

## Information & Technology

### 2014 – 2023 CAPITAL BUDGET AND PLAN OVERVIEW

#### 2014 – 2023 Capital Budget and Plan Highlights

Information & Technology delivers over 700 enterprise and business solution applications, maintains the City website with over 41,000 pages, 2 million views weekly and supports over 100 key Technology projects in partnership with City Programs and the Public.

The 2014-2023 Capital Plan aligns with this Council's priorities and eCity goals. This Capital Plan will enable Toronto's IT infrastructure to continue its crucial role of supporting what the City requires to improve access to government services, decision-making support, workforce capabilities and improve business processes.

It includes state of good repair funding to maintain 20,000 desktops and notebook computers, 23,000 telephones and over 11,000 wireless devices, 3 data centres and more than 120,000 service desk calls annually.

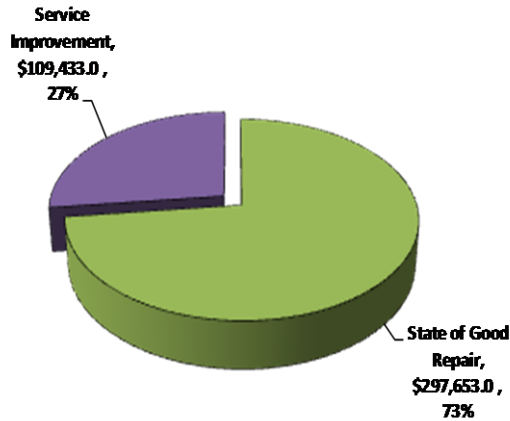
The 10-Year Plan also allocates funding for service improvement projects, including enhancement of the City's web and electronic service delivery capabilities.

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## Capital Spending and Financing

**2014-2023 Capital Budget and Plan Expenditures**  
\$407.086 Million



## Where does the money go?

The 2014–2023 Capital Budget and Plan totals \$407.086 million (excluding carry forward funding). It provides funding for State of Good Repair projects of \$297.653 million and Service Improvement projects of \$109.433 million.

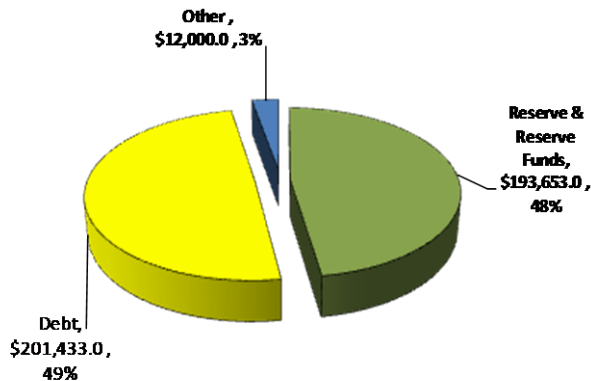
Significant investment in the 2014-2023 Capital Plan is for lifecycle replacement of the City's technology assets (\$163.328 million), and upgrades to the City's technology network (\$25.017 million), technology infrastructure (\$53.489 million) and application systems development (\$20.884 million).

## Where does the money comes from?

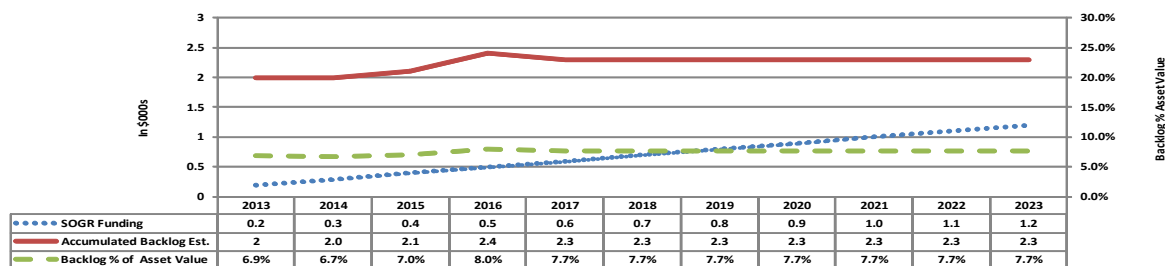
The 10-year Capital Plan requires new debt funding of \$201.433 million, which is \$15.394 million below the debt affordability guideline for the 10-year planning period.

- Debt funding of \$201.433 million comprises 49.5% of the Information & Technology's 10-year capital funding.
- Reserves and Reserve Funds provide funding of \$193.653 million or 47.6%.
- Third party funding totals \$12.0 million.

**2014-2023 Capital Budget and Plan by Funding Source**  
\$407.086 Million



## State of Good Repair (SOGR) Backlog

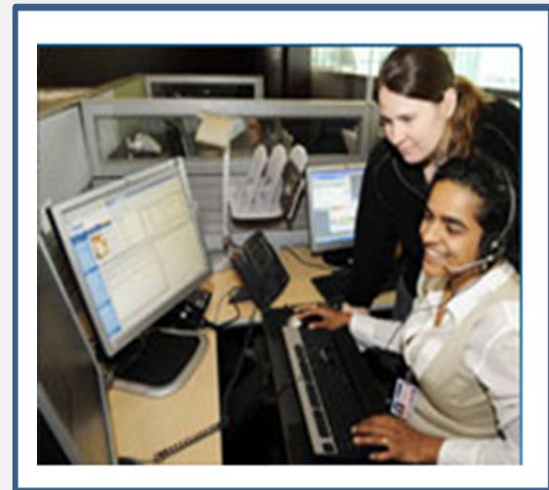


The 10-Year Capital Plan spending on State of Good Repair is \$297.653 million of which \$163.328 million will replace lifecycle assets.

- **Website Improvement Expectations** - Increasing business demand for service efficiencies and public expectation for online services are placing pressures on infrastructure capacity and sustainment. The 10-Year Capital Plan makes significant investments enabling business process to be more efficient through web based solutions.
- **Project Delivery with Scarce I&T Resources** - Complex I&T projects are at risk of being delayed or not starting/completing as they require and compete for significant business and I&T resources. The 10-Year Capital Plan includes funding for 58 I&T pool positions approved in the 2013 Budget to support project delivery.
- **Procurement Challenges** - Complex procurements and contracts often result in delays. Analysis of the process to identify the bottlenecks will determine strategies to accelerate the process. Additional support from Purchasing and Materials Management Division for procurement and contracts is included in the 2014 Operating Budget.

The 2014 Capital Budget for I&T of \$60.734 million will fund:

- State of good repair projects for:
  - Life-Cycle replacement and refresh of IT assets (\$17.648 million);
  - Email Replacement (\$3.879 million); and
  - Disaster Recovery (\$2.517 million).
- Service Improvement projects:
  - Time, Attendance and Scheduling Solution (\$4.601 million);
  - Employee Self Serve Payroll Portal (\$5.617 million);
  - Web Development (\$3.538 million); and
  - Enterprise Architecture (\$2.010 million).



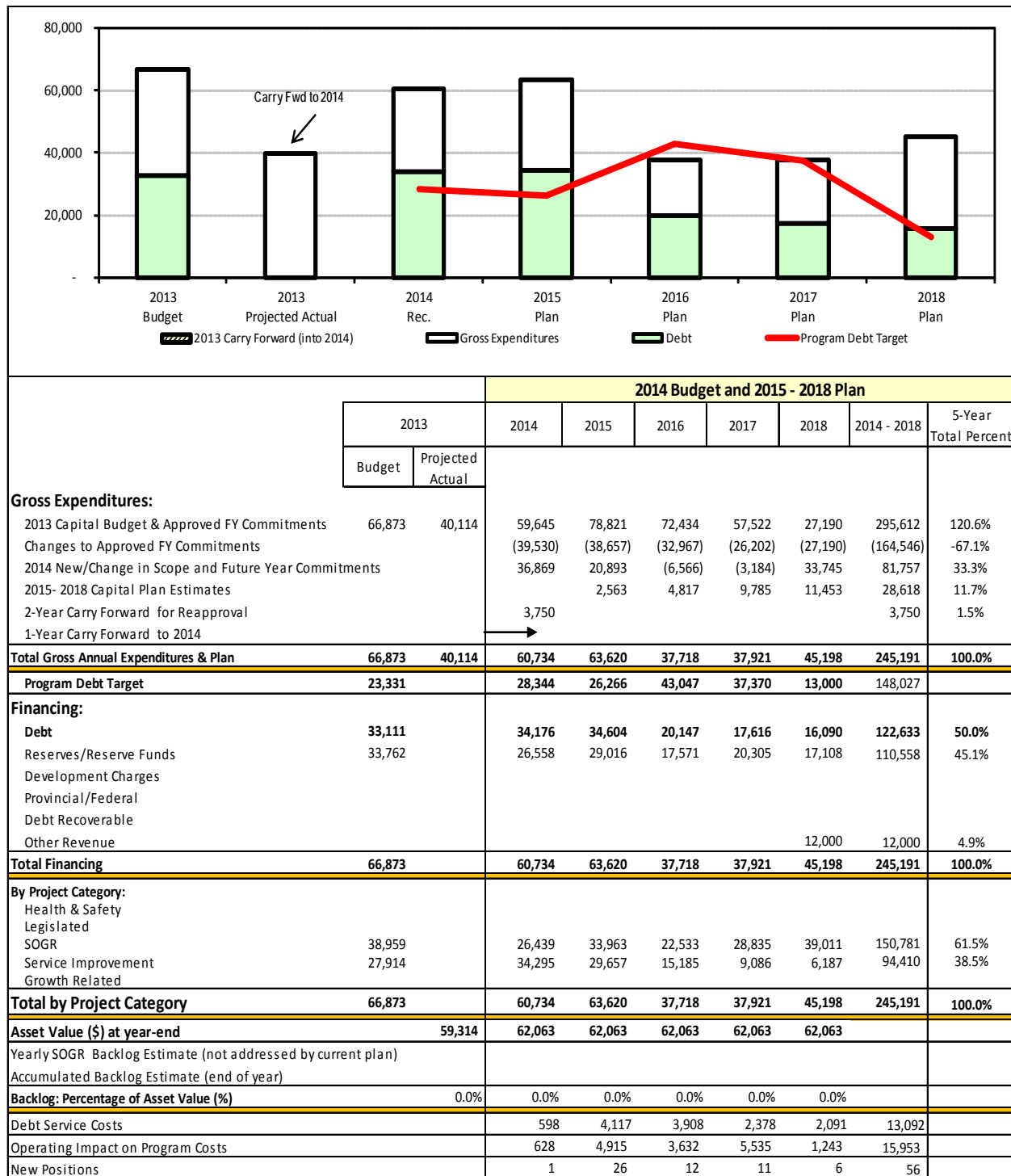
## II: COUNCIL APPROVED BUDGET

City Council approved the following:

1. City Council approve the 2014 Capital Budget for Information & Technology with a total project cost reduction of (\$13.643 million), and 2014 cash flow of \$60.734 million and future year commitments of \$60.439 million comprised of the following:
  - a) New Cash Flow Funding for:
    - i) 5 change in scope sub-projects with a 2014 total project cost reduction of (\$73.027 million) that requires cash flow of (\$7.248 million) in 2014 and a future year cash flow commitment of (\$30.009 million) in 2015; (\$28.800 million) in 2016; (\$23.690 million) in 2017; \$16.060 million in 2018; and \$0.660 million in 2019;
    - ii) 39 new sub-projects with a 2014 total project cost of \$59.384 million that requires cash flow of \$44.117 million in 2014 and a future year cash flow commitment of \$14.664 million in 2015 and \$0.603 million in 2016;
    - iii) 9 previously approved sub-projects with a 2014 cash flow of \$20.115 million; and a future year cash flow commitment of \$40.164 million in 2015; \$39.467 million in 2016 and \$31.320 million in 2017;
    - iv) 3 sub-projects from previously approved projects with carry forward funding from 2012 and prior years requiring 2014 cash flow of \$3.750 million which forms part of the affordability target that requires Council to reaffirm its commitment; and
2. City Council approve new debt service costs of \$0.598 million in 2014 and incremental debt costs of \$4.117 million in 2015; \$3.908 million in 2016; \$2.378 million in 2017; \$2.091 million in 2018; \$1.924 million in 2019; \$1.864 million in 2020; \$1.864 million in 2021; \$1.864 million in 2022 and \$1.886 million in 2023 resulting from the approval of the 2014 Capital Budget, to be included in the 2014 and future year operating budgets.
3. City Council approve the 2015-2023 Capital Plan for Information & Technology totalling \$101.965 million in project estimates, comprised of \$2.563 million in 2015; \$4.817 million in 2016; \$9.785 million in 2017; \$11.453 million in 2018; \$12.325 million in 2019; \$14.422 million in 2020; \$15.100 million in 2021; \$15.100 million in 2022 and \$16.400 million in 2023.
4. City Council consider operating costs of \$0.628 million net in 2014; \$4.915 million in 2015; \$3.632 million; \$5.535 million in 2017 and \$1.243 million in 2018 emanating from the approval of the 2014 Capital Budget for inclusion in the 2014 and future year operating budgets.
5. City Council approve 31 temporary capital positions for the delivery of new 2014 capital projects and that the duration for each temporary position not exceed the life and funding of its respective project / sub-project.

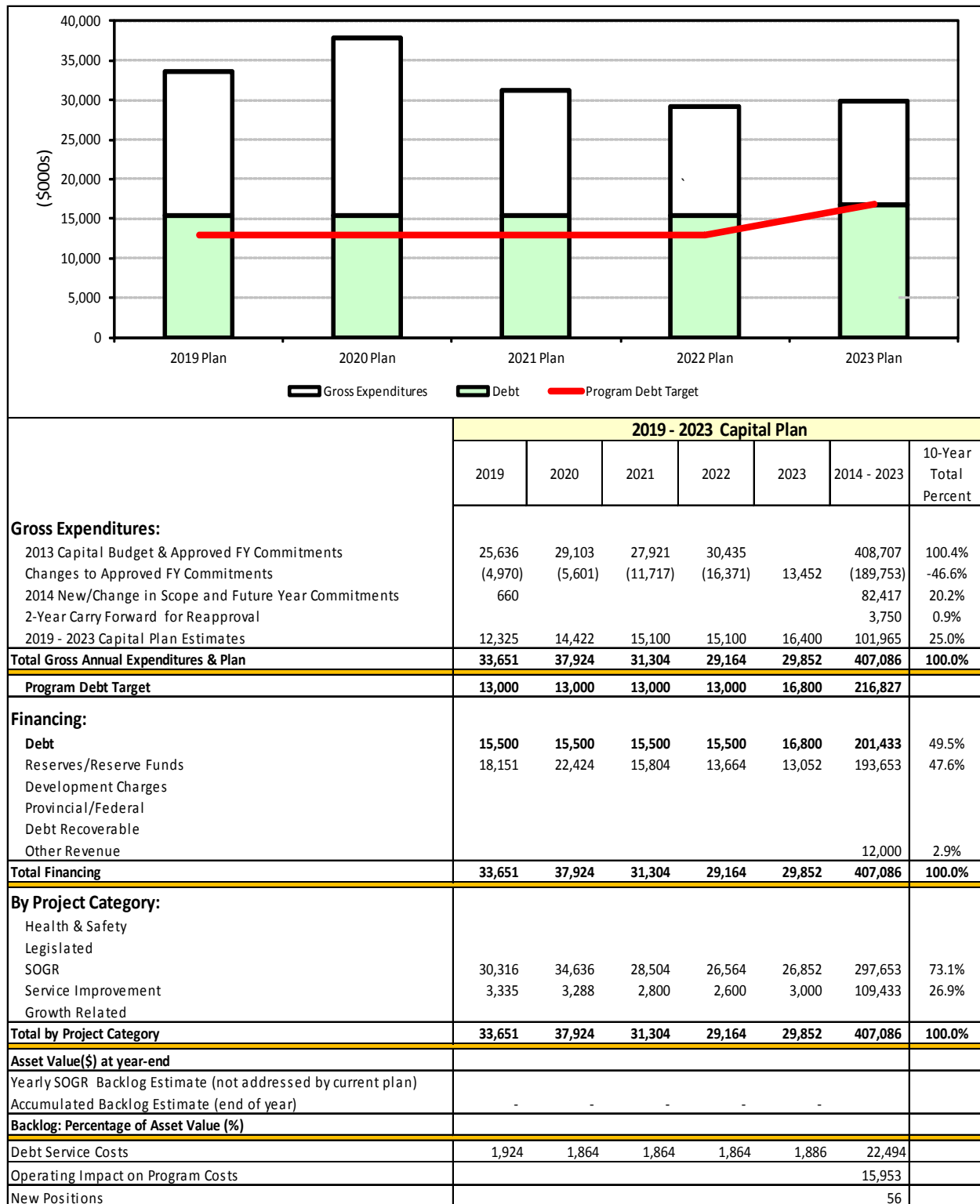
### III: 10-YEAR CAPITAL PLAN

#### 10 - Year Capital Plan 2014 Budget, 2015 – 2018 Plan (In \$000s)



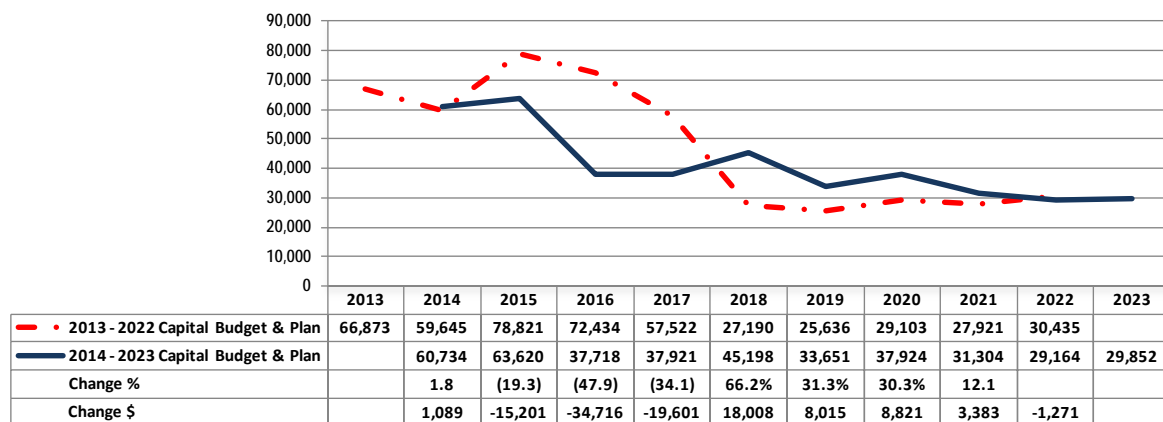


**10 - Year Capital Plan  
2019 - 2023 Plan  
(In \$000s)**



## Key Changes to the 2013 - 2022 Approved Capital Plan

Changes to the 2013 -2022 Approved Capital Plan  
(In \$000s)



The 2014 Capital Budget and the 2015 - 2023 Capital Plan reflects a decrease of \$31.473 million from the 2013 to 2022 Approved Capital Plan.

The major changes to the 2013 – 2022 Approved Capital Plan as outlined below:

- A decrease of \$74.590 million in the approved funding is for a new Consolidated Data Centre as the Program is revisiting its initial proposal to construct a new facility. Staff has commenced a more detailed review of IT Infrastructure Shared Services opportunities, which will include the development of a data centre strategy.
- The Network Upgrade project's cash flow change of \$16.473 million of which \$12.500 million is allocated to Disaster Recovery and Business Continuity project as work continues to develop a comprehensive plan through complete assessments, recovery plans and install hardware and software required for the project.
- The Application Systems project's cash flow change of \$5.615 million includes \$6.600 million is to build the City's Enterprise Mobility Platform (with cash flow decreases in other projects).
- The Corporate Planning and Management project reflects a cash flow increase of \$12.534 million includes \$10.936 million in the last 5 years for replacement of transformation tools, and quality assurance testing, enterprise architecture information, and risk management framework.
- An increase of \$11.807 million is required for the replacement of computer software, servers, storage and enterprise software due to new email system exchange upgrade, hardware increase for multifunctional devices and revised deployment schedule and vendor pricing.

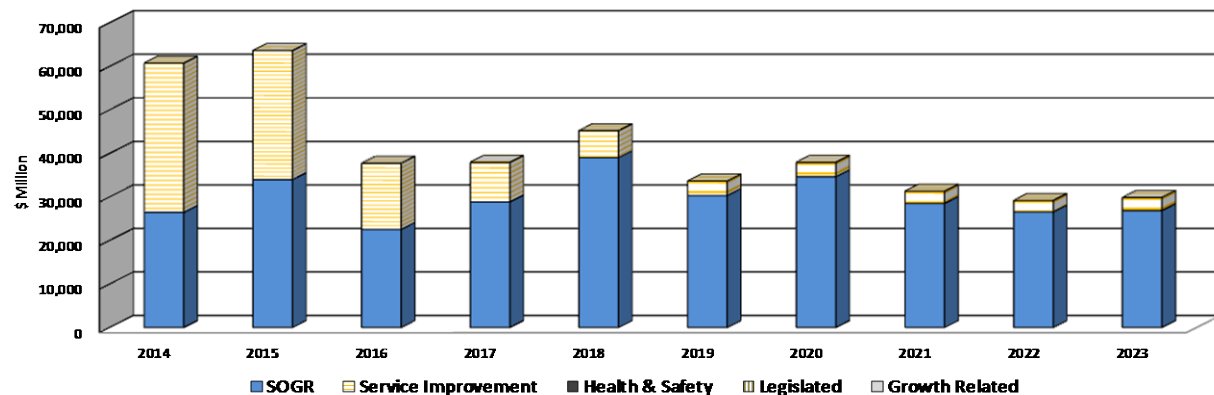
The following chart details the key project cash flow changes to the 2014 – 2023 Approved Capital Plan.

### Summary of Project Changes (In \$000s)

	Total Project Cost	2014		2015		2016		2017		2018		2014 - 2018		2014 - 2022		Revised Total Project
		Gross	Debt	Gross	Debt	Gross	Debt	Gross	Debt	Gross	Debt	Gross	Debt	Gross	Debt	
<b>Previously Approved</b>																
Asset Lifecycle Management	153,406	(5,749)		(5,179)		(10,732)		(6,604)		(5,960)		(34,224)	-	(64,574)	-	153,406
Application Systems	41,464	(1,876)	(1,076)	(1,645)	(1,145)	(1,124)	(1,124)	(1,550)	(1,550)	(1,624)	(1,624)	(7,819)	(6,519)	(8,519)	(7,219)	41,464
Corporate Planning & Mgmt	37,817	(1,049)	(1,049)	(670)	(670)							(1,719)	(1,719)	(1,719)	(1,719)	37,817
Technology Infrastructure	131,570	(290)	(290)	(330)	(330)							(620)	(620)	(620)	(620)	131,570
Core Service Review - Service Efficiencies	37,037	(885)	(885)	(34)	66	1,655	1,615	560	560			1,296	1,356	1,296	1,356	37,037
Resources to Deliver IT Capital Projects	13,650	(4,164)	(359)									(4,164)	(359)	(4,164)	(359)	13,650
Business Sustainment Systems	26,697	(2,956)	(2,192)	(2,904)	(2,268)	(1,578)	(1,578)	(146)	(146)			(7,584)	(6,184)	(7,584)	(6,184)	26,697
<b>Total Previously Approved</b>	<b>441,641</b>	<b>(16,969)</b>	<b>(5,851)</b>	<b>(10,762)</b>	<b>(4,347)</b>	<b>(11,779)</b>	<b>(1,087)</b>	<b>(7,740)</b>	<b>(1,136)</b>	<b>(7,584)</b>	<b>(1,624)</b>	<b>(54,834)</b>	<b>(14,045)</b>	<b>(85,884)</b>	<b>(14,745)</b>	<b>441,641</b>
<b>New/Change in Scope</b>																
Asset Lifecycle Management		9,404		11,516		4,248		6,437		5,478		37,083	-	76,381	-	76,381
Network Upgrade				1,190	1,190	1,253	1,253	1,530	1,530	2,500	2,500	6,473	6,473	16,473	16,473	16,473
Application Systems		3,395	3,095	2,961	2,561	2,336	2,036	3,610	3,310	662	662	12,964	11,664	14,964	12,834	14,964
Corporate Planning & Mgmt		3,956	3,956	2,441	2,441	1,712	1,712	1,033	1,733	1,432	1,432	10,574	11,274	14,253	24,553	14,253
Technology Infrastructure		(2,571)	1,224	(27,874)	2,689	(33,793)	(28,161)	(23,301)	(23,321)	17,520	2,120	(70,019)	(45,449)	(64,698)	(9,359)	(64,698)
Corporate Initiatives		820	820	350	350			1,170	1,170			1,170	1,170	1,170	1,170	1,170
Business Sustainment Systems		3,354	2,588	4,445	3,554	1,307	1,307	(1,170)	(1,150)	(2,000)	(2,000)	5,936	4,299	(4,364)	(9,261)	(4,364)
TAS Electronic Communications		(300)		532								232	-	232	-	232
<b>Total New</b>	<b>-</b>	<b>18,058</b>	<b>11,683</b>	<b>(4,439)</b>	<b>12,785</b>	<b>(22,937)</b>	<b>(21,853)</b>	<b>(11,861)</b>	<b>(17,898)</b>	<b>25,592</b>	<b>4,714</b>	<b>4,413</b>	<b>(10,569)</b>	<b>54,411</b>	<b>36,410</b>	<b>54,411</b>
<b>Total Changes</b>	<b>441,641</b>	<b>1,089</b>	<b>5,832</b>	<b>(15,201)</b>	<b>8,438</b>	<b>(34,716)</b>	<b>(22,940)</b>	<b>(19,601)</b>	<b>(19,034)</b>	<b>18,008</b>	<b>3,090</b>	<b>(50,421)</b>	<b>(24,614)</b>	<b>(31,473)</b>	<b>21,665</b>	<b>496,052</b>

## 2014 – 2023 Capital Plan

### 2014 – 2023 Capital Plan by Project Category (In \$000s)



The 10-Year Capital Plan for Information & Technology of \$407.086 million provides funding of \$297.653 million or 73.1% for State of Good Repair (SOGR) projects and \$109.433 million or 26.9% for Service Improvement projects.

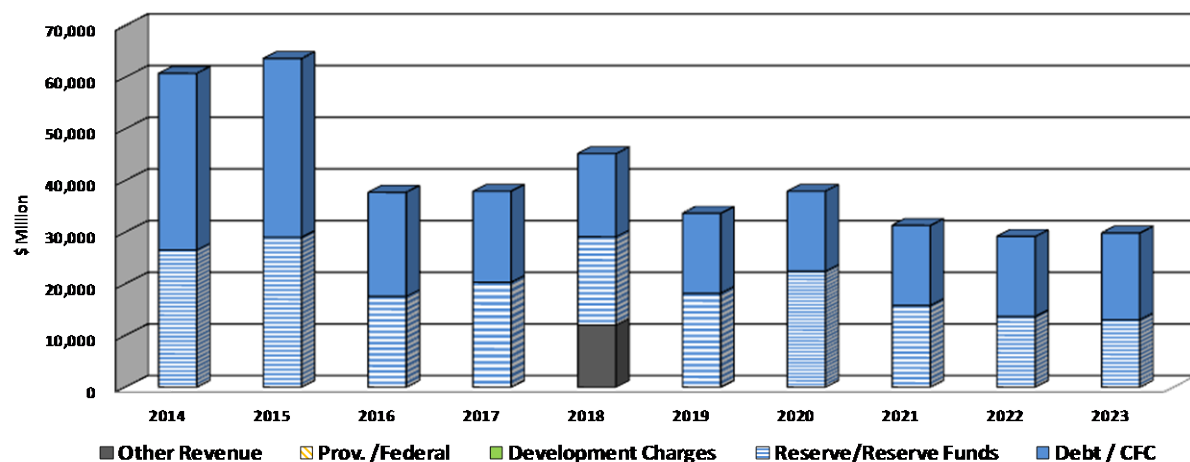
- State of Good Repair projects ensure the reliability and security of IT services to support effective and efficient delivery of services to the public and ensure the continued integrity and reliability of the City's IT infrastructure and applications.
  - Over the first 5 years, investment in these projects will total \$150.781 million or 61.5% of total project funding. Key SOGR projects include \$80.233 million for periodic asset lifecycle replacement; \$24.700 million for the co-location lease facility of the data



centres; \$12.517 million for the disaster recovery and business continuity project and \$9.637 million for the replacement of the City's current email system.

- In the second 5 years, SOGR funding totals \$146.872 million or 49.3% with \$83.095 million allocated for lifecycle asset replacements; \$31.641 million for eCity Enterprise Architecture and Enterprise System Management Implementation; \$12.500 million for the Disaster Recovery and Business Continuity project and \$15.849 million for Technology Infrastructure.
- Service Improvement projects account for \$109.433 million or 26.9% of funding included in the 10-Year Capital Plan.
  - \$94.410 million or 86.3% will be spent in the first 5 years, including \$30.714 million for technology projects to implement Service Efficiency Study recommendations to address the City's technical as well as specific business requirements; \$16.526 million for systems applications (enterprise mobility platform, document and management solutions), \$14.799 million in corporate planning management projects; \$11.711 million for upgrading systems for business requirements in Cluster B, and \$6.486 million for additional resources to implement the IT capital plan.
  - The second 5 years total \$15.023 million for the Business Sustainment Systems projects, Upgrades to the Portfolio Initiative and Business Process and Tools Enablement.

**2014–2023 Capital Plan by Funding Source**  
(In \$000s)



The 10-Year Capital Plan of \$407.086 million will be financed by \$201.433 million of debt, \$193.653 million from Reserve / Reserve funds and \$12.000 million from Other Revenues.

- Debt accounts for \$122.633 million or 50% of the funding for the 2014 Budget and 2015 – 2018 Capital Plan and \$201.433 million or 49.5% of the 10-Year Capital Plan's funding sources.

- The debt funding is below the 10-year debt affordability guideline of \$216.827 million allocated to this Program by \$15.394 million. This is primarily due the decision to not proceed with the construction of a new data centre.
- Reserve (detailed in Appendix 6) constitute \$110.558 million or 45.1% of required funding in the first 5 years and \$83.095 million in the second 5 years, representing 42.9% of the 10-Year Capital Plan's funding sources.
- Other sources of revenue represent 2.9% or \$12.000 million of total capital funding. This reflects the notional contributions from Toronto Public Library, Toronto Police Services and the Toronto Transit Commission for their partnership in the Consolidated Data Centre project.

## Capital Initiatives by Category

### Summary of Capital Initiatives by Category (In \$000s)

	2014 Budget	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2014 - 2023 Total
<b>Total Expenditures by Category</b>											
<b>State of Good Repair</b>											
Asset Lifecycle Management	17,648	22,818	13,024	13,035	13,708	18,151	22,424	15,804	13,664	13,052	163,328
Network Upgrade	2,517	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	25,017
Application Systems	735	200	540	1,660	1,194	3,113	3,842	2,700	3,000	3,900	20,884
Corporate Planning & Mgmt	1,460	2,147	2,976	4,140	4,699	4,557	3,216	4,000	3,700	3,400	34,295
Technology Infrastructure	3,879	5,858	3,493	7,500	16,910	1,995	2,654	3,500	3,700	4,000	53,489
Business Sustainment Systems	200	440									640
<b>Sub-Total</b>	<b>26,439</b>	<b>33,963</b>	<b>22,533</b>	<b>28,835</b>	<b>39,011</b>	<b>30,316</b>	<b>34,636</b>	<b>28,504</b>	<b>26,564</b>	<b>26,852</b>	<b>297,653</b>
<b>Service Improvements</b>											
Application Systems	4,983	3,245	3,124	3,550	1,624	700					17,226
Corporate Planning & Mgmt	4,942	3,480	2,133	2,041	2,203	1,765	3,038	2,800	2,600	3,000	28,002
Technology Infrastructure	1,838	782	700	1,605	2,360	870	250				8,405
Corporate Initiatives	2,288	952									3,240
Resource to Deliver IT Capital Projects	1,161	3,550	1,775								6,486
2012 Study Implementation	14,218	12,129	5,103	560							32,010
Computer System Integration	646	587	588								1,821
Business Sustainment Systems	4,219	4,400	1,762	1,330							11,711
TAS Electronic Communications		532									532
<b>Sub-Total</b>	<b>34,295</b>	<b>29,657</b>	<b>15,185</b>	<b>9,086</b>	<b>6,187</b>	<b>3,335</b>	<b>3,288</b>	<b>2,800</b>	<b>2,600</b>	<b>3,000</b>	<b>109,433</b>
<b>Total Expenditures by Category</b>	<b>60,734</b>	<b>63,620</b>	<b>37,718</b>	<b>37,921</b>	<b>45,198</b>	<b>33,651</b>	<b>37,924</b>	<b>31,304</b>	<b>29,164</b>	<b>29,852</b>	<b>407,086</b>

## Major Capital Initiatives

The 10-Year Capital Plan supports Information & Technology's objectives to ensure the City's technology infrastructure and network are maintained in a state of good repair to avoid business disruption; develop and implement application systems; and enable service improvements, including enhancement of the City's web and electronic service delivery capabilities.

### State of Good Repair

- Major SOGR projects include ongoing lifecycle replacements of technology assets (\$163.328 million) and implementation of a Disaster Recovery and Business Continuity

Plan to protect the City from and allow services to continue during and after a catastrophe (\$25.017 million).

- SOGR projects include the replacement of the City of Toronto E-mail System and evaluation of next generation Technology Infrastructure growth (\$28.789 million), the Consolidated Data Centre project (\$24.700 million), and the Corporate Planning and Management for the eCity Vision and Enterprise Architecture projects totalling \$34.295 million. These projects also provide funding for initiatives such as the eCity Security, IT Service Management and eCity Architecture Initiatives to better manage the critical lifecycle of software tools.
- The Application Systems Development projects total \$20.884 million over 10 years and include the SAP Landscape project to upgrade the current SAP Technologies to facilitate Data Warehouse, Web Based Portal applications, and various functionalities such as analysis and reporting to support applications, including the Financial Planning Analysis and Reporting System (FPARS), Property Tax and Water Billing projects and Web Foundations project to establish the pillars for web based applications.

#### *Service Improvement Projects*

- The Efficiency Study Implementation Project is the largest service improvement project included in the 10-Year Capital Plan with allocated funding of \$32.010 million or 29.3%. Projects have been selected to address the City's overall technical as well as specific business requirements over the period 2014-2017 and will lay the foundation for business process re-engineering, its automation, and future service efficiencies. They include WEB Business Content Refresh and Redesign, Portal Foundation Components and Work Management Solution and short term Business Improvements in Transportation, Pension, Payroll and Employee Benefits, Time, Attendance and Scheduling, and Employee self-Serve Portal projects.
- The Business Sustainment Systems project (\$11.711 million) will deliver various projects: the Computer System Integration, Licensing Interactive Voice Response (IVR) for Business, eService for Municipal Licensing & Standards (ML&S), City Planning Technical Enhancements, Zoning By-law Integration, and Animal Services Electronic Communications projects.
- Funding of \$6.486 million is included in the 10-Year Capital Plan for 58 additional resources to deliver and modernize the City's business processes and capabilities, enhance customer service opportunities, improve accountability, increase efficiencies and deliver services in an effective and timely manner.
- Other significant Service Improvement projects include the Portfolio Management Mobility Platform initiative that will deliver key technology components required to enable access to the City's information and services (\$6.600 million), Business Enablement Solutions and tools to enhance competencies and better manage IT investments in capital projects and budgets (\$11.310 million), Enterprise Information Management project, which provides a consistent base across the City for management and maintenance of information (\$4.410

million) and Toronto Building eService project providing City services on-line to residents and businesses (\$4.200 million).

### State of Good Repair (SOGR) Backlog

- The 10-Year Capital Plan dedicates \$150.781 million to SOGR spending in the first 5 years and \$146.782 million in the second five years of the Plan.
- All but \$163.328 million is for the lifecycle replacement and refresh of I&T's software and hardware, servers, and desktops. There is no backlog as there are sufficient funds to replace/refresh these assets at the end of the respective lifecycles.
- The need to develop a comprehensive Disaster Recovery plan for the City is the only SOGR backlog identified to date.
  - In conjunction with the Office of Emergency Management, Information and Technology has initiated a Business Continuity Plan and IT Disaster Recovery program.
  - I &T has established a Disaster Recovery data centre and has been actively developing the necessary IT infrastructure (network, server and storage hardware and software) that will enable the recovery of the City's business applications in the event the City's primary data centre is lost or destroyed.
  - The backup of IT services, including eMail, Internet Access, File/Print and many others are already in place. The next step is to complete divisional Business Impact Assessments, which will be used to identify business needs, critical systems, processes, applications and recovery time requirements. These assessments will guide the prioritized implementation of specific application by application recovery plans.
- The Business Continuity Plan (BCP) and Disaster Recovery (DR) capital project of \$25.017 provides funding to complete the assessments and application recovery plans and to implement the requisite hardware and software.
- Assets identified to date have been valued at \$62.063 million. These are comprised of servers, storage technologies, desktops, notebooks, thin client devices, monitors, and multifunction printing devices, which have a planned lifecycle of 4 years.
- Although it is difficult to value IT assets, particularly software, a review is underway to establish the City's technology and applications inventory, with more realistic asset values and identify any additional SOGR backlog requirements. A preliminary review indicates that there are no backlogs as funding for repairs are included the 10-Year Capital Plan. The review is expected to be completed in the first quarter of 2014, and results will be available for inclusion in the 2015 -2024 Capital Plan.

## 10-Year Capital Plan: Impact on the Operating Budget

### Operating Impact Summary (In \$000s)

Program Costs, Revenues and Net (\$000s)	2014 Budget	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2014 - 2023 Total
<b>2014 Capital Budget</b>											
Program Gross Expenditure	728.0										728.0
Program Revenue	100.0										100.0
Program Costs (Net)	628.0										628.0
Approved Positions	1.0										1.0
<b>2015 - 2023 Capital Plan</b>											
Program Gross Expenditure		4,914.7	3,632.3	5,535.0	1,243.0		373.0				15,698.0
Program Revenue											
Program Costs (Net)		4,914.7	3,632.3	5,535.0	1,243.0		373.0				15,698.0
Approved Positions		26.0	12.0	11.0	6.0		2.0				57.0
<b>Total</b>											
Program Gross Expenditure	728.0	4,914.7	3,632.3	5,535.0	1,243.0		373.0				16,426.0
Program Revenue	100.0										100.0
Program Costs (Net)	628.0	4,914.7	3,632.3	5,535.0	1,243.0		373.0				16,326.0
Approved Positions	1.0	26.0	12.0	11.0	6.0		2.0				58.0

The 10-Year Capital Plan will increase future year Operating Budgets by a total of \$16.326 million net over the 2014 – 2023 period. Approved positions will increase by 58 over the 10-year time frame.

These operating requirements will be reviewed annually in the budget process to determine actual need.

#### This is comprised of operating costs for the following major projects:

- One position to support the new Bentley Project Wise system, a key engineering drawing and document management tool for Engineering and Construction Services is required at a cost of \$0.139 million in 2014 and \$0.006 million in 2015 and 2016 for maintenance.
- The SAP Landscape Upgrade project requires \$0.804 million: \$0.212 million in 2014 for additional SAP licenses and maintenance costs and in 2015, \$0.412 million in salaries and benefits for three positions to support new technologies as a result of the implementation of the FPARS project and \$0.180 million for hardware and software maintenance.
- The WEB Technology Foundation and Continuation projects will require \$0.369 million for 3 positions in 2015 for post implementation system maintenance in 2014 and \$0.167 million for software licenses.
- The PPEB Employee Self-Serve Portal project requires \$0.327 million for maintenance and support.
- The PPEB Enterprise Time & Attendance Management Scheduling project requires \$0.577 million for maintenance and support.
- The Electronic Service Delivery Portal Foundation project requires \$1.583 million for twelve new positions for maintenance and support.

- The Enterprise Mobility Platform project which addresses the mobile needs of the Public and City workforce will require \$0.460 million for 3 resources and \$0.500 million for software licences.
- The Enterprise Systems Management Implementation project requires \$0.100 million in 2014, \$0.212 million and 2 additional staff in 2015, and \$0.011 million in 2016 for maintenance of the Service Desk and Business Service Management Modules installed in 2011 and 2012.
- The new enterprise Electronic Document Records Management System applications and infrastructure with specialized servers will require \$0.050 million in 2014 for maintenance and support.
- The Disaster Recovery project requires four positions at a cost of \$0.420 million (\$0.210 million for 2 positions in years 2015 and 2016), and \$0.580 million to develop, train, test and maintain the City's disaster recovery plans (\$0.280 million in 2015 and \$0.300 million in 2016) once the project is completed.
- One new position to monitor inputs and outputs of enterprise business processes for the IT Performance Reporting project is required at a cost of \$0.141 million in 2015.
- The Enterprise Portfolio Management tools project will require \$0.252 million for two resources in 2016 to provide user access and support and maintain system data.
- \$0.021 million in 2014 and \$0.021 million in 2015 are required for annual maintenance of the Testing suite of the Quality Assurance project. In 2015, 2 resources (\$0.279 million) will be required to assist in implementing the tools for developing methodology and completing the assessments on the project.
- The new Email Archiving system that interfaces with GroupWise will require maintenance in 2015 of \$0.171 million.
- The Consolidated Data Centre will require one position in 2016 to support the technology infrastructure, with salaries and benefits totalling \$0.126 million and \$1.317 million for maintenance costs in 2016.
- A new compliant service responsibility for the Configuration Management Database Implementation project will require a new permanent position in 2016 at a cost of \$0.136 million and another position in 2017 at a cost of \$0.105 million to sustain the functionality.



### Net Operating Impact by Project (In \$000s)

Projects	2014 Budget		2015 Plan		2016 Plan		2017 Plan		2018 Plan		2014 - 2018 Budget & Plan		2019 - 2023 Capital Plan	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
<b>Previously Approved projects</b>														
Business Sustainment Unit	139	1	6		6						151	1		
Application Systems	227		694	4	15						936	4		
Corporate Planning & Management	21		570	4	264	2	25		210	1	1,090	7		
Technology Infrastructure	25		522	3	1,592	2	4,287	4	193		6,619	9		
2012 Core Service Review- Service Efficiencies	216		2,313	12	605	4	613	5	670	5	4,417	26		
Network Upgrade			490	2	510	2	410	2	146		1,556	6		
Corporate Initiatives									24		24			
<b>New Projects -2014</b>														
Application Systems			320	1	640	2	200				1,160	3		
<b>Total (Net)</b>	<b>628</b>	<b>1</b>	<b>4,915</b>	<b>26</b>	<b>3,632</b>	<b>12</b>	<b>5,535</b>	<b>11</b>	<b>1,243</b>	<b>6</b>	<b>15,953</b>	<b>56</b>		

### Capital Project Delivery: Temporary Positions

Position Title	CAPTOR Project Number	# of Positions	Project Delivery		Salary and Benefits \$ Amount (\$000s)					
			Start Date	End Date (m/d/yr)	2014	2015	2016	2017	2018	2019 - 2023
Systems Integrator 2	ES907128-126	1.0	1/1/2014	12/31/2015	94.0	98.0				
Systems Integrator 1	ES907128-126	1.0	1/1/2014	12/31/2015	105.0	109.0				
Systems Integrator 1	ES907128-122	1.0	1/1/2014	12/31/2017	105.0	109.0	109.0	109.0		
Systems Integrator	ITP906882-79	1.0	1/1/2014	12/31/2016	150.0	150.0	150.0			
Systems Integrator	ITP906883-56	1.0	1/1/2014	12/31/2015	150.0	150.0				
Enterprise Technical Support Specialist	ITP906883-56	4.0	1/1/2014	12/31/2015	400.0	400.0				
Enterprise Technical Support Specialist	ITP906883-56	2.0	1/1/2014	12/31/2017	200.0	200.0	200.0	200.0		
Senior Financial & Systems Analyst	ITP907951-5	3.0	1/1/2014	12/31/2014	200.0					
Senior Financial & Systems Analyst	ITP907951-5	1.0	8/1/2014	12/31/2014	50.0					
Senior Financial & Systems Analyst	ITP907951-5	5.0	9/1/2014	12/31/2014	200.0					
Senior Business Analysts Pay and Benefits Processing	ITP907951-5	2.0	9/1/2014	12/31/2014	80.0					
Supervisor Production Support	ITP907951-1	1.0	1/1/2014	12/31/2014	120.0					
Senior Business Analyst	ITP907951-1	1.0	3/1/2014	7/31/2014	50.0					
Payroll Benefits Pension Service Rep. 1	ITP907951-1	3.0	5/1/2014	12/31/2014	240.0					
Senior Financial & Systems Analyst	ITP907951-1	2.0	1/1/2014	12/31/2014	240.0					
Trainer Business Process	ITP907951-1	2.0	6/1/2014	12/31/2014	140.0					
<b>Total</b>		<b>31.0</b>			<b>2,524.0</b>	<b>1,216.0</b>	<b>459.0</b>	<b>309.0</b>		

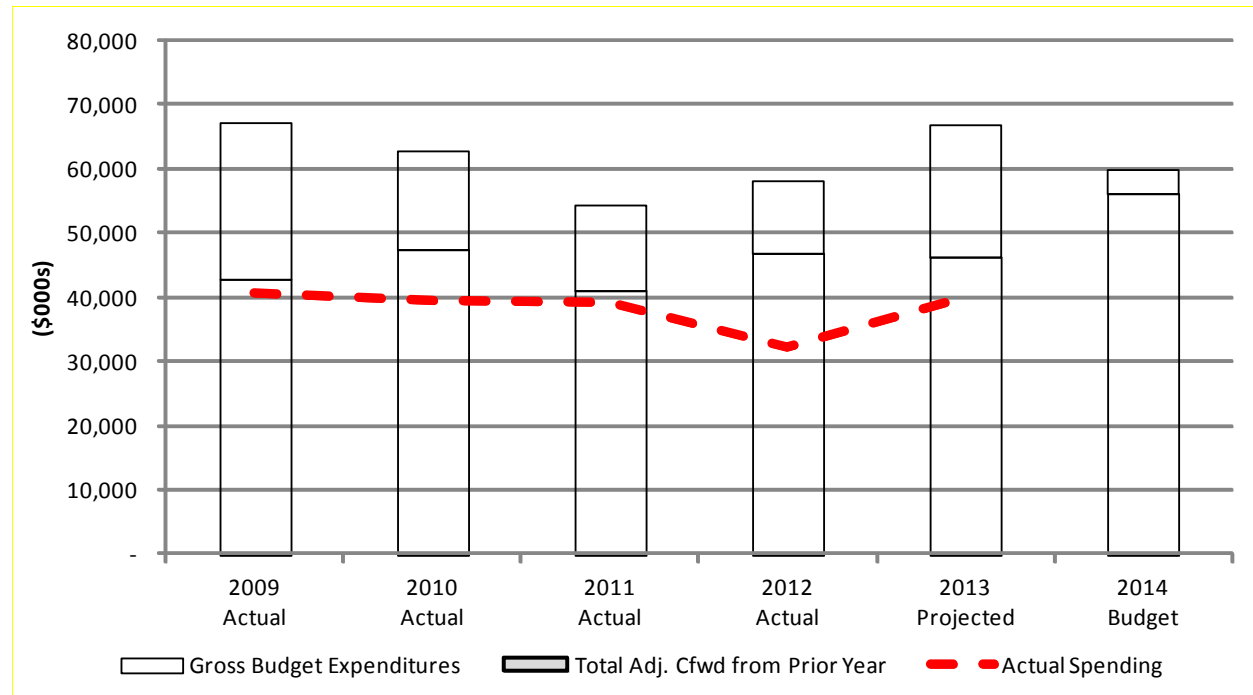
Approval of the 2014 – 2023 Capital Budget and Plan will require 31 new temporary capital positions to deliver the following capital projects in 2014:

- 7 temporary positions to continue with the eMail Replacement project.
- 11 temporary positions in 2014 for the Time and Attendance Management & Scheduler Solution (TAMS) project.
- 9 temporary positions in 2014 for the Employee Self-Serve application (ESS) project.
- 3 temporary positions for the IBMS migration to AMANDAI and MLS Enhancement projects.
- 1 position for the Application Portfolio Solution.

These 11 temporary capital positions are required for the delivery of new 2014 capital projects / sub-projects and that the duration for each temporary position does not exceed the life of the funding of its respective capital projects / sub projects.

## Capacity to Spend

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

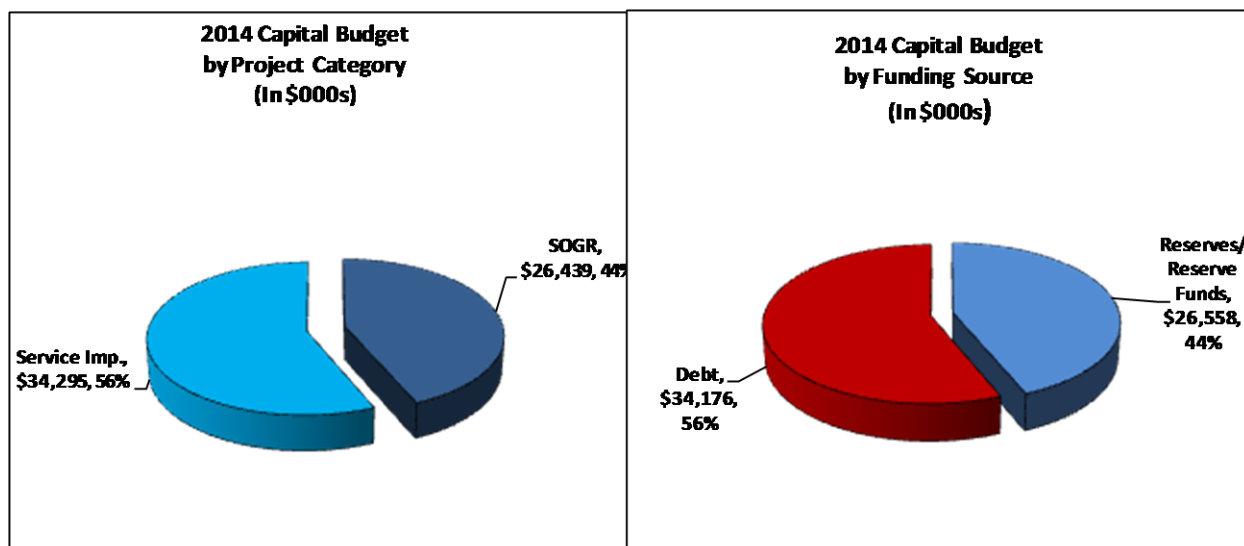


- The average spending over the last 4 years (2009 to 2012) is approximately \$37.9 million or 65% of the annual Capital Budget.
- The projected spending rate for 2013 is 60%.
- Spending has been steady over the last five years with the exception of 2012 where the majority of client driven projects experienced delays: Business Sustainment Systems and Corporate Initiatives-Service Efficiency Studies due to challenges in recruiting qualified resources.
- The moderate spending rate is attributed to the following:
  - The City's I&T Capital Plan is aggressive compared to its peers, with a larger portion of projects that are transformational. Transformation projects are complex, often depend on foundation components and have large impact on resourcing and organization change;

- Shortage of qualified resources required for delivering large complex projects – The City is competing with many other organizations (public and private) for capable staff to implement and deliver projects;
  - Delays in filling vacant positions – In addition to competing for scarce resources, the process to fill positions is lengthy, particularly when there are numerous vacancies. I&T is projecting to have 171 vacant positions by the end of 2013, of which 78 are capital funded positions for project delivery; and
  - Procurement Delays – Procuring for IT solutions, especially for large complex projects have experienced delays for a number of reasons. It is a lengthy process. Quite often, insufficient time is allotted in project schedules for the time required to determine business requirements, (dependencies, platform fit), RFP developments, issuances and evaluation, competition for / lack of qualified vendors, project scope and complex contracts resulting in protracted negotiations requiring Legal Services involvement.
- The 2014-2023 Capital Plan generally and the 2014 Operating Budget in particular will address the above by:
    - Focusing on key projects by gradually reducing the portion of transformation projects from 30% in 2014 to 14% by 2018 to be more in line with peers;
    - Requiring separate design and scope phases for all new large I&T projects in the 10-Year Capital Plan;
    - Expediting the process to fill vacant positions (funding of \$2.532 million is included in the 2014 Operating Budget to sustain the 58 pooled capital positions approved in the 2013 Budget); and
    - Purchasing and Materials Management Division has included in its 2014 Operating Budget for additional resources to support procurement.

## IV: 2014 CAPITAL BUDGET

### 2014 Capital Budget by Project Category and Funding Source



*Note: Excludes carry forward funding*

The 2014 Capital Budget, excluding funding carried forward from 2013 to 2014, requires 2014 cash flow funding of \$60.734 million.

- State of Good Repair projects account for \$26.439 million or 43.5% of the 2014 Capital Budget's project expenditures. Funding is provided for the lifecycle asset replacement project of \$17.648 million and for the eMail Replacement System project of \$3.879 million.
- Service Improvement projects total for \$34.295 million and account for 56.5% of the cash flow funding in the 2014 Capital Budget.
  - The most significant Service Improvement project for 2014 is the Efficiency Study Implementation that has funding of \$14.218 million to continue these main projects.
  - Funding is also provided for the 58 positions required to address the backlog of projects and begin to implement the corporate IT capital portfolio (\$1.161 million), the Business Sustainment Systems Program (\$4.219 million), Applications Systems (\$4.983 million) and Corporate Planning and Management (\$4.942 million).
- Debt funding for the 2014 Capital Budget for Information & Technology amounts to \$34.176 million or 56.2% of total funds, which is \$5.832 million over the debt affordability guideline of \$28.344 million set for this Program in 2014.
- Reserve and Reserve Funds constitute \$26.558 million or 43.8% of the 2014 funding sources.

**2014 Cash Flow & Future Year Commitments**  
(In \$000s)

	2012 & Prior Year Carry Forward	2013 Previously Approved Cash Flow Commitments	2014 New Cash Flow	2014 Total Cash Flow	2013 Carry Forwards	Total 2014 Cash Flow (Incl 2013 C/Fwd)	2015	2016	2017	2018	2019	2020	2021	2022	2023	Total Cost
<b>Expenditures</b>																
Previously Approved	3,750	20,115		23,865		23,865	40,164	39,467	31,320							134,816
Change in Scope			(7,248)	(7,248)		(7,248)	(30,009)	(28,800)	(23,690)	16,060	660					(73,027)
New			718	718		718										718
New w/Future Year			43,399	43,399		43,399	14,664	603								58,666
<b>Total Expenditure</b>	3,750	20,115	36,869	60,734		60,734	24,819	11,270	7,630	16,060	660					121,173
<b>Financing</b>																
Debt	1,137	9,094	23,945	34,176		34,176	14,806	7,023	660	660	660					57,985
Other										12,000						12,000
Reserves/Res Funds	2,613	11,021	12,924	26,558		26,558	10,013	4,247	6,970	3,400						51,188
Development Charges																
<b>Total Financing (including carry forward funding)</b>	3,750	20,115	36,869	60,734		60,734	24,819	11,270	7,630	16,060	660					121,173

The Information & Technology's 2014 Capital Budget is \$60.734 million and provides \$20.115 million for previously approved projects already underway and \$36.869 million for new/change in scope projects.

Approval of the 2014 Capital Budget will result in future year commitment of \$24.819 million in 2015, \$11.270 million in 2016, \$7.630 million in 2017, \$16.060 million in 2018 and \$0.660 million in 2019.

- Previously approved projects include the Service Efficiency Studies (\$8.552 million), Resources to Deliver IT Capital Projects (\$5.325 million) and the Consolidated Data Centre project (\$5.720 million).
- The change in scope project funding decrease of \$7.248 million reflects a revised plan from construction to other options, including a potential co-lease option with partners for the Consolidated Data Centre.
- New projects totalling \$44.117 million planned for 2014 include \$17.648 million to replace the City's technology assets, \$4.601 million to continue Efficiency Studies Implementation projects, \$2.010 million for Enterprise Architecture project, \$3.879 million for the eMail Replacement project, \$1.388 million for the Web Technology Foundation project and \$2.262 million for the Toronto Building Electronic Service Delivery project.

## 2014 Capital Project Highlights

**2014 Capital Project Highlights**  
(In \$000s)

Project	Total Project Cost	2014	2015	2016	2017	2018	2014 - 2018	2019	2020	2021	2022	2023	2014 - 2023 Total
Asset Lifecycle Management	163,328	17,648	22,818	13,024	13,035	13,708	80,233	18,151	22,424	15,804	13,664	13,052	163,328
Network Upgrade	21,963	2,517	2,500	2,500	2,500	2,500	12,517	2,500	2,500	2,500	2,500	2,500	25,017
Application Systems	37,675	5,718	3,445	3,664	5,210	2,818	20,855	3,813	3,842	2,700	3,000	3,900	38,110
Corporate Planning & Mgmt	61,449	6,402	5,627	5,109	6,181	6,902	30,221	6,322	6,254	6,800	6,300	6,400	62,297
Technology Infrastructure	(38,204)	5,717	6,640	4,193	9,105	19,270	44,925	2,865	2,904	3,500	3,700	4,000	61,894
Corporate Initiatives	3,240	2,288	952				3,240						3,240
Resources to Deliver IT Capital Projects	13,650	1,161	3,550	1,775			6,486						6,486
2012 Core Service Review- Service Efficiencies	14,073	14,218	12,129	5,103	560		32,010						32,010
Business Sustainment Systems	12,351	4,419	4,840	1,762	1,330		12,351						12,351
TAS Electronic Communications	532		532				532						532
Computer System Integration	1,821	646	587	588			1,821						1,821
<b>Total (including carry forward funding)</b>	<b>291,878</b>	<b>60,734</b>	<b>63,620</b>	<b>37,718</b>	<b>37,921</b>	<b>45,198</b>	<b>245,191</b>	<b>33,651</b>	<b>37,924</b>	<b>31,304</b>	<b>29,164</b>	<b>29,852</b>	<b>407,086</b>

The 2014 Capital Budget provides funding of \$60.734 million to:

- Complete the following projects:
  - The Business Intelligence Data Warehouse Strategy project to address the increased demand for business reports that manipulate and report on cross-business operational, financial and historic data (\$0.535 million);
  - The SAP Landscape Upgrade project which supports the FPARS and the Property Tax and Water Billing projects by installing the necessary SAP technical infrastructure that is common to these initiatives. This includes installing SAP's data warehouse, enterprise portal, application integration and business intelligence applications (\$1.319 million);
  - The Web Technology Foundation project to advance the work of strategic planning, deployment and implementation of the website revitalization vision articulated by the eCity committees. The work of this project is a vital component of the construction of a framework to facilitate service bundling activities and the implementation of the "My Toronto" user interface, key features of the eCity and eService strategies (\$1.388 million).
- Continue the following projects:
  - Replacement and refresh of IT assets based on lifecycle management for hardware, software, servers, storage and desktop computers (\$17.648 million);
  - Disaster Recovery Program for business continuity assurances (\$2.517 million);
  - Quality Assurance Tools Implementation project to establish a sound testing infrastructure for systems that will increase confidence in the system applications, and to incorporate quality assurance and testing processes that will integrate technology, people and processes (\$0.400 million);
  - Application Portfolio Tools and Rationalization project to develop industry best practices and tools needed to manage applications for the corporation. The Managed



Application Portfolio is a definitive and authoritative inventory of business applications that includes: characteristics of each application (age, # of users, cost); technology platform(s) used; business capabilities enabled by applications and data subject areas in applications (\$0.400 million);

- To modernize and improve the City's learning infrastructure with technologies that can provide: Enterprise-wide Learning Management System (LMS); Learning Content Management; Self Paced/Asynchronous Learning; Virtual learning; Authoring Tools; Off the Shelf Packaged Courses (\$1.188 million);
- Enterprise Information Management project to fill the gaps in policy, communications, training materials, and technology solutions required to manage electronic information, as well as establish the Information Management Program. The program will support the enforcement of policies by developing the standards and procedures required to manage the City's electronic information resources according to policy (\$0.430 million);
- Development of a Central Property Database/One Address Repository that will link and integrate all property based information systems, databases and other repositories across all City divisions (\$0.300 million);
- Electronic Documents and Records Management System (EDRMS) to provide a common infrastructure that supports initiatives that rely heavily on digital information (\$0.646 million);
- Enterprise Application Integration (EAI) to link applications within a single organization in order to simplify and automate business processes, without major changes to existing applications or data structures (\$1.717 million);
- The Enterprise Project Management (EPM) Rollout-Phase 2 will deliver the second phase of implementing the EPM solution which includes producing tools and processes that enable: resource capacity management, cross-divisional access to standardized PM tools, templates and processes, and improved visibility and awareness of status and progress of I&T projects;
- The e-City Architecture project to provide a disciplined approach to electronic service delivery implementation in a planned and cost effective manner to meet customer service requirements from the Programs and the public to realize the City's e-City vision (\$2.010 million);
- The Integrated Telecom Infrastructure project to establish an integrated voice/data telecommunications infrastructure with unified messaging allowing for Voice over Internet Protocol (\$0.808 million);
- Service Efficiencies Studies including Employee Self Serve Portal; Time, Attendance and Management Scheduling projects; Portal Foundation, refresh and redesign of the City's web business content, Transportation Services Works Management Solution, and short term business improvements (\$14.218 million);

- The Capital Portfolio Resources Requirements recruitment of staff to help address the backlog of IT corporate projects (\$1.161 million); and
  - The Toronto Building Electronic Service Delivery project will improve the people centricity of service delivery, reduce the duplication of effort. The key elements of the eService vision are being accessible and responsive availability as the services are required by the public; providing a channel of choice where the public can choose website, email, regular mail, telephone (line or cell), fax, self-kiosk, or over-the-counter channel for accessing services; providing one stop services from multiple divisions use common enabling services such as payment and authentication for a more consistent City-wide experience (\$2.823 million).
- Begin the following project:
    - Enterprise Mobility project which will deliver the key technology components required to enable the public (i.e. residents, local businesses and visitors) and City employees access to City information and services from anywhere at any time. The public will use the platform to use applications and data on their mobile device and employees will use it to retrieve and capture City information (\$0.900 million).
    - Migration of the current GroupWise email system to Microsoft Exchange 2013, including implementing the In-Place Archiving component. The new email solution will comply with federal, provincial and municipal regulatory and legal requirements (\$3.879 million).

## V: ISSUES FOR DISCUSSION

### Key Program Issues

#### *Web Revitalization Project*

The Web Revitalization Project is a multi-year and multi-phased project that will revitalize and transform the City of Toronto's external website. The end goal is to make Toronto.ca more engaging, intuitive and service-focused. The project has two phases:

**Phase 1:** Web content migration and roll-out of the City's web content management tool - "Open Text" and

**Phase 2:** Introduction of a new topic-based navigation and user-focused design, which will bundle information and services together.

Many governments and organizations have made the transition to Web Content Management (WCM), moving away from outdated software and static HTML web pages. WCM functions like a database, making web content reusable and easier to manage, as well as simplifying future redesigns. Content is entered once and can be used in multiple places on the web. WCM allows non-technical staff to manage and update their own web content.

Once rolled out, toronto.ca will be mobile-friendly and meet W3C web accessibility requirements as outlined by the *Accessibility for Ontarians with Disabilities Act, 2005* (AODA). WCM pages are also print-friendly making it easy to take content offline.

Funding included in the 2014-2023 Capital Plan is allocated to introducing a new design for toronto.ca and bundling information and services together to make the City's website more engaging, intuitive, and service-focused.

The first phase of the project is underway. The goal is to migrate all of the select content into WCM and train divisional and communications staff to use the tool by the end of 2013. Phase one scope includes linking or integrating with existing applications, but does not include re-writing existing applications or developing new applications.

Many Program areas have already been migrated to the web content management system and others are scheduled for migration by the end of 2013. Close to 350 staff have already been WCM trained and 385 staff attended the 12 Web Writing and Standards sessions that were held throughout the year.

Phase 2 of the project will focus on re-thinking the City's online presence with a new design and enhanced interactive services and features. This phase of the project will be initiated at the end of 2013 through consultations with divisional and other stakeholders, and will be implemented in 2014 and beyond in partnership with City Programs.

#### *Data Centre Consolidation*

The Consolidated Data Centre is a corporate project that was planned to consolidate various City and agency data centres into a single facility. Currently, the City's primary data centre is located at 703 Don Mills Road. This data centre has been at capacity for years, due to the

steady growth in the number of software applications and amount of data stored by City divisions. I&T staff have accommodated this growth by expanding into the data centre shared with Toronto Water at Tiffield Road (which was intended to be dedicated to disaster recovery) and entering into a co-location lease of the TELUS data centre facility on Laird Avenue.

The potential for IT Shared Services between the City and its Agencies is yet to be determined and will be the subject of a detailed study over 2013-2014. The only Agencies which have notionally committed to date are the Toronto Public Library (TPL), Toronto Police Services (TPS), and Toronto Transit Commission (TTC). At this time, the planned and budgeted construction of the consolidated data centre has been suspended until the detailed study of the feasibility and scope of Shared Services for IT Infrastructure, including data centre options for the City and its Agencies is completed in 2014. In the meantime, the City will continue to manage with its current approach of using 703 Don Mills and Tiffield Road, supplemented by a co-location lease of data centre facilities at TELUS.

The Consolidated Data Centre included in the City's 2014-2023 Capital Plan has been reduced from \$99.290 million in the 2013 – 2022 Capital Plan to \$24.700 million to reflect the change in direction and other options are subject to the results of the detailed study. Funding of \$12.700 million will come from Reserves and notional commitments of \$12.000 million from the TPL, TPS and TTC. Funding for these projects will be adjusted as discussions proceed.

#### *Disaster Recovery/Business Continuity*

Mandated by the Toronto Emergency Management Program Committee, I & T has partnered with the Office of the Emergency Management (OEM) to jointly develop and manage a new City-wide Business Continuity Program. The 2014 – 2023 Capital Plan includes \$25.017 million for the Business Continuity Plan (BCP) and Disaster Recovery (DR) Capital Project will complete assessments, establish application recovery plans and implement the requisite hardware and software. Capital funding for this City-wide initiatives is included in the 10-Year Capital Plan for I & T and will be funded from the I & T Equipment Sustainment Reserve in 2014, but will gradually shift over to debt beginning in 2015 to be fully funded by debt in 2018.

I & T staff is currently mitigating issues and providing back up services. I & T has established a Disaster Recovery Data Centre and is actively implementing the necessary IT infrastructure (network, server and storage hardware and software) that will enable the recovery of the City's business applications if some facet of the City's primary data centre is lost for a period of time.

The City is well positioned to respond to "foreseeable" issues that may arise, including localized equipment failures, cyber threats, power interruptions, flooding, civil unrest, labour disruptions and severe weather. Investments have been made in the areas of security and detection / response, redundancy has been built into most critical infrastructure components and qualified people are in place to respond as required. I & T has the appropriate service level agreements in place with major equipment suppliers/partners. Recent incidents confirmed that I & T successfully responded to and mitigated threats as the systems stood up to concentrated hacking attempts.

However, the City has not invested in a 100% "up time" environment. In the event that the main Data Centre at 703 Don Mills Road is deemed inoperable, for example, the limited capabilities of the other data centres would not likely meet the needs of the organization.

I & T has entered into a 3 year strategic partnership with the Office of Emergency Management to complete enterprise wide Business Impact Assessments (BIAs). The BIA's will identify critical systems, processes applications, and recovery time. With this data, I & T will then be able to make informed decisions, including prioritizing investments and implementation of specific application recovery plans and recommendations to support a go forward strategy. Completion of divisional Business Impact Analyses is expected by the end 2014.

### **Issues Referred to the 2014 Capital Budget Process**

- The 2013-2023 Capital Budget included a recommendation that Information and Technology Program, in conjunction with Accounting Services and Financial Planning, establish asset values and inventory, as well as identifying related SOGR backlog associated with these assets to be included with the 2014-2023 Capital Budget submission.
  - A review is underway by Financial Planning Division, Accounting Services and I & T to establish the City's technology and applications inventory; focussing on establishing a realistic asset values and software inventory and to identify any additional SOGR backlog not previously identified. Currently, several staff are researching historical records and documenting current intangible assets to produce an asset inventory. The results of this undertaking will be completed in the first quarter of 2014 and will be included in Information and Technology's 2015 Capital submission.

## Appendix 1

### 2013 Performance

#### 2013 Key Accomplishments

In 2013, Information & Technology accomplished the following:

- ✓ Migrated City web pages for 18 divisions, making the City website mobile friendly, easier to search and relevant to the public;
- ✓ Implemented new Public Budget Formulation (PBF) capabilities to support service-based budgeting and enhancing overall City financial planning and management;
- ✓ Modernized the City's traditional (Centrex) phone lines to VoIP with 75% of the projected to date, realizing over \$3 million of savings and setting the foundation for new City collaboration solutions;
- ✓ Implemented an enterprise solution for electronic forms for the public;
- ✓ Implemented Facilities Parking application that manages City parking allocations and provides taxable parking reports to Canada Revenue Agency;
- ✓ Implemented enhancements to access constituent information more readily in the field for constituency management;
- ✓ Enhanced the 311 service request function to provide Councillors and citizens a text message on service request status;
- ✓ Implemented improved information reporting and analysis capabilities in Toronto Public Health providing metrics, scorecards, and dashboards to monitor program performance and outcomes;
- ✓ Improved the City Planning and Toronto Building processes by creating a single tool for regulating land use and evaluating development proposals, and geospatial enabling on maps to staff and the public;
- ✓ Completed digitization process in Toronto Building which can be utilized by other divisions and enabled the use of digitized drawings with the issuance of building permits;
- ✓ Deployed Enterprise Project Management solution for all of I&T Division and 311 Project team; and
- ✓ Completed an eManagement strategy to guide internal City business capability improvement and solution priorities.



## 2013 Capital Variance Review

2013 Budget to Actual Comparison  
(In \$000s)

2013 Approved	Actuals as of Sept. 30, 2013 (3rd Quarter Variance)		Projected Actuals at Year End		Unspent Balance	
\$	\$	% Spent	\$	% Spent	\$ Unspent	% Unspent
66,873	22,419	33.5%	40,114	60.0%	26,759	40.0%

Capital expenditures for the 9 months ending September 30, 2013 totalled \$22.419 million or 33.5% of the 2013 Approved Capital Budget of \$66.873 million; and spending is projected to be \$40.144 million or 60.0% by year-end.

The projected project year-end under-spending is largely attributable to the following projects:

- *The Consolidated Data Centre Project* year-end expenditures are forecast at \$0.425 million or 7.4% of the approved 2013 cash flow of \$5.710 million. The City will not be proceeding with the construction of a new data centre and will be focusing on a detailed study to determine the potential for IT Shared Services and co-location between the City and its agencies in 2013 and 2014. The options the City will consider will be subject to the results of the study.
- *The Integrated Telecom Infrastructure Project's* capital expenditures are projected to be \$1.543 million or 24.5% of the 2013 approved cash flow of \$6.288 million by year-end. The low spending rate is due to payment processing delays.
- The *Toronto Animal Services eProject's* expenditures are projected to be \$0.215 million or 23.9% of the approved 2013 cash flow by year-end. Due to the challenge in recruiting qualified resources, focus in 2013 has been on enabling field officers with mobile devices and wireless technology to update their business system remotely through wireless connectivity into shelters and a revamp of ePet to leverage the City's corporate eDonation solution. The project is being re-scoped and business needs will be reviewed for 2014, as reflected in the 10-Year Capital Plan.
- *Toronto Building Electronic Service Delivery* capital expenditures are projected to be \$0.929 million or 40.6% of the approved 2013 cash flow of \$2.361 million by year-end. The variance is due to delays in filling vacancies and executing the portal assessment contract.
- *Resources to Deliver IT Capital Projects* with a cash flow of \$3.0 million will not be spent in 2013 due to delay in posting positions.

## Appendix 2

### 10-Year Capital Plan Project Summary (In \$000s)

Project	2014	Plan									2014 -
	Budget	2015	2016	2017	2018	2019	2020	2021	2022	2023	2023
Asset Lifecycle Management	17,648	22,818	13,024	13,035	13,708	18,151	22,424	15,804	13,664	13,052	163,328
Network Upgrade	2,517	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	25,017
Application Systems	5,718	3,445	3,664	5,210	2,818	3,813	3,842	2,700	3,000	3,900	38,110
Corporate Planning & Mgmt	6,402	5,627	5,109	6,181	6,902	6,322	6,254	6,800	6,300	6,400	62,297
Technology Infrastructure	5,717	6,640	4,193	9,105	19,270	2,865	2,904	3,500	3,700	4,000	61,894
Corporate Initiatives	2,288	952									3,240
Resources to Deliver IT Capital Projects	1,161	3,550	1,775								6,486
2012 Core Service Review- Service	14,218	12,129	5,103	560							32,010
Business Sustainment Systems	4,419	4,840	1,762	1,330							12,351
TAS Electronic Communications		532									532
Computer System Integration	646	587	588								1,821
<b>Total (Including carry forward funding)</b>	<b>60,734</b>	<b>63,620</b>	<b>37,718</b>	<b>37,921</b>	<b>45,198</b>	<b>33,651</b>	<b>37,924</b>	<b>31,304</b>	<b>29,164</b>	<b>29,852</b>	<b>407,086</b>

## **Appendix 3**

### **2014 Capital Budget; 2015 to 2023 Capital Plan**

**CITY OF TORONTO**

**Gross Expenditures (\$000's)**

**Appendix 3: 2014 Capital Budget; 2015 to 2023 Capital Plan**

## Information &amp; Technology

Sub-Project No. Project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By											
						2014	2015	2016	2017	2018	Total 2014-2018	Total 2019-2023	Total 2014-2023	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
EOL906983	Asset Lifecycle Management																							
15	20	Desktop Hardware Replacement 2014	CW	S5	03	8,108	10,223	6,342	6,427	7,755	38,855	38,366	77,221	0	0	0	77,221	0	0	0	0	0	0	77,221
8	27	Network Asset Replacement 2014	CW	S5	03	1,751	1,242	1,380	1,591	1,591	7,555	7,862	15,417	0	0	0	15,417	0	0	0	0	0	0	15,417
9	28	Network Security Replacement 2014	CW	S5	03	366	655	644	998	281	2,944	3,980	6,924	0	0	0	6,924	0	0	0	0	0	0	6,924
0	30	Enterprise Software Replacement 2014	CW	S5	03	975	364	350	367	366	2,422	1,950	4,372	0	0	0	4,372	0	0	0	0	0	0	4,372
0	31	Enterprise Server Replacement 2014	CW	S5	03	2,625	2,628	2,256	2,340	2,389	12,238	11,345	23,583	0	0	0	23,583	0	0	0	0	0	0	23,583
0	32	Enterprise Storage Replacement - 2014	CW	S5	03	800	686	686	900	914	3,986	4,964	8,950	0	0	0	8,950	0	0	0	0	0	0	8,950
0	33	Desktop Software Replacement 2014	CW	S5	03	3,023	7,020	1,366	412	412	12,233	14,628	26,861	0	0	0	26,861	0	0	0	0	0	0	26,861
Sub-total						17,648	22,818	13,024	13,035	13,708	80,233	83,095	163,328	0	0	0	163,328	0	0	0	0	0	0	163,328
ITP000223	Network Upgrade																							
0	54	Business Continuity & Disaster Recovery Pgm. 2013	CW	S2	03	2,517	1,310	1,247	970	0	6,044	0	6,044	0	0	0	6,044	0	0	0	0	0	0	6,044
0	55	Business Continuity & DR - Future Year	CW	S6	03	0	1,190	1,253	1,530	2,500	6,473	12,500	18,973	0	0	0	0	0	0	0	18,973	0	0	18,973
Sub-total						2,517	2,500	2,500	2,500	2,500	12,517	12,500	25,017	0	0	0	6,044	0	0	0	0	18,973	0	25,017
ITP906881	Application Systems																							
0	19	ERP (SAP) System Upgrade 2019	CW	S6	03	0	0	0	0	0	0	2,684	2,684	0	0	0	0	0	0	0	2,684	0	0	2,684
0	28	Enterprise Solutions Design & Implementation	CW	S6	03	0	0	340	1,460	1,194	2,994	13,871	16,865	0	0	0	0	0	0	0	16,865	0	0	16,865
27	66	Business Application Integration Licenses	CW	S2	03	435	0	0	0	0	435	0	435	0	0	0	0	0	435	0	0	0	0	435
44	86	Ent. Bus Intelligence Strategy & Plan	CW	S2	03	100	0	0	0	0	100	0	100	0	0	0	0	100	0	0	0	0	0	100
0	99	ERP (SAP) System Upgrade 2014	CW	S3	04	1,319	0	0	0	0	1,319	0	1,319	0	0	0	0	0	0	0	1,319	0	0	1,319
0	100	Enterprise Mobility Platform	CW	S5	04	900	1,900	1,900	1,900	0	6,600	0	6,600	0	0	0	0	0	0	0	6,600	0	0	6,600
0	101	Enterprise Information Management	CW	S5	04	430	640	670	1,100	1,120	3,960	450	4,410	0	0	0	0	0	0	0	4,410	0	0	4,410
0	102	Central Property Repository	CW	S5	04	300	400	300	300	0	1,300	0	1,300	0	0	0	1,300	0	0	0	0	0	0	1,300
0	103	Web Technology Foundation - Phase 2014	CW	S5	04	1,388	0	0	0	0	1,388	0	1,388	0	0	0	0	0	0	0	1,388	0	0	1,388
0	104	Ent Doc & Record Mgmt Solution (EDRMS) 2014	CW	S5	04	646	305	254	0	254	1,459	0	1,459	0	0	0	0	0	0	0	1,459	0	0	1,459
0	106	Ent. Business Intelligence Strategy & Plan	CW	S6	04	0	0	0	250	250	500	250	750	0	0	0	0	0	0	0	750	0	0	750

# CITY OF TORONTO

Gross Expenditures (\$000's)

## Appendix 3: 2014 Capital Budget; 2015 to 2023 Capital Plan

### Information & Technology

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											
						2014	2015	2016	2017	2018	Total 2014-2018	Total 2019-2023	Total 2014-2023	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
ITP906881 Application Systems																								
84	107	Ent Geospatial Aerial Photography Pgm 2014	CW	S5	03	200	200	200	200	0	800	0	800	0	0	0	0	0	0	0	0	800	0	800
Sub-total						5,718	3,445	3,664	5,210	2,818	20,855	17,255	38,110	0	0	0	1,300	0	535	0	0	36,275	0	38,110
ITP906882 Corporate Planning & Management																								
0	13	IT Planning & Mgmt Transformation Tools	CW	S6	03	0	0	250	1,000	1,700	2,950	15,086	18,036	0	0	0	0	0	0	0	0	18,036	0	18,036
0	51	Ent Project Mgmt Solution Upgrade 2015	CW	S6	03	0	250	670	466	340	1,726	0	1,726	0	0	0	0	0	0	0	0	1,726	0	1,726
0	69	eCity Program Renewal	CW	S6	03	0	291	296	454	459	1,500	627	2,127	0	0	0	0	0	0	0	0	2,127	0	2,127
46	78	Quality Assurance Testing Software Upgrade	CW	S5	03	400	446	450	500	500	2,296	500	2,796	0	0	0	0	0	0	0	0	2,796	0	2,796
0	79	Application Portfolio Tools & Rationalization	CW	S5	03	400	500	650	600	600	2,750	500	3,250	0	0	0	0	0	0	0	0	3,250	0	3,250
0	82	Ent. Project Risk & Performance Tools	CW	S6	03	0	0	0	460	440	900	1,500	2,400	0	0	0	0	0	0	0	0	2,400	0	2,400
89	89	IT Risk Management Framework	CW	S2	03	300	0	0	0	0	300	0	300	0	0	0	0	0	300	0	0	0	0	300
89	100	IT Risk Management Framework	CW	S2	03	108	440	0	0	0	548	0	548	0	0	0	0	0	0	0	0	548	0	548
0	102	Business Enablement Process & Tools Upgrade	CW	S6	04	0	0	250	500	700	1,450	8,000	9,450	0	0	0	0	0	0	0	0	9,450	0	9,450
0	111	Ent Portfolio & Project Mgmt Upgrade 2020	CW	S6	04	0	0	0	0	0	0	1,860	1,860	0	0	0	0	0	0	0	0	1,860	0	1,860
0	114	Enterprise Solution Delivery Service Program	CW	S5	04	345	300	0	0	0	645	0	645	0	0	0	0	0	0	0	0	645	0	645
0	115	Business Process and Rules Management	CW	S5	04	870	1,170	870	500	250	3,660	0	3,660	0	0	0	0	0	0	0	0	3,660	0	3,660
0	116	Enterprise Portfolio Mgmt Tools	CW	S5	04	250	0	0	0	0	250	0	250	0	0	0	0	0	0	0	0	250	0	250
0	117	IT Service Process Improvement Pgm	CW	S5	04	567	618	613	641	653	3,092	1,343	4,435	0	0	0	0	0	0	0	0	4,435	0	4,435
0	118	Enterprise Information Security Pgm	CW	S5	04	400	400	400	400	400	2,000	2,000	4,000	0	0	0	0	0	0	0	0	4,000	0	4,000
0	119	Enterprise Architecture - 2014	CW	S5	04	2,010	992	0	0	200	3,202	0	3,202	0	0	0	0	0	0	0	0	3,202	0	3,202
0	120	eCity Strategic Planning - 2014	CW	S5	04	500	0	0	0	0	500	0	500	0	0	0	0	0	500	0	0	0	0	500
89	121	IT Risk Mgmt Framework - 2014 Scope Change	CW	S3	03	252	220	660	660	660	2,452	660	3,112	0	0	0	0	0	0	0	0	3,112	0	3,112
Sub-total						6,402	5,627	5,109	6,181	6,902	30,221	32,076	62,297	0	0	0	0	0	800	0	0	61,497	0	62,297
ITP906883 Technology Infrastructure																								
0	8	Technology Infrastructure Growth	CW	S6	03	0	0	293	1,500	1,510	3,303	15,849	19,152	0	0	0	0	0	0	0	0	19,152	0	19,152

**CITY OF TORONTO**

**Gross Expenditures (\$000's)**

**Appendix 3: 2014 Capital Budget; 2015 to 2023 Capital Plan**

Information & Technology						Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By											
Sub-Project No.	Project Name	Ward	Stat.	Cat.	2014	2015	2016	2017	2018	Total 2014-2018	Total 2019-2023	Total 2014-2023	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
ITP906883	Technology Infrastructure																							
29	29	Integrated Telecommunications Infrastructure (ITI)	CW	S2	04	808	0	0	0	0	808	0	808	0	0	0	808	0	0	0	0	0	808	
20	30	Consolidated Data Centre	CW	S2	03	2,370	2,065	94,225	10,855	0	109,515	0	109,515	0	0	0	26,850	0	0	0	57,532	25,133	109,515	
0	32	Data Centre Zones Implementation	CW	S6	04	0	0	500	1,000	1,500	3,000	580	3,580	0	0	0	0	0	0	0	0	3,580	3,580	
0	54	Business Applications Service Monitoring	CW	S6	04	0	0	200	150	150	500	400	900	0	0	0	0	0	0	0	0	900	900	
20	55	Consolidated Data Centre	CW	S2	03	3,350	28,695	-61,765	19,495	0	-10,225	0	-10,225	0	0	0	-1,750	0	0	0	-33,362	24,887	-10,225	
0	56	Email Replacement	CW	S5	03	3,879	5,558	200	0	0	9,637	0	9,637	0	0	0	5,261	0	0	0	0	4,376	9,637	
0	59	File Services Migration	CW	S6	04	0	0	0	455	710	1,165	140	1,305	0	0	0	0	0	0	0	0	1,305	1,305	
0	60	Configuration Mgmt Database Implementation	CW	S5	04	440	480	0	0	0	920	0	920	0	0	0	0	0	0	0	0	920	920	
0	61	Enterprise Systems Management Implementation	CW	S5	04	590	302	0	0	0	892	0	892	0	0	0	0	0	0	0	0	892	892	
0	62	Consolidated Data Centre 2014 Scope Change	CW	S3	03	-5,720	-30,460	-29,460	-24,350	15,400	-74,590	0	-74,590	0	0	0	-12,400	0	0	0	-12,170	-50,020	-74,590	
Sub-total						5,717	6,640	4,193	9,105	19,270	44,925	16,969	61,894	0	0	0	18,769	0	0	0	12,000	31,125	61,894	
ITP907747	Corporate Initiatives																							
8	13	Toronto Progress Web Portal	CW	S4	04	109	0	0	0	0	109	0	109	0	0	0	0	0	109	0	0	0	109	
6	14	Enterprise eLearning- HR	CW	S5	04	602	602	0	0	0	1,204	0	1,204	0	0	0	0	0	0	0	0	1,204	1,204	
0	15	Civic Engagement - Engage Toronto 2014	CW	S4	04	139	0	0	0	0	139	0	139	0	0	0	0	0	0	0	0	139	139	
0	16	Workforce Business Intelligence Requirements - HR	CW	S4	04	250	0	0	0	0	250	0	250	0	0	0	0	0	0	0	0	250	250	
0	17	Enterprise eLearning - HR - 2014 Scope Chg	CW	S5	04	350	350	0	0	0	700	0	700	0	0	0	0	0	0	0	0	700	700	
0	26	Emergency Operations Centre Software	CW	S4	04	220	0	0	0	0	220	0	220	0	0	0	0	0	0	0	0	220	220	
7	27	Human Resources Process Automation - 2014	CW	S5	04	618	0	0	0	0	618	0	618	0	0	0	0	0	0	0	0	618	618	
Sub-total						2,288	952	0	0	0	3,240	0	3,240	0	0	0	0	0	109	0	0	3,131	3,240	
ITP907907	Resources to Deliver IT Capital Projects																							
0	1	Capital Portfolio Resource Requirements	CW	S2	04	5,325	3,550	1,775	0	0	10,650	0	10,650	0	0	0	5,188	0	0	0	0	5,462	10,650	
0	2	Capital Resource Requirements - Scope Change	CW	S3	04	-4,164	0	0	0	0	-4,164	0	-4,164	0	0	0	-3,805	0	0	0	0	-359	-4,164	
Sub-total						1,161	3,550	1,775	0	0	6,486	0	6,486	0	0	0	1,383	0	0	0	0	5,103	6,486	
ITP907951	2012 Core Service Review - Service Efficiencies																							



CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 3: 2014 Capital Budget; 2015 to 2023 Capital Plan

Information & Technology

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													
							2014	2015	2016	2017	2018	Total 2014-2018	Total 2019-2023	Total 2014-2023	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
ITP907951	2012 Core Service Review - Service Efficiencies																									
1	1	Employee Self Service Portal, Payroll - PPEB	CW	S2	04		4,552	717	0	0	0	5,269	0	5,269	0	0	0	0	0	0	0	0	5,269	0	5,269	
0	2	Web Business Content Refresh & Redesign	CW	S2	04		2,150	882	750	0	0	3,782	0	3,782	0	0	0	0	0	0	0	0	3,782	0	3,782	
0	3	Portal Foundation Components	CW	S2	04		1,200	800	1,500	0	0	3,500	0	3,500	0	0	0	0	0	0	0	0	3,500	0	3,500	
0	4	Work Management Solution - Transportation	CW	S2	04		50	1,105	1,205	0	0	2,360	0	2,360	0	0	0	0	0	0	0	0	2,360	0	2,360	
0	5	Ent Time, Attendance & Scheduling Mgmt - PPEB	CW	S5	04		4,601	7,644	603	0	0	12,848	0	12,848	0	0	0	0	0	0	0	0	12,848	0	12,848	
0	6	Short Term Business Improvements - Transportation	CW	S2	04		600	600	530	0	0	1,730	0	1,730	0	0	0	0	0	0	0	0	1,730	0	1,730	
0	7	Asset Management Solution - Transportation	CW	S6	04		0	150	515	560	0	1,225	0	1,225	0	0	0	0	0	0	0	0	1,225	0	1,225	
1	8	Ent Employee Self Service Portal, Payroll Moderniz	CW	S3	04		1,065	231	0	0	0	1,296	0	1,296	0	0	0	0	0	0	0	0	1,296	0	1,296	
Sub-total							14,218	12,129	5,103	560	0	32,010	0	32,010	0	0	0	0	0	0	0	0	32,010	0	32,010	
WES906827 COMPUTER SYSTEM INTEGRATION																										
0	9	Project Progress & Contract Tracking (PTP) - ECS	CW	S5	04		646	587	588	0	0	1,821	0	1,821	0	0	0	0	0	0	0	0	1,821	0	1,821	
Sub-total							646	587	588	0	0	1,821	0	1,821	0	0	0	0	0	0	0	0	0	1,821	0	1,821
WES907128 BUSINESS SUSTAINMENT SYSTEMS																										
90	117	Blueprint Document Management - ECS	CW	S5	03		200	440	0	0	0	640	0	640	0	0	0	0	0	0	0	0	640	0	640	
20	118	Municipal Licensing & Stds - IT Strategic Plan	CW	S5	04		150	0	0	0	0	150	0	150	0	0	0	150	0	0	0	0	0	0	150	
0	119	Web Information Portal on Dvlpmnt Applications	CW	S5	04		240	234	366	0	0	840	0	840	0	0	0	0	0	0	0	0	840	0	840	
67	121	Zoning By-law System Updates - City Planning	CW	S6	04		0	150	250	0	0	400	0	400	0	0	0	0	0	0	0	0	400	0	400	
0	122	Integrated Business Mgmt System Upgrade - Planning	CW	S5	04		250	780	702	879	0	2,611	0	2,611	0	0	0	0	0	0	0	0	2,611	0	2,611	
107	123	Electronic Self Service Licensing - MLS	CW	S5	04		150	469	0	0	0	619	0	619	0	0	0	0	0	150	0	0	469	0	619	
0	125	Integrated Bus Mgmt Reporting Platform - Planning	CW	S5	04		606	530	0	0	0	1,136	0	1,136	0	0	0	0	0	0	0	0	1,136	0	1,136	
0	126	System Enhancements for Licensing Services - MLS	CW	S5	04		396	340	0	0	0	736	0	736	0	0	0	0	0	0	0	0	736	0	736	
0	127	Electronic Service Delivery Portal - Bldg Permits	CW	S5	04		1,006	400	0	0	0	1,406	0	1,406	0	0	0	0	0	0	0	0	1,406	0	1,406	
0	128	Toronto Building Electronic Service Delivery	CW	S5	04		1,256	1,287	444	451	0	3,438	0	3,438	0	0	0	0	2,147	0	0	0	1,291	0	3,438	

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 3: 2014 Capital Budget; 2015 to 2023 Capital Plan

Information & Technology						Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By													
Sub-Project No.	Project Name	Priority	SubProj No.	Sub-project Name	Ward	Stat.	Cat.	2014	2015	2016	2017	2018	Total 2014-2018	Total 2019-2023	Total 2014-2023	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
WES907128 BUSINESS SUSTAINMENT SYSTEMS																										
0	129	System Enhancements for City Planning Services			CW	S5	04	165	210	0	0	0	375	0	375	0	0	0	0	0	0	0	0	375	0	375
Sub-total								4,419	4,840	1,762	1,330	0	12,351	0	12,351	0	0	0	2,297	0	150	0	0	9,904	0	12,351
WES907458 TAS ELECTRONIC COMMUNICATIONS																										
0	5	On-Line Services - Animal Services			CW	S6	04	0	532	0	0	0	532	0	532	0	0	0	532	0	0	0	0	0	0	532
Sub-total								0	532	0	0	0	532	0	532	0	0	0	532	0	0	0	0	0	0	532
Total Program Expenditure								60,734	63,620	37,718	37,921	45,198	245,191	161,895	407,086	0	0	0	193,653	0	1,594	0	12,000	199,839	0	407,086

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 3: 2014 Capital Budget; 2015 to 2023 Capital Plan

Information & Technology						Current and Future Year Cash Flow Commitments and Estimates								Current and Future Year Cash Flow Commitments and Estimates Financed By										
Sub-Project No.	Project Name	Priority	SubProj No.	Sub-project Name	Ward Stat. Cat.	2014	2015	2016	2017	2018	Total 2014-2018	Total 2019-2023	Total 2014-2023	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
Financed By:																								
Reserves (Ind. "XQ" Ref.)						26,558	29,016	17,571	20,305	17,108	110,558	83,095	193,653	0	0	0	193,653	0	0	0	0	0	0	193,653
Capital from Current						1,594	0	0	0	0	1,594	0	1,594	0	0	0	0	0	0	1,594	0	0	0	1,594
Other2 (External)						0	0	0	0	12,000	12,000	0	12,000	0	0	0	0	0	0	0	12,000	0	0	12,000
Debt						32,582	34,604	20,147	17,616	16,090	121,039	78,800	199,839	0	0	0	0	0	0	0	0	199,839	0	199,839
Total Program Financing						60,734	63,620	37,718	37,921	45,198	245,191	161,895	407,086	0	0	0	193,653	0	1,594	0	12,000	199,839	0	407,086

Status Code	Description
S2	S2 Prior Year (With 2014 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2014 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 2015 & Beyond)

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

**Appendix 4**  
**2014 Cash Flow and**  
**Future Year Commitments**

**CITY OF TORONTO**

**Gross Expenditures (\$000's)**

#### Appendix 4: 2014 Cash Flow and Future Year Commitments

**Information & Technology**

						Current and Future Year Cash Flow Commitments								Current and Future Year Cash Flow Commitments Financed By											
											Total	Total	Total												Total
Sub-Project No.	Project Name	Ward	Stat.	Cat.	2014	2015	2016	2017	2018	2014-2018	2019-2023	2014-2023	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing			
EOL906983 Asset Lifecycle Management																									
15	20	Desktop Hardware Replacement 2014	CW	S5	03	8,108	0	0	0	0	8,108	0	8,108	0	0	0	8,108	0	0	0	0	0	8,108		
8	27	Network Asset Replacement 2014	CW	S5	03	1,751	0	0	0	0	1,751	0	1,751	0	0	0	1,751	0	0	0	0	0	1,751		
9	28	Network Security Replacement 2014	CW	S5	03	366	0	0	0	0	366	0	366	0	0	0	366	0	0	0	0	0	366		
0	30	Enterprise Software Replacement 2014	CW	S5	03	975	0	0	0	0	975	0	975	0	0	0	975	0	0	0	0	0	975		
0	31	Enterprise Server Replacement 2014	CW	S5	03	2,625	0	0	0	0	2,625	0	2,625	0	0	0	2,625	0	0	0	0	0	2,625		
0	32	Enterprise Storage Replacement - 2014	CW	S5	03	800	0	0	0	0	800	0	800	0	0	0	800	0	0	0	0	0	800		
0	33	Desktop Software Replacement 2014	CW	S5	03	3,023	7,020	0	0	0	10,043	0	10,043	0	0	0	10,043	0	0	0	0	0	10,043		
Sub-total						17,648	7,020	0	0	0	24,668	0	24,668	0	0	0	24,668	0	0	0	0	0	24,668		
ITP000223 Network Upgrade																									
0	54	Business Continuity & Disaster Recovery Pgm. 2013	CW	S2	03	2,517	1,310	1,247	970	0	6,044	0	6,044	0	0	0	6,044	0	0	0	0	0	6,044		
Sub-total						2,517	1,310	1,247	970	0	6,044	0	6,044	0	0	0	6,044	0	0	0	0	0	6,044		
ITP906881 Application Systems																									
27	66	Business Application Integration Licenses	CW	S2	03	435	0	0	0	0	435	0	435	0	0	0	0	0	435	0	0	0	435		
44	86	Ent. Bus Intelligence Strategy & Plan	CW	S2	03	100	0	0	0	0	100	0	100	0	0	0	0	0	100	0	0	0	100		
0	99	ERP (SAP) System Upgrade 2014	CW	S3	04	1,319	0	0	0	0	1,319	0	1,319	0	0	0	0	0	0	0	1,319	0	1,319		
0	100	Enterprise Mobility Platform	CW	S5	04	900	0	0	0	0	900	0	900	0	0	0	0	0	0	0	900	0	900		
0	101	Enterprise Information Management	CW	S5	04	430	0	0	0	0	430	0	430	0	0	0	0	0	0	0	430	0	430		
0	102	Central Property Repository	CW	S5	04	300	0	0	0	0	300	0	300	0	0	0	300	0	0	0	0	0	300		
0	103	Web Technology Foundation - Phase 2014	CW	S5	04	1,388	0	0	0	0	1,388	0	1,388	0	0	0	0	0	0	0	1,388	0	1,388		
0	104	Ent Doc & Record Mgmt Solution (EDRMS) 2014	CW	S5	04	646	0	0	0	0	646	0	646	0	0	0	0	0	0	0	646	0	646		
84	107	Ent Geospatial Aerial Photography Pgm 2014	CW	S5	03	200	0	0	0	0	200	0	200	0	0	0	0	0	0	0	200	0	200		
Sub-total						5,718	0	0	0	0	5,718	0	5,718	0	0	0	300	0	535	0	0	4,883	0	5,718	
ITP906882 Corporate Planning & Management																									
46	78	Quality Assurance Testing Software Upgrade	CW	S5	03	400	0	0	0	0	400	0	400	0	0	0	0	0	0	0	400	0	400		
0	79	Application Portfolio Tools & Rationalization	CW	S5	03	400	0	0	0	0	400	0	400	0	0	0	0	0	0	0	400	0	400		

# CITY OF TORONTO

Gross Expenditures (\$000's)

## Appendix 4: 2014 Cash Flow and Future Year Commitments

### Information & Technology

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											
					2014	2015	2016	2017	2018	Total 2014-2018	Total 2019-2023	Total 2014-2023	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
ITP906882 Corporate Planning & Management																								
89	89	IT Risk Management Framework	CW	S2	03	300	0	0	0	0	300	0	300	0	0	0	0	0	300	0	0	0	0	300
89	100	IT Risk Management Framework	CW	S2	03	108	440	0	0	0	548	0	548	0	0	0	0	0	0	0	0	548	0	548
0	114	Enterprise Solution Delivery Service Program	CW	S5	04	345	0	0	0	0	345	0	345	0	0	0	0	0	0	0	0	345	0	345
0	115	Business Process and Rules Management	CW	S5	04	870	0	0	0	0	870	0	870	0	0	0	0	0	0	0	0	870	0	870
0	116	Enterprise Portfolio Mgmt Tools	CW	S5	04	250	0	0	0	0	250	0	250	0	0	0	0	0	0	0	0	250	0	250
0	117	IT Service Process Improvement Pgm	CW	S5	04	567	0	0	0	0	567	0	567	0	0	0	0	0	0	0	0	567	0	567
0	118	Enterprise Information Security Pgm	CW	S5	04	400	0	0	0	0	400	0	400	0	0	0	0	0	0	0	0	400	0	400
0	119	Enterprise Architecture - 2014	CW	S5	04	2,010	0	0	0	0	2,010	0	2,010	0	0	0	0	0	0	0	0	2,010	0	2,010
0	120	eCity Strategic Planning - 2014	CW	S5	04	500	0	0	0	0	500	0	500	0	0	0	0	500	0	0	0	0	500	
89	121	IT Risk Mgmt Framework - 2014 Scope Change	CW	S3	03	252	220	660	660	660	2,452	660	3,112	0	0	0	0	0	0	0	0	3,112	0	3,112
Sub-total					6,402	660	660	660	660	9,042	660	9,702	0	0	0	0	0	800	0	0	8,902	0	9,702	
ITP906883 Technology Infrastructure																								
29	29	Integrated Telecommunications Infrastructure (ITI)	CW	S2	04	808	0	0	0	0	808	0	808	0	0	0	808	0	0	0	0	0	0	808
20	30	Consolidated Data Centre	CW	S2	03	2,370	2,065	94,225	10,855	0	109,515	0	109,515	0	0	0	26,850	0	0	0	57,532	25,133	0	109,515
20	55	Consolidated Data Centre	CW	S2	03	3,350	28,695	-61,765	19,495	0	-10,225	0	-10,225	0	0	0	-1,750	0	0	0	-33,362	24,887	0	-10,225
0	56	Email Replacement	CW	S5	03	3,879	0	0	0	0	3,879	0	3,879	0	0	0	3,879	0	0	0	0	0	0	3,879
0	60	Configuration Mgmt Database Implementation	CW	S5	04	440	0	0	0	0	440	0	440	0	0	0	0	0	0	0	0	440	0	440
0	61	Enterprise Systems Management Implementation	CW	S5	04	590	0	0	0	0	590	0	590	0	0	0	0	0	0	0	0	590	0	590
0	62	Consolidated Data Centre 2014 Scope Change	CW	S3	03	-5,720	-30,460	-29,460	-24,350	15,400	-74,590	0	-74,590	0	0	0	-12,400	0	0	0	-12,170	-50,020	0	-74,590
Sub-total					5,717	300	3,000	6,000	15,400	30,417	0	30,417	0	0	0	17,387	0	0	0	12,000	1,030	0	30,417	
ITP907747 Corporate Initiatives																								
8	13	Toronto Progress Web Portal	CW	S4	04	109	0	0	0	0	109	0	109	0	0	0	0	0	109	0	0	0	0	109
6	14	Enterprise eLearning- HR	CW	S5	04	602	0	0	0	0	602	0	602	0	0	0	0	0	0	0	0	602	0	602
0	15	Civic Engagement - Engage Toronto 2014	CW	S4	04	139	0	0	0	0	139	0	139	0	0	0	0	0	0	0	0	139	0	139

Report Phase 5 - Program 30 Information &amp; Technology Program Phase 5 Sub-Project Category 01,02,03,04,05 Part B Sub-Project Status S2 Part C Sub-Project Status S2,S3,S4,S5

## CITY OF TORONTO

Gross Expenditures (\$000's)

## Appendix 4: 2014 Cash Flow and Future Year Commitments

## Information &amp; Technology

						Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By											
											Total	Total	Total	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
Sub-Project No.	Project Name	Ward	Stat.	Cat.	2014	2015	2016	2017	2018	2014-2018	2019-2023	2014-2023												
ITP907747	Corporate Initiatives																							
0 16	Workforce Business Intelligence Requirements - HR	CW	S4	04	250	0	0	0	0	250	0	250	0	0	0	0	0	0	0	0	250	0	250	
0 17	Enterprise eLearning - HR - 2014 Scope Chg	CW	S5	04	350	0	0	0	0	350	0	350	0	0	0	0	0	0	0	0	350	0	350	
0 26	Emergency Operations Centre Software	CW	S4	04	220	0	0	0	0	220	0	220	0	0	0	0	0	0	0	0	220	0	220	
7 27	Human Resources Process Automation - 2014	CW	S5	04	618	0	0	0	0	618	0	618	0	0	0	0	0	0	0	0	618	0	618	
	Sub-total					2,288	0	0	0	0	2,288	0	2,288	0	0	0	0	109	0	0	2,179	0	2,288	
ITP907907	Resources to Deliver IT Capital Projects																							
0 1	Capital Portfolio Resource Requirements	CW	S2	04	5,325	3,550	1,775	0	0	10,650	0	10,650	0	0	0	5,188	0	0	0	0	5,462	0	10,650	
0 2	Capital Resource Requirements - Scope Change	CW	S3	04	-4,164	0	0	0	0	-4,164	0	-4,164	0	0	0	-3,805	0	0	0	0	-359	0	-4,164	
	Sub-total					1,161	3,550	1,775	0	0	6,486	0	6,486	0	0	0	1,383	0	0	0	0	5,103	0	6,486
ITP907951	2012 Core Service Review - Service Efficiencies																							
1 1	Employee Self Service Portal, Payroll - PPEB	CW	S2	04	4,552	717	0	0	0	5,269	0	5,269	0	0	0	0	0	0	0	0	5,269	0	5,269	
0 2	Web Business Content Refresh & Redesign	CW	S2	04	2,150	882	750	0	0	3,782	0	3,782	0	0	0	0	0	0	0	0	3,782	0	3,782	
0 3	Portal Foundation Components	CW	S2	04	1,200	800	1,500	0	0	3,500	0	3,500	0	0	0	0	0	0	0	0	3,500	0	3,500	
0 4	Work Management Solution - Transportation	CW	S2	04	50	1,105	1,205	0	0	2,360	0	2,360	0	0	0	0	0	0	0	0	2,360	0	2,360	
0 5	Ent Time, Attendance & Scheduling Mgmt - PPEB	CW	S5	04	4,601	7,644	603	0	0	12,848	0	12,848	0	0	0	0	0	0	0	0	12,848	0	12,848	
0 6	Short Term Business Improvements - Transportation	CW	S2	04	600	600	530	0	0	1,730	0	1,730	0	0	0	0	0	0	0	0	1,730	0	1,730	
1 8	Ent Employee Self Service Portal, Payroll Moderniz	CW	S3	04	1,065	231	0	0	0	1,296	0	1,296	0	0	0	0	0	0	0	0	1,296	0	1,296	
	Sub-total					14,218	11,979	4,588	0	0	30,785	0	30,785	0	0	0	0	0	0	0	0	30,785	0	30,785
WES906827	COMPUTER SYSTEM INTEGRATION																							
0 9	Project Progress & Contract Tracking (PTP) - ECS	CW	S5	04	646	0	0	0	0	646	0	646	0	0	0	0	0	0	0	0	646	0	646	
	Sub-total					646	0	0	0	0	646	0	646	0	0	0	0	0	0	0	0	646	0	646
WES907128	BUSINESS SUSTAINMENT SYSTEMS																							
90 117	Blueprint Document Management - ECS	CW	S5	03	200	0	0	0	0	200	0	200	0	0	0	0	0	0	0	0	200	0	200	
20 118	Municipal Licensing & Stds - IT Strategic Plan	CW	S5	04	150	0	0	0	0	150	0	150	0	0	0	150	0	0	0	0	0	0	150	
0 119	Web Information Portal on Dvlpmnt Applications	CW	S5	04	240	0	0	0	0	240	0	240	0	0	0	0	0	0	0	0	240	0	240	



CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 4: 2014 Cash Flow and Future Year Commitments

Information & Technology						Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By											
Sub- Priority	Project No. SubProj No.	Project Name Sub-project Name	Ward	Stat.	Cat.	2014	2015	2016	2017	2018	Total 2014-2018	Total 2019-2023	Total 2014-2023	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
WES907128 BUSINESS SUSTAINMENT SYSTEMS																								
0	122	Integrated Business Mgmt System Upgrade - Planning	CW	S5	04	250	0	0	0	0	250	0	250	0	0	0	0	0	0	0	0	250	0	250
107	123	Electronic Self Service Licensing - MLS	CW	S5	04	150	0	0	0	0	150	0	150	0	0	0	0	0	150	0	0	0	0	150
0	125	Integrated Bus Mgmt Reporting Platform - Planning	CW	S5	04	606	0	0	0	0	606	0	606	0	0	0	0	0	0	0	0	606	0	606
0	126	System Enhancements for Licensing Services - MLS	CW	S5	04	396	0	0	0	0	396	0	396	0	0	0	0	0	0	0	0	396	0	396
0	127	Electronic Service Delivery Portal - Bldg Permits	CW	S5	04	1,006	0	0	0	0	1,006	0	1,006	0	0	0	0	0	0	0	0	1,006	0	1,006
0	128	Toronto Building Electronic Service Delivery	CW	S5	04	1,256	0	0	0	0	1,256	0	1,256	0	0	0	1,256	0	0	0	0	0	0	1,256
0	129	System Enhancements for City Planning Services	CW	S5	04	165	0	0	0	0	165	0	165	0	0	0	0	0	0	0	0	165	0	165
Sub-total						4,419	0	0	0	0	4,419	0	4,419	0	0	0	1,406	0	150	0	0	2,863	0	4,419
Total Program Expenditure						60,734	24,819	11,270	7,630	16,060	120,513	660	121,173	0	0	0	51,188	0	1,594	0	12,000	56,391	0	121,173

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 4: 2014 Cash Flow and Future Year Commitments

Information & Technology																									
						Current and Future Year Cash Flow Commitments and Estimates						Current and Future Year Cash Flow Commitments and Estimates Financed By													
												Total	Total	Total	Provincial Grants and Subsidies		Federal Subsidy	Development Charges	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.	2014	2015	2016	2017	2018	2014-2018	2019-2023	2014-2023												
Financed By:																									
		Reserves (Ind. "XQ" Ref.)				26,558	10,013	4,247	6,970	3,400	51,188	0	51,188	0	0	0	51,188	0	0	0	0	0	0	51,188	
		Capital from Current				1,594	0	0	0	0	1,594	0	1,594	0	0	0	0	0	1,594	0	0	0	0	1,594	
		Other2 (External)				0	0	0	0	12,000	12,000	0	12,000	0	0	0	0	0	0	0	12,000	0	0	12,000	
		Debt				32,582	14,806	7,023	660	660	55,731	660	56,391	0	0	0	0	0	0	0	0	56,391	0	56,391	
Total Program Financing						60,734	24,819	11,270	7,630	16,060	120,513	660	121,173	0	0	0	51,188	0	1,594	0	12,000	56,391	0	121,173	

- Status CodeDescription
- S2S2 Prior Year (With 2014 and/or Future Year Cashflow)
- S3S3 Prior Year - Change of Scope 2014 and/or Future Year Cost\Cashflow)
- S4S4 New - Stand-Alone Project (Current Year Only)
- S5S5 New (On-going or Phased Projects)

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

## **Appendix 5**

### **2014 Capital Project with Financing Details**

(Phase 5) 30-Information &amp; Technology

Sub-Project Category: 01,02,03,04,05

Type: B Sub-Project Status: S2

Type: C Sub-Project Status: S2,S3,S4,S5



## CITY OF TORONTO

## Appendix 5: 2014 Capital Projects with Financing Details

## Information &amp; Technology

## Sub-Project Summary

## Project/Financing

Priority Project Project Name

Project/Financing				2014	Financing										
Priority	Project	Project Name	Start Date	Completion Date	Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable
0	<u>EOL906983</u>	<u>Asset Lifecycle Management</u>													
0	30	Enterprise Software Replacement 2014	01/01/2014	12/31/2023	975	0	0	0	975	0	0	0	0	0	0
0	31	Enterprise Server Replacement 2014	01/01/2014	12/31/2023	2,625	0	0	0	2,625	0	0	0	0	0	0
0	32	Enterprise Storage Replacement - 2014	01/01/2014	12/31/2023	800	0	0	0	800	0	0	0	0	0	0
0	33	Desktop Software Replacement 2014	01/01/2014	12/31/2023	3,023	0	0	0	3,023	0	0	0	0	0	0
8	27	Network Asset Replacement 2014	01/01/2014	12/31/2023	1,751	0	0	0	1,751	0	0	0	0	0	0
9	28	Network Security Replacement 2014	01/18/2014	12/31/2023	366	0	0	0	366	0	0	0	0	0	0
15	20	Desktop Hardware Replacement 2014	01/01/2014	12/31/2023	8,108	0	0	0	8,108	0	0	0	0	0	0
		Project Sub-total:			17,648	0	0	0	17,648	0	0	0	0	0	0
0	<u>ITP000223</u>	<u>Network Upgrade</u>													
0	54	Business Continuity & Disaster Recovery Pgm. 2013	01/01/2006	12/31/2023	2,517	0	0	0	2,517	0	0	0	0	0	0
		Project Sub-total:			2,517	0	0	0	2,517	0	0	0	0	0	0
0	<u>ITP906881</u>	<u>Application Systems</u>													
0	99	ERP (SAP) System Upgrade 2014	01/01/2014	12/31/2014	1,319	0	0	0	0	0	0	0	0	1,319	0
0	100	Enterprise Mobility Platform	01/01/2014	12/31/2017	900	0	0	0	0	0	0	0	0	900	0
0	101	Enterprise Information Management	01/01/2014	12/31/2019	430	0	0	0	0	0	0	0	0	430	0
0	102	Central Property Repository	01/01/2014	12/31/2017	300	0	0	0	300	0	0	0	0	0	0
0	103	Web Technology Foundation - Phase 2014	01/01/2014	12/31/2014	1,388	0	0	0	0	0	0	0	0	1,388	0
0	104	Ent Doc & Record Mgmt Solution (EDRMS) 2014	01/01/2014	12/31/2018	646	0	0	0	0	0	0	0	0	646	0
27	66	Business Application Integration Licenses	01/01/2014	12/31/2014	435	0	0	0	0	0	435	0	0	0	0
44	86	Ent. Bus Intelligence Strategy & Plan	01/01/2014	12/31/2014	100	0	0	0	0	0	100	0	0	0	0
84	107	Ent Geospatial Aerial Photography Pgm 2014	01/20/2014	12/31/2014	200	0	0	0	0	0	0	0	0	200	0
		Project Sub-total:			5,718	0	0	0	300	0	535	0	0	4,883	0
0	<u>ITP906882</u>	<u>Corporate Planning &amp; Management</u>													
0	79	Application Portfolio Tools & Rationalization	02/01/2014	12/31/2019	400	0	0	0	0	0	0	0	0	400	0
0	114	Enterprise Solution Delivery Service Program	01/01/2014	12/31/2015	345	0	0	0	0	0	0	0	0	345	0
0	115	Business Process and Rules Management	01/01/2014	12/31/2018	870	0	0	0	0	0	0	0	0	870	0
0	116	Enterprise Portfolio Mgmt Tools	01/01/2014	12/31/2014	250	0	0	0	0	0	0	0	0	250	0
0	117	IT Service Process Improvement Pgm	01/01/2014	12/31/2020	567	0	0	0	0	0	0	0	0	567	0
0	118	Enterprise Information Security Pgm	01/01/2014	12/31/2023	400	0	0	0	0	0	0	0	0	400	0
0	119	Enterprise Architecture - 2014	01/01/2014	12/31/2018	2,010	0	0	0	0	0	0	0	0	2,010	0
0	120	eCity Strategic Planning - 2014	01/01/2014	12/31/2014	500	0	0	0	0	0	500	0	0	0	0
46	78	Quality Assurance Testing Software Upgrade	01/01/2014	12/31/2019	400	0	0	0	0	0	0	0	0	400	0
89	89	IT Risk Management Framework	01/01/2009	12/31/2015	300	0	0	0	0	0	300	0	0	0	0



(Phase 5) 30-Information &amp; Technology

Sub-Project Category: 01,02,03,04,05

Type: B Sub-Project Status: S2 Type: C Sub-Project Status: S2,S3,S4,S5



## CITY OF TORONTO

## Appendix 5: 2014 Capital Projects with Financing Details

## Information &amp; Technology

## Sub-Project Summary

## Project/Financing

Priority Project Project Name

Project/Financing					2014	Financing									
Priority	Project	Project Name	Start Date	Completion Date	Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable
<u>0</u>	<u>ITP907951</u>	<u>2012 Core Service Review - Service Efficiencies</u>													
1		8 Ent Employee Self Service Portal, Payroll Moderniz	02/01/2014	12/31/2015	1,065	0	0	0	0	0	0	0	0	1,065	0
Project Sub-total:					14,218	0	0	0	0	0	0	0	0	14,218	0
<u>0</u>	<u>WES907126</u>	<u>BUSINESS SUSTAINMENT SYSTEMS</u>													
0		119 Web Information Portal on Dvlpmnt Applications	01/01/2014	12/31/2016	240	0	0	0	0	0	0	0	0	240	0
0		122 Integrated Business Mgmt System Upgrade - Planning	01/01/2014	12/31/2017	250	0	0	0	0	0	0	0	0	250	0
0		125 Integrated Bus Mgmt Reporting Platform - Planning	01/01/2014	12/31/2016	606	0	0	0	0	0	0	0	0	606	0
0		126 System Enhancements for Licensing Services - MLS	02/03/2014	12/31/2015	396	0	0	0	0	0	0	0	0	396	0
0		127 Electronic Service Delivery Portal - Bldg Permits	01/01/2014	12/31/2015	1,006	0	0	0	0	0	0	0	0	1,006	0
0		128 Toronto Building Electronic Service Delivery	01/01/2014	12/31/2017	1,256	0	0	0	1,256	0	0	0	0	0	0
0		129 System Enhancements for City Planning Services	01/01/2014	12/31/2015	165	0	0	0	0	0	0	0	0	165	0
20		118 Municipal Licensing & Stds - IT Strategic Plan	01/01/2014	12/31/2016	150	0	0	0	150	0	0	0	0	0	0
90		117 Blueprint Document Management - ECS	01/01/2014	12/31/2015	200	0	0	0	0	0	0	0	0	200	0
107		123 Electronic Self Service Licensing - MLS	01/01/2014	12/31/2016	150	0	0	0	0	0	150	0	0	0	0
Project Sub-total:					4,419	0	0	0	1,406	0	150	0	0	2,863	0
<u>1</u>	<u>WES906827</u>	<u>COMPUTER SYSTEM INTEGRATION</u>													
0		9 Project Progress & Contract Tracking (PTP) - ECS	01/01/2014	12/31/2016	646	0	0	0	0	0	0	0	0	646	0
Project Sub-total:					646	0	0	0	0	0	0	0	0	646	0
Program Total:					60,734	0	0	0	26,558	0	1,594	0	0	32,582	0

## Status Code Description

S2 S2 Prior Year (With 2014 and/or Future Year Cashflow)  
 S3 S3 Prior Year - Change of Scope 2014 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

## Appendix 6

### 2014 Reserve / Reserve Fund Review (In \$000s)

#### Reserve/Reserve Fund Review - Program Specific

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2013 *	Contributions / (Withdrawals)										2014 - 2023 Total Contributions / (Withdrawals)
			2014 Budget	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	
IT Equipment Reserve XQ1508	Beginning Balance	14,551	14,551	10,885	1,873	4,126	6,645	9,461	7,834	1,934	2,654	5,514	
	Contributions / (Withdrawals)												
	Asset Lifecycle Management EOL906883		(17,648)	(22,818)	(13,024)	(13,035)	(13,708)	(18,151)	(22,424)	(15,804)	(13,664)	(13,052)	(163,328)
	Resources to deliver IT Capital Projects ITP907907			(1,383)									(1,383)
	Network Upgrade ITP000223-54		(2,517)	(1,310)	(1,247)	(970)							(6,044)
	Total Withdrawals		(20,165)	(25,511)	(14,271)	(14,005)	(13,708)	(18,151)	(22,424)	(15,804)	(13,664)	(13,052)	(170,755)
	Contributions / Interest		16,499	16,499	16,524	16,524	16,524	16,524	16,524	16,524	16,524	16,524	165,190
Total Reserve Fund Balance at Year-End		14,551	10,885	1,873	4,126	6,645	9,461	7,834	1,934	2,654	5,514	8,986	

\* Based on the 3rd Quarter Variance Report

#### Reserve/Reserve Fund Review – Corporate

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2013 *	Contributions / (Withdrawals)										2014 - 2023 Total Contributions / (Withdrawals)
			2014 Budget	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	
Capital Financing Reserve (XQ0011)	Beginning Balance	527,121											
	Contributions / (Withdrawals)												
	Consolidated Data Centre ITP906883-30		-	(300)	(3,000)	(6,000)	(3,400)						(12,700)
	Application Systems ITP906881-102		(300)	(400)	(300)	(300)							(1,300)
	Integrated Telecom Infrastructure ITP906883-29		(808)										(808)
	MLS- IT Strategic Plan WES907128-118		(150)										(150)
Telecommunications Development Reserve XQ1712	Beginning Balance	226											
	eMail System Strategy Implementation ITP906883-56		(226)										(226)
													-
Telecom Public Policy Benefits Reserve XQ1713	Beginning Balance	5,035											-
	eMail System Strategy Implementation ITP906883-56		(3,653)	(1,382)									(5,035)
Building Division Reserve Fund XR1305	Beginning Balance	26,800											-
	Toronto Building eService		(1,256)	(891)									(2,147)
													-
	Contributions / Interest												-
Total Program Contributions / (Withdrawals)			(6,393)	(3,505)	(3,300)	(6,300)							(22,898)

\* Based on the 3rd Quarter Variance Report