9%)	22.5	16.4
Revenue	0.0	0.0	0.0	0.0	0.0	-	0.0	0.0
Net Expenditures	862.3	837.3	0.0	837.3	(25.0)	(2.9%)	22.5	16.4
311 Business Processing								
Gross Expenditures	417.0	419.9	0.0	419.9	2.9	0.7%	11.0	8.1
Revenue	0.0	0.0	0.0	0.0	0.0	-	0.0	0.0
Net Expenditures	417.0	419.9	0.0	419.9	2.9	0.7%	11.0	8.1
Total								
Gross Expenditures	1,279.3	1,257.2	0.0	1,257.2	(22.1)	(1.7%)	33.6	24.5
Revenue	0.0	0.0	0.0	0.0	0.0	-	0.0	0.0
Total Net Expenditures	1,279.3	1,257.2	0.0	1,257.2	(22.1)	(1.7%)	33.6	24.5
Approved Positions	12.0	12.0	0.0	12.0	0.0		0.0	0.0

311 Metrics and Performance Reporting

(In \$000s)	2018	2019			Changes		Incremental Change	
	Approved Budget	Base	New / Enhanced	Total Staff Recommended Budget			2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	%	\$	\$
Performance Reporting								
Gross Expenditures	227.9	230.2	0.0	230.2	2.2	1.0%	6.0	4.4
Revenue	0.0	0.0	0.0	0.0	0.0	-	0.0	0.0
Net Expenditures	227.9	230.2	0.0	230.2	2.2	1.0%	6.0	4.4
Total								
Gross Expenditures	227.9	230.2	0.0	230.2	2.2	1.0%	6.0	4.4
Revenue	0.0	0.0	0.0	0.0	0.0	-	0.0	0.0
Total Net Expenditures	227.9	230.2	0.0	230.2	2.2	1.0%	6.0	4.4
Approved Positions	2.1	2.1	0.0	2.1	0.0		0.0	0.0

Appendix 3

2019 Service Levels

311 Project Management Office Development

Activity	Type	Service Level Description	Status	2015	2016	2017	2018	2019
311 PMO	311 Project Plan	% of Projects Completed on Time (Schedule)	Approved	100%	100%	100%	100%	100%
			Actual	64%	49%	57%	49%	
		% of Projects Completed within Budget	Approved	100%	100%	100%	100%	100%
			Actual	100%	100%	100%	100%	

311 Front Line Service Delivery

Type	Service Level Description	Status	2015	2016	2017	2018	2019
311 General Enquiry Service Request Service Processing	% of calls received by 311 Toronto that have been answered within approved service standards (75 secs)	Approved	80%	80%	80%	80%	80%
		Actual	83%	81%	81%	75%	
	% of customer contacts resolved at first point of contact (First Contact Resolution Rate)	Approved	70%	70%	70%	70%	70%
		Actual	71%	74%	82%	81%	
	Average speed of answer - the average time it takes (in seconds) before a call is answered before the up-front recording / IVR	Approved	120	120	120	120	120
		Actual	37	42	43	66	
	Average time spent (in seconds) by a 311 Customer Service Representative on a call including both talk time and wrap up time	Approved	270	270	270	270	270
		Actual	276	267	276	299	

311 Information & Business Processing

Activity	Type	Service Level Description	Status	2015	2016	2017	2018	2019
311 Information / Content Management	Service Information Updates	No. of days to fulfill knowledge base solution content update request	Approved	5	5	5	5	5
			Actual	5	5	5	5	
311 Business Processing	Business Process Managed	% of Information / Content Reviewed Annually	Approved	100%	100%	100%	100%	100%
			Actual	100%	100%	100%	100%	

311 Metrics and Performance Reporting

Type	Service Level Description	Status	2015	2016	2017	2018	2019
Business Intelligent	No. of Users Trained on BI Reporting Tool	Approved	200	150	40	48	48
		Actual	46	19	28	10	
	No. of times viewed or consulted BI Portal	Approved	7000	2500	3000	2000	2000
		Actual	1657	1958	1915	2500	

Appendix 5

Summary of 2019 New / Enhanced Service Priorities

New / Enhanced Service Description (in \$000s)	New and Enhanced Services Priorities								Total			Incremental Change			
	Development		Service Delivery		Information & Business Processing		Performance Reporting		\$	\$	Position	2020 Plan		2021 Plan	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	#	Net	Pos.	Net	Pos.
Enhanced Service Priorities															
New Service Priorities															
Staff Initiated:															
New CSR to handle increased volume for Bld & PH inquiries			200.1	(0.0)					200.1	(0.0)	2.5	6.7		6.3	(2.5)
Sub-Total Staff Initiated			200.1	(0.0)					200.1	(0.0)	2.5	6.7		6.3	(2.5)
Total New Service Priorities			200.1	(0.0)					200.1	(0.0)	2.5	6.7		6.3	(2.5)
Total 2019 New / Enhanced Services			200.1	(0.0)					200.1	(0.0)	2.5	6.7		6.3	(2.5)

**2019 Operating Budget - Staff Recommended New and Enhanced Services
Summary by Service (\$000's)**

Form ID		Corporate Services Program - 311 Toronto	Adjustments				2020 Plan Net Change	2021 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
16063		New CSR to handle increased volume for Bld & PH inquiries						
74	No Impact	Description:						
<p>It is proposed to increase the CSR FTEs by 2.5 to sustain the volume of inquiries handled by 311 Toronto on behalf of Toronto Building and Toronto Public Health (TPH). There is no net impact to 311 Toronto as costs for CSRs as the respective clients have agreed to fund the positions.</p> <p>Service Level Impact: OUTCOMES: MAINTAIN SERVICE LEVEL</p> <p>Equity Statement: There are no equity impacts from this service change.</p> <p>Service: 311 Service Delivery</p>								
Total Staff Recommended Changes:		200.1	200.1	(0.0)	2.45	6.7	6.3	
Staff Recommended New/Enhanced Services:		200.1	200.1	(0.0)	2.45	6.7	6.3	
<hr/>								
Summary:								
Staff Recommended New / Enhanced Services:		200.1	200.1	(0.0)	2.45	6.7	6.3	

Category:

71 - Operating Impact of New Capital Projects
72 - Enhanced Services-Service Expansion

74 - New Services
75 - New Revenues

Appendix 7

**2019 Capital Budget;
2020 - 2028 Capital Plan Including Carry Forward Funding**

(In \$000s)	Total App'd Cash Flows to Date*	2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2019 - 2028 Total	Total Project Cost
Total Expenditures by Category													
State of Good Repair													
<i>Business Intelligent</i>		-	250	250	-	-	-	-	250	-	-	750	750
<i>EWMS</i>		100	100	100	100	-	-	-	-	-	-	400	400
<i>SharePoint Upgrade</i>		-	-	-	-	-	50	-	400	100	-	550	550
<i>UCCE (Telephony) Maintenance and Upgrade</i>		-	950	-	-	1,000	-	-	340	-	-	2,290	2,290
<i>Verint Upgrade</i>		-	619	-	-	-	1,646	-	-	700	700	3,665	3,665
<i>Business Intelligence</i>	278	310	-	-	-	-	-	-	-	-	-	310	588
<i>CRM Upgrade and Replacement</i>	2,279	3,067	2,677	50	50	-	-	-	-	-	-	5,844	8,123
<i>SOGR - Various</i>		-	-	-	439	-	-	1,626	706	826	926	4,523	4,523
Sub-Total	2,557	3,477	4,596	400	589	1,000	1,696	1,626	1,696	1,626	1,626	18,332	20,889
Service Improvement													
<i>Channel and Counter Strategy - Phase 2</i>	2,500	1,565	3,565	2,565	-	-	-	-	-	-	-	7,695	10,195
<i>Integrations with Toronto Buildings</i>		-	-	-	750	250	-	-	-	-	-	1,000	1,000
<i>Readiness Assessment (Various)</i>		50	50	50	-	66	-	70	-	70	70	276	276
<i>Readiness Assessment (Various)</i>		50	50	50	-	-	-	-	-	-	-	150	150
<i>Digital Migration / Online Srv</i>	284	100	-	-	557	300	-	-	-	-	-	957	1,241
<i>KNOWLEDGE BASED ENHANCEMENT</i>		500	-	-	-	-	-	-	-	-	-	500	500
<i>Channel and Counter Strategy</i>		525	-	-	-	-	-	-	-	-	-	525	525
Sub-Total	2,784	2,740	3,615	2,615	1,307	616	-	70	-	70	70	11,103	13,887
Total Expenditures by Category (including carry forward from 2018)	5,341	6,217	8,211	3,015	1,896	1,616	1,696	1,696	1,696	1,696	1,696	29,435	34,776

Report Phase 2 - Program 49 311 Toronto Program Phase 2 Sub-Project Category 01,02,03,04,05,06,07 Part B Sub-Project Status S2,S5,S6 Part C Sub-Project Status S2,S3,S4

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											
		2019	2020	2021	2022	2023	Total 2019-2023	Total 2024-2028	Total 2019-2028	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing			
Sub- Priority	Project No. SubProj No.	Project Name Sub-project Name	Ward	Stat.	Cat.																	
Financed By:																						
	Other1 (Internal)					1,689	0	0	0	0	1,689	0	0	1,689	0	0	0	1,689				
	Debt					4,528	8,211	3,015	1,896	1,616	19,266	8,480	27,746	0	0	0	0	27,746				
Total Program Financing						6,217	8,211	3,015	1,896	1,616	20,955	8,480	29,435	0	0	0	0	1,689	0	27,746	0	29,435

- Status Code Description**
 S2 S2 Prior Year (With 2019 and/or Future Year Cashflow)
 S3 S3 Prior Year - Change of Scope 2019 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 2020 & 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 8

2019 Cash Flow and Future Year Commitments Including Carry Forward Funding

(In \$000s)	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total 2019 Cash Flow & FY Commits
Expenditures:											
Previously Approved											
EWMS	100	100	100	100	-	-	-	-	-	-	400
Readiness Assessment(Various)	110	110	110	-	-	-	-	-	-	-	330
Business Intelligence	310	-	-	-	-	-	-	-	-	-	310
CRM Upgrade and Replacement	3,707	1,677	-	-	-	-	-	-	-	-	5,384
Digital Migration / Online Srv	100	-	-	557	300	-	-	-	-	-	957
Channel and Counter Strategy	525	-	-	-	-	-	-	-	-	-	525
Subtotal	4,852	1,887	210	657	300	-	-	-	-	-	7,906
Change in Scope											
Readiness Assessment(Various)	(60)	(60)	(60)	-	-	-	-	-	-	-	(180)
CRM Upgrade and Replacement	(640)	1,000	50	50	-	-	-	-	-	-	460
Subtotal	(700)	940	(10)	50	-	-	-	-	-	-	280
New w/Future Year											
Channel and Counter Strategy - Phase 2	1,565	3,565	2,565	-	-	-	-	-	-	-	7,695
KNOWLEDGE BASED ENHANCEMENT	500	-	-	-	-	-	-	-	-	-	500
Subtotal	2,065	3,565	2,565	-	-	-	-	-	-	-	8,195
Total Expenditure (including carry forward from 2018)	6,217	6,392	2,765	707	300	-	-	-	-	-	16,381
Financing:											
Debt/CFC	4,528	6,392	2,765	707	300	-	-	-	-	-	14,692
Other	1,689	-	-	-	-	-	-	-	-	-	1,689
Total Financing	6,217	6,392	2,765	707	300	-	-	-	-	-	16,381

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												
						2019	2020	2021	2022	2023	Total 2019-2023	Total 2024-2028	Total 2019-2028	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
<u>THR907677 311 TECHNOLOGY SOLUTION STATE OF GOO</u>																									
0	11	EWMS	CW	S2	03	100	100	100	100	0	400	0	400	0	0	0	0	0	0	0	0	400	0	400	
0	17	CRM Upgrade and Replacement	CW	S2	03	3,707	1,677	0	0	0	5,384	0	5,384	0	0	0	0	0	0	1,529	0	3,855	0	5,384	
0	18	Business Intelligence	CW	S2	03	310	0	0	0	0	310	0	310	0	0	0	0	0	0	60	0	250	0	310	
0	20	Readiness Assessment(Various)	CW	S2	04	110	110	110	0	0	330	0	330	0	0	0	0	0	0	0	0	330	0	330	
0	21	Digital Migration / Online Srv	CW	S2	04	100	0	0	557	300	957	0	957	0	0	0	0	0	0	100	0	857	0	957	
0	29	KNOWLEDGE BASED ENHANCEMENT	CW	S4	04	500	0	0	0	0	500	0	500	0	0	0	0	0	0	0	0	500	0	500	
0	30	Readiness Assessment(Various)	CW	S3	04	-60	-60	-60	0	0	-180	0	-180	0	0	0	0	0	0	0	0	-180	0	-180	
0	31	CRM Upgrade and Replacement	CW	S3	03	-640	1,000	50	50	0	460	0	460	0	0	0	0	0	0	0	0	460	0	460	
Sub-total						4,127	2,827	200	707	300	8,161	0	8,161	0	0	0	0	0	0	1,689	0	6,472	0	8,161	
<u>THR908138 CHANNEL AND COUNTER STRATEGY</u>																									
0	1	Channel and Counter Strategy	CW	S2	04	525	0	0	0	0	525	0	525	0	0	0	0	0	0	0	0	525	0	525	
2	2	Channel and Counter Strategy - Phase 2	CW	S4	04	1,565	3,565	2,565	0	0	7,695	0	7,695	0	0	0	0	0	0	0	0	7,695	0	7,695	
Sub-total						2,090	3,565	2,565	0	0	8,220	0	8,220	0	0	0	0	0	0	0	0	0	8,220	0	8,220
Total Program Expenditure						6,217	6,392	2,765	707	300	16,381	0	16,381	0	0	0	0	0	0	0	1,689	0	14,692	0	16,381

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										
		2019	2020	2021	2022	2023	Total 2019-2023	Total 2024-2028	Total 2019-2028	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
Sub- Priority	Project No. SubProj No.	Project Name Sub-project Name	Ward	Stat.	Cat.																
Financed By:																					
	Other1 (Internal)					1,689	0	0	0	0	1,689	0	1,689	0	0	0	1,689	0	0	0	1,689
	Debt					4,528	6,392	2,765	707	300	14,692	0	14,692	0	0	0	14,692	0	0	0	14,692
Total Program Financing						6,217	6,392	2,765	707	300	16,381	0	16,381	0	0	0	1,689	0	14,692	0	16,381

Status Code	Description
S2	S2 Prior Year (With 2019 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2019 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 9

2019 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

Priority Project	Project Name	Start Date	Completion Date	2019	Financing									
				Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable
0	<u>THR907677</u>	<u>311 TECHNOLOGY SOLUTION STATE OF GOOD REPAIR</u>												
0	11 EWMS	01/01/2018	12/31/2022	100	0	0	0	0	0	0	0	0	100	0
0	17 CRM Upgrade and Replacement	01/01/2018	12/31/2026	3,707	0	0	0	0	0	0	1,529	0	2,178	0
0	18 Business Intelligence	09/28/2016	12/31/2019	310	0	0	0	0	0	0	60	0	250	0
0	20 Readiness Assessment(Various)	01/01/2018	12/31/2021	110	0	0	0	0	0	0	0	0	110	0
0	21 Digital Migration / Online Srv	06/05/2017	06/05/2019	100	0	0	0	0	0	0	100	0	0	0
0	29 KNOWLEDGE BASED ENHANCEMENT	01/01/2018	12/31/2018	500	0	0	0	0	0	0	0	0	500	0
0	30 Readiness Assessment(Various)	06/14/2018	06/14/2018	-60	0	0	0	0	0	0	0	0	-60	0
0	31 CRM Upgrade and Replacement	06/14/2018	12/31/2022	-640	0	0	0	0	0	0	0	0	-640	0
Project Sub-total:				4,127	0	0	0	0	0	0	1,689	0	2,438	0
0	<u>THR908138</u>	<u>CHANNEL AND COUNTER STRATEGY</u>												
0	1 Channel and Counter Strategy	11/27/2014	12/31/2022	525	0	0	0	0	0	0	0	0	525	0
2	2 Channel and Counter Strategy - Phase 2	01/01/2017	12/31/2020	1,565	0	0	0	0	0	0	0	0	1,565	0
Project Sub-total:				2,090	0	0	0	0	0	0	0	0	2,090	0
Program Total:				6,217	0	0	0	0	0	0	1,689	0	4,528	0

Status Code	Description
S2	S2 Prior Year (With 2019 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2019 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 10

Inflows and Outflows to/from Reserves and Reserve Funds 2019 Operating Budget

Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2018 *	Withdrawals (-) / Contributions (+)		
			2019	2020	2021
		\$	\$	\$	\$
Beginning Balance			49,397.5	49,107.0	48,816.5
Tax Stabilization	XQ0703				
<i>Withdrawals (-)</i>					
<i>Transfers to Operating</i>			(290.5)	(290.5)	
<i>Contributions (+)</i>					
Total Reserve / Reserve Fund Draws / Contributions			49,107.0	48,816.5	48,816.5
Balance at Year-End		49,397.5	49,107.0	48,816.5	48,816.5

* Based on 9-month 2018 Reserve Fund Variance Report

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2018 *	Withdrawals (-) / Contributions (+)		
			2019	2020	2021
		\$	\$	\$	\$
Beginning Balance			31,921.8	31,949.6	31,977.4
Insurance Reserve Fund	XR1010				
<i>Withdrawals (-)</i>					
<i>Contributions (+)</i>					
<i>Transfers From Operating</i>			27.8	27.8	27.8
Total Reserve / Reserve Fund Draws / Contributions			31,949.6	31,977.4	32,005.2
Other Program / Agency Net Withdrawals & Contributions					
Balance at Year-End		31,921.8	31,949.6	31,977.4	32,005.2

* Based on 9-month 2018 Reserve Fund Variance Report