



City Budget 2013

Information & Technology Capital Program Summary

The City of Toronto's budget is presented by program and service, in Analyst Note format. The City's Capital Budget funds major infrastructure.

2013 - 2022 Capital Program

2013 CAPITAL PROGRAM COUNCIL APPROVED JANUARY 16, 2013

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PART I: 2013 CAPITAL BUDGET AND PLAN

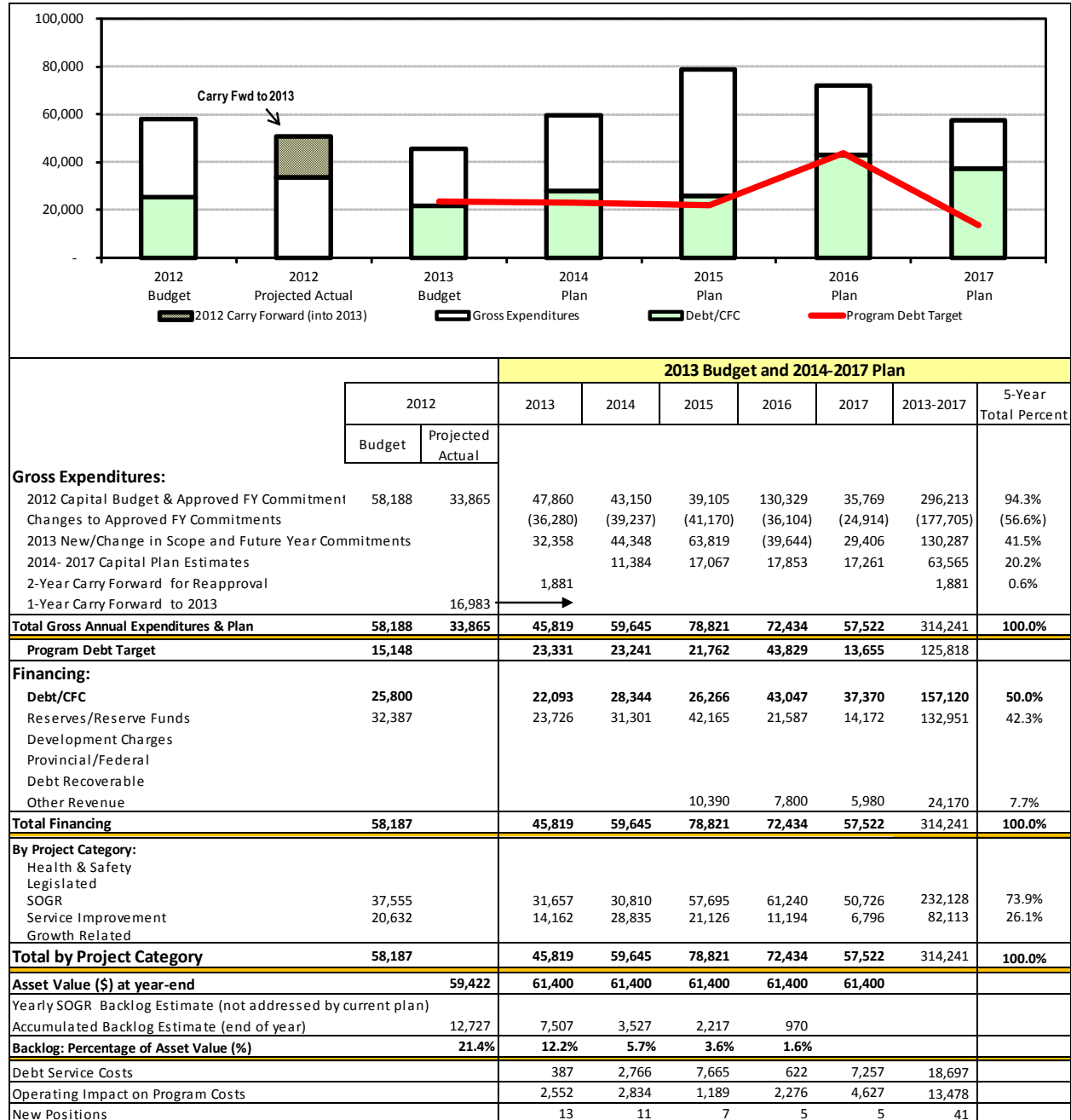
City Council approved the following recommendations:

1. City Council approve the 2013 Capital Budget for Information & Technology with a total project cost of \$45.530 million, and 2013 cash flow of \$62.802 million and future year commitments of \$124.230 million comprised of the following:
 - a) New Cash Flow Funding for:
 - i) 35 new / change in scope sub-projects with a 2013 total project cost of \$45.530 million that requires cash flow of \$32.358 million in 2013 and a future year cash flow commitment of \$12.448 million in 2014; \$35.753 million in 2015; (\$57.761 million) in 2016; \$20.736 million in 2017; \$0.653 million in 2018; \$0.665 million in 2019 and \$0.678 million in 2020;
 - ii) 6 previously approved sub-projects with a 2013 cash flow of \$11.580 million; and a future year cash flow commitment of \$3.913 million in 2014; \$2.065 million in 2015; \$94.225 million in 2016; and \$10.855 million in 2016;
 - iii) 3 previously approved sub-project with carry forward funding from 2011 and prior years requiring 2013 cash flow of \$1.881 million which forms part of the affordability target that requires Council to reaffirm its commitment; and
 - b) 2012 approved cash flow for 35 previously approved sub-projects with carry forward funding from 2012 into 2013 totalling \$16.983 million.
2. City Council approve new debt service costs of \$0.387 million in 2013 and incremental debt costs of \$2.766 million in 2014, \$7.665 million in 2015, \$0.622 million in 2016, and \$7.257 million in 2017, \$3.970 million in 2018, \$2.353 million in 2019, \$1.562 million in 2020 and \$1.562 million in 2021 resulting from the approval of the 2013 Capital Budget, to be included in the 2013 and future year operating budgets.
3. City Council approve the 2014-2022 Capital Plan for Information & Technology totalling \$163.220 million in project estimates, comprised of \$11.384 million in 2014; \$17.067 million in 2015; \$17.853 million in 2016; \$17.261 million in 2017; \$18.953 million in 2018; \$18.531 million in 2019; \$22.240 million in 2020; \$21.676 million in 2021; and \$18.255 million in 2022.
4. City Council consider operating costs of \$2.552 million net in 2013, \$2.834 million net in 2014, \$1.189 million net in 2015, \$2.276 million net in 2016, \$4.627 million net in 2017 and \$0.166 million net in 2018, emanating from the approval of the 2013 Capital Budget for inclusion in the 2013 and future year operating budgets.
5. City Council approve 39.5 temporary capital positions for the delivery of new 2013 capital projects and that the duration for each temporary position not exceed the life and funding of its respective projects / sub-projects.

6. The 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.

PART II: 2013 – 2022 CAPITAL PROGRAM

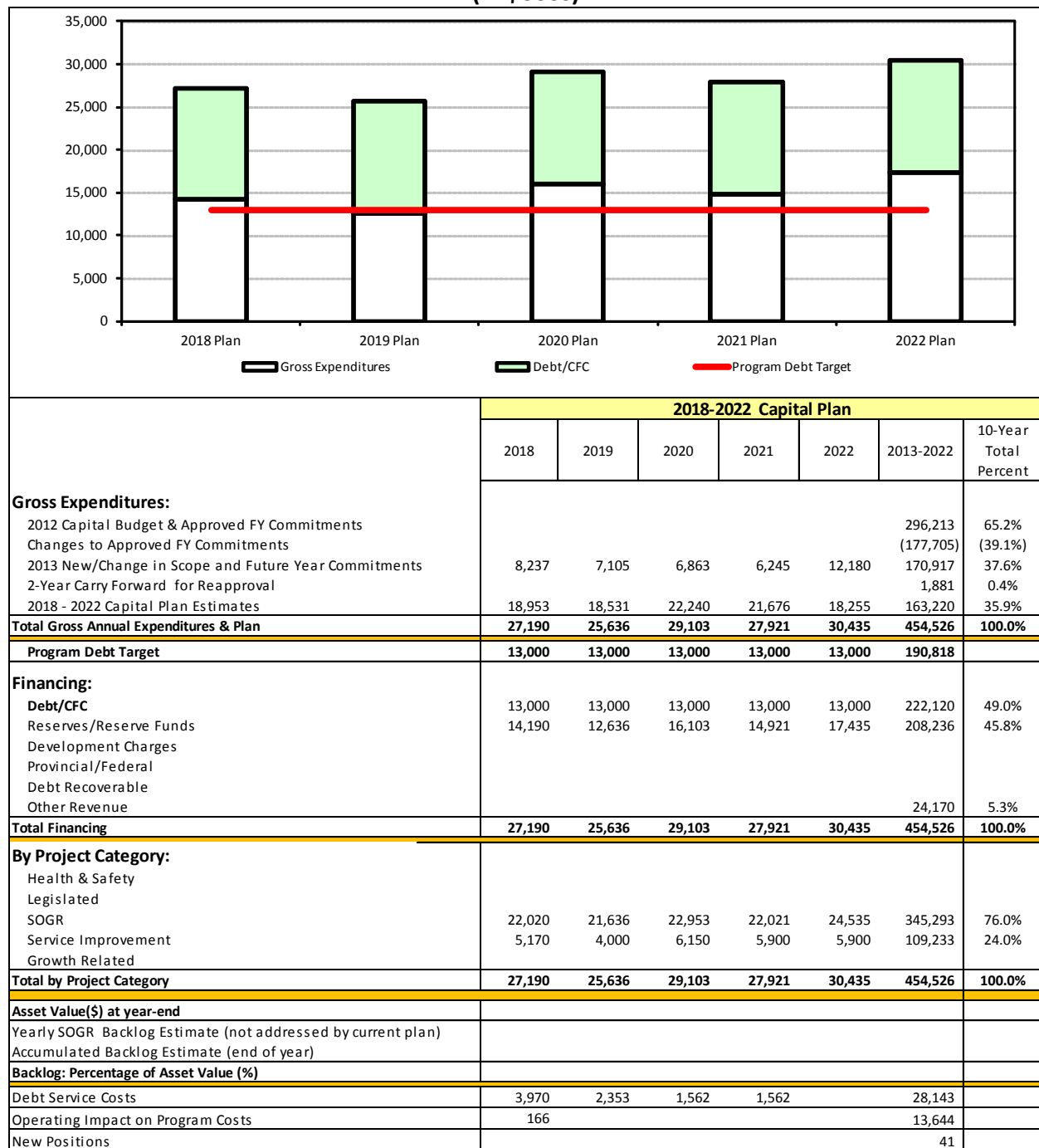
10-Year Capital Plan 2013 Budget, 2014 - 2017 Plan (In \$000s)



10-Year Capital Plan

2018-2022 Plan

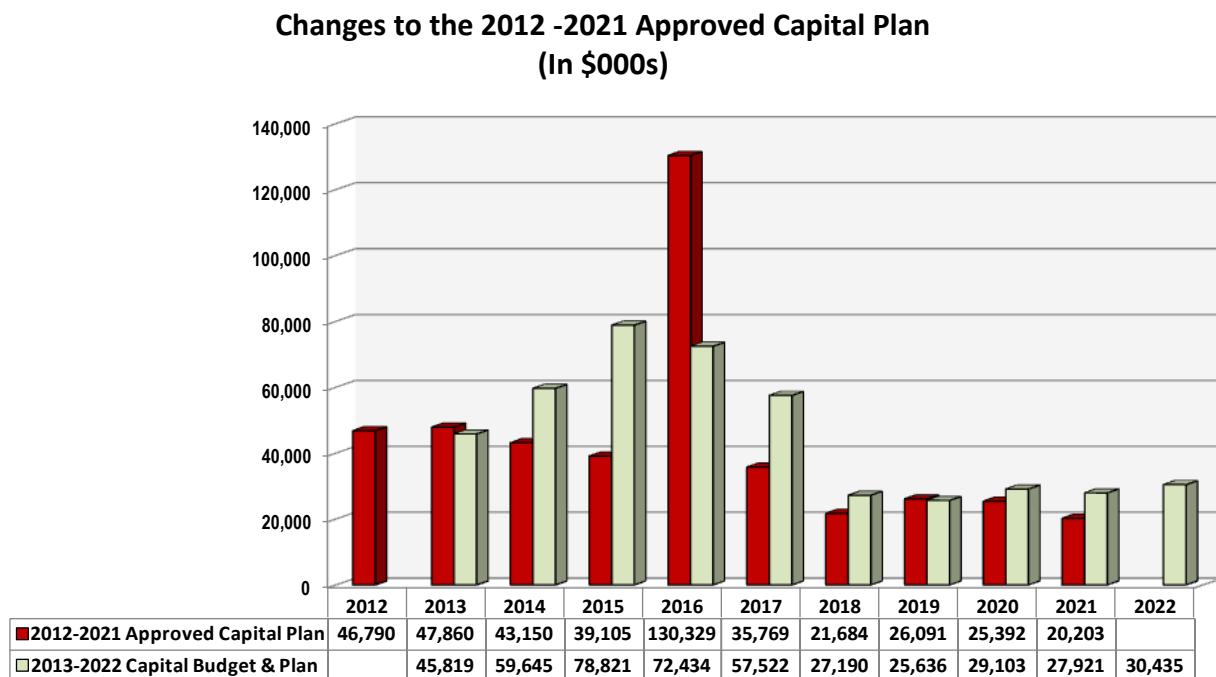
(In \$000s)



10-Year Capital Plan Overview

- The Information and Technology Division is responsible for City wide (Enterprise) and critical divisional IT applications, along with an integrated and secure IT infrastructure, to provide dependable services to City Programs and to the Public.
- The 2013 Capital Budget and 2014-2022 Capital Plan focuses on maintaining Information & Technology's core portfolio of assets in a state of good repair (SOGR) for the City's technology network, application systems and technology infrastructure, developing and implementing IT business solutions, and ensuring a secure, reliable and dependable IT infrastructure in support of City Programs' service delivery, and ultimately to the Public.
- Over the 10-Year planning horizon, Information and Technology will implement several multi-year initiatives, such as a new Consolidated Data Centre, implementation of an E-mail System, a comprehensive SAP foundation to support City IT Programs, an Integrated Telecom Infrastructure, and multiple divisional projects incrementally contributing to common enterprise initiatives and leveraging common foundations.
- The 10-year Capital Plan totals \$454.526 million, excluding carry forward funding; of which \$314.241 million or 69.1% is projected for the first five years and \$140.285 million or 30.9% is required in the second five years. The first five years is significantly higher as it includes funding assigned to the establishment of a new Consolidated Data Centre (\$105.000 million), Asset Replacement (\$78.121 million) and technology to support Efficiency Study Implementations (\$35.516 million).
- The 10-year Capital Plan requires new debt funding of \$222.120 million and exceeds the debt affordability guideline over the ten years by \$31.302 million.
 - Debt funding of \$222.120 million comprises 49% of the Information & Technology 10-year capital financing.
 - The balance of the financing will come from reserve funding (\$208.236 million or 45.8%) and funding (\$24.170 million or 5.3%) from the TTC and the Toronto District School Board for their participation in the Consolidated Data Centre project.
- 76% or \$345.293 million over the 10-year planning horizon is allocated to projects that maintain the City's technology assets in a state of good repair. These include replacement of the City's inventory of servers, storage technologies, desktops, notebooks, thin client devices, monitors and multi function device for copying and printing as well as the data centre project.
- The 10-Year Capital Plan will impact future year Operating Budgets for Information & Technology by a total of \$13.644 million net over the ten-year period for licensing, on-going maintenance for new, completed information technology systems and support costs.
- During 2012, a comprehensive review of IT projects city-wide was undertaken. In total \$557.435 million is included corporately, with \$348.442 million included in this 10-Year Capital Plan and \$208.993 million included in various Programs' 10-Year Capital Plans. The 10-Year IT Portfolio addresses foundational requirements and addresses business specific needs including technology to enable the realization of service efficiencies.

Key Changes to the 2012 - 2021 Approved Capital Plan



The 2013 Capital Budget and the 2014 - 2022 Capital Plan reflects an increase of \$38.209 million or 12.9% from the 2012 to 2021 Approved Capital Plan.

The major changes to the 2012-2021 Approved Capital Plan are outlined below:

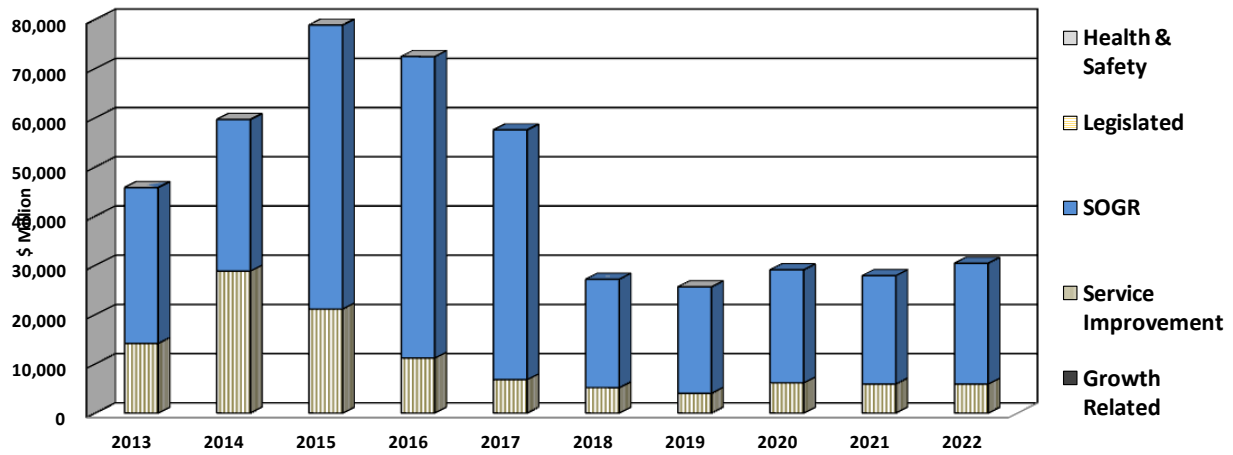
- Funding has decreased by \$10.096 million due to revised business plans for enterprise content information and business intelligence projects.
- A significant increase totalling \$45.374 million for the replacement of computer software, servers, storage and enterprise software due to upgrades and additional licenses is required over the 10-year period. Replacements include deploying Windows 7 in 2013 across the City, preparing mobile device management for tablets and Adobe, directory and software office upgrades.
- Debt funding for the Consolidated Data Centre has increased by \$28.847 million as earlier estimates had anticipated a P3 participation. The City's application to the Federal government was rejected.
- Several projects have been reduced. They include the Corporate Planning & Management project (\$5.242 million) and Future Year Technology Infrastructure Replacements (\$10.593 million). These two projects have been reduced to partially mitigate against the Program's debt increase over target.
- Funding for new resources required to support the IT capital program city-wide requires \$13.650 million over the period 2013 to 2016.
- A new project has been added for the replacement of the existing City E-mail infrastructure and services with a City-managed long-term strategic software system.

- The following chart details the key project cash flow changes to the 2012 – 2021 Approved Capital Plan.

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

| Key Projects | Total Project Cost | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2013 - 2021 | Revised Total Project Cost |
|---|--------------------|----------------|---------------|---------------|-----------------|----------------|----------------|---------------|--------------|--------------|-----------------|----------------------------|
| Previously Approved | | | | | | | | | | | | |
| Application Systems | 41,464 | (1,342) | (1,676) | (1,980) | (1,424) | (1,350) | (1,624) | (700) | | | (10,096) | 31,368 |
| Corporate Planning & Management | 37,817 | (1,399) | (909) | | | | | | | | (2,308) | 35,509 |
| Corporate Initiatives | 45,686 | (6,048) | 4,501 | 2,163 | (1,552) | | | | | | (936) | 44,750 |
| Total Previously Approved | 124,967 | (8,789) | 1,916 | 183 | (2,976) | (1,350) | (1,624) | (700) | | | (13,340) | 111,627 |
| New | | | | | | | | | | | | |
| Asset Lifecycle Management | 45,374 | 1,082 | 1,955 | 3,513 | 2,651 | 2,258 | 5,506 | 12,636 | 8,055 | 7,718 | 45,374 | 45,374 |
| Network Upgrade | (2,456) | (1,759) | (697) | | | | | | | | (2,456) | (2,456) |
| Application Systems | 5,942 | 1,617 | 1,376 | (353) | (54) | 500 | 1,356 | 1,100 | 400 | | 5,942 | 5,942 |
| Corporate Planning & Management | (1,880) | 1,912 | 1,141 | 31 | (1,945) | (1,035) | (1,136) | (848) | | | (1,880) | (1,880) |
| Technology Infrastructure | (9,988) | 2,110 | 4,230 | 31,029 | (58,739) | 18,430 | (2,373) | (2,473) | (1,650) | (552) | (9,988) | (9,988) |
| Business Sustainment Systems | 907 | 394 | (109) | 922 | (50) | (250) | | | | | 907 | 907 |
| Capital Portfolio Resource Requirements | 13,650 | 3,000 | 5,325 | 3,550 | 1,775 | | | | | | 13,650 | 13,650 |
| Total New | 8,631 | 8,356 | 13,221 | 38,692 | (56,362) | 19,903 | 3,353 | 10,415 | 6,805 | 7,166 | 51,549 | 51,549 |
| Total Changes | 133,598 | (433) | 15,137 | 38,875 | (59,338) | 18,553 | 1,729 | 9,715 | 6,805 | 7,166 | 38,209 | 163,176 |

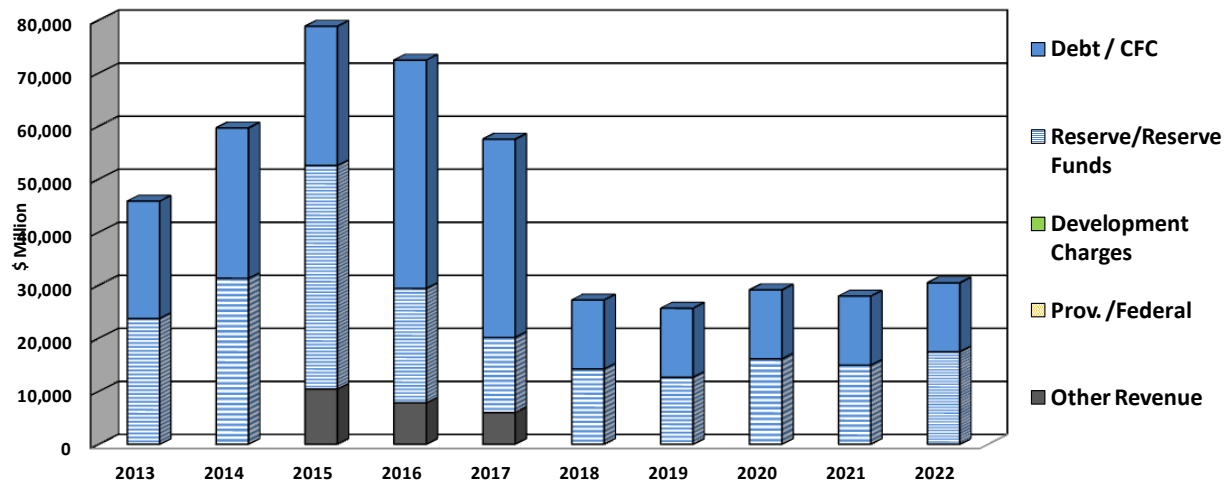
2013 – 2022 Capital Plan
2013–2022 Capital Plan by Project Category
(In \$000s)



The 10-Year Capital Plan of \$454.526 million is comprised of \$345.293 million or 76% for State of Good Repair and \$109.233 million or 24% for Service Improvement projects.

- State of Good Repair projects, which ensure the reliability and security of IT services to support effective services to the public, continue to drive the Information & Technology capital program to 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 \$232.128 million or 73.9%. In the second 5 years, SOGR funding totals \$113.165 million or 80.7%.
 - \$78.121 million of the total planned cash flow for SOGR projects will be spent on lifecycle replacement of desktops hardware, software, storage and servers as well as network security and multifunction devices using an eprint strategy during the first 5 years. In addition, \$75.285 million will be required in the second 5 years for these systems replacements.
 - In the first 5 years, \$116.356 million or 33.7% of total SOGR is mainly for the construction of a new Data Centre. Construction will begin in 2016.
- Service Improvement projects account for \$109.233 million or 24% of funding included in the 10-Year Capital Plan of which, \$82.113 million or 75.2% is in the first five years. A total of \$35.516 million is allocated to technology projects to implement Service Efficiency Study recommendations, additional resources to implement the IT capital plan (\$13.650 million) and upgrading systems for business requirements in Cluster B (\$13.547 million).
- The second 5 years includes \$12.300 million for Future Business Sustainment Systems, \$9.200 million for Portfolio Initiative Upgrades and \$3.500 million for the Client relationship Management Framework Upgrade.

2013–2022 Capital Plan by Funding Source
(In \$000s)



The 10-Year Capital Plan of \$454.526 million will be financed by \$222.120 million of debt, \$208.236 million from Reserve / Reserve funds and Other Revenue comprised of \$24.170 million.

- Information & Technology's 10-Year Capital Plan is primarily funded by debt, which accounts for \$222.120 million or 49% of financing. Debt funding exceeds the 10-year debt affordability target of \$190.818 by \$31.302 million mainly due to the revised financing arising from the unsuccessful application for federal funding for the construction of the Consolidated Data Centre (\$28.847 million).
 - Debt for the first 5 years totals \$157.120 million or 50% of total funding for the period. This is significantly above the debt affordability guideline as a result of the revised financing requirements for the Consolidated Data Centre.
 - Debt for the second 5 years of the Capital Plan totals \$65.000 million or 46.3% of the total funding for the period.
- Reserves and Reserve funds total \$208.236 million or 45.8% of funding for the 10-Year Capital Plan.
 - In the first 5 years, Reserves/Reserves Fund total \$132.951 million or 42.3% of funding of which \$27.477 million is allocated to the Consolidated Data Centre project. The remaining \$105.474 million include the sustainment program (\$86.540 million) to replace the City's hardware, software servers and networks.
 - In years 2018-2022, the level of Reserve/Reserve Funds drops to \$75.285 million or 53.7% of capital financing for the period.
 - Other Revenues of \$24.170 million or 5.3% will provide financing in years 2015 to 2017. This reflects the contributions from the TTC and the TDSB for their partnership in the Consolidated Data Centre project.

Major Capital Initiatives by Category

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

| | Total Project Cost | 2013 Budget | 2014 Plan | 2015 Plan | 2016 Plan | 2017 Plan | 2018 Plan | 2019 Plan | 2020 Plan | 2021 Plan | 2022 Plan | 2013- 2022 Total |
|---|--------------------------|----------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|------------------------|
| State of Good Repair (SOGR) | | | | | | | | | | | | |
| Asset Lifecycle Management | 153,406 | 14,937 | 13,993 | 16,481 | 19,508 | 13,202 | 14,190 | 12,636 | 16,103 | 14,921 | 17,435 | 153,406 |
| Network Upgrade | 8,419 | 2,375 | 2,517 | 1,310 | 1,247 | 970 | | | | | | 8,419 |
| Application Systems | 26,371 | 4,316 | 2,969 | 989 | 1,782 | 2,050 | 2,660 | 3,763 | 2,642 | 2,600 | 2,600 | 26,371 |
| Corporate Planning & Management | 31,043 | 2,539 | 3,136 | 3,856 | 2,997 | 3,748 | 3,570 | 3,687 | 2,310 | 2,600 | 2,600 | 31,043 |
| Technology Infrastructure | 125,204 | 7,280 | 7,770 | 34,844 | 35,706 | 30,756 | 1,600 | 1,550 | 1,898 | 1,900 | 1,900 | 125,204 |
| Business Sustainment Systems | 850 | 210 | 425 | 215 | | | | | | | | 850 |
| Sub-Total | 345,293 | 31,657 | 30,810 | 57,695 | 61,240 | 50,726 | 22,020 | 21,636 | 22,953 | 22,021 | 24,535 | 345,293 |
| Service Improvements | | | | | | | | | | | | |
| Application Systems | 6,790 | 1,080 | 1,230 | 1,140 | 670 | 1,100 | 1,120 | 450 | | | | 6,790 |
| Corporate Planning & Management | 5,418 | 859 | 359 | | | 700 | 700 | 700 | 700 | 700 | 700 | 5,418 |
| Technology Infrastructure | 6,366 | 1,078 | 808 | | 2,280 | 1,650 | 150 | 150 | 250 | | | 6,366 |
| Corporate Initiatives | 38,069 | 5,285 | 16,571 | 12,765 | 3,448 | | | | | | | 38,069 |
| Portfolio Management Initiatives | 10,300 | | | | 400 | 700 | 1,200 | 200 | 2,600 | 2,600 | 2,600 | 10,300 |
| Capital Portfolio Resource Requirements | 13,650 | 3,000 | 5,325 | 3,550 | 1,775 | | | | | | | 13,650 |
| Computer System Integration | 2,493 | 672 | 646 | 587 | 588 | | | | | | | 2,493 |
| Business Sustainment Systems | 25,847 | 2,188 | 3,596 | 3,084 | 2,033 | 2,646 | 2,000 | 2,500 | 2,600 | 2,600 | 2,600 | 25,847 |
| TAS Electronics Communications | 300 | | 300 | | | | | | | | | 300 |
| Sub-Total | 109,233 | 14,162 | 28,835 | 21,126 | 11,194 | 6,796 | 5,170 | 4,000 | 6,150 | 5,900 | 5,900 | 109,233 |
| Total | 454,526 | 45,819 | 59,645 | 78,821 | 72,434 | 57,522 | 27,190 | 25,636 | 29,103 | 27,921 | 30,435 | 454,526 |

The 10-Year Capital Plan supports Information & Technology's objectives to provide services to the City to support effective program delivery by maintaining the City's technology network, application systems and technology infrastructure in a state of good repair, and to enable service improvements and operational efficiencies through the innovative application of information technology.

State of Good Repair (SOGR) Projects

- SOGR projects within the 10-Year Capital Plan total \$345.293 million or 76%.
- Major SOGR projects include ongoing SOGR for lifecycle replacements of technology assets (\$153.406 million) and the construction of a Consolidated Data Centre with construction beginning in 2016 (\$105.000 million).
 - SOGR projects also include a City of Toronto E-mail System and for the Corporate Planning and Management for the eCity Vision and Enterprise Architecture projects totalling \$31.043 million. These projects provide for initiatives such as eCity Security, IT Service Management and the eCity Architecture to better manage the critical lifecycle of software tools.
- The Application Systems development projects total \$26.371 million over 10 years and include the SAP Landscape project to establish the current SAP Technologies to facilitate Data Warehouse, Web Based Portal applications, and various functionality such as analysis and reporting to support applications including the Financial Planning Analysis and Reporting System (FPARS), the Property Tax and Water Billing projects and the 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 \$35.516 million or 32.5%. Projects have been selected to address the City's technical as well as specific business requirements over the period 2013-2016 and will lay the foundation for business process re-engineering, its automation and future service efficiencies.
- The Business Sustainment Systems project(\$25.847 million) will deliver various projects: the Computer System Integration, Case Management System, and Licensing IVR for Business, eService for MLS, City Planning Technical Enhancements, Zoning By-law Integration and Animal Services Electronic Communications projects.
- Funding of \$13.650 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 Initiatives planned to begin in 2016 to leverage I &T solutions and tools required to enhance competencies and to better manage IT investment in capital projects and budgets (\$10.300 million), the Enterprise Information Management project which provides a consistent base across the City for management and maintenance of information (\$4.890 million) and the Toronto Building eService project providing city services to residents and businesses with on-line services (\$4.200 million).

State of Good Repair (SOGR) Backlog

- The 10-Year Capital Plan dedicates \$232.128 million to SOGR spending in the first 5 years of the Plan and \$113.165 million in the second five years of the Plan.
- The need to develop a comprehensive Disaster Recovery plan for the City is the only SOGR backlog identified to date.
- Assets identified to date have been valued at \$61.400 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 to be undertaken to establish: i) the City's technology and applications inventory; ii) a more realistic asset value for the Program; and iii) identify any additional SOGR backlog requirements.

10-Year Capital Plan Impact on the Operating Budget
Operating Impact Summary
(In \$000s)

| Program Costs, Revenues and Net (\$000s) | 2013 Budget | 2014 Plan | 2015 Plan | 2016 Plan | 2017 Plan | 2018 Plan | 2019 Plan | 2020 Plan | 2021 Plan | 2022 Plan | 2013-2022 Total |
|--|-------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------------|
| 2013 Capital Budget | | | | | | | | | | | |
| Program Gross Expenditure | 2,552.0 | | | | | | | | | | 2,552.0 |
| Program Revenue | | | | | | | | | | | |
| Program Costs (Net) | 2,552.0 | | | | | | | | | | 2,552.0 |
| Approved Positions | 13.0 | | | | | | | | | | 13.0 |
| 10-Year Capital Plan | | | | | | | | | | | |
| Program Gross Expenditure | | 2,834.0 | 1,189.0 | 2,276.0 | 4,627.0 | 166.0 | | | | | 11,092.0 |
| Program Revenue | | | | | | | | | | | |
| Program Costs (Net) | | 2,834.0 | 1,189.0 | 2,276.0 | 4,627.0 | 166.0 | | | | | 11,092.0 |
| Approved Positions | | 11 | 7 | 5 | 5 | | | | | | 28 |
| Total | | | | | | | | | | | |
| Program Gross Expenditure | 2,552.0 | 2,834.0 | 1,189.0 | 2,276.0 | 4,627.0 | 166.0 | | | | | 13,644.0 |
| Program Revenue | | | | | | | | | | | |
| Program Cost (Net) | 2,552.0 | 2,834.0 | 1,189.0 | 2,276.0 | 4,627.0 | 166.0 | | | | | 13,644.0 |
| Approved Positions | 13 | 11 | 7 | 5 | 5 | | | | | | 41 |

Approval of the 2013 Capital Budget will result in an operating budget increase of \$2.552 million.

The 10-Year Capital Plan will increase future year Operating Budgets by a total of \$13.644 million net over the 2013 – 2022 period. Approved positions will increase by 41 over the 10-year time frame. Specifically, the following funding is projected:

- \$0.320 million is required in 2013 for software and hardware maintenance costs resulting from the completion of the Enterprise Architecture Infrastructure project (\$0.300 million) and the Enterprise Geospatial Program (\$0.020 million). An additional \$0.050 million is required in 2014 for maintenance support.
- \$0.152 million is required for the Enterprise Content Management project for three application specialists to provide sustainment skills post implementation of the new Enterprise EDRMS applications and infrastructure with specialized servers. An additional \$0.152 million will be required in 2014.
- The Enterprise Resource Capacity Management project requires one new position in 2013 to provide application and user support at a cost of \$0.136 million.
- \$0.032 million in 2013 and \$0.042 million in 2014 is required for the Quality Assurance project for annual maintenance of the HP Testing suite. In 2014, 2 resources (\$0.226 million) will be required to assist in implementing the tools developing methodology and completing the assessment on the project.
- \$0.040 million is required in 2013 for software and hardware maintenance costs resulting from the completion of the IT service Management project with an additional \$0.075 million required from 2014 to 2020.
- The SAP Landscape Upgrade project requires six additional staff to support nine new technologies as a result of the implementation of the FPARS project. In 2013, \$1.231 million required with \$0.358 million for salaries and benefits for three positions and \$0.873 million for additional SAP licenses and maintenance costs. In 2014, \$0.358 million for salaries and benefits is required for another three positions and \$0.875 million for on-going hardware and software maintenance.

- One new position to sustain the new Email Archiving system that interfaces with GroupWise for archiving requirements is required at a cost of \$0.053 million in 2013 and \$0.052 million in 2014. The system will require maintenance in 2014 (\$0.010 million) and 2015 (\$0.171 million).
- The Enterprise Systems Management Implementation project requires \$0.050 million in 2013, \$0.040 million in 2014 and \$0.040 million in 2015 for maintenance of the Service Desk and Business Service Management Modules installed in 2011 and 2012. Two additional staff will be required in 2014 (\$0.222 million) and one additional staff in 2015 (\$0.105 million) to perform new integrations features between the Service Desk and asset management.
- One new position to sustain the new Microsoft Active Directory which provides security to over 600 servers across the City and 20,000 desktops is required at a cost of \$0.052 million in 2013 and \$0.053 million in 2014.
- The Integrated Telecom Infrastructure project requires \$0.150 million in 2013 and \$0.150 million in 2016, for upgrades in the DSL lines from Bell to Cogeco fibre to provide more bandwidth and prepare for future solutions. An additional four resources is required in 2015 to manage asset, acquisition and service requests from all divisions.
- One new position to support the new Bentley Project Wise system which is the key engineering drawing and document management tool for Technical Services is required at a cost of \$0.126 million in 2014.
- One new position to monitor inputs and outputs of enterprise business processes for the IT Performance Reporting project is required at a cost of \$0.110 million in 2014.
- A new compliant service responsibility for the Configuration Management Database Implementation project will require one new permanent resource in 2016 at a cost of \$0.136 million and another resource in 2017 at a cost of \$0.105 million.
- The Disaster Recovery project requires \$0.015 million in 2013 for an internal circuit upgrade. Six additional resources will be required in 2014 to 2017 with salaries and benefits totalling \$0.630 million and \$0.795 million to develop, train, test and maintain the City's disaster recovery plans.
- \$0.025 million is required in 2017 for the business intelligence strategy.
- The Consolidated Data Centre will require one position in 2016 and three more resources in 2017 to support the infrastructure with salaries and benefits totalling \$0.441 million and \$5.184 million in maintenance costs over the two year period.
- The WEB Foundation Continuation project will require \$0.304 million for 4 resources in 2013 to maintain the system after implementation in 2012. Another \$0.101 million for salaries and \$0.034 million for software licenses in 2013 and 2014 is required.
- 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.

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

| Project | 2013 Budget | | 2014 Plan | | 2015 Plan | | 2016 Plan | | 2017 Plan | | 2013 - 2017 Capital Budget Plan | | 2018 - 2022 Capital Plan | |
|-------------------------------------|--------------|-----------|--------------|-----------|--------------|-----------|--------------|-----------|--------------|-----------|------------------------------------|-----------|-----------------------------|-----------|
| | \$000s | Positions | \$000s | Positions | \$000s | Positions | \$000s | Positions | \$000s | Positions | \$000s | Positions | \$000s | Positions |
| Previously Approved Projects | | | | | | | | | | | | | | |
| Enterprise Application Integration | 280 | | | | | | | | | | 280 | - | | |
| eCity Enterprise Architecture | 20 | | 50 | | | | | | | | 70 | | | |
| Enterprise Geospatial Program | 20 | | | | | | | | | | 20 | | | |
| EDRMS | 152 | 3 | 152 | | | | | | | | 304 | 3 | | |
| Resource Capacity Mgmt. | 136 | 1 | | | | | | | | | 136 | | | |
| Quality Assurance | 32 | | 268 | 2 | | | | | | | 300 | 2 | | |
| IT Service Management | 40 | | 20 | | 15 | | 10 | | 10 | | 95 | | 20 | |
| SAP Landscape Upgrade | 1,231 | 3 | 1,283 | 3 | | | | | | | 2,514 | 6 | | |
| eMail Archiving Solutions | 53 | 1 | 62 | | 171 | | | | | | 286 | | | |
| Enterprise Systems Management | 50 | | 262 | 2 | 145 | 1 | | | | | 457 | 3 | | |
| Microsoft Active Directory | 52 | 1 | 53 | | | | | | | | 105 | | | |
| Integrated Telecom Infrastructure | 150 | | | | 368 | 4 | 150 | | | | 668 | | | |
| IT Performance Reporting | | | 126 | 1 | | | | | | | 126 | 1 | | |
| Document Mgmt. ProjectWise | | | 110 | 1 | | | | | | | 110 | | | |
| New Projects - 2013 | | | | | | | | | | | | | | |
| Disaster Recovery | 15 | | 330 | 2 | 490 | 2 | 285 | 1 | 305 | 1 | 1,425 | | 146 | |
| Business Intelligence | | | | | | | | | 25 | | 25 | | | |
| Consolidated Data Centre | | | | | | | 1,443 | 1 | 4,182 | 3 | 5,625 | | | |
| WEB Foundation | 321 | 4 | 118 | | | | | | | | 439 | | | |
| Configuration Mgmt. Database | | | | | | | 136 | 1 | 105 | 1 | 241 | | | |
| Enterprise Portfolio Mgmt. Tools | | | | | | | 252 | 2 | | | 252 | | | |
| Total (Net) | 2,552 | 13 | 2,834 | 11 | 1,189 | 7 | 2,276 | 5 | 4,627 | 5 | 13,478 | 15 | 166 | |

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) | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 - 2022 |
| SENIOR SYSTEMS INTEGRATOR | FNS907828 | 1.0 | 7/1/2013 | 7/30/2014 | 60 | 60 | | | | |
| SENIOR FINANCIAL & SYSTEMS ANALYST | FNS907828 | 1.0 | 7/1/2013 | 7/30/2014 | 60 | 60 | | | | |
| SENIOR SYSTEMS INTEGRATOR IT (PM) | WES907128-20/118 | 1.0 | 1/1/2013 | 12/31/2014 | 115 | 115 | | | | |
| SENIOR SYSTEMS INTEGRATOR IT (PM) | WES907128-120 | 1.0 | 1/1/2013 | 12/31/2014 | 100 | 100 | | | | |
| SYSTEMS INTEGRATOR 1 (BA) | WES907128-120 | 1.0 | 1/1/2013 | 12/31/2014 | 100 | 100 | | | | |
| SYSTEMS INTEGRATOR 2 | WES907128-120 | 1.0 | 1/1/2013 | 12/31/2014 | 100 | 100 | | | | |
| SYSTEMS INTEGRATOR 2 | WES907128-120 | 1.0 | 1/1/2013 | 12/31/2014 | 110 | 110 | | | | |
| SENIOR SYSTEMS INTEGRATOR IT (PM/Tech Ld) | WES907128-67 | 1.0 | 1/1/2013 | 12/31/2015 | 75 | 80 | 100 | | | |
| SYSTEM INTEGRATOR 1 | WES907128-67 | 1.0 | 1/1/2013 | 12/31/2015 | 75 | 80 | 100 | | | |
| SENIOR SYSTEM INTEGRATOR | WES907128-106 | 1.0 | 1/1/2013 | 12/31/2016 | 115 | 115 | 115 | 115 | | |
| SYSTEM DEVELOPMENT SPECIALIST | WES906827-8 | 1.0 | 1/1/2013 | 12/31/2016 | 115 | 115 | 115 | 115 | | |
| ENTERPRISE TECHNICAL SUPPORT SPECIALIST | EOL906983-17 | 1.0 | 1/1/2013 | 12/31/2022 | 100 | 100 | 100 | 100 | 500 | |
| ENTERPRISE TECHNICAL SUPPORT SPECIALIST | EOL906983-17 | 1.0 | 1/1/2013 | 12/31/2022 | 100 | 100 | 100 | 100 | 500 | |
| ENTERPRISE TECHNICAL SUPPORT SPECIALIST | EOL906983-16 | 1.0 | 1/1/2013 | 12/31/2022 | 100 | 100 | 100 | 100 | 500 | |
| SENIOR SYSTEMS INTEGRATOR IT - 2 | IPT906882-96 | 2.0 | 01/01/13 | 12/31/2017 | 240 | 240 | 240 | 240 | | |
| SENIOR SYSTEMS INTEGRATOR IT | IPT906882-97 | 1.0 | 01/01/13 | 12/31/2015 | 25 | 75 | | | | |
| SENIOR SYSTEMS INTEGRATOR IT | IPT906882-97 | 1.0 | 01/01/13 | 12/31/2015 | 25 | 75 | | | | |
| ENTERPRISE IT TRAINING DESIGN DEVELOPER - 2 | IPT906881-92 | 2.0 | 01/01/13 | 12/31/2015 | 200 | 200 | | | | |
| IT PROJECT LEAD | IPT906881-92 | 1.0 | 01/01/13 | 12/31/2015 | 100 | 100 | | | | |
| OPEN TEXT RESOURCES - 5 | IPT906881-92 | 5.0 | 01/01/13 | 12/31/2015 | 500 | 400 | 75 | | | |
| SENIOR SYSTEMS INTEGRATOR IT - 1.5 | IPT906881-92 | 1.5 | 01/01/13 | 12/31/2015 | 150 | 100 | | | | |
| SYSTEM DEVELOPMENT SPECIALIST - 4 | IPT906881-92 | 4.0 | 01/01/13 | 12/31/2015 | 400 | 400 | | | | |
| SYSTEMS INTEGRATOR - 2 | IPT906881-92 | 2.0 | 01/01/13 | 12/31/2015 | 200 | 200 | | | | |
| WEB COORDINATOR - 3 | IPT906881-92 | 3.0 | 01/01/13 | 12/31/2015 | 300 | 300 | | | | |
| WEB EDITOR - 3 | IPT906881-92 | 3.0 | 01/01/13 | 12/31/2015 | 300 | 300 | | | | |
| | | | | | | | | | | |
| Total | | 39.5 | | | 3,765 | 3,725 | 1,045 | 770 | 1,500 | |

Approval of the 2013 Capital Budget will require 39.5 new temporary capital positions to deliver the following capital projects:

- 25.5 temporary resources are required to implement various technology projects to implement service efficiency studies. These projects are the ESD Portal Foundation, Identity Management and Authentication and the WEB Content Business implementation Rollout projects. An additional 2 positions are required for the design phase of the ESS Portal,

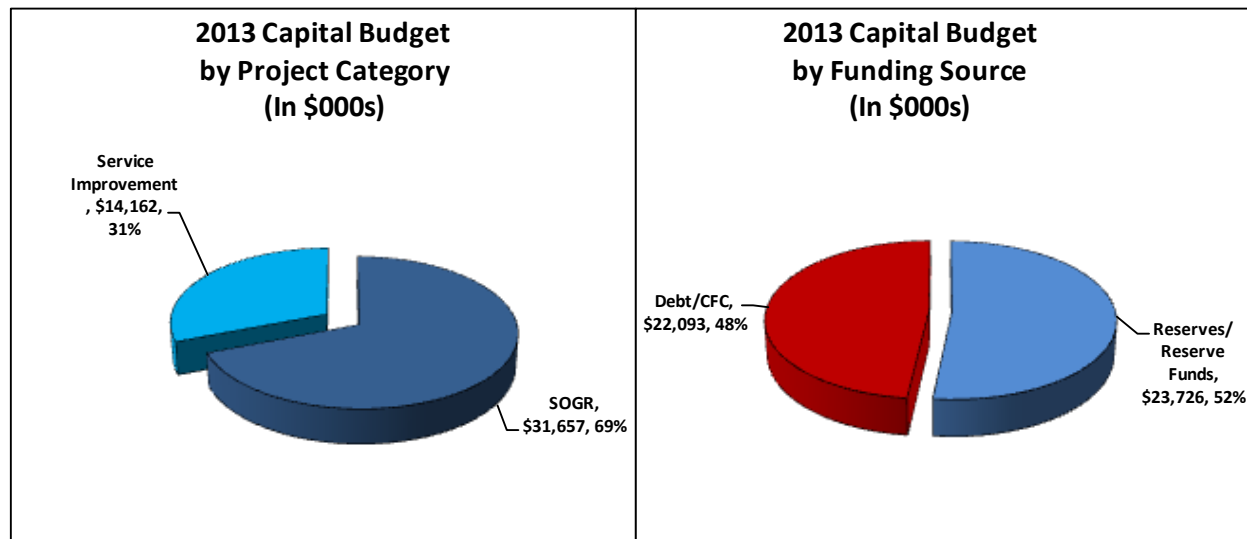
Payroll Modernization & Infrastructure initiative in the Payroll, Pension and Employee Benefits Division.

- 5 temporary capital positions (2 Senior Systems Integrator IT and 3 Systems Integrators) are required to complete the MLS Case Management System.
- 2 temporary capital positions (1 Senior Systems Integrator IT and 1 Systems Integrator) are required to complete the Zoning By-law Integration Cross Divisional project.
- 1 temporary capital position (System Development Specialist) is required for the Computer System Integration project in Toronto Water.
- 3 temporary capital positions (Enterprise Technical Support Specialists) are required for the Enterprise Systems Management – Implementation.
- 1 temporary capital position (Senior Systems Integrator IT) is required for the Toronto Building eService project.

Council approved these 39.5 temporary capital positions for the delivery of new 2013 capital projects / sub-projects and directed that the duration for each temporary position does not exceed the life of the funding of its respective capital projects / sub projects.

PART III - 2013 CAPITAL BUDGET

2013 Capital Budget by Project Category and Funding Source



The 2013 Capital Budget, excluding funding carried forward from 2012 to 2013, requires new cash flow funding of \$45.819 million.

- State of Good Repair projects account for \$31.657 million or 69% of the cash flow funding for 2013. On-going lifecycle asset replacements require \$14.937 million in funding while the design build stage of the Consolidated Data Centre requires \$7.280 million and Application Systems for the continuation of the WEB Foundation project amounts to \$4.316 million in 2013.
- Service Improvement projects represent 31% or \$14.162 million of the 2013 Capital Budget's expenditures and are primarily allocated to the Efficiency Study Implementation Project (\$4.802 million). Funding is also included for the 58 resources required to address the backlog of projects and to start to implement the corporate IT portfolio (\$3.000 million) and the Business Sustainment Systems Program (\$2.188 million).
- The 2013 Capital Budget for Information & Technology is funded primarily by debt, which accounts for 48% or \$22.093 million of 2013 financing. This is \$1.238 million above the debt affordability guideline of \$23.331 million set for this Program in 2013.

2013 Cash Flow & Future Year Commitments
(In \$000s)

| | 2011 & Prior Year Carry Forward | 2012 Previously Approved Cash Flow Commitments | 2013 New Cash Flow | 2013 Total Cash Flow | 2012 Carry Forwards | Total 2013 Cash Flow (Incl 2012 C/Fwd) | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | Total Cost |
|--------------------------|--|---|-----------------------|-------------------------|------------------------|---|---------------|---------------|---------------|---------------|------------|------------|------------|------|------|----------------|
| Expenditures | | | | | | | | | | | | | | | | |
| Previously Approved | 1,881 | 11,580 | | 13,461 | 16,983 | 30,444 | 3,913 | 2,065 | 94,225 | 10,855 | | | | | | 141,502 |
| Change in Scope | | | 3,348 | 3,348 | | 3,348 | 3,458 | 29,135 | (61,765) | 19,495 | | | | | | (6,329) |
| New | | | 3,000 | 3,000 | | 3,000 | 5,325 | 3,550 | 1,775 | | | | | | | 13,650 |
| New w/Future Year | | | 26,010 | 26,010 | | 26,010 | 3,665 | 3,068 | 2,229 | 1,241 | 653 | 665 | 678 | | | 38,209 |
| Total Expenditure | 1,881 | 11,580 | 32,358 | 45,819 | 16,983 | 62,802 | 16,361 | 37,818 | 36,464 | 31,591 | 653 | 665 | 678 | | | 187,032 |
| Financing | | | | | | | | | | | | | | | | |
| Debt/CFC | | 5,533 | 17,160 | 22,693 | 9,023 | 31,716 | 4,007 | 5,774 | 27,139 | 25,011 | 653 | 665 | 678 | | | 95,643 |
| Other | | | | | | | | 10,390 | 7,800 | 5,980 | | | | | | 24,170 |
| Reserves/Res Funds | 1,881 | 6,047 | 15,198 | 23,126 | 7,960 | 31,086 | 12,354 | 21,654 | 1,525 | 600 | | | | | | 67,219 |
| Development Charges | | | | | | | | | | | | | | | | |
| Provincial/Federal | | | | | | | | | | | | | | | | |
| Total Financing | 1,881 | 11,580 | 32,358 | 45,819 | 16,983 | 62,802 | 16,361 | 37,818 | 36,464 | 31,591 | 653 | 665 | 678 | | | 187,032 |

Information & Technology's 2013 Capital Budget is \$62.802 including carry forward funding of \$16.983 million, provides \$11.580 million for previously approved projects already underway and \$32.358 million for new/change in scope projects.

- The change in scope project funding decrease of \$6.329 million results mainly from the revised plan for the Consolidation Data Centre decrease of \$8.475 million as a result of the change in direction from the P3 partnership.
- New projects total \$32.358 million planned for 2013 include IT Capital Portfolio Resource Requirements for 58 new positions to address the backlog of city-wide IT capital projects for \$3.000 million, \$8.714 million to replace the city's technology assets, \$4.802 million for the Efficiency Study Implementation project and Enterprise Architecture at \$1.930 million. An additional \$2.375 million is required to continue with the disaster recovery project, the IT Service Management Rollout (\$4.787 million) and Toronto Building ESD initiative (\$1.369 million).
- Debt of \$31.716 million will fund 50.5% of the 2013 capital projects and Reserves will fund \$31.086 million or 49.5% of the 2013 Capital Budget's cash flow requirements.
- Approval of the 2013 Capital Budget will result in a commitment to future year cash flow funding for previously approved projects of \$111.058 million and new/change in scope projects of \$13.172 million.

2013 Capital Project Highlights

2013 Capital Project Highlights
(In \$000s)

| Project | Total Project Cost | 2013 | 2014 | 2015 | 2016 | 2017 | 2013 - 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2013 - 2022 Total |
|--|--------------------|---------------|---------------|---------------|---------------|---------------|----------------|--------------|------|------|------|------|-------------------|
| Asset Lifecycle Management | 153,406 | 15,559 | 13,993 | 16,481 | 19,508 | 13,202 | 78,743 | | | | | | 78,743 |
| Network Upgrade | 8,419 | 2,375 | 2,517 | 1,310 | 1,247 | 970 | 8,419 | | | | | | 8,419 |
| Application Systems | 33,161 | 7,051 | 4,199 | 2,129 | 2,452 | 3,150 | 18,981 | | | | | | 18,981 |
| Corporate Planning & Management | 36,461 | 3,732 | 3,495 | 3,856 | 2,997 | 4,448 | 18,528 | | | | | | 18,528 |
| Technology Infrastructure | 131,570 | 15,665 | 8,578 | 34,844 | 37,986 | 32,406 | 129,479 | 1,750 | | | | | 131,229 |
| Corporate Initiatives | 38,069 | 10,381 | 16,571 | 12,765 | 3,448 | | 43,165 | | | | | | 43,165 |
| Capital Portfolio Resource Requirements | 13,650 | 3,000 | 5,325 | 3,550 | 1,775 | | 13,650 | | | | | | 13,650 |
| Computer System Integration | 2,493 | 678 | 646 | 587 | 588 | | 2,499 | | | | | | 2,499 |
| Business Sustainment Systems | 17,395 | 3,540 | 4,021 | 3,299 | 2,033 | 2,646 | 15,539 | | | | | | 15,539 |
| TMMS Uniface Upgrade | 17 | 17 | | | | | 17 | | | | | | 17 |
| TAS Electronic Communications | 804 | 804 | | | | | 804 | | | | | | 804 |
| Total (including carry forward funding) | | 62,802 | 59,345 | 78,821 | 72,034 | 56,822 | 329,824 | 1,750 | | | | | 331,574 |

The 2013 Capital Budget provides funding of \$62.802 million to:

Complete the following projects:

- SAP Landscape Upgrade with \$2.300 million that supports the FPARS PBF implementation project, the Quality Assurance Tools implementation Project, the Zoning By-Law Review and the Open Data Project.

Continue

- The replacement and refresh of IT assets based on lifecycle management for hardware, software, servers and storage, and desktop computers (\$15.559 million).
- The Disaster Recovery Program for business continuity assurances (\$2.375 million).
- The 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 (\$0.279 million).
- The Electronic Documents and Records Management System (EDRMS) to provide a common infrastructure that supports initiatives that rely heavily on digital information (\$0.647 million).
- The Integrated Telecom Infrastructure project to establish an integrated voice/data telecommunications infrastructure with unified messaging allowing for Voice over Internet Protocol (\$7.366 million).
- The Consolidated Data Centre project to manage the current locations, prepare Request For Proposal for the design stage and work with the design architects to create detailed specifications. \$5.044 million will be used to optimize the data centre functions in the City while ensuring proper disaster recovery and business continuity capabilities.
- The SAP Landscape Upgrade project supports the FPARS, the Property Tax and Water Billing as well as the Employee Self Serve Portal, Payroll Modernization & Infrastructure and the Time and Attendance Scheduling Efficiency 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.

- The e-City Architecture project with \$0.792 million will 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.
- The Web 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 (\$1.529 million).
- The Central Property Database/One Address Repository to develop a central property database that will be utilized to link and integrate all property based information systems, databases and other repositories across all City divisions (\$0.600 million).
- The Enterprise Application Integration (EAI) to link applications within a single organization in order to simplify and automate business processes to the greatest extent possible, while at the same time avoiding having to make sweeping changes to the existing applications or data structures (\$0.500 million).
- 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 (\$0.423 million).
 - This strategy will be facilitated and accelerated by the systems and tools implemented as part of the FPARS project that will deliver financial, human resources and performance data in the SAP business warehouse with analytics and reporting capability using business intelligence tools.
- The Enterprise Geospatial Program with an analysis of emerging technologies that relate to geospatial environment in the context of the City business needs (\$0.400 million).
- The 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 (\$0.496 million).
- The Enterprise Project Management (EPM) Rollout-Phase 2 will deliver the second phase of implementing the EPM solution that 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 on status and progress of I&T projects(\$0.263 million).

Begin

- The Capital Portfolio Resources Requirements recruitment of staff to help address the backlog of IT corporate projects (\$3.000 million).

PART IV: ISSUES FOR DISCUSSION**2013 Issues and Future Year Issues****Debt Target**

- The 2013 Capital Budget and 2014 to 2022 Capital Plan exceeds the debt affordability target of \$190.818 million by \$31.302 million. This is attributable to the increased debt requirement as a result of revised plan for the Consolidated Data Centre (\$28.847 million). In addition, allocation of funding set aside for the implementation of technology solutions to respond to recommendations of the service efficiency study has exceeded the total allocated debt target of \$37.310 million by \$0.516 million. The Software Renewal Strategy has also resulted in the Program's 1-Year Capital Plan being over target by \$1.939 million.

Consolidated Data Centre Status Update

The Consolidated Data Centre is a major initiative in the 10-Year Capital Plan for the Information and Technology Division. Its objective is to establish a long-term solution for the City to consolidate all computer systems in one location. It will consolidate the disparate Data Centres that are presently scattered and operated by different Programs and Agencies such as the Toronto Police, Fire Services, EMS, the Toronto Zoo, and TTC. Information and Technology staff have already had discussions with some of the Programs and Agencies on the feasibility and use of a single consolidated Data Centre in the future. Upon completion, this project will be used to accommodate growth in IT services to meet the needs of the user community. Funding in the amount of \$105.000 million is included in the 10-Year Capital Plan for Information and Technology.

- The initiative to consolidate data centres and computer rooms is one of the best practices being followed by all public sector organizations and is considered to be a superior alternative to outsourcing data centre services for large organizations.
- Three high level options were identified in a study report titled "City of Toronto Data Centre Facility Long-Term Strategy: Recommendations and Options" dated November 26, 2007.
- The project started in 2008 with the option to build a new facility in two phases and an RFP for feasibility and design was issued. Several configurations were provided and detailed cost estimates were produced for the City and partners.
- The most suitable configuration was then selected for a P3 business case in 2010 where federal funding of 25% of the project could be obtained.
- In the first quarter of 2012 the City's application for P3 funding was rejected as it did not meet the final criteria for infrastructure projects. As a result the City had to restart the process of finding the best solution given the lessons learned to date.
- A new feasibility study RFP was released in August 2012 for building a 10,000 square foot Tier III energy efficient data centre at 3301 Markham Road with the ability to expand by 5,000 square feet.

The 2013-2021 Capital Plan includes debt funding to replace federal funding that might have been available had the P3 application been accepted. Work is currently underway to complete a new feasibility study and options. Once the feasibility study is completed, IT staff will report back on any adjustments to project scope, scale and financing on the preferred option.

SOGR Backlog and Asset Inventory

The City invests on average about \$61.000 million per year in IT asset purchases and/or asset development. To date, the asset value of the IT inventory has not been properly catalogued. Similarly, SOGR backlog has not been properly identified. This is partially due to the nature of the assets, (software and other less tangible assets).

The program has identified various needs – such as the replacement of the City's Data Centre, SAP upgrades, and Disaster Recovery Plans in the form of project needs, but has not yet quantified the backlog associated with the absence of the assets.

The Information and Technology Program, in conjunction with Accounting Services and Financial Planning, to establish asset values and inventory, including an inventory of application software, as well as identifying related SOGR backlog associated with these assets to be included with the 2014-2023 Capital Budget submission.

Comprehensive City-Wide Information and Technology Capital Projects/Strategies

- The Financial Planning Division and IT staff undertook a comprehensive review of all IT capital projects city-wide for the 2013 budget process. The goal was to establish an IT portfolio of capital projects to ensure IT foundation technologies are in place in order to meet business needs, develop an IT 'road map' based on eCity strategic goals and ensure that resources are available to deliver the projects. The results of the review were threefold:
 - A 10 year City-wide IT portfolio of IT capital projects has been established with the respective projects forming the basis of IT projects in the Corporate IT's 2013-2021 Capital Plan as well as in specific City Programs' 2013-2021 Capital Plans. There is an allocation of the service efficiency funding approved during the 2012 capital budget process.
 - A resource strategy is to ensure that resources are available to deliver the projects.
- Corporate IT Portfolio
 - A comprehensive review of all IT projects city-wide was undertaken during the summer of 2012. The goal was to optimize the City's investment in IT systems corporately and to ensure the City is identifying opportunities to leverage technology funding by working together in an enterprise-wide direction. Projects were viewed individually as well as in conjunction with foundational components and similar business needs across various programs. In some cases, collaboration has been fostered through 'Champion Group' planning. Needs were viewed with an enterprise perspective to ensure that synergies and efficiencies were promoted.

- The final portfolio is comprised of 104 total number of project in 2013; 77 of which are already underway and 19 new projects as well as 8 new service efficiency projects identified as essential to provide business need capability as quickly as possible.
- Efficiency projects include a work management solution; web content initiative to support e-Service delivery and staff scheduling and time reporting projects.
- Allocation of Service Efficiency Funding
 - In anticipation of the need to have technology form part of the implementation plan for various service efficiency studies \$40.000 million was allocated to IT's 2012 – 2021 Approved Capital Plan for this purpose. During the 2012 capital budget process, \$2.310 million was allocated for technology projects to support service efficiency studies. The remaining \$35.000 million is included in the 2013-2022 Capital Plan.
 - A Steering Committee has been established to provide oversight and direction to the City's Service Efficiency Studies program. The Steering Committee is comprised of the City Manager and the Deputy City Managers and is supported by the Director, Strategic & Corporate Policy and other key senior staff as required. The Steering Committee has confirmed allocation of the remaining \$35.000 million technology funding as reflected in the 10-Year Capital Plan for I & T.
 - The projects have been selected to address both foundational technical needs as well as business-specific needs. They currently all reside within the I&T 10-Year Capital Plan. Some of the projects are within the realm of the I&T capital program and some relate to various other projects. It may be more appropriate to transfer these projects to the program responsible for implementation and sustainment. Similarly, the operating impacts of capital, currently outlined in these analyst briefing notes may be transferred to the appropriate business area.
- Additional Resources Required for Delivery of the City's IT Project Portfolio
 - Following the establishment of the IT Portfolio, an extensive review of resources available to deliver the capital program was undertaken. The completion rate on IT projects city wide has been extremely low. This is a result of both increased demand for IT solutions as well as constraints on resources as a result of budget reductions over the last five years. In order to implement the capital project plan, additional resources need to be retained. It has been determined that an additional 58 resources will be required to implement the capital program across the City in the IT Portfolio.
 - A financing strategy has been developed to phase in the impact on the Information & Technology's operating budgets over the next few years. A combination of use of the Sustainment Reserve, capital and operating funding is to fund the 58 resources required. The strategy has been reflected in the Information and Technology Division's 2013 Operating Budget and 2014 and 2015 Outlooks.

E-Mail Strategy

At its meeting of November 27 and 28, 2012, City Council adopted a report entitled 'City of Toronto E-mail System Strategy' with Confidential Attachment. A strategy was presented that describes a plan to develop a long term strategic software system that will meet the needs of the City and its major Agencies. Information about the specific elements of the strategy have been kept confidential to protect the economic interests of the City. Funding is included in the 10-Year Capital Plan; however, in order to ensure confidentiality, the project is not identified separately.

Appendix 1

2012 Performance

2012 Key Accomplishments

In 2012, Information & Technology accomplished the following:

- ✓ Supported the City Services Benefit Card privacy impact assessment, threat risk assessment and vulnerability assessment to mitigate privacy and security risks to the City.
- ✓ Implemented Employee Self-Serve new pay stub electronic distribution to non-union employees and are developing additional employee opportunities.
- ✓ Completed Email Strategy, recommendations.
- ✓ Continued to support Financial Planning & Accounting System – development of IT components for implementation in 2013/2014.
- ✓ Implemented Toronto Business Portal new services portal to businesses with the first 3 MLS Licences in alignment with the overall Electronic Service Delivery architecture.
- ✓ Continued the implementation of the Electronic Document and Record Management system for Revenue Services Division and Clerk's Office.
- ✓ Enhanced Project Tracking Portal for large/complex infrastructure projects.
- ✓ Accommodated 311 service requests for the Toronto Maintenance Management System (TMMS) project.
- ✓ Implemented 40% of all sites on the Cogeco Lit Fibre Network.
- ✓ Commenced implementation of Telecommunications Infrastructure Contract and Unified Communication project, completion planned for Q2 2013.
- ✓ Established a relationship with Toronto Community Housing Corporation to provide co-location of back-up facilities on City's contracted site provided by Telus.
- ✓ Completed Toronto Police Service Information Technology Opportunity Review – a review of shared service opportunities.
- ✓ Completed my Resident Portal implementation plan for the development of a portal allowing residents to access their services.
- ✓ Implemented IT Asset Management Plan to address resource issues.
- ✓ Replaced legacy Toronto Fire Services application with a eLearning system to ensure uninterrupted delivery & tracking of critical training for Fire Services staff.
- ✓ Completed a thorough review of the Fire Services Division IT security requirements.

2012 Capital Variance Review**2012 Budget to Actual Comparison
(In \$000s)**

| 2012 Approved | Actuals as of Sept. 30, 2012 (3rd Quarter Variance) | | Projected Actuals at Year End | | Unspent Balance | |
|----------------------|--|----------------|--------------------------------------|----------------|------------------------|------------------|
| | \$ | % Spent | \$ | % Spent | \$ Unspent | % Unspent |
| 58,188 | 19,943 | 34.3% | 33,865 | 58.2% | 24,323 | 41.8% |

Capital expenditures for the period ending September 30, 2012 total \$19.943 million or 34.3% of the 2012 Approved Capital Budget of \$58.188 million. Projected spending to year end is anticipated to be \$33.865 million or 58.2%.

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

- The *SAP Landscape Upgrade* project capital expenditures totalled \$1.162 million representing 19.5% of the 2012 approved cash flow of \$5.960 million during the nine months ended September 30, 2012. The SAP project has been purposefully delayed to coincide with the implementation of the *Public Budgeting Formulation (PBF)* project, which was delayed to the second quarter to complete contract negotiations with the selected vendor –IBM. It is estimated that \$3.651 million or 61.1% of the 2012 approved cash flow will be spent by year-end. The unspent funds of \$2.309 million will be carried forward to 2013.
- The *Toronto Animal Service eProject's* capital expenditures totalled \$0.031 million representing 0.3% of the 2012 approved cash flow of \$1.039 million during the nine months ended September 30, 2012. It is estimated that \$0.156 million or 15.0% of the 2012 approved cash flow will be spent by year-end as the project is being re-scoped. The initiatives planned for 2012 will enable the field officers with mobile devices and wireless technology to update their business system remotely and wireless connectivity in shelters as well as a revamp of ePet system to leverage the City's corporate eDonations solution which will be initiated in the latter part of 2012 and completed in 2013. Unspent funds of \$0.350 million will be carried forward to 2013.
- The *ML&S Case Management System* project's capital expenditures totalled \$0.140 million representing 15.6% of the 2012 approved cash flow of \$0.898 million during the nine months ended September 30, 2012. This project is on hold pending a review. Unspent funds of \$0.758 million will be carried forward to 2013.
- The *Consolidated Data Centre* project's capital expenditures totalled \$0.834 million representing 37.2% of the 2012 approved cash flow of \$2.239 million during the nine months ended September 30, 2012. It is estimated that \$1.225 million or 54.7% of the 2012 approved cash flow will be spent by year-end. The focus in 2012 is to complete the feasibility and design and solidify a firm plan to ensure the facility is operational in 2017. The unspent funds of \$1.084 million will be carried forward to 2013.

- The *Integrated Telecom Infrastructure* project's capital expenditures totalled \$1.158 million representing 13.1% of the 2012 approved cash flow of \$8.876 million during the nine months ended September 30, 2012. It is estimated that \$1.606 million or 18.1% of the 2012 approved cash flow will be spent by year end. The low spending rate is due to vendor delays in delivering contracted milestones. This will delay the migration of approximately 8,262 lines into 2013. The unspent funds of \$7.270 million will be carried forward to 2013.

Appendix 2

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

| Project | 2013 | 2014 | 2015 | 2016 | 2017 | 2013 - 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2013 - 2022 |
|---|---------------|---------------|---------------|---------------|---------------|----------------|---------------|---------------|---------------|---------------|---------------|----------------|
| Asset Lifecycle Management | 15,559 | 13,993 | 16,481 | 19,508 | 13,202 | 78,743 | 14,190 | 12,636 | 16,103 | 14,921 | 17,435 | 154,028 |
| Network Upgrade | 2,375 | 2,517 | 1,310 | 1,247 | 970 | 8,419 | | | | | | 8,419 |
| Application Systems | 7,051 | 4,199 | 2,129 | 2,452 | 3,150 | 18,981 | 3,780 | 4,213 | 2,642 | 2,600 | 2,600 | 34,816 |
| Corporate Planning & Management | 3,732 | 3,495 | 3,856 | 2,997 | 4,448 | 18,528 | 4,270 | 4,387 | 3,010 | 3,300 | 3,300 | 36,795 |
| Technology Infrastructure | 15,665 | 8,578 | 34,844 | 37,986 | 32,406 | 129,479 | 1,750 | 1,700 | 2,148 | 1,900 | 1,900 | 138,877 |
| Corporate Initiatives | 10,381 | 16,571 | 12,765 | 3,448 | | 43,165 | | | | | | 43,165 |
| Capital Portfolio Resource Requirements | 3,000 | 5,325 | 3,550 | 1,775 | | 13,650 | | | | | | 13,650 |
| Computer System Integration | 678 | 646 | 587 | 588 | | 2,499 | | | | | | 2,499 |
| Business Sustainment Systems | 3,540 | 4,021 | 3,299 | 2,033 | 2,646 | 15,539 | 2,000 | 2,500 | 2,600 | 2,600 | 2,600 | 27,839 |
| TAS Electronics Communications | 804 | 300 | | | | 1,104 | | | | | | 1,104 |
| Portfolio Management Initiatives | | | | 400 | 700 | 1,100 | 1,200 | 200 | 2,600 | 2,600 | 2,600 | 10,300 |
| TMMS Uniface Upgrade | 17 | | | | | 17 | | | | | | 17 |
| Total (including carry forwards) | 62,802 | 59,645 | 78,821 | 72,434 | 57,522 | 331,224 | 27,190 | 25,636 | 29,103 | 27,921 | 30,435 | 471,509 |

Appendix 3

2013 Capital Budget; 2014 to 2022 Capital Plan

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 3: 2013 Capital Budget; 2014 to 2022 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 | | | | | | | | | | | |
|---|----------------------------|--|----|----|----|---|--------|--------|--------|--------|--------------------|--------------------|---|---------------------------------------|--------------------|------------------------|----------|------------------|----------------------------|---------|--------|-------------------------------|--------------------|---------|
| | | | | | | 2013 | 2014 | 2015 | 2016 | 2017 | Total 2013-2017 | Total 2018-2022 | Total 2013-2022 | 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 | | | | | | | | | | | | | | | | | | | | | | | |
| 8 | 8 | Network Lifecycle Asset Management | CW | S5 | 03 | 1,685 | 1,751 | 1,242 | 1,380 | 1,591 | 7,649 | 7,953 | 15,602 | 0 | 0 | 0 | 15,602 | 0 | 0 | 0 | 0 | 0 | 0 | 15,602 |
| 9 | 9 | Network Security Technology Refresh 2013 | CW | S5 | 03 | 606 | 485 | 701 | 645 | 557 | 2,994 | 2,072 | 5,066 | 0 | 0 | 0 | 5,066 | 0 | 0 | 0 | 0 | 0 | 0 | 5,066 |
| 6 | 13 | Desktop Software | CW | S2 | 03 | -15 | 0 | 0 | 0 | 0 | -15 | 0 | -15 | 0 | 0 | 0 | -15 | 0 | 0 | 0 | 0 | 0 | 0 | -15 |
| 15 | 15 | Desktop Hardware | CW | S2 | 03 | 6,206 | 0 | 0 | 0 | 0 | 6,206 | 0 | 6,206 | 0 | 0 | 0 | 6,206 | 0 | 0 | 0 | 0 | 0 | 0 | 6,206 |
| 6 | 16 | Desktop Software | CW | S5 | 03 | 600 | 549 | 785 | 6,615 | 1,049 | 9,598 | 8,683 | 18,281 | 0 | 0 | 0 | 18,281 | 0 | 0 | 0 | 0 | 0 | 0 | 18,281 |
| 0 | 17 | Enterprise Software | CW | S5 | 03 | 839 | 739 | 364 | 350 | 367 | 2,659 | 1,916 | 4,575 | 0 | 0 | 0 | 4,575 | 0 | 0 | 0 | 0 | 0 | 0 | 4,575 |
| 0 | 18 | Servers, Storage & Enterprise Software | CW | S2 | 03 | 350 | 0 | 0 | 0 | 0 | 350 | 0 | 350 | 0 | 0 | 0 | 350 | 0 | 0 | 0 | 0 | 0 | 0 | 350 |
| 15 | 20 | Desktop Hardware | CW | S6 | 03 | 0 | 7,244 | 10,302 | 7,776 | 6,598 | 31,920 | 38,975 | 70,895 | 0 | 0 | 0 | 70,895 | 0 | 0 | 0 | 0 | 0 | 0 | 70,895 |
| 15 | 21 | Desktop Hardware | CW | S3 | 03 | 1,424 | 0 | 0 | 0 | 0 | 1,424 | 0 | 1,424 | 0 | 0 | 0 | 1,424 | 0 | 0 | 0 | 0 | 0 | 0 | 1,424 |
| 8 | 22 | Network Lifecycle Asset Mgmt | CW | S2 | 03 | 304 | 0 | 0 | 0 | 0 | 304 | 0 | 304 | 0 | 0 | 0 | 304 | 0 | 0 | 0 | 0 | 0 | 0 | 304 |
| 0 | 25 | Enterprise Servers 2013 | CW | S5 | 03 | 2,060 | 2,425 | 2,401 | 2,056 | 2,140 | 11,082 | 10,558 | 21,640 | 0 | 0 | 0 | 21,640 | 0 | 0 | 0 | 0 | 0 | 0 | 21,640 |
| 0 | 26 | Enterprise Storage - 2013 | CW | S5 | 03 | 1,500 | 800 | 686 | 686 | 900 | 4,572 | 5,128 | 9,700 | 0 | 0 | 0 | 9,700 | 0 | 0 | 0 | 0 | 0 | 0 | 9,700 |
| Sub-total | | | | | | 15,559 | 13,993 | 16,481 | 19,508 | 13,202 | 78,743 | 75,285 | 154,028 | 0 | 0 | 0 | 154,028 | 0 | 0 | 0 | 0 | 0 | 0 | 154,028 |
| ITP000223 | Network Upgrade | | | | | | | | | | | | | | | | | | | | | | | |
| 0 | 54 | Disaster Recovery/Business Continuity | CW | S5 | 03 | 2,375 | 2,517 | 1,310 | 1,247 | 970 | 8,419 | 0 | 8,419 | 0 | 0 | 0 | 8,419 | 0 | 0 | 0 | 0 | 0 | 0 | 8,419 |
| Sub-total | | | | | | 2,375 | 2,517 | 1,310 | 1,247 | 970 | 8,419 | 0 | 8,419 | 0 | 0 | 0 | 8,419 | 0 | 0 | 0 | 0 | 0 | 0 | 8,419 |
| ITP906881 | Application Systems | | | | | | | | | | | | | | | | | | | | | | | |
| 0 | 19 | SAP-2019 Upgrade | CW | S6 | 03 | 0 | 0 | 0 | 0 | 0 | 0 | 2,684 | 2,684 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2,684 | 0 | 2,684 |
| 0 | 28 | Application & Solution Systems Dvlpmnt | CW | S6 | 03 | 0 | 0 | 284 | 1,128 | 1,400 | 2,812 | 8,827 | 11,639 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 11,639 | 0 | 11,639 |
| 58 | 58 | DM-Central Property Database/One Address Repositor | CW | S5 | 04 | 600 | 800 | 500 | 0 | 0 | 1,900 | 0 | 1,900 | 0 | 0 | 0 | 1,900 | 0 | 0 | 0 | 0 | 0 | 0 | 1,900 |
| 27 | 66 | Enterprise Application Integration Licensing (Web | CW | S2 | 03 | 500 | 435 | 0 | 0 | 0 | 935 | 0 | 935 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 935 | 0 | 935 |
| 68 | 68 | SAP Landscape Upgrade | CW | S2 | 03 | 2,300 | 0 | 0 | 0 | 0 | 2,300 | 0 | 2,300 | 0 | 0 | 0 | 620 | 0 | 720 | 840 | 0 | 120 | 0 | 2,300 |
| 8 | 70 | Information Mgmt Strategy | CW | S2 | 03 | 60 | 0 | 0 | 0 | 0 | 60 | 0 | 60 | 0 | 0 | 0 | 0 | 0 | 0 | 60 | 0 | 0 | 0 | 60 |
| 44 | 72 | Bus Intelligence DW Strategy&Plan | CW | S2 | 03 | 23 | 0 | 0 | 0 | 0 | 23 | 0 | 23 | 0 | 0 | 0 | 0 | 0 | 0 | 23 | 0 | 0 | 0 | 23 |

Report Phase 5 - Program 30 Information & Technology Program Phase 5 Sub-Project Category 01,02,03,04,05 Part B Sub-Project Status S2,S5,S6 Part C Sub-Project Status S2,S3,S4

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 3: 2013 Capital Budget; 2014 to 2022 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 | | | | | | | | | | | | |
|---|----|--|----|----|----|---|-------|-------|-------|-------|--------------------|--------------------|---|---------------------------------------|--------------------|------------------------|----------|------------------|----------------------------|---------|--------|-------------------------------|--------------------|--------|--|
| | | | | | | 2013 | 2014 | 2015 | 2016 | 2017 | Total 2013-2017 | Total 2018-2022 | Total 2013-2022 | 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 | | | | | | | | | | | | | | | | | | | | | | | | | |
| 0 | 78 | Open Data | CW | S2 | 03 | 112 | 0 | 0 | 0 | 0 | 112 | 0 | 112 | 0 | 0 | 0 | 0 | 0 | 0 | 112 | 0 | 0 | 0 | 112 | |
| 59 | 81 | Web Foundation Continuation | CW | S5 | 03 | 1,529 | 1,388 | 0 | 0 | 0 | 2,917 | 0 | 2,917 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2,917 | 0 | 2,917 | | |
| 83 | 83 | EDRMS (formerly Enterprise Content Management) | CW | S2 | 03 | 110 | 0 | 0 | 0 | 0 | 110 | 0 | 110 | 0 | 0 | 0 | 0 | 110 | 0 | 0 | 0 | 0 | 110 | | |
| 84 | 84 | Enterprise Geospatial Program | CW | S5 | 03 | 400 | 400 | 200 | 200 | 200 | 1,400 | 0 | 1,400 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,400 | 0 | 1,400 | | |
| 44 | 86 | Bus Intelligence DW Strategy&Plan | CW | S5 | 03 | 400 | 100 | 0 | 0 | 250 | 750 | 500 | 1,250 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,250 | 0 | 1,250 | | |
| 83 | 89 | Ent Doc & Record Mgmt Solution (EDRMS) 2013 | CW | S5 | 03 | 537 | 646 | 305 | 254 | 0 | 1,742 | 254 | 1,996 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,996 | 0 | 1,996 | | |
| 84 | 90 | Geospatial Integration Continuation | CW | S6 | 03 | 0 | 0 | 200 | 200 | 200 | 600 | 1,000 | 1,600 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,600 | 0 | 1,600 | | |
| 48 | 91 | Enterprise Geospatial Software Upgrade | CW | S6 | 03 | 0 | 0 | 0 | 0 | 0 | 0 | 1,000 | 1,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,000 | 0 | 1,000 | | |
| 8 | 95 | Enterprise Info Mgmt - IT - 2013 | CW | S5 | 04 | 480 | 430 | 640 | 670 | 1,100 | 3,320 | 1,570 | 4,890 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 4,890 | 0 | 4,890 | | |
| Sub-total | | | | | | 7,051 | 4,199 | 2,129 | 2,452 | 3,150 | 18,981 | 15,835 | 34,816 | 0 | 0 | 0 | 2,520 | 0 | 830 | 1,035 | 0 | 30,431 | 0 | 34,816 | |
| ITP906882 Corporate Planning & Management | | | | | | | | | | | | | | | | | | | | | | | | | |
| 0 | 13 | Corporate Planning & Mgmt Refresh | CW | S6 | 03 | 0 | 0 | 0 | 400 | 0 | 400 | 6,700 | 7,100 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 7,100 | 0 | 7,100 | | |
| 11 | 30 | IT Service Mgmt (formerly) ITIL | CW | S2 | 03 | 66 | 0 | 0 | 0 | 0 | 66 | 0 | 66 | 0 | 0 | 0 | 0 | 0 | 66 | 0 | 0 | 0 | 66 | | |
| 46 | 46 | Quality Assurance Tools Implementation | CW | S2 | 04 | 279 | 0 | 0 | 0 | 0 | 279 | 0 | 279 | 0 | 0 | 0 | 0 | 240 | 39 | 0 | 0 | 0 | 279 | | |
| 0 | 51 | EPM Work Mgmt Solution Upgrade | CW | S6 | 03 | 0 | 0 | 0 | 0 | 600 | 600 | 800 | 1,400 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,400 | 0 | 1,400 | | |
| 18 | 63 | eCity Information Security | CW | S5 | 03 | 200 | 200 | 200 | 0 | 0 | 600 | 0 | 600 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 600 | 0 | 600 | | |
| 0 | 69 | eCity Program Renewal | CW | S6 | 03 | 0 | 0 | 582 | 592 | 907 | 2,081 | 2,171 | 4,252 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 4,252 | 0 | 4,252 | | |
| 68 | 75 | Enterprise Portfolio Mgmt Tools | CW | S2 | 03 | 32 | 0 | 0 | 0 | 0 | 32 | 0 | 32 | 0 | 0 | 0 | 0 | 0 | 32 | 0 | 0 | 0 | 32 | | |
| 46 | 78 | Quality Assurance & Testing Tools Upgrade | CW | S6 | 03 | 0 | 400 | 446 | 226 | 0 | 1,072 | 0 | 1,072 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,072 | 0 | 1,072 | | |
| 0 | 79 | Application Portfolio Solution Implementation | CW | S6 | 03 | 0 | 200 | 500 | 650 | 600 | 1,950 | 1,100 | 3,050 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3,050 | 0 | 3,050 | | |
| 0 | 80 | Testing Environment 2016 Tools Upgrade | CW | S6 | 03 | 0 | 0 | 0 | 500 | 500 | 1,000 | 1,000 | 2,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2,000 | 0 | 2,000 | | |
| 36 | 81 | Ent Project Mgmt Rollout - Phase 2 | CW | S2 | 03 | 103 | 0 | 0 | 0 | 0 | 103 | 0 | 103 | 0 | 0 | 0 | 0 | 0 | 103 | 0 | 0 | 0 | 103 | | |
| 0 | 82 | Project Risk Mgmt & KPI Tools | CW | S6 | 03 | 0 | 0 | 0 | 0 | 500 | 500 | 1,000 | 1,500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,500 | 0 | 1,500 | | |
| 87 | 87 | eCity Enterprise Architecture | CW | S2 | 03 | 46 | 0 | 0 | 0 | 0 | 46 | 0 | 46 | 0 | 0 | 0 | 0 | 0 | 46 | 0 | 0 | 0 | 46 | | |

CITY OF TORONTO

Gross Expenditures (\$000's)
Appendix 3: 2013 Capital Budget; 2014 to 2022 Capital Plan

| 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. | 2013 | 2014 | 2015 | 2016 | 2017 | Total 2013-2017 | Total 2018-2022 | Total 2013-2022 | 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 | | | | | | | | | | | | | | | | | | | | | | | | |
| 88 | 88 | eCity Strategic Planning | CW | S2 | 04 | 47 | 0 | 0 | 0 | 0 | 47 | 0 | 47 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 47 | 0 | 0 | 47 | |
| 89 | 89 | Risk Mgmt Framework | CW | S2 | 03 | 300 | 300 | 0 | 0 | 0 | 600 | 0 | 600 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 600 | 0 | 600 | |
| 90 | 90 | IT Performance Reporting (IT Ent KPI Imp) | CW | S2 | 03 | 1 | 0 | 0 | 0 | 0 | 1 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 1 | |
| 0 | 91 | Enterprise Portfolio Mgmt Tools | CW | S5 | 03 | 150 | 440 | 670 | 0 | 0 | 1,260 | 0 | 1,260 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,260 | 0 | 1,260 | |
| 11 | 92 | IT Service Mgmt Project(ITIL) | CW | S5 | 03 | 496 | 407 | 618 | 629 | 641 | 2,791 | 1,996 | 4,787 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 4,787 | 0 | 4,787 | |
| 36 | 93 | Ent Project Mgmt Rollout - Phase 2 | CW | S5 | 03 | 370 | 250 | 0 | 0 | 0 | 620 | 0 | 620 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 620 | 0 | 620 | |
| 89 | 100 | Risk Mgmt 2013 Scope Change | CW | S3 | 03 | 174 | 108 | 440 | 0 | 0 | 722 | 0 | 722 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 722 | 0 | 722 | |
| 87 | 101 | Enterprise Architecture | CW | S5 | 03 | 699 | 831 | 400 | 0 | 0 | 1,930 | 0 | 1,930 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,930 | 0 | 1,930 | |
| 0 | 102 | Client Relationship Mgmt/Framework Upgrade | CW | S6 | 04 | 0 | 0 | 0 | 0 | 700 | 700 | 3,500 | 4,200 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 4,200 | 0 | 4,200 | |
| 88 | 103 | eCity Strategic Plan | CW | S5 | 04 | 619 | 359 | 0 | 0 | 0 | 978 | 0 | 978 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 978 | 0 | 978 | |
| 90 | 104 | IT Performance Reporting (IT Ent Imp) | CW | S5 | 03 | 150 | 0 | 0 | 0 | 0 | 150 | 0 | 150 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 150 | 0 | 150 | |
| Sub-total | | | | | | 3,732 | 3,495 | 3,856 | 2,997 | 4,448 | 18,528 | 18,267 | 36,795 | 0 | 0 | 0 | 0 | 0 | 240 | 334 | 0 | 36,221 | 0 | 36,795 | |
| ITP906883 | Technology Infrastructure | | | | | | | | | | | | | | | | | | | | | | | | |
| 0 | 8 | Future Year Technology Infrastructure Replacements | CW | S6 | 03 | 0 | 0 | 320 | 400 | 406 | 1,126 | 8,848 | 9,974 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 9,974 | 0 | 9,974 | |
| 29 | 29 | Integrated Telecom Infrastructure (ITI) | CW | S2 | 04 | 7,366 | 808 | 0 | 0 | 0 | 8,174 | 0 | 8,174 | 0 | 0 | 0 | 8,174 | 0 | 0 | 0 | 0 | 0 | 0 | 8,174 | |
| 20 | 30 | Consolidated Data Centre | CW | S2 | 03 | 5,044 | 2,370 | 2,065 | 94,225 | 10,855 | 114,559 | 0 | 114,559 | 0 | 0 | 0 | 27,477 | 0 | 0 | 1,084 | 57,532 | 28,466 | 0 | 114,559 | |
| 0 | 32 | Data Centre Zones Implementation | CW | S6 | 04 | 0 | 0 | 0 | 2,080 | 1,500 | 3,580 | 0 | 3,580 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3,580 | 0 | 3,580 | |
| 5 | 40 | eMail Archiving Solutions | CW | S2 | 03 | -65 | 0 | 0 | 0 | 0 | -65 | 0 | -65 | 0 | 0 | 0 | 0 | 0 | 0 | -65 | 0 | 0 | 0 | -65 | |
| 51 | 51 | I&T Enterprise Systems Mgmt - Implementation | CW | S5 | 03 | 1,210 | 590 | 250 | 0 | 0 | 2,050 | 0 | 2,050 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2,050 | 0 | 2,050 | |
| 31 | 52 | CONFIGURATION MGMT DATABASE IMPLEMENTATION I&T | CW | S5 | 03 | 360 | 290 | 330 | 0 | 0 | 980 | 0 | 980 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 980 | 0 | 980 | |
| 0 | 54 | Business Service Mgmt | CW | S6 | 04 | 0 | 0 | 0 | 200 | 150 | 350 | 550 | 900 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 900 | 0 | 900 | |
| 20 | 55 | Consolidated Data Centre | CW | S3 | 03 | 1,750 | 3,350 | 28,695 | -61,765 | 19,495 | -8,475 | 0 | -8,475 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | -33,362 | 24,887 | 0 | -8,475 | |
| 0 | 56 | Software Renewal Strategy | CW | S6 | 03 | 0 | 1,170 | 3,184 | 2,846 | 0 | 7,200 | 0 | 7,200 | 0 | 0 | 0 | 5,261 | 0 | 0 | 0 | 0 | 1,939 | 0 | 7,200 | |
| Sub-total | | | | | | 15,665 | 8,578 | 34,844 | 37,986 | 32,406 | 129,479 | 9,398 | 138,877 | 0 | 0 | 0 | 40,912 | 0 | 0 | 1,019 | 24,170 | 72,776 | 0 | 138,877 | |

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 3: 2013 Capital Budget; 2014 to 2022 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 | | | | | | | | | | | | |
|---|----|--|----|----|----|---|--------|--------|-------|-------|--------------------|--------------------|---|---------------------------------------|--------------------|------------------------|----------|------------------|----------------------------|---------|--------|-------------------------------|--------------------|-----|--|
| | | | | | | 2013 | 2014 | 2015 | 2016 | 2017 | Total 2013-2017 | Total 2018-2022 | Total 2013-2022 | Provincial Grants and Subsidies | Federal Subsidy | Development Charges | Reserves | Reserve Funds | Capital from Current | Other 1 | Other2 | Debt - Recoverable Debt | Total Financing | | |
| ITP907747 Corporate Initiatives | | | | | | | | | | | | | | | | | | | | | | | | | |
| 7 | 2 | e-Human Resource Strategy | CW | S2 | 04 | 704 | 0 | 0 | 0 | 0 | 704 | 0 | 704 | 0 | 0 | 0 | 0 | 0 | 0 | 704 | 0 | 0 | 0 | 704 | |
| 6 | 6 | E-Learning Tech and Transformation | CW | S2 | 04 | 1,120 | 0 | 0 | 0 | 0 | 1,120 | 0 | 1,120 | 0 | 0 | 0 | 0 | 0 | 1,120 | 0 | 0 | 0 | 1,120 | | |
| 7 | 7 | e-Human Resource Strategy | CW | S5 | 04 | 483 | 618 | 0 | 0 | 0 | 1,101 | 0 | 1,101 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,101 | 0 | 1,101 | | |
| 8 | 8 | Toronto Progress Portal - Web | CW | S2 | 04 | 367 | 0 | 0 | 0 | 0 | 367 | 0 | 367 | 0 | 0 | 0 | 0 | 0 | 367 | 0 | 0 | 0 | 367 | | |
| 9 | 9 | Corp Civic Engage Information System | CW | S2 | 04 | 595 | 0 | 0 | 0 | 0 | 595 | 0 | 595 | 0 | 0 | 0 | 0 | 0 | 595 | 0 | 0 | 0 | 595 | | |
| 0 | 11 | Efficiency Study Implementation | CW | S2 | 04 | 2,310 | 0 | 0 | 0 | 0 | 2,310 | 0 | 2,310 | 0 | 0 | 0 | 0 | 0 | 2,310 | 0 | 0 | 0 | 2,310 | | |
| 0 | 12 | Efficiency Study Implementation | CW | S5 | 04 | 4,802 | 15,103 | 12,163 | 3,448 | 0 | 35,516 | 0 | 35,516 | 0 | 0 | 0 | 0 | 0 | 0 | 35,516 | 0 | | 35,516 | | |
| 8 | 13 | Toronto Progress Portal - Web | CW | S6 | 04 | 0 | 109 | 0 | 0 | 0 | 109 | 0 | 109 | 0 | 0 | 0 | 0 | 0 | 0 | 109 | 0 | | 109 | | |
| 6 | 14 | eLearning Tech & Transformation | CW | S6 | 04 | 0 | 602 | 602 | 0 | 0 | 1,204 | 0 | 1,204 | 0 | 0 | 0 | 0 | 0 | 0 | 1,204 | 0 | | 1,204 | | |
| 0 | 15 | Corp Civic Engagement Info Sys 2014 | CW | S6 | 04 | 0 | 139 | 0 | 0 | 0 | 139 | 0 | 139 | 0 | 0 | 0 | 0 | 0 | 0 | 139 | 0 | | 139 | | |
| Sub-total | | | | | | 10,381 | 16,571 | 12,765 | 3,448 | 0 | 43,165 | 0 | 43,165 | 0 | 0 | 0 | 0 | 0 | 5,096 | 0 | 38,069 | 0 | 43,165 | | |
| ITP907815 Portfolio Management Initiatives | | | | | | | | | | | | | | | | | | | | | | | | | |
| 0 | 1 | Portfolio Initiative Upgrades | CW | S6 | 04 | 0 | 0 | 0 | 400 | 700 | 1,100 | 9,200 | 10,300 | 0 | 0 | 0 | 0 | 0 | 0 | 10,300 | 0 | | 10,300 | | |
| Sub-total | | | | | | 0 | 0 | 0 | 400 | 700 | 1,100 | 9,200 | 10,300 | 0 | 0 | 0 | 0 | 0 | 0 | 10,300 | 0 | | 10,300 | | |
| ITP907907 Resources to Deliver IT Capital Projects | | | | | | | | | | | | | | | | | | | | | | | | | |
| 0 | 1 | Capital Portfolio Resource Requirements | CW | S4 | 04 | 3,000 | 5,325 | 3,550 | 1,775 | 0 | 13,650 | 0 | 13,650 | 0 | 0 | 0 | 6,557 | 0 | 0 | 0 | 7,093 | 0 | 13,650 | | |
| Sub-total | | | | | | 3,000 | 5,325 | 3,550 | 1,775 | 0 | 13,650 | 0 | 13,650 | 0 | 0 | 0 | 6,557 | 0 | 0 | 0 | 7,093 | 0 | 13,650 | | |
| WES906827 COMPUTER SYSTEM INTEGRATION | | | | | | | | | | | | | | | | | | | | | | | | | |
| 0 | 7 | Computer System Integration | CW | S2 | 04 | 6 | 0 | 0 | 0 | 0 | 6 | 0 | 6 | 0 | 0 | 0 | 0 | 0 | 6 | 0 | 0 | 0 | 6 | | |
| 0 | 8 | Computer System Integration | CW | S5 | 04 | 672 | 646 | 587 | 588 | 0 | 2,493 | 0 | 2,493 | 0 | 0 | 0 | 0 | 0 | 0 | 2,493 | 0 | | 2,493 | | |
| Sub-total | | | | | | 678 | 646 | 587 | 588 | 0 | 2,499 | 0 | 2,499 | 0 | 0 | 0 | 0 | 0 | 6 | 0 | 2,493 | 0 | 2,499 | | |
| WES907128 BUSINESS SUSTAINMENT SYSTEMS | | | | | | | | | | | | | | | | | | | | | | | | | |
| 20 | 20 | Case Mgt System -MLS Enhanced Computer Technology | CW | S2 | 04 | 648 | 0 | 0 | 0 | 0 | 648 | 0 | 648 | 0 | 0 | 0 | 648 | 0 | 0 | 0 | 0 | 0 | 648 | | |
| 0 | 43 | Licensing IVR for Business, Trade & Mobile License | CW | S6 | 04 | 0 | 155 | 252 | 0 | 0 | 407 | 0 | 407 | 0 | 0 | 0 | 0 | 0 | 0 | 407 | 0 | | 407 | | |
| 0 | 45 | Future Business Sustainment Systems | CW | S6 | 04 | 0 | 0 | 0 | 265 | 2,500 | 2,765 | 12,300 | 15,065 | 0 | 0 | 0 | 0 | 0 | 0 | 15,065 | 0 | | 15,065 | | |

Report Phase 5 - Program 30 Information & Technology Program Phase 5 Sub-Project Category 01,02,03,04,05 Part B Sub-Project Status S2,S5,S6 Part C Sub-Project Status S2,S3,S4

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 3: 2013 Capital Budget; 2014 to 2022 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 | | | | | | | | | | | |
|---|---|-------------------------------|--|--|--|---|--------|--------|--------|--------|--------------------|--------------------|---|---------------------------------------|--------------------|------------------------|----------|------------------|----------------------------|---------|--------|-------------------------------|--------------------|-----|
| | | | | | | 2013 | 2014 | 2015 | 2016 | 2017 | Total 2013-2017 | Total 2018-2022 | Total 2013-2022 | Provincial Grants and Subsidies | Federal Subsidy | Development Charges | Reserves | Reserve Funds | Capital from Current | Other 1 | Other2 | Debt - Recoverable Debt | Total Financing | |
| WES907458 TAS ELECTRONIC COMMUNICATIONS | | | | | | | | | | | | | | | | | | | | | | | | |
| 0 | 4 | TAS Electronic Communications | | | | CW | S2 | 04 | 804 | 0 | 0 | 0 | 0 | 804 | 0 | 0 | 0 | 804 | 0 | 0 | 0 | 0 | 0 | 804 |
| 0 | 5 | TAS Electronic Communications | | | | CW | S6 | 04 | 0 | 300 | 0 | 0 | 0 | 300 | 0 | 0 | 0 | 300 | 0 | 0 | 0 | 0 | 0 | 300 |
| Sub-total | | | | | | 804 | 300 | 0 | 0 | 0 | 1,104 | 0 | 1,104 | 0 | 0 | 0 | 1,104 | 0 | 0 | 0 | 0 | 0 | 1,104 | |
| Total Program Expenditure | | | | | | 62,802 | 59,645 | 78,821 | 72,434 | 57,522 | 331,224 | 140,285 | 471,509 | 0 | 0 | 0 | 214,869 | 2,390 | 1,280 | 7,960 | 24,170 | 220,840 | 471,509 | |

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 3: 2013 Capital Budget; 2014 to 2022 Capital Plan

| Information & Technology | | | | | | | | | | | | | | | | | | | | | | | |
|---|--|--|--|--|--|---|--------|--------|--------|--------|--------------------|--------------------|---|---------------------------------------|--------------------|------------------------|------------------|----------------------------|---------|--------|-------------------------------|--------------------|---------|
| <div>Sub-Project No. Project Name</div> <div>Priority SubProj No. Sub-project Name</div> <div>Ward Stat. Cat.</div> | | | | | | Current and Future Year Cash Flow Commitments and Estimates | | | | | | | Current and Future Year Cash Flow Commitments and Estimates Financed By | | | | | | | | | | |
| | | | | | | 2013 | 2014 | 2015 | 2016 | 2017 | Total 2013-2017 | Total 2018-2022 | Total 2013-2022 | Provincial Grants and Subsidies | Federal Subsidy | Development Charges | Reserve Funds | Capital from Current | Other 1 | Other2 | Debt - Recoverable Debt | Total Financing | |
| Financed By: | | | | | | | | | | | | | | | | | | | | | | | |
| Reserves (Ind. "XQ" Ref.) | | | | | | 31,759 | 30,537 | 41,529 | 21,587 | 14,172 | 139,584 | 75,285 | 214,869 | 0 | 0 | 0 | 214,869 | 0 | 0 | 0 | 0 | 0 | 214,869 |
| Reserve Funds (Ind."XR" Ref.) | | | | | | 990 | 764 | 636 | 0 | 0 | 2,390 | 0 | 2,390 | 0 | 0 | 0 | 0 | 2,390 | 0 | 0 | 0 | 0 | 2,390 |
| Capital from Current | | | | | | 1,280 | 0 | 0 | 0 | 0 | 1,280 | 0 | 1,280 | 0 | 0 | 0 | 0 | 1,280 | 0 | 0 | 0 | 0 | 1,280 |
| Other1 (Internal) | | | | | | 7,960 | 0 | 0 | 0 | 0 | 7,960 | 0 | 7,960 | 0 | 0 | 0 | 0 | 0 | 7,960 | 0 | 0 | 0 | 7,960 |
| Other2 (External) | | | | | | 0 | 0 | 10,390 | 7,800 | 5,980 | 24,170 | 0 | 24,170 | 0 | 0 | 0 | 0 | 0 | 0 | 24,170 | 0 | 0 | 24,170 |
| Debt | | | | | | 20,813 | 28,344 | 26,266 | 43,047 | 37,370 | 155,840 | 65,000 | 220,840 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 220,840 | 0 | 220,840 |
| Total Program Financing | | | | | | 62,802 | 59,645 | 78,821 | 72,434 | 57,522 | 331,224 | 140,285 | 471,509 | 0 | 0 | 0 | 214,869 | 2,390 | 1,280 | 7,960 | 24,170 | 220,840 | 471,509 |

| Status Code | Description |
|-------------|--|
| S2 | S2 Prior Year (With 2013 and/or Future Year Cashflow) |
| S3 | S3 Prior Year - Change of Scope 2013 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 2014 & 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
2013 Cash Flow and
Future Year Commitments

Report Phase 5 - Program 30 Information & Technology Program Phase 5 Sub-Project Category 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: 2013 Cash Flow & 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 | | | | | | | | | | | |
|---|----|--|----|----|----|---|-------|-------|-------|------|--------------------|--------------------|---|---------------------------------------|--------------------|------------------------|----------|------------------|----------------------------|---------|--------|-------------------------------|--------------------|--------|
| | | | | | | 2013 | 2014 | 2015 | 2016 | 2017 | Total 2013-2017 | Total 2018-2022 | Total 2013-2022 | Provincial Grants and Subsidies | Federal Subsidy | Development Charges | Reserves | Reserve Funds | Capital from Current | Other 1 | Other2 | Debt - Recoverable Debt | Total Financing | |
| <u>EOL906983</u> <u>Asset Lifecycle Management</u> | | | | | | | | | | | | | | | | | | | | | | | | |
| 8 | 8 | Network Lifecycle Asset Management | CW | S5 | 03 | 1,685 | 0 | 0 | 0 | 0 | 1,685 | 0 | 1,685 | 0 | 0 | 0 | 1,685 | 0 | 0 | 0 | 0 | 0 | 0 | 1,685 |
| 9 | 9 | Network Security Technology Refresh 2013 | CW | S5 | 03 | 606 | 0 | 0 | 0 | 0 | 606 | 0 | 606 | 0 | 0 | 0 | 606 | 0 | 0 | 0 | 0 | 0 | 0 | 606 |
| 6 | 13 | Desktop Software | CW | S2 | 03 | -15 | 0 | 0 | 0 | 0 | -15 | 0 | -15 | 0 | 0 | 0 | -15 | 0 | 0 | 0 | 0 | 0 | 0 | -15 |
| 15 | 15 | Desktop Hardware | CW | S2 | 03 | 6,206 | 0 | 0 | 0 | 0 | 6,206 | 0 | 6,206 | 0 | 0 | 0 | 6,206 | 0 | 0 | 0 | 0 | 0 | 0 | 6,206 |
| 6 | 16 | Desktop Software | CW | S5 | 03 | 600 | 0 | 0 | 0 | 0 | 600 | 0 | 600 | 0 | 0 | 0 | 600 | 0 | 0 | 0 | 0 | 0 | 0 | 600 |
| 0 | 17 | Enterprise Software | CW | S5 | 03 | 839 | 0 | 0 | 0 | 0 | 839 | 0 | 839 | 0 | 0 | 0 | 839 | 0 | 0 | 0 | 0 | 0 | 0 | 839 |
| 0 | 18 | Servers, Storage & Enterprise Software | CW | S2 | 03 | 350 | 0 | 0 | 0 | 0 | 350 | 0 | 350 | 0 | 0 | 0 | 350 | 0 | 0 | 0 | 0 | 0 | 0 | 350 |
| 15 | 21 | Desktop Hardware | CW | S3 | 03 | 1,424 | 0 | 0 | 0 | 0 | 1,424 | 0 | 1,424 | 0 | 0 | 0 | 1,424 | 0 | 0 | 0 | 0 | 0 | 0 | 1,424 |
| 8 | 22 | Network Lifecycle Asset Mgmt | CW | S2 | 03 | 304 | 0 | 0 | 0 | 0 | 304 | 0 | 304 | 0 | 0 | 0 | 304 | 0 | 0 | 0 | 0 | 0 | 0 | 304 |
| 0 | 25 | Enterprise Servers 2013 | CW | S5 | 03 | 2,060 | 1,000 | 1,000 | 1,000 | 0 | 5,060 | 0 | 5,060 | 0 | 0 | 0 | 5,060 | 0 | 0 | 0 | 0 | 0 | 0 | 5,060 |
| 0 | 26 | Enterprise Storage - 2013 | CW | S5 | 03 | 1,500 | 0 | 0 | 0 | 0 | 1,500 | 0 | 1,500 | 0 | 0 | 0 | 1,500 | 0 | 0 | 0 | 0 | 0 | 0 | 1,500 |
| Sub-total | | | | | | 15,559 | 1,000 | 1,000 | 1,000 | 0 | 18,559 | 0 | 18,559 | 0 | 0 | 0 | 18,559 | 0 | 0 | 0 | 0 | 0 | 0 | 18,559 |
| <u>ITP000223</u> <u>Network Upgrade</u> | | | | | | | | | | | | | | | | | | | | | | | | |
| 0 | 54 | Disaster Recovery/Business Continuity | CW | S5 | 03 | 2,375 | 237 | 600 | 600 | 600 | 4,412 | 0 | 4,412 | 0 | 0 | 0 | 4,412 | 0 | 0 | 0 | 0 | 0 | 0 | 4,412 |
| Sub-total | | | | | | 2,375 | 237 | 600 | 600 | 600 | 4,412 | 0 | 4,412 | 0 | 0 | 0 | 4,412 | 0 | 0 | 0 | 0 | 0 | 0 | 4,412 |
| <u>ITP906881</u> <u>Application Systems</u> | | | | | | | | | | | | | | | | | | | | | | | | |
| 58 | 58 | DM-Central Property Database/One Address Repositor | CW | S5 | 04 | 600 | 0 | 0 | 0 | 0 | 600 | 0 | 600 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 600 | 0 | 0 | 600 |
| 27 | 66 | Enterprise Application Integration Licensing (Web | CW | S2 | 03 | 500 | 435 | 0 | 0 | 0 | 935 | 0 | 935 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 935 | 0 | 0 | 935 |
| 68 | 68 | SAP Landscape Upgrade | CW | S2 | 03 | 2,300 | 0 | 0 | 0 | 0 | 2,300 | 0 | 2,300 | 0 | 0 | 0 | 620 | 0 | 720 | 840 | 0 | 120 | 0 | 2,300 |
| 8 | 70 | Information Mgmt Strategy | CW | S2 | 03 | 60 | 0 | 0 | 0 | 0 | 60 | 0 | 60 | 0 | 0 | 0 | 0 | 0 | 0 | 60 | 0 | 0 | 0 | 60 |
| 44 | 72 | Bus Intelligence DW Strategy&Plan | CW | S2 | 03 | 23 | 0 | 0 | 0 | 0 | 23 | 0 | 23 | 0 | 0 | 0 | 0 | 0 | 0 | 23 | 0 | 0 | 0 | 23 |
| 0 | 78 | Open Data | CW | S2 | 03 | 112 | 0 | 0 | 0 | 0 | 112 | 0 | 112 | 0 | 0 | 0 | 0 | 0 | 0 | 112 | 0 | 0 | 0 | 112 |
| 59 | 81 | Web Foundation Continuation | CW | S5 | 03 | 1,529 | 0 | 0 | 0 | 0 | 1,529 | 0 | 1,529 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,529 | 0 | 0 | 1,529 |
| 83 | 83 | EDRMS (formerly Enterprise Content Management) | CW | S2 | 03 | 110 | 0 | 0 | 0 | 0 | 110 | 0 | 110 | 0 | 0 | 0 | 0 | 0 | 110 | 0 | 0 | 0 | 0 | 110 |

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 4: 2013 Cash Flow & Future Year Commitments

| Information & 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 | | | | | | | | | | | | |
| | | | | | | | 2013 | 2014 | 2015 | 2016 | 2017 | Total 2013-2017 | Total 2018-2022 | Total 2013-2022 | 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 | 84 | Enterprise Geospatial Program | | | | CW | S5 | 03 | 400 | 400 | 0 | 0 | 0 | 800 | 0 | 800 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 800 | 0 | 800 |
| 44 | 86 | Bus Intelligence DW Strategy&Plan | | | | CW | S5 | 03 | 400 | 0 | 0 | 0 | 0 | 400 | 0 | 400 | 0 | 0 | 0 | 0 | 0 | 0 | 400 | 0 | 400 | |
| 83 | 89 | Ent Doc & Record Mgmt Solution (EDRMS) 2013 | | | | CW | S5 | 03 | 537 | 0 | 0 | 0 | 0 | 537 | 0 | 537 | 0 | 0 | 0 | 0 | 0 | 0 | 537 | 0 | 537 | |
| 8 | 95 | Enterprise Info Mgmt - IT - 2013 | | | | CW | S5 | 04 | 480 | 0 | 0 | 0 | 0 | 480 | 0 | 480 | 0 | 0 | 0 | 0 | 0 | 0 | 480 | 0 | 480 | |
| Sub-total | | | | | | | 7,051 | 835 | 0 | 0 | 0 | 7,886 | 0 | 7,886 | 0 | 0 | 0 | 620 | 0 | 830 | 1,035 | 0 | 5,401 | 0 | 7,886 | |
| ITP906882 | Corporate Planning & Management | | | | | | | | | | | | | | | | | | | | | | | | | |
| 11 | 30 | IT Service Mgmt (formerly) ITIL | | | | CW | S2 | 03 | 66 | 0 | 0 | 0 | 0 | 66 | 0 | 66 | 0 | 0 | 0 | 0 | 66 | 0 | 0 | 0 | 66 | |
| 46 | 46 | Quality Assurance Tools Implementation | | | | CW | S2 | 04 | 279 | 0 | 0 | 0 | 0 | 279 | 0 | 279 | 0 | 0 | 0 | 240 | 39 | 0 | 0 | 0 | 279 | |
| 18 | 63 | eCity Information Security | | | | CW | S5 | 03 | 200 | 200 | 200 | 0 | 0 | 600 | 0 | 600 | 0 | 0 | 0 | 0 | 0 | 0 | 600 | 0 | 600 | |
| 68 | 75 | Enterprise Portfolio Mgmt Tools | | | | CW | S2 | 03 | 32 | 0 | 0 | 0 | 0 | 32 | 0 | 32 | 0 | 0 | 0 | 0 | 32 | 0 | 0 | 0 | 32 | |
| 36 | 81 | Ent Project Mgmt Rollout - Phase 2 | | | | CW | S2 | 03 | 103 | 0 | 0 | 0 | 0 | 103 | 0 | 103 | 0 | 0 | 0 | 0 | 103 | 0 | 0 | 0 | 103 | |
| 87 | 87 | eCity Enterprise Architecture | | | | CW | S2 | 03 | 46 | 0 | 0 | 0 | 0 | 46 | 0 | 46 | 0 | 0 | 0 | 0 | 46 | 0 | 0 | 0 | 46 | |
| 88 | 88 | eCity Strategic Planning | | | | CW | S2 | 04 | 47 | 0 | 0 | 0 | 0 | 47 | 0 | 47 | 0 | 0 | 0 | 0 | 47 | 0 | 0 | 0 | 47 | |
| 89 | 89 | Risk Mgmt Framework | | | | CW | S2 | 03 | 300 | 300 | 0 | 0 | 0 | 600 | 0 | 600 | 0 | 0 | 0 | 0 | 0 | 0 | 600 | 0 | 600 | |
| 90 | 90 | IT Performance Reporting (IT Ent KPI Imp) | | | | CW | S2 | 03 | 1 | 0 | 0 | 0 | 0 | 1 | 0 | 1 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 1 | |
| 0 | 91 | Enterprise Portfolio Mgmt Tools | | | | CW | S5 | 03 | 150 | 0 | 0 | 0 | 0 | 150 | 0 | 150 | 0 | 0 | 0 | 0 | 0 | 0 | 150 | 0 | 150 | |
| 11 | 92 | IT Service Mgmt Project(ITIL) | | | | CW | S5 | 03 | 496 | 407 | 618 | 629 | 641 | 2,791 | 1,996 | 4,787 | 0 | 0 | 0 | 0 | 0 | 0 | 4,787 | 0 | 4,787 | |
| 36 | 93 | Ent Project Mgmt Rollout - Phase 2 | | | | CW | S5 | 03 | 370 | 0 | 0 | 0 | 0 | 370 | 0 | 370 | 0 | 0 | 0 | 0 | 0 | 0 | 370 | 0 | 370 | |
| 89 | 100 | Risk Mgmt 2013 Scope Change | | | | CW | S3 | 03 | 174 | 108 | 440 | 0 | 0 | 722 | 0 | 722 | 0 | 0 | 0 | 0 | 0 | 0 | 722 | 0 | 722 | |
| 87 | 101 | Enterprise Architecture | | | | CW | S5 | 03 | 699 | 831 | 400 | 0 | 0 | 1,930 | 0 | 1,930 | 0 | 0 | 0 | 0 | 0 | 0 | 1,930 | 0 | 1,930 | |
| 88 | 103 | eCity Strategic Plan | | | | CW | S5 | 04 | 619 | 0 | 0 | 0 | 0 | 619 | 0 | 619 | 0 | 0 | 0 | 0 | 0 | 0 | 619 | 0 | 619 | |
| 90 | 104 | IT Performance Reporting (IT Ent Imp) | | | | CW | S5 | 03 | 150 | 0 | 0 | 0 | 0 | 150 | 0 | 150 | 0 | 0 | 0 | 0 | 0 | 0 | 150 | 0 | 150 | |
| Sub-total | | | | | | | 3,732 | 1,846 | 1,658 | 629 | 641 | 8,506 | 1,996 | 10,502 | 0 | 0 | 0 | 0 | 0 | 240 | 334 | 0 | 9,928 | 0 | 10,502 | |
| ITP906883 | Technology Infrastructure | | | | | | | | | | | | | | | | | | | | | | | | | |

Report Phase 5 - Program 30 Information & Technology Program Phase 5 Sub-Project Category 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: 2013 Cash Flow & Future Year Commitments**Information & Technology**

| | | | | | | Current and Future Year Cash Flow Commitments | | | | | | | Current and Future Year Cash Flow Commitments Financed By | | | | | | | | | | | | |
|---|----------------------------|--|------|-------|------|---|-------|--------|---------|--------|--------------------|--------------------|---|---------------------------------------|--------------------|------------------------|----------|------------------|----------------------------|---------|---------|-------------------------------|--------------------|---------|---------|
| | | | | | | 2013 | 2014 | 2015 | 2016 | 2017 | Total 2013-2017 | Total 2018-2022 | Total 2013-2022 | 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. | | | | | | | | | | | | | | | | | | | | |
| ITP906883 <u>Technology Infrastructure</u> | | | | | | | | | | | | | | | | | | | | | | | | | |
| 29 | 29 | Integrated Telecom Infrastructure (ITI) | CW | S2 | 04 | 7,366 | 808 | 0 | 0 | 0 | 8,174 | 0 | 8,174 | 0 | 0 | 0 | 8,174 | 0 | 0 | 0 | 0 | 0 | 0 | 8,174 | |
| 20 | 30 | Consolidated Data Centre | CW | S2 | 03 | 5,044 | 2,370 | 2,065 | 94,225 | 10,855 | 114,559 | 0 | 114,559 | 0 | 0 | 0 | 27,477 | 0 | 0 | 1,084 | 57,532 | 28,466 | 0 | 114,559 | |
| 5 | 40 | eMail Archiving Solutions | CW | S2 | 03 | -65 | 0 | 0 | 0 | 0 | -65 | 0 | -65 | 0 | 0 | 0 | 0 | 0 | 0 | -65 | 0 | 0 | 0 | -65 | |
| 51 | 51 | I&T Enterprise Systems Mgmt - Implementation | CW | S5 | 03 | 1,210 | 590 | 250 | 0 | 0 | 2,050 | 0 | 2,050 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2,050 | 0 | 2,050 | |
| 31 | 52 | CONFIGURATION MGMT DATABASE IMPLEMENTATION I&T | CW | S5 | 03 | 360 | 0 | 0 | 0 | 0 | 360 | 0 | 360 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 360 | 0 | 360 | |
| 20 | 55 | Consolidated Data Centre | CW | S3 | 03 | 1,750 | 3,350 | 28,695 | -61,765 | 19,495 | -8,475 | 0 | -8,475 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | -33,362 | 24,887 | 0 | -8,475 | |
| Sub-total | | | | | | 15,665 | 7,118 | 31,010 | 32,460 | 30,350 | 116,603 | | 0 | 116,603 | 0 | 0 | 0 | 35,651 | 0 | 0 | 1,019 | 24,170 | 55,763 | 0 | 116,603 |
| ITP907747 <u>Corporate Initiatives</u> | | | | | | | | | | | | | | | | | | | | | | | | | |
| 7 | 2 | e-Human Resource Strategy | CW | S2 | 04 | 704 | 0 | 0 | 0 | 0 | 704 | 0 | 704 | 0 | 0 | 0 | 0 | 0 | 0 | 704 | 0 | 0 | 0 | 704 | |
| 6 | 6 | E-Learning Tech and Transformation | CW | S2 | 04 | 1,120 | 0 | 0 | 0 | 0 | 1,120 | 0 | 1,120 | 0 | 0 | 0 | 0 | 0 | 0 | 1,120 | 0 | 0 | 0 | 1,120 | |
| 7 | 7 | e-Human Resource Strategy | CW | S5 | 04 | 483 | 0 | 0 | 0 | 0 | 483 | 0 | 483 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 483 | 0 | 483 | |
| 8 | 8 | Toronto Progress Portal - Web | CW | S2 | 04 | 367 | 0 | 0 | 0 | 0 | 367 | 0 | 367 | 0 | 0 | 0 | 0 | 0 | 0 | 367 | 0 | 0 | 0 | 367 | |
| 9 | 9 | Corp Civic Engage Information System | CW | S2 | 04 | 595 | 0 | 0 | 0 | 0 | 595 | 0 | 595 | 0 | 0 | 0 | 0 | 0 | 0 | 595 | 0 | 0 | 0 | 595 | |
| 0 | 11 | Efficiency Study Implementation | CW | S2 | 04 | 2,310 | 0 | 0 | 0 | 0 | 2,310 | 0 | 2,310 | 0 | 0 | 0 | 0 | 0 | 0 | 2,310 | 0 | 0 | 0 | 2,310 | |
| 0 | 12 | Efficiency Study Implementation | CW | S5 | 04 | 4,802 | 0 | 0 | 0 | 0 | 4,802 | 0 | 4,802 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 4,802 | 0 | 4,802 | |
| Sub-total | | | | | | 10,381 | 0 | 0 | 0 | 0 | 10,381 | | 0 | 10,381 | 0 | 0 | 0 | 0 | 0 | 0 | 5,096 | 0 | 5,285 | 0 | 10,381 |
| ITP907907 <u>Resources to Deliver IT Capital Projects</u> | | | | | | | | | | | | | | | | | | | | | | | | | |
| 0 | 1 | Capital Portfolio Resource Requirements | CW | S4 | 04 | 3,000 | 5,325 | 3,550 | 1,775 | 0 | 13,650 | 0 | 13,650 | 0 | 0 | 0 | 6,557 | 0 | 0 | 0 | 0 | 7,093 | 0 | 13,650 | |
| Sub-total | | | | | | 3,000 | 5,325 | 3,550 | 1,775 | 0 | 13,650 | | 0 | 13,650 | 0 | 0 | 0 | 6,557 | 0 | 0 | 0 | 0 | 7,093 | 0 | 13,650 |
| WES906827 <u>COMPUTER SYSTEM INTEGRATION</u> | | | | | | | | | | | | | | | | | | | | | | | | | |
| 0 | 7 | Computer System Integration | CW | S2 | 04 | 6 | 0 | 0 | 0 | 0 | 6 | 0 | 6 | 0 | 0 | 0 | 0 | 0 | 0 | 6 | 0 | 0 | 0 | 6 | |
| 0 | 8 | Computer System Integration | CW | S5 | 04 | 672 | 0 | 0 | 0 | 0 | 672 | 0 | 672 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 672 | 0 | 672 | |
| Sub-total | | | | | | 678 | 0 | 0 | 0 | 0 | 678 | | 0 | 678 | 0 | 0 | 0 | 0 | 0 | 0 | 6 | 0 | 672 | 0 | 678 |
| WES907128 <u>BUSINESS SUSTAINMENT SYSTEMS</u> | | | | | | | | | | | | | | | | | | | | | | | | | |
| 20 | 20 | Case Mgt System -MLS Enhanced Computer Technology | CW | S2 | 04 | 648 | 0 | 0 | 0 | 0 | 648 | 0 | 648 | 0 | 0 | 0 | 648 | 0 | 0 | 0 | 0 | 0 | 0 | 648 | |

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 4: 2013 Cash Flow & 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 | | | | | | | | | | | | |
|---|-----|---|----|----|----|---|--------|--------|--------|--------|--------------------|--------------------|---|---------------------------------------|--------------------|------------------------|----------|------------------|----------------------------|---------|--------|-------------------------------|--------------------|---------|-----|
| | | | | | | 2013 | 2014 | 2015 | 2016 | 2017 | Total 2013-2017 | Total 2018-2022 | Total 2013-2022 | 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 | | | | | | | | | | | | | | | | | | | | | | | | | |
| 67 | 67 | Zoning By-law Integration Cross Divisional | CW | S5 | 04 | 150 | 0 | 0 | 0 | 0 | 150 | 0 | 150 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 150 | 0 | 150 | |
| 62 | 73 | Toronto Building e-services | CW | S2 | 04 | 240 | 0 | 0 | 0 | 0 | 240 | 0 | 240 | 0 | 0 | 0 | 41 | 0 | 0 | 199 | 0 | 0 | 0 | 240 | |
| 64 | 83 | Licensing System Enhancements | CW | S2 | 04 | 11 | 0 | 0 | 0 | 0 | 11 | 0 | 11 | 0 | 0 | 0 | 0 | 0 | 0 | 11 | 0 | 0 | 0 | 11 | |
| 90 | 90 | Doc Mgmt System - ProjectWise | CW | S2 | 03 | 210 | 0 | 0 | 0 | 0 | 210 | 0 | 210 | 0 | 0 | 0 | 0 | 0 | 210 | 0 | 0 | 0 | 0 | 210 | |
| 39 | 91 | IBMS / OAR Upgrade | CW | S2 | 03 | 10 | 0 | 0 | 0 | 0 | 10 | 0 | 10 | 0 | 0 | 0 | 0 | 0 | 0 | 10 | 0 | 0 | 0 | 10 | |
| 0 | 92 | IBMS Migration to AMANDAI | CW | S5 | 04 | 260 | 0 | 0 | 0 | 0 | 260 | 0 | 260 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 260 | 0 | 260 | |
| 64 | 98 | Licencing System Enhancements - ML&S | CW | S5 | 04 | 100 | 0 | 0 | 0 | 0 | 100 | 0 | 100 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 100 | 0 | 100 | |
| 58 | 101 | CPIT - IBMS Phase 2 | CW | S2 | 04 | 58 | 0 | 0 | 0 | 0 | 58 | 0 | 58 | 0 | 0 | 0 | 0 | 0 | 0 | 58 | 0 | 0 | 0 | 58 | |
| 60 | 102 | CP - App Info Centre | CW | S2 | 04 | 27 | 0 | 0 | 0 | 0 | 27 | 0 | 27 | 0 | 0 | 0 | 0 | 0 | 0 | 27 | 0 | 0 | 0 | 27 | |
| 28 | 103 | IBMS Cross Divisional | CW | S2 | 04 | -5 | 0 | 0 | 0 | 0 | -5 | 0 | -5 | 0 | 0 | 0 | 0 | 0 | 0 | -5 | 0 | 0 | 0 | -5 | |
| 89 | 106 | Toronto Building ESD | CW | S5 | 04 | 1,363 | 0 | 0 | 0 | 0 | 1,363 | 0 | 1,363 | 0 | 0 | 0 | 0 | 990 | 0 | 0 | 0 | 373 | 0 | 1,363 | |
| 107 | 107 | eService for MLS | CW | S2 | 04 | 123 | 0 | 0 | 0 | 0 | 123 | 0 | 123 | 0 | 0 | 0 | 0 | 0 | 0 | 123 | 0 | 0 | 0 | 123 | |
| 0 | 110 | MLS & IBMS Enhancements | CW | S2 | 04 | 30 | 0 | 0 | 0 | 0 | 30 | 0 | 30 | 0 | 0 | 0 | 0 | 0 | 0 | 30 | 0 | 0 | 0 | 30 | |
| 107 | 112 | eService for MLS | CW | S5 | 04 | 240 | 0 | 0 | 0 | 0 | 240 | 0 | 240 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 240 | 0 | 240 | |
| 114 | 114 | CP-CPIT IBMS Enhancements (City Plng TechPhase 2) | CW | S5 | 04 | 75 | 0 | 0 | 0 | 0 | 75 | 0 | 75 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 75 | 0 | 75 | |
| Sub-total | | | | | | 3,540 | 0 | 0 | 0 | 0 | 3,540 | 0 | 3,540 | 0 | 0 | 0 | 689 | 990 | 210 | 453 | 0 | 1,198 | 0 | 3,540 | |
| WES907456 TMMS UNIFACE UPGRADE | | | | | | | | | | | | | | | | | | | | | | | | | |
| 0 | 3 | TMMS Uniface Upgrade | CW | S2 | 03 | 17 | 0 | 0 | 0 | 0 | 17 | 0 | 17 | 0 | 0 | 0 | 0 | 0 | 0 | 17 | 0 | 0 | 0 | 17 | |
| Sub-total | | | | | | 17 | 0 | 0 | 0 | 0 | 17 | 0 | 17 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 17 | 0 | 0 | 0 | 17 |
| WES907458 TAS ELECTRONIC COMMUNICATIONS | | | | | | | | | | | | | | | | | | | | | | | | | |
| 0 | 4 | TAS Electronic Communcations | CW | S2 | 04 | 804 | 0 | 0 | 0 | 0 | 804 | 0 | 804 | 0 | 0 | 0 | 804 | 0 | 0 | 0 | 0 | 0 | 0 | 804 | |
| Sub-total | | | | | | 804 | 0 | 0 | 0 | 0 | 804 | 0 | 804 | 0 | 0 | 0 | 804 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 804 |
| Total Program Expenditure | | | | | | 62,802 | 16,361 | 37,818 | 36,464 | 31,591 | 185,036 | 1,996 | 187,032 | 0 | 0 | 0 | 67,292 | 990 | 1,280 | 7,960 | 24,170 | 85,340 | 0 | 187,032 | |

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 4: 2013 Cash Flow & Future Year Commitments

| Information & Technology | | | | | | | | | | | | | | | | | | | | | | | | |
|---|--|--|--|--|--|---|--------|--------|--------|--------|--------------------|--------------------|---|---------------------------------------|--------------------|------------------------|---------------------|------------------|----------------------------|---------|--------|-------------------------------|--------------------|---------|
| <div>Sub-Project No. Project Name</div> <div>Priority SubProj No. Sub-project Name</div> <div>Ward Stat. Cat.</div> | | | | | | Current and Future Year Cash Flow Commitments and Estimates | | | | | | | Current and Future Year Cash Flow Commitments and Estimates Financed By | | | | | | | | | | | |
| | | | | | | 2013 | 2014 | 2015 | 2016 | 2017 | Total 2013-2017 | Total 2018-2022 | Total 2013-2022 | Provincial Grants and Subsidies | Federal Subsidy | Development Charges | Reserve Reserves | Reserve Funds | Capital from Current | Other 1 | Other2 | Debt - Recoverable Debt | Total Financing | |
| Financed By: | | | | | | | | | | | | | | | | | | | | | | | | |
| Reserves (Ind. "XQ" Ref.) | | | | | | 31,159 | 12,354 | 21,654 | 1,525 | 600 | 67,292 | 0 | 67,292 | 0 | 0 | 0 | 67,292 | 0 | 0 | 0 | 0 | 0 | 67,292 | |
| Reserve Funds (Ind."XR" Ref.) | | | | | | 990 | 0 | 0 | 0 | 0 | 990 | 0 | 990 | 0 | 0 | 0 | 0 | 990 | 0 | 0 | 0 | 0 | 990 | |
| Capital from Current | | | | | | 1,280 | 0 | 0 | 0 | 0 | 1,280 | 0 | 1,280 | 0 | 0 | 0 | 0 | 0 | 1,280 | 0 | 0 | 0 | 1,280 | |
| Other1 (Internal) | | | | | | 7,960 | 0 | 0 | 0 | 0 | 7,960 | 0 | 7,960 | 0 | 0 | 0 | 0 | 0 | 7,960 | 0 | 0 | 0 | 7,960 | |
| Other2 (External) | | | | | | 0 | 0 | 10,390 | 7,800 | 5,980 | 24,170 | 0 | 24,170 | 0 | 0 | 0 | 0 | 0 | 0 | 24,170 | 0 | 0 | 24,170 | |
| Debt | | | | | | 21,413 | 4,007 | 5,774 | 27,139 | 25,011 | 83,344 | 1,996 | 85,340 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 85,340 | 0 | 85,340 | |
| Total Program Financing | | | | | | 62,802 | 16,361 | 37,818 | 36,464 | 31,591 | 185,036 | 1,996 | 187,032 | 0 | 0 | 0 | 67,292 | 990 | 1,280 | 7,960 | 24,170 | 85,340 | 0 | 187,032 |

| Status Code | Description |
|-------------|--|
| S2 | S2 Prior Year (With 2013 and/or Future Year Cashflow) |
| S3 | S3 Prior Year - Change of Scope 2013 and/or Future Year Cost(Cashflow) |
| S4 | S4 New - Stand-Alone Project (Current Year Only) |
| S5 | S5 New (On-going or Phased Projects) |

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

Appendix 5

2013 Capital Project with Financing Details



CITY OF TORONTO

Appendix 5: 2013 Capital Projects with Financing Details

Information & Technology

Sub-Project Summary

| Project/Financing | | | | 2013 | 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 | EOL906983 | Asset Lifecycle Management | | | | | | | | | | | | | |
| 0 | 17 | Enterprise Software | 1/1/2013 | 12/31/2022 | 839 | 0 | 0 | 0 | 839 | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | 18 | Servers, Storage & Enterprise Software | 1/1/2011 | 12/31/2012 | 350 | 0 | 0 | 0 | 350 | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | 25 | Enterprise Servers 2013 | 1/18/2013 | 12/31/2022 | 2,060 | 0 | 0 | 0 | 2,060 | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | 26 | Enterprise Storage - 2013 | 1/18/2013 | 12/31/2022 | 1,500 | 0 | 0 | 0 | 1,500 | 0 | 0 | 0 | 0 | 0 | 0 |
| 6 | 13 | Desktop Software | 1/1/2011 | 12/12/2012 | -15 | 0 | 0 | 0 | -15 | 0 | 0 | 0 | 0 | 0 | 0 |
| 6 | 16 | Desktop Software | 1/1/2013 | 12/31/2022 | 600 | 0 | 0 | 0 | 600 | 0 | 0 | 0 | 0 | 0 | 0 |
| 8 | 8 | Network Lifecycle Asset Management | 1/17/2013 | 12/31/2022 | 1,685 | 0 | 0 | 0 | 1,685 | 0 | 0 | 0 | 0 | 0 | 0 |
| 8 | 22 | Network Lifecycle Asset Mgmt | 1/1/2010 | 12/31/2012 | 304 | 0 | 0 | 0 | 304 | 0 | 0 | 0 | 0 | 0 | 0 |
| 9 | 9 | Network Security Technology Refresh 2013 | 1/18/2013 | 12/31/2022 | 606 | 0 | 0 | 0 | 606 | 0 | 0 | 0 | 0 | 0 | 0 |
| 15 | 15 | Desktop Hardware | 1/1/2011 | 12/31/2013 | 6,206 | 0 | 0 | 0 | 6,206 | 0 | 0 | 0 | 0 | 0 | 0 |
| 15 | 21 | Desktop Hardware | 1/1/2013 | 12/31/2013 | 1,424 | 0 | 0 | 0 | 1,424 | 0 | 0 | 0 | 0 | 0 | 0 |
| Project Sub-total: | | | | | 15,559 | 0 | 0 | 0 | 15,559 | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | ITP000223 | Network Upgrade | | | | | | | | | | | | | |
| 0 | 54 | Disaster Recovery/Business Continuity | 1/1/2006 | 12/31/2017 | 2,375 | 0 | 0 | 0 | 2,375 | 0 | 0 | 0 | 0 | 0 | 0 |
| Project Sub-total: | | | | | 2,375 | 0 | 0 | 0 | 2,375 | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | ITP906881 | Application Systems | | | | | | | | | | | | | |
| 0 | 78 | Open Data | 1/1/2011 | 12/31/2012 | 112 | 0 | 0 | 0 | 0 | 0 | 0 | 112 | 0 | 0 | 0 |
| 8 | 70 | Information Mgmt Strategy | 1/1/2011 | 12/31/2011 | 60 | 0 | 0 | 0 | 0 | 0 | 0 | 60 | 0 | 0 | 0 |
| 8 | 95 | Enterprise Info Mgmt - IT - 2013 | 1/18/2013 | 12/31/2019 | 480 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 480 | 0 |
| 27 | 66 | Enterprise Application Integration Licensing (Web | 1/1/2012 | 12/31/2014 | 500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 500 | 0 |
| 44 | 72 | Bus Intelligence DW Strategy&Plan | 1/1/2012 | 12/31/2015 | 23 | 0 | 0 | 0 | 0 | 0 | 0 | 23 | 0 | 0 | 0 |
| 44 | 86 | Bus Intelligence DW Strategy&Plan | 1/1/2012 | 12/31/2019 | 400 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 400 | 0 |
| 58 | 58 | DM-Central Property Database/One Address Repositor | 1/3/2011 | 12/31/2015 | 600 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 600 | 0 |
| 59 | 81 | Web Foundation Continuation | 1/1/2013 | 12/31/2014 | 1,529 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,529 | 0 |
| 68 | 68 | SAP Landscape Upgrade | 1/1/2010 | 6/30/2013 | 2,300 | 0 | 0 | 0 | 620 | 0 | 720 | 840 | 0 | 120 | 0 |
| 83 | 83 | EDRMS (formerly Enterprise Content Management) | 1/1/2010 | 12/31/2013 | 110 | 0 | 0 | 0 | 0 | 0 | 110 | 0 | 0 | 0 | 0 |
| 83 | 89 | Ent Doc & Record Mgmt Solution (EDRMS) 2013 | 1/1/2010 | 12/31/2018 | 537 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 537 | 0 |
| 84 | 84 | Enterprise Geospatial Program | 1/1/2012 | 12/30/2017 | 400 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 400 | 0 |
| Project Sub-total: | | | | | 7,051 | 0 | 0 | 0 | 620 | 0 | 830 | 1,035 | 0 | 4,566 | 0 |
| 0 | ITP906882 | Corporate Planning & Management | | | | | | | | | | | | | |
| 0 | 91 | Enterprise Portfolio Mgmt Tools | 1/1/2010 | 12/31/2015 | 150 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 150 | 0 |
| 11 | 30 | IT Service Mgmt (formerly) ITIL | 1/1/2012 | 12/25/2012 | 66 | 0 | 0 | 0 | 0 | 0 | 0 | 66 | 0 | 0 | 0 |
| 11 | 92 | IT Service Mgmt Project(ITIL) | 1/1/2013 | 8/31/2020 | 496 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 496 | 0 |

(Phase 5) 30-Information & 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: 2013 Capital Projects with Financing Details

Information & Technology

Sub-Project Summary

| Project/Financing | | | | 2013 | 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 | ITP907907 | Resources to Deliver IT Capital Projects | | | | | | | | | | | | | |
| 0 | 1 | Capital Portfolio Resource Requirements | 1/1/2013 | 12/31/2017 | 3,000 | 0 | 0 | 0 | 1,369 | 0 | 0 | 0 | 0 | 1,631 | 0 |
| Project Sub-total: | | | | | 3,000 | 0 | 0 | 0 | 1,369 | 0 | 0 | 0 | 0 | 1,631 | 0 |
| 0 | WES907126 | BUSINESS SUSTAINMENT SYSTEMS | | | | | | | | | | | | | |
| 0 | 92 | IBMS Migration to AMANDAi | 1/1/2013 | 12/31/2017 | 260 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 260 | 0 |
| 0 | 110 | MLS & IBMS Enhancements | 1/18/2012 | 12/31/2012 | 30 | 0 | 0 | 0 | 0 | 0 | 0 | 30 | 0 | 0 | 0 |
| 20 | 20 | Case Mgt System -MLS Enhanced Computer Technology | 1/1/2007 | 12/31/2011 | 648 | 0 | 0 | 0 | 648 | 0 | 0 | 0 | 0 | 0 | 0 |
| 28 | 103 | IBMS Cross Divisional | 1/1/2009 | 12/31/2012 | -5 | 0 | 0 | 0 | 0 | 0 | 0 | -5 | 0 | 0 | 0 |
| 39 | 91 | IBMS / OAR Upgrade | 1/1/2010 | 12/17/2012 | 10 | 0 | 0 | 0 | 0 | 0 | 0 | 10 | 0 | 0 | 0 |
| 58 | 101 | CPIT - IBMS Phase 2 | 1/1/2011 | 12/31/2012 | 58 | 0 | 0 | 0 | 0 | 0 | 0 | 58 | 0 | 0 | 0 |
| 60 | 102 | CP - App Info Centre | 1/1/2011 | 12/31/2012 | 27 | 0 | 0 | 0 | 0 | 0 | 0 | 27 | 0 | 0 | 0 |
| 62 | 73 | Toronto Building e-services | 9/11/2008 | 9/11/2008 | 240 | 0 | 0 | 0 | 41 | 0 | 0 | 199 | 0 | 0 | 0 |
| 64 | 83 | Licensing System Enhancements | 1/1/2010 | 12/31/2011 | 11 | 0 | 0 | 0 | 0 | 0 | 0 | 11 | 0 | 0 | 0 |
| 64 | 98 | Licencing System Enhancements - ML&S | 1/1/2010 | 12/31/2013 | 100 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 100 | 0 |
| 67 | 67 | Zoning By-law Integration Cross Divisional | 1/18/2013 | 12/31/2015 | 150 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 150 | 0 |
| 89 | 106 | Toronto Building ESD | 1/1/2009 | 12/31/2016 | 1,363 | 0 | 0 | 0 | 0 | 990 | 0 | 0 | 0 | 373 | 0 |
| 90 | 90 | Doc Mgmt System - ProjectWise | 1/1/2009 | 12/31/2015 | 210 | 0 | 0 | 0 | 0 | 0 | 210 | 0 | 0 | 0 | 0 |
| 107 | 107 | eService for MLS | 5/12/2011 | 12/31/2012 | 123 | 0 | 0 | 0 | 0 | 0 | 0 | 123 | 0 | 0 | 0 |
| 107 | 112 | eService for MLS | 1/18/2013 | 12/31/2016 | 240 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 240 | 0 |
| 114 | 114 | CP-CPIT IBMS Enhancements (City Plng TechPhase 2) | 1/18/2013 | 12/31/2016 | 75 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 75 | 0 |
| Project Sub-total: | | | | | 3,540 | 0 | 0 | 0 | 689 | 990 | 210 | 453 | 0 | 1,198 | 0 |
| 0 | WES907456 | TMMS UNIFACE UPGRADE | | | | | | | | | | | | | |
| 0 | 3 | TMMS Uniface Upgrade | 1/1/2009 | 12/31/2012 | 17 | 0 | 0 | 0 | 0 | 0 | 0 | 17 | 0 | 0 | 0 |
| Project Sub-total: | | | | | 17 | 0 | 0 | 0 | 0 | 0 | 0 | 17 | 0 | 0 | 0 |
| 0 | WES907456 | TAS ELECTRONIC COMMUNICATIONS | | | | | | | | | | | | | |
| 0 | 4 | TAS Electronic Communcations | 1/1/2011 | 12/31/2013 | 804 | 0 | 0 | 0 | 804 | 0 | 0 | 0 | 0 | 0 | 0 |
| Project Sub-total: | | | | | 804 | 0 | 0 | 0 | 804 | 0 | 0 | 0 | 0 | 0 | 0 |
| 1 | WES906827 | COMPUTER SYSTEM INTEGRATION | | | | | | | | | | | | | |
| 0 | 7 | Computer System Integration | 1/1/2012 | 12/31/2015 | 6 | 0 | 0 | 0 | 0 | 0 | 0 | 6 | 0 | 0 | 0 |
| 0 | 8 | Computer System Integration | 1/1/2012 | 12/31/2016 | 672 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 672 | 0 |
| Project Sub-total: | | | | | 678 | 0 | 0 | 0 | 0 | 0 | 0 | 6 | 0 | 672 | 0 |
| Program Total: | | | | | 62,802 | 0 | 0 | 0 | 31,159 | 990 | 1,280 | 7,960 | 0 | 21,413 | 0 |

| Status Code | Description |
|-------------|--|
| S2 | S2 Prior Year (With 2013 and/or Future Year Cashflow) |
| S3 | S3 Prior Year - Change of Scope 2013 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

2013 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, 2012 * | Contributions / (Withdrawals) | | | | | | | | | | 2013- 2022 Total Contributions / (Withdrawals) |
|--|---|--|-------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|--|
| | | | 2013 Budget | 2014 Plan | 2015 Plan | 2016 Plan | 2017 Plan | 2018 Plan | 2019 Plan | 2020 Plan | 2021 Plan | 2022 Plan | |
| IT Equipment Reserve XQ1508 | Beginning Balance as of Jan. 1, 2012 | | 26,782 | 15,377 | 9,953 | 6,778 | 2,547 | 4,899 | 7,233 | 11,121 | 11,542 | 13,145 | |
| | Contributions / (Withdrawals) | | | | | | | | | | | | |
| | Asset Lifecycle Management EOL906883 | 26,782 | (15,559) | (13,993) | (16,481) | (19,508) | (13,202) | (14,190) | (12,636) | (16,103) | (14,921) | (17,435) | (154,028) |
| | Integrated Telecom Infrastructure ITP906883-29 | | (7,366) | (808) | | | | | | | | | (8,174) |
| | Capital Portfolio Resource Requirements ITP907907 | | (1,369) | (3,805) | (1,383) | | | | | | | | (6,557) |
| | Network Upgrade ITP000223 | | (2,375) | (2,517) | (1,310) | (1,247) | (970) | | | | | | (8,419) |
| | Application Systems ITP906881 | | (1,220) | (800) | (500) | | | | | | | | (2,520) |
| | Total Proposed (Withdrawals) | | (27,889) | (21,923) | (19,674) | (20,755) | (14,172) | (14,190) | (12,636) | (16,103) | (14,921) | (17,435) | (179,698) |
| Total Proposed Contributions / | | | 16,484 | 16,499 | 16,499 | 16,524 | 16,524 | 16,524 | 16,524 | 16,524 | 16,524 | 16,524 | 165,150 |
| Total Reserve Fund Balance at Year-End | | | 26,782 | 15,377 | 9,953 | 6,778 | 2,547 | 4,899 | 7,233 | 11,121 | 11,542 | 13,145 | 12,234 |

* 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, 2012 * | Contributions / (Withdrawals) | | | | | | | | | | 2013- 2022 Total Contributions / (Withdrawals) |
|--|---|--|-------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|--|
| | | | 2013 Budget | 2014 Plan | 2015 Plan | 2016 Plan | 2017 Plan | 2018 Plan | 2019 Plan | 2020 Plan | 2021 Plan | 2022 Plan | |
| Capital Financing Reserve XQ0011 | Beginning Balance as of Jan. 1, 2012 | 92,090 | | | | | | | | | | | |
| | Consolidated Data Centre ITP 906883-30 | | (627) | (3,154) | (2,707) | (20,989) | | | | | | | (27,477) |
| | Animal Service Electronics Communications | | (804) | (300) | | | | | | | | | (1,104) |
| Telecommunications Development Reserve XQ1712 | Beginning Balance as of Jan. 1, 2012 | 226 | | | | | | | | | | | |
| | eMail System Strategy Implementation ITP906883-56 | | (226) | | | | | | | | | | (226) |
| Telecom Public Policy Benefits Reserve XQ1713 | Beginning Balance as of Jan. 1, 2012 | 5,035 | | | | | | | | | | | |
| | eMail System Strategy Implementation ITP906883-56 | | (944) | (3,184) | (907) | | | | | | | | (5,035) |
| Building Division Reserve Fund XR1305 | Beginning Balance as of Jan. 1, 2012 | 15,181 | | | | | | | | | | | |
| | Toronto Building eService | | (1,679) | (1,404) | (636) | | | | | | | | (3,719) |
| Total Program Proposed Contributions / (Withdrawals) | | | (4,280) | (8,042) | (4,250) | (20,989) | | | | | | | (37,561) |

* Based on the 3rd Quarter Variance Report