

# Corporate Services

January 15, 2025

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## BudgetTO

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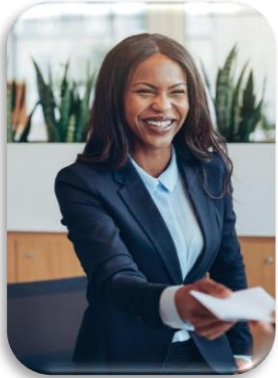
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## Vision Statement: Corporate Services

Enabling City Divisions, Agencies, Corporations and external partners to deliver the programs and services that residents and businesses rely on, through enterprise-wide leadership that improves service experiences, modernizes, sustains and protects critical technology and real estate assets, and drives climate action, in an effective and efficient manner.

# Corporate Services



## Customer Experience

Single point of access to City services & modernizing customer experience across service channels (digital, phone, in-person)



## Corporate Real Estate Management

Provide access to safe, clean and operational City facilities, ensuring they are economically and environmentally sustainable



## Environment & Climate

Lead and support the development and implementation of community and corporate-wide policies and programs to advance the City's overall sustainability outcomes



## Fleet Services

Ensure the City has safe, available, reliable & environmentally sustainable fleet assets to meet service delivery requirements



## Office of the Chief Information Security Officer

Strengthen the City and its agencies and corporations' cyber security posture, build a cyber smart workforce and minimize the impact of cyber incidents for the City

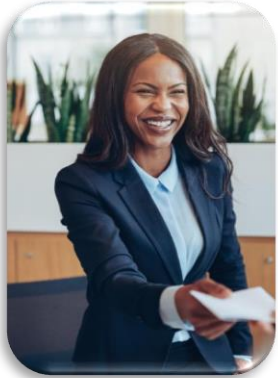


## Technology Services

Effectively enable the delivery of City services by deploying resilient, reliable and secure technology solutions.



# Corporate Services: Scope of Delivery



## Customer Experience

- Access to non-emergency City services, programs & information
- Over 481,000 service requests in 2024
- Strategic evolution of customer experience standards



## Corporate Real Estate Management

- Life cycle asset management of over 450 facilities
- Project management & operational services across City portfolio
- Manage over 1,000 leases & provide property management services & support City-wide



## Environment & Climate

- Leads and coordinates, across City Divisions, Agencies & Corporations, actions to reduce emissions and enhance resilience to climate change
- Collaborates on issues of corporate and community resiliency



## Fleet Services

- Stewardship over 8,000 fleet assets
- Network of fuel & electric charging sites
- Largest municipal fleet in Canada & one of the most specialized & diverse in North America



## Office of the Chief Information Security Officer

- Enhances cyber resiliency & intelligence capabilities
- Provide cyber awareness training to staff
- Provides 24/7 cyber threat monitoring, management, and cyber incident response services






## Technology Services

- Lead and manage technology assets, contracts, new programs, solutions across ~42K staff, 45+ divisions
- 1,450 enterprise, business, public solutions
- 800+ networked facilities
- 3 data centres, 1,900 servers—24/7/365
- 38,000+ staff mobile and computer devices

# Services and Outcomes

## Strategic Outcomes

 <b>Housing</b>	 <b>Mobility</b>	 <b>Climate Action</b>
All Torontonians have access to <b>housing that is safe, affordable and suitable to their needs.</b>	Toronto's <b>transportation network is accessible, resilient and reliable</b> , where residents and businesses are <b>connected</b> to vibrant communities.	Toronto's <b>climate action initiatives mitigate the impact of climate events</b> on the well-being and prosperity of residents and businesses.
 <b>People &amp; Neighbourhoods</b>	 <b>Equity</b>	
All Torontonians <b>feel safe and secure</b> , and <b>live in healthy, inclusive and culturally rich neighbourhoods.</b>	Toronto's <b>economy is resilient and prosperous</b> with opportunities for residents and businesses.	All Torontonians have <b>equitable access to City services and poverty is mitigated</b> , especially for Indigenous, Black and equity-seeking groups.

## Corporate Outcomes

 <b>A Well-Run City</b>	
Toronto's <b>municipal operations are effective, efficient and resilient</b> in order to support service delivery.	Toronto's <b>residents and businesses can conveniently transact and interact with their municipal government</b> where, when and how they want.
 <b>Financial Sustainability</b>	
Toronto's <b>funding for services is adequate and sustainable</b> to meet the needs of Toronto residents and businesses in the near and long term.	Toronto's <b>tax dollars are invested in services with the highest value</b> for residents and businesses.

# 2025 Budget Overview

Operating Budget							
\$ Millions	2024 Budget	2024 Projection*	2025 Budget	Chg from 2024 Budget		OUTLOOK	
				\$	%	2026	2027
Revenues	\$204.0	\$208.5	\$232.5	\$28.5	14.0%	\$232.1	\$232.0
Gross Expenditures	\$552.8	\$553.8	\$597.2	\$44.4	8.0%	\$613.9	\$624.1
Net Expenditures	\$348.8	\$345.3	\$364.8	\$16.0	4.6%	\$381.9	\$392.1
Approved Positions**	2,464.0	N/A	2,555.5	91.5	3.7%	2,552.5	2,552.5

\*Projection based on 9 Month Variance

\*\*YoY comparison based on approved positions

10 Year Capital Budget & Plan			
\$ Millions	2025	2026-2034	Total
Gross Expenditures	\$461.7	\$4,292.4	\$4,754.1
Debt	\$182.1	\$2,053.1	\$2,235.3

Note: Includes 2024 carry forward funding

# 2025 Key Risks and Challenges



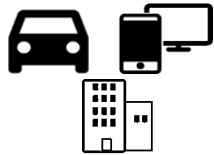
## TALENT

- Ability to attract and retain staff for necessary skilled positions in a competitive labour market and global labour shortage
- Adequate succession planning with an aging workforce to support internal operations and safeguard City assets & information



## CLIMATE ACTION

- Achieving Council-approved target of net-zero emissions by 2040 requires dedicated financial support and policy leadership from all orders of government.
- Community-wide actions and behavioural change is needed, along with policy and investments from all levels of government and business communities, to achieve community-wide goals.



## ASSET LIFECYCLE MANAGEMENT

- Balancing client needs while modernizing and optimizing the City's asset base to realize the best use and value from our assets
- Modernizing the technology environment and leveraging common technology platforms to ensure continued business operations and support efficiencies
- Managing impacts of continued inflationary pressures and price volatility on capital and operating programs



## RESILIENCE

- Aging building stock and asset base increases the risk of failure and unreliability of the City's corporate assets supporting program and service delivery. This drives the need for continued investment to maintain stable operations while incorporating resiliency efforts
- Increased levels and sophistication of cyber attacks as we continue to digitize



## MODERNIZING GOVERNMENT

- Prioritizing modernization initiatives that deliver financial and service delivery benefits
- Organizational readiness for modernization, transformation and new technologies where those needs exist
- Transformational services and priorities to optimize corporate functions and meet City priorities, competing with finite fiscal and staffing resources

# 2025 Priority Actions



## TALENT

- Invest in staff through training and development with emphasis on complementing enterprise level diversity, equity and inclusion initiatives
- Fully operationalize newly designed skilled trades apprenticeship program to have a pipeline of well-trained, licensed, and competent technicians
- Build talent pipeline and recruit critical positions that align with the City's strategic priorities



## CLIMATE ACTION

- Reduce emissions in buildings through policies, such as planned Emission Performance Standards, and programs that help residents and businesses to understand energy use and take action to make their buildings more efficient.
- Plan for broader implementation of the Council adopted Net Zero Carbon Plan to achieve the City's net zero emission targets at City owned facilities.
- Accelerate the public vehicle charging network and the conversion of light duty vehicles to electric under the Sustainable Fleets Plan
- Continue to establish innovative ways to drive climate action, including through SolarTO, the Wastewater Renewable Energy program, and exploring new actions to increase renewable energy generation



## ASSET LIFECYCLE MANAGEMENT

- Reduce the total cost of ownership across corporate assets through improvements to life cycle asset management for City facilities, investment in SOGR, including DVP and Gardiner Re-allocation, and continued optimization of Fleet assets to comply with legislative / health & safety requirements and prioritize investments to align with modernization strategies, including Telematics
- Continued investment in optimizing and modernizing the City's technology assets to meet business and resident needs



## RESILIENCE

- Multi-year investment in technology and skills to mitigate enterprise risk and maintain business continuity for critical services
- Continue to enhance cyber foundation to strengthen the City and its agencies and corporations' overall cyber posture by continuing to invest and improve essential measures based on evolving cyber threats
- Equip the City's heavy-duty vehicles with new safety features that help protect the public and our staff
- Undertake a Climate Risk and Vulnerability Assessment to help prioritize potential adaptation actions to best minimize impacts to residents.



## MODERNIZING GOVERNMENT

- Drive a more unified and standardized customer experience, through corporate standards, more digital capabilities, and optimizing service channels
- Improve and increase digital options for residents and businesses trying to use services or contact the City online, while ensuring equitable access
- Workplace Modernization Program - continue to collapse leases and modernize City office space to reallocate real estate to other needs, e.g., housing
- Design and develop a City of Toronto data platform to leverage enterprise data and intelligent automation technologies



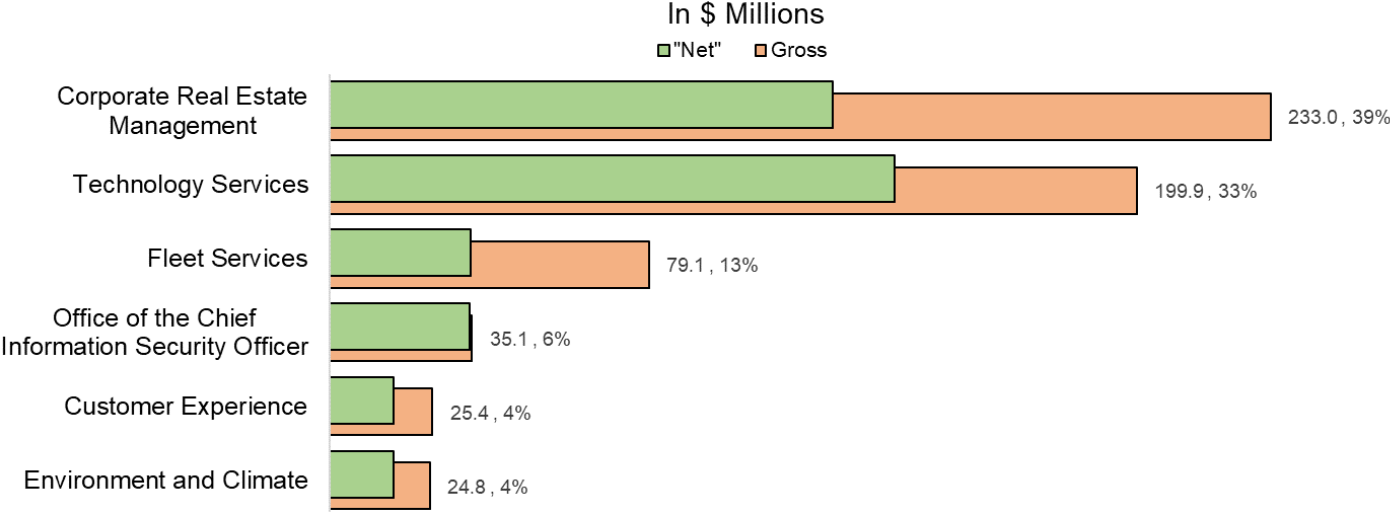
# 2025 Operating Budget Submission

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Corporate Services

# 2025 Operating Budget - \$597.2 Million Gross (\$364.8 Million Net)

## 2025 Operating Expenditures



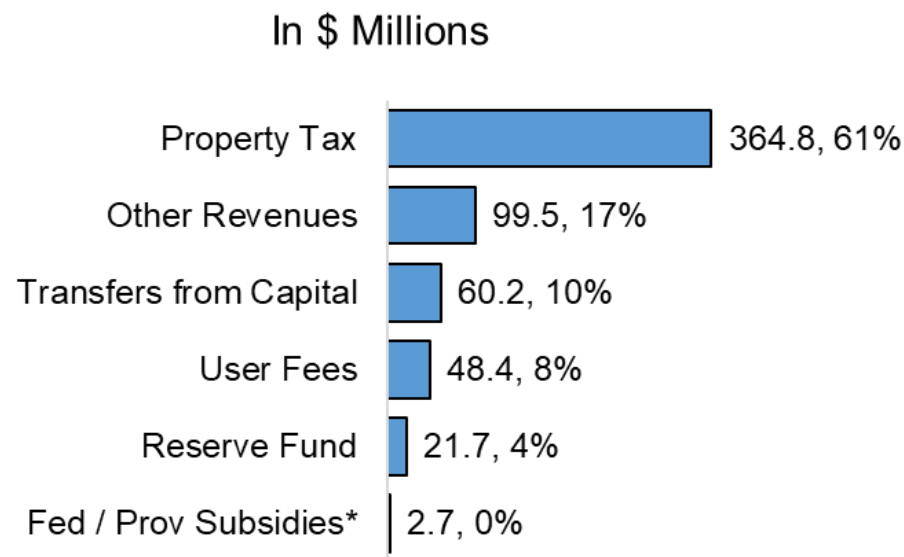
### Key Points

#### The 2025 Operating Budget:

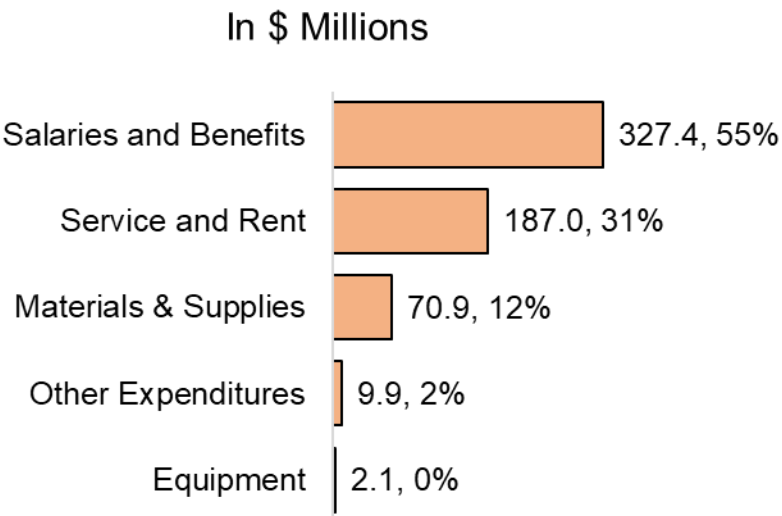
- Supports legislative and health & safety requirements through **life-cycle asset management services** across over 450 City-owned facilities and 8,000 vehicles
- Provides **Climate Action** leadership and support through development and implementation of strategic community and corporate-wide environment, climate and energy policies and programs to advance the City's overall sustainability outcomes and net zero goals.
- Addresses **resiliency** through cyber resiliency and cyber intelligence, investments in technology and people to mitigate enterprise risk, maintain business continuity, and access to non-emergency City services, programs and information 24 hours a day, seven days a week.
- Enables the **modernization of government** through digitization of City services and operationally effective use of City real estate.

# How the 2025 Operating Budget is Funded & Where the Money Goes

## Where the Money Comes From (\$597.3 Million)



## Where the Money Goes (\$597.3 Million)



# 2025 Net Operating Budget

(In \$Millions)	2024 Budget	2024 Projection*	2025		2025 Budget	Change v. 2024 Budget	
			Base Budget	New / Enhanced			
By Program	\$	\$	\$	\$	\$	\$	%
<b>Net Expenditures</b>							
Corporate Real Estate Management	123.3	123.3	123.9	0.5	124.5	1.1	0.9%
Technology Services	127.4	125.7	139.6		139.6	12.3	9.6%
Fleet Services	35.4	35.7	34.7	0.1	34.8	(0.6)	(1.6%)
Office of the Chief Information Security Officer	32.8	30.8	32.8	1.7	34.5	1.7	5.2%
Customer Experience	14.9	14.8	14.9	0.7	15.6	0.7	4.9%
Environment and Climate	15.0	14.9	15.3	0.4	15.7	0.7	4.6%
<b>Total Net Expenditures</b>	<b>348.8</b>	<b>345.3</b>	<b>361.2</b>	<b>3.5</b>	<b>364.8</b>	<b>16.0</b>	<b>4.6%</b>

\*Projection based on 9 Month Variance



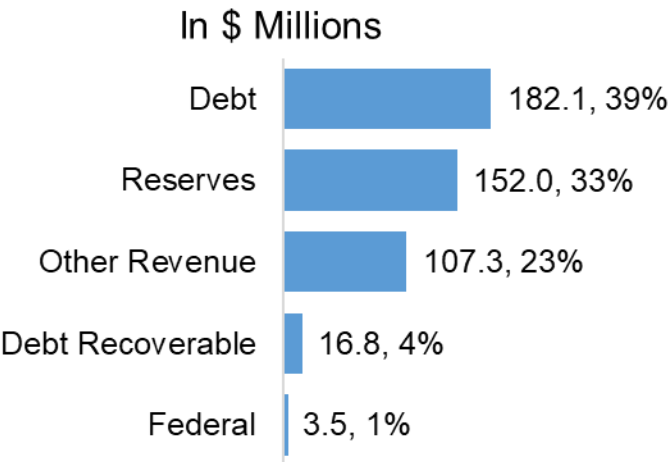
# 2025-2034 Capital Budget and Plan Submission

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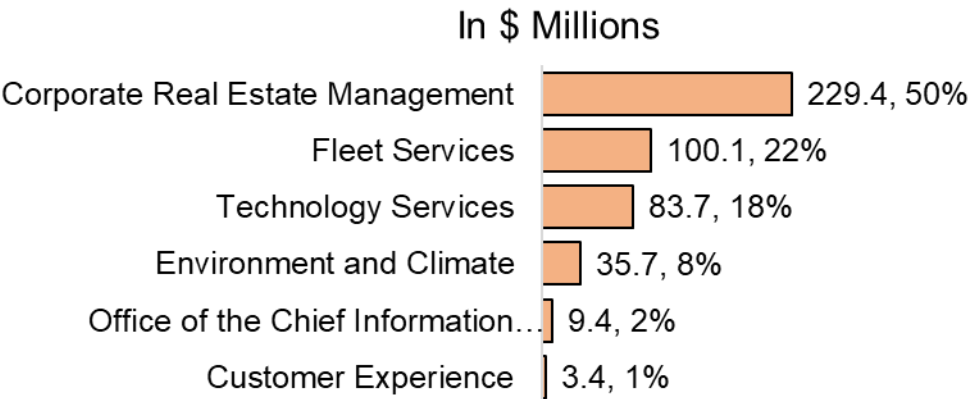
Corporate Services

# 2025 Capital Budget Breakdown






## Where the Money Comes From (\$461.7 Million)



## Where the Money Goes (\$461.7 Million)

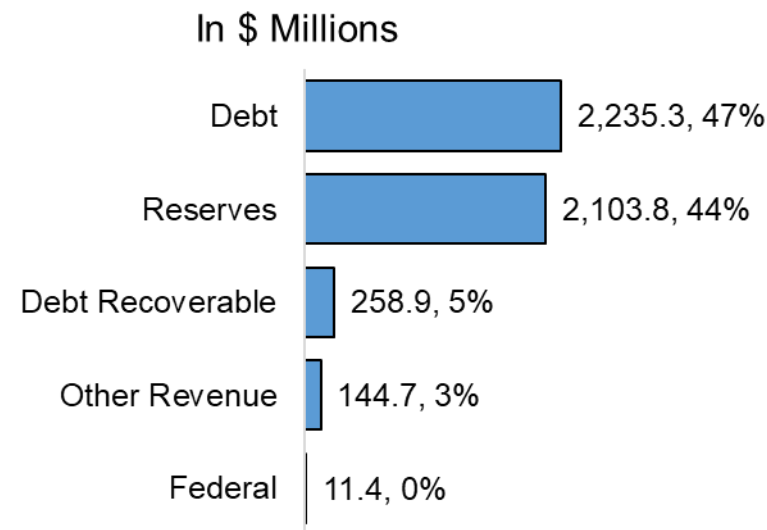


# \$4,754.1 Million 10-Year Gross Capital Program

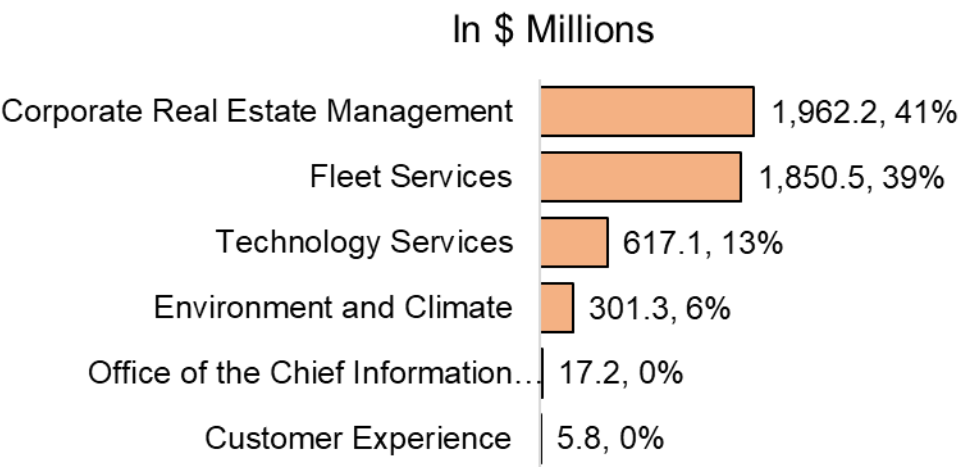
				
Life Cycle Asset Management	Strategic Real Estate Development	Climate Action	Tools & Technology	Resilience
\$2,771.0 M 58.3%	\$746.6 M 15.7%	\$790.3 M 16.6%	\$372.9 M 7.9%	\$73.3M 1.5%
<ul style="list-style-type: none"> <li>• Facility State of Good Repair (Incl. DVP and Gardiner Re-allocation) ✓</li> <li>• Fleet Replacement ✓</li> <li>• Technology Life Cycle Asset Management</li> <li>• Accessibility for Ontarians with Disabilities Act (AODA)</li> </ul>	<ul style="list-style-type: none"> <li>• New Etobicoke Civic Center ✓ ✓</li> <li>• Workplace Modernization Program ✓</li> <li>• Property Acquisition for Strategic City Building</li> <li>• Relocation of Fire Hall 332 to 55 John Street (Metro Hall)</li> <li>• Old City Hall</li> </ul>	<ul style="list-style-type: none"> <li>• Net Zero Carbon Plan Program ✓</li> <li>• Sustainable Energy Plan Financing ✓</li> <li>• Climate Resiliency ✓</li> <li>• Sustainable Fleet Plans ✓</li> </ul>	<ul style="list-style-type: none"> <li>• Software development &amp; purchases</li> <li>• Customer Experience Improvements</li> <li>• Facility Security Infrastructure</li> <li>• Cyber Investments</li> <li>• Enterprise Capabilities</li> </ul>	<ul style="list-style-type: none"> <li>• Energy Conservation &amp; Demand Management ✓</li> <li>• Building Automation System ✓</li> <li>• Energy Audits ✓</li> <li>• Electrical Resiliency ✓</li> </ul>

# 2025-2034 Capital Budget and Plan Breakdown

## Where the Money Comes From (\$4,754.1 Million)

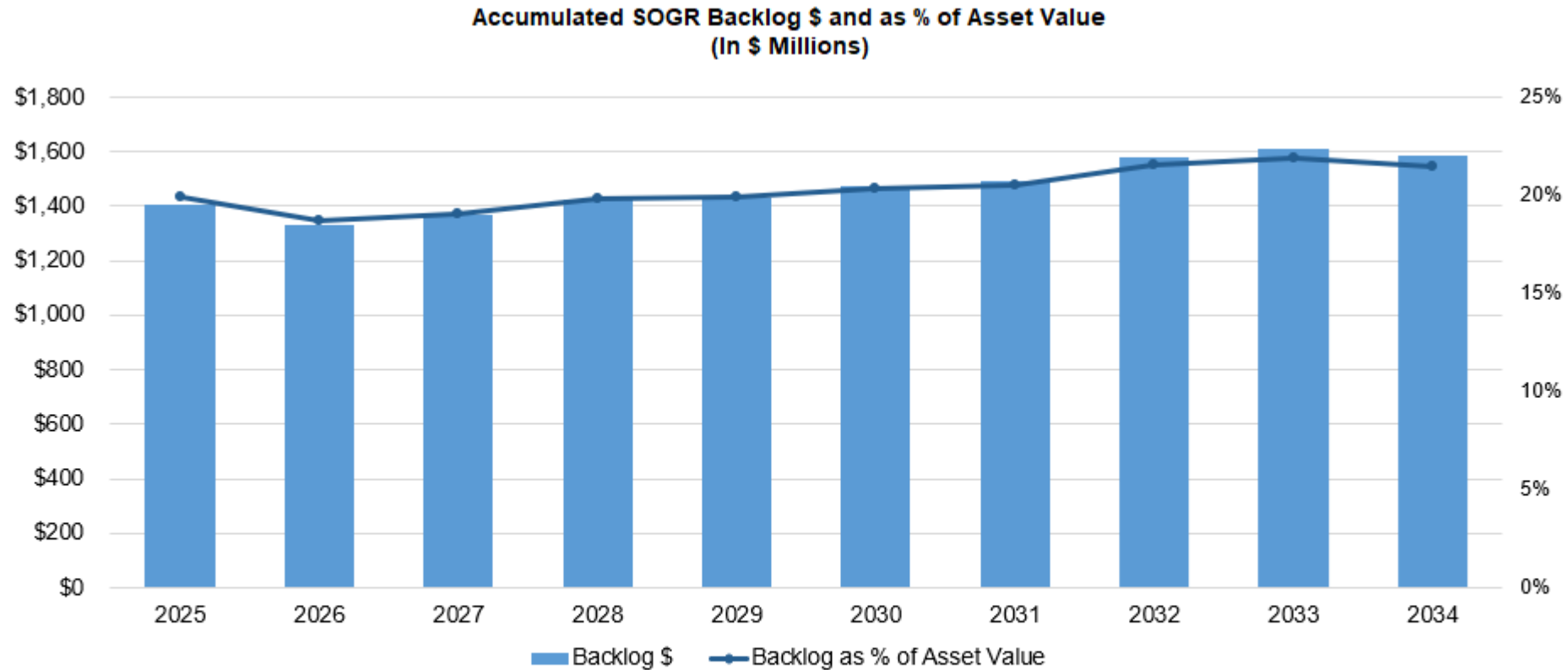


## Where the Money Goes (\$4,754.1 Million)





# State of Good Repair (SOGR) Backlog



\$Millions	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Backlog \$	\$1,407	\$1,331	\$1,366	\$1,422	\$1,432	\$1,475	\$1,493	\$1,577	\$1,611	\$1,588
Backlog as % of Asset Value	19.9%	18.7%	19.1%	19.8%	19.9%	20.4%	20.5%	21.6%	21.9%	21.5%

# Thank You

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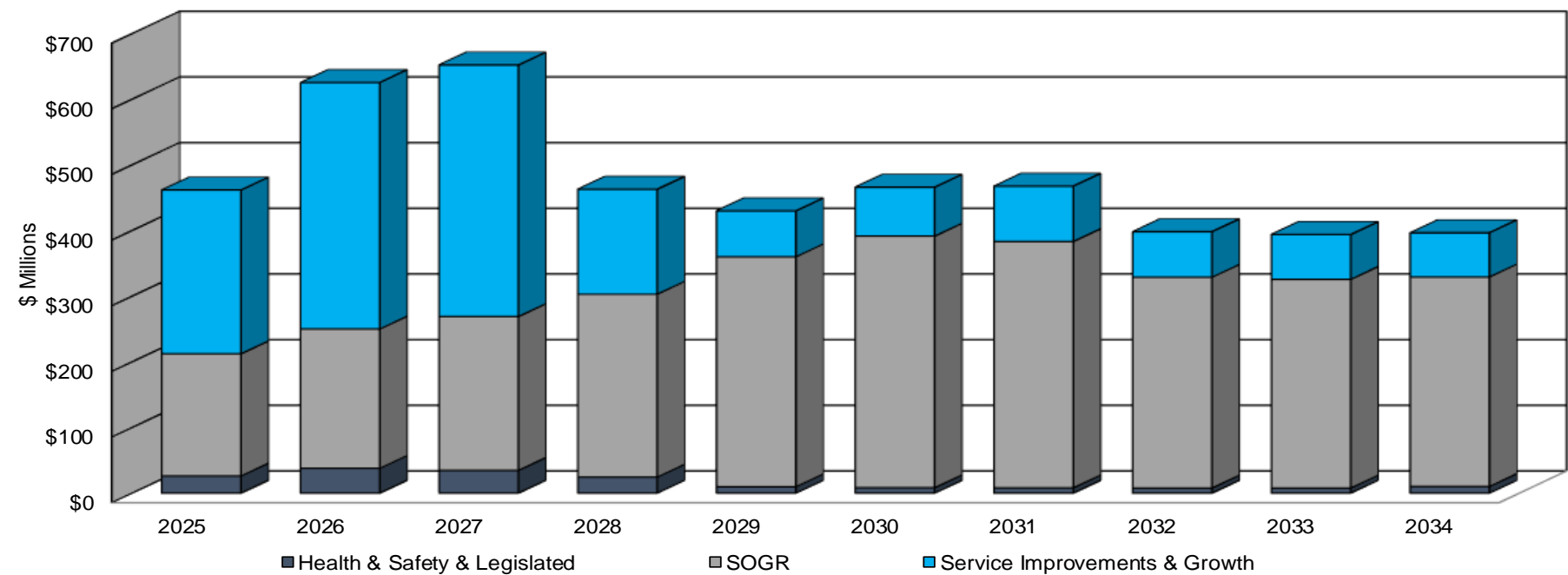
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# Appendices

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## Corporate Services

# 2025-2034 Capital Budget & Plan by Project Category



	2025 - 2034 Tabled Capital Budget and Plan by Category										
\$ Millions	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
Health & Safety & Legislated	26.2	37.8	34.7	24.4	9.7	8.2	8.0	7.8	7.8	10.2	175.0
SOGR	186.1	212.2	234.3	278.5	350.2	383.2	375.3	321.1	317.8	319.1	2,977.8
Service Improvements & Growth	249.4	375.3	383.1	159.9	70.0	74.6	84.3	69.3	68.3	67.3	1,601.3
<b>Total</b>	<b>461.7</b>	<b>625.4</b>	<b>652.1</b>	<b>462.8</b>	<b>430.0</b>	<b>466.0</b>	<b>467.5</b>	<b>398.2</b>	<b>393.9</b>	<b>396.5</b>	<b>4,754.1</b>



# Capital Delivery Constraints - \$1,777.1 Million

Total Project Cost	Debt Required	Cash Flow (In \$ Millions)									
		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Nathan Phillips Square Preservation	65		1	5	17	23	20				
Mel Lastman Square Revitalization - Feasibility & Design	6		1	5							
Mel Lastman Square Revitalization - Construction	45			6	22	17					
10-Yr Unsubmitted SOGR Backlog	1,430	107	195	193	199	214	216	203	12	27	64
SAP ECC Payroll Modernization Ph 2	30			7	23						
Network Modernization Phase 2 &3	9			4	2	2	2				
ZEV Accelerated Infrastructure - Unfunded	58	1	10	6	6	6	6	6	6	6	6
ZEV - Energy Storage & System Support	106	8	16	21	15	12	12	7	5	5	5
Pilot: Hydrogen Fuel Cell Technology	5	1	2	2							
Addressing Aging Fleet Backlog - Unfunded	21		5	16							
Micromobility pilots and program supports	3	1	1	1	0	0					
<b>Total Delivery Constraints (Not Included)</b>	<b>1,777</b>	<b>117</b>	<b>230</b>	<b>266</b>	<b>282</b>	<b>274</b>	<b>256</b>	<b>215</b>	<b>23</b>	<b>38</b>	<b>75</b>

# Thank You

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